

GUEST RELATIONS · OPERATING STANDARD 113

The Memorable Moment Standard

WHO

Guest relations, with every department that meets guests

WHEN

Every stay, planned by 11:00, delivered by the second full day

YOU NEED

The in-house list, the moment log, guest profiles, the cost set per room

TIME TO TRAIN

45 minutes, with three cues turned into moments

What this standard achieves

Every guest, not only VIPs and those celebrating, leaves with one moment planned for them from something they said, and one touch that looked after their rest, their energy or their need for company. The hotel learns what each guest values and builds the next stay on it.

Measured by

01

Every room in house has a moment logged, with an owner and a time

02

Each cue written in the moment log within 1 hour of being heard

03

Owner and time set by 11:00 for every moment due that day

04

Every food or drink item checked against diet and allergies

05

Owner sees the finished item 30 minutes before the set time

06

Moment delivered within 10 minutes of the set time

07

One wellbeing touch offered to every guest during the stay

08

Moment and the guest's response in the profile the same day

PHASE 1

Read the in-house list

STEPS 1–4

- 01 By 09:00 each day, read the in-house list and mark every room with no moment planned yet. Every room gets one. A guest with a birthday, anniversary or honeymoon already has theirs through The Occasion Standard.
- 02 For each new arrival, read the pre-arrival reply, the booking notes and the profile: the purpose of the trip, who is travelling, the arrival time and any preference already placed in the room.
- 03 Plan each moment for the first or second full day of the stay, never the last evening. For stays of seven nights or more, plan a second moment in the second week.
- 04 For a one-night stay, plan a moment that fits the hours the guest is in house: the room on arrival, the evening return, or breakfast before the car.

PHASE 2

Listen for the cue

STEPS 5–10

- 05 Check yourself against The Presence Standard before your first guest conversation of the day, with the in-house list and the rooms still without a moment in mind.
- 06 Listen for one detail a guest mentions in passing: a walk they plan, a book they are reading, a dish they miss from home, a match they want to watch, a bad night after the flight.
- 07 When a natural pause comes, at the desk, the pool or the car, ask one open question about the guest's day. Ask about their plans, never about a gesture.
"How was the walk up to the old town, Mr Okafor?"
- 08 Whoever hears a cue writes it in the moment log within one hour: the guest's name and room, the cue in the guest's own words, where and when it was heard, and your name.
- 09 Never ask a guest what would make the stay special, and never hint that something is coming. The moment works because the guest did not have to ask for it.
- 10 At the end of every shift, each department lead checks that the cues the team heard are in the log. A cue told only to a colleague at the service station is lost by the next morning.

PHASE 3

Choose the moment

STEPS 11–16

- 11 By 11:00, guest relations names one owner for each moment due that day, and the time it will happen. The owner decides; other departments send ideas to the owner and act only when asked.
- 12 Choose a moment that answers the cue directly. The planned walk becomes a hand-marked shaded route left with the key; the bad night becomes a pillow choice and a sleep kit at turndown.
- 13 Stay within the cost the hotel sets per moment, for example €25 per room. Above that, the guest relations manager decides before anything is ordered or bought.
- 14 Check every food or drink item against allergies, diet and religion in the profile. Where the profile is silent, choose something that is not eaten: a book, a map, a printed photo, a booking.
- 15 If the guest is a VIP or has an occasion, the amenity, the occasion gesture and the moment are one plan with one owner. See The VIP Amenity Standard and The Occasion Standard.
- 16 Choose the setting by how the guest behaves: in the room for a guest who keeps to themselves, in person at the pool or the table for a guest who talks easily with the team.

PHASE 4

Add a wellbeing touch

STEPS 17–21

- 17 With the moment, plan one wellbeing touch for every guest, chosen from what the team has seen: something for the body, something for the mind, or company for a guest who wants it.
- 18 For the body: a guest off a long flight gets a rehydration drink and the pool hours; a guest who walked all day gets a foot soak kit at turndown; a runner gets a mapped route and cold water.
- 19 For the mind: a guest working late gets a quiet breakfast table and a reading lamp; a guest who looks worn out gets the relaxation room hours and a place in tomorrow's yoga class (The Wellness Programme Standard).
- 20 For company: a guest travelling alone is offered, once, a place in the hotel's group walk or a seat at the chef's counter (The Solo Guest Standard); parents get an hour planned for the children.
- 21 Offer the touch in one sentence and let the guest take it or leave it. Never comment on how a guest looks, sleeps, eats or drinks, never give health advice, and never attach a price list.

"There's a gentle stretching class at 08:00 tomorrow, Ms Rossi, if you'd like a place. I can keep one for you."

PHASE 5

Prepare and check

STEPS 22–25

- 22 Book every department involved with one line each: what, for which room, by what time, and who checks it. Send it by 12:00 for a moment due the same day.
- 23 Write any card by hand in dark ink, two or three lines with one of them about the cue, signed by the owner. Check the guest's title and the spelling of the name against the profile.
- 24 The owner sees the finished item at least 30 minutes before the set time: the tray, the card, the map, the printed photo or the booking confirmation.
- 25 For a moment in the room, check with housekeeping that the room has been serviced and the guest is out, or plan the delivery with the turndown.

PHASE 6

Deliver it

STEPS 26–30

- 26 Deliver within 10 minutes of the set time. In the room, knock and announce as The Door Standard sets out; in person, wait until the guest is not in conversation or on the phone.
- 27 In person, say one sentence that links the moment to what the guest said, then step back. If the guest wants to talk, let them lead; if not, leave within a minute.
"You mentioned the climb to the castle, Mrs Tanaka. Here is a shaded route for the morning, and the water is cold."
- 28 In the room, place the item where it is seen from the door, with the card upright. Anything chilled or warm goes in only when the guest is there to have it at once.
- 29 If the guest is not where you planned, do not search the hotel for them. Move the moment to the next point in their day and tell the owner the new time.
- 30 Within 15 minutes of delivery, write in the moment log the time, who delivered, and how the guest received it, in their words where they said something.

PHASE 7

Record and pass on

STEPS 31–33

- 31** The same day, the owner writes the cue, the moment and the guest's response in the profile, so the next stay starts from it and never repeats the same gesture.
- 32** At the evening handover, guest relations counts the rooms in house, the moments delivered and the wellbeing touches offered, and lists any room still open for tomorrow.
- 33** Tell whoever heard the cue what it became. Each week, read out at the heads of department meeting three moments guests mentioned afterwards, with the name of the person who heard the cue.

What to record

The cue

- ☐ Guest name, title and room
- ☐ The cue, in the guest's words
- ☐ Where and when it was heard
- ☐ Who heard it

The moment

- ☐ Owner and set time
- ☐ What was chosen, and its cost
- ☐ Diet and allergy check done
- ☐ Departments booked, with times
- ☐ Wellbeing touch: body, mind or company

The result

- ☐ Delivered at, and by whom
- ☐ How the guest received it
- ☐ Wellbeing touch taken or declined
- ☐ Profile updated, with the date

When the situation changes

The guest has an occasion this stay

The occasion gesture is the moment. Follow The Occasion Standard with the same owner, and add a wellbeing touch only if it fits around the occasion without crowding it.

No cue heard by the second morning

Guest relations makes one short contact in person, with one open question about the guest's plans. If nothing comes of it, build the moment from the purpose of the trip.

The guest asks for no attention

Note it in the profile and plan nothing visible. Keep the wellbeing touch to something useful and silent: the right pillow, the pool hours in the room, breakfast at their usual table.

The moment cannot be ready on time

Tell the owner before the time passes and move the moment to the next good point in the guest's day. Never deliver something warm gone cold, or wilted flowers, to keep to the time.

Two guests in the room, different cues

Plan one moment that includes both, or one each if they travel as colleagues. Check with the guest who booked, away from the other, if you are unsure what they would share.

The guest mentions a health worry

Pass it to the duty manager at once, and offer the hotel doctor or the nearest pharmacy. Plan no gesture around it: a wellbeing touch is never a reply to a medical problem.

Common mistakes

MISTAKE

Giving every room the same chocolates with a printed card. Guests compare, and a gesture everyone gets is an amenity that nobody remembers.

MISTAKE

Asking the guest what would make the stay special. The guest now has to plan their own surprise, and the moment arrives already known.

MISTAKE

Three departments acting on the same cue. The guest gets a cake, a fruit plate and a card about the same walk, and sees the effort instead of the thought.

MISTAKE

Turning a wellbeing touch into a sale, such as a spa price list for a tired guest. The guest feels watched first and sold to second.

MISTAKE

Repeating in front of others something the guest told a colleague in private. The moment becomes proof that the staff talk about them.

MISTAKE

Planning the moment for the last evening. If it goes wrong there is no day left to put it right, and if it goes well there is no time to enjoy it.

Check your team

After training (45 minutes, with three cues turned into moments), each person answers these without the sheet.

01 By what time are the owner and the time set for each moment due that day?

02 What goes into the moment log when you hear a cue, and within what time?

03 Name the three kinds of wellbeing touch, with one example of each.

04 What happens when a guest with an occasion is also due a moment?

05 Why is a moment never planned for the last evening?

06 What do you check before choosing anything to eat or drink?

From Cue to Moment

Six cues guests really say, and what each became. The moment answers what the guest said; the wellbeing touch looks after how they feel.

The guest said	The moment	Wellbeing touch
"We're climbing to the castle tomorrow."	A shaded route, marked by hand, left with the key	Cold water and fruit at the door at 08:00
"I haven't slept since the flight."	A pillow choice and a sleep kit at turndown	A quiet breakfast table, relaxation room hours
"It's my first trip on my own."	A window table, and the chef stops by to say hello	One place offered on tomorrow's group walk
"The children want to see turtles."	A picture book on turtles for each child	An hour at the children's club for the parents
"The meetings run late every day."	A light supper kept for whatever time they return	A ten-minute stretch session on the room TV
"We came here as students, years ago."	An old photo of the town, framed, with a card	A walk past their old street, mapped by hand

How to use this with your team

At Monday's briefing, read two rows and ask each department for one cue heard last week. Each day guest relations reads out one cue that became a moment. Add your own rows when the team finds stronger ones.

Part of the DolceVita Standards Library: free operating standards for every department of the hotel, at dolcevitahospitality.com/free-resources.