

Internship Report on Front Office Operation of Horizon Resort and Spa, Sanya, Hainan.

Submitted by

Muktasid Bin Ahammed Yash

ID:192-43-411

Department of Tourism & Hospitality Management

Faculty of Business & Entrepreneurship

Daffodil International University

Submitted To

Siddiqur Rahman

Assistant Professor & Head

Department of Tourism & Hospitality Management

Faculty of Business and Entrepreneurship

Daffodil international University

Date of Submission: November 2024

LETTER OF TRANSMITTAL

To

Siddiqur Rahman
Assistant Professor & Head
Department of Tourism and Hospitality Management
Faculty of Business and Entrepreneurship

Subject: Submission of the Front Office Operation Internship Report at Horizon Resort and Spa, Sanya, Hainan.

Dear sir,

I am pleased to submit my dissertation entitled "Daily Front Office Summary of Horizon Resort and Spa, Sanya, Hainan", in partial fulfillment of the course requirements for the Bachelor of Tourism & Hospitality Management program. This report provides an in-depth analysis of the daily operations in the front office department at Horizon Resort and Spa, examining key operational challenges, including staffing issues, technological integration, communication effectiveness, and their overall impact on guest satisfaction and operational efficiency.

I would like to extend my gratitude for your invaluable support and guidance throughout the preparation of this report. Your insights have greatly contributed to shaping the research, and I hope this report will serve as a useful addition to the understanding of daily front office operations in a luxury resort environment. I submit this report as partial fulfillment of my degree requirements and look forward to discussing the findings with you. Should you have any feedback or suggestions, I would be more than happy to incorporate them.

Thank you once again for your continuous support and encouragement.

Regards,

Muktasid Bin Ahammed Yash

ID: 192-43-411

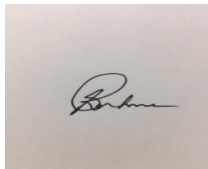
Department of Tourism and Hospitality Management
Daffodil International University

CERTIFICATE OF APPROVAL

I confirm that Muktasid Bin Ahammed Yash, Student ID: 192-43-411 has successfully completed the research project under my guidance. This report, entitled "Daily Front Office Summary of Horizon Resort and Spa, Sanya, Hainan", has been prepared in accordance with the prescribed academic standards and requirements.

I hereby approve this report for submission as partial fulfillment of the requirements for the Bachelor of Tourism & Hospitality Management program.

Signature



Siddiqur Rahman
Assistant Professor & Head
Department of Tourism and Hospitality Management
Faculty of Business and Entrepreneurship

PREFACE

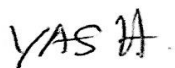
First and foremost, I would like to express my deepest gratitude to Allah for His endless mercy and blessings, which have enabled me to successfully complete this report. This report, titled "Daily Front Office Summary of Horizon Resort and Spa, Sanya, Hainan", is the culmination of dedicated research and learning during my academic journey.

I extend my sincere appreciation to Daffodil International University for providing an enriching academic environment that has greatly contributed to my personal and professional growth. Special thanks go to my supervisor, Mr Siddiqur Rahman, for her invaluable guidance, continuous support, and insightful feedback throughout the development of this report. Her direction has been pivotal in shaping the depth and quality of this work.

I am also deeply grateful to the staff at Horizon Resort and Spa for their cooperation during my research. Their willingness to share their experiences and knowledge was essential in allowing me to gain a comprehensive understanding of daily front office operations. Their input has significantly enriched the content of this report.

Lastly, while I have received tremendous support during this process, I take full responsibility for any errors or oversights in this report. I welcome any constructive feedback that can further refine my work.

Sincerely yours,



Muktasid Bin Ahammed Yash

ID: 192-43-411

Department of Tourism and Hospitality Management

Daffodil International University

EXECUTIVE SUMMARY

This report presents an analysis of the Front Office Operations at HORIZON RESORT & SPA during my internship. The main objectives of this report are To explain the front office structure of Horizon Resort and Spa. To explain the operational processes involved in reservations, check-ins, and check-outs. To develop some recommendations based on the problems.

The scope of the report includes an evaluation of key front office functions such as the check-in/check-out process, guest services, reservation handling, and overall customer interaction. During my internship, I observed and participated in various front office operations, gaining insights into both the strengths and weaknesses of the department.

Key findings from the report highlight several areas where improvements could be made. The check-in process was found to be time-consuming, leading to customer dissatisfaction during peak hours. Additionally, communication between the front desk and other hotel departments was sometimes slow, causing delays in guest requests. Staff training in guest relations was another area identified for improvement, as several team members lacked the necessary skills to handle difficult customer situations effectively.

Based on these findings, the report recommends implementing a more efficient check-in system, enhancing communication through integrated software, and providing ongoing training for front office staff to improve customer service. Furthermore, a focus on staff motivation and team-building activities could lead to improved performance and job satisfaction.

In conclusion, optimizing front office operations is crucial to enhancing the overall guest experience and ensuring operational success. By implementing the recommended changes, HORIZON RESORT & SPA can improve efficiency, customer satisfaction, and overall performance.

LIST OF ABBREVIATIONS

- FO= Front Office
- F&B=Food & Beverage
- C/O= Check out
- VIP=Very important person
- DND=Do not disturb
- OTA= Online Travel agent
- POS= Point of sales
- ADR=Average daily rate
- RB=Room With breakfast
- OTA= Online travel agent
- PMS=Property management system
- C/I=Check in
- HK=Housekeeping
- HR=Human resource
- SM=Sales and marketing
- OOO= Out of order
- VD=Vacant dirty
- VC=Vacant clean
- OOS=Out of service
- D/O=Due out
- GIS=Guest in House
- CL=City Ledger
- GA=Guest Account
- RO=Room Only
- NS=Non-Smoking
- S=Smoking
- HF=Higher Floor

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Chapter 1

Introduction

1.1 Introduction

Horizon Resort and Spa, located in the popular tourist destination of Sanya, Hainan, China, is a luxury resort catering to high-demand clientele. As a prominent player in the hospitality industry, its success hinges on operational efficiency and guest satisfaction, with the front office department being pivotal to both. The front office serves as the primary point of contact for guests, managing essential functions such as reservations, check-ins, check-outs, and guest services. Additionally, it coordinates communication between various departments such as housekeeping, maintenance, and concierge to ensure seamless service delivery.

The significance of the front office department in hotel operations cannot be overstated. It is the face of the hotel and is responsible for creating first and lasting impressions, which are critical to achieving guest satisfaction and retaining repeat customers. However, like many large-scale operations, the front office at Horizon Resort and Spa faces several challenges, including staffing shortages, technological limitations, and communication barriers (Sayin, 2019). Addressing these issues is crucial for maintaining operational efficiency and delivering superior guest experiences.

1.2 Background of the Report

The importance of daily front office reporting lies in its ability to provide real-time insights into the functioning of the department. In large resorts such as Horizon Resort and Spa, daily reports allow management to track key performance indicators (KPIs), identify bottlenecks in operations, and implement timely interventions. Daily front office reporting covers various operational activities, including guest arrivals, departures, room occupancy rates, special requests, and internal communication between departments. The accurate and timely reporting of these activities is essential to achieving operational success, ensuring that staff can respond swiftly to guest needs and maintaining a smooth workflow (Christian, Permatasari, & Sugandi, 2013). Research shows that communication challenges between departments can significantly hamper productivity, which further highlights the importance of regular reporting and monitoring (Sayin, 2019). Furthermore, staffing issues such as high turnover rates, inadequate training, and poor job satisfaction can compromise the efficiency of the front office operations, directly impacting guest satisfaction (Gumaste, Bhagwat, & Thakkar, 2015).

1.3 Scope of the Report

The scope of this study includes an examination of the daily operations of the front office department at Horizon Resort and Spa. The focus areas include:

- **Guest Check-ins and Check-outs:** This process is a key touchpoint for guests and plays a significant role in shaping their overall impression of the hotel. Ensuring a seamless experience is crucial, and any delays or errors in the process can negatively impact guest satisfaction (Husin, 2023).
- **Handling Inquiries and Requests:** The front office is responsible for managing guest inquiries and special requests. A lack of effective communication between departments can result in delays or errors in fulfilling these requests, leading to decreased guest satisfaction (Sayin, 2019).
- **Interdepartmental Coordination:** Communication between the front office and other departments, such as housekeeping and maintenance, is essential for maintaining operational efficiency. Any communication lapses can result in service delays, affecting the guest experience (Jawabreh et al., 2022).
- **Technology Use:** The study also focuses on the use of technology in the front office, including property management systems (PMS) and the integration of new technologies like Robotic Process Automation (RPA) to streamline operations (Negoita & Borangiu, 2023).

1.4 Objective of the Report: Front Office Operations

Broad Objective:

The primary aim of this report is to provide a comprehensive understanding of front office operations in the hospitality industry. focusing on the key functions, processes, and the role of front office staff in managing guest interactions. This report will explore how the front office contributes to the overall guest experience, ensures operational efficiency, and supports the hotel's objectives in terms of service quality, guest satisfaction, and revenue management.

Specific Objectives:

To address the broad objective, the following specific objectives are outlined:

- **To explain the front office structure of Horizon Resort and Spa**
- **To analyze operational processes involved in reservations, check-ins, and check-outs.**
- **To identify the problem relates to front office operation of Horizon Resort and Spa**
- **To develop recommendations based on the problems.**

1.5 Methodology

This study on Front Office Operation at Horizon Resort and Spa in China, it's a Qualitative Research and Descriptive in nature. The purpose of this research is to describe and analyze the front office operations within the resort, evaluate its efficiency, customer service quality, and the impact of its operations on guest satisfaction and business performance. The study will also identify challenges faced by the front office staff and suggest areas for improvement.

Types of Data Used

Secondary Data

Secondary data will complement the primary data by providing contextual information and industry benchmarks for front office operations. The sources of secondary data include:

- **Company Documents**

Internal documents from Horizon Resort and Spa, such as operational manuals, training materials, and reports on past front office performance, will be reviewed to understand current practices and identify areas of improvement.

- **Industry Reports**

Reports on the hospitality industry in China, particularly in the luxury resort segment, will be analyzed to compare Horizon Resort's practices with industry standards and trends.

- **Academic Articles and Books**

Relevant academic literature on front office management, guest services, and hospitality operations will be reviewed to provide theoretical insights and best practices that could be applied to Horizon Resort and Spa.

- **Online Reviews and Guest Feedback**

Data from online review platforms (e.g., TripAdvisor, Google Reviews) will be analyzed to understand guest perceptions and feedback on front office services at Horizon Resort and Spa.

By combining primary data (from surveys, interviews, and observations) with secondary data (from industry reports, company documents, and academic sources), this research will provide a comprehensive analysis of the front office operations at Horizon Resort and Spa in China. The results will offer actionable insights into improving service delivery, optimizing operations, enhancing customer satisfaction, and ensuring that the front office contributes to the overall success of the resort.

Chapter 2

An Overview of Horizon Resort and Spa

2.1 Company profile

Location: Sanya, Hainan, China

Opening Year: 1998

Number of Rooms: 900

2.1.1 Introduction

Horizon Resort and Spa, located in the tropical paradise of Sanya, Hainan, is a premier 5-star resort catering to families who want a memorable and enjoyable vacation. The resort features 900 beautifully appointed rooms with modern amenities, ensuring maximum comfort for guests of all ages. With its unique combination of family-centric services and top-tier hospitality, Horizon Resort and Spa is a perfect destination for both relaxation and adventure.

The resort's family-focused activities, such as swimming, snorkeling, and organized children's programs, ensure that both parents and kids have an unforgettable stay. For those looking to relax, the resort's luxurious spa services, beautiful beachfront, and two outdoor swimming pools provide a perfect escape. Additionally, with a variety of dining options, including two breakfast restaurants, a hot pot restaurant, and two lunch and dinner restaurants, the resort promises an all-inclusive culinary experience that meets the diverse tastes of its guests.

2.1.2 Mission Statement

The mission of Horizon Resort and Spa is to provide a world-class family vacation experience by offering luxurious accommodations, exceptional service, and a wide range of family-friendly activities. We aim to create a relaxing, fun, and safe environment where families can bond, enjoy quality time together, and create lasting memories.

2.1.3 Vision Statement

Our vision is to be the leading family-friendly luxury resort in Sanya, Hainan, known for offering the best family vacation experience through personalized service, superior facilities, and exciting activities for all ages. We strive to continually enhance our guests' experiences while maintaining a commitment to excellence, sustainability, and innovation in hospitality.

2.2 Key Milestones

- **1998 – Opening of Horizon Resort and Spa:** The resort opens its doors in Sanya, establishing itself as a premier destination for families and travelers seeking a luxurious beach retreat.
- **2005 – Expansion of Family-Friendly Facilities:** Horizon Resort and Spa expands its children's offerings, including adding the Horizon Kids' Club, dedicated children's swimming pools, and kid-focused activities to create an engaging and entertaining environment for younger guests.
- **2010 – Introduction of New Dining Options:** The resort introduces a new variety of dining experiences, including a Hot Pot Restaurant, two casual dining restaurants, and two breakfast restaurants, catering to a broad range of culinary preferences.
- **2015 – Enhancement of Leisure Activities:** The resort adds a range of new leisure activities, including snorkeling, water sports, and a dedicated BBQ area on the beach, to enhance guest experiences with outdoor recreation and relaxation.
- **2018 – Award Recognition:** Horizon Resort and Spa receives recognition for its exceptional family-friendly amenities and services, being awarded as one of the top family resorts in Sanya.
- **2020 – Sustainability Initiatives:** The resort begins implementing eco-friendly initiatives, such as water conservation measures, energy-efficient systems, and sustainable sourcing for food and amenities, to minimize its environmental impact.

2.3 Product/Services of Horizon Resort & Spa

1. Accommodation: Horizon Resort and Spa offers 900 luxurious rooms, including family suites, designed with modern amenities and breathtaking views of the beach or garden. The rooms are spacious and equipped with all the comforts needed for a relaxing stay.

2. Swimming Pools: The resort boasts two large outdoor swimming pools, ideal for a refreshing swim. There is also a children's pool, ensuring that young guests have a safe and fun space to play and cool off.

3. Snorkeling and Water Sports: Horizon Resort and Spa offers various water-based activities such as snorkeling, kayaking, and beach sports, giving guests the opportunity to explore the surrounding marine life and engage in exciting adventures.

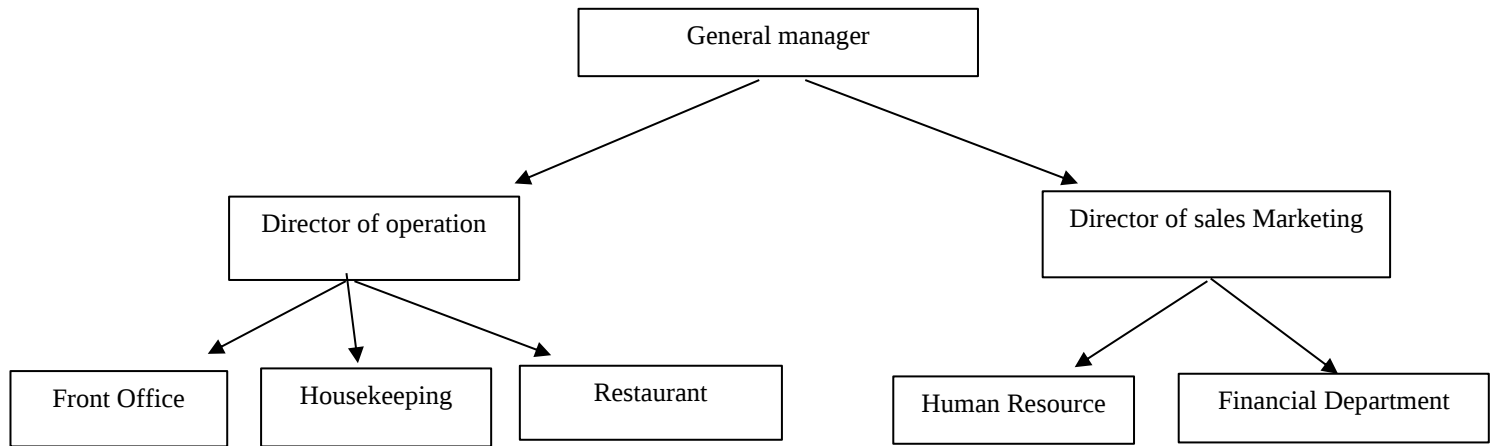
4. Beachfront BBQ: For guests looking to enjoy a more casual dining experience, the resort organizes beachfront BBQs where families can enjoy freshly grilled food while enjoying the sunset and ocean breeze.

5. Children's Activities: Horizon Resort and Spa provides a wide range of supervised activities for children, including arts and crafts, games, themed events, and adventure programs, ensuring that younger guests have a fun and engaging stay.

6. Two Breakfast Restaurants: The resort features two spacious breakfast restaurants offering an extensive buffet with both international and local dishes to cater to all tastes, providing a perfect start to the day.

7. Hot Pot Restaurant: For guests seeking a unique dining experience, the resort offers a Hot Pot Restaurant where families can enjoy a traditional Chinese hot pot meal, complete with fresh ingredients and flavorful broths.

2.4 Organizational Structure Flowchart



2.4.1 Explanation of Departments and Roles:

1. **General Manager:** The highest authority in the hotel, responsible for overseeing all hotel operations and ensuring that all departments are performing efficiently.
2. **Director of Operations:** Supervises all operational departments (such as front office, housekeeping, restaurant, kitchen, etc.) to ensure smooth day-to-day operations.
 - **Front Office:** Handles guest services such as check-in/check-out, reservations, and inquiries.
 - **Reception Staff:** Manages guest check-ins, check-outs, and room assignments.
 - **Concierge Staff:** Provides personalized services for guests, including booking excursions, transportation, and special requests.
 - **Bellboy/Porter:** Assists guests with luggage and directs them to their rooms.
 - **Housekeeping:** Ensures that rooms and public areas are cleaned and maintained.
 - **Executive Housekeeper:** Oversees the housekeeping department and ensures cleanliness standards.
 - **Housekeeping Supervisors:** Supervise room attendants, monitor cleaning schedules, and ensure quality standards.
 - **Room Attendants:** Perform cleaning duties in guest rooms and common areas.
 - **Restaurant:** Manages the dining experiences, ensuring guests have a pleasant meal service.
 - **Restaurant Manager:** Responsible for overall operations, customer service, and staffing in the restaurant.
 - **Waitstaff/Servers:** Serve food and drinks to guests, ensuring guest satisfaction.
 - **Kitchen:** Handles food preparation, cooking, and food safety.
 - **F&B Supervisor:** Manages both the kitchen and restaurant staff, ensuring efficient service and food quality.

3. **Human Resources:** Overseas staffing, recruitment, employee relations, and employee welfare.
 - **HR Manager:** Manages employee recruitment, training, and ensures that all labor laws are followed.
 - **Recruitment Team:** Works to hire the best talent for the hotel, maintaining a strong workforce.
4. **Sales & Marketing:** Responsible for promoting the hotel, driving bookings, and increasing revenue.
 - **Sales Manager:** Focuses on corporate sales, group bookings, and events.
 - **Marketing Team:** Handles advertising, promotions, and public relations to increase brand awareness and sales.
5. **Financial Department:** Manages the hotel's financial transactions, budgeting, and reporting.
 - **Financial Controller:** Manages the financial activities, ensures proper bookkeeping, budgeting, and cost control.
 - **Accounts & Payroll:** Handles accounts payable and receivable, employee payroll, and financial reporting.
6. **Parents and Child Activities:** Focuses on providing activities and services specifically designed for children and family entertainment.
 - **Parents and Child Activities Coordinator:** Oversees children's programs, organizes events, and ensures a safe and fun environment for families.
 - **Kids' Club Activities Team:** Engages children with supervised activities, games, and educational programs.
7. **Engineering Department:** Ensures that the hotel's physical infrastructure and equipment are well-maintained.
 - **Maintenance Supervisor:** Oversees the engineering team, schedules regular maintenance, and handles repairs.
 - **Engineering Technicians:** Perform repairs and routine maintenance of hotel facilities, including plumbing, HVAC systems, and electrical systems.

Chapter 3

Literature Review

3.1 Introduction

The front office is the focal point of operations in any hotel or resort, as it is the primary contact point for guest interactions and manages crucial tasks such as reservations, check-ins, and check-outs. Its effective functioning significantly impacts guest satisfaction and overall operational efficiency. In recent years, numerous studies have examined the challenges and advancements in front office operations, particularly in the areas of staffing, technology, guest service, and communication. This chapter provides a detailed review of the existing literature, focusing on how daily front office activities contribute to the guest experience, the importance of staffing and training, the role of technological advancements, and the significance of effective communication in maintaining seamless daily operations.

3.2 Guest Experience and Front Office Operations

The front office department plays a critical role in shaping the guest experience, as it is the first and last point of contact for guests. The efficiency and professionalism with which front office staff manage guest interactions directly influence guest satisfaction. According to Gumaste, Bhagwat, and Thakkar (2015), front office practices such as courteous service, quick response to guest inquiries, and smooth check-in/check-out processes significantly contribute to higher guest satisfaction levels. These touchpoints are essential for creating positive first impressions, which can often determine the overall guest experience.

Furthermore, the responsiveness of front office staff to guest needs and complaints plays a pivotal role in shaping perceptions. Jawabreh et al. (2022) found that guests tend to rate their overall stay more positively when front office staff are proactive in resolving issues and meeting special requests, such as room upgrades or additional services. This highlights the importance of maintaining a responsive and well-equipped front office team capable of handling a variety of guest demands. Additionally, as Bharti and Sharma (2023) observed,

Guest expectations have evolved in the post-COVID-19 era, with cleanliness, safety, and efficient service becoming top priorities for travelers. The front office is now tasked with

managing these heightened expectations, adding another layer of complexity to daily operations.

The success of daily front office operations hinges on the ability to balance these various demands while maintaining high service standards. However, communication breakdowns between the front office and other departments, such as housekeeping and maintenance, can lead to service delays and negatively impact the guest experience (Sayin, 2019). Ensuring that the front office functions efficiently and in coordination with other departments is, therefore, essential for maintaining a positive guest experience.

3.3 Staffing and Training in Front Office Operations

Staffing is a critical challenge in front office operations, with issues such as high turnover rates and inadequate training often hindering operational efficiency. As Ahmad and Scott (2014) noted, high staff turnover can disrupt the smooth functioning of front office operations, leading to delays and reduced service quality. This is particularly problematic in high-end resorts, where guests expect impeccable service. The ability of front office staff to manage their tasks efficiently depends largely on the quality of their training and their familiarity with the hotel's processes and technology.

Proper training is essential for ensuring that front office staff are equipped to handle a wide range of guest interactions, from check-ins and check-outs to resolving complaints and managing special requests. Husin (2023) emphasized that well-trained staff are more likely to provide high-quality service, which in turn enhances guest satisfaction. Moreover, comprehensive training programs help to increase job satisfaction among front office employees, reducing turnover rates and ensuring that the hotel maintains a stable, experienced workforce. Sharon et al. (2014) also highlighted the importance of job satisfaction in retaining front office employees, noting that satisfied employees are more likely to stay longer and perform better.

Training programs that emphasize communication skills, problem-solving, and the use of technology are particularly important in today's hospitality environment. With the increasing use of automated systems in front office operations, staff must be comfortable using these tools to streamline their tasks. However, as Negoita and Borangiu (2023) pointed out, while

automation can improve efficiency, it also necessitates continuous training and adaptation to ensure that staff can effectively integrate these technologies into their daily routines.

3.4 Technological Advancements and Their Impact on Daily Operations

Technology has become an integral part of front office operations, with many hotels and resorts relying on property management systems (PMS) and other automated tools to streamline daily tasks. PMS allows front office staff to manage reservations, check-ins, check-outs, billing, and other guest services efficiently. As Melián-González and Bulchand-Gidumal (2017) noted, the use of information technology in front office operations has greatly improved task performance by reducing human errors and speeding up routine processes. This has enabled hotels to handle larger volumes of guests while maintaining high service standards.

In addition to traditional PMS, more advanced technologies such as Robotic Process Automation (RPA) are being introduced to further enhance operational efficiency. RPA allows hotels to automate repetitive tasks, such as updating guest records or processing payments, freeing up front office staff to focus on more complex guest interactions (Negoita & Borangiu, 2023). This not only improves the speed and accuracy of front office tasks but also reduces the burden on staff, allowing them to provide more personalized service to guests.

However, the implementation of new technologies also presents challenges. According to David and Nkiruka (2017), one of the key challenges in adopting technology in front office operations is the need for regular updates and maintenance. Without continuous technological upgrades, systems can become outdated, leading to inefficiencies and service disruptions. Moreover, technology must be seamlessly integrated into the hotel's overall operations to ensure that all departments, including housekeeping and maintenance, are aligned with front office processes. Proper training for staff on how to use these technologies is also crucial for ensuring their effective use (Shin, Perdue, & Kang, 2019).

3.5 Communication Flow in Daily Operations

Effective communication is essential for ensuring that the front office operates smoothly and in coordination with other departments. The front office serves as a central hub, communicating guest requests and needs to various departments, such as housekeeping, maintenance, and food

and beverage. A breakdown in communication can lead to service delays, unprepared rooms, or unmet guest requests, all of which negatively impact the guest experience.

Sayin (2019) emphasized the importance of efficient communication in improving overall productivity in hotel operations. In a study of five-star hotels, Sayin found that communication issues between departments were a significant factor contributing to reduced operational efficiency. For example, if the front office fails to communicate a guest's special request to housekeeping in a timely manner, it can result in a delayed room preparation, causing frustration for the guest and added pressure on the staff.

To address these challenges, many hotels have implemented digital communication tools that allow real-time updates between the front office and other departments. These tools enable staff to track guest requests, monitor room readiness, and coordinate service delivery more effectively. Balistha et al. (2022) found that the implementation of such communication tools in front office operations led to a significant improvement in guest satisfaction, as service delivery became faster and more accurate.

Furthermore, effective communication within the front office team is equally important. Daily briefings, shift handovers, and real-time updates on guest arrivals and departures help ensure that all staff members are aligned and aware of their responsibilities. This internal communication is crucial for maintaining operational efficiency, particularly during peak hours when the volume of guest interactions is high (Jawabreh et al., 2022).

Chapter 4

Analysis

Part: A

4.1 Front Office Department Structure

The front office department is the heart of daily hotel operations, handling a multitude of tasks that are crucial to maintaining operational efficiency and ensuring guest satisfaction. The Front Office Department is essential for managing guest relations, reservations, check-ins, check-outs, and all customer-facing services. Below is a general structure of the front office department of a Horizon Resort and Spa with a flowchart representation:

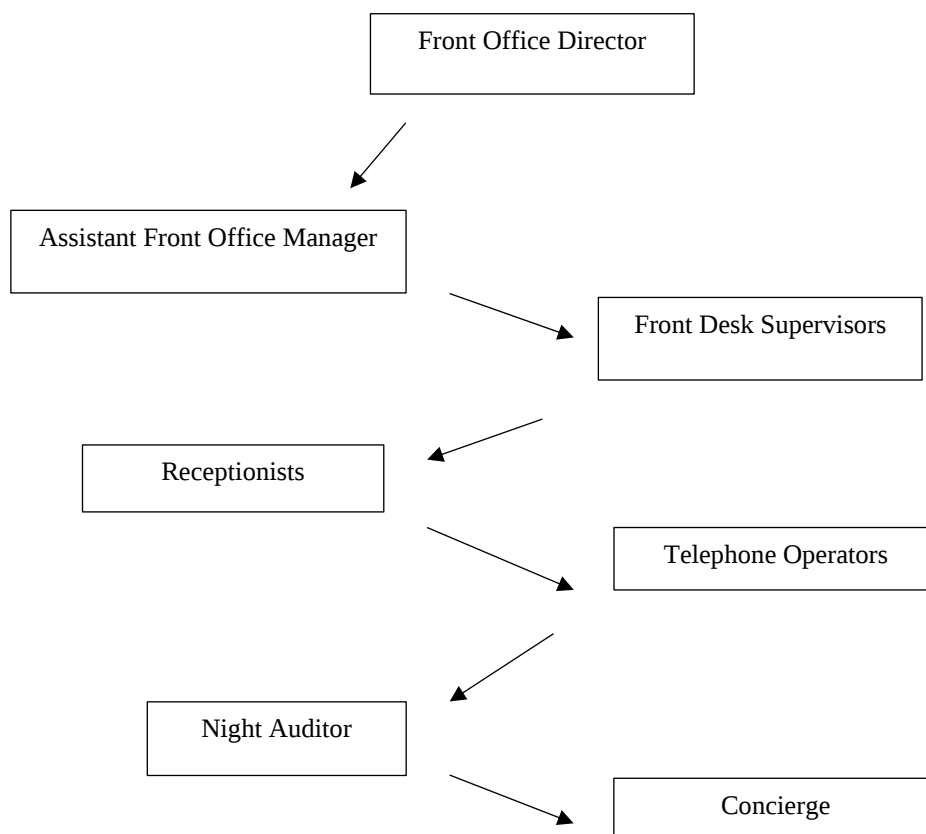


Figure 2: Front Office Department Structure

Front Office Director:

The Front Office Director is responsible for the overall operation of the Front Office department. This includes ensuring the smooth check-in and check-out process, handling guest concerns, and managing the front desk staff.

Responsibilities:

- Supervising front desk staff (receptionists, bellboys, etc.).
- Handling guest complaints and resolving any issues that arise.
- Managing the budget for the Front Office department.
- Liaising with other departments to ensure smooth operations

Assistant Front Office Manager:

The Assistant Front Office Manager assists the Front Office Manager in day-to-day operations and takes over in their absence.

Responsibilities:

- Supporting the Front Office Manager with administrative duties and supervising staff.
- Handling guest complaints or concerns when the FOM is unavailable.
- Training and motivating staff.

Front Desk Supervisors:

The Front Desk Supervisors oversee the daily operations at the front desk, ensuring that guest check-ins and check-outs are efficient and that all guest requests are handled promptly.

Responsibilities:

- Supervising front desk agents and bellboys.
- Assisting guests with any inquiries and ensuring exceptional customer service.
- Coordinating with housekeeping and maintenance for special requests from guests.

Receptionists / Front Desk Agents:

Front Desk Agents (also known as receptionists) are the primary point of contact for guests upon arrival, during their stay, and at departure. They handle check-ins, check-outs, guest registration, and guest inquiries.

Responsibilities:

- Check-in and check-out guests in a courteous and timely manner.
- Verify guest information and make room assignments.
- Process payments and issue room keys.
- Handle reservations and respond to guest inquiries about services and amenities.
- Coordinate with housekeeping and maintenance for any guest requests or room issues.

Operators (Telephone Operators):

Communication Operators manage internal and external communication. They are responsible for answering phone calls, handling booking inquiries, both online and over the phone. And directing them to the appropriate departments or guests.

Responsibilities:

- Answering and routing phone calls to various departments or directly to guest rooms.
- Taking messages for guests and delivering them promptly.
- Assisting with wake-up calls and other telecommunication needs for guests.

Night Auditor:

The Night Auditor works the night shift, ensuring all financial transactions are balanced and guest requests during the night are attended to. They also perform check-ins and check-outs during night hours.

Responsibilities:

- Auditing guest accounts, ensuring that all charges are correctly billed.
- Balancing the day's financial transactions and preparing reports for the next day.

Concierge:

The concierge is dedicated to providing guests with personalized services and recommendations. They play a major role in enhancing the guest experience.

Responsibilities:

- Assisting with reservations for dining, activities, and local tours
- Providing information about the resort and the local area
- Arranging transportation, spa appointments, or special requests like event planning
- Assisting with luggage handling to and from rooms

Part: B**4.2 Front Office Operational process**

The operational processes involved in reservations, check-ins, and check-outs at a resort or hotel are critical in ensuring a seamless guest experience. These processes are interconnected and need to be managed efficiently to maintain guest satisfaction. Below is a detailed explanation of how each process typically works in a resort like Horizon Resort and Spa

Reservation System

To handle guest bookings in advance, ensuring rooms are available and properly allocated.

Reservation Channels:

- Online Booking: Guests can book rooms through the resort's website, third-party booking platforms (e.g., Booking.com, Expedia), or through global distribution systems (GDS).
- Direct Booking: Guests can call the resort's reservation department or email to make a reservation.
- Walk-ins: For guests arriving without a prior reservation, front desk staff can check availability and book a room upon arrival.

Guest Information Collection:

- **Personal Information:** Full name, contact details, and sometimes identification details (e.g., passport number for international travelers).
- **Dates of Stay:** Check-in and check-out dates.
- **Special Requests:** Any preferences (e.g., room type, bed configuration, late check-in, or accessibility needs).
- **Payment Information:** A deposit or prepayment (if required) is collected to secure the reservation.

Check-in Process

To formally welcome the guest, provide room access, and ensure all details are in order for their stay.

Arrival:

Upon arrival, guests typically approach the front desk. If they have a reservation, the front desk staff greets them and begins the check-in process.

Guest Verification:

- **Identification Check:** The front desk staff requests identification (e.g., passport, driver's license) to verify the guest's identity.
- **Reservation Confirmation:** The front desk retrieves the guest's reservation from the system and confirms the details (e.g., check-in date, room type, special requests).

Payment & Security Deposit:

- **Prepayment or Deposit:** If the guest hasn't prepaid, the front desk staff will request payment for the stay (either in full or a partial deposit). In some cases, a security deposit is taken for incidentals (e.g., minibar use, room service, damages).
- **Payment Methods:** The resort accepts various payment methods, including credit/debit cards, cash, or mobile payments.

Room Assignment:

- The guest is given their room key (physical key card or mobile key) along with directions to the room, the check-out time, and any other relevant information (e.g., resort amenities, Wi-Fi code).

Guest Information:

- The front desk staff informs the guest about available resort facilities (e.g., spa, gym, restaurant) and provides details about any special services (e.g., wake-up calls, concierge services).

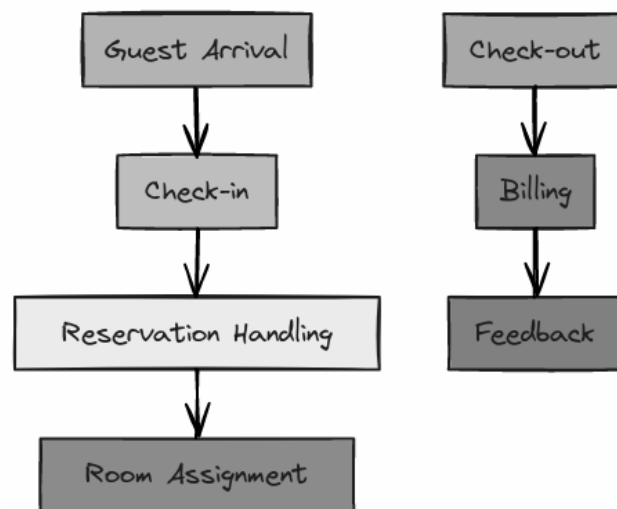


Figure 3: Check in & check out process

Issue of Room Key:

- The guest receives their room key and is often escorted to their room by a bellhop or lobby attendant.

Check-out process

To complete the guest's stay, finalize billing, and ensure a smooth departure.

Departure Notification:

Many resorts ask guests to confirm their check-out time the day before departure. The check-out time is usually set by the resort (e.g., 12:00 AM or noon).

If a guest needs a late check-out, they may request this at the front desk, which may be granted based on availability.

Room Inspection:

- **Pre-check-out:** In some resorts, housekeeping may conduct a quick inspection of the room before the guest leaves. This helps ensure no items are left behind and no damages are noted.
- **Bell Desk Assistance:** A bellhop may help with luggage transportation from the room to the front desk.

Final Billing:

- **Review of Charges:** The front desk staff provides the guest with a final bill, detailing the room rate, taxes, and any additional charges (e.g., spa services, minibar, room service).
- **Verification:** The guest is given an opportunity to review the bill for accuracy. Any discrepancies (e.g., uncharged items) are corrected.
- **Payment:** The guest settles the bill using their preferred payment method (e.g., credit card, cash).

Security Deposit Refund:

If a security deposit was collected at check-in, it is refunded to the guest, either by reversing the authorization or returning the deposit amount.

Room Key Return:

The guest returns the room key (physical card or mobile) to the front desk or drops it in a designated box (in some resorts).

Feedback and Satisfaction:

The front desk may ask for feedback or a satisfaction survey to gauge the guest's experience. To take online feedback effectively from platforms like Booking.com, Ctrip, Expedia, and social media, it's important for front desk staff to incorporate both proactive and reactive strategies in their daily interactions with guests.

For Booking.com, guests are typically encouraged to leave feedback after their stay, and it's essential to guide them towards this. You can send a polite, personalized email or message thanking the guest for their stay and requesting them to fill out a review on Booking.com. It's also helpful for front desk staff to mention reviews during check-out, reminding guests how their feedback is valuable.

For Ctrip (Trip.com), the process is similar. After a guest checks out, it's important to send a follow-up email or message thanking them for staying and gently asking for feedback on Ctrip. Many guests may leave feedback directly on the platform, so you should monitor reviews regularly through the Ctrip/Trip.com extranet and respond to any comments. Since Ctrip has a large international clientele, ensure that communication is in the appropriate languages, such as Chinese or English, to make it easier for guests to leave feedback.

For Expedia, the review process is integrated into the platform's post-booking flow. After a guest's stay, they will typically receive an email invitation to leave a review. To encourage participation, the front desk staff can request feedback at check-out, reminding guests that their opinions are valuable.

Departure Assistance:

- Transportation: If the guest needs transportation to the airport or another destination, the concierge or front desk can assist in arranging taxis, shuttles, or private vehicles.
- Bell Desk: The bellhop may assist with transporting luggage to the guest's transportation.

Guest Goodbye:

- The front desk staff bids the guest farewell, thanking them for their stay and inviting them to return.

Chapter 5

Findings, Recommendations, & Conclusion

5.1 Findings

The front office operations process and structure at Horizon Resort and Spa are generally designed to efficiently handle guest interactions, reservations, check-in/out, and various concierge services. Here are some of the major findings that describe its operations:

5.2 Major Findings

Organizational Structure: The front office is often headed by a Front Office Manager (FOM) or Front Desk Supervisor, with front desk agents, concierge staff, and bell staff beneath them. There may also be specific roles for night auditors or security personnel.

Guest Reservation and Check-In Process: The front office manages guest reservations, either via an internal system or third-party channels like OTAs (Online Travel Agents). Upon arrival, guests are greeted by front desk agents, who verify bookings, process check-ins, and assign rooms based on guest preferences and availability.

Guest Services: Beyond check-in and check-out, front office staff offer a variety of guest services, such as arranging for transportation, restaurant reservations, providing local information, or helping with special requests like room upgrades.

Billing and Payment Processing: The front office is responsible for generating accurate bills for each guest's stay, including room charges, amenities, and any additional services. Payment is processed through various methods (cash, card, or digital payment), and invoices are given at check-out.

Guest Communication: The front office coordinates communication between the hotel and the guest, including delivering messages, wake-up calls, and responding to guest inquiries about hotel amenities or services. Staff is also trained to handle guest complaints or issues professionally.

Operational Coordination with Other Departments: The front office team collaborates closely with other hotel departments, including housekeeping (for room availability and status), maintenance (for urgent repairs or issues), and food & beverage (for restaurant reservations or special dining requests).

Night Audit Process: The front office typically includes a night audit process, where a night auditor reviews financial transactions, verifies room availability, and ensures the system's data is up to date for the following day.

Customer Feedback: The front office often gathers feedback from guests during their stay and at check-out. This feedback helps in improving services, addressing concerns, and enhancing guest experiences for future visits.

This structure and process ensure that operations run smoothly, from the guest's arrival to their departure, fostering a positive guest experience and maintaining the hotel's operational efficiency.

5.3 Challenging and Problem

1. Check-in/Check-out Time Needs Improvement:

The check-in and check-out processes take longer than expected, causing inconvenience to guests, particularly during peak times. This may indicate inefficiencies in the procedures or a lack of adequate staffing during busy periods.

2. Lack of Cross-training:

There is a gap in cross-training among staff members. Many front office personnel are only skilled in specific tasks, which limits flexibility and efficiency in handling tasks during busy or understaffed times.

3. Lack of Personalized Guest Experience:

The front office may not be gathering or utilizing sufficient guest data to offer personalized services. As a result, guests may not feel special or recognized during their stay. Some guests

may prefer personalized experiences (e.g., specific room preferences, personalized amenities) which aren't always offered.

4. Workflow Flexibility Issues:

The workflow within the front office is somewhat rigid. Staff members have specific roles and tasks assigned to them, which leads to delays or disruptions when the workload changes or when there's a sudden increase in guest demand.

5.4 Recommendations

Streamline Check-in/Check-out Processes: Implement a Digital Check-in/Check-out System: Introducing or enhancing an online check-in/check-out system can significantly reduce wait times. Mobile check-in apps and kiosks can speed up the process and minimize queues.

1.Pre-arrival Check-in:

Allow guests to check in before arrival via email or mobile app to prepare room keys and essential information in advance, streamlining the process.

2. Cross-Training of Staff:

Develop Cross-Training Programs: Cross-train employees to handle multiple tasks, such as reservations, concierge services, and guest services. This flexibility will allow the team to adapt quickly to fluctuating workloads and improve efficiency.

Job Rotation: Implement a job rotation system, where employees periodically switch roles within the front office. This will improve versatility and increase overall operational knowledge among the team.

3. Increase Workflow Flexibility:

Implement Flexible Task Allocation: Encourage a more dynamic approach to task assignment where employees can shift roles as needed based on real-time demand. This helps in avoiding bottlenecks during busy periods.

Adopt Modern Workflow Tools: Implement advanced front office management software to automate and optimize workflows. Automation can assist in routine tasks such as room assignment, billing, and guest communication, allowing staff to focus on more complex guest needs

4. Enhancing Guest Satisfaction Through Personalization:

Front office staff to greet returning guests by name and acknowledge special occasions like birthdays or anniversaries. A simple gesture like this can increase guest satisfaction. Offer special greetings for returning guests,

By addressing these areas for improvement, Horizon Resort and Spa can further enhance its front office operations and provide an even better experience for its guests.

5.5 Conclusion

The front office department at Horizon Resort and Spa plays a crucial role in shaping the guest experience and maintaining operational efficiency. While the resort has made significant progress in using technology to streamline daily operations and improve service quality, challenges remain in areas such as staffing, communication, and system integration. These issues can lead to delays in service delivery and negatively impact guest satisfaction, particularly during peak periods.

By addressing these challenges through targeted improvements in staff training, technological upgrades, and enhanced communication strategies, Horizon Resort and Spa can further optimize its front office operations and provide a more seamless guest experience. The implementation of Robotic Process Automation (RPA) and other advanced technologies will reduce the burden on front office staff, allowing them to focus on delivering personalized service to guests.

In conclusion, while the front office department faces ongoing challenges, there is significant potential for improvement. By continuing to invest in staff development, technology, and communication tools, Horizon Resort and Spa can ensure that its front office operations are aligned with the high standards of service expected by its guests, leading to increased guest satisfaction and long-term operational success.

Chapter 6

Appendices

Appendix A: Sample Interview Questions for Front Office Staff

Question	Purpose
1. What are the most common challenges you face during daily operations at the front office?	To identify the recurring operational issues in the front office.
2. How do you handle peak periods when the front office is particularly busy?	To understand the strategies used to manage high-volume times and minimize guest wait times.
3. Can you describe any challenges related to the Property Management System (PMS) or other tools?	To assess the limitations and benefits of the current technology systems in use.
4. How effective is communication between the front office and other departments?	To evaluate the coordination and communication flow between departments.
5. Have you noticed any specific guest complaints related to the efficiency of the front office?	To gather insights on guest feedback regarding front office services.
6. What kind of training have you received, and how helpful has it been in performing your duties?	To assess the adequacy of training and its impact on employee performance.
7. What improvements would you suggest to make front office operations more efficient?	To gain suggestions for potential operational improvements.

Appendix B: Guest Satisfaction Survey Sample

Question	Response Options
1. How would you rate your overall experience at the front office?	Excellent / Good / Average / Poor
2. How efficient was the check-in/check-out process?	Very Efficient / Efficient / Somewhat Slow / Very Slow
3. Did the front office staff handle your requests promptly?	Always / Most of the Time / Sometimes / Rarely
4. Were there any delays during your check-in or check-out process?	Yes / No
5. How satisfied are you with the communication between departments (e.g., housekeeping, concierge)?	Very Satisfied / Satisfied / Neutral / Dissatisfied
6. Would you recommend Horizon Resort and Spa to others?	Yes / No
7. Please provide any additional comments or suggestions.	[Open-ended response]

Appendix C: Daily Operations Flowchart

Time Period	Activity	Responsible Department	Additional Notes
8:00 AM - 9:00 AM	Morning staff briefing and shift handover	Front Office	Review pending tasks and VIP arrivals
9:00 AM - 12:00 PM	Peak check-out period	Front Office	Ensure adequate staffing
12:00 PM - 2:00 PM	Room availability updates to front office	Housekeeping	Communicate any delays in cleaning
2:00 PM - 4:00 PM	Peak check-in period	Front Office	Verify all reservations in PMS
4:00 PM - 6:00 PM	Handling guest inquiries and special requests	Front Office / Concierge	Coordinate with other departments
6:00 PM - 8:00 PM	Final room inspections and readiness check	Housekeeping / Maintenance	Ensure readiness for new arrivals
8:00 PM - 10:00 PM	Evening shift handover and report preparation	Front Office	Ensure shift changes are smooth

Appendix D: Front Office Daily Task Checklist

Task	Responsible Role	Completion Status
Verify all guest reservations for the day	Front Office Manager	[Completed / Pending]
Process early check-outs	Front Office Staff	[Completed / Pending]
Update room status with housekeeping	Housekeeping	[Completed / Pending]
Prepare for VIP arrivals	Front Office Manager	[Completed / Pending]
Ensure all payments and bills are processed	Front Office Staff	[Completed / Pending]
Address any guest complaints	Front Office Manager	[Completed / Pending]
Coordinate with maintenance for room issues	Maintenance Department	[Completed / Pending]

Chapter 7

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