

YEAR 2018-2019

BACHELOR DEGREE IN TOURISM AND HOSPITALITY MANAGEMENT

SUBJECT: Final Degree Thesis

SEMESTER: 8TH

TITLE OF ASSIGNMENT: *Should the Employee Promise of Ritz Carlton Gold Standards be updated?*

<i>Student Name</i>	Anna Vilana and Andrea Martín.
Student ID no.	15128; 15136
E-mail address (HTSI)	anna.vilana@htsi.url.edu ; andrea.martin@htsi.url.edu
Lecturer	Jorge Peralta
Lecturer E-mail address (HTSI)	jorge.peralta@htsi.url.edu

Abstract

The Ritz Carlton Company is a worldwide leader in the hospitality industry that has been successful more than one hundred years thanks to their strong philosophy, based on their Gold Standards that includes: The Motto, The Credo, The Service Values and the most important for this thesis, The Employee Promise. Without any doubt the success of this luxury brand comes from the employee satisfaction and performance as a major determinant of the corporate culture of the property. But should the Employee Promise of the Gold Standards be updated in order adapted their values and beliefs to the current employees?

This paper explains the origins of the Ritz Carlton and beginnings of its philosophy, also talks about the internal Marketing in 21st century hotel employee professional profile, defines the Company Gold Standards, compares employee satisfaction with customer satisfaction and emphasize the importance of employee engagement.

The researchers have supported their findings with a summary of the existing literature that covers the mission, vision and values of The Ritz Carlton Company and connect their Golds Standards as a guide tool to train their employees with guest satisfaction. Also, interviewed employees with different positions from line staff to managers that work or have been working in the company by using questions related with the corporate values and faiths of the company, which clear determinate the relationship between the employee satisfaction and the performance appraisal.

Gold standards still appear as strong philosophy nowadays for those employees that are recruited by the company, minor changes seemed to be needed although the evolution of employees.

Key words: Employee engagement, Employee Promise, Employee satisfaction, Gold Standards, The Ritz Carlton.

Acknowledgments

This thesis has been carried out during the year 2019 in our last course of the degree in Tourism and Hospitality management at the School of Tourism and Hospitality management Sant Ignasi (Ramón Lull university) in Barcelona, Spain.

This thesis has been carried out during the year 2019 in our last course of the degree in Tourism and Hospitality management at the School of Tourism and Hospitality management Sant Ignasi (Ramón Lull university) in Barcelona, Spain.

Firstly, we would like to thank our thesis supervisor Mr. Jorge Peralta for his support over the course of the study. We owe our sincere gratitude to him for the guidance and his patience in periods of stress.

We are also so grateful to all professionals that have contributed in our data collection stage being interviewed face-to-face or via E-mail for their time. They all have shown passion for the industry and have been very kind and open in sharing their experiences and beliefs with us. It has been a pleasure to know them all and see the different points of view that little by little has built our thesis.

On the other hand, we would also specially like to thank Mr. Antonio Hermosilla and Ms. Elisabet Sulé who has quickly and disinterestedly put us in contact with some of our interviewees.

Last but not least, we would like to thank Ms. Marta Capdevila who help us to find with specific books, authors and articles that allow us to do a deeply research.

Once again, thank you very much for all your support, attention and contribution.

Anna Vilana and Andrea Martín.

TABLE CONTENTS

Chapter 1. Introduction	5
1.1. Context of the research	5
1.2. Identification of the research problem	6
1.3. Originality and contribution to knowledge	7
1.4. Aim and objectives	8
1.5. Structure of the study	9
Chapter 2. Employee Promise in luxury hotel brands: The Ritz Carlton	10
2.1. Origins of Ritz Carlton and beginnings of its Philosophy	10
2.2. Internal Marketing in 21st century hotel employee professional profile	14
2.3. Gold Standards	17
2.4. Employee satisfaction vs. customer satisfaction	21
2.4.1. The importance of having well treated employees.	21
2.4.2 The importance of the employee empowerment	22
2.5. Employee engagement	24
Chapter 3. Methodology	27
3.1 Overall Research Design	27
3.2 Data collection techniques and research instruments	28
3.3 Research context and participants	31
3.4 Data analysis	31
3.5 Ethical considerations	32
3.6 Evidences of data collection	32
Chapter 4. Findings and Discussion	34
4.1. Finding 1. Review of the evolution of the Ritz Carlton Gold standards.	34
4.2 Finding 2. Analysis of interviews results	40
4.2.1. First objective results	40
4.2.2. Second objective results	53
4.2.3. Third objective results	59
Chapter 5. Conclusions	77
5.1. Conclusions	77
5.2. Recommendations	79
5.3. Limitations and further research	80
References	83

Appendices	87
Appendix 1: The Gold Standards evolution	87
Figure 6. Actual Gold Standards in spanish.	90
Figure 7. Actual Gold Standards in english.	90
Appendix 2: Ethics Form	91
Appendix 3: Consent forms and Information sheet	
Appendix 4: Data collection instrument	103
Interview template to managers	103
Interview template to employees	103
Appendix 5: Interviews transcript	
Managers' interviews	
Employees' interviews	

List of Tables and Figures

Index of Tables

Table 1	28
Table 2	30
Table 3	33
Table 4	34
Table 5	35
Table 6	36
Table 7	36
Table 8	37
Table 9	38
Table 10	40
Table 11	42
Table 12	43
Table 13	45
Table 14	46
Table 15	47
Table 16	49
Table 17	50
Table 18	53
Table 19	55
Table 20	57
Table 21	58
Table 22	59

Table 23	61
Table 24	63
Table 25	66
Table 26.1	68
Table 27.1	70
Table 26.2	72
Table 27.2	73
Table 28	74
Table 29	75
Index of Figures	
Figure 1	86
Figure 2	86
Figure 3	87
Figure 4	87
Figure 5	88
Figure 6	88

Chapter 1. Introduction

1.1. Context of the research

Hotels are physical structures supported by human resources that enable the delivery of service, it is based on a workforce of people working for people. If these people who has to be at the service of others is not well based, forming a strong pillar regarding their satisfaction, their proudness, their feeling of empowerment and other key factor, sooner or later the business will drives to bankrupt. By making the employee feel empowered the company result will represent an increment of agility and competitive advantage to succeed (Piersol, 2007).

As stated in Les Roches Marbella website (2019), whatever the world economy does, the hospitality sector keeps continuously on growing. The travel and tourism sector alone supports 284 million people in employment and is expected that the industry in general will grow 4% annually which means that will provide around 370 million jobs by 2026. It is important to take into account the number of tourists travelling around the world to understand the dimensions of the sector and the jobs provided. In 1950, there were 25 million worldwide voyagers and fifty years later, by 2000, there were 674 millions of travelers. In 2030, 1.8 billion tourists are estimated. The key success factors during the time spent conveying quality service is the individual inspiration of all employees whether proficient, talented or untalented. With the development of the service business the lodging company presently goes after quality service workers. Some findings based on DeCocinis (2006) stated that currently it is a challenge for hotel management to motivate employees to provide quality service as high turnover and absenteeism is widespread in the industry.

The Ritz Carlton Hotel Company is an independently operated division of Marriott International, Bethesda, Md. In 1983, The Ritz Carlton Hotel Company, LLC was formed driven by president and establishing father, Colgate Holmes, nearby Horst Schulze, Joe Freni, Ed Staros and Herve Humler, the organization started to extend, including new properties over the United States. In addition, the statistics made by Statista website (2019) shown that the leading hotel companies studied in June 2018, by number of properties worldwide are Wyndham Hotel Group in the first position, it was the leading hotel company worldwide with 8.976 followed by Choice Hotels International while in the third position appears Marriott International with 6.542 properties around the world. Ritz Carlton is operating in the industry since 35 years ago and nowadays employs around 40.000 employees in its

97 hotels and resorts worldwide in 30 countries and territories and has plans of future expansion as it is explained in their own website in Europe, Africa, Asia, the Middle East and the Americas.

This research is focus on The Ritz Carlton hotels. As it is worldwide known, by each outside proportion of perfection in the hospitality business, The Ritz Carlton hotels are appraised as the best example of service during almost a lifetime. (Terry R. Bacon and David G. Pugh, 2003). This paper shows the employers and employees point of view while they are working in the company in order to analyze if the philosophy of the organization or as they state their Gold Standards are applicable in today's times or need to be updated. It analyzes if they should modify its Employee Promise from its employees' perspective and what they should keep in order to get the best of their internal guests and how it is reflected in guests satisfaction. Moreover, it studies what are their tricks to soak their internal guests with such a strict philosophy.

Comparing turnover rate among industries regarding high level trends, the average turnover among non management hotel employees in the US is about 50%, and for management staff, the turnover rate is around 25% (Wells M., 2018). While staffing industry appears to be the higher one in turnover indexes, hotel industry is in the second place followed by supermarkets industry and retail industry.

1.2. Identification of the research problem

A philosophy is a set of ideological principles of a person, a social group or a business company. In The Ritz Carlton company, its philosophy is based on the Employee Promise and is a tool that needs to be analyzed because it was created one hundred fifty years ago when the hospitality sector was focused in higher class society with an upper economic power and certain social status as the aristocrats. Currently, the issue is that the world has changed, the trends are not the same and the company is serving democrats, people with middle high economic power. Moreover, the employees make a step beyond and have changed from servers educated through professional experience to people well prepared, highly educated to face the competence with a critical spirit.

The main problem to focus on this research is to verify if the philosophy of this world leader in luxury hotels needs to be adapted to the new era, current trends and the type of employees who are working in the company. It should be raised if this manual that serves as a tool of teaching and training needs any kind of change in order to give a much more up to date global image of the vision of the company. Defining employee satisfaction, measuring it and examining how it can affect

employee performance, the company sets its culture and values as the main tool to educate all the employees.

The Ritz Carlton hotel company is known by its professionalism when delivering high standards of customer service. What this paper wants to analyze is the impression that they shown internally to their employees. They are supposed to behave like a ladies and gentlemen but are they feeling like that when working in any of their properties? There are hundreds of articles that talk about the treatment to the guest but hardly any that studies certainly what is the feeling of their employees from the lowest to the highest rank.

1.3. Originality and contribution to knowledge

By the following research, a deeply analysis about the current situation and impression of managers, and employees of different Ritz Carlton hotels are considered and evaluated in order to contribute to the main human resources teams. This research supplies the hotels with high knowledge of its people by showing their feelings and emotions in interviews realized to employees from different ranges. It could be used as a guideline for training and human resources departments in order to increase their internal guest satisfaction within the company obtaining as a result, a decrease in the turnover rate, empowerment, motivation and find a solution while discovering where the problem starts. All this facts, are finally reflected on the attitude of their employees towards external guests and contribute to an increment of guest loyalty and economic benefits for the company.

Are employees treated as the Golds Standards of the company says, or it is just a way of teaching them to give the excellence service expected? It is important to know how employees are treated because the more a company knows about its employees, the better qualify it is. Establishing, that way, a positive and productive corporate culture. Studying the philosophy of the Ritz Carlton Hotel Company, how it applies to its employees and if it is really followed, in the treatment that their workers receive and the treatment the employees give each other is important since the property currently spends a great deal of money and time to effectively train and motivate their employees.

Moreover, The Ritz Carlton has a clear competitor who is gaining force and is also worldwide known: The Four Seasons company. Many years ago, Four Seasons set out to create a corporate mission statement that guide the actions of everyone in the organization. *"The reason for our success is no secret. It comes down to one single principle that transcends time and geography, religion and*

culture. It's the Golden Rule – the simple idea that if you treat people well, the way you would like to be treated, they will do the same.” (Isadore Sharp, 1961)

A better knowledge and understanding of the tools that the The Ritz Carlton already uses compared with their main competence and how they are working in order to succeed contributes to understand what the employees really want and need in order to achieve a higher level of global success.

1.4. Aim and objectives

To obtain a final answer to this concern, three major objectives have been formulated to carry out the study:

- To analyze the evolution of Gold Standards.
- To describe the evolution of hospitality industry employee.
- To analyze if Employee Promise matches with the XXI century hospitality employees.

One of the main objectives of this paper is to show what does it means for employees to have to be part of a standard demanded by the company behind the motto *“We are ladies and gentlemen serving ladies and gentlemen”* . Also, if the Ritz Carlton Gold Standards are applied as a teaching method to their employees to give an excellent service or if it is also used as a way in which all employees should be treated according to these standards. The aim of this research is definitely to analyze the Employee Promise that The Ritz Carlton is using like a basis for their employees considering the evolution of the Gold Standards and if it is maintained like the beginnings or if has ever been updated.

Finally this paper shows the importance of taking care of employees in order to get the best out of them because if managers do not give the correct level of attention to create a comfortable atmosphere at work with the team that is leading, the result will be a bad performance of the employees and will be reflected to the treatment that employee will give to the guests. (Spinelli & Canavos, 2000)

1.5. Structure of the study

Chapter 2

This chapter discusses about the Ritz Carlton Hotel Company, its history and the structure of the property today. There is a particular focus on the human resources department and their critical role on their way of teaching their employees through their philosophy which is the major asset of the company. It explains the different measures taken by the company in order to keep the employees motivated and satisfied.

This chapter develops the literature review based on previous written articles of the topic and all their findings. It analyzes the employee card of The Ritz Carlton including the Credo, the 3 Steps of Service, the Service Values and the Employee Promise and matches the way of teaching the employees with their behavior.

Chapter 3

This chapter shows the methodology and how was developed the collection datastage through specific interviews to different position employees and managers. It analyzes all the data collected and present some ethical considerations in order to exemplify the methodology research. Moreover, it is focused on a semi structured interview with open questions.

Chapter 4

This chapter shows the results took from the interviewees in order to answer the research objectives. Each aim is replayed by a selection of questions appeared in the interview, resolving, that way, the hypothesis raised in the beginning of the paper.

Chapter 5

After analysing the Ritz Carlton Company and getting more in deeply in the way that they treat their internal employees and how this method affects the service of the external guests, this chapter is the end of the paper with the conclusions and recommendations extract from the researchers

Chapter 2. Employee Promise in luxury hotel brands: The Ritz Carlton

2.1. Origins of Ritz Carlton and beginnings of its Philosophy

According to Donald E. Lundberg, the beginnings of César Ritz were quite hard. With fifteen years old, he started as hotelier apprentice in Brig, Switzerland. Then, he moved to París, the center of the hotel universe of the time and worked in a little and ignored hotel. With just nineteen years old, in 1860 he became restaurant director. Later, he started as a simple waiter in the most famous restaurant of the times: Al Voisin Restaurant, and was there the place where he learned the best methods and had the chance to serve the most important people of the moment. He learned how to treat people so well and became so interested in his desires that customers soon insisted on being served by him. By serving the elite and the most powerful people, he learned their tastes, vanities and sometimes how to influence them. When was twenty seven, Ritz was managing the bigger and luxurious hotel of Switzerland: The Grand National in Lucerna. Ritz did not hesitate to spend money when looking for spectacular results. On one occasion, he did not stop at the idea of flooding an interior dining room to turn it into a Venetian landscape with gondolas and gondoliers. Much of his success can be attributed to its association with Auguste Escofier -the chef-, both knew the importance of pleasing the rich people and Ritz housed them with furniture and decoration to their liking. According to some journalists of the time, Ritz revolutionized the fact of eating out of home in London when he ran the famous Hotel Savoy. He was accused of breaking the home life making it a fashion to eat out, the men who formerly were eating in the reserved clubs for men, went out to dinner with their women at the Savoy. Ritz understood the power of women and their desire to feel beautiful, so he played with the lighting of their living rooms and bedrooms in the Ritz Paris, also adding a wardrobe and wide hangers for the abundant clothes that wealthy women brought with them when traveling.

In a previous sovereigns' habitation on the Place de Vendôme -«Hotel Ritz Paris» was assembled. It was opened in 1898 with a celebratory service. *“The guests came. And they came in gaggles.”* (Louis Mettler, 1898). What is nowadays known as the «Ritz-Philosophy» moved toward becoming reality here: cautiously planned, refined design, boundless fulfillment for each visitor, instinct for change in the society and trends, luxury and imaginative cuisine. *“The hotel Ritz is a small house of which I am very proud to see my name attached to.”* (Ritz, 1898). When he achieved the desired success in the Ritz Paris, he focused on the Carlton in London. The house was restored and the Carlton became the

first hotel in London to have a bathroom in each room. Although Ritz suffered a nervous disorder in 1902, his name has survived to this days thanks to the Ritz Development Company. In 1907 the company introduced the “Ritz” to The Ritz Carlton Hotel in New York and subsequently, franchises were sold to other companies in Montreal, Lisbon, Boston and other countries.

Some years later, in 1983, The Ritz Carlton Hotel Company, LLC was formed. Driven by the president and establishing father, Colgate Holmes, nearby Horst Schulze, Joe Freni, Ed Staros and Herve Humler, the organization started to extend, including new properties over the United States. After a rapidly continued expansion, by the end of 1992, The Ritz Carlton had extended to 23 remarkable luxury hotels, winning its first Malcolm Baldrige National Quality Award. The next year, they opened their first property in Asia, The Ritz-Carlton, Hong Kong.

In 1998, a century later of the opening of the hotel Ritz Paris, the success of The Ritz Carlton Hotel Company had attracted the attention of the hospitality industry, and the brand was purchased by Marriott International. Today, the organization keeps on developing and representing a point of reference for the hotel industry in terms of the high quality of service offered to its guests. Below it is written an exemplification letter that Willard Marriott, founder of Marriott company in 1927, left written to his son that is used as a reference by the company which tries to make their workers see what Ritz Carlton is expecting from them and transferring their values and the way they want their workers to work. Regarding the collection of quotations that J. Willard Marriott, founder of Marriott company in 1927, left written to his son J. W. Marriott, Jr., after he turned over the company's day-to-day operations to him in 1964. It shows the illustrations principles that are, still nowadays, the foundation and basis of the company. (Elwell, 2002)

Taking a trip in the history of Ritz Carlton and focusing in Marriott company to understand where these values come from there are some remarkable quotations in relation with their employees. Drawing from this personal correspondence between father and son, these citations explains the companys' traditional values and beliefs and how they apply to Marriott managers today.

"Treat your employees the way you would like to be treated - provide them every avenue to success. Get their confidence and respect. Have them like and be interested in their job." (Marriott, 1964)

Marriotts' worries for workers begins with its "Guarantee of Fair Treatment" procedure, an inward, decentralized methods for all employees to express issues and have them settled in a well-timed manner.

Becoming a director means to performance in this formal process by listening the employees and trying to understand and solve their problems but there is also the informally part which consist in sensing and try to prevent the indeed, daily problems into the organization being involved on their motivation feelings by making them feel important. (Elwell, 2002)

"It is important to listen to employees, ask questions of them, say 'Good Morning' to them, ask about their families, and get to know a little bit about their aspirations, ambitions, home life and work motivations." (Marriott,1964)

Speaking with the team is basic to demonstrating to the employees that are genuinely keen on them as singulars. This correspondence additionally implies tuning in to them in the event that they have an issue with their job or the executives. Managers need to as often as possible get their team together and ask them "How are doing?" and "What would be able to do to improve?" For the communication growth to work successfully, it is crucial to listen to and follow up on the responses to those inquiries. Workers must realize that managers value their thoughts and proposals. Wherever conceivable, Marriott is focused on motivating its people to take part in each choice that influences them. This conversation through cooperation will result in your representatives being increasingly inspired, progressively concerned about their employments, more joyful in their workplace, and considerably more powerful. (Elwell, 2002)

"Employee loyalty is of great importance. That comes by treating employees the way management would like to be treated."

"I think there is no reason why we should not see that the housekeepers have good, clean-looking uniforms."

"Hose reels must be put so that they roll the hose in the direction the hose is going to be used. They have put up a hose reel that is flat against the building and it is impossible for our employees to roll the hose up." (Marriott,1964)

Building employee loyalty, pride, companionship, and assurance all start by addressing needs as essential as spotless outfits and appropriate hardware: People cannot anticipate that a representative should give a decent item or service to guests when his or her own needs are not being met. Marriotts' founder said it best... "Take good care of your employees and they will take good care of the customers."

"As with all businesses, we are subject to theft. Managers should be aware of this and take necessary steps to discourage and guard against this." (Marriott, 1964)

In implementing any organization strategy or system, it is imperative to impart that the fundamental standard behind all principles and directions is an essential worry for employees. Marriott has confidence in its representatives and the opportunities it has for them, and would not like to lose them due to any bad or atrocious actions. (Elwell, 2002)

"If you do not hire the right kind of people, we can never make anything out of them." (Marriott, 1964)

The company fight to employ the most prepared employees of the hospitality industry, those with a big consciousness about how to focus their service to the costumer, responding faster being proactive and advancing quicker. (Elwell, 2002)

"All through the years, I have seen bad habits destroy brilliant, talented and fine men and women. So I know that the basis of my kind of success is good habits and a good character."

"Managers should instill in employees the importance of good work, healthy habits, honesty, and integrity." (Marriott, 1964)

The character of managers of the hotel can affect directly their employees and influence them. A manager must provide the guidance for a whole team, so it is extremely important to care about the language used, actions and ideals that a manager has with his or her team in order to achieve a successful result. (Elwell, 2002)

"I spent last night at the Boston hotel and visited with the GM and his staff. The engineer is doing a terrific job on the exterior of the building, I have never seen it looking better - lawn and flowers looked great. All of the people are very cooperative and want to do a good job."

"The whole property was clean. It looked like it was very well run. I am very impressed with the manager, who I think will make a good person for us." (Marriott,1964)

Payroll is not the only component that motivates an employee. Being recognized is usually the main reward and motivation that a manager could give to its employees. Does not matter the level of the profile position, all members of the team deserve a positive feedback and recognition when doing a consistently high quality job. (Elwell, 2002)

"There is a great opportunity for advancement in a large company. In our business an hourly employee can become a department manager and general manager in a short time, as compared to many other businesses." (Marriott,1964)

A manager should develop their employees for a future opportunities of promotion. How quickly they build up their talents; relies upon how intrigued and interested they are in their work. Employees have to bear in mind that they are the main responsible for their own promotion within the company. (Elwell, 2002)

2.2. Internal Marketing in 21st century hotel employee professional profile

It is crucial in order to analyze if the Ritz Carlton Employee promise needs to be updated or not, to understand the actual preparation of employees working in the industry. As it was mentioned by Jesús Felipe Gallego (1998), the current power supply of the 21st century company are the creative intelligence, the real time information, new trade agreements and emerging countries.

As Powers and Riegel (1993) states, hospitality program graduates are better prepared to face the challenge of hospitality operations than graduates of business administration or other programs. Until the decade of the 20s', the education for hotel directors was mainly earned by experience. In that time people could not enjoy the pleasure of studying a university degree. The American Hotel Association was the one in charge of the design of an administration program at the high school level. Later, the first Cornell courses appeared in the School of Hotel Management in Ithaca, a New Yorks' state. In 1922 Howard B. Meek was named director of the school. And it was not until that moment that several universities began to specialize on the subject of hotel management. In 1928 the Michigan State University started an hospitality program under the direction of Bernard <<Bunny>> Prolux. Also, at the end of the 30's in Massachusetts, the Pennsylvania State University, The New Hampshire University and the Washington State University. It was needed almost 50 years

for the university administration and the hospitality industry itself to admit that the hotel management was a separate discipline. In 1969 almost 700 people were graduated and otorged with 35 degrees of license. As Lundberg (1986) stated in, carefully revising the quadrennial program that offer the majority of the hospitality management universities in United States it is clearly seen that it can be divided in three different parts: the first one, are two years of generalized training, a year based on subjects related with business studies and another year focused on specialized subjects about hotels and restaurants.

Nowadays, adequately equipping starting professionals requires a good understanding of the industry. All schools that are offering a Bachelor Degree in Hotel Management state that they are delivering graduates for a career in management in the Hospitality Industry. A hotel is a familiar place to most people, a place where people stay for a while, eat, drink, sleep, refresh, etcetera in a safe environment. One might almost call it 'home away from home', at least for privileged people who happen to live in a peaceful and wealthy environment. Hospitality, on the other hand, differs over time and cultures. Hospitality is experienced differently by people and different meaning is being given to it. The historical notion of the term hospitality stands for accommodating a stranger with safe lodgings, food and drink. This comes close to staying in a hotel but hospitality may also be defined as a virtue, 'being hospitable'. It is common ground to state that providing hospitality requires a hospitable attitude, which will result in a special orientation towards the end user and her needs. (Professional and Educational Profile, 2017)

Successful hoteliers can justifiably claim that one of the key contributory factors to their companies' success is their adoption and uptake of Internal Marketing concepts (Papasolomou & Vrontis, 2006). Fundamentally internal marketing is the attainment of employee satisfaction by means of treating "employees as customer" (Ahmed & Rafiq, 2002). This concept relates to the notion of the internal customer which, while technically is differentiation of the user of a departments' product or service within the company to that outside the company (external customer), refers typically to the management style relating to teamwork and labour relations. Berry (1981) defines internal marketing as "*viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization*". The implementation of internal marketing, however, is not identified explicitly as the foremost characteristic of successful hoteliers in the literature but is very much implied because "selling" values to the staff is encapsulated within the marketing function closely interlinked with

Human Resources Management (Collins & Payne, 1991). The cornerstone of internal marketing is employee satisfaction which translates into having genuine pride in the organization at which they are employed. The process of instilling organizational pride is a slow and tenuous given the complexity of labour relationship and subjectivity of work value.

However, to facilitate internal marketing there must be a high level of transparency in organizational hierarchy which embodies a clear employee selection/recruitment strategy in order to facilitate the formation of a workforce with strong customer-oriented work vision with demonstrable motivation towards high quality output and loyalty. The antecedents of good employee values are staff empowerment and clear articulation of corporate mission statements and philosophy. The consequences of good employee values are job satisfaction and the resultant employee loyalty. Subsequently it then can be argued that loyal, productive and satisfied employees will engage in the provision of excellent external and internal customer service.

The concept of internal marketing is not necessarily directly associated with management mantras such as total quality management and customer relationship management which are underpinned by the notion of customer loyalty, an arguably North American construct which has been embedded in the psyche of the major hotel chain management philosophy. This philosophy has invariably spread to mainstream hotel management via globalization. Not unlike the phenomenon of McDonaldization (Ritzer, 1993), “Americanism” does not necessarily transfer wholeheartedly abroad, possibly due to cultural and ideological differences.

Core marketing publications discuss the challenges of service assessment and consequently its performance (Hoffman, 2003; Kotler, Bowen & Makens, 2006; Quester, Mcguiggan, Perreault & McCarthy, 2007; Monger, 2007). Service intangibility, heterogeneity and inseparability (of the staff from the product) make service providers or the staff a indication of quality in the eyes of customers. According to Wirtz, Heracleous and Pangarkar (2008) *“the consumer often sees the service provider as the brand itself”*. Consequently, in a hotel or any other hospitality establishment every staff member is a product and his or her knowledge, skills and abilities become product features. Moreover, modern organizations implement several strategies to train and educate their personnel “to be the brand” (Little & Little, 2009). As a consequence, an idea of internal marketing was adapted by several superior companies and integrated concepts of internal marketing as a part of company philosophy. internal marketing consists of four stages of progressive implementation:

inculcation of high-quality customer service, marketing approach to human resources, educating each staff member on core concepts of internal marketing and efficient rewarding system (Kotler, Bowen & Makens, 2006). Transparency in organisational structure hierarchy, selecting people with strong customer-oriented work vision, motivating employees, staff empowerment and other concepts maintain the base of internal marketing strategy (Joseph, 1996; Kotler & Keller 2006; Little & Little 2009). Irrespective of the varied interpretations of internal marketing, its corner stone remains to be “employee satisfaction” and “genuine pride in the organisation” (Joseph, 1996; Laverie & McLain, 2002). Therefore, it could be concluded that there would be positive relationship between job satisfaction and employees’ loyalty to excellence in customer service. As a consequence, the idea of internal marketing is interrelated with contemporary management constructs such as Total Quality Management, Customer Relationship Management (Dube & Renaghan, 2000) and the notion of customer loyalty.

2.3. Gold Standards

According to Joseph A. Michelli (2008), Gold Standard is a list of principles that show the employees the way they have to do their jobs. This list is enshrined in a trifold card that each employee carries at all times, like a guide to follow in their daily routine. At Ritz Carlton, the Gold Standards are not just a general belief, shared by employees, it is a code that need to be daily enhanced by each worker.

Michelli (2008) identifies the five principles that are applied to the management of the business. By defining the objectives and refining the strategy, management should know which elements of the philosophy sound old today but at the same time still highly relevant and valued by customers, and which parts need to be modified or adapted to the new trends. One example is the company motto that states: *"We are Ladies and gentlemen, serving ladies and gentlemen"*. This motto may sound unbelievable. But actually it makes a strong statement about how the company treat its employees and customers. Regarding the Three Steps of Service, included in the Gold Standards, are not just reflecting customer service, it also shows the way the Ritz Carlton hierarchy works as well. And at the end these principles are followed by each worker, and managers need to lead by the example showing that new employees are warmly welcome in their first three days of orientation and also employees receive a fond farewell when they retire, transfer or leave the company.

This prestigious and unique card about how employees should behave also include a manual of basics, called the Service Values that help ladies and gentlemen to know what they should do or say in particular circumstances. There are 12 service values and all of them drive to the corporate philosophy and culture of the company. *“While most businesses go through the requisite exercise of defining key value or composing mission statement, few leaders understand the importance of regular and repetitive presentation of these core aspects of their business”* (Michelli 2008)

Employee engagement is the key success factor that keep a business alive, it is how employees are treated and the way in which they react. The process starts finding the right person for the job, who match with the values of the company and shares the passion for service. The Ritz Carlton works really hard on showing the importance for the orientation days. New employees begin by receiving a customer experience, dining in a hotel restaurant and spending two days discussing The Credo and other cultural components that help them to connect with their jobs. In The Ritz Carlton all employees hired, have mentoring and training opportunities and are motivated and encouraged to do practical exercises in order to have a constant professional growth and be able to develop team working skills. In their beginnings, the author certifies that employees need to trust the company to deliver a financial recruitment and management performance that protects their interests. In order to keep motivated employees, staff is more than welcome to participate in discussions on how their individual objectives will be achieved, being involved with the company and feeling aligned with the Employee Promise. The Employee promise is taken as the DNA of relationships at The Ritz Carlton.

According to Michelli (2008) the Ritz Carlton has built a huge worldwide recognized company through the customers learning process, world class businesses, staff and business partners. In order to learn from the customers, the company uses Gallup, an application to study and measure customer engagement, because they focus on the emotional connection rather than customer satisfaction that is only based on the business offerings. Focusing on customers, it goes further than doing surveys. The company maintains a secure, computerized database on all clients, which is accessible internationally, so that any hotel know about the needs of their returning guests. This provide to the staff the information to fulfill previously expressed wishes and anticipating even unrecognized needs of their guests. The Ritz Carlton is leader on the art of exceeding expectations by delivering “wow stories”, is not the same satisfied guest than extremely satisfied one. The objective

of these details, is to create a memorable first impression with every new customer and then continue surprising them.

The Ritz Carlton Company live the service from the heart. They continuously work and grow for creating a memorable impression on the world as the same they do on the individual guests. Company president Simon Cooper (2007) explains that doing good things with the ladies and gentlemen and serving communities, it makes good contributions to the important causes in areas of the world they do not reach. This is not a business strategy, it is still part of the company DNA. The Ritz Carlton focus all its effort on three main areas which are: hunger and poverty relief, the wellbeing of disadvantaged children and the environment conservation. Moreover, it creates substantial job positions that serve local populations where they are. At the end, when values are properly based and the company make positive investments in communities, the feeling is usually reciprocated by those they use and also the individuals within the communities they serve. (Michelli, 2008)

A series of recent studies has indicated that it is really important how managers and leaders transmit the Gold Standards to their team. In this interview, Marc DeCocinis, the General Manager of the Ritz Carlton Portman, explained the success of their hotel based on taking care and carefully teach the philosophy to their employees as they were their most VIP customers. This interview from Arthur Yeung to Mark DeCocinis, shares his philosophy and practices on talent management in China. The rate of staff turnover for Asias' hotel industry is 29 percent, since Mark DeCocinis became a General Manager has reduced the staff turnover rate at the Portman Ritz-Carlton into 15 to 16 percent.

According to Mark DeCocinis (2006) the secret to succeed in people management is consistency in execution. The priority is taking care of the employees since they are in the service business, and service comes only from people. It is also about keeping the Ritz Carlton promise to their employees and making it an everyday priority. The promise suggest taking care, trusting, developing and providing a happy place for them to work. Once more, the most important resource in a business is the people under management. Employees will treat the customers as they are treated by their company, if managers do their best for employees, they will do it twice for the guests while if managers do not care of their employees and they feel undervalued, the company will have a high rate of turnover and at the end the manager will fail and the business will be unsuccessful.

As DeCocinis (2006) stated, to know if employees are being taken care every day, managers look and smile at each other. People feel engaged. Communicate everything is essential and most things that cause satisfaction are small and can be improved every day. Employee satisfaction involves engagement, communication and trust. All these words mixed together built the empowerment of a team. The Ritz Carlton allows its employees to do what is necessary to care of their guests and that is the reason why, they invest a lot of time on selecting the right people to train and show them the good environment at work. In order to ensure that the company has selected the right candidate, The Ritz Carlton has a special hiring process. According to Mark DeCocinis (2006) candidates apply for a position and are interviewed by Human Resources. If they pass this interview, they interview with the manager to learn more about their skills, then have a final interview with the division head and general manager, so it is really a group decision. Managers are taught to find out what motivates their employees. It is really important to look for the key that motivates employees. If the person smiles naturally, it is something that you need to value because a smile can not be forced neither faked. *“If you are happy with you, you will happy with the rest of the world and that makes the differences on the people who is surrounding you”* (DeCocinis, 2006). To make sure that employee satisfaction and engagement leads to customer satisfaction, the entire team need to aligned the performance objectives with the company goal. This means that everyone is part of the whole. Each employee comes up with a plan to reach the goal for the next year, measured by guest satisfaction, financial performance, and employee satisfaction. As it is said by DeCocinis, the word team means “together we are more” and in the Ritz Carlton Company every employee is welcomed to share their plans and strategies in order to improve the quality service. In that way if the company achieves to increase their profits the employees will have a bonus to appreciate their effort. This is also a step to go further on the employees care, to reward them when doing an extraordinary job.

The Ritz Carlton selects a certain type of person to fit with the property values and reinforces the company culture in order to be consistent worldwide. According to Mark DeCocinis this act is absolutely true due to when there is a opening in a certain location the general manager will come from within the other Ritz Carlton hotel, because the leadership of the hotel must be someone who understands and has experienced the culture and standards. As it is said in Yeungs’ interview (2006) employees from the hospitality sector are willing to be hired by The Ritz Carlton due to its reputation as the best employer company. At the end it is crucial to feel proud and comfort in the place that

you are working and to find a job that you love because like this you will never have to work a day in your life.

2.4. Employee satisfaction vs. customer satisfaction

2.4.1. The importance of having well treated employees.

Isadore Sharp, the legendary Founder and Chairman of Four Seasons Hotels and Resorts (The Ritz Carltons' most direct competitor in the luxury hospitality industry), credited his company success to its philosophy based on treating employees well. In fact, treating employees well is still the basis of any company philosophy. The crucial moment for his company came after Sharp and his leadership team pondered the following: *"If we were asking employees to perform at this high level, we had to make sure we gave them what they needed"*. The Golden Rule of Four Seasons as Sharp (2017) mentions is *"Treating people with the dignity and respect that they are entitled to, creating a work environment that led everybody to rise to their best self, creating a team spirit that everybody recognized their particular role was crucial in performing this level of service we were talking about."*

Becoming a leader in customer service is to make shine the optional efforts of employees, the extra efforts that are not on their daily checklists but that make the difference in how customers feel about the company. Treating staff brightly everyday is crucial to make employees perform at a superior level. Following the line of the importance on treating employees well, exists is a correlation between employee satisfaction and guest satisfaction. Guest satisfaction is a reflection of the hotel employees feelings in their workplace. In the hotel industry the guests satisfaction is a key point to follow in order in order to have a better reputation and increase the economic benefits of the company. The main source of satisfied customers is satisfied employees. Regarding the study published by Spinelli and George (2000) they found that employees feelings are that their contribution is important to make the hotel succeed. However, employees show a concern in regards of their salaries and other issues dealing with management, like the communication and the recognition that employees receive when contributing to hotel success. In previous studies, it was found that the low compensation that employees receive in comparison with the high contribution that they give to the hotel is not balanced. There are some non economic factors that affect the internal health of a company, such as keeping the employees happy and satisfied.

Spinelli and George (2000) define the top predictor variables of employee satisfaction as a high level of employee involvement in decision making, adequate training, safety for employees to speak up, an effective General Manager and attractive benefits. By enabling employees to be involved in the process of decision making, for example, with the idea of empowering a workforce can spur them and build up a well trained team of individuals prepared to deliver the best service possible. Empowering the employees plays a noteworthy role in letting the employee feel responsible of meeting the needs of the guests, by expanding employee involvement and training to deal with issues of guests satisfaction, managers can increase guests' perceived value for the price paid. Their study reveals that if employees feel that they have done a good job and have contributed to the correct development of the overall stay by meeting the needs of the guests, the guests also feel the same. This fact suggest that the employees represent a unified team cooperating with each others to see that the guests are happy with their experiences at the hotel.

Pay and benefits are strong consideration in employee satisfaction and most of the employees working in the industry feel that they are not well-paid. Nonetheless, payroll is one factor among many. As Bruce and Blackburn (1992) stated in their study about job satisfaction; Those monetary elements will prompt discontent, but their presence will not add to long-term satisfaction.

2.4.2 The importance of the employee empowerment

Employee empowerment gives a company the nimbleness and competitive advantage to succeed. The first of the three main measurements to determine companys' health is employee engagement. Without energized employees who clearly have confidence in the mission and see how to accomplish it, no company can achieve a successful future, no matter how big the organization is. (Welch, 2006) In order to make someone believe in the mission of the company is important that the individual feel that he or she has an impact in the endeavors to accomplish the mission, and his or her qualities must be aligned with the appearances of the mission. Good communication is the key for employee engagement. In a study entitled "Driving Employee Performance and Retention Through Engagement", the Corporate Leadership Council (2004) defines engagement "*as the extent to which employees commit—both rationally and emotionally—to something or someone in their organization, how hard they work, and how long they stay as a result of that commitment.*"

The Ritz Carlton concurs that every hotel employees are the distinctive in having fulfilled with the satisfaction of the guests, and that prompts monetary achievement (Terzo, 2005). A study entitled “Linking Organizational Characteristics to Employee Attitudes and Behavior”, from Northwestern University’s Forum for People Performance Management and Measurement, highlighted these key discoveries in connecting workers disposition and conduct with organizational financial performance (Oakley, 2004):

Firstly, there is an immediate connection between worker satisfaction and consumer satisfaction and between guest satisfaction and improved financial performance. Secondly, organizations with engaged employees have clients who utilize their items more, and expanded client use prompts more elevated rate of customer satisfaction and loyalty. Thirdly, it is a company's employees who impact the conduct and dispositions of guests, and it is clients who drive an association's productivity through the purchases and utilization of its items. Fourthly, customers who are progressively satisfied with company's items are more affordable to serve, utilize the product more, and that is why are more profitable customers. Fifthly, the key organization distinctive for clarifying employee satisfaction is by a well structured communication system (a descending and ascending communication system within the corporation). Sixthly, organizations need a system set up that allows for data to spill out of the frontline workers to senior managers, so the employees comprehend what is happening and feel like they are being tuned in to. Ongoing communication and shared learning enable transparency all through the undertaking. Seventhly, Employee satisfaction is a key forerunner to employee engagement. Eighthly, Interaction among supervisors and employees by supporting and helping each others and with a clear explained objective setting, as well as job design, were additionally key drivers of worker commitment.

The Ritz Carlton revamped its pay and rewards system and saw its turnover rate dramatically decrease from 51% in 1991 to 23% in 2004 (Terzo, 2005). To be truly engaged, employees need to feel and be empowered. It is important to “give power to the edge”, it implies empowering people who work where the company interact with its guests—the front lines. That implies associations need to choose the opportune individuals, develop them, and give them access to the correct instruments and data with the goal that they and the association itself can succeed together. Self-synchronization is a term that applies to an edge company. People comprehend what the

objectives and aim of the association are, so they can reliably respond to elements influencing them in the most ideal way that is aligned with the goal of the association. (Alberts and Hayes, 2003)

2.5. Employee engagement

According to Johanson and Wood (2008), employees, apart from the regular service must do an emotional labor, which involves showing a sincere and genuine sense of concern for their guests. This type of labor is considered a critical component of customers service quality perceptions of service quality. Emotional labor is used to describe the work service employees perform that goes beyond physical or mental duties. Emotional labor rests heavily on demonstrative behavior, for example, making eye contact, delivering smiles, and showing genuine concern for guests needs.

Despite its importance to hotel operations, emotional labor is difficult to manage, drawing as it does on frontline employees feelings. Part of the challenge of emotional labor is that employees must often conceal their real emotions when guests give them a hard time, and they must continue smiling through negative feedback from guests. (Chu & Murrmann, 2004) Consequently, emotional instability occurs when the employee feels one set of emotions but must display another set for the purposes of the job. Either failure to display the required emotions or feeling uneasy about showing the approved emotions can ultimately lead to poor quality service. (Lashley, 1995)

The perspectives shared among these studies explain the role of emotional labor in service industries. The common perspectives in these works are, that emotions play a critical role in the delivery of service excellence and customer loyalty, and that organizations ensure this delivery of quality guest services most often by implementing organizational display rules, which serve as a guide for appropriate employee behavior in every interaction with the guest. This paper states that employees are trained to respond to customers in a specific company manner and to avoid their emotions. Moreover, in huge companies, clear instructions are given to new employees regarding to what are appropriate verbal and emotional responses to guests. (Hochschild, 1983)

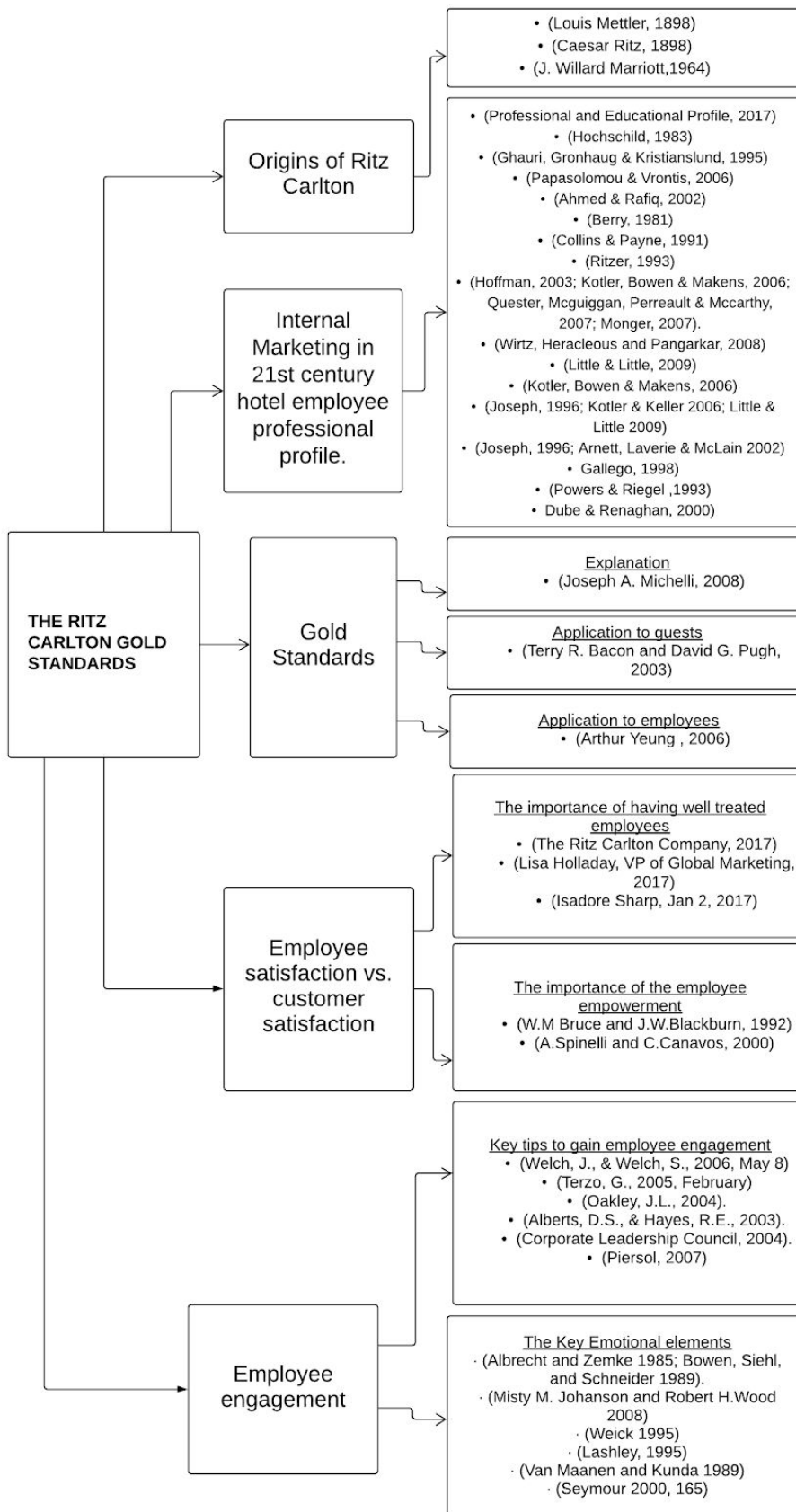
Furthermore, the empowerment as the key of success it also helps to manage employee emotions and that fact generates that employees make an effort to give and excellence service to their guests and even more they have and unforgettable experience of well being inside the company. (Van Maanen & Kunda, 1989)

As a two time winner of the prestigious Malcolm Baldrige Award, the Ritz Carlton Hotel Company has mastered the technique of service excellence through genuinely warm, friendly, gracious, and courteous guest service. The organization worldwide reinforces customer service values among its employees by investing in daily training and employee support programming. The company uses standardized guest service rules and guidelines. (Gallo 2007).

Again, The Ritz Carlton Company positioned as the worldwide leader on managing employee emotions and excellence service. To summarise with Misty M. Johanson and Robert H. Wood (2006) if companies expect employees to deliver emotional labor, it should be included in their evaluations, and employees should be compensated for such work.

Companies should invest in the development and care of their employees providing them assistance programs among other practices. Moreover, the hoteliers took a step beyond by providing problem-solving training to assist employees in delivering services that are not scripted. World wide companies success depends on the specific strategy in which a hotel recognizes and deals with the realities of emotional labor of their employees. (Partlow 1993)

2.6. Literature map and Conceptual framework



Chapter 3. Methodology

3.1 Overall Research Design

This paper uses a phenomenological method due to is a qualitative research that is used to describe how human beings experience a certain circumstance. This phenomenological study attempts to set aside biases and preconceived assumptions about human experiences, feelings, and responses to a particular event or situation. (Hycner, 1999)

This chapter presents step by step procedure for this research project. It outlines the data collection techniques and instruments used, the sample selection interviewed, instrumentation, data collection, data analysis and limitations. The research approach will be based on deduction; A deductive approach in a research helps to better describe and explain the pattern of relationships and interactions between the variables used. (Robson, 2002)

Human resources, management behaviour and tourism are defined as a social sciences. Social Science is the scientific study of human society and social relationships. It is the reason why the methodology of this thesis is based on a qualitative primary research, because *“Qualitative research is common in social and behavioral sciences and among practitioners who want to understand human behavior and functions”* (Ghauri, Gronhaug & Kristianslund, 1995).

The methodology used to recollect practical information about the research question will be based on qualitative research techniques since it is focused on experiences and emotions, designed to be probing in nature, thus encouraging respondents to introduce concepts from their respective offering that way, a richer representations of beliefs and more personal and contextual dimensions of data (Altinay & Paraskevas, 2008). Two samples of semi structured interviews, one focused on employees and the other one on managerial positions have been developed to analyze the two different points of view that represents an hotel property. In findings chapter appears the explanation of the results obtained in the semi-structured interviews, in which the interviewer will follow the guide, but is able to pursue topical trajectories in the conversation that may stray from the guide when interviewer feels that it is appropriate. The questions asked to participants will be grouped in different themes based on the literature review. It is not used data collected by a previous researchers so the data collection will be factual and original, the specific research question will appear directly answered. It is developed a range of open questions related with their opinions

and satisfaction within the company, that are the same for all the respondents followed by some other questions that will be specific for the employees and managers. Giving them the possibility to remain anonymous, it will allow the employees to explain anything relevant that they feel is important for the development of the research.

3.2 Data collection techniques and research instruments

The methodology of this paper deals exclusively with the work environment of the Ritz Carlton Hotel Company, moreover data collection is a sample based on employees and managers from The Ritz Carlton Doha, The Ritz Carlton Barcelona (Hotel Arts) Barcelona, and The Ritz Carlton Abama, Tenerife. Data Collection is taken from semi structured interviews based on an E-mail or meeting in which the interviewer does not strictly follow a formalized list of questions. Interviewers ask open ended questions, allowing for a discussion with the interviewee rather than a straightforward question and answer format. It is a formal form based on a list of questions related with the question research but does not necessarily ask them all in any particular order, using them instead to guide the conversation.

The interview questionnaire is attached below:

Table 1. Employees' questionnaire.

	O1: To analyse the evolution of the Ritz Carlton Gold Standards.	O2: To describe the evolution of hospitality industry employee.	O3: To analyse if “employee promises” stated in the Ritz Carlton Gold Standards are adequate for the XXIst century employees.
EMPLOYEES	<p>2. What are the Ritz Carlton Gold Standards?</p> <p>7. The three factors highlighted in the Employee’s Promise are:</p> <ul style="list-style-type: none"> - Value diversity - Enhanced quality of life. - Individual aspirations realized. <p>What challenges appear in its application?</p> <p>Why?</p>	<p>5. Given your experience, would you change something of the “Employee’s Promise” Principles?</p> <p>8. How would you rate your level of satisfaction given your personal experience working in Ritz Carlton in each of them?</p> <p>Very satisfied - Satisfied - Little satisfied - Dissatisfied?</p> <p>Why?</p>	<p>1. What is the Ritz Carlton Philosophy for you?</p> <p>3. Do you think that the Gold Standards are similar applied to the internal guest as they are to the external one?</p> <p>4. Could you please cite the following principles of the “Employee’s Promise” in order of importance: Trust, Honesty, Integrity, Respect, Commitment.</p> <p>6. What degree of agreement or disagreement would you show in the next sentence?</p> <p>"In the Ritz Carlton our L&G are our most important Resource to Commitment to our Guests."</p> <p>Totally agreed - agreed - disagreed - totally disagreed.</p> <p>Why?</p>

Table 2. Managers' questionnaire.

	O1: To analyse the evolution of the Ritz Carlton Gold Standards.	O2: To describe the evolution of hospitality industry employee.	O3: To analyse if “employee promises” stated in the Ritz Carlton Gold Standards are adequate for the XXIst century employees.
MANAGERS	<p>2. What are the Ritz Carlton Gold Standards?</p> <p>9. The three factors highlighted in the Employee's Promise are:</p> <ul style="list-style-type: none"> - Value diversity - Enhanced quality of life. - Individual aspirations realized. <p>What challenges appear in its application?</p>	<p>4. Why is the employee turnover rate of Ritz Carlton lower than the industry average?</p> <p>5. How does the “Employee's Promise” apply to its employees?</p> <p>7. Given your experience, would you change something of the “Employee's Promise” Principles?</p>	<p>1. What is the Ritz Carlton Philosophy for you?</p> <p>3. Do you think that the Gold Standards are similar applied to the internal guest as they are to the external one?</p> <p>6. Could you please cite the following principles of the “Employee's Promise” in order of importance: Trust, Honesty, Integrity, Respect, Commitment.</p> <p>8. What degree of agreement or disagreement would you show in the next sentence?</p> <p>"In the Ritz Carlton our L&G are our most important Resource to Commitment to our Guests." Totally agreed - agreed - disagreed - totally disagreed.</p>

			Why?
--	--	--	------

3.3 Research context and participants

As it is state in Ritz Carlton hotel website (2019) the company is employing nowadays a total amount of 40.000 employees all over the world within its 97 hotels and resorts worldwide located in 30 countries and territories as Aruba, Austria, Bahrain, Canada, Cayman Islands, Chile, China, Egypt, Germany, India, Indonesia, Israel, Japan, Kazakhstan, Malaysia, Mexico, Oman, Portugal, Puerto Rico, Qatar, Russia, Singapore, Saudi Arabia, South Korea, Spain, Thailand, Turkey, the United Arab Emirates, U.S. Virgin Islands, and the United States.

A sample comprised of two main groups of employees within the hotel has been chosen: medium and low grade position employees and managers of different departments of the Ritz Carlton hotels located in Barcelona, Doha and Tenerife. The employees come from different departments which includes: food and beverage, hotel general manager, hotel chef, human resources, front desk and groups and events departments and have being selected forming an effective mix of genres,ages and differents periods of time working in the company to get a better idea from the differents thoughts that the Ritz Carlton hotel employees comprise. It will show different points of view that will give to the researchers the chance to make a comparison of all information gathered.

3.4 Data analysis

Data analysis is taken from a qualitative research defined as a market research method focused on obtaining data through open-ended and conversational communication. This method is not only about “what” people think but also “why” they think so. Therefore, the qualitative research methods allow in-depth and further probing and questioning the respondents. The results obtained in the semi structured interviews are more descriptive and the conclusions drawn quite easily from the data that is obtained. Qualitative data collection allows collecting data that is non numeric and help researchers to explore how decisions are made and provide detailed insight. For reaching such conclusions the data collected should be holistic, rich, nuanced and findings to emerge through careful analysis. Qualitative research methods generates a large amount of data and it is stockpile by notes, videos, audio recordings and text documents.

The interviews are real time data referenced with personal interview professional experiences and memories and as since it is a more communicative method, interviewees can build their trust on the researcher and the information thus obtained is raw and unadulterated.

3.5 Ethical considerations

In terms of ethical considerations all the interviews carried out during the research preserve the confidentiality of the participants. All the questions represented in the interviews had a specific and clear purpose that match with the objectives setted in the first stage of the paper.

The participants were also informed about the aim of the study, the identity of the researchers and the final use of the information they agree to provide before filling the questionnaire. All the members that take part in this paper have signed a consent form (Appendix 2) to provide evidence that they gave consent to the procedure in question and moreover to used the information obtained. On the part of researchers, they have also signed a risk form (Appendix 3) used to describe the overall method where can identify risk factors that may cause harm. (Altinay & Paraskevas, 2008)

Data collection is based on a primary source meaning that the results obtained are valid and reliable. By the consent forms researchers can demonstrate the approval and acceptance of interviewees to use the information collected. Consent forms provides a clear testimony that the cooperator has given informed consents to take part in the study. (Altinay & Paraskevas, 2008)

3.6 Evidences of data collection

Regarding the anonymity of the interviewed individuals, researchers has created a codification for the different participants. The “M” stands for individuals from managerial positions and “E” stands for employees.

In the tables below (Table 3 and Table 4), it is shown the record kept of the interviews schedules:

Table 3. Record Managers interviews schedule.

	Position	Interviewed by	Timing and day	Place
M1	Human Resources Manager	Andrea Martín	11.00h, 04/04/2019	Face to face interview
M2	Human Resources Manager	Anna Vilana	17:00h, 29/03/2019.	Face to face interview
M3	General Manager	Andrea Martin and Anna Vilana	16.00h, 26/03/2019.	Face to face interview
M4	Club Lounge Manager	Andrea Martin	11:40h, 26/03/2019.	By e-mail
M5	Training and development, reservations, front desk Manager	Anna Vilana	11:45h, 04/04/2019.	By “zoom” application (face to face)

Table 4. Record Employees' interviews schedule.

	Position	Interviewed by	Timing and day	Place
E1	Human Resources Coordinator	Anna Vilana	09:40h, 01/04/2019.	By e-mail
E2	Front Desk Supervisor	Anna Vilana	17:00h, 10/04/2019.	By e-mail

E3	Chef de Partie	Andrea Martin	15:30h, 31/03/2019.	By e-mail
E4	Restaurant Supervisor	Andrea Martin	19:40h, 20/04/2019.	By e-mail
E5	Housekeeping Supervisor	Andrea Martin	19:40h, 28/03/2019.	By e-mail

Chapter 4. Findings and Discussion

4.1. Finding 1. Review of the evolution of the Ritz Carlton Gold standards.

The first part of the findings obtained in the document is based on a text content analysis of the Employee's Promise that helps to answer the first objective of the thesis: To analyse the evolution of the Ritz Carlton Gold Standards.

As it has been explained during all the study, The Ritz Carlton Gold Standards are composed of different parts. According to Joseph A. Michelli (2008), the Ritz Carlton Company have always been known for their 20 rules, dubbed the Ritz Carlton Basics."

After 94 years of success through the recognised The Ritz Carlton Company philosophy , in 2006 it was approved to change this "20 Ritz Carlton Basics" into a 12 new "Service Values," with the idea to renovate the chain into an elegant and refined iconic company based on modernity while supporting the high standards that have always distinguished their properties.

"It is all about staying relevant in a space that has changed dramatically in the last 20 years," says Simon Cooper (2001) , Ritzs' president and chief operating officer. "Ritz-Carlton has the best and most recognized luxury brand names in the world, and we need to focus on 'relevant luxury.' "

Apart from the 12 Services Values changed. The Ritz Carlton Gold Standards as a small guide book has been translated into different languages, the main ones are English and Spanish. The english one has not changed any word since the beginning, Spanish credo has update some words from the :

Credo, the Motto and the three steps of service (Appendix 1 - 7). Furthermore the company also include the Employee Promise in order to be more contemporary in all the properties around the world.

Table 5. Credo evolution analysis.

	ENGLISH (1999)	ENGLISH (2019)	SPANISH (1998)	SPANISH (2019)
CREDO	<p>The Ritz-Carlton is a place where the genuine care and comfort of our guests is our highest mission.</p> <p>We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience.</p> <p>The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.</p>	<p>The Ritz-Carlton is a place where the genuine care and comfort of our guests is our highest mission.</p> <p>We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience.</p> <p>The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.</p>	<p>El Hotel Ritz Carlton es un lugar donde la verdadera atención y comodidad de nuestros huéspedes es nuestra más elevada misión.</p> <p>Prometemos ofrecer el mejor servicio personal y las más selectas instalaciones a nuestros clientes, los cuales disfrutarán siempre de un ambiente afectuoso y relajado, aunque refinado.</p> <p>La estancia en el Ritz Carlton regocija los sentidos, proporciona bienestar y satisface incluso</p>	<p>El Hotel Ritz Carlton es un lugar donde el genuino cuidado de nuestros huéspedes y su bienestar son nuestro principal objetivo.</p> <p>Nos comprometemos proporcionar a nuestros huéspedes el mejor servicio personalizado y excelentes instalaciones a fin de que siempre disfruten de un ambiente reposado, cordial y a la vez refinado.</p> <p>La experiencia de Ritz Carlton aviva los sentidos, infunde bienestar y cumple colma incluso los deseos no expresados de</p>

			los deseos y necesidades no expresados de nuestros clientes.	nuestros huéspedes.
--	--	--	---	----------------------------

Table 6. Motto evolution analysis.

	ENGLISH (1999)	ENGLISH (2019)	SPANISH (1998)	SPANISH (2019)
MOTTO	"We are Ladies and Gentlemen serving Ladies and Gentlemen."	"We are Ladies and Gentlemen serving Ladies and Gentlemen."	"Somos señoras y caballeros que servimos a señoras y caballeros ".	"Somos damas y caballeros al servicio de damas y caballeros ".

Table 7. Employee Promise evolution analysis.

	ENGLISH (1999)	ENGLISH (2019)	SPANISH (1998)	SPANISH (2019)
EMPLOYEE PROMISE	<p>At The Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests.</p> <p>By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and</p>	<p>At The Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests.</p> <p>By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and</p>	<p>En el Ritz Carlton nuestras Damas y Caballeros son el elemento más importante en el compromiso de servicio a nuestros huéspedes.</p> <p>Al aplicar los principios de confianza, honestidad, respeto, integridad y compromiso, promovemos y maximizamos los talentos en</p>	<p>En el Ritz Carlton, nuestras Damas y Caballeros son el recurso más importante para cumplir nuestro compromiso de servicio a nuestros huéspedes.</p> <p>La aplicación de valores como la confianza, la honestidad, el respeto, la integridad y el</p>

	<p>maximize talent to the benefit of each individual and the company.</p> <p>The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled, and The Ritz-Carlton Mystique is strengthened.</p>	<p>maximize talent to the benefit of each individual and the company.</p> <p>The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled, and The Ritz-Carlton Mystique is strengthened.</p>	<p>beneficio de cada empleado y de la Compañía.</p> <p>El Ritz-Carlton, fomenta un ambiente de trabajo en donde se valora la diversidad, se enaltece la calidad de vida, se satisfacen las aspiraciones personales y se fortalece la mística Ritz Carlton.</p>	<p>compromiso nos permiten alimentar y potenciar los talentos de cada uno en beneficio de todos los empleados y de la compañía.</p> <p>Ritz Carlton fomenta un entorno de trabajo en el que se valora la diversidad, se mejora la calidad de vida, se satisfacen las aspiraciones de cada empleado y se refuerza la mística Ritz Carlton</p>
--	---	---	--	---

Table 8. Three steps of service evolution analysis.

	ENGLISH (1999)	ENGLISH (2019)	SPANISH (1998)	SPANISH (2019)
THREE STEPS OF SERVICE	<p>A warm and sincere greeting. Use the guest name, if and when possible.</p> <p>Anticipation and compliance with</p>	<p>A warm and sincere greeting. Use the guest's name.</p> <p>Anticipation and fulfillment of each guest's needs.</p>	<p>Un saludo afectuoso y sincero. Si es posible, dirigirse al cliente por su nombre.</p> <p>Anticiparse a las necesidades del</p>	<p>Dar una cordial y sincera bienvenida utilizando el nombre del huésped.</p> <p>Anticiparse y satisfacer las</p>

	<p>guest needs.</p> <p>Fond farewell. Give them a warm good-bye and use their names if and when possible.</p>	<p>Fond farewell. Give a warm good-bye and use the guest's name.</p>	<p>cliente y satisfacerlas.</p> <p>Una despedida cariñosa. Darle un cálido adiós llamándole por su nombre, si es posible.</p>	<p>necesidades de cada cliente.</p> <p>Afectuosa y cordial despedida utilizando el nombre del huésped.</p>
--	---	---	---	--

Table 9. Service Values evolution analysis.

	ENGLISH (1999)	ENGLISH (2019)	SPANISH (1998)	SPANISH (2019)
SERVICE VALUES	<p>1.I build strong relationships and create Ritz Carlton guests for life.</p> <p>2.I am always responsive to the expressed and unexpressed wishes and needs of our guests.</p> <p>3.I am empowered to create unique, memorable and personal experiences for our guests.</p> <p>4.I understand my role in achieving the Key Success Factors, embracing Community Footprints and creating The</p>		<p>1.Establezco relaciones sólidas finalizando huéspedes Ritz Carlton para toda la vida.</p> <p>2.Soy responsable de satisfacer los deseos y las necesidades expresadas en expresadas de nuestros huéspedes.</p> <p>3.Estoy cualificado para tomar decisiones y crear experiencias únicas memorables y personales con nuestros huéspedes.</p> <p>4.Asumo mi rol para alcanzar los factores clave del éxito dejando huella en la comunidad y creando la mística Ritz Carlton.</p>	

	<p>Ritz-Carlton Mystique.</p> <p>5.I continuously seek opportunities to innovate and improve The Ritz-Carlton experience.</p> <p>6.I own and immediately resolve guest problems.</p> <p>7.I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.</p> <p>8.I have the opportunity to continuously learn and grow.</p> <p>9.I am involved in the planning of the work that affects me.</p> <p>10.I am proud of my professional appearance, language and behavior.</p> <p>11.I protect the privacy and security of our guests, my fellow employees and the company's confidential information and assets.</p>		<p>5.Continualmente busco oportunidades de innovar y mejorar la experiencia Ritz Carlton.</p> <p>6.Me responsabilizo y resuelvo inmediatamente cualquier incidente con nuestros huéspedes</p> <p>7.Fomento un entorno laboral basado en el trabajo en equipo y el servicio lateral donde se satisfacen las necesidades de nuestros huéspedes y de los empleados</p> <p>8.Tengo la oportunidad de aprender continuamente y desarrollarme profesionalmente.</p> <p>9.Estoy involucrado en la planificación del trabajo que me afecta.</p> <p>10.Estoy orgulloso de mi imagen expresión y comportamientos profesionales.</p> <p>11.Protejo la intimidad la seguridad la información confidencial y los bienes de nuestros huéspedes de los</p>	
--	---	--	---	--

	12.I am responsible for uncompromising levels of cleanliness and creating a safe and accident-free environment.		empleados y de la empresa. 12. Soy responsables de lograr unos niveles de limpieza absolutos y de crear un entorno seguro.	
--	---	--	---	--

4.2 Finding 2. Analysis of interviews results

The second part of the findings and discussion section consists in seven-nine questions to discuss how the employees and managers rate their satisfaction within the company using one of the Gold Standards that is integrated in the proper functioning of the property, the Employee Promise. The Employee Promise is integral in the determination of the quality and agreement of life within the employees and managers. Also this section allows managers and employees express and share how they feel about their opinions given on the interview. After a carefully selection made from the participants answers , in order to maintain their anonymity, researchers has introduced a codification to differentiate them. An “E” has been used to represent the five employees who worked or currently continue working in the company in an middle-level position. Meanwhile, an “M” has been used to differentiate the candidates who occupied or are currently occupying a management position in a Ritz Carlton hotel located in Doha, Barcelona or Tenerife.

4.2.1. First objective results

In order to describe the findings obtained regarding the **first objective**: To analyse the evolution of the Ritz Carlton Gold Standards. The following findings have been obtained:

Question 2. What are the Ritz Carlton Gold Standards?

Table 10. Question 2 Managers’ answers.

Participant	Answers
M1	<i>“Gold Standards stand for values, visions and course of action that a good hotelier has to</i>

	<i>follow”</i>
M2	<i>“The Gold Standards are the key of the basics of Ritz Carlton philosophy, the name in which the company values are denominated. The Gold Standards are the internal marketing of the company and a guide to follow in recruitment processes”</i>
M3	<i>“The Gold Standards reflect the values and philosophy of the Ritz-Carlton hotels and are considered essential for the job. They are also known as the foundations of The Ritz-Carlton Hotel Company and incorporate the service philosophy of the organization. These are not secret codes for the exclusive use of employees, but are available on the hotel website for anyone to know”</i>
M4	<i>“Gold Standards are the five key factors for the success of the company and the basic element to carry in each operation carried within the company”</i>
M5	<i>“It is a culture of service that is perfectly aligned with our vocation” “I believe that the Ritz Carlton success is based on their recruitment process. They recruited people who really - at least in the time I was working there - fit with the values and culture of the company. And once fitted, impregnate their employees with their culture was very easy because it fit with us, with our vocation of service”</i>

Table 11. Question 2 Employees' answers.

Participants	Answers
E1	<i>"The Motto really marked me forever "ladies and gentlemen at the service of ladies and gentlemen" this standard sends a huge message and I think it is still topical. It is very different service than servility and this makes you understand that any work must be done from the integrity of the human being"</i>
E2	<i>"The Credo, the Mission, the Service Values, the Employee's Promise and the Moto"</i>
E3	<i>"The Ritz Carlton Gold Standards, are 6 super important sections that govern the management of the chain. In them, they explain conscientiously the mission, the philosophy and the values that we must have as individuals" "The Human Resources-level success that characterizes the brand "The Ritz-Carlton" focuses on these standards"</i>
E4	<i>"The Gold Standards are the basis of the philosophy, which breaks down our creed and the key to success during the stay of any guest"</i>
E5	<i>"Our Gold Standards are the foundation of The Ritz-Carlton Hotel Company, L.L.C. It encompasses the values and philosophy by which we operate"</i>

Discussion:

The Gold Standards of Ritz Carlton are clearly understood and shared between all employees and managers interviewed. It is defined as “the foundation”, “the basis”, “the govern”, “the culture of service”, “the key factors for the succes”, “the course of action” of the company. It is clearly seen that Ritz Carlton does a good job in setting its values to its employees and make a clear penetration in their mindsets. The answer show key points in common between managers and line-employees, this means that the culture is spread around the whole organization, common answers no matter what is the role.

Regarding the findings obtained with this question it is clearly verified what Mark DeCocinis state in his interview with Arthur Yeung in the chapter two of the paper in which DeCocinis explain that the key of the company starts by selecting the right people. They focus their recruitment processes on talent and personal values because these are things that can not be taught. If potential employees do not share the same values and purpose, Ritz Carlton can not expect to bring someone into its culture.

Question 7 (in employees questionnaire) and 9 (in managers questionnaire).

The three factors highlighted in the Employee’s Promise are:

Value diversity - Enhanced quality of life - Individual aspirations realized.

Employees: How would you rate your level of satisfaction given your personal experience working in Ritz Carlton in each of them?/ Managers: What challenges appear in its application? Why?

Value diversity:

Table 12. Question 9 managers’ answers.

Participant	Answers
M1	<i>“Diversity is sought but following some canons”</i>

<p>M2</p>	<p><i>“The challenge of integrating different cultures in the same environment, integrating their different objectives with the company ones. It is the way in which the company state how to perceive all these points of view and how to use them so that employees really see that their provenance is valued and that therefore diversity is valued. The challenge is to know each individual and how can Ritz Carlton contribute so that this individual sees that is working in a company that knows how to get the best out of himself regardless of his origin”</i></p>
<p>M3</p>	<p><i>“The Ritz Carlton has offered me the opportunity to work in different properties located in different destinations and therefore see the great diversity of people, nationalities and different countries of origin that are part of our Ladies and Gentlemen”</i></p>
<p>M4</p>	<p><i>“I think is the one that is best applied due to all the Ritz Carlton Hotel have a wide variety of people coming from many different countries working for them. And at the end it is a good idea because we also receive guests from all over the world and diversity helps us to understand better different cultures”</i></p>
<p>M5</p>	<p><i>“Very aligned with the reality”</i></p>

Table 13. Question 7 Employees' answers.

Participant	Answers
E1	<i>Very satisfied. "The Ritz Carlton Company offered me the opportunity to travel across the world and experience different cultures. I learned to understand the client from its cultural perspective and of course, through my own colleagues coming from international origins too"</i>
E2	<i>Very satisfied. "There are employees from many different nationalities around the world, and people who has worked in many different countries, from different ages and cultures"</i>
E3	<i>Very satisfied. "The Ritz Carlton Company offered me the opportunity to work in different properties as Naples and Japan to learn from different styles of cooking, to train with different cultures and overall to never forget that we are humans and teamwork in this kind of jobs is the force that brings you up to the success"</i>
E4	<i>Very satisfied. "At Ritz Carlton, not only a professional service is sought, but as a transnational company it is given the task of offering thousands of jobs to anyone who is interested in being part of the Ritz Carlton"</i>

	<i>family without discriminating against culture, country, language, appearance or preferences”</i>
E5	<i>Very satisfied. “I have had the opportunity to worked with seventeen different nationalities. So, I can make sure that diversity is valued because it reinforces the communication between employees and guests from many different countries”</i>

Enhanced quality of life:

Table 14. Question 9 managers’ answers.

Participant	Answers
M1	<i>“The quality of life is enhanced if the company has assigned the position with which someone can develop and exploit his skills and also if the employee is well treat from Human resources, managers and colleagues. It is a mirage”</i>
M2	<i>“The hospitality industry requires long schedules and the company returns it to its employees with fixed contracts, good salaries, development opportunities, being in a prestigious chain... The improvement of quality of life always depends on the employee's expectation and the challenge here is to know how to listen and understand</i>

	<p><i>employee's expectations, because these expectations change depending on the moment of life and from there, know how to treat each employee as they would like to be treated"</i></p>
<p>M3</p>	<p><i>"From the first moment that employees are hired until the day they leave the hotel, they walk a fantastic path where they are taught to improve day by day, to evolve in the face of adversity, to grow as people but above all, to never forget that there is a life after work that must be lived and experienced"</i></p>
<p>M4</p>	<p><i>"It is not the same the way of working in Middle East that we work 9 hours per day with just one day off and due to the professional life schedule, you find a difficulty to deal with the personal life rather than working in Europe or USA that have a completely different way working and conceiving life"</i></p>
<p>M5</p>	<p><i>"It was not aligned with the reality. People work a lot of hours and feel very pressured in order to achieve a promotion"</i></p>

Table 15. Question 7 Employees' answers.

Participant	Answers
E1	<p><i>Very satisfied. "A lot of dedication is demanded but well rewarded" "If employees are committed with the objectives of the company, then they will probably be promoted" "If you are only focused at economics this is not easy at the beginning"</i></p>
E2	<p><i>Dissatisfied. "The salary was poor, even after internal promotions, no salary increments took place" "working hours were long and of course never paid or rewarded (although this is quite common in hospitality industry, but at least other companies do not promote something that is not true)"</i></p>
E3	<p><i>Very satisfied. "Hard work, effort, persistence and good attitude makes you fit with the values of the company. If you give good things, they will give you back huge rewards"</i></p>
E4	<p><i>Very satisfied. "The Ritz Carlton offers its employees fair living conditions and salaries that allow the employee to live with dignity, as well as benefits, vacations, extra time, etc"</i></p>

E5	<i>Very satisfied. "This is about life balance work, we need to balance life after work, release stress, have vacations and fulfil all aspirations in life while working at the company"</i>
-----------	--

Individual aspirations realized:

Table 16. Question 9 managers' answers.

Participant	Answers
M1	<i>"It is easy to apply. The challenge appear giving the adequate coaching in order to find the way to accomplish his aspirations"</i>
M2	<i>"It is the main reason why the rotation rate is so low. But all individuals can not grow within the company at same level and it creates employee frustration. But it has improved since the Marriott International expansion of luxury brands and employees has the opportunity to be promoted within other brands of the company. Ritz Carlton provide a significant growth as a professional"</i>
M3	<i>"My experience is a clear example of promotion in the company. I started from the bottom, washing dishes and I retired as General Manager of three different Ritz Carlton hotels. This reaffirms that the attitude and desire to success and do your best, is much more important than having good studies and to succeed you have to work hard"</i>

	<i>and have patience, because when you enter the company and you work completely sharing with your employees where you want to go there is no greater challenge for them to help you to fulfill and achieve the objectives”</i>
M4	<i>“Is based on the attitude of each employee. If you want to reach an objective and grow inside the industry you need to push yourself, you need to do lateral service, learn how an entire hotel works, get on well with everyone, be honest and share what are your aspirations” “If you give to the company and show what are the key things you can offer to the company, just keep on doing because at the end the company will give it back to you”</i>
M5	<i>“It was very aligned with the reality” “I grew up in the company and I also made many people grow”</i>

Table 17. Question 7 Employees’ answers

Participant	Answers
E1	<i>Very satisfied. “ It is not easy but with lots of consistency and hard work it happened”</i>
E2	<i>Little satisfied. “I had the impression to be just a “number” in the company most of the times.</i>

	<p><i>Of course some of my different supervisors and bosses were very nice and I had the feeling to be valued sometimes, but most of the time this was not the case” “Once you leave Ritz-Carlton and work in different companies, you realized how different work life can be, an how your individual aspirations can be considered, realized and achieved”</i></p>
<p>E3</p>	<p><i>Very satisfied. “When you want to become something and you share it in the company they will give you the tools to do it, grow and even more to keep on improving yourself”</i></p>
<p>E4</p>	<p><i>Very satisfied. “The Ritz Carlton helps and is committed to the personal growth of its employees by offering alternatives and opportunities for each employee’s aspirations to be me”</i></p> <p><i>“ The Ritz Carlton it is the best school where you can learn and grow professionally. It is definitely the best hotel company”</i></p>
<p>E5</p>	<p><i>Very satisfied. “As much as you learn inside the company as many possibilities you will have to grow to fulfill your personal aspirations”</i></p>

Discussion:

All interviewed employees state that the diversity within the Ritz Carlton hotels are clearly valued. By their answer it becomes obvious that diversity enriches them as a human being and in consequence it improve the level of service delivered. Ones more, diversity focus brings to the whole organization an open minded state. By interacting between internal and external guests from different cultures the participants agreed that learning from others increases the company value. On the other hand, from the interviewed managers perspectives, there is a challenge in positivize the fact of cultural diversity and integrate it to the team because it may happen that different cultures are not easy to match. Ritz Carlton offers the opportunity to travel around the world since it is spread across many countries, implying employees mobility and adaptability to change.

Regarding the enhanced quality of life, employees show concerns about finding the best way to balance private life and work while the company supplies them with special advantages to go on vacation with their families, proper salary scales and different social benefits. Most of the interviewees agree in their answers stating that exceptional efforts drives them to huge rewards from the company side but their reality when starting a career in the company showed difficulties in improving their lifestyle due to the fact that extra effort, commitment and achievement of company objectives must be strongly shown at their beginnings. However, the 20% of employees interviewed strongly disagree with the previous statement. Their main complain shows a fully different experience since, low salaries, no-paid overtime and promotions without salary increase take place. Even these situations are common in the industry, employees mentioned that Ritz Carlton shows a contradiction between values and facts. From the managers answers a global conclusion can be definitely drawn. They generally state - using different words - that the effort, dedication and willingness to grow in the company are necessary to remain in it and achieve leadership positions because professional promotion is not easy to reach without having fulfilled these premises. They have also indicate that the personal effort required is higher when working in a Middle East destination compared to an european or american one. In conclusion, they mostly coincide with the answers of the interviewed employees.

Individual aspirations have been stunned by employees as a difficult but not an impossible achievement to be realized within the organization. While some emphasize that they feel supported by the company to grow and give the best of themselves, 20% of the employees interviewed declare having felt a number and mostly did not feel valued by their bosses. They did not feel their individual aspirations realized until they left the company and joined another hotel chain. In regards to

managers vision, they all talk about promotion. Some of them stated that the level of studies is not as important as the desire to success and do your best stating that to realize the individual inspirations in Ritz Carlton only depends on the attitude of the employee.

It has been clearly demonstrated that Ritz Carlton has done a good job in employee engagement but there is some aspects that still need an improvement.

4.2.2. Second objective results

In order to describe the findings obtained regarding the **second objective**: To describe the evolution of hospitality employee from the Gold standards first appeared until now. The following findings have been obtained:

Question 4 (in managers questionnaire).

Why is the employee turnover rate of Ritz Carlton lower than the industry average?

Table 18. Question 4 managers' answers.

Participant	Answers
M1	<i>"Thanks to its philosophy and way of managing people, Ritz Carlton makes employees feel that the hotel is part of themselves making them see a reflection between themselves and its philosophy. Ritz Carlton makes employees feel comfortable in their workplaces"</i>
M2	<i>"The company invests a lot of time in the selection process and pay attention to which candidates they hire. They do not hire employees thinking about the first position they will occupy but also their potential development in the company. They do a career plan for their employees that is the secret for retention, to look for a medium and long term result"</i>

<p>M3</p>	<p><i>“It is because of the opportunities Ritz Carlton offers to their employees to grow both personally and professionally to achieve their employee dreams” “But in the past when I was working in the industry, the sector had a lot of rotation especially in departments such as the kitchen”</i></p>
<p>M4</p>	<p><i>“Lower turnover rate comes from the reputation of the brand, the opportunities that Ritz Carlton offers to grow within the company, the fact that they care for their employees and the global expansion of the brand”</i></p>
<p>M5</p>	<p><i>“The Ritz Carlton is an school, it is not really a company but a school that gives real career possibilities and for that reason people spend there many years of their professional career” “I spent 12 years at Ritz Carlton and I assure you that the most I have been in other companies has been between 4 and 5 years”</i></p>

Discussion:

As it has been explained in the literature review of the document, Ritz-Carlton revamped its pay and rewards system and saw its turnover rate dramatically decrease from 51% in 1991 to 23% in 2004 (Terzo, 2005).

Managers were asked about the reasons why they believe that the turnover rate of Ritz Carlton is below the average of the hotel industry and they all concur in the attribution of low employee rotation to the reputation, learning and promotion opportunities, the fact that they care for their employees and the global expansion of the brand.

In order to answer the second objective of the paper: to describe the evolution of hospitality employee from the Gold Standards first appeared until now, this analysis found evidence for stating that Ritz Carlton Gold Standards are a useful tool for employee engagement and employee engagement drives to a decrease of the turnover rate of the company.

Question 5 (in managers questionnaire).

How does the “Employee’s Promise” apply to its employees?

Table 19. Question 5 managers’ answers.

Participant	Answers
M1	<i>“Diversity is valued and the employee who feels worthy and proud of giving a luxury service is favored”</i>
M2	<i>“I make employees feel that the values of the company are applied to them and that they are the most important resource for Ritz Carlton. When there are opportunities for development the company cares about knowing their employee talents well and helping them to maximize these talents” “We as employers provide the same experience that the employees gives to the guest, to the employees. Then, they will feel special and that he also receives this “mystique””</i>
M3	<i>“Thanks to the Human Resources department and the training and development initiatives that have been created and carried out at the Ritz Carlton it has made that not only the preparation of the employees for their tasks in their daily work to give a good service , but also the inculcation of the culture of teamwork,</i>

	<i>excellent service and, above all, to love oneself and become an exceptional professional in their field”</i>
M4	<i>“It is based on trust, honesty, commitment, integrity and respect to each other” “It is about what are the benefits we get, we learned and what is promised in return of our good service” “The Employee Promise is what makes the work atmosphere full of fun and excitement”</i>
M5	<i>“The Employee’s Promise is applied through daily interaction, through the line-ups, through the deal, the values employees share: trust, honesty and respect” “I think that one of the things that Ritz Carlton did well is that their culture was not just little signs that hung on the walls but they were things that were talked about on a day-to-day basis and well understood for the employees”</i>

Discussion:

Once the theory is clearly understood, then, takes place the action. The managers were asked about the Employee’s Promise applications to their employees in their day-to-day operations and from the results, they suggest that the daily interaction, the application of the values stated in Gold Standards -trust, honesty, commitment, integrity and respect- with their team, the training and development initiatives that comes from the human resources department and making employee feel the most important resource for the company, were the key basics for Employee’s Promise application.

According to Mark DeCocinis as it was highlighted in the literature review chapter, the secret of Ritz Carlton is consistency in execution. Taking as a priority their employees because service comes only from people and they keep their promise to their employees making it an everyday priority. Taking care, trusting developing and providing a happy place for them to work.

Question 5 (in employees questionnaire) and 7 (in managers questionnaire).

Given your experience, would you change something of the “Employee’s Promise” Principles?

Table 20. Question 7 managers’ answers.

Participant	Answers
M1	<i>“It is almost a perfect text. The theory is fine but the conflict appears in the degree to which Ritz Carlton are able to implement it. Sometimes the “ladies and gentlemen” are not put in the first places”</i>
M2	<i>“The Employee’s Promise was born from the fact that each hotel sent sentences listing what employees expected to find” “Nowadays they should add innovation issues, encourage flexible work and gender equality. Things that are currently in the day to day that we are living in and that at the time were not there yet”</i>
M3	<i>“No. Nowadays the Employee’s Promise is still a treasure that many others companies of the sector want to copy and reach to achieve the same success. Is is the key factor that is internationally understood , it is the source of motivation for employees to create a good environment at work, and encourage employees to stay”</i>

M4	<i>"I would not change anything. It is what make the difference between Ritz Carlton and other luxury hotel brands"</i>
M5	<i>"Yes, I would change it in terms of formulation, I mean, to say it in a language focused on the young people of today. That is no longer the same language we spoke at that time. I would not change the essence but the formulation"</i>

Table 21. Question 5 Employees' answers.

Participant	Answers
E1	"I would not change anything" "As I mentioned I do still force myself to apply such principles and values in other business"
E2	"In my opinion "The employee's Promise" is the Gold standard that needs to be completely changed, as it is not applied properly in Ritz-Carlton" "trust and honesty are more or less the same, so it would be enough to cite only one of these two principles"
E3	"I would not change anything" "there are no more accurate words to fit and reflect the care and work of employees"
E4	"I would not change anything" "In short, it expresses as such the opportunities that the company offers to have a quality job and keep you motivated for a better performance"

E5	“I would not change anything. I am totally agree”
-----------	---

Discussion:

Another promising finding was that when employees were asked about if they would change anything of the Employee’s promises, the 80% of them affirm that they would not change anything since they were totally agree with it. On the other hand, the 20% of the interviewed employees bet for a complete change as it is not applied properly.

Regarding the managers point of view, the 60% of them has something to add or change. Some of them would change the formulation since they believe that the text is written in an old style literature that does not match with the actual wording. Others, would add innovation subjects, encourage flexible work and gender equality since these are the topics of the moment and needs to be shaped in Employee’s Promise, adding a more actual an updated approach. 20% of interviewed managers agree with the 20% of employees by agreeing with the fact that the theory of the text is fine but the conflict appears in the degree to which Ritz Carlton are able to implement it.

This results demonstrated that employees has changed among years since the actual society has changed in certain aspects, valuing, for example, the balance between private and professional life, flexible work and equality of opportunities. These aspects are not 100% aligned in the current Gold Standards so it is demonstrating that hotel employees have evolved from Ritz Carlton Gold Standards were created until now and Employee’s Promises have been stuck in the past.

4.2.3. Third objective results

In order to describe the findings obtained regarding the **third objective**: To analyse if “Employee Promises” stated in the Ritz Carlton Gold Standards are adequate for the XXIst century employees. The following findings have been obtained:

Question 1: What is the Ritz Carlton Philosophy for you?

Table 22. Question 1 managers' answers.

Participant	Answers
M1	<p><i>"The Ritz-Carlton philosophy is the way of understanding the world of hospitality. It encompasses the way the employees see it as hospitality professionals, it guides employees to how they should behave and what they should expect as part of the worldwide company."</i></p>
M2	<p><i>"The Ritz-Carlton philosophy is the official guide, the base in which when they make a decision is the one, they refer to. Is their guideline on a day to day basis. Anyway, anywhere the Ritz Carlton philosophy is the tool that help all the employees to move forward no matter the situation. Most of the situations that could occur in a Ritz Carlton Hotel has been analysed from the point of view of the philosophy and thanks to that there is always a solution for employees to follow."</i></p>
M3	<p><i>"The Ritz Carlton philosophy is the way to live, work and grow in the company. Is a guide that helps employees to understand the values, mission and vision of the company from the first moment and also guide every employee to know how to behave and how to act in their day to day work. It helps all the employees to understand in a very precise way what really mean The Ritz Carlton philosophy and why they are world leaders offering an excellent service to their guests and to their employees."</i></p>

<p>M4</p>	<p><i>“The Ritz Carlton philosophy represents one of the oldest and best philosophies in the world of luxury in hospitality and stated that their highest mission is providing a genuine care and comfort to the guest with personalized service and finest facilities they could never imagine or expect.”</i></p>
<p>M5</p>	<p><i>“The Ritz Carlton philosophy is an attitude and a culture of service that permeated the employees being aligned with the professional objectives of the worldwide company.”</i></p>

Table 23. Question 1 Employees’ answers.

<p>Participant</p>	<p>Answers</p>
<p>E1</p>	<p><i>“The Ritz Carlton philosophy is the guide that made, makes and will make the difference on the rest of the companies of the world of luxury hotels. Is the essence that defines a clear style of service, no servility, attention to detail and standards of quality at the highest level.”</i></p>
<p>E2</p>	<p><i>“The Ritz Carlton philosophy is a strong philosophy, created in order to achieve and maintain quality standards. Even that this philosophy is not applied in the same way in all the Ritz-Carlton hotels around the world.”</i></p>
<p>E3</p>	<p><i>“The Ritz Carlton philosophy is the basis of the success of this luxury hotel chain. It is well known that to be part of the staff you must</i></p>

	<i>meet certain requirements and skills that make a difference when the company is recruiting new staff. Their philosophy is the soul of the company and it must be applied it at every moment of the daily life.”</i>
E4	<i>“The Ritz Carlton philosophy is a professional lifestyle that not only allowed employees to succeed following the steps during their shift, allowed them to put in practice every single tip also in their personal life that makes improve day by day.”</i>
E5	<i>“The Ritz Carlton philosophy is the standard service delivery. It can be internal and external. Employees should always follow company’ gold standards when they deliver an excellent service to all the guests and it the philosophy is the main tool to succeed.”</i>

Discussion:

This section summarises the findings and contributions made about The Ritz Carlton Philosophy stated. by the 90% of the interviewees, there is no differences between managers or staff that is the basis of success of the company and guide the employees to understand the values, mission and vision of the company and also lead employees to know how to behave and how to act in their daily life aligned with delivering an excellent service based on attention to detail and to keep the quality standards at the highest level.

The result of this analysis is then compared with the the data written on the literature review are complemented by the knowledge and experience of J. Willard Marriott that strongly agree with the idea of having a strong philosophy which remarks that employee loyalty is of great importance and that hospitality worldwide company do not achieve the success unless they treat employees in the same way that managements would like to be treated.

This analysis found evidence for answering the third objective based on analyzing if “Employee Promises” stated in the Ritz Carlton Gold Standards are adequate for the XXI century employees. From these results it is clear that The Ritz Carlton philosophy still being adequate due to the level of agreement of all the interviewees in the satisfaction of being part of the company and the fact is that this good feedback and work environment could not be possible if employees does not really feel genuine care and comfort from managers and leaders side.

Question 3: Do you think that the Gold Standards are similar applied to the internal guest as they are to the external one?

Table 24. Question 3 managers’ answers.

Participant	Answers
M1	<p><i>“The Gold Standards are applied to the internal guest as they are to the external but in different ways. The golds standards are a manual that helps employees to develop a good service to their guests, but in the same way is also a manual that helps to understand the work environment and the relationship must have with the team colleagues during the service. This is why it would say that 50% is based on external customer when it is focus on the ways of acting for guests and 50% when it is based on work focused on the ways of working and cooperating with colleagues. Therefore, it is a guide to apply to both internal and external guests depending on the situation in which employee is.”</i></p>
M2	<p><i>“The Gold Standards are applied in the same level to the internal guest as they are to the external one. There is no difference in the sense</i></p>

	<p>that obviously each employee has to understand where it is and how much it means, apply, create unique and memorable experiences to the guests. In fact, this is the reason for being, employees are providing the best service, but this service would not be the best one if the employees did not feel well treated by the rest of the team. Therefore, it is as Mr. Marriot says, "If you treat your employees well, they will treat your guests well and these guests will return." Furthermore, an employee who is here and feels well treated by the company will provide this excellent service to all the guests."</p>
<p>M3</p>	<p>"How can I make my employees exemplify the philosophy and values we teach to the guests, if they do not feel part of it and have the same value?"</p> <p>"The Gold Standards are applied in the same level to the internal guest as they are to the external one, due to is an instruction manual applicable to both that demonstrates the steps to follow to give an excellent service for guests to be happy. At the same time, Gold Standards show employees what they mean for the company and the steps that the leaders follow in order to make them feel well treated and happy in their place of work. After all, we are ladies and gentlemen serving ladies and gentlemen and as the motto states even if you are a guest or employee, you are a person and</p>

	<p><i>deserve a good treatment and feel comfortable with what you do to do it well and to be able to do your best.”</i></p>
<p>M4</p>	<p><i>“The Gold Standards are applied to the internal guest as they are to the external but are more remarkable for the external one. Ritz Carlton is recognised for the amazing service and care of their guests and that means to pay attention to every single detail and as employees they really need to be trained and focus by the Golds Standards in order to follow all the steps that bring them to the success of having an excellence service. Even though, if it is talked how gold standards are applied to the employees, it is completely different. For employees are applied as a method of training to be a truly lady or gentlemen and moreover are well applied for teamwork between departments. Gold Standards for employees is a tool to succeed on the personal service given to the guests in order to fulfil their personal needs.”</i></p>
<p>M5</p>	<p><i>“The Gold Standards are applied in the same way to the internal guest as they are to the external guest. They treat in the same way employees rather than guests in order to be successful internally and externally. Ritz Carlton is the base of leadership that can be applied in many aspects during their life, personally and professionally. Treat your team and employees the same way you want they</i></p>

	<i>treat your guests.”</i>
--	----------------------------

Table 25. Question 3 Employees’ answers

Participants	Answers
E1	<i>“The Gold Standards are understood as the pure philosophy of the company and should be applied in the same way for internal and external guests. According to what is understood, it has the same philosophical and moral value for external customer that is the income the company obtain to keep on improving the chain than the internal customer that is the one that engine and enlivens the business. At the end both of the guests are becoming to the final client.”</i>
E2	<i>“The Gold Standards is a customer centric philosophy, applied in a most consistent way for the external customers (guests) than for the internal customers (employees).”</i>
E3	<i>“The Gold Standards are applied in the same way to the internal guest as they are to the external guests. Gold Standards reinforces the fact that the hotel's pristine reputation and there is no key success factor to be profitable than the happiness of their staff.”</i>
E4	<i>“The Gold Standards are applied in the same way to the internal guest as they are to the external guests, because Ritz Carlton not only</i>

	<p><i>cares about making its guests happy, it also focuses on keeping its staff safe, happy, giving them the opportunity to grow and continue learning as mentioned by one of the services values "I have the opportunity to continuously learn and grown". Satisfied staff manages to deliver the best service to their guests and also create stronger bonds and lasting staff-guest."</i></p>
<p>E5</p>	<p><i>"The Gold Standards are applied in the same way to the internal guest as they are to the external guests. To treat well your guests and give an excellent service you need to be part of it. Feel proud of your job, be aligned with the objectives and values of the company and overall learn about the place where you are working. The Gold Standards are a tool of training employees, once learnt the employees use the Gold Standard to give the excellent service demand to the guests. It is a chain of happiness, if employees are happy, they will do their best to fulfill the needs of the guests and if guests are happy, they will come back and increase the benefits of the company."</i></p>

Discussion:

Planned comparisons revealed that after analyzing different opinions from employees and managers about Gold Standards, 70% of interviewees approve that Gold Standards are similar applied to the internal guest as they are to the external ones. Even though is interesting to remark that exists a 30% who strongly stated that Gold Standards are applied in a most consistent way for the external guests

due to the external customer are the ones that provide the income to the company to keep on improving the chain.

Extensive results carried out show that this method confirms the data written on the literature review are extremely related with the paper of the Gold Standards by Joseph A. Michelli who explained that Gold Standards is a list of principles that show the employees the way they have to do their jobs. This list is enshrined in a trifold card that each employee carries at all times, like a guide to follow in their daily routine. Moreover, this list provides to the staff the information enough to fulfill expressed wishes and anticipating even unrecognized needs of the guests in any type of situation.

The results demonstrated in this finding match with the third objective exposed based on analyzing if “Employee Promises” stated in the Ritz Carlton Gold Standards are adequate for the XXI century employees it is It is notable that still being suitable due to the success of the company around the world thanks to their staff which are taught through these principles that allow them to provide the finest personal service and facilities for their guests, who will always enjoy a warm, relaxed, yet refined environment without never stop learning because every new experience with a guest it is a new training for employees."

Question 4 (in employees questionnaire) and 6 (in managers questionnaire): Could you please cite the following principles of the “Employee’s Promise” in order of importance: Trust, Honesty, Integrity, Respect, Commitment.

Table 26.1 Question 6 managers’ answers.

Participant:	Answers:
M1	<p><i>“All the principles of the employee promise are important in the same way, but the personal preference is: Integrity, Commitment, Respect, Honesty, Trust.</i></p> <p><i>Integrity it is considered fundamental, if employees do not have it, cannot feel good performing their work, feeling in that way self-conscious and incomplete. An integrated</i></p>

	<p><i>person is, in general, a reliable, honest, committed, respectful and respectable person.”</i></p>
M2	<p><i>“It is really difficult to sort the principles of the Employee Promise by priority because the five are very related and very important. If it has to be in order, it will include the first four Trust, Honesty, Integrity and Respect in the foreground and then comes the commitment. It is impossible to have anyone is commitment if they do not apply values as clear as these first.”</i></p>
M3	<p><i>“All the principles of the Employee promise are important, but the personal order will be:</i></p> <p><i>Respect: Because it is the last thing that should ever be lost, everyone deserves to be treated with respect.</i></p> <p><i>Trust: Leaders must trust their team and let them act without pressure.</i></p> <p><i>Commitment: All the people that are part of the company must be committed to their well-being.</i></p> <p><i>Honesty. Honest answers make people free.</i></p> <p><i>Integrity. If employees have all the above, there is no doubt that it will be integrated into their work.”</i></p>
M4	<p><i>“The principles of the employee promise are call it “THRIC”, based on:</i></p> <p><i>Trust: Trusting each other is very important at the service culture to provide exceptional outcomes.</i></p>

	<p><i>Honesty: Honesty is the best policy. no room for lying coz it does not build good relationship.</i></p> <p><i>Respect: Manners that need to respect not only internal ladies and gentlemen but also external L&G.</i></p> <p><i>Integrity: This value goes with the hotel integrity, the company and the people who work within related to service value 10, need to be proud of professional appearance language and behavior.</i></p> <p><i>Commitment: To achieve all goals and go within one direction we need all the L&G commitment to believe in the Ritz Carlton culture to provide exceptional service to all Ritz Carlton guest."</i></p>
<p>M5</p>	<p><i>"The principles of the Employee Promised would be written in the following way: Commitment, Trust, Respect, Integrity and Honesty.</i></p> <p><i>Because commitment was something that inspired any employees since they started to work in the company. The commitment, means being committed with the culture of the company, with the brand and with the philosophy the excellent service. Trust, because it is something that it is build day by day with teams. Respect, because is the first thing taught in all the staff levels, and integrity means living with these values and this requires commitment."</i></p>

Table 27.1. Question 4 Employees' answers

Participant:	Answers:
E1	<p><i>"The order is based on personal values and educations based on : Respect, Trust, Commitment, Honesty and Integrity.</i></p> <p><i>But it does not matter how you order them, all are so much important."</i></p>
E2	<p><i>"Respect, Trust, Honesty, Commitment and Integrity is the representation of what a truly L&G is."</i></p>
E3	<p><i>"All of them are important by a personal point of view the order is:</i></p> <p><i>Trust: It is based on the security that the company puts in each individual, to meet established standards.</i></p> <p><i>Honesty: It is the mutual feeling of transparency that creates faithful relationships between the company and the staff.</i></p> <p><i>Integrity: Characteristic that each member of the staff must meet, neatness in all senses is of utmost importance, since the collaborators are a reflection of the "guest".</i></p> <p><i>Respect: It is accomplished thanks to the cultural diversity found in the staff of each hotel and not only that, but also in the impartial hierarchy of each job.</i></p> <p><i>Commitment: It is not the principle number one, but relatively is the main one. Without the great</i></p>

	<i>commitment of the company-staff relationship would not meet each of the goals to satisfy the "guest" and therefore the staff."</i>
E4	<p><i>"All of them are extremely important. Although as a personal point of view the most important is:</i></p> <p><i>Respect, because if we know how to respect, we can trust.</i></p> <p><i>Trust: if we can trust we can be honest</i></p> <p><i>Honest: and to be honest employees should be integrated and committed to their selves to whatever is assigned to do.</i></p> <p><i>Commitment and Integrity that are aligned.</i></p>
E5	<i>It is a personal commitment to follow with all the guests as well as with colleagues the importance of: Trust, Commitment, Integrity, Honesty and Respect."</i>

Table 26.2. Question 6 managers' answers

	M1	M2	M3	M4	M5
TRUST	5	1	2	1	2
HONESTY	4	2	5	2	5
RESPECT	3	4	1	3	3
INTEGRITY	1	3	5	4	4
COMMITMENT	2	5	3	5	1

Table 27.2. Question 4 Employees' answers

	E1	E2	E3	E4	E5
TRUST	2	2	1	2	1
HONESTY	4	3	2	3	4
RESPECT	1	1	4	1	5
INTEGRITY	5	5	3	5	3
COMMITMENT	3	4	5	4	2

Discussion:

It leads to good results, even if there is not a wrong or right answer when it is asked to put in order the following principles of the "Employee's Promise" as Trust, Honesty, Integrity, Respect, Commitment according to importance of each interviewee, all the answers depends on experience, values and perceptions. Furthermore 100% of the interviewees states that all of them are extremely important because it is something that inspired any employees since they became part of the company.

This results are important to correctly interpret the literature review related with the paper which analyze if the employee promise fits with the 21st century 5*GL employees by applying the principles of trust, honesty, respect, integrity and commitment, employees nurture and maximize talent to the benefit of each individual and the company. (The Ritz Carlton Company,2017)

In order to answer the third objective based on analyzing if "Employee Promises" stated in the Ritz Carlton Gold Standards are adequate for the XXI century employees it is clearly understood that the principles of the Employee Promise still being the DNA of relationships at The Ritz Carlton because it fosters a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled and the Ritz-Carlton Mystique is strengthened. (Caesar Ritz, 1898).

Question 6 (in employees questionnaire) and 8 (in managers questionnaire): What degree of agreement or disagreement would you show in the next sentence? "In the Ritz Carlton our L&G are our most important Resource to Commitment to our Guests." Why?

Table 28. Question 8 managers' answers.

Participant	Answers
M1	<p><i>"Totally agree: There may have bad facilities, there may be breakdowns, there may be problems or misunderstandings, but if there is a good staff behind, everything is solved, and you can even get around."</i></p>
M2	<p><i>"Totally agree: The rest of the values and the gold standards would not make any sense if leaders and managers did not start recognizing that all the company success is thanks to the people who work in the company, it is thanks to that fact, that employees feel important for being an employee. Notice that the creed speaks of "being part of", not "working for". We could not carry out memorable experiences to the guests, achieve the goals that are achieved without each of them were not feeling important and therefore it is one of the main reasons to work in this company."</i></p>
M3	<p><i>"Totally agree: Because the employees' promise reinforces the fact that the hotel's pristine reputation has its origin in them and not in its facilities, in its food or decoration, everything goes beyond the superficial and tangible part. This promise emphasizes and</i></p>

	<i>certifies that employees cannot give a good service if leaders do not treat well and take care of them.”</i>
M4	<i>“Totally agree: Because at the end of the day if they do not have exceptional ladies and gentlemen no one will provide and belief in all their philosophy and standard it is the human race and employees who makes a place gets it is soul.”</i>
M5	<i>“Totally agreed: Because it was like that, because they made feel it every day. Employees are the most important thing that this company had. They took care of them, they formed them, they recognized them, they disciplined them, and they did it in a very fair way.”</i>

Table 29. Question 6 Employees’ answers.

Participant	Answers
E1	<i>“Totally agreed: Without the people there is no service, without the standard feeling and commitment there is no quality service and without these values the company become a common hotel business with nice buildings, nice bedrooms but nothing more.”</i>
E2	<i>“Partially agree: Employees are the clue for the company development, but normally, the way they are considered would vary in each</i>

	<p><i>Ritz-Carlton hotel, depending on its Management. For example, in a Ritz-Carlton hotel where the management is more focused in results, the employees are not considered the most important resource. Results and revenue were more important than staff. It is not said that this is bad, not at all, at the end a hotel is a business and being profitable is crucial. However, it is strange to work in a company that assures that the staff is the most important thing, and then realize that this is actually not true. It is better as a persona opinion to be told that although the staff is important, the main purpose would be to achieve goals and results, at least this way employees will not feel like the whole company philosophy is a lie."</i></p>
<p>E3</p>	<p><i>"Totally agree: The way they teach their employees is just what makes it the most important resource to offer excellent, quality and unique service to their guests. Therefore, the sentence in the Ritz Carlton our ladies and gentlemen are the most important resource for commitment to our guests is completely true. Without the ladies and gentlemen there is no service and with no service there is no loyal guests."</i></p>
<p>E4</p>	<p><i>"Totally agree: In Ritz Carlton it is believed that keeping staff happy and motivated helps employees to take a more professional and better service with our guests."</i></p>

E5	<i>"Totally Agree: Because if employees will not deliver their best the guest will never get a WOW experience that remarkable the difference why they come back."</i>
-----------	---

Discussion:

In line with previous studies and according to the sentence "In the Ritz Carlton our L&G are our most important Resource to Commitment to our Guests.", superior results are seen as 90% of interviewees show a high level of agreement due to the fact The Ritz Carlton Company is positioned as the worldwide leader on managing employee emotions and excellence service.

This first paragraph of the employee promise provides enough information to confirm the data written on the literature review which are extremely related with the paper about the importance of the employee engagement written by Misty Johansson and Robert Wood in 2008, who highlights the importance of the interaction between the employees and guests as core of the service experience.

Slightly superior results are achieved in order to answer the third objective based on analyzing if Employee Promise stated in the Ritz Carlton Gold Standards are adequate for the XXI century employee as it been repeated throughout all the results, feeling that employees are the most important resource to the service commitment for the company and employee empowerment gives the company recognition and a competitive advantage to succeed.

Chapter 5. Conclusions

5.1. Conclusions

In summary, the aim of this paper was to analyze the evolution of the Ritz Carlton Gold Standards, to see how has the hospitality employee evolved from the first appearance of the Gold Standards of the organization until now and finally see if its Employee Promise match with the principles of the XXIst century hospitality employees profile. The results obtained on the three objectives raised for the researchers, will finish with a closing conclusion answering the question of the hypothesis of the research statement: Should the Employee Promise of Ritz Carlton Gold Standards be updated?

To start with, regarding the evolution of Gold Standards from the 1998 until now (see in “Finding 1”) researchers can state that no evolution in the wording of the text has appeared in the last 20 years. This fact differs from the evolution that has made the hospitality employee in terms of education, culture, knowledge and modernization. Nowadays, the hospitality employees are the second professionalized generation of workers, consistently differing from the ones who were working in same positions twenty years ago. In Ritz Carlton Gold Standards, only appears minor language changes such as, in the Spanish version of the text it appears an adjustment from “Señoras” to “Damas” when they refer to the women of the company. This lack of change and update comes from the idea that they use Gold Standards as a training tool and selection filter. Even though in Spain, for example in this 20 years the hospitality industry have made a completely change due to the growth and the increase of concentration based on international hospitality chains. And also regarding the changes of the guest profiles, it is clearly seen that even having such a specific code of conduct, Ritz Carlton is still applying the same tool in all its international presence and and even so, the organization get a service code of homogeneous behavior in each and every one of its properties.

The present findings confirm that hotel employees have evolved since the creation of the Gold Standards but in this evolutionary society where employees fight for good conditions and compensation at work it has been discovered that even though almost all the participants interviewed have mentioned the unhappiness regarding salaries, they show a deep attachment and admiration for the company.

The interviews stage allows the researchers to find the conclusion that employees of the Ritz Carlton that work there twenty years ago better match with the Gold Standards than actual employees since they seems to be less critical against it. Thanks to its exhaustive recruitment process, the Ritz Carlton is able to find the hospitality employees that better match with them and it is the main reason why most of them are completely committed with the company. However, although employees have so clear in mind which are their values at work that are strictly aligned with the ones of the company, at the moment when they are given freedom of opinion without contradicting the Gold Standards, discrepancies are found between what state ones and another. Regarding interviewees opinions about Employee Promise, some new changes may be applied in the Gold Standards, including topics like innovation, the promotion and advertising of flexible work, gender equality, common things that are currently in the society daily life and by that time are not there yet.

In conclusion, the Ritz Carlton Gold Standards are an exceptional tool that has drive the company to the nowadays reputation and success due to the high quality service provided by their employees and after conducting the study with the interviewed sample of participants, the present findings confirm that there is something that all of them have in common; They all agree in what the Employee Promise and Gold Standards are trying to express and teach to all members that shape and contribute to the proper running of its properties. The Ritz Carlton values and beliefs are shared within its employees because almost all participants show passion and commitment for this worldwide luxury brand, mentioning the importance of the companys' values. However, the way the text itself is formulated, it may be considered a further validation of the script.

5.2. Recommendations

The recommendations the researchers would like to share with futures researchers considering a resembling topic is to take time to narrow a margins to limit the research criteria in order to be able to look for specific information since when analyzing such a large company worldwide recognized it is very difficult to focus on certain information due to everything seems important and of great contribution to the research.

In addition, basing the methodology on a larger number of people might prove an important area for future research in order to be able to compare a wide variety of opinions from employees and managers working in many differents departments. This, helps the researchers to have more positive or negative points of view and thus be able to study more in deeply the topic that is being analyzed considering that in this study it is missing to corroborate differents range of agreement and disagreement with the company philosophy, that researches have expected to find due to the reduced group of employees and managers that has been interviewed.

On the other hand, regarding the Ritz Carltons' Human Resources teams after this research it can be clearly recommended a review of the Employee Promise. As it has been collected in the interviews stage, almost all employees interviewed would change something of this section of the Gold Standards so it suggest that the Human Resources departments of the Ritz Carlton company should consider a renovation.

5.3. Limitations and further research

Price and Murnan (2004) define a limitation of a study design as “the systematic bias that the researcher did not or could not control and which could inappropriately affect the results”. Although this research was conducted as thoroughly as possible, there are a number of limitations which should not go unmentioned.

Firstly, the main inconvenient of this research is the reduced sample of data collection. The research tools bring material about the employers’ and the employees’ point of view which gives the reader an overall picture of the Ritz Carlton Company Gold Standards implementation and internal beliefs. The setted time frame and the timely restrictions of the research influenced the depth of the study and may also justify a part of the following limitation. The lack of time available did not allow to interview a greater amount of participants, who could have potentially contributed to have more fair and diverse results.

Secondly, some of the questions shaped in the interviews should be asked more specifically in order to avoid misunderstandings or simple answers that do not contribute in detail to the research question. Researchers have found difficulties in E-mail interviews because of that aspect.

Thirdly, the collection of information was a clear limitation since this research is so specific in one company and it has been difficult to find particular information about peculiar aspects.

Lastly, half of the interviews have been answered in Spanish and therefore need to be translated. The original sense may affect the interpretation of the results. Another language issue is the fluency in English required for the research which differed between the two researchers so as the oral and written difficulty faced during the data collection process.

References

Alberts, D.S., & Hayes, R.E. (2003). Power to the edge: Command and control in the information age. Washington, DC: DoD Command and Control Research Program.

Albrech, Karl, and Richard Zemke. 1985. Service America! Doing business in the new economy. Homewood, IL: Dow Jones-Irwin.

Altinay L, and Paraskevas A, (2008 pg 148). Planning research in hospitality and tourism (1st edn.) Butterworth-Heinemann:Oxon.

Bacon, T. and Pugh, D. (2004). Ritz-Carlton and EMC: The gold standards in operational behavioral differentiation. *Journal of Organizational Excellence*, 23(2), pp.61-76.

Bowen, Donald, Caren Siehl, and Bruce Schneider. 1989. A framework for analyzing customer service orientations in manufacturing. *Academy of Management Review* 14:75-95.

Caesar-ritz.ch. (2016). *Caesar Ritz life story*. [online] Available at: <https://www.caesar-ritz.ch/life-story/> [Accessed 1 Apr. 2019].

Chu, Kay Heilin, and Suzanne Murrmann. May 2004. Development and validation of the hospitality emotional labor scale. Paper presented at the International Council on Hotel, Restaurant and Institutional Education Conference in Asia (ASIACHRIE), Phuket, Thailand.

Corporate Leadership Council. (2004, p.12). Driving employee performance and retention through engagement. Washington, DC: Corporate Executive Board. Available at: <http://www.corporateleadershipcouncil.com>. [Accessed 1 March 2019]

Elwell, S. (2003). *THE MARRIOTT MANAGEMENT PHILOSOPHY A living tradition of values and beliefs*. [ebook] pp.1-11. Available at: https://www.marriott.com/Multimedia/PDF/Marriott_Management_Philosophy.pdf [Accessed 25 Feb. 2019].

Felipe Gallego, J. (1998). Los nuevos perfiles profesionales de los directivos hoteleros, p. 18.

Forbes.com. (2017). *Five-Star Customer Service Depends On Treating Employees Well, Say Ritz-Carlton, Four Seasons.* [online] Available at: <https://www.forbes.com/sites/micahsolomon/2017/01/02/five-star-customer-service-depends-on-treating-employees-well-say-four-seasons-ritz-carlton/#4fedebc5edf> [Accessed 27 Mar. 2019].

Fourseasons.com. (2019). *About Four Seasons | Four Seasons Luxury Hotels & Resorts.* [online] Available at: https://www.fourseasons.com/about_four_seasons/ [Accessed 6 Mar. 2019].

Ghauri, P.; Gronhaug, K.; & Kristianslund, I. 1995. *Research Methods in Business Studies. A practical guide*, Hemel Hempstead, Hertfordshire: Prentice Hall.

Groenewald, T. (2004). A Phenomenological Research Design Illustrated. *International Journal of Qualitative Methods*, 3(1), pp.42-55.

Johanson, M. and Woods, R. (2008). Recognizing the Emotional Element in Service Excellence. *Cornell Hospitality Quarterly*, 49(3), pp.310-316.

Kruml, Sandra, and David Geddes. 2000. Exploring the dimensions of emotional labor: The heart of Hochschild's work. *Management Communication Quarterly* 14:8-49.

Lashley, Conrad. 1995. Towards an understanding of employee empowerment in hospitality operations. *International Journal of Contemporary Hospitality Management* 7 (1): 24-33. Hochschild, Alie. 1983. *The managed heart: Commercialization of human feeling*. Berkeley: University of California Press.

Lundberg D.E, (1986) Organización y administración de hoteles y restaurantes. P. 17- 46-47.

Marriott.com. (2002). *Marriott Management Philosophy.* [online] Available at: https://www.marriott.com/Multimedia/PDF/Marriott_Management_Philosophy.pdf [Accessed 13 Apr. 2019].

Michelli, J. (2008). *New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience Courtesy of the Ritz-Carlton Hotel Company (McGraw Hill professional)*. McGraw-Hill.

Oakley, J.L. (2004). Linking organizational characteristics to employee attitudes and behavior—a look at the downstream effects on market response and financial performance, executive summary.

Forum for People Performance Management and Measurement. Available at: <http://www.performanceforum.org>. [Accessed 1 March 2019]

Partlow, C. (1993). How Ritz-Carlton applies "TQM". *The Cornell Hotel and Restaurant Administration Quarterly*, 34(4), pp.16-24.

Piersol, B. (2007). Employee engagement and power to the edge. *Performance Improvement*, 46(4), pp.30-33.

Powers, T. and Riegel, C. (1993). A Bright Future for Hospitality Education: Providing Value in the 21st Century. *Hospitality Research Journal*, 17(1), pp.295-308.

Price, J. and Murnan, J. (2004). Research Limitations and the Necessity of Reporting Them. *American Journal of Health Education*, 35(2), pp.66-67.

Sanders, P. (2006). *Takin' Off the Ritz -- a Tad*. [online] WSJ. Available at: <https://www.wsj.com/articles/SB115102126185688205> [Accessed 2 May 2019].

Seymour, Diane. 2000. Emotional labour: A comparison between fast food and traditional service work. *International Journal of Hospitality Management* 19:159-71.

Site., L. (2019). *Hospitality Industry | A word of Opportunities Les Roches Marbella*. [online] Les Roches. Available at: <https://www.lesroches.es/en/hospitality/industry/> [Accessed 6 Mar. 2019].

Spinelli, M. and Canavos, G. (2000). Investigating the Relationship between Employee Satisfaction and Guest Satisfaction. *Cornell Hotel and Restaurant Administration Quarterly*, 41(6), pp.29-33.

Statista. (2018). *Leading hotel companies by number of properties worldwide 2018 | Statistic*. [online] Available at: <https://www.statista.com/statistics/197869/us-hotel-companies-by-number-of-properties-worldwide/> [Accessed 1 Mar. 2019].

Terzo, G. (2005, February). Report links engagement to profitability. *Workforce Management*, p. 19.

The Ritz-Carlton. (2019). *Luxury Hotels & Resorts | The Ritz-Carlton*. [online] Available at: <http://www.ritzcarlton.com/en/about/history> [Accessed 13 Mar. 2019].

Thomas F. Powers and Carl D. Riegel (1993) *Journal of Hospitality & Tourism Research* 1993 17: 295
DOI: 10.1177/109634809301700124.

Van Maanen, John, and Gideon Kunda. 1989. Real feelings: Emotional expression and organizational culture. In *Research in organizational behavior*, ed. L. L Cummings and Barry M. Staw, 43-103. Greenwich, CT: JAI.

Vereniginghogescholen.nl. (2017). *Professional and Educational Profile*. [online] Available at: https://www.vereniginghogescholen.nl/system/profiles/documents/000/000/221/original/hospitality_management.pep.2017.pdf?1516965000 [Accessed 26 Apr. 2019].

W.M Bruce and J.W.Blackburn, *Balancing job satisfaction and performance: A Guide for human Resource Professionals* (Westport, CT: Quorum Books, 1992).

Weick, Karl E. 1995. *Sensemaking in organizations*. Thousand Oaks, CA: Sage.

Welch, J., & Welch, S. (2006, May 8). How healthy is your company? *Business Week*, p. 126.

Wells, M. (2017). *What Is The Average Employee Retention Rate by Industry?* [online] *Business.dailypay.com*. Available at: <https://business.dailypay.com/blog/employee-retention-rate> [Accessed 6 Mar. 2019].

Wells, M. (2018). *Turnover and Retention Rates for Hotels and The Hospitality Industry*. [online] *Business.dailypay.com*. Accessed at: <https://business.dailypay.com/blog/staff-turnover-rates-hotel-motel-hospitality-industry> [Accessed 6 Mar. 2019].

Yeung, A. (2006). Setting people up for success: How the Portman Ritz-Carlton hotel gets the best from its people. *Human Resource Management*, 45(2), pp.267-275.

Appendices

Appendix 1: The Gold Standards evolution

Figure 1. The Ritz Carlton 20 Basics.

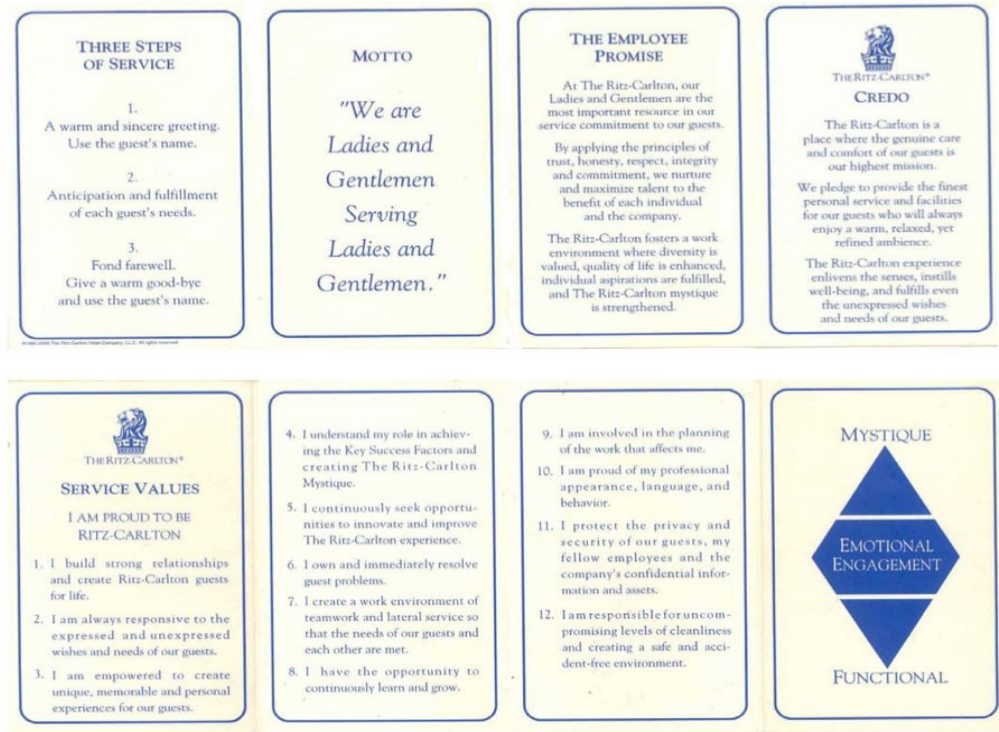


Figure 2. The Ritz Carlton 20 Basics.

THE RITZ-CARLTON BASICS	
1.	The Credo will be known, owned and energized by all employees.
2.	We are Ladies and Gentlemen serving Ladies and Gentlemen.
3.	The three steps of service shall be practiced by all employees.
4.	Smile—"We are on stage." Always maintain positive eye contact.
5.	Use the proper vocabulary with our guests (eliminate hi, ok, folks, etc.)
6.	Uncompromising levels of cleanliness are the responsibility of every employee.
7.	Create a positive work environment. Practice teamwork.
8.	Be an ambassador of your hotel in and outside of the work place. Always talk positively.
9.	Any employee who receives a guest complaint "owns" the complaint.
10.	Instant guest pacification will be ensured by all. Respond to guest wishes within ten minutes of the request. Follow up with a telephone call within twenty minutes to ensure their satisfaction.
11.	Use guest incident action forms to communicate guest problems to fellow employees and managers. This will help ensure that our guests are never forgotten.
12.	Escort guests, rather than pointing out directions to another area of the hotel.
13.	Be knowledgeable of hotel information to answer guest questions.
14.	Use proper telephone etiquette. Answer within three rings and, with a "smile", ask permission to put a caller on hold. Do not screen calls. Eliminate call transfers when possible.
15.	Always recommend the hotel's food and beverage outlets prior to outside facilities.
16.	Uniforms are to be immaculate. Wear proper footwear and your correct nametag.
17.	Ensure all employees know their roles during emergency situations and are aware of procedures.
18.	Notify your supervisor immediately of hazards, injuries or assistance needs you have.
19.	Practice energy conservation and proper maintenance of hotel property.
20.	Protecting the assets of a Ritz-Carlton Hotel is the responsibility of every employee.

Figure 3. The Ritz Carlton Gold Standards in English from 1998.


<p>THREE STEPS OF SERVICE</p> <p>1 A warm and sincere greeting. Use the guest name, if and when possible</p> <p>2 Anticipation and compliance with guest needs.</p> <p>3 Fond farewell. Give them a warm good-bye and use their names, if and when possible.</p>	<p><i>“We Are Ladies and Gentlemen Serving Ladies and Gentlemen”</i></p>	<p>THE EMPLOYEE PROMISE</p> <p><i>At The Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests.</i></p> <p><i>By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and maximize talent to the benefit of each individual and the company.</i></p> <p><i>The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled, and The Ritz-Carlton mystique is strengthened.</i></p>	<p> THE RITZ-CARLTON®</p> <p>CREDO</p> <p>The Ritz-Carlton Hotel is a place where the genuine care and comfort of our guests is our highest mission.</p> <p>We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed yet refined ambience.</p> <p>The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.</p> <p><small>© 2000, The Ritz-Carlton Hotel Company, L.L.C. All Rights Reserved</small></p>
---	--	---	--

Figure 4. The Ritz Carlton Gold Standards in Spanish from 1998.



<p>LOS TRES PASOS DEL SERVICIO</p> <p>1 Un saludo afectuoso y sincero. Si es posible, dirigirse al cliente por su nombre.</p> <p>2 Anticiparse a las necesidades del cliente y satisfacerlas.</p> <p>3 Una despedida cariñosa. Darle un cálido adiós llamándole por su nombre, si es posible.</p>	<p><i>«Somos señoras y caballeros que servimos a señoras y caballeros»</i></p>	<p> RITZ-CARLTON</p> <p>CREDO</p> <p>El Hotel Ritz-Carlton es un lugar donde la verdadera atención y comodidad de nuestros huéspedes es nuestra más elevada misión.</p> <p>Prometemos ofrecer el mejor servicio personal y las más selectas instalaciones a nuestros clientes, los cuales disfrutarán siempre de un ambiente afectuoso y relajado, aunque refinado.</p> <p>La estancia en el Ritz-Carlton regocija los sentidos, proporciona bienestar y satisface incluso los deseos y necesidades no expresados de nuestros clientes.</p>
--	--	---

Figure 5. Actual Gold Standards in Spanish.

 <p>CREDO</p> <p>El Hotel Ritz-Carlton es un lugar donde el cuidado genuino y la comodidad de nuestros huéspedes es nuestra misión más importante. Prometemos proporcionar el más fino servicio personal e instalaciones a nuestros huéspedes que siempre disfrutarán de un cálido, relajado y refinado ambiente. La experiencia de Ritz-Carlton aviva los sentidos, infunde bienestar, y cumple incluso deseos y necesidades inexpressados de los huéspedes.</p>	<p>TRES PASOS DE SERVICIO</p> <p>1 Un saludo cálido y sincero. Usar el nombre del huésped, siempre y cuando sea posible.</p> <p>2 Anticipación y cumplimiento de las necesidades del huésped.</p> <p>3 Cariñosa despedida. Déles un cálido adiós y use sus nombres, siempre y cuando sea posible.</p>	<p>LA PROMESA DEL EMPLEADO</p> <p>En Ritz-Carlton, nuestras damas y caballeros son el recurso más importante en nuestro compromiso para servir a nuestros huéspedes. Aplicando los principios de confianza, honestidad, respeto, integridad y compromiso, cultivamos y maximizamos el talento de cada individuo para su beneficio propio y el de la empresa. El Ritz-Carlton cultiva un ambiente de trabajo donde la diversidad es valorada, la calidad de vida es realzada, las aspiraciones individuales son realizadas y la mística de Ritz-Carlton es fortalecida.</p>	<p><i>“Somos damas y caballeros que sirven a damas y caballeros”</i></p>
---	--	---	--

Figure 6. Actual Gold Standards in English.

<p>THREE STEPS OF SERVICE</p> <p>1. A warm and sincere greeting. Use the guest's name.</p> <p>2. Anticipation and fulfillment of each guest's needs.</p> <p>3. Fond farewell. Give a warm good-bye and use the guest's name.</p>	<p>MOTTO</p> <p><i>“We are Ladies and Gentlemen serving Ladies and Gentlemen.”</i></p>	<p>THE EMPLOYEE PROMISE</p> <p>At The Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests. By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and maximize talent to the benefit of each individual and the company. The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled, and The Ritz-Carlton Mystique is strengthened.</p>	 <p>CREDO</p> <p>The Ritz-Carlton is a place where the genuine care and comfort of our guests is our highest mission. We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience. The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.</p>
---	---	--	---

Appendix 2: Ethics Form



Risk Ethic form of Degree Thesis

"Should the Employees Promise of Ritz-Carlton Gold Standards be updated?"
 Bachelor Degree in Tourism and Hospitality Management. Year 2018-19


Risk category 1	Yes	No
Use any information OTHER than that which is freely available in the public domain?	X	
Involve analysis of pre-existing data which contains sensitive or personal information?		X
Involve direct and/or indirect contact with human participants?	X	
Require consent to conduct?	X	
Require consent to publish?	X	
Have a risk of compromising confidentiality?		X
Have a risk of compromising anonymity?	X	
Involve risk to any party, including the researcher?		X
Contain elements which you OR your supervisor are NOT trained to conduct?		X
Risk Category 2		
Require informed consent OTHER than that which is straightforward to obtain to conduct the research?		X
Require informed consent OTHER than that which is straightforward to obtain to publish the research?		X

Require information to be collected and/or provided OTHER than that which is straightforward to obtain?		X
Risk category 3		
Involve participants who are particularly vulnerable?		X
Involve participants who are unable to give informed consent?		X
Involve data collection taking place BEFORE consent form is given?		X
Involve any deliberate cover data collection?		X
Involve risk to the researcher or participants beyond that experienced in everyday life?		X
Cause (or could cause) physical or psychological negative consequences?		X
Use intrusive or invasive procedures?		X
Include a financial incentive to participate in the research?		X

Student Declaration: I confirm that I will undertake the Undergraduate Dissertation as detailed above. I understand that I must abide by the terms of this approval and that I may not make any substantial amendments to the Undergraduate Dissertation without further approval.

Name Anna Vilana and Andrea Martín Signed:  Date: 28/03/2019

Agreement from the supervisor of the students:

Name Jorge Peralta Signed:  Date: 28/03/2019

Appendix 4: Data collection instrument

Interview template to managers

1. What is Ritz Carlton Philosophy to you?
2. What are the Ritz Carlton Gold Standards?
3. Do you think that the Gold Standards are similar applied to the internal guest as they are to the external one?
4. Why is the employee turnover rate of Ritz Carlton lower than the industry average?
5. How does the "Employee's Promise" apply to its employees?
6. Could you please cite the following principles of the "Employee's Promise" in order of importance: Trust, Honesty, Integrity, Respect, Commitment.
7. Given your experience, would you change something of the "Employee's Promise" Principles?
8. What degree of agreement or disagreement would you show in the next sentence?

"In the Ritz Carlton our L&G are our most important Resource to Commitment to our Guests."

Totally agreed - agreed - disagreed - totally disagreed.

Why?

9. The three factors highlighted in the Employee's Promise are:

- Value diversity
- Enhanced quality of life.
- Individual aspirations realized.

What challenges appear in its application?

Interview template to employees

1. What is Ritz Carlton Philosophy to you?
2. What are the Ritz Carlton Gold Standards?

3. Do you think that the Gold Standards are similar applied to the internal guest as they are to the external one?

4. Could you please cite the following principles of the “Employee’s Promise” in order of importance: Trust, Honesty, Integrity, Respect, Commitment.

5. Given your experience, would you change something of the “Employee’s Promise” Principles?

6. What degree of agreement or disagreement would you show in the next sentence?

"In the Ritz Carlton our L&G are our most important Resource to Commitment to our Guests."

Totally agreed - agreed - disagreed - totally disagreed.

Why?

7. The three factors highlighted in the Employee’s Promise are:

- Value diversity
- Enhanced quality of life.
- Individual aspirations realized.

How would you rate your level of satisfaction given your personal experience working in Ritz Carlton in each of them?

Very satisfied - Satisfied - Little satisfied - Dissatisfied?

Why?