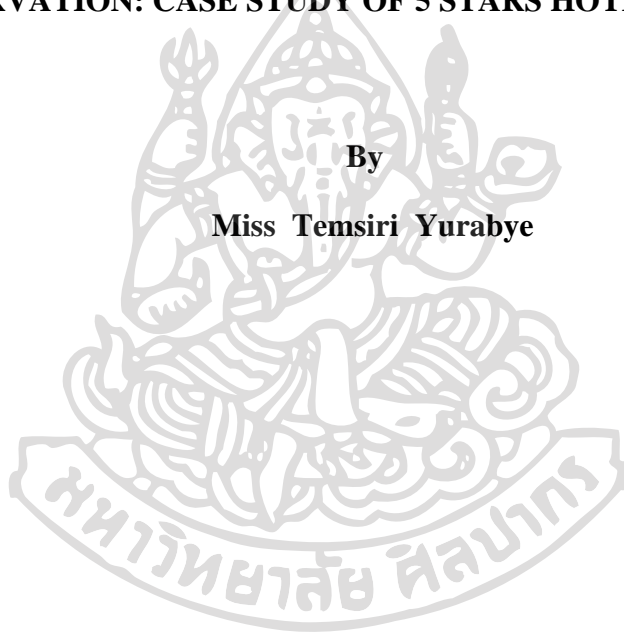




STANDARD OPERATING PROCEDURE IN HOTEL INDUSTRY IN TERM
OF RESERVATION: CASE STUDY OF 5 STARS HOTEL IN BANGKOK

By

Miss Temsiri Yurabye



An Independent Study Submitted in Partial Fulfillment of the Requirements for the Degree
Master of Business Administration Program in Hotel and Tourism Management

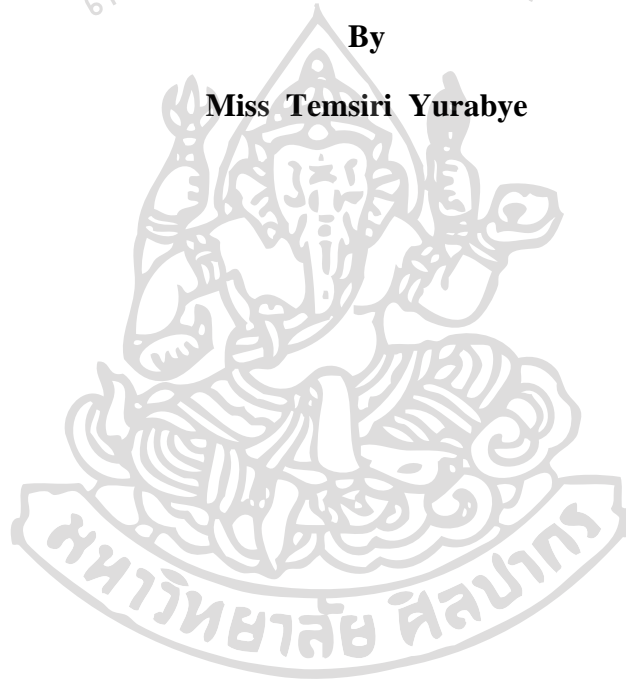
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The Graduate School, Silpakorn University has approved and accredited the independent study title of “Standard Operating Procedure in Hotel Industry in Term of Reservation : Case Study of 5 Star Hotel ” submitted by MISS Temsiri Yurabye as a partial fulfillment of the requirements for the degree of Master of Business Administration in HOTEL AND TOURISM MANAGEMENT

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(Assistant Professor Panjai Tantatsanawong,Ph.D.)

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TEMSIRI YURABYE: STANDARD OPERATING PROCEDURE IN HOTEL
INDUSTRY IN TERM OF RESERVATION: CASE STUDY OF 5 STARS HOTEL
IN BANGKOK ADVISOR: ARDIPORN KHEMRANGSAN, PH.D.

This paper reviews the literature on the service blueprinting. The main objective of this study is to develop the service process for hotel service in term of reservation. Because of having a good SOPs and service blueprinting can be competitive advantage for the hotel.

Data was collected by interview which separated into two groups. There are 7 respondents in totals, the first group is the management of case study hotel and the second is reservation agents who work in the reservation department of five star hotels.

The results of this study showed that having a good standard operation procedure and service blueprinting can be competitive advantage for the hotel. Also those can be helping hotel to maintain the hotel service in a long term.

For this study, the sample size is too small when compare to the number of reservation agent who work in the hotel industry in Bangkok. Moreover, the information is too limited. Therefore, the next step of this research will be focus on different kind of hotel.

Program of Hotel and Tourism Management International College

Graduate School, Silpakorn University

Student's signature

Academic Year 2012

Independent Study Advisor's signature

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CHAPTER 1

INTRODUCTION

1. Hotel Information



W Bangkok is under W Hotels which is a part of Starwood Hotels & Resorts family of brands (W Hotels, Sheraton, Westin, Four Points by Sheraton, St. Regis, The Luxury Collection, Le Meridien, Aloft and Element).

W Bangkok is the first W city hotel in Thailand since 2012. It offers the great value and a creating unique experience under Thai condition and hospitality. W Bangkok is ideally located in the heart of the city's business district which close to Silom area and Chaopraya river, moreover it is very convenience to travel by BTS

(Sky Train: Chong Nonsri Station), just only 10 minutes by walk. It is very easy to go to any place inbound even airport because it is close to the express way also the sky train is connecting to the airport link, that makes it ideal for both corporate and leisure travelers visiting Bangkok.

Accommodation at W Bangkok provides guest with easy access to the popular attraction, including Siam Paragon, Weekend Market, Temples and etc., and W Bangkok is ideal for all travel need because of their unique.

W Bangkok provides convenient services and W atmosphere housed in a gorgeous unique W Building which design under concept of the bejewel mystic in the fabulous city of Bangkok. There are 407 guest rooms capacity in total which all the rooms were built in W style. 404 guest rooms at W Building: The 31 story building, plus 4 duplex suites at W Mansion. 9 room categories fulfill with W design to create wonderful impression. The guest room amenity at W Bangkok will mostly use from Bliss. The decoration will be done by professional team. Employee will be trained specifically for taking a good care to the guests.

W Bangkok has outdoor swimming pool, fitness center, pool bar and spa on 6th floor. The main restaurant and bakery shop are on 2nd floor next to the business center. And the main function room is on 3rd floor. Parking lot is also providing for free of charge to their guests on basement of W Building.

In addition, W Hotel created very unique service culture as long as they can touch and wow their guests.

The Living Room, it provides insider access to extraordinary moments throughout W experience. The Wet Deck of W hotels' is traditional hotel pool, it is an extension of living room where guests can take a dip cool off and chill out by slip on a signature cocktail and groove to W music.

Whatever/Whenever: A promise to provide whatever guests want, whenever they want it, to fulfill every wish and ultimately to deliver the best, most personalized service. But it is more than just a great service. Through Whatever/Whenever, W

Hotels delivers those moments of WOW guests will remember forever and want to experience again and again.

W Insider: Key to W Hotels ‘Whatever/Whenever service culture, W Insiders elevate the guest experience by connecting guests to what’s hot, hip and extraordinary in the local area. W Insider are expected in anticipating guest’s wishes and delivering WOW in personalized and unexpected ways

GENERAL SUMMARY

Figure B.

407 Rooms

- 1 **Extreme Wow Suite**
 - 1 **Wow Suite**
 - 4 **Duplex Suites (Russian Embassy)**
 - 10 **Marvelous Suites**
 - 2 **Fantastic Suites**
 - 20 **Studio Suites**
 - 19 **Cool Corner Rooms**
 - 106 **Spectacular Rooms**
 - 244 **Wonderful Rooms**
-
- 1 Signature Restaurant: **The Kitchen Table**
 - 1 Heritage Building: With Specialty restaurant, bar, club, function rooms, courtyard and stay/hospitality suites
 - 1 Deli / Retail Shop: **The Kitchen Pantry**
 - 2 Bars: **WOOBAR and WET Deck**
 - 1 Spa: **AWAY Spa**
 - 1 Gym: **SWEAT**
 - 1 Shop: **W The Store**
 - 1 Ballroom: **The Great Room (425 sqm)**
 - 1 Function Room: **Social Room (172 sqm)**
 - 1 Board Room: **Strategy Room (36 sqm)**
 - 3 Meeting Rooms: **Studio (I - III) (29 sqm)**

W
HOTELS
WORLDWIDE

W Bangkok Vision

The pulsating and evolving icon that respects individuality and amplifies the unique W Experience.

W Bangkok Mission

To be the authentic leading luxury hotel in Bangkok by activating W culture and empowering each other to deliver the extraordinary.

W Bangkok Core Values

Passion : Love what you do and the passion will show.

Ownership : Take full responsibility in everything that you do.

Leadership : To be strong, support plus lead by example.

Individuality : Be who you are. Don't be someone you are not but you do have to fall into the guidelines.

Honesty : Be honest to yourself, your fellow talents, and our guests.

Fun : Keep it fun and keep it real.

Inspiring : Inspire others and never forget to inspire yourself.

2. Internal Environment

SWOT Analysis

Strength

- W Bangkok is the high investment business with international cooperation of Starwood Group to produce the Unique International five's star hotel under certified standard.
- Starwood Group is strong and famous for the hotel industry. It helps W Bangkok a lot such as hotel image, trust of customer and etc.

- W is a professional brand which make lively unique for everybody as long as it's legal and moral, they will take care of guest request, so their hotel, staff, facilities are fulfill with unique and it is the best choice to make everybody fun and happy.
- W Bangkok located in the unique area which has a hundred years history of W Mansion and The center of Thailand: Bangkok, and also within banking and business district.
- W Bangkok is very easy to access. Hotel is close to BTS, there is short cut through the hotel and also close to the express way.
- W Bangkok offer various choices to customers (9 room categories) which different customer need, also welcome pet and their product are various design from each other and competitor.
- Loyalty Strategy of Starwood Member is the opportunity to get new customer and returning guest.
- And last, W Bangkok investing through their employees in term of training, welfare and benefit so their staffs are valuable and well train.

Weaknesses

- W Bangkok is very new and uniqueness which is offering very high technology, however some items cannot be used.
- Max Great room capacity outweighs max Beverage&Food restaurant seating capacity.
- Lack of mid-sized meeting rooms for 30-50 persons.
- W Bangkok has only one restaurant (Venue): The Kitchen Table, and it is limited capacity of seats (approximately 200)
- Construction noise and visual pollution from Mahanakorn construction behind the hotel.

- W Bangkok facilities are unfriendly with kids.

Opportunities

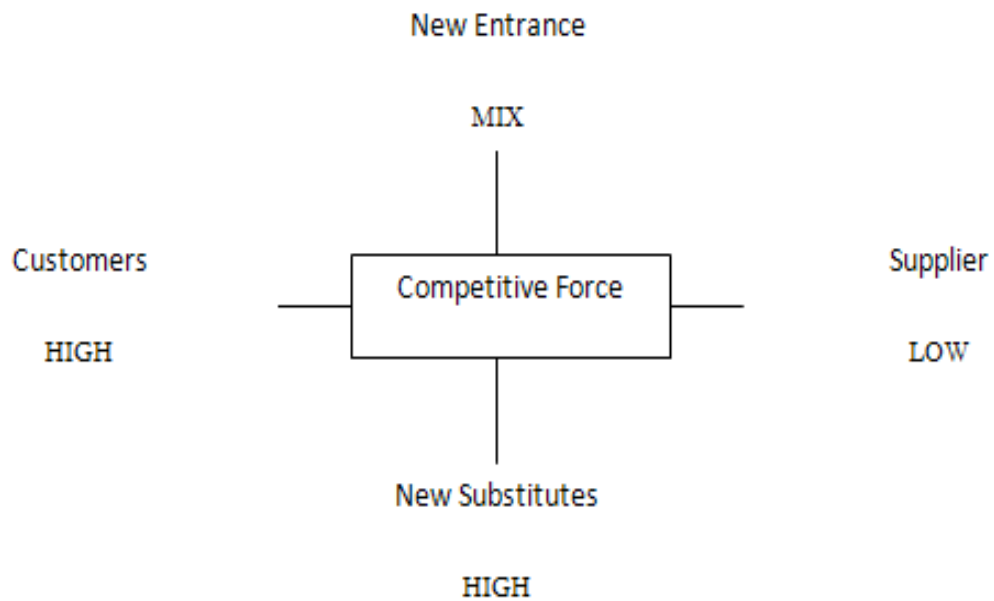
- Higher amount of tourist came to Thailand every year. It is easy to attract new target group.
- AEC (Asian Economic Community) will open very soon in a couple years, and Bangkok is the center of Asia Pacific which means Thailand will become more famous destination. People will come to Bangkok for many reasons such as travelling, learning, investing, and etc.
- Medical tourism is fast growing in Thailand, most of tourists come to visit Bangkok not for traveling only, they come to take medical service and it takes many days so the accommodation will be needed.
- Collaboration with W Samui for wholesale and leisure market to deliver a full W experience in Thailand.
- Location for leisure travelers is upcoming with all developments taking place (Still close to river and Sukhumvit area preferred)
- Expansion of W Brand worldwide will increase awareness in the travel community and increase brand spend.

Threats

- There are many hotels in Bangkok at the moment and the next door new hotel will open next year.
- New internationally branded supply entering market (Park Hyatt, Edition at Mahanakon, Waldorf Astoria, Jumerirah and Mode Sathorn)
- Strong neighboring Beverage&Food competition such as KuDeta, Dean&Deluca
- Due to Strong Thai Baht impact to Thailand is not a low-cost holiday destination anymore.

- Economic crisis all over the world.
- The natural disaster in Thailand.
- Traffic jam in Bangkok in the peak period around the hotel area.

3. Porter 5 Forces Model



Power of Supplier: Low

Power of supplier is low, W Bangkok has brand for middle to high end which mean they use high quality of raw materials and employee, they can supply their raw material by themselves however W Bangkok select their supplier base on price and quality. Moreover, W Bangkok also producing their own employee.

New Entrant: Mix

Due to W Bangkok is the high investment business and W has quite high brand equity as it is one of Starwood hotels and resorts, the famous brand of hotel industry. The new entry is high which mean the company who are considering to enter into the hotel industry have to consider that it's take a lot of effort to build.

However in Thailand, it might be easier than some country to get into the hotel business because of our government doesn't set any minimum hotel in Bangkok, as long as you have money you can invest. So from this point it make the new entry in the hotel business is low.

Power of customer: High

The power of customer is defiantly high, nowadays customers have many choices to select hotel in Bangkok even W Bangkok is very unique and more luxury. Customers can choice whatever they like, since there are many hotel in Bangkok available in the hotel industry, however as the competitor are increasing in price to attract those customers, so the bargaining power of customers is high because even through customers do not book the room with W Bangkok they can book the room and get the quite same services or better from the others.

Substitution: High

There are many substitutions such as motel, resort, service apartment and etc. Although there are differences of facilities and design, those are still creating a lot of impact to W Bangkokat the moment. However hotel should provide the best service to those customers to be successful.

Competition: High

- There are numerous brands of hotel in the industry as most competitors are large, well-established companies, the size of competitors are comparable to W Bangkok making the competition high.
- Even W Bangkok trying to present their hotel with the strong image and uniqueness, the overall are not differentiate from their competitors. This makes the competition high as everybody has to compete to sell the hotel room.
- Customer perceive W Bangkok as the one of Starwood Hotel which is famous brand in the hotel industry, if W Bangkok keep offer attractive promotion or packaging, they will become high competition.

4. Conclusion

W Bangkok has very strong brand and well know because of W is belong to Starwood Chain and fully manage under brand standard; most of their customer are loyalty. However W Bangkok has many opportunities to grow in the hotel industry in the future.

Issue of Investigation

Researcher realizes that standard operating procedures in the hotel industry are very important to the organization. According to researcher observation within the action research while working as a reservation agents in this hotel, the researcher found that standard operating procedures are one of the key factors which help employees as guidelines to complete their task and also maximize the benefit to the organization.

The purpose of this research is to propose the front stage flowchart. More specifically, this research paper aims to examine how the standard operating procedures (SOPs) and blueprinting impact to the hotel reservation, how staffs doing by follow the hotel standard operating procedures (SOPs) and what are the result of having a proper blueprinting in the reservation department



CHAPTER 2

LITERATURE REVIEW

There are the services and facilities that hotels offer to their customers, all of these features can attract the customers and affect their choices in different products (Lewis, R. C. 1983). The demand can be high or low depending on the products that the service providers offer. Moreover, to attract customers, they products have to differentiate themselves in relation to the competition offers (Alpert, M. I. 1971). There were the findings of various studies indicate that guests choose a hotel by select a location, price of accommodation, quality of service, cleanliness, security, hotel's physical attractiveness and hotel reputation as important attributes ([Ananth, M. et al. 1992], [Atkinson, A. 1998], [LeBlanc, G, 1996], [Marshall, A. 1993], [Wilensky, L; 1988]).

Since the quality of service is one of the important attributes in choosing a hotel to stay, to achieve the standardize quality, there should be a guideline for the staffs to follow. Many of research have focused on the service quality (e.g., Baker, Grewal, and Parasuraman 1994; Gotlieb, Grewal, and Brown 1994; Parasuraman, Zeithaml, and Berry 1985, 1988, 1994a), perceived value (e.g., Dodds, Monroe, and Grewal 1991; Grewal, Monroe, and Krishnan 1998), customers loyalty (e.g., Voss, Parasuraman, and Grewal 1998), and behavioral intentions (e.g., Zeithaml, Berry, and Parasuraman 1996). The findings from this research gave them an in-depth data which supports the notion that the service quality would increase perceived value, and this value would generate customers' loyalty. This is called "The quality-value-loyalty linkage" or "The quality-value-loyalty chain". This chain also consistent with Heskett, Sasser, and Schlesinger's (1997) study about service-profit chain and Reichheld's (1996) study on customers' loyalty. The better service quality can reduce the customers's non-monetary cost such as time and effort, it is essential for excellent performance (Berry 1999). Furthermore, it is more difficult for competitors to completely mimic effective service quality than product quality and price. As a result, the hotel that acquire the great quality of service will gain a competitive advantage in

the market. The earlier study (Gronroos 1982; Lehtinen and Lehtinen 1982; Lewis and Booms 1983; Sasser, Olsen, and Wyckoff 1978) has suggested that customers assess service quality by comparing what they feel toward the products and services offered by the suppliers.

Studying guests' behavior in hotel selection process, the priorities of selection maybe different from various types of guests, for example, business and leisure guests

The business guests would choose cleanliness and location in first place because of the convenience for their business contact (Lewis, R. C; 1989, McCleary, K. W. et al. 1993, Taninecz, G. 1990). So, there is the attribute that the hotel can control and cannot control. Cleanliness is the attribute which the hotel can control by keeping the hotel clean. But, the location attribute in this circumstance is not control.

The leisure guests would choose safety, personal contact, and accommodation prices as the main factors (Clow, K. E. et al. 1994, Lewis, R. C. 1985, Marshall, A. 1993, Parasuraman, A. et al. 1988). They value safety as the first priority. The hotelier should strictly provide this attribute for the customers in order to have the competitive advantage (Saša Karlović, 2010).

In present, the standard operation procedure of hotel industry in term of the reservation has many ways to do. The traditional and original way is the offline reservation (Igor H. Crnojevac, et al., 2010). There were studies which compared the operation between online and offline reservation (Igor H. Crnojevac, et al., 2010). The findings revealed that the method of reservation mostly depends on the nature of travel (Igor H. Crnojevac, et al., 2010). According to the study of Igor H., The nature of travel or nature of visit can be split into four natures, which are conference, business, group, and leisure. Moreover, the findings found that the most characteristics of visit is conference, leisure, group tour, and business travel respectively. Since the travel industry has become an important part of the countries' business, online reservation was invented and it plays a key role against suppliers. In this review, suppliers will refer to hotel companies or hospitality providers. Moreover, there were other factors that affect the method of hotel reservation like age, nature of visit, and hotel attributes which offer to the travelers (Jadranka Gugić, 2010).

In the hotel business there are two type of reservation which are online reservation and offline reservation.

As everybody knows at present, the Internet is also give the huge impact and it is very important role in the tourism industry(Buhalis, D. 2004). ICT or Information Communication Technologies has adopted in the tourism industry since 1980s (Buhalis, D. 2008). The information that use on the website is a very meaningful factor for planning, booking, and during the travel period. Some group of customer need quick information from the hotel as fast as possible, so the internet become to a proper way for them (Starkov, M; Safer M.M. Hotelier's 2010). Most suppliers have to adopt information technology in order to be competitive in the hospitality industry. Now, there are a large increased number of users who reserve the room directly on hotel's website (Jeong, M. et al. 2003).

In addition, the Internet is an alternate distribution channel that can be compatible with existing channels (Rayman-Bacchus and Molina, 2001).

However, by having a website does not guarantee that the travelers will visit the website (Kasavana, M. L. 2002). There were the research findings that the hotels are not using the Internet at its full potential (Baloglu, S 2006). There are also the factors that affect to online reservation. Zhilin Yang and Minjoon Jun found that there were six primary service quality dimensions perceived by online customers, which are reliability, accessibility, ease of use, personalization, security, and credibility. The travelers prefer the website that offer many advantages to them (Prof. Ph.D. C. MOROSAN and Prof. Ph.D M. JEONG) and “reliability”(Zhilin Yang and Minjoon Jun).

In term of offline reservation, although the internet is very important to our daily life due to it is very convenience for finding the hotel information and also customer can make the reservation direct through the hotel website, however there are some of customer who are still wants to reserve room without it because of many reasons such as the business want to get a contract rate, honeymoon guest would like to make special arrangement for their stay and etc.

Igor H. and colleagues found that the most customers who made the offline reservation came from conference and the second one came from leisure, as the figure. Below you may see the business customer were low in terms of visits compared to others. It is very clear that business customer prefer to use the offline reservation more than online reservation.

Apart from that Igor H. and colleagues also found that age is also considered to offline reservation as well, they found that a person who are more than fifty year old preferred to use the offline reservation more than online reservation as the result shown on the figure below.

Age		Nature of visit	
<20	0,6%	Conference	57,3%
21 - 30	11,7%	Business travel	5,1%
31 - 40	23,9%	Group tour	10,7%
41 - 50	18,3%	Leisure	27,0%
>51	45,6%		

The demographic and travel characteristics of visitors on age and nature of visit

As the information above it can simply identify that the hotel still need to have reservation agent to support this group of customer. Moreover, some customer prefer to do offline reservation due to the offline reservation can make customer feel more confident (JadrankaGugić, 2010) and more security (Zhilin Yang and Minjoon Jun).. However, it also depends on the situation and service quality of the hotel offline reservation as well. Zhilin Yang and Minjoon Jun found that, there were seven dimensions for offline customers when making a decision, which are security, responsiveness, ease of use, reliability, availability, personalization, and accessibility and the most important dimension for offline customer is “security”.

Customer Service Quality is one of the factors which impact to the offline reservation, it is the customer experience that creating by the service provider which

depending on how do you deliver that service to your customer and it can impact to the customer loyalty by creating memorable (Bitner et al., 2007)

There are 5 elements of service quality which are reliability, assurance, tangibles, empathy and responsiveness.

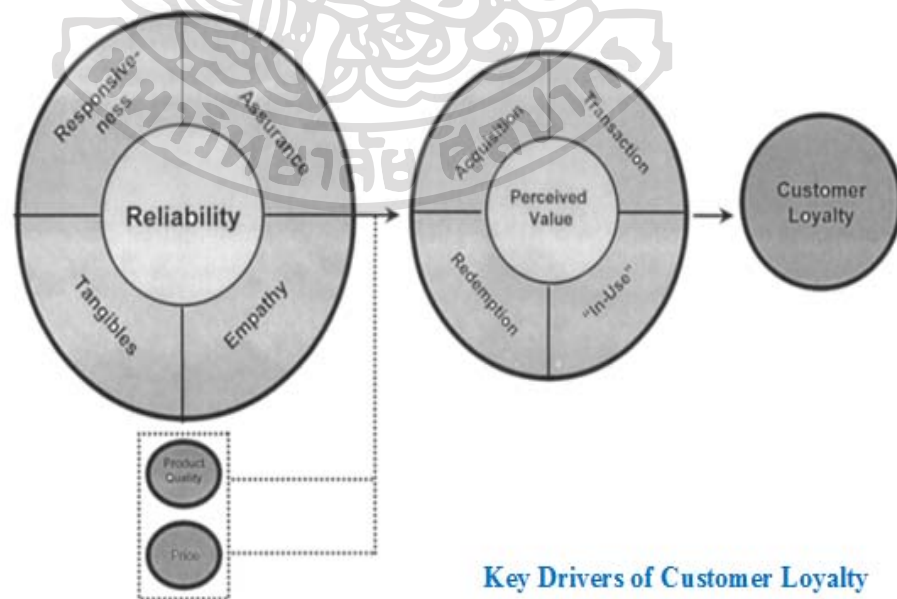
On these five service quality dimensions, reliability is the most important dimension. In addition, all of these five dimensions can generate the perceived value which compose of four characteristics:

Acquisition value refers to the benefits (relative to monetary costs) that the customers believe they will get by acquiring a product or service.

Transaction value refers to the happiness of getting a good deal.

In-use value refers to the benefits that the customers get after using the product or service that the hotel provided.

Redemption value refers to residual benefits when the customers are in the end point of using a product or service. Also, this could mean when the use of product or service is met, the customers receive the rest of benefits.



Each perceived value may change over time on a different stage. For example, in the first stage, acquisition and transaction will be dominant. After buying a product, In-Use and redemption stages will play an important role instead of the first two. The concept of perceived value, is dynamic, is also consistent with earlier work suggesting that the nature and determinants of value assessment may change during various stages of a customer's association with a company (Parasuraman 1997; Slater and Narver 1994; Vantrappen 1992; Woodruff 1997).

Even though the product's quality and price are the important factor to keep the customer's retention and obtain their loyalty, service quality gives a strong support to the other two factors. They pay more attention the service quality than the product quality and price in hospitality industry (A. Parasuraman Dhruv Grewal, 2010).

To attract the offline customers, a service process can be used in term of understanding interaction between customers and service providers. (Hee and Young, 2001) and standard operating procedures (SOPs) is one of the tool which help service provider.

There are many techniques for designing or developing standard operating procedures (SOPs) and one of the famous tools is service blueprinting. It can be helps the organization to see the key operational, human resources, and marketing issues which are offering the service experience to customer. (Bitner et al., 2007)

What is Service Blueprinting?



Services are processes, performances, experiential, and intangible. It is not the same as physical goods, and it is also difficult to describe in specific terms (Dwayne D. Gremler).

Service blueprinting offers an approach and a technique in order to help handling the challenges of delivering the intangible products such as service. It is a technique for simultaneously depicting: the service process, the points of customer contact, and the evidence of service from the customers' point of view (Dwayne D. Gremler). It is also used for service innovation (Lynn Shostack, 1984). Moreover, it shows processes within the company, divided into different components which are separated by lines.

The Importance of Service Blueprinting

Service blueprinting can help the hotel manager to handle the challenge of service quality (Dwayne D. Gremler). In order to succeed in operating a hotel to

generate the customer satisfaction, hotel managers need to understand what customers wants and needs or how they assess the hotel service quality (Festus Olorunniwo, Maxwell K. Hsu, Godwin J. Udo, (2006). Festus Olorunniwo, et al. study found that the first four order dimensions of service quality in the context of the service factory are: tangibles, recovery, responsiveness, and knowledge. The finding indicated that while service quality is an important outcome of behavioral intentions, it indirectly affects customers' satisfaction and is also larger than the direct effects in generating behavioral intentions. These are what they measured and gave to scope of above four dimensions:

Tangibility

1. Cleanliness: If the hotel is clean, the customers are likely to satisfy because most guests value hygiene as their first priority when choosing the hotel.
2. Outside and inside of the hotel are very important. When the guest chooses a hotel, they will look at the cleanliness and the appearance of the hotel. If outside of the hotel is nice and good but the inside is opposite, dissatisfaction can happen. If both outside and inside of the hotel are nice and attractive, the guest are likely to choose the hotel.
3. Facilities: guests concern about the hotel facilities too. If the facilities in the hotel are old and broken, guests will surely complain about this and give negative feedback on the travel website. As a result, it affects the reputation of the hotel.
4. The employees are well-dressed: The service provider should keep in mind that what the customers see at their first sight are always important. As a consequence, the employees must dress properly and nicely in order to attract guests. If employees have no uniform, the customers will think that the hotel does not have manner and the service may not be as good as they want.

Recovery

1. Compensate for inaccurate services: The employees are empowered to provide the compensations for mistakes in order to reduce the dissatisfaction from customers. The hoteliers should treat them right.
2. Apologize when mistakes happen: If the mistakes happen, the service provider should quickly apologize to guest even it is not the hotelier's fault. Apologizing shows that the firms really care about customers' feelings and want them to leave the hotel happily like when they first enter the hotel.
3. Information on alternative lodging is provided when the hotel is full

Responsiveness

1. The employees give us special attention: Every guest wants to be noticed and taking care of. They want the firms to pay every detail on them. The more the firms pay attention on the guests, the higher the level of guests' satisfaction.
2. The employees are polite: Customers do not only want special attention, but they also want politeness from service providers.
3. Requests are handled quickly: When there is a request from a guest, for example, make up the room or fill the toilet amenities, the employees quickly respond to those requests to increase the satisfaction level and maintain guests' happiness.
4. The employees adapt services to customers' needs: Different people have different needs, therefore, the service provider should be able to adjust themselves when servicing different guests. For example, if the guest wants the staff to pay more attention on their special preferences, the staff should be able to remember and handle all the preferences in order to satisfy customers at most.

Knowledge

1. Knowledge on hotel: the employees should have knowledge on the hotel procedures more or less in order to service and satisfy guests. If the guest would like to question about the hotel facilities at the lobby, the employees should be able to answer right away because knowledge on hotel is important.
2. Providing enough information about hotel activities/facilities: When customers come to stay at the hotel, all they need is convenient, so as a service provider, they should give what the customers want. For example, if the guests want to know if there are any special activities inside the hotel, the service providers should be able to answer with detail information about that activity.
3. Group rates/special rates: When a customer calls or walks-in the hotel, they are likely to ask for the rate on that day, the service provider must know the rate so that they can give the correct rate to the guests. If the guest is an individual guest, the rate will be different from group rates. If service providers once give wrong rates to the guest, the guest will get upset and dissatisfied. As a result, they will write negative comments to discredit the hotel reputation.

Service Blueprinting to Achieve Competitive Advantage

Monique Steijger explained about service blueprint, and how it is so powerful. He explained that service blueprint is one of the most powerful tools for making a competitive advantage. There are many companies that do not look at the customer experiences until a sale is starting to drop down. It is a practical tool to make an innovation or new service and improve service quality.

How Service Blueprinting Works?

Process nature is notable characteristics of service. Services are dynamic unlike goods. It reveals over time via a sequence of events and steps. It is a picture that shows the service processes. Before using it, you must decide which service

process and which target you will focus on. It can be started by looking at the customer's point view and fill three more following elements (adapted from Zeithaml and Bitner):

1. Customer actions and physical evidence- Customer actions are the steps that customers get as a part of the service delivery process. It is a separation action between customers and suppliers by using the line of interaction to separate. Making hotel reservation is an example of customer actions. Physical evidence is the tangible form that can influence perception's quality.
2. Contact employee actions- and there are two types of action. The first one is direct interactions; this is a face-to-face encounter. For instance, customers check-in at the front office. That is the time when hotelier interact with the customers. Another type is non-visible activities, for example, making hotel reservation via the email or over the phone.
3. Support processes and systems- It is the line of direct experiences, which are conducted by non-contact employees and information systems to deliver services such as the reservation system and room preparation.

Service Flowchart

The flowchart is used in the service blueprinting in order to understand customer experience. Service flowcharts or brand experience maps are the sequential box and arrow indicates where visible stages are separated from invisible backstage by the line of visibility. Normally, customers will interact face to face with the frontline staff. "When front stage steps depend on service operations that are invisible to the customers, these operations are similarly shown in the backstage, often bisected by a line of internal interaction separating frontline staff actions from those of backstage support personnel."

The important of the service flowchart is identifying the problems prostate to service failure. Some failures may be acknowledged or debatably not dealt with, still, the hoteliers should not take it for granted. The service delivery process from the flowchart leads to the development of the service blueprint to create the effectiveness

in deliver services. Although flowchart involves the identification of failure, it does not mean that these mistakes will be showed in the service blueprint since it results from the analysis of solution in the flowchart. Customers' perception can be varied by interaction, physical environment and outcome evaluations. It can also occur customer's individuality and/or based on perceived value considerations. If the service providers fail to deliver the service to the guests and create dissatisfaction, it will lead to the service gap.

According to Shostack, the first person who invented the used of service blueprint for service process analysis, he showed four steps in designing a blueprint as follow (Shahin, A., n.d.).

Identifying processes of service delivery and present in a mapping form. The level of details will depend on the complexity and nature of the service.

Fail points- These are stages where things might go wrong. When fining the fail points in the process, the service providers should be able to correct the failures because the identification of fail points and detection are important. If the service providers are able to analyze and identify problems, the fail pints can be reduced.

Timing- Set standards in which the performance of the various steps might be measured. Every kind of service depends on time, which is a major coast determination. Therefore, the service providers should set a standard time in servicing in each step to increase satisfaction and profit.

The service providers should look at the profitability received from the number of customers served during a period of time. In the hotel industry, the standard of picking up phone calls is within 3 rings. This is to reduce the waiting and causing less revenue to the hotel. If the hoteliers let customers wait for too long, it means profitability. Not only that he invented four approaches to a successful service blueprinting analysis, but he also showed the advantages from using service blueprint. However, a more completed list of benefits was givin by Martinich as shown below (Shahin, A., n.d.). It helps the service providers to know and determine which activities are truly necessary. It also shows which one can be eliminated, and which can be modified.

Customer contact points are crystal clear identified. It directly helps to point out activities that can be performed alone and activities that are needed to co-processing from the existing activities.

Service failure points are detected. This is helpful to minimize the chances of failures so that the hoteliers can modify and improve where the failure is detected. It is an excellent tool for training because they can see what activities must be performed and how. Also, it shows where failures are likely to occur and how to prevent and correct them to decrease customers' dissatisfaction. It is benefit for identifying the equipment and materials needed and how the service facilities should be arranged to facilitate the services. Service blueprint can be adapted, used to evaluate, and improve the service systems from times to times, especially as new technologies become a part of the firms.

Category of the Tasks in the Service Process by Monique Steijger

Effective tasks

If the task makes money, saves money, saves time or improves the quality of customer service, and can be measured. Then this task is an effective task. For example, when there is a new promotion launched, the service provider should be able to inform the information to the customers who are interested in the hotel in order to attract them to stay. This helps the hotel makes money because if the guest knows that the hotel has a new promotion and it is, of course, cheaper than the other rates, they are likely to choose the hotel.

Necessary tasks

If the task is required by law, supporting an effective task or need to perform. Then this task is a necessary task. For example, the service provider must ask for the credit card every time that the customer calls to make a booking with the hotel. This is the way to guarantee that a person is able to pay for the room night and will come to the hotel. On the contrary, if the person does not come, asking for credit card can prevent from no show, so the hotelier can charge the amount of money as the penalty charges.

Not yet effective tasks

The rest of all other tasks will be in this category. They often cost time, money or do not improve the service quality. For example, when the customer calls the reservation for booking, the service provider asks if the customer needs the limousine service. It is somehow cost time because not all the customers want the limousine service even it is the job of reservation to ask the guests. Some of them prefer the public transportation while others prefer taxis because they are all cheaper than the hotel limousine service. As a result, it is not an effective way for the hotel.

If you found unable evidence that the task will become effective in the near future, then you have to memorize and note it as a possible future effective task. If it does not look like the task will become effective, then you may need to get rid of it.

Gap Analysis

There is a relationship between service blueprint and gap analysis. When drawing the service blueprint, the service providers attempt to ease the gaps and mistakes between supply and demand. As a result, gap analysis is a helpful tool to identify the possibility mistakes that will occur, so the hoteliers can detect them before it happens in order to create customers' satisfaction.

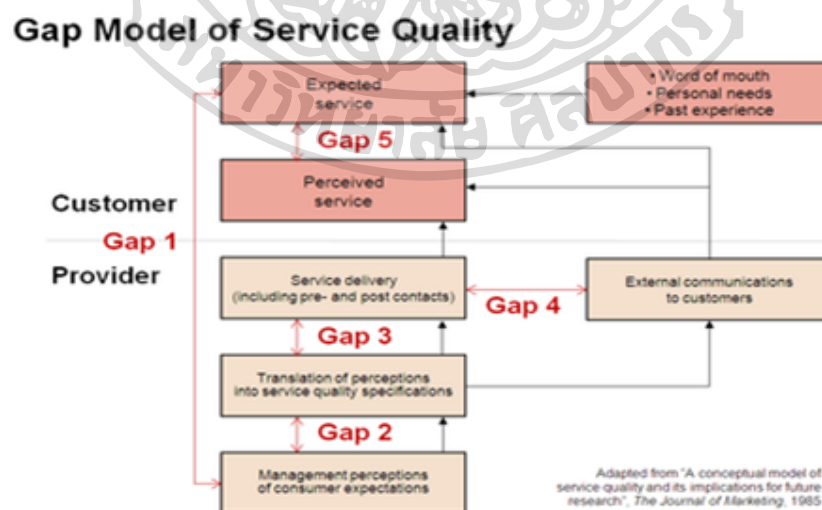


Figure E: The presentation of Service gap analysis in relation to service blueprint

There are five types of service gaps in the service quality concept or SERVQUAL. Three out of seven gaps are the most important gaps in the service quality because it is directly related to the customers' experience.

Gap 1: The customer gap is the gap between customers' expectation and customers' perception. Customer expectation is what the customers expect to get from the firms. This gap can be influenced by a person's background, lifestyle, family, personality, demographic, or advertising. On the other hand, customers perception is what the customers feel or interact with the product or service. The failure from gap 1 can be happened if the service providers do not have a marketing research on the customers or inadequate communication between the customers and the service provider. An example of this gap is when the customers heard about the hotel that it provides great service and facilities. However, when they actually come and stay, it's not as advertised creating the customers dissatisfaction.

Gap 2: The knowledge gap is the gap between customer expectation and management perception. It can happen when the management teams are not aware of correctly interpreted the customer's expectation in relation to the company's services or products. If the gap exists, it may say that the firms meet the wrong or non-existing consumer needs. To eliminate this gap, the management teams need to do the market research.

Gap 3: The policy gap is the gap between management perception and the service quality specification. This gap is an internal gap among employers and employees. It shows the failure of employers to deliver the correct information or rules to employees.

Gap 4: The delivery gap is the gap between the service quality specification and service delivery. This is the gap within the organization, it occurs when the management teams try to deliver the required service to consumers, but fail to train the employees on the product or service knowledge, so the employees may deliver the wrong service to consumers.

Gap 5: The communication gap is the gap between service delivery and external communication. When the firm promises to deliver a specific service to the guests, they should make sure that there will be no miscommunication between them. If the firm advertises that customers will get a lunch discount, they should make sure to deliver the specific product to the customers as advertised in order to create satisfaction.

Towards Improvement of Service Blueprint

The development of service blueprint based on the analysis of flowchart that reflects from customer's experiences of the services and products. To capture customers' expectation, the major approaches are shown below:

- Customer's experience research method by interviewing, observation, focus group, survey, and etc. will be applied to gather the information about the customers' perception toward products and services
- Constructing a step-by-step flowchart from research method information
- Identifying every step and fail points
- Make sure that the service delivered to guests are correctly performed
- Analyze every fail point with regard of the firm's vision/mission to see if those fail points can be eliminated or not.
- Second plan is needed to deduct negative outcomes.
- Constructing step by step actions for unjustified fail points
- Finalize the service blueprint
- Planning for future implementation

The service blueprint makes service provider see customers' viewpoint, and also help to design the service in order to maintain the gaps between customers and service provider. It can be built on customers' experience via each touch point on the

blueprinting. Customer actions are the center to all the stages, followed by onstage actions, backstage actions, and support processes.

Objectives of research

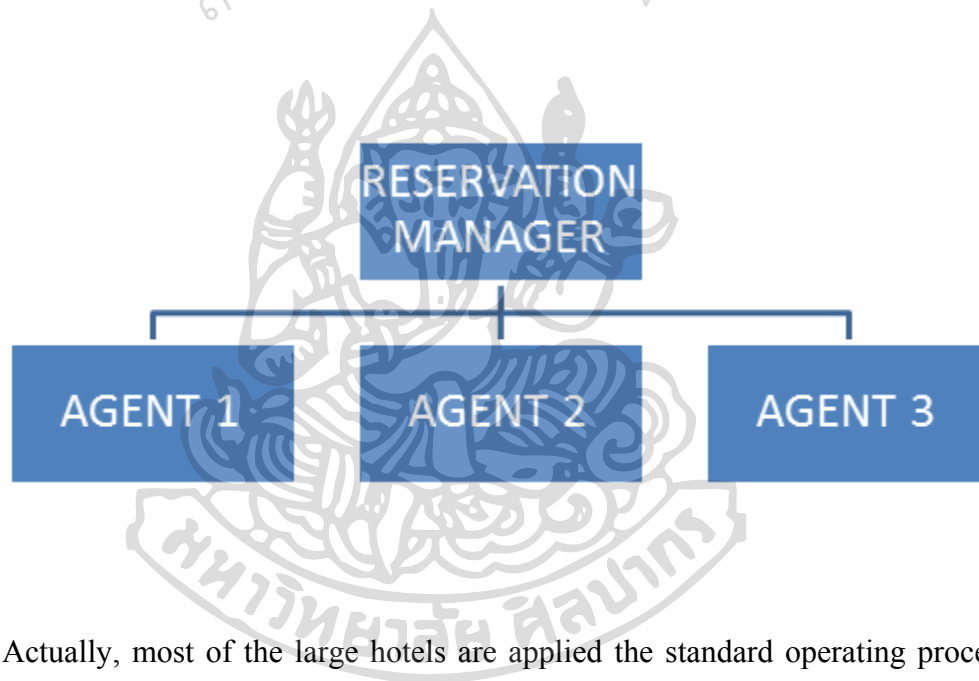
This research paper aims to examine how the Standard Operating Procedures (SOPs) and blueprinting impact to the hotel reservation, how staffs doing by follow the hotel Standard Operating Procedures (SOPs) and what are the result of having a proper blueprinting in the reservation department.



CHAPTER 3

Methodology

Apart from an observation by working full time for 5 months during October until March 2013 in the Reservation Department of W Bangkok, the five stars hotel located in Sathorn area in Bangkok, Thailand uses as a case study for this research paper. There are 4 employees in the reservation department of W Bangkok as the organization chart below.



Actually, most of the large hotels are applied the standard operating procedures and able to maintain the quality of standard operating procedures. There are 6 competitor hotels around Sathorn area which impact directly to W Bangkok hotel. Thus it is not possible to conduct a survey as the minimum requires to complete the questionnaire are 30 respondents.

Furthermore, W Bangkok is fully managed by international chain hotel which has regulation for gathering information and collecting the secondary data.

1. Research Methodology

There are two major of research methodologies which are qualitative research and quantitative research. According to this paper, qualitative method has been used as a main tool of collecting data due to the researcher need the rich information to improve standard operating procedures (SOPs) of the hotel and perform the new blueprinting to be the guideline as the case study of this paper was opened less than a year.

Moreover, the researcher also use some of secondary data to support the information in this paper to be much more perspective.

2. Population

The population or sample of this paper is a person who is working in the five star hotels especially in the reservation department. There are 4 hotel participated this event. All hotels are located in the same area of case study hotel, Sathorn area, Bangkok Thailand, and consist of luxurious and unique inventories over 300 guests' room with providing more than 6 room categories. Two hotels including W Bangkok are applied the standard operating procedures (SOPs) in their organization and the others are not applied standard operating procedures (SOPs) yet.

The researcher designed to divide the respondents of this research paper into two subsamples to complete the interviews. The first subsample is the group of management in five star hotels around Sathorn area and the second subsample are the reservation agents who work in the five star hotels, total amount is 7 respondents.

For more understanding the researcher interviews reservation agents who working in reservation department in five star hotels around Sathorn area, Bangkok Thailand.

3. Structured of Interview

An interview questions were used as an instrument for gathering information, both subsamples use differently interview questions in order to obtain in depth information about standard operating procedures(SOPs)in term of managers' perception

and staffs' opinions concerning to the standard operating procedures (SOPs) in the five stars hotel. However, the researcher only ask one respondent for all questions below due to the time consuming, as those questions were ask for the basic knowledge of standard operating procedures (SOPs) in reservation department. So this respondent who is an employee of W Bangkok is the most appropriate person to answer those questions regarding to the information of W Bangkok where the researcher's workplace.

The first subsample will be asked about the effective and ineffective of standard operating procedures (SOPs) which they use in the workplace. A question was providing with open questions base on the knowledge of the interviewer who has learnt and work in the reservation department for a few months.

An interview consisted of questions as below:

- Do you have standard operating procedures (SOPs) in your organization?
- Why does the hotel need to have standard operating procedures (SOPs)?
- How important of the standard operating procedures (SOPs) to your organization?
- How do you feel about standard operating procedures (SOPs) in your organization?
- How do you maintain the standard operating procedures (SOPs) to be effective in the organization?
- Is there any training program for the new employee?
- What are the direct and indirect impacts from standard operating procedures (SOPs)?
- Do the standard operating procedures (SOPs) have any limitation or restriction for the reservation process?
- Where do you see your organization in the future?

The second subsample are the reservation agents who work in the five star hotels will complete the group of interview questions of the advantage and disadvantage of the SOPs in term of reservation department. In this group, the interview was conducted with one respondent at a time at their workplace with the same interviewer.

An interview consisted of questions as below:

- What do you think about standard operating procedures (SOPs)?
- How do you feel about operating procedures (SOPs) in your organization?
- How often do you actually follow the standard operating procedures (SOPs) on your duties?
- By following the standard operating procedures (SOPs) do you feel more confident?
- By having standard operating procedures (SOPs) what are standard operating procedures (SOPs) benefit you and organization?
- Regarding through the course training or the employee guide book, are those things benefit to you or help the individuals acquire knowledge and develop the skills?
- Where do you see reservation department in the future?

4. Data Collection

The interviews were conducted on 22 March 2012 and 10 April 2013. Each interview was recorded, and please be informed that all of interviews were allowed by a person who has the authorization of each hotel

After the interviews had been completed, it was found out from respondents that some of them have already applied standard operating procedures (SOPs). However some of them have not applied standard operating procedures (SOPs) in their organization yet.

This led to an informal discussion with them to find out more how useful the standard operating procedures (SOPs) is. There were some points from this interview which led to further steps of the study concerning blueprinting and some training.

5. Data Analysis

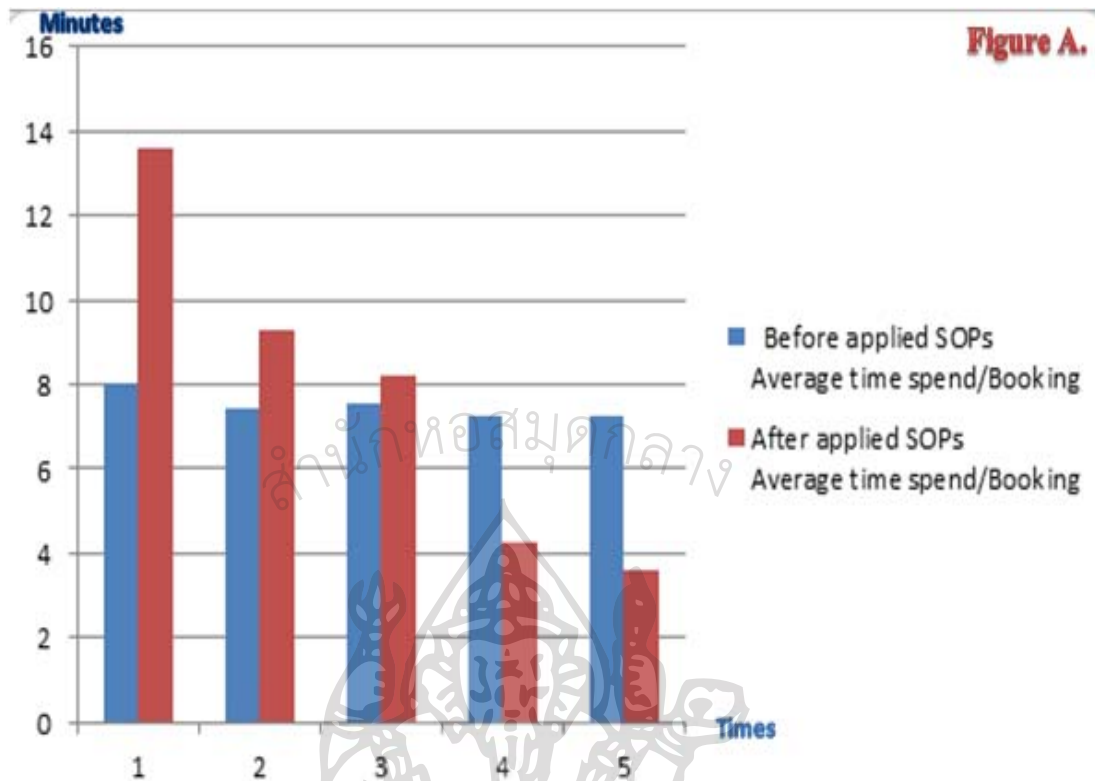
Apart from the interviews, the results of 7 respondents are categorized into the advantages of standard operating procedures (SOPs) as follows,

The advantages of applying standard operating procedures (SOPs) in the organization, all answers can be summarized into 2 categories as direct and indirect benefits of having standard operating procedures (SOPs).

Direct benefits

- To maximize the direct revenues of the organization.
- To ensure that all employees perform the same action or service through their response.
- To decrease the impact from human error.

During the pre-opening period of W Bangkok hotel before and after applying the standard operating procedures (SOPs), the timing of taking a reservation by phone has been recorded from 3 employees for 5 times and the result shown in figure A. as follows.



Kindly be informed that timing is depending on the general background of employee as well.

From the figure A. above, it is seem very clear that the standard operating procedures (SOPs) have impact to the room revenues, attitude of the employees and also by proper training can be ensure that all staff providing same kind of goods as the respondent 1 mention that “ The reason why the hotel needs to have Standard Operation Procedures (SOPs) is because of to be a guideline for all the staffs to be able to work according to the standard of the property. It is the one thing that will keep the things or business in order. Not just that, it would help the business to run easier, for example when there are new recruits, this standard operating procedures (SOPs) would save people a lot of time as the new recruits can study how the organization works on their own, etc.”

Respondent 1 said that “ In the very beginning of using standard operating procedures, I take a lot of time to complete the reservation because of there are many step to follow and it is still new thing for me to learn, after practicing more and more my speed is increasing until nowadays my speed per booking is less than 5 minutes”

Respondent 3 mentioned at that time of interview, he said “ time that he can save from taking reservation after following the blueprinting, he can spend those time to focus more on other things.

While respondent 4 and 5 are agreed that standard operating procedures (SOPs) reduce time spent during reservation process, and respondent 6 also points in the same issue “ standard operating procedures (SOPs) can help her to reduce time she need to complete the reservation and it make the tasks easier”

Moreover, respondent 2 explained more about to follow the standard operating procedures (SOPs) can be decrease the errors from human being “ she said that she have to complete 10 reservation by phone at least per day, however if she missed some important information due to she do not know the problem will keep expand but if she have stand operating procedures, she will follow and it help her to ensure that the information will not be missed”

Indirect benefits

- To increase the opportunity to gain revenue for other department.
- When employees have guideline and skills, standard operating procedures (SOPs) helps them in term of feeling such as the confident also standard operating procedures (SOPs) can help the new employee to improve their potential as well.
- By having good standard operating procedures (SOPs), the organization has a potential to create a loyalty atmosphere.

Respondent 4 mentioned that “ By understanding the standard operating procedures (SOPs), she can maximize the revenue for other department, for example

every time before I hang up the phone, I always ask customer for extra service” It was truly benefit to the organization because employee can apply their knowledge to the job and also it is one of the way to have more income.

Respondent 2 explained that “ Standard operating procedures (SOPs) in my workplace, I think it is something that most employees still do not see as something that important to be as a guideline or to rely on. For one reason, the organization that I’ve working with is still new, therefore many things still haven’t settled properly. In the near future, I do hope that things would get better and SOPs would be clearer with its standard and standpoints.”

Respondent 3 revealed that his organization does not applied standard operating procedures at this moment and he does not know why, he has mentioned was “ I do not feel confident in sometime because I do not know how to do my duties and I am afraid I will create the mistake in someday” he also give his idea that “ I will be better if I have the supporter or a person who can guide me” So the researcher realize that for this company is lack of good skills person or lack of knowledge.

Before applying the standard operating procedures (SOPs) to be an effective tool in the reservation process, respondent 1 mentioned that “ Standard operating procedures (SOPs) impact to the staff attitude, it can be create the loyalty of employee because if someone feel positive and enjoy the job, employee will not jump to the others” Respondent 5 also mentioned that “ It will be better for me to work with the organization that applied the standard operating procedures (SOPs), not only come to work day after day without any improvement” Respondent 7 responded “ Absolutely yes, of course it would be happy when I have a guideline and I would not change the job as long as it can be make my job smooth”

The results from all interviews, beside those information, direct and indirect benefit in term of reservation department, the researcher found that there is one main part which concerning of standard operating procedures (SOPs), that is the reservation process

and the time consuming during the reservation agent take the reservation call from the beginning in until the reservation has been completed is the main issue that all respondents of this research mentioned. Especially for the new employee who did not have the experience in reservation department before. Referring to the training that some respondents mentioned are also important for standing operating procedures (SOPs) as well.

In conclusion, standard operating procedures (SOPs) benefits to the employee in many dimensions for both direct and indirect way. Standard operating procedures are impacts to direct and indirect revenue, error from human being during taking reservation call, and attitude of employee.



CHAPTER 4

IMPLEMENTATION AND CONCLUSION

As mention earlier, Standard Operating Procedures (SOPs) can be develop by using service blueprinting and this method adapts for service innovation, quality improvement, customer experience design and strategic change focused around customers as highly effective and effectiveness (Bitner et al., 2007), moreover it involves a description of different process steps visually and continuity, helping to define the steps at which customer uses core service and identify additional services or/and benefits which make up the increased product. (Pires et al., 2004) as Collier mention on his research paper “The right service in the right way to the right customer at the right time”(Collier,1990,p.239) and it can be apply to design the service blueprinting.(Wathen and Anderson, 1995)

1. Service process of taking reservation call

According to the researcher observation during working as reservation agent at W Bangkok hotel, the current service blueprint process of the reservation department that shown in figure above does not specific through the job details of each touch point on the blueprinting for employees. The process is start by customer call to hotel reservation of W Bangkok hotel. The customer is greeted by reservation agent with the proper opening greeting. Then customer tells the enquiry as prefer. Reservation agent listened to the customer requests carefully, after that the reservation agent repeats those information to customer then the key question will be asked to position product before quoting price, next the price will be offered after that reservation agent need to attempt primary close then dealing with objection and attempting to secondary close. During this action, the researcher found that some of employees do not have enough skill of product knowledge that mean they may not meet the customer expectation or offer wrong product to wrong customer.

After customer make decision the creating reservation process will be begin, reservation agent repeat the information to customer after finish creating reservation then confirmation of the reservation will be issue and send to customer vie email or fax. Before hang up the phone, the future assistance will be asked if customer do not need anything, then reservation agent preparing professional closing call.

Apart from figure C. below, there are specific details on the service process, however the communication error may happen, some un-well train employee might not be have enough knowledge to answer and offer correct product to customer during taking reservation and it will be impact to the revenue.

For process on figure C, researcher concerns about maximizing the revenue of the organization as it is main important issue to the growth of business. Because of good service process is the first thing to gain competitive advantage, marketing success and growing of organization (Hee and Young, 2001). However the process needs some development in term of maximizing hotel revenue. Through this research paper employee experiences and secondary data will be used to performing the new service process.

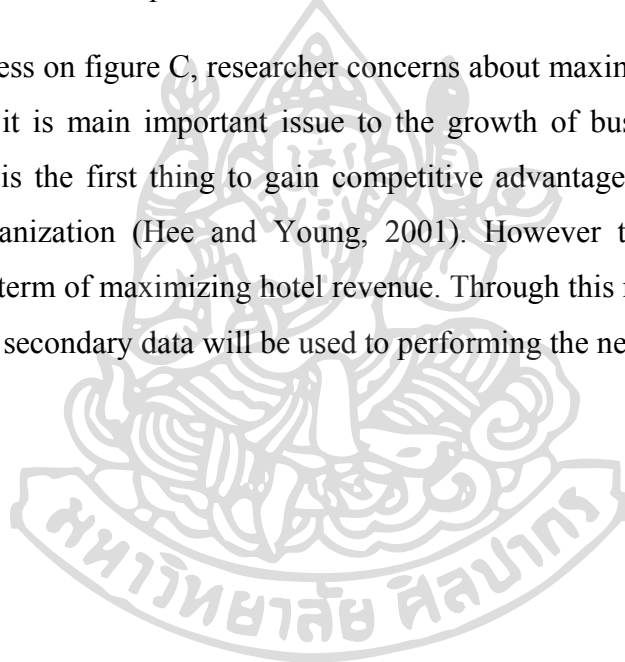
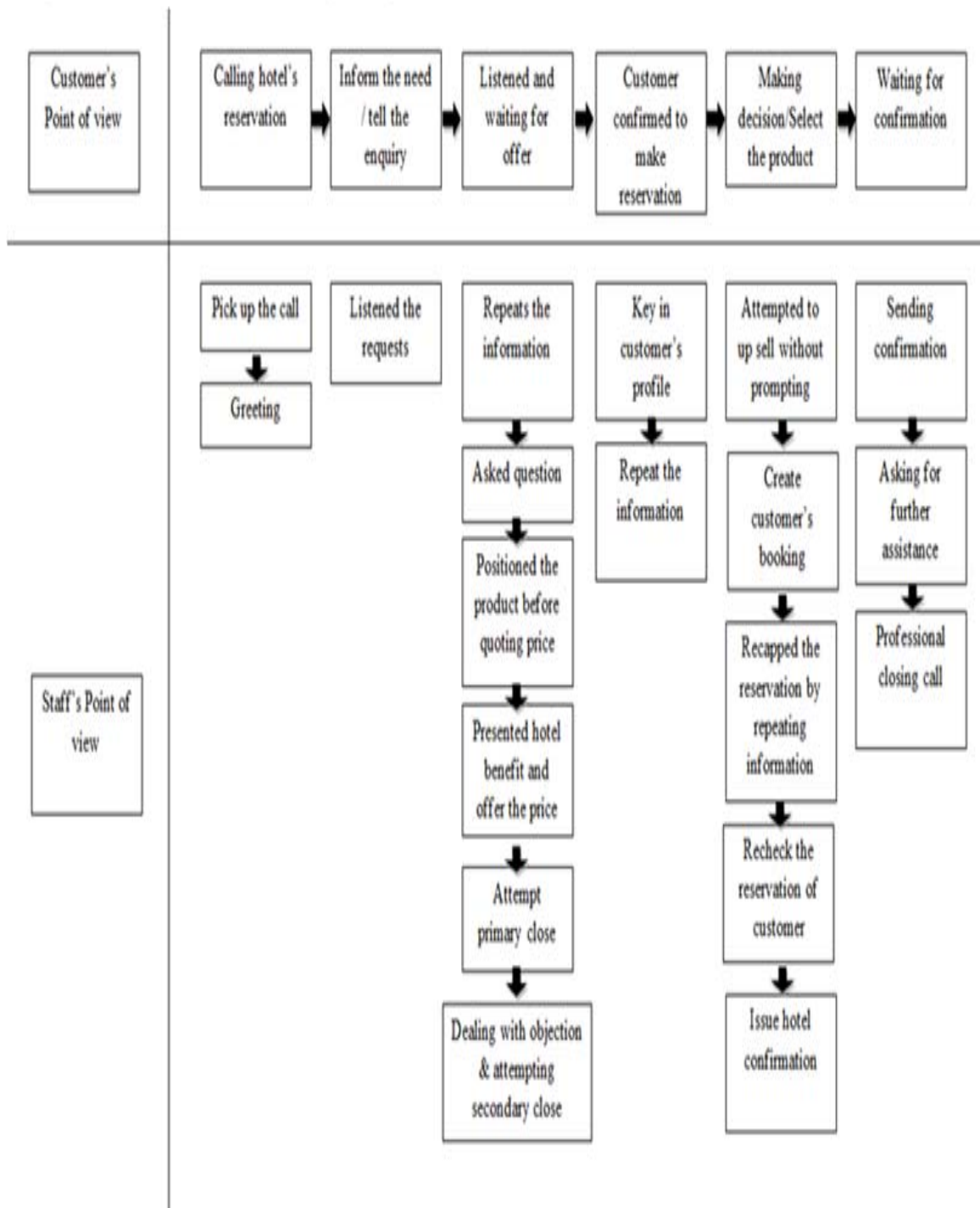
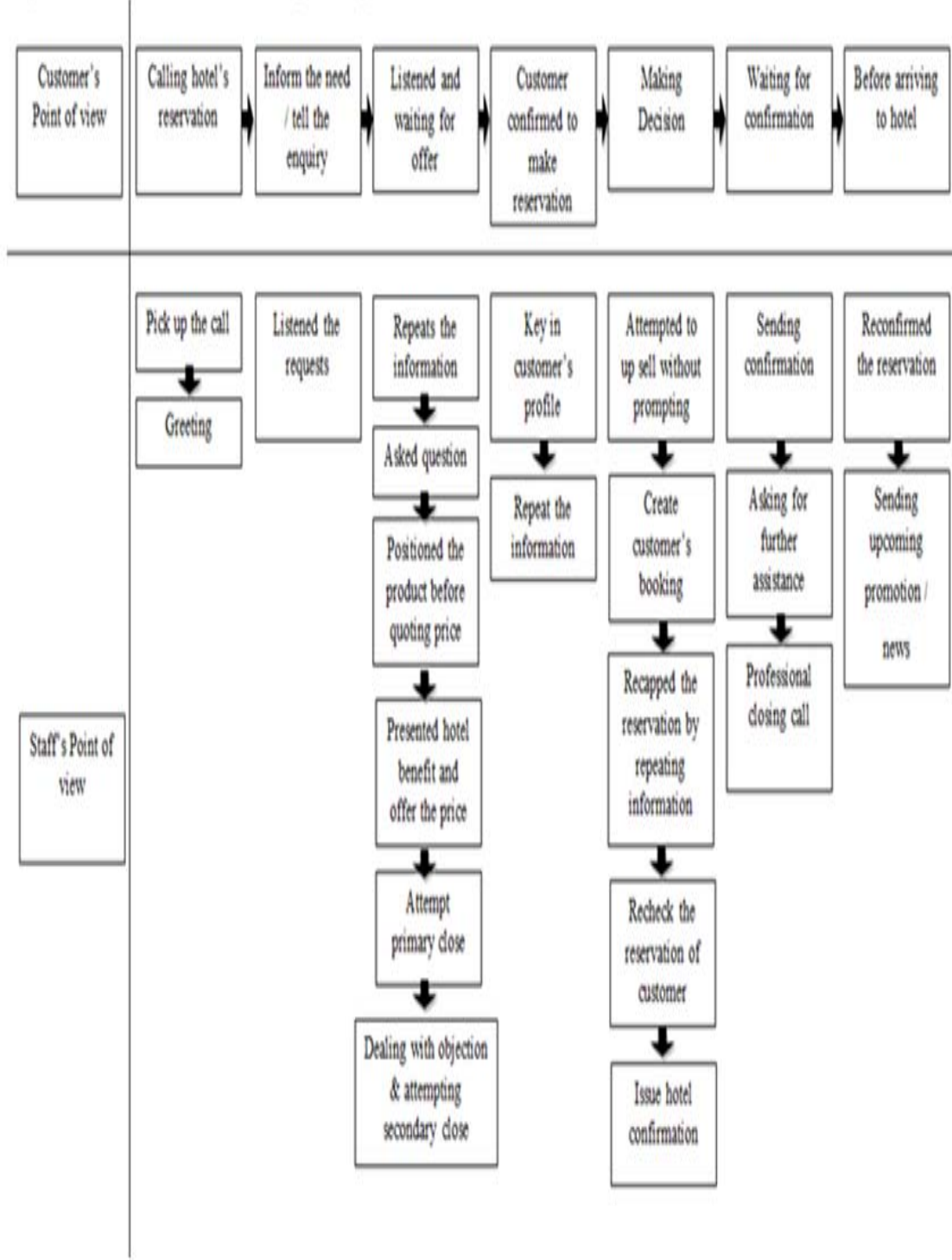


Figure C. The Current Service Blueprinting



New service process is developed based on the result of interview and secondary data which shown on figure D. below. The process is initiated by the customers' call to hotel's reservation of W Bangkok. The customer call is picked up within 3 rings and greeted by smile voice before customer inform request. During customer tell the requests, reservation agent is listened to customer carefully and take note clearly after that reservation agent repeats correct information to the customer and try to recognize customer by using guest name, asks question, positioned the product before quoting, presented hotel benefit, attempt primary close also offer the price, attempt primary close and then dealing with objection& attempting secondary close. During customer make decision, reservation agent key in the customers' profile and creating customer booking before repeat the information to customer. Then reservation agent attempted to upsell without prompting by offering 2 different kind of room categories' and go ahead to make reservation, after that recap those reservation and recheck before issue confirmation before sending any confirmation to customer. Before customer hangup the phone asking for further assistant and professional close the call by using W leagues to positive feeling. To make up or increasing future revenue for the hotel, from the researcher recommend reservation agent to do follow up by sending reconfirm reservation before customer arrival and also recommend to send some of upcoming promotion or news to customer. This process will not effect to the operation cost, however it may create the indirect revenues for the hotel

Figure D. The New Service Blueprinting



According the service process on figure D. below which identifies the steps of the reservation activities from the beginning until the reservation has been completed. Standard Operating Procedures (SOP) for completion of the service delivery process that base on customers' actions are described throughout the implementation.

2. Standard Operating Procedures (SOPs)

Customer calling to hotel reservation

- Pick up the customer call within 3 rings
- Utilized proper opening greeting by smile voice, and the greeting should be “ SawadeeKa/Krub, Welcome to W Bangkok, Reservation Department, Name, How may I assist you today ?”.

Customer tell the request

- The reservation agent transmits the feeling that he/she is actively listening to customers' and taking down the customers' requests.

Customer waiting for offer

- Reservation agent repeats the information of customer, and recognizes the customer by obtain customers' name. However, the reservation agent should not ask those information's more than twice due to he or she is not concentrating, this can be created negative feeling to customer.
- Asked key transitional question, the reservation agent should ask whether the customer is hotel membership. Those questions are asked before the accommodation is described and used as a way to link to the next step.
 - During asking key transitional question, reservation agent identifies whether customer is familiar with membership, hotel or returning customer.

The reservation agent should ask “Have you stay with us before and are you our member?”

- If customer is not a member reservation agent will use sales technique to enroll customer in the membership profile, and the key question should be “With this reservation you will be automatically enrolled in our membership program”.

- the mandatory information such as date, number of nights, purpose of stay (business or leisure stay), customer preferences, and number of persons & rooms should be asked during start conversation before positioning the product and those question are :

- May I please know the purpose of your visit?

- When do you prefer to stay with us?

- How many rooms do you need to reserve, and for how may persons?

- Positioned the product before quoting price

The hotel as a whole has to be described briefly before quoting any prices. It is pertinent to place the hotel’s key sentence here as it delivers all the important information about the hotel.

The key sentence aims at enabling the customer to get a picture of both the hotel and the surrounding area. Therefore some or all of the following information must be covered: Type of hotel, design, location, star rating, room categories, and additional information.

- Presented benefit statements and offer the product.

The reservation agent has to utilize benefit statements that clearly point out the advantages for customer. This is achieved by including the word “you” in the benefit statements to directly address customer.

For example phrased: "...that guarantees you ...that means for you ...that way you can...,"

- Attempt primary close

At this stage, the reservation agent has to ensure that the booking is secured. Therefore, a primary close attempt has to be phrased during the conversation.

For examples for a primary close attempt:

- "May I book the room for you Mr....?"
- "Mr...., which room would you like to reserve?"
- "Shall I go ahead and complete the booking for Mr....?"

- Dealing with objections & Attempting Secondary Close

If the caller rejects the primary close attempt, the Reservation agent should utilize another sales focused approach and/or handle the objections professionally to convert the call to a booking.

For example for objection handlings:

- Offering of a lower category that was not mentioned in the first quote.
- Offering membership program (to gain benefits) to convince customer to make a reservation.
- Offering alternative dates to customer.
- Cross selling to a sister property in the same city if rooms are not available and dates of the stay cannot be changed by customer.

Customer confirmed to make reservation

- Create customer profile and issue hotel member.
- Repeat the information

Customer makes decision

- Attempted to upsell, without prompting,

The aim for the reservation agent is to achieve the highest revenue possible. Therefore at least two different room categories have to be offered. At least two categories/offers of rooms and the corresponding rates are presented without prompting. The order in which the two categories are presented is not considered here. It should be in line with hotel's selling strategy.

- Create the customer reservation.

- Recapped Reservation

The aim here is a complete and final repetition of the data relevant to the reservation. The following points should be recapped to conclude the conversation:

- Room category/type booked and price
- Arrival and departure date, price, arrival time and flight details
- Spelling of the guest's name – first and last name
- Obtain credit card details (name, number and expiry date)
- If the customer is our member, verify details to reconfirm that information is current
- Any special requests
- Provide Confirmation number and promise to send a confirmation
- Cancellation policy
- Provide the necessary travel advisory based on the property selected
- Recheck customer reservation and issue the confirmation

Customer waiting for confirmation

- Reservation agent sending the confirmation and asking for further assistance by saying “Is there anything else that I can arrange to make your travel plan easier?”
- Professionally closing the call

The aim for the reservation agent is to close the call in a friendly and service-oriented way.

- A word of thanks for booking: “Thank you for choosing and making reservation with W Bangkok”
- Offer of calling back in the event of a query: “If you have any query, I am ready here to assist you, 24/7...Just Ask”

Before customer arrive to hotel

- Reconfirmed the reservation by phone or email, and offer hotel information beyond customer expectation. This will be creating the WOW service and show the care to our customer.
- Sending upcoming promotion and news to keep in touch with customer before arrival.

By sending email blast of hotel’s upcoming promotion and news to inform our customer before arriving to hotel because of it can be the way to maximize overall hotel revenues.

3. Conclusion

This paper is a study of the standard operating procedures (SOPs) in the reservation department of hotel industry. The research takes a look at the reservation activity of the employees and it is an important issue that hotel reservation should be concerned. The standard operating procedures (SOPs) is one of the tools to help employee to have the guideline and also help them to follow. In this research paper

the researcher suggested a new map to improve the reservation process in hotel business by creating a new flowchart based on the service blueprinting.

4. Limitations and Future Research

- The respondents of this research paper included limitation 7 respondents who work in reservation department in five stars hotel around Sathorn area in Bangkok, Thailand only. However if the subjects were drawn more than 7 respondents from any kind of hotel business in Bangkok, the result would be more generalized.
- This research paper is focused on standard operating procedures (SOPs) in the reservation department of the five stars hotel only. For other departments i.e. Front Desk, Housekeeping, Food& Beverage, Engineering, and etc. are very essential areas which were not included in this scope of the present research.
- In this subject, it is unable to find the previous study and also the limitation of resources i.e. journal, secondary data due to policy terms& conditions, time consuming and knowledge of management.

5. Implication of the research paper

- Service flowchart can be applied in any kind of business activities not only for the hotel reservation, moreover by having an appropriate standard operating procedures (SOPs) and proper training it can also help the organization to get the opportunity to increase their revenues as well.
- Service process flowchart can help the manager to identify and prevent the negative impacts that might come from the human error in the future. The employees will also have the clear guideline which can be helped them for better understanding and feel more confident when they are on duty when look at both points of view.

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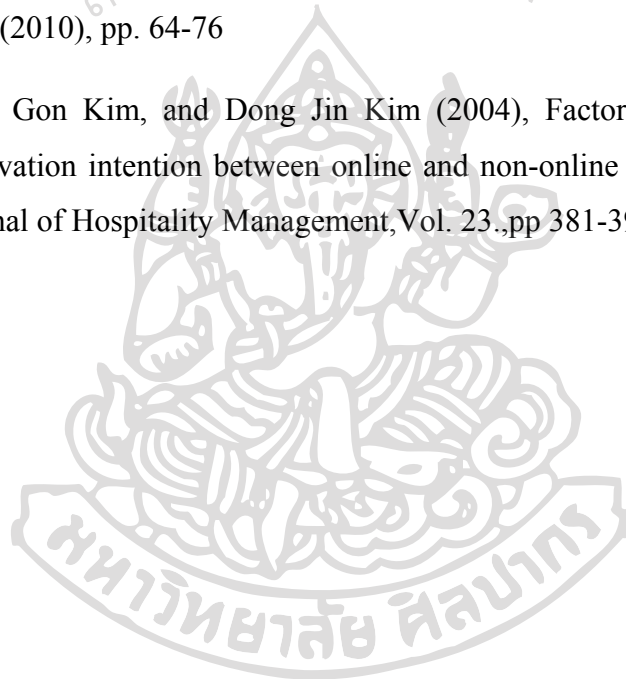
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