Quality control – marriot hotel essay

' Marriott International, Inc. is a leading worldwide hospitality company. Its heritage can be traced to a small root beer stand opened in Washington, D. C. in 1927 by J. Willard and Alice S. Marriott. Today it has more than 3500 lodging properties in the United States and 70 other countries and territories across 19 lodging and vacation resort ownership brands. The company is headquartered in Bethesda, Md. , and had approximately 137, 000 employees at 2009 year-end.

It is recognized by FORTUNE® as one of the best companies to work for, and by Newsweek as one of the greenest big companies in America. In fiscal year 2009, Marriott International reported sales from continuing operations of nearly $11 billion. Marriott International's goal is to create significant value by aggressively building its brands and growing its businesses. The company is dedicated to providing exceptional service to customers, growth opportunities for associates, and attractive returns to shareholders and owners. [1] [pic] The flowchart above is describing the process behind room service. A flowchart would ultimately be drawn for each separate process as they are created within the company to try and eliminate as many infinite loops as possible. Each time an infinite loop appears within the process there is a potential for a low degree of customer satisfaction to the point where the customer may complain or even leave. Customer Requirements | Description | | Clean | The Marriott International Inc would be expected to be clean and tidy in every aspect of | | | its hotels. | | Well trained staff | The staff would need to be helpful, well spoken and mannered with an overall knowledge of| | | the company grounds to assist customers as much as possible. | Relaxed atmosphere | The atmosphere would need to be relaxed as a high proportion

of guests will have or be | | | attending stressful meetings which they will need a break from. | | Pleasing aesthetics | The overall look of the hotels needs to be pleasing to the eye to aid in the relaxation | | | and overall customer satisfaction. | | Attention to detail, quality | Attention to detail is key in creating the correct feel within the hotels. | Variety of service & options | A variety of service and options is needed, especially in the restaurant and room service| | | to maintain customer satisfaction. | | Consistency | The hotels need to be consistently of a high standard so that customers know what to | | | expect from one hotel to the next when travelling from place to place. | | Entertainment | Entertainment is key to keeping the hotels a relaxed environment.

Good entertainment | | | would keep the custom within the hotel rather than seeking elsewhere. | | Deals | Deals will help to lure newer customers into trying out the hotel and keep the old | | | customers coming back for sure if they liked it the first time. | | Location | Location is important for access to meetings of any nature elsewhere within the city. | Premium Facilities | Sports clubs, Spa's and gyms etc follow under this category to help entertain the | | | customer. | | Luxury Rooms | The rooms are the main priority of the customer so luxury is key. If the rooms are up to | | | top specifications then the customers will only want to come back time and time again. | Function Rooms | Function rooms are important for business meetings and other functions that require a | | | private space or display area. | | 24 hour services. | 24 hour service is another addition to aid increased customer satisfaction. If the | | | customer can get hold of someone helpful at all times then they feel as if they are | | | receiving a good service. | Process |

Description | | Staff training |' On-the-job training and opportunities for personal growth and development continue throughout | | | our associates' careers. Our associates average 78 hours of training and 34 hours of professional| | | development each year.

In addition to the growth opportunities these programs provide, | | | specialized training tracks ensure our managers are prepared to manage our multi-generational, | | | multi-cultural workforce. '[2] | | Customer Satisfaction |' The company is dedicated to providing exceptional service to customers, growth opportunities for| | | associates, and attractive returns to shareholders and owners. [3] | | Community support |' Working with charitable organizations, we are serving our communities through these signature | | | issues: | | | | | | SHELTER AND FOOD | | | ENVIRONMENT | | | READINESS FOR HOTEL CAREERS | | | VITALITY OF CHILDREN | | | EMBRACING DIVERSITY AND PEOPLE WITH DISABILITIES | | | | | | To have the most significant impact, our social responsibility commitment blends corporate | | | financial contributions with in-kind giving and the volunteer service of more than 150, 000 | | | employees around the world.

In addition, many of our owners, franchisees, suppliers and guests | | | are actively engaged in their communities, often working alongside us. As a good corporate | | | citizen, Marriott is strengthening our communities throughout the world—today, and for | | | tomorrow. '[4] | | Associate gratification |' Marriott is proud to reward and recognize our associates for the work they do everyday to help | | | make every guests' experience an exceptional one. '[5] | | Health and safety | Part of every company.

The health and safety would be addressed to the highest degree possible to| || ensure there are no accidents and that all angles are covered in the unfortunate case that one ||| should occur. || Room service | The Marriot International Inc would have a process for the room service which would ensure a high| || degree of customer satisfaction with a variety of options available. || Preservation |' Marriott is expanding its portfolio of " green" hotels and buildings. Approximately 275 ||| hotels have earned the prestigious ENERGY STAR® label from the U. S. Environmental Protection ||| Agency—the most of any hotel company. [6] || Reservation Service |' Marriott's industry-leading distribution system is powered by a proprietary global reservation ||| system—MARSHA—that is fully integrated with Marriott's revenue management, eCommerce, customer ||| loyalty and property management systems, as well as the Global Distribution System (GDS) used by ||| travel agents and systems of e-Intermediaries. MARSHA provides low cost per transaction, high ||| contribution to occupancy, and high revenues generated per call. [7] ||||||' Global Service Excellence and Fluency ||| Marriott's Worldwide Reservations Centers are staffed with 2, 500 associates trained to serve ||| customers in: English, Spanish, German, Italian, French, Arabic, Cantonese, Mandarin, Japanese, ||| Hindi, Dutch/Flemish and Portuguese. |||||| Marriott. com: Powering Online Bookings ||| Marriott. om is the largest lodging Web site in the world, generating US$5. 6 billion in gross ||| revenues in 2009 and accounts for one in every five roomnights booked'[8] || Cleaning | Cleaning schedules would be part of a process to again ensure customer satisfaction. This would ||| range from the rooms being cleaned to the washing of the pots in the restaurant. If there is an ||| item in the hotel that needs cleaning there will

be a regular process to which one or more ||| members of staff will be allocated. | Design |' A services are available to all Marriott brands and include architecture and interior ||| design, project management, engineering, estimating and feasibility, and procurement. A ||| experienced design professionals provide prototypical design schemes, advise on custom packages, ||| and help you adapt your vision to fit unique building types. A can also help you find an ||| experienced firm to develop your project, providing guidance on cost-effectiveness and meeting ||| guests' expectations. [9] |||||||' A invests considerable resources in the development of new room designs and concepts. Working ||| closely with the Franchise and Owner Advisory Committees, A combines new design approaches with||| innovative product ideas. '[10] |||||||' Forty Marriott-branded hotels in design, development or under construction are expcted to ||| achieve LEED®   (Leadership in Energy and Environmental Design) certification from the U. S.

Green||| Building Council (USGBC). '[11] || Location |' Marriot International has more than 3, 400 lodging properties in 70 countries and ||| territories. '[12] |||' Marriott International has over 3, 025 properties open in North America'[13] |||' Marriott currently has 207 properties in Europe, the Middle East and Africa. [14] |||' Marriott currently has 61 properties in the Caribbean and Latin America'[15] |||' Marriott has 132 properties open in Asia-Pacific'[16] || Complaints | The complaints process would be dealt with at first by reception, then by way of a hierarchy ||| system up to the section manager dealing with the issue. A complaints booked will also be ||| presented to write in. || Checkout | The checking out process will be as easy

and stress free as possible to ensure that the customer | | | does not leave the company with a negative opinion. | | Construction. ' Marriott's Architecture and Construction Division (A) is a global resource dedicated to | | | assuring brand integrity and optimizing product performance. With six global offices and fluency | | | in 14 languages, A is staffed to handle millions of dollars in hotel construction, conversions | | | and renovations annually. '[17] | | | | | |' Marriott International has close to 440 properties approved or under construction in North | | | America. [18] | | | | | |' Marriott currently has 57 properties approved or under construction in Europe, the Middle East | | | and Africa. '[19] | | | | | |' Marriott currently has 19 properties approved or under construction in the Caribbean and Latin | | | America. [20] | | | | | |' Marriott has 60 properties approved or under construction in Asia-Pacific. '[21] | All of the customer requirements chosen for the Marriott International Inc can have data collected on them by way of a satisfaction questionnaire at the end of the customers stay. An example of this can be shown below. | Requirement | Level of satisfaction (0= Very Poor 5= Excellent) | | Clean | 0 1 3 4 5 | | Well trained staff | 0 1 2 3 4 5 | | Relaxed atmosphere | 0 1 2 3 4 5 | | Pleasing aesthetics | 0 1 2 3 4 5 | | Attention to detail, quality | 0 1 2 3 4 5 | | Variety of service & options | 0 1 2 3 4 5 | | Consistency | 0 1 2 3 4 5 | | Entertainment | 0 1 2 3 4 5 | | Deals | 0 1 2 3 4 5 | | Location | 0 1 2 3 4 5 | | Premium Facilities | 0 1 2 3 4 5 | | Luxury Rooms | 0 1 2 3 4 5 | | Function Rooms | 0 1 2 3 4 5 | | 24 hour services. | 0 1 2 3 4 5 | This would give Marriott International Inc an overall view of its customer's satisfaction. For further detail into the requirements there are other methods of data collection that could be used. The hotels could use focus groups to go into each category in a lot more depth.

Call centre data can be used when people enquire for certain aspects within the hotel, for example what is most commonly asked for. Site logs can be used as an indicator to also see what the customers preferences are when booking a room or function hall at the hotel. Another way in which customers could offer there opinions is by way of interviews in high profile cases. These are all separate ways in which Marriott International Inc could measure the customer satisfaction of the given. requirements. [pic] Above is a mind map initially used for finding the customer requirements. [pic] The affinity diagrams were then used with the mind map to produce the diagram above.

It was then these affinity diagrams which became my customer requirements. I excluded a lot of my customer requirements such as spacious, on suite rooms because they are too specific and could all be collated under one heading which in this case was luxury rooms. This technique can be used for the processes as well and helped me to narrow down them to. [pic] This is a tree diagram for one of the processes relating to the Marriott International Inc. The diagram breaks down the process into further detail and this type of diagram can be carried out on any process or customer requirement. It works in much the same way as using the affinity diagrams. [pic]

The above table shows how the weighting of the customer requirements was decided. The rank shows the number scored by each requirement and the importance relates to its weighting in relation to the other requirements being measured. [pic] The interrelationship diagram above shows the relationships between all of the processes. A black line indicates that the processes have a positive effect on each other whilst the red line indicates a

negative effect between the processes. This diagram is the basis for the roof of the HOQ. 7. A house of quality (with extra parts) You get more marks if you add in extra parts of the house and discuss them in context to your company (see lecture notes and Cohen). Part of the House of Quality | Description | | Row Number | The number of the row allocated to the customer requirement. | | Column Number | The number of the column allocated to the operating requirement. | | Row Weighting | Each customer requirement is given a weighting dependent on its level of | | | importance compared to the other customer requirement. | | Customer Requirements | A list of what the customers of Marriott International Inc would require when | | | visiting one of the hotels. | Operating Requirements | A list of the processes that Marriot International Inc undergo each day to run | | | the company as proficiently as possible. | | The Matrix | The central piece to the house. The matrix compares the customer requirements to | | | the operating requirements. It has a scoring system of 9= Strong correlation, | | | 3= Medium correlation, 1= Low correlation and a blank means no correlation between | | | the two requirements. | Max Relationship Value in Rows | This shows the maximum relationship value given in that row to one of the | | | processes compared to the given customer requirement. The relationship value | | | comes from the matrix. | | Max Relationship Value in Columns | This shows the maximum relationship value given in that column to one of the | | | customer requirements compared to the given process. The relationship value comes| | | from the matrix. | Direction of Movement | This is either a U= Up, D= Down or X= Target value for each process. If a U is given| | | then it is in Marriott's best interest to try and increase the performance/output| | | of the process as much as possible. If a D is given

then it is in Marriott's best| | | interest to try and decrease the performance/output of the process as much as | | | possible. If a X is given then the process is trying to reach a specific target. | Importance Weighting | The importance weighting is calculated by summing all of the relationship values | | | per column in the matrix after they have been multiplied by their corresponding | | | weightings from the customer requirement weight. The highest resulting importance| | | weighting then corresponds to the most important process. | |% of Total Importance Weighting | This allows the importance weighting in each column to be seen as any overall | | | percentage of the total importance weightings. This enables the HOQ reader to | | | quickly determine which processes are most important. | Target Values | The target values are values that the Marriott International Inc could try and | | | reach on a daily, weekly, monthly or annually period. | | Metrics | These are ways of measuring the processes. | | Difficulty | This is the measurement of how hard it is to use the metrics and gain the | | | information required for the Marriott International Inc. | | Competitive Evaluation | This is a graph that compares Marriot International Inc to its rival competitors. | | | It compares how well the customer requirements are met in comparison to the other| | | companies. | Technical Evaluation | This is a graph that compares Marriot International Inc to its rival competitors. | | | It compares how well the conditions of the operating requirements are met in | | | comparison to the other companies. | | Improvement factor | This is the factor by which Marriott should multiply its weighting in order to | | | improve its customer requirements or processes. It is calculate by dividing the | | | projected weighting by the current weighting. | New weighting | The new weighting corresponds to the current weighting multiplied by the | | |

improvement factor. The result can then change the importance order in which the | | | requirements and processes need to be evaluated in order to meet customer | | | demands. | | The Roof | The roof of the house compares the processes used within the Marriott to see if | | | they correlate in any given way. A + stands for a positive correlation whilst a –| | | stands for a negative correlation. | Metrics | Description. | | Number of hours spent training | Marriott International Inc will allocate so many hours worth of training to | | | every employee per year. | | Amount of +ve feedback | With respect to customer satisfaction. A survey would be carried out on as | | | many customers as possible to ensure a high level of satisfaction. | | Amount in $ given to the community | Marriot donates a certain amount in $'s per year to local communities. | Amount of +ve feedback | With respect to Associate Gratification. . A survey would be carried out on as| | | many associates as possible to ensure a high level of satisfaction. | | Number of accidents | An accident book will be present and filled in at any incident to log all | | | events that have occurred within the companies grounds. | | Number of rooms served | A data log of how many rooms have been successfully served can be stored as | | | well as a survey to ensure customer satisfaction. | Amount in $ going into research | Marriot donates a certain amount in $'s per year in to the research for | | | maintaining and building a greener future. | | RevPar | Daily Room Rate x Occupancy Rate. RevPar shows how well a hotel is filling its| | | rooms and how much they are charging per room on average across a given | | | period. | | Number of hours spent cleaning | The number of hours that employees have been allocated to cleaning the | | | grounds. | | Number of hours spent designing | Amount of time that A spend designing a new design. | Number of existing hotels in the

area | Number of lodgings in a given area and is there scope for any more. | | Number of complaints | A complaints book will be in any of the hotels for customers. The customer | | | satisfaction surveys can also be used in conjunction with this to get an idea | | | of the overall number of complaints. | | Number of successful checkouts | Part of a survey to see how easy the process was. | | Number of hours spent building | Amount of time that contractors spend building new constructions. | Pareto Charts of the top three processes. [pic]

After reviewing the HOQ the following table was used to compare all of the customer requirements and the processes. | Performance ; | Low | High | | | | | Importance | | | | High | Vulnerable | Strength | | Low | Who cares? | Over kill |

Looking at the lowest importance values, deals and consistency are at the bottom of the list. However when these customer requirements are put into the performance/importance table the deals fall into who cares section whilst the consistency would be border line who cares/over kill. The deals falls into who cares due to the fact that it scored the lowest possible importance level whilst its performance isn't very good either. The consistency level is a borderline case as it scored a three on the performance and as it only scored a 2 on the importance. As for the higher weighting customer requirements the cleanliness and staff training requirements scored highly so lie in the strength category.

This should mean that the company is going to show a high level of customer satisfaction as the most important requirements are being met to a high

specification. From my analysis there are no customer requirements that fall into the vulnerable section. The three lowest processes according to the data accumulated to form the importance weighting are community support, location and the checkout service. These three processes only add up to 9. 69% of the total importance weighting. Once these three processes were put into the performance/importance table the location and community support were both scored highly with two 4's. This results in both processes being in the over kill section which could mean that too much money and time is being put in to the processes.

However community support is dependant upon how much Marriott would like to give, in $'s, towards the local community so despite being ranked lowly in relation to the customer requirements this is an important part of the Marriott's ethics in that it tries to ' mirror the communities where we live and work every day. '[22] The checkout process falls into the who cares category as its importance is low and its performance is defiantly low with a score of 103 which is the second lowest in the HOQ. The three highest weighted processes according to the data accumulated from the importance weightings are staff training, customer satisfaction and cleaning.

These three processes all lie in the strength section of the importance/performance table because they are all highly important to Marriott International Inc yet also all have very high performance values. For example customer satisfaction accounts for 19. 99% of the overall importance weighting whilst all three of the processes combined have a grouped weighting of 42. 64%. All three processes also scored a 4 in the performance values which concludes that these three process fall into the

strength category. Looking into the roof of the HOQ Staff training, customer satisfaction and associate gratification interrelate the most with all the other processes in the company. This doesn't come as a surprise as Marriott itself state that ' Marriott's belief is that our associates are our greatest assets. [23] This is proven in the roof and in the interrelationship diagram because two out of the three highest relating processes involve staff, the other involving the customer which again Marriott states that ' Marriott Culture is the experience we create for our customers, which is demonstrated by the behavior of our associates. '[24] This means that the customer satisfaction is strongly linked with the staff training and gratification scheme anyway. The two least linked processes are the construction and location processes. This is due to the fact that these two processes are very corporate involved process that will not interact much with other processes as they are almost a separate part of the company that doesn't deal with the customer.

The design process is also closely linked to the above two processes as it is overlooked by A&C construction and design firm. The competitive evaluation shows where the Marriott could improve itself as a company. As described above the customer requirements fall into either the strength, who cares or over kill category. The customer requirements that fell into the who cares category aren't a necessity to improve on straight away as the customer doesn't really care much about them. However the deals and function room customer requirements that fell into this category are below that of the standard of one of Marriott's rival hotels, the Hilton.

As the Marriott hotels are on par or higher than the Hilton on every other customer requirement I would suggest that these two requirements are two

that Marriott should concentrate a bit of their time on. These areas could be greater improved for a fraction of the price. Improving the deals would draw in more custom, thus improving the RevPar rate as more people are staying in the rooms for a longer period of time. The requirements with the highest importance weightings that fell into the strength category should also be considered from improvement as they are highly important to the customer which will have constantly increasing demands as the competitors improve their aspects of the requirements.

For example the staff training is high on the importance weightings for the customer requirements and also scores highly on the performance chart on the competitive evaluation with a 4 out of 5 so it falls into the strength category. This means that the company has recognised the importance of the requirement and is acting upon it to a high level but when it comes to improving the requirement care must be taken not to neglect it. This is because the Hilton also scores highly in the competitive evaluation for the staff training so if they were to try and improve on their training and yet the Marriott perceived it as an adequate strength that needs no further adaptation then the Hilton will move ahead leaving Marriott behind.

This is not what Marriott wants so it would be important to consistently try and improve on all customer requirements even if just to stay ahead of its competitors. The trouble with improving on these requirements is that because they are such a high standard already then they will cost a lot of time and money to further improve. The requirements that are in the middle of the range on the importance yet also only score an average performance rating are the requirements that require careful consideration. They will lie

on the boundaries of whether they are vulnerable or strength if the have a high importance weighting or the boundary of who cares and over kill if the importance weighting is low.

The latter isn't as important so a requirement such as the pleasing aesthetics which scored a 4 on the importance weighting and a 3 on the competitive evaluation may just fall into the who cares category but just as the category states customer will not mind if this requirement isn't of a high standard. The trouble for a company comes when there is a border line case of whether the requirement is vulnerable or not. An example of this is with the customer requirement of a relaxed atmosphere because it has a relatively high importance rating of 7 but only has a performance rating of 3. This rating means that it would be a border line case for the vulnerable section.

Any requirements caught in the vulnerable section need urgent attention because they have been recognised by the customer as an important part of the company but the company hasn't fully fulfilled it to the required potential. This is also why it is important that a company tries to improve on its requirements in the strength section because if the competitors creep ahead in terms of performance then the expectations for the requirements will rise rendering the strengths as now vulnerable. The same performance/importance chart alongside the technical evaluation can be used for the processes. The staff training, customer satisfaction, room service and cleaning processes would all fall into the strength category.

The community support, associate gratification, preservation, location and construction processes would fall into the over kill category so don't need much further consideration into improving the processes. The checkouts and complaints would fall into the who cares category whilst the room service and reservation services could potentially fall into the vulnerable category. With the importance weightings being calculated it is most important to first consider the highest weighted processes but depending then on what category they fall into would determine the urgency of whether the process needs to be looked into at all. The performance of the processes relates to its target values and if they are meeting them or not.

In all the processes that Marriott should concentrate on if proving further are its strengths to stay ahead of the game and its vulnerables to most greatly increase the overall performance of the company. The pareto charts should show that 80% of the data produced from the processes is produced from 20% of the inputs however for two out of three of my processes that were evaluated this was not the case. For the pareto charts on staff training and customer satisfaction the 80% of data was collected from approximately 40% of the inputs. The only chart where this data was correct was for the cleaning process where the amount of hours cleaning was deduced.

This chart shows that 80% of the cleaning time was taken up in the rooms and the restaurant which means that it is this small part of the process which is the most valid. The rest of the rooms are considered insignificant within the pareto chart. The pareto charts do however show where the majority of the work is being done. They may not fall exactly into the 80-20 split that it is famous for but looking at the charts you can clearly see that with the

customer satisfaction charts most complaints came from the food, staff or rooms. In this case an investigation would need to be launched into why the complaints were made and how best to rectify them.

In all if Marriott International Inc wanted to improve itself as a company then it should concentrate on spending its money on bring up any of its vulnerable aspects first, followed by its strength aspects, moving onto the who cares category and finally improving the over kill section if all other sections are well above that of their competitors. The way Marriott International Inc could improve on its two vulnerable processes would be by way of improving their marketing structure to promote the company further. This could even be done by improving the deals process alone which would in turn improve the reservation service which and following that the number of room service would go up providing that it is again marketed clearly.

The strengths in the company would take more time and money to improve as they are already at such a high standard but by way of questionnaires at the end of customers stays, customers would be able to give their input into how Marriott could potentially improve on its services. The processes falling into the over kill section are fine however Marriott may see them a certain delighters to try and entice in further custom. If this is the case then further marketing and promotion of these services should be considered to set the standard for all of the competing companies. Finally the processes in the who cares category shouldn't be looked to improve upon urgently however they would be the easiest processes to bring up to higher standards.

Word Count: 2546 Reference list [1] [3] http://investor. shareholder. com/mar/default. cfm 02/12/2010 [2] [5] http://www. marriott. com/corporateinfo/social-responsibility/workplace. mi 02/12/2010 [4] [7] [8] [9] [10] http://www. marriottdevelopment. com/index. html#services/industry/ 02/12/2010 [6] [11] http://www. marriott. com/marriott. mi? page= green_buildings 02/12/2010 [12] [13] [14] [15] [16] [18] [19] [20] [21] http://www. marriottdevelopment. com/index. html#regions/emea/ 02/12/2010 [17] http://www. marriottdevelopment. com/ 02/12/2010 [22] http://www. marriott. com/marriott. mi? page= diversity_workforce 02/12/2010 [23] http://www. marriott. om/corporateinfo/culture/default. mi 02/12/2010 [1] http://investor. shareholder. com/mar/default. cfm 02/12/10 [2] http://www. marriott. com/corporateinfo/social-responsibility/workplace. mi 02/12/2010 [3] http://investor. shareholder. com/mar/default. cfm 02/12/10 [4] http://www. marriottdevelopment. com/index. html#services/industry/ 02/12/2010 [5] http://www. marriott. com/corporateinfo/social-responsibility/workplace. mi 02/12/2010 [6] http://www. marriott. com/marriott. mi? page= green_buildings 02/12/2010 [7] http://www. marriottdevelopment. com/index. html#services/industry/ 02/12/2010 [8] ibid [9] ibid [10] ibid [11] http://www. marriott. com/marriott. mi? age= green_buildings 02/12/2010 [12] http://www. marriottdevelopment. com/index. html#regions/emea/ 02/12/2010 [13] ibid [14] ibid [15] ibid [16] ibid [17] http://www. marriottdevelopment. com/ 02/12/2010 [18] http://www. marriottdevelopment. com/index. html#regions/emea/ 02/12/2010 [19] ibid [20] ibid [21] http://www. marriottdevelopment. com/index. html#regions/emea/ 02/12/2010 [22] http://www. marriott. com/marriott. mi?

page= diversity_workforce 02/12/2010 [23] http://www. marriott. com/corporateinfo/culture/default. mi 02/12/2010 [24] ibid ————————– ROOM SERVICE FLOW CHART Can the customer Contact room service?? Is there a phone in the room??

Are there instructions to use the phone?? Are the instructions Clear & Concise?? Customer goes to Reception to enquire for further assistance. Is the customer satisfied?? Customer Returns to the room. Is there a variety of options on the menu?? Customer Places an order. Does the food arrive?? Customer Contacts room service to enquire. Was the waiting time adequate?? Waiter doesn't get a tip. Waiter doesn't get a tip. Customer Fills out a complaints form. Was the waiter polite and well mannered?? Waiter gets a Tip. Customer Enjoys their evening!! KEY = START = STOP = PROCESS = DECISION. Does it work?? YES NO YES YES YES YES YES YES YES YES NO NO NO NO NO NO

NO NO NO YES MIND MAP Customer Requirements Air Conditioned Comfortable Quiet Clean Rooms Entertainment On Suite Rooms Spacious Warm Pleasant view Good Room Service Helpful Staff Lots of Staff around. Polite Staff Well Presented Staff Good variety of Food Not overpriced Adequate restaurant waiting time Vegetarian Options Relaxed Atmosphere Clean Toilets Clean Restaurant Tidy Grounds Pleasing Aesthetics Informative Reception desk Massage Parlour Gym Swimming Pool Sports Facilities Comfortable Lounge Area 24 hour services at reception. Wide range of drinks at the bar Deals on longer stays Deals on certain times of the year/week Parking Facilities

Disabled access. Attention to Detail, Quality. Consistency Location Function Rooms AFFINITY DIAGRAMS: Justifying the Customer Requirements. Clean Rooms Clean Toilets Clean Restaurant Tidy Grounds Cleanliness Deals on longer stays Deals on certain times of the year/week Deals Massage Parlour Gym Swimming Pool Sports Facilities Comfortable Lounge Area Parking Facilities Premium Facilities Good Room Service Helpful Staff Lots of Staff around. Polite Staff Well Presented Staff Informative Reception desk Staff Training Good variety of Food Not overpriced Adequate restaurant waiting time Vegetarian Options Wide range of drinks at the bar Disabled access.

Variety of services & Options Air Conditioned Comfortable Quiet On Suite Rooms Spacious Warm Pleasant view Luxury Rooms 24 hour services at reception. Relaxed Atmosphere Pleasing Aesthetics Attention to Detail, Quality. Location Entertainment Consistency Function Rooms TREE DIAGRAM: Customer satisfaction at Marriott International Inc. Process. Major categories. Component elements. Sub-elements. Customer satisfaction Good Food Good Service Good Staff Comfortable surroundings Luxury Rooms Quality Ingredients. Good suppliers. Good recipes. Fast service Helpful service Friendly service Polite Well mannered Enthusiastic. Spacious. Clean surroundings. Relaxed atmosphere.

Comfortable. Pleasing aesthetics. Well maintained. Fresh Local Produce Delivery on time Correct invoices Good Chefs Correct invoices Good training Well tempered Good background Well behaved A wanting to learn Future promotion Air conditioned Large beds Clean Well designed Well looked after Good colour scheme Well managed Good organisation Good knowledge Recommendations Happy Approachable Large rooms No overcrowding Staff

cleaning. Suitable surfaces Calm staff Ambient lighting 14 13 12 11 10 9 8 7 6 5 4 3 2 1 Row Number 24 hour services. 10 11 13 14 Function Rooms. 3 4 12 12 13 14 Luxury Rooms. 11 12 11 11 11 12 13 14 Premium Facilities. 8 9 0 10 10 10 11 12 13 14 Location. 9 10 9 9 9 9 10 11 12 13 14 Deals. 0 1 8 8 8 8 8 9 10 11 12 13 14 Entertainment. 6 7 7 7 7 7 7 7 7 8 9 10 11 12 13 14 Consistency. 1 2 6 6 6 6 6 6 6 7 8 9 10 11 12 13 14 Variety of Services & Options. 6 7 5 5 5 5 5 5 5 5 5 6 7 8 9 10 11 12 13 14 Attention to Detail/ Quality. 3 4 4 4 4 4 4 4 4 4 4 5 6 7 8 9 10 11 12 13 14 Pleasing Aesthetics. 3 4 3 3 3 3 3 3 3 3 3 3 3 5 6 7 8 9 10 11 12 13 14 Relaxed Atmosphere. 6 7 2 2 2 2 2 2 2 2 2 2 2 3 4 5 6 7 8 9 10 11 12 13 14 Well trained Staff. 12 13 1 1 1 1 1 1 1 1 1 1 1 1 2 3 4 5 6 7 8 9 10 11 12 13 14 Clean. 13 14 Description Rank Importance (1-14) Interrelationship Diagram Staff Training Customer Satisfaction Community Support Associate Gratification Health & Safety Room Service Preservation Reservation Service Cleaning Design Location Complaints Checkout Construction Significant Insignificant Insignificant Significant Significant Insignificant