

# Survival



## Agile Transformation in the Hotel

By #MarinaAlex



# Hotel Difficulties

The occupancy rate  
was below

**30%**

1. Unhappy guests leading to bad social media reviews.
2. Slow response to guest requests.
3. Employees afraid to make mistakes or speak up about problems.



# Mikhail Bichenkov

CEO of Porto Mare Hotel



# Business Agility:

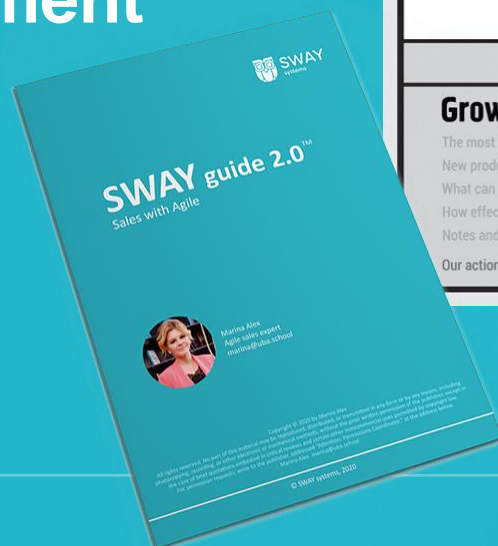
How  
to Save  
the Business


# 3 Pilot Teams

1. Agile Sales & Marketing Team

2. Housekeeping Team

3. Top Management Team


















**UBA**  
UNIVERSITY OF BUSINESS AGILITY

## SWAY - Agile in Hospitality

Created by Marina Alex and Myles Hopkins

Date:

Name:

<p><b>Key objectives</b> </p> <p>Sales plan Occupancy rate Best value room F&amp;B optimal profit Guest satisfaction rate Cost Control New products for low season Employee engagement Flexible staffing Just-in-time procurement</p> <p>The key goals to be achieved this quarter</p>	<p><b>Happy Guests</b> </p> <p>Ideal guest profile Guest satisfaction rate Returning guest rate Understanding the wants and needs of our guests Continuous guest feedback cycles</p> <p>Our actions:</p>	<p><b>Key message to the Guests &amp; Value proposition</b> </p> <p>What is our value proposition? What Guest needs, wants and concerns do we address? What value does our hotel offer to guests?</p> <p>Our actions:</p>	<p><b>Service delivery</b> </p> <p>How seamless are our processes? How fast is our service delivered on the scale from 1 to 10? Staff Empowerment What is our technological advancement on the scale of 1 to 10?</p> <p>Our actions:</p>
<p><b>Strategic products and services</b> </p> <p>What are our priority products and services? What is our focus? What do we offer during the low season?</p> <p>Our actions:</p>	<p><b>Our service excellence strategy</b> </p> <p>On the scale of 1 to 10: Housekeeping. Professionalism. Staffing level. Teamwork. Employee happiness. Service standards.</p> <p>Our actions:</p>	<p><b>Our team</b> </p> <p>Our values: Professionalism of our team (on the scale of 1 to 10) How well does our team understand optimum guest satisfaction delivery? How do we interact with related business units? On the scale of 1 to 10, how united is our team? How happy are we?</p> <p>Our actions:</p>	<p><b>Cost optimization</b> </p> <p>What can we do to minimize our costs? while maintaining the quality?</p> <p>Our actions:</p>
<p><b>Medical center + Clinic</b> </p> <p>What value does it provide for our Guests? Quality of services (on the scale of 1 to 10)? How does it impact the achievement of hotel goals? What needs to be improved within next 3 months?</p> <p>Our actions:</p>	<p><b>Restaurant</b> </p> <p>What value does it provide for our Guests? Quality of services (on the scale of 1 to 10)? How does it impact the achievement of hotel goals? What needs to be improved within next 3 months?</p> <p>Our actions:</p>	<p style="text-align: center; margin: 0;"><b>Opportunities</b></p>	
<p><b>Growth</b> </p> <p>The most profitable programs and services: New products: What can we do to grow during low season? How effective are our cross-selling tactics? Notes and comments:</p> <p>Our actions:</p>	<p><b>Post-sale</b> </p> <p>What kind of follow-up do we provide for guests who previously stayed at our hotel? What do we expect from the guests staying with us now? How often do we get recommended? How often do the Guests return?</p> <p>Our actions:</p>	<p><b>Innovations</b> </p> <p>What will we implement/improve to increase the speed of happiness delivery to our Guests? What innovations do we need to create a service above 5*? What needs to be improved in our team within next 3 months?</p> <p>Our action:</p>	

# 1. Why

## Agile Sales & Marketing Team

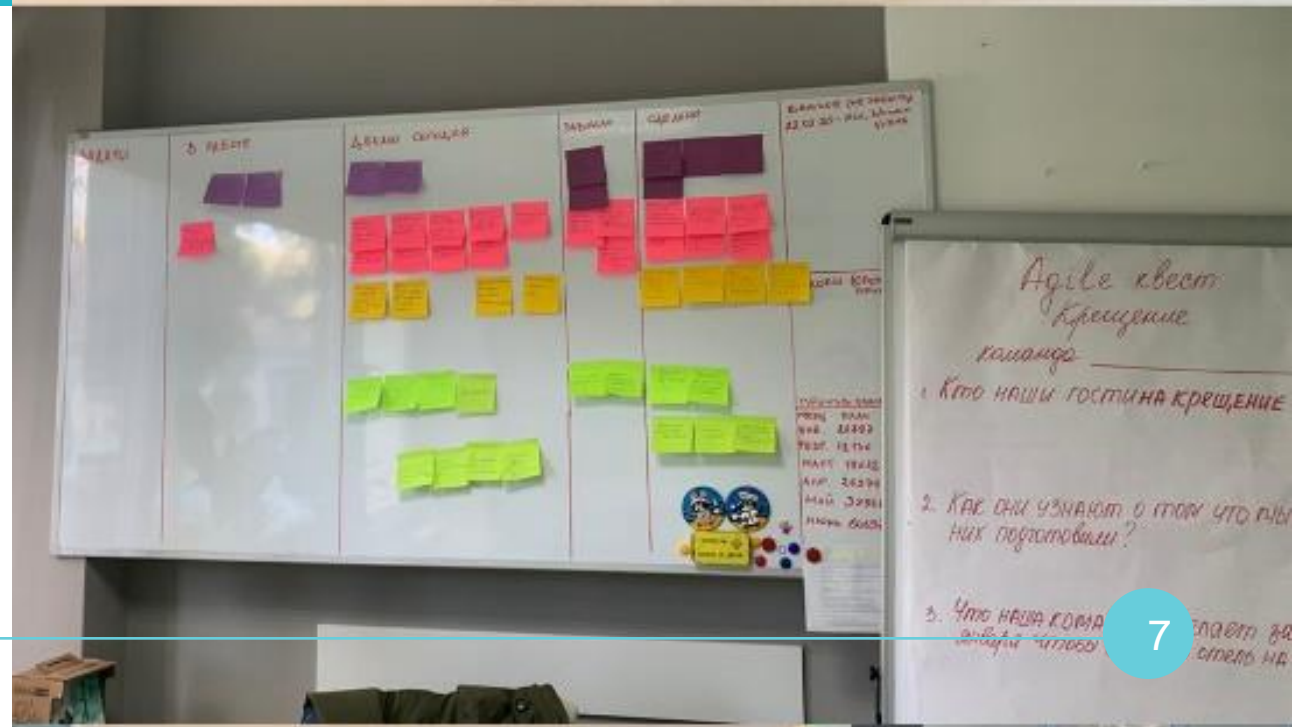
- 30% sales targets
- Did not collect feedback from Guests
- Did not know the Guest profile and the Guest journey



# 1.

## Agile Sales & Marketing Team

- Completely self-organized and welcoming team that was collecting feedback from the Guests, testing hypotheses, and implementing improvements
- 152 improvements



# 2. Why

## Housekeeping Team

- The Guests were complaining about the quality of cleaning
- Bad reviews about the quality of the service in social media



# 2. Housekeeping Team

- Stopped using plastic bottles and plastic garbage bags
- Began to tell the Guests about the products available in the hotel



# 3. Why

## Top Management Team

- Changes start from within
- By changing how senior managers approach work, we are changing the entire company



# 3.

## Top Management Team

- Collaboration between all departments
- Continuous process of receiving feedback from the Guests
- Hundreds of hypotheses and dozens of improvements



Прогноз продаж

SWAY - Agile

Исследование потребностей

цели

1

\$

1. План продаж — см. стик.
2. Заполняемость отеля — см. стик.
3. Оптимальная стоимость номера
4. Оптимальная прибыль F&B
5. Оценка удовлетворенности Гостя
6. Контроль затрат
7. Новые продукты для низкого сезона
8. Flexible staffing

Основная цель на 3 месяца:

2) нас - 76%  
3) нас - 47%  
4) нас - 30%  
ПЛАН  
7.6%  
4)

Счастливые Гости

Какая ценность несет наш отель?  
Насколько хорошо мы знаем, что хочет наш Гость?  
Как мы получаем обратную связь от Гостей?  
Что еще?  
Действия:

2

Стратегические продукты и услуги

Какие продукты и услуги для нас в приоритете?  
Наш фокус?  
С чем выйдем в низкий сезон?  
Действия:

3

Медицинский центр + Клиника

Какая ценность несет наш центр?  
Наш фокус?  
Как влияет на достижение целей отеля?  
Что необходимо улучшить в ближайшие 3 месяца?

6

Основное сообщение гостям & Ценностное предложение

all o  
Наша ценность для гостя?  
Какая ценность несет наш отель?  
Действия:

4

Стратегия улучшения сервиса (ГХ)

От 1 до 10 4.84 → 4.95  
Укомплектованность штата  
Командность/взаимопомощь  
Счастливый сотрудник?  
Стандарты сервиса?  
Действия:

5

Доставка сервиса

Насколько наши процессы беспроблемны?  
Скорость доставки нашего сервиса? 1 до 10?  
Процент ошибок на кухне (Staff Empowerment)  
Технологичность от 1 до 10?  
Действия:

Наша команда

Наша ценность?  
Профессионализм нашей команды от 1 до 10  
Насколько хорошо наша команда знает как сделать нашего Гостя счастливым?  
Как мы взаимодействуем со смежными подразделениями?  
На сколько от 1 до 10 мы единая команда  
Насколько мы счастливы?  
Действия:

6.5

Оптимизация расходов

За счет чего мы можем сократить расходы без потери качества?  
Действия:

Возможности

11

Рост

Пост-продаж

Иновацион



# Challenges of Agile Transformation

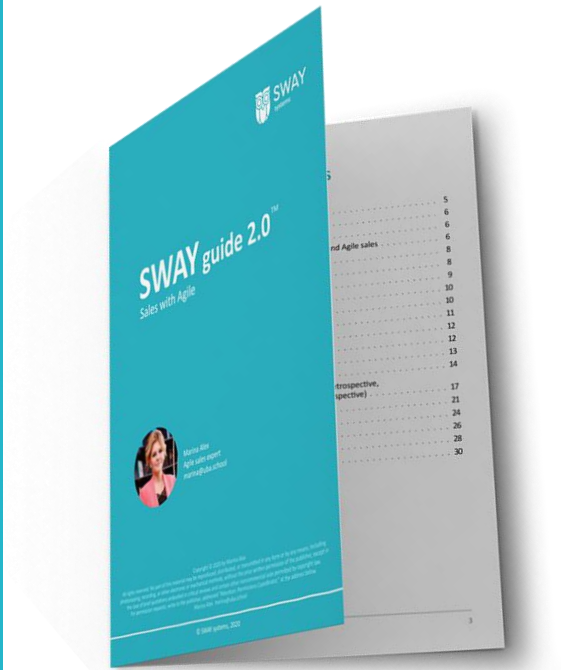
**40%**  
of employees  
quit their jobs

Performance indicators  
suffered a drop  
from **30%** to **20%**

Employees  
did not want  
to take  
responsibility

# Results of Business Agility Transformation:

- Occupancy rate of the hotel increased from **30%** to **100%**
- More than **400 improvements**
- **Doubled** the profit plan for 2020



**Download**  
SWAY Guide 2.0



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