Summary of favourable incidents

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| **Name** | **Summary** | **Theme** |
| Linh | 1. Linh got to know the customers and recommended the entertainment activities they might like. They were happy and appreciated his help. | 1 |
| Man | 2. A couple staying in another hotel came to the hotel Man is working for better services. The customers were happy with the services provided, which made him happy for the whole day. Man demonstrated an interest and passion in talking to customers, understanding what they were seeking and satisfying them. He also believes in his proactive role in creating a positive impression towards customers. | 1,2,3 |
| 3. A regular customer came to the restaurant Man worked and wanted Man to serve him. He enjoyed talking to Man and they started talking more about personal issues. *“He’s old, his children are successful, he’s alone and needs some company… Overall, when I go to work, if I’m happy and smile at them first, they will like me.”* | 1,2 |
| Thi | 4. A Russian customer enjoyed exchanging food on a regular basis and have a close relationship with staff – *“the hotel is another home”.* | 1,2 |
| 5. The customer was drunk and sexually harassed the female receptionist. He insisted the hotel staff apologised to him, otherwise he would check out immediately. Thi managed to calm down the customer and saved face for him by implicitly talking about what happened.  *“There are things we need to prove if it’s right or wrong but in case of working in hotels, defining right and wrong can’t solve any problems, you won’t get any benefits from showing that the customer is wrong!”* | 1,2,3 |
| Hung | 6. Hung took care of sick customers during their stay and built up the friendship though they seemed reserved and quiet at the first place. They gave a generous tip to express their gratitude and invited him to come and visit them in their country.  *“Their happiness made me happy.”* | 1,2,3 |
| Huong | 7. Huong suggested to first-time visitors the activities they can do before they ask for it.  *“I had to actively interact with them, ask about their needs and offer to help.”* | 1 |
| Huy | 8. He got an important contract with a difficult customer who had many requirements. He tried to meet his demands. His manager appreciated it and considered promoting him, his colleagues admired him. He considered observing and being sensitive as important elements in perceiving their emotions. | 1 |
| Khoi | 9. The customer’s jacket was washed in wrong way. Khoi felt guilty and tried to solve it in his own way. He offered the customers with his own jacket and a jacket given by his colleague. The customer was happy with Khoi’s jacket. Expressing the empathy and admitting the fault was considered important in solving the problem. | 1,2,3 |
| Van | 10. She found out it was the customer's birthday by talking to her and noticing her happy face. She contacted FO to offer the customer with a birthday card, fruit and wine. Van emphasised that she liked taking care of customers and making them happy though it was not her responsibility, which made a difference between her and her colleagues. She did not expect anything in return for her extra mile service. | 1,2,3,4 |
| Ngoc | 11. She surprised the customer with a birthday cake, wine and flowers. The customer was very moved, which made her happy for bringing happiness to the customer. To her, the comments and high score they left on the website made her feel the love they had for the hotel staff. *“I felt really happy to see how happy they were because of what I did.”* | 1,2,3,4 |
| Vien | 12. There was a water cut in the hotel during the high season (Lunar New Year), which made customers frustrated. He calmed them down and apologised to every single customers. He refunded and gave them vouchers for a free stay. It turned out to be a success for gaining trust and satisfaction from the customers, which he thinks he has gained more than the loss of the revenue. | 1,2,3 |
| Truong | 13. The customer’s car mirrors were stolen though he expected the security guard to keep an eye on them. Truong guided his staff how to deal with this situation, which resulted in the customer satisfaction. He was pleased with the sincere attitude from the hotel staff and gave them tips from his room refund. The staff’s attitude was considered more important to the customer in this service recovery. | 1,2,3 |
| 14. The customers were annoyed at the power cut. Truong managed to calm down the customers by apologising and explaining the reason for the power cut. He offered the customers a discount but the customers were pleased with the way he dealt with the issue, so the discount was given back to staff as tips. | 1,2,3 |
| Lan | 15. An old Vietnamese-French couple enjoyed staying at her hotel for their good care and friendly staff over another hotel which is of higher ranking. Based on the understanding of their needs, she offered customised services which made them pleased. Due to the characteristics of a city hotel, customers at her hotel do not spend much time in the restaurant, so she had limited interactions to customers. | 1 |
| Truc | 16. The customers complained about the noise from the other room connected to theirs. He managed to change their emotions from dissatisfied to satisfied by talking to other customers. Truc solved the problem well because he showed the empathy to customers and suggested two choices which were good for both customers and hotel staff. | 1,2,3 |
| Tran | 17. She was a cashier but the restaurant got busy, she tried to help out. She could not speak much Chinese but the customers were happy that someone could understand them. | 1,2 |
| Hoan | 18. Hoan approached the Japanese customer the first time by greeting him in Japanese, which surprised the customers. The moment when Hoan spoke Japanese attracted the customer’s attention and he became more interested in talking to Hoan, which made them closer to each other and talk more. He considers speaking the customer’s language and being friendly is the key to approaching and getting to know the customers. The incident showed that speaking the customer’s mother tongue helped connect the hotel staff and the customer who appeared quite cold and indifferent. | 1,2,3 |
| Thinh | 19. A family with a sick child coughing so much asked to be seated somewhere without an air-con but in a non-smoking area, which was quite challenging due to the design of the buffet area. When the customer was annoyed, Thinh successfully calmed him down and reassured him that his request would be met. In addition, he managed to explain the situation to other customers and raise the empathy for the sick child so as not to disappoint them with his arrangement. They expressed their appreciation by writing him a thank you letter and a tip. | 1,2,3 |
| 20. He tried to provide customers with bread which was unavailable in the restaurant. A lot of efforts were made to bring the bread over promptly because the resort was huge, which made the customers appreciate a lot. Thinh was happy that he could help them too. | 1,2,3,4 |
| Hoa | 21. Some Australian customers came to stay at the hotel and staff did not know that Australians drank a lot of black tea. Hoa ordered it and offered them for free because she was trying to build the positive word-of-mouth with this new market segment. She apologised to the customer for the lack of cultural understanding and expressed the enthusiasm to learn about their culture, which made the customers happy because of the attempt to understand their needs. | 1,2,3 |
| Khoa | 22. A drunken Danish exchange student staying at the hotel blamed the security guards for hitting him when escorting him to his room because he got some bruises the following morning. Khoa calmed down the student and his teacher and showed them the camera extract. | 1,2,3 |
| 23. The customer was angry because he suspected someone stole his stuff. He was shouting in front of other customers. He took the customer to a quiet place to talk. After investigation, he found out the thing was still in the customer's room. The customer apologised and appreciated their help.  In both incidents, Khoa first tried to calm down the customers and solve their problems. Separating the customers from the crowd to talk to them privately was considered an effective way to calm them down. | 1,2,3 |
| Ngan | 24. She made the Russian customers satisfied by remembering their names and favourite drinks in the breakfast buffet with her enthusiasm and friendliness despite the language barrier. The relationship got better over 4 weeks of her internship and they enjoyed teaching her Russian. | 1,2 |
| Thuc | 25. His hotel welcomed a group of VIPs and he was told to take extremely good care of them. The hotel staff did their best and were given good compliments. The way Thuc spoke to the customer highlighted the hierarchy based on age when he called the customer ‘uncle’ and the customer’s compliment for him and the hotel staff is ‘well-mannered’ which is often used by adults when commenting on children’s behaviour. Their relationship became more like that of family members. | 1,2 |
| Huong | 26. The customers came back to the hotel and looked worried. She asked them what happened and was told that they lost their bank card at an ATM. Huong could read the emotions on their face and calm them down. She contacted the bank and took them to the bank the following day When the problem was sorted, not only the customers but also Huong was happy; the customers expressed their satisfaction by offering her a coffee and keeping in touch on a social network. They also sent her a friend request on WeChat. | 1,2,3,4 |
| Duyen | 27. The customer complained about insects in the room and deliberately asked for offers. The receptionist could not deal with him, so Duyen came to talk to the customer. She made up for it by calling a bigger taxi for him, she did not offer anything else because she knew he was an opportunistic customer. She was calm and firm with her explanation and offer, which made the customer give up his unreasonable request and accept the offer. | 1,2,3 |
| Lam | 28. She accidentally found out the couple were newly-weds when talking to them. She informed the hotel and offered them with wine, flowers and bed decoration, which took them by surprise. They had an unforgettable time at the hotel. | 1,2 |
| Vy | 29. The customer could not find her money in the room and blamed HK staff for stealing it. Vy calmed down the customer, listened and expressed the empathy. She mediated between the customer and HK staff who were blamed for stealing the money. She also encouraged the customer to think about her daughter and check if she had taken the money. Vy described her being calm, listening attentively and being empathetic with the customer though the customer was angry. Vy also tried to maintain a neutral position between the customer and the HK staff. She reassured the customer about the hotel service and offered to get the police involved if needed. It turned out to be her daughter taking the money. The customer apologised and appreciated her help. | 1,2,3 |
| Vi | None |  |
| Duc | 30. A customer who was staying there wanted to check out that room and check in another room but it was not shown on the system. So, a new customer was taken to that room. Duc contacted HK to clean another room for the new customer who looked quite annoyed. He apologised and offered them some fruit as an apology. He kept calm by controlling his breath and thoughts, took initiative to apologise to the customer and cooperated with HK staff. In addition to managing the customers’ emotions, Duc communicated with HK staff successfully to make the rooms quickly for the customers, which also helped prove to the customers that they were striving for the best service. | 1,2,3 |
| Vinh | 31. The first time Vinh served a customer a certain type of tea. He noted it down. Two years later, he served the customer again and offered him his favourite tea, which made the customer surprised and satisfied. He added it was the first time a hotel staff member remembered his favourite tea. Last year, the customer came back and met him at the hotel lobby, the customer called his name, which made Vinh pleased with the little thing he could do to the customer. | 1,2,3,4 |
|  | 32. A loyal guest who likes to be in one room and every time he comes, that room is made available for him. *“He likes this room because he’s used to staying there and considers it his second home.”* Both HK staff and the customer are happy because there is a mutual understanding between them. | 1,2 |
| Thanh | None |  |
| Dang | None |  |
| Thuy | 33. It was a couple of honeymooners who wanted a room on a high floor. Thuy let them check in early because the room was available and she deliberately arranged a sea view room for them, which exceeded their expectation. They were very happy and wrote a thank-you card for her. According to Thuy, the key to making customers satisfied is putting herself to their shoes so as to understand and meet their expectations and needs, which in turn improves the relationship between the hotel workers and customers. | 1,2 |
| Hau | 34. The customers found a hair in the bowl of pho, Hau apologised and showed the empathy to them. Instead of offering another bowl, he suggesting them trying something else because he was afraid the customers had already got a negative impression of pho, which might influence how much they could enjoy it. He also offered the customer to come to the buffet the following day and would be happy to wait for the customer. The customers came quite late that day and Hau was still there waiting to serve them, they invited him to join and they talked to each other as family members. | 1,2,3,4 |
|  | 35. The customers had some problem with the food, Hau changed the customers’ emotions from dissatisfaction to satisfaction by being understanding, showing his care and talking about topics of the same interest. They became not only loyal customers of the hotel but also a friend of his. | 1,2,3 |
| Vu | 36. Vu served Japanese customers who could not speak much English, he took very good care of them despite the language barrier. On the day they left, they gave him a letter written in English which they spent the whole night using the app on the phone to translate into English in order to show how much they appreciated his service and the unforgettable experience he gave them. He was surprised and moved. He still kept the letter as a good memory of them and shared it with his colleagues. | 1,2 |
| 37. The customer complained that the resort was much more local than expected, they wanted to cancel the booking and stay somewhere else. Vu tried to convince them to try some local activities which are authentic and cannot be found anywhere else. He took them to go hiking and fishing with him, they really enjoyed it and gave very good comments. Vu had to work overtime to make up for the time being out with them but he was happy that they had a good time. | 1,2,3,4 |
| Dinh | None |  |

Summary of unfavourable incidents

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| **Name** | **Summary** | **Theme** |
| Linh | 1. Some customers made a fuss over things during their stay for their benefits which Linh called opportunistic customers. Though the customers had unreasonable requirements, Linh suppressed his emotions and treated them as equally as others. Afterwards, these customers were put on the blacklist. | 7 |
| Man | 2. Man failed to communicate with the kitchen staff to fulfil customers’ order, which made them annoyed. He admitted his fault and apologised but he was not sure if they understood because their English was not good. | 5 |
| 3. The customers could not get a table because it was crowded in the restaurant. They did not say anything. Then, they were given the wrong dish, which made them angry and complain at the reception. Language emerged as a barrier preventing staff from understanding customers’ emotions. | 5 |
| Nga | 4. The customers were sick or tired but did not use the DND (Do Not Disturb) sign, HK staff entered their room, which made them annoyed. Nga offered them with a plate of fruits and apologised for the trouble. She also suggested using the sign to avoid being disturbed. | 5 |
| Thi | 5. The travel company did not transfer the money, a group of tourists were held at the hotel lobby though they were ready for the flight home. Everyone was annoyed and looked grumpy, which created a bad image for new customers checking in. The good relationship between the group and staff built over their stay was destroyed in the end. | 8 |
| Hung | 6. Hung was too enthusiastic about taking care of a gay couple while they needed more privacy. It was the first time he had served gay customers and the lack of experience made it harder for him to get to know them. The experience became a lesson for him to serve lesbian or gay couples. | 6 |
| Huong | 7. Some foreigners and Viet kieu seemed confident about remembering the hotel address and telephone number, they got lost and it took them some time to look for the hotel. They were frustrated when they got back. Huong apologised and showed them that she cared about them and tried to meet their needs without them asking as compensation. | 10 |
| Huy | None |  |
| Khoi | 8. Customer’s scarf which is valuable and important to them was damaged in the wash. The customer was angry and asked for compensation. Khoi apologised and negotiated regarding the compensation. Khoi tried to calm down the customer and expressed the empathy with the customer. However, it was a large amount of money which was beyond his authority, he had to report to the manager and let him solve it. | 8 |
| Van | 9. She was asked to change the flight ticket for the customer. He did not believe she could contact the airline office in VN because he thought it did not exist. The customer scolded her continuously with an extremely rude attitude, which made her feel shocked. Van was shocked by the aggressive customer for two underlying reasons – the low-status nature of her job and the rude behaviour of a man towards a woman. The customer gave her a tip after his problem was sorted but Van rejected, she burst into tears because of the pent-up frustrations. “*My honour cost more than $50, it’s almost two months’ worth of my salary but I gave it back to him*”. | 7 |
| Ngoc | 10. A drunken customer asked her for 'happy' services and rudely dragged her out of the reception desk to his room. She was scared and almost crying. She screamed and the security guard came. The customer looked embarrassed the following day when seeing her. Ngoc cited her young age and little experience as reasons for not being able to deal with the drunken customer. She was very scared but the comfort and empathy from her manager made her feel better. | 6 |
| Truong | 12. The customers had someone book the room for them and they expected not to pay for their 14-year-old child. They got frustrated and wanted to cancel the booking. They shouted and insulted Truong and another receptionist. Truong was so angry that he felt his body was shaking but he tried to suppress it because he was supposed to be a good example for his staff. | 7 |
| 13. The customers complimented on the hotel services to create a positive impression, then they asked for prostitutes which are illegal. They changed their attitude and made a fuss over everything. Truong had to remain smiley but cleverly rejected their requests. | 7 |
| Lan | 14. The Chinese customer wanted to take the tea pot away. Lan encountered difficulties when communicating with the customers because of the language barrier. She tried to explain to him and he took it as her accusing him of stealing it. He did not accept her apology and made a fuss over it by involving other people, which was left to the manager. | 9 |
| Truc | None |  |
| Tran | 15. She spilled hot water on a customer at a banquet, which was the first time she had ever annoyed a customer. She was scolded for using an old-fashioned way of treating the burn by a senior colleague. She was scared for different reasons – annoying the customer, being scolded by the senior colleague, receiving customer complaints, and the chance of losing the job, being disciplined or ruining the hotel reputation. | 6 |
| Hoan | None |  |
| Thinh | 16. He spilled water over a customer, which annoyed her and she said *"You're stupid! I'll never come back."* This happened when he was a student and worked part-time in a restaurant. He started working without any experience or knowledge about. He felt really bad but still managed to apologise and say *"Hope to see you again”*. The customer replied *“I will never come back”*, which he described as *“splashing cold water onto his face”*. He quit the job afterwards because he thought it did not suit him. | 6 |
| Hoa | 17. At check-out, HK staff told FO that they could not find the towels in guest room though they had filled them up. The Chinese customer insisted on not taking them and making the staff apologise to him in Chinese. He refused to do that, so Hoa came and apologised to him in Chinese to please him. She knew it was the staff’s prejudice against Chinese people, instead of telling him off, she explained to him that they are all servers and the government would take care of political issues.  *“the staff didn’t like the customers much, that’s why he solved it that way. If it had been Russian, German, European or Vietnamese customers, the supervisor would have had a different attitude.”* | 10 |
| Khoa | 18. The customers were unhappy because the hotel representative did not inform them thoroughly about surcharge when they booked the rooms. It turned out to be more people and the customers refused to pay for the surcharge. | 5 |
| Ngan | 19. She did not ask the customers before clearing their dishes at the buffet, which made the customers frustrated. They stood up and wrote on the comment card that she disturbed them while they were eating. | 5 |
| Thuc | 20. There were a Russian mom and her child staying at the hotel. They looked grumpy and were dissatisfied however hard the team tried. The language barrier emerged as the main factor mitigating the understanding of the customer. Thus, the hotel staff failed to manage the customer’s emotions, which in turn made them tired and feel as if the customer was looking for someone to release her pent-up emotions. | 5 |
| Huong | 21. The customers booked a room online, then they changed their mind and chose another one. They left a message telling the hotel to contact them but they did not answer the phone. When they showed up, they did not like the room and blamed the hotel for neglecting their message. There was only one room the guest just checked out, it needed some time to clean it for them but they did not accept and left. | 5 |
| Duyen | 22. The customer was frustrated because he could not check in as soon as he arrived. When he got the room, he complained it was too hot. The technician was sent to fix that for him. He complained three times and asked to speak to the FOM. She calmed him down, explained that the weather made it hot everywhere. She brought a fan for his room and upgraded to a better room for him the following day. The customer was pleased when Duyen promised to upgrade to a better room for the same price. | 10 |
| Lam | 23. There were a couple of honeymooners staying at the hotel. Everything was prepared in advance for them including a card. After being escorted to the room, the man came to reception and complained that the name on the card was not his wife's. Lam made a mistake when writing the name and felt bad and disappointed at herself for making such a careless mistake though the customer seemed happy and polite. | 7 |
| 24. The customers booked rooms on different floors, at check-in they changed their mind and wanted to stay close to each other. Their initial room was available for 12pm but the new one was not. They were unhappy because their family got the room but they had to wait until 2pm. They shouted at Lam though she tried to explain many times. She could not control her emotions, she was bursting into tears. | 7 |
| 25. A customer ordered balloons and a cake for her birthday party. It was all ready but the staff got busy with a big group checking in and no one remembered the balloons were supposed to be delivered. The customer complained to their manager, everyone involved in the event were fined. There was no interaction between Lam and her, so no emotional regulation was involved. | 5 |
| Vy | 26. A customer booked 4 rooms with a colleague who provided her with room numbers which was against the hotel regulations. When they arrived, one of the rooms was not available and Vy did not know that, she had already arranged that room for another customer. The customer was angry because she could not get the room she wanted. Vy felt frustrated because of the colleague's fault and the customer's rude behaviour. The customer neither listened nor gave her a chance to explain and left angrily. | 5 |
| Duc | 27. A female customer stayed at the resort with her colleagues on an incentive trip and planned to introduce her boyfriend to them. However, her boyfriend was not a staff member of the company, he bought a ticket to the entertainment park and waited to be taken to the resort area. Duc could not let him come over because he was supposed to buy a room but it was fully booked that day. She was upset and walked away because her plan failed. Duc regretted not suggesting that she could have paid for an extra bed. He thought he was not calm enough to come up with this solution. | 6 |
| Vinh | 28. A customer was frustrated because there was no tooth paste in his room. Vinh came to his room, calmed him down by explaining that the hotel tried to protect the environment by limiting the amount of tooth paste but they would provide it if required. The customer emphasised that he did not care about the environment, he wanted the service to be of equal value to the amount of money he spent. Though Vinh felt annoyed and was almost losing his temper, he managed to suppress it and satisfy the customer with a flawless room service. | 7 |
| Thanh | 29. Thanh was asked to bring a basket of fruits to a customer's room. As soon as he got there, the customer scolded him severely for a while. He just kept quiet, listened and found out the fruit basket was sent as an apology from FO but he was not informed about it. He calmed her down by expressing the empathy, making good questions, choosing proper words and tone of voice. He reported what happened to FO so that they could find another chance to apologise to the customer. | 5 |
| 30. An Indian customer did not show any emotions when Thanh delivered the room service. Thanh could not understand or guess how he was feeling and whether he was easy or difficult. He came up with the conclusion that Indians are *“the most irritable, picky and difficult to please”*. Thanh was confused because the customer had neither facial expressions nor verbal communication. | 5 |
| Dang | 31. A Korean customer had the seafood buffet at the hotel, he enjoyed the first two crabs but complained that the last one was stinky and bad quality. Dang tried to explain that crap lived in another habitat, which made its colour and stink different from the others. However hard Dang tried to explain customer insisted they cheated him, which made Dang very frustrated. The customer was aggressive until he paid the bill and went back to his room. Dang added it was not his fault, so he was not worried or stressed about it. | 7 |
| Thuy | 32. The customers booked a limousine to pick them up at the airport but another customer with the same surname just got on the shuttle bus because he thought it was free. Thuy got a taxi to pick them up instead and apologised to them. She was emotionally ready to hear their shouting and let them release their anger. She kept apologising and admitted their fault. It was quite late; she took them to their room for a rest and followed up with an apology and a complimentary bottle of wine. | 10 |
| 33. A Vietnamese doctor stayed at the hotel and had a conference which was organised by someone else. The conference organiser wanted to apologise to the doctor and asked to leave some flowers in his room. Thuy took him to the doctor's room. Not long after the doctor returned, he blamed them for accessing some important documents without his permission. Thuy could not calm him down though she tried to explain and showed him the time in and out on the record. Out of anger, Thuy suggested calling the police, which her manager considered an over-reaction. Her manager spoke to the customer and calmed him down in the end. | 9 |
| Vu | 34. The customer was drunk and asked for a BBQ at midnight which was impossible due to the availability of food and staff. Vu tried to persuade him to have it the following day but he got aggressive and violent with Vu in the hotel lobby. Vu was upset because he had to wake up at midnight to serve such a rude customer, he wanted to take a holiday or to quit the job. However, after talking to his GM, he felt better and the customer spoke to him politely the following day. | 9 |
| 35. A customer had some problem with the hotel staff at the airport, she got angry and rang Vu to complain. He was shocked that she swore at him though they got on well, she was a regular customer at the resort. Vu tried to ring her after she hung up the phone, he also texted to speak to her in person but she did not reply. He thought he would probably quit the job because he was too depressed. The following morning, he was prepared to apologise and tried to act as normal when talking to her. He noticed the customer was calm, they talked and the conflict was resolved. | 10 |