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
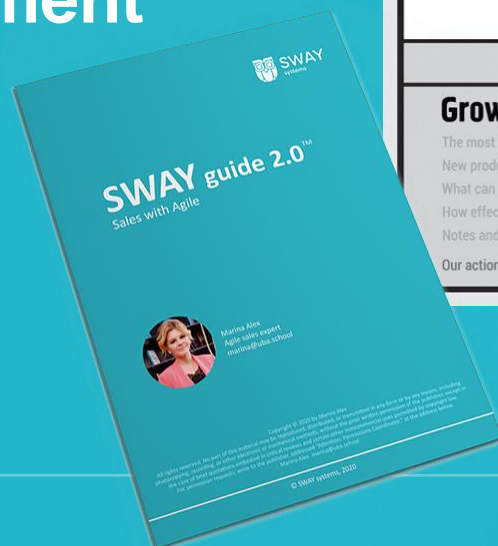
Business Agility:

How to Save the Business

3 Pilot Teams

1. Agile Sales & Marketing Team

2. Housekeeping Team

3. Top Management Team

SWAY - Agile in Hospitality
Created by Marina Alex and Myles Hopkins

Date:

Name:

Key objectives
Sales plan
Occupancy rate
Best value room
F&B optimal profit
Guest satisfaction rate
Cost Control
New products for low season
Employee engagement
Flexible staffing
Just-in-time procurement

The key goals to be achieved this quarter

Happy Guests
Ideal guest profile
Guest satisfaction rate
Returning guest rate
Understanding the wants and needs of our guests
Continuous guest feedback cycles

Our actions:

Key message to the Guests & Value proposition
What is our value proposition?
What Guest needs, wants and concerns do we address?
What value does our hotel offer to guests?

Our actions:

Service delivery
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?

Our actions:

Strategic products and services
What are our priority products and services?
What is our focus?
What do we offer during the low season?

Our actions:

Our service excellence strategy
On the scale of 1 to 10:
Housekeeping. Professionalism.
Staffing level. Teamwork.
Employee happiness.
Service standards.

Our actions:

Our team
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?

Our actions:

Medical center + Clinic
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?

Our actions:

Restaurant
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?

Our actions:

Cost optimization
What can we do to minimize our costs?
while maintaining the quality?

Our actions:

Opportunities

Growth
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:

Our actions:

Post-sale
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?

Our actions:

Innovations
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?

Our action:

SWAY guide 2.0™
Sales with Agile

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1. Why
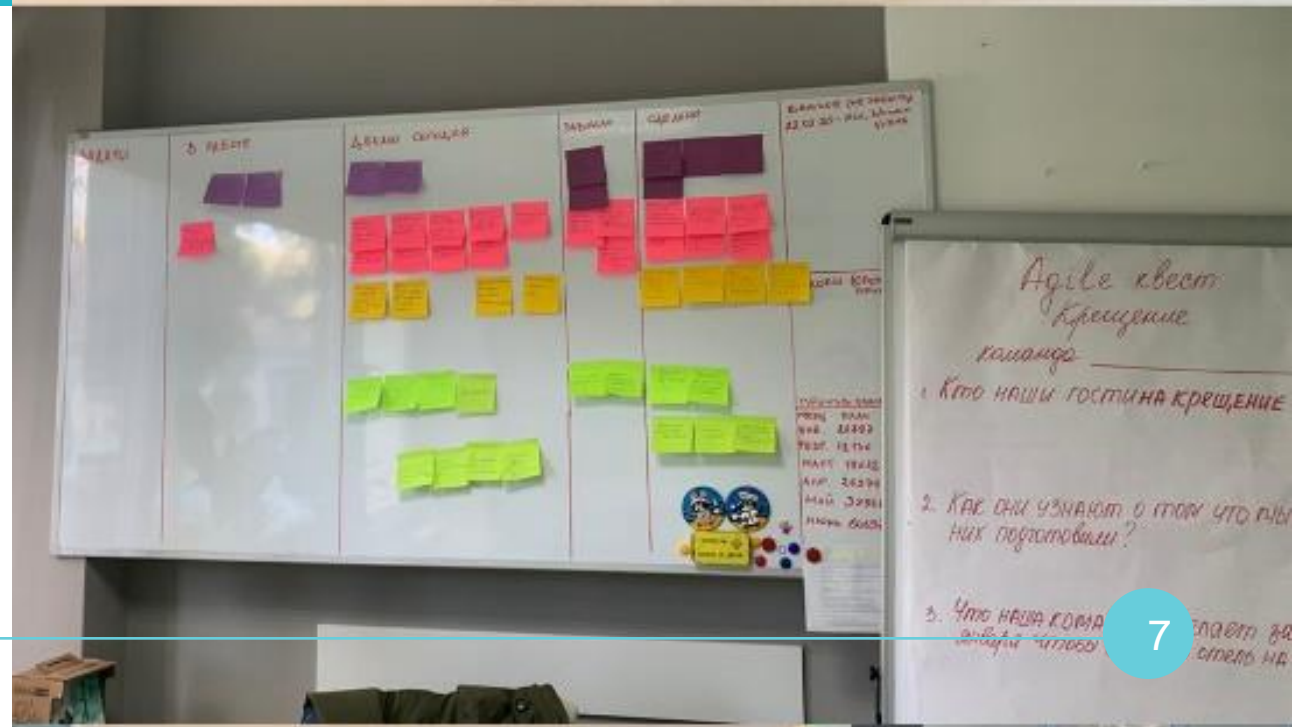# Agile Sales & Marketing Team

- **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**
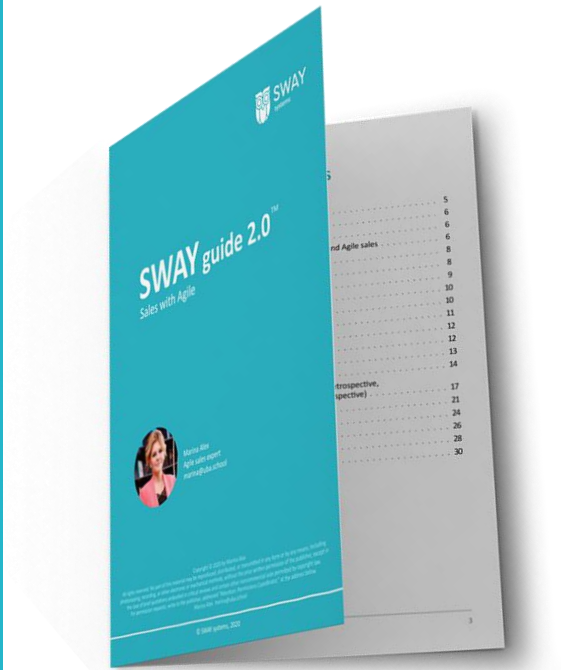
Challenges of Agile Transformation

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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