

# Revamping Little Acre Hotel



**A FOCUS ON OPERATIONS MANAGEMENT**



**DECEMBER, 2010**



**ASHESI UNIVERSITY COLLEGE**

**REVAMPING LITTLE ACRE HOTEL**

By

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Applied Project Report submitted to the Department of Business Administration,  
Ashesi University College, in partial fulfilment of the requirements for the award  
of Bachelor of Science degree in Business Administration

**DECEMBER, 2010**

**DECLARATION**

I hereby declare that this Applied Project Report is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

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Candidate's Name: Afua Serwaa Biney

Date:

*I hereby declare that the preparation and presentation of the Applied Project Report were supervised in accordance with the guidelines on supervision of applied projects laid down by Ashesi University College.*

Supervisor's Signature: .....

Supervisor's Name: Esi Ansah

Date:

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## **Executive Summary**

The Little Acre Hotel is a 2-star hotel located in Aburi, on the Akwapim ridge of the Eastern Region of Ghana. It has been in existence for about thirteen years and currently does not have an operational plan or policy by which it operates. Thus, it is difficult to provide the best service that will result in the retention of customers and sustained profitability.

This project was carried out to identify processes that could be improved to ensure the provision of quality service to clients and develop the necessary operational day-to-day documents to help employees improve their performance and management measure performance.

As a result of the small nature of the organisation, interviews and focus group discussions were used to obtain the information for the project. The major findings were that the hotel experienced certain critical service failures which have the potential to make them lose customers, revenue and ultimately profits. Other findings were the lack of measurement tools for employees as well as a performance measurement system.

An operations plan was developed for the hotel after the conclusion of the research. A customer database, employee work schedule, housekeeping supervisor's checklist, electronic room and conference reservation sheets and performance measurement system were developed for the hotel. Recommendations were also made to ensure the delivery of quality service to customers.

These tools will make the operations of Little Acre Hotel more efficient and enable them access the untapped potential available to them in the hospitality industry.

## Contents

DECLARATION.....	i
Acknowledgements .....	ii
Executive Summary.....	iii
 CHAPTER ONE .....	 1
1.1 History of Little Acre Hotel.....	3
1.2 Problem statement.....	4
1.3 Objectives .....	5
1.4 Significance of Project.....	5
1.5 Outline of the Project.....	6
 CHAPTER TWO.....	 7
2.1 Hospitality Industry in Ghana .....	7
2.2 Role of operations management in the hospitality industry.....	8
2.3 Conceptual Framework .....	10
 CHAPTER THREE .....	 15
3.1 Needs Assessment and Methods.....	15
 CHAPTER FOUR .....	 20
4.1 Findings .....	20
 CHAPTER FIVE .....	 27
5.1 Discussion and Recommendations .....	27
5.2 Conclusion .....	34
 Bibliography .....	 35
Appendices .....	37

## **CHAPTER ONE**

### **INTRODUCTION**

Tourism has increasingly become a major revenue earner around the world and has the potential of increasing the well-being of the people in a country and generating foreign exchange for the government. The hospitality industry is continuously undergoing transformation and improvement in order to remain competitive and maintain sustainable profitability. The hospitality industry in Ghana is no different, and hotels like the Little Acre Hotel, located in Aburi, Ghana, has to grapple with this reality and strategize accordingly to ensure that their operations meet the expectations of their customers to tap into the potential available to them in their industry.

Ghana is an English-speaking West African country bordered on the east by the Republic of Togo, on the west by La Cote D'Ivoire, on the north by Burkina Faso and on the south by the Atlantic Ocean. Ghana is rich in natural resources such as gold, diamond, manganese, bauxite and timber as well as cocoa. The major foreign exchange earners for the country are gold, cocoa, remittances and tourism respectively (Focht, 2010). Ghana is also widely recognized for the hospitable nature of the citizenry.

The Ghana Investment Promotions Council's Profile document (n.d.) states that "Ghana's tourism sector is expected to grow at an average rate of 4.1% per annum over the next two decades, driven largely by the country's unique historical, cultural and natural attractions" (p.1). This expected growth puts demand projections for 2 – 5 star hotels in 2010 at 8250 ("Ghana Investment Profile" n.d.). The World Tourism Organisation and United Nations Development Fund also pegged the demand for accommodation beds for 2 star hotels and above at 11,350 during 2010 (Teye, 2000).

The growth in the tourism sector introduces many expansion prospects for existing hotel operators in the industry especially for the 2 to 5 star hotels as indicated above.

The July 2009 visit of US President Barrack Obama was expected to draw more tourists to Ghana as hinted by the then information Minister, Mrs. Zita Okaikoi (“Obama’s Ghana Visit”, 2009). It is also estimated that travel accommodation accounts for about 34% of tourist expenditures in Ghana (Euromonitor International, 2010).

The above facts indicate that the hospitality industry, a sector under the tourism industry, is set for a period of keen competition. This is due to the fact that new players will enter the market to fill the gap between the currently existing hotels and the number of hotels needed to meet the expected demand. This also means that for players already in the market, strategic direction needs to be reviewed to ensure that they do not lose out on this opportunity to existing and potential competitors.

As the Ghanaian economy opens up to more businesses, the demand for conferencing facilities is also increasing. According to the Registrar General’s Department, there were some increases in the number of businesses registered in 2009 over 2008. Limited liability company registration increased by 733, Non-Governmental Organisation registration by 461, subsidiary registration by 58 and external company registration by 9 (Baafi, 2010). All these new companies that are being registered are likely to organize training sessions, workshops and annual staff retreats. All these activities will require conferencing and accommodation facilities which are provided by hotels such as Little Acre Hotel.



The “Revamping Little Acre” project is to assist Little Acre Hotel, a 2 star hotel located in Aburi, Ghana, to revamp its operations by developing a standard operations plan for the hotel, to take advantage of the current opportunities in the hospitality industry in Ghana.

## 1.1 History of Little Acre Hotel

Little Acre Hotel was established in August 1997 by Mrs. Juliet Biney. It is located at Aburi, on the Akwapim ridge of the Eastern Region of Ghana. Figure 1 below shows how strategically positioned the hotel is (point A); surrounded by the rich lush vegetation that characterises the Akwapim ridge. The contrast between the densely populated Accra region as well as the proximity to Accra (about 45 minutes’ drive from the Kotoka International Airport) makes the hotel a choice destination for many people. The name “Little Acre” was chosen based on Erskine Caldwell’s 1933 novel, “God’s Little Acre”. In the novel, a man sets aside an acre of his farmland for God and pledges to donate the proceeds from that acre to the church. Thus, the owners of Little Acre Hotel also aspire to give a portion of the earnings of the hotel to the work of the Lord.

**Figure 1: Satellite location of Little Acre Hotel, Ghana**



Another reason for setting up the hotel was to provide employment for the people in the community in which Little Acre is located. Before beginning operations, the management of the hotel needed to seek approval and licensing from the Ghana Tourist Board. After their inspection, the Ghana Tourist Board decided that the facility did not fit in the guest house category the management had submitted documentation for and licensed it as a two-star hotel.

Initially, the facility had eight rooms, and after six months of operations, added two conference rooms. The demand for conferencing services came with an increased demand for accommodation. Thus, management increased room capacity to thirty-five to satisfy this demand. It also has two dining places, one indoors and the other outdoors. Another conference room has been added to make a total of three conference rooms.

The hotel is situated on a 10-acre plot, although only 3 plots have been developed and utilized. The hotel has won many awards over its period of existence including “Hotel of the year” (1-2 star category) in 1998 and 1999 and “Best Landscaped Hotel” in 2003. The owner, Mrs. Biney also won the “Housekeeper of the year” award in 1998. All these awards were given under the Eastern Regional Tourism Awards organized by the Ghana Tourist Board.

## **1.2 Problem statement**

Although the Ghanaian hospitality industry holds great promise for hotels and other providers of accommodation, the industry faces some challenges. These challenges do not only apply to Ghana but also characterize the hospitality industry in other West African countries. These challenges include high energy costs, high seasonality in demand and lack of training for staff (Davidson & Sahli, 2009). Other challenges include

the erratic supply of water and other utilities in Ghana, increasing competition and inability to satisfy and retain customers. These challenges, which are also experienced by Little Acre Hotel, prevent it from being effective in its operations. The absence of an operational plan also does not clearly communicate to employees what is expected of them, and the standards against which their performance is measured.

### **1.3 Objectives**

The objective of this project is to assist Little Acre Hotel in improving the quality of service offered to customers. This will be done by identifying processes that can be improved, and investigating and recommending ways to improve these processes. In addition, an operations plan which will contain working documents the hotel will use in its day-to-day activities to improve its operations will be developed. The plan will focus on guest relations management (at every point of contact, but most especially at the front desk) and the housekeeping process because these two areas are important points of contact with the customer and need to be managed carefully to ensure that the customer's expectations are met and even exceeded.

### **1.4 Significance of Project**

The importance of operations management and planning has been an issue of discussion among scholars and hospitality management practitioners especially in the United Kingdom, as will be seen in the next chapter. In Ghana however, little information is available on this subject, and hotels such as Little Acre which fall in the 2-star category hardly make use of operations plans. An operations plan would help the management of Little Acre Hotel outline the processes and procedures employed in the day-to-day running of the hotel. It would also serve as a standard against which

management can measure themselves to determine whether they are following the plan they have laid down to achieve their corporate goals.

### **1.5 Outline of the Project**

Chapter One: This chapter will introduce the Little Acre Hotel as well as the focus of the project and will provide a general overview of the hospitality industry in Ghana.

Chapter Two: This chapter will discuss the literature available on the following topics

- Hospitality Industry in Ghana
- Operations management
- Process redesign
- Quality
- Conceptual Framework

Chapter Three: This chapter will explain the methodology used to arrive at the conclusions in this project. The research design, sampling procedure and data collection techniques will be discussed in this section.

Chapter Four: In this chapter, the data obtained will be presented and analyzed in graphical and tabular forms to make the data easy to analyse and infer from.

Chapter Five: The findings, recommendations and conclusions will be presented in this chapter. The appendices details the research instruments used as well as the working documents developed for the hotel.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Hospitality Industry in Ghana

The hospitality industry in Ghana falls under the Tourism Sector. The Ghana Tourist Board, which has oversight over the hospitality industry, has been in existence since 1973. It is the policy implementing agency in the tourism sector and is responsible for providing coordination and regulation, as well as marketing, research, registration and licensing (Mingle, 2010). The Tourist Board licensed Little Acre Hotel, and is the organization that ensures that hotels and other entities in the tourism sector operating in Ghana work within the regulations for the industry.

Tourism is the country's fourth largest foreign exchange earner, and in recognition of the opportunities presented to generate more revenue, the government has passed a Tourism Bill. *"The Bill aims at introducing drastic innovations in to the tourism industry, as well as to ensure a proper management of the industry towards making it a major revenue earner and source of jobs for the nation"* (Mingle, 2010, p. 1). Currently, section 26 of the Ghana Investments Promotion Council (GIPC) Act 478, has made available incentives and benefits to operators in the tourism industry including hotel operators. These incentives include exemptions from the payment of customs import duties and other related taxes on the importation of capital equipment used in their businesses (Obeng, 2005).

The provisions in the GIPC Act have been made to ensure that businesses in the hospitality industry are well positioned to play their role in contributing to national development through revenue generation. Thus, the stage has been set for hotels such

as Little Acre to make their presence felt especially because they have a choice location not far from Accra as well as the quiet and calm scenery and excellent temperature other hotels in Accra and elsewhere do not have.

If Little Acre is able to restructure its operations, it will be able to take advantage of the growth in the industry to attract more business and ultimately make more profit.

## **2.2 Role of operations management in the hospitality industry**

Operations management is concerned with the management of the resources that are needed to produce the goods or services sold to customers (Heizer & Render, 1992 as cited in Harris, 1995). Operations management deals with activities that add value to a firm's activities; it includes product and process design, customer order management, production, and service delivery. In the running of a hotel, services such as room service, food and beverages (restaurant), reservation and housekeeping, bar and conferencing are all areas that need to be given attention in developing an operations plan. General management, guest relations, maintenance, quality assurance and security and safety will all have to be addressed in order to be effective.

Operations management has been employed to improve the operations and performance of many businesses spanning a wide range of industries. These industries include the professional and business services industry, finance and real estate industries, manufacturing, agriculture and hospitality. In the hospitality industry, specifically food and beverages, *"operations improvements have helped Starbucks increase yearly revenue per outlet by \$200,000 to \$940,000 in six years. Productivity has improved by 27%, or about 4.5% per year"* (Heizer & Render, 2008, p. 53).

The Hard Rock Café, which is also in the hospitality business and had its original café in London, has expanded to about 121 restaurants in over 40 countries since its opening in 1971 as a result of the impact of operations management on their business (Heizer & Render, 2007).

Whitworth (2006) also summed up the importance of continuity of operations plans in both the public and private sector. He states that "... continuity of operations planning is now a critical component of any administrative endeavour in the public or private sector" (Whitworth, 2006, p. 44). He also believes that continuity of operations planning should be able to "provide for continued performance of essential functions under all circumstances" (Whitworth, 2006, p. 40).

An operations plan not only ensures that essential business functions are carried out according to acceptable standards in the absence of current employees or management; it is now a requirement for some insurance companies to give businesses reduced rates (Whitworth, 2006). This stresses the need for every business to have an operational plan, firstly for their own internal efficiency measures as well as business interactions with other stakeholders.

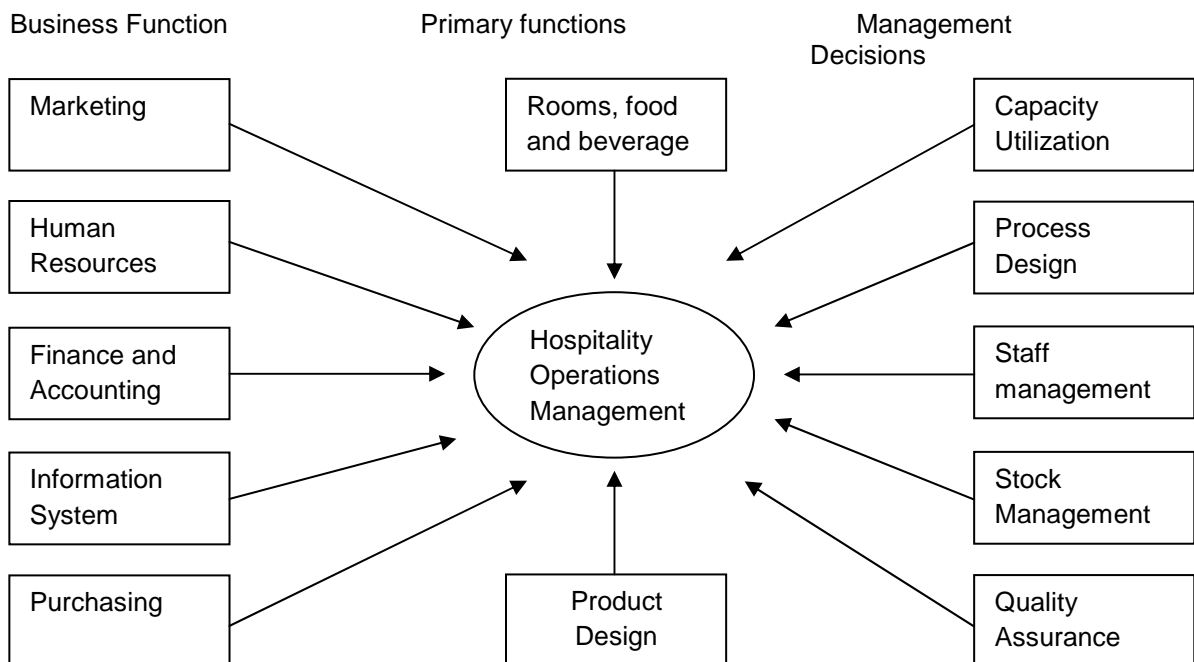
In an experiment by Professors Gordon H.G. McDougall and Terrence J. Levesque, it was determined that service companies use operations management to reduce actual waiting time of their customers, since waiting for service leaves the customer with a negative impression of the service firm (McDougall & Levesque, 1991). This indicates that operations management has a crucial role in satisfying and retaining customers. Since Little Acre Hotel currently relies on word of mouth to attract new customers, it is extremely important that customers who visit the hotel have a good experience and do

not wait unnecessarily for services. In this way, they will leave the hotel with a good impression and get other people to visit as well.

## 2.3 Conceptual Framework

The provision of services in the hospitality industry has been impacted positively by operations management. Harris (1995) developed a decision-making framework for hospitality operations, as shown in Figure 2. This framework was adopted as the conceptual framework for this project.

**Figure 2: A framework for hospitality operations management**



Source: Harris, 1995, p. 3

This framework proposes that managers in the hospitality industry understand the primary and supporting business functions that influence hospitality operations management in order to be efficient in their decision-making. He states that *“if the total hospitality product is to be administered effectively, operations managers need to acquire an*

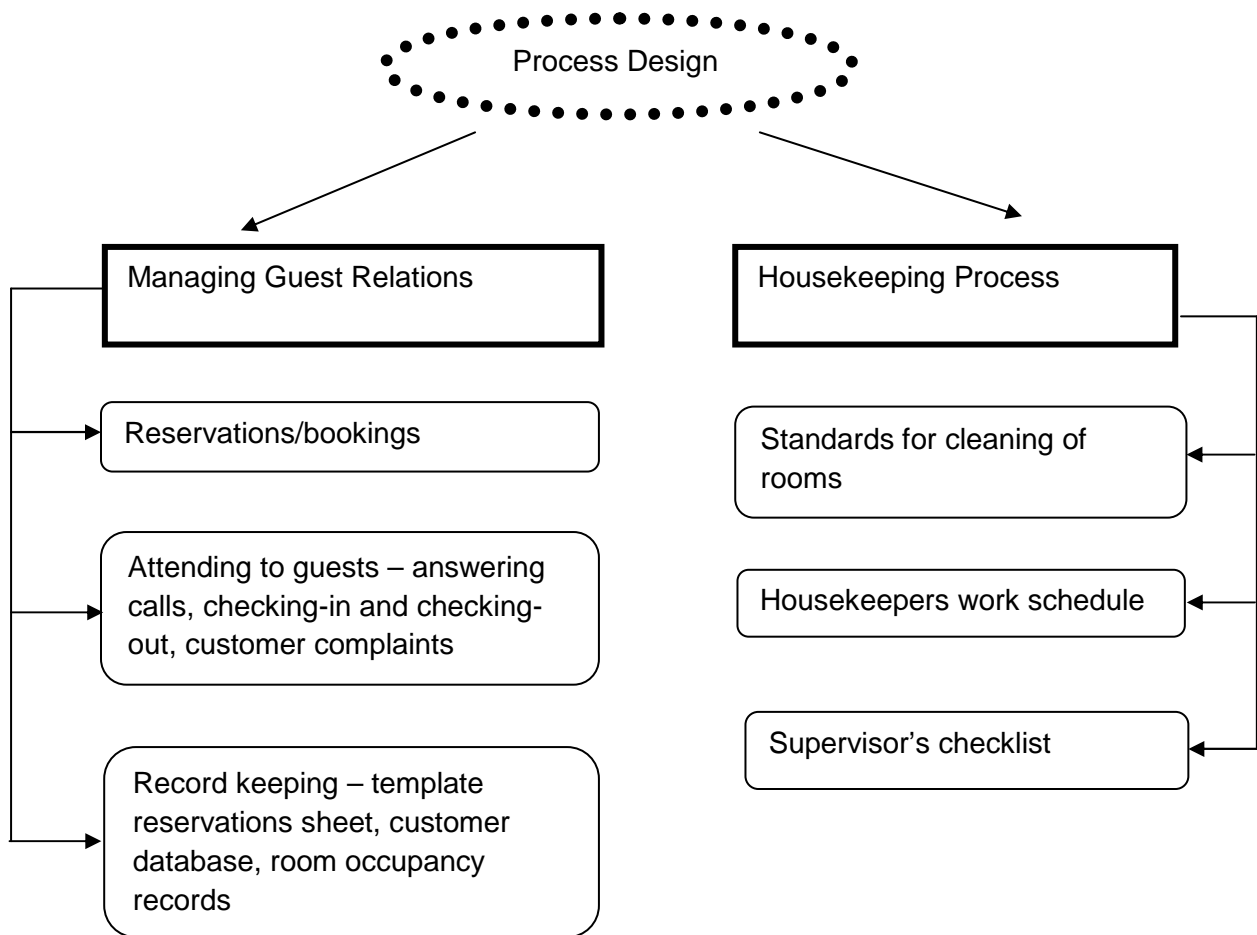


*understanding of the complete process involved in planning, implementation and control, including a knowledge of the design and development stages” (Harris, 1995, p. 30). This is because the operations function relies on the core business functions of marketing, human resources, finance and accounting, information systems and purchasing to create value-added services in the hospitality industry.*

The knowledge of these business functions will help the operations personnel effectively carry out primary functions such as managing the rooms, food and beverages offered by the firm and other “products” such as conferencing. Both functions will ultimately influence management decisions that will result in productivity. Harris recognizes that there is a challenge in incorporating all the business functions under an operations management curriculum in practical terms, as this would not be viable since all the functions have their theoretical frameworks. Thus, in his publication, he highlighted certain accounting methods and techniques because it would be relevant in the tactical decision making of hospitality practitioners and proposed that the same is done for the other business functions.

Similarly, to fit the scope of the project, the process design decision-making framework was selected as the focus of the project. A cognitive map was developed from Harris’ decision-making framework for hospitality operations and is presented in Figure 3; and this map will guide this project.

**Figure 3: Cognitive Map**



This framework focuses on guest relations management and housekeeping because they are two important processes that influence guest perceptions about a hotel.

Research conducted by Lewis and McCann, (2004) show that service failures that occur in the hotel industry occur mostly at these points of consumption: check-in, check-out and room service. "Service failures are defined as those situations when the service fails to live up to the customer's expectations" (Michel, 2001 as cited in Kuenzel & Katsaris, 2009, p 15). These failures provide little scope for correction without creating an inconvenience to guests, since a characteristic of the hotel industry is the high degree of interaction between employees and customers (Lewis & McCann, 2004). Some of the

service failures reported by Lewis and McCann (2004) include problems with inefficient staff, slow check-in/out process, items in room not working (e.g. TV, phone), reservations not booked correctly and poor access to business facilities (Lewis & McCann, 2004). Through interactions with the customers and employees of the Little Acre Hotel, it was discovered that these problems also exist in the hotel.

Thus, by focusing on the guest relations and housekeeping processes, and developing an operations plan to address them, it is expected that Little Acre Hotel will minimize the effects of some of the failures they encounter while serving their guests.

It is also expected that minimizing service failures to the barest minimum will result in the avoidance of consequences that come with service failures.

These consequences include:

- **customer dissatisfaction** (Kelly et al., 1993 as cited in Lewis & McCann, 2004),
- **a decline in customer confidence** (Boshoff, 1997; Boshoff & Leong, 1998 as cited in Lewis & McCann, 2004),
- **negative word-of-mouth behaviour** (Bailey, 1994; Matilla, 2001 as cited in Lewis & McCann, 2004)
- **customer defection** (Keaveney, 1995; Miller et al., 2000 as cited in Lewis & McCann, 2004),
- **loss of revenue and increased costs** (Armistead et al., 1995 as cited in Lewis & McCann, 2004), and
- **a decrease in employee morale and performance** (Bitner et al., 1994, as cited in Lewis & McCann, 2004).

Eliminating these negative consequences will result in Little Acre having happy and satisfied customers and this will increase their customer loyalty since it has been demonstrated that customer satisfaction and loyalty are positively related in the hospitality industry (Kandampully & Suhartanto, 2000).

Service recovery strategies according to Lewis & McCann, 2004 that have been effectively used in the hospitality industry include:

- Apology
- Correction
- Empathy
- Compensation
- Follow-up
- Acknowledgement
- Explanation
- Exceptional treatment and
- Managerial intervention

These strategies can also be adopted in Little Acre's operations to ensure that the hotel recovers from any service failure experienced.

In the next chapter, the needs assessment and methods used in this project are discussed.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Needs Assessment and Methods

This project aims at revamping the operations of Little Acre Hotel to enable them satisfy and retain their customers as well as take advantage of the existing opportunities in the Ghanaian hospitality industry. The decision to develop an operations plan was arrived at after a needs assessment with management of the hotel.

A needs assessment is the process of collecting information about an expressed or implied organizational need to either improve organizational performance or correct a deficiency<sup>1</sup> (Barbazette, 2006). The needs assessment conducted at Little Acre Hotel was thus to determine the current situation, compare it to the desired situation of quality service that will enable the hotel access the untapped potential available to them, and ascertain the gap that needed to be filled. The needs assessment techniques used included observations, interviews and a focus group discussion. Figure 4 shows the various research methods used in this study. After the gap analysis, information was gathered through the research methods mentioned above and this led to the prioritizing of the operations business function and the subsequent development of the operations plan.

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<sup>1</sup> A deficiency in organizational terms is performance that does not meet the standard or the gap between the current and ideal situation.

**Figure 4: Research Methods Employed in Study**

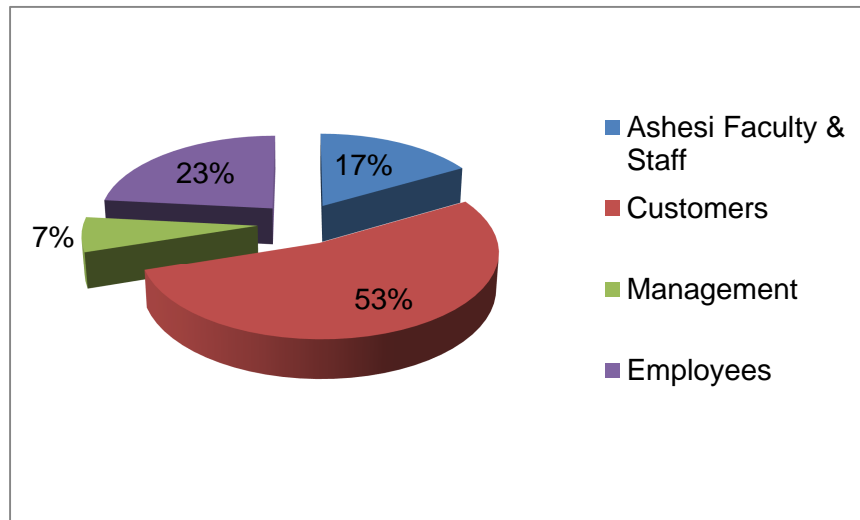


At the gap analysis stage, two initial interviews were conducted:

- The first with the owner of the hotel during the first site visit and
- The other with her daughter, who is one of the directors of the hotel.

These interviews were unstructured, as the purpose was to find out the areas which the hotel needed assistance. Questions asked included the history of the hotel, current room and staff capacity, services provided and challenges facing the hotel. It was concluded after the interviews that an operations plan would be developed for the hotel. The scope of the plan was however not decided, and it took further research as shown in the conceptual framework of the literature review to scale it down to the guest relations management process and housekeeping process. These two were chosen because they are the points with the highest customer interaction and also the time constraints available for the project. Other interviews were conducted as shown in Figure 5, and these would be discussed below.

**Figure 5: Breakdown of Interviews conducted**



The faculty and staff from Ashesi University, who had also used the hotel's facility in 2010, were also interviewed to determine whether or not they enjoyed lodging at the hotel and utilizing its services. The results of the five (representing 17% of total) interviews conducted are presented in the next chapter, with results indicating the need for an operations plan. The choice of respondents was based on a convenience sampling method – it included the Human Resources Manager, who was a member of the committee that selected the hotel for the retreat, a staff member and three faculty members from the Business Administration department especially in the operations management field since the project focuses on operations.

Observation was another technique used in the project. Observation was done at the reception on two occasions and in the rooms during a tour of the hotel. The first observation was conducted around 9am and the second between 10:00am and 1:00pm on a different day. Watching the receptionist interacting with clients at the front office area reinforced the need for an operations plan. A guest who had called a week earlier to make reservations arrived at the hotel only to realize that the room he reserved had

been given out to another guest. The receptionist had apparently booked the room one week from the date the guest had provided and the guest was displeased. Also, during a tour of the hotel, it was observed that the receptionist, who also doubles as the assistant manager and supervisor of the housekeepers kept the room keys in a large pouch/bag and had to pour the whole set out to find the key for a particular room that needed to be cleaned.

During subsequent visits to the hotel, clients who were checking out of the hotel were asked about their opinions on the services provided by the hotel as well as changes they would want to see. The customers who partook in this exercise totalled sixteen, a 53% representation of interviewees for the project; although only about 38% had complaints about service failures at the hotel. The results of this session are also presented in Chapter Four.

Another interview, this time semi-structured, was held with the owner and manager of the hotel to determine the current policies in place with regards to operations management. General questions outside the housekeeping and guest relations scope were asked to gain an understanding of the status quo regarding operations management in the hotel. The questions asked can be found in Appendix A.

Lastly, a focus group discussion was held with employees after the need for an operations plan was confirmed. The discussion was held with the housekeeping staff as well as the assistant manager/supervisor as defined by the scope of the operations plan. The employees who partook in the discussion represented 60% of the hotel's staff and 23% of total respondents as shown in Figure 5. This discussion was to determine what the current housekeeping and guest relations processes were, in order to develop a



standard plan that would be useful to the hotel. The discussion guide used is attached in Appendix B.

The choice of methods for the project was largely influenced by the fact that this research was carried out in a small organization, thus qualitative methods could easily be used. Accordingly, non-probability sampling methods, specifically purposive sampling, was used and this resulted in the specific interview styles used and focus group held. The responses from the various research instruments used in this project are presented in the next chapter.

## CHAPTER FOUR

### PRESENTATION OF RESULTS

#### 4.1 Findings

In this section, the findings obtained from the research conducted at the hotel are presented. It is apparent from the discussions in the previous chapter that there is no existing operational policy in place for the hotel. The findings from the different research methods employed are presented below.

**Figure 6: Chart showing Reasons for visiting hotel**



From interactions with the hotel's customers, most people patronize the services of the hotel for conferences and workshops as shown in Figure 6 above. The other reasons that brought most customers were retreats organized by firms of customers, personal business and relaxation. The faculty and staff of Ashesi, who comprised 25% of total interviewees, also visited the hotel for a retreat. It was discovered through the interviews that Little Acre was chosen for Ashesi's retreat because of the range of facilities they have, their access to technology, accommodation capacity, affordability and proximity to

Berekuso, Ashesi's future home. Some of the highlights for the team were the variety of foods served, prompt service and a conducive "corporate retreat" environment. 27% of all respondents also cited the location, gardens and natural scenery as factors that influenced their choice of the hotel.

### **Service Failures**

Front Office: from the observation of interactions between the receptionist and guests, there were certain service failures occurring at the front office. In the case of the reservation that got mixed up by the receptionist, the receptionist was not willing to accept her error and had verbal exchanges with the customer. Even if the customer was wrong, the best way to resolve the issue was not to trade words with the customer. A service recovery approach, such as an apology, empathy, or exceptional treatment should have been used instead, as suggested by Lewis and McCann, 2004 in the literature review.

Room reservation/allocation: Other service failures that were revealed through the interviews were the misallocation of rooms that had been reserved. Some customers who had reserved double rooms were given single rooms upon arrival at the hotel. This scenario is similar to the encounter observed between the guest and the receptionist, and thus stresses the need to pay close attention to the reservation process to reduce such occurrences.

Another service failure was that the hotel was not adequately prepared for the arrival of the Ashesi Team. According to one interviewee, this may have been due to the fact that some clients checked-out just before the team arrived and the housekeeping staff were preparing the same rooms for the Ashesi contingent.

### Complaint resolution

It was discovered that complaints communicated to hotel employees were not resolved speedily. No reason or explanation was given for this shortfall though. Problems customers encountered during their stay at the hotel included the unreliable internet service, leakages in some rooms during a heavy downpour, as well as an unpleasant odour in some of the rooms.

### Room conditions

Customers expressed some concerns regarding the conditions of the rooms. One third of the customers interviewed found it strange that guests had to leave their keys at the front office each day for their rooms to be cleaned. They were of the opinion that the hotel should adopt better ways of providing service to them without inconveniencing them as most of them were lodging there because of conferences which were either taking place within the hotel's premises or outside it. Thus, the probability of a guest not dropping their key at the front office could be high and this would result in the room not being cleaned whereas the guest would want to return to a clean room after a conference session. Other complaints were about the absence of items in the rooms such as TV and air conditioner remotes. For others, the lack of hot water in the rooms was another challenge as the temperature in Aburi is typically cooler than in Accra.

### General observations at the Front Office area

It was observed that the reservation and booking processes were all manual and the staff did not make use of information and computer technology to facilitate their work. The receptionist had a book in which she recorded reservations and bookings and there

was also no computer at the front office. This obviously affected the speed and accuracy which she would work and it would also not be as efficient as working with a computer.

The method of keeping the keys in the hotel is also inefficient and makes it difficult to ascertain occupancy rates of rooms.

### **Summary of findings – customer interviews and observation**

Hotel's attraction	Conferencing facilities Capacity Landscape & scenery Variety on the Menu
Service Failures	Mixed up reservations/bookings Complaint resolution not prompt
Room conditions	Absence of essential gadgets from some rooms Room cleaning procedure not convenient No hot water
Front office operations	Manual record keeping Keys kept in a large pouch

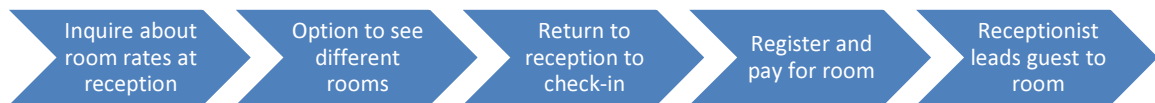
### **Hotel's Processes**

A focus group discussion was held with the employees in charge of housekeeping and guest relations. Employees were asked about the activities they perform on a daily basis and the processes involved. It was discovered that the processes were not documented but rather information was verbally passed onto whoever required such information.

### Guest relations

The employees were asked about the process a customer who has not made a reservation would go through in order to check-in. The process is presented below.

**Figure 7: Check-in process**



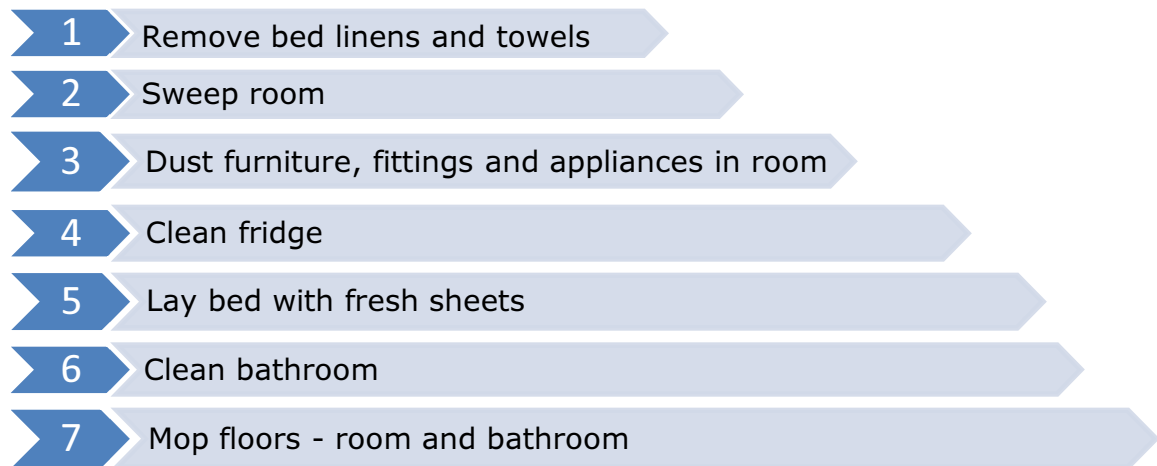
It was observed that the receptionist played a major role in attending to guests. She single-handedly performed all the above functions and was absent from the front office anytime she escorted a guest. Although she would have one of the housekeepers stand watch at the reception, the person would not attend to guests but only hold the fort till she returned to attend to waiting guests.

The receptionist was also the person who addressed customer complaints. Guests with a problem call the receptionist from their rooms and she addresses the problem. In most cases, she ended up changing the room of guests if the problem could not be solved immediately.

### Housekeeping process

The housekeepers also described the process they go through in the fulfilment of their duties. The process is outlined below:

**Figure 8: Room cleaning process**



It was also discovered that the housekeepers spend about thirty minutes on rooms that are occupied and about two hours on rooms that are not occupied and need to be prepared for a new guest.

Employees ensured their work was done to expectation by the nature of feedback they received from their supervisor, colleagues and guests. There was no laid down process to measure one's performance by. The employees also indicated that they would be more effective if they had more tools such as gloves, mopping buckets, brushes and disinfectants/detergents. They also believe the hotel on the whole would be more effective if recurrent complaints especially about the mismatched furnishings and lack of gadgets like TV and air conditioner remotes in the rooms were resolved. They also did not have a work schedule which showed who was assigned to which rooms to clean. They exchanged all their information verbally and no records were available for referral purposes should there have been a need to cross-check some information.

After the focus group discussion, an interview was held with the supervisor of the housekeepers to find out specific information regarding her role. The results of the

interview indicate that the supervisor does not have a work schedule for employees and neither does she have a check-list she goes by when checking their work. Bed and bath linens as well as soap and toilet rolls were replaced for every new guest and linens are disposed off when they become worn out and unfit for further use. The housekeepers report to the supervisor while she (the supervisor) reports to the owner/manager.

Another interview was conducted with the owner of the hotel to find out the duties the manageress performs with regards to the “operations function” of the hotel. These duties include purchasing, ensuring the safety and security of guests and employees of the hotel, and monitoring the work done by employees. From this interview, it was determined that no training was provided for employees to ensure that they executed their jobs to the highest acceptable standard.

A discussion of these findings, as well as recommendations, is presented in the next chapter.



## CHAPTER FIVE

### DISCUSSION, RECOMMENDATION AND CONCLUSION

#### 5.1 Discussion and Recommendations

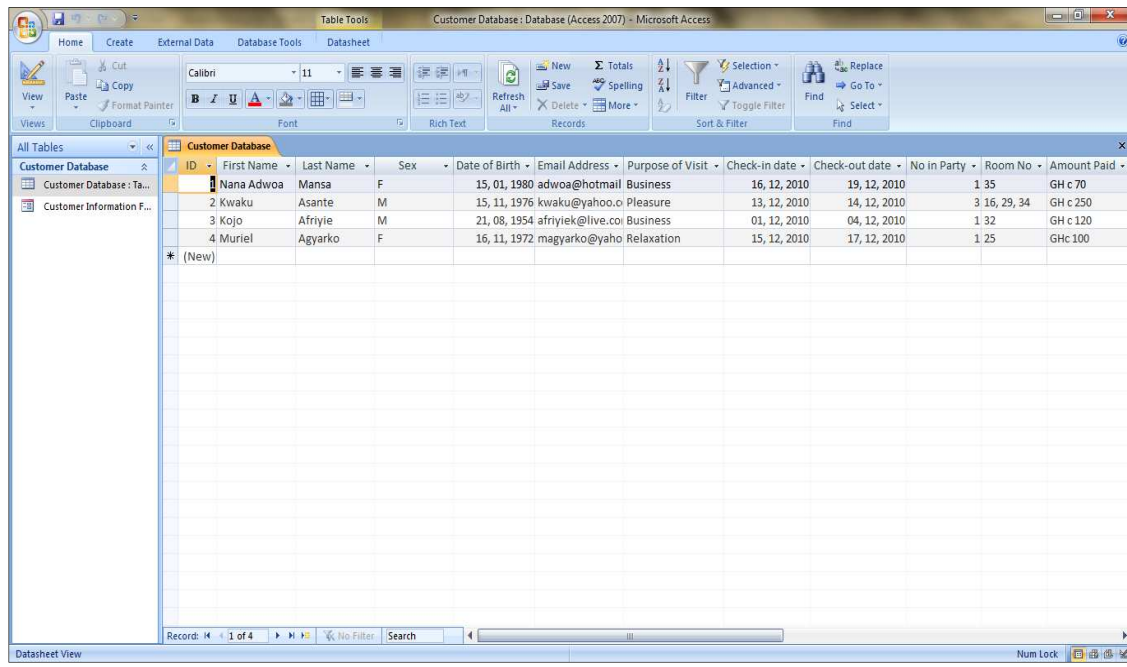
The objective of this project was to identify processes that could be improved to ensure the provision of quality services and also develop a standard operations plan for Little Acre Hotel. The plan was to ensure that the hotel managed their guest relations well and also standardized their housekeeping process to make the most of the opportunities available to them. The findings of the applied research based on the process design cognitive map are discussed below.

##### Manual Record Keeping

The use of manual recording techniques means that the employees would not be able to readily access any information to assist management in decision making due to the large volume of paperwork they would have to go through. It is recommended that the hotel uses the electronic tracking sheets developed and attached in the operations plan to facilitate record keeping (Appendix C). These electronic tracking sheets include a **customer room** and **conferencing reservation sheet**, Figures 1 and 2 respectively in Appendix C; **housekeepers' work schedule** and **housekeeping supervisor's checklist**. A **customer feedback form** was also developed and it is recommended that this form be kept in guest rooms with a note indicating that guests will be rewarded with a gift (Little Acre Souvenir) once the form is completed and returned to the front office. This is to encourage guests to give feedback on services provided by the hotel so that the hotel can continuously improve upon its service delivery. Information from this feedback form should be fed into the **customer database** (see snapshot in Figure 9 below) which was

also developed for the hotel to enable the hotel develop and maintain a relationship with their clients after they leave the hotel.

**Figure 9: Snapshot of records in Customer Database**



ID	First Name	Last Name	Sex	Date of Birth	Email Address	Purpose of Visit	Check-in date	Check-out date	No in Party	Room No	Amount Paid
1	Nana Adwoa	Mansa	F	15, 01, 1980	adwoa@hotmail	Business	16, 12, 2010	19, 12, 2010	1	35	GH c 70
2	Kwaku	Asante	M	15, 11, 1976	kwaku@yahoo.co	Pleasure	13, 12, 2010	14, 12, 2010	3	16, 29, 34	GH c 250
3	Kojo	Afriyie	M	21, 08, 1954	afriyie@live.co	Business	01, 12, 2010	04, 12, 2010	1	32	GH c 120
4	Muriel	Agyarko	F	16, 11, 1972	magyarko@yahoo	Relaxation	15, 12, 2010	17, 12, 2010	1	25	GHc 100
*	(New)										

### Room Occupancy

Since the receptionist keeps the room keys in a pouch and does not keep a record of which rooms are occupied or otherwise, it is difficult to know at a glance how many rooms are unoccupied. Thus, when a guest calls to make enquiries about room availability, it will take some time for the guest to receive feedback and this is a service failure as discussed in the literature. To address this issue, it is recommended that the hotel construct a key holding box mounted to the wall in the reception. By looking at the keys arranged in the box, one can tell in a matter of seconds how many rooms are available. A colour code can also be developed to indicate which rooms have been checked into and which rooms are being cleaned by the housekeeper to explain the absence of keys from the box.

**Figure 10: Key Holding Box**



### Cross-training

Another recommendation is to cross-train the housekeeping staff to ensure efficiency as it was discovered that they usually completed their assigned duties during early afternoon. The temperaments of the housekeepers can be used to determine who should be trained to help at the reception and also help escort guests to their rooms. In this case, the receptionist would not always have to leave her post to perform the other activities she currently performs; and when she does, there would be someone to efficiently and effectively undertake the role of receptionist. Also, all staff should undergo personal grooming so they can relate exceptionally with the hotel's guests.

### Guest Relations Officer

It is also recommended that a Guest Relations Officer (GRO) be employed to handle guest relations. This person's tasks will be to meet and greet guests at the receptionist, make them feel welcome and escort them to their rooms. The GRO will also be responsible for addressing customer complaints that the receptionist and other staff

cannot address. Another duty for the GRO would be to maintain client relationships and ensure that the return rate of clients increases as well as find new opportunities for business for the hotel. The GRO would also track the performance of the front office as well as housekeeping staff to ensure that their services meet the required expectations. This means that the GRO would have to be well polished to be able to achieve the above and keep customers happy. Employing the GRO will ultimately increase the chances of the hotel accessing its untapped potential.

#### Challenges experienced in the rooms

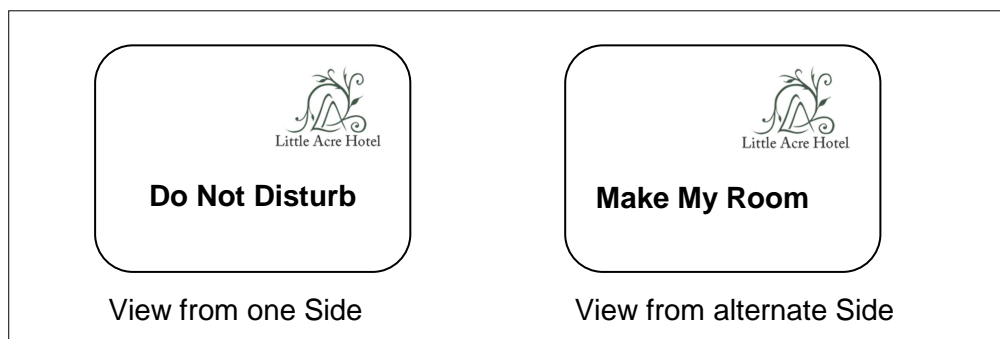
It is expected that the implementation of the cross-training recommendation and electronic record-keeping would minimize the challenges experienced in the misallocation of rooms. To address the challenge of not having rooms ready in good time for new guests, it is recommended that management purchase extra set of bed linens. This is to avoid the time wasted while waiting for linens in a room to go to the laundry, be cleaned, dried and returned to the room for occupancy by the next guest.

It is also recommended that regular maintenance be carried out on the property to prevent a future occurrence of the embarrassing leakages that occurred. A service failure such as roof leakages may be difficult to recover from, because of the inconvenience to guests and the negative impression it creates about the hotel.

It is also recommended that '**Do Not Disturb**'/'**Make My Room**' sign be placed in each room so that guests can indicate by hanging on their doors which option they prefer. Management should also make available an extra set of keys to the housekeeping staff so they do not have to rely on the customers returning their keys to the front office before they can clean the rooms. This would eliminate the inconvenience of not having guest rooms made in case guests forget to leave their keys as was previously

encountered. All gadgets should also be checked to ensure that they are present in the rooms and in proper working condition as specified in the operations manual. The other recommendations with regards to the housekeeping process are all outlined in the operations manual and it is recommended that the plan is followed to derive the intended benefits.

**Figure 11: Proposed laminated door signs**



### **Performance Measurement**

To determine if these recommendations actually made any impact, management would have to assess the current situation and continuously assess their performance after the implementation of the plan. Metrics to be measured include time taken to clean rooms and supervise the cleaning process, customer feedback, customer return rate, room occupancy to name a few. If the time taken to clean rooms reduces then it is an indication that the housekeepers are more efficient. Also, customer feedback received can be an indicator of the efficacy of this plan. If positive customer feedback increases and service failures in guest relations and housekeeping reduce, then the hotel has become more efficient in these areas. The number of customers that return to the hotel and revenue generated after the implementation of the plan can also be a good indicator of the impact of the plan on the operations of the hotel.

Figure 12 below shows a measurement sheet which has been developed for management to help them track their performance. Management would need to determine the targets they want to measure their performance against and fill them in the target column. For example, the feedback rating metric has a proposed target of 18. This means that when the ratings provided by the customer in the feedback form (Appendix II) are tallied, the score should not be below 18. The scores will be obtained by assigning 4 to an excellent rate, 3 to good, 2 to fair and 1 to poor. The results of the various metric computations will communicate to management the targets they are meeting and the ones they are not. This will inform any corrective action to be taken to improve upon performance.

**Figure 12: Continuous Improvement Measurement Sheet**

Little Acre Hotel Scorecard			
This scorecard is a performance tracking tool that will be used by management to measure and track the various			
<b>Scorecard details :</b>			
<b>Metric</b>	<b>Description</b>	<b>Actual Performance</b>	<b>Target</b>
<b>Financial Metrics</b>			
Operating costs	Operating costs as % of revenue		
Annual operating profit per room	Annual operating profit per room available in the hotel		
Weekly sales in rooms	Sales amounts for rooms per week		
<b>Customer Experience</b>			
Feedback rating	Total rating of customers on feedback form		Not < 18
Number of complaints received	Number of complaints regarding the services provided by hotel		0
Referral Rate	Number of customers referred by other clients as a % of total customers		
Return Rate	Number of repeat customers as a % of total customers		
<b>Efficiency</b>			
% of rooms booked through website reservation	% of rooms booked through the hotel's website reservation system.		
Average Daily Room Rate	Average amount paid per room/number of occupied rooms		
Room occupancy	Number of rooms occupied as a % of total number of rooms		
Revenue per Available Room	Average Daily Rate x Room Occupancy Rates		
<b>Staff</b>			
Staff turnover	Staff turnover rate at the hotel.		
Technological competence of staff	Competence of staff to troubleshoot		
Average length of employment			
Number of training sessions			2 per year

## **5.2 Conclusion**

The Little Acre Hotel has a strategic location, on the cool scenic Akwapim ridges and the opportunities abound for them to continue their operations and benefit from the untapped potential available to them by satisfying their guests. Also, by making use of the tracking tools developed, the hotel can track its performance and continuously find ways to maintain good practices and improve the practices that are not the best. By implementing the above recommendations, it is expected that the hotel can remain in business and expand as the years go on.



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## **Appendices**

### **Appendix A**

#### **Interview questions for owner**

1. Is training provided for employees?
2. If yes, what kind of training is provided for employees who man the following points?
  - a. Reception
  - b. Rooms – (housekeeping staff)
  - c. Bar
  - d. Restaurant, etc
3. How do you ensure that your employees are providing the best service?
4. What are your purchasing procedures?
5. What are your safety standards?
6. How do you ensure the security of guests and employees?

## **Appendix B**

### ***Discussion Guide for employees***

#### **General questions**

1. By what means is information communicated internally?
2. Do you wear uniforms every day?
3. What do you do on a daily basis?
4. Can you walk me through a typical day in your role?

#### **Questions on guest relations**

1. Imagine I am checking into the hotel and I walk through the front door this minute. Can you tell me all the employees I will come into contact with, and the processes I will go through until the check-in procedure is complete?
2. After checking in, which employees do I come into contact with until I check out? Processes?
3. How does a customer who is in his room alert you if he has a problem?
4. Who does the report get to first?
5. What are the processes involved in resolving the issue?
6. Is this process effective?
7. How do you ensure the safety of guest property?

#### **Questions on Housekeeping**

##### *Housekeepers:*

1. Where do you clean first? (Process)
2. What do you use in cleaning? (Equipment and chemicals)
3. Who is in charge of these cleaning materials?
4. How much time do you spend cleaning each section?
5. Are the cleaners the same people who do the laundry?
6. How often do you do the laundry?
7. How much time do you spend typically on each laundry item?

**Concluding questions (all)**

1. How do you ensure that your work is done to expectation?
2. What other roles do you play when necessary?
3. What can be improved with regards to playing your role more effectively?
4. What can be improved for the hotel as a whole to be more effective?
5. Do you have any questions?

**Interview questions for employees**

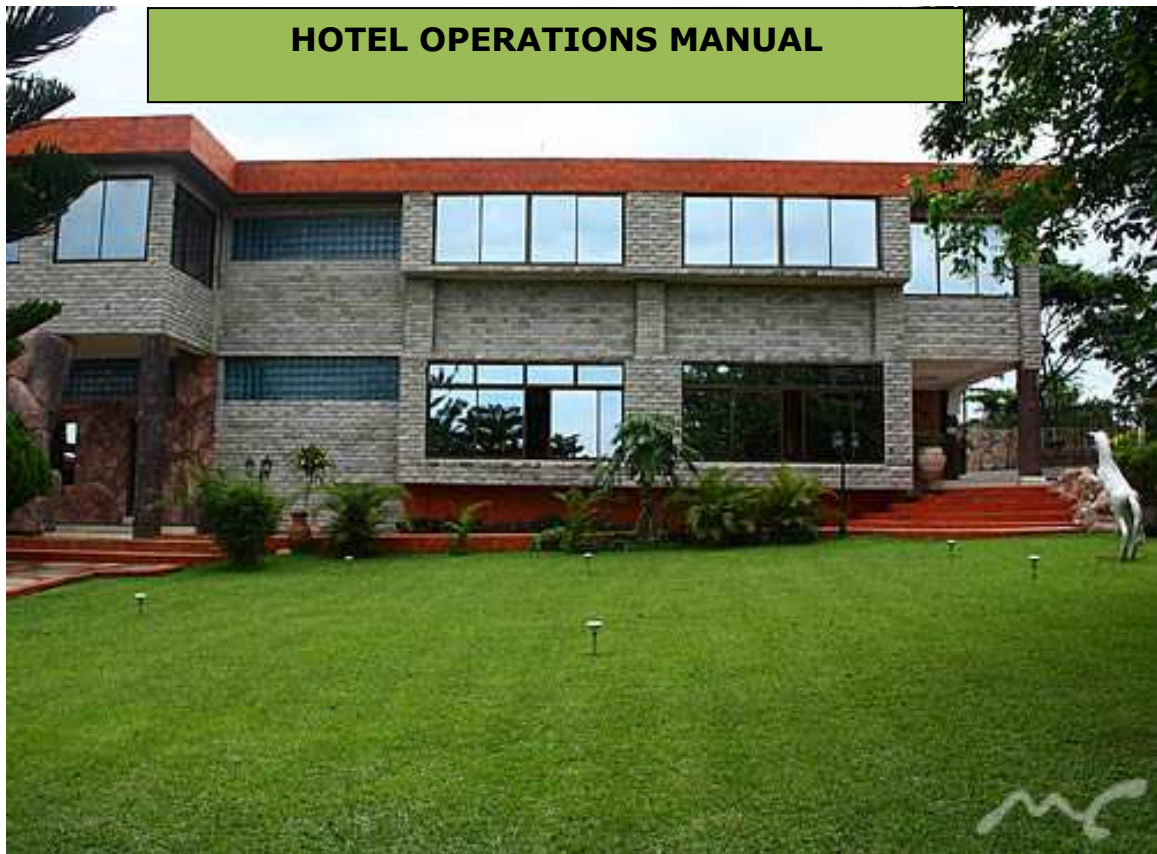
1. Can you introduce yourself?
2. What is your job title?
3. Who do you report to?
4. Who reports to you?

*Housekeeping Supervisor:*

1. Do you have a work schedule for your employees?
2. Do you have a check list of areas cleaned when checking their work?
3. Are there items in guest rooms that need to be replaced as new guests come in?  
If yes what?
4. How often have linens, beddings and other materials in the rooms been disposed off for replacement?

Appendix C

# Operations Manual for Little Acre Hotel



DECEMBER, 2010

This document is the property of Little Acre Hotel, Aburi – Ghana. It spells out the processes that employees go through to successfully manage guest relations as well as the housekeeping process in order to give the customer value for money and ensure that they come back to the hotel because they were satisfied with the service rendered. This document may be reviewed as and when necessary.

### **Guidelines for managing guest relations:**

One important factor for success in the hospitality industry is the ability to satisfy one's guests. Thus, employees of the hotel must endeavour to put a smile on the faces of guests all the time. The following should be observed when dealing with guests at the following service points.

#### **Answering Calls:**

The receptionist must always be available to answer the phone when it rings. In the absence of the receptionist, another employee must fill in until the return of the receptionist. The phone must not be allowed to ring more than twice before it is answered. The answerer must greet the caller, identify the location, state his or her name, and offer help. Example, "Good afternoon, Little Acre Hotel, this is Akua, how may I help you?"

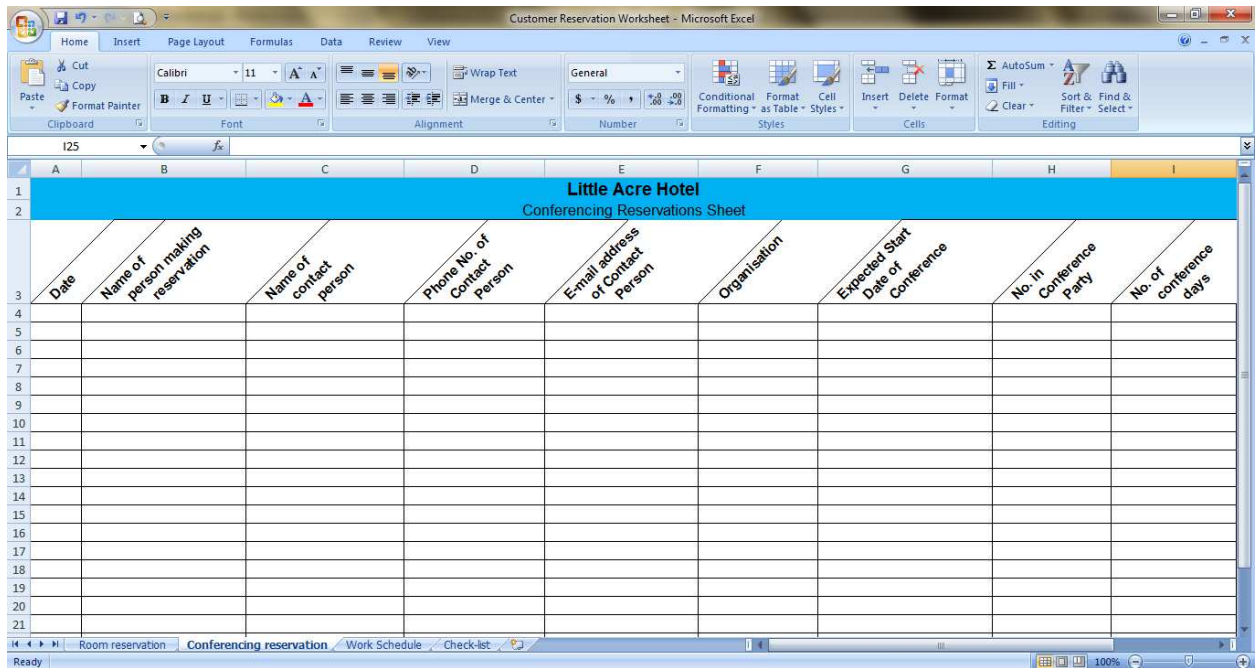
#### **Reservations/Bookings:**

When a customer calls to make a reservation, the receptionist/employee receiving the booking request must ensure that the details of the reservation are captured correctly. The name of the person making the reservation, name and contact details of guest, number of rooms being reserved, category of room(s), special needs of guests and expected check-in/out dates especially must be accurately captured. The receptionist should confirm with the





**Figure 2: Conference Reservation Sheet**



The screenshot shows a Microsoft Excel spreadsheet titled 'Customer Reservation Worksheet - Microsoft Excel'. The active sheet is 'Conferencing Reservations Sheet'. The spreadsheet has a blue header row with the title 'Little Acre Hotel Conferencing Reservations Sheet'. Below the header, there are nine columns with the following headers: 'Date', 'Name of person making reservation', 'Name of contact person', 'Phone No. of Contact Person', 'Email address of Contact Person', 'Organisation', 'Expected Start Date of Conference', 'No. in Conference Party', and 'No. of conference days'. The rows are numbered 1 to 21. The spreadsheet is displayed in a window with the standard Excel ribbon (Home, Insert, Page Layout, Formulas, Data, Review, View) and various toolbars.

Little Acre Hotel Conferencing Reservations Sheet								
Date	Name of person making reservation	Name of contact person	Phone No. of Contact Person	Email address of Contact Person	Organisation	Expected Start Date of Conference	No. in Conference Party	No. of conference days

### Checking-in/out:

Staff of the hotel are to ensure that guests experience a speedy and efficient check-in and check-out process. For guests who have made reservations, their rooms should be ready for occupancy in the morning of their expected check-in date. For guests who have no reservations, there should always be a receptionist on duty at the front office to welcome them and take them through the check-in process.

After guests provide the necessary information and pay for their rooms, a porter should help the guests with their bags and escort them to their room.

At the check-out stage of the process, as guests return their keys to the reception, the receptionist should thank guests for using the services of the hotel and invite them to return at a future date.

### **Addressing Customer Complaints:**

When customers call the front office to lodge a complaint about service provided, response should be swift. The receptionist, who receives the complaint, should record accurate details of the problem in the customer complaint form (see Appendix II). The receptionist should apologize for the problem before moving on to correct the problem. Ideally, staff should strive to resolve the issue within thirty minutes of the customer lodging the complaint. If after thirty minutes, the problem has not been resolved, the receptionist should call the guest and give an assurance that the issue is still being addressed. Problems that cannot be addressed by the receptionist should be forwarded to the GRO to handle. The guest should feel that the person resolving the issue is empathetic and genuinely cares about the satisfaction of the guest. If the issue cannot be resolved after one hour, the guest must be compensated by reassignment to a new room (if problem relates to the condition of the room) or given hotel paraphernalia as compensation and another apology rendered by the GRO.

After resolving the issue, the receptionist must follow-up on the guest to ensure that the guest is satisfied with the resolution.

### **Customer Feedback:**

Gathering feedback is an essential component of improving service standards. The ideal situation will be to have every guest providing feedback. Thus, the customer feedback form, attached in Appendix I, must be placed in each room with a note indicating that guests who fill the form and return it to the reception will be rewarded. Hotel paraphernalia such as Little Acre branded pens, writing pads, key chains, etc must always be on hand at the reception to be given to guests who fill and return their feedback forms at check-out. Once the hotel has built its customer database over time, it can begin sending email surveys to guests after their stay in the hotel so that those who did not provide feedback during their stay will also be able

to do so. This may also reveal problems encountered that were not reported so that management may take the necessary action to address them to prevent a reoccurrence.

### **Housekeeping Process**

The housekeeping process ensures that the general environment of the hotel is in the best shape at all times. This includes the hotel rooms, conference facilities, food and beverages areas (restaurant, bar, storage rooms, kitchens) and public places such as lobby, bar and front office as well as the external places such as the car park, lawns and other open spaces. The scope of this plan however covers the guest rooms and the scope may be expanded at a future date to incorporate the other areas.

Aims and objectives:

- To ensure that all rooms are kept clean and fresh at all times
- To document the processes for maintaining the highest level of room cleanliness
- To ensure that employees know what is expected of them in the fulfilment of their duties
- To provide the housekeeping supervisor with a standard with which to compare performance to.

To achieve these aims:

- The standards must be explained clearly to all concerned and appropriate training provided
- Management should support and institute systems and procedures for achieving the goals. These include the provision of necessary tools and supplies to make cleaning effective and appropriate supervision and tracking mechanisms.
- Implementation of these standards should be monitored to ensure compliance
- Regularly seek out new trends in housekeeping and implement them to ensure that guests are satisfied.

## Guest Room Housekeeping Practices

### General - Room

- Rooms must be inviting, attractive, comfortable, in good taste and must be maintained with high standard of cleanliness. The drapes, upholstery and duvet covers in each room must be of matching fabric and patterns. The same applies to the curtains and drapes in the bathroom.
- Rooms must be odourless, free of flies, insects and pests.

### Windows/ceilings/wall and doors

- Windows must be clean, free of stains and tightly fitted. The glass should be spotless as well.
- Walls and ceilings should be painted, be in good condition, and be free of mildew, peeling and flaking and stains.
- Doors should close tightly to avoid penetration of air and sound.
- Door locks should operate smoothly and hinges should not be rusted.

### Wardrobe

- Wardrobe should be free of cobwebs.
- Hangers should be of uniform design and colour and fit in each wardrobe, be unbroken and clean.
- Rod in the wardrobe should also be untarnished.

### Furniture

All furniture should be sturdy, free from scratches and stains and not be discoloured.

- Beds and headboards should be clean and free of scratches. The mattresses must also cover the bed base completely. Bed frames must be free from dust, hair and bed bugs and pillows should not be lumpy, flat, soiled, stained or torn.
- Drawers should not drag and the dresser table should be sturdy, free from scratches, stain or burns.
- Upholstery should be neat, free of stains and soiling and match with the decor of the other furnishings in the room. It should also not be torn or damaged.
- Coffee table should stand erect and not be shaky.
- Mirrors should be free of distortion, scratches and spots, and be in clean clear condition.

- Televisions must be in working condition with working remote controls as well. All knobs and accessories should be intact.
- The fridge should not be noisy. It should be neat, clean, attractive and without accumulation of frost. It should also be odourless and free from insects.
- Telephones should be free of grease, dust and odour; and have good sound.
- Wall decors should be clean, free of cobwebs and in good condition. They should not be worn or defaced.

#### Supplies and Linens

- Linens on bed must be crisp, free of stains, holes or mended appearance
- Bath linen should be soft, free of stains, holes or mended areas.
- Each room must contain all supplies such as bed linens, pillow cases, towels, soap, etc. that each guest will need for a comfortable stay.
- Supplies should be clean, fresh and not soiled or stained.
- There should also be a 'Do Not Disturb'/'Make my Room' sign in each room for guests to indicate when they do not need to be called on for any service and otherwise.
- A customer feedback form must be placed in each room.
- There should also be a waste basket in each room.

#### Bathrooms

- Bathroom should be odour free.
- Floor and wall tiles should be free of chips, stains and soap suds.
- Grouting (mortar-like material between tiles) should be clean, not discoloured and free of soap suds, film or grease.
- Bathtub and sink should be clean and in good condition.
- Drains in the sink and bathtub should not be stained and free of hair.
- There should be a regular supply of hot and cold water; regular drain flow and no water clogging.
- Shower curtains must be clean and not torn. Edges should be free of soap film and water marks. Should be dry and have freshness of appearance. It should also be the same colour as the curtains on the bathroom windows.

### Toilet

- Should be clean, free of stains and in good working condition.
- Should be free of hair, cracks, broken or rusty fittings.
- Seat and lid should be firm and should remain in upright position without being held.

### **Cleaning Practices**

Rooms: every guest room must be cleaned regardless of whether it is occupied or not. Occupied rooms should be cleaned daily and take less time as they would have been thoroughly cleaned before the current guest occupied it. Unoccupied rooms can be cleaned weekly so they can be easily be prepared for accommodation when the need arises. Cleaning a room should generally take twenty-five minutes.

The linens should be removed and sent to the laundry. Furniture in the room should be dusted daily with a soft duster or soft dusting brush. The doors, walls and ceiling should also be cleaned with a broom. The windows should be cleaned with an efficient spray cleaning liquid and towel or soft cloth. The fridge, television, telephone and other appliances in the room must also be dusted. The beds must be laid with a new set of linen. Floors should be swept and mopped with a detergent after sweeping.

Bathrooms: the bathroom must be thoroughly cleaned to make the guest enjoy a comfortable stay. The sink, bathtub, tiles and floor must be cleaned well to maintain the image of the hotel. They must be cleaned daily with cleaning materials such as sponges, scrubbing brushes, detergents and appropriate soap to ensure the highest cleaning standard.

The shower head should be washed with soap and a sponge daily and scrubbed fortnightly to avoid stains from developing. The soap dish should also be washed after taking the soap out. Other fittings in the bathroom should be wiped after cleaning in order not to leave water marks. The same goes for the shower curtains as well; they should be dried after washing to

remove any marks. The drain rims in the sink and bathtub should also be cleaned daily and all particles and hair left in the drain should be cleared to ensure the free passage of water.

The toilets must also be cleaned daily with a toilet brush and enough soap and detergent. The toilets should be free of stains at all times and disinfected with proven antiseptics. After cleaning the bathroom, fresh bath linens, toilet rolls and soaps must be placed in the bathroom for use by the next guest.

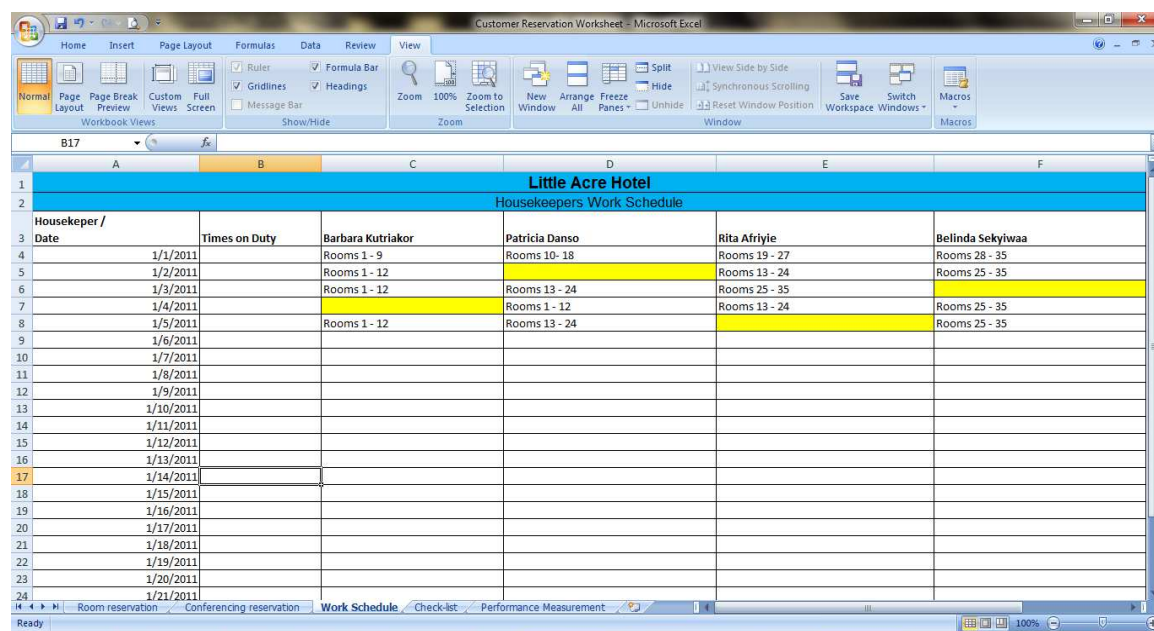
Fortnightly, every room including the bathrooms must be thoroughly cleaned. This thorough cleaning would be most ideal after a guest checks-out of a room; and the room becomes unoccupied. This way, the housekeeper has enough time to execute the cleaning job to the highest standard before it is given out to another guest. The floors of the rooms and bathroom, as well as the tiles must be scrubbed in this cleaning session in addition to the daily cleaning tasks specified above.

Cleaning materials: management should ensure that housekeepers have the supplies they need to facilitate their work at all times. This includes but not restricted to gloves, mopping buckets, mops, brooms, dusters, soap, disinfectants, sponges, dusters and scrubbing brushes.

**Housekeepers' Work Schedule:**

The attached housekeepers' work schedule in Figure 3 below, should be completed weekly to clearly show which housekeeper is assigned to which room. This will be especially important for days when one of the housekeepers has an off day. The off day is indicated by the coloured block under the housekeeper's name. The schedule clearly shows the re-assignment of rooms to the other housekeepers who are on duty thus eliminating confusion about who is to clean the extra rooms.

**Figure 3: Housekeepers' Work Schedule**



Little Acre Hotel					
Housekeepers Work Schedule					
Housekeeper / Date	Times on Duty	Barbara Kutriakor	Patricia Danso	Rita Afriyie	Belinda Sekyiwa
1/1/2011		Rooms 1 - 9	Rooms 10- 18	Rooms 19 - 27	Rooms 28 - 35
1/2/2011		Rooms 1 - 12		Rooms 13 - 24	Rooms 25 - 35
1/3/2011		Rooms 1 - 12	Rooms 13 - 24	Rooms 25 - 35	
1/4/2011			Rooms 1 - 12	Rooms 13 - 24	Rooms 25 - 35
1/5/2011		Rooms 1 - 12	Rooms 13 - 24		Rooms 25 - 35
1/6/2011					
1/7/2011					
1/8/2011					
1/9/2011					
1/10/2011					
1/11/2011					
1/12/2011					
1/13/2011					
1/14/2011					
1/15/2011					
1/16/2011					
1/17/2011					
1/18/2011					
1/19/2011					
1/20/2011					
1/21/2011					

**Housekeeping Supervisor Checklist:**

A copy of the housekeeping supervisor checklist (Figure 4) must be carried along on each supervising trip. This checklist will guide the supervisor to effectively check the rooms and provide appropriate feedback to the housekeepers. This will also prevent an oversight of certain areas that need to be checked by the supervisor.

**Figure 4: Housekeeping Supervisor's Checklist**

Little Acre Hotel					
Housekeeping Supervisors Check-list					
					Rating
1 = Poor, 2 = Satisfactory, 3 = Good, 4 = Very Good, 5 = Excellent					
	1	2	3	4	5
<b>Door</b>					
Clean in and out					
Do Not Disturb/ Make my room sign					
<b>Wardrobe</b>					
Door clean in & out					



Dusted, free of fingerprints					
Hangers					
<b>Television/Air conditioner</b>					
Dusted					
Remote controls working and in place					
Telephone clean					
Fridge clean					
<b>Beds</b>					
Sheets and pillowcases changed					
Pillows in place					
Corners tucked					
Headboard clean					
Bedspread clean & wrinkle free					
Under the bed clean					
Fresh smell					
<b>Bathroom</b>					
Door clean					
Mirror clean					
Shower head clean					
Shower curtain clean					
Soap dish clean					
Drains clean					
Tiles/grout clean					
Tub clean					
Sink clean					
Floor clean					
Bath rug					
Waste basket/liner					
Hot water supply					
Toilet clean					
Linens and soap supplied					
<b>Furniture</b>					
Furniture pieces clean					
Windows clean					
Wall hangings clean					

### **Tracking Performance**

Management needs to track these processes to determine whether they meet the required standards. Tools that can be employed in this regard include pareto charts and histograms. These tools can help management evaluate how the use of the electronic sheets developed is reducing service failures at the hotel. Tools such as the pareto charts and histogram graphically display the frequency of occurrences that are undesirable. By tracking the frequency of customer complaints through a histogram, a pareto chart can further be developed to identify which significant problems contribute most to the complaints so management can deal with these important factors rather than on the insignificant problems.

## Appendix I

### CUSTOMER FEEDBACK FORM

Kindly answer the following questions to help management improve the hotel's services to you.

1. Please rate the following:

- |   |                                 |                            |                            |                            |
|---|---------------------------------|----------------------------|----------------------------|----------------------------|
| • Check-in process                            | Excellent <input type="radio"/> | Good <input type="radio"/> | Fair <input type="radio"/> | Poor <input type="radio"/> |
| • Hospitality of staff<br>(Friendliness, etc) | Excellent <input type="radio"/> | Good <input type="radio"/> | Fair <input type="radio"/> | Poor <input type="radio"/> |
| • Decor of rooms                              | Excellent <input type="radio"/> | Good <input type="radio"/> | Fair <input type="radio"/> | Poor <input type="radio"/> |
| • Housekeeping                                | Excellent <input type="radio"/> | Good <input type="radio"/> | Fair <input type="radio"/> | Poor <input type="radio"/> |
| • Cleanliness of rooms                        | Excellent <input type="radio"/> | Good <input type="radio"/> | Fair <input type="radio"/> | Poor <input type="radio"/> |
| • Condition of rooms                          | Excellent <input type="radio"/> | Good <input type="radio"/> | Fair <input type="radio"/> | Poor <input type="radio"/> |

2. Did you encounter any challenges during your stay here? Yes ☐ No ☐

3. Did you report this challenge? Yes ☐ No ☐

4. What was done about your report?

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5. Do you have any comments to help the hotel improve its service delivery to you?

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6. Would you recommend this hotel to someone else? Yes ☐ No ☐

Kindly provide us with the following details to help us maintain our relationship with you?

Name:

Phone number:

E-mail address:

Birthday (e.g. May 3)

*Thank you for your time!!!*

## Appendix II

### CUSTOMER COMPLAINT FORM

Name of customer: \_\_\_\_\_  
Phone number of customer: \_\_\_\_\_  
E-mail address of customer: \_\_\_\_\_  
Date: \_\_\_\_\_

### COMPLAINT DETAILS

Complaint description: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Action taken to resolve issue \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Corrective Action taken: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Corrective Action taken by: \_\_\_\_\_

What steps should be followed to ensure this problem is not repeated.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Complaint received by: \_\_\_\_\_

*(Name and signature)*