



IN FRONT OF THE GUEST · SEASON 1 · EXTRA MODULE: SELLING IS SERVING · LESSON 53

The Five-Star Incident: From the Incident Report to Loyalty

A complaint resolved closes a problem.

A complaint accompanied can turn the guest into someone who comes back.

In five lines

This lesson brings together everything you have learned about incidents — the report (14 and 33), the truth with a plan (32), the two-hour call (17), recovery (41-42) — into the complete chain that five-star hotels execute: a quality report logged, a resolution confirmed twice, and the guest under personalized follow-up from Guest Relations until the end of their stay. Because the guest who had even a minor complaint is not a closed file: they are a person whose trust must be rebuilt until departure, with delicacy, acknowledgment and gratitude. Their loyalty is decided in those days, not only at the moment of the breakdown.

The script, step by step

- 1. The report with a person's name.** Every incident is logged with the guest, not just with the room: room 214 has a breakdown; Mr. Díaz has a bad experience. The quality report that only says "A/C 214" repairs machines; the one that says "A/C 214 — Díaz family, departing Sunday" repairs stays.
- 2. The resolution is confirmed twice.** Technically (whoever made the repair closes their work order) and personally (whoever faces the guest checks with them that it was left to their satisfaction — the two-hour call). Without the second confirmation, the first is just paper.
- 3. The handover to Guest Relations.** Here begins what almost no hotel does: from the incident until check-out, that guest has a guardian angel with a name. The greeting with memory ("All good since Tuesday?"), the table looked after a notch better, the small touch at the right moment, the response always personalized — never the template. Delicacy without constant reminders: they are looked after more, not reminded of the problem every time.
- 4. The goodbye that closes the circle.** At their check-out, the acknowledgment and the thanks: "We're truly sorry about the air conditioning on Tuesday — I hope the rest of your stay made up for it. Thank you for your patience and for the way you handled it." And the door open for their return, with memory: "Next time we'll be ready from minute one." Trust and loyalty are also decided in those twenty seconds.
- 5. The close feeds quality.** Every accompanied incident bears two fruits: a recovered guest and a piece of data — what failed, how long it took, what worked in the accompaniment. Into the briefing and into the record: the incident that teaches nothing will repeat itself under another name in the same room.

With limited resources: how to hold the standard

If you don't have...	How to hold the standard
A Guest Relations or PR department	The role exists even if the position doesn't: it is taken on by whoever received the complaint, or by the Front Office — one person with a name who knows they own that guest until departure. The guardian angel is a function, not an org chart.
Material touches for the accompaniment	Five-star delicacy is above all attention: the greeting with memory, the sincere question, the discreet priority. Follow-up with no budget is still 90% of the effect — lesson 42 taught you that.

In front of the guest

DO	DON'T	NEVER
Treat them those days with an extra delicacy that is felt and not announced. Always respond to them in person and in a personalized way — never with a formula.	Remind them of the problem at every contact (“Nothing else has gone wrong since, has it?”). Turn attention into smothering.	Label them within the team as “the complainer”: whoever labels the guest who complained didn't understand lesson 41 — that guest gifted you the opportunity. And never say goodbye to them without acknowledging and verifying: the incident that leaves in silence leaves for the review.

Common mistakes

- ◆ Closing the file when the report is closed: the breakdown lasts hours; the experience lasts until Sunday.
- ◆ Template follow-up (“We hope everything is to your liking”): a generic response after a complaint confirms that the hotel didn't see them.
- ◆ Accompaniment with no handover between shifts: the guardian angel who doesn't hand over (lesson 44) leaves the guest orphaned on the angel's day off.
- ◆ Chasing the review instead of the return: you don't accompany them so they score you well — you accompany them so they come back. The good review is the consequence.

THE GOLDEN RULE

**“A complaint resolved closes a problem.
A complaint accompanied can turn the guest into someone who comes back.”**

This lesson's exercise

A guest was affected by a breakdown on Tuesday, resolved on Wednesday morning; they leave on Sunday. Design their complete accompaniment from Wednesday to Sunday: who their guardian angel is, each day's contacts and gestures (without smothering) and the exact sentence for their check-out. In the next delivery, I share my version — and with it, I close the season.