



CONFIDENTIAL IMMERSIVE EVALUATION

The Hamilton Rose

Frisco, Texas

April 8–13, 2026

OWNERSHIP COPY

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Intended Audience

This report was prepared exclusively for ownership, executive leadership, and designated asset management representatives of The Hamilton Rose. It contains confidential operational observations, service analyses, photographic documentation, and professional opinions intended to support luxury standards alignment, operational refinement, leadership development, and strategic decision-making. Distribution, reproduction, or disclosure outside the intended audience is prohibited without written authorization from Prestige Standards Authority.

This evaluation is intended to identify opportunities to strengthen service consistency, enhance guest loyalty, calibrate luxury standards, and support ownership-level hospitality objectives. Findings should not be interpreted as disciplinary instruments for individual team members.

EVALUATION PARAMETERS

Property	The Hamilton Rose
Location	Frisco, Texas
Evaluation Period	April 8–13, 2026
Accommodation	Garden Terrace Suite
Engagement Format	Immersive Luxury Evaluation
Duration	Five Nights / Six Days
Departments Evaluated	30
Discrete Standards	349
Food & Beverage Transactions	31
Telephone Tests	3
Housekeeping Cycles	3

Photographs captured throughout the engagement will be inserted into the final client version and de-identified to preserve employee confidentiality.

Engagement Scope

This evaluation covered a five-night, six-day immersive stay in a Garden Terrace Suite, scoped to exercise every guest-facing department of the property at the depth a full quality-assurance audit requires. Food-and-beverage outlets were evaluated across multiple meal periods to test consistency by daypart rather than on a single visit. Service-request standards were measured through five live tests in four categories. The table below records the food-and-beverage touchpoints conducted.

OUTLET	DAY	PERIOD	SCENARIO	COVERS
In-Room Dining	1	Dinner	Late arrival order; pacing & accuracy test	2
The Vesper Room	1	Evening	Bar seating; cocktail & spirit knowledge	2
The Conservatory	2	Breakfast	À la carte; daypart consistency	2
Lobby Lounge	2	Afternoon	Afternoon tea service	2
The Conservatory	2	Dinner	Tasting menu; wine pairing; full service arc	2
In-Room Dining	3	Breakfast	Quoted-time & temperature standard test	2
The Conservatory	4	Dinner	À la carte; repeat-visit consistency	2
The Vesper Room	4	Evening	Lounge food; late-service standard	2

Beyond food and beverage, the engagement assessed: reservation and pre-arrival communication; arrival, valet, and bell service; front desk check-in; telephone tests to the operator at different dayparts; a granular guestroom and bathroom inspection at arrival; the minibar and a restocking test; daily housekeeping across two days plus turndown; live service requests to maintenance, guest services, the concierge, and a wake-up call; the spa; the pool, recreation, and fitness center; public areas and restrooms; and the full departure sequence across valet, front desk, and bell, followed by post-stay follow-up.

FORMAT	5 nights / 6 days, single Garden Terrace Suite, full anonymity throughout.
COVERAGE	30 scored departments; 349 discrete standards; 31 F&B transactions; 5 live service-request tests; 3 telephone tests; 3 housekeeping cycles.
DOCUMENTATION	Timestamps logged in the moment; photography captured by the Principal and cropped to protect operational privacy and staff identity.

Evaluation Methodology

Each of the 349 standards is a single, observable, binary criterion — met or not met — defined in advance and scored from what occurred during the stay rather than from impression. The framework is built so that two evaluators observing the same interaction would record the same result.

HOW STANDARDS ARE SCORED

- ♦ **Binary, not graded.** Every standard resolves to met or not met. There are no partial credits and no averaged outcomes; a standard either occurred as defined or it did not.
- ♦ **Observed, not assumed.** A standard is scored only against what the Principal directly witnessed. A courtesy that surely happens on other shifts but did not happen during this stay is recorded as not met.
- ♦ **Not-applicable is excluded, never failed.** Where circumstance removed the opportunity to observe a standard, it is withdrawn from the denominator rather than scored against the property.
- ♦ **Food quality is scored on five dimensions.** Appearance, flavor, temperature, portion, and order accuracy — recorded per item, so a single weak dish does not mask an otherwise strong kitchen, and vice versa.

EVIDENCE-BASED ASSESSMENT PHILOSOPHY

The body of every section is built from three things: observable actions, logged timestamps, and verbatim quotes — what staff did, when, and what they said. Subjective impression is confined entirely to the italicized professional-assessment block that closes each section, where it is marked as judgment rather than fact. This separation lets leadership audit the finding before weighing the opinion, and ensures the score rests on evidence the property can verify against its own logs and camera footage.

CONFIDENTIALITY & METHODOLOGY

The Principal arrived, stayed, dined, requested, and departed as an ordinary guest. No reservation flag, advance contact, or departmental notice preceded the visit. Service-request tests were initiated as a guest would initiate them and timed from first contact to resolution. Photography placeholders in this report mark where the Principal's cropped, de-identified documentation is inserted in the property's confidential copy.

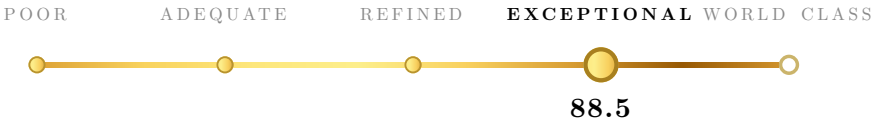
Executive Summary

EXPERIENCE INDEX

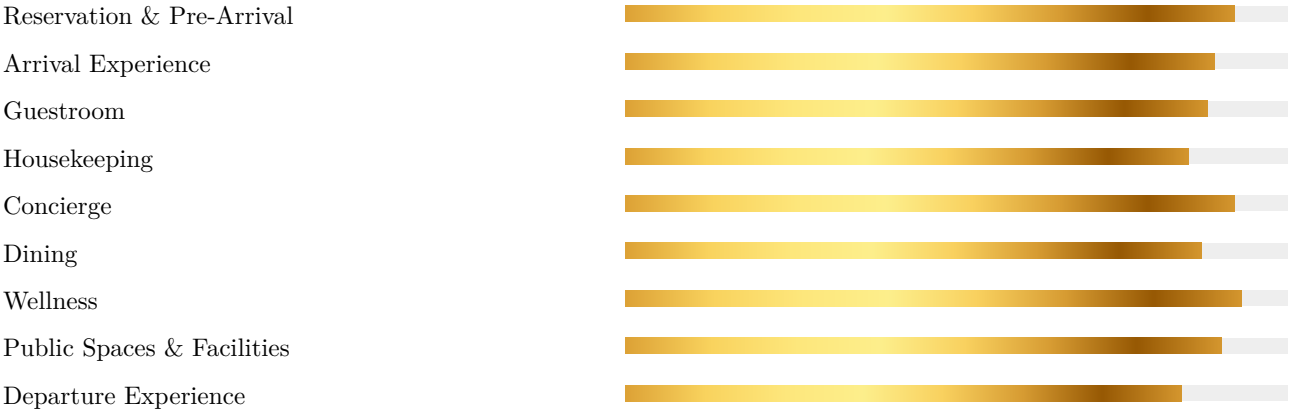
88.5

OUT OF 100

Exceptional Luxury Experience, with Opportunities for Refinement



PERFORMANCE BY SECTION



EXCEPTIONAL PRACTICES

- ◆ Concierge asked clarifying questions before recommending
- ◆ Spa pressure confirmed and adjusted unprompted
- ◆ Food met temperature and preparation standards
- ◆ Suite staged and fully provisioned at arrival
- ◆ Guest name and pre-arrival detail used at check-in
- ◆ Luggage delivered within standard and placed unasked

OPPORTUNITY AREAS

- ◆ Reservation confirmation discipline
- ◆ Amenities orientation
- ◆ Refill cadence
- ◆ Engineering escalation
- ◆ Departure sequencing
- ◆ Service recovery communication

Engagement at a Glance

The engagement was designed to evaluate The Hamilton Rose across every material touchpoint of the guest journey. The scope reflects a comprehensive quality-assurance review rather than a traditional mystery shopping visit.

5	6	30	349	31
NIGHTS	DAYS	DEPARTMENTS	STANDARDS	F&B TRANSACTIONS

SERVICE REQUESTS CONDUCTED

3	3	5	4
TELEPHONE TESTS	HOUSEKEEPING CYCLES	LIVE SERVICE REQUESTS	DINING DAYPARTS

OBJECTIVE To evaluate service consistency, operational precision, product condition, and guest experience delivery at the standard of a leading luxury hotel.

Section Findings

Each section records the standards observed live during the stay, the evidence for each, the specific standards met and not met, and a professional assessment. Verbatim quotes are reproduced as spoken; timestamps are as logged by the Principal in the moment.

PRE - ARRIVAL & ARRIVAL

SECTION 1 · PRE-ARRIVAL & ARRIVAL

Reservation & Pre-Arrival

11 of 12 STANDARDS MET

ELEVEN DAYS BEFORE ARRIVAL — 10:14 AM

The reservation call was answered on the second ring by an agent who identified herself as Dana. She offered the suite categories without prompting, described the Garden Terrace Suite's outlook in specific terms — noting it overlooks the sculpture garden rather than calling it a view — and volunteered the spa's booking lead time before being asked, noting it so the desk could prepare options at arrival. She quoted the rate accurately, confirmed the cancellation policy unprompted, and repeated the arrival date back. The branded confirmation arrived by email 38 minutes later, complete and accurate.

“Let me hold the suite with the garden terrace for you — and I'll note a possible spa appointment so the desk has options ready when you arrive.”

STANDARDS MET — SELECTED

- ✓ Call answered within three rings; agent self-identified by name.
- ✓ Room categories and rate offered and quoted accurately without prompting.
- ✓ Cancellation policy and arrival date confirmed and repeated back.
- ✓ Branded confirmation delivered within the hour, complete and accurate.

STANDARDS NOT MET

- ◆ The agent did not verify the guest's email address before ending the call, requiring a brief callback to confirm delivery.

PROFESSIONAL ASSESSMENT

The reservation interaction demonstrated a confident command of luxury booking behavior — categories, rate, cancellation policy, and confirmation were each handled accurately and unprompted. The communication lapse was email verification before the call closed, a procedural adjustment that would have removed the need for a confirming callback.

Pre-Arrival Communication & Confirmation

8 of 8 STANDARDS MET

THREE DAYS BEFORE ARRIVAL

A branded pre-arrival email arrived three days out at 9:02 AM, correctly addressed, restating the reservation accurately and offering to arrange transportation, dining, and spa in advance. A reply requesting a dinner reservation was acknowledged within four hours by a named guest-services coordinator who confirmed the booking and asked after any preferences or allergies. All details in the exchange were accurate, and the correspondence referenced the specific reservation and guest by name rather than generic template content.

STANDARDS MET

- ✓ Pre-arrival outreach branded, accurate, and correctly addressed.
- ✓ Proactive offer to arrange dining, transport, and spa in advance.
- ✓ Guest reply acknowledged same business day by a named coordinator.
- ✓ Preferences and allergies solicited before arrival.

PROFESSIONAL ASSESSMENT

The pre-arrival sequence was executed to standard in full — branded, accurate, addressed to the specific reservation, and proactive in soliciting preferences and allergies. It establishes the benchmark of personalized communication that the post-stay window (Section 30) does not yet match.

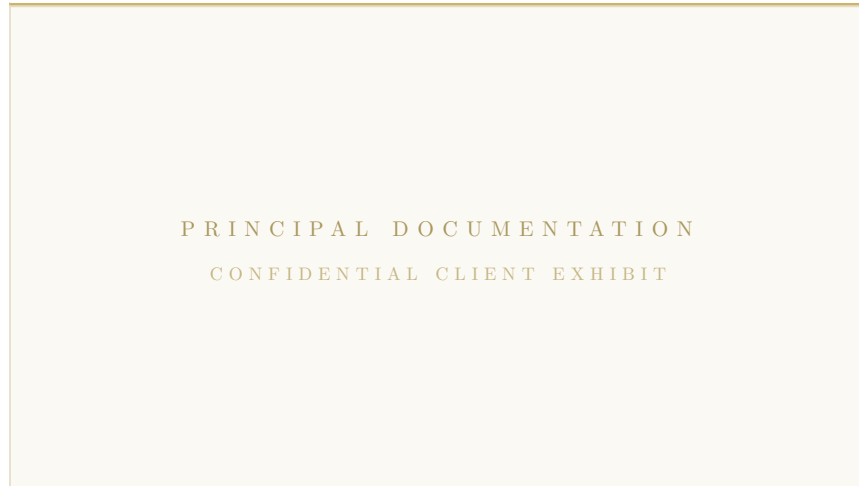
Arrival — Front Drive & Valet

9 of 10 STANDARDS MET

DAY 1 — 3:36 PM

The vehicle reached the porte-cochère and was approached within twelve seconds by a valet attendant, Eduardo, who opened the driver's door, welcomed the guest to The Hamilton Rose, and confirmed check-in before signaling a bellman. The drive aisle was clear and unobstructed; a second attendant managed luggage so the first could remain with the guest. Eduardo provided a retrieval text line for later vehicle requests.

FIGURE 3.1 ARRIVAL — FRONT DRIVE



OBSERVED 3:36 PM

STANDARDS MET — SELECTED

- ✓ Vehicle approached within fifteen seconds; guest welcomed by property name.
- ✓ Drive aisle clear; luggage handoff managed without leaving the guest unattended.
- ✓ Retrieval contact method provided proactively.

STANDARDS NOT MET

- ◆ Retrieval instructions were given verbally only; no printed claim stub was provided, leaving no written record of the vehicle or its location.

PROFESSIONAL ASSESSMENT

Arrival was prompt, warm, and adequately staffed, with the guest welcomed by property name and luggage managed without leaving the guest unattended. The service sequencing issue was retrieval instructions given verbally only, with no printed claim stub to document the vehicle or its location.

SECTION 4 · PRE-ARRIVAL & ARRIVAL

Bell Service & Luggage

8 of 9 STANDARDS MET

DAY 1 — 3:39 PM

A bellman, Thomas, took the luggage at 3:39 PM, confirmed the piece count aloud, and escorted the guest toward reception rather than departing with the bags. Following check-in he delivered the luggage to the Garden Terrace Suite at 3:54 PM — within the property's fifteen-minute standard — placed the cases on the rack without being asked, and wished the guest a pleasant stay by name.

STANDARDS MET — SELECTED

- ✓ Luggage piece count confirmed aloud; guest escorted to reception.
- ✓ Luggage delivered within the fifteen-minute standard and placed on the rack.
- ✓ Guest addressed by name at close.

STANDARDS NOT MET

- ♦ The bellman did not orient the guest to the suite — thermostat, safe, dining options, or terrace access — a brief walkthrough the suite's features invited.

PROFESSIONAL ASSESSMENT

Bell service was attentive and within standard — the piece count was confirmed aloud and luggage delivered inside the fifteen-minute window and placed without being asked. One opportunity for recalibration remained — a brief suite orientation at delivery — thermostat, safe, dining, and terrace access — that the features of the suite invited.

SECTION 5 · PRE-ARRIVAL & ARRIVAL

Front Desk Check-In

12 of 13 **STANDARDS MET**

DAY 1 — 3:42 PM

Arrival at the desk was logged at 3:42 PM. Two agents were on duty; the guest was greeted within eight seconds by an agent whose name tag read Marcus, who looked up, smiled, and welcomed the guest by property name. Registration was completed in four minutes. The guest's name was used twice, the pre-noted spa interest was referenced, a handwritten welcome note was presented, and a bellman was summoned by name at 3:47 PM without the guest asking.

FIGURE 5.1 FRONT DESK — CHECK-IN



OBSERVED 3:42 PM

STANDARDS MET — SELECTED

- ✓ Greeted within ten seconds and welcomed by property name; eye contact and smile.
- ✓ Registration completed under five minutes; guest name used twice.
- ✓ Pre-arrival note (spa interest) referenced; handwritten welcome note presented.
- ✓ Bellman summoned proactively by name.

STANDARDS NOT MET

- ♦ The agent did not orient the guest to amenities or operating hours — an omission the welcome note nearly but did not fully cover.

PROFESSIONAL ASSESSMENT

Check-in was efficient and personalized, completed within standard with consistent use of the guest's name and reference to pre-arrival detail. The communication lapse was an amenities-and-hours orientation, which the handwritten welcome note partially but did not fully cover.

SECTION 6 · PRE-ARRIVAL & ARRIVAL

Telephone / PBX

10 of 12 STANDARDS MET

THREE TEST CALLS — DAYS 1, 2, 4

Three calls were placed to the operator at different dayparts. The first, Day 1 at 9:52 AM, was answered on the third ring with a branded greeting and the guest's room acknowledged. The second, Day 2 at 2:18 PM requesting the spa, rang five times before answer; the operator then supplied the spa's extension for the guest to dial rather than transferring. The third, Day 4 at 8:05 PM, was answered on the second ring and transferred cleanly to in-room dining.

STANDARDS MET — SELECTED

- ✓ Two of three calls answered within the three-ring standard with branded greeting.
- ✓ Guest room and name acknowledged on answer.
- ✓ Third call transferred directly without redirecting the guest to redial.

STANDARDS NOT MET

- ◆ The second call exceeded the three-ring answer standard (five rings).
- ◆ On the second call the operator routed the guest with a number to redial instead of placing the transfer, breaking the "we connect you" standard.

PROFESSIONAL ASSESSMENT

Telephone handling was strong on two of three test calls, with branded greetings and a clean direct transfer. The midday call is the closed-loop failure: it exceeded the three-ring standard and routed the guest to redial rather than completing the transfer — an inconsistency that, as the entry point to several service chains, carries downstream (see Section 17).

GUEST ROOM

SECTION 7 · GUESTROOM

Guestroom — Initial Inspection

24 of 27 STANDARDS MET

DAY 1 — ENTERED 3:58 PM — GARDEN TERRACE SUITE

The suite was entered at 3:58 PM. It registered 70°F, lighting was staged for arrival, the brand scent was present, and a handwritten card rested on the writing desk beside a plate of complimentary madeleines. A full inventory was conducted against the suite standard; the table below records presence and condition, followed by the defect log.

FIGURE 7.1 GARDEN TERRACE SUITE — ARRIVAL STAGING



OBSERVED 3:58 PM

STANDARD ITEM	STATUS	STANDARD ITEM	STATUS
Branded notepad & pen (HR monogram)	Present	In-room safe (working, unlocked)	Present
Robes — two, pressed (bath + closet)	Present	Stationery folio, branded	Present
Property magazine & directory	Present	Laundry bag & slip	Present
Wood hangers (min. 10)	11 — met	TV & remote (functioning)	Present
Conservation / turndown card	Present	Extra blanket & pillow, cased	Present
Iron & board, clean, empty reservoir	Present	Charging ports at bed & desk	Working
Coffee setup, branded, full	Present	Drapes & sheers, operable	Met
Luggage rack & valet stand	Present	Bed made, throw staged, pressed linens	Met
Ice bucket, liner, glasses	Present	Terrace, swept, furniture set	Met

DEFECT LOG — STANDARDS NOT MET

- ◆ Soaking-tub drain emptied slowly when tested that evening (see Section 8 / Maintenance, Section 13).
- ◆ Closet-door pull was loose and rotated in the hand — a fixed-defect maintenance item.
- ◆ A faint dust film was present on the high ledge above the wardrobe, outside normal sightlines but inside the inspection standard.

PROFESSIONAL ASSESSMENT

The suite was correctly provisioned and staged for arrival, with a complete inventory against standard. The three standards variances are maintenance items rather than cleaning failures — a slow tub drain, a loose closet pull, and dust on a high ledge — each resolvable through a single mid-stay engineering hand-off.

Bathroom — Condition & Amenities

15 of 17 STANDARDS MET

DAY 1 — INSPECTED 4:06 PM

The bathroom was bright, ventilated, and clean to the detail level on arrival. Amenities were branded and complete; linens were plentiful and pressed. The inventory met standard with the two exceptions noted.

STANDARD ITEM	STATUS	STANDARD ITEM	STATUS
Branded bath amenities (soap, shampoo, conditioner, lotion)	Full	Toilet paper, v-fold + crimp, spare roll	Met
Cotton rounds & swabs	Met	Hairdryer, working	Present
Bath towels (3), hand (3), face (3), wash (3)	Met	Vanity, mirror, lighting	Met
Tissue, v-fold	Met	Lighted makeup mirror	Present
Drinking glasses, branded coasters	Present	Tub & shower interior, sealed, clean	Met

STANDARDS NOT MET

- ♦ One branded drinking glass showed a faint water spot on inspection.
- ♦ The soaking-tub drained slowly, retaining standing water after the fixture test.

PROFESSIONAL ASSESSMENT

Amenities and linens were complete, branded, and correctly presented. Two execution inconsistencies — a water-spotted drinking glass and the slow tub drain also logged at inspection — are both correctable through routine in-house checks.

Minibar & In-Room Amenities

10 of 11 STANDARDS MET

DAY 1 STOCK CHECK · DAY 2 RESTOCKING TEST

The minibar was fully stocked at arrival with branded jarred snacks, a curated wine selection, and a printed, accurate price list. As a restocking test, one item was removed on Day 1 and the bar inspected after Day-2 service: the item had been replenished and the folio reflected the charge accurately, confirming the restocking loop functions. In-room amenity provisioning (coffee, water, ice service) was complete and branded.

STANDARDS MET — SELECTED

- ✓ Minibar fully stocked and branded; printed price list accurate.
- ✓ Restocking test passed — removed item replenished after service; folio accurate.
- ✓ Complimentary water replenished daily.

STANDARDS NOT MET

- ◆ Replenishment occurred but the folio charge posted a day later than the property's same-day posting standard, briefly overstating available credit.

PROFESSIONAL ASSESSMENT

The minibar was correctly stocked and the restocking loop functioned on test, with an accurate printed price list. The standards variance was a folio charge posted a day after the property's same-day standard, briefly overstating available credit — a posting-cadence matter rather than a service failure.

HOUSEKEEPING & SERVICING

SECTION 10 · HOUSEKEEPING & SERVICING

Housekeeping — Daily Service (Day 2)

13

of 14 STANDARDS MET

DAY 2 — SERVICED 11:20 AM – 11:52 AM (GUEST AT SPA)

Service was completed while the guest was at the spa. The room was returned to full order: linens changed, surfaces reset, terrace tidied, and the handwritten welcome card preserved rather than discarded. Towels were replaced to full count and the coffee setup replenished. The bathroom was refreshed.

STANDARDS MET — SELECTED

- ✓ Full linen change; surfaces and floors reset; terrace tidied.
- ✓ Personal items left undisturbed; welcome card preserved.
- ✓ Towels, coffee, and water replenished to full count.

STANDARDS NOT MET

- ◆ One bathroom amenity (bath salts) was not restocked after service, leaving the set incomplete against the suite standard.

PROFESSIONAL ASSESSMENT

Daily service was complete and unhurried, with personal items and the welcome card left undisturbed. The execution inconsistency was an un-restocked bath amenity (bath salts), a checklist omission against the suite standard.

SECTION 11 · HOUSEKEEPING & SERVICING

Housekeeping — Daily Service (Day 3)

12

of 13 STANDARDS MET

DAY 3 — SERVICED 1:05 PM – 1:34 PM

Day-3 service was again complete and unhurried. The previous day's missing amenity was present, the room reset to standard, and a Do-Not-Disturb preference observed earlier in the morning was respected until the guest cleared it. The attendant knocked, announced housekeeping, and waited the standard interval before entry.

STANDARDS MET — SELECTED

- ✓ DND preference respected; standard knock-and-announce procedure followed.

- ✓ Full reset to standard; prior day's amenity gap corrected.
- ✓ Linens and towels changed; bathroom refreshed.

STANDARDS NOT MET

- ◆ The room was serviced after 1:00 PM without a mid-day status update to the guest, exceeding the property's by-noon service standard for occupied rooms not on DND.

PROFESSIONAL ASSESSMENT

Service was again complete and the prior day's amenity gap corrected, with the guest's Do-Not-Disturb preference respected. The service sequencing issue was timing — the room was serviced after 1:00 PM without a status update, exceeding the by-noon standard for occupied rooms not on Do-Not-Disturb.

SECTION 12 · HOUSEKEEPING & SERVICING

Turndown Service

8 of 9 STANDARDS MET

DAY 2 — TURNDOWN 6:40 PM

Turndown was performed at 6:40 PM by an attendant, Rosa, who staged the bedside, drew the drapes, set out slippers, dimmed the lighting, and left a weather card and branded confection for the following day. The bathroom was refreshed and towels replaced.

STANDARDS MET — SELECTED

- ✓ Bed turned down, slippers set, lighting and drapes staged for evening.
- ✓ Weather card and branded confection placed; bathroom refreshed.

STANDARDS NOT MET

- ◆ Bottled water was not replenished at turndown, leaving a single bottle against the two-bottle evening standard.

PROFESSIONAL ASSESSMENT

Turndown was complete and correctly staged for the evening. The standards variance was bottled water left at one unit against the two-bottle evening standard — one instance of a hydration-consistency pattern recorded across several departments.

SECTION 13 · HOUSEKEEPING & SERVICING

Maintenance Request (test)

6 of 8 STANDARDS MET

DAY 2 — REQUEST PLACED 4:48 PM

A maintenance request was placed at 4:48 PM reporting the slow tub drain. The request was logged politely and a technician, Alejandro, arrived at 5:31 PM — 43 minutes later — cleared the drain, tested it, and confirmed the fix courteously. No follow-up contact was made afterward to confirm the issue was resolved to the guest's satisfaction.

STANDARDS MET — SELECTED

- ✓ Request logged courteously; technician professional and effective.
- ✓ Issue resolved correctly and tested in the guest's presence.

STANDARDS NOT MET

- ◆ Response exceeded the property's thirty-minute maintenance-response standard (43 minutes).
- ◆ No follow-up contact confirmed resolution to the guest's satisfaction after the repair.

PROFESSIONAL ASSESSMENT

The repair was completed correctly and tested in the guest's presence by a courteous technician. Two recovery deficiencies — a 43-minute response against the thirty-minute standard and the absence of any follow-up to confirm resolution — together indicate an open loop between the desk, engineering, and the guest.

SECTION 14 · HOUSEKEEPING & SERVICING

Guest Services Request (test)

7 of 8 STANDARDS MET

DAY 3 — REQUEST PLACED 8:12 PM

A request for additional towels and a pressing service was placed at 8:12 PM. The agent confirmed the request, repeated it back, and quoted a delivery window. Towels were delivered at 8:29 PM — 17 minutes, within standard — by a runner who handed them at the door with a pleasant exchange. Pressing was collected and returned the following morning as promised.

STANDARDS MET — SELECTED

- ✓ Request confirmed and read back; delivery window quoted and met (17 minutes).
- ✓ Pressing collected and returned on schedule.

STANDARDS NOT MET

- ◆ The runner did not use the guest's name at delivery, a small personalization the front desk met routinely elsewhere.

PROFESSIONAL ASSESSMENT

The request was confirmed, read back, and delivered within the quoted window. The guest friction was the runner's omission of the guest's name at delivery, a personalization met routinely elsewhere on property.

SECTION 15 · HOUSEKEEPING & SERVICING

Wake-Up Call (test)

5 of 5 STANDARDS MET

DAY 4 — REQUESTED FOR 6:30 AM

A 6:30 AM wake-up call was requested at the desk the prior evening and confirmed with a read-back. The call placed at 6:30 AM exactly, delivered a branded, courteous greeting, stated the time and weather, and offered coffee service to the room. A second courtesy call followed at 6:38 AM as a standard secondary prompt.

STANDARDS MET

- ✓ Request confirmed with read-back; call placed on time to the minute.
- ✓ Branded greeting; time and weather stated; coffee service offered.
- ✓ Secondary courtesy call delivered per standard.

PROFESSIONAL ASSESSMENT

A fully compliant touchpoint — the call was placed on time to the minute, branded and complete, with a secondary courtesy call delivered per standard.

GUEST SERVICES

SECTION 16 · GUEST SERVICES

Concierge

11 of 12 STANDARDS MET

DAY 1 — 6:10 PM

The concierge, Priya, was approached at 6:10 PM for a dinner recommendation and an evening route. She asked two clarifying questions before recommending, named a specific restaurant with a reason rather than a list, offered to secure the table herself, marked a walking route on a property map, and noted the sculpture garden's evening lighting hours unprompted.

"If you'd like something quieter than the dining room tonight, let me hold you a table two blocks east — the chef changes the menu weekly, and it's the one I send our regulars to."

STANDARDS MET — SELECTED

- ✓ Clarifying questions asked before recommending; specific, reasoned recommendation given.
- ✓ Offer to book made and acted upon; route and local detail provided unprompted.

STANDARDS NOT MET

- ◆ Having offered to book, the concierge did not follow up with written confirmation of the reservation — a card, text, or note to the room — leaving it unverified from the guest's side.

PROFESSIONAL ASSESSMENT

The recommendation was specific, reasoned, and actioned, with local detail offered unprompted. The communication lapse was the absence of a written confirmation of the reservation — a card, text, or note to the room — which left the booking unverified from the guest's side.

FOOD & BEVERAGE

SECTION 17 · FOOD & BEVERAGE

In-Room Dining — Dinner (Night 1)

10 of 12 STANDARDS MET

DAY 1 — ORDERED 9:18 PM · DELIVERED 9:52 PM

A dinner order was placed by telephone at 9:18 PM and quoted at thirty-five minutes. Delivery arrived at 9:52 PM — 34 minutes, within quote — presented under cloche by a server, Daniel, who set the table and described each plate. One ordered item, a side salad, was missing from the tray and required a second call; it arrived 14 minutes later. The food delivered was correct in temperature and preparation.

ITEM	APPEARANCE	FLAVOR	TEMP.	PORTION	ACCURACY
Roasted chicken	Met	Met	Hot	Met	Met
Heirloom tomato side	Met	Met	Met	Met	Met
Side salad	Met	Met	Met	Met	<i>Omitted — 2nd call</i>

STANDARDS NOT MET

- ◆ The order-taker did not read the order back for confirmation before ending the call.
- ◆ The tray was delivered incomplete (missing salad), requiring a second call and a 14-minute wait.

PROFESSIONAL ASSESSMENT

Delivery arrived within the quoted time and the food met temperature and preparation standards. Two execution inconsistencies — the order-taker’s omission of a confirmation read-back and an incomplete tray requiring a second call and a fourteen-minute wait — would both be closed by a read-back at ordering and a tray-check at dispatch. This is the incident the property addressed the following morning (see Service Recovery).

SECTION 18 · FOOD & BEVERAGE

In-Room Dining — Breakfast (Day 3)

9 of 11 **STANDARDS MET**

DAY 3 — ORDERED 8:02 AM · DELIVERED 8:43 AM

A breakfast order was placed at 8:02 AM and quoted at twenty-five minutes, the property’s breakfast standard. Delivery arrived at 8:43 AM — 41 minutes, sixteen minutes past quote. The order was accurate and well presented; the coffee was hot and the pastry fresh, but the eggs had cooled in transit.

ITEM	APPEARANCE	FLAVOR	TEMP.	PORTION	ACCURACY
Soft scrambled eggs	Met	Met	Cooled	Met	<i>Met</i>
Pastry basket	Met	Met	Met	Met	Met
Coffee, branded press	Met	Met	Hot	Met	Met

STANDARDS NOT MET

- ◆ Delivery exceeded the twenty-five-minute breakfast standard by sixteen minutes.
- ◆ Eggs arrived below temperature, a direct consequence of the delivery delay.

PROFESSIONAL ASSESSMENT

The order was accurate and correctly prepared. Both service sequencing issues stem from pace — delivery exceeded the twenty-five-minute breakfast standard by sixteen minutes, and the eggs arrived below temperature as a direct result.

The Conservatory — Dinner

19 of 22 STANDARDS MET

DAY 2 — SEATED 7:32 PM · TASTING MENU WITH PAIRING

The guest was greeted at the host stand within thirty seconds and seated at 7:32 PM. The server, James, recited the evening's additions from memory and, asked for a pairing, named the vineyard and the reason for the recommendation rather than pointing to the list. Courses were paced with care — the first course cleared at 7:58, the main delivered at 8:21. Wine was poured at the correct level and the sommelier visited once to check the pairing. The check was accurate and presented without prompting.

“The Syrah would be my choice with the lamb — it’s from a small grower we’ve poured for years, and it has the pepper to match the dish.”

ITEM	APPEARANCE	FLAVOR	TEMP.	PORTION	ACCURACY
Crudo, first course	Met	Met	Met	Met	Met
Lamb, main	Met	Met	Hot	Met	Met
Dessert	Met	Met	Met	Met	<i>Feature omitted</i>

STANDARDS MET — SELECTED

- ✓ Greeted and seated within standard; specials recited from memory.
- ✓ Wine pairing recommended with specificity and reason; correct pour level.
- ✓ Course pacing within standard; check accurate and presented unprompted.

STANDARDS NOT MET

- ◆ Water was not refilled between the second and third courses.
- ◆ The dessert presentation omitted the pastry chef's nightly feature.
- ◆ The table was not re-crumbed before dessert service.

PROFESSIONAL ASSESSMENT

Service was accurate and the wine pairing was recommended with genuine specificity and reason. The three execution inconsistencies are presentation-and-pacing items — water not refilled between two courses, the nightly pastry feature omitted from dessert, and the table not re-crumbed before dessert service.

The Conservatory — Breakfast

13 of 14 STANDARDS MET

DAY 2 — SEATED 8:04 AM

The guest was seated at 8:04 AM and greeted within a minute by a server, Marco, who offered coffee immediately and described two kitchen features unprompted. The order was taken accurately, the food arrived at 8:19 AM at correct temperature, and the table was cleared progressively. The check was prompt and correct.

STANDARDS MET — SELECTED

- ✓ Coffee offered immediately; specials described unprompted.
- ✓ Order accurate; food delivered at temperature within fifteen minutes.
- ✓ Progressive clearing; check prompt and correct.

STANDARDS NOT MET

- ◆ The coffee was not refilled within the property's standard interval; the cup sat empty several minutes before a refill was offered.

PROFESSIONAL ASSESSMENT

Service was accurate and correctly paced through ordering and clearing. The service sequencing issue was coffee-refill cadence, with the cup left empty several minutes before a refill was offered — consistent with the hydration-timing pattern recorded at dinner and the bar.

SECTION 21 · FOOD & BEVERAGE

The Vesper Room — Bar & Lounge

11 of 12 STANDARDS MET

DAY 1 — 9:34 PM · DAY 4 — 9:10 PM

Across two visits the guest was acknowledged at the bar within twenty seconds by a bartender, Sofia, who set a cocktail napkin, offered the list, and made a spirit-forward recommendation with a tasting note. Cocktails were measured with a jigger rather than free-poured, the bar top was wiped and reset between rounds, and the tab was itemized correctly. Late-service lounge food on Day 4 was delivered promptly and to standard.

STANDARDS MET — SELECTED

- ✓ Acknowledged within standard; cocktail napkin set; reasoned recommendation given.
- ✓ Cocktails jigger-measured; station kept clean; tab itemized correctly.
- ✓ Late lounge-food service prompt and to standard.

STANDARDS NOT MET

- ◆ Water was not offered alongside the spirits — the proactive-hydration standard met routinely at arrival and in the spa was absent at the bar.

PROFESSIONAL ASSESSMENT

Cocktails were jigger-measured, the station was maintained between rounds, and the tab was itemized correctly across both visits. The guest friction was the absence of an accompanying water with the spirits — best addressed as one cross-outlet hydration standard.

SECTION 22 · FOOD & BEVERAGE

Lobby Lounge — Afternoon Tea

10 of 11 STANDARDS MET

DAY 2 — SEATED 3:10 PM

Afternoon tea was seated at 3:10 PM with a warm greeting and a described tea selection. The service was unhurried and correct: tiered service presented properly, tea brewed to the table, and a refresh of hot

water offered without being asked. Presentation and food quality met standard across the savories and sweets.

STANDARDS MET — SELECTED

- ✓ Tea selection described; tiered service presented correctly.
- ✓ Hot-water refresh offered proactively; food quality to standard.

STANDARDS NOT MET

- ◆ A second pot was offered but the timing left a gap of several minutes with empty cups before service resumed.

PROFESSIONAL ASSESSMENT

Tea service was correctly presented and proactively refreshed. The opportunity for recalibration was a pacing gap of several minutes with empty cups between the first and second pots.

WELLNESS & RECREATION

SECTION 23 · WELLNESS & RECREATION

Hamilton Spa — Treatment & Facility

17 of 19 STANDARDS MET

DAY 2 — ARRIVED 1:50 PM · 60-MINUTE TREATMENT

The guest was received at the spa desk at 1:50 PM by Claire, who confirmed the booking, offered a tour, and settled the guest in the relaxation lounge with tea before the appointment. The therapist, Elena, conducted a pre-treatment consultation, confirmed pressure preference, and adjusted twice during the service without a second prompt. The treatment ran its full scheduled length and ended with a quiet, unhurried close. Facility cleanliness, locker provisioning, and relaxation-lounge amenities met standard.

“I’ll start lighter across the shoulders and build — tell me the moment it’s too much and I’ll hold there.”

STANDARDS MET — SELECTED

- ✓ Booking confirmed; tour offered; pre-treatment consultation conducted.
- ✓ Pressure confirmed and adjusted proactively; full treatment length honored.
- ✓ Facility, lockers, and lounge clean and fully provisioned.

STANDARDS NOT MET

- ◆ Following the treatment, the guest was not offered water or tea before leaving the lounge.
- ◆ No rebooking or home-care follow-up was offered at checkout, a standard upsell-and-care touch.

PROFESSIONAL ASSESSMENT

The highest department score in the evaluation — the consultation, pressure calibration, treatment length, and facility condition all met standard. Both recovery deficiencies occurred at the close: no post-treatment water or tea was offered, and no rebooking or home-care follow-up was made at checkout.

Pool & Recreation

8 of 10 STANDARDS MET

DAY 3 — 11:30 AM

The pool deck was clean and the water clear at 11:30 AM, loungers spaced and surfaces free of debris. An attendant, Tyler, was present and acknowledged the guest on arrival. Fresh towels were available at the station and the deck was tidied between guests.

STANDARDS MET — SELECTED

- ✓ Deck and water clean; loungers spaced and reset between guests.
- ✓ Fresh towels stocked; attendant present and courteous.

STANDARDS NOT MET

- ◆ The attendant did not proactively offer towel or water service at the lounge; service was available but guest-initiated.
- ◆ No food-and-beverage menu or order service was offered poolside during the visit.

PROFESSIONAL ASSESSMENT

The deck, water clarity, and towel provisioning met standard, with an attendant present. Two guest-friction points were the absence of proactive towel or water service at the lounge and the absence of any poolside food-and-beverage offer during the visit.

Fitness Center

8 of 9 STANDARDS MET

DAY 4 — 6:50 AM

The fitness center was accessed at 6:50 AM by room key, clean and fully equipped, with towels, chilled water, and fruit stocked. Equipment was in working order and sanitizing stations were full. Signage and hours were clear.

STANDARDS MET — SELECTED

- ✓ Secure key access; clean, fully equipped, all machines operational.
- ✓ Towels, chilled water, fruit, and sanitizing stations stocked.

STANDARDS NOT MET

- ◆ One cardio machine's media screen was non-functional, with no out-of-service notice posted.

PROFESSIONAL ASSESSMENT

The facility was clean, secure, and fully provisioned with all machines operational. The standards variance was a non-functional cardio media screen with no out-of-service notice posted.

FACILITY

SECTION 26 · FACILITY

Public Areas & Restrooms

12 of 13 STANDARDS MET

OBSERVED THROUGHOUT

Public spaces were consistently clean and well-presented across the stay. Lobby florals were fresh, elevators spotless and prompt, signage clear, and corridor lighting uniform on the guest floors. Public restrooms checked on three occasions were stocked, clean, and orderly.

STANDARDS MET — SELECTED

- ✓ Lobby and public areas clean, fresh florals, clear signage.
- ✓ Elevators spotless and prompt; restrooms stocked and orderly on each check.

STANDARDS NOT MET

- ◆ A corridor sconce on the suite floor flickered intermittently across three evenings — a fixed-facility maintenance item that persisted unaddressed during the stay.

PROFESSIONAL ASSESSMENT

Public areas and restrooms were clean and correctly maintained on each check. The closed-loop failure was a corridor sconce that flickered across three evenings — a fixed-facility item that, like the suite drain, persisted because no mid-stay loop closed it.

DEPARTURE

SECTION 27 · DEPARTURE

Valet — Departure

6 of 7 STANDARDS MET

DAY 6 — VEHICLE REQUESTED 10:38 AM

The vehicle was requested at 10:38 AM and retrieved in four minutes. The attendant had the car running with climate control set, opened the door, and loaded the luggage.

STANDARDS MET — SELECTED

- ✓ Vehicle retrieved within five minutes; climate pre-set; door opened.
- ✓ Luggage loaded with care; warm send-off.

STANDARDS NOT MET

- ◆ The attendant did not confirm the guest's route or offer directions, a small anticipatory touch at departure.

PROFESSIONAL ASSESSMENT

The vehicle was retrieved within the five-minute standard with climate pre-set and luggage loaded with care. The guest friction was the absence of a route confirmation or offer of directions at departure.

Check-Out — Front Desk

9 of 10 STANDARDS MET

DAY 6 — 10:30 AM

Check-out began at 10:30 AM. The agent asked after the stay with specificity, referencing the evening at The Conservatory, produced an accurate folio without prompting, and extended a personalized invitation to return. The prior in-room dining incident and its comp were correctly reflected on the folio without the guest raising it.

STANDARDS MET — SELECTED

- ✓ Stay referenced specifically; accurate folio produced unprompted.
- ✓ Service-recovery comp correctly reflected; personalized invitation to return.

STANDARDS NOT MET

- ◆ The agent did not offer to email a folio copy, requiring the guest to request it.

PROFESSIONAL ASSESSMENT

Check-out was accurate and referenced the specific stay, with the service-recovery comp correctly carried to the folio without prompting. The communication lapse was the agent's omission of an offer to email a folio copy, which the guest had to request.

Bell — Departure

5 of 6 STANDARDS MET

DAY 6 — 10:34 AM

A bellman assisted with luggage from the suite to the front drive promptly on request, handled the cases with care, and coordinated with the valet for a smooth handoff to the vehicle.

STANDARDS MET — SELECTED

- ✓ Prompt luggage assistance; cases handled with care.
- ✓ Coordinated handoff to valet at the front drive.

STANDARDS NOT MET

- ◆ The bellman did not thank the guest by name or offer a closing courtesy, a small personalization the arrival bell service met.

PROFESSIONAL ASSESSMENT

Luggage was handled promptly and the valet handoff coordinated cleanly. The opportunity for recalibration was the absence of a named thank-you or closing courtesy — a personalization the arrival bell service provided.

Post-Stay Follow-Up

3 of 5 STANDARDS MET

DAYS 6-9 — AFTER DEPARTURE

A branded folio was emailed the afternoon of departure on request. No same-day thank-you contact followed the stay, and no service-recovery follow-up referenced the in-room dining incident despite the on-property comp. A general marketing email arrived three days later but was not personalized to the stay.

STANDARDS MET

- ✓ Accurate folio emailed on request the day of departure.
- ✓ Guest contact record updated; opt-in communications commenced.

STANDARDS NOT MET

- ◆ No same-day personalized thank-you contact followed departure.
- ◆ No recovery follow-up referenced the in-room dining incident, leaving the recovery loop open after an otherwise exemplary on-property save.

PROFESSIONAL ASSESSMENT

The lowest department score in the evaluation. The folio was delivered accurately on request, but no same-day personalized thank-you followed departure and no recovery follow-up referenced the in-room dining incident, leaving that loop open after an effective on-property save. The post-stay window is the property's clearest unowned moment.

Service Recovery — A Closer Look

The most informative test of a property's standards is its response to a service failure. The Night-One in-room dining breakdown (Section 17) produced that test, and the property's response is documented here in full.

THE FAILURE

The Night-One dinner order was taken without a read-back and delivered incomplete, requiring a second call and a fourteen-minute wait for the missing item. The recovery on the night was limited: the item was delivered with an apology, and the matter appeared closed.

THE RECOVERY

At 9:05 AM the following morning — unprompted, with no complaint filed — the Food & Beverage manager, Rahul, called the suite, referenced the prior evening's order specifically, apologized by name, and advised that the dinner had been removed from the folio as a gesture. He confirmed the comp had already been processed rather than promising to look into it, and invited the guest to dine at The Conservatory that evening as his guests. The comp was later confirmed accurate at check-out (Section 28).

"Last night's dinner is off your account — that's already done, not something I'll get to. I'd like to make tonight right in the dining room, on us."

WHY THIS MATTERS

The recovery exhibited the three markers of best-practice service recovery: it was proactive (initiated by the property before the guest raised it), owned (a named manager took responsibility rather than deflecting), and resolved, not promised (the comp was processed before the call, not pending). The only gap is that the recovery loop was never closed in the post-stay window (Section 30) — a follow-up note referencing the save would have completed the sequence. The recovery met three of the four conditions of a complete service-recovery sequence; closing the post-stay loop is the remaining step.

Priorities & Roadmap

Four priorities would close the majority of the forty missed standards. They are sequenced by leverage: each resolves findings across multiple sections, and each is a matter of defining ownership or teaching one habit rather than retraining a capable department.

01

Hold the telephone, and in-room dining, to the order-accuracy standard.

CLOSES	Sections 6, 17, 18 (ring time, transfer practice, order read-back, delivery pace, breakfast temperature).
RECOMMENDED STANDARD	A firm three-ring answer target; a “we connect, we don’t redirect” transfer rule; a mandatory order read-back and a tray-check at dispatch on every in-room dining order; and enforcement of the twenty-five-minute breakfast standard.
SUGGESTED OWNER	Front Office Manager, with In-Room Dining.

02

Give the mid-stay defect a home.

CLOSES	Sections 7, 8, 10, 13, 26 (tub drain, loose pull, unrestocked amenity, maintenance response, flickering sconce).
RECOMMENDED STANDARD	A single mid-stay reporting channel owned jointly by Housekeeping and Engineering, a thirty-minute maintenance-response target, and a closed-loop confirmation back to the guest after any repair.
SUGGESTED OWNER	Director of Engineering, with Executive Housekeeper.

03

Teach proactive hydration as one cross-outlet habit.

CLOSES	Sections 12, 19, 20, 21 (turndown water, water between courses, coffee cadence, water with spirits), and reinforces Section 23.
RECOMMENDED STANDARD	One shared hydration-and-re-clear standard taught across all F&B outlets and turndown, rather than four outlet-specific fixes.
SUGGESTED OWNER	Director of Food & Beverage.

04

Own the post-stay window.

CLOSES

Section 30, and completes the recovery in the Service Recovery analysis.

RECOMMENDED STANDARD

A same-day personalized thank-you, and a mandatory recovery follow-up whenever an on-property comp or save occurs — mirroring the property’s already-excellent pre-arrival sequence.

SUGGESTED OWNER

Director of Guest Experience.

Executive Conclusion

The Hamilton Rose met 309 of 349 evaluated standards across thirty departments, for an experience index of 88.5. Performance was consistent across the guest journey, with the highest department scores recorded in the spa, the concierge, and the pre-arrival sequence, and an unprompted, on-property service recovery following the Night 1 in-room dining incident.

The forty missed standards concentrate at the points of handoff between departments rather than within any single one. The four priorities in this report address the clear majority of them, and none requires retraining a capable team: holding the telephone and in-room dining to a read-back accuracy standard, assigning ownership of mid-stay maintenance defects, applying one hydration standard across outlets, and closing the post-stay follow-up window the property already executes well before arrival.

The recurring exceptions are procedural and timing-based rather than failures of capability. The pre-arrival sequence and the spa demonstrate the property's standard at full execution; the remaining work is to make that standard consistent across every department and every handoff.

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