



Key Issues

Customer satisfaction rating for an average room: chain-wide surveys on customer perception showed opportunity for improvement (more than 75% satisfaction across the chain).

[2]

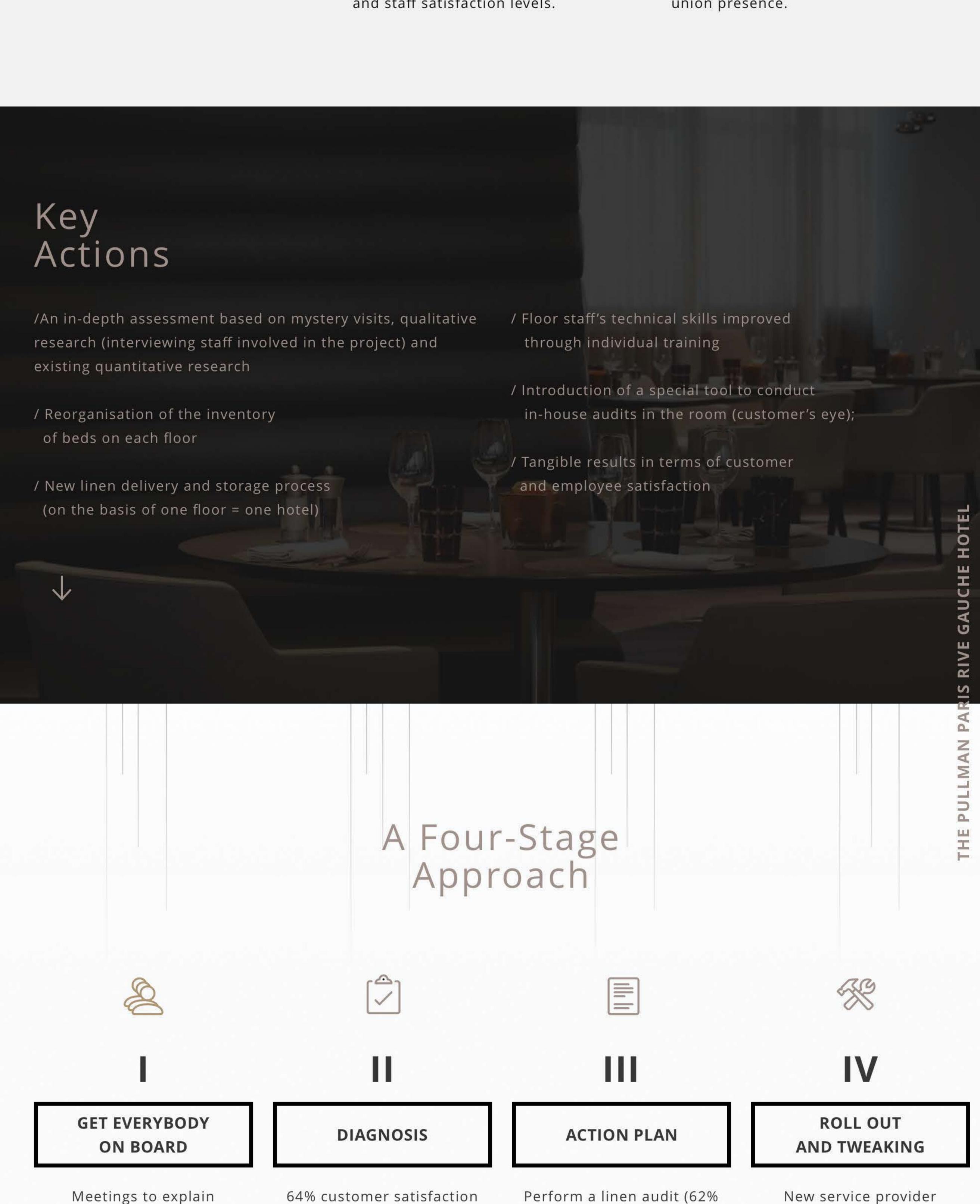
A need to reform certain operations: linen management and maintenance work supervision were identified as two levers for rapidly improving customer and staff satisfaction levels.

[3]

A lot of different people involved: reception, housekeeping, laundry services, maintenance services, and trade unions within the company; plus the linen hire and laundry service provider.

[4]

A project with sensitive social implications: strenuous jobs, little recognition shown in the past, strong union presence.



the process

Mirror survey on how guests see the room

Workshops to review the

customer journey and pinpoint the moments of truth

compliance versus 90% outsourced)

Organise an RFP for linen hire and laundry services Hold workshops with the parties concerned and work together to produce new processes

appointed for linen hire and laundry services

Linen stations rearranged by floor

New linen delivery and storage process tested and validated

a laundry trolley"

Staff trained on "how to load

Figures

EMPLOYEES INVOLVED

35

with the room

3 levers identified to improve

the guest's in-room

experience: linen, cleanliness,

maintenance

1 brief: address the first lever

(linen) before embarking on

the others

HOUSEKEEPING STAFF AND VALETS TRAINED +2%

CUSTOMER SATISFACTION WITH THE ROOM AS SOON AS THE NEW SET UP WAS INTRODUCED

€117K SAVINGS ON ANNUAL LAUNDRY COSTS (€0.80 LESS PER ROOM SOLD)