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| **Remarque préalable** Les exercices de TDs que vous allez découvrir sur la plateforme sont uniquement sous forme de QCM. Ces QCM sont de deux natures : * QCM de cours : elles reprennent le contenu du cours. Pour parvenir à répondre à ces questions, vous devez étudier les documents du cours.
* QCM sur les cas d’étude : un ou plusieurs cas d’étude sont proposés dans des documents portant le nom de « **Text-TDxx** ». Ces QCM feront toujours références au numéro de cas d’étude « xx ».
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# First lecture (Ch 1)

## N° 1 - Formule 1 & Mwagusi Safari Lodge

Hotels are high-contact operations – they are staff- intensive and have to cope with a range of customers, each with a variety of needs and expectations. So, how can a highly successful chain of affordable hotels avoid the crippling costs of high customer contact?

**Formule 1.** Formule 1, a subsidiary of the French Accor group, manages to offer outstanding value by adopting two principles not always associated with hotel operations – standardization and an innovative use of technology. Formule 1 hotels are usually located close to the roads, junctions and cities which make them visible and accessible to prospective customers. The hotels themselves are made from state-of-the-art volumetric prefabrications. The prefabricated units are arranged in various configurations to suit the characteristics of each individual site. All rooms are nine square metres in area and are designed to be attractive, functional, comfortable and soundproof. Most important, they are designed to be easy to clean and maintain. All have the same fittings, including a double bed, an additional bunk-type bed, a wash basin, a storage area, a working table with seat, a wardrobe and a television set. The reception of a Formule 1 hotel is staffed only from 6.30 am to 10 am and from 5 pm to 10 pm. Outside these times an automatic machine sells rooms to credit card users, provides access to the hotel, dispenses a security code for the room and even prints a receipt. Technology is also evident in the washrooms. Showers and toilets are automatically cleaned after each use by using nozzles and heating elements to spray the room with a disinfectant solution and dry it before it is used again. To keep things even simpler, Formule 1 hotels do not include a restaurant as they are usually located near existing restaurants. However, a continental breakfast is available, usually between 6.30 am and 10 am, and of course on a ‘self- service’ basis.

**Mwagusi Safari Lodge.**

The Mwagusi Safari Lodge lies within Tanzania’s Ruaha National Park, a huge undeveloped wilderness whose beautiful open landscape is especially good for seeing elephants, buffalo and lions. Nestled into a bank of the Mwagusi Sand River, this small exclusive tented camp overlooks a watering hole in the riverbed. Its ten tents are within thatched bandas (accommodation), each furnished comfortably in the traditional style of the camp. Each banda has an en-suite bathroom with flush toilet and a hot shower. Game viewing can be experienced even from the seclusion of the veranda. The sight of thousands of buffalo flooding the riverbed below the tents and dining room banda is not uncommon, and elephants, giraffes and wild dogs are frequent uninvited guests to the site.

There are two staff for each customer, allowing individual needs and preferences to be met quickly at all times. Guest numbers vary throughout the year, occupancy being low in the rainy season from January to April, and full in the best game-viewing period from September to November. There are game drives and walks throughout the area, each selected for customers’ individual preferences. Drives are taken in specially adapted open-sided four-wheel-drive vehicles, equipped with reference books, photography equipment, medical kits and all the necessities for a day in the bush. Walking safaris, accompanied by an experienced guide, can be customized for every visitor’s requirements and abilities. Lunch can be taken communally, so that visitors can discuss interests with other guides and managers. Dinner is often served under the stars in a secluded corner of the dry river bed.

### Réfléchir sur les questions suivantes

1. What are the main differences in the operations management challenges facing the two hotels?
2. Draw the 4V profiles of these two hotels.
3. For each hotel, what is the role of technology and the role of the operation’s staff in delivering an appropriate level of service?