

Introduction to Accommodation Operations

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Key concepts, functional areas, and best-practice guidelines for managing hotels, resorts, and other lodging facilities.

1. What Is Accommodation Operations?

Aspect	Description
Definition	The set of coordinated activities that deliver guest rooms, services, and experiences in a lodging establishment.
Goal	Provide safe, comfortable, and memorable stays while maximizing occupancy, revenue, and guest satisfaction.
Scope	Front-office, housekeeping, food & beverage (when attached), engineering, sales & marketing, revenue management, and support functions (HR, finance, IT).

2. Core Departments & Their Functions

Department	Primary Responsibilities	Typical KPIs
Front Office	Check-in/out, reservations, guest registration, concierge, billing, handling inquiries/complaints.	Average Check-in Time, Guest Satisfaction Score, ADR (Average Daily Rate).
Housekeeping	Room cleaning, linen management, public-area upkeep, inventory of supplies, pest control.	Turn-down Time, Room Cleanliness Index, Cost per Occupied Room (CPOR).
Food & Beverage (F&B)	Restaurants, bars, room service, banquets, catering.	RevP (Revenue per Available Seat), Cover Count, Cost of Goods Sold (COGS) %.
Engineering/Maintenance	Preventive & corrective maintenance, energy management, safety compliance.	MTTR (Mean Time to Repair), Energy Consumption per Room, Guest Maintenance Requests Resolved.

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Department	Primary Responsibilities	Typical KPIs
Sales & Marketing	Group & corporate sales, online & offline promotions, brand positioning, loyalty programs.	Booking Lead Time, Conversion Rate, Market Share.
Revenue Management	Pricing strategy, inventory control, forecasting demand, distribution channel optimization.	RevPAR (Revenue per Available Room), Occupancy %, Yield.
Support Functions (HR, Finance, IT)	Staffing, payroll, budgeting, accounting, property management system (PMS) support, data security.	Labor Cost % of Revenue, Budget Variance, System Uptime.

3. Guest Journey Flow (Touchpoints)

1. **Pre-arrival** – Marketing, website, OTA listings, reservation confirmation.
2. **Arrival** – Lobby greeting, registration, luggage handling, room assignment.
3. **Stay** – Housekeeping service, F&B, concierge, in-room technology, maintenance requests.
4. **Departure** – Check-out, billing, feedback collection, post-stay communication (email, loyalty offers).

Each touchpoint should be mapped to a responsible department and measured with a specific KPI.

4. Technology Backbone

System	Core Functions	Integration Benefits
Property Management System (PMS)	Reservations, check-in/out, billing, reporting.	Central data hub; links to CRS, POS, housekeeping.
Channel Manager	Distributes inventory to OTAs, GDS, direct website.	Real-time rate/availability updates; reduces over-booking.
Revenue Management System (RMS)	Forecasting, dynamic pricing, market segmentation.	Optimizes RevPAR; supports data-driven decisions.
Housekeeping Management	Room status tracking, task scheduling, inventory.	Improves turnaround time; reduces labor waste.

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System	Core Functions	Integration Benefits
Guest Experience Platforms (mobile apps, keyless entry)	Mobile check-in, digital concierge, in-room controls.	Enhances satisfaction; provides upsell channels.
Point-of-Sale (POS)	F	