



Performance Consultants

Your Impact! Use the 'Impact!' Process to solve performance issues: Investigation, Motivating Factors, Performance Gap Analysis, Action, Clarity and Transformation!

Case Study

- Client – Hotel chain in Barbados - 'Back to the Floor!' Programme
- Hotel Managers – Constant hotel guest complaints re Towels!

Investigation and Motivating Factors

This programme was instigated by the General Manager following complaints from guests to Virgin Holidays, this was one issue addressed during the back to floor programme; that as an all-inclusive hotel, towels were scarce and many guests had to re-use towels for several days. The source of the problem needed to be identified and addressed. One hotel was a flagship of Virgin Holidays.

By investigating the problem, it became clear that the laundry was an un-visited area by Hotel Management, it was off-site and poorly managed and with many staff complaints that went unheard and there were often issues with equipment and sick leave.

The core issues that were uncovered during the investigation process and the 'back to the floor day' were:

- ◆ An unbearably hot working environment
- ◆ There were only 3 washing machines and 1 was always broken
- ◆ The trolleys for moving laundry were in general disrepair
- ◆ The tables used for folding laundry were low and caused back aches
- ◆ There was nowhere for staff to take a break
- ◆ There was nowhere for the staff to keep personal belongings
- ◆ The toilet facilities were poor
- ◆ There was a strong feeling of being not considered as part of the hotels teams and that they were a forgotten and uncared for entity

Performance Gap Analysis

435 hotel rooms – on average 1 fresh towel per day available – GAP – 4 needed per room.

78% of guests sited lack of towels as 'unsatisfactory' on their hotel survey.

Action, Clarity and Transformation!

Following a day of back aching, hot labour the hotel management immediately started to put measures in place to make the changes that were desperately needed. The outcome was that sick leave reduced by 87% and complaints re towels dropped by 76% in 3 months as well as a general lifting of spirits and a round of thank you letters from staff for getting them noticed.