

UNIVERSITY OF THE ALGARVE

THE RATHBONE HOTEL

João Miguel Pereira dos Santos

INTERNSHIP REPORT

Masters in Hospitality Management

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Rathbone Street • Fitzrovia • London W1T 1LB
www.rathbonehotel.co.uk

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RATHBONE HOTEL • INTERNSHIP

Declaration of authorship:

I João Miguel Pereira Santos hereby declare that The Rathbone Hotel Internship Report and the work presented in it is entirely my own.

Where I have consulted the work of others, this is always clearly stated.

Signed: JMS

Date: 30/09/2015

Masters in Hospitality Management

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*“If you take care of your people
your people will take care of your customers
and your business will take care of itself”*

J W Marriott

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List of Acronyms

SWOT – Strengths, Weaknesses, Opportunities, Threats
F&B – Food and Beverage
SOP – Standard Operating Procedures
DND – Do Not Disturb
VIP – Very Important Person
PO – Purchase Order
VAT – Value added Tax
ADR – Average Daily Rate
RevPar – Revenue per Available Room
SM – Social Media
HSK - Housekeeping
R/S – Room Service
PMS – Property Management System
VPO – Visitor Paid Out
RM – Revenue Management
DM – Duty Manager
SEO – Search Engine Optimization
SEM – Search Engine Marketing
GDS – Global Distribution System
ARR – Average Room Rate
A/C – Air Conditioning
PDQ – Process Data Quickly or POS – Point of Sale or Credit Card machine
OTA – Online Travel Agents
FIT – Free Independent Travel

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I would like to express my gratitude to Mr. Miguel Silva, Hotel Manager and Mr. Daniel Harris, General Manager for giving me the chance to do my internship at the Rathbone Hotel.

I am grateful to Professor Carlos Afonso and Professor Henrique Rodrigues for their guidance during my internship report elaboration.

I am thankful to all of my colleagues, for their help and co-operation during my time at each department. I would like to extend a special thank you to Ana Costa and Bruna Fernandes, my hospitality course colleagues for being such good friends whilst we studied together.

During my twelve month internship abroad I have learned, I have worked hard, I conquered and I won.

Thank you all.

Sincerely,

João Santos

To conclude the studies as part of my Master's Degree in Hospitality Management at University of the Algarve, students had the option to write a thesis, complete a final project or to do an internship and write a report about their experience and findings. I opted to take an internship and I applied to a few hotels abroad. I was fortunate enough to be accepted at the Rathbone Hotel, London.

The main goal of doing an internship abroad is to get practical knowledge of the hospitality industry and apply learned skills within a different culture.

On the first working day, my internship was explained in detail including which departments I would work in, the length of time for each and the details of the supervisor and training I would receive.

I began my internship by training as a night porter, then I went to the housekeeping department, moving then to food & beverage, accounts, reservations, and front office departments. Finally I was assigned as a manager.

I have realised the extent of tasks involved for each department, attended meetings, and I was flexible and accommodating dependant on the needs of the business. The internship provided me key learning experiences and gave me transferable skills that will assist me in my future career in hospitality.

I have managed to complete all assigned tasks in a timely manner fulfilling all internship requirements according to the hotel standards.

The internship report starts with a characterisation of the hotel and brand, an internal and external analysis and the general aspects in regards to the hotel differential elements and competitors.

Through a literature review a full description of all departments and duties was explored, pointing out problems faced and what could be improved. While in sales, a new social media strategy was planned which I will be working on as consultant after my internship.

Key-words: Hospitality Management, Internship, The Rathbone Hotel, University of Algarve, Social Media Strategy.

Para concluir o curso de Mestrado em Direção e Gestão Hoteleira da Universidade do Algarve, foi solicitado aos estudantes que realizassem tese, projeto final ou estágio e respetivo relatório. Sendo o estágio a minha preferência, concorri para diversos hotéis no estrangeiro e fui selecionado para o The Rathbone Hotel em Londres.

O objectivo primordial do estágio é ganhar experiência prática na indústria hoteleira e aplicar em simultâneo competências ganhas durante o curso, estando em contato direto com uma cultura diferente.

No primeiro dia, foi elaborado um plano de estágio com informação referente aos departamentos e funções a desempenhar, a duração de permanência em cada um deles e o supervisor atribuído para formação.

As primeiras funções atribuídas foram de night porter, seguido dos departamentos de limpeza, comidas e bebidas, contabilidade, reservas, receção, terminando em cargo de direção.

Durante o período de estágio tive a oportunidade de conhecer pessoas de negócios para futuros contatos profissionais, desempenhei diversas funções em vários departamentos do hotel, elaborei relatórios solicitados pela direção, estive presente em importantes reuniões usando os meus conhecimentos e competências técnicas e fui sempre flexível para ajudar onde era necessário. Desta forma o estágio permitiu-me adquirir elementos chave de aprendizagem, essenciais para o meu futuro profissional na área hoteleira.

Em suma, todas as tarefas atribuídas foram desempenhadas com sucesso, nos períodos propostos e de acordo com os standards do hotel.

O relatório de estágio tem início com uma breve descrição da empresa e da marca, uma análise interna e externa, focando ainda os aspectos gerais diferenciadores do hotel e dos seus competidores.

Através da revisão de literatura foram explorados todos os departamentos e tarefas do hotel e realçados os problemas encontrados e as soluções propostas. Enquanto a minha permanência no departamento de vendas, foi traçada uma nova estratégia de social media que virei a desenvolver como consultor após final do estágio.

Palavras-Chave: Direcção e Gestão Hoteleira, Estágio, The Rathbone Hotel, Universidade do Algarve, Estratégia de Social Media.

The Rathbone Hotel contacted University of Algarve with an internship offer, I consequently applied and I was chosen following a selection process.

The aim of the internship is to gain work experience in hospitality management, develop skills and to handle day to day operation within the business.

At the end of the internship, a report is required and should cover all tasks undertaken, problems faced and skills learned.

1.1. Objectives and Expectations

The Master's Degree in Hotel Management goal is to complete basic training to ensure a fast entry into the job market, aiming at professional success. The internship gives the student a chance to acquire the best conduct and techniques in hotel management and also understanding the related touristic activities. The main advantage of doing an internship abroad is to combine training whilst developing linguistic skills with an opportunity to gain knowledge of working in a hotel within a different culture.

The main internship objectives were to:

- ✓ Be able to answer to the growing requirements of the hospitality and tourism industry;
- ✓ Develop scientific & technical skills in hotel management to ensure an efficient, professional, creative and innovative performance;
- ✓ Complete the necessary training to develop skills as manager of operations;
- ✓ To get work experience in hotels;
- ✓ Get to know how every department works individually and alongside each other within the business.

Being accepted onto the internship place at The Rathbone Hotel brought a huge change to my life. I had to move abroad, learn how to adapt to a new culture whilst starting at the hotel. Working in different departments of the hotel and dealing with people from all over the world was certainly challenging and expectations were high. Before starting

I exchanged e-mails with Mr. Miguel Silva, the Hotel Manager and he provided me with all the details of the internship, the different departments, the location, financial costs and the paperwork necessary to work in the United Kingdom.

Before arriving in London I looked over the hotel website and looked through the TripAdvisor customer reviews to find out the level of service provided and any other relevant information.

To do an interdepartmental internship gave me the chance to understand how all the hotel departments' work. As it is as small hotel I had the opportunity to access more data and have more responsibility.

1.2. Internship Structure

The Report is divided into five chapters. The first chapter outlines my motivation and expectation in regards to my choice to opt for the Internship and concluding my masters in hospitality management.

The second chapter is about the characterisation of the hotel and brand, followed by an internal and external analysis and the general aspects in regards to the hotel differential elements and competitors.

The third chapter includes an extensive description of the departments I have worked in housekeeping, food & beverage, accounting, reservations and front-desk. Also covered are revenue management, sales and marketing and management. Appendix 24 presents the internship plan with date's, duration of time and supervisor per department.

In regards to chapter four the focus is on sales, marketing and social media issues. A new strategy was discussed and planned with hotel management which I have included. This new strategy will replace the old one. New social media measurements were made, new competitive set analysed a new strategy will take place.

On the fifth and final chapter I have concluded with a summary of my overall experience based on the skills I gained during my internship. I highlighted areas that could be improved, and presented suitable solutions. Working as a social media consultant for the Rathbone Hotel was a result of a year of hard work.

Chapter 2

The Rathbone Hotel

Characterization, Strategy and Operations

The Rathbone Hotel is owned and operated by The Carnarvon Group Ltd, a private family company, third generation hoteliers with a head office in Camden, London, that has been in the hospitality industry for over 40 years. The Carnarvon Group operates three properties in the United Kingdom (The Rathbone Hotel, 2015b)

- ✓ **The Rathbone Hotel** – The Rathbone Hotel is a boutique style property with 72 bedrooms offering personal service to its guests. Their goal is to excel in the service industry and to attract a regular client base;
- ✓ **The Winchester Hotel & Spa** - A 4 Star resort hotel situated in the city of Winchester within easy walking distance of Winchester Main Line Station;
- ✓ **The Collingham Apartments** - Situated in the tranquil backwaters of South Kensington overlooking Collingham Gardens Square. The Collingham provides a selection of comfortably furnished self-contained apartments ranging from a studio, to 1 2 & 3 bedroom apartments.

Being a leader in the industry, The Rathbone Hotel aims to be innovative, creative, intelligent motivated and professional but above all they hope their staff will work as a team. The Rathbone Hotel is committed to providing the highest possible quality service to all clients and staff through supporting and contributing to hotel quality initiatives.

All employees are expected at all times to provide a professional service and to treat those with whom they come into contact in a courteous and respectful manner. This applies to all members of the public and of course co-workers (The Rathbone Hotel, 2015b).

2.1. Mission, Vision and Values

Organizations usually summarize their aims and objectives in Mission and Vision statements. Both statements are within the company but they serve different purposes. Mission can be considered as a strategic management tool that shows how the

organization will get to where it wants to be. It defines the purpose and primary objectives related to customer needs and team values. Mission states about the present leading to its future (Diffen, 2011).

The hotel mission is to drive the hotel forward into 5 Star status by providing a level of service that consistently exceeds and competes with all equivalent hotels by creating a unique customer experience (The Rathbone Hotel, 2014)

Vision outlines where the organization wants to be. It communicates both purpose and values of business. Vision talks about the organization's future. It shapes the team understanding to give them a reason to work for the same goal (Diffen, 2011).

The Hotel's vision is to stay ahead of competitors providing a service in London which stands out from the rest with a team of customer focused, professional, yet friendly personnel who are geared to implement change, develop and act faster than their competition (The Rathbone Hotel, 2014).

The hotel aim is to exceed their guest's expectations by far through providing excellent and pro-active service. The hotel is 'home away from home' renowned for going that extra mile. Small personal touches make the hotel stand out from the rest. The Rathbone Hotel wants their guests to write about them and make The Rathbone Hotel their home in London. The Rathbone Hotel wants to ensure that every guest leaves satisfied and wants to return, thus ensuring customer loyalty (The Rathbone hotel, 2014).

Company Values are beliefs and moral principles that lie behind the company's culture (Campbell & Yeung, 1991).

The Rathbone Hotel values are the follow (The Rathbone Hotel, 2014):

- ✓ Quality, a commitment to quality must be shown in all aspects of work as part of everyday routine. Finding the best way to serve our guests;
- ✓ Set good standards, you represent both your department and the Company and so you should present yourself and behave with pride encouraging other members of staff to follow your example;
- ✓ Professionalism, the high quality of service is determined by our availability to master our duties, train our team members and our constant desire to improve and innovate;
- ✓ Respect, should be shown at all times in order to project the best possible image and to be aware of colleagues and clients requirements;

- ✓ Enthusiasm and energy, willingness and sense of humour together with a great smile must be the basis for our behaviour;
- ✓ Profitability, through our skills and professionalism, each staff member contributes to achieve the best possible results for the Rathbone.

2.2. Organisational Culture and Core Business

Organisational culture represents the values and behaviours that lead to the unique social and psychological environment of an organization. It is a set of shared assumptions, values, and beliefs that represents how people behave within the organisations. These shared values, experiences and expectations have a strong influence on the people's behaviour and indicate how they should perform their jobs and the organizations self-image (Study.com, 2003).

At the Rathbone we believe that in order to provide great customer service our staff should fulfil certain criteria, as well as understand the importance of teamwork, amongst other values. Please bear in mind that regardless of whether you deal with a guest or your colleagues, the same rules apply, this is what we expect from our team.

Employees must conduct and perform themselves with impartiality, integrity, objectivity and honesty and maintain high standards of personal and professional accountability. You are expected to demonstrate commitment to the hotel by ensuring regular attendance at work and efficient completion of duties (The Rathbone Hotel, 2014).

The core business is the organisation's primary activity and the source of profits and success. Core business process focuses the organisation business operations that were originally set up to carry out. It is related to how the organization manages and coordinates each department individually and in departmental activities. (BusinessDictionary.com, 2015).

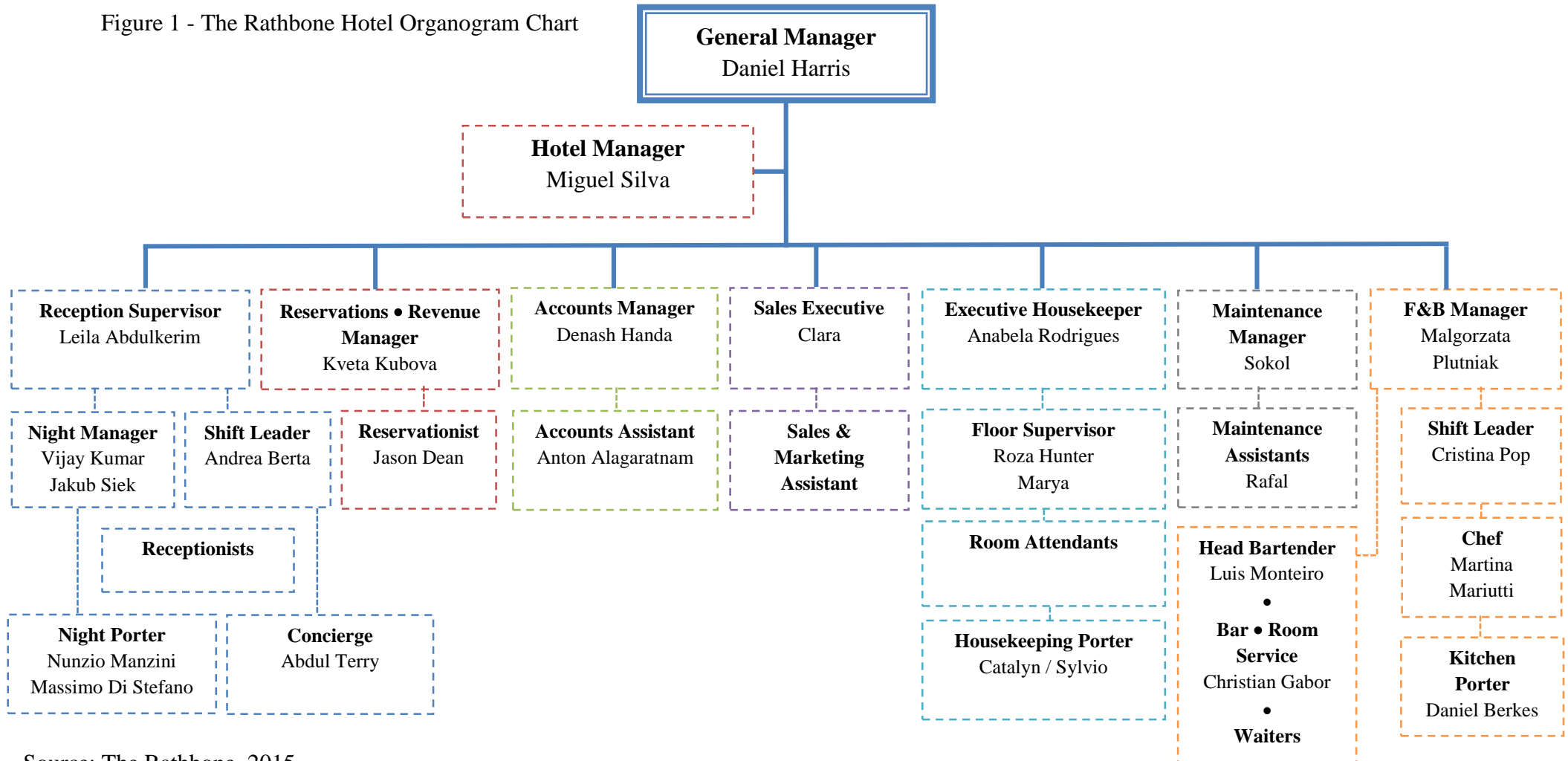
The Rathbone Hotel is a leader in the 4-star hotel industry aiming to provide a high standard of service to their guests from all over the world. Despite the fact that the hotel receives a large number of leisure guests (booking direct or through agents) for city breaks, shopping, visiting monuments and museums, eating out in luxury restaurants or

attending to theatre shows, his major market are business people attending meetings, conferences, events or stopping over for commuting. The gross profit comes from corporate businesses due to many agreements with major national or international companies (The Rathbone Hotel, 2014).

2.3. Organisational Structure

The Rathbone Hotel organogram chart presented in figure 1 shows the organisational structure along with functional lines in which department is organised according to the specific activity where they operate. The functional structure is presented in the form of a schematic diagram that defines the hierarchical relationships between the groups and individuals who work in the organisation. There are currently six main departments Front-Office, Reservations, Food & Beverage, Housekeeping, Maintenance and Accounts plus Marketing and Sales which are managed by consultants that report directly to the Hotel Manager and General Manager. Some of these departments are then subdivided into smaller function units, which have their own shift leader or supervisor. The staff is trained to work in a team environment in order to achieve the same objectives (The Rathbone Hotel, 2014).

Figure 1 - The Rathbone Hotel Organogram Chart



Source: The Rathbone, 2015

2.4. Characterisation and Services

The Rathbone Hotel is a boutique style property with 72 bedrooms offering personal service to its guests. Our goal is to excel in the service industry and to retain our client base. It is within easy walking distance of numerous underground stations (Oxford Circus, Tottenham Court Road, Goodge Street), providing quick and easy travel to and around all areas of London including the city financial. Taxis are easily available and numerous bus routes can be accessed on Oxford Street, which is only a brief walk away (The Rathbone Hotel, 2014).

The Rathbone Hotel offers (The Rathbone Hotel, 2014):

- ✓ 72 En-Suite Guest Bedrooms - including 3 Suites, 1 Studio Suite, Club Rooms, Executive Rooms, Double/Twin Rooms, Junior Double Rooms and Single Rooms);
- ✓ Breakfast Room on the first floor, which seats 42 in one sitting;
- ✓ Bar and Lounge area, also open to the public within permitted hours;
- ✓ 24 hour Reception;
- ✓ Room service available 24 hours to guests, also available to non-residents within permitted hours;
- ✓ Breakfast served in the room upon request without extra charge;
- ✓ Meeting Room facilities for up to 12 delegates (boardroom style, equipment available for renting, coffee break / light lunch options available on request);
- ✓ Discount Card which entitle guests at the hotel discounts and special offers in selected restaurants and also beauty treatments in health & beauty centres in the area.

2.5. Internal and External Analysis

A SWOT Analysis is a comprehensive management-planning tool used to understand the Strengths, Weakness, Opportunities and Threats involved in an organization or business. It is usually presented in a form of a matrix that involves specifying the objective of the organization and identifying the internal (Strengths and Weaknesses)

and external factors (Opportunities and Threats) that are supportive or unfavourable to achieving the organization's objective (Rapidbi, 2014)

Table 1 - The Rathbone Hotel SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • LOCATION, ideal for business and Leisure, • Breakfast quality, • High Service Standards, • Great Customer Service and attention to detail, • Loyalty Program for frequent and regular guests, • High Category Room: Suites, Club and Executive Rooms, • Low Category Rooms: Single, Junior Double Rooms, • High rating online Hotel, • Welcoming Hotel beautiful Lounge served by extensive menu bar, • Restaurant and beauty Discount Card. 	<ul style="list-style-type: none"> • No Restaurant, • No swimming pool / gym or leisure facilities, • Old Rooms: furniture and carpets, • Entire infra-structure requires refurbishment, • No mini-bar in the rooms, • Chargeable internet, • No marketing and sales force, • Weak communication via Social Media, • No parking.
Opportunities	Threats
<ul style="list-style-type: none"> • Infra-structure refurbishment, • Marketing campaigns, e-commerce, • Social media regular updates/communications, • Sales force 	<ul style="list-style-type: none"> • Competitors, • United Kingdom economical growth slowing down, • London's business boom stagnated.

Source: The author, 2015.

The SWOT analysis in Table 1 shows The Rathbone Hotel strengths, weaknesses, opportunities and threats in an internal and external environment point of view.

If we refer to the strengths, the hotel has the perfect location for business people attending meetings and in a leisure perspective for people visiting the city for shopping, eating out or going to events and the theatre as it is central London. It also has good

transport service (bus, tube, train, taxi) for airport connections. The hotel is also known for the quality of the breakfast, one of the best in town.

It has an amazing customer service with attention to detail, as most of the guests return after an initial visit. High category of rooms benefits luxury tourism and low category of rooms is also an advantage for short stays, especially business trips.

In regards to the weak points, the hotel does not have a restaurant, car park or leisure facilities. The rooms are old and furniture and decoration tired, reviewed by many guests in TripAdvisor (TripAdvisor, 2015).

The internet is chargeable, which guests mention regularly on feedback forms. Communications via social media are not frequent. These points combined may lead people to choose a different hotel when looking for a place to stay.

In my opinion the hotel should start with a slow refurbishment of the rooms and the communal areas and at the same time communicate what's on offer to their guests efficiently.

As we speak about the threats, London's economical growth slowing down and European Union pressure might affect the demand (The Rathbone Hotel, 2015a).

2.6. Economical Performance

The Rathbone Hotel is located in London, United Kingdom, one of the biggest hotel markets in the world. In 2014 UK hotels average 83.4% of occupancy and £83.91 of ADR. From 2013 to 2014 the RevPar have increased 8.5%, £64.52 from £70.

After a slow first half of 2015, July's demand growth and improved performance indicators point to a stronger second half for London. (Global STR, 2015).

Based on daily data from July, London reported:

- ✓ Increases in supply (+2.6%) and demand (+5.4%);
- ✓ A 2.7% increase in occupancy to 88.3%;
- ✓ A 4.3% increase in average daily rate to £151.27;
- ✓ A 7.1% increase in revenue per available room to £133.54.

According to STR Global (2015) analysts, London saw accelerated occupancy and ADR growth following the conclusion of Ramadan (17 July) as hotels capitalised on an influx of visitors from the Middle East. The commencement of United Kingdom school holidays in mid-July also brought families to the capital, and the strength of the U.S. dollar relative to the British Pound has contributed to an increase in visitors from the U.S.

In the United Kingdom, almost 40% of the hotels are unbranded where as more than 60% of hotel properties are a part of hotel chains. In the last 18 months, demand has grown for independent hotels on average at around 2% to 3% chain hotels, however, experienced an increase up to 7% in the same measure on a 12 month moving average basis (STR Global, 2015).

2.6.1. Independent Hotel Performance

If we take in consideration the global financial crisis, we realise that hotel demand was impacted showing the lowest levels of ADR and occupancy in 2009.

Ever since independent hotels have been recovering achieving in August 2014 levels of 72% occupancy and an ADR of £119.24.

Despite the fact that independent hotels perform levels of occupancy below chain hotels, in the UK, independent hotels ADR reached £78.77 in August 2014, which is considerable above branded hotels.

The difference in ADR between chain and independent hotels can also be related to the class distribution (STR Global, 2015).

While we look into brand hotel rooms falling under the economy segment, in independent hotels only a fifth of their rooms is lower price class.

Similarly, 45% of the existing room supply of independent hotels is classed as Deluxe or Superior, while only 37% of the chain hotels are in the upper tiers (STR Global, 2015).

Chapter 3

Internship Activities, Duties and Standards

In the 12 months internship period I had to rotate through the different departments at the hotel, performing different activities which involved lots of multitasking. Despite the internship plan, I had to frequently move to different departments depending on requirements of the business. I began as Night Porter, following training I worked by myself, followed by some shifts as Night Manager Assistant. I then moved to the Housekeeping department, where I worked as HSK Porter, Room Attendant and Floor Supervisor. After that I was assigned to the Food & Beverage Department working in Room Service, Bar, Breakfast and Host duties. I then moved to Accounting to be an assistant, followed by Reservations and also attending Revenue meetings. During July I was assigned to Front Office for a brief time as Concierge and then as Receptionist for a variety of shifts. I finalised my internship performing as Duty Manager followed by some tasks as Assistant Manager and supporting the Sales Executive.

3.1. Housekeeping Department

Housekeeping department goal is to clean and maintain all areas of the hotel thoroughly, with the key aim of enhancing the customer experience by having excellent standards of cleanliness (The Rathbone Hotel, 2014).

I have worked with housekeeping team from Early November to middle December 2014 with the supervision of the Executive Housekeeper Anabela Rodrigues. Working hours were from 7:30am to 4:00pm as housekeeping porter and 8:00am to 4:30pm as Room Attendant and Floor Supervisor. The next sections presents the mains tasks developed in each position, see appendix 24.

3.1.1. Housekeeping porter

The main tasks performed as housekeeping porter were: (Appendix 13)

- ✓ Deliver and store clean linen and laundry;

- ✓ Collect any dirty linen;
- ✓ Clean pavement at the hotel entrance;
- ✓ Deliver iron & iron board, dental kit, or others upon guest requests;
- ✓ Clean staff toilet.
- ✓ Support room attendants work needs.

3.1.2. Room Attendant

The main tasks performed as room attendant were:

- ✓ Maintain high standards of cleanliness throughout the hotel;
- ✓ Service all bedrooms and common areas, in line with company policy;
- ✓ Fulfil special requests to ensure guest comfort and satisfaction.

3.1.3. Housekeeping Supervisor

The main tasks performed as housekeeping supervisor were:

- ✓ Check standards of cleanliness in the rooms in order to deliver excellent customer service at all times;
- ✓ Create reports and daily job lists including room status, linen and laundry control, health and safety assessments and COSHH;
- ✓ Ensure I was aware of all hotel facilities should I need to answer customer enquiries and up sell any service when possible;
- ✓ Maintain stock levels for all toiletries and chemicals;
- ✓ Report maintenance issues;
- ✓ Complete on request in-house training.

All guest room are fully equipped and it is the floor supervisor job to ensure that the room is cleaned, inspected and ready to occupy according to the hotel standards.

Listed below are the room's facilities and equipment (The Rathbone Hotel, 2014):

- a) Guest facilities and amenities

- ✓ All guestrooms are equipped with complimentary tea and coffee, mineral water, toiletries.

The following items are available to guests upon request:

- ✓ Iron and ironing board;
- ✓ Extra bed linen / towels;
- ✓ Adaptors eg. phone, European convertors (£10 deposit taken and refunded on returning the item);
- ✓ Umbrella (£20 deposit taken and refunded on returning the item);
- ✓ Shoe shining service;

b) Guest laundry and dry cleaning;

Guests may leave their laundry at reception or in the bedroom floor (a laundry bag and list are provided in guest bedrooms) prior to 09:00hrs which will be returned on the same day by 19:00. Laundry left after 09:00 will be returned the following day.

c) Light savers

All guest bedrooms are equipped with an energy saver where lights, air conditioning and electricity will not operate without the use of the key card in the light saver unit. It is necessary to insert a room key in a light saver unit to obtain electricity in the room. As a result, lights left on by guests will automatically switch off approximately 20 seconds after the key is removed, hence saving electricity.

d) Air-conditioning

At the Rathbone we strive to be as environmentally friendly as possible. All guest bedrooms are equipped with air-cooling units, all of which are connected to the light savers and again operate only when the rooms are occupied. Moreover, they are connected to the windows and switch off automatically when the windows are open to prevent wasting energy.

e) Lost property handling

All lost property found must be handed in to the Housekeeper on duty who will record the details in Opera PMS. The lost items will be locked away for the maximum of three months or until reclaimed. If you find any items in the lobby

or public area in the hotel, make sure it is logged in the system and pass it to Housekeeping as soon as possible. Valuable items should be kept in the safe until returned by recorded delivery.

Housekeeping department has SOPs for each and every task/ duty which made my life easy. I have read all of them to ensure I was able to work in accordance with the hotel standards, please see Appendix 14 to 20.

Working in this department was enjoyable. They are a great team and were always willing to support me. As room attendant I felt the workload was a bit heavy, I was impressed with the cleaners that who work incredibly hard every day with a smile on their face. I came across no major faults in this department, so I have only listed below some ideas to ensure the cleaning standards are at the highest level and add value to customer experience:

- ✓ Implement a late housekeeping shift to ensure cleanliness of customer areas at all times and last minute cleaning requests (by the end of my internship the late shift was already being done);
- ✓ Turn down service, which refers to the practice of staff entering a guest's room and 'turning down' the bed linen of the bed in the room, leaving the bed comfortable and ready for use. The slippers and the bath robe should be placed on the bottom of the bed, ready for shower before bed time. Bath towels should be tidied up and the bath mat placed on the floor. A little treat such as a chocolate, sweet, cookie or fruit should be left on the top of the folded sheet;
- ✓ Optional: close curtains, switch on ambiance music and reduce the bedroom lights;
- ✓ This service can be done as trial on Executive, *Club* and *Suite* Rooms and for *VIP* customers and if it works extended to all rooms.

3.2. Food & Beverage Department

The Food & Beverage department is divided in Room Service, Bar and Breakfast, (The Rathbone Hotel, 2015a).

I have started in Room Service from February to March and Bar from March until April. I began to complete the Breakfast shift in June as I had to move to other departments.

3.2.1. Room Service

Room Service duties are to prepare, deliver and service orders. Complete knowledge of service time, menu and specials. Responsible for guest checks and co-ordination of tables/trays pick-ups. Responsible for set-up, delivery and follow up guest requests / amenities (The Rathbone Hotel, 2015a).

As I started this activity, I had already been in contact with SOP's for Room Service standards while I was working as night porter. I was trained by Luis Monteiro and supervised by Malgorzata Plutniak and working hours were from 2:30pm to 11:00pm, see appendix 24.

The R/S activities performed followed by duties list, see appendix 1:

- ✓ Following opening procedures – read diary, check reports;
- ✓ Check and clean all R/S trays and cloches;
- ✓ Check that we are fully stocked for the shift. All food must be covered and all expiry dates valid. If anything is needed you need to inform the DM and go to the supermarket;
- ✓ Check and record fridge and freezer temperatures. Fridge temperature should be between +2 to +8, freezer temperature should be between -18 to -25. Anything abnormal should be report to the Supervisor or Duty Manager;
- ✓ Check and restock public toilets every 2 hours;
- ✓ Restock everyday items from R/S and Breakfast (fold linen and paper napkins);
- ✓ Apply “Brasso” - staircases, lift, doors;
- ✓ Empty all bins at the back office and reception;
- ✓ Change water in dishwasher;
- ✓ Floor check for glasses, dishes, trays (every 2 hours until 6:00pm);
- ✓ Dirty cloths into ground floor cupboard;
- ✓ Assist Reception with luggage and any guest requests;

- ✓ Take and prepare Room Service orders according to the standards required;
- ✓ Room service courtesy call – to present the best service towards the guest and to implement more effective control over room service tray collection;
- ✓ Maintain Room service fridge and freezer in an organised manner and to make sure it is according to Government Food Hygiene standards. All items in the Room Service fridge should be stored according to the Room Service Fridge Record Sheet;
- ✓ Clean Meeting Room – If is any conferences next day set up according to the number of delegates, otherwise for 12 people (Appendix 22);
- ✓ Following closing procedures – Clean kitchen, tidy up for next shift.

3.2.1.1. Opening and closing Room Service

The opening procedures are:

- a) Wash your hands;
- b) Approach supervisor to receive handover from morning shift;
- c) Read Diary for any messages for your shift;
- d) Check kitchen, canteen, still room and restaurant cleanliness and ensure it is clean by undertaking any necessary tasks to bring these areas up to satisfactory standard;
- e) Check crockery and cutlery cleanliness;
- f) Check all R/S trays, clean if needed;
- g) Fold 10 R/S napkins and place on R/S shelf;
- h) Check R/S fridge and freezer for any missing products;

The closing procedures are:

- a) Ensure kitchen, canteen, still room and breakfast room are ready for night service (clean preparation areas and cooking appliances, wash and polish dishes, sweep and mop the floor);
- b) Restock R/S napkins;
- c) Take all crockery and cutlery that belongs to bar downstairs;
- d) Handover to Night Porter verbally;
- e) Leave important notes in the Diary (The Rathbone Hotel 2015a).

3.2.1.2. Taking Room Service orders

To correct take R/S order we should follow the steps:

- 1) Answer the telephone within 3 rings;
- 2) Greet the guest, identify yourself and the department with a smile by saying: *“Good morning/afternoon/evening Your Name speaking. How may I assist you?”*;
- 3) We need to be familiar with the menu, if we don’t understand any words or items ask;
- 4) Write down orders in full details properly, divide orders with a line below;
- 5) Ensure name, room number and order are in the docket;
- 6) Repeat orders with the guest to confirm: *“May I repeat your order, Guest Name, You would like ... (name of the food and drink). Is that right?”*;
- 7) Inform the guest of the delivery time by saying politely: *“Your order will be delivered within 30 minutes, Guest Name”*;
- 8) Thank the guest for giving the order by saying: *“Thank you, Guest Name for ordering Room Service”*;
- 9) Let guest hang up first;
- 10) If there is a delay to deliver the order, we need to call the guest back, apologise and inform about delay and the estimated time that it will take to prepare the food by saying courteously:
- 11) *“I am very sorry, Guest Name; your order will be delayed by Time of Delay minutes. I apologise for any inconvenience”*. (The Rathbone Hotel, 2015a).

3.2.1.3. Room Service Delivery

- 1) Before delivery the order to the room, we need to verify that food is served at the right temperature;
- 2) To deliver room service we always use staff lift and knock on the door or ring doorbell once and say: *“Room Service”*, wait for 15 seconds before knocking or ringing again;
- 3) Greet the guest with a smile by using their name and say politely: *“Good morning, afternoon, evening, Guest Name, may I come in?”*;

- 4) Ask guest where to place the tray by saying: “Where would you like to place your tray Guest Name?”;
- 5) Check the order to confirm with the guest to ensure accuracy;
- 6) Recommend the guest of the removal methods of the tray after food is being delivered by saying: “Please call Room Service when you would like your tray to be collected Guest Name”;
- 7) Obtain guest’s signature and wish them an enjoyable meal by saying with a smile: “Enjoy your Food Item Guest Name”;
- 8) Ask for any further help: “Anything else I can help you with?”;
- 9) Leave the room and shut the door gently (The Rathbone Hotel, 2015a).

3.2.1.4. Room service courtesy call

Whenever doing a room service, we need to record it on the tray collection form:

- a) When delivering the room service, inform the guest that he/she can call to #102 when he/she finishes for the tray to be collected;
- b) After the room service delivery, record the time and room number of it in the tray collection form;
- c) Allow 15 minutes before making a courtesy phone call to the room, if the guest did not call to collect the tray;
- d) Always take into consideration guest requests regarding disturbing him/her when delivering the room service, especially late at night;

Courtesy call (if the guest did not call for tray collection):

- e) 15 minutes after delivering the room service, we need to call the guest to check how the food/beverage was, if the guest needs any other item from the room service menu and if he/she finished, if he/she would like the tray to be collected.

Following the instructions below:

- i) “Good morning/afternoon/evening Mr/Ms/Mrs (guest last name), how was the (menu item)?” (We always need to take the guest feedback very seriously, if the answer is positive, thank it, if it is negative, apologise and pass on the feedback to the duty manager/supervisor);
- ii) “Do you wish to order anything else from our menu?”

- iii) (Always try to upsell);
- iv) *“If you have already finished, would you like me to collect the tray?”* (If the answer is positive, go to the room and collect it, if it is negative ask kindly to the guest if, after they have finished they would mind to put the tray outside the room for later collection);
- f) Whenever a guest chooses not to have the tray collected, this information have to be passed on to the next shift (if your shift ends before collecting the tray) and the next shift has to be informed of the cutlery and crockery that was used in the room service;
- g) It is our responsibility to pass on any feedback/irregularities to the supervisor/duty manager (The Rathbone Hotel, 2015a).

3.2.1.5. FIFO

First In First Out - Store ingredients in a rotational manner, to prevent contamination of ingredients and food freezing and to ensure all our food items retain their freshness and quality.

FIFO procedures are:

- 1) All products will be rotated based on “Use By” date on the product;
- 2) Pay attention to food product shelf - life and use-by dates or labels;
- 3) Place newest items at the back of the shelf;
- 4) Slide older items forward;
- 5) Any open items should be used first, as long as they are still fresh;
- 6) Following this rule, known as FIFO, ensures proper product rotation for the freshest and safest inventory possible (The Rathbone Hotel, 2015a).

3.2.1.6. Set-Up Meeting Room

Further down are the main procedures to set up meeting room, also see appendix 22:

- 1) Meeting Room must be set up for 12 delegates by default otherwise it must be set up according to the function sheet provided from reservations department;

- 2) Every delegate must have a pad and a pen with name and contacts of the Hotel visible;
 - 3) Glasses must be polished and placed on the right hand side of each delegate and also one still water and one sparkling water bottles;
 - 4) Extra glasses and cutlery cannot be stored in the meeting room cupboard, if you need to replace them, first take dirty ones and later bring clean ones from the still room;
 - 5) If is less than 12 delegates all spare glasses and cutlery have to be removed from
 - 6) meeting room and take to the still room;
 - 7) All cleaning products have to be in the cupboard, never inside the meeting room;
 - 8) Set up all necessary equipment (LCD projector, cable extension...)
- (The Rathbone Hotel, 2015a).

3.2.2. Bar

To deliver a smooth and efficient service to guests, and ensure that all areas of the Bar are kept to the required standards of cleanliness (The Rathbone Hotel, 2015a).

Working hours in Bar were from 2:30pm to 11:00pm. I was trained and supervised by the Head Bar Tender Luis Monteiro, see Appendix 24.

Listed below are the performed daily tasks, see appendix 2:

- ✓ Take handover from morning shift;
- ✓ Read diary;
- ✓ Check float (£50);
- ✓ Check serving period of Micros (PM);
- ✓ Check if you have all required drinks to run your shift;
- ✓ Ask reception to print Arrivals, In House, No Post and Drinks on arrival Reports);
- ✓ Check Bar & Lounge furniture cleanliness;
- ✓ Follow Bar & Lounge environment procedures;
- ✓ Check all cutlery and crockery cleanliness and stock if needed;
- ✓ Check all trays and clean if needed;

- ✓ Prepare 5 sets of cutlery;
- ✓ Check temperature from fridge and record them in temperature form;
- ✓ Check all menus for stains or damage, change if needed;
- ✓ Check freshness of products in the fridge;
- ✓ Make sure you have all products needed in the fridge and in the bar counter;
- ✓ Pick one task from cleaning schedule,

At the end of the shift:

- ✓ Cover all food items in the Bar and put date on it;
- ✓ Clean and polish hall glasses before your leave;
- ✓ Empty bins and replace them new bin bags, rubbish dispose to the contains;
- ✓ Empty drip tray under the fridge;
- ✓ Clean all tables, bar counter and back area of the bar;
- ✓ Place dirty clothes in the ground floor cupboard;
- ✓ Clean coffee machine,
- ✓ Change water in the glasswasher;
- ✓ Fill sink with soapy, water and drain the pipes;
- ✓ Change sanitiser in the ice scoop container;
- ✓ Sweep and mop floor;
- ✓ Handover to the night staff and leave important notes in the diary
- ✓ Report to Night Manager you finish and leave the place.

3.2.2.1. Bar and Lounge Service

The Bar & Lounge service should be consistent to the Hotel standards and always aim to exceed guest expectations. As a bartender we were encouraged to be professional and personable and asked always to greet the guests with a smile. We should escort the guest to a table, figure 2 shows Bar and Lobby Diagram, give them time to look at the menu or recommend and explain our selection of drinks (always try to upsell the cocktail of the month), take the order (making sure we understand what the guest really wants, repeat the order to the guest if necessary).

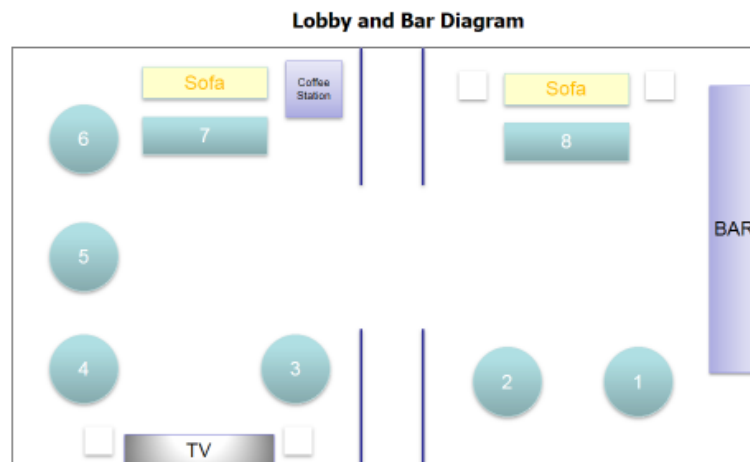
In the Bar working area, we would prepare the requested drinks (always use fresh ingredients) and place them on the tray, ready to be served.

We will approach the guest table with a smile, announce the drink we prepared and serve it to the guest saying:

‘Is there anything else that I can assist you with? I hope you enjoy your drink!’

Return to bar (The Rathbone Hotel, 2015a).

Figure 2 - The Rathbone Hotel Bar and Lobby Diagram



Source: The Rathbone Hotel, 2014.

3.2.2.2. Payments

A docket with the bill should be printed from Micros and presented to the customer.

Guests can pay by:

- a). Room Charge

Guest is asked to sign and write his room number in the printed docket (bill).

The bartender should ask for the key card holder to confirm information provided. Charge guest room number. Keep signed docket for reception and print a second one for accounts.

- b). Cash Payment

Receive cash amount from guest, if change is needed use money from the float.

Give one docket to guest and keep other for accounts.

c). Card Transactions

Use PDQ machine from the Bar for card payments. Take it to the guest. Proceed with payment. Give one docket to the guest and keep other for accounts.

3.2.3. Breakfast Service

To deliver an efficient and smooth service featuring hot and cold items available for a limited, present amount of time each morning, is considered part of the overall guest experience. Ensure the breakfast is at a high standard and items are well stocked. All tables should be cleared and cleaned promptly after the guest's departure (The Rathbone Hotel, 2015a).

The hotel features a breakfast room with 42 seats capacity located on the first floor. Breakfast service is open to non-residents at the hotel and is considered one of the best in London. There is Continental buffet style option or an English cooked breakfast.

I worked as a waiter in breakfast service from the end of May to the beginning of July. I was trained and supervised by Surjit Dacosta and Malgorzata Plutniak. Working hours were during week days from 6:30am to 3:30pm and weekends from 7:30am to 4:30pm, see appendix 24.

3.2.3.1. Opening Breakfast Procedure

Ensure that the breakfast room is fully set up and up to our quality standards, regarding cleanliness, presentation and environment.

Before starting the service:

- 1) Lights, music, AC and toaster;
 - a. Switch on all lights and ensure all are working and in good condition, if any irregularities inform supervisor;
 - b. Check if music is on, if not, call reception;

- c. Set up AC for 22°C, if it is a full dining room, this can be lowered slightly to 20°C;
 - d. Turn on toaster.
- 2) Buffet;
- a. Set up dry buffet (Figure 3) according to the buffet opening procedure;
 - b. Turn on buffet display, switch located under cold buffet (Figure 4) in cupboard.
- 3) Breakfast room;
- a. Walk around the room and check carpet cleanliness & Hoover where needed;
 - b. Check all tables and chairs are free of any dirt, crumbs or mess of any kind;
 - c. Check cutlery, crockery and glassware cleanliness (free of finger prints or stains);
- 4) Check if salt & pepper, menu and sugar are in place and all are clean.
- 5) Still room;
- a. Restock breakfast fridge according to the 'Daily Preparation' list;
 - b. Ask Supervisor how many covers, prepare milk jugs for service accordingly and; put them in the fridge;
 - c. Prepare bucket, mug, spoon and cloth for caffetiere service;
 - d. Check that the mise en place trolley is prepared;
 - e. According to how many covers, prepare bread for toast and chopping board;
 - f. Ensure that toast racks are clean;
 - g. Check cleanliness of caffetieres, teapots and other crockery used during service;
- 6) Prepare for service;
- a. Close the door between the still room and the canteen;
 - b. Attend Morning Briefing;
 - c. Ensure that you are well presented and smiling ☺;
 - d. Ensure breakfast buffet is ready by 6.50am on weekdays and 7.50am on weekends.

Open breakfast door at 7am sharp (The Rathbone Hotel, 2015a).

Figure 3 - Breakfast Dry Buffet



Source: The Rathbone Hotel, 2015.

Figure 4 - Breakfast Cold Buffet



Source: The Rathbone Hotel, 2015.

3.2.3.2. Closing Breakfast Procedure

The objective of the breakfast closing procedure is to ensure that the breakfast room is cleaned thoroughly, that items are stored away correctly and that the room presentation is ready for the next breakfast shift.

At the end of the Service:

- 1) Tables;
 - a. Prepare butter for next day opening and keep in the walk in fridge, check forecast for next day before preparation;

- b. Wipe menus, sugar pots, salt and pepper and make sure they are free from stains and damage free and are fill with appropriate contents – take time to fill up sugar pots or salt/pepper if needed;
 - c. Make sure tables are set up and fully clean according to the standards;
 - d. Turn cups and glasses upside down.
- 2) Buffet;
- a. Switch off buffet display located under the cupboard;
 - b. Remove fruit salad, cheese, meat platter and put it in the room service fridge (chef will remove and refill it);
 - c. Fruit basket, croissants, pastries and bread leave it on Chefs work station;
 - d. Store dry buffet items in the cupboard below the buffet (always seal with cling film);
 - e. Remaining cold food, store in the breakfast fridge in appropriate containers and label it;
 - f. Take out all ice left over and put in bucket and lift up metal tray by handles on each end;
 - g. Lean metal tray up against pillar and dry with napkin;
 - h. Roll napkin and use it to move and drain water down the pipe. Dry area with napkin;
 - i. Remove bucket from inside cupboard that has captured the water and dispose it

Wipe all parts of both sides of the buffet (The Rathbone Hotel, 2015a).

3.2.3.3. Breakfast Waiter Service Procedure

Ensure that our service given to all our guests is constant, consistent and up to our high standards of quality; think 5* service; we are always aiming to exceed guest expectations. The keyword to remember here is SERVICE! Make sure your interactions with guests are efficient and memorable. Be attentive:

- 1) Meet and greet;
 - a. Genuinely smile as you approach the table;

- b. Warmly greet the guest by saying ‘Good morning, can I take your drinks order?’;

‘We have freshly ground coffee or a selection of teas’.

2) Taking orders;

- a. Prioritise getting to guests tables as soon as possible after they have been seated by the host. You want to avoid them feeling unsure or uneasy about their experience. You are there to serve and put them at ease, don’t allow for them to be sitting there awkwardly not knowing what to do next;
- b. Take hot drink and toast orders and if they order a cooked Breakfast ask if they would like their toast now or when their cooked breakfast arrives;
- c. When writing the order, please follow the “Order Writing Procedure”;
- d. After taking the order ask the guest about allergies? By saying “*should we be aware of any allergies?*”;
- e. Important information like allergies must be clearly marked on docket and it is your responsibility to relay this information clearly to the chef;
- f. Write the order down accurately to avoid mistakes;
- g. Repeat the order back to the guest to ensure accuracy;
- h. Thank the guest.

3) Handing over order;

- a. Give the blue docket copy to still room station and white copy to chef, inserting them onto the allocated rails in the correct order;
- b. Read aloud your entire order to chef and ensure that chef has heard you and you have communicated the key information clearly.

4) Delivering Drinks to table;

When the person in the still room has prepared your hot drinks, take tray and deliver them to table, checking that you have the correct table and order. Inform the guest that their breakfast should not be too far away;

- a. Ask the guest if anyone will join him/her if he/she is alone:

” Are you expecting someone else?”;

- b. Remove extra setting (always use tray) if nobody is joining them by saying: “*Can I remove this set?*”.

5) Delivering Food to table;

- a. Check two things when you go to pick up your order, first check that you match what's on the plate with the docket and table you are taking it to;
 - b. Second, check cooked Breakfast for irregularities, and dirty marks on plate etc, before it comes from the kitchen to the guest, inform chef about irregularity and correct it;
 - c. Take cooked breakfast with a folded white linen napkin (and hot toast if requested at the same time) to table, repeat order to guest as you place the plate down, e.g *'Here is your poached eggs with bacon and mushrooms'*;
 - d. Ask if guest would like any condiments (ketchup/brown sauce) if so, always serve condiments on the tray , make eye contact with guest and smile before you leave, politely asking *'anything else I can help you with?'*;
 - e. After serving food, return to table within 3-5 minutes and ask the guest if *'is everything fine with your breakfast?'* ;
 - f. If guest has a complaint - *Listen – Apologise – Solve – Offer the same item again, cooked from fresh and mention the matter to your Supervisor immediately.*
- 6) Tableside service;
- a. Engage with the guest to personalise the experience, don't be afraid to chat and have a conversation, obviously use your common sense, you cannot chat for a long time if it is a busy service, but if it is quiet you can engage with guests, remember to use their names where possible; ask host to remind you their names;
 - b. Read the guest's body language to be aware of their needs. Stay alert and keep an eye on their table. Make eye contact and smile, most people will change their expression if they make eye contact with you and they want something;
 - c. At least one Server has to be visible in the restaurant at all the time, communicate with each other, *is there someone on the podium before you disappear to the kitchen?;*
 - d. Each server is dedicated a section in the morning briefing for a reason. Stick to this section to ensure a smooth service and to avoid duplicating

orders or unnecessary intrusion of service. Communication between servers is key;

- e. Only clear plates when both guests have finished for cooked breakfast.

For continental breakfasts, always ask if you can remove plates/ bowls.

Be present and attentive but discreet, do not stare at guests while they eating but keep an eye on the entire room for guests trying to capture your attention (The Rathbone Hotel, 2015a).

3.2.3.4. Host / Hostess Breakfast Service Procedure

Ensure that our service given to our guests is of 5* quality; that the breakfast operation runs smoothly with the end goal of exceeding our guests expectations during breakfast service. To be noted:

- 1) Forecast, sections and briefing;
 - a. When you first arrive, inform chef about number of covers expected during the breakfast so that they can prepare enough food items in advance. This is your chance to send a member of staff for any food items you don't have that you think you will need for service;
 - b. Write on chalkboard in still room the sections for each person including covers;
 - c. Conduct the briefing 10 or 15min before service to ensure thorough explanation of what is expected of service. Make sure any special requests eg allergies are understood by everyone, repeat sections, go over any issues from the previous day and repeat the focus for service, mention any regular guests and test staff on what you have said by asking them a question each based on what you have said in your briefing.
- 2) Meet, greet and seat;
 - a. Acknowledge guest before she/he enters the restaurant, a simple smile or eye contact
 - b. Upon greeting guest at podium, warmly welcome them and ask for room number and then ask their surname so they match. From this moment

on, try to use their name when addressing them eg ‘this way Mr Smith....’;

- c. Inform guest about the type of breakfast they have included, if none, this is your chance to up-sell our English breakfast option. Get across all the necessary information in one mouthful using attractive adjectives: ‘Would you like to upgrade to our freshly prepared Full English Breakfast for only £4 extra?’;
- d. Escort guest to the table using their name where possible and explain the concept of the continental buffet. It is important that you clear the air of any uncertainty. If they have cooked EB explain that one of your colleagues will be along shortly to take your hot drinks and EB order, in the meantime, you can help yourself to the continental buffet;
- e. Inform server about meal plan for that particular guest; remind them of guests name where possible. Make this a habit – our guests are not room numbers they have names – use them!

3) Room Management

- a. Manage the seating of the room (Figure 5) and do not overload only one section;
- b. Walk around the restaurant on regular basis to make sure the service given to guests is according to our high standards;
- c. Check kitchen, still room and canteen to ensure attentiveness from staff, ensure your waiting staff are present and attentive in the dining room. Ensure the presence of one member of staff in the breakfast room at all times;
- d. Help with service whenever required, do not stand around the podium the entire service; you need to be constantly checking everything;
- e. Regularly monitor the buffet contents, ensuring all plates are to your standard and inform your waiting staff or still room station if top ups are needed or plates need changed.

4) Kitchen Management

- a. Before ever going back to the kitchen, make sure you have one member of staff monitoring the podium;
- b. Give regular information to chef regarding covers left to arrive, this can be on note format and passed to servers to give to chef if busy;

- c. Spot check food coming out of the kitchen;
- d. Manage the food requests for the buffet, this requires regular communication on the amount of croissants, pastries and any bread loafs that are needed in the buffet.

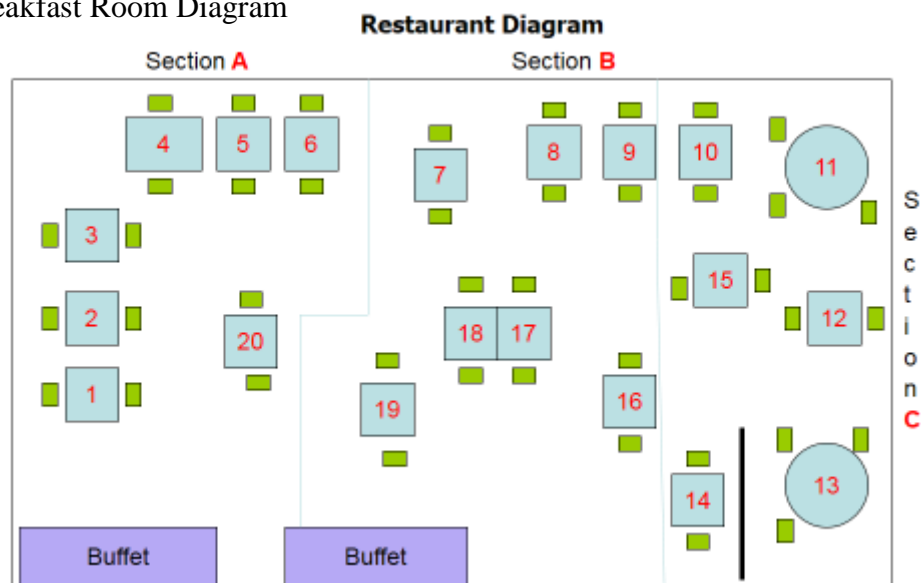
5) General

- a. Be attentive to general cleanliness and ambience of the breakfast room eg, food items on floor, cushions, lights, music, A/C, see appendix 21;
- b. If you can see a guest needs help with their chair, their coat, then be there for them; You are the eagle eyes of the room;
- c. Be aware of food & health safety policies ;
- d. Check regularly staff presentation,
- e. Check regularly food presentation;

Check regularly whether the guests are satisfied, & warmly farewell guests at podium, you leave the last impression on guests so make it a good one (The Rathbone Hotel, 2015a).

In breakfast service I went throughout three stages: I worked in still room station, preparing coffee, tea, and toasts and helping the kitchen porter. I have then worked as waiter in the breakfast room (Figure 5), taking orders and serving food to guests according to the hotel standards and I finished as a Host, supervising breakfast service, kitchen, waiters, placing orders and stock controlling.

Figure 5 - Breakfast Room Diagram



Source: The Rathbone Hotel (2014).

3.3. Accounts Department

Ensure administrative and financial support to the hotel operations. Deal with payroll, banking, managing deposits, petty cash, controlling credit and chasing debt (The Rathbone Hotel, 2015a).

I began my duties in accounts department by the end of December 2014 and I finished at the end of January 2015. I came back to this department in May due to staff illness.

I worked directly with accounts assistant Anton, I was supervised by Accounts Manager Denash Handa and working hours were Monday to Friday 9:00am to 5:30pm, see appendix 24.

Main duties performed were:

- ✓ Typing, filing, making phone calls, handling mail and basic bookkeeping;
- ✓ Working with spreadsheets, purchase orders, controlling credit and chasing debt;
- ✓ Sorting out incoming and outgoing daily post and answering any queries;
- ✓ Calculating and checking to make sure payments, amounts and records are correct;
- ✓ Managing petty cash transactions;
- ✓ Daily banking / cashier procedures;
- ✓ Send invoices through Travel Agents Extranets;
- ✓ Issue of Cheques for payments;
- ✓ Import files from OPERA PMS to ACCOUNTS MASTER (accounting pms);
- ✓ Financial reports.

3.3.1. Purchase Orders

It is required to any Head of Department the issuance of an approved purchase order prior ordering any goods or services for the hotel with the exception of consumable food and beverage items which can be authorised by the supervisor on duty.

A purchase requisition must include: vendor information (name/ contact details), quantity, price per unit, tax and total price. It must also have reason for purchase.

All purchase orders must be signed and authorised by the Hotel Manager which has to bear in mind relevant budgets (The Rathbone Hotel, 2014).

3.3.2. Daily Banking

At the end of each shift in every department, an individual is responsible to close and bank any transactions made. An 'end of day' report should be printed, cash counted and PDQ receipts checked against this report to make sure all is correct. A cashier report is manually done and a witness should once again check and sign that every detail is correct in order to close the cash bag (the cash bag is closed with a security tag which contains a serial number for reference). This cash bag should be given to the Duty Manager that keeps it reception safe and both should sign the daily banking sheet.

It is the Accounts responsibility to retrieve daily cash bags and check every and each transaction made to make sure it is correct.

Daily reports are printed from OPERA PMS in order to check card transactions (Visa, MasterCard, American Express, Maestro, Dinner Cards), ledger payments, VPO (visitor paid out) and cash. Check cash and PDQ reports agree with Opera PMS for banking. The cash received should be daily deposited into the bank.

All copy of invoices received should be separated by method of payment and filled accordingly.

Sales Ledger invoices should be sent by post (Hotel Direct, Keytel, Overbury, H&M) or through Agent Extranets (HotelBeds, JacTravel, Superbreak...).

3.3.3. Revenue Reports

Due to staff illness I had to come back to accounts department but this time I was helping to run the department along with the General Manager.

I was attending the daily morning meeting reading Revenue figures comparing to budget and to previous year.

To prepare the Revenue Report I had to print from Opera PMS, *Night Audit Trial Balance*, *Manager Flash Reports* and also retrieve some figures from the file *REV – Commission* (Commissions paid to Agents updated every night by the Night Managers).

Monthly Room Statistics Report:

- ✓ Rooms sold (deduct complimentary and house use rooms);
- ✓ Total guests in house;
- ✓ Room Revenue;
- ✓ Total rooms sold;
- ✓ Total commission amount (yield);
- ✓ Revenue minus commission.

Cumulative Daily Revenue Analysis Report (Table 2):

- ✓ Room Revenue;
- ✓ Meeting Room Revenue;
- ✓ Food Revenue;
- ✓ Breakfast Revenue;
- ✓ Beverage Revenue;
- ✓ Telephone Revenue;
- ✓ Miscellaneous Revenue;
- ✓ Compare to Budget Monthly Room Statistic Report and Cumulative Daily Revenue Analysis 2013/2014.

This department was the quiet one, away from the hotel busy environment. The offices were in the same building as the meeting room just next to the hotel. There were no SPO's for this department and I had never worked in accounts before, so it was difficult on the beginning to get into it. With time, patience and my colleague's cooperation I manage to perform all the mentioned tasks.

To improve this service I would recommend that SOP's were created in order to help future interns or new staff having training in this department. It is also important as it happens in other departments that the Duty Managers would have some training in Accounts department.

Table 2 - The Rathbone Hotel Cumulative Daily Revenue Analysis

DATE:	Thursday	28-May-15				2014/15	2014/15		2013/14	
DEPARTMENT	MAY 15	BUDGET	VARI %	MAY 14	VARI %	ACT YTD	BUD YTD	VARI %	ACT YTD PY	VARI %
ROOM REVENUE	244862	246244	-0.56%	240379	1.86%	3028139	3175016	-4.63%	3139352	-3.5%
MEETING ROOM	1502	632	137.58%	0	#DIV/0!	11520	8332	38.26%	6205	85.7%
FOOD REVENUE	1968	2199	-10.54%	1544	27.44%	26312	28786	-8.60%	25440	3.4%
BREAKFAST REVENUE	11039	10629	3.86%	11719	-5.80%	147359	139134	5.91%	137605	7.1%
BEVE REVENUE	6059	5498	10.20%	4637	30.66%	73854	71966	2.62%	68698	7.5%
TEL REVENUE	58	59	-1.48%	66	-12.36%	874	774	12.90%	820	6.5%
INTERNET REVENUE	1477	542	172.48%	2099	-29.65%	23143	11042	109.59%	23963	-3.4%
MISC REVENUE	1780	2303	-22.71%	1777	0.17%	26740	30353	-11.90%	28525	-6.3%
TOTAL REVENUE	268744	268107	0.24%	262221	2.49%	3337941	3465404	-3.68%	3430608	-2.7%

ROOMS ANALYSIS

RMS AVAILABLE	2016	2016		2016		26064	26064		26064	
ROOMS SOLD	1862	1836	1.42%	1849	0.70%	23897	23993	-0.40%	24250	-1.5%
OCCUPANCY %	92.36%	91.07%	1.42%	91.72%	0.70%	91.69%	92.05%	-0.40%	93.04%	-1.5%
AVE RM RATE	131.50	134.12	-1.95%	130.00	1.15%	126.72	132.33	-4.24%	129.46	-2.1%
ROOM YIELD	121.46	122.14	-0.56%	119.24	1.86%	116.18	121.82	-4.63%	120.45	-3.5%

Source: The Rathbone Hotel, 2015.

3.4. Reservations

I was assigned to Reservation department in April and May of 2015. I worked directly with my colleague Jason Dean and I was supervised by Kveta Kubova, Reservations & Revenue Manager.

My working hours were Monday to Friday from 8:30am to 5:00pm or from 9:30am to 6:00pm, see appendix 24.

Reservations are most often the first contact between the guest and the hotel, so an excellent level of customer service should be delivered at all times. Guest requests should be dealt with attention to detail and replies must be in a professional and courteous manner.

The volume of daily enquiries / reservations are high especially due to last minute bookings. Due to the hotel location and good transportation service, it is used for travellers commuting or who are on business trips

Reservations can be direct: via e-mail, telephone or walk-in, through a travel / online agent, corporate or groups (more than 5 Rooms).

Main tasks and duties performed as reservationist:

- ✓ Daily Report with Clubs and Suite Rooms selling price excluding VAT to be sent to management;
- ✓ Every day Pick-up Report, see appendix 7.
- ✓ Deal with declined cards;
- ✓ Manage Late Cancellations, No-Shows, Early departures (contact guest, charge and C/O, release room to re-sell it);
- ✓ Print and update reservations in Opera PMS (most of the reservations would come straight from channel manager to the PMS but some agents are not linked so those bookings need to be inserted manually);
- ✓ Update availability, inventory and overbooking in the selling chart;
- ✓ Elaborate a '*Comments Report*' for the following day, which contains all guest special requests and notes, regular and VIP guests, housekeeping and F&B information for arrivals the next day, see appendix 4;
- ✓ Cross check comments report with arrivals for the day to be read in the morning meeting;

- ✓ Telephone and e-mail handling (enquiries / reservations);
- ✓ Filling reservation backups by arrival date;
- ✓ Re-confirm direct reservations for the following day before noon and handle to reception for pre-authorisation;
- ✓ Prepare Arrivals for the next day (print arrival list and organise backups with booking details and payment information);
- ✓ Check weekly arrivals in each extranet online agent, every Friday (cross-check cancellations, duplicates and missing reservations);

3.4.1. Availability & Rates Enquiry

The aim of this is to set a procedure for handling reservations enquiries in a professional and speedy manner while ensuring that both room availability and rates are quoted correctly in order to avoid underselling or overbooking, see appendix 6.

When receiving a reservation enquiry, you should aim to obtain the following information (The Rathbone Hotel, 2015a):

- ✓ Arrival and departure dates (or arrival date and number of nights);
- ✓ Room type – some guests may not be familiar with different room types the hotel has to offer and that is why, you should also check if the requested room is for single or double occupancy. In case of a double occupancy, whether double or separate beds are needed;
- ✓ Guest name – this in order to find out whether he/she stayed with us before and if so, to ensure that their profile is checked for any room preferences or previous comments/complaints prior to their booking being made;
- ✓ Company name – for corporate bookings with negotiated rates;
- ✓ Purpose of a trip – for leisure bookings to find out if the guest is coming to celebrate any special occasion.

For direct bookings, only the following rate codes can be used:

- ✓ BAR- best available, room only rate;
- ✓ BARCB - best available rate inclusive of Continental breakfast for 2 people;

- ✓ ADVP - advance purchase rate available for direct bookings representing a 10% discount on BAR, non-refundable and bookable only 14 and more days prior to arrival;
- ✓ CLBR - celebration package inclusive of English breakfast, a bottle of Prosecco, chocolate-dipped strawberries, rose petals sprinkled on your bed, late check out at 2.00 pm, free Wi-Fi, lounge robes and slippers & 10% discount card.

3.4.2. Declined Cards

To outline procedures on how to deal with declined credit/debit cards with the aim to ensure that all upcoming reservations are guaranteed without causing negative effect on hotel's occupancy.

Each reservation guaranteed by a credit card needs to be pre-authorized a day prior to guest's arrival to ensure that there are funds available to cover the first night's accommodation charge in case of a no-show or late cancellation.

There are two exceptions to the aforementioned rule and those are pre-paid reservations and V-payment reservations, where a virtual card has been provided.

In case of a declined card, the following steps should be taken:

- ✓ Double check the card number and expiry date as it may happen that a reception staff member entered the details into the PDQ machine incorrectly;
- ✓ Contact the guest or booker by phone (or email if phone not provided) cross-checking the card number and expiry date provided on the confirmation fax/email, as it occasionally happens that a guest mistypes the card details when making a booking;
- ✓ If correct card number is given and the transaction is still declined, ask the guest to provide an alternative card.

In the event that you cannot get hold of a guest, you may cancel his/her booking as non-guaranteed. This decision should be:

- a) Made with care (some guests may already be travelling on long-haul flights while you try to reach them);

- b) Based on availability (you may keep the booking during low demand days, such as Sundays, given that there is plenty of availability and only cancel it before the night audit if the guest fails to arrive);
- c) Discuss with your superior.

When cancelling the booking as non-guaranteed, you should:

- ✓ Leave a clear comment in Opera PMS for future reference;
- ✓ Send an email to the guest confirming cancellation of his booking due to a declined card;
- ✓ Make a note of the cancellation in the DM handover book and advise both the reception and DM on duty;
- ✓ Ensure that the third party agent has been informed to avoid commission charge (The Rathbone Hotel, 2015a).

3.4.3. Cancellations

To ensure that all reservation cancellations are processed in a correct manner so that there is no occurrence of un-cancelled reservations or commission paid on cancelled bookings.

Prior to proceeding with any cancellation, each reservation should be checked whether it is not subject to any non-cancellable restrictions, or if it does not fall within our standard 24 hour prior to arrival cancellation policy.

Furthermore, it should be ensured that all the details (such as the guest name, the arrival and departure dates and the reservation confirmation number) correspond with the information provided on the cancellation email, fax or by the caller over the phone.

Cancellation procedures vary depending on how the original reservation was made:

- a) Phone/email reservations:

These types of reservations can be cancelled directly in Opera.

Once the relevant reservation has been cancelled, an email should be sent out to the guest (or the booker) with the reservation cancellation number so that there is a written record of the cancellation;

- b) Third party bookings (OTA/FIT/GDS):

Cancellations received from those agents, who currently work on the two-way interface, are automatically processed by the system. Any bookings entered in Opera prior to the two-way interface needs to be cancelled manually as well as any bookings made by agents currently not connected on the two-way interface (these are Pegasus, Superbreak, Tourico and Thomas Cook);

If a guest calls requesting to cancel his/her reservation made via a third party (OTA, FIT or GDS), you need to refer them to that particular agent. Never cancel such booking without receiving a notification email /fax from the agent.

Note: the two-way system automatically cancels even those bookings that are already within a cancellation policy. If this happens, you need to manually undo the cancellation in Opera and follow the late cancellation procedure.

c) Reservations made on hotel's own website (Avvio):

At present, the guests, who book directly on our website, can only request for their reservations to be cancelled. Once the cancellation request has been received in the Reservations inbox, it needs to be then confirmed in Avvio.

Once processed in Avvio, a copy of the cancellation is automatically sent out to the guest and the booking gets automatically cancelled in Opera (The Rathbone Hotel, 2015a).

3.4.4. Late Cancellations

In the event that a cancellation comes within our 24 hours prior to 2pm arrival limit, a late cancellation fee equivalent to the first night's charge applies.

The following steps should be taken:

- ✓ A comment needs to be inputted in the booking with information about how and when was the late cancellation received;
- ✓ The rate should be overridden as 'zero' so that it doesn't get automatically posted
- ✓ Reception and DM needs to be informed; a note should be left in the DM handover book;
- ✓ The reservation needs to be checked in and moved to the PM account so that the room gets released back for sale;

- ✓ If re-sold, the room gets charged, and then checked out by the night auditor after the end-of-day. If not resold, the reservation needs to be moved from the PM account to a physical room, kept for occupancy and then charged and checked out the following morning, (The Rathbone Hotel, 2015a).

3.5. Revenue Management

The Revenue management department is connected directly or indirectly to all departments of the hotel. At the Rathbone it is mainly done by Kveta Kupova, Reservations & Revenue Manager. I had the opportunity to work on it and learn some keys point while attending to the Revenue Meetings. This meeting is held every Tuesday with the General Manager, Hotel Manager, Sales Executive, Reservations & Revenue Manager and reservationist.

When talking about Revenue Management it is mandatory to start by reviewing the Hotel basic concepts. Each hotel room night is perishable so it requires dynamic pricing techniques to match fluctuating demand to a fixed inventory.

It is good to look back to relevant revenue historical results because demand tends to follow historical trends and patterns. Demand based on season and day of the week reflects the current market place and the rate strategy to prevail. Based on that I have worked with “*Actual vs Budget Report*’ which give us information on segments as last year’s revenue per month and day the week, rooms sold and ADR, occupancy and yield which allows to compare results from previous year to the current date (The Rathbone Hotel, 2013).

It is important to consider the market segments used with similar characteristics like booking patterns and price sensitivity. This segmentation tracked by performance allows the hotel to have Individual and Groups segments that can be broken as leisure or business, national and international, direct and Agent, low commission agents and high commission agents (The Rathbone Hotel, 2013).

To track and monitor the booking pace for every segment I have used the ‘*Booking Pace Report*’, see appendix 3, to measure how many bookings we have on the books and at any given time for the future. It allows us to measure how fast rooms filled up, how many rooms, which category of room, which source (direct or agent) and for each day are being booked compared to last year. It is then easy to determine if demand is stronger or weaker and provide information if we should higher or lower the prices or provide allocation as per sales strategy (The Rathbone Hotel, 2013).

Another important key point for RM is to define distribution channels appropriate for your property. Where customers shop can affect business, especially if we are not selling in online agents. The Rathbone sells in major agents and divide them as high commission such as LastMinute.com, HotelBeds, Pegasus GDS... and low commission agents as Avvio CM, Booking.com, Expedia, LateRooms.com, HotelsCombined, HRS, Londontown...) We always try to get more bookings from lower commission agents (agents that we want to produce more booking due to lower commission paid) to increase profit so we provide fewer inventory and apply selling restrictions to high commission agents because prices for online agents have to match as per contracts signed, (The Rathbone Hotel, 2013).

It is mandatory to have a well-set price structure and strategy to target your market and that provides the profits required, regulates demand and feels right for guests. At the Rathbone we use “*The Selling Chart*” which contains a structure of BAR prices by colour bands as shows table 3 and 4. BAR stands for Best Available Rate, and which colour represents from the higher to the lower price that we want and we can sell the rooms. If demand is picking up and availability is reduced we raise the room rate, in other hand if we have a large number of rooms to sell, demand is not moving we are not competitive we decrease room rates, (The Rathbone Hotel, 2013).

Below in table 3 are the different Band Rates used by the hotel.

Table 4 shows weekly rate structure used in busy periods, these rates are subject to changes due to availability.

Table 3 - Band Rates

Rate Structures									
RSN	RACK	R10	R20	R30	R40	FRIDAY	PROMO	SUNDAY	SPECIAL
Single	£160	£145	£140	£125	£115	£100	£90	£80	£70
JD	£195	£160	£150	£135	£120	£110	£100	£90	£80
Double	£230	£190	£160	£145	£135	£145	£115	£100	£90
Executive	£260	£210	£180	£170	£160	£150	£130	£110	£100
Club	£280	£225	£190	£185	£175	£160	£145	£135	£125
Suite	£295	£240	£205	£195	£185	£175	£165	£160	£150

Source: The Rathbone Hotel (2015).

Table 4 - Weekly Rate Structure

Normal Weekly Rate Structure							
DATE	MON	TUE	WED	THUR	FRI	SAT	SUN
Single	£125	£140	£140	£125	£100	£115	£80
JD	£135	£150	£150	£135	£110	£120	£90
Double	£145	£160	£160	£145	£145	£135	£100
Executive	£170	£180	£180	£170	£150	£160	£110
Club	£185	£190	£190	£185	£160	£175	£135
Suite	£195	£205	£205	£195	£175	£185	£160

Source: The Rathbone Hotel (2015)

3.5.1. Competitive Set

A competitive Analysis is a major marketing tool, which includes a group of hotels selected by hotel management to benchmark the subject property's performance (STR Global, 2014).

It is an easy way to compare that the product and services we are selling are in line with our competitors. The Rathbone has gathered information on hotels with same location, offers, services, objectives and strategies to measure mainly their pricing structure and compare if our prices are competitive, see table 5.

Also *Tripadvisor.com* website allow us to have access and analyse information referred to guest reviews on value for money, location, cleanliness, comfort and customer service. This website also provides to hotels a ranking score according to their performance, Rathbone has a certificate of excellence and score 333 of 1055 hotels in London as per 7th of September 2015 (TripAdvisor, 2015). Customers are now more than ever aware of it and the hotel score and good reviews influences directly on bookings.

Also in *Booking.com*, *Expedia* and some other websites a similar structure is used for hotels so it is very important to have a great performance and keep customers happy in order to have best online image.

Always keep Budget in mind. Forecast future revenues by segment and by time frames and special events. Compare current performance to last year revenue so that all departments can plan funds, manpower and strategies.

I have attended to some Revenue Meeting where was mainly discussed the price structure for the following three months. As previously mentioned, room rates are different per night according to availability and the decision on that rates comes analysing many business issues.

Below I reproduced some of the questions made during the revenue meetings and major points to keep in mind while decision makers:

- ✓ What is our actual score in *Tripadvisor.com*? Did we received good / bad comments? Where this situations investigated and comments left in profile guests? Did we replied to the guest?
- ✓ Are we meeting guest's expectations? What can we do to exceed guest's expectations? Our core business are corporate, guests come to check-in tired, should we set up some refreshments in the lobby? Offer a guest a cold glass of water with lemon and mint on arrival? Would that work as an extra for the hotel?

- ✓ Compare pick-up report with last year. How many rooms are we picking-up? Are they group bookings or individual? Which is our ADR compared to last year? How is demand?
- ✓ Check competitors. Compare our prices to theirs. Do they have any special offers? Are we competitive? Are we selling under or above them? How is our availability? Should we increase or decrease rates? Should we open a lower category of room to increase demand and complimentary upgrade guests on arrival as treat?
- ✓ How are we selling throughout agents? Should we have any special offers? Should we apply restrictions? Demand is usually high on Saturdays and low on Sundays. Should we apply a 2 night's minimum stay to increase occupancy over the weekend? Should we do it only on online agents and give guests a chance to book one night directly with us? How would this affect us?
- ✓ Look into the calendar. Is there any bank holidays? Less business, more leisure. Any special Event in London that should be considered?
- ✓ Sunday is our weakest day. What can we do to control demand? Should we sell cheaper to pick-up more rooms before our competitors? Tuesday and Wednesday are our stronger days. Should we increase rates now for future months as it is easy to pick-up rooms in the beginning of the month than in end?
- ✓ How is our ARR varying per day comparing to last year and budget? Is it low because we are selling low category of rooms? Should we open higher category of rooms? How is demand for high categories? Is it picking-up?
- ✓ Why booking direct? Give guests always BAR or match cheaper rate found in an agent, complimentary Wi-Fi, priority complimentary upgrade on direct bookings. How many people visit our website? How many checked availability? Were rooms actually available? How many shopped? Is our overall conversion rate low? Do we have high rates? It is difficult to book in our website? Are we targeting a small range of visitors? It is in accordance with our demand and market? (The Rathbone Hotel, 2015b)

Table 5 - Competitive Set

Monthly Competitor Analysis										
Rates excl VAT										
Hotel	Website	Room Type	Tuesday 14-Jul	Vednesda 15-Jul	Thursday 16-Jul	Friday 17-Jul	Saturday 18-Jul	Sunday 19-Jul	Monday 20-Jul	Tuesday 21-Jul
The Rathbone Hotel	Own	Single Rathbone	X	X	£169.00	£133.00	£145.00	£91.00	X	X
		Double Rathbone	£207.00	X	£207.00	£171.00	£231.00	£123.00	£183.00	£219.00
		Executive Rathbone	£236.00	£272.00	£236.00	£200.00	£260.00	£152.00	£212.00	£248.00
The Academy Town House	With VAT	Single Academy	X	£249.00	£155.00	£149.00	£179.00	£79.00	X	£179.00
		Double Academy	£269.00	£269.00	£175.00	£169.00	X	£99.00	£159.00	£199.00
		Suite Academy	£399.00	£399.00	£305.00	X	X	£229.00	£289.00	£329.00
Grafton (Radisson Blu Edwardian)	With VAT	Single Grafton	£199.00	X	£169.00	£101.00	£141.00	£101.00	X	X
		Double Grafton	£249.00	£269.00	£239.00	£149.00	£189.00	£149.00	£199.00	X
		King bed Deluxe Grafton	£285.00	£305.00	£275.00	£173.00	£213.00	£173.00	£235.00	£275.00
Berkshire (Radisson Blu Edwardian)	With VAT	Single Berkshire	X	X	£219.00	£169.00	X	X	X	X
		Double Berkshire	£269.00	X	£319.00	£219.00	X	X	£239.00	X
		King bed Deluxe Berkshire	£299.00	X	£349.00	£249.00	X	X	£269.00	X
The Montague	With VAT	Single Montague	£270.00	X	£258.00	£198.00	£222.00	£222.00	£210.00	£318.00
		Classic Double Montague	X	X	£282.00	£222.00	X	X	X	X
		Classic King Montague	X	X	X	X	X	£270.00	£258.00	£366.00
My Hotel	With VAT	Single My Hotel	£239.00	X	£199.00	£119.00	£229.00	£119.00	£229.00	£229.00
		Double My Hotel	X	£289.00	£229.00	£149.00	X	£149.00	£259.00	£259.00
		Superior Double My Hotel	£299.00	£319.00	£259.00	£179.00	£289.00	£179.00	£289.00	£289.00
Bloomsbury Hotel	With VAT	Standard Bloomsbury	X	X	£222.00	£246.00	£270.00	£198.00	£294.00	£294.00
		Superior Bloomsbury	X	X	£246.00	£270.00	£294.00	£222.00	£318.00	£318.00
		Deluxe Bloomsbury	X	X	£306.00	£330.00	£354.00	£282.00	£378.00	X
Charlotte Street Hotel	With VAT	Queen Charlotte	X	X	X	X	X	£240.00	X	X
		Superior Charlotte	X	X	X	X	X	£288.00	X	X
		Luxury Charlotte	X	X	X	£384.00	£384.00	£324.00	X	X

Source: The Rathbone Hotel (2015)

3.5.2. Overbooking

To deal with rooms availability while taking into account any allocations and overbookings. Furthermore how to set up overbooking rules on particular room types.

To find out the genuine room's availability for a particular day or day range, use the *Detailed Availability* screen.

By default, the availability gets displayed inclusive the overbooking and out of order rooms. The total availability for each day includes allocation (non-deduct room). If you wish to see how many rooms are left on allocation for a particular day, tick the *Include Non Deducted* field, see figure 6.

Figure 6 - The Rathbone Hotel Availability Chart - Include Non Deduct

Start Date: 07/01/15

Availability (selected) | Include Non Deducted (unchecked)

Occupancy (unselected) | Include Overbooking (checked)

Include OOO (checked)

Date	Total	SGL	JDB	DBL	TWN	EXE	CLB	SUI
Wed 07/01/15	22	0	0	4	2	8	5	3
Thu 08/01/15	22	0	0	10	2	6	5	3

Start Date: 07/01/15

Availability (selected) | Include Non Deducted (checked)

Occupancy (unselected) | Include Overbooking (checked)

Include OOO (checked)

Date	Total	ND Total	SGL	JDB	DBL	TWN	EXE	CLB	SUI
Wed 07/01/15	17	5	-1	0	0	2	8	5	3
Thu 08/01/15	22	4	-1	0	7	2	6	5	3

Source: The Author

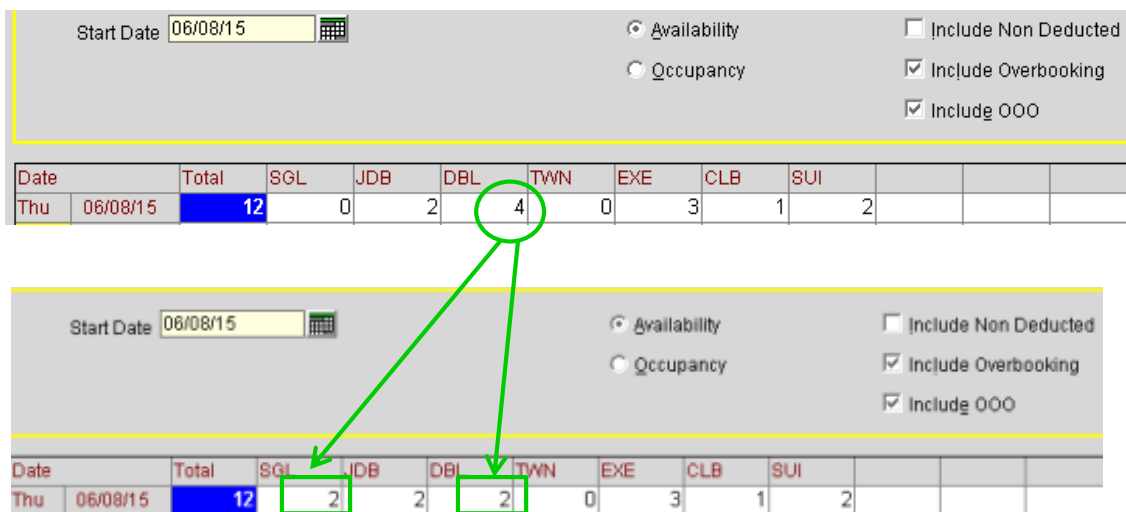
There may be days when the total availability shows, for example 5 rooms, and you may be under impression that all the rooms are available. That is why, it is important to include the non-deduct rooms as it may happen that all 5 rooms are actually allocations and the hotel is otherwise full.

Note: The allocation gets released either 7 days (FITs) or 3 days (Expedia) prior to the arrival. If there is any non-deduct room showing less than 3 days prior to arrival, there may be a non-guaranteed (NG) booking entered in the system. This usually occurs when a booking gets copied across and payment details have not been updated or if any bookings were entered as provisional by mistake. The NG or provisional bookings are

not taken from the total allocation and this may eventually cause overbooking, if left unchanged.

The availability screen shows the number of rooms we sell against each room type. In some circumstances (such as low demand dates), we may decide to overbook a certain room type in order to generate more bookings. The *Detailed Availability* screen shows by default the room types that are available for sale. If you want to see the physical inventory that is available, untick the *Include Overbooking* field, see figure 7.

Figure 7 - The Rathbone Hotel Availability Chart - Overbooking



Source: The Author

The overbooking rule can be set under the *Rooms Management* tab -> *Overbooking* and select the 'New' button. To set an overbooking restriction, select a date, room type and whether you wish to add rooms (enter positive number) or reduce the amount of rooms (enter a number with a minus sign), see figure 8.

Figure 8 - The Rathbone Hotel Availability Chart - Restrictions

The figure shows two screenshots of a software interface for setting overbooking restrictions. Both screenshots have 'From Date' and 'To' fields set to '06/08/15'. Below these are checkboxes for days of the week (Sun, Mon, Tue, Wed, Thu, Fri, Sat), all of which are checked. A section titled 'Set Overbooking' contains a 'Room Type' dropdown menu and an 'Overbook Level' input field. In the left screenshot, the Room Type is 'SGL' and the Overbook Level is '2'. In the right screenshot, the Room Type is 'DBL' and the Overbook Level is '-2'. Both screenshots have radio buttons for 'Number' (selected) and 'Percentage', and 'OK' and 'Close' buttons at the bottom.

Source: The Author

You can also see the overbooking and the physical inventory on the *Rate Query* screen.

Figure 9 - The Rathbone Hotel Availability Chart (Physical Inventory)

The screenshot shows a window titled 'RBH - Rate Query Details' with a subtitle 'Thursday, August 06, 2015; 1 Nights, 1 Rooms, 1 Adults, 0 Children'. Below this is a table with columns for Room Types (SGL, JDB, DBL, TWN, EXE, CLB, SUI) and rows for 'Include Overbooking', 'Physical Inventory', and 'BAR'. Red arrows point from the 'Include Overbooking' and 'Physical Inventory' rows to the 'SGL' column.

Room Types	SGL	JDB	DBL	TWN	EXE	CLB	SUI
Include Overbooking	2	2	2	0	3	1	2
Physical Inventory	0	2	4	0	3	1	2
BAR	109.00	135.00	147.00	147.00	176.00	195.00	213.00

Source: The Author

Note: Whenever the overbooked rooms are sold and upgraded/upsold, you need to reduce or remove the overbooking rules accordingly, see figure 9.

3.6. Front Desk

The front desk / reception operates 24 hours a day in 3 shifts: the morning shift (7am – 3.30pm), the afternoon shift (2.30pm – 11pm) and the night shift (8.30pm – 8.30am). Reception staff has the prime responsibility of greeting guests on arrival and assisting them with checking in and checking out along with enquiries and information.

We should familiarise with the services available from reception to be able to assist guests. We should all aim to assist guests as much as possible without having to refer them to another member of staff.

I worked in reception during July 2015, I was trained by Andrea Berta (Shift Leader) and supervised by Leila A. (Reception Manager), see appendix 24.

The reservations department is manned by the reservations team between 08.30am and 18.00. Beyond these hours the reception team looks after enquiries and reservations. We should never refer to this department as closed as there is always someone available to take reservations.

If for any reason an employee needs to leave reception for a few minutes, the employee must inform the Duty Manager before leaving and ensure that there is another colleague to take over, since reception under no circumstances should be left unattended.

3.6.1. Standards of Behaviour

All employees must take into account a code of attitudes and posture to show dignity to his work (The Rathbone Hotel, 2014):

- ✓ Smile whenever a customer approaches;
- ✓ Use, when possible, the guest name;
- ✓ Use a personalised welcome referencing previous stays;
- ✓ Treat the guest in a friendly and professional manner, without much familiarity or breach of trust;
- ✓ Greet the guest in English (Good Morning, Good Afternoon, etc.) when crossing with him;
- ✓ Use the guest's native language whenever possible (ask first);
- ✓ Provide individualised attention to every guest, listening to their issues and responding with enthusiastic, friendly and courteous tone;
- ✓ Anticipate guest's desires, taking into account their needs, show sympathy with their problems, care and efficiency in resolving their complaints and suggestions, because the guest is the reason for the existence of the job of all employees of the Rathbone Hotel;
- ✓ Convey confidence through knowledge of your duties and Hotel or workstation, with quick and efficient responses, thus selling our products and services safely;

- ✓ Engage in personal service to guests making them feel always welcome, offering them a personalised treatment, mentioning their name accompanied by a nice comment;
- ✓ Treat guests and colleagues with respect, being polite and receptive;
- ✓ Use ethic in your job and working relationship, with character, honesty in acts and attitudes, responsibility in your job, choosing positive values and respect the rights and freedoms of others;
- ✓ The tone should be tempered and language appropriate to the workplace, and avoid words like: "ok", "guy", "man", "hello guys", etc... or slang. Guests should be treated, the male as "Sir" and female as "Madam" or the title when aware of it;
- ✓ Comments, questions and answers should be conducted on the positive and avoid highlighting negative aspects, having an assertive attitude (eg after prolonged waiting time, avoid excuses, mentioning thanks for waiting);
- ✓ Arrive to work with punctuality (always 10 minutes before shift). It is the responsibility of the employee to communicate in advance if ever late to service;
- ✓ Ensure the proper care of facilities and equipment of the hotel;
- ✓ Follow the guidelines and timetables which are given by superiors;
- ✓ Collaborate with all the colleagues regardless of the department.

3.6.2. Front Office Uniform / Presentation

The presentation of Front Office staff should be immaculate and with confidence (The Rathbone Hotel, 2014):

- ✓ The uniform must be clean, ironed and buttoned properly and must be maintained in accordance with the standards of the Hotel;
- ✓ Use always a visible name badge;
- ✓ Do not use strong perfumes;
- ✓ Use deodorant;
- ✓ No visible tattoos or piercings;
- ✓ Should not smoke, eat or chew gum in the workplace and when smoking, before returning to the workplace chew a gum or a mint;

Male employees:

- ✓ Hair clean, combed and well cut;
- ✓ Beard undone before coming to work (in case of moustache, always trimmed);
- ✓ Nails short, clean and well cared;
- ✓ Do not wear earrings;
- ✓ Use dark shocks and polished black brogue shoes;

Female employees:

- ✓ Hair clean, combed and well cut, bearing in mind that the face should be uncovered;
- ✓ Nails short, clean and well cared for. If you use varnish should be transparent or discreet colours;
- ✓ Discreet makeup;
- ✓ Do not wear jewellery in excess and use it discretely (no bracelets, necklaces or rings – except wedding rings);
- ✓ Close back court shoes low heel or medium heel always polished;
- ✓ Skin colour tights.

3.6.3. Telephone Handling

Standards for telephone handling (The Rathbone Hotel, 2014):

- ✓ Phone calls should be answered quickly and should not ring more than 3 times;
- ✓ The tone of voice used to be warm, friendly and cordial;
- ✓ The speaking speed used should provide a clear understanding and efficiency; without showing intention to hurry the guest, using carefully and perceptive language, always with a smile, which is perceptible across the line;
- ✓ Whenever possible use the name of the caller, from the beginning to the end of the conversation;
- ✓ The reception staff should not make or receive private calls, except in emergencies; and these should always be met or carried in Back Office.

3.6.4. Protocol

All employees must follow the Protocol (The Rathbone Hotel, 2014):

- ✓ Our guests always take priority at reception;
- ✓ Don't stand in front of reception;
- ✓ Phoning reception - understand receptionist may be dealing with a guest.

3.6.5. Corporate Presentation

The Rathbone corporate presentation is based on (The Rathbone, 2014):

All letters and faxes must end with 'Kind regards' ('Yours sincerely' depending on familiarity of contact), the writer's name and job title, leaving space for signature as follows (The Rathbone Hotel, 2015):

Kind regards/Yours sincerely,

Signature

Name

Position

All outgoing e-mails must display a signature as follows and all auto signatures must follow the same pattern with the relevant details inserted (*Times New Roman, 8*):

Name
Title
The Rathbone Hotel
Rathbone St. London W1T 1LB
Tel: +44 (0)20 7636 2001
Fax: +44 (0)20 7580 5546
emailaddress@rathbonehotel.co.uk
www.rathbonehotel.co.uk

3.6.6. Complaints

In case the guest makes a complaint, it should be reported to the Duty Manager, and be dealt with promptly.

Any request, comment, complaint or suggestion from guests must be recorded in the "Guest Profile", to correct and anticipate them, avoiding the same situation on the next

visit (In case of complaint, please mention the solution found as well). Pass on any comments to the DM so the whole team can be informed, see appendix 8.

All relevant events that deserve record should be cited in the Reception Handover (The Rathbone Hotel, 2015a).

3.6.7. Facilities

Our guaranteed check-in time is from 14:00hrs and check-out must be by 11:00hrs. Late departures are available upon request and subject to availability. Late check-out can be complimentary provided until 12:00hrs, after that there is a charge of £20 per hour up to 16:00hrs. After this period a full accommodation night rate will be charged.

Our concierge operates between 08:00 and 20:30 and provides assistance to guests along with general information eg. Taxis, directions, sightseeing, shopping, tours, locations etc. All tickets to shows, events, tours etc. can be organised through our concierge. If concierge is unavailable, guests should be re-directed to reception (The Rathbone Hotel, 2014).

3.6.7.1. Newspapers

We offer complimentary newspapers for our guests: *the Times* during the week and *the Daily Mail* during the weekend. All other newspapers requested by guests are chargeable (The Rathbone Hotel, 2014).

3.6.7.2. Currency exchange

The hotel can exchange US Dollars and Euros only up to £200. The exchange rate is updated every day by our provider – Travelex, and we receive this information every morning (The Rathbone Hotel, 2014).

3.6.7.3. Taking messages

In-house: if you receive a telephone call and you cannot get hold of the relevant person, please take a clear message. Telephone messages should include: date and time when the call was received, name of the person that the message is for, name and company where the person is calling from and what it is regarding. You should then send the message to the recipient via email

For guests: any messages for guests should be typed on our A5 paper and delivered to the room (The Rathbone Hotel, 2014).

3.6.7.4. The Rathbone Restaurant Club

At the Rathbone Hotel, we offer our guests discount in some local restaurants and Health and Beauty Centres (Appendix 12). Reception present the guests with a club card upon their arrival. The card is valid for up to six people and redeemable at the restaurant. Discount is only valid for their current stay. If requested, additional club cards can be issued at any time. The list of local participating restaurants is available at reception and in room directory and may suffer regular changes (The Rathbone Hotel, 2015a).

3.6.7.5. Visitors book

For fire and health & safety reasons, all contractors, visitors and anyone who visits the hotel's premises for any period of time must register in the Visitors Book at the Reception (The Rathbone Hotel, 2014).

3.6.7.6. Wireless Internet Service

Complimentary service for guest reservations made directly with the hotel and some corporate clients.

Chargeable for remaining bookings at £22 for 48 hours, £30 for 7 days, £15.00 for 24-hour use from noon to noon the next day or at £6 per hour which is the minimum charge, (The Rathbone Hotel, 2015a).

3.6.7.7. Business Facilities and Post

Business facilities for meetings or individual, available at the hotel (The Rathbone Hotel, 2014):

- ✓ Fax; £0.50 in the UK £1.00 outside the UK
- ✓ Photocopy; £0.20
- ✓ Printing; £0.20
- ✓ Should a guest wish to use the postal service, they can do so by leaving items to be posted at reception, charges apply.

3.6.7.8. Other Facilities

Other facilities available upon request and subject to availability

- ✓ iron and ironing board;
- ✓ adaptor;
- ✓ Umbrella.

3.6.8. Main Duties / Responsibilities

- ✓ Welcome all guests / clients to the hotel in a friendly and professional manner.
- ✓ Check in/out customers to the Hotel standards;
- ✓ Ensure that the registration card is completed fully, covering legal responsibilities and internal sales & marketing information;
- ✓ Ensure all rates are correct based on the instructed selling rates and billing instructions and that the confidential rates are not disclosed to the client;

- ✓ Perform all corrections, refunds and paid outs in accordance with the hotel's procedures;
- ✓ Answer the telephone to the standards required;
- ✓ Deal efficiently with guest complaints and to inform the management of all relevant issues by recording it in the DM Diary and leaving a note in guest's profile;
- ✓ Lease with all other departments;
- ✓ Daily Banking – Print end of day reports, check PDQ payments and also check if the float balances. If there is a discrepancy it must be investigated immediately and corrected;
- ✓ Deal with customer bill queries;
- ✓ Upkeep of guest profile / history / guest details & comments in PMS;
- ✓ Check on a daily basis; house/management accounts, folio balances;
- ✓ Check arrival comments and address the requests accordingly;
- ✓ Check that deposits are being posted on guest folios for adaptors, umbrellas and charges removed after item being returned;
- ✓ Ensure checklists and handovers are done correctly with all information being passed on and signed off, see appendix 9 and 10;
- ✓ Ask politely and investigate why are guests booking through an agent, explain advantages of booking directly with the hotel and forward all sales / corporate event leads onto the correct person immediately;
- ✓ Ensure that the reception, lobby and back office areas are always neat and tidy;
- ✓ Be aware of availability and rates, at all times and take reservations following the standard of performance;
- ✓ Ensure Front Office area is fully stocked in order to carry out your shift;
- ✓ Always carefully and politely direct a guest and attend all their needs, if possible exceeding their expectations;
- ✓ Be able to log, charge and send faxes and to receive and process incoming faxes;
- ✓ Greet and meet guest with Good Morning/Afternoon/Evening using guest title *Mrs/Ms*;
- ✓ Always apologize and thank the guest for waiting in a warm and friendly manner.

- ✓ Request credit card authorisation from the guest or adequate cash deposit;
- ✓ Present guests with restaurant club card and inform them of the restaurant club guide located at the concierge desk;
- ✓ Ask guest if they require a morning newspaper or a morning wake-up call (insert in switchboard);
- ✓ If breakfast is not included try to upsell, offer special rate, explain what is included, where is served, opening times, and reserve a table on weekends when restaurant is busy;
- ✓ Ensure that someone is always visible behind reception desk;
- ✓ Always inform guests that reception and room service operates 24 hrs and invite them to try our cocktails at our Bar & Lounge;
- ✓ Offer help with the luggage;
- ✓ Attend to guest needs in the lobby or call someone to do it;
- ✓ Have good knowledge of immediate area, local transport to and from hotel, restaurants, theatres, what to see and to get there.

It is you who the guest will come to for help, always be available to help with any problem or queries in a polite, professional and friendly manner ensuring guest satisfaction (The Rathbone Hotel, 2015).

3.6.9. Check-in / Check-out • Length of Stay • Manage Room Inventory

It is mandatory that all guests be treated according to the hotel standards. During check-in process it is important to check with the guest the reservation details such as, name, number of guests staying, duration of their stay, room type, room rate (unless it is a pre-paid agent booking which rates cannot be disclosure), if breakfast is included, method of payment, Wi-Fi included (internet is only included when booking directly with the hotel or with a corporate agreement, otherwise it is chargeable), preferences/ special requests and any other services that may be included or available at an additional charge. Verifying reservation details will avoid discrepancies in billing process and adjustments during check-out, which can be time consuming and cause inconvenience for guests.

To verify the customer length of stay it will assist the front desk to manage the room inventory accurately, especially if there are no rooms available. If reception has a wrong check-out date from the actual guest departure and this was not checked it may cause overbooking, as we may sell a room that will be occupied or we may lose revenue because the guest will leave before what we had in our records and we would be unable to re-sell that room. A guest that checks out later than expected but booking dates are correct will be charged accordingly (one night, unless it is a pre-paid booking which is non-refundable).

Reservations team start by allocating rooms for regular guests (welcome back notes), VIP guests and celebration packages the day before in order to provide other departments the necessary information for any preparation. During the day it is the Duty Manager's responsibility to assign rooms for long stays, always double checking availability for that day and the following days. During the check-in, reception checks in PMS room status (dirty, cleaned, inspected, pick-up) and can only allocate a room which is ready to occupy (inspected by house-keeper). Rooms should be assigned to guests according to hotel availability and their requests (quiet room, higher floor, good views...)

Front Desk should also try to upsell offering the guest a higher room category than the one booked, explaining the difference between rooms, informing price (eg. Upgrade a guest from a JDB to a DBL room it may cost the guests £20 + VAT, in case of CLB or SUI room we also offer complimentary drink and free Wi-Fi). If according to availability there is a need to free upgrade a guest we should prioritise direct bookings with higher prices to maximize revenue (The Rathbone Hotel, 2015a).

3.6.10. Methods of Payment

In case reception is dealing with a direct booking or corporate booking which guest will settle his account on departure, a debit or credit card pre-authorisation of the first night must be done in order to guarantee the reservation, this is not a sale transactions, it means that a certain amount was only blocked in customer bank account. If any of these bookings ends up as no-show or late cancellation, from the amount of the first night we deduct VAT and we charge (pre-auth. will become a sale).

During the check-in all guests (exception for guest which their company will cover all charges) are requested to provide debit or CCD to pre-authorise for any extras or incidentals during their stay, £30 per night (this can also be done in cash), and/ or to Top-up amount for all stay, reservation should then be updated with CCD details and credit available (The Rathbone Hotel, 2015a).

On check-out guests can pay their bill on cash, CCD or cheque. If guests are settling the bill with the same CCD provided on arrival, the pre-authorisation will be used. If a bill is paid in cash or different CCD, the amount pre-authorised will be released (unblocked from guest bank account).

It is the late receptionist responsibility to print the *exceed Credit Card Report* from PMS. This report will show if guests already used their credit (drinks, room service, BKF) if this is the case the credit card needs to be topped-up (another pre-authorisation must be added to the previous one).

3.6.11. Customer Relationship Manager

Customer Relationship Management is defined as a business attitude. 'Customer Relationship Management (CRM) is an IT-enhanced value process, which identifies, mature, combine and focuses the various capabilities of the organisation to deliver an exceptional customer service, at a profit, to well-known existing and future customer segments (UKEssays (2003).

An exceptional customer service is the key for a Hotel to stand out from competition. Despite the fact that there is not a CRM department or computer system for this purpose due to the small dimension of the hotel guest's preferences and requests are taking very seriously. For every preference, special event or request and complaint made by a guest it should be recorded as *customer profile note* in PMS. This will allow different departments to have all information regarding a customer.

Let's take the following example in consideration: A guest that previously stayed in the hotel that requested non feather duvet and pillows due to allergies, a lower floor room facing the back to be quieter and reported problems with the TV during the stay. All this information was added to his profile by the receptionist. On his next booking, when reservations pulled out his profile all this information came across so necessary measures were put in place to allocate the guest according to what was requested in his

previous reservation, reservation was marked as repeat guest and comments highlighted for reception and housekeeping. The Duty Manager had to go to the room the double check that linen and pillow are in fact non feather, that the tv is working properly and will leave a welcome back note with guest name, or chocolates and quote. On check-in, when the receptionist opens the reservation a welcome back alert will pop-up, so guest will be greeted as: *Welcome back to The Rathbone Hotel Mr...* (The Rathbone Hotel, 2015a)

Also questionnaires are extremely important to understand how the guest experience was. All rooms have a questionnaire place in the bed prior to guest's arrival. The is asked regarding reservation efficiency, front desk friendliness, breakfast quality, housekeeping cleanness, overall experience, if he would come back and some personal information. These questionnaires will go to hotel manager and then the reception shift leader will place answer in a spreadsheet in order to understand what the hotel is doing right and what needs to be improved.

TripAdvisor reviews are also a useful and important tool for guests looking for information from previous guests and for the hotel rating. The better the reviews are the better the hotel rating and higher is in London Hotels. All reviews are politely replied to by the hotel manager to provide guests feedback from hotel point of view.

The Rathbone Guest Loyalty Program, as a member of Loyalty Club direct guests will receive points for each night's stay and will benefit from rewards such as, complimentary Wi-Fi, priority early check-in and late check-out (subject to availability), exclusive access to special offers and promotions throughout the year (monthly newsletter). Points can be exchanged for free-upgrade, complimentary drinks at the bar, complimentary continental or English BKF and complimentary night and theatre breaks, see appendix 11 (The Rathbone Hotel, 2015).

3.6.12. Concierge

The goal is to assist guests both in house and outside the hotel and to constantly deliver high quality of service associated with the Rathbone. To maintain a presence in the

lobby and to ensure guests /customers' needs are met and exceeded in a professional and friendly manner, ensuring total guest satisfaction (The Rathbone Hotel, 2014).

I have worked as concierge for a short period of time in different occasions to cover holidays and days off. The shifts are usually from 8:00am to 8:00 pm and my mentor was Abdul T. who has worked for the Rathbone Hotel for over 20 years.

Main duties performed as Concierge (The Rathbone Hotel, 2014):

- ✓ Tidy up luggage room when starting and finishing the shift;
- ✓ Welcome all guests / clients to the hotel at the standard required;
- ✓ Anticipate customer needs whenever possible and react accordingly to enhance customer satisfaction;
- ✓ Have initiative and assist guests when necessary, help to carry or store luggage;
- ✓ Be visible in the lobby during busy check in and check out times, stand near and open the main door for guests;
- ✓ Deal with taxis, transfers, restaurant bookings, theatre, football, museums and attraction tickets on behalf of guest;
- ✓ Maps, brochures/ guides in good condition and always kept up to date;
- ✓ Sweep the main entrance of the hotel on a regular basis and maintain a clean and welcoming presence for our guests and clients;
- ✓ Tidy up Newspapers (buy them if necessary), make sure TV and music are ON all the time and keep lobby area clean;
- ✓ Make sure coffee station is set up Monday-Friday between 6:00-11:00am (tea/coffee, water, biscuits, clean cups and glasses);
- ✓ Give full co-operation to any customer or colleague requiring assistance in a prompt and helpful manner;
- ✓ Be flexible in assisting different areas of the hotel in response to business and customer needs;
- ✓ Answer the telephone to the standards required;
- ✓ Follow all operational procedures at all times and to ensure all tasks are completed accurately and in a professional manner;
- ✓ Liaise with other departments when necessary;
- ✓ Be aware of business requirements, occupancy, promotions, allocations and special requests at all times;

- ✓ Be aware of the Lounge/Bar guests at all times, especially when the Bar is not manned;
- ✓ Deal with suppliers deliveries and call the related department;
- ✓ Take orders from guests in the Bar/Lounge in an accurate manner and serve drinks or pass it on to the F&B department efficiently;
- ✓ Be aware of the overall situation in the hotel;
- ✓ Pay attention to the car parking bay in front of the hotel, no cars are to be parked without permission except black taxis and the loading bay at the back, only cars authorised by the hotel should park there.

3.6.13. Night Porter

The night porter should ensure that guests' needs are anticipated and requests are followed up. He should assist the Night Manager at all times and he should keep the hotel clean and tidy (The Rathbone Hotel, 2014).

I worked as night porter from end of September to early November 2014, I was trained by Luis Monteiro and supervised by the Night Managers Vijay Kumar, Jakub Siek. My working hours were from 11:00pm to 7:30am, see Appendix 24.

The main tasks performed as Night Porter were:

- ✓ Room service through de entire shift;
- ✓ Bar service up to 2:00am or upon request;
- ✓ Cleaning of common areas;
- ✓ Set up breakfast buffet and tables prior to breakfast;
- ✓ Supporting the kitchen by cooking pastries and washing dishes prior to kitchen Porter starts his shift;
- ✓ Manage grocery deliveries.

Working as night porter is not easy, especially because it is through the night. There are many cleaning tasks in common areas to be done as well as room service.

I have listed below the main problems encountered:

- ✓ Room Service requests (food) must be delivered to guests according to the hotel standards. Sometimes expiry dates from items in the room service fridge were not checked and replaced for fresh items (by the person in charge): this can slow the service down and even make requests unavailable;
- ✓ Bar service must be as efficient and professional as possible. Despite support from the Night Manager with the bar during busy periods covering room service and bar service at the same time can be a struggle for the night porter;
- ✓ Not all drinks being available due to the bar not been stocked sufficiently on the previous shift;
- ✓ Many grocery deliveries come towards the end of the night porters shift simultaneously during busy periods, which can compromise the kitchen and breakfast service.

Listed below are some points to be revised / improved:

- ✓ Room service fridge needs to be checked and filled with all necessary items to prepare the best quality meals, as fast as possible to deliver the best service to the guest at all times;
- ✓ The bar should be stocked by the end of every shift or it could be considered for this task to be included in night porter checklist;
- ✓ Whilst it is important that fresh items are delivered on a daily basis to make the workload easier stored goods could be ordered in bulk so deliveries come less frequently;
- ✓ When groceries are ordered they could be requested for an early morning delivery so it does not compromise other hotel services;
- ✓ The late bar shift and the night porter's working hours should be revised to manage the bar area and cover the night porters duties effectively and efficiently.

3.6.14. Night Manager

Complete the night tasks and administration / auditing duties. To ensure that all needs of customer/guests are met and exceeded in a professional and friendly manner.

To take full responsibility of the hotel during the night (The Rathbone Hotel, 2014).

During the first week of November 2014 I was receiving training and assisting the Night Managers: Jakub Siek and Vijay Kumar. Working hours were from 8:30pm to 8:30am four days a week (40 hours a week) with 3 days off.

Main duties performed as Night Manager (The Rathbone Hotel, 2014):

- ✓ Check in/out customers to the Hotel standards;
- ✓ To ensure that payment is verified upon check in and follow the procedure for each different payment type;
- ✓ Responsible for the smooth running of the hotel overnight, maintaining a visible presence in the hotel lobby and ensuring comfort and safety of all guests;
- ✓ Take care of reception, cashiering, portering, reservations and night audit duties;
- ✓ To resolve any situations that may occur, subsequently referring any problems to the department concerned for further action and follow-up. Input all complaints in DM diary;
- ✓ Carry out night DM checklist, ensuring the standards around the hotel are at the highest level;
- ✓ Ensure room allocations on a nightly basis are correct and all special needs / requests are met;
- ✓ Ensure all rates are correct based on the instructed selling rates and that the confidential rates are not submitted to the client;
- ✓ Produce a comprehensive shift handover for the morning team and brief them on anticipated early guest requirements and use of hotel's meeting room;
- ✓ Ensure all current legal requirements and hotel procedures for guest registration are complied with and that guest accounts are monitored in daily basis in accordance with hotel credit policy;
- ✓ Check each day the float balances. If there is a discrepancy it must be investigated immediately and corrected;
- ✓ Maintain and update an accurate guest history / marketing database as laid down in departmental procedures;
- ✓ Be familiar with the operation of all technical equipment in guest rooms – e.g. TV, Telephone, Safe, Wi-Fi;
- ✓ Deal with customer: queries / bills / complaints;

- ✓ Supervise the night porter and ensure that all duties are carried out promptly and to the required standards;
- ✓ Understanding the computer software and Internet system, and address any problems to the appropriate support desks;
- ✓ be familiar with and implement the hotel's security policy in respect of 1st Aid, Fire, Emergency Hygiene and H & S procedures;
- ✓ Liaise with all other departments;
- ✓ Maintain a thorough knowledge of hotel reservation procedures, in-house special promotions, rate, availability and control to maximise occupancy and revenue (including F&B areas);
- ✓ Ensure that all information from registration cards is accurately transferred into the system;
- ✓ Be aware of when the meeting rooms are being used and make sure they are set up/checked every night;
- ✓ Ensure that the lobby, reception, concierge and back office areas are tidy and clean at all times;
- ✓ Perform all night audit functions to the standard set by the accounts department and complete overnight/period end statistics and morning reports;
- ✓ Assist in the updating of hotel data bases.

3.6.15. Duty Manager

Ensure that all needs of customer/guests are met and exceeded in a professional and friendly manner. Complete the Duty Manager Tasks and administration. To assist the Reception Manager in creating an efficient and systematic working environment where all staff can excel (The Rathbone Hotel, 2014):

I worked as Duty Manager during August and September 2015, I was trained by the Hotel Manager Mr. Miguel Silva and working hours were by shifts: early DM from 8:00am to 4:30pm and late DM from 12:30pm to 9:00pm, see appendix 24.

Being a Duty Manager is taking full responsibility of the department and hotel during the shift. Beyond to carry out the DM checklist, ensuring the standards around the hotel are at the highest level, I was helping to cover reception and reservations.

Main Duties performed as DM (The Rathbone Hotel, 2014):

- ✓ Handover – Read DM diary, reception handover sheet and e-mails, making sure that you are aware and ready for your shift;
- ✓ Morning Meeting – EDM should attend to the morning meeting and read the DM diary so all head of departments are aware and knowledgeable of all the incidents occurred in the previous shift and details of any comment for the day;
- ✓ Business awareness – Check the business for the day in Opera PMS, availability, rates, arrivals, departures, BKF covers, and meeting room availability;
- ✓ Staff sign in/out - Make sure that you are in the back office when staff is signing in/out (check rota) and record any lateness/absenteeism in DM book. Check staff bags when signing out;
- ✓ Facilities check - Do floor walk before the previous DM shift leaves with the checklist attached. If there is any abnormality, record it on the checklist and follow up with the department responsible;
- ✓ Special requests/ VIP'S/ Regulars - Check the In house and arrivals comments from every department and follow up to ensure completion. Prepare Welcome notes and chocolates before 12.00H;
- ✓ Bedroom Checks – Choose randomly an inspected room. If there are any VIP's arriving, those rooms have priority and have always to be checked;
- ✓ Back Office Interfaces and Alarms - Check if the alarms are armed and there is no abnormality, as well as the server screen and telephone interface;
- ✓ Check-in/ out busy hours - The DM should be visible in the lobby during the busy periods of check in and check out, to assist the concierge with luggage and escorting guests to the bedrooms;
- ✓ Breakfast - During the busy periods of breakfast the DM should act as a host/ess to enable the supervisor to help with the service;
- ✓ Room/ Bar Service - Do at least one spot check of Bar and Room Service. This includes the presentation/quality of food/beverage and service to the guest that ordered it;
- ✓ Reservations - In the absence of the reservationist and reservations manager, the DM should take over the department.

The DM shifts included property check (The Rathbone Hotel, 2014):

- ✓ Outside the hotel – Check Flags, outside panels, lights, flowers vases, pavement, service entrance (loading bay), smoking area and hotel main entrance (floor, carpet and glass doors);
- ✓ Lounge – Temperature, carpet in good condition, tables, chairs, sofa, fire place, TV, music and lights on, newspapers tidy, check for dust in decoration, mirrors and furniture;
- ✓ Bar – If no one is in the bar, the sign to order at reception must be in the counter, check if bar is cleaned and free of cutlery, fridges tidy up and temperatures, spot check for out of date food and beverage, bins empty, lights working;
- ✓ Lobby – Check if carpet is clean and in good conditions, chandeliers and lights on, furniture and decoration free of dust, concierge area tidy, reception desk organised and lift hoovered;
- ✓ Stairs – Check if stairs are hoovered, mirrors cleaned, handrail free of fingerprints, lighting working condition, wall's scuff marks and cracks and check for dust in signalling and picture frames;
- ✓ Breakfast Room – Check if tables, chairs, sofas, cutlery and crockery clean and in good condition, lights working, temperature (AC 20 summer / 22 winter), check for dust in lamps, decoration and mirrors, cupboards organised, buffet during service should be replenished and cleaned at all times;
- ✓ Restaurant podium and corridors – Check music volume, floor cleanliness, podium should be organised, lighting and general condition of walls;
- ✓ Cloakrooms – Check for cleanliness, bins empty, toiletries replenished, hand dryer working and check cloakroom cleaning record;
- ✓ Back of House Still-Room – Floor should be cleaned at all times, electric goods cleaned and in working condition, spot check tea pots cleanliness, cupboards organised;
- ✓ Canteen – Check floor cleanliness, staff area must be cleared and cleaned before 11:45am (Staff lunch), shelves and electric goods cleaned and organised, check if fridge temperatures have been recorded, spot check BKF, Staff and R/S fridges on expiry dates, lighting, still-room to canteen doors should be closed during service, check if bins are empty and cloths replenished;

- ✓ Kitchen – Floor and food preparation area should be cleaned at all times, walking fridge organised and temperature recorded, staff toilet cleanliness and check is staff lift is empty and cleaned;
- ✓ Bedroom Corridors – Check if mirrors are cleaned, cupboards locked, signalling and pictures free of dust and in good condition, scuff marks on the Wall and ceiling, fire doors open, lighting, corridors should be clear all the time, with no laundry or rubbish;
- ✓ Emergency Stairs – Check if signalling is in good condition, cleanliness, wall marks and emergency exits are closed;

A vacant inspected random room should be selected to be doubled checked by the DM, as per below (The Rathbone Hotel, 2014):

- ✓ Check if stationary is in good condition and updated (DND, BKF order, in room directory, magazines, pen, pencil and note pad);
- ✓ Tea and coffee making facilities (expiry date, overall condition and cleanliness);
- ✓ If telephone is working;
- ✓ If TV is working (zap through the channels);
- ✓ If safe is working;
- ✓ Check for scuff marks and cracks on wall and ceiling;
- ✓ Carpet / Floor cleanliness;
- ✓ Lighting;
- ✓ Dust in decoration and lamps;
- ✓ If hair dryer is working;
- ✓ If there are at least 5 cloth hangers in the wardrobe;
- ✓ All drawers (empty and clean);
- ✓ Windows and curtains clean and in good condition;
- ✓ If A/C is working;
- ✓ Bathroom cleanliness;
- ✓ Check toiletries;
- ✓ If towels are clean and organised.

At the end of every DM shift (AM + PM) a report must be completed with all faults encountered either in the property check or in the bedroom check and any relevant situations communicated, see appendix 5. This report is then sent to all heads of

department. The hotel manager take a printed copy with him for the next day morning meeting to point the faults and assure that the responsible or supervisor on duty will sort it out as soon as possible.

Being a DM is hard work as there are a lot of check and cross check duties, together with covering other departments busy periods and dealing with guest complaints and any faults that may happen. Doing a DM job is to have an eye for details always trying to anticipate guest needs and avoid major problems.

As per the recent trend of change seen in organizations, technology has been a major force of changing redefined all aspects of business. The growth of the Internet put power in customers' hands and brings them closer to the organizations and so social networking is a medium that the organizations cannot afford to ignore (Notes Desk, 2009).

During my stay in Sales department I performed different tasks, such as an annual events calendar, online research for local corporates that might be interested in use the hotel for business purposes, a poster for Sony corporate travellers (Appendix 23) and some social media research and It was when I realise that the hotel's communication via social media was not strong. This might be due to the hotel doesn't have a marketing department or a person in charge of the digital channels. There is a sales consultant, external to the organisation, which deals with corporate business and has some social media tasks. There was an old social media strategy (The Rathbone Hotel, 2013) in place, which after a few meetings and discussion with the general manager and the sales consultant, an updated version was built. Further down on this chapter I am introducing tools such as search engine optimization, analytics, Google AddWords and pay per click, which will be used in this new social media strategy. I am including in this chapter The Rathbone Hotel new social media strategy along the SM competitors analysis and measurements, patterns to follow and further recommendations for the hotel.

Further more I will develop The Rathbone Hotel social media project, as consultant upon the end of the internship.

4.1. Search Engine Optimization

Search Engine Optimization is the process of getting traffic from the free, organic, editorial or natural search results on search engines. Name given to activity that

attempts to improve search engine results. The biggest and more used is Google (DataDial, 2009).

All SEOs generally shares the same goal – to help a website to be found by more people, more easily.

Figure 10 shows the common practices of SEO (Datadial, 2009):

- ✓ Keyword research, keep it simple, don't overload with keywords;
- ✓ Site Architecture & Structure, is about improving how users and SEO find their way to the website, having relevant content and reducing the number of times they have to click to find it. Architecture gains with indexation metric such as number of pages generating traffic in a search engine index;
- ✓ Page Optimization, use keywords in URLs, page titles, image filenames, body text, page headings, image attributes, bold and italic text and meta descriptions;
- ✓ Link Building, use trustworthy internal links, it helps SEO to learn more about the website by linking it to other pages within the content;
- ✓ SEO Tactics (Focus on Meta Data), more insight of what the page is all about. It Should be created thinking in human audience as Google ranks pages not websites;
- ✓ Multichannels & Social Media, quality content is important for SEO and for visitors as visitors will share via social media bringing new visitors to the website, also a blog with good content will have a loyal community;
- ✓ SEO vs PPC, results of pay per click campaigns, by targeting new visitors to the website;
- ✓ Analytics, used to monitoring the results.

Figure 10 - SEO – Search Engine Optimization practices

SEO FAQs - A Guide

Keyword Research

LongTail SEO For B2Bs

Where Does Your SEO Campaign Fit In?

Site Architecture & Structure

Google does not rank websites, they rank pages...

- PAGE WITH OUTGOING LINKS
- DEAD END PAGE
- HIERARCHICAL LINK
- NON HIERARCHICAL LINK

Each Category and Product Should Have Its Own Page Consider The Site 'Hierarchy' - Use Breadcrumb Links.

Page Optimisation

Keyword Use In...

- URLs
- Page Title
- Image Filenames
- Body Text
- Page Headings H1 - H2
- Image Alt Attributes
- Bold and Italic Text

Link Building and the power of...

Blog Guest Posting

Internal Link Optimisation

Digital PR

Leveraging Existing Relationships with Suppliers and Trade Associations

Linkbait

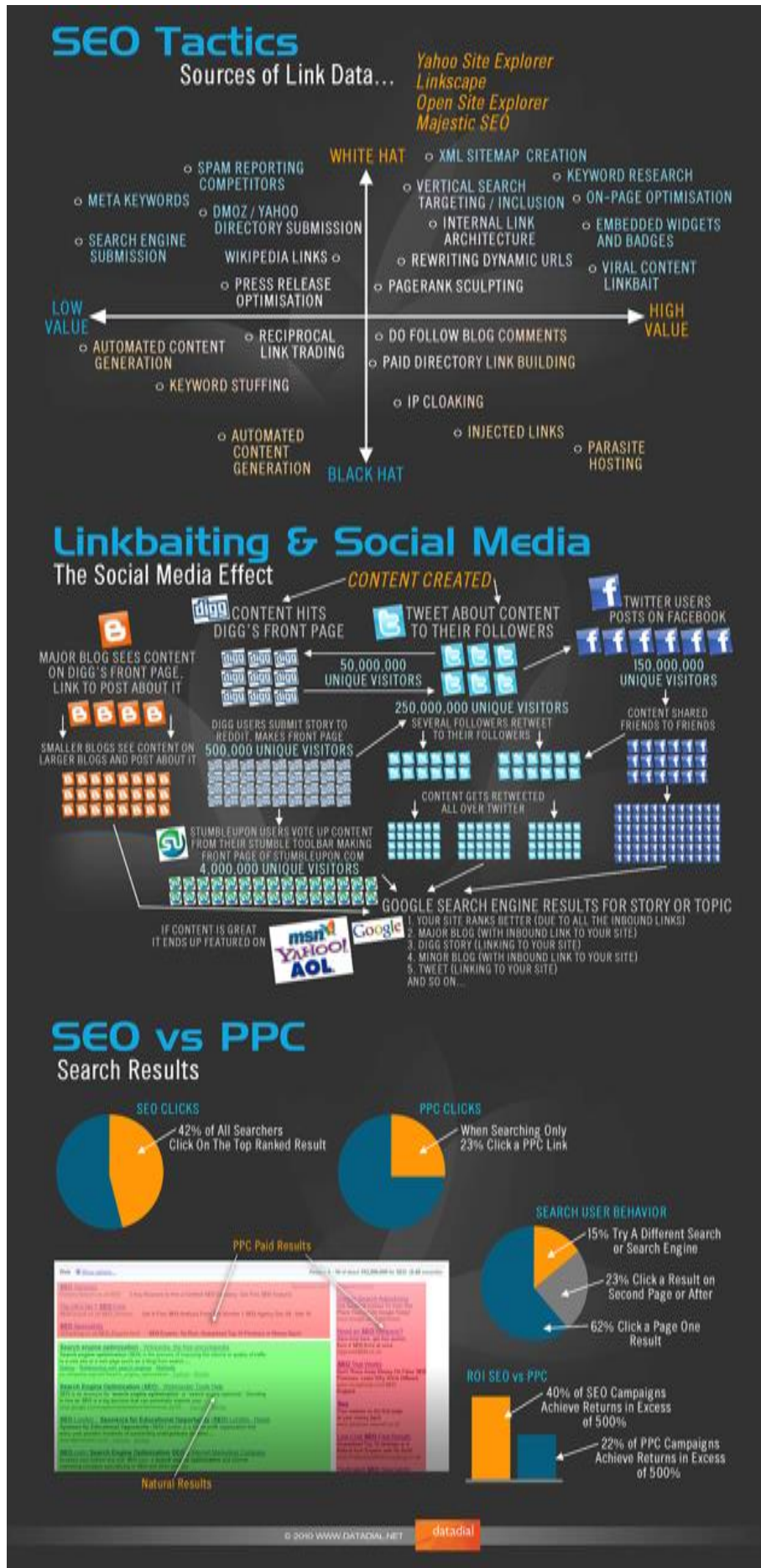
Press Releases

Blogger Reviews

Directory Submissions

Competitor Analysis

Profile Pages and Hosted Sites



Source: Datadial, 2009.

4.2. Analytics

The Web Analytics Association (2012) defines Web Analytics as “the measurement, collection, analysis and reporting of Internet data for the purposes of understanding and optimizing Web usage”.

Valuable in areas with recorded information, analytics relies on application of statistics, computer programming and operations research to quantify performance. Analytics takes in consideration data visualization to communicate insight. It Analyses the website traffic and visitor behaviour (Theidm, 2015).

Organizations apply analytics to web data, to describe, predict, and improve business performance, management decisions, and to planning promoting and modelling strategies. Now that we entered in the era of big data, the concept of Marketing has evolved from creative process to data-driven process, which based on analytics, determines outcomes of campaigns to efforts on building an efficient marketing strategy (online behaviour, 2012).

Google Analytics is the most popular free analytics tools used for interactions providing the web analytics information systems with the information to track the referrer, search keywords, IP address, and activities of the visitor. With this information, marketing campaigns, site creative content, and information architecture can be improved (Theidm, 2015).

It is also possible to access to social media Apps Analytics, with these tools and techniques to support both strategic marketing decisions, such as how much overall to spend on marketing and how to allocate budgets to target the best potential customer with the optimal message in the most cost effective medium at the ideal time (Web Analytics Association, 2012).

4.3. Google AdWords

Google AdWords goal is to attract more customers, whether we are looking to bring in new website visitors, grow online sales, get the phones ringing or keep customers coming back for more (Google AdWords, 2015).

- ✓ Reach the right people at the right time - people on Google find Your business precisely when they're searching for the things that you offer.
- ✓ Advertise locally or globally - Target your ads to customers in certain countries, regions or cities – or within a set distance from your business or shop.
- ✓ You only pay for results - No visit fee you only pay when someone clicks your ad to visit your website, or calls you. In other words, when your advertising is working.
- ✓ Start with any budget (£10 to £20 a day)

4.4. Pay per click

Pay per click (PPC) also called cost per click, is a model of internet marketing, an online advertise used to direct traffic to websites, in which advertisers pays the publisher a fee each time when the add is clicked. PPC ads are beneficial to advertisers and web users alike. Instead of getting visitors organically, it is a way of buying visitors to the website. Advertisers get noticed by their targeted audience and are charged only for the times that their ads are clicked on, meaning traffic generated and web users get to select from sites that may be relevant to the page they are viewing (WordStream, 2015).

4.5. Social Media Marketing

Social media marketing is a form of Internet marketing that use social networking websites as a marketing tool. The aim of SMM is to produce content that users will share with their social network to help a company increase brand exposure and broaden customer reach (Techtargat, 2015).

One of the Social Media components is social media optimization, like search engine optimization, which is a strategy for targeting and drawing new visitors to a website. Social Media Optimization can be done by adding links to the content, as RSS feeds and sharing buttons, or promoting activity through social media by updating status or tweets, or blogs. It helps a company to get feedback from customers and potential customers, while making the company seem more personable. The interactive parts of social media give customers the opportunity to ask questions or voice complaints and feel they are being heard, CRM (Techtarget, 2015).

As per information provided in Hospitality.net (2015) website this is a call to action for hoteliers “in this new digital era where we need to make connections more than impressions and most of customers are communicating with friends, family and colleagues online, social media channels are changing the way business are done and forever altering how too attract and retain a loyal base”.

With the evolution of smart phone applications and platforms such as LinkedIn, Facebook, Twitter, Instagram, Pinterest, and YouTube, hotels have the opportunity for unprecedented access to guests by using social marketing tools and channels to target the attention of new visitors and keep in touch with their community.

Social media became a must-have for any organisation in any communications initiative to boost business to (Moz, 2015):

- ✓ Reinforce your brand and help your message to go viral;
- ✓ Embrace and project your hotels’ vision and personality;
- ✓ Allow real-time, two-way communication;
- ✓ Allow you to communicate at point-of-need;
- ✓ Build business and generate revenue.

Even if the hotel is not directly performing social media, customers are involved they talk and comment about it. Social media is a must have in hotels and should be an integral part of their outreach, whether hotels are communicating with their community or with potential new customers, helping them making their travel decisions by video on YouTube, through pictures on Instagram or either on reviews and comments left by other traveller on facebook, twitter or TripAdvisor (Wordstream, 2015).

It also is important for a hotel website to be responsive and properly work in a smartphone because customers are using it a lot, to simple look at the website, to read reviews and to book it.

There is infinity of Apps available for smartphones, IOS or Android for users and social media marketers. Listed below are some of those Apps which I had the opportunity to come across while doing my internship and that I'll be working with for the Rathbone Hotel social media project (moz, 2015):

- ✓ Dashboard Google Analytics (performance indicators);
- ✓ The SEO Expert (deliver content to the right amount of letters and content);
- ✓ HootSuite (view and manage several of your social accounts at once);
- ✓ Feedly (keep up with news);
- ✓ IPP Podcast player (Listen to your favourite Podcasts);
- ✓ Work Flowy (Organise your To-Do list);
- ✓ Yelp (Monitor what people are saying about your business).

Hotels communication via SMM requires a well-structured strategy. Some guidelines should be taken in consideration for a healthy and fresh usage, such as (WordStream, 2015):

- ✓ Interact with people, being authentic and creating compelling content to bring brand to life;
- ✓ Show Brand's personality, ensuring open communication;
- ✓ Engage and generate feedback, showing real faces of your community;
- ✓ Optimize different channels, targeting audience, using photos, articles, videos, tweets, news and events;
- ✓ Frequently update across platforms, aiming at user-generated content with reviews,
- ✓ Combine social media with offline in-person events to solidify relationships;
- ✓ Be curious and experiment, always trying something new.

As we generate ever-increasing amounts of information, to tackle the overload there are ways to track and monitor among the various social media – and most of them are free. Third-party tools technology such Google Alerts, Sprout social or EBuzz connect reviews; it tell you how you are doing and which reviews to address (Milestone, 2011).

Figure 11 - Third-party tools technology



Source: MilesStone, 2014

Social media, unlike traditional media gives the opportunity of engaging and hearing what's being said about the organization. It's all there in real time for business to gain insight, knowledge, competitive intelligence and shape future marketing campaigns. Watch people interact and get immediate feedback – complaints and complements – and respond gauge the key words most often associated with your brand, and how your messages are being adopted (Techtarget, 2015),

4.6. The Rathbone Hotel Social Media Marketing Strategy

Since the inception of the Rathbone's first SMM strategy was introduced, we have been striving to maintain a regular presence on all its' social channels. This has largely be achieved however now it is time to look beyond a regular SMM presence and look to actively build our fan bases and marketing reach.

For the purposes of this strategy, our main focus will be centred on Facebook. This is based on what our competitors are doing and also our own websites analytics. Our page likes and subsequent fan base have not increased by any notable measure since we ran our competition back in January. Our biggest increases were associated with our PPC campaigns.

Facebook still seems to be the SM channel of choice for hotels to be marketing their services and brand. It would be advisable for the majority of our efforts over the next 6 months to concentrate on this medium, however not neglecting the other mediums, rather continuing with the same strategy to maintain a presence on them.

Our efforts on Twitter will broaden to actively seek travellers coming to London, taking on a more conversational tone, however content wise, posts will be linked with Facebook and more images will be uploaded to keep the profile active and fresh.

Due to the increasing influence of a Google+ page in search visibility, posts will now be made three to four times per week on this listing as per content distributed on Facebook (the Rathbone Hotel, 2015).

Reviewing last SM strategy (The Rathbone Hotel, 2013):

1. Encourage more visits to the hotel's website;
2. Connect with other businesses in local area;
3. Maintain and grow the hotels reputation through a responsive and consistent presence on social mediums.

Facebook is by far the most popular medium, however the small amount of visits to our page is drop in the ocean in terms of traffic that the website receives from elsewhere. Perhaps it would be wise to concentrate on other aims such as growing the fan base and marketing reach of our communities, rather than trying to send them through the website at this stage. (The Rathbone Hotel, 2013).

When examining the other aims, we can be encouraged about the increased engagement from other local businesses, however it is still minimal, but in general our engagement levels are low, this is however reflective of our approach in maintaining a presence and no more.

4.6.1. SM Competitor Analysis and Measurements

By aligning The Rathbone's Business Objectives with the Social Strategy, we can establish specific Key performance Indicators (KPI). A true measure of successful SM

practices is not the tangible value of inflated ‘like’ hits or the hordes of followers your business has.

The Rathbone need to be aware that building a targeted, engaged community is a time consuming practice. Measurement of SM is all about engagement. If you have engaged users, you have more viral reach for your brand, more trust in your brand and more potential leads heading towards your website. Keeping in mind the objectives mentioned, we can match them with particular KPIs below (The Rathbone Hotel, 2015a):

- ✓ Awareness - amount of views our posts are obtaining, how many mentions The Rathbone Hotel picks up on SM channels - Dialogue generated on own SM channels - The promotion and sharing of our unique content;
- ✓ Engagement - Measured in social currencies specific to each SM channel - The amount of comments, shares, likes, follows, pins etc;
- ✓ Advocacy - The amount of recommendations The Rathbone can garner - The amount of reviews that are left for The Rathbone on SM profiles and other 3rd party sites.

Our content has been well received and varied, however from the competitor analysis present in table 6 we can see that much more content needs to be generated from within the hotel itself. It is recommended that our primary SM focus for the next six months be concentrated on these revised 3 goals (The Rathbone Hotel, 2015):

1. Growing our fan base to reach levels associated with our competitors;
2. Alternating our content to showcase more information & content form within the hotel;
3. Maintaining a presence on all other SM channels and having a responsive plan to deal with customer service requests.

Table 6 - The Rathbone Hotel Social Media Competitors

Competitor	Nr of Posts per Week	Followers	Content	Other SM
Radisson Blue	2 to 3	900+	Staff orientated, formally introduce all staff with portrait shotd, food related posts to supplement.	Daily Tweets, fresh and clean page.
Dorchester	3 to 4	5.000	Generic London based posts, few staff posts and food.	Twitter is conversation based.
Cavendish	3 to 4	6.000	Great content, lively entertaining, mixing quality food pics with competitions involving their audience, very food focussed, competition based around fans sending in their own recipes for food of the month, they have lots of competitions and high engagement, giveaways to gigs, restaurant vouchers.	Active Pinterest, G+ and Twitter, integrated mediums shared throughout.
Mandarim Oriental	Daily	10.000	Very organised content, with themed hash tagged content calendar, posts are image heavy of food and drink, afternoon tea and cocktails, features of their hotel posted a lot, gym, facilities, etc.	G+ and Twitter are very active and vibrat with lots of pictures.
W London	2 to 3	15.000	Ecletic mix of content, event based mainly.	Weekly tweets.
London Marriott Hotel County Hall	2 to 3	2.000	Food and drink mainly, london events ads special offers.	Lots of retweets to keep page live.
Savoy	Daily	18.000	Refreshingly mixed, food and drink, in-house events, staff related.	Live page, daily tweets.

Source: The Auhtor

Based on table 6 the Rathbone Hotel social media competitor it is possible to conclude that most competitors are posting 3 to 4 times per week on Facebook, which is the most popular SM medium by a longshot most popular engaging content is food and beverage related; giveaways and competitions are popular and dramatically increase fan engagement.

In terms of competing, Rathbone is leagues behind all main competitors who all have thousands of fans, our content needs to be more hotel driven.

Seems very popular to showcase a ‘people’ element to social media channels, revealing the faces of the staff & guests at the hotel.

Regarding other SM channels it is important to keep them fresh, all mediums updated with similar content regularly.

4.6.2. What and When to Post (patterns to follow):

In terms of finding a pattern to follow in regards of what and when to post, Analytics have a major importance to find out which posts get the most exposure and draw the most engagement. The Rathbone Hotel social media is mainly focused on (The Rathbone, 2015):

- ✓ Benefits of Booking Direct (this is a re-occurant theme we have been trying to subtly educate our guests/fans/audience.);
- ✓ Food & Beverage gallery (these posts tend to draw the most engagement, our competitors use these types of posts a lot);
- ✓ Upcoming Central London Events (be selective with events, use your common sense, suitable to Rathbone customers);
- ✓ Cocktail of the month - (can be posted a couple of times a month);
- ✓ Employee of the month (can be posted a couple of times a month);
- ✓ Quote of the week;
- ✓ Special Offers;
- ✓ Meeting Room - (promote this from time to time);
- ✓ Restaurant & Health/Beauty Discount Cards (we often tag associated businesses in these posts);
- ✓ London articles - (push variety of these every now and again).

In regards to ideal posting times in the day, we should go for the times the majority of our fans on Facebook are logging on, which generally tends to be early morning 6:30 to 8:30am and then again our high user activity/ engagement levels stem from after work, later evening – 6:30 to 9:30pm.

These are the two time slots that give us the most exposure, however weekends are different and timings of posts can be trialed at any time.

4.6.3. Further Recommendations

Social media content should be realigned and renewed efforts to generate food, beverage & staff related content from within the hotel.

New photos of food, beverages, housekeeping, kitchen, reception, concierge, bartender in action should become available.

In effort to build our fan base and community size, a small allocated budget is recommended so that we can undertake more PPC campaigns or Facebook Adds (which are showing great results) to increase our fan base and to also promote more engaging content such as free tickets to events in the area, restaurant vouchers, in house giveaways i.e. cocktails, champagne, chocolates.

In regards to customer service it is important to review response time 48hr max, email notifications are set up on Facebook, Twitter, TripAdvisor & Yelp.

Based on observations of what competitors are doing it is proposed that we involve more of a human element to our SM presence, pictures of staff working, introductions to staff, so that guests know friendly faces before they arrive. Encourage staff to join us on Facebook could encourage more staff participation on SM by doing a staff competition (The Rathbone Hotel, 2015).

Social media is an important marketing tool for hotels and should be included in the strategy or marketing plan to project the brand's personality, to connect with local business, to engage two-way communication between community and the company and to grab the attention of new visitors and keep in touch with their loyal client base.

5.1. Overall Experience

Working for the Rathbone hotel was great learning experience. The hotel has everything planned since the intern rotates through all departments from bottom to top, starting by doing small tasks, which will later give a better understanding how management works. Despite the fact that I had already work experience in hospitality industry, work in a central London hotel is a completely different really. I have to say that moving abroad, from Portugal took me a while to adapt to a new country, life style and work conditions. I was given the chance to do the internship, I took it and did my best. This was the perfect opportunity to learn more about hotel operations, improve my oral and written English and to put in place what I have learned in the Masters Degree classes.

As the Rathbone is a small hotel, it is easy to gain knowledge in different areas and to have access to relevant information for my final report.

After a while working at the Rathbone, the team was my family. I had the pleasure to meet great people from different backgrounds with whom I learned a lot and made this experience even better.

It was also a growing process for myself, not only in a professional way but also as person. Dealing with a in numerous number of people every day, going through challenges, focusing in objectives and targets made see the world differently. I know me a little bit better now but I still have a long way to go.

On the learning process I have manage to understand what a manager should do and what it shouldn't do, treat other people as you wish to be treated, be respectful and honest in your work, with the people your dealing with and with yourself.

During this adventure not everything was perfect. I am a perfectionist and I always want more and better, so fought, I struggled I complaint when I wasn't happy, sometimes I was successful, sometimes not, but that's how life is.

I have also found out from this working experience that my preferences in hospitality industry goes to Reservations, Revenue Management and Marketing despite the fact that I have gain more customer service skills.

I have won two awards as employee of the month, back of the house in May 2015 and front of the house in June 2015 for my “stellar performance as an intern working across various departments, from my diligence in Accounts to my eye for detail in Housekeeping”

I can only be thankful for this opportunity I was given, I have grown as a person and as a professional.

5.2. Company Improvements

The Rathbone Hotel creates great opportunities while offering internships as it helps students to improve their skills and knowledge from their studies. I would recommend it.

Saying that there are some points that should be revised in order to improve Hotel working conditions. The hotel is due for a big refurbishment, which have been delayed year after year. This is imperative, some goods are tired and in a need of an upgrade.

Staff food budget should be increased in order to provide a better meals for employees.

Wedges should be revised. To keep employees happy is to keep business going. If staff is treated well they will work happier and that will give the hotel a chance to have a five star customer service that the company aim for.

5.3. Future Perspectives

I’m shortly handling my Internship Report to University and I’ll be for my work defence to be booked so I can finish my studies and acquire the Masters grade.

I was offered a job position at The Rathbone Hotel for reception, reservations and duty manager but I have not accepted as I plan to leave London.

I will though be doing some work for the hotel as a Social Media Consultant.

I will also be looking for another job in hospitality industry in England, a bigger organisation where I can show all my skills and knowledge.

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Appendix 1- F&B - Restaurant Check List

Commencing Date _____		Calendar breaks down F&B cleaning duties that must be carried out and signed by person responsible. These duties can be checked by any Manager.																														
Daily Duties	Person Responsible	Week 1		Week 2							Week 3							Week 4							Week 5							
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
		S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M
Cleaning Products fully stocked, hand wash, blue roll	Kitchen Porter																															
Wash & sanitise all food contact equipment, boards, pots	Kitchen Porter																															
Sweep and mop the kitchen floors	Kitchen Porter																															
Clean dishwasher outside and in, all sides, change water	Kitchen Porter																															
Clean all sinks at end of shift	Kitchen Porter																															
Clean and sanitise door handles	Kitchen Porter																															
Empty rubbish bin and sanitise	Kitchen Porter																															
Remove all cleaning cloths for laundry	Kitchen Porter																															
Change water in the dishwasher	Kitchen Porter																															
Fill sinks with hot soapy water and drain the pipes	Kitchen Porter																															
Report to Head chef that leaving and jobs complete	Kitchen Porter																															
Follow Opening Procedures - Read diary, check reports	Room Service																															
Check and clean all R/S trays and cloches	Room Service																															
Check & record Fridge & Freezer temperature	Room Service																															
Check & restock public toilets every 2 hours	Room Service																															
Restock every day items from R/S and breakfast (fold linen and paper napkins)	Room Service																															
Apply Brasso - Guest staircase, lift, restaurant door	Room Service																															
Check & set up Meeting room	Room Service																															
Empty all bins at back office and reception	Room Service																															
Change water in dishwasher	Room Service																															
Floor check for glasses, dishes, trays (every 2 hours until 6pm)	Room Service																															
Dirty cloths into ground floor cupboard	Room Service																															
Follow Closing procedures, clean kitchen, tidy up for next shift	Room Service																															
If not busy, pick 1 weekly Waiter task & complete	Room Service																															
Staff Fridge - Manage expired food, rotate for staff lunch	Waitress																															
Floor walk (between 10am and 6pm every 2 hours)	Waitress																															
Check & record Fridge & Freezer temperature	Waitress																															
Follow Bk closing procedures	Waitress																															
Wash and sanitize all surfaces	Chef																															
Clean cookers and grill - change foil linings on range, grill	Chef																															
All temperatures recorded	Chef																															
Clean microwaves and all area around them	Chef																															
Check and stock R/S fridge & freezer (if any container is damage throw away)	Chef																															
Give food order to Supervisor	Chef																															
Write report in the Handover book	Chef																															
Bar Stock - Complete and order	Supervisor																															
Spotcheck walk in and breakfast fridge for expiry labels	Supervisor																															
Check these tasks been completed and do spot-check	Supervisor																															
Write report in the Handover book	Supervisor																															

Appendix 3 - Reservations – Pace Report by Source

(August)

Aug	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Totals		
	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	since prev week		
DIR																																		
04.08.15	28	27	29	25	27	22	19	17	10	21	30	13	11	15	8	1	8	11	4	12	4	5	2	9	7	7	5	6	11	10	11	190		
11.08.15	28	27	29	26	30	24	22	17	12	23	32	18	17	15	8	1	14	19	10	18	7	8	5	15	10	9	8	8	11	10	11	254	28.8%	
VAR	0	0	0	1	3	2	3	0	2	2	2	5	6	0	0	0	6	8	6	6	3	3	3	6	3	2	3	2	0	0	0	77		
FIT																																		
04.08.15	25	11	20	19	21	11	18	27	9	11	14	13	7	11	29	5	5	11	12	8	14	24	3	4	2	7	12	18	24	14	14	251		
11.08.15	25	11	20	19	22	11	18	29	12	13	17	14	7	11	29	5	7	13	15	9	15	25	4	4	3	9	8	14	20	12	12	253	28.7%	
VAR	0	0	0	0	1	0	0	2	3	2	3	1	0	0	0	0	2	2	3	1	1	1	1	1	0	1	2	-4	-4	-4	-2	-2	10	
GDS																																		
04.08.15	0	1	6	7	0	4	0	1	1	4	2	4	2	2	2	5	4	3	2	2	1	1	1	1	2	2	2	1	1	1	1	42		
11.08.15	0	1	6	7	0	4	0	1	1	7	4	6	2	2	2	6	7	5	6	4	2	2	2	2	3	3	3	2	2	2	2	69	7.8%	
VAR	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	1	3	2	4	2	1	1	1	1	1	1	1	1	1	1	1	30		
OTA																																		
04.08.15	18	18	17	16	15	19	22	18	18	18	17	14	18	16	15	12	9	4	3	8	10	9	10	9	5	9	5	22	26	18	24	263		
11.08.15	18	18	17	16	15	19	22	18	18	18	19	21	29	19	16	14	11	5	6	10	12	9	11	10	5	10	9	22	26	17	24	305	34.6%	
VAR	0	0	0	0	0	0	0	0	0	0	2	7	11	3	1	2	2	1	3	2	2	0	1	1	0	1	4	0	0	-1	0	42		
Total																																		
04.08.15	71	57	72	67	63	56	59	63	38	54	63	44	38	44	54	23	26	29	21	30	29	39	16	23	16	25	24	47	62	43	50	746		
11.08.15	71	57	72	68	67	58	62	65	43	61	72	59	55	47	55	26	39	42	37	41	36	44	22	31	21	31	28	46	59	41	49	881		
VAR	0	0	0	1	4	2	3	2	5	7	9	15	17	3	1	3	13	13	16	11	7	5	6	8	5	6	4	-1	-3	-2	-1	135		
Occ % today	99	79	100	94	93	81	86	90	60	85	100	82	76	65	76	36	54	58	51	57	50	61	31	43	29	43	39	64	82	57	68	39.5%		
Previous week	99	79	100	93	88	78	82	88	53	75	88	61	53	61	75	32	36	40	29	42	40	54	22	32	22	35	33	65	86	60	69	33.4%		

Appendix 4 - Reservations - Arrivals Report (Thursday 13th August 2015)

NAME	ROOM	NIGHTS	RATE	NAT	COMP/AGENT	NO. OF STAYS	PREVIOUS STAY	COMMENTS	AMENITY
VIPs ARRIVING									
VIPs IN HOUSE									
VIPs DEPARTING (next day)									
Regular Guests ARRIVING									
Mrs Aaron	418	1	159.00	GB	Avvio	8	19/12/14	FVCC – Mrs Aaron loves room 418	Chocolate & Quote
Mr Livingstone	412	2	271.00	GB	Avvio	1	01/08/15		Welcome Back Note
Mr Parmar	318	1	169.20	GB	Overbury	6	27/02/15		Welcome Back Note
Mrs Rhodes	314	1	111.00	GB	Cocomo	4	10/02/15	FVCC	Welcome Back Note
Mr & Mrs Stanley	310	2	271.00	GB	Avvio	1	01/08/15		Welcome Back Note
Mr Ali	307	1	119.00	GB	Direct	1	16/07/15		Welcome Back Note
Regular Guests IN HOUSE									
Mr Mackoon	503	2	1254.00					FVCC Open sofa bed Make sure that the AC is working perfect	Welcome Back Note & Chocolates Free Wi-Fi & Comp drink on arrival
Mr Jain	406	3	2079.00	Us	Direct	1	24/07/15		Welcome back note
Regular Guests DEPARTING (next day)									
Mrs Stirling	207	1	314.00	GB	Avvio	2	11/02/15		Welcome Back Note
Ms Jeggo	301	1	648.00	GB	Betty Barclays	18	04/08/15	FVCC	Chocolate sachets in the room Comp glass of wine on arrival
Special Requests ARRIVING									
Ingrid Desmarais	202	1	72.20	X	Lastminute	0	X	Ms Ingrid is celebrating her birthday	Birthday Note & Chocolates
Bae Sungin	504	3	291.92	X	Agoda	0	X	Place extra bed	
Julia Dickinson	213	1	136.00	0	Direct	0	X	Make as double	

Filip Belmans	212	1	171.00	GB	Expedia	0	X	Make as double	
Mr Sturdy	211	1	71.00	GB	Hoteltongiht	0	X	Make as double	
Ms Searles	210	1	171.00	GB	Avvio	0	X	Make as double	
Special Requests IN HOUSE									
Special Requests DEPARTING(next day)									
Yuko Yokoyama	209	1	449.43	X	Expedia	0	X	Make as double	
Thamer Bin Shulayyil	303	1	1780.20	SA	Booking.com	0	X		Free Wi-Fi
Groups ARRIVING									
Groups IN HOUSE									
Meeting Room									

Appendix 5 - Duty Manager Report

Duty Manager Report AM					
Identification					
Name:	Malgorzata Plutniak				
Date:	24/08/2015	Week day:	Monday	Start time:	06:30
		End time:	15:00		
Common and service areas					
Cleanliness, tidiness of common and service areas:				Reported to HOD	Opera
OK					
Maintenance issues on common and service areas:				Reported to HOD	Opera
OK					
Restaurant and Bar check:				Reported to HOD	
OK					
Room Check					
Room no.	Faults	Comments	Reported to HOD	Opera	
517	2 top shelves in the wardrobe chipped			Yes	
cleaned by	Carpet ripped next to wardrobe	Already in Opera			
Joanna	Hair inside hairdryer	Cleaned	Roza		
	No threshold in the bathroom			Yes	
	Shower base cracked, stained and scratched	Already in Opera			
	Water in the sink	Cleaned	Roza		
	No lamp shades above desk	Already in Opera			
Walk round information					
Temp check	Location	Temperature	Security Checks	Time	Status
1	Walking Fridge	5.6	Roof ladder	2:30 PM	OK
2	Kitchenette Fridge	2.3	Charlotte fire exit	2:30 PM	OK
3	Staff Fridge	7.8	Rathbone fire exit	2:30 PM	OK
4	Staff Freezer	-29	Basement door	2:30 PM	OK
Any relevant situation					
Contractors					
Name:	Company:	IN:	OUT:	Regarding:	
Duty Manager Report 18/11/2014 Version: 1					
The Rathbone Hotel					

Duty Manager Report PM					
Identification					
Name:	Joao Santos				
Date:	24/08/2015	Week day:	Monday	Start time:	12:30
		End time:	21:00		
Common and service areas					
Cleanliness, tidiness of common and service areas:				Reported to HOD	Opera
Arm chair in Rathbone Fire Exit 5th Floor (Nathalia + Catalyn)				yes	
Maintenance issues on common and service areas:				Reported to HOD	Opera
OK					
Restaurant and Bar check:				Reported to HOD	
Fruit salad has expired label in R/S fridge				yes	
Room Check					
Room no.	Faults	Comments	Reported to HOD	Opera	
214	Desk chair chipped			yes	
cleaned by	Wood panel on top of the wardrobe is dusty (Joanna)	cleaned	yes	yes	
Joanna	Bathroom floor grout needs to be re-done	It's black	No	yes	
	There is mold in the grout next to bathroom window		No	yes	
Walk round information					
Temp check	Location	Temperature	Security Checks	Time	Status
1	Bar Fridge	6.2	Rathbone Fire Exit	14:45	OK
2	RS fridge	5.8	Charlotte Fire Exit	14:45	OK
3	RS freezer	-25	Roof Ladder	14:45	OK
4	Staff Fridge	7.8	Basement door	14:45	OK
Any relevant situation					
Contractors					
Name:	Company:	IN:	OUT:	Regarding:	
Duty Manager Report 18/11/2014 Version: 1					
The Rathbone Hotel					

Appendix 6 - Reservations - AVAILABILITY & RATES ENQUIRY

Objective: The aim of this is to set a procedure for handling reservations enquiries in a professional and speedy manner while ensuring that both room availability and rates are quoted correctly in order to avoid underselling or overbooking.

When receiving a reservation enquiry, you should aim to obtain the following information:

- Arrival and departure dates (or arrival date and number of nights)
- Room type – some guests may not be familiar with different room types our hotel has to offer and that is why, you should also check if the requested room is for single or double occupancy. In case of a double occupancy, whether double or separate beds are needed.
- Guest name – this in order to find out whether he/she stayed with us before and if so, to ensure that their profile is checked for any room preferences or previous comments/complaints prior to their booking being made.
- Company name – for company bookings with negotiated rates.
- Purpose of a trip – for leisure bookings to find out if the guest is coming to celebrate any special occasion

To check the rates and availability when receiving reservation enquires, use the **F5** function.

Room Types	BGL	JDB	DBL	TWN	EXE	CLB	SUI
Include Overbooking	12	9	18	7	7	5	4
Physical Inventory	12	9	18	7	7	5	4
TRBL	C	Pkg.	169.20				

Press **OK** button to proceed to the **Rate Query Details** window (shown below).

The first row shows all the room types.

The second row shows their actual availability during the selected period.

The grid below shows all the rate codes available with the relevant rates. All rates are shown inclusive of VAT.

Room Types	SGL	JDB	DBL	TWN	EXE	CLB	SUI
Include Overbooking	0	2	11	1	1	4	2
Physical Inventory	0	2	11	1	1	4	2
BAR	90.00	108.00	120.00	120.00	150.00	168.00	186.00
BARCB	Pkg. 112.00	130.00	142.00	142.00	172.00	190.00	208.00
OTAH	90.00	108.00	120.00	120.00	150.00	168.00	186.00
OPQ	77.00	92.00	102.00		128.00	143.00	
RATH	90.00	108.00	120.00	120.00	150.00	168.00	186.00
COMP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
HSE	0.00	0.00	0.00	0.00	0.00	0.00	0.00

The inventory and rates shown in red indicate that there is no availability, whereas green means rooms/rates are available.

For direct bookings, only the following rate codes can be used:

- BAR- best available, room only rate
- BARCB - best available rate inclusive of Continental breakfast for 2 people
- ADVP - advance purchase rate available for direct bookings representing a 10% discount on BAR, non-refundable and bookable only 14 and more days prior to arrival
- CLBR - celebration package inclusive of English breakfast, a bottle of Prosecco, chocolate-dipped strawberries, rose petals sprinkled on your bed, late check out at 2.00 pm, free Wi-Fi, lounge robes and slippers & 10% discount card

When searching for multiple day availability, the rate displayed in the rate grid is the **average rate per night** throughout the selected period. If you want to see the rate breakdown per night or the total rate for the entire stay, you can select **Rate Info** tab located on the right hand side of the screen.

Room Types	SGL	JDB	DBL	TWN	EXE	CLB	SUI
Include Overbooking	12	9	18	7	7	5	4
Physical Inventory	12	9	18	7	7	5	4
BAR	109.00	135.00	147.00	147.00	176.00	195.00	212.00
BARCB	Pkg. 131.00	157.00	169.00	169.00	198.00	217.00	234.00
ADVP	98.50	122.00	133.00	133.00	159.00	176.00	191.50
OTAH	109.00	135.00	147.00	147.00	176.00	195.00	212.00

Date	Rate Code	Room Revenue	Packages	Sub Total	Generates	Total
Sun 01/03/15	BAR	112.50	0.00	112.50	22.50	135.00
Mon 02/03/15	BAR	132.50	0.00	132.50	26.50	159.00

To proceed to the reservation page, select **OK** button. To escape from the rates query page, select **Scope** button.

Updated by	Kveta Kubova Reservations Manager	Approved by	Miguel Silva Hotel Manager
Date	06.08.2015	Date	

Appendix 7 - Reservations - PICK-UP REPORT

Objective: To provide a step-by-step guide to completing a pick-up report in a user-friendly manner so that it is easily understood by members of staff who do not necessarily possess any basic revenue management knowledge.

The Pick-up report spreadsheet can be found under Reservations in the Company Shared Folders. The spreadsheet consists of 2 tabs.

TAB 2 gives information about cumulative room nights and revenue for the current month and next 3 subsequent months. The entered data then feeds through to TAB 1 to generate the amount of rooms and revenue picked-up on a previous day.

To obtain the figures, select **FOR07: History & Forecast Report** in Opera. Enter the date range (first of the month until the last day of the month inclusive), un-tick *Non Deduct*, and tick *Room Revenue* before printing (or previewing and then printing) the report.

From the FOR07 report, take **Total Occ.** minus **Comp. Rooms** minus **House Use** to get the **Cumulative Room Nights** figure for the Pick-up report; and then take the **Total Room Revenue** for the **Cumulative Revenue** figures.

Date	Total Occ.	Arr. Rooms	Comp. Rooms	House Use	Deduct Indiv.	Deduct Group	Occ. %	Room Revenue
Forecast								
01/02/15 Sun	7	0	0	0	7	0	9.72%	739.33
02/02/15 Mon	6	6	0	0	6	0	8.33%	627.46
03/02/15 Tue	6	3	0	0	6	0	8.33%	754.96
04/02/15 Wed	8	4	0	0	8	0	11.11%	936.59
05/02/15 Thu	11	4	0	0	11	0	15.28%	1,206.31
06/02/15 Fri	34	28	0	0	32	2	47.22%	3,357.27
07/02/15 Sat	43	21	0	0	37	6	59.72%	4,167.71
08/02/15 Sun	27	13	0	0	27	0	37.50%	2,689.88
09/02/15 Mon	16	4	0	0	15	1	22.22%	1,879.25
10/02/15 Tue	15	4	0	0	13	2	20.83%	1,758.88
11/02/15 Wed	14	5	0	0	13	1	19.44%	1,678.41
12/02/15 Thu	19	10	0	0	19	0	26.39%	2,040.51
13/02/15 Fri	25	13	0	0	22	3	34.72%	2,146.35
14/02/15 Sat	36	19	0	0	29	7	50.00%	3,802.51
15/02/15 Sun	20	1	0	0	10	10	27.78%	1,871.78
16/02/15 Mon	21	6	0	0	11	10	29.17%	2,379.41
17/02/15 Tue	22	6	0	0	12	10	30.56%	2,947.02
18/02/15 Wed	24	4	0	0	14	10	33.33%	3,306.17
19/02/15 Thu	27	7	0	0	17	10	37.50%	3,217.13
20/02/15 Fri	39	29	0	0	38	1	54.17%	3,933.51
21/02/15 Sat	44	18	0	0	41	3	61.11%	4,662.25
22/02/15 Sun	13	4	0	0	13	0	18.06%	1,427.57
23/02/15 Mon	6	2	0	0	6	0	8.33%	705.92
24/02/15 Tue	3	0	0	0	3	0	4.17%	390.23
25/02/15 Wed	5	3	0	0	5	0	6.94%	585.53
26/02/15 Thu	15	10	0	0	15	0	20.83%	1,400.16
27/02/15 Fri	21	13	0	0	21	0	29.17%	1,845.34
28/02/15 Sat	37	25	0	0	35	2	51.39%	3,938.58
Subtotal	564	262	0	0	486	78	27.98%	60,395.98
Total	564	262	0	0	486	78	27.98%	60,395.98

February-15 Date	Cumulative Room Nights	Cumulative Date	Cumulative Revenue
27-Dec-14	537	27-Dec-14	58,176
28-Dec-14	549	28-Dec-14	59,273
29-Dec-14	564	29-Dec-14	60,396

Once all the data has been entered in TAB 2, switch to TAB 1 to carry on completing other parts of the Pick-up report as follows:

Rooms available for sale - this part gives information about availability for the current month.

The first column shows rooms available on the day.

Rooms Available for sale	Avail Yest	Rms Picked up
1	6	8
2	0	3
3	4	7

The second column shows rooms available yesterday.

The third column gives the difference in two, hence, the amount of rooms picked up.

To update the *Rooms available for sale* part, copy the figures from the first column and paste them to the second column. Then update the figures in the first column according to availability in Opera (using **CTRL + F2 function**). Finally, amend the formula for total amount to exclude the previous night, so that the amount of rooms available is only calculated from the date when the report is made to end of the month.

Revenue on the books vs budget – this table provides information about the budgeted figures for the current month and compares them to rooms, F&B and miscellaneous revenue month to date.

The figures that need to be updated are highlighted in blue and these are:

- Days remaining until the end of the month
- F&B budgeted and actual revenue
- Miscellaneous budgeted and actual revenue

December-14	BUDGET	28-Dec-14 Previous Day	29 Dec 14 today's pick up	29 Dec 14 MTD
Number of daily rooms	72	72		31
Days in month	31	31		2
Rooms available	2232	2232		2232
Rooms sold	1,817	1789	-6	1783
Occupancy	81.4%	80.2%		79.9%
Room revenue	232,249	225,448	-15	225,433
Average room rate	127.82	126.02		126.43
F&B revenue - actual to date	16,872			22,077
rev per occupied room	9.29			13.32
F&B - forecast	0			0
Other revenue - actual to date	3,542			4,744
rev per occupied room	0.00			2.86
Other rev - forecast	0.00			0

DATE:	Monday	29-Dec-14
DEPARTMENT	DEC 14	BUDGET
ROOM REVENUE	205160	210764
MEETING ROOM	507	650
FOOD REVENUE	2210	2024
BREAKFAST REVENUE	12134	9786
BEVE REVENUE	7733	5062
TEL REVENUE	11	80
INTERNET REVENUE	1069	464
MISC REVENUE	3157	2368
TOTAL REVENUE	231980	231179

To complete the F&B and miscellaneous revenue, you will need the REV report that accounts department sends out each morning.

The F&B figures include food, breakfast and beverage (highlighted in green) and the miscellaneous figures include meeting room, telephone, internet and miscellaneous revenue (highlighted in orange).

The actual of last night – this table provides information regarding how the hotel performs the previous night in terms of rooms, revenue, occupancy and average rate. It also notes any complimentary or house use rooms.

To complete the table, you will need the **FOR07: History & Forecast Report** from Opera.

Date	Total Occ.	Arr. Rooms	Comp. Rooms	House Use	Deduct Indiv.	Deduct Group	Occ. %	Room Revenue	Average Rate
History									
01/12/14 Mon	66	37	0	0	64	2	91.67%	9,563.26	144.90
02/12/14 Tue	72	35	0	0	70	2	100.00%	11,556.30	160.50
03/12/14 Wed	72	39	0	0	71	1	100.00%	11,880.67	165.01
04/12/14 Thu	72	49	0	0	69	3	100.00%	10,814.79	150.21
05/12/14 Fri	72	55	1	0	66	6	100.00%	8,465.86	117.58
06/12/14 Sat	72	35	0	0	57	15	100.00%	9,255.09	128.54
07/12/14 Sun	52	36	0	0	51	1	74.29%	4,825.04	92.79
08/12/14 Mon	66	49	0	0	66	0	91.67%	9,173.89	139.00
09/12/14 Tue	72	43	0	0	71	1	100.00%	11,006.52	152.87
10/12/14 Wed	72	50	0	0	71	1	100.00%	11,413.20	158.52
11/12/14 Thu	72	49	0	0	69	3	100.00%	11,540.21	160.28
12/12/14 Fri	72	52	0	0	66	6	100.00%	8,243.93	114.50
13/12/14 Sat	72	46	2	0	64	8	100.00%	9,108.51	126.51
14/12/14 Sun	47	35	0	0	44	3	65.28%	4,746.93	101.00
15/12/14 Mon	69	42	0	0	64	5	97.18%	7,981.15	115.67
16/12/14 Tue	71	52	0	0	57	14	98.61%	8,796.07	123.89
17/12/14 Wed	69	49	0	0	66	3	95.83%	8,572.89	124.24
18/12/14 Thu	71	49	0	0	68	3	98.61%	8,010.22	112.82
19/12/14 Fri	55	44	0	0	50	5	76.39%	5,416.04	98.47
20/12/14 Sat	67	45	1	0	58	9	93.06%	6,093.80	90.95
21/12/14 Sun	39	20	0	1	36	3	54.17%	3,541.45	90.81
22/12/14 Mon	50	31	0	0	47	3	69.44%	4,538.79	90.78
23/12/14 Tue	14	7	0	0	13	1	19.44%	1,235.91	88.28
24/12/14 Wed	0	0	0	0	0	0	0.00%	0.00	0.00
25/12/14 Thu	0	0	0	0	0	0	0.00%	0.00	0.00
26/12/14 Fri	0	0	0	0	0	0	0.00%	0.00	0.00
27/12/14 Sat	66	66	0	0	57	9	91.67%	6,479.87	98.18
28/12/14 Sun	64	26	0	0	57	7	88.89%	5,563.38	86.93
29/12/14 Mon	72	31	0	0	65	7	100.00%	7,336.25	101.89
Subtotal	1658	1072	4	1	1537	121	79.52%	205,160.01	123.74
Forecast									
30/12/14 Tue	64	35	0	0	61	3	88.89%	7,592.97	118.64
31/12/14 Wed	67	27	0	0	66	1	93.06%	12,758.20	190.42
Subtotal	131	62	0	0	127	4	90.97%	20,351.17	155.35
Total	1789	1134	4	1	1664	125	80.26%	225,511.17	126.05

Actual of last night		29 Dec 14
Rooms available		BUDGET
Rooms available		72
Room nights (excluding comp)		72
Cumulative rooms nights (excl comp)		1658
Occupancy		100.0%
Room revenue (excluding VAT)		7,336
Average rate (excluding VAT)		101.89
Complimentary Rooms		0
House Use		0

Forecast – provides an estimate of what the hotel is likely to achieve in terms of revenue.

Daily Forecast						Pickup	Pickup	Pickup	to achieve
Avail	Rate	Occ	Rev forecast	Rev on bks	Total	Rms	Revenue	Rate	budget re.
£0					£0			#DIV/0!	#DIV/0!
503	£ 110.0	75%	£41,498	£ 193,464	£234,962	45	£ 5,690	£126.44	£102.81
490	£ 110.0	75%	£40,425	£ 195,114	£235,539	12	£ 1,650	£137.50	£101.05

The forecast consists of:

- Avail – rooms available from today until the end of the month as per the *Rooms available for sale* part of the Pick-up report
- Rate – this is an estimate figure and can be copied across
- Occ – this is again an estimate figure and should be copied across
- Rev forecast – a total of (Avail x Occ) x Rate; this figure is calculated automatically upon entering the Avail, Rate & Occ data
- Rev on bks – this is the actual revenue on the books; this figure can be obtained from the *Current Month Pick-up* part of the report
- Total – a sum of the Rev forecast and Rev on bks; this figure is calculated automatically
- Pickup Rms – rooms picked up the previous day; this figure can be obtained from the *Current Month Pick-up* part of the report
- Pickup Revenue – revenue picked up the previous day; this figure can be obtained from the *Current Month Pick-up* part of the report
- Pickup Rate – this is Pickup Revenue / Pickup Rms; this figure is calculated automatically
- ARR req to achieve buget re. – this is a sum of (Budgeted room revenue – Revenue on the books) / (Total rooms available till the end of the month * Estimated occupancy); this figure is calculated automatically

Once completed and saved, email the report to all departments (Front Office, Reservations, Reception1, Restaurant, Housekeeping, Anton, Denash) and copy in Mr Daniel Harris and Mr Michael Harris.

Updated by
Date

Kveta Kubova
Reservations Manager
31.12.2014

Approved by
Date

Miguel Silva
Hotel Manager

Appendix 8 - How to Handle Guest Complaint

Objective: To ensure the complaint is addressed professionally and politely, avoiding an escalation of the issue and to ensure the guest leaves satisfied.

Why Guests Could Complain:

- Food has taken a long time to arrive at their table
- Food is not up to their standard
- Unfriendly staff or lack of a warm greeting
- Insufficient knowledge from server regarding menu items
- Lack of courtesy by servers
- Lack of attention from server
- Unhygienic cutlery and crockery
- Non responsive attitude of management regarding initial complaint

Handling Guest Complaints:

Management will always deal with serious complaints but as front line staff, it is the servers initial responsibility to ensure the complaint is heard and to comfort the guest that the issue will be addressed immediately.

Listen – Apologise - Solve

- Calmly & patiently listen to the guest & empathize with their problem, always keep eye contact
- Make sure you understand the matter, never argue or interrupt when guest is explaining, wait until they are finished
- Make the guest feel like their issues is of the upmost importance and calm their concerns
- Apologise to guest with good reason then handle the request by informing supervisor and or chef, an accurate account of the issue must be relayed to them immediately
- Initiate the required service recovery steps immediately, *i.e. food item not up to their standard, providing the guest wants another, return to kitchen to inform chef and have them rectify it, whilst bringing up the issue with supervisor.*
- Never argue with a guest!
- All written complaints must be investigated by F&B Supervisor & brought to the attention of GM
- After the problem has been resolved, the initial person has to go back to the guest to ensure they are satisfied with the outcome.

Supervisor has to record the following information into the Black Book and if necessary update Micros:

1. Guests name
2. Room number
3. Guests problem

Contact details (if applicable)

10/01/2015 Authorised by:

Hotel Manager

Appendix 9 - Reception Early Shift Procedures

At all times, you need to have the following reports on your clipboard:

Room Availability (%FOR01), Manager Report (%STA60), Vacant Rooms, %Guest Balance Snapshot, Arrivals (%ARR01) Vacant

Rooms (Room Management → Housekeeping → Housekeeping Mgmt → Untick Occupied → Report → Print)

Procedure	How to do	Init
Receive handover from Night Manager. Read DM diaries and Handover Sheet.	Verbal – Always initialise Handover sheet	
Be aware of today's business	Ctrl F2	
Be aware of how many rooms were sold the previous night	Miscellaneous – Report %STA60- Month to date - Print	
Prepare reception for your shift, (Reception clean and tidy, change guest writing pads, paper in printers, pens, staplers....)	Manual	
Count float. Float should always be £1500. Always check if you have enough change	Manual	
Print “Arrivals” “Guest in House” comments. Be aware of any VIP's/Regulars/Special requests	Miscellaneous – Report %ARR03 Miscellaneous – Report – Guest in house by Room with balances	
Ensure newspapers have been delivered and charged (Check with NM or Concierge)	Cashiering - Fast posting – Cashier shift – Code5035	
Ensure FVCC points are updated in Opera	Profiles – Individual profile – Note – Loyalty Points	
Check your Email boxes. Keep minimised on your screen	Microsoft Outlook	
Update foreign currency rate in the system (Mon-Fri)	Cashiering – Cashier Functions – Exchange Rate – Edit – Buy Rate (Enter the rate with commissions)	
Check out procedure	Cashier – Billing – Room Number Own acc: Folio – Print (window 1) – Take payment – Check out Own extras: Select window 1 – Folio- Print – Take payment – Check out SL – always in windows 2 – Ensure that the routing has been instructed to AR. (Options- Routing- Select the AR) – Check out V-Pay – always window 2 – Ensure that the billing address is correct, Folio- Print – Take payment – Check out	
Put restaurant breakfast dockets in the room file	F&B will leave them at reception	
At 11:30am follow up any late departures and move any outstanding accounts to management rooms	Check backup & Arrivals, then call customer and follow up. Charge where applicable and inform HK	
Pull out checked out registration cards. Whenever there is a middle shift receptionist, organise them in two piles: one without preauthorisation and second pile with preauthorisation to be cancelled	Print Departed Guests and tick checked out from Miscellaneous - Reports	
On Monday only at 12:00 we do the fire alarm test, so please call all in house guests and offices as well to make them aware of this	Print in house list from Miscellaneous-Reports	
Check that all Non Arrivals /Pre register bookings have been dealt with	Charge and c/out – Check in	
Ensure all PM accounts are dealt with before you finish your shift	Front Desk – In House Guest	
Take pre-authorisations for next day arrival before 2pm	Manual	
Print Arrivals list and ensure all Registration cards are present and all Credit cards have been pre authorised including 3 rd party payments	Front Desk- Arrivals	
Do the Banking and close your cashier	Miscellaneous – Report - %FIN10 – check all the transactions and SL- Count the float Cashiering – Cashier shift Functions - Close	
Do handover to Late shift reception	Verbal	

Receptionist's Signature:

Date:

Appendix 10 - Reception - SHIFT HANDOVER FORM

DATE: _____

SHIFT: _____

DM: _____

RECEPTIONIST: _____

TAXIS BOOKED

ROOM NO.	DATE	TIME	REFERENCE NO. / REMARKS	DONE

ROOM MOVES

FROM	TO	REASON	SYSTEM	RCARD	HSK	CONC.

EXTRA DEPARTURES & STAY ON

ROOM NO.	HSK	EARLY DEPARTURE	STAY ON

LATE DEPARTURES

ROOM	HSK	TIME	CHARGE

EQUIPMENT HIRE

Room No.	Adaptor	Charger	I+B	Hairdryer	Umbrella	Returned	Comments

Appendix 11 - The Rathbone Guest Loyalty Program

“You are invited to join our Hotel Loyalty Program whereby you will not only receive the lowest rate guaranteed when booking directly with us, but also rewards with every stay”*

GENERAL MANAGER

As a member of our Loyalty Club you will receive 1 point per nights stay and will benefit from the following rewards:

- **Complimentary Wi-Fi**
- **Priority early check in and late check out** (Subject to availability)
- **Exclusive access to special offers and promotions throughout the year** (We will send out a monthly newsletter with special offers and promotions not advertised on the Internet).
- **Refer a friend** (When they make their first booking directly with the hotel (as below) and quote your name to our receptionist upon check-in, we will credit your account with 3 points.)

Loyalty program rewards are only available for reservations made directly with the hotel by either:

Telephone – +44 (0) 207 636 2001 (quote RBH1302 to reservationist)
Email – reservations@rathbonehotel.com (quote RBH1302 when sending email)
Online at www.rathbonehotel.co.uk (enter RBH1302 in promotional code box)

Redeeming Points

- **2 points** 1 Bottle of our House Wine.
- **3 points** Complimentary English breakfast (1 person).
- **5 points** Upgrade to next room category (Subject to availability).
- **25 points** 1 Night break¹ (Fri-Sun) for two people in Standard Double Room
Including Full English breakfast
- **35 points** 1 Night break¹ (Fri-Sun) for two people in a Standard Double Room
Including Theatre Tickets²

¹ Additional nights will be offered at our Best Available Rate at the time of booking less an additional 15%.

² Theatre Tickets subject to availability

Terms and conditions

Hotel has the right to amend the Loyalty scheme policy at their discretion.

Points are accumulated annually - Jan 1st to Dec 31st.

If you do not stay with us within 12 months any accumulated points will expire.

*For Lowest Rate Guaranteed Terms and Conditions please visit our website.

Appendix 12 - RATHBONE DISCOUNT CLUB

RESTAURANTS

Brasserie Blanc

8, Charlotte Street | Tel 020 7636 4975 | £15-£40

French – This restaurant welcomes you with a traditional brassiere décor. Atmosphere relaxed and informal

Da Paolo

3, Charlotte Place | Tel 020 7580 0021 | £16-£21

Italian – This traditional Italian restaurant prides itself on its “family run” feel yet with a professional service

Elena’s L’Etoile

30, Charlotte Street | Tel 020 7636 7189 | £25-£30

French – This French bistro-style restaurant has the kind of genuine character that can only be earned with many years of service

Pescatori Fish & Seafood

57, Charlotte Street | Tel 020 7580 3289 | £30-£39

Italian – This seafood restaurant offers good fish cuisine based on “the catch of the day”.

Nizuni

22, Charlotte Street | Tel 020 7580 7447 | £20-£30

Japanese – Japanese cuisine with a Korean accent in its cooking.

In Parma *by Food Roots*

10, Charlotte Place | Tel 020 8127 4277 | £15-£25

Italian – A cosy place to enjoy a glass of wine and Tapas. Handpicked foods straight from the producers.

Obika, Mozzarella Bar

11-13, Charlotte Street | Tel 0207 6377 153 | £17-£44

Italian - Obikà is a casual Italian restaurant concept based on the best Mozzarellas di Bufala Campana, together with traditional Italian recipes and high-quality Italian handmade products, prepared “in sight” and served by drawing inspiration from traditional sushi bars.

Delancey & Co

34, Goodge Street | Tel 020 7637 8070 | £10-£25

American – This is a classic New York-style deli

HEALTH AND BEAUTY

Saco Hair

4, Charlotte Place | Tel 020 7240 7897

An internationally-recognised hair salon on Charlotte Place, just a few metres walk from the hotel. 'Beauty first' is the philosophy at Saco and you can rest assured that your experience with Richard and his talented group of cutters, colourists and stylists will deliver exceptional cutting, dressing, lighting, colour and perming for the 'just stepped out of the salon' look!

Good Vibes Yoga

11, Tottenham Street | Tel 020 7240 6111

Fitness classes and interval training in central London with friendly, expert instructors, Power Plates, Pilates classes as well as the classic Legs, Bums & Abs sessions!

Sharps Barber & Shop

9, Windmill Street | Tel 020 7636 8688

Sharps is a traditional 1950s themed barber shop with a café at the front and a hairdresser in the back! Sit back and relax with a coffee in their retro 50s chairs on Windmill Street.

Radiance London

12, Charlotte Place | Tel 02075808181

Radiance London is a luxury beauty salon where you can experience industry-leading beauty treatments. Waxing, bio sculpture, manicures and pedicures, IPL, male grooming and tanning are just some of the amazing treatments on offer at Radiance London and they use the finest products, including Elemis, OPI, Guinot and Shellac.

Appendix 13 - Night Porter Check List

Date:

	Comments
Take the handover from the late shift	<input type="checkbox"/>
Walk around the floors (ensure fire exits are clear / unlocked, trays/glasses have been collected, fans are off by 7pm)	<input type="checkbox"/>
Clean kitchen and staff area including changing room, mop floors (display sign)	<input type="checkbox"/>
Check all food is covered and expiry dates are valid and record all fridges temp.	<input type="checkbox"/>
Clean and Polish all room service trays, ensure tray napkins are clean	<input type="checkbox"/>
Clean and restock guest toilets. Mop floor inside and outside toilets and use wet floor signs (sign the list on the back of the door once complete)	<input type="checkbox"/>
Prepare 1 tray croissants Mon – Fri, 2 trays on weekends unless advised otherwise	<input type="checkbox"/>
Take over bar and room service duties once late shift is finished, ensure both areas are kept clean and tidy throughout the shift	<input type="checkbox"/>
Once bar is empty, wash all used glasses/crockery etc. mop floor, empty bins, clean all surfaces, store fruit in fridge. Remove milk & juices to the main kitchen.	<input type="checkbox"/>
Ensure meeting room is clean and set up correctly	<input type="checkbox"/>
Dust and Hoover lobby, back office, luggage room and reception. Empty all bins	<input type="checkbox"/>
Hoover and dust guest staircase and guest lift including the door tracks	<input type="checkbox"/>
Brasso all brass - main door and guest staircase	<input type="checkbox"/>
Clean the marble floor in the lobby and outside restaurant, remove all marks	<input type="checkbox"/>
Deliver the newspapers as required	<input type="checkbox"/>
Collect any room service breakfast orders by 5am	<input type="checkbox"/>
Switch the kitchen oven on at 5.30am	<input type="checkbox"/>
All deliveries must be checked correctly, signed for & stored. Dispose of boxes	<input type="checkbox"/>
Set up coffee station at 6am and sign list (not on the weekend & Bank Holidays)	<input type="checkbox"/>
Sweep front entrance and polish the glass doors	<input type="checkbox"/>
Buy newspapers if the requests are more than the standard delivery and any special Requests (Record the prices in File)	<input type="checkbox"/>
Set up the right hand side of the breakfast buffet (dry buffet only)	
, turn up all cups on the breakfast tables and place tea spoons	<input type="checkbox"/>
@6.30 am Set up the rest of the right handside of the buffet with exception of the bread and nutella and place butter and milk on the tables	<input type="checkbox"/>
Clean dishwasher when all crockery etc. is complete, Rinse cycle and drain,	
Leave clean, ready and empty by 6 am for the breakfast shift	<input type="checkbox"/>
Check/clean guest toilets before the end of your shift	<input type="checkbox"/>

Weekly Duties

Monday's – Sweep & mop the staircases next to fire exits' 18 and '01, always use wet floor signs
 Wednesday - Brasso lift signs on all 5 floors

Name:

Signature:

Please ensure you tick the boxes once you have completed the duties and leave checklist for the Duty Manager/Night Manager to ensure the above duties are completed on a daily basis

Appendix 14 - HSK – Lost Property

Every item whether left in checked out room or in public areas should be given to housekeeping to be logged in Opera and Log Book.

Procedures:

- Handling Lost and Found
- Any Lost and Found item are to be delivered to the Housekeeping Office to be logged in Opera and log book.
- Never throw any items of lost and found or leave on trolleys
- Items found in Guest rooms and Public areas are to be given to Housekeeping Office immediately
- Lost and Found items in Guest Rooms are to be placed on desk in a bag with a label, date, Room and Found by
- Handover the Item to the office
- Floor Supervisor will take the item to the Housekeeping Office where it will be logged into opera and a log book. Item will be locked away in the Lost and Found cabinet under the right month, if it's a Valuable item it will be the same. Procedures just will be placed in the Front of House Safe but Housekeeping is still responsible to administration of that item
- Guest Calls
- When a Guest calls for his Lost and Found item whoever takes that call will ask the following questions
- Guest Name
- Date of checking out
- Rooms number if now
- Ask Guest to identify his or her item, should the item be his or hers could you ask how would they like us to send or would they like to collect the item, if the Guest would like to collect please ask when and what time if being collected Housekeeping or Duty Manager should take the item to the Guest and asking the Guest to sign on the log book under his or her Room number that he or her have received there Lost and Found items.
- If the Guest asks us to send via post we must ensure that we ask for the right address and what part of England,
- If its local we will post free of charge if under £5.00
- If more ask Guest how he or she would like us to proceed and asking the Guest to e-mail us with their detail so that we can change for posted, once having obtained these details we then give item to our Concierge who will then post to the Guest.

27/11/2014

Authorised By:

Anabela Rodrigues

Executive Housekeeper

Appendix 15 - HSK – Making the Bed

***Standard:** All beds must be neat, consistent and meet the 5* standard that we strive to set throughout the entire hotel in terms of presentation and service*

Procedure:

- If the mattress protector is stained or damaged, remove it immediately and place another one
- If the duvet is stained or damaged, remove it instantly and place another one
- Linen of the vacant room must be all changed (except for mattress protector) but if it stained or damaged we will remove.
- In occupied room, bed sheet and pillow case and duvet must be changed on changing days, Mattress protector only replaced if its stained
- Mattress protector, blanket, and valance must be clean and free from stains and hair. Inform the supervisor before continuing if not
- Collect your clean linen and proceed to make the bed according to the Hotel Hospital **Corner Applied** (If any reject Linen placed in bags on your trolley.
- Move the bed away from wall to allow for carpet vacuuming

08/12/2014

Authorised by:

Anabela Rodrigues

Executive Housekeeper

Appendix 16 - HSK - Cleaning a Guest Room

Standard:

The Room attendant will ensure that each room meets our level of cleanliness, free of dust, hair and smudges.

Procedure:

- Re-arrange comfort tray according to ***Comfort Tray Procedure***
- Make sure that all furniture, sofas, mirrors and devices are free from dusts according to ***Dusting Procedure***
- Make sure windows and window frames are clean and free from smudges
- Check curtains are cleaned, free from damages and hanging straight according to ***Curtains Procedures***
- Check all appliances are cleaned and working, free from dust/fluff, cables in good repair and tide back
- Ensure all ASL are stocked and arranged neatly according to ***Electrical Appliance Check Procedures***
- Ensure that all amenities and room items are set up based on the hotel standards (***Replenishing Amenities and Supplies Procedures***)
- Hoover bedroom and bathroom, wash bathroom floor
- Before leaving the room, make sure that air-condition is set to standard temperature (21°)
- Close windows, spray the room with air-freshener, before leaving the room dial room has been cleaned (*#01 for a departure & *#04 for an occupied room). Room ready for inspection according to ***Completing the work Procedures***

12/012/2014

Authorised by

Anabela Rodrigues

Executive Housekeeper

Appendix 17 - HSK - Electrical Appliance Check Procedures: Departure / Stay-on

Electrical Appliance Check Procedure: Departure /Stay On

Standard: *All cords and cables must be cleaned and checked daily for any signs of damage, eg. visible wires, broken or burnt rubber isolation or rattling noise in plugs.*

- 1) **Light saver** – slide the key card in, it must fit tightly and the lights and air conditioning must come on immediately, the cover must not be loose
- 2) **Air conditioning control** – slide the key card in the light saver, check that the display is free from any cracks and displays the correct temperature, turn dial to adjust temperature as specified by supervisor, press both buttons to see the various modes and test speed of fan. The fan must not be noisy and the temperature in bedroom must alter noticeably when adjusting the dial
- 3) **Lighting** – press all light switches until all light bulbs are on, make sure the light fittings are firmly attached to walls
- 4) **Hairdryer** – unwind the cord and check visually for any breaks or wires, plug it in and turn on to test
- 5) **TV including remote control** – use the remote control to switch the TV on, press the volume and channel buttons and scroll to see the channels are all there, clean the remote control of any residue and make sure the aerial is tightly attached at the back of the set with no wires visible
- 6) **Kettle** – open to check for limescale, inspect the cord to make sure no wires are visible, open and close lid to check and coil the cord loosely around the base
- 7) **Trouser press** – turn dial or press red button to turn on, red light must come on when in operation, check the cord for any breakage and leave in OFF position
- 8) **iPod dock** – visually inspected suits for any damage cords making sure it is folded neatly behind the device
- 9) **Telephone** – pick up receiver to hear if the signal is clear, insure telephone is cleaned and no message lights is left on.

Appendix 18 - HSK - Cleaning Lobby Area

Standards:

To clean the entire designated area in Lobby so that one of the most visited and presentable rooms of our Hotel always maintains the highest level of cleanliness and presentation.

Procedures:

1. Cleaning plant containers

- Remove all rubbish from planters and plant spots
- Brush outside the planter with a soft brush

2. Cleaning wall surfaces

- Remove stains from walls by using a sponge and multipurpose cleaner
- Apply damp cloth to wipe any wooden panels. Do not use chemicals

3. Cleaning picture frames

- Wipe pictures and frames with dry cloth

4. Cleaning of metal fixtures

- Wipe all metal fixtures using a damp cloth
- Use metal polisher if any of the surface goes rusty

5. Cleaning of furniture

- Clean chairs and legs as well table legs, pay attention to any marks
- Spot clean upholstery if necessary
- Vacuum upholstery
- Table top are cleaned and no smudges

6. Cleaning light fixtures

- Damp dust wall light fixtures
- Vacuum carpet
- Wet mop hard floors

7. Clean entrance doors

- Remove finger marks from doors and windows
- Clean dust and apply damp wipe at the entrance door on frame

Appendix 19 - HSK - How to Deal with Bed Bug Issues

Standard: *This is a very serious issue that can quickly blow out of proportion and become a PR nightmare for the hotel once guests start talking, particularly in online reviews.*

The purpose of these procedures is to ensure we deal with the issue in a discreet and effective way, acting as quickly as possible to prevent any unnecessary attention to the issue and to eradicate the problem.

Procedure:

1. Whoever suspects or is informed of any bed bug related issues is to report to Head Housekeeper immediately. This needs to be done discreetly and with a sense of urgency.
2. As soon as the guest vacates the room it needs to be locked and no one shall enter until the Maintenance and Pest Control has given authorized the all clear
3. The Head housekeeper and Maintenance Manager will perform a thorough search of the room for any genuine signs of bed bugs
4. If there are signs indicating an infestation the Room will be lock and the DM will be informed , and Maintenance Manager will call Pest Control to come and contain the problem. They usually come on same day as informed
5. This room will remain locked and unavailable until the Pest Control and Hotel Manager have given the all clear.

16/12/2014

Authorised by

Anabela Rodrigues

Executive Housekeeper

Appendix 20 - HSK – Use Chemical Safely

Standard: This procedure is in place to ensure all staff using chemicals understands the purposes, strengths and quantities of the chemicals we use.

- **R8**

Descaler – Pour a small amount of the descaler in a kettle and fill the kettle up with water and let it boil. Once it boils, leave for 10 minutes, dissolved, empty the kettle, (Fill kettle again with fresh water let it boil and empty and then rinse thoroughly with clean water .

- **Blitz**

Heavy duty surface cleaner (for staircases)

Add 1-2 plunges to 5l of hot water. Mop the floor with the product. Rinse the floor with clean water
Use rubber gloves
Use Wet Floor signs

- **Carefree** (for staircases)

Floor polish stripper

Add 1 part product to 20 parts water in a spray bottle. Spray the floor and use a brush to remove grime.
Mop the floor with clean water
Use rubber gloves
Use Wet Floor signs

16/12/2014

Authorized
Anabela Rodrigues
Executive Housekeeper

Appendix 21 - F&B – Cost Reducing Methods

To increase the profitability of F&B department, certain standards are to be followed with the goal of making this department a more profitable one.

- 1) The following recommendations are to be followed by every staff associated with food and beverage service:
 - a. Restrain yourself from partaking in wasting any unnecessary food and beverage; any items that do not go out to guests and are wasted, must be recorded on Waste Management Sheets: 1 for Servers, 1 for Chef;
 - b. Handle all service equipment with great care;
 - c. Switch off gas burners, A/C and all electrical appliances when not in use;
 - d. Do not damage linen by using them as cleaning cloths;
 - e. Always handle food carefully to avoid spillage from falling onto the carpet as it could spoil the carpet plus waste that portion of food; move slowly rather than rush about.
 - f. Always record any food and beverage items given to guests and management (complimentary or selling) don't assume, always record it! This means every complimentary olive board, every coffee ordered by Directors, every mistake.
 - g. If guests cancel an order or in case there is duplication, cancel food or beverage order within shortest possible time to avoid unnecessary waste;
 - h. Take the orders carefully to avoid placing wrong orders or mix ups/confusion in the preparation of the order, food tickets written as required with line between each order.
 - i. Be cautious to staff stealing food they are not entitled to, all food staff are allowed to eat is in the staff fridge;
 - j. Handle all crockery and cutlery carefully;
 - k. Try to not open two items at the same time. Use the opened one first; eg Juice boxes, Milks, Yogurts, Wines, Proseccos, Champagne. If your section has multiple products opened, you will be questioned on this.
 - l. Return back unused and closed items to your stock to avoid wasting unnecessary products eg jam mini jars; first you must check it is still sealed, clean of any marks, don't just throw it in the bin!
 - m. Monitor your stock to avoid any mismanagement; do not order too much fresh ingredients
 - n. If any item has short expiry date try to up sell that item to reduce wastage;
 - o. Always use FIFO.

10/01/2015

Authorised by: _____

Hotel Manager

Appendix 22 - Meeting Room

Objective: To ensure the Meeting Room is set up according to the hotel standards and to understand the protocols in working with this room and its participants.

Meeting Room is located on 25 Charlotte Street, 1st floor where our offices are

1) Set-Up

- a. When meeting room is not in use, it has to be set up for 12 delegates
- b. To prepare for a particular meeting check Function Sheet
- c. Every delegate has to have a pad with 3 sheets of hotel headed paper and a branded pen placed in the middle of the paper with hotel contact information visible
- d. Glasses have to be spotless, polished perfectly without any water marks, finger prints etc., to achieve this, use gloves when polishing the glasses
- e. On the middle of the table put 1 bottle of still water, 1 bottle of sparkling water, remote control for A/C and information about Wi-Fi
- f. All extra crockery and glassware cannot be stored in the meeting room cupboards, if you need to replace them during conference, first remove dirty one and then replace with the new
- g. If it's less than 12 delegates all spare crockery and glassware has to be removed and taken to the still room
- h. All cleaning products have to be stored in the kitchen cupboard, never inside the meeting room
- i. If guests don't have any special request set-up, the room always has to be prepared as boardroom style
- j. Even if Meeting Room is not being used, R/S staff have to check everything daily, undusted and room is kept in clean condition at all the times
- k. Once a week R/S staff is responsible to do deep cleaning of the room by wiping all shelves, cupboards inside and outside, organize inside, clean the glass top from coffee station, check cleanliness of each chair cover and table cloth and send to dry cleaning if needed
- l. Additional equipment is stored as follows:
 - i. Projector Benq- Sales Office
 - ii. Screen- Sales Office
 - iii. Extension cable- top cupboard above coffee station in the meeting room (remember to put rubber band around the cable to prevent people tripping up)
 - iv. Extra flipchart paper- Sales Office
 - v. Extra markers- Back Office (stationary drawer- ask DM to give you)
 - vi. Extra paper and pens (Back Office- ask DM to give you), coasters (ask housekeeping staff)

Appendix 23 - Sales: Sony Rates at The Rathbone Hotel

Hotel



SONY RATES AT THE RATHBONE HOTEL

Currently accessible on your booking tool or contact us directly on:

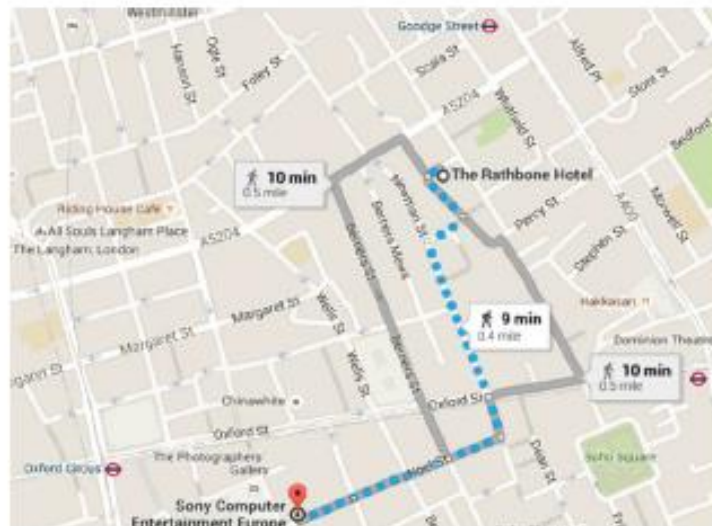
+44 (0) 20 7636 2001

reservations@rathbonehotel.co.uk

Why book with us:

- ✓ Complimentary Wi-Fi.
- ✓ Mineral water replenished every day.
- ✓ Great area for Restaurants, discount Club Card.
- ✓ Central location, good transportation links.
- ✓ Walking distance from your office.

Room Type	Corporate Rate
Single	£135
Junior Double (Sole Occ)	£145
Standard Double / Twin	£155
Executive	£175
Club	£185
Suite	£195
<i>Rate Plan*</i>	RO



Fitzroy Suite - Meeting Room available for 12 delegates boardroom style.
 Equipment rental available subject to pre-booking and an additional charge.

Business facilities available upon request. Additional charges may apply.

Catering available subject to pre-booking and additional charge.

Meeting Room Hire Options	Rates	Inclusions	Notes
Full Day Room Hire	£199.00	Room hire Flipchart Stationery Mineral Water Wi-Fi Access	Full day hire is usually given for meetings from 6 hours and more
Half Day room Hire	£149.00		For meetings between 4 to 6 hours maximum
Hourly Rate	£45.00		For short meetings up to 3 hours maximum
Day Delegate Rate (DDR)	£55.00	Room hire Mineral Water Morning Coffee & Pastries Mid-morning Coffee & Biscuits Traditional Working Lunch Afternoon tea & Biscuits Flipchart Stationery Wi-Fi Access	DDR can be only offered for meetings with a min. number of 8 delegates

Meeting Room Dimensions	
Length	5.47 m
Width	4.20 m
Height	3.60 m
Room Size	23 square meters



Appendix 24 - Internship Plan

DATE	TIME	DESCRIPTION	OBJECTIVE	WITH WHO?
29/09/14 until 31/10/14	23:00-07:30	Introduction to Night Porter <ul style="list-style-type: none"> - Night porter Checklist - Room Service duties introduction - Bar duties introduction - Nigh Manager duties introduction 	To understand thoroughly the Night porter shift functions	Luis Monteiro (trainer) Vijay Rampooram &Jakub Siek (Night Managers)
01/11/14 until 30/11/14	08:00 – 16:30	Introduction to housekeeping <ul style="list-style-type: none"> - Room checklist - Housekeeping Reports - Linen and Laundry control - Housekeeping roster - Chemicals/COSHH - Health and Safety/Risk Assessment - Room attendant basic training - Housekeeping supervisor notions and basic training 	To understand thoroughly the housekeeping department functions	Anabela Rodrigues (Head Housekeeping)
01/12/14 until 31/12/14	14:30-23:00	Introduction to Room Service and Bar <ul style="list-style-type: none"> - Room Service Menu - Bar Menu - Room Service recipes book - Cocktails recipes book - Standard of service in RS and Bar - Stock takes - Food Cost notions - Beverage cost notions 	To understand and execute the Room and Bar service, including an emphasis in standards of service and basic financial notions	Malgorzata Plutniak (F&B Supervisor)

		<ul style="list-style-type: none"> - Food Safety and COSHH - Room Service Waitress training and shifts - Bartender training and shifts - Inventory checks - Wastage and breakage reports Upselling		
01/01/15 until 31/01/15	7:00 – 15:30	Introduction to Breakfast Service <ul style="list-style-type: none"> - Continental Breakfast Buffet - English Breakfast - Meal plans report - Breakfast Reports - Hostess and posting notions and training - Still room and back of house notions and training - Breakfast waitress training and shifts - Breakfast service roster - Inventory checks - Wastage and breakage reports - Upselling - Breakfast Supervisor notions and basic training 	To understand and execute the breakfast service, including an emphasis in standards of service and basic financial notions	Malgorzata Plutniak (F&B Supervisor)
01/02/15 until 15/03/15	Early and Late shifts	Introduction to the Front Desk service <ul style="list-style-type: none"> - Concierge service training - PMS training - Back office duties training - Switchboard training 	To understand the full guest flow chart and to be able to complete a receptionist shift	Leila Abdulkerim (Reception Supervisor)

		<ul style="list-style-type: none"> - RIEO and PDQ Fexco training - Reception Reports - Float and banking procedures - Guest services procedures - Upselling techniques - Front office training - Reception shifts 		
16/03/15 until 30/04/15	9:00 – 17:30	<p>Introduction to the reservations department</p> <ul style="list-style-type: none"> - Reservations hardcopies filling - Notions of OTA's/FIT's/Corporates - Selling Chart training - Reservations input training - Telephone and email handling and answering - Meeting Room reservations - Pace Reports/Pick up Report/Producers - Channel Manager training - Extranets - Arrivals preparation - Reservationist shift 	To understand and execute the reservations department tasks	Kveta Kubova (Reservations Manager)

01/05/15 until 31/05/15	09:00 – 17:30	<p>Introduction to accounts</p> <ul style="list-style-type: none"> - Daily Financial Reports - Accounts system training - Daily banking check and preparation - Accounts rec. basic training and notions - Accounts payable basic training and notions - RevPar - Average Room Rate - RevPas - Post - Personnel procedures 	Introduction to accounts in an hotel with emphasis in Ratios and the daily financial reports	Denash Handa (Head Accountant)
01/06/15 until 15/09/15	09:00 – 17:30	<ul style="list-style-type: none"> - Introduction to Hotel Management - Project 	Working with HM in a daily basis and project to improve the hotel services/organisation	Miguel Silva (Hotel Manager)

