Starwood Hotels & Resorts

Needs Analysis

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**Introduction**

This paper discusses learning and development needs at Starwood Hotels and Resorts. Learning needs are identified and analyzed. Finally, a discussion of the impact to the organization when learning needs are unmet completes the discussion.

**Identification and Description of Learning & Development Needs**

Starwood Hotels and Resorts belongs to the hosipitality industry and operates over 1,500 hotels in 100 countries (Marriott International, Inc., 2018). Starwood works as one organization that provides hotel accomodations using multiple brands (J. Alexander, personal communication, March 16, 2018). Starwood strives to create a “home away from home” for guests (J. Alexander, personal communication, March 16, 2018). Starwood employs over 100,000 employees to ensure that hotel operations meet this standard (J. Alexander, personal communication, March 16, 2018). Job competencies were not maintained consistently across Starwood (J. Alexander, personal communication, March 16, 2018). Hiring decisions were made managers on a site-by-site basis as no organizational standards existed around competencies (J. Alexander, personal communication, March 16, 2018).

The global learning & development department (GLDD) supported the learning function for operational staff at Starwood brands (J. Alexander, personal communication, March 16, 2018). Learners included front desk staff, housekeepers, and managers (J. Alexander, personal communication, March 16, 2018). The global audience requires learning solutions that are easily scalable and accommodate multiple languages (J. Alexander, personal communication, March 27, 2018).

Front desk staff, housekeepers, and managers all play a key role in helping create the “home away from home” experience for guests (J. Alexander, personal communication, March 27, 2018). Front desk staff are the face of the hotel and need to meet spoken and unspoken guest expectations (J. Alexander, personal communication, March 27, 2018). Housekeeping staff who clean rooms provide one of the most tangible parts of the guest experience and need to provide this service consistently each time (J. Alexander, personal communication, March 27, 2018). Finally, managers ensure that all parts of the organization function smoothly (J. Alexander, personal communication, March 27, 2018).

The work environment at Starwood requires flexibilty when designing learning solutions (J. Alexander, personal communication, March 27, 2018). All learning solutions are required in multiple languages to support Starwood’s global audience (J. Alexander, personal communication, March 27, 2018). All learning solutions must accommodate a fast paced environment where employees are required to move around the facility as part of daily operations (J. Alexander, personal communication, March 27, 2018). Guest rooms are the primary workplace for housekeeping staff which poses a unique challenge for training delivery (J. Alexander, personal communication, March 27, 2018).

**Analysis of Learning & Development Needs**

Front desk staff understanding client needs are in alignment with Starwood’s mission (J. Alexander, personal communication, March 27, 2018). A business person may stay at a Starwood hotel for business reasons and then have a spouse visit the hotel during the weekend (J. Alexander, personal communication, March 27, 2018). Attentive front desk staff who make timely suggestions for room upgrades make the overall stay for all guests as enjoyable as possible and increase revenue for the hotel (J. Alexander, personal communication, March 27, 2018).

Housekeeping provide an important part of the guest experience (J. Alexander, personal communication, March 27, 2018). Guests expect clean, well-appointed rooms (J. Alexander, personal communication, March 27, 2018). Staff turnover in the housekeeping deparment requires a way to quickly train of new staff on Starwood’s exacting standards (J. Alexander, personal communication, March 27, 2018).

Mangers are responsible to check the quality of housekeeping and monitor the performance of front desk staff (J. Alexander, personal communication, March 27, 2018). A robust curriculum to support managers at all operational and experience levels ensures smooth operations and adherence to Starwood’s mission (J. Alexander, personal communication, March 27, 2018). The curriculum should include interpersonal relationship building, leadership, and team building.

**Analysis of Impact of Learning & Development Needs on the Organization**

The learning needs discussed in this paper support Starwood’s mission and help generate more revenue (J. Alexander, personal communication, March 27, 2018). Upselling training for front desk personnel can increase guest satisfaction as well as increase revenue (J. Alexander, personal communication, March 27, 2018). Properly prepared rooms for each and every guest, each and every time increases guest satisfaction (J. Alexander, personal communication, March 27, 2018). Properly trained managers create high performing teams to support Starwood’s different brands (J. Alexander, personal communication, March 27, 2018).

The ramifications for leaving these learning needs unmet include loss of revenue and decreased employee and guest satisifaction (J. Alexander, personal communication, March 27, 2018)? Front desk personnel that lack upselling skills can result in lost revenue for Starwood (J. Alexander, personal communication, March 27, 2018). Decreased guest satisfaction due to untrained housekeepers results in failure of Starwood’s mission and ultimately lost revenue (J. Alexander, personal communication, March 27, 2018). Finally, ill-trained managers translates into dissatisifed employees and guests (J. Alexander, personal communication, March 27, 2018).

References

Marriott International, Inc. (2018). Travel inside the world of SPG [Web Page]. Retrieved from https://www.starwoodhotels.com/preferredguest/about/index.html?categoryId=brand.benefits.overview