



STS REMOTE EXPERIENCE REVIEW · CONFIDENTIAL OWNER ADDENDUM

Owner-only recommendations.

The sharp version. The people to keep and the ones to watch, and the calls we would only make across the table. This is the companion to the main review, for the owner alone.

Confidential. *Do not circulate. Names are invented; the roles and the behaviour are real. This page set is written for the owner, and is deliberately blunt.*

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Guest-experience diagnostics for premium remote operators

OWNER ADDENDUM • CONFIDENTIAL

The people

Who kept the brand alive, and who should be on notice. Verdicts are ours, made as if it were our payroll. Names are invented; the roles and the behaviour are real.

PERSON	OUR READ
Rosa cabin attendant (F) KEEP	Genuinely excellent, warm and meticulous. Your best brand ambassador, and completely unequipped. Give her at least one or two signature moments to deliver.
Lena bar (F) KEEP	The only crew member who used our names all trip. Warm, personal, easy. Bottle the instinct and spread it across the floor.
Nils captain (M) KEEP	Read the whale moment well and gave everyone the view. Strong instincts. Settle and publish your wildlife-approach rules so the instinct has a rule behind it.
Lukas expedition leader (M) RESET / VET	Knowledgeable, and his storm-chart briefings were the one time the room came alive. Otherwise flat, tired and visibly checked out, half-sitting and leaning on the furniture through briefings, no energy, no expectation-setting. Leaders rotate every couple of months, so this is a standards problem: vet every rotation on energy and hosting, not just polar knowledge.
Tomas maitre d' (M) WATCH	Greeted guests at every meal but never learned a name or a word of anyone's language, presence without substance. Then turned a returned steak into two unsolicited lectures on "how a cow works". Wrong reflex, and hosting theatre. One conversation, one chance.
Restaurant floor as a unit WATCH	Cold, hurried, and openly attentive to the wealthiest, loudest table. Retrain, or reweight who works the room.
Reception as a unit WATCH	The only department that did not greet guests in passing. Fix the basics before anything else.
Ground and transfer crew as a unit WATCH	The cattle handoff and the unchecked luggage pile are on them. Cheap to fix, real damage done.

What we would only say off the record

The expedition leader was checked out, and the role rotates.

A tired figurehead infects the whole field experience. This leader knew the place cold, and his storm-chart briefings proved he could carry a room, but the rest of the time he led with no energy and no hope, and the guests felt it every evening. Because expedition leaders rotate every couple of months, you cannot rely on getting a good one by luck. Vet and set a standard for every rotation, on presence and hosting, not just polar knowledge.

The person who greets you at every meal never actually works.

The maitre d' worked every meal without ever working. Greeting is not hosting. Someone who cannot learn a repeat guest's name, or offer a single word in their language, is decoration, and this is the same person who lectured a guest twice about a steak. Give the role a real hosting brief, or a narrower title.

You have a wildlife-approach question you have not answered.

During the whale encounter the ship appeared to sit closer to the animals than some operators would, and the commentary oversold how rare the moment was. Fair questions for you: what are your approach rules, are they written down, and are they enforced on every sailing regardless of who is leading? A premium wildlife brand cannot leave that to the guide and the day.

Your discounting is training the market to wait.

Selling the last cabins at forty to fifty percent off, days out, and dressing it as scarcity, teaches buyers to hold out and tells the full-fare guest beside them they overpaid. If the cabins are not selling at the current price, the honest fix is to reprice the whole structure down fifteen to twenty percent so no discounting is needed at all, which widens the audience without cutting your average price.

If this were our operation

- Vet and set a standard for every expedition-leader rotation, on energy and hosting, not just knowledge. It is the single highest-leverage move in the field.
- Give the maitre d' a real hosting brief or a narrower role, and stop confusing a smile for service.
- Add a guest-experience manager, and split the manifest into cohorts, guests 1 to 4, 5 to 8, and so on, each with a named crew owner who learns those names and checks in daily.
- Rip out the tiered service on night one. One standard, every table, monitored.
- Kill the fake scarcity, and reprice the whole structure fifteen to twenty percent lower rather than discounting the last cabins.
- Spend the cheapest money first: the pre-trip pack, the arrival, the expectation-setting, the tip envelope, the send-off. That is the whole distance between processed and premium.

Honest verdict, off the record

Nature carried this trip. We would not rebook this operator at anything close to full fare. We would happily send a nervous first-timer who does not know better, and we would warn a

seasoned traveller. For a premium brand that is exactly the wrong split, because the guests worth most are the ones who notice.

Illustrative sample, confidential addendum. *Companion to the STS Remote Experience Review sample. Based on a real premium polar expedition the STS founders took as paying guests. All names are invented and identifying details removed or altered. For the owner only.*