



APLEONA

“Service is what you do.

Hospitality is how people feel about  
what you did.” — *Preston Lee*

HOSPITALITY X · Otto Lindner · Josephine Lindner

THE RED THREAD

# How service becomes resilience.

01

## BASIC SERVICE

Expected by everyone.  
Remembered by no one.

>

02

## ADDED VALUE

Someone notices first — and acts.

>

03

## TRUST

Explanations, not just repairs.

>

04

## LOYALTY

Guests return.  
Contracts renew.

>

05

## RESILIENCE

A relationship that never goes out to tender.

**| Basic service keeps the contract. Resilience renews it.**

WHERE IT STARTS

# Nobody notices the basics.



## A guest

never remembers that the room was clean.



## A customer

never remembers that the SLA was fulfilled.

Both simply expect it.

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| What they remember is **the person who noticed something first — and acted.**

## WHY NOW

# The basics stopped being the argument.



## Costs

Up five years running. Room rates never followed.



## Insolvencies

At levels the industry has not seen in decades.



## Commodity

The market consolidates around whoever is cheaper.

**| Everyone can deliver the specs. People shape the difference.**

## THE DISTINCTION



### SERVICE

reacts.

delivers what was promised.

solves the problem.



### HOSPITALITY

anticipates.

delivers what was never expected.

makes people feel understood.

| Processes create service. People create hospitality.

**FOUR MOMENTS**

# Service reacts. Hospitality anticipates.



## The glass of water

Service: brought when the guest asks.

**Hospitality: already on the table.**



## The complaint

Service: the problem is solved.

**Hospitality: the guest feels understood.**



## The room

Service: the room is clean.

**Hospitality: someone spots the flaw first.**



## The technician

Service: the unit is repaired.

**Hospitality: explaining to prevent it next time.**

**| Solve the problem, earn satisfaction. Care for the customer, build loyalty.**

## HOW YOU BUILD IT

# Hospitality is a decision, not a process.



## Authority

Resolve it on the spot. No approval, no escalation.



## Attitude

Reverse thinking: Skills can be trained. Attitude cannot.



## Team

Reward together when ratings rise. Never individuals.

**| The real shift: From control to trust. From process to ownership.**



# VIER JAHRESZEITEN

AM SCHLUCHSEE



**VIER JAHRESZEITEN SCHLUCHSEE**

**“We did not inherit a people problem.  
We inherited a **permission problem**.”**

**50 years**

one owner, one decision-  
maker

**30 years**

how long the team had  
stopped deciding

**1 question**

“What would you change?”  
— never asked

## WHAT WE CHANGED

# We gave the decisions back.



### Permission

Decisions made where the guest is.



### Ownership

Integrated contracts.  
One owner of the guest journey.



### Time

AI listens. People do the caring.



### Listening

Two halls, reshaped by what guests asked for.

**| Same people. New structure.**



WHAT WE BUILT

# Same space. New purpose.



WHAT IT PRODUCED

# Two years on, three things are true.

 **80%**

of our guests book directly. No platform. No commission.

 **3 generations**

Guests who came as children return with their own.

 **Same faces**

The people who look after them know the regulars by name.

**| Not a campaign. A culture.**

## THE RED THREAD

# Basic service is expected. Hospitality sets you apart.

01

### BASIC SERVICE

The clean room.  
**Nobody** mentions it.

›

02

### ADDED VALUE

Two halls. Built from what **guests** asked for.

›

03

### TRUST

The technician who **explains**.  
**Not just repairs.**

›

04

### LOYALTY

Guests come back. **80% book direct.**

›

05

### RESILIENCE

No tender. No disruption. **Direct renewal.**

**| Nobody remembers step one. Everybody renews at step five.**

True for hotels.  
True for facility management.  
True for every client relationship in this room.

What is your  
**added value?**