

## Unit 27: Front Office Operations Management

<b>Unit code</b>	<b>D/616/1811</b>
<b>Unit level</b>	<b>5</b>
<b>Credit value</b>	<b>15</b>

### **Introduction**

The Front Office multi-departmental operations of a hotel play a crucial role in the customer experience; they meet and greet guests, check them in, manage their luggage and ensure that they have a comfortable and enjoyable stay. The Front Office is the face of the accommodation sector and has an invaluable role in elevating and enhancing the customer experience and relationship.

The aim of this unit is to provide students with the understanding of how the hotel Front Office is managed and its importance within accommodation services.

This unit will explore the Front Office and students will learn about the day-to-day management of the Front Office. Students will gain an understanding of what is involved in each phase of the guest experience as well as an understanding of room sales revenue and the importance of yield management in maximising revenue.

On successful completion of this unit students will have developed sufficient knowledge and understanding of what it takes to manage the Front Office.

## **Learning Outcomes**

By the end of this unit students will be able to:

1. Evaluate the role of the Front Office department within various accommodation organisations
2. Discuss the importance of managing the reservation process to ensure maximisation of profit
3. Analyse the guest experience journey within Front Office operations
4. Assess how Front Office operations manage the quality of service delivery.

## Essential content

### LO1 **Evaluate the role of the Front Office department within various accommodation organisations**

#### *Strategic management of the Front Office:*

Planning, organising and structuring the front office to maximise guest satisfaction

Managing the unexpected e.g. crisis management, planning and trouble-shooting emergency situations

Challenges and opportunities faced by the Front Office Manager

#### *Innovation in the Front Office:*

Self-service check in and check out technology

Use of tablets and smartphones by front office staff to ease the check in and check out process, retrieve details, engage with guests and manage operations

Cloud based Property Management Systems (PMS)

Current and future trends e.g. faceless front desks, using smartphones and facial recognition for room entry

Benefits of innovation and technology to guests and front office staff

#### *Importance of front office communication:*

Interdepartmental communication between housekeeping, facilities, food and beverage, banqueting and sales and marketing

Impact of technology on interdepartmental communication (Property Management Systems, Point of Sale)

The role total quality management plays in effective communication between the various departments

Methods of communication with guests: face to face, business and information services, digital and mobile guest interactive services

The importance of cultural awareness and diversity in managing the customer experience

#### *Various accommodation organisations:*

Small hotels, resorts, guesthouses, Airbnb, chain hotels, multinational hotels, boutique hotels and the different strategic approaches that the Front Office will have within these different properties

## **L02 Discuss the importance of managing the reservation process to ensure maximisation of profit**

### *Hotel reservations:*

Types of reservations system e.g. Global Distribution System (GDS), Central Reservation System (CSR)

Sources of reservations e.g. the role of the internet in reservations (different ways guests can book using the internet: direct, large scale booking sites)

The importance of reservation systems

Integration and/or interface with overall Property Management Systems (PMS)

### *Managing reservations:*

The reservation process: accepting reservations, denying reservations, cancelling reservations, occupancy management

Overselling rooms and the impact on guests and accommodation properties

Generating reservation reports (occupancy report, arrivals report, revenue forecast report, turnaway report), occupancy forecasting, trend analysis

Standard operating procedures (SOPs) for handling reservations

Legal requirements, data protection and consumer law

Reservation process for different types of accommodations services e.g. chain hotels, independently owned hotels, Airbnb, guesthouses

### *Revenue management:*

Capacity management, discount allocation and duration control

Measuring yield: potential average single rate, potential average double rate, double occupancy percentage / multiple occupancy percentage, potential average daily rate, rate spread, room rate achievement, factor and yield calculation

Importance of yield management, application, strategies and implementation

## **L03 Analyse the guest experience journey within Front Office operations**

### *The stages of the guest experience journey:*

Managing the four stages of the guest cycle pre-arrival, arrival, occupancy and departure

Front Office operations and the relationship with the guest experience journey

### *Managing sales and financial details:*

Coverage of credit at check in and during the stay, posting of charges, link to accounts department

Sales opportunities within the experience journey

*The impact of digital technology and innovative software to enhance the customer experience during each stage of the guest experience journey:*

In-room features, the use of mobile phones and apps for self-service check in, digital guest experience tools

Property Management systems

Current and future trends

**L04 Assess how Front Office operations manage the quality of service delivery**

Definition of service quality and the service encounter

Planning the service encounter

The models of service quality e.g. SERVQUAL, Nordic Model

The measurement of quality and use of key performance indicators (KPIs)

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<p><b>LO1</b> Evaluate the role of the Front Office department within various accommodation organisations</p>		
<p><b>P1</b> Analyse the functions of front office operations within a range of different accommodation organisations</p> <p><b>P2</b> Assess the ways front office operations use technology to enhance the guests' experience, within a range of different accommodation organisations</p> <p><b>P3</b> Evaluate the importance of interdepartmental communication between the front office and the various departments within a specific accommodation organisation</p>	<p><b>M1</b> Critically evaluate the communication process between housekeeping and the front office in ensuring guest satisfaction within a specific accommodation organisation</p>	
<p><b>LO2</b> Discuss the importance of managing the reservation process to ensure maximisation of profit</p>		
<p><b>P4</b> Discuss the reservation process for a range of different accommodation organisations</p> <p><b>P5</b> Assess the importance of forecasting room availability and room revenue for Front Office Managers</p> <p><b>P6</b> Apply a range of yield management techniques to a variety of scenarios</p>	<p><b>M2</b> Analyse the role the internet plays within the reservation process for a range of different accommodation organisations</p> <p><b>M3</b> Evaluate yield management and the techniques reservation managers can use to maximise profits for an organisation</p>	
		<p><b>LO1 LO2</b></p> <p><b>D1</b> Make valid and justified recommendations to improve the role of the front office operations in maximising profit within a specific accommodation organisation</p>

Pass	Merit	Distinction
<p><b>L03</b> Analyse the guest experience journey within Front Office operations</p>		<p><b>D2</b> Provide justified recommendations for improving the relationship management process for front office operations at each stage of the guest experience journey for a specific organisation</p>
<p><b>P7</b> Analyse front office operations during each of the four stages of the guest experience journey and how they can optimise business performance and sales</p> <p><b>P8</b> Appraise the benefits of digital technology and innovation at enhancing the guest experience within a specific organisation</p>	<p><b>M4</b> Critically analyse the role digital technology and innovation play in enhancing guest satisfaction at each stage of the guest experience journey for a specific organisation</p>	
<p><b>L04</b> Assess how Front Office operations manage the quality of service delivery</p>		<p><b>D3</b> Make valid and justified recommendations for closing the gaps in quality service provision</p>
<p><b>P9</b> Review how front office operations can enhance the quality of service and how this can be measured, applying a service quality model</p>	<p><b>M5</b> Evaluate how the quality of the guest experience can be affected by the role of front office operations and the implications this may have upon measuring service quality</p>	

## Recommended Resources

### Textbooks

BARDI, J. (2011) *Hotel Front Office Management*. 5th ed. New Jersey. Chichester: John Wiley and Sons.

CASADO, M. (2014) *Front Office Management in Hospitality Lodging Operations*. CreateSpace Independent Publishing Platform.

FORD, R., STURMAN, M. and HEATON, C. (2012) *Managing Quality Service in Hospitality. How Organizations Achieve Excellence in the Guest Experience*. New York: Delmar Cengage.

RADDE, B. (2017) *Digital Guest Experience: Tools to Help Hotels to Manage and Optimize the Digital Guest Experience*. Hamburg: Tredition.

### Links

This unit links to the following related

units: *Unit 2:*

*Managing the*

*Customer Experience*

*Unit 4: The*

*Hospitality Business*

*ToolKit*

*Unit 7: Managing*

*Accommodation*

*services Unit 26:*

*Revenue*

*Management*

*Unit 37: Facilities Management*