

# Holiday Inn Everett Organizational Analysis Executive Summary

WSU-North Puget Sound at Everett  
HBM 280

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## Our Aim

We hope to inspire and re-imagine the interdependence of Holiday Inn Everett team members to create exceptional guest satisfaction. Through a structured S.E.A.R.C.H analysis, we aspire to further affirm the impact of your foundational principles for the every-day experience of both team members and guests.

## Sincerity

### ***Area of Success: Genuine care for guests***

We gathered a strong sense of genuine care for every guest. While it is evident through our conversations with varying team members that their ultimate desire is to give guests a great experience, it is not being communicated face to face with guests on the front line.

### ***Key to Success: Embody "Stay Real, Be You."***

Front desk is the face and first impression of the hotel. It is vital for guests to feel not only taken care of but also genuinely cared about. We observed that conversation is lacking sincerity and the focus is put on the "check list" items of needed guest information. To change this, the priority must shift toward being real and turned into natural conversation. Especially with new team members, it's easy to follow the script. Train to show caring instead of simply knowing. By forgoing the script, the ability to focus on building guest relationships is put at the forefront.

## Enthusiasm

### ***Area of Success: Passionate department leaders***

Each department has infectious love for their jobs and what they are doing for guests. Each person strives to help create not only a positive work place but also to maintain a family environment.

The passion we saw in the housekeeping department was radiant and ultimately inspiring. Even though they have the most physically taxing and difficult jobs, their passion stood out above the rest.



### ***Key to Success: Approach it like it's your first day***

You only get one chance to make a first impression; make it a good one. Strive to show people how happy you are to be there with upbeat and pleasing sentiments. At the core, service is perishable. It lasts only as long as people carry it and your chance to recover a guests experience expires as soon as they check out and leave the counter.

## **Accountability**

### ***Area of success: Utilizing standard reports***

It was observed that each department personally owned the heartbeat reports. We found this true in Dan's example of checking out every bad report even if it was outside of his area of expertise. He recognized that a bad experience expressed on a report might have been from a single bad aspect or from an overall disenchanted experience and he worked to own even a small piece of this by checking out each room. In addition, team member surveys let employee vantage points be expressed and allow management to see where they stand with their team members and what they need to work on. This gives significant value, as it shows that a team member's thoughts are valued and acted upon.

### ***Key to Success: Enforce safety practices:***

While we saw a significant value placed on safety, exemplified by personally seeing Dan's safety lessons with departments, we also believe that there is an air of complacency present. The knowledge must be there, but overall awareness and enforcement is needed. Many times it is simply the "small things" like washing hands before wearing gloves that makes a significant impact.

## **Respect**

### ***Area of Success: Personal and professional consideration***

Holiday Inn Everett values its people professionally and personally. We found it to be very encouraging that family is important to leaders. This not only shows that team members are valued for their work, but also that they are valued as individuals.

### ***Key to Success: Be aware of tense times***

Overall we did not observe respect issues, and were greatly impressed with the morale and consideration given to every team member. Thus, we simply want to leave you with the encouragement that even in hard times simply being aware of the tension can give negative situations a positive light. These three practices are great reminders:

- Speak with intention
- Listen with attention
- Tend to the well-being of all



## **Creativity**

### ***Area of Success: Recognition programs***

By keeping foundational principles a central theme, with things such as S.E.A.R.C.H. cards, recognition programs become exponentially more important. Not only do such recognition programs spread the values to every team member but also encourage a daily presence of each value in day-to-day interactions. At the core they enable individual team members to promote owning their good habits and working towards improvement.

### ***Key to Success: Create a better approach to communication with guests***

Creatively communicate the breakfast issues. Make it a habit to address the breakfast with every guest. Eliminate brunch confusion by simply talking about it. It comes back to sincerity as well, as it needs to be relaxed and conversational. This is an easy way to upsell by simply giving guests what they need.

### ***Key to Success: Market yourself in empty spaces***

A common complaint we heard from you is that guests think elevators are excessively slow. While you cannot just put in new elevators at this point in time, you can do something like put photos or media to accompany them in the elevator and in waiting areas. This cost-effective strategy not only combats complaints but also could serve to market aspects of the hotel such as Tommy's restaurant with a menu or photos of featured dishes, loyalty programs, and event hosting details.

## **Honesty**

### ***Area of Success: Empowered Recovery Programs***

Recovery programs reflect the genuine care to create exceptional service. The empowering of team members to do what they can is inspiring. The tiered program allows team members to judge situations and be empowered to make decisions, which not only shows guests they care but also gives them ownership of present situations.

### ***Key to Success: Be honest with faults***

Keep working on being honest with faults, so that the new recovery programs can be effective. We observed very positive efforts on the part of management to look and act on issues. On the other hand, though, let communication with guests reflect this. Front line team members could do a better job of not letting guests walk away from the desk unsatisfied. Of course you cannot reach every guest, but the number of disgruntled guests could be reduced.



## Conclusion

- ✓ "Do the little things well"
- ✓ Inspire commitment to purpose
- ✓ Create what makes you different
- ✓ Consistency is key

## Keys to success

Empowerment, communication, implementation. These three keys must be your focus for improvement. You have the right ideas and tools, but you are in the implementation stage now. In order to have a successful hotel, one must have an understanding of commitment and ongoing passion. It is not just about offering a place to lay your head at night but treating every guest like the individual they are.

