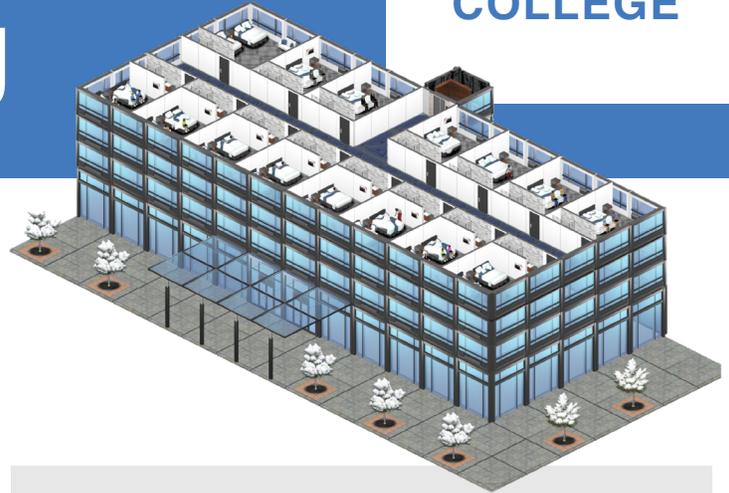


Case Briefing

Operations - Housekeeping



The Situation

The 190-room Snowburst Resort in the Wasatch Mountains of Utah is a prime destination for skiers. Skiers tend to come in large numbers when “powder days” are forecast. When conditions are less good, the resort occupancy can be much lower. This unpredictable variation in demand puts pressure on the housekeeping staff which may need to clean very few rooms or all the rooms--often with little advance notice. Due to the resort’s lack of a Housekeeping Manager, there have also been problems lately with the supplies needed by housekeepers to get the rooms ready.

Your Role

You are the newly hired Housekeeping Manager at Snowburst. You have control of supply purchasing and all staffing for housekeeping. You have data on current bookings looking forward. You also have weather forecasts that help you predict high demand “powder days.”

Learning Phase

Step-by-step instructions will guide you through managing housekeeping for a small “practice resort” in a ski town. You will learn how to maintain adequate levels of housekeeping supplies. You’ll then learn about the times needed to clean rooms after a checkout (full cleans) and neaten rooms up for guests staying over (tidies). Based on these times, you’ll learn to calculate staffing needs and schedule that staff. Tweeter, a simulated Twitter-like social media site, will allow you to monitor guest feedback on how you are doing. Finally, you’ll observe a snowstorm coming and assess the additional demands put on housekeeping by the influx of skiers.

Challenge Phase

As Housekeeping Manager for the large Snowburst Resort, your goal is deliver high Customer Satisfaction Scores (CSS), high Employee Satisfaction Scores (ESS), all within a fixed budget for housekeeping. You will be evaluated on your performance for the month of February. To achieve your goal, you will need to ensure adequate housekeeping supplies, schedule staff to meet peak cleaning demands given weather forecasts, and schedule enough ahead of time to maintain employee satisfaction levels.

At the option of your Professor, you may be able to retry the Challenge Phase multiple times. Only your best grade will count.

Housekeeping in the Simulation

The simulation model contains thousands of simulated potential guests, each with different lodging needs and preferences. Each arrival at the front desk is simulated and wait times, satisfaction with rooms available, and satisfaction with responses to requests is modeled and recorded. This information is then reflected in customer satisfaction scores and guests decisions about return visits. Accurate financials are kept reflect the costs of staffing decisions made.

Discussion Questions

What areas are generally assigned by the General Manager to the housekeeping department for daily upkeep in lodging properties?

Why is it important to make sure that room attendants clean guest rooms within their allotted timeframe?

Which is more important-maintaining a clean hotel or achieving budgeted payroll and supply/chemical costs?

What are key elements of maintaining satisfied housekeeping employees?

