
Guest Journey, Arrivals, Special Requests and Service Recovery Training Course for Hotel Managers

16 – 20 November 2026
Barcelona





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Programme Summary

Guest journey and service recovery is the subject of this one-week training course for hotel and hospitality managers and heads of guest services at managerial level, ending in a guest management plan for one property. Guests judge a stay by a few contact points, yet arrivals, requests, complaints and feedback are often handled by different teams. The programme moves from journey mapping and service standards to arrivals, recovery from failures, team briefing and feedback review. Mars Training Centre UK delivers this programme on guest journey and service recovery to mixed-organisation cohorts.

The Business Case

A guest who is expected on arrival, whose request is remembered and whose complaint is settled on the spot tends to judge a stay by those moments. Managers who set clear standards, give staff the authority to act and read feedback for causes rather than blame can protect repeat custom and keep teams from reacting case by case.

- Guest Satisfaction: Improves as standards are tied to the contact points guests notice.
- Complaint Resolution Speed: Rises as recovery authority and steps are agreed in advance.
- Repeat Custom: Strengthens as preferences and requests are recorded and handed over.

Principles and Evidence Base

- Guest Journey Mapping: Lays out each contact point from booking to departure, used to find weak moments in Sessions 1 and 2.
- Service Standard Setting: Turns expectations into observable behaviours that staff can follow, used in Sessions 1 and 4.
- Service Recovery Sequence: Orders the response to a failure from acknowledgement to follow-up, used in Session 3.
- Feedback Review Cycle: Collects comments, finds root causes and closes actions, used in Sessions 4 and 5.

Intended Participants

- Hotel managers who answer for the guest experience across several departments.
- Heads of guest services who set standards for reception, concierge and housekeeping teams.
- Duty managers who handle arrivals, special requests and complaints on shift.
- Quality leads who review guest comments.

Typical settings include hotels, resorts, serviced apartments and conference venues.



Learning Outcomes

1. Participants will be able to construct a guest journey map that shows contact points and service gaps.
2. Participants will be able to evaluate service standards against observable guest behaviour.
3. Participants will be able to design an arrival sequence and a special request process for different guest types.
4. Participants will be able to diagnose a service failure and choose a recovery response within set authority.
5. Participants will be able to prioritise guest feedback by cause and plan improvement actions.
6. Participants will be able to justify a guest management plan for one property to senior stakeholders.

Programme Structure

Day 1: Guest Journey and Service Recovery: Mapping and Standards

Where does the stay succeed or fail for the guest, and what standard applies at each point?

- Guest Journey Map
- Key Contact Point Inventory
- Service Standard Sheet
- Guest Segment Profile
- Service Gap Log

Day 2: Arrivals and Special Requests

How are arrivals and special requests handled so that each guest feels expected?

- Arrival Sequence Checklist
- Pre-Arrival Briefing Sheet
- Special Request Tracker
- Guest Preference Record
- Handover Note Template

Day 3: Service Recovery and Complaint Handling

How is a failure answered so that the guest is heard and the matter is settled?

- Complaint Triage Grid
- Service Recovery Step Card
- Recovery Authority Table
- Difficult Conversation Script
- Goodwill Decision Log



Day 4: Team Briefing and Feedback Review

How do teams learn from guest comments and keep standards steady across shifts?

- Shift Briefing Agenda
- Guest Feedback Digest
- Service Score Board
- Root Cause Review Sheet
- Improvement Action Plan

Day 5: Guest Management Plan for One Property

Do the earlier tools make one plan that the property can run?

- Applying the Session 1 Service Standard Sheet
- Testing the Session 2 Arrival Sequence Checklist
- Reviewing the Session 3 Service Recovery Step Card
- Checking the Session 4 Service Score Board
- Completing the Guest Management Plan

Methodology

The programme uses a structured exercise on one prepared hotel case with guest comments, an arrivals list and a set of complaints. Participants decide each step, record their reasons in a common format and compare results in small groups before applying the same tools to a property from their own organisation.

- Suggested activity: Mapping one guest stay and marking the weakest contact points.
- Suggested activity: Role-playing a complaint conversation using the recovery step card.
- Suggested activity: Sorting a batch of guest comments by cause and proposing actions.

Capstone Output

Each participant completes a guest management plan for one property. It holds a guest journey map, a service standard sheet, an arrival and special request process, a service recovery step card with authority levels and a feedback review calendar. The plan is used at work to brief department heads, train shift teams and run the first feedback review.



Frequently Asked Questions

Is guest journey and service recovery training suitable for managers new to guest services?

Yes. Guest journey and service recovery is taught through a worked hotel case and templates. The programme assumes some experience of supervising service staff, but no earlier guest relations or quality role.

Which methods does guest journey and service recovery training rest on?

Guest journey and service recovery training rests on guest journey mapping, service standard setting, a service recovery sequence and a feedback review cycle.

How is the plan from guest journey and service recovery training used at work?

You use the guest management plan to brief department heads, train shift teams and run your first feedback review against the service score board.

How does guest journey and service recovery differ from general customer service training?

Guest journey and service recovery training teaches how to map a stay, handle arrivals and requests, and recover from failures in a hotel setting, while general customer service training concentrates on communication skills across any business.