

# HOSPITALITY AND GUEST COURTESY

An introduction to the art of tourism hospitality



This manual was developed by  
the **USAID/ Jordan Tourism Development Project II**

First Edition



# **Hospitality & Guest Courtesy**

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# TABLE OF CONTENTS

<b>WELCOME</b> .....	<b>4</b>
<b>UNIT 1: INTRODUCTION</b> .....	<b>5</b>
Element 1.1 - What is tourism? .....	9
Element 1.2 - Tourism in Jordan .....	10
Element 1.3 - Hospitality and guest courtesy .....	12
<b>UNIT 2: COMMUNICATING WITH THE GUEST</b> .....	<b>15</b>
Element 2.1 - What is communication? .....	18
Element 2.2 - Listening .....	21
Element 2.3 - Non verbal communication .....	26
Element 2.4 - Interpersonal Skills .....	29
<b>UNIT 3: PROVIDING HOSPITABLE SERVICE</b> .....	<b>31</b>
Element 3.1 - What are guest services? .....	34
Element 3.2 - Importance of guest services .....	40
Element 3.3 - Guest courtesy skills .....	43
Element 3.4 - Guest inquires .....	46
<b>UNIT 4: DEALING WITH DISSATISFIED GUESTS</b> .....	<b>47</b>
Element 4.1 - Dissatisfaction .....	50
Element 4.2 - Handling dissatisfaction .....	51
<b>UNIT 5: IMPROVING SALES THROUGH HOSPITALITY</b> .....	<b>53</b>
Element 5.1 - One step further .....	56
Element 5.2 - How to sell, sell, sell! .....	57
<b>WRAP UP QUIZ</b> .....	<b>59</b>

# Welcome!

The aim of this course is to combine the theoretical aspects with the practical application of hospitality in order to highlight the advantages of basic self-presentation and social interaction so as to aid you in the development of your skills in complaint handling procedures and guest courtesy.

This will be accomplished by addressing necessary basic skills, including interpersonal skills and communication skills, to then demonstrate the way in which certain techniques may be utilized to achieve guest courtesy.

The course will be divided into five units, with each unit broken down into elements as follows:

<b>UNITS</b>	<b>Elements</b>			
1– Introduction	1.1 Tourism	1.2 Jordan Tourism	1.3 Courtesy	
2– Communicating with the guest	2.1 Communication	2.2 Listening	2.3 Non Verbal communication	2.4 Interpersonal skills
3– Providing hospitable service	3.1 Guest Services	3.2 Importance of guest courtesy	3.3 Courtesy Skills	3.4 Inquiries
4– Deal with dissatisfied guests	4.1 Dissatisfaction	4.2 Handling Dissatisfaction		
5– Improving sales through hospitality	5.1 One step further	5.2 Suggestive Selling		

UNIT ONE

# INTRODUCTION







The purpose of this unit will be to discuss the fundamentals of the tourism and hospitality industry. The breakdown of the tourism industry can be divided into two main sections for the purpose of this booklet:

1. Tourism and travel industry
2. Hospitality industry

**Element 1.1** Introduce tourism and its components

**Element 1.2** Investigate tourism in Jordan

**Element 1.3** Introduce hospitality and guest courtesy

Tourism in Jordan is one of the most important and rapidly growing industries, and as employees working in the hospitality industry, it is important to be aware of the way in which the industry runs, in order to continually improve yourself.



# What is tourism?

Tourism refers to the activities that tourists take part in at their destination. Tourists are the people who travel and tourism is what they do when they are there.

There are two types of tourists in Jordan; international tourists and domestic tourists. Although we may traditionally think of tourists as those who travel to Jordan from other countries, Jordanians who travel within Jordan are also viable tourists and an important composition of our economic growth.

As an industry, tourism has the potential to significantly affect its region:

- Tourism creates the opportunity for new jobs, local income, and a stronger economy.
- It plays a major role in the image of a country— marketing it as a desired place to visit, live, work, and invest in.
- It supports the culture and heritage of the host nation— the arts, services, history, etc.
- Greater importance is placed on the actual environment and infrastructure
- Additionally, it creates both national and international awareness of the region, appreciation for what it has to offer, and strengthens the pride of the locals

The tourism industry is composed of eight components:

1. **Accommodation**-hotels, guest houses, hostels, self-catering (cottages, apartments, camping sites)
2. **Catering**-restaurants, fast food outlets, cafes, take-away outlets, and other places that serve food
3. **Transport**-air, sea, rail, road
4. **Natural resources**-beaches, cliffs, mountains, lakes, and rivers
5. **Tourist attractions**-historical buildings, ancient monuments, museums, religious sites, art galleries, gardens, visitor centers
6. **Leisure facilities**- marinas, swimming pools, clubs, equestrian centers, nature reserves, and national parks
7. **Entertainment**-night clubs, theaters, concerts, pubs, festivals, arcades, and parks
8. **Information**-Tourism information offices, maps, guide books, tour guides, etc

## IMPORTANCE OF TOURISM FOR THE ECONOMY OF JORDAN

Although the second half of the year proved tumultuous for many parts of the world, the Middle East, along with the Americas and Africa, reported positive results (with a 5% growth), although that itself was still a deceleration compared to the first part of the year. The Middle East in 2009 registered the best performance, with an overall 11% growth due to its continued rapid expansion. Jordan in particular, states the UNWTO, is a 'haven in the troubled Levant in recent years and is a growing destination for Europeans for its cultural and historical attractions'. However, the potential of Jordan as a tourism destination has yet to be realized, partly because the country has under marketed itself in comparison to other destinations. Nevertheless, there is reason for optimism. According to the Ministry of Tourism and Antiquities (MOTA) statistics, visitors who remained at least one night in 2009 amounted to approximately 3.7 million international arrivals, and when the approximately 1.7 million domestic tourists are added, a total of 5.7 million room nights were generated. The total tourism revenue reached JD 2.1 billion, contributing 14.7% of Jordan's Gross Domestic Product (GDP). In addition, the industry is one of Jordan's largest employers, with 38,294 people in direct employment, 15,209 in indirect employment and 18,409 in induced employment. With uncertain economic prospects for 2009 and surrounding political conflict in the region, Jordan must market itself as the rewarding destination it is, playing up its' revered hospitality services and improving the tourist infrastructure in order to give its' visitors value for money, securing loyalty and repeat visit, and improving the overall economy in Jordan as a whole.

Key Facts 2008 - 2009	
International Arrivals	3.7 Million
Domestic Tourists	1.7 Million
Room Nights Generated	5.7 Million
Revenue from Tourism	JD 2.1 Billion
Percentage of GDP	14.7%

# Tourism in Jordan

## **ACCOMMODATION**

Hotels  
Guesthouses  
Apartment Hotels  
Suite Hotel  
Hostels  
Campsites  
Cruise ships

## **CATERING**

Restaurants  
Café & coffee shops  
Pubs  
Conference & events  
Banqueting

## **ACTIVITIES & ATTRACTIONS**

Leisure centers  
Spas  
Museums  
Cultural attractions  
Heritage centers  
National parks  
Golfing  
Equestrian  
Watersports  
Walking/hiking/camping  
Shows/exhibitions

## **ENTERTAINMENT**

Concerts  
Entertainment venues  
Theaters  
Nightclubs  
Theme parks  
Visitor attractions

# Unique to Jordan

## NATURAL RESERVES

Natural reserves are protected areas of land that are meant to preserve important wildlife, plants, and animals, which are rare and/or endangered. In Jordan, these reserves include: Mujib Nature Reserve, Ajloun Nature Reserve, and Dana Nature Reserve.

## NATURAL SITES

Natural sites are sites that have existed, or have been formed or over time due to various geographic reasons, into a destination of interest to tourists and locals alike. These sites are not only revered for their beauty, but also what they have to offer, including medical motivations, adventure trails, etc. They include: The Dead Sea, Wadi Rum, and The Red Sea.

## MEDICAL SITES

Medical sites, or therapeutic tourism, are sites in which people can enjoy both the splendor of the location, and benefit emotionally and physically from the available natural resources. These resources include hot water, rich with minerals, volcanic mud, and moderate weather. Many travel to the important natural healing areas in Jordan, which include: The Dead Sea, Ma'een Falls, Jordanian Hammah, and Afra Falls.

## HOLY SITES

Holy sites, or religious sites, are areas that hold specific religious significance. In Jordan, these sites relate to the three Abrahamic religions; Islam, Christianity, and Judaism. They include: Sodom and Gomorrah, The Jordan River, Mount Nebo, Gadara, etc.

## HISTORICAL SITES

Historical sites are sites, which like the religious location, hold specific meaning in relation to history. For example, baptism sites, old theaters, treasuries, etc. These sites include: Um Qais, Pella, Ajloun, Jerash, Umm Al Jimal, Amman, Madaba, Mt. Nebo, Petra, Dead Sea, Um Ar-Rasas, Wadi Rum, and Aqaba.

# Hospitality and Guest Relations

The objective of this course booklet is to address a variety of aspects relating to hospitality, guest courtesy, and guest relations. It is meant to point out that no matter how successful an operation may be organized and run, success is only attained through the satisfaction of the customers.

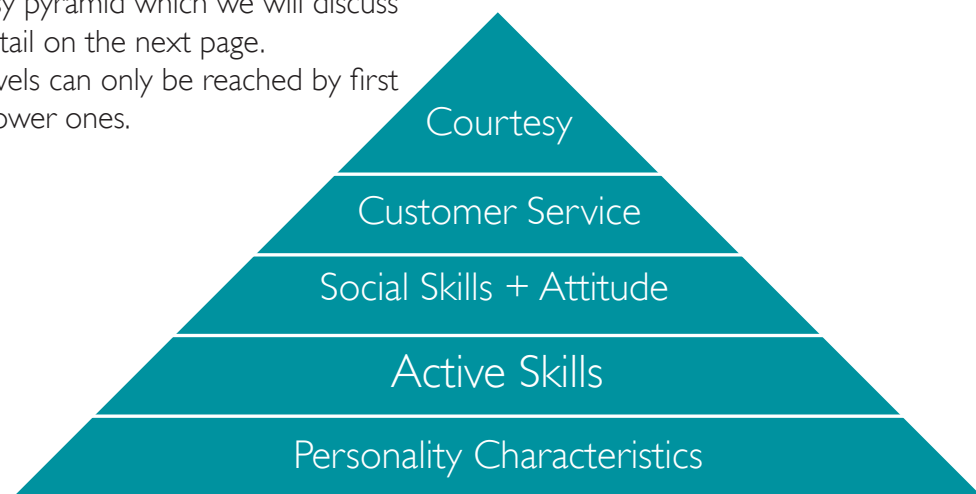
Hospitality is defined as being generous in providing care and kindness— essentially being hospitable. Middle Easterners in particular hold being hospitable in high regard as a cultural characteristic.

As an industry, hospitality encompasses all services that deal with tourists, making it a sub sect of the tourism industry.

Hospitality and skillful guest relations are the foundation of the industry, the measure of success, and the deciding factors between growth and failure. We will tackle each level of the pyramid, and discuss aspects such as communication, interpersonal skills, hygiene, dealing with dissatisfied customers, etc. All the while demonstrating how first and foremost, as illustrated by the diagram below- achieving courtesy can only be done by working on yourself- and so it all begins with YOU.

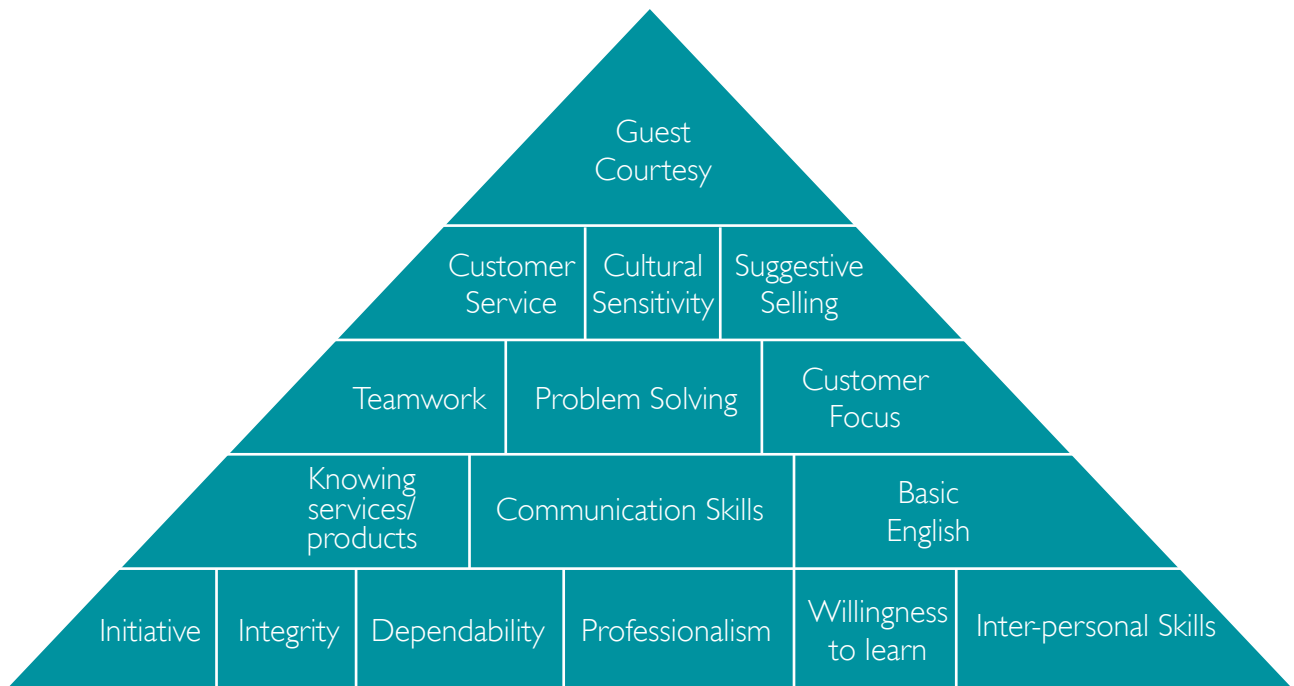
This pyramid illustrates the major fields of the guest courtesy pyramid which we will discuss in further detail on the next page.

The upper levels can only be reached by first building the lower ones.



# Guest Relations Pyramid

As with all industries, everything builds upon a foundation. In hospitality, the highest level is guest relations, which is the ability to deal with guests with utmost courtesy to then maintain loyalty and increase sales. This can only be achieved by first beginning at the bottom, and working upwards. Therefore, to achieve the top of the pyramid- guest courtesy- you must first learn to master the lower levels.



# Pyramid Word Reference Guide

Interpersonal Skills	The mental and communicative skills used during human interaction.
Integrity	Being consistent in actions, values, morals, principles, expectations, and outcomes
Willingness to learn	Having the motivation and acting upon the desire to learn and gain more information
Professionalism	Acting like a professional person
Dependability	Being a person to depend on, responsible
Initiative	Doing things without having to be asked
Basic English	Learning the necessary English phrases to communicate with foreigners
Communication	Being able to send and receive messages, listen and understand
Knowing Info	Being educated on services and products offered
Teamwork	Being able to work with others productively
Problem Solving	Being able to solve problems & think critically
Customer Focus	Making the customer the main focus of your job
Customer Service	Knowing the principles and application of good customer service
Cultural Sensitivity	Understanding that different cultures attach different meanings to similar things. Do not assume you know what they mean
Suggestive Selling	Suggesting more products and services to guests to increase profit and sales
Guest Courtesy	Being able to apply all the former points in order to achieve the skills to be successfully courteous to guests



UNIT TWO

# COMMUNICATING WITH GUESTS





In this unit, we will discuss the basis of all interactive careers: communication. Developing an awareness of necessary communicative skills will allow you the opportunity to effectively and successfully practice your career. Communication and people skills will serve as the tools by which to succeed.

**Element 2.1** Illustrate the principles of communication and the communication process

**Element 2.2** Investigate the meaning and application of active listening

**Element 2.3** Investigate the aspects of non-verbal communication

**Element 2.4** Explain and demonstrate the use of interpersonal skills

# COMMUNICATION

## **What is communication?**

Although we do it everyday, many of us could still use some help communicating.

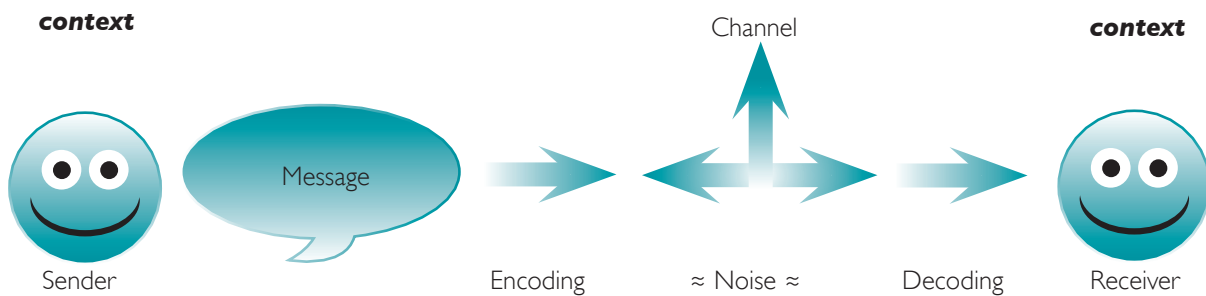
Communication is a process. It not only involves sending and receiving messages, but also listening to them, interpreting them, reacting to them, and much more... and what is hospitality without communication?

“You can’t understand the ocean by freezing a single wave on film. The ocean is understood [by all of it’s characteristics]- the tides, waves, currents, plants and animal life, etc”. Communication is like the ocean. To truly understand it, you have to go beyond just the words– because words can be ambiguous and have double meanings. Instead, we must understand communication through language, sentence structure, tone, facial gestures, contexts, etc.

To communicate successfully, you must understand your message– choose the right medium by which to send it, understand who you are sending it to, anticipate how it may be understood, and in what context (social or cultural) does it exist in?

# Breaking down the communication process

The communication process diagram:



- 1. Source**— that's YOU. Be clear about what you want to communicate and how you want to communicate it.
- 2. Message**- the information you actually want to send.
- 3. Encoding**— transferring the information into a way that can be sent correctly
- 4. Channel**— the “how” of the process. What means you choose to send your message letter, face to face, telephone, video, etc. Know that while encoding and decoding, you will encounter **noise**- which is anything that interferes with the message. Therefore, it is important to choose your channel wisely.
- 5. Decoding**— being able to understand the message.
- 6. Receiver**— the person or persons receiving the message. Remember, everyone comes into the communication process with their own thoughts, ideas, and beliefs that will influence the way they understand your message
- 7. Feedback**— comes in the form of verbal and non-verbal reactions to your message. It is the best way to interpret whether or not your message has been understood or not.
- 8. Context**— the situation that the message is sent— including social situations or cultural contexts (international cultures, work culture, etc).

# Guidelines for effective communication

## - BARRIERS OF COMMUNICATION -

It is a sure fact that you will run into misunderstandings...  
The best way to deal with communication misunderstandings is to prepare

**Physical limitations**— such as bad connections (slow internet, broken phones), can all come in the way of sending and receiving the messages.

If that is not possible, then choose another medium— such as writing a letter, or sending an email

Always maintain a **trusting environment**. Without it, an open climate and free and honest communication is not possible

Some organizations communicate vertically, but messages travelling that way may get distorted through the many links. Other organizations communicate horizontally decreasing communication channels. The solution?

- **Open communication** links vertically, horizontally, upward, and downward
- Increase coordination and encourage two way communication

Keep **messages** short and simple! ...sometimes less is more!

Make sure you choose your channel wisely and state things positively!

- For example: If you need to discuss something important, it would be better to do it face to-face for immediate feedback rather than do it via email or letters

**Status issues** lower level employees may find it intimidating to talk to their managers. Managers on the other hand may distort messages that would otherwise make them look bad.

- Keep all employees well informed
- Encourage all employees to express their ideas, opinions, and concerns respectfully, and keep an open mind
- Don't conceal information because you think your boss may get angry, or make you look bad

# Listening

Effective communication cannot take place without proper listening. Actively listening is one of the best skills you can acquire, and mastering this skill will not only improve your productivity, but also the quality of all your relationships— work and otherwise.

Listening is important for many reasons, including:

- To gain information
- To understand
- To enjoy
- To learn
- To give you the ability to influence, persuade, and negotiate
- To lead to less misunderstanding and conflict.

However, there is a difference between listening and active listening.

**Active listening is making the conscious effort to really hear what the person is saying, and to understand their message.**

Becoming a great active listener takes practice. In this next section, we will discuss the characteristics that define active listeners and how you can improve them in yourself.

# Active Listening

## Active Listening is comprised of five elements:

### 1. Pay attention

- This is the fundamental aspect of actively listening
- Ignore distractions
- Look at the person in front of you
- Concentrate on what they are saying, don't mentally argue with them before you hear the entire message
- Pay attention to the body language

### 2. Show that you are listening

- Your body language is communicating how you feel
- Nod and encourage the speaker with verbal comments like “yes” and “uh huh”
- Smile and be aware of your face
- Be aware of your posture, arms, and make sure you are inviting and open

### 3. Provide feedback

- Our own ideas and beliefs can affect what we hear and how we understand it. As a listener try to understand other's points of views- remember that, by being understanding you are providing positive feedback
- Paraphrase what has been said to make sure you have understood it
- Ask questions if you are not sure and need clarifications

### 4. Don't judge

- Focus on the message
- Interrupting wastes everyone's time and makes things worse– try to understand fully first
- Let the speaker finish first before you reply
- Control your emotions

### 5. Respond the right way

- If you don't agree with the speaker, do not attack them
- Be open and honest in your responses
- Express your opinions politely and with respect



# The Listening Quiz

Please mark "x" where you see it is applicable to your behavior

Description	Always	Occasionally	Sometimes	Rarely	Does Not Apply
I try to see and evaluate all facts before I make a decision					
I care for the speaker's feeling					
I finish all duties in creative ways					
I concentrate on what the speaker is saying					
I use clear words that match my ideas					
I encourage others to express their ideas freely and honestly					
I have the ability to connect the ideas with the information that is given					
I listen to what the speaker is talking about even though I do not agree					
I try to give the impression to the speaker that I understand what he is saying					
I have the ability to remember events even when I am under pressure					
I only concentrate on the major points of a speaker					
I always give ample feed back to workers about their jobs					
I always give ample feed back to workers about their advancement at work					
I always consider the mood of the speaker and its effects on the understanding of the sent message					
I fully concentrate on what the other party is saying					
When I speak with other. I take into consideration the facts that affect the communication channel between the both of us					

Description	Always	Occasionally	Sometimes	Rarely	Does Not Apply
I have the ability to remember information even after a certain period of time					
I have the capabilities to respond to information and inquiries at the right time and way					
I can effectively listen to the other side when we are both speaking					
I always notice the body language of the speaker					
I never interrupt the speaker					
I believe that time will change people and the surrounding environment					
I always overcome any noise that may interrupt the communication channel					
I have the ability to understand and absorb all what is said					
I search for information and try to collect it to be able to understand the whole picture					
I deal with others in a clear and direct way					
I concentrate on the main points and avoid the details					
I positively respond to all point of views even if I do not agree with them					
I can decide the right time for the subject I am going to discuss					
I have the ability remember all that took place few weeks back					

Number of points in each column					
The value of each point					
Grade					

Always (5) Occasionally (4) Sometimes (3) Rarely (2) Does Not Apply (1)

# Results

135-150	You have an excellent understanding of effective listening and you do it well. Keep this level up and this exercise will help support your listening skills
102- 134	You have a good understanding of effective listening and you apply it most of the time however, you have some areas that needs developing.
91-101	You have a general idea of communications and you apply it well some times. You always have problems in communicating with others and you need to develop most of your communication skills
45-90	You have many opportunities to improve your skills. The skills that you have are not enough to get your message across clearly. Some people will misunderstand the meaning of your message

# Non Verbal Communication

## What is non verbal communication?

Non verbal communication is also known as body language or non verbal language. They are the signs and signals that the body sends, communicating how the person is reacting to the message they are hearing. In fact, sometimes what we say and how we move do not match. We could be saying 'yes' and shaking our heads 'no'. It includes not only the movements we make, but the tone in which we communicate- *how* we communicate not *what* we communicate.

Non verbal communication not only includes body language in the sense of how you move your body but it also includes what you are portraying through non-verbal messages. Two of the most important aspects of this initial representation of yourself, are first impressions and hygiene.

*First impressions* are the very first initial impressions someone makes about you. This process may take as quick as three seconds for someone to have formed an opinion about what kind of a person you are, based on your appearance, body language, demeanor, mannerisms, and how you are dressed. First impressions are almost impossible to undo, therefore they are extremely important for the tone upon which the relationship will start.

The other aspect of non-verbal communication and one that ranks at the top of the priority list, especially in the hospitality and tourism industry, is *hygiene*. Hygiene refers to the practices one performs in order to care for his/her bodily health and well being through cleanliness. In a career where personal hygiene can make or break the relationship with the guest, it is imperative that you maintain your hygiene at all times. Several means to attaining hygiene include regularly washing (bathing/showering) of the body, washing the hands regularly, brushing and flossing, basic manicure and pedicure, and healthy eating. These aspects necessitate the need for soap, shampoo, toothbrushes and toothpaste, deodorant, lotion, hair clippers and nail clippers, mouthwash, nail files, razors and shaving cream, etc.

By understanding body language, you can better communicate by understand meanings of movements— telling us what may really be going on. Learning to read people not only increases awareness of others, but also increases awareness of yourself— your body movements— and what you may be communicating to others.

**Exercise 1: What might these non-verbal hints tell you about what the person is thinking?**

- Tapping fingers or credit card on counter
- Glancing at watch
- Arms crossed over chest
- Chewing on fingernail
- Smiling
- Closed eyes
- Clenched teeth or mouth
- Staring
- Shoulders hunched, head down
- Does not look at you

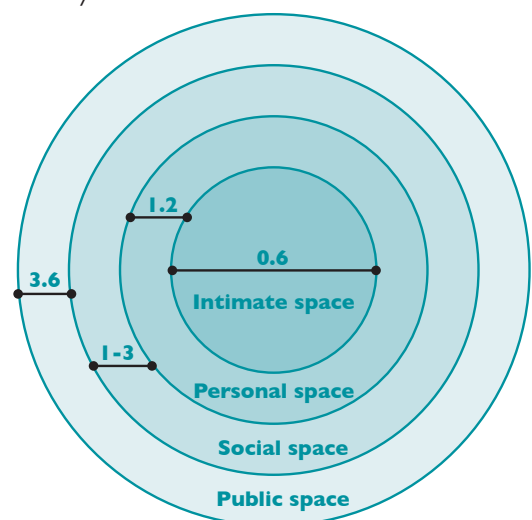
An important aspect of the hospitality industry is to be confident. People turn to you for answers, guidance, and information, and so being confident communicates trust and safety to others. By understanding confident body language, you can use the tools to convey confidence even though you may not be feeling it. As the saying goes, “fake it till you make it!”

**Confident body language includes:**

1. *Posture*— standing tall with your shoulders back
2. *Eye contact*— maintain your eye contact, pay attention, and smile
3. *Hand and arm movements*— make them purposeful, and beware of what they mean
4. *Speech*— slow and clear. Take a breath, and say what you mean— short and simple
5. *Tone of voice*— do not use a very high voice. Confident people speak with a moderate to low voice

Another important aspect of body language is space. How close or how far we stand from each other means different things to different people. There are four types of space you should be familiar with:

- 1. Public space:** used when you are in public, training, in front of groups, in a presentation, etc. It is a space of 3.6 meters between you and others.
- 2. Social space:** about 1-3 meters between you and the person/people in front of you. This is mostly used in business communications or more formal situations
- 3. Personal space:** we start getting into personal space at a distance of 0.6 meters to 1.2 meters. Be careful when doing this because the person may not be comfortable with it, or may feel unsafe.
- 4. Intimate space:** less than 0.6 meters.



**Remember:** In the tourism industry, we constantly interact with others from a variety of cultures. Body language can differ greatly from one culture to another. Therefore it is important to understand and confirm the signals you are reading— by asking questions and getting familiar with the cultures. Do not assume that you know what signals mean without making sure— you could come across as being offensive instead of kind. For example:

### Exercise 2: What do these signals mean?



In Brazil, this symbol indicates that something is full. If a taxi driver does it, then it means the taxi has people with him. If a restaurateur does it, it means the restaurant is full.  
In Jordan, this means wait.



In France, this symbol indicates that the person does not believe what you are saying.  
While in Jordan, this would translate as "From my eyes, meaning 'With pleasure' to a request.




This sign translates across cultures as the symbol for "to eat", "where can I eat?" or "I want to eat".

# Interpersonal Skills

Interpersonal skills refer to skills that are used when interacting with others. Interpersonal skills are crucial for anyone who works with people. No matter how informative you may be—without the proper ‘people’ skills with which to communicate—you will suffer both professionally and personally.

Like any skills, the basics and practice will help you to succeed. To begin improving your social skills, follow the 11 tips below:

- 1. Smile**— A smile is inviting, it creates a friendly environment that attracts others to come and speak to you.
- 2. Appreciate**— Appreciation starts with a thank you, looking for the positive in everything, making others feel better about themselves, and making them feel appreciated which in turn will result in their appreciation of you.
- 3. Pay attention to others**— Making eye contact, listening, asking questions— all of these traits improve relationships, increase personal value, and strengthen bonds.
- 4. Actively listen**— Hear what others are saying and understand their meanings, restate their points, and show that you care.
- 5. Be a team player**— Being friendly and open creates a workplace that encourages others to work as a team.

- 
- 6. Play peacemaker**– Listening and being a mediator helps other sort out differences and find common ground. You will gain respect and leadership skills that will take you far in life and in your career
  - 7. Communicate**– Effective communication will foster productivity and mutual comprehension.
  - 8. Be yourself**– People enjoy those with a personality. The most important thing is to be confident in yourself.
  - 9. Empathize**– Empathy means being able to put yourself in someone else's shoes and see the problem from their point of view.
  - 10. Don't complain**- People don't like others who complain and whine all the time. If you really have to complain, speak to close friends or family– but keep it as much out of the work place as possible
  - 11. Use “I” language**– By using the word “I” instead of saying “we”, and generalizing your sentences, you take responsibility for your statements. You personalize whatever it is your saying.



UNIT THREE

# PROVIDING HOSPITABLE SERVICE



The aim of this unit is to utilize the previously discussed skills in order to provide hospitable and courteous service to guests. We will explain what is meant by 'guest services', why they are important, and how to foster guest courtesy skills.

**Element 3.1** Explore the principles of guest services in hospitality and tourism

**Element 3.2** Explain the importance and benefits of guest services

**Element 3.3** Discuss techniques to foster guest courtesy

**Element 3.4** Demonstrate how to deal with guest inquiries

# GUEST SERVICE

A guest is a visitor to whom hospitality is extended. Although we may initially imagine the foreigner with a camera, a guest can be much more than that. A person asking questions, a fellow Jordanian going to the Dead Sea for the day, ordering a meal, filing for insurance- these are all people who are considered guests.

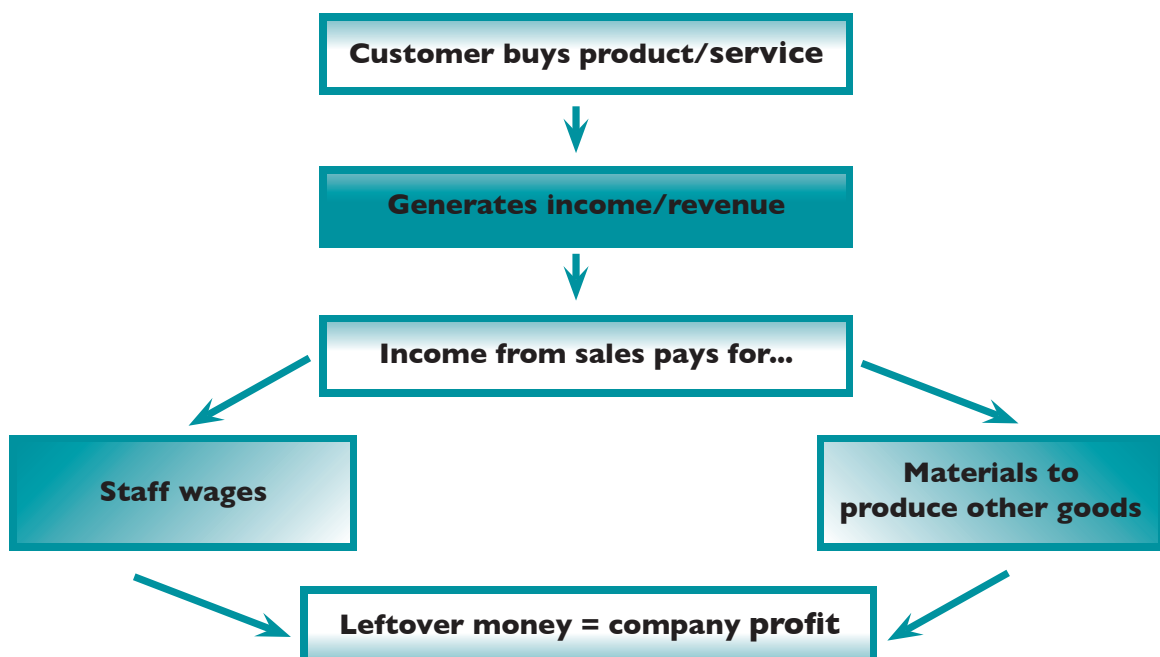
Service therefore, is the work done by one party that benefits another or the act of help or assistance. The people who serve the meals, cook the meals, register the day-visitor to the Dead Sea, the insurance broker- are all providing a service.

So what happens when you combine the two? You get guest service- the act of providing service to the guest. Without a demand, there would be no business. Guest services are the response to a demand.

Customers are necessary for business, however their satisfaction is also necessary for the survival of the organization, and the continuation of the jobs for all those involved as illustrated by the drawing below.

Before providing a service there are three things you must first do:

1. Ponder (Think about the process, understand how it works)
2. Prepare (The better your preparation, the better your performance)
3. Practice (Practice makes perfect)



# Guest Needs

There are two types of guest needs.

1. **Primary needs** are needs that are material. They include the services that were marketed to them.
2. **Secondary needs** on the other hand are the less tangible add-ons which include: information, advice, trust, security, etc.

The importance of secondary needs lies in the belief that great service is measured not only quantitatively, but also by the qualitative means by which it is delivered.

These qualitative means are defined as being social skills that enhance the service and quality of hospitality outlets.

## **Some means of achieving those skills include:**

- Providing recognition and acknowledgement to guests
- Projecting a professional image through appearance and behavior
- To believe in guest comfort, safety, and security
- To provide a willing, warm, timely response to all guests– as well as to actively listen at all times
- To serve as information experts on the services and facilities available at the hotel and in the local area

These are the aspects which characterize the drive to fulfill more than just the material needs... to building trust, rapport, and an ambiance committed to the guests satisfaction.

# Test Your People Skills

Test your people skills by deciding what you would do in each situation. Circle your answer then add up the scores on the next page.

1. A small group of tourists carrying suitcases are standing ahead of you in the bus queue. They are studying a map with puzzled looks on their faces. You overhear one of them saying "do you think we can get to where we want to go from here?" What do you do?
  - A- Find out where they are trying to go and offer to tell them when they have reached their stop
  - B- Say "can I give you some directions?"
  - C- Give them directions only if they ask you for help
  - D- Ignore them
  - E- Offer to accompany them to their destination to make sure they have no trouble finding it
  
2. A gentleman arrives for a 10 am appointment with Mr. Seif, the Restaurant Manager. After he has waited for half an hour, becoming steadily more impatient, he complains in a loud voice: "This is intolerable! Why is your company always so disorganized? Don't you care about your customers at all?" What do you say?
  - A- "It's not my fault. I'm just the receptionist."
  - B- "I'm sorry sir but Mr. Seif is very busy today"
  - C- "I'm so sorry! Mr. Seif always keeps people waiting like this. It's so rude!"
  - D- "I'm sure he won't be much longer. Shall I get you a cup of coffee?"
  - E- "Is there anybody else who could help you, or should I make another appointment rather than keep you waiting?"

3. It's lunch hour on a hot summer day, and you are the only person in the office, handling a long queue of customers. It's getting close to 2pm and many of the customers in the queue are looking at their watches and starting to fidget. Another four customers walk in and join the queue. What do you do?
- A- Keep serving customers as fast as you can, following standard company procedure.
  - B- Acknowledge the new customers, and explain that you will serve them as quickly as possible
  - C- Ignore that people in the queue, and just concentrate on one customer at a time
  - D- If anybody complains say, "They never put enough staff on at lunch hour!"
  - E- Spend extra time serving each customer to make them feel better after waiting for so long.
4. A customer who does a lot of business with your company comes in, with all the time in the world on her hands, and wants to chat with you about everything. What do you?
- A- Put your work to one side and have a chat with her because she is such a good guest.
  - B- Say "hello Mrs. Zain. How nice to see you again. Shall I ring Mr. Faisal and tell him you're here?"
  - C- Say "not now, I'm busy"
  - D- Try to do your work and talk at the same time
  - E- Keep your head down, so she will see that you do not wish to be disturbed
5. You are operating one of the cash registers in a busy cafeteria, and you have just finished ringing up a large order, when the customer changes his mind, and decides that he wants to substitute something else for one of the items. What do you do?
- A- Say "Certainly Sir" and "I'm sorry" to the other customers who are waiting to be served.
  - B- Ask the others in the queue if they would mind going to the other cash register, then follow company procedure for ringing up a changed order
  - C- Sigh, roll your eyes, and scowl
  - D- Allow the customer to substitute whatever he wants, but still charge him the same price
  - E- Say "I'll have to get the manager to authorize this. You'll have to wait"

Look up the score for each answer you circled, and write it in the right-hand column below. Then, add up all the numbers to get your total score. Read the notes corresponding to your total score to evaluate your people skills.

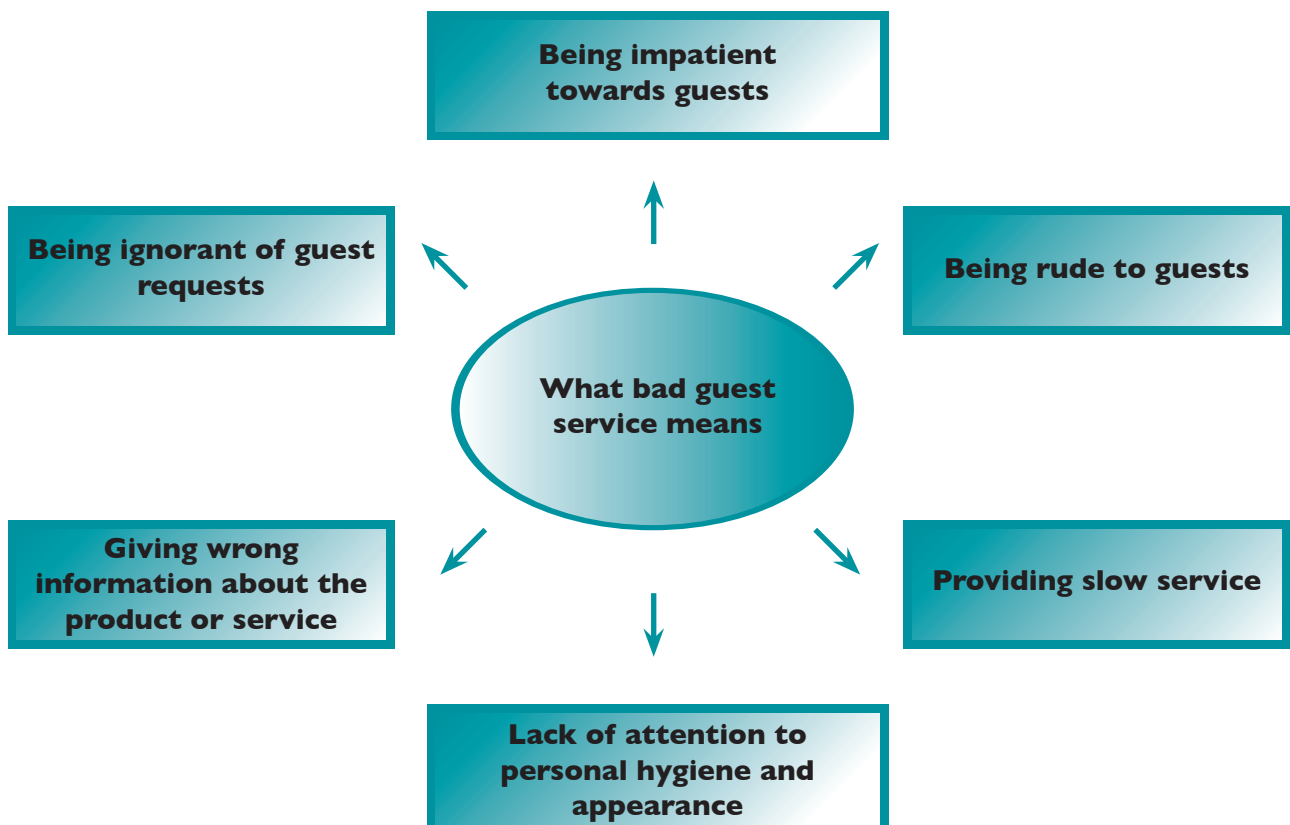
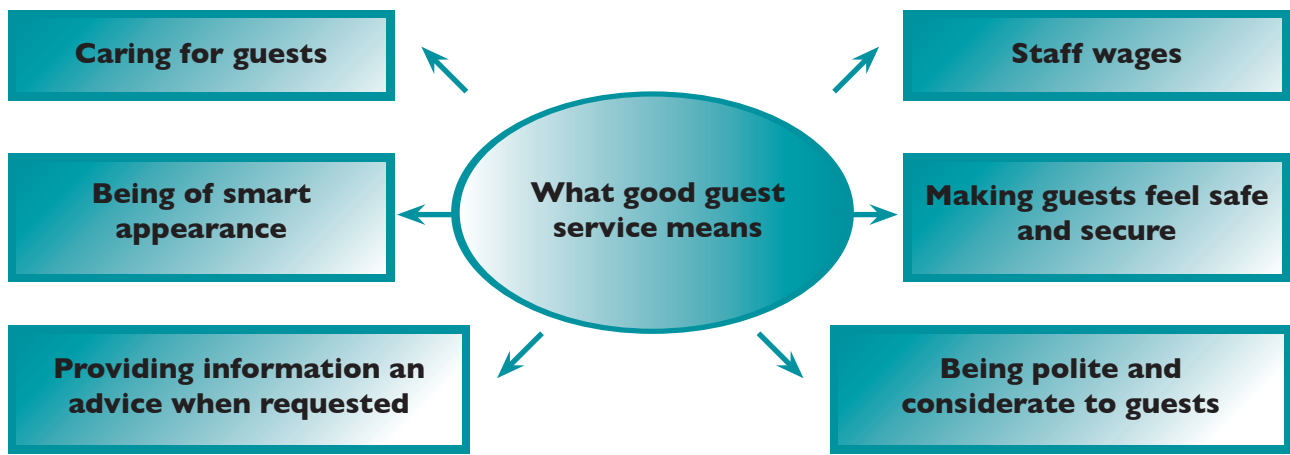
Question	A	B	C	D	E	Score
1	4	3	2	1	5	
2	1	2	5	3	4	
3	3	4	1	2	5	
4	5	4	1	3	2	
5	3	4	1	5	2	
<b>Total</b>						

**Your total scores    What this says about your people skills**

- 21-25    You always put the customer first, but sometimes to the detriment of the business! You would cheerfully give the merchandise away in order to make sure your customers were happy. You must learn to balance your concern for customer satisfaction with an understanding of the service that your organization can realistically provide.
- 16-20    You have excellent people skills because you do not wait to be asked. You are always looking for opportunities to provide good service and always take the initiative in offering to help. You understand the business implications of good customer relations skills and know what your organization can and can not provide.
- 11-15    You have good people skills and give assistance cheerfully. However, you tend to wait until you are asked, instead of looking for opportunities to help.
- 6-10    You are comfortable dealing with people when things are quiet and the customers are pleasant but you tend to become defensive when the pressure is on or the customers are upset. You could improve your customer relations skills by learning procedures that will help you cope with those points.
- 0-5    You would probably be happier if people would just go away and leave you alone! You need to build up your confidence and your skills in dealing with people.



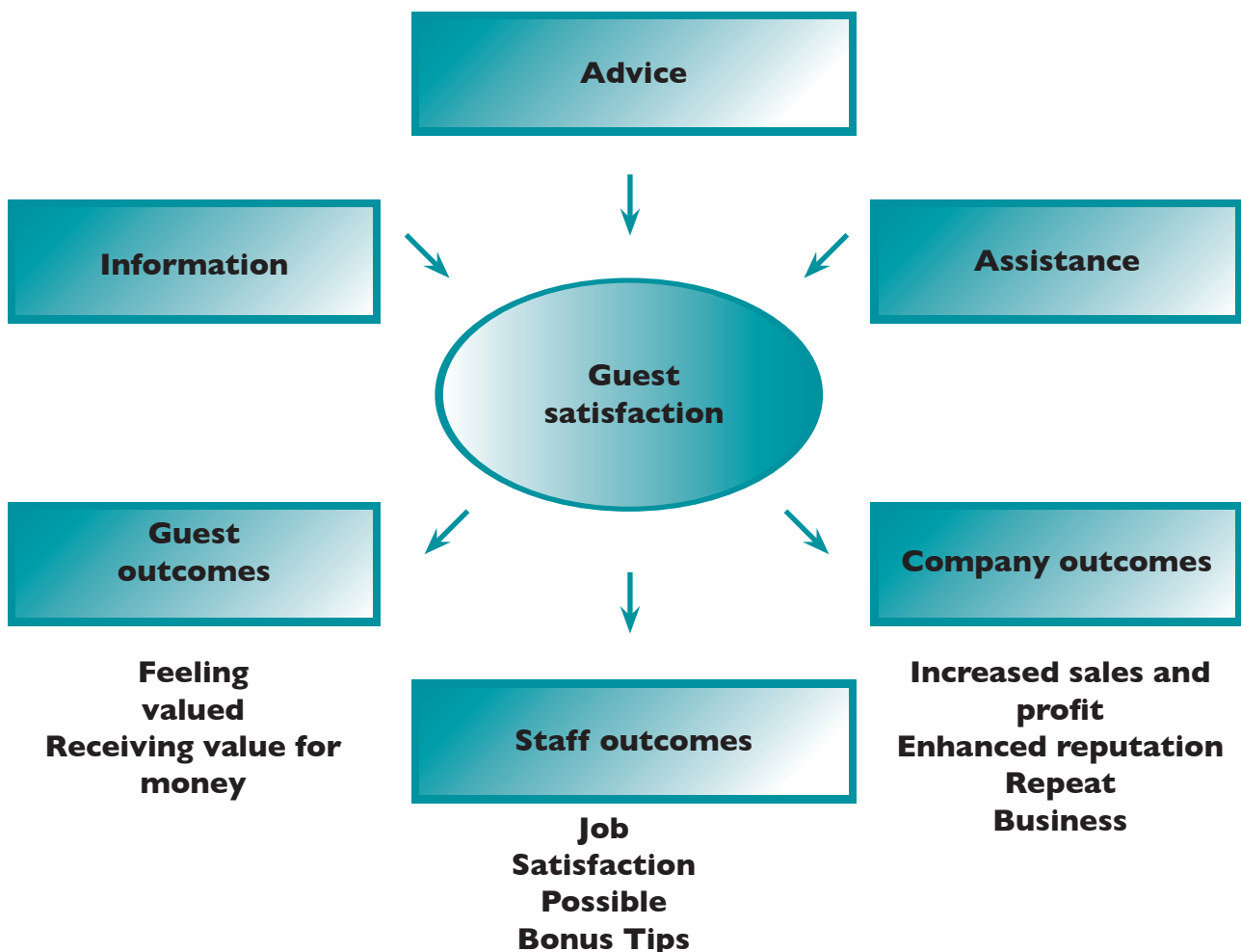
# Good guest services vs. Bad guest services



# Importance of Guest Services

The satisfaction of the guest must be the number one priority for any organization. The satisfaction of the guest depends on the provision of the service, value for their money, attention and courtesy they need, and the fulfillment of their desire. Guest satisfaction is beneficial for all those involved, as will be demonstrated on the next page.

As illustrated below, by providing the guest with advice, information, and assistance—the repercussions of guest satisfaction not only make the guest feel valued, but satisfies the employees (emotionally and financially), and increases the profit and success of the company as a whole:



# Importance of Guest Services

## Guest satisfaction = Job satisfaction

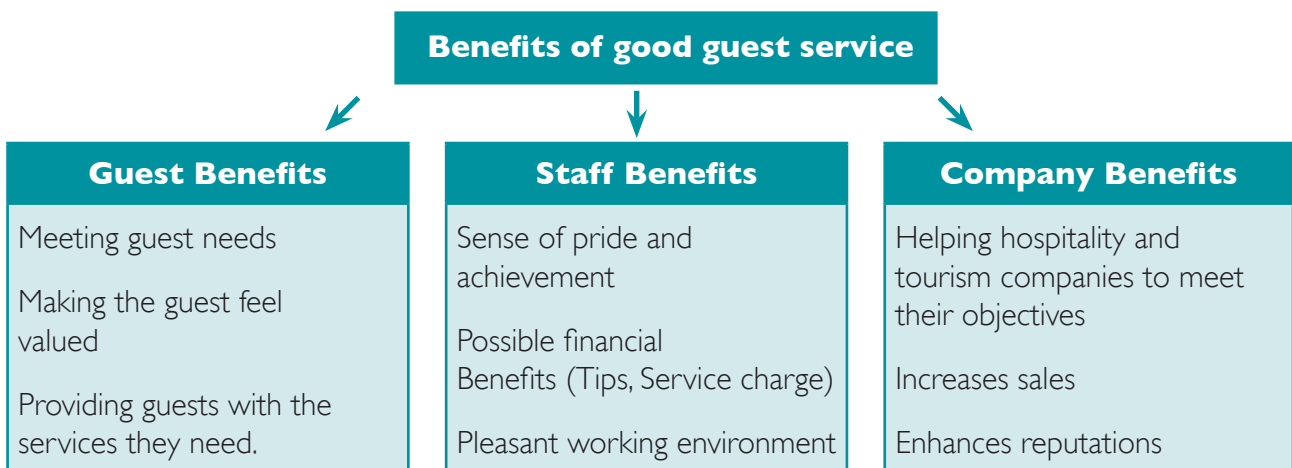
- As mentioned perversely, there are two types of guests - international and domestic.
- As employees, you are considered internal customers as well.
- Although you are not buying the service, the satisfaction you receive from your managers should be equivalent to the satisfaction you provide external customers, including:
  1. Feeling valued
  2. Receiving attention to concerns/requests
  3. Feeling like you are part of the team
  4. Being treated with respect
  5. Receiving proper training

Furthermore, personal benefits you receive should include:

1. Self satisfaction
2. Being proud of your job and organization
3. Being interested in understanding your importance as a provider of hospitality
4. Increased confidence and competence to advance in the workplace
5. Possible financial benefits

## Guest satisfaction = Objectives met

- The main aim of the tourism and hospitality industry is to improve performance and increase profits through visitors
- That in turn affects, and is effected by, the staff (recruitment and training) and the guests (services and satisfaction)



# Methods of Good Guest Services

Good Guest Service	Examples of situations
Be willing to give good guest service	Verbal communication: “May I help you with something?” or “Is there anything else I can help you with?”
Keep your workplace neat and tidy	A clean work area (such as a car, or a desk) will give the impression of efficient and effective service
Stay alert, look interested	If a travel clerk sits with their feet on the desk it gives the impression that they can not be bothered to deal with the customer
Say thank you and smile. Try not to show any signs of impatience	A guest in the restaurant spends a long time choosing a meal and then changes his mind

# Guest Courtesy Skills

Hospitality is the fuel by which tourism is run, and hospitality depends entirely on human behavior. Guest courtesy will depend on the skills previously mentioned in this booklet. What good is communication if it is not to communicate properly and gracefully? Guest courtesy is defined as being courteous, kind, pleasant, and sincere. Many of the skill discussed throughout this booklet are interrelated..

Follow the 6 tips below in order to improve courtesy and incorporate your skills:

## 1. Focus on the guest

- The guest is your number one priority at all times
- Listen attentively, communicate efficiently, be aware of your body language, fulfill their requirements, and deal with their concerns

## 2. Provide efficient service

Who - to the guest

Where - every where

When - all the time

Why - to maintain loyalty, achieve courtesy, and report visit

How - As follows:

- A. Complete the service without sacrificing courtesy and attentiveness
- B. Don't waste time
- C. Be accurate
- D. Keep small talk to a minimum
- E. Plan ahead
- F. Follow up
- G. Offer alternatives

## 3. Enhance guest self-esteem

- Self esteem is the way a person feels about him or herself. By improving the guests self esteem and making them feel better, you provide them with essential secondary needs that are likely to lead to repeat business. To do this: listen, acknowledge the guest's concerns, use the guests name, compliment them and treat them with respect

#### 4. Build rapport

- The goal is to make a great first impression as mentioned previously by building rapport and standing out from the crowd
- Rapport is the initial unconscious impression that one creates. In hospitality– it includes establishing trust and comfort
- To build rapport satisfy guest needs, and establish trust:
  - Be honest and sincere
  - Be open
  - Smile
  - Pay attention
  - Value the guest
  - Empathize

#### 5. Provide information

- Always be educated– especially in your field
- If you are unable to answer a question, refer the guest (For instructions, refer to next chapter)
- Anticipate potential or frequently asked questions and prepare in advance
- If the guest is dissatisfied, provide an explanation by referring to the next chapter
- Provide information with respect and courtesy
- Explain hotel services in detail so the guests are aware of the benefits they may enjoy, and the limitations they may face so as not to produce unrealistic expectations and avoid dissatisfaction

#### 6. Determine guest needs

- Other than the primary needs guests expect, determine what other needs they may require
- To determine guests needs which you are unable to anticipate, follow this two step process:
  1. Ask! Ask questions to inquire what they may need, and then ask follow up questions to ensure you have met their needs.
  2. Summarize what the guest has said. By repeating what the guest has said you ensure you have understood the situation fully before moving on to complete the task.
    - 2A. Writing down what the guest is saying not only aids you in being accurate but also makes the guest feel appreciated.
    - 2B. Summarize by writing what they have said, and repeat it to them for clarity.

# HOW DO YOU MEASURE UP?

## Self Analysis

## How Do You Measure Up?

Below is a list of the 15 individual behaviors we've discussed thus far in this chapter. Using the following scale, evaluate how well you do with each behavior:

N= never; O= occasionally; S= sometimes; M= most of the time; A= always

Be completely honest. There is nothing wrong with admitting shortcomings. Indeed, it is far more damaging to deny them. After rating yourself on the scale, go back through the list and circle the (+) or the minus (-) to indicate how you feel about your response.

If you are comfortable with your answer, circle the plus. If you wish you could honestly answer otherwise, circle the minus.

Behaviors	Scale								Goal
1. I promptly greet all customers	N	O	S	M	A	+	-		
2. I use appropriate ice breakers	N	O	S	M	A	+	-		
3. I complement people freely & often	N	O	S	M	A	+	-		
4. I call customers by their name	N	O	S	M	A	+	-		
5. I make and maintain eye contact	N	O	S	M	A	+	-		
6. I often ask for feedback	N	O	S	M	A	+	-		
7. I listen well	N	O	S	M	A	+	-		
8. I always say "please" and "thank you"	N	O	S	M	A	+	-		
9. I reassure customers in their decisions	N	O	S	M	A	+	-		
10. I smile freely and often	N	O	S	M	A	+	-		
11. I know and use good telephone skills	N	O	S	M	A	+	-		
12. I am sensitive to timing	N	O	S	M	A	+	-		
13. I follow up with customers	N	O	S	M	A	+	-		
14. I enjoy people and their diversity	N	O	S	M	A	+	-		
15. I have good attitudes about selling	N	O	S	M	A	+	-		

For each item where you circled a minus sign, write a goal for improvement on a separate sheet of paper. Make this specific and measurable if possible.

# Guest Inquiries

The tourism industry strives on providing information to its guests— therefore guest inquiries are a part of every-day business

To ensure that you will be able to sell your service to a potential guest, attract more guests, or retain an existing guest... you must have all the necessary information.

## How to respond to guest inquiries:

1. When a customer asks you for information, smile, be courteous, and able to help
2. Listen actively and ask questions to find out exactly what the customer wants
3. Always treat the guest with utmost courtesy and respect
4. Know your product— make sure you are well informed
5. If you don't know the answer, find it out for yourself— and refer the guest to someone who does know
6. Don't give too much or too little information

**Exercise 3:** Make a list of the most common inquiries you receive in your place of work and the appropriate answer (or where to find the answers). Do any of these questions show up a need for a service that your company is not currently providing?

**Exercise 4:** Make a list of questions that you hate to be asked in your place of work

These kinds of questions usually have something to do with your company's rules or policies. Take turns acting the part of the customer and staff member and practice answering these questions by suggesting a positive alternative.

Example: "There is a very good restaurant in our hotel and I would be happy to make you a booking. Would you like me to order you a taxi as well?"



UNIT FOUR

**DEAL WITH  
DISSATISFIED GUESTS**



In this unit, we will discuss the reasons guests may become dissatisfied, the positive aspects of a dissatisfied guest, and how to handle guest complaints

**Element 4.1** Explore the true face of dissatisfaction

**Element 4.2** Demonstrate techniques to deal with dissatisfied guests

# Dissatisfaction

## What causes dissatisfaction?

Many times, what people expect is not what they find— this is especially true in the tourism business and so complaints are inevitable. Their needs may not have been met not because of material or promised services (i.e.-primary needs), but rather those intangible secondary needs that cater to their emotional state, comfort, safety, trust, etc.

- **The importance of dealing with guest complaints:**

- Only 5% of dissatisfied customers complain to the organization- the other 95% would rather just switch
- A dissatisfied customer will on average complain to 12 other people about the poor service
- 50-80% of the guest who's complains were resolved are likely to consider doing repeat business
- Complaints are an opportunity to strengthen the relationship with the customer and to improve the company as a whole

- When a guest complains, it usually tends to spread by creating a negative environment for everyone involved. To avoid this, it is important to have an attitude of opportunity to change and improve, rather than feel down.

**NOTE:**

For further example, visit [www.tripadvisor.com](http://www.tripadvisor.com) ...  
Where guest experiences are documented online.

# Handling Dissatisfaction

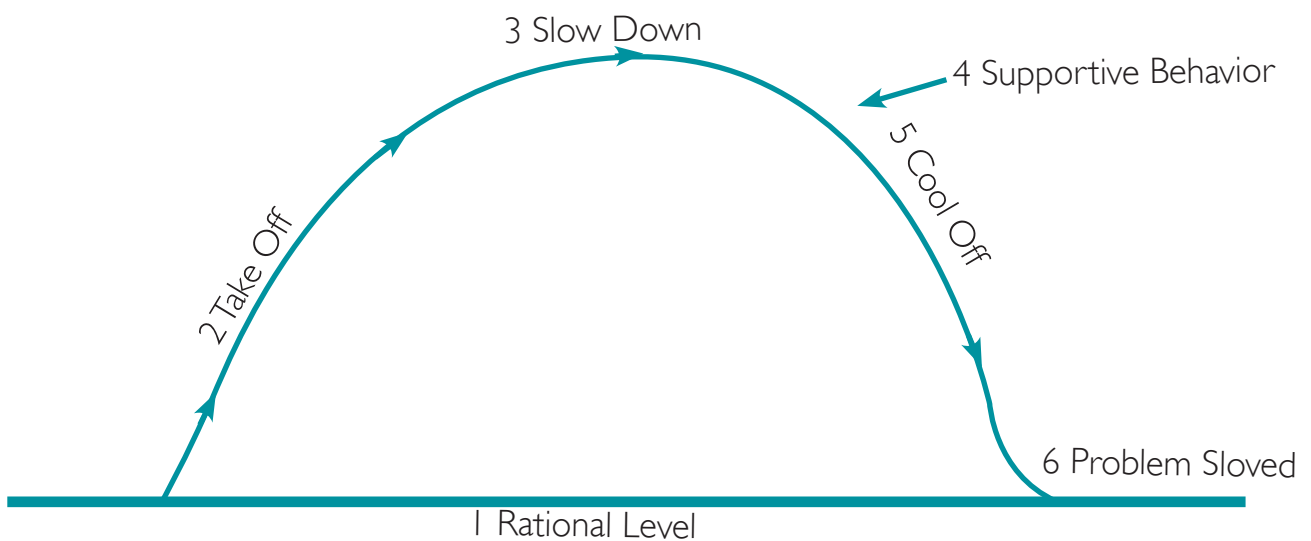
1. Watch for signs of discontent before they turn into complaints
2. Keep calm and listen
3. Introduce yourself and personalize the situation
4. Empathize
5. Thank the customer for bringing the complain to your attention
6. Be open in your posture and in your mind
7. Treat them with respect
8. Use a personal tone of voice
9. Apologize
10. Never argue or disagree [this will only make things worse]
11. Note the facts and ask questions
12. Decide what to do and take action
13. Obtain guest approval for your action
14. Use the 3 F's (Feel, Felt, Found)
  - This technique was developed by Rebecca Morgan to express ideas to calm customers down
  - It is a technique you can use to word your response by acknowledging their feelings and offering an explanation
  - For example: "I understand how you could **feel** that way. Other's have **felt** that way too, but (insert explanation), and then they **found** a solution".
  - NEVER say you know how they feel. You will make it worse
15. Do everything in your power to solve the problem
16. The following is an excerpt on dealing specifically with hostile guests

## Another Look

### Calming Hostile Customers

A hostile, angry reaction usually follows a certain pattern if it is handled skillfully. This pattern is called the hostility curve, illustrated in the figure below. It is important to thoroughly understand each step of the hostility curve:

1. Most persons are reasonable much of the time. They function at a rational level. At this level, you can reason with them about things.
2. When irritations pile up or a specific incident provokes a person, he or she will take off, blowing off steam, possibly becoming abusive, and in general expressing a lot of anger.



18. If you attempted everything but still could not solve the problem, offer something else to make it up as a last resort. However, keep in mind your limitations and ask your manager.
19. "Acknowledge the guests inconvenience and thank him or her for giving you the opportunity to try to make it right" - either way.
20. Remember that other guests may hear you so keep the conversation as private as possible
21. Thank the customer again
22. Make a record of the complain and pass it on to your supervisor
23. Follow up to make sure that the complaint was rectified
24. If the guest is still dissatisfied:
  - If you did everything possible with no success, accept you did all you can - don't take it personally-when people are mad, they say things they don't meant and often take out their anger on you. Let them.
  - Use every experience as an opportunity to grow and learn
  - Understand the problem, and try to avoid it in the future
  - Asses how you did in dealing with the problem– and fix what you can. This is a chance for you to improve

### What would you do differently?

**Exercise 4:** Think of an occasion when you made a complaint about something. Jot down some good and bad points about the way your complaint was handled.

**Exercise 5:** What is the correct procedure for handling complaints in the place where you work?

UNIT FIVE

# IMPROVING SALES THROUGH HOSPITALITY





In this last unit, we will discuss the ways in which hospitality may be used to go one step further, for the benefit of increased productivity, sales, and profit.

**Element 5.1** Demonstrate ways in which to go beyond what is expected

**Element 5.2** Demonstrate techniques to suggestively sell products and services to guests

## One Step Further

Remember, as an employee in the hospitality industry, you are selling the guest a service and a product. You are selling them the chance to experience your country and see as much of everything it has to offer.

As part of your job, regardless of title, you should practice suggestive selling as a means to achieving greater job success.

### **What is suggestive selling?**

Suggestive selling is a “sales technique whereby a salesman attempts to have the customer purchase more expensive items, upgrades, or other add-ons in an attempt to make a more profitable sale”.

### **Suggestive selling includes:**

- Recommending to guests other services available
- Adding a personal touch that would encourage them to buy more. This goes back to the intangible secondary needs of the guest that make or break a sale.
- Remind guests of services they may have forgotten to use
- Increase revenue for the organization

# How to sell, sell, sell!

## 1. Know your product

The most important aspect of sales, is knowing your product. It may sound easy, but this isn't only about primary needs— its also about secondary needs as well. In terms of products, know what is available. For example, the different types of rooms in the hotels, the information on different types of holiday, different tourist attractions and products produced by Jordan.

Often, if customers are given identical products, they will choose based on intangible differences between the two. The friendliness of the staff, the atmosphere of the hotel, the impression that the company makes on the guest, the feeling of excitement, etc. *That's what sells.*

## 2. Find out what the customer needs

Being able to suggest the right product to the right guest is made easier if you can find out what the guest needs. You should be able to:

- Read your guest by using the non-verbal communication, and active listening skills previously mentioned
- Listen and observe their habits, interests, etc
- Guide the guest to the right service

## 3. Sell the positives

Sell what you like best. Take guest cues such as age, sex, etc— and never downplay the quality of an item. Don't be afraid to suggest other alternatives.

People don't buy products, they buy what products and services can do for them. Focus on how purchasing this product will benefit the guest.

Paint a picture so that the guest can visualize themselves enjoying the service or product.

## 4. Look your best and smile

Don't forget that how you look, the way you stand, the expression on your face, and the tone of your voice will all help (or ruin) your chance!

# Exercises

“When you are suggestively selling, you have a 50% chance of success– but if you don't mention anything you have a 100% chance of failure”

## Exercise 6

With one of your colleagues, practice your sales skills by acting out the following situations, taking turns being the salesperson and the customer. Add the necessary details to each situation that will make it match your own organization.

A person comes in and asks for brochures or sales literature

A customer comes in to enquire about one of your products. She is “shopping around”, in order to find out which company offers the best value

A tourist asks you what leisure activities are available in your locality on a rainy day.

A customer in a hurry comes in at a very busy time when there is a queue of people waiting for attention.

## Exercise 7

Look at the television and magazine advertisements for jeans, supermarkets, airlines, cars, hotels, sodas. What intangibles are these advertisements trying to sell?


# WRAP UP QUIZ

1. What is tourism?
2. Why is tourism important in Jordan?
3. What is hospitality and guest courtesy?
4. Draw the communication process
5. What are the five elements of active listening?
6. Define the two very important points that are part of non verbal communication
7. Give three examples of interpersonal skills
8. Who is a guest?
9. What is guest service?
10. How many needs do guests have and what are they?
11. What is guest satisfaction? \_\_\_\_\_ + \_\_\_\_\_
12. Guest courtesy skills: \_\_\_\_\_
13. What causes dissatisfaction?
14. Give five examples of handling dissatisfaction
15. How do you practice suggestive selling?



# NOTES:

A series of 20 horizontal dashed teal lines for writing notes.