



# Emotional Audit Overview



# The Concept

In 2007, LRA began to measure the emotional impact of the service encounters between a hotel and its guests. Although the initiative is constantly evolving based upon our clients' needs and recommendations, there appears to be the potential to capture meaningful insight that may not be uncovered by a traditional QA evaluation.

## Typical QA Evaluation



*What behaviors did the hotel exhibit?*

- Objective, consistent measurement framework
- Based upon compliance-type line items that may drive the guest experience
- Measures operational performance of executing pre-defined brand standards

## Emotional Audit

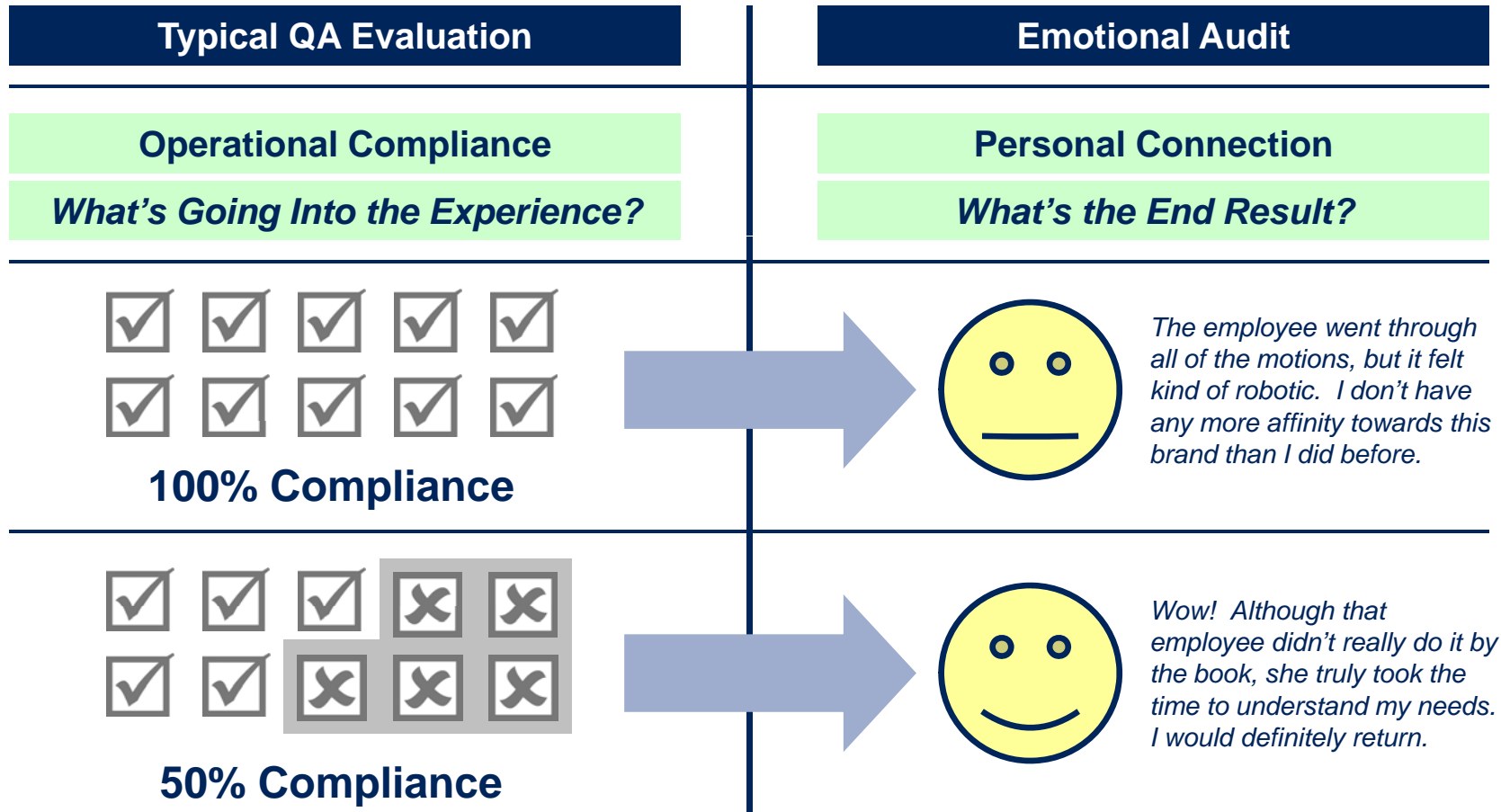


*How did those cumulative behaviors make me feel?*

- Subjective, variable readouts
- Based upon one's perception of the guest experience in relation to personal expectations
- Measures the level of satisfaction and emotions that correlate to specific employee behaviors

# The Rationale

The Emotional Audit captures a different set of data points than a typical QA Evaluation. A high QA score does not necessarily translate into guest satisfaction and—conversely—a low QA score does not necessarily translate into guest dissatisfaction.



# The Framework

Based upon LRA's industry research and experience, LRA crafted the following framework tailored to meet the brand DNA and supplementary needs.



## The Guest

- Veteran hotel consultants who are well-traveled in the brand's market segment and knowledgeable of brand's core *values* (not typical QA standards)



## The "Standards"

- Assesses against general hotel practices and consultant expectations as seasoned travelers
- Measures employee embodiment of the brand, using attributes defined by the brand:
  - Welcoming
  - Personalized
  - Thoughtful
  - Engaging
  - Knowledgeable



## The Touch Points

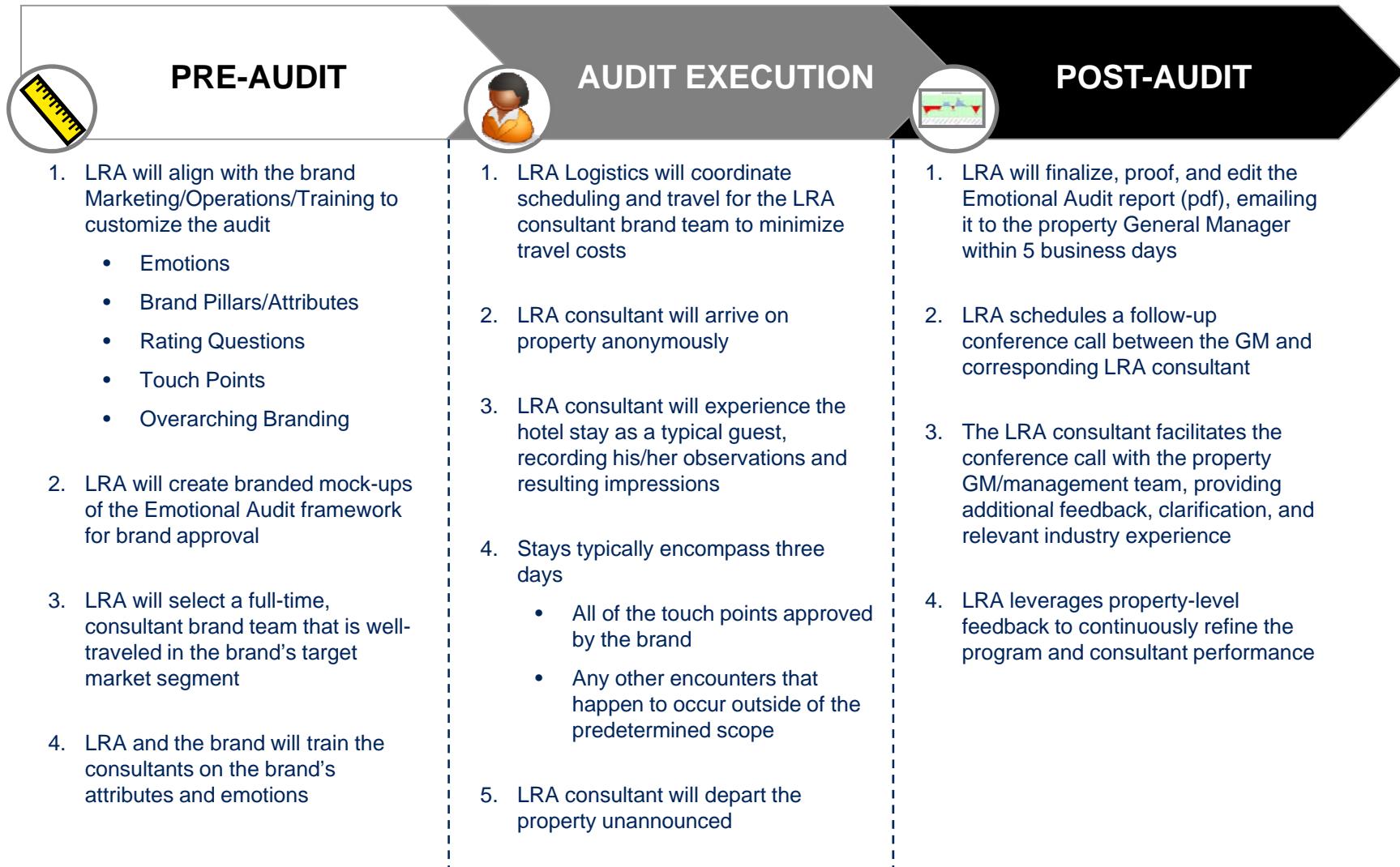
- Unannounced visit, representative of a typical luxury hotel stay (typically 2 nights):
  - Reservations
  - Door (Arrival/Departure)
  - Desk (Arrival/Departure)
  - Bell (Arrival/Departure)
  - Concierge Inquiry
  - Hotel Operator
  - Fitness Center
  - Guest Request
  - Lounge
  - Restaurant
  - Room Service
  - Others, as applicable



## The Emotions


- A brand-approved list from which the consultant can select dominant /secondary emotions
  - Delighted
  - WOW'd
  - Appreciated
  - Cared For
  - Pleased
  - Comfortable
  - Content
  - Excited
  - Relieved
  - Surprised
  - Indifferent
  - Hurried
  - Neglected
  - Disappointed
  - Frustrated
  - Displeased
  - Stressed
  - Angered

# The Process



# The Reports

LRA Emotional Audit  
Department-Level Report  
6/25/2009



## Concierge Inquiry

**Resulting Emotion:**  
*The experience made me feel...*

Dominant Emotion:

Secondary Emotion:   
(Selected From a Pre-defined List)

**Experience Narrative:**

At 6:45 p.m., I entered the lobby and found the Concierge, Patrick, assisting two guests who were slowly perusing menus with his assistance. While I waited, a manager (male, without a name tag) noticed me and approached in a helpful manner, offering assistance. I mentioned that I was interested in seeing a movie that evening but was unfamiliar with the area. The manager was more than willing to assist, asking probing questions while guiding me to the computer stations in the lobby. There, he provided me with the names of nearby theatres and access to a box office Web site. When I determined what interested me, he offered directions and generally displayed thoughtful assistance without being overbearing.

I returned to the Concierge Desk shortly thereafter and was able to speak directly with Patrick about a bar or restaurant where I might be able to watch an out-of-town baseball game. Patrick readily suggested both a chain and a local restaurant and then began to point where these places were outside the hotel without the use of a map (which I needed to request). When I was handed the map, neither the hotel or the suggested venues were marked for my convenience. Additionally, I appreciated the fact that Patrick presented the menu book opened at the my restaurant's page but was put off by the fact that he simultaneously took away my map, forcing me to request another. Patrick was pleasant and thanked me in parting.

Although the lobby seemed to be at a busy period at the time and despite the manager's earlier attempt to divert some of the concierge traffic, the whole experience left a unnecessarily rushed impression on me. Ultimately, I felt that I was not really being Navigated to the local restaurant (other than it was close by and convenient to my request). Thus the opportunity to feel a sense of individual exploration and inside knowledge went unfulfilled.

**Enhancers:**

Enhancer 1: The lobby manager was very enthusiastic and observant of guests in need of assistance.

Enhancer 2: The menu to the recommended restaurant was quickly accessed and presented.

**Detractors:**

Detractor 1: The map that I requested was not marked for convenience and was then retracted.

**Ambassador Attributes:**  
*To what extent was the ambassador \_\_\_\_\_ during the experience?*

Welcoming	<input type="text" value="3"/>	
Personalized	<input type="text" value="3"/>	
Thoughtful	<input type="text" value="3"/>	My inquiry about local movies was met with the proper level of attention and probing questions.
Knowledgeable	<input type="text" value="4"/>	Both of the Ambassadors were quick with answers and proactively offered additional information.
Engaging	<input type="text" value="3"/>	

(5 point scale)

**Guest Perception:**

Overall, how satisfied were you with this particular experience?	<input type="text" value="3"/>	1 = Extremely Dissatisfied 5 = Extremely Satisfied
To what extent did this encounter embody your four-star hotel service expectations?	<input type="text" value="3"/>	1 = Well Below 4-Star Expectations 5 = Greatly Exceeds 4-Star Expectations
In what way did environmental factors (e.g., lighting, music, background noise) influence your experience?	<input type="text" value="4"/>	1 = Extremely Negative Influence 5 = Extremely Positive Influence

(5 point scale)

**Resulting Emotion:**  
The outcome of the touch point experience – what the guest walked away feeling

**Experience Narrative:**  
Supporting detail that recaps the experience in chronological order from an emotional point of view

**Enhancers/Detractors:**  
Unexpected occurrences that impacted the experience in a very positive or negative way

**Employee Attributes:**  
A measurement (1-5 scale) of how well an employee embodied the brand's core values during the encounter

**Guest Perception:**  
A measurement (1-5 scale) of the guest's resulting impression, much like a typical survey

# The Reports (cont.)

**Property Reports:**  
An executive summary of consultant narratives and ratings, displayed both graphically and numerically

LRA Emotional Audit  
Property Level Report  
6/24/2009

### PROPERTY REPORT

**Executive Summary:**  
The evaluation of the Hotel took place on the evening of Wednesday June 24th, 2009. The hotel seemed to be experiencing a good amount of business over the course of the visit as there was a solid amount of activity in the lobby during peak periods which allowed for a certain positive energy to be created. The hotel was clearly a modern, very well considered building that featured many catching design elements in the public spaces and outdoors. I appreciated some of the whimsical details as well which provided a sense of balance, such as the "Flash" food containing brand-named candies at the food desk. The rooms followed what felt to be a regional color scheme of white and blue and were very nicely appointed to create a comfortable environment while the printed collateral conveyed the themes visible elsewhere in the hotel. The service levels were generally very organized and in most instances delivered a personable, engaged experience while performing the tasks at hand in an understated, professional manner. Particularly memorable were the lounge and restaurant encounters where I found myself in a very natural, relaxed state and truly appreciating the sensory elements such as the sublime music playlist, lighting and artwork. All told, I felt that there was a personality and appreciation for the guest experience that was conveyed very effectively during my visit, allowing me to reflect in a very positive manner.

**Navigator Summary:**  
There were some very nice examples of the Navigator concept that were observed and did create a positive, memorable impression. Most notable, during the lounge experience, the bartender team were efficient and were truly interested in sharing not only some of the more popular dining options in the area (a included), but also some less visible establishments and even items such as the personality traits of the bartender and certain recommended menu items. The diner in the restaurant continues this concept of insider guidance but connecting with me through an excellent tone and posture and recommending specific food items and wine choices with knowledge and confidence. The Concierge was a more obvious place for a Navigator impression, and was delivered through smart and immediate answers as well as even reinforcing who to ask for as a certain bar to create a connection. The front desk Ambassador even made sure to mention that the room I was reserving was one of her favorite views and that I had been taken care of. All of these examples and others added up to something discernible and memorable, creating a personality to the hotel as a whole.

**Overall Impression:**  
Based upon your cumulative experience, to what extent did you establish a personal connection with the Renaissance brand? **4** (5 point scale)  
Based upon your cumulative experience, what is the likelihood you would recommend this hotel to a friend or colleague? **5** (5 point scale)

**Graphical Results:**

**Ambassador Attributes: Touch Point Average**

Attribute	Score
Welcoming	3.5
Personalized	3.0
Thoughtful	3.5
Knowledgeable	3.5
Engaging	3.5

**Touch Point Satisfaction Average**

3.47

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Property Level Report  
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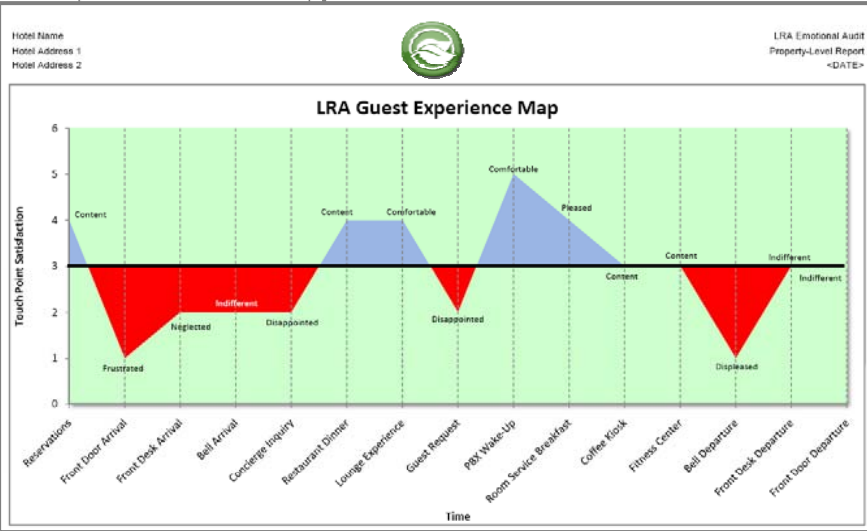
### PROPERTY REPORT

**Ambassador Attributes**

Attribute	Thoughtful	Knowledgeable	Engaging	Overall Satisfaction	4-Star Embodiment	Environmental Factors
1	3.27	3.57	3.00	3.36	2.91	3.70
2	2	1	2	2	1	3
4	4	5	4	4	4	5
4	4	5	4	4	4	5
4	3	2	2	2	2	3
3	3	5	2	3	3	4
4	N/A	3	3	4	3	3
4	3	3	3	4	4	3
3	N/A	3	3	4	3	N/A

Bell Departure	Content	4	3		
Front Desk Departure	Hurried	1	2		N/A
Front Door Departure	Cared For	4	2		N/A
<b>F&amp;B</b>		<b>3.75</b>	<b>3.50</b>	<b>3.75</b>	<b>3.50</b>
Lounge Experience	WOW'd	5	4		5
Restaurant Dinner	Appreciated	4	5		4
Room Service Breakfast	Content	3	2		4
F&B - General	Disappointed	3	3		2
<b>Average</b>		<b>3.40</b>	<b>2.93</b>	<b>3.40</b>	<b>3.55</b>

**Experience Map:**  
An emotional "heat map" of the cumulative guest stay, measuring satisfaction/sentiment over time



# The Benefits

- ✓ *Identifies tangible correlations between employee behaviors and resulting **guest perception***
- ✓ *Provides realistic scenarios and outcomes that can be used for **training and role playing***
- ✓ *Reinforces the brand's core values at every touch point, measuring the "**on-brand**" service delivery for a particular employee/experience*
- ✓ *Captures a pulse of the guest's **emotional connection** with a specific employee and the brand as a whole*
- ✓ *Shifts away from tactical QA standards to the **bigger picture**, allowing for increased consistency and flexibility in data collection/reporting*

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