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**Policy:** If a customer is unhappy, we must show our genuine regret and take all possible action for satisfaction. Customers will appreciate the fact that the cause of their dissatisfaction has been professionally handled.

政策：如果客人不满意，我们必须真诚地道歉，尽一切可能让客人满意。如果我们能专业地处理客人的投诉，客人还是会很满意。

**Goals:** Ensure all guests are dealt with in an appropriate manner.

目的：所有的投诉都得到妥善地处理。

### Steps 步骤:

#### OVERVIEW 综述

- Smiles and address guest by the name, listen without interrupting, responding to what the guest is saying and feeling, all are critical to resolving the situation well. "Put Yourself In the Guest's Shoe" 称呼客人的姓名，保持微笑，仔细聆听，不打断客人，真正从客人的角度上理解客人。
- Handling complaints can be one of the most difficult aspects of managing a hotel. If done properly, it can also be one of the most rewarding aspects for both parties concerned. Quite often, it is the guest who has had a problem who will most remember the hotel and the help extended to them. Handling the situation well can create a loyal guest. 处理投诉是酒店管理中最困难的。如果处理妥当，双方均能获益。大多数情况下，曾经在酒店遇到问题并得到帮助的客人会更容易记得酒店。妥当处理投诉会增加新的忠诚客户。
- All guest complaints shall be handled and rectified immediately whenever possible. 所有的投诉必须第一时间妥善处理。
- Guest complaints shall not be treated lightly. The matter is obviously of great importance to the guest. 客人很在意他投诉的问题，不能抱着无所谓的态度。
- Listen attentively and attempt to establish the facts without acting defensively. 仔细聆听客人的陈述，了解事情的来龙去脉，
- Remain friendly, courteous, and calm. They shall display attitude of empathy and concern and acknowledge the guest's inconveniences. 友善，谦恭，平和，表现出对客人的关心，同情和理解。
- Who handle the complaint must take ownership of the complaints and follow through accordingly. 不能中途将正在处理的投诉转给其他同事。
- If matters require higher authorization, must not hesitate to seek approval and resolve the complaint. 如果在自己职责范围内不能解决的问题，第一时间向上级请示批准。
- If follow-up action is required, it must be resolved within 24 hours. 如果有后续要求，在24小时内跟进。
- Make every effort to ensure that the problem is satisfactorily resolved. 尽全力保证客人的投诉得到满意的解决。
- Call the guest to ensure their problem has been resolved and will not happen again while they are at the Resort. 联系客人，确保客人的投诉已经解决。如果客人还继续住店，确保问题不会再次产生。

#### Procedure 程序:

- Ask the guest the nature of the problem 询问客人投诉的事宜
- Take notes and record the complaint (Guest Comment Form, Log book, etc.) 记录客人投诉的要点（在客人意见表或者交班本上）
- Empathize with the situation and guests needs. 重点标记出当时的情形和客人和需要

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- If necessary, ask other associates for information. Determine all the facts: what really happened, the current situation and what is at stake. If there are multiple issues, separate them. If the situation has occurred before, determine how it was resolved at that time.  
如果需要，询问其他同事：事件的来龙去脉，发生时的情形，利害点所在。如果客人投诉的不止一件，则分别解决。如果类似的情形曾经发生过，找出之前的解决方法。
- Ask the guest how they think the situation can be resolved (if it is not obvious)  
如果客人没有说明，询问客人他们所期望的解决方法。
- Determine what solution to offer the guest.  
决定以何种方式解决问题
- Communicate clearly to the guest the action to be taken and when it will happen.  
清楚地告知客人将在何时采取何种解决措施
- Determine the guest's satisfaction with the proposed solution and if necessary, adjust or negotiate the offer.  
判断客人对措施的满意程度，如果需要的话，适当做出调整。
- TAKE ACTION. Follow-up to ensure that the agreed upon actions have been completed and that the guest is satisfied with the results.  
采取措施。确保解决方案圆满地实施，并让客人满意。
- Determine if any other action needs to be taken to prevent future occurrences of this nature.  
判断是否需要采取其他措施以防止类似的投诉再次发生。

Essential elements include 关键要素包括:

**Communication** – It is necessary to communicate clearly to the guest “What Will Be Done” to resolve their complaint and “When It Will Be Done”. The Sales personnel shall ensure that the guest understands and is satisfied with the process. If it is necessary to investigate further, this shall also be conveyed to the guest. Ultimately, the guest must be fully satisfied with the hotel’s solution.

**沟通** – 清楚地告知客人将在何时采取何种措施，这很重要。必须确保客人理解并满意销售人员提出的解决方案。如果有进一步的调查，须让客人知晓。最终目的在于让客人满意。

**Follow-up Major Complaints with a call or letter** – When a verbal guest complaint appears to have been resolved, a further benefit can be gained by following-up with a call to the guest. This is particularly useful if the concern was a mechanical or supply problem. A Follow-up letter to the guest, in some instances can further impress on them that the situation they encountered was an isolated incident and not the normal level of service.

**投诉跟进** – 投诉解决之后的回访会带来很好的效果，尤其是客人投诉的是工程或物品供应问题的情况。给客人的回访信，会让客人感觉他遇到的问题是个例，不代表酒店的整体情况。

**Follow Through** – If a problem has occurred, it is critical to follow through on what has been committed to the guest. One error may be forgiven but failing to follow through on a commitment is inexcusable. If the guest has advised the hotel that there is a problem with the room, contact them after the problem has been corrected. The call will undoubtedly help to turn the opportunity into a positive experience and may uncover still unresolved concerns.

**跟进到底** – 必须将客人的投诉跟进到解决为止。偶尔的错误可以理解，但是半途而废不能原谅。如果客人投诉的是房间的问题，问题解决后打电话告知客人。这样的电话不仅能扭转之前留下的消极印象，而且能消除客人可能仍然存在的忧虑。

The end result of a successful verbal complaint program will ensure 一个成功的解决方案是:

- Guest complaints are resolved as soon as possible  
客人的投诉能够尽快解决

- Guest complaints are noted on a Guest Comment Form, log book or other media and are brought up to the management attention.  
将客人的投诉记录在客人意见表或交班本上，以便引起管理层注意
- Who receives received the complaint owns the complaint.  
接到客人投诉的人员将投诉跟进到底
- Who solves problems, resolves complaints and pleases customers shall be recognized and rewarded.  
解决客人投诉的人员得到承认和奖励
- Management to determine if changes need to be made to improve the operation reviews all major guest complaints daily.  
通过查看每日投诉情况，管理层决定是否需要做出某些改进，提高服务水平。