

It's Your Future – Let's Create It Together: the importance of the employee journey in delivering **the ultimate guest experience**

it's your future
LET'S GREAT IT TOGETHER

3-years

resulting in an additional £4.5m in revenue, £1.1m in turnover savings and a commercial training offer generating over £1m in the first year.

Dorchester Collection (DC) is the ultimate hotel management company; with a passion for excellence and innovation, honouring the individuality and heritage of our nine iconic hotels across the world (supporting document 1). Underpinning all that we do is our business vision: *Treasured by guests, Cherished by employees, Celebrated worldwide*. We deliver this through our values, which sit underneath our 'We Care' philosophy; ensuring that our people remain at the cornerstone of every business decision. In order to move forward as a company and continue to offer a world-class guest experience at scale, Dorchester Collection needed to standardize HR processes and data.



3,500 employees



9 hotels



48 languages

Challenges

- Consolidate HR processes and talent data into a **single solution**
- **Improve talent mobility and visibility** on skills, learning and development needs
- **Hire people for cultural fit** who are more likely to stay and grow with the company
- **Provide a brand-consistent employee experience** while preserving each hotel's uniqueness
- **Improve employee retention and customer service**

Results

Employee engagement:

- **Overall engagement is 8.7 eNPS** (up from 8.1) putting DC in the top 10% within our competitive set.
- **All 14 of our engagement drivers are in the top 25% globally**, with half in the top 5%.
- **Guest engagement has increased by six points**, putting DC in the 97th percentile defined as 'world-class' and creating an additional £4.5m in revenue since 2016.
- **Employee turnover has reduced two points to 21.1 % in 2 years** (hospitality global average is 35%) saving £1.1m in the last year alone.
- **Interest in roles has doubled** from 534,000 in 2017 to 1.1 m in 2018.

Development:

- **Employee-led training requests have increased by over 100%** - in 2018 we received 4,587 globally.
- **More than 60% of our workforce are now cross-trained** in three roles – a 160% increase in two years. We have 753 requests for cross-training in 2019.
- **Internal promotions into leadership roles have risen to 70%** (from 55% in 2016).
- **Employees received 36 hours of training in 2018** - up from 32 hours in 2017.
- **97% completion of Your Plan** – our individualised development planning tool.
- Explore completion rates (first 6 months of employee development) **increased by 40% to 84%**.
- **L&D related employee engagement (2018 vs 2017):**
 - 0-3 months service: 8.7 eNPS (up from 8.4)
 - 3 – 24 months service: 8.7 eNPS (up from 8.2)
 - 24+ months service: 8.8 eNPS (up from 8.5)
- **All in all, we have an employer brand focused on the customer experience that attracts and retains great talents who fit in perfectly with the company culture.**



Actions

Several actions were deployed to ensure success in our implementation of our Talentsoft solution:

- **Deployed Talentsoft Recruitment and replaced local career sites** with a global site to provide a branded candidate experience.
- **Revamped the candidate assessment process** to include a situational judgement test and trained managers to hire for cultural fit.
- **Implemented Talentsoft Performance & Competencies** to enable employees to have a better performance and career conversations.
- **Implemented Talentsoft Hub** to provide global visibility into skills and talent profiles and improve talent mobility.

Best practices

As we went through this process of aligning all of our hotels and employees, we came away with many best practices. Some included:

Get executive team buy in before starting the project to ensure support for the vision.

Map each 'key moment' of the employee experience to understand the journey through their eyes.

Work closely with all key stakeholders to understand and address their specific challenges.

Train managers to hire for cultural fit so people are more likely to stay and grow with the company.

Hire and reward people who care about providing customers with special moments.

Provide employees with tools for personal development and access to new opportunities.

Deliver a world-class on boarding experience with an opportunity to learn from senior staff members.

Next Steps

Our strategy is not set in stone; allowing us to react to the changing demands of our business and economic uncertainty. We continue to create more objectives, aligned to our strategic priorities; which will again enhance the service we offer to our employees. More learning content, additional reporting technology, further development of the external Academy and launching a whole new employer brand are all in the pipeline for 2019. All of this will be recorded and tracked in our system and the data produced on our employee population will be used to ensure we maximise our successes and continually improve.

Other key steps will include:

- **Finalize implementation of Talentsoft Learning** so employees can demonstrate progress and personal commitment between performance appraisals.
- **Update annual engagement survey** to assess improvements in key areas with the new solutions.
- **Continue to improve employee and customer experience year on year.**



The choice of Dorchester Collection:

Hub, Performance & Competencies,
Recruiting, Internal Mobility, My Talentsoft,
Training

ABOUT TALENTSOFT

Talentsoft is the European leader in cloud-based talent management and learning software. Its digital platform encourages interactions and transforms the working experience while integrating competency management with career paths and learning programs. Talentsoft delivers a unique, fully-integrated workforce management and HR analytics solution to efficiently manage HR processes: recruitment, onboarding, performance, talent review, competencies, learning and compensation.

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