

# Taking Greatness for Granted

## 卓越并非一劳永逸

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What happens when great hotels or great hospitality organizations, with great reputations, become legends in their own minds and less than so in the minds of their guests? How can a hotel that has worked so hard for fantastic fans and award-winning applause neglect a foundation of service and respect that won the fans and awards in the first place? Why would management take greatness for granted and simply ride a reputation? Who benefits, who does not and who CARES when service is on auto-pilot and the team rests on their laurels?

如果声名显赫的饭店或是旅游组织，把自己视为心中的传奇而客人却并非那样认为的时候，会发生些什么呢？一家饭店竭力试图赢得忠实客人和获奖的掌声，但怎么就忽视了赢得顾客和奖项的第一要素即服务和尊重呢？为什么管理层会凭借过去的声誉而理所当然地认为已经取得卓越了呢？谁受益，谁没有受益，在服务处于自动驾驶状态下而团队却在象征胜利的月桂树下休息的时候，谁会关心这些？

I was overwhelmed with these questions when recently visiting one of my favorite hotels in one of the greatest seaside destinations in the country. There were so many disconnects in service that even the employees were talking about it. Long an international favorite, the hotel has a rich history and has been rated as a top resort for years. Because of its location, its ambiance and its legendary status, guests will always come. However, how sad if guest visits become mixed messages of service and less dollars spent due to inefficient and inept efforts. And, what a shame to tarnish a long established reputation by taking the experience guests desire for granted instead of responsively making it more memorable during each moment.

最近我去了最喜欢的位于美丽海边的一家饭店，却

被这类问题包围了。这家饭店的服务出现了很多盲点，甚至连饭店的员工也在谈论这些。这家饭店历史悠久，长期受到国外顾客的青睐，多年以来一直被评为顶尖的度假饭店。饭店地理位置优越，氛围良好，再加上传奇的声誉，顾客们总是会慕名前来。如果顾客上门以后却因为服务不佳和效率低下而减少他们在店的开销，那将多么令人惋惜。如果忽略了顾客对饭店的期待，不能每时每刻负起责任去给顾客留下难忘的经历，因此让饭店长期以来建立的声誉蒙羞，那将多么令人难堪。

As we arrived at the hotel, the valet departure and arrival setting was one of total chaos and confusion. Guests stood by with looks of confusion as valet personnel scrambled frantically to connect cars and passengers. For the first or last impression, guests experienced haphazard connections and unrelaxing moments in leaving or finding their cars. How fortunate to have so many guests at the hotel. How unfortunate to stress them out in their initial or final moments.

当我们到达饭店的时候，车辆的进、出店布局令人迷惑，非常混乱。顾客站在那里困惑地看着泊车的工作人员在车辆和行人之间急躁地穿梭。无序和紧张地下车或者寻找自己的车辆，这就是客人经历的第一或者是最后的印象。在顾客初次光临或是离店前最后一刻留下这样的深刻印象实在令人遗憾。

We walked in to make a dinner reservation and were greeted by three hostesses who appeared bored and uninterested. When we asked if we could be seated, especially since there were numerous empty tables, we were told that they were saved for later reservations and that the chef had told them not to serve anyone else anyway because the kitchen was too backed up. What a non-business development

strategy and solution for less profit; turn guests away until the kitchen gets comfortable. And, make sure the idle employees tell everyone about the staffing and serving problems!

我们步入饭店预订晚餐，三位女服务生问候了我们，但她们看上去有点不耐烦而且心不在焉。当我们询问是否有位子，特别是当我们看到大部分位子都空着的时候，竟被告知由于厨房为了稍晚的一个预订做了专门准备，厨师通知餐厅不要接待任何其他客人。为了厨房的便利居然拒绝客人，这是一种缺乏业务发展眼光而只顾蝇头小利的解决策略，更何况笨拙的服务生还把饭店内部人手安排和服务问题直接暴露在客人面前！

Since we had the wait for dinner, we decided to get a sunset drink at the bar. It was crowded (good for them) so we had a hard time tracking down a server. When one did show up, we asked him for water and for a drink recommendation. He did not have much to say until we asked if the bar had any specials at which time he begrudgedly retrieved a menu which PROMOTED the hotel's expensive specialty drinks. He did not want to wait for us to decide and moved on with the promise he'd come back. He didn't. We flagged another bar server down to place our order. We asked her to ask the bartender if the drink we ordered, a featured menu item, could be changed a bit, with less sweetness. Her answer was "no" but she said she'd enter it into the computer. Now, the bartender and bar were less than two feet away and we asked her if she could simply turn around and ask the bartender. Again, she said no, and off she went. So much for humanity!

既然只能等候晚餐，我们还是决定先去酒吧喝点什么。酒吧里很拥挤（对饭店是个好事），我们费了很大力气才找到服务生。当他出现时，我们请他提供水并推荐饮品，他没说出什么来。直到我们问他酒吧是否有有什么特荐的时候，他迅速的取来一份酒水单，那上面赫然“推销”着饭店昂贵的特式饮品。服务生并不愿意留在我们身边等待我们的决定，而是告诉我们他会回来，便继续忙他的去了，但他没有回来。我们招手引来另外一位酒吧侍者点单，问她是否可以跟酒保说一声，把酒水单上特荐的一款饮品的甜度降低一些。她说“不行”，但接着她说她会把这些记录到脑子里。酒吧柜台就在离她不到两英尺的地方，我们只是要求她转过身去再问一问酒保，她再一次拒绝了我们，然后离开了。多么“人性化”的服务！

As our jaws dropped in amazement, our dinner pager went off and we stood to get our reservation. The original bar server showed up and we mentioned we never got our water. His response was a matter of fact "I know" and off he went. When we got to our dinner table, a busboy appeared at our table and mechanically went about moving things around. He did not greet us or look at us at all and simply worked around us in a task-oriented fashion. His movements were abrupt and he appeared to be in a hurry. He'd been given his operational orders and guest service was not on the list.

正当我们惊讶地张大了嘴的时候，配给我们候餐的寻呼机响了起来，我们起身去用餐。原来的那个侍者出现了，我们提醒他我们连口水都没喝上，而他仅仅说了一句“我知道了”，就离开了。当我们在餐桌前坐下的时候，一个侍者的帮手出现在桌旁，他机械地移动着周围的东西。他没有问候我们，甚至连看也没看我们，只是一个劲儿埋头于他的任务。他的动作很生硬，好象也很着急。他在我们面前展示了他的工作程序，而对顾客服务恰恰不在程序内。

When our waiter showed up, he was pleasant, warm and welcoming. We were so relieved. Finally, we met someone who appeared to understand the value of the resort he was representing and his impact on the guest experience. We mentioned we had ordered drinks from the bar but never received them or a bill and then left for dinner. He shrugged his shoulders, rolled his eyes and said it was always like that. We asked why and he said there was no communication between the bar and the restaurant, that they were run separately (though five feet apart) and that there was often confusion and lack of attention with that team. He noted his own personal frustration with management's lack of caring relative to the employees in all the hotel settings and that he just wanted to do a good job because he liked the environment and the guests. When asked, he answered that training was minimal and that no uniformly dedicated service standards existed. He offered to go sift through the chaos, chase down our drinks and bill and come back for our order.

当侍者出现的时候，他显得很高兴并热情地欢迎我们的到来，我们如释重负。终于，我们遇到了一位看上去懂得自己是代表这家饭店并对客人体验产生影响的人。我们告诉他在酒吧点了饮品，但是没有喝上也没有付帐就来用晚餐了。他耸了耸肩膀，转了转眼睛，然后

说事情总是那样的。我们问他为什么，他说酒吧和餐厅之间是没有沟通的，因为酒吧和餐厅是各自运转的（尽管只有五英尺的距离），经常会把事情弄糊涂，对那个团队也没有足够的关注。他说他个人对管理层忽视对员工在各种情况下的关注而感到失望，他自己想把事情干好是因为他喜欢这里的环境和客人。当我们问到他的情况的时候，他说这里的培训少得可怜，也没有规范的服务标准。他自告奋勇地穿越混乱的人群，去酒吧帮我们追查饮品和帐单的事情，然后回来接受我们的点单。

Eventually, the bar server from whom we ordered the drinks came to our table, dropped off the drinks and bill, and left... without a word. It was almost surreal.

最终，接受我们点单的酒吧侍者来到我们桌边，放下饮品和帐单后一言不发地离开了。这一切就象是发生在梦境里。

Luckily, the rest of our evening was quite lovely and our meal nice, thanks to the attention and service commitment of our waiter. It's amazing to think that the weight of making our experience rested totally on his shoulders. He appeared to have his own guest service compass and went out of his way to map out a special dinner memory for us. We thanked him and acknowledged his service with our words and gratuity but wondered how long someone of his caliber would last and if he too would soon be taken for granted.

幸运的是那个晚上接下来的时光是美好的，菜肴也很好，这一切要感谢那位关注我们和服务的侍者。我们惊奇的发现我们的消费体验完全建立在他的肩膀上了。他显然有他自己的服务指南，按照他自己的方式为我们留下了特别的晚餐经历。我们夸奖了他的服务并留下了小费，但我们不禁要问像他这样的人如果在短时间内没有得到认可，还能坚持多久。

When I checked the hotel's website, searching for any kind of service commitment, I found none. There were press releases on awards, detailed physical descriptions, activity ideas and numerous descriptions of the rich history and desirable location but nothing on service. At least they are consistent.

浏览那家饭店网站的时候，我试图找到服务方面的承诺，但是却没有找到。网站上有饭店获得的各类奖项，详细的硬件设施描述，活动创意和长篇累牍的关于饭店悠久历史的介绍以及优越的地理位置，但是没有提

到服务。看来他们至少在这方面言行一致。

What does it take for a great institution, a great hotel, a great organization to stay great? How does service fit into the big picture and does service even really make the picture big? When does a hotel make the superficial switch to outside looks instead of inner beauty? Why do caring employee hearts have to take the heat of uninterested leaders and personnel? Is it enough to ride a reputation and will that reputation continue to produce loyal and repeat guests who want to spend more and not less? Do those with a great reputation have a responsibility and integrity commitment to deliver something that is beyond physically great to guests? And, is greatness an earned stripe that does not require continued great efforts?

是什么成就了卓越的机构，饭店，或是组织？服务该怎样嵌入到整幅大画卷中去？服务真的可以让那画卷变得更美丽吗？一家饭店什么时候才能让顾客看到由内而外体现出来的卓越品质？怎样避免让用心的员工遭遇麻木的管理者？仅仅依赖良好的声誉就足够了吗？仅仅依赖声誉能带来忠实的回头顾客并增加他们的消费而不是减少消费吗？这些声誉卓著的企业有责任承诺向顾客展示硬件设施以外的更好的什么吗？难道赢得卓越不需要持续性的努力吗？

Consider the following:

请参考以下几点：

1. Memories, profits, and loyal guests will slip away when service slips. They may still come but they will come for less time, spend less and recommend less.

美好回忆、利润以及忠实的顾客都会在服务流失的同时流失。顾客还可能会回来，但回头的次数变少了，消费变少了，向别人的推荐变少了。

2. Management has a responsibility to define why a hotel has become/is great and what it takes to remain great. Having a solid service foundation and a true commitment to hospitality is critical to any great hotel product.

饭店管理层有责任明确赢得和保持卓越的要素，对于任何卓越的饭店产品来说，稳固的服务基础和真诚的服务承诺是至关重要的。

3. Define service standards that support, reinforce and build greatness. Make them a part of each employee's hiring commitment and train them on how to deliver the standards that lead to greatness.

明确服务标准可以支持、加强并成就卓越。让这些服务标准变成员工入职承诺的一部分，培训他们怎样遵循这些标准去成就卓越。

4. Make teamwork a solid part of service training and ensure each department within a hotel knows how to pass the baton to others. Warm hand-offs create seamless service experiences.

在培训的时候把团队合作作为必不可少的内容，确保饭店每一个部门都知道如何把接力棒传给下一个部门。只有紧密配合的交接才能带给顾客无缝的服务体验。

5. Recognize superstar employees who really do deliver great experiences to guests. Make the experience great for fellow employees so they feel like doing the same for guests, as well as to attract other great service employees and reduce costly turnover. Train employees on the products, services and experiences that will make the hotel money and be special for guests. Special promotions are not so special when nobody talks about them. Emphasize the personal touch and empower employees to be personal.

识别那些真正为顾客提供优质服务的明星员工。强调他们的优质服务，让其他员工自发地为顾客提供同样的优质服务，同时也吸引其他具备优秀服务技能的员工以降低流动。要培训员工了解那些对于客人来说特别并且为饭店带来收入的产品、服务和体验。特色推广活动在没有人提起的时候其实就失去了特色。强调与客人的个人接触并授权员工那么去做。

6. Avoid revenue cutting mishaps by focusing on the smooth and seamless delivery of service (We probably spent half of what we would have spent due to the slowness and disconnectedness of the service).

通过关注服务传递过程中的无缝衔接，从而避免减少收入的事情（顾客可能会因为服务过程缓慢和缺乏沟通而减少一半应有的消费）。

7. Watch out for mechanical solutions to personal needs. Make sure all personnel even those not always on the immediate frontline (bus servers, housekeepers, etc); understand their roles on the stage of guest service.

重视在满足顾客个性需求过程中的程式化操作。确保所有员工，包括那些并不总是在一线的员工（巴士服务生、客房服务员等），理解他们在对客服务舞台上的角色。

8. Recognize that reputations, good or bad, are earned on a minute by minute basis. Management needs to understand and appreciate guest votes and trust and instill the same in each employee.

管理层应该意识到无论是好的或者是坏的声誉，都是通过每一分钟的努力积累而来的。应该感谢顾客的选择和信任，并把这一观念逐步灌输给每一位员工。

9. Make sure greatness is not only skin deep. Emphasize the inner beauty from shining service success.

卓越并非仅停留在肤浅的表面。要透过优质而成功的服务彰显出内核的卓越。

10. Exceptional service can actually enhance existing greatness and take profits, guest experiences and reputations to new levels. Mobilize efforts to keep service excellence top of mind and top of actions.

超值服务能实际地提升卓越的形象并获得利益回报，还能提升顾客的体验并把饭店的声誉提高到新的高度。尽力在心目中行动上把优质服务放在最重要的位置。

11. Make a date with greatness every single day and instill those feelings in each and every employee. Don't allow greatness to grate on guest nerves or even worse, disintegrate. Don't take guest service or a legendary reputation for granted. Grant guests the experiences they desire and deserve. Become greater for it.

和卓越相约在每一天，逐渐把追求卓越的精神灌输给每一位员工。不要放任卓越的自我感觉而刺痛甚至撕裂了客人的神经。不要以为有了好的服务或者传奇般的声誉便一劳永逸。为顾客营造他们期待和应得的消费体验。让我们努力做得更好。■

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