



IN FRONT OF THE GUEST · THE SCHOOL OF HOTEL REALITY · SEASON 1: OPERATIONS · INTRODUCTORY MODULE ·
LESSON 2

Magic Is Real and It Is Crafted

A hotel sells nights. A professional sells the feeling of being expected.

In five lines

We call it magic: that moment when a guest feels the hotel knows them, expects them and looks after them — and remembers it years after forgetting the room rate. It looks like a gift some people have; it isn't. Magic is a humble technique with four ingredients that cost no money: seeing, naming, making a gesture and remembering. This lesson takes them apart one by one so that you stop admiring magic and start crafting it, whatever your job and whatever is missing.

The four ingredients, step by step

- 1. SEE.** Magic starts with the gaze: whoever truly sees the guest — really, not in passing — picks up on the tiredness, the celebration, the doubt, the sleeping child. Without observation there is no magic; only correct service, its boring brother.
- 2. NAME.** A person's name is the most powerful sound in the hotel. "Mrs. Díaz, your table is ready" is worth two smiles. Use it twice per conversation; more than that sounds like a technique from a manual.
- 3. THE GESTURE.** Small, concrete, unrequested: the table with the best view, the coffee "like yesterday," the extra towel before they ask for it. The gesture says "I thought of you before you arrived" — and that is exactly what people remember. And always within your own ground: your duties, your training, your authorization and your safety; if the gesture belongs to another job, coordinate with whoever is responsible — without neglecting your own.
- 4. REMEMBER.** Tomorrow's magic is crafted by recording today — but recording properly: of what the guest tells you, note only the preference that serves a specific service purpose (the anniversary they will celebrate here, the coffee the way they like it), in the medium your hotel authorizes, accessible only to whoever serves them, kept while it is useful and deleted afterwards. Everything else — their life, their confidences, their favorite team — is listened to and let go: listening is not filing. Sensitive data — an allergy, health, a minor — lives only in the authorized system, never in personal notes. A hotel with memory feels like a hotel with a soul — and professional memory has only one owner: the system, not your pocket.

With limited resources: how to hold the standard

If you don't have...	How to hold the standard
Budget for small touches	The four ingredients cost nothing. Resource magic (the gift, the upgrade) is the most expensive and the least memorable; attention magic is free, and it is the kind people tell their friends about.
Time (an overloaded shift)	Seeing and naming fit into any shift: they are a way of working, not an extra task. Save the gesture for one or two guests a day — chosen by objective criteria: a detected need, the occasion of the stay, a real service opportunity; never by liking or appearances. Rationed magic is still magic.

System memory (no CRM, no guest cards)

A single medium authorized by the hotel — even a simple one — with access limited to those who need it, and five minutes of briefing. The best hotels in the world started remembering with very little; never with loose papers, and health or minors' data only through the established channel.

Common mistakes

- ◆ Confusing magic with servility: magic is done as equals, with pride in the craft; groveling makes a guest as uncomfortable as coldness does.
- ◆ Overacting: magic whispers. Theatrical gestures, over-familiarity and unrequested humor are its caricature.
- ◆ Crafting it only for those who look important: today's discreet guest is tomorrow's review — and the general manager watches precisely how you treat the ones who "don't count."
- ◆ Taking notes just for yourself — or noting too much — instead of recording the useful preference, and only that, in the team's authorized channel: individual magic dies with you; team magic becomes the hotel's reputation.

THE GOLDEN RULE

**“Magic isn't doing something extraordinary.
It's doing the ordinary as if that person were extraordinary.”**

This lesson's exercise

Remember the best service you have ever received in your life — in a hotel, a shop, a hospital, anywhere. Write down exactly what that person did, with concrete verbs. Then underline which of the four ingredients they used without knowing it. In the answer that follows, I share mine.