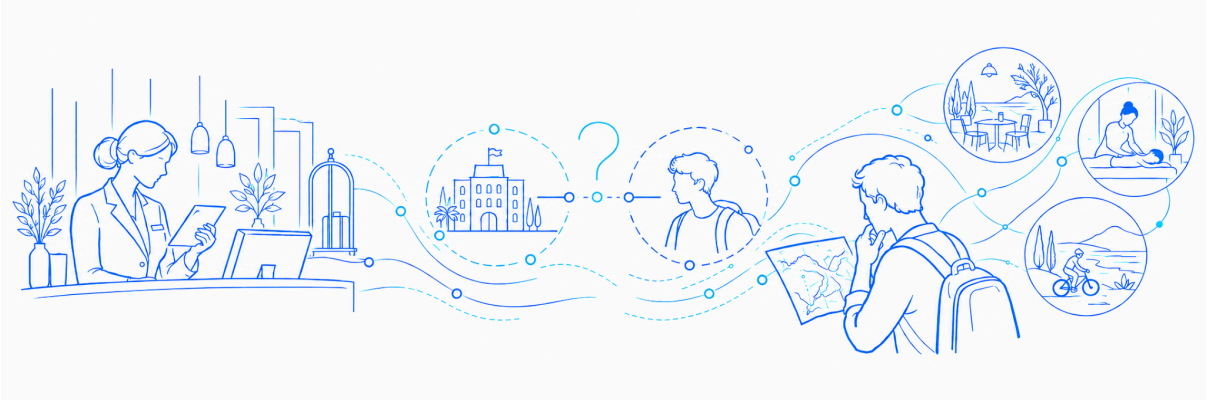
A Hotel MSSNGR Perspective

# Booked, Arrived, Returned — and Still Unknown

What one hotel stay reveals about Guest Knowledge, personal service and future earnings

By Konstantin Schlüter, Co-Founder Hotel MSSNGR

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Hotel MSSNGR

## Executive Summary

How can a luxury hotel use what it knows about a guest to make this visit—and the next—more personal? This paper grew out of one night at an anonymised luxury urban resort. I already knew the brand through regular stays at a sister property and had belonged to the booking consortium's loyalty programme for years. Yet I found myself repeating personal details and looking for useful information on my own. The staff were friendly and the digital tools worked; what I had said earlier did not seem to help the next person I met. Many fellow travellers have told me similar stories, particularly about luxury hotels where expectations of personal service are high. The paper examines why this happens and proposes a 180-day pilot to improve it.

When a guest asks a question or uses a service, the hotel has a chance to learn something useful for a later conversation or visit. Feedback after dinner, an activity or a spa treatment is particularly helpful: staff know exactly which experience the guest is describing and can still put things right during the stay. Used well, this knowledge means better advice for guests and fewer repeated questions for staff. It can also lead to purchases the guest would otherwise have missed. In the one-night scenario, the assumed additional purchases would increase contribution by 53%, provided they were made and fulfilled.

Software can help colleagues share what the guest has already told them and keep track of what has been agreed. It can reduce repeated questions and missed handovers from pre-arrival planning through departure and a future visit. But the hotel still needs to identify the right person, keep information current and make someone responsible for each request. Management can judge the result by the service guests receive, the time staff spend searching for information and the contribution earned from services actually delivered. The pilot follows complete Guest Journeys so those results can be assessed together.

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## 1 Why I wrote this paper

I experienced this stay as a traveller and considered it as a hospitality technology founder. I wanted to feel recognised, get useful advice and make the most of a short visit. Although everyone was friendly, I never quite felt that the hotel knew why I was there or what I had already told it. Regular stays at a sister property had made the brand familiar to me, and I had hoped some of that familiarity would carry over. My professional question was what the next colleague needed to know before meeting me: who I was, what I had asked for and what had been arranged.

Knowing the guest and knowing today's hotel programme solve different problems. Recognition depends on matching the right person with their history. An answer about today's sauna programme needs current service information. A restaurant request needs someone to take responsibility and pass the details to the team preparing the table. All three problems can arise during one stay, but buying a larger guest database will not resolve them all. Feedback helps the hotel understand how its response was received and what may matter on the next visit.

Additional purchases may improve the earnings from a stay; a better experience may give the guest a reason to return. The two should be assessed separately. Appendix A estimates the contribution that further purchases might have earned. The rest of the paper asks what the hotel could have learned from my visit and used when welcoming me again. One night cannot establish the eventual value of that relationship.

**Hotels cannot build tomorrow's earnings on Guest Knowledge that ends at the reservation.**

## 2 The lived stay — an anonymised first-person account

The account follows my stay from booking to departure. Staff welcomed me warmly and responded helpfully when I asked. At other points, I had to repeat details or find information for myself.

### 2.1 Booking & pre-arrival

I booked this business trip through a luxury hotel consortium whose loyalty programme I have belonged to for many years. It holds records of many earlier stays, including regular visits to a sister property carrying the same brand. I received the usual booking-platform confirmation, rather than a message from the hotel. No hotel introduction to its services, pre-check-in invitation or offer of an upgrade, amenity or treatment followed. Before travelling, I emailed the hotel my name and stay dates and asked whether I could watch a football match available through a subscription broadcaster. The answer was no, which I accepted. We had therefore been in touch before my arrival, but that earlier exchange did not seem to play a part in the welcome.

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## 2.2 Arrival

My navigation system brought me to the right area, but I twice missed the hotel entrance. The signage was either absent or difficult to see, and I had received no arrival directions. When I arrived, the porter was occupied with other guests and therefore unavailable to help me.

## 2.3 Check-in

At reception, I received a friendly welcome and registered without difficulty on an iPad recessed into the desk. My profile was otherwise prefilled, but details such as my form of address and date of birth were missing, although I had supplied them in my loyalty profile and during earlier stays at the sister property. The front-office colleague explained that registration synchronised with the property-management system and the group CRM, but could not explain the missing details. I then described how I had booked, where I had stayed before and our business relationship with a sister property. I could not see whether missing records, identity matching or a handover lay behind the gap.

## 2.4 Rooming-in

The employee who accompanied me to the room was pleasant, but seemed not to know that I was travelling alone. He asked whether another person at reception was with me. Once in the room, he noticed the welcome arrangement linked to my loyalty membership and commented on my status. Someone had clearly known enough to prepare it. I could not tell whether that information had also been passed to the colleague showing me to the room.

## 2.5 Digital guest directory & chat questions

A QR code on the bedside table opened the digital guest directory. It contained hotel information, a spa catalogue and a chatbot that answered several questions well. I was not greeted by name, and nothing visibly related to my booking. I could have logged in, but the benefit was unclear, so I did not.

The chatbot could not tell me that day's sauna infusion times or provide other information specific to the day, such as the restaurant's daily or weekly menu or the bar's cocktail recommendation. No printed daily or weekly programme had been handed to me or left in the room. I also asked about gluten-free breakfast because a family member has coeliac disease. It explained that options existed and advised speaking to staff.

## 2.6 Dining

At check-in, I arranged a restaurant reservation. Confirmation arrived by email and text message from an external platform. I had to work out that it confirmed the request I had just made. At the restaurant, I received a warm welcome and was quickly shown to a pleasant table after giving my name. When I asked for a quiet table where I could work, the team kindly accommodated the request. This was a good part of the stay.

## 2.7 Departure

Departure was courteous. At check-out, I asked reception where my car was parked and was offered the option of having it brought to me. I preferred to collect it myself from the garage.

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### 2.8 Conclusion

Staff treated me warmly and responded attentively to the wishes I expressed. What I missed was the sense that one conversation helped prepare the next. I repeated familiar details and looked for current information myself. Being asked again for information I had already supplied was frustrating and made me feel less recognised. I do not know whether the details were missing or simply unavailable to the person serving me. I would have welcomed questions about my plans before and during the stay, with the answers passed to the colleagues who could help.

**What I have already told the hotel should also help the next colleague who welcomes me.**

## 3 How the stay could have been different

Much of what I would have welcomed was straightforward: useful information before I needed it, fewer repeated questions and colleagues who knew what had already been arranged. The examples below follow the same visit and consider how it might also have helped prepare a future welcome.

Before arrival, I would have welcomed a simple question: how would you like to spend your time with us? I could have explained that I was staying alone for one night and wanted to use the spa. Knowing it closed at 8 pm would have led me to plan an earlier arrival. I would also have considered an available room upgrade or treatment while I could still change my plans. Earlier stays and consortium membership might have helped the hotel prepare, provided it could obtain and reliably match those records. I would have supplied missing details through pre-check-in.

Clear directions could have spared me two attempts to find the entrance. A hotel-group or loyalty-programme app, if installed and equipped to notify staff of my approach, could have alerted reception and the porter. My profile photograph alongside the expected-arrivals list might have helped them greet me by name.

With my details and earlier requests to hand, the receptionist could have spent more of check-in talking about my visit. My pre-arrival email and previous stays would have provided a starting point. A question about my plans when booking the restaurant would have given me the chance to ask for a quiet table where I could work. The confirmation could then have said that it referred to the booking made at reception. The colleague accompanying me to the room would have known what we had discussed.

A personal link to my digital guest directory could have offered a clear reason to log in: individual recommendations, my bill, departure planning or payment. In the chat, I would have expected current sauna infusion times, restaurant menus and bar recommendations. If the chat could not answer, I would have expected it to pass the conversation automatically to a colleague without leaving me to start again. My

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gluten-free breakfast question concerned a family member. Before retaining it for a future family visit, the hotel would have needed to clarify whom it concerned and whether I wanted it remembered.

A personal overview could have brought my restaurant reservation together with any other concierge services booked through the hotel, available digitally and in print on request. If something changed, both the overview and the responsible colleagues would have needed the update. The restaurant could have prepared the quiet table we had discussed. Asking me personally about dinner or a spa treatment afterwards would have given staff a clear indication of what worked and an opportunity to deal with any disappointment while I was still there.

Ahead of departure, the hotel could have asked when I intended to check out, how I wished to pay, whether I wanted my car brought to the entrance or preferred to collect it myself, and whether I needed help with luggage. If I collected it, I would need to know where it was parked and how to get there. Reception, the porter and the garage team would share the same arrangement. I could make my choice before check-out, giving colleagues time to prepare.

On a later visit, the hotel could draw on confirmed experiences and ask whether earlier requests still applied. A single request should not become a lasting preference without checking with the guest.

Illustration 1 compares selected encounters with the service I would have welcomed. It begins by asking about my plans and shows how the answers could help the next colleague. Some encounters are grouped and the sequence is approximate; this is not a complete interaction log.

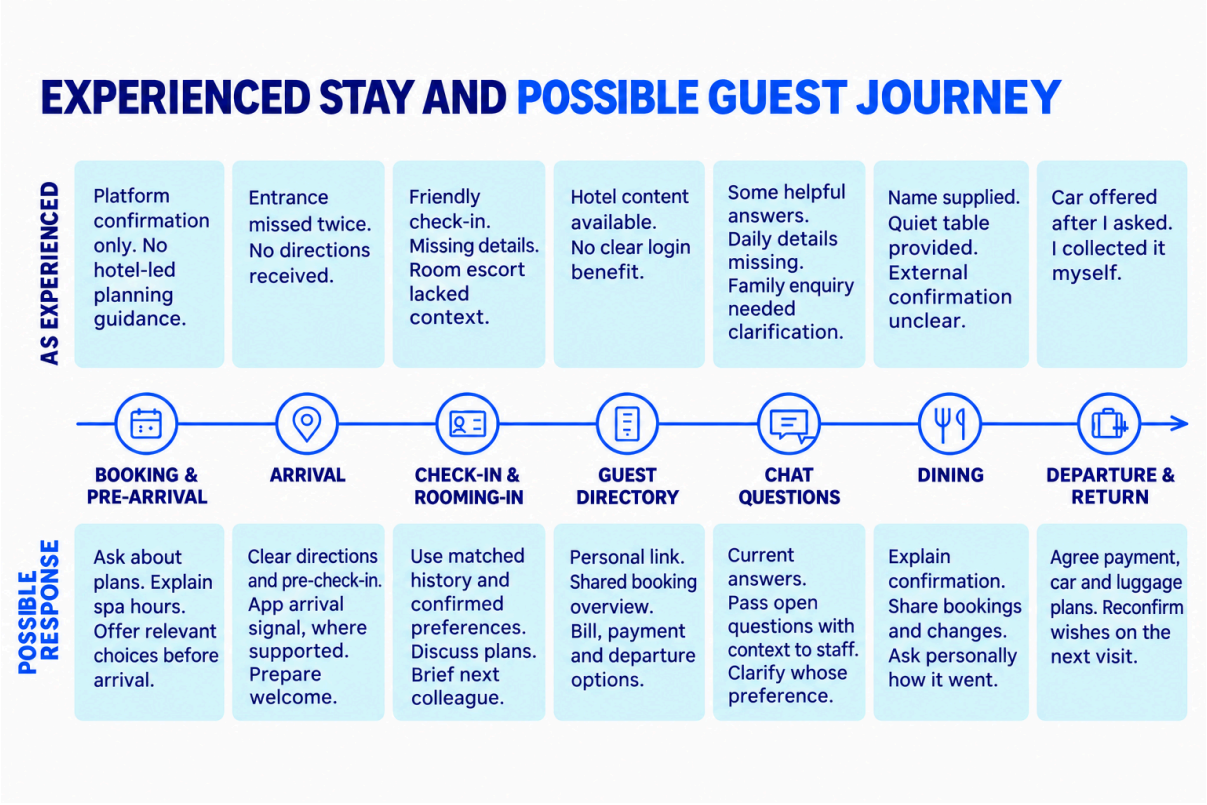



Illustration 1: Personal service connects timely information and confirmed guest wishes across encounters.

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## What the hotel knows about a guest should make the next encounter more personal.

### 4 Who benefits — service, time and contribution

For me as a guest, the immediate benefit would have been a better use of a short stay: easier arrival, a prepared welcome and enough information to choose an experience that suited my plans. I might have selected a larger room, booked a spa treatment, ordered amenities or invited someone to dinner. Enjoying more of the hotel could also have strengthened my reason to return.

When colleagues can see what a guest has already supplied, they have less to ask and copy. Pre-check-in can spare reception some form-filling, while reliable booking updates reduce the need to chase other departments. Feedback about a particular service gives staff something concrete to discuss or put right. These savings matter to the guest when managers use the time for personal contact. The aim is for colleagues to arrive at the conversation prepared and able to give the person in front of them their attention.

For the hotel, relevant purchases matter when they can be fulfilled and cover their delivery costs. My hypothetical additional purchases yield €203 more contribution, or 53%, in the one-night scenario. This is before technology and additional fixed costs, not measured lost sales or a profit forecast. Illustration 2 summarises that opportunity. Appendix A sets out the calculation, assumptions and sensitivity checks, alongside a separate two-night model illustrating annual scale.

## Additional contribution matters more than additional spend: each offer must cover its delivery costs and fit the hotel's available capacity.

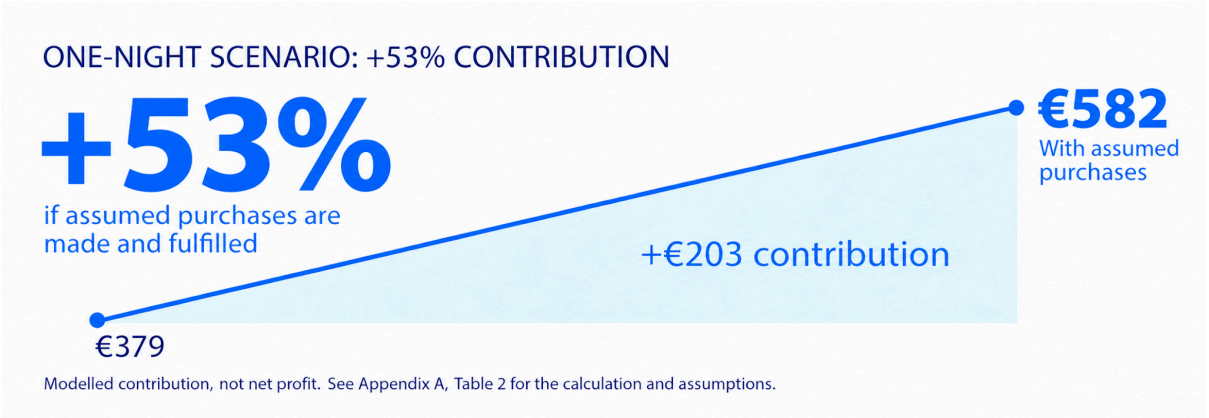



Illustration 2: The one-night scenario models 53% more contribution if assumed additional purchases are made and fulfilled.

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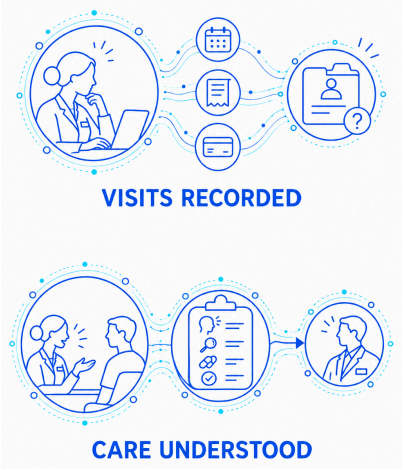
## 5 What excellent Guest Knowledge requires

A reservation tells the hotel that someone is coming. It says much less about what that person wants from the visit or what the hotel has learned from serving them before. Colleagues need that wider understanding when they meet the guest.

### 5.1 From reservation-led to journey-led CRM

**Reservation-led CRM: limited evidence and reach.** A CRM supplied mainly with reservations and marketing responses can show when guests booked, which rooms they chose, what they spent and which emails they opened. It says much less about a question left unanswered or a service that disappointed them. Email campaigns also have limited reach during the visit. The distinction here is how the hotel supplies and uses information, rather than what a particular software package promises. My stay does not establish which capabilities the hotel had available or chose to use.

**The medical-practice analogy.** Imagine a practice that records every appointment, invoice and payment, but nothing about symptoms, examinations, treatment decisions or the patient's response to care. It could recognise a frequent visitor, calculate spending and send reminders. The next doctor would still have little to go on: why has this patient returned, what has been tried and did it help? More analysis of the appointment book cannot recover a clinical history that was never recorded. The doctor needs an account of what happened, attached to the right patient and available when care resumes. The hotel parallel is about this difference in knowledge. Reservations and payments establish that someone booked and paid. Requests, delivered services and feedback explain what mattered during the visit. A guest can therefore have a long transaction history and still be largely unknown to the hotel. The question for the next colleague is simple: what did this person ask for, what did we do and how was it received?




**Journey-led CRM: many interactions, one lifetime relationship.** A journey-led CRM retains all the reservation-led data—booking dates, room choices, transactions and marketing responses—and adds what the hotel learns through conversations, requests, delivered services and feedback. It connects these records to the same person over the lifetime relationship. A discussion before arrival, a request during the stay and feedback after dinner can then help prepare a later visit. The record must distinguish a preference the guest has confirmed from a one-off request or a staff inference. Where sharing is agreed, it can also help another property recognise the guest. Active communication is important because it gives colleagues a chance to ask, clarify and help while the guest can still benefit. Each visit can then leave the hotel better informed for the next.

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The record must be useful to the colleague who receives it. Before arrival, it can help staff offer information the guest needs to plan. During the visit, it can help route a question to the right person or pass on a changed booking. The digital guest directory, messages and service conversations all give the hotel opportunities to learn. An enquiry, a booking and a delivered service are different things, and the record needs to preserve that distinction. It must also be current. Staff need to know what has changed and what they are expected to do; otherwise, even a fuller database can leave them with more information to search.

**Both models learn; the breadth and context of their evidence differ.** Illustration 4 shows why the additional contact matters. Conversations, delivered services and feedback give the hotel much more to learn from than booking and marketing records alone. That knowledge can help on a later visit when it is linked to the right person and available to staff. Even then, one response needs interpretation: it does not automatically establish a lasting preference.

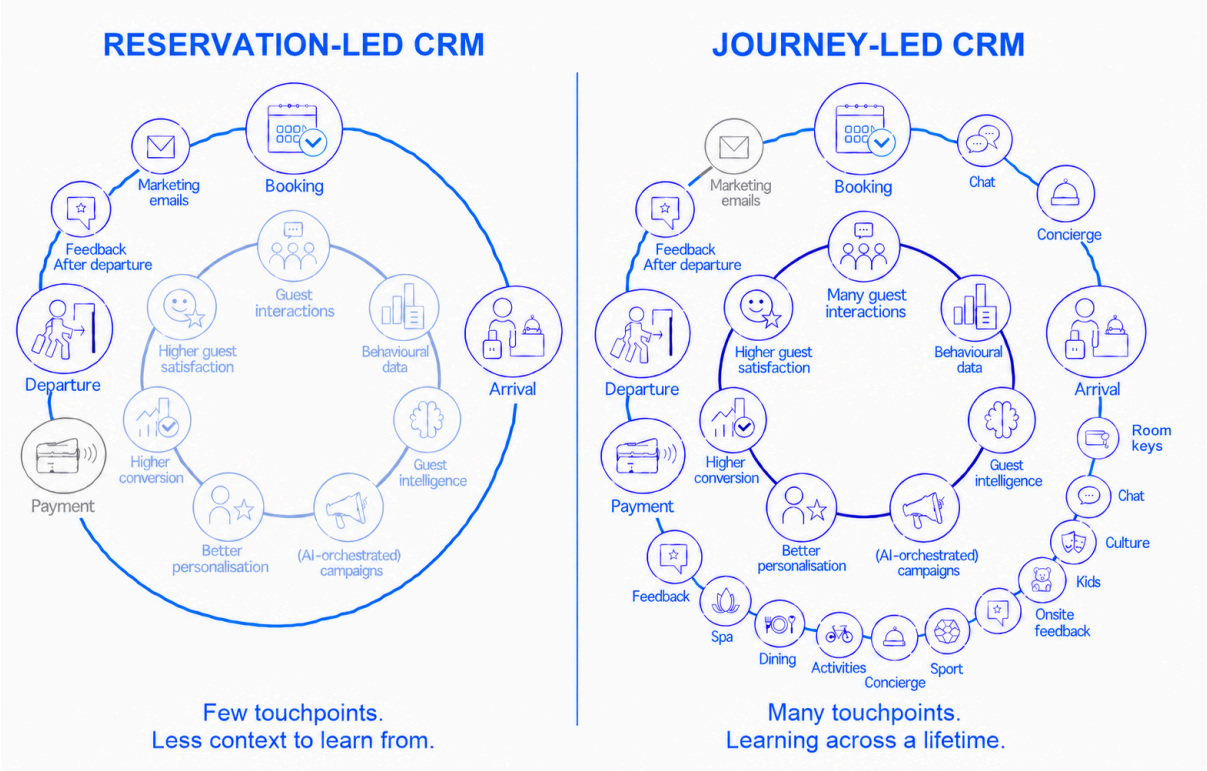



Illustration 4: Many interactions strengthen lifetime learning when guest identity, confirmed outcomes and responsibility remain connected.

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## 5.2 Closing the Guest Value Gap

A new reservation rarely tells the whole story of a returning guest. Earlier visits may sit in separate records, or useful details may belong to the booker rather than the person travelling. Staff can then begin a conversation with the wrong impression. A lifetime profile helps them recognise the individual and see what happened before, while still asking what matters for this particular visit.

Recognising the guest lets staff prepare useful advice and service. But that knowledge does little for the guest if the service is unavailable or no one takes responsibility for delivering it. The Total Guest Value Series - White Paper 2: The Digital Guest Economy defines the Guest Value Gap as the difference between value available across the guest relationship and what the hotel organisation can consistently realise.[1] Illustration 5 shows this wider challenge: Guest Knowledge, service capacity and responsibility must come together while the guest can still act.

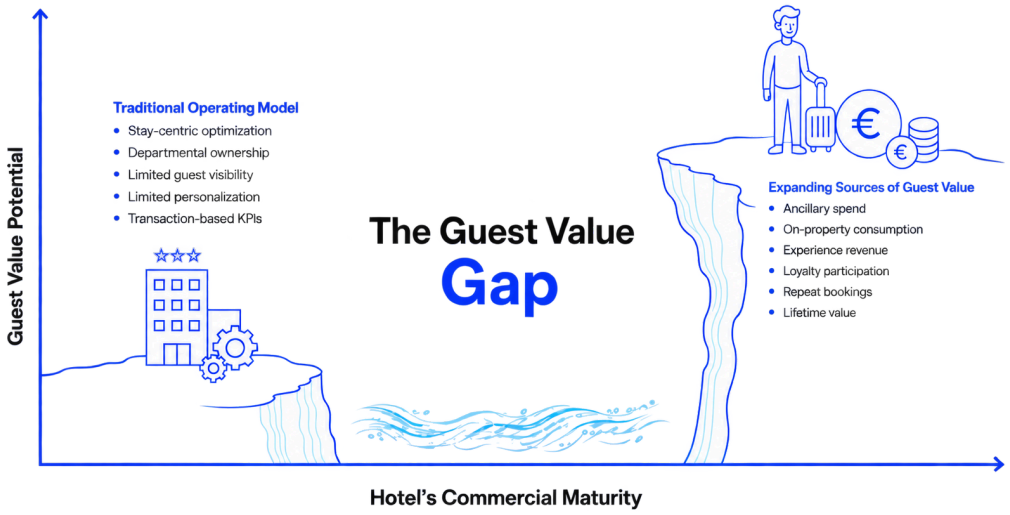



**Illustration 5: Guest value remains unrealised when knowledge, capacity and responsibility fail to meet at the guest's decision.**

[1]Schlüter, Konstantin. The Total Guest Value Series - White Paper 2: The Digital Guest Economy. Hotel MSSNGR, October 2026. Chapter 5 develops the Guest Value Gap.
https://www.hotel-mssngr.com/en/insights/the-digital-guest-economy-white-paper-2/

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Table 1 explains how recognition becomes useful service. Knowing the guest's history helps a colleague understand a request, but someone must still take responsibility and arrange something the hotel can deliver. Recording the outcome helps the next colleague understand what happened. The fuller profile supports this work; it cannot do it by itself.

| Structural foundation | How it works | What it means for the guest |
|---|---|---|
| **Lifetime guest identity** | A persistent guest ID links bookings and stays to one lifetime profile, with verified contact details, confirmed preferences and service outcomes. | The guest is recognised on return, including at another agreed property, and relevant knowledge carries forward. |
| **Recognition across properties** | Agreed sharing rules and reliable identity matching connect relevant guest history across participating hotels. | Recognition can continue at the next hotel within the brand. |
| **Accountable service ownership** | Each request has a responsible colleague, with ownership continuing through handovers until resolution. | A question reaches a colleague who takes responsibility for the answer. |
| **Deliverable recommendations** | Recommendations reflect current availability and the staff capacity needed to fulfil them. | Recommendations can actually be fulfilled. |
| **Learning from outcomes** | Fulfilled services, feedback, delivery costs and colleague time reveal what worked and what value it created. | The next encounter benefits from an understanding of earlier service outcomes. |

Table 1: Identity, shared context, ownership, delivery and learning connect encounters across the guest relationship.

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A spa enquiry may arrive by message, lead to a booking and finish with feedback about the treatment. Illustration 5a shows how the hotel can keep those exchanges attached to the same person, so colleagues can pick up the conversation. This depends on current information, clear responsibility and integrations that work in practice.

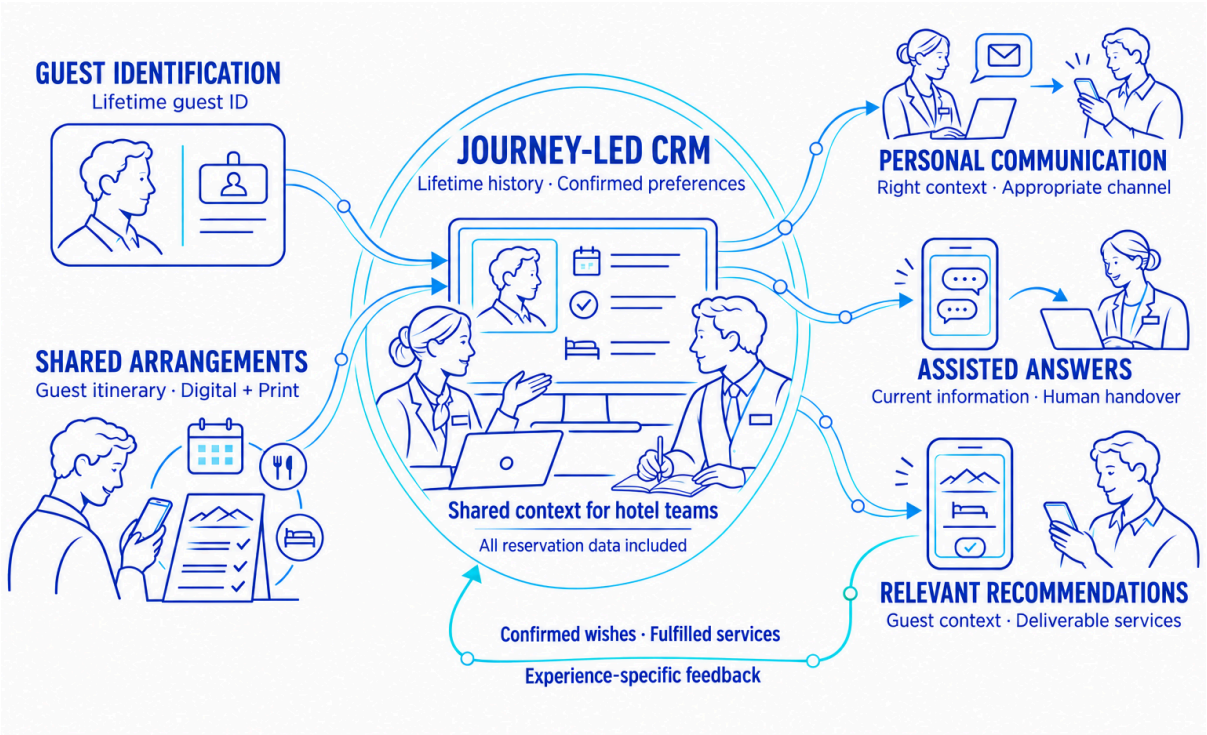



Illustration 5a: Shared lifetime context informs each channel; confirmed wishes, fulfilled services and experience-specific feedback inform the next encounter.

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## The Hotel MSSNGR Guest Vault
## Guest identification across stays and hotels

The Hotel MSSNGR Guest Vault provides a persistent guest ID that links all stay data to one duplicate-free lifetime guest file. Where sharing is agreed, the same guest can be identified across hotels. That identity is supplied to the separate Hotel MSSNGR Journey-led CRM, which brings the data together for analysis, communication and relationship management.

Direct email addresses and telephone numbers let the hotel contact the identified guest without relying on an OTA proxy address. The Hotel MSSNGR Guest Vault also identifies lookalike audiences from similarities between guest profiles, helping the hotel find relevant audiences beyond an individual's recorded history. Similarity indicates potential relevance; it does not establish a personal preference or replace what the individual guest has confirmed.

Hotel teams can be more confident that records from separate visits or properties refer to the person they are serving. That reduces uncertainty when preparing a service or choosing whom to contact.

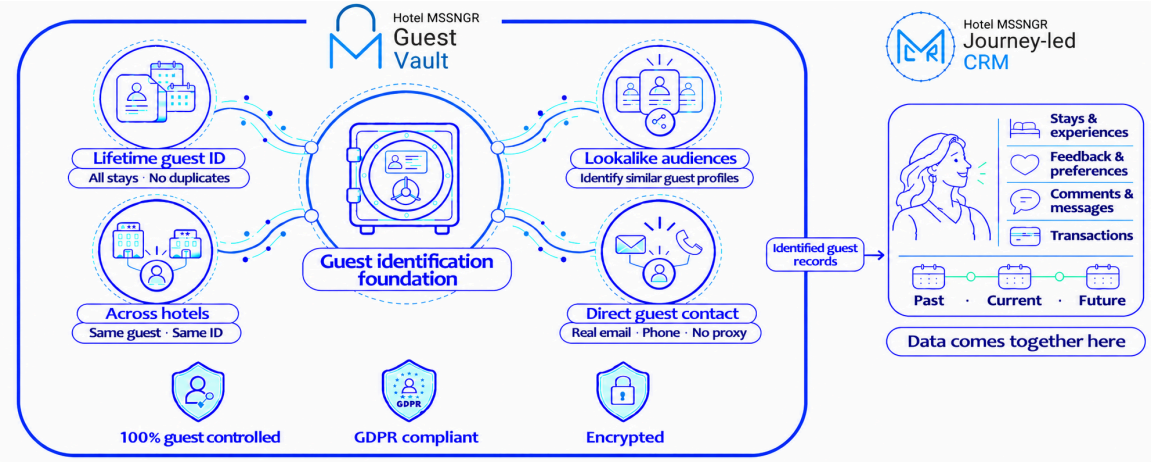



Illustration 6: The Hotel MSSNGR Guest Vault identifies the guest; the separate Hotel MSSNGR Journey-led CRM brings the data together.

A colleague should be able to pick up the conversation without searching through separate records. Changes and service outcomes need to reach the people handling the next step. Automation is useful when it saves that work while leaving responsibility for the guest clear.

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## Consistency across the Guest Journey

Consistency matters because the guest should hear the same answer from reception, the spa and the digital directory. If a booking changes, everyone involved needs to know. A question the chatbot cannot answer needs a colleague to take it on. Relevant personal guidance[2] works only when the hotel can deliver what it offered. From the invitation to the service itself, the guest should be able to rely on the arrangement, and the next colleague should know what has been promised.

Feedback is especially useful when the hotel knows which dinner, activity or treatment prompted it. A colleague can follow up on the actual experience and decide whether something needs putting right. Recording the guest, service and date also helps prevent a reaction to one occasion from becoming an assumed lasting preference. General feedback answers a broader question: how does the guest feel about the relationship with the hotel? Both can help staff prepare a later visit and give the guest a reason to return. Repeated complaints may also point to a hotel routine that needs changing, rather than a problem with one employee.

**Technology should not replace personal contact with guests; it should give hotel teams more time for it.**

Illustration 7 follows a spa booking to show what consistency requires. If the treatment time changes, both the guest and the spa team need to know. A cancellation should stop reminders and release capacity, while an unanswered question needs someone to take it on. Afterwards, feedback tells the hotel whether the treatment lived up to what was promised. The guest should not have to compare conflicting messages or explain a change to the next colleague.




Illustration 7: Consistency connects the hotel's promise, service delivery and feedback with a better-informed next encounter.

[2]Schlüter, Konstantin. Integrated solutions and personal guidance: one shared goal. The Hotel MSSNGR Guest Communication Matrix. A Hotel MSSNGR Perspective. Hotel MSSNGR, October 2026. https://www.hotel-mssngr.com/en/insights/the-hotel-mssngr-guest-communication-matrix/

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## 6 A 180-day programme for a connected Guest Journey

The pilot gives the hotel six months to put the experience described in Chapter 3 into daily practice. It follows the guest across visits, so questions, service requests and feedback can help staff prepare for the next meeting. Use the first three months to set up and test the routines and begin introducing them to guests in stages. Spend the next three months reviewing the results and improving what does not work. Appoint one Guest Journey owner, accountable to the GM, and make departmental owners responsible for handovers. Guests should feel some benefit during setup. The Total Guest Value Series - White Paper 3: The Guest Journey Revenue Framework provides the broader operating framework: pre-stay, onsite and post-stay decisions connected through a learning flywheel.[3]

The pilot needs a shared guest profile, an accessible digital guest directory and communication tools that work together. Build on the chat and service systems the hotel already uses, so staff can find the information they need without entering it twice. Begin asking personally for feedback straight away and link each response to the guest and the service concerned. Illustration 8 sets out the six intended benefits.

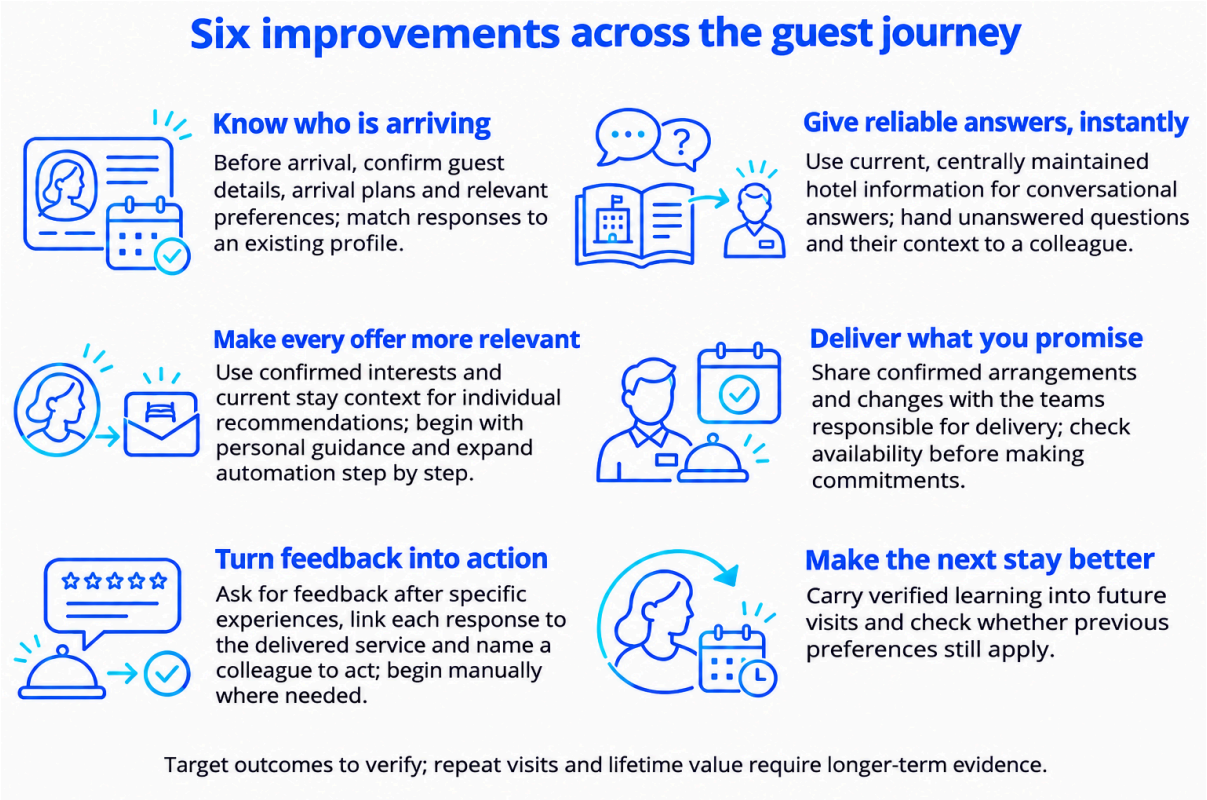



Illustration 8: Each intended hotel benefit depends on a specific change in how the Guest Journey is managed.

[3]Schlüter, Konstantin. The Total Guest Value Series - White Paper 3: The Guest Journey Revenue Framework. Hotel MSSNGR, November 2026.
https://www.hotel-mssngr.com/en/insights/guest-journey-revenue-framework-white-paper-3/

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## 6.1 Month 1: Establish identity and prepare before arrival

**Establish a consistent guest identity.** Start with the person who will travel, keeping the booker, staying guests and accompanying family members distinct. Link earlier visits to that person and, where sharing is agreed, include their history at other properties within the brand. Decide which details belong to the individual, the travelling party or just this stay. Keep the reason for an enquiry with the record, so a question on behalf of a family member does not become a presumed personal preference.

**Resolve duplicate records and OTA proxy email addresses within the agreed data set.** Merge records only when the match has been verified, preserve relevant history and refer uncertain cases for review. Agree how colleagues check for an existing identity before creating another record, how corrections are handled and who may maintain the information. Establish baseline values, target values and sample sizes for the six measures in Section 6.4 during setup; targets should reflect the hotel's starting position.

**Use that foundation to prepare the stay.** Link the forthcoming reservation and initial enquiries to the verified guest, then ask what matters for this visit and what needs preparing. Follow the journey from pre-arrival through the stay and departure to a future visit. At each stage, decide who keeps the information current, when the guest needs it and who handles the reply. Cover arrival directions, the pre-check-in invitation, opening times and services worth planning in advance. Check that earlier preferences still apply before making arrangements on that basis.

## 6.2 Months 2–3: Set up, test and start with guests

**Connect teams and channels.** Put the journey map into everyday use. Reception needs to recognise the arriving guest, and the colleague taking them to the room needs to know what has already been discussed. Make useful information easy to find in the digital guest directory, adding personal guidance where the guest and stay can be reliably identified. Give someone responsibility for keeping service details current. Pass unanswered chatbot questions to a colleague with the conversation attached, and make third-party confirmations clearly refer to the request the guest made.

**Test handovers and exceptions.** Try changes, cancellations, unanswered questions and uncertain identity matches across departments and channels. Compare the information seen by the guest with what each colleague receives. A change must reach everyone involved before the service takes place. Agree how staff ask about an experience, respond to criticism and check that a problem has been resolved. Correct the gaps before introducing each routine to guests. With hotel approval, begin a phased guest start in month three and use what happens to improve the remaining setup.

## 6.3 Months 4–6: Review, refine and evaluate

**Review and refine the Guest Journey.** During the next three months, look at usage data alongside staff accounts of guests' experiences. Find out which routines hold up during a working day, where the same problems recur and what needs changing. Check the revised approach during subsequent stays. Give colleagues time to resolve the initial difficulties and try the changes with guests before judging the results.

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**Evaluate the month-six outcomes.** At the month-six review, assess all six benefits in Illustration 8 against the scorecard in Section 6.4. Confirm that guests are matched to the right profile before arrival, preferences reach colleagues before contact and inform the conversation, and bookings and changes appear in the correct guest's personal overview, digitally and in print. Include answer quality, recommendation relevance, fulfilment and feedback in the decision. Compare baseline, launch and refined results against the agreed targets, including staff time and contribution after relevant costs, before deciding whether to scale, adapt or stop. Keep identity tests separate from actual return visits; return rates and lifetime guest value need longer observation.

## I wanted to feel that the hotel remembered me, and that its people had the time and information to make the stay feel personal.

Illustration 9 sets out what the hotel needs to know before moving to the next stage. Reliable identity matches and tested handovers allow a phased guest start. The hotel then compares results with its baseline and agreed targets before expanding. If the evidence is not there, it changes the routines and tests them again.

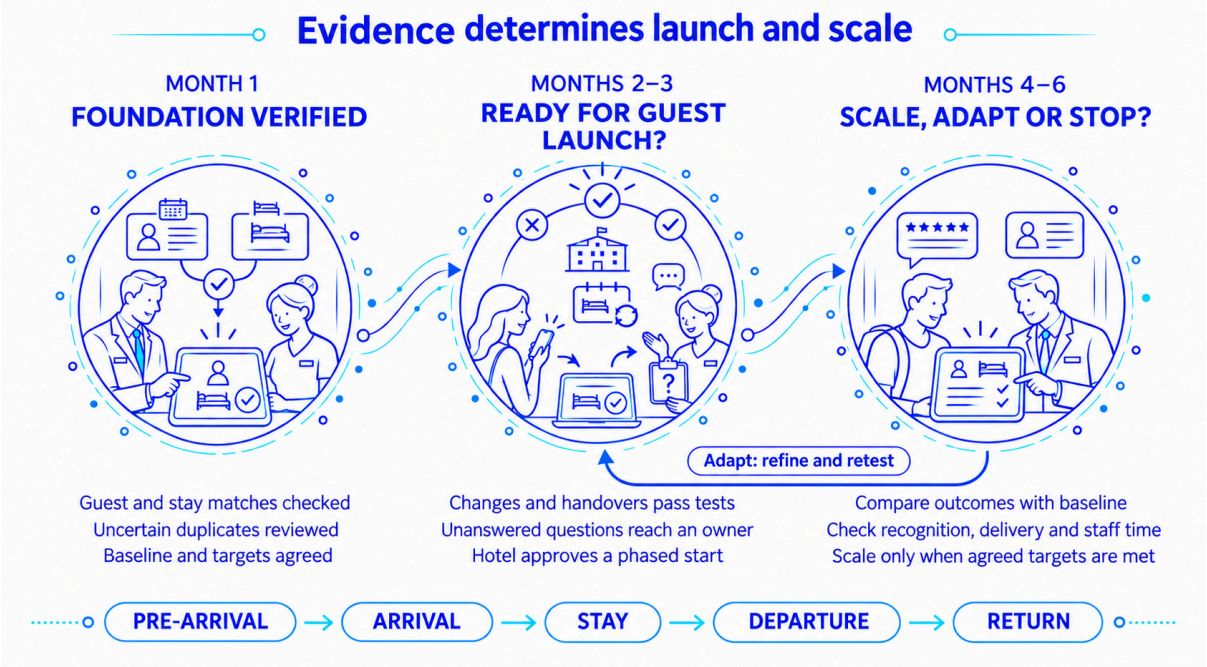



Illustration 9: Verified identity and tested handovers enable launch; measured outcomes determine whether to scale, adapt or stop.

## A connected journey depends on changes reaching every colleague who must act on them.

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## 6.4 Measure progress from the guest's perspective

Review a defined sample of Guest Journeys against the problems in the lived account and the experience the hotel wants to provide. Agree the starting values, targets and sample sizes during setup. Look for evidence of each of the six benefits:

- Recognition: checked duplicates correctly merged; guests identified despite OTA proxy details; returning-guest profiles visible to reception in the CRM before arrival
- Answers: sampled replies factually correct; agreed response times met; escalated questions answered
- Recommendations: guests confirm that suggestions fit their plans; proportion of recommendations leading to bookings
- Delivery: changes reach the guest and responsible team before the service; confirmed services and departure arrangements fulfilled as agreed
- Feedback: staff respond personally within the agreed time; issues resolved and closure confirmed with the guest
- Return visits: the new stay linked to the correct earlier profile; previous wishes discussed and confirmed again

Compare the time staff spend piecing information together and the contribution from recommended services actually delivered, after relevant costs. Count cancellations and unfulfilled commitments as well as bookings. More records or messages do not, on their own, show that service has improved.

As GM or CEO, review complete journeys with the teams responsible. Put weak handovers right before expanding the pilot. The case for scaling should rest on guests being recognised, colleagues being prepared and services being delivered as agreed. Staff need both the information and the time to make that service personal.

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## Key Findings

1. The guest relationship extends across stays. Confirmed knowledge makes each encounter a stronger starting point for the next, from pre-arrival to a future welcome.
2. A reliable lifetime identity connects the right person with relevant history across stays and agreed properties. Enquiries retain their source and context, so family needs do not become assumed personal preferences.
3. Personal service depends on Guest Knowledge, current hotel information and clear responsibility working together. Shared context enables prepared arrivals, dependable handovers and answers from the right colleague.
4. A journey-led CRM retains the reservation-led data foundation and adds conversations, requests, fulfilled services and feedback across the lifetime relationship. The context determines what each interaction can teach.
5. Guests gain attentive service; employees gain context and time for personal contact; hotels can earn contribution from relevant, fulfilled purchases. The financial scenarios illustrate opportunities rather than forecasts.
6. A 180-day pilot allows three months for setup and a phased guest start, followed by three for refinement and evaluation. The test is whether guests are recognised, colleagues can use confirmed guest information, and confirmed arrangements appear correctly in the guest's personal overview.

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# Appendix A — Financial scenarios and calculation

## A.1 The specific one-night case

The one-night case starts with my reported spend of €680: €420 for the room, €215 for dining and €45 for parking. The assumed additional purchases are a €100 upgrade, one €150 spa treatment, €80 of amenities and an extra diner at €200. These total €530 and would take gross guest spend to €1,210. The following calculation distinguishes reported spending from hypothetical purchases and assumed costs.

Tax assumptions: room and upgrade 7%; non-medical wellness treatment 19%; unspecified amenities provisionally 19%; parking 19%. Dining is split into 70% food at 7% VAT and 30% drinks at 19%. Net revenue is calculated separately for those two components. Actual product mix and tax treatment require confirmation.[4]

The model is informed by, rather than identical to, published departmental benchmarks: HVS's historical upper-upscale and luxury spa sample reported 23% average departmental profitability[5]; CBRE's US hotel F&B sample reported 29% in the first half of 2025.[6] These are whole-department measures, not marginal returns from one treatment or dinner, and are not German property-specific benchmarks. The spa and dining assumptions deliberately allow for substantial delivery costs. Amenities have no defensible common margin without specifying the basket, so 35% is an explicit cost assumption. A sensitivity using upgrade/treatment/amenity/dining margins of 95%/20%/25%/25% and 100%/40%/50%/45% yields approximately €176–€259 additional contribution. None of these figures is measured hotel profit.

The baseline room margin of 75% implies €98.13 direct room costs for this night.[7] That is an assumption, not a measured hotel cost. The annual model instead fixes direct room costs at €100 per occupied room night.

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[4]IHK zu Schwerin. Steuersätze in Gastronomie und Hotellerie im Überblick. Checked 17 November 2026. Food and accommodation 7%; beverages generally 19%. The treatment and unspecified amenity rates remain scenario assumptions requiring confirmation.
https://www.ihk.de/schwerin/standort-westmecklenburg/tourismus-und-gastgewerbe/rechtsfragen/steuersaetze-in-gastronomie-und-hotellerie-4835520

[5]HVS. HVS Performance Report: Spa Department 2018. 20 November 2018. Historical US sample of 51 upper-upscale and luxury properties; whole-department measures.
https://www.hvs.com/article/8392-2018-hvs-performance-report-spa-department/

[6]Mandelbaum, Robert, and Andrea Grigg. Hotel Food and Beverage – A Bright Spot in 2025. CBRE, 13 November 2025. US departmental profitability, not a German fine-dining or marginal-sale benchmark.
https://www.cbre.com/insights/articles/hotel-food-and-beverage-a-bright-spot-in-2025

[7]Host Hotels & Resorts. Host Hotels & Resorts, Inc. Reports Results for 2025. 18 February 2026. Room revenue $3,608m less room expense $906m implies 75% before other expenses; historical background for the original one-night room-cost assumption only. The generalised model instead assumes €100 direct room costs per occupied room night.
https://ir.hosthotels.com/news-releases/news-release-details/host-hotels-resorts-inc-reports-results-2025

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Table 2 converts each item from gross spend to net revenue and then to contribution. Contribution equals net revenue multiplied by the assumed margin. The upgrade assumes available inventory, no displaced higher-value booking and unchanged delivery cost.

| Item | Gross spend | Net revenue | Margin | Contribution |
|---|---|---|---|---|
| **A Reported baseline stay** | | | | |
| Base room | €420.00 | €392.52 | 75% | €294.39 |
| Base dining | €215.00 | €194.86 | 30% | €58.46 |
| Base parking | €45.00 | €37.82 | 70% | €26.47 |
| **Base stay** | **€680.00** | **€625.19** | **Model** | **€379.32** |
| **B Assumed additional purchases** | | | | |
| Room upgrade | €100.00 | €93.46 | 100% | €93.46 |
| One spa treatment | €150.00 | €126.05 | 25% | €31.51 |
| Room amenities | €80.00 | €67.23 | 35% | €23.53 |
| Extra diner | €200.00 | €181.26 | 30% | €54.38 |
| **Additional total** | **€530.00** | **€468.00** | **Model** | **€202.88** |
| **C Combined result** | | | | |
| **Target stay** | **€1,210.00** | **€1,093.19** | **Model** | **€582.20** |
| **Change** | **+78%** | — | — | **+53%** |

Table 2: One-night case, grouped into the reported baseline, assumed additional purchases and combined result. Totals use unrounded values.

## One-night result

Additional contribution: €582.20 − €379.32 = €202.88

Contribution uplift: €202.88 ÷ €379.32 ≈ 53%

Guest-spend increase: €530 ÷ €680 ≈ 78%

## Interactive calculator for both scenarios

Choose File → Make a copy in the Google Sheets calculator. Change the blue inputs to test prices, margins, occupancy, stay length and take-up. Results and charts update automatically. The assumptions and limits in this appendix still apply.

https://docs.google.com/spreadsheets/d/1hORSMgD_bSIu5zvyvBWftVkQYBrIkBIH0u0hhvfmrLs/edit

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## A.2 A separate model for annual scale

The annual model is separate from the reported one-night stay. It uses a 150-room hotel and a two-night room stay, with a different room price and the same €100 upgrade per night. Its operating inputs are assumptions, set out below.

The model requires available upgrade inventory, therapist hours and restaurant capacity, without displacing more valuable demand. A hotel considering investment should replace the assumed stay length, costs, offer mix, take-up and capacity with its own operating data. The tables show what these assumptions imply; they do not forecast hotel profit.

Explore the annual scenario in Google Sheets. Choose File → Make a copy, then change the blue cells on Inputs; annual results and sensitivity views update automatically.

https://docs.google.com/spreadsheets/d/1hORSMgD_bSIu5zvyvBWftVkQYBrIkBIH0u0hhvfmrLs/edit#gid=582761757

### Step 1 — Establish the number of stays

| Model input | Assumption | Basis |
|---|---:|---|
| Hotel size | 150 rooms | Rounded modelling size |
| Operating days | 365 | Per year |
| Room occupancy | 70% | Share of available room nights sold |
| Average stay | 2 nights | Per occupied-room stay |
| Staying guests | 1.3 | Persons per occupied room |
| Room rate | €480 | Gross per room night |
| Direct room cost | €100 | Fixed assumed cost per occupied room night |
| Upgrade price | €100 | Gross extra spend per room night |

Table 3: Operating assumptions distinguish room occupancy from the number of guests per occupied room.

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## Step 2 — Calculate contribution per participating stay

| Item | Gross spend | Net revenue | Cost or margin | Contribution |
|---|---|---|---|---|
| **A Baseline two-night stay** | | | | |
| Room | €960.00 | €897.20 | €200 direct cost | €697.20 |
| Dining: 1.3 guests | €279.50 | €253.31 | 30% margin | €75.99 |
| Parking: 2 nights | €90.00 | €75.63 | 70% margin | €52.94 |
| **Baseline total** | **€1,329.50** | **€1,226.14** | — | **€826.13** |
| **B Additional offer mix** | | | | |
| Upgrade: 2 nights | €200.00 | €186.92 | 100% margin | €186.92 |
| Treatments: 1.3 | €195.00 | €163.87 | 25% margin | €40.97 |
| Amenities: once | €80.00 | €67.23 | 35% margin | €23.53 |
| Visiting diner: 1 | €200.00 | €181.26 | 30% margin | €54.38 |
| **Additional total** | **€675.00** | **€599.27** | — | **€305.79** |
| **Combined stay** | **€2,004.50** | **€1,825.41** | — | **€1,131.92** |
| **Contribution uplift** | — | — | **€305.79 ÷ €826.13** | **37%** |

Table 4: A two-night room stay. Baseline contribution and the additional offer mix are calculated separately.

Net revenue equals gross spend divided by 1 plus the VAT rate. Dining uses a 70:30 food-and-drink split: gross dining spend × (70% ÷ 1.07 + 30% ÷ 1.19). Room, treatment, amenity and dining assumptions follow the one-night case, except that baseline room costs are fixed at €100 per occupied room night, independent of price. This allowance covers the assumed 1.3-person occupancy and is not a verified hotel cost or an allocation of all fixed costs.

The upgrade is €100 per night for two nights. Amenities and the extra visiting diner are counted once per stay. Treatments are €150 × 1.3 staying guests; 1.3 is a portfolio average. The extra diner is not included in room occupancy. The baseline restaurant visit is also counted once per stay, and parking is per room, per night.

Contribution rises from €826.13 to €1,131.92. The additional €305.79 represents approximately 37% of baseline contribution. That percentage applies only to a stay accepting the complete additional mix.

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## Step 3 — Scale the result by take-up

| Annual measure | Calculation | Result |
|---|---|---|
| Occupied room nights | 150 × 365 × 70% | 38,325 |
| Occupied-room stays | 38,325 ÷ 2 | 19,162.5 |
| Gross room revenue | 38,325 × €480 | €18,396,000 |
| **Baseline contribution** | **19,162.5 × €826.13** | **€15,830,740** |
| **A Main scenario: 30% complete-mix take-up** | | |
| Participating stays | 19,162.5 × 30% | 5,748.75 |
| Additional contribution | 5,748.75 × €305.79 | €1,757,911 |
| **Total contribution** | **€15,830,740 + €1,757,911** | **€17,588,650** |
| **Contribution uplift** | **Additional ÷ baseline contribution** | **11%** |
| **B Take-up sensitivity: same costs and capacity** | | |
| 20% take-up | 3,832.5 stays × €305.79 | €1,171,940<br>+7% |
| 30% take-up | 5,748.75 stays × €305.79 | €1,757,911<br>+11% |
| 40% take-up | 7,665 stays × €305.79 | €2,343,881<br>+15% |

Table 5: Annual contribution at different take-up rates. Participation means acceptance of the complete additional offer mix.

The 11% uplift covers only the modelled rooms, baseline dining and parking. It is before technology, additional fixed costs and profit taxes, and must not be applied to total hotel revenue or net profit.

All calculations use unrounded values; displayed inputs and per-stay amounts use at most two decimal places, annual results use whole euros and percentages use whole numbers. Independently rounded components may therefore differ slightly from displayed totals, including by €1 in Table 5. If average stay length is L, upgrade spend becomes €100 × L and annual stays become 38,325 ÷ L. Both must change together.

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## About the Author

Konstantin Schlüter is CEO and co-founder of Hotel MSSNGR, a guest-experience platform for luxury hotels, resorts and hospitality groups.

For more than a decade, he has worked with independent hotels, resort destinations and international groups on digital Guest Journeys and guest-experience strategy. His focus is the link between commercial strategy, operations and long-term guest value.

I would love to hear your thoughts and experiences. You can reach me at kfs@hotel-mssngr.com.

## Endnotes

Claim support was checked on 17 November 2026; source destinations and hyperlink targets were rechecked on 18 November 2026. The calculator was also tested without authentication on 17 November 2026.


1. Schlüter, Konstantin. *The Total Guest Value Series - White Paper 2: The Digital Guest Economy*. Hotel MSSNGR, October 2026. Chapter 5 develops the Guest Value Gap. https://www.hotel-mssngr.com/en/insights/the-digital-guest-economy-white-paper-2/

2. Schlüter, Konstantin. *Integrated solutions and personal guidance: one shared goal*. The Hotel MSSNGR Guest Communication Matrix. A Hotel MSSNGR Perspective. Hotel MSSNGR, October 2026. https://www.hotel-mssngr.com/en/insights/the-hotel-mssngr-guest-communication-matrix/

3. Schlüter, Konstantin. *The Total Guest Value Series - White Paper 3: The Guest Journey Revenue Framework*. Hotel MSSNGR, November 2026. https://www.hotel-mssngr.com/en/insights/guest-journey-revenue-framework-white-paper-3/

4. IHK zu Schwerin. *Steuersätze in Gastronomie und Hotellerie im Überblick*. Checked 17 November 2026. Food and accommodation 7%; beverages generally 19%. The treatment and unspecified amenity rates remain scenario assumptions requiring confirmation. https://www.ihk.de/schwerin/standort-westmecklenburg/tourismus-und-gastgewerbe/rechtsfragen/steuersaetze-in-gastronomie-und-hotellerie-4835520

5. HVS. *HVS Performance Report: Spa Department 2018*. 20 November 2018. Historical US sample of 51 upper-upscale and luxury properties; whole-department measures. https://www.hvs.com/article/8392-2018-hvs-performance-report-spa-department/

6. Mandelbaum, Robert, and Andrea Grigg. *Hotel Food and Beverage – A Bright Spot in 2025*. CBRE, 13 November 2025. US departmental profitability, not a German fine-dining or marginal-sale benchmark. https://www.cbre.com/insights/articles/hotel-food-and-beverage-a-bright-spot-in-2025


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7. Host Hotels & Resorts. *Host Hotels & Resorts, Inc. Reports Results for 2025*. 18 February 2026. Room revenue $3,608m less room expense $906m implies 75% before other expenses; historical background for the original one-night room-cost assumption only. The generalised model instead assumes €100 direct room costs per occupied room night. https://ir.hosthotels.com/news-releases/news-release-details/host-hotels-resorts-inc-reports-results-2025

Methodological note: the lived stay is the author's recollection; the alternative describes a proposed operating model. Property, group, location, consortium and third-party supplier names are withheld. Missing information does not establish its technical cause. The financial scenarios use assumed costs, capacity and take-up, and require the hotel's own operating data before an investment decision. The wider implications for competitiveness are strategic judgements, not outcomes established by this account.

## Published papers

The Total Guest Value Series - White Paper 1 - From Rooms to Relationships (August 2026)

The Total Guest Value Series - White Paper 2 - The Digital Guest Economy (October 2026)

The Total Guest Value Series - White Paper 3 - The Guest Journey Revenue Framework (November 2026)

A Hotel MSSNGR Perspective - The Hotel MSSNGR Guest Communication Matrix (October 2026)

A Hotel MSSNGR Perspective - You Sold the Room — Who's Selling the Stay? (October 2026)

## About Hotel MSSNGR

Hotel MSSNGR is a guest-experience platform for hospitality. It connects pre-arrival communication, personalised services, activity booking, digital concierge, guest messaging, content management and post-stay engagement in one environment.

The platform links guest communication with operational workflows and content, helping hotels make digital service more relevant while reducing fragmented administration. Luxury hotels, family resorts, and hospitality groups use it across multiple markets.

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