

Checking in @

HOTEL 82

G7T8

Brief Introduction

- Mid-range hotel specialising in short-term stays for business travellers
- Average of 30 bookings a day
- Outdated systems and processes
- BPE team to improve reservation system and check-in check-out process



AS-IS

ROLES



Room Service Staff



Front Desk

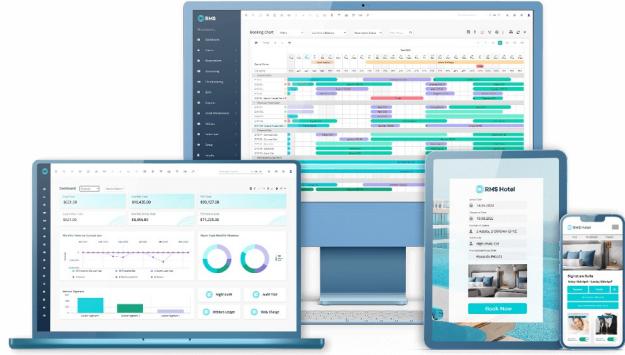


Bellboy



Housekeeping Staff

SYSTEMS

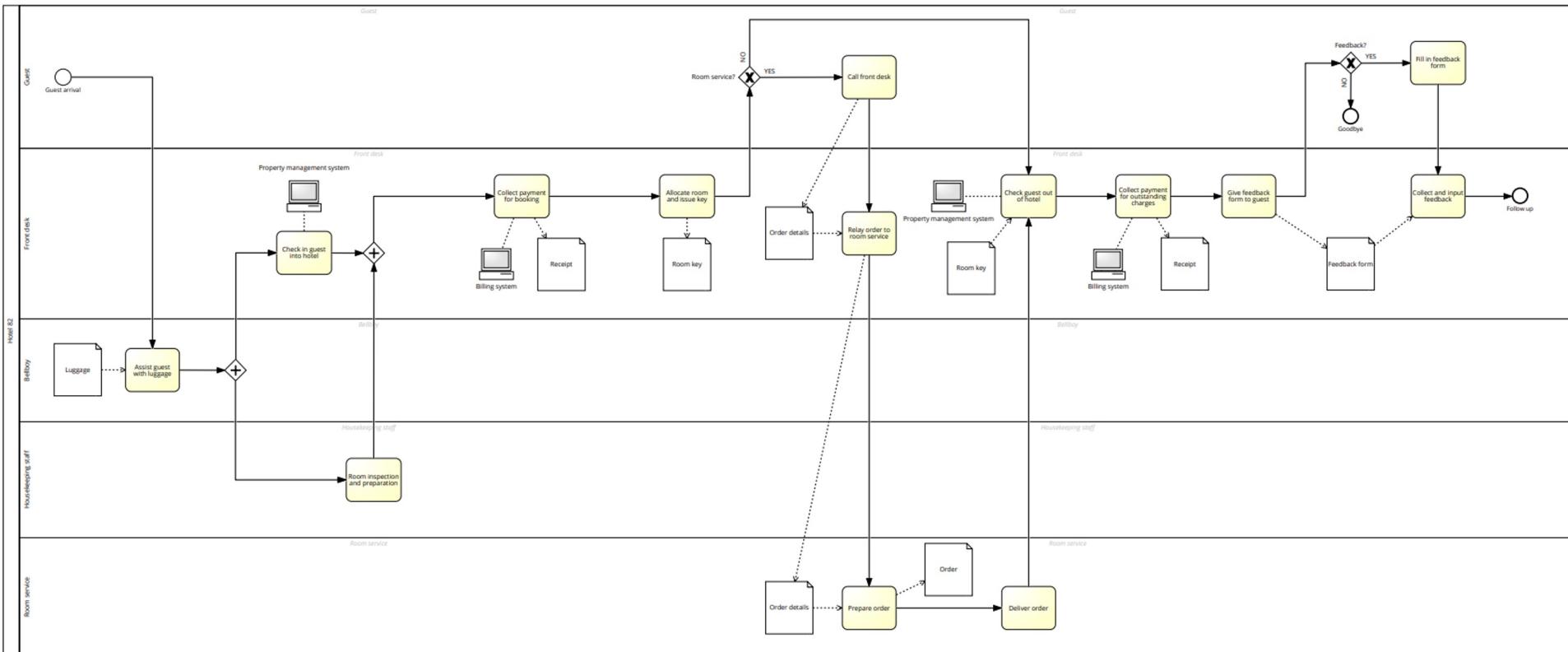


Property Management
System



Billing System

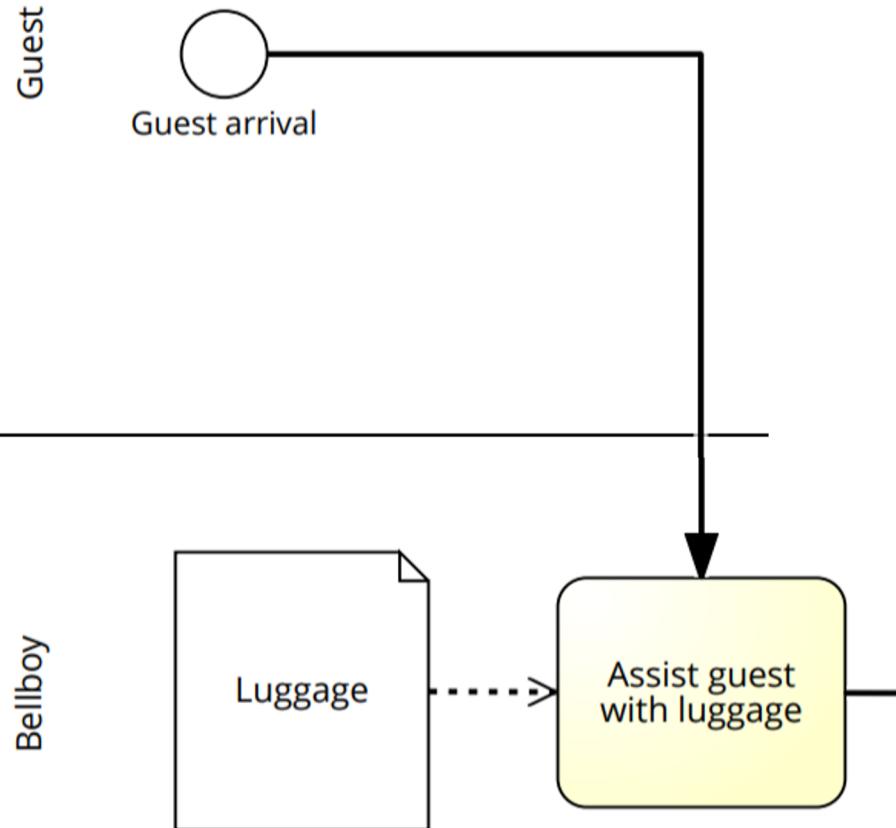
As-Is Process



As-Is Process

PROCESS STARTS

- Guests arrive
- Bellboy assists guests with their luggage

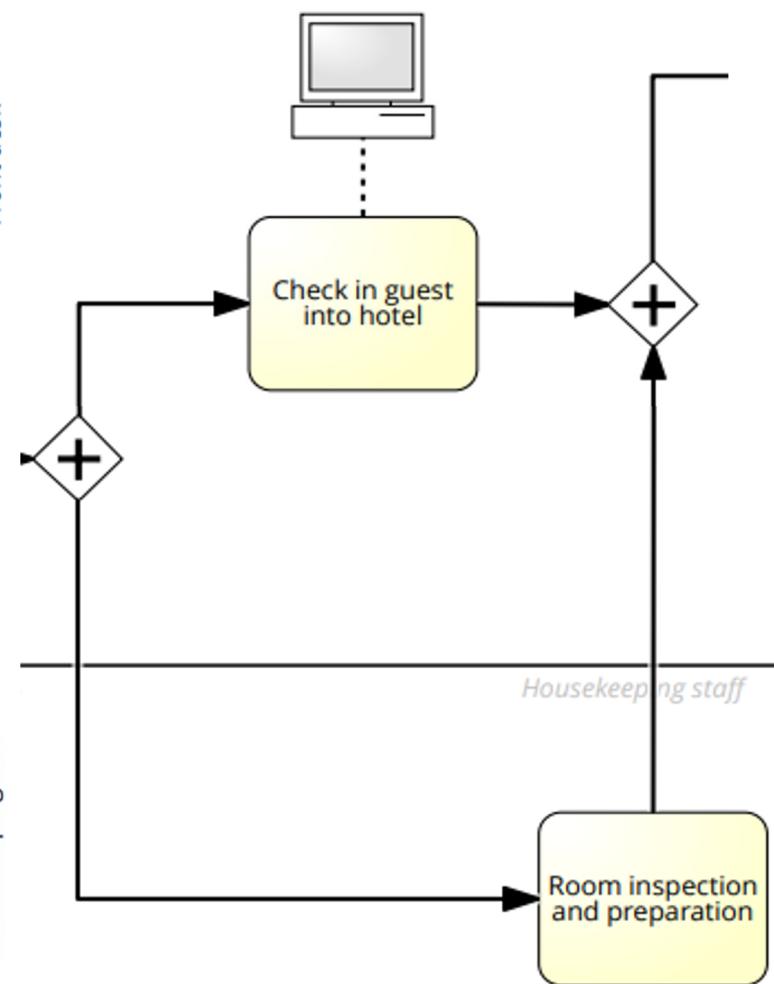


Front Desk and Housekeeping Staff

In parallel:

- Front Desk checks in guests on the PMS
- Housekeeping staff inspects and prepares room

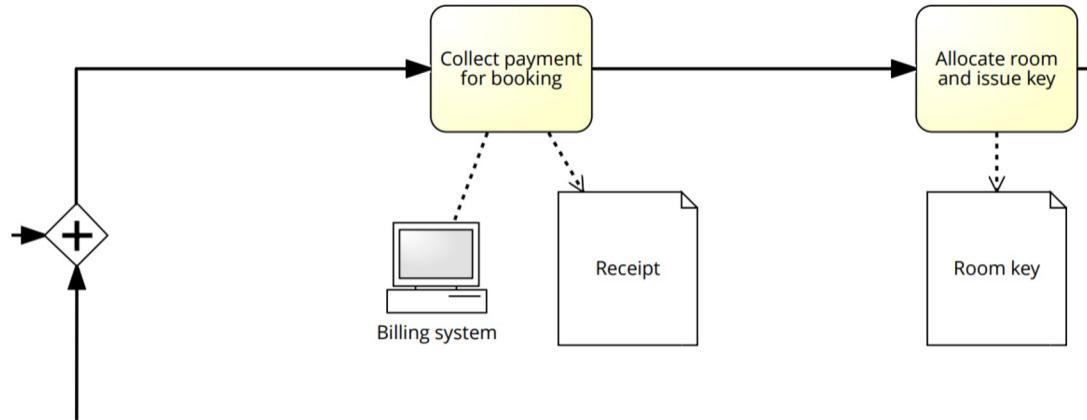
Front desk



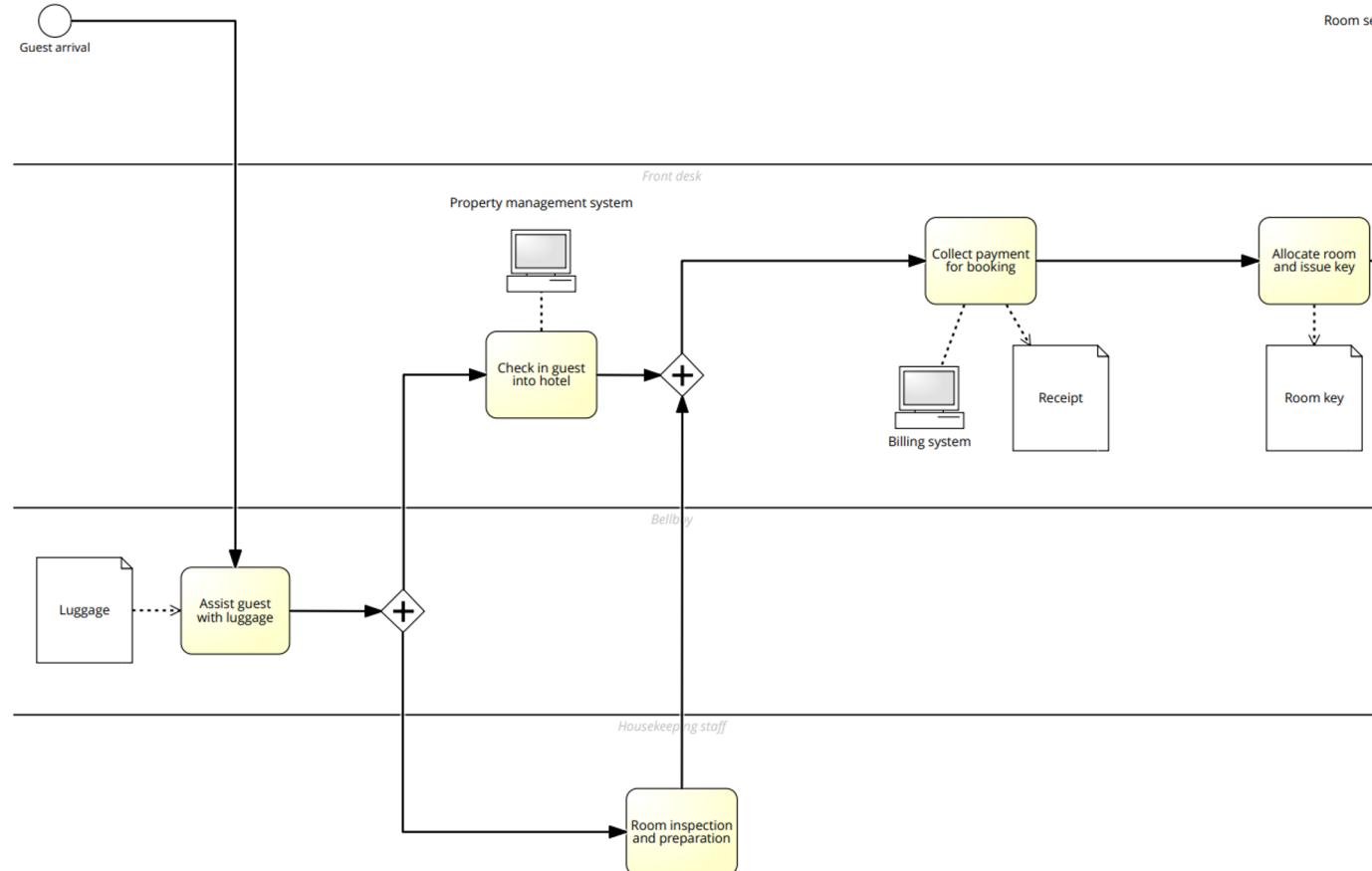
Housekeeping staff

Front Desk

- Collects payment
- Allocates room and issues key



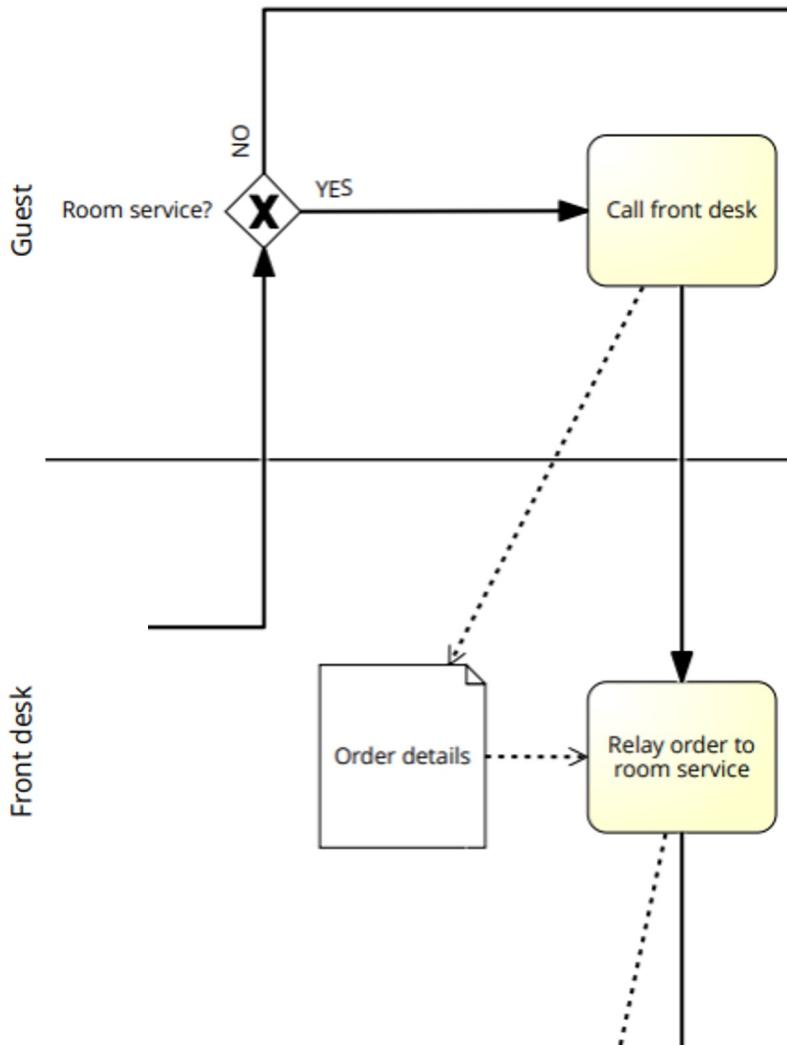
Current Overview



Guests & Front Desk

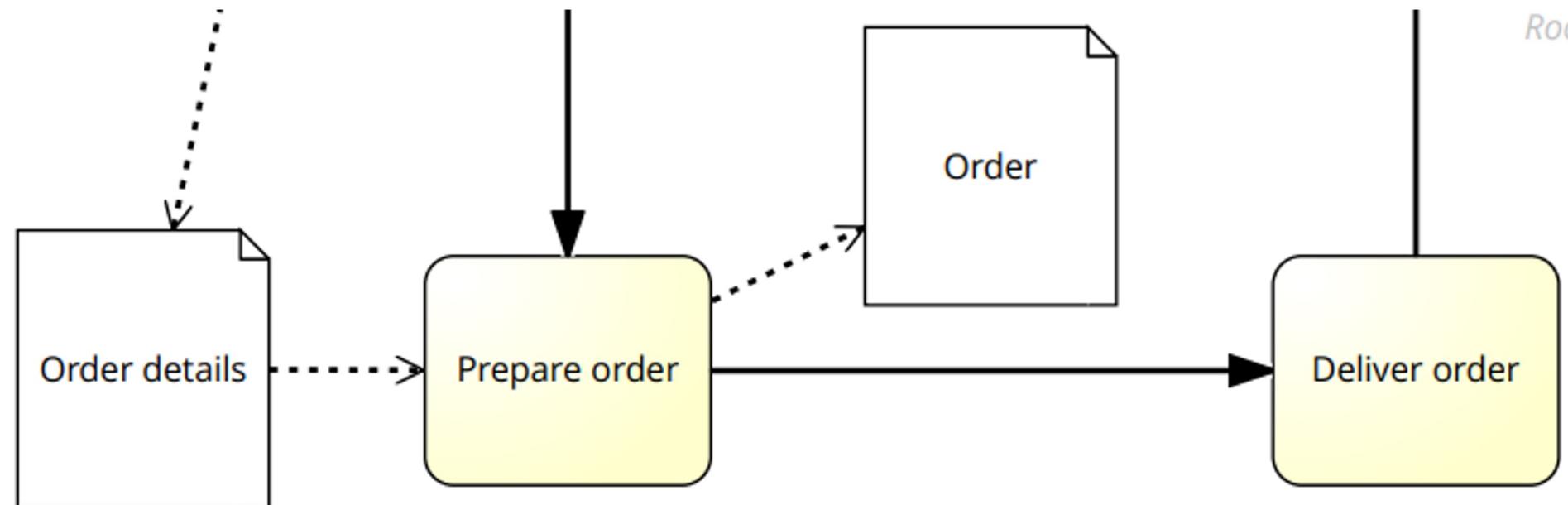
SPLITS:

- If guest wants room service:
 - Call front desk
 - Front Desk passes the order to room service staff

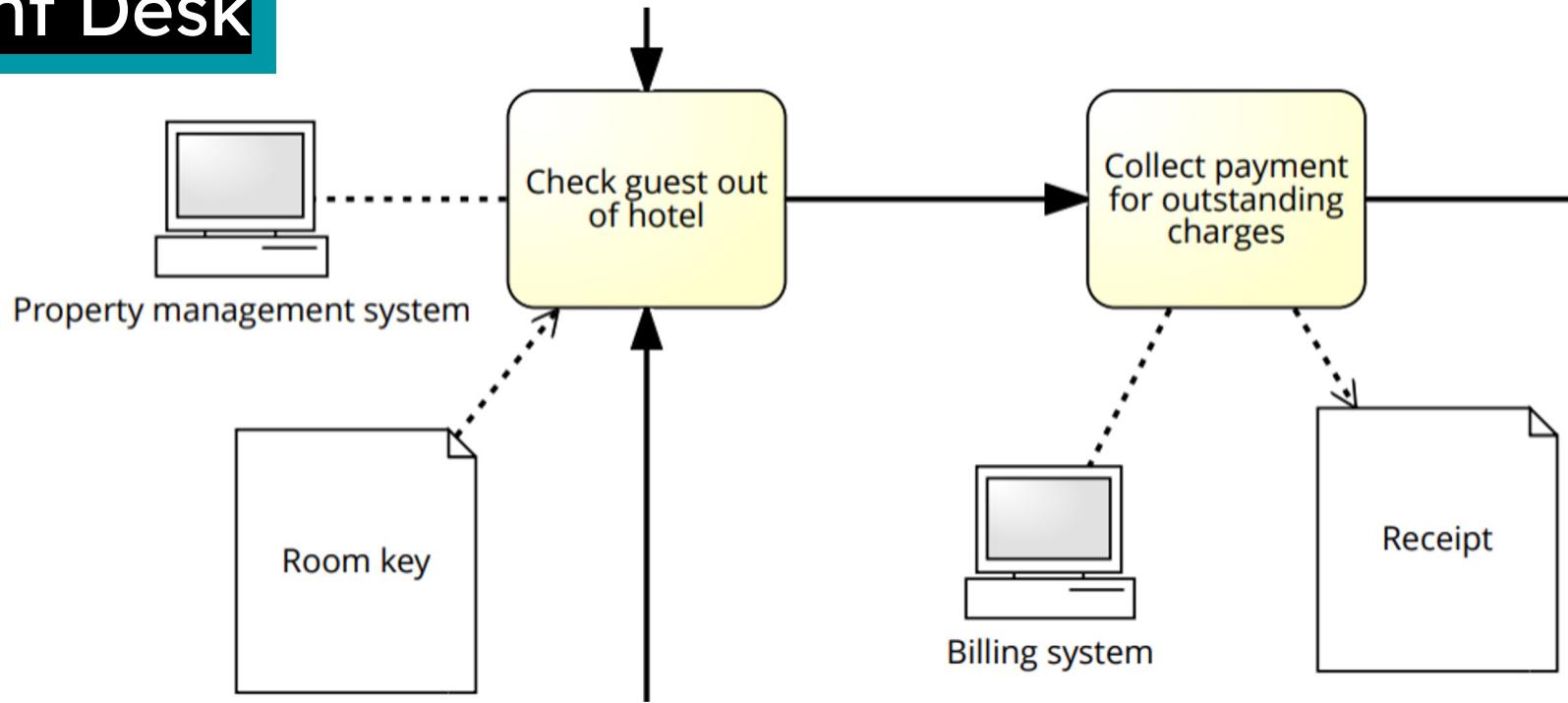


Room Service

- Receives verbal notice from the front desk
- Proceeds to carry out order

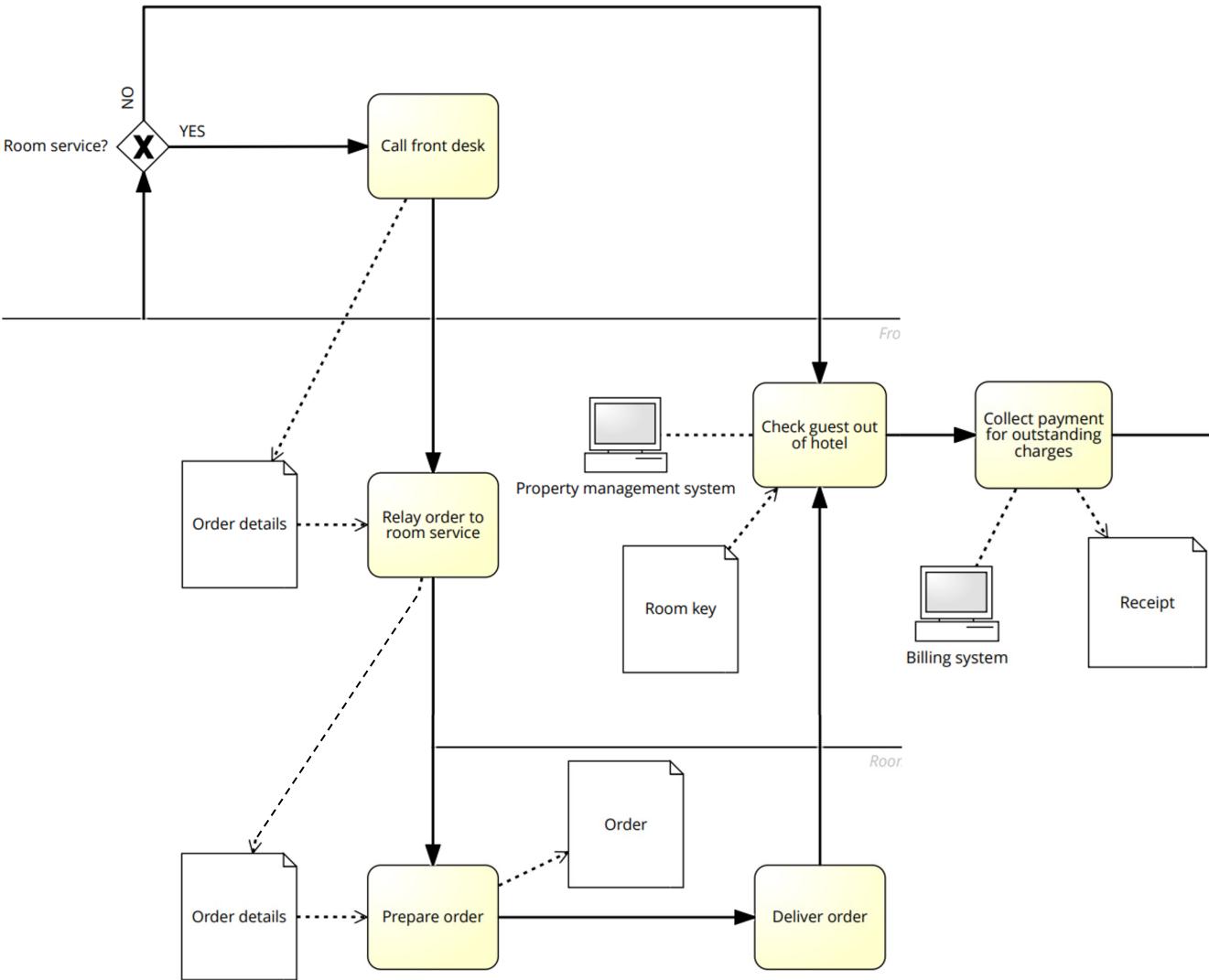


Front Desk

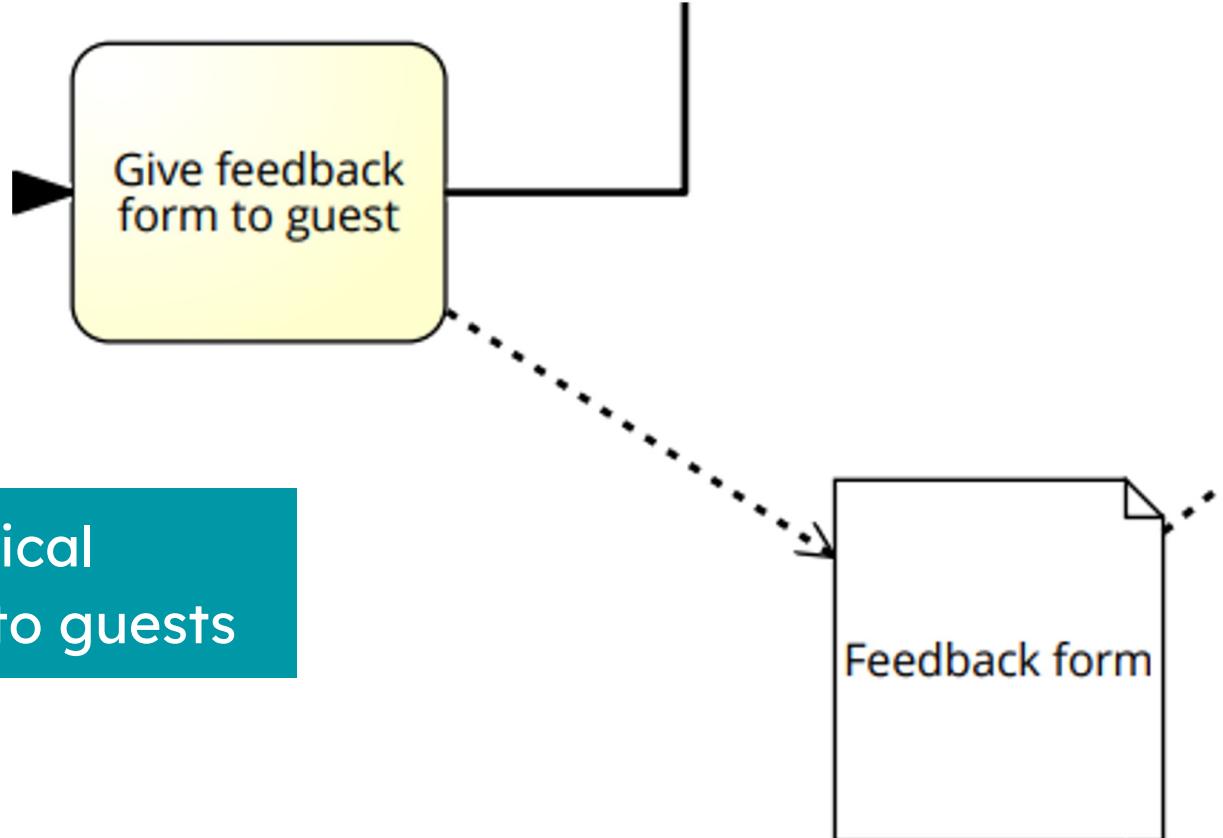


- Checks out guest and collects their keys
- Collects payment for additional charges

Current Overview

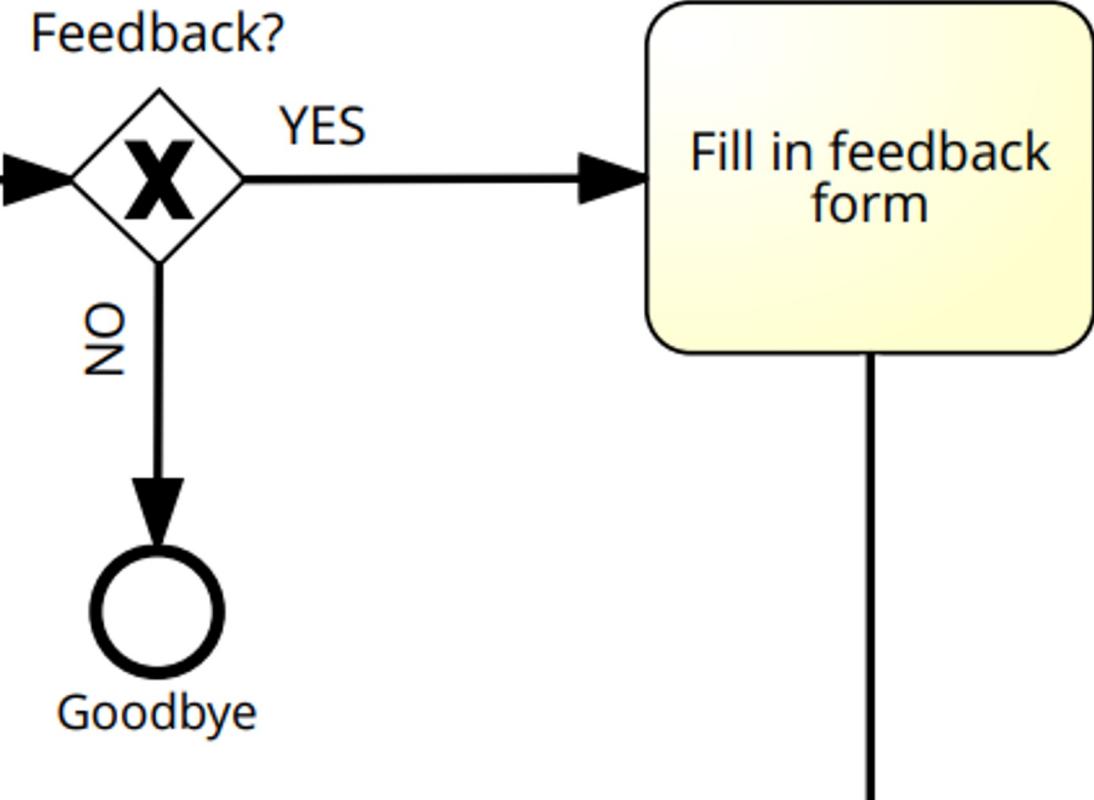


Front Desk

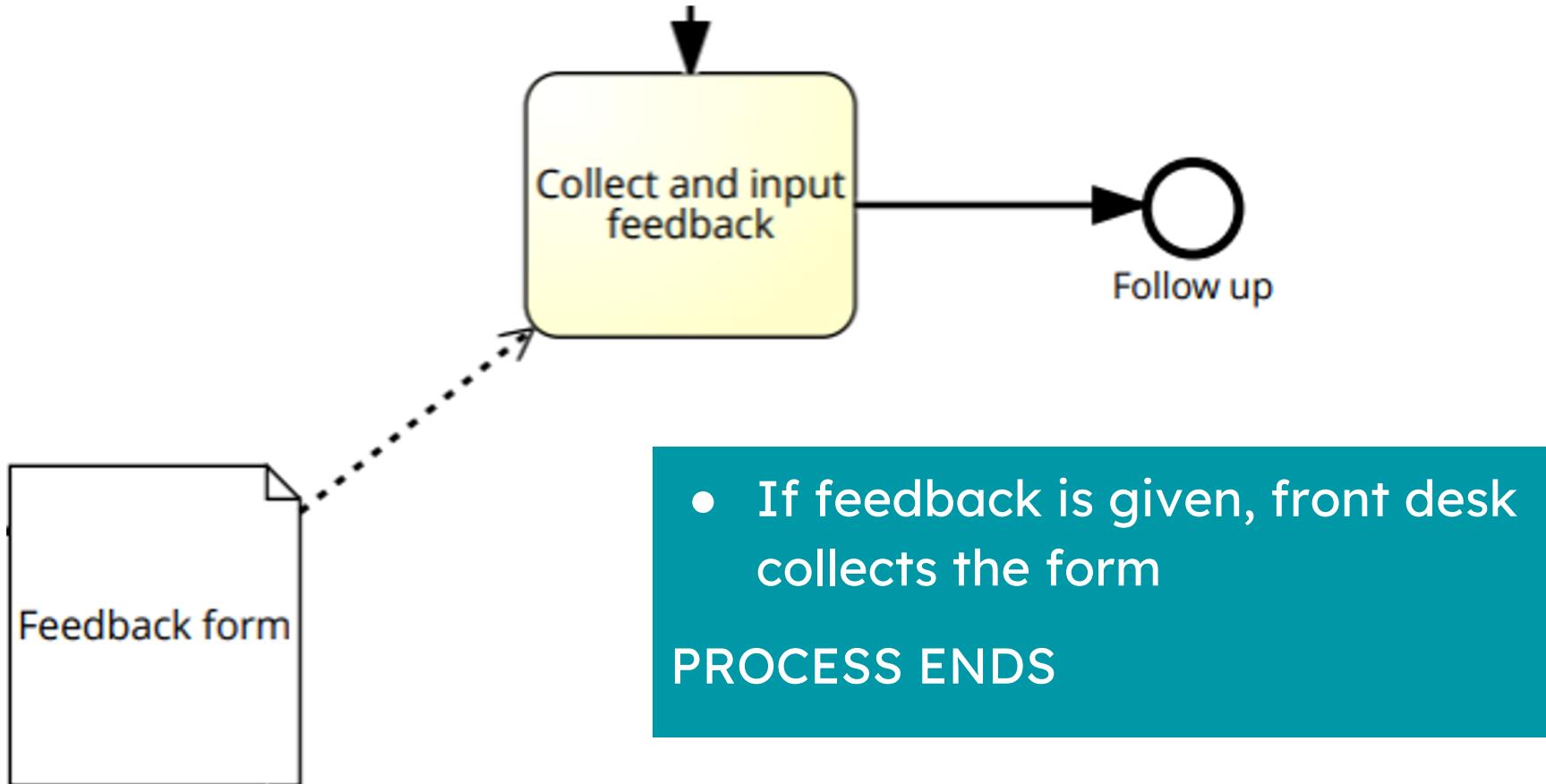


Guests

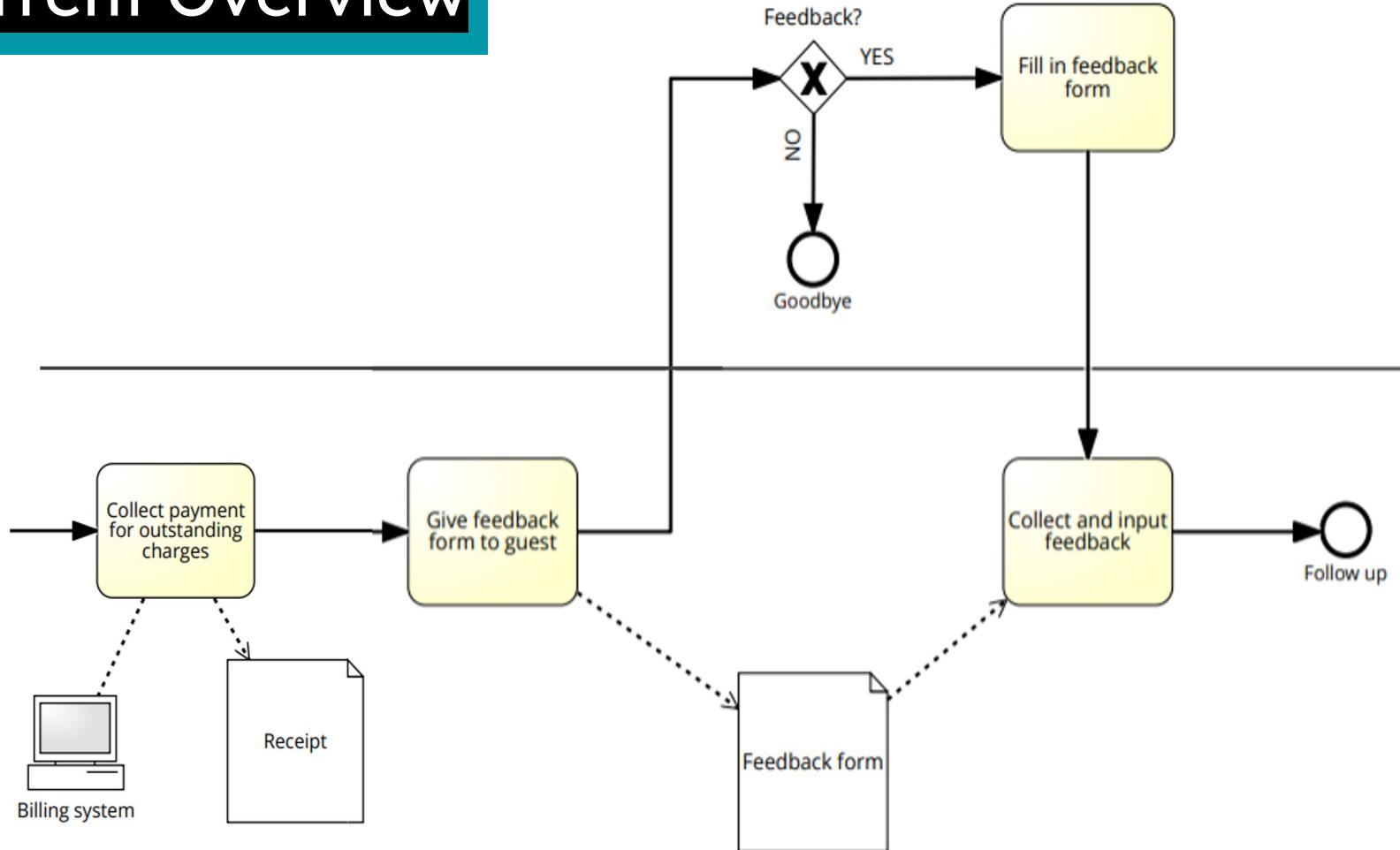
- Guests decide whether to fill in the form



Front Desk



Current Overview



Hotel Resources

Role	Cost Per Hour (\$)	Number of Resource
Front Desk	20	2
Housekeeping	15	3
Room Service Staff	15	3
Bellboy	10	2

ROOT CAUSE ANALYSIS

TASK
REDUNDANCY

LACK OF SYSTEM
FUNCTIONALITIES

PAPER
BASED
PROCESS

ROOT CAUSE ANALYSIS

Issue	Issue Description	Cause Description	Root Cause	Issue Category	Business Performance Metric	Impact Level
1	Guest has to wait a long time for check-in	During peak check-in hours, long queue at the front desk counter	Lack of system functionalities	System	Metric 1: Number of completed check-ins per hour Metric 2: Number of complaints received	4 (High) Bad first impression

ROOT CAUSE ANALYSIS

Issue	Issue Description	Cause Description	Root Cause	Issue Category	Business Performance Metric	Impact Level
2	Check out process can be very slow	Front desk handles each check out manually due to possible extra charges	Lack of system functionalities	System	Metric 1: No. of check-outs cleared per hour Metric 2: No. of complaints received	3 (Medium) Guests will be frustrated at the long waiting times

ROOT CAUSE ANALYSIS

Issue	Issue Description	Cause Description	Root Cause	Issue Category	Business Performance Metric	Impact Level
3	Relaying of information to room service is lengthy and inaccurate	Taking of room service orders done verbally and passes through unnecessary chain of people	Task redundancy	Process	Metric 1: No. of room service orders fulfilled per hour Metric 2: No. of complaints received from customers	4 (High) Missed or delayed orders due to front desk bottleneck

ROOT CAUSE ANALYSIS

Issue	Issue Description	Cause Description	Root Cause	Issue Category	Business Performance Metric	Impact Level
4	Hotel missing out on valuable customer feedback	Feedback only requested upon check out, but guest may only be available to give feedback at a different time	Paper based process	Process	Metric 1: No of feedback forms collected from guest Metric 2: Duration of check-out process	2 (Low) Hotel missing out on feedback is not a major hindrance to the process

ROOT CAUSE ANALYSIS

Issue	Issue Description	Cause Description	Root Cause	Issue Category	Business Performance Metric	Impact Level
5	Payment done multiple times	Payment done at check-in, as well as check-out for extra charges	Task redundancy	Process	Metric 1: No. of check-ins cleared per hour Metric 2: No. of complaints received from customers	1 (Low) Payment should not take too long

ROOT CAUSE RECOMMENDATION

Root cause	Recommendation	Recommendation Score with Impact	Complexity of Implementing Recommendation
Lack of system functionalities	<p>Self check-in functionality</p> <ul style="list-style-type: none">Guests self check-in and check-out by interacting with the PMS directly	<ul style="list-style-type: none">5Solves 2 medium-high impact issues	<ul style="list-style-type: none">2 (Complex)Introduce new functionality to existing system

ROOT CAUSE RECOMMENDATION

Root cause	Recommendation	Recommendation Score with Impact	Complexity of Implementing Recommendation
Task redundancy	<p>Introduce new ordering system</p> <ul style="list-style-type: none">• Removes unnecessary involvement of front desk• Logs requests online, mistakes less likely to occur	<ul style="list-style-type: none">• 4• Improves guest experience and reduces delay	<ul style="list-style-type: none">• 4 (Not so complex)• Online forms should be easy to implement

ROOT CAUSE RECOMMENDATION

Root cause	Recommendation	Recommendation Score with Impact	Complexity of Implementing Recommendation
Task redundancy	<p>One-time payment during self check-out</p> <ul style="list-style-type: none">Payment settled upon check-out where all additional charges will be accounted for	<ul style="list-style-type: none">1Minimal benefits as payment is not a lengthy process	<ul style="list-style-type: none">4 (Not so complex)Billing system already exists

ROOT CAUSE RECOMMENDATION

Root cause	Recommendation	Recommendation Score with Impact	Complexity of Implementing Recommendation
Paper based process	<p>Integrate feedback system into PMS</p> <ul style="list-style-type: none">Customers can submit feedback at their own discretion without wasting time during check-out	<ul style="list-style-type: none">4Reduces need for front deskSignificant time improvement	<ul style="list-style-type: none">3 (Medium)Integrate with PMS and check-out system

RECOMMENDATIONS IMPLEMENTED

Self check-in functionality

Introduce new ordering system

Integrate feedback system into PMS

Justification

- Root cause targeted:
 - Lack of system functionality

- Recommendation:
 - Self check-in functionality

Role	Number of resources required	Number of resources available
Front Desk	7.32	2

- ~ 8 front desk personnel required
- Only 2 front desk personnel available

Justification

- Root cause targeted:
 - Task redundancy
- Recommendation:
 - Introduce new ordering system

		Total
Task	Costs per execution	Costs
Call front desk	\$ 0.00	\$ 0.00
Relay order to room service	\$ 1.67	\$ 9,125.00
Prepare order	\$ 5.00	\$ 27,375.00
Deliver order	\$ 2.50	\$ 13,687.50
Sums	\$ 9.17	\$ 50,187.50

	Average processing time [min]
Task	
Call front desk	3.00
Relay order to room service	5.00
Prepare order	20.00
Deliver order	10.00
Sums	38.00

- Substantial cost (\$9125) incurred from having front desk relay order to room service staff
- 8 minutes spent could pile up with more orders
- Possible errors/loss of information while relaying orders

Justification

- Root cause targeted:
 - Paper-based process

- Recommendation:
 - Integrate feedback system into PMS

		Total
Task	Costs per execution	Costs
Give feedback form to guest	\$ 1.00	\$ 8,212.50
Fill in feedback form	\$ 0.00	\$ 0.00
Collect and input feedback	\$ 3.33	\$ 13,687.50
Sums	\$ 4.33	\$ 21,900.00

	Average processing time [min]
Task	
Give feedback form to guest	3.00
Fill in feedback form	10.00
Collect and input feedback	10.00
Sums	23.00

- Large cost incurred from having front desk personnel handle feedback
- Significant amount of time (23min) wasted when guest gives feedback during check-out
- Intangible benefits of having the ability to give feedback at their own leisure

TO-BE

ROLES



Bellboy



Room Service Staff

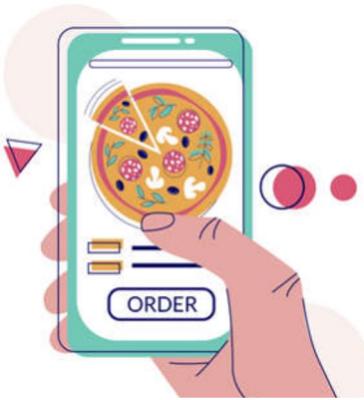


Housekeeping

SYSTEMS



Billing System

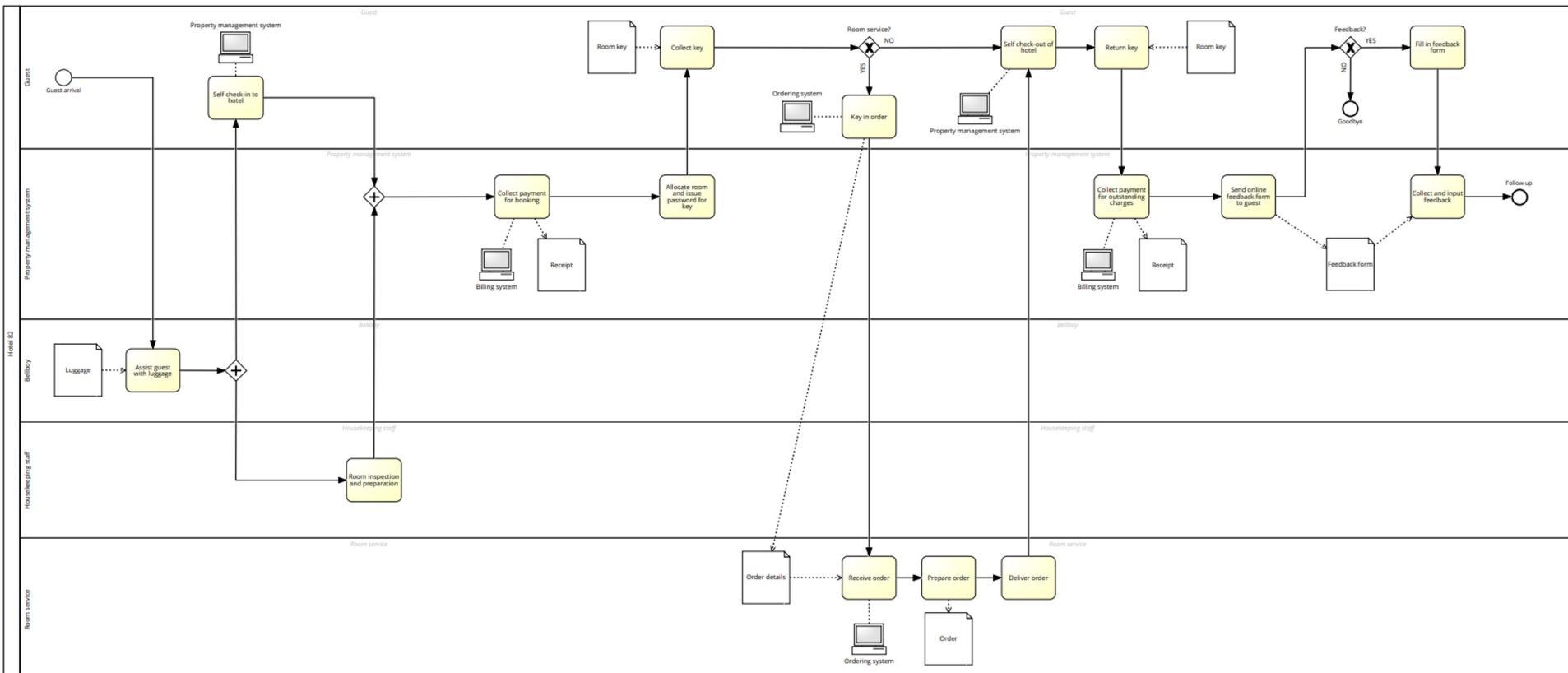


Ordering System

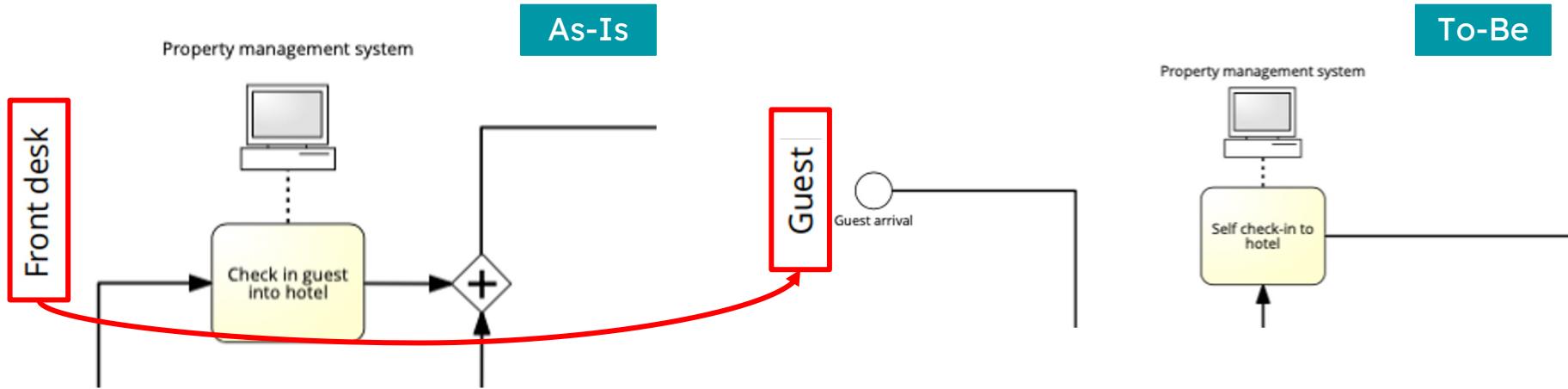


Property Management System(Modified)

To-Be Process

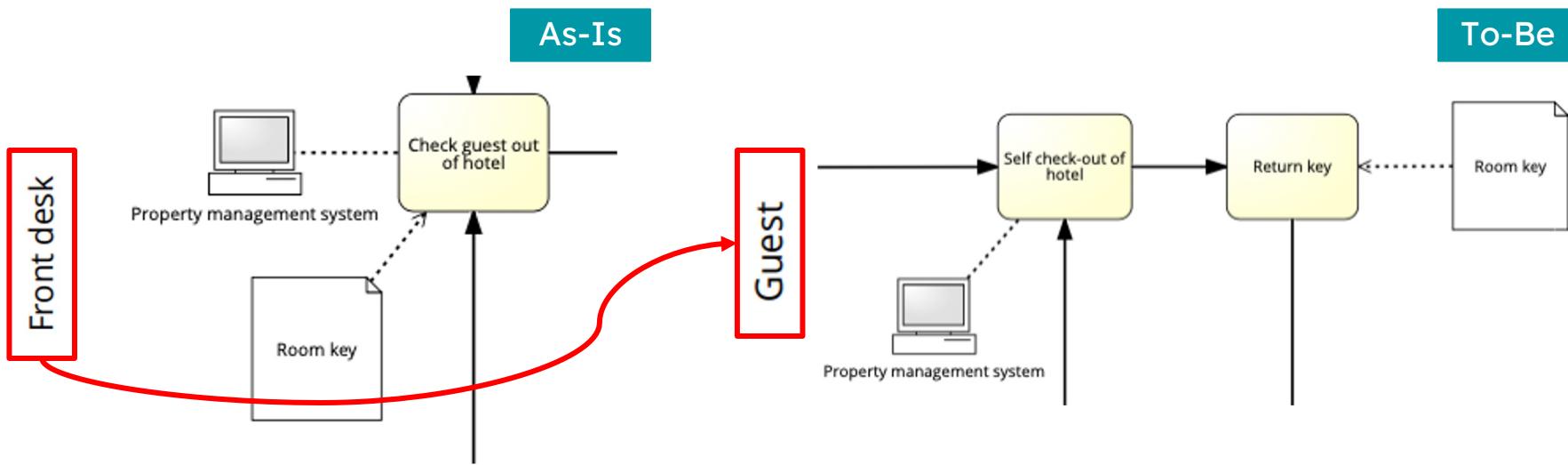


To-Be Process



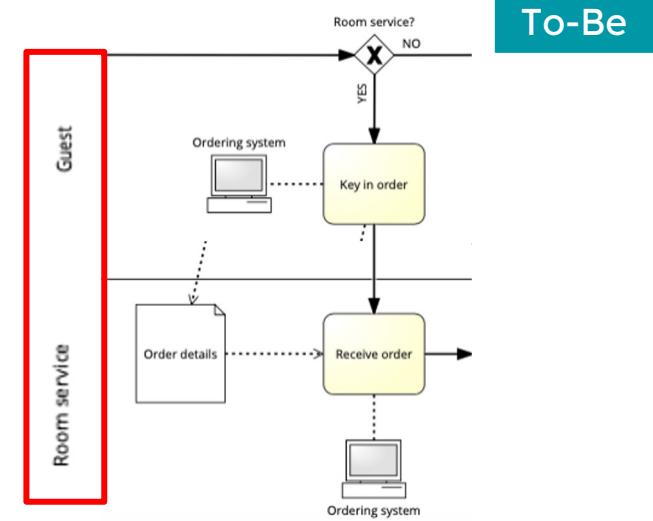
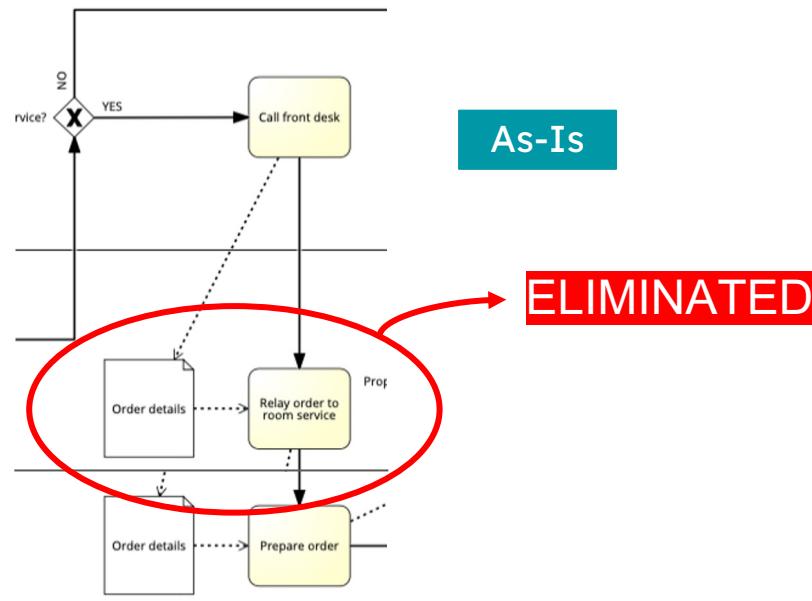
- Main differences:
 - Guest checks-in using the self check-in system
 - Eliminates front desk involvement in the check in process

To-Be Process



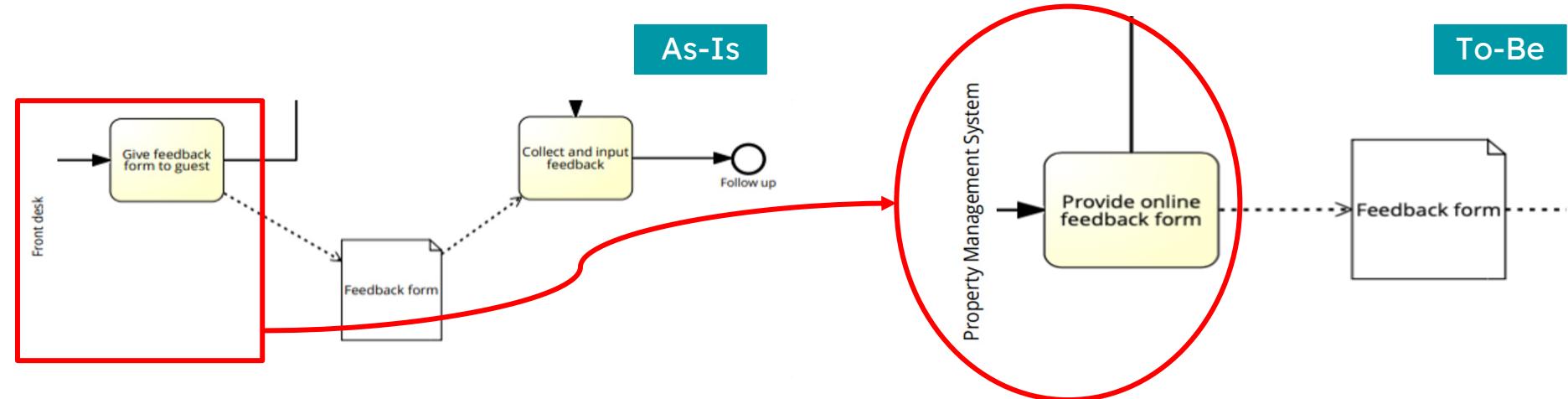
- Main differences:
 - Guest checks-out using the self check-out system
 - Eliminates front desk involvement in the check out process

To-Be Process



- Main differences:
 - Customer keys in room service order into ordering system
 - Eliminates front desk involvement in the ordering process

To-Be Process



- Main differences:
 - Customer provides feedback through PMS any time after checking out
 - Eliminates front desk involvement in the feedback process



To-Be Cost and Resource Analysis

Parameters and Values (As-Is)

Role	Cost Per Hour (\$)	Number of Resource
Front Desk	20	2
Housekeeping	15	3
Room Service Agent	15	3
Bellboy	10	2

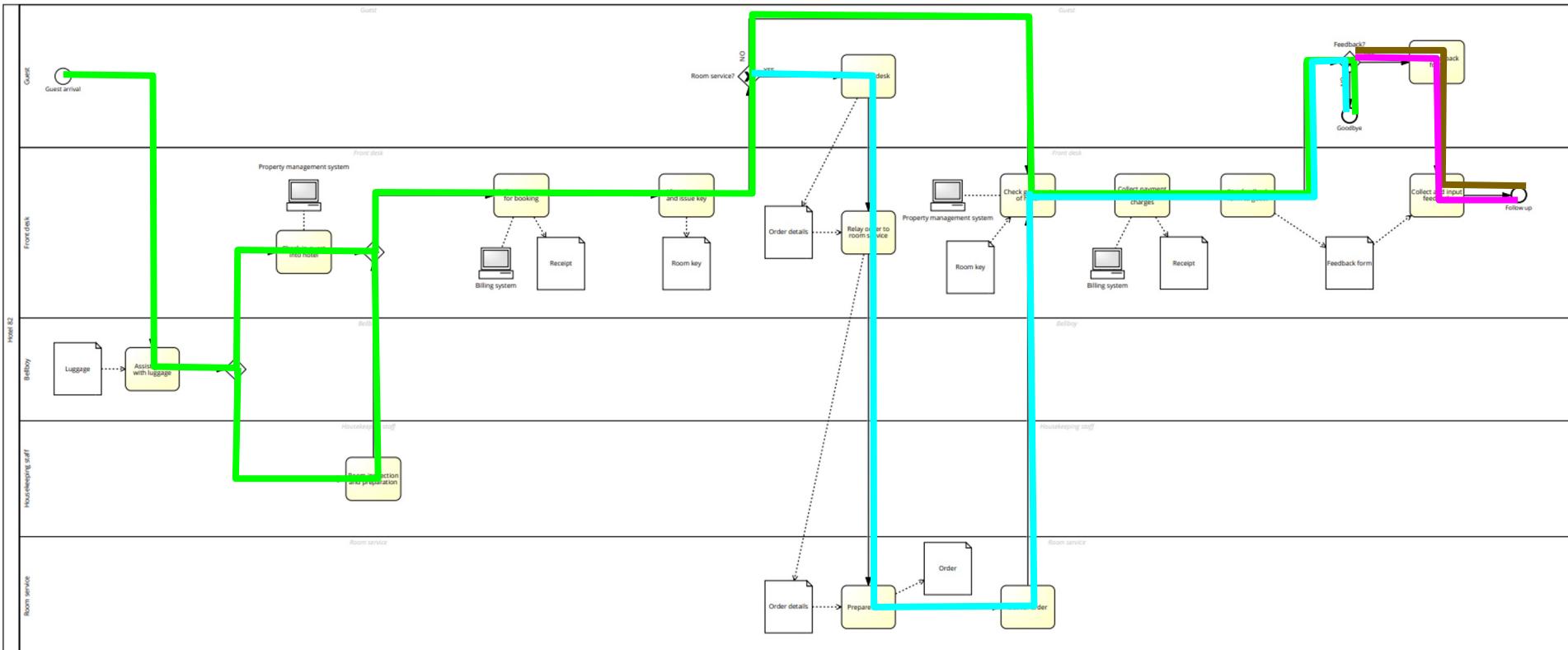
Parameter	Information
Number of bookings	30 customers per day
Currency	Singapore Dollars (\$SGD)

Parameters and Values (To-Be)

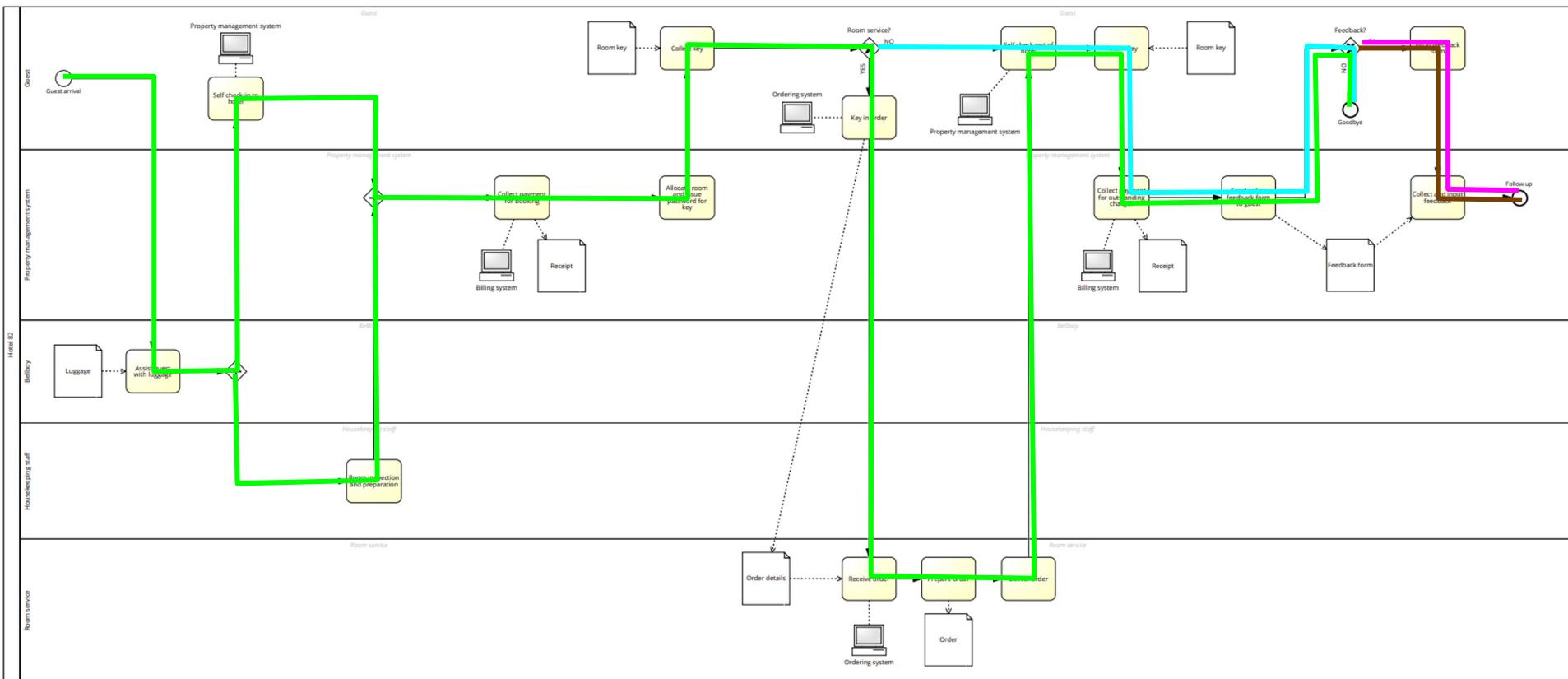
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Housekeeping	15	3
Room Service Agent	15	3
Bellboy	10	2

Parameter	Information
Number of bookings	30 customers per day
Currency	Singapore Dollars (\$SGD)

As-Is PATHS



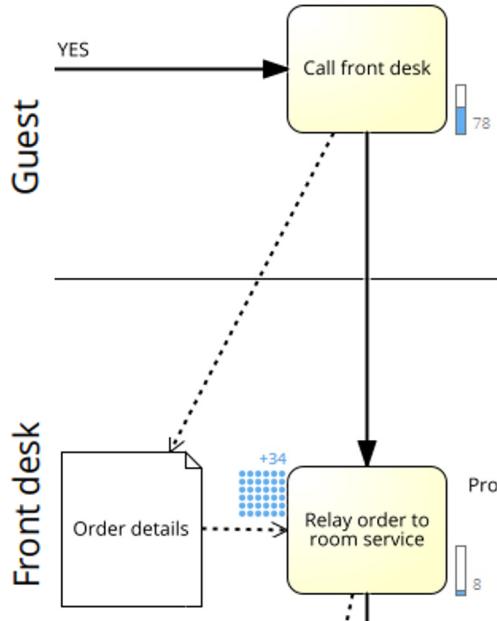
To-Be PATHS



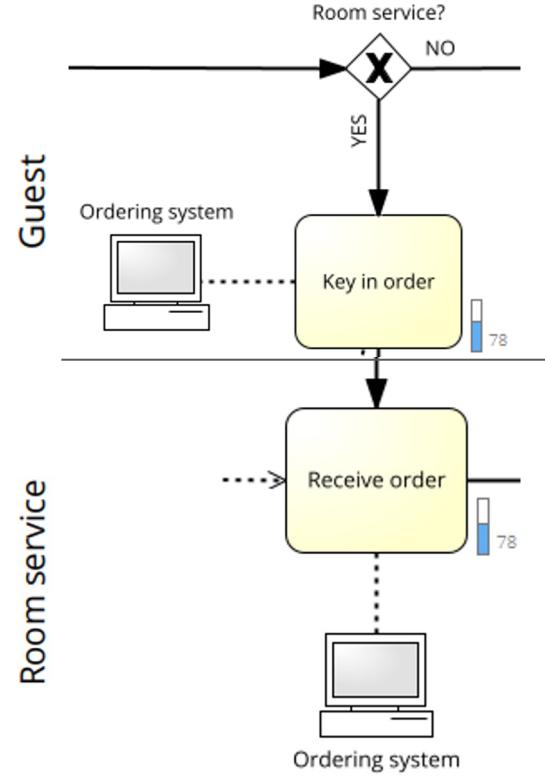
	As-Is			To-Be			% Improvement	
Path	Dist.	Average Cost	Average Execution Time(mins)	Dist.	Average Cost	Average Execution Time(mins)	Improvement (Cost)	Improvement (Time)
1) Does not want room service, does not offer feedback	0.25	\$22.67	78	0.25	\$6.67	70	70.6%	10.3%
2) Does not want room service, offers feedback	0.25	\$26.00	98	0.25	\$6.67	90	74.3%	8.2%
3) Orders room service, does not offer feedback	0.25	\$31.83	116	0.25	\$14.67	104	53.9%	10.3%
4) Orders room service, offers feedback	0.25	\$35.17	136	0.25	\$14.67	124	58.3%	8.8%

Bottlenecks?

As-Is



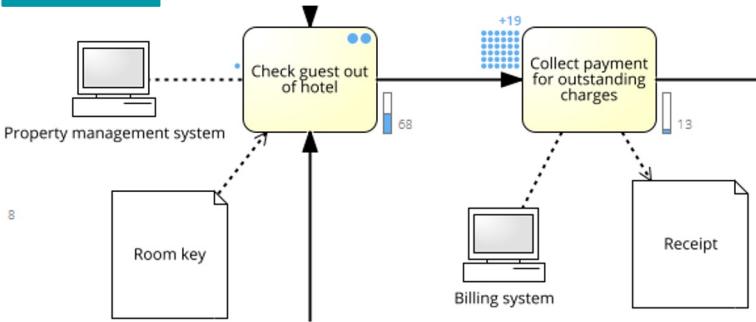
To-Be



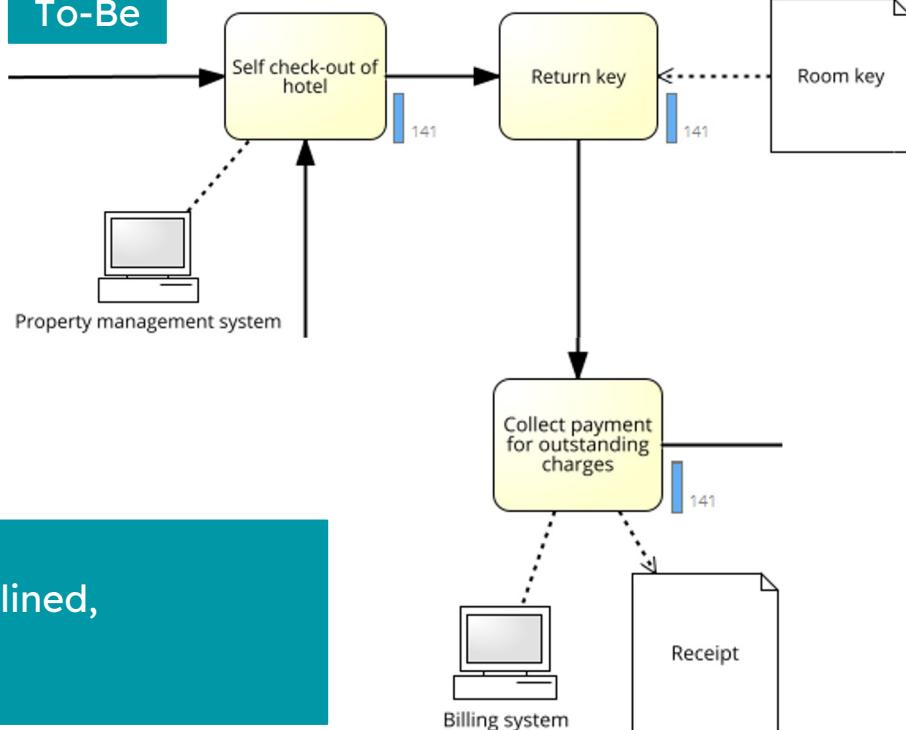
With the ordering system, the process is streamlined, eliminating bottlenecks

Bottlenecks?

As-Is



To-Be



With the self check-in system, the process is streamlined, eliminating bottlenecks

¡MUCHAS GRACIAS!

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