

LUXURY CONCIERGE / FRONT OFFICE

The Guest Request Standard

Five steps that turn any guest request — reasonable, awkward or impossible — into a moment the guest remembers. Print it. Put it where your team can see it.

1 Acknowledge

Inside five seconds, the guest must know they have been heard — even if you are mid-task with someone else. Eye contact and the guest's name do more than speed.

“Good evening, Mr Bennett — give me one moment and you have my full attention.”

FAILURE MODE Finishing the screen, the call or the folio first. The guest has already decided how this will go.

2 Clarify

Find the request behind the request. Nobody wants a late checkout; they want to not be rushed before a 4pm flight. Ask one question about the why, never two.

“So I get this right for you — what time do you need to be at the airport?”

FAILURE MODE Solving the literal sentence. You deliver exactly what was asked and still disappoint.

3 Commit

Never answer with no. Answer with what you can do, and by when. A named time is the promise; without it you have given the guest nothing to hold.

“The suite is booked tonight, but I can hold your room until two and give you the spa lounge and a shower after. I will confirm by eleven.”

FAILURE MODE “I’ll see what I can do.” The guest hears no, and now has to chase you.

4 Deliver

Close the loop yourself, in person, whether the answer is yes or no. A request handed to a colleague is a request you have to follow. Return before the guest has to ask.

“I said eleven — the room is yours until two, and the spa is expecting you.”

FAILURE MODE Passing it to the next shift without a name attached. This is where five-star service actually dies.

5 Record

Write it to the guest profile before you leave the desk — the request, the outcome, the preference underneath it. One line. This is what makes the second stay feel like recognition rather than service.

“Flies early afternoon. Values unburied mornings. Offer late checkout at booking.”

FAILURE MODE Keeping it in your head. Your memory leaves with you at the end of the shift.

Seven Phrases That Cost You a Review

Each of these is said in good faith, every day, in good hotels. Each one moves the problem back onto the guest. Replace them this week.

NEVER SAY	SAY INSTEAD	WHAT CHANGES
"Unfortunately that's not possible."	"Here's what I can do instead —"	Ends on an offer, not a wall.
"That's not my department."	"I'll find the person who can and come back to you."	You keep ownership of the outcome.
"I'll see what I can do."	"I'll confirm either way by six."	A vague hope becomes a real promise.
"You should have told us at check-in."	"Thank you for telling me — let's fix it now."	Removes blame from the guest.
"It's hotel policy."	"Normally we hold rooms until eleven. For you, today —"	A reason, then an exception they can feel.
"No problem."	"With pleasure."	Stops framing the guest as a problem.
"Is everything okay?"	"What would make tomorrow better than today?"	Invites the truth instead of a polite yes.

How to use this with your team

Take one step and one phrase per shift briefing. Read it aloud, ask for the last time it happened on your floor, and agree the wording everyone will use. Five days, and the standard is in the building rather than on the wall.

This standard is drawn from the Luxury Concierge and Front Office masterclasses — filmed on property with the managers who run them. Seven masterclasses, taught by the people doing the work.

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