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Justin Drezner

Critique on 4th trip to Inn

This was our last trip to the Inn, and basically, we were given a paper with 3 different scenarios, all with a problem of some sort, such as a snow storm, etc. Several groups chose the same scenarios, and it was interesting to hear what each of the groups had in mind in regards to ensuring customer satisfaction in the worst possible situations.

My group chose the one with the snow storm situation, and it was a difficult situation because we had to make a few assumptions due to the omission of some key facts that would have been beneficial, and may have changed our mind on what to do had we known those facts. However, based on the assumptions we made, and approved by the professor, we decided that we would compensate the guests, and perhaps we would allow them to do some work, specifically the ones that are not difficult, such as being a waiter/waitress in the restaurant or host/hostess. Perhaps we would have them do housekeeping, and the purpose was to give us a chance to make everyone happy, even if some customers sacrificed a bit. We would compensate those who were willing to work. We would also provide a "movie night" provided the power was good to go, not intermittent and such. This way, any kids around, we would make them have a nice time, in a lousy situation.

In response to the connection of content to class discussion, we had discuss this a long time ago, and we were at the point where we should have done a food and

beverage case study. I guess we didn't have time to do that, and as such, there were no connections to current class discussions. That's my critique for the 4th and final Inn field trip. At this time, I would like to thank the RIT Inn executives for being good sports for doing this with us. It was rather educational to get a 1st hand insight on what goes on in the hotel on an everyday basis.

Prof. Crumb
Hotel Ops

Jason Duprat
November 4, 2004

RIT Inn Critique #4

x 1

The final visit to the RIT Inn was yet another good learning experience. This visit was planned to focus on the topic of food and beverage, however due to the unexpected illness of the food and beverage manager we were forced to change topics. I would have liked to review this topic and it would have been nice if we still could have conducted cases from previous classes. However this wasn't what took place and we conducted other case studies, one of which revolved around a snowstorm that had taken place. The case dealt with the hotel having only 6 employees and the need to take care of many guests that could not go anywhere due to the horrible weather. What management decided to do in this case was to keep the guests occupied in the lobby while providing a simple breakfast, lunch and some beverages. In the mean time those that had checked out that morning were allowed back into their rooms and a few employees readied some of the other rooms. The students that had this case developed very similar solutions. The next case had to do with the hotel overselling by 5 rooms and a guest speaker that had no room to stay in. Luckily the managers were able to ask a very familiar guest that was staying in the hotel if he would like to move to a different hotel, which would be provided at no charge. The gentleman agreed and the problem was solved. What I also learned from Mr. Gunther was that when the front desk realizes that they will not have enough room for guests earlier in the day they should begin to offer guests the option of changing hotels for a comp. room. This resolves the issue of having to walk a guest that arrives late at night. If this is not possible then arrangements should be made for the

guest to stay at a nearby hotel before he arrives to make things go smoothly. The last scenario was a situation where the hotel was sold out for two days and there were to be 169 students' rooms ready for check in on the next day along with 135 guest rooms. The problem was that there were only 8 housekeepers. Management dealt with this issue by sending all the housekeepers to the guest's rooms first, this is because they are the most important because they generate more revenue to the hotel. When a student came to check into a room all housekeepers were sent to that room to get it ready without having to make the student wait a long time. Mr. Gunther described the problem of hiring a maid service to the students that had suggested it. Problems included inability to control the maids and inconsistency.

Although I would have like to perform some F&B case studies, this visit was still very valuable to me. Learning how the GM would handle the situations and why was very informative.

Fang Ling Huang
Prof. Crumb
Hotel Operation
11/1/04



Critique of Inn Visit 4

In our fourth visit which is also our last visit to the inn, we were separated into six groups and two groups for each problem. We had to solve cases that generally deal with extreme cases within a hotel.

The first case is a hotel in a time of a major storm with limited amount of staff and many hotel guests. The second case stated that there was an oversold in the hotel and a big conference guest is left without a room. And the third case is about many guests and hotels checking in a day's time and the hotel only has 8 house keepers.

My group worked second case. We decided that we might speak to an old and frequent guest that we have good relation with and ask him if he can lend his room to the conference guest, Mr. Rogers. We will walk the old guest to another hotel and pay for the room. If not, we will get the general manager to drive the Mr. Rogers to another hotel and pay for his room and meals. The reason we have to take these steps is because if Mr. Roger is a speaker of a conference, he is likely to hold another conference in the years to come, and the hotel will want him to come back for the future conferences. After we presented our decision, the manager told us that they did in fact spoke to another guest who was understanding and gave up his room for Mr. Rogers.

Through all these visits to the inn, I have learned a lot. I really appreciate their willingness to spent time with us and teach us about the inn. I also like to thank them for the pizza and drinks on this visit.

Our final visit to the Inn allowed each of us to put all the knowledge that we have gained thus far in the course to work for us. Most groups came up with similar solutions to each problem and many of them matched what the hotel did.

Our group was working on a simulation where the hotel had a large turn over for students coming in and guest coming in when the hotel was fully booked the day before. We decided that you could find ways to bring in more help by using anyone cross-trained or anyone available to help out with the simple tasks so that the limited number of housekeepers was maximized. The Inn actually did something similar to what we did, they had the housekeepers concentrate on the guests rooms and had everyone else start clearing out the student rooms. The student rooms did not require much besides being stripped and a quick cleaning which could be done while the student checked in if everyone helped out and ganged up on that one room.

It was interesting to learn how the hotel handled its situations when it was overbooked or when they needed to clean a lot of rooms in a little time. They also informed us that we should never put stuff off in the hotel because you never know what the next day will bring, as was the case with the snowstorm incident. For the most part everyone covered many different aspects and were able to display some creativity.

Clifton Hubbert
Critic Michael Jerome

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Hotel Operations

The presentation of the Inn that Michael restored showed everyone in the class what goes into a small Inn from building it to running it to selling it.

Michael purchased the Inn, which had been converted, to apartments and had been run down and got the money to renovate the building and turn it back into an Inn. He had to step through many different hoops with government regulations to get the project underway. Once underway half was done at a time so that he could stop the negative cash flow and start a positive one. He continued to run the hotel until recently when he sold it.

He discussed his experiences running the hotel while living at it and how he had hire someone else to live there once he moved out to work as a night manager for any midnight check ins or any problems that occur at night.

I felt that the presentation was extremely informative of what it takes to run a small Inn from start to finish and how much of a commitment it is.

Ola John-Ukegbu
Nov. 1, 2004

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Fourth Visit to the R.I.T. Inn and Conference Center

On Nov. 1, 2004, my hotel operations class had our fourth and final visit to the R.I.T. Inn and conference center. We sat once more in a bar/lounge style sitting area where our 'lessons' began at 10am.

The visit commenced by us being re-introduced to a member of staff that had worked with us before, Debbie Althrieth and William Guther, director of operations and managing director respectively. We were divided into teams and given cases studies to analyze and present our solutions. After solutions were provided by each couple of teams for a problem, Debbie Althrieth told us about what really happened in relation to the problem and what they did about it. William Guther also made so contributions.

We learnt about some possible things that could be done if there was a situation where there where a lot of guest rooms to be cleaned and not enough staff to clean and there was a storm, so guests couldn't go anywhere else. Things

that could be done would be setting up a refreshment table to keep the guests busy and most importantly, communicating with them about what was going on.

After the presentations and brief discussion about related issues and scenarios among the class in general, we had refreshments and our visit was concluded. It was very informative.

Overall, I will say that it was once again good practice for us and a resourceful visit in which I learnt helpful new things about the hotel industry, including how to manage a situation such as when there is a storm and there are a lot of guests in the hotel that need different things and the hotel is understaffed.

Chirsan Lichtenstein
Hotel operations
Critique 4

Handwritten signature and initials, possibly 'AL' and 'x7'.

The final trip to the inn ended a great experience for me. It gave me the opportunity to see some of the issues a hotel may face. It gave the class an opportunity to not only meet and interact with the hotel management staff, but problem solve with them as well.

This final case study dealt with something that an events coordinator might deal with on a regular basis, group bookings. We took a look at the behind the scenes manager, who can really make or break your hotel. With a good sales manager or meeting planner, you can drive sales and reservations, and with a poor one, it can leave you high and dry or even worse, too overbooked for even a good manager to fix. The last case study we had, dealt with deciding which of two large reservations we would take. We got the choice between two large parties and were expected to make a choice on which group would, either bring the most revenue, or could we even accommodate at all.

Again these were real life situations that the inn has had to deal with. This case study gave great insight into what the hotel values in regards to longevity of the clients, and making sure good quality service is given. They would not take a party they could not handle or have adequate space for, just for the money, because if the customer was not satisfied, you may lose future or repeat business, in turn giving your hotel a bad name.

Again I found this trip very helpful in the learning process. It gives students the opportunity to learn in a real life forum, centered in their major. Thanks again to the staff of the inn, as well as the managers. The pizza was nice too.

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For the last trip to the Inn of the quarter the teams were switched up to add to the students thinking on their feet with new people on the team. Part of being able to work as a leader one must be able to think under new conditions such as new people in the group.

Most of the teams had problems to work out which had to do with the hotel having not having enough people to staff the hotel. I contribute this to the fact all hotels will have a staff shortage at some point as well as a point when guests will not or cannot leave the hotel due either to weather or personal reasons.

When a hotel comes to the point where they no longer have adequate staff management must find ways to either cut some of the staff in parts of the hotel which can do without until the next day or next few days. The general consensus was the laundry department would be the first to draw help from, next where the dishwasher with extra housekeepers a close second. There are times when you may have to close a department all together in order to keep the lifeblood of the hotel running, the rooms and guests.

One of the cases was what a hotel could do in when the weather will not allow guests to leave and prevent new guests from arriving at the hotel. Moral is a key factor keeping kids and guests happy in times when there is inadequate staff and not power in the hotel. Management must have employees trained in how to work under such conditions for just this type of predicament.

Katelyn McKeown
Due: November 8th


W#2
x 7

Hotel Operations
Professor Crumb

Critique #4

The trip to the RIT Inn was very interesting. We met in Charades, the bar off to the left when entering the Inn. My group had case study number 1. I found that one, along with the other ones very thought provoking. Ours was about a snowstorm that created and overflow of guests with a compromised staff. We all did a good job at analyzing and coming up with good explanations of the problems. We all agreed on most of the reasoning to deduce the method the hotel used to solve the problems. It was beneficial learning experience about food and beverage situations. Not all of it was food and beverage, but both studies had to do with those aspects. It was very hard to come up with ideas on how to satisfy the customer without worry of problems arising from a less than perfect stay. I didn't think people would enjoy waiting, but it was learned that most people are very understanding of the circumstances and it becomes a great time to generate return business by getting to know people on a personal level.

It was very nice of the Inn to make pizza and provide soft drinks to our class after the studies. They even used real plates and glasses which involved cleaning up afterwards and someone that collected our trash. It was a very hospitable thing to do for a group that was asking things of them and not really providing anything in return. The trips to the Inn were very beneficial to experience and I believe that some of the things that I learned at the Inn would not have stuck out so clear in my mind except of the atmosphere and circumstances in which I heard them.


Ericka Orrego
Professor Crumb
November 8, 2004

Critique on visit# 4 to RIT INN

Our last visit to the Inn was about how to resolve problems in the INN. It was a good way to learn on how to deal with problems that may come up unexpected. My team got a problem in which we had to pick between five people that were checking in at night. And the decision is to pick between who you will take and who you will not if you don't have any rooms available. However one of them is the speaker of next morning conference that your hotel is holding. So no matter what it takes but you will have to find a room for this guest for that night.

The speaker most probably will not want to switch hotels because at 5am he will have to wake and set up everything in your hotel for his presentation. And if he doesn't get what he wants he will not be satisfied with your hotel and because this might be a yearly event then you would want all the main people in the conference be pleased with the service the hotel provided.

So as the person who might be at front desk needs to think and make a quick decision on what to do. Most probably the front desk person will need to consult the General Manager on what he/she has to do. So many solutions may be available. For example there might be a couple of rooms under the GM's name, or maybe the executive suite is available that night. It is in this case of the speaker that you will offer these rooms. Also if the hotel was full, then maybe if the GM knew a regular visitor to the hotel or a friend, then maybe the GM could call these person and offer them to pay their dinner and give them some other accommodation in a hotel that is at the same level but is also very near from you hotel. The other four people will definitely go to another hotel,

Ericka Orrego
Professor Crumb
November 8, 2004

however you as the GM might already have done a call to the hotel where you will send these people and have everything arranged when they show up in your hotel.

When we did this simulation it made me realize a really important characteristic about working in a hotel, and that is that everything is so unexpected and that every person working for your hotel needs to have enough training and experience to know how to deal from the simplest to the most complicated problem. This last visit was good to know of some problems one can get anytime, so it was good to hear a little bit more about the solutions that could be used.

Overall our four visits to the Inn were really good. I am very satisfied of all I learned doing these case studies, and then hearing experts saying what they would do. These case studies are the Real World and since I have never worked in a hotel before all the experiences gained throughout the case studies has been immense and very helpful for me. I think going to the INN to have these studies, is the best idea one can have.

This visit to the Inn was helpful because it made you seek advice from outside sources.

In our group we used information from one of the front desk clerks about what she would do if placed in that situation. We used the advice that she gave us and incorporated it into the solution that we came up with as a group.

The case studies used during this trip to the RIT Inn made you think more. Every detail was not placed in the summary of the case studies so you had to think of alternate solutions based on the circumstances. Each group came up with numerous solutions according to what they thought the situation was. For example, a few groups had solutions that included asking the guests for their help, but, if that didn't work they also had backup plans.

Along with the actual solution, Debbie Altruieth also gave other solutions that could have also been used. She analyzed each group's solutions with what she thought too. This was good because she gave the message that even though our case study solutions weren't the ones used, they were still good and thought out plans of action. She also pointed out what would make them better.

This visit to the RIT Inn was more relaxed. It provided a relaxed environment and made it a bit easier to think more freely.

Dana Pierce

RIT Inn #4 visit

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On November 1st, our Hotel Operations class took our last visit to the RIT Inn. This time, we worked out more case studies. My group was given the study of how the Inn would coordinate the move-in of all the students plus a sold out hotel with all the guests coming in that day. The major problem was having eight housekeepers for all 305 rooms to clean. What we decided was to have all cross trained people come and help housekeeping. Another good idea is to have a notice up for all housekeepers, if any of them want extra hours. With the students rooms the main idea was to get things out of the rooms. They did not need the time to be put into them. What needed the time were the rooms for the convention coming in. If it comes down to it, you could call in a maid service from outside. What we also did was calculate how much time all the rooms would take to be cleaned. We figured 305 rooms to clean, all being cleaned in about 20 minutes. That would be thirteen hours. So this is when you would have to decide if you need the maid service or not.

We presented our resolution to the general manager, Mr. Gunther and the person right below him; I believe her name is Debbie. Our solution was very similar to what they had come up with. I remember her saying particularly how she liked how we calculated the amount of time being put in.

After everyone presented, we were able to eat pizza and have drinks. The food was very delicious. But one bad thing was the cook had a stroke a week ago. I hope the cook gets better soon so the hotel can get less hectic as they had mentioned before.

Ann St. Peter
November 2, 2004
Hotel Operations
Trip to the RIT Inn
Critique #5

Our fourth and final trip to the RIT Inn had at this point become almost routine. Unlike the last visit, my group remained together to work on the case study. Yet similar to the last case study, a little bit of math was required and a plan of attack was a necessity. Our problem involved a large party checking out with less than ample time to clean all of the rooms before all of the RIT students arrived to check in. The reason there wasn't enough time is because only eight housekeepers total to clean all of the rooms.

First of all, we decided to "think outside the box," and came up with a way to cut the cleaning time down by about five minutes per room. We did this by suggesting that instead of making the beds in the rooms that would be occupied by students, to simply leave the linens on the bed. We assumed that many students would bring their own sheets anyways, and if they didn't, we were less worried about them making their own bed than about all of the rooms not being ready in time. Secondly, we decided that we should prioritize the cleaning of the rooms for other guests first, and then the students' rooms second. We were also unaware as to what time the students would be checking in. We figured that if anything, it would be worse to have guests wait for their room to be cleaned than the students, because the students were a very captive audience, whereas the potential guests were not.

When we found out what was actually done in this situation, it was nice to hear that we were very much on track. It seems as though with each visit to the RIT Inn, more and more groups are getting closer to what was really done in the situation illustrated in the case studies. To relate this to class, it is always in the hotel's best interest to prioritize and plan for the future. Making and keeping key relationships with customers is key, even if it may mean sacrificing another customer that is not of as much value overall with the future in mind. Also, it is always very important to always have a plan of action, and not just cross your fingers and hope for the best.

Breana Sniezek

Crumb

Hotel Operations

November 10, 2004

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RIT Inn Visit #4

For our last visit to the RIT Inn on November 1, 2004 the class broke up into six teams and were given a case study. The case study given to my team, team one, presented us with the situation of having six employees, no clean rooms, a hotel at 80% occupancy, and a snow storm that has caused more guests to arrive on foot seeking a room. My team decided that we would have one employee man the front desk while another set out food for the guests arriving. The rest of the staff would go about cleaning the rooms for the guests that have arrived. Another solution would be to provide the guest with linen and allow them to make-up their own beds at a reduced rate since the hotel is understaffed. This solution would allow guests to have a room more quickly. The most important thing to remember in this situation is that you must keep the guests informed about what is going on. It is when the guests are not told why certain things are happening that they become irritable and disorderly. Therefore, you must remain calm and work together with your staff in order to accommodate to your guests needs as well as you possibly can.

Christine Terrio
Hotel Operations
November 1, 2004

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RIT Inn Critique #4

Over at the RIT Inn, our class met with only one executive and for a short while Bill Gunther. We broke up into out groups to work on case studies and shared them with the class. Then the executive and Mr. Gunther had revealed what they did in the situation with us.

It was interesting to hear what the groups thought should be done and what the executives really did. Our case study was about a shortage of housekeepers for a high check in / check out day. We needed to come up with a fix for the problem, find a way to get more bodies to help out. We thought that by gathering people from other departments to help out with rooms or having some employees that were cross-trained would help. For example, someone can go vacuum all the rooms once they were made up to save the housekeepers some time. Also, if need be, get outside help, hire a cleaning service to clean the student's rooms.

The visit to the RIT Inn relates to Housekeeping and staffing. With the shortage of staff for whatever reason, it only makes sense to try an cross-train as much as possible. Also, even as basic as to just be aware of what you got coming to you. This was a problem that could be spotted in advance. You can take action early and make a few fixes to the situation so it is less of a problem.

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Monday November 1st the class went to the RIT Inn for our 4th and final visit. This was the last chance our class got to go to the Inn and work on case studies. Our case studies this week were about the rooms division and what to do during certain situations that we will probably have to deal with at some point during our careers.

There were three different cases, each being covered by two different groups. This is helpful to our class because the two groups usually have different perspectives on the situation so what they present will be two different solutions to the same scenarios, showing how there isn't a specific correct answer. My team, team #1, was given case study #1. We had to figure out how the hotel would deal with a major and unexpected snowstorm. Our problems included dealing with our employees not been able to come into work, guests not being able to leave, and people stuck on the highway coming in looking for shelter. We talked about ways to make everyone fit comfortably and how to still make everything work. We also covered how hotels are not responsible for acts of god, so we would be able to get away with things than normal standards would not allow.