**Chapter 11:**

**Analysis and management of health and wellness programs in food service, hospitality and tourism businesses**

**Test Questions**

*Multiple Choice*

1. “An assessment that often uses rating scales to understand how happy clients are with an organization’s products, services, or experiences” is the definition of:
	1. Natural experiment
	2. Customer satisfaction survey
	3. Online reputation management
	4. Product description manual
2. “Includes a list of ingredients and descriptions for every product sold or used in the facility, along with their uses, benefits, and contraindications” is the definition of:
	1. Natural experiment
	2. Customer satisfaction survey
	3. Online reputation management
	4. Product description manual
3. A spa testing a new version of their check-in procedure and comparing it against their old version is conducting a:
	1. Natural experiment
	2. Customer satisfaction survey
	3. Focus group
	4. Personal interview
4. Which P includes financial accountability, inventory management, and operational efficiencies?
	1. Place
	2. Paperwork
	3. Personnel
	4. Programs and offerings
5. Which P includes the interior and exterior characteristics, safety and privacy, cleanliness and sanitation, and having ample and adequate facilities?
	1. Place
	2. Paperwork
	3. Personnel
	4. Programs and offerings
6. Key Performance Indicators (KPIs) a spa might use include all of the following *except*:
	1. Treatment room utilization
	2. Therapist productivity
	3. Revenue per available treatment room
	4. Ambiance level
7. A detailed instruction manual for each of the treatments and services offered in a spa, with information on the products used, and the timing and steps for each treatment is called a:
	1. Service description
	2. Customer satisfaction survey
	3. Treatment protocol manual
	4. Product description manual

1. According to Pine & Gilmore, a special \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ goes beyond commodities, goods, and services, and into a personalized situation that can be thought of almost as an interactive performance, where customers participate and connect with the “event” at hand.
	1. Experience
	2. Movie
	3. Purchase
	4. Program

1. Medieval Times demonstrates which of Pine and Gilmore’s key design principles?
	1. Theme the experience
	2. Harmonize wellness impression with negative cues
	3. Mix in memorabilia
	4. Engage all five senses
2. Rainforest Café demonstrates which of Pine and Gilmore’s key design principles?
	1. Theme the experience
	2. Harmonize wellness impression with negative cues
	3. Mix in memorabilia
	4. Engage all five senses
3. Hardrock Café demonstrates which of Pine and Gilmore’s key design principles?
	1. Theme the experience
	2. Harmonize wellness impression with negative cues
	3. Mix in memorabilia
	4. Engage all five senses

*True/False*

1. A treatment protocol manual is a detailed instruction manual for each of the treatments and services offered in a spa, with information on the products used, and the timing and steps for each treatment.

T

1. Data that has been collected does not tell a wellness operation much useful information.

F

1. Focus groups can help gather more detailed responses about topics like a previous experience, or even potential modifications or upgrades being considered for a facility.

T

1. It is difficult to implement guest satisfaction surveys.

F

1. A training program should be thorough and delivered in a professional and detailed manner, with follow-up resources available as needed.
T
2. Spas are great examples of the “harmonize wellness impressions with positive cues” design principle discussed by Pine and Gilmore.

T

1. KPI stands for “Key Presentation Indicator”

F

1. The Five P’s of evaluation include: paperwork, place, personnel, participants, and programs and offerings.

T

*Short Answer*

1. Describe three of Pine and Gilmore’s key design principles for making an experience extraordinary.
2. *Theme the experience.* Many restaurants do this, for example medieval-themed restaurants that offer jousting shows while diners experience meals that would have been prepared hundreds of years ago. Hotels in Las Vegas also come to mind, with themes centered on particular cities, performers, or attractions. Wellness facilities and amenities could consider developing their own strengths around one particular type of activity or geographic region.
3. *Harmonize impressions with positive cues.* To support the theme selected, cues such as décor, the script delivered by staff, visual signs and instructions, can help bring the guest deeper into the experience. This is often seen in spas, with dim lights, calming music, soft and comfortable furnishings, etc.
4. *Eliminate negative cues.* Similar to the above, make sure all cues fit in with the theme and have a positive message. Even items like poorly designed or integrated signage can distract customers and ruin the effect that is being created.
5. *Mix in memorabilia.* If the experience is engaging and exceptional, guests will want to bring a piece of it home. Tour t-shirts are very popular souvenirs from concerts, Disney visitors purchase all sorts of items, and caps with embroidered logos serve as reminders of a memorable day of golf at a famous resort. When consumers look at or use these items in the future, they are reminded of the experience.
6. *Engage all five senses.* The more senses an experience engages, the more effective and memorable it can be. Pine and Gilmore use the example of a Rainforest Café, a chain of restaurants with a jungle theme. As soon as a guest enters the café, rainforest sounds fill the air, they are surrounded by foliage, tropical smells are piped into the room, and a gentle mist fills the space.
7. Name and describe one method for overcoming the downsides of services.

Standard Operating Procedures (SOPs) detail out all of the policies and procedures to be followed when carrying out any task of the operation, including client interactions. Beyond guest interactions, SOPs contain policies, procedures, forms and templates. One document commonly included in SOPs is a treatment protocol manual, or a detailed instruction manual for each of the treatments and services offered in a spa, with information on the products used, and the timing and steps for each treatment. Another common document is a product description manual, which includes a list of ingredients and descriptions for every product sold or used in the facility, along with their uses, benefits, and contraindications.

Staff also needs to be trained on the SOPs when they are implemented, when new staff starts, and as a refresher. Developing a curriculum of skills and information that will help your staff best do their jobs, important things you want your team to be aware of, and how you want them to act will help improve consistency throughout service providers and overall guest satisfaction. A training program should be thorough and delivered in a professional and detailed manner, with follow-up resources available as needed.

1. Discuss the concept of online reputation management.

Because online reviews are so popular, it is essential to also monitor what guests are saying on review sites and social media like Tripadvisor, Yelp, Facebook, Google, and any other sites relevant to your business. Online reputation management indicates how your organization appears on the internet, both on sites that you control (like your website) and those you don’t (for example on review sites). Consumers rely heavily on online review sites to make decisions, especially when it comes to services, due to their unique features discussed above. It is important to monitor what guests are saying they like and do not like about your offering, to be able to make adjustments as needed.

1. Pick a wellness event and evaluate it using three of the five P’s of evaluation.

Paperwork, place, personnel, participants, and programs and offerings.