



## CLIENT SUCCESS

Marriott's corporate-owned hotels were dramatically underperforming relative to their franchise hotels in top-line revenue and bottom-line profits. Leadership wanted to figure out how to help the corporate-owned hotels perform as well as the franchise hotels.

**By applying the principles of **SPORT**, Marriott's corporate-owned hotels not only drew equal with the franchise hotels, but hurtled past them, to the point that the franchise hotel owners started asking what they were doing to win. But the company didn't stop there. They kept applying the KPAs they'd discovered and over a 5-year period went from the 3rd largest hotel chain the number 1 chain.**

### **SPORT's principles, led to the following outcomes:**

- 1. It made transparent to all senior leaders and their entire team membership the importance of this goal and why the goal mattered to the firm's strategic intent.**
  - a. They set a goal to improve the customer satisfaction surveys to the level of the franchise owners averages.
- 2. Each involved team created two aligned goals that, if accomplished, would drive the achievement of the NPS number.**
  - a. A lot of these goals were pretty standard, like get rooms changed faster, don't run out of popular food items, etc.
  - b. They learned that none of these really moved the needle.
- 3. Each team created new KPAs to accomplish their goal.**

At first the teams struggled to think of what would help. Finally, they landed on a kpa that EVERY team member would greet EVERY customer with a "warm greeting and a smile." They used KPAs and game reviews to track adherence on a physical scoreboard and had all team members self-report every day. Property leadership would then spot check by asking of customers "do you feel you were greeted warmly and with a smile by every team member you encountered on our property?" The impact of this simple KPA was profound.



SPORT not only uncovered the right KPAs, but helped the teams hold themselves and other teams accountable to implementing the right actions to collaboratively improve their NPS scores, which ultimately raised revenues and profits dramatically.

