


Subject: Tourism & Hospitality

Production of Courseware

 -Content for Post Graduate Courses



Paper 06: Hotel Housekeeping

Module 31: Hotel Renovation



THE DEVELOPMENT TEAM

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ITEMS	DESCRIPTION OF MODULE
Subject Name	Tourism and Hospitality
Paper Name	Hotel Housekeeping
Module Title	Hotel Renovation
Module Id	Module no-31
Pre- Requisites	Basics of Renovations
Objectives	To study the meaning and concept of Renovation
Keywords	Renovation, refurbishment, remodeling, restoration

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1. LEARNING OUTCOME

After completing this module students will be able to:

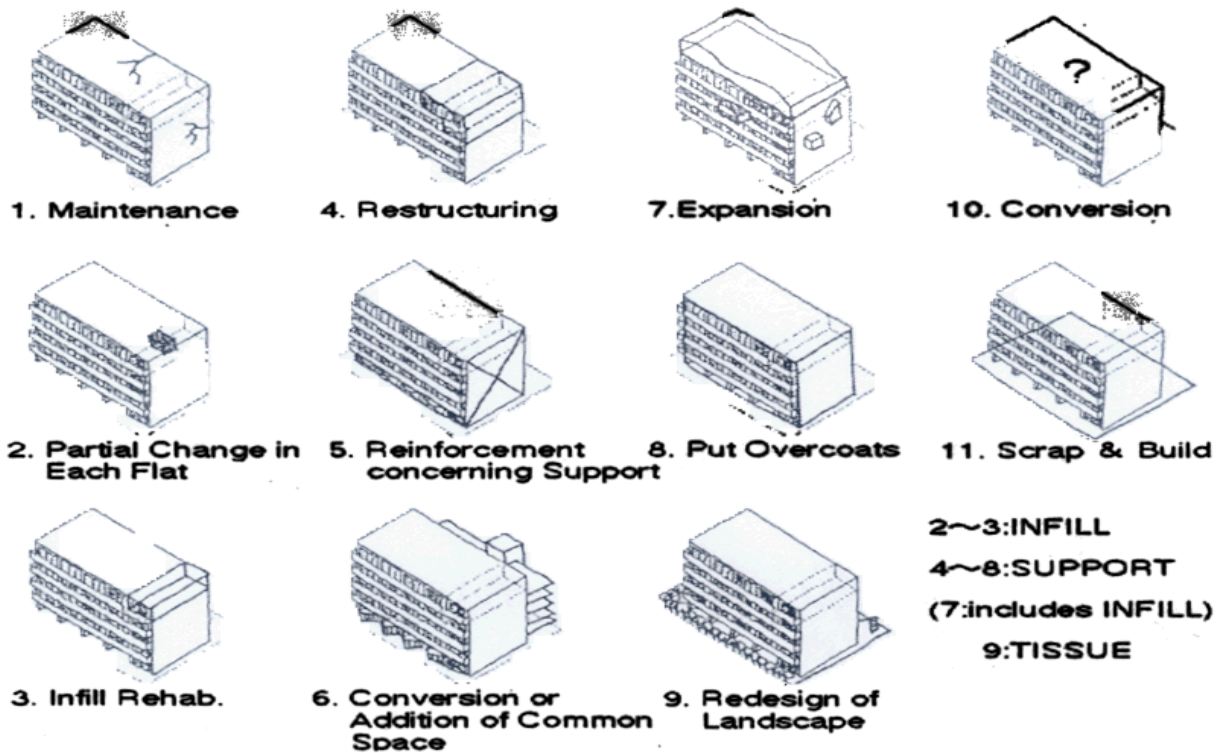
- i. Understand the concept of Renovation.
- ii. Understanding the purpose of hotel renovation
- iii. Types of hotel renovation
- iv. Hotel Renovation Process
- v. Understanding various types of activities performed after renovation.

HOTEL RENOVATION

2. INTRODUCTION

Hotel renovation is a process of updating hotel property to meet the changing need of market and improving outdated, broken, or damaged premises. A renovation is a conversion of an old structure into a new one within the framework. It typically matches the modern needs and requirements. Complete evacuation of renovation area is necessary, although floor-by-floor or room by room renovation is sometimes possible in case of minor renovation. Additionally, renovation brings something back to life and gives a new look. Under hotel renovation, the tangible products are changed, modified, updated or improved. Some of the activities performed under renovation are shown in the figure below.

Figure 1: Various activities performed under renovation



Source: <https://hub.hku.hk/bitstream/10722/48845/1/b37929768.pdf?accept=1>

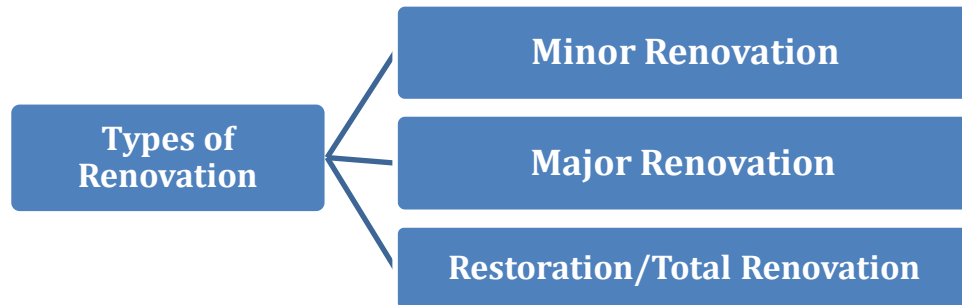
Now a days, renovation has become much more than just replacing worn out walls, roofs, tiles, furniture and mattresses but the definition of today's hotels due to increasing intense competition and continuously updating technology. It has become necessary to keep up with changing standards and technologically to satisfy guests. Renovation not only changes the looks of a hotel but also provides a chance to update technology and modernize the infrastructure. It allows a hotel to change or replace the layout and services for better comfort and convenience.

A renovation cycle is usually repeated after every three years for minimum renovation (where renovation needed). Whether it is a 5 star hotel in a metro city or a small suburban hotel, renovation has become the new marketing strategy. Major hotels keep on reinventing their architectural looks and design constantly because hotels standards fluctuate regularly according to the guest's responses. But the motto remains the same to provide to provide clean room, good food and guest feels comfortable. In today's world of competition, renovation has become new benchmark because that is what guest wants now.

3. TYPE OF RENOVATION

Renovation can be classified into three major categories minimum/minor renovation, major renovation and restoration.

Figure 2: Types of Renovation



Minor renovations – The minor renovation deals with the renovation or replacement of less durable furnishing and finishes without changing the physical layout. In minor renovation, you’re repairing, repainting and replacement of carpet, furniture, wall covering, drapery and other minor fixing required attention. The renovation cycle for minor renovation is usually repeated after every three years.

Major renovations – The major renovation deals with the renovation and replacement of all furnishing and finishes and it may include change in the physical layout. Major renovation is a big step in which a hotel maybe going through floors, walls, ceilings or other places that a hotel wouldn’t usually get the chance to be in. A major renovation may include all minor renovations plus the replacement of lighting, fittings, bedding, furniture and other accessories. Hotel will make some big changes which maybe partition of a room or removing walls for increasing the area. The major renovation is usually done to increase or decrease the area of kitchen or bathroom. Floor or roof and exterior enclosure elements such as walls, windows and doors also are frequently part of a renovation. A hotel may add a new kitchen, guestroom, restaurant, banquet by moving some walls, but adding any extra rooms or space separately is not a part of major renovation. Some of the major renovations are given in the table below.

Table 1: Major Renovation in Hotels

Areas	Construction Changes	Engineering Changes	Other Changes
Rooms	Windows, doors, bathrooms, Extensions and	Air Conditioner, exhaust system,	Furniture, mirrors, carpet, furnishings,

	conversion of rooms, remodeling of room space	Lighting, electric fittings, television	curtains, decoration, lamps
Front Office/Lobby	Change in architectural design - reception area, business centre , toilets, lobby area and other offices	As above. Telephone exchange, lifts, Hotel management systems and equipments	As above, Lounge, furniture and furnishings.
Public Rooms	Remodeling of interior structure, graphics, counters, ceilings	AC, heat, lighting, music system, energy management system, fire safety system.	Carpet, decoration, furniture and furnishing, decorations, service equipments,
Meeting Rooms	Area merging or division - storage, foyers, cloakrooms	As above, Projectors, computers systems and other computerized controls	As above
Recreational Areas	Extension/conversion/Merging – to form swimming pool, gymnasium, bar, sauna, changing room, restroom	As above, safety systems, energy management system	Furniture, lighting, cameras, signage, equipments
Back Areas	Structural changes – kitchen, laundry, store, pantry, locker room, back offices, receiving area	As above	Kitchen and laundry equipments, employees' washrooms, dining room, waste management, wall, floor and ceiling lining
Circulation	Replanning/remodeling – elevators, lifts, stairs, fire exists and other service	Water sprinklers, security systems, telephones, lighting,	Decoration, carpeting, fixtures, signage

	areas	AC, venst	
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Source: <https://hub.hku.hk/bitstream/10722/48845/1/b37929768.pdf?accept=1>

Restoration or Total renovation - In a restoration or total renovation, major elements such as entire corridors, lobby, elevators, stairs, lavatories, complete floor, electrical systems as well as emergency exits revamping, even locations or rooms are added, reconfigured, or relocated for efficient operations and other marketability reasons or to meet the new structural designs.

4. PURPOSE OF RENOVATION

You've possibly been confronted with this situation before: you checked into a hotel and head for your room but when you opened the door, it was not a pretty sight. The room was poorly lit, the walls look grayish, moisture in the bathroom and there is no internet connectivity. Even if the employees' behavior and service is good, the hotel's image badly damages and in need of renovation. When it comes to service industries like hotel business or tourism, an apology cannot undo things went wrong. Feeling sorry doesn't make old things new again and new things are not going to be remains new for a long time unless a hotel maintains aggressive maintenance schedule.

In hotels, the purpose of renovation is to increase the life of you asset and matching with the latest infrastructure. In modern times, renovation is not only extending the buildings life but also increase the value and profit for a hotel. But the question remains that how often a hotel should be renovated. There is no perfect formula for calculating the time period but a hotel must keep an eye on the competitors as well as changing trends and technological updates coming in the market. But the renovation must be worth to bring a substantial return on investment by increasing the asset value of hotel.

➤ **To fix a safety issue**

In hotel renovation some safety issues like electric problems, leakages, cracks in walls are handled that must be taken care for safety and to prevent any catastrophic event.

➤ **To upgrade the functionality of the property**

Renovation enhances the functioning of the hotel operations. Moreover, it should not decrease the usable space or lower the value of the establishment.

➤ **To increase the comfort or and leisure of the hotel**

Renovation increases the comfort and leisure of the establishment. Although, the renovation should not be done solely for enhancing the aesthetic appeal or else it will end up being just a showplace, lacking the feeling of peace and relaxation.

➤ **To improve the value of the establishment**

Renovation improves the value of the establishment. It is often carried out to have the best returns of the value at the time of sale.

➤ **To increase the efficiency of the establishment**

Improvements in the structure such as new appliances and added insulation decrease the energy usage, thereby reducing the costs. It is observed that such energy efficient structures are an attraction to buyers due to their cost saving ability.

➤ **To update the style of the establishment**

Older structures look out dated and often less attractive. Although, renovation may take place as per the new trends of the market but the timeless styles add to the sophistication of the establishment and can command a premium price from the clientele.

➤ **To prepare the building for sale.**

Renovation may even take place before the sale of the establishment. Generally, neutral colours, upgrades that add value and fixing any cosmetic or functional problems help the structure to get in better shape for sale.

5. IDENTIFYING THE NEED FOR RENOVATION

Hotels comprises of a large number of depreciable elements that wear out or fades with regular use and become outdated and old fashioned which require maintenance or updation to match current market trends and to maintain brands reputation. The following points helps in identifying the need for renovation.

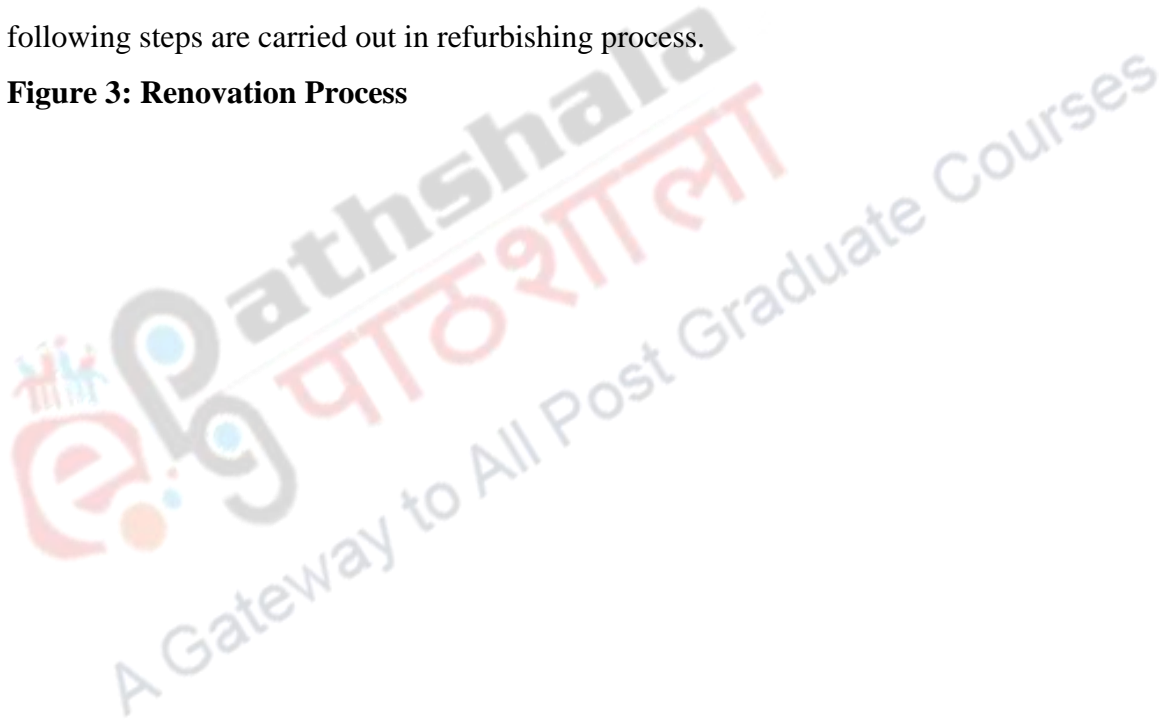
1. Cracks, holes or chips in tiles, walls, or floors which will become more severe if not attended in time.
2. Dirty, faded, stained or worn out carpet look shabby.
3. The creakiness and showing rust on doors and windows. The sound while operating doors and window also gives an idea, if they require maintenance or not.
4. Lighting system is not working properly and it feels dark in the room.
5. Scratched, broken or damaged furniture and fixtures.

6. Water is not running constantly through taps or there are other plumbing problems.
7. Creaky, rusty and loose flooring.
8. Mould signs in the washrooms, toilets or in other such areas.
9. Worn out, dirty or stained furnishing.
10. High level of humidity and moisture in the rooms.

6. RENOVATION PROCESS

This process involves renovating a hotel property so as to give it a new and fresh look. This may include repairing and replacing furniture, finishes, soft furnishing and fittings that have become obsolete or need attention. This process is usually carried out in every 4-6 years, depending on the wear and tear of building and budget of the hotel. The following steps are carried out in the refurbishing process.

Figure 3: Renovation Process





1. **Physical Evaluation:** Physical inspection of the hotel structure is necessary to determine whether refurbishing is required or not. Physical inspection is usually carried out by executive housekeeper who checks every guestroom and areas in the building for refurbishing. After inspection, a detailed report is prepared which specify the areas required renovation and estimated budget is prepared.
2. **Time Allocation:** The expected time to complete the renovation process must betaken into account when preparing the reports and costs. The refurbishment process must be carried out in off season or during the period of low occupancy.
3. **Budgeting:** Budgeting is to prepare the estimation cost required for the decided project. The detail report for money expenditure is prepared for different areas.
4. **Theme and Design feasibility:** In this stage a theme or design is decided for the specific area. Design may be same of different for different spaces. Once a theme

or design is decided then a feasibility study is carried out to test the financial viability for the same.

5. **Décor Preliminaries:** Suitable decoration material such as fabrics, colours, finishes should be selected carefully. It should be durable, fire resistant, matching with theme and most importantly easy to clean and maintain.
6. **Hiring Contractors:** The refurbishment is carried out either by the hotel staff or by the contractors. A cost comparison must be done before deciding the whether a tender should be invited or not. Usually this kind of works is handled by the contractors as it is expensive to hire new staff, preparing new uniforms, arranging training programmes and so on.
7. **Equipment and Raw Material inventory and Ware Housing:** Equipments and raw material required for the process must be purchased after market research. Sufficient supplies should be available in the store all time.
8. **Pre Arrangements for guests, staff and suppliers:** Pre arrangement for guests should be made in prior for avoiding any inconvenience and discomfort to the guests. Guest should be informed about the renovation work carried out in the premises.
9. **Procedural Guidelines:** Guidelines are the parameters set aside to determine a course of action. It may include planning, regulations, evaluations, policies and laws related to the project.
10. **Control:** Success of any project largely depends upon controlling. Controlling checks the mistakes and errors and also helps in facing challenges. It helps in testing, regulating, adjusting or verifying. Controlling is necessary at each level and in each department.

7. SUBSIDIARY PROCESS IN RENOVATION

There are four major sub process in renovation.

1. **Refurbishing:** It involve repairing and fixing some areas or items, decorating a guestroom, and restoring the hotels' appearance and condition. The refurbishment includes changing the furniture, curtains, fittings etc.

2. **Redecoration:** The process of applying paint, touching up of furniture and finishes, changing the wallpapers in rooms. It can also be used to change the style of rooms or other areas.

3. **Restoration:** The term ‘restoration’ is the act of returning the building structure to its former condition. This is usually applied for heritage hotels and some old infrastructure. It also includes repairing walls, replacing old furniture and fixtures, removing old wood floor and refinishing hard floors.

4. **Remodeling:** Remodeling is conversions of existing spaces and structure and the replacement of a defective area or item in the hotel and the addition of space and extensions. In this, a hotel focus on improving a structure that is defective, outdated broken or damaged.

8. PREPARE THE GUESTS FOR THE RENOVATION

Renovations are meant to create a newer and more modern establishment for the guests. So, it becomes the utmost responsibility of the management to be transparent about the construction and keep the guests updated with the on-going nuances both in person and online so as to avoid negative reviews of the guests and transform the negative perceptions of the guest about staying in an establishment in the midst of the renovation into something positive.

- **Be Honest and Upfront during the reservations**

It's a fact that no guest wishes to arrive at an establishment to find unexpected renovations underway as everyone visits a hotel to have a restful environment. Though, the renovations are kept undisruptive to the maximum extent possible by the management but to keep things the same under wraps becomes something disappointing. Therefore, it becomes imperative to be transparent and provide a detailed account of things to expect during each phase of renovation. Furthermore, hiding renovations from guests can leave them feeling deceived on arrival, and thus leading to negative feedbacks.

- **Intimating guests about what to expect Upon Arrival**

To cater to such problems alert on the homepages of both the independent and brand site can be placed along with linking the announcement to a landing page with details to make the guests aware of the on-going renovation as well publicizing the new spaces and

photos of the model rooms to help guests' better understand and anticipate disruptions during their stay.

Moreover, the intimation of the renovation should be such that makes guest feel that the management cares about the comfort, and ultimately, the guest feel more connected with the brand. For instance, the renovation is being carried out after reviewing the feedback of the guests, thus creating better property for their future visits.

- **Provide an Open Line of Communication throughout the Stay**

The management should keep the line of communication open to the guests and apprise the guests of the renovations to take place each day. Such communication will be appreciated by the guests as it would make them realize that due consideration has been given them by taking them in the loop. This in turn will also allow the hotel to manage the expectations of guests appropriately.

- **Generate Community Excitement on Social web**

The Social media can be strategically utilized during the hotel's renovation for it is an inexpensive way to extend a message to a number of people, a medium to keep the public informed about updates taking place in real time and to generate excitement among community about the various improvements being made. Uploading pictures of new guestrooms etc. on the webpage would spark interest in the guests for repeat patronage on the completion of the renovation.

- **Keep the Excitement Alive Long After the Dust Settles**

On the completion of the renovation the management should update the same channels, the one used during renovation about the amenities and the descriptions of the new property along with pictures to generate excitement amongst the guests. Announcing the finish of the makeover of the establishment by changing the homepage with brand new spaces, improvements and exciting changes would do the needful and will send an extremely positive note throughout. Moreover, update the web page to reveal new photos along with displaying before and after comparisons. Further, the updated page may push the guests for future reservations of the hotel.

9. POST RENOVATION ACTIVITIES

After spending millions on improving, updating or upgrading hotel rooms, kitchen, banquets, amenities or even may be the complete lobby infrastructure is changed. Now a hotel needs to flaunt it for. A hotel renovation not only changes the looks but also can be a fruitful for marketing.

Post-Renovation Marketing Check-list:

- Update the hotel's website and third party booking sites with latest photos
- Send a press release to local media/newspapers
- Create videos and Google 360 video tour could be very effective
- Share renovation description, photos and videos over all social networking such as Facebook, Twitter, Instagram etc.
- Update sales brochures
- Place digital frame with latest pictures at reception
- Email to past clients, notifying them about updating and up gradation

10. SUMMARY

Renovation is a process of improving broken or outdated structure to compete with modern infrastructure. In hotel renovation, involvement of executive housekeeper may vary according to the property. All the housekeeping employees must be clear with renovation related terms such as refurbishment, remodeling, redecoration and restoration. Now a day, most of the properties prefers to hire a contractor instead of taking the renovation headache.

This chapter explains the various types of renovation and step by step procedure. It also describes few points showing the need for renovation. Renovation must not be secret, guests must be informed about it and also it is a marketing strategy to flaunt it. Various post renovations marketing strategies include updating websites, uploading videos, sharing on social media etc