

OPERATIONS & DELIVERY
MODULE 15

Guest Experience & Luxury Standards

Luxury is anticipation, consistency, and making every guest feel like the only person in the building.

COMMERCIAL LEADERSHIP PROGRAMME

Spa Director & Spa Manager Development

Module Overview

Luxury is anticipation, consistency, and making every guest feel like the only person in the building.

LESSON	TOPIC
Lesson 1	Mapping the Full Guest Journey
Lesson 2	Anticipation vs Reaction
Lesson 3	Handling Complaints — The LEARN Framework

Lesson 1: Mapping the Full Guest Journey

The guest experience starts long before they walk through your door. Map every touchpoint: booking, pre-arrival communication, arrival, waiting, transition, treatment, post-treatment, checkout, follow-up. For each, ask: what does the guest see, hear, feel, smell? What's the standard? Where can we exceed expectations?

KEY POINTS

- Map every touchpoint from booking to follow-up
- Define sensory standards at each stage
- Identify gaps between current and ideal experience
- Prioritise improvements by guest impact

Lesson 2: Anticipation vs Reaction

Reactive service waits for problems. Anticipatory service prevents them. A guest shouldn't ask for water — it should be offered. A cold treatment room should be checked before the guest arrives. Build anticipation into your SOPs at every stage.

KEY POINTS

- Pre-arrival: review notes, preferences, special occasions
- Arrival: greet by name, offer the right beverage, guide the journey
- During: pre-set room to recorded preferences
- Post: rebooking, homecare recommendation, 48-hour follow-up

Lesson 3: Handling Complaints — The LEARN Framework

Listen. Empathise. Apologise. Resolve. Notify. Every complaint handled brilliantly creates a more loyal guest than one who never had a problem. The LEARN framework gives your team a structure that turns negative moments into positive outcomes.

KEY POINTS

- Listen without interrupting or defending
- Empathise with the emotion, not the facts
- Apologise genuinely — no blame-shifting
- Resolve by exceeding expectations, then notify the team and fix the root cause

Key Concept

“The treatment is the main course. But guests judge the restaurant on the welcome, the ambiance, the pace, and the goodbye.”

Practical Exercise

Map your complete guest journey with standards at each touchpoint. For each, define the current standard, ideal standard, and one action to close the gap. Design a complaint protocol using LEARN and role-play three scenarios with your team.

YOUR NOTES

Learning Outcomes

By completing this module, you will be able to:

1. Map a complete guest journey with standards at every touchpoint
2. Design anticipatory service protocols
3. Apply the LEARN framework to handle complaints professionally
4. Build a culture of anticipation rather than reaction

SELF - A S S E S S M E N T

Rate your confidence in each outcome (1 = Not yet confident, 5 = Fully confident):

Outcome	1	2	3	4	5
Map a complete guest journey with standards at every touchpoint					
Design anticipatory service protocols					
Apply the LEARN framework to handle complaints professionally					
Build a culture of anticipation rather than reaction					

Assessment

Complete the following submissions to demonstrate your learning:

Submission 1: Guest Journey Map

Complete touchpoint map with current vs ideal standards and prioritised action plan.

Submission 2: Complaint Protocol

LEARN-based protocol with three role-play scenarios and model responses.

MODULE COMPLETION

Name:	
Date:	
Assessor:	