WORKING MATERIAL 1.9 · CHAPTER 1 — THE VISION OF OWNERSHIP (SECTION A) · SETTING: HAKONE, JAPAN

Guest Experience: From Feedback to Corrective Action

Source: Francesco Dore, The Helm and the Lens, Volume 7a — GSTC Hotel Standard v4.0, subchapter 1.9 (book page 109)

GUIDING QUESTION

Most hotels now read their reviews. Many answer them, courteously and quickly. Far fewer can show what changed because of a review, or tell the guest who wrote it that something did. Where does listening end and management begin, and what does the standard require between the two?

1 · Verification Pact: market claims against the standard

Copied from the book. The last column is for your property: what holds here, and how you know it.

What is claimed	Binding?	What actually holds	In our property
Replying to every review satisfies the guest experience criterion	No	Replies are not corrective actions; A8.3 asks for actions taken and documented	
Only complaints need to be reviewed	No	A8.2 asks for review of both positive and negative feedback	
Corrective actions must be documented	Yes	A8.3 asks the hotel to take and document corrective actions in response to identified issues	
Sustainability comments belong to a separate process	No	The criterion includes feedback on sustainability and responsible practices in guest satisfaction	
The hotel must tell guests what it changed	Yes	A8.4 asks the hotel to notify guests about the corrective actions	
A small hotel needs survey software	No	A8.2 asks for methods appropriate to size and type; staff interactions are a recognised method	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property, and note where it shows.

☐ Treating a courteous reply to a review as a corrective action.

☐ Reading feedback without recording it anywhere that can be counted.

☐ Leaving the person who reads feedback without a route to the departments that can act.

☐ Filing sustainability comments separately from guest satisfaction.

☐ Recording decisions to act but not decisions not to act, and their reasons.

☐ Changing a practice without telling the guests whose comments led to the change.

☐ Inviting guests to take part in sustainability practices that staff do not follow.

☐ Lengthening surveys instead of acting on the feedback already received.

3 · A Checklist for Closing the Feedback Loop

The book's checklist, with a column for your own answer.

Question	Why it matters	Our answer
Do we review both positive and negative feedback, including remarks made to staff?	A8.2 asks for regular review of both, by methods suited to the property	
Is every issue raised by guests logged with an owner and a decision?	A8.3 asks for corrective actions to be taken and documented	
Can we show how many times the same issue was raised before it was resolved?	Recurrence shows whether the system is working	
Do guests learn what changed because of their feedback?	A8.4 asks the hotel to notify guests about corrective actions	
Are our invitations to guests honoured by our own staff?	A8.5 asks for clear guidance and genuine opportunities to participate	
Does the feedback log feed the annual review of the sustainability plan?	The guidelines say feedback is used to improve the plan	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standard and its practical application. Indicator references point to the GSTC Hotel Standard v4.0; where the evidence lives is this book's practice, not a requirement of the standard.

Question	Where the evidence lives	Seen?
Is there a guest feedback system with more than one channel (A8.1)?	List of channels: surveys, reviews, remarks to staff	☐
Is positive and negative feedback, including on sustainability, collected and reviewed regularly (A8.2)?	Feedback log and review minutes	☐
Is each issue linked to a documented corrective action (A8.3)?	Log entries with owner, action and date	☐
Are guests told about the corrective actions (A8.4)?	Letters, messages or in-room cards	☐
Are guests given clear guidance and real opportunities to take part in sustainability practices (A8.5)?	Guest cards and checks that the practice is honoured	☐

> *What this sheet is not: the GSTC Hotel Standard does not prescribe this form. It is a working aid drawn from the book; the standard's criteria, indicators and guidelines govern the real case. Independent material; not affiliated with or endorsed by the GSTC. The standard's own text at www.gstc.org prevails.*