



How Hilton Won Gartner's Gold Award



**Launika Arya, Hilton Worldwide
Senior Manager, Guest Experience**



**Ajit Ghuman, Medallia
Product Marketing Manager**



Agenda



1. Hilton Worldwide and SALT Overview
2. Commercial Impact of Guest Experience
3. Turning Insights into Action across 4,000+ properties through:
 - **Engagement:** Embracing guest feedback and gaining quick insights through intuitive modules in SALT
 - **Guest is Boss:** Driving best in class practices based off of guest priorities and sentiment
 - **Innovation & Validation:** Leverage SALT to discover unmet guest needs to drive innovation and test best practices to validate impact

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Hilton Worldwide Overview



Vision: To fill the earth with the light and warmth of hospitality

Mission: To be the preeminent global hospitality company - the first choice of guests, team members, and owners alike.



HOSPITALITY	We're passionate about delivering exceptional guest experiences.
INTEGRITY	We do the right thing, all the time.
LEADERSHIP	We're leaders in our industry and in our communities.
TEAMWORK	We're team players in everything we do.
OWNERSHIP	We're the owners of our actions and decisions.
NOW	We operate with a sense of urgency and discipline.



Guest Experience tools and facts

Team objective: connect all guest experience data sources into actionable insight



SALT 


- 12M invites sent annually
 - 3M+ responses
 - Nearly 55,000 users across the enterprise
 - 26 languages
 - Collects 250,000+ incremental TripAdvisor reviews annually
-

MPS 

- 703 properties enrolled
 - 163,000 invites sent annually
 - 45,000 responses
-

Agenda



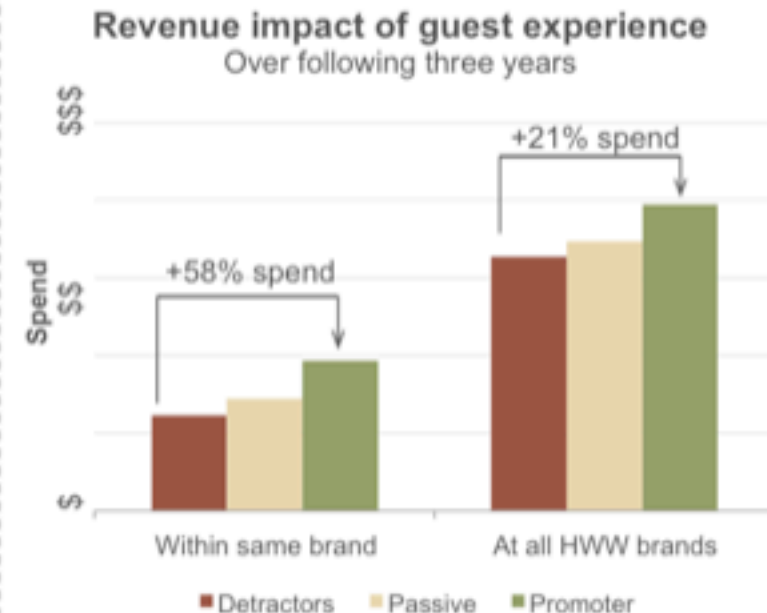
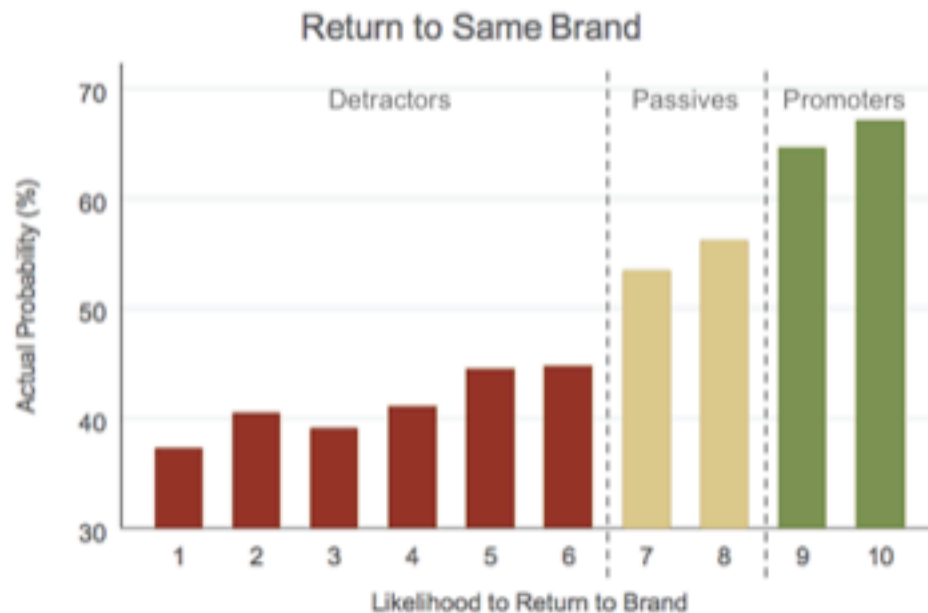
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SALT has been linked to future stays, revenue

Strong guest experience has positive financial impact on brand, the enterprise





The link between likelihood to return to brand and future stay behavior is consistent for the enterprise and across all brands. Note: There is significant difference in return rate between detractors (1-6), passives (7-8), and promoters (9-10). **Net: 9s and 10s matter!**



SALT invitation and survey





Where the little things mean everything.™

Hello Barbara Scott,

Thank you for your recent stay at DoubleTree by Hilton. We know you have a choice in hotels, and we greatly appreciate your business.

As a valued HHonors member, your feedback is important to us.

We would appreciate if you would take a short survey about your stay at

DoubleTree by Hilton Cincinnati Airport

where you checked out on January 6, 2014.

















To start the survey, please click on the link below. If that does not work, please copy and paste the entire web address into the address field of your browser. The survey link will expire in 7 days.

















<http://example.com/?c39rwxbr3x5tyby>

We value your opinion and look forward to hearing about your stay.

Sincerely,

DoubleTree by Hilton






Choose Language: English

Thank you for taking the time to tell us about your stay at

Waldorf Astoria Shanghai on the Bund



where you checked out on September 3, 2008.

This survey should take 3-5 minutes to complete.


You can leave the survey at any time and return to a partially completed survey. All your responses will be captured up to the point at which you last pressed the next button. You can return to where you left off by clicking the survey link in the email you received. Your link will expire on .

[Begin Survey](#)

Each survey is branded with logos and brand colors

And can be taken on a mobile device





EMBASSY SUITES
HOTELS®

START

FINISH

For the following areas, please rate your satisfaction with **THIS** Embassy Suites hotel, using a 10 point scale, where "10" represents "Extremely Satisfied" and "1" represents "Extremely Dissatisfied".

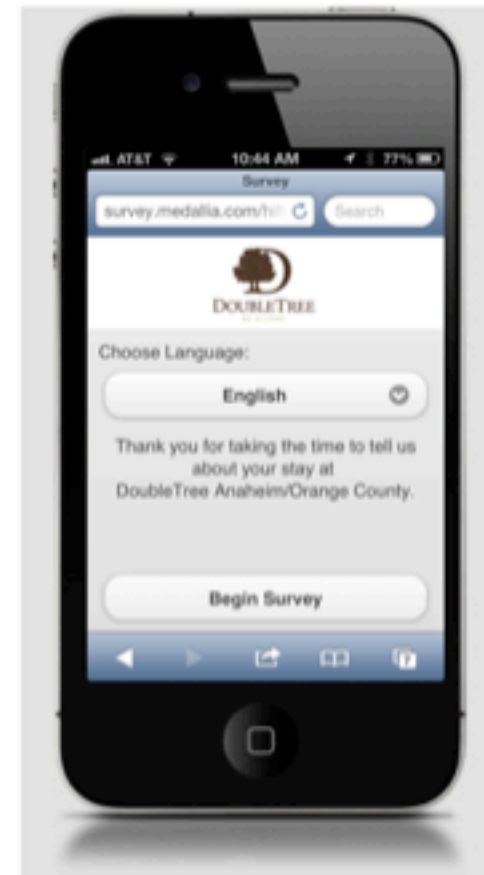
On this hotel stay, how satisfied were you with:

	Extremely Satisfied	Satisfied	Neither	Dissatisfied	Extremely Dissatisfied					
	10	9	8	7	6	5	4	3	2	1
Your OVERALL EXPERIENCE as a guest?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of SERVICE overall?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of ACCOMMODATIONS overall?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Pre-arrival/arrival experience?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Departure experience?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Definitely Would	Probably Would	Might or Might Not	Probably Would Not	Definitely Would Not					
	10	9	8	7	6	5	4	3	2	1
How likely would you be to stay at THIS hotel again if you were to return to this area (for the same purpose)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely would you be to stay at ANY Embassy Suites again in the future?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely would you be to RECOMMEND this hotel to someone else, if they were to require a hotel in this area in the future?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Excellent	Very Good	Good	Fair	Poor					
	10	9	8	7	6	5	4	3	2	1
Please rate the VALUE that you received for the price paid. Was it...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Loyalty is one of the key metrics at HWW

As with our other metrics, calculation is based on % of respondents answering 9/10



Turning Insights into Action across 4,000+ properties



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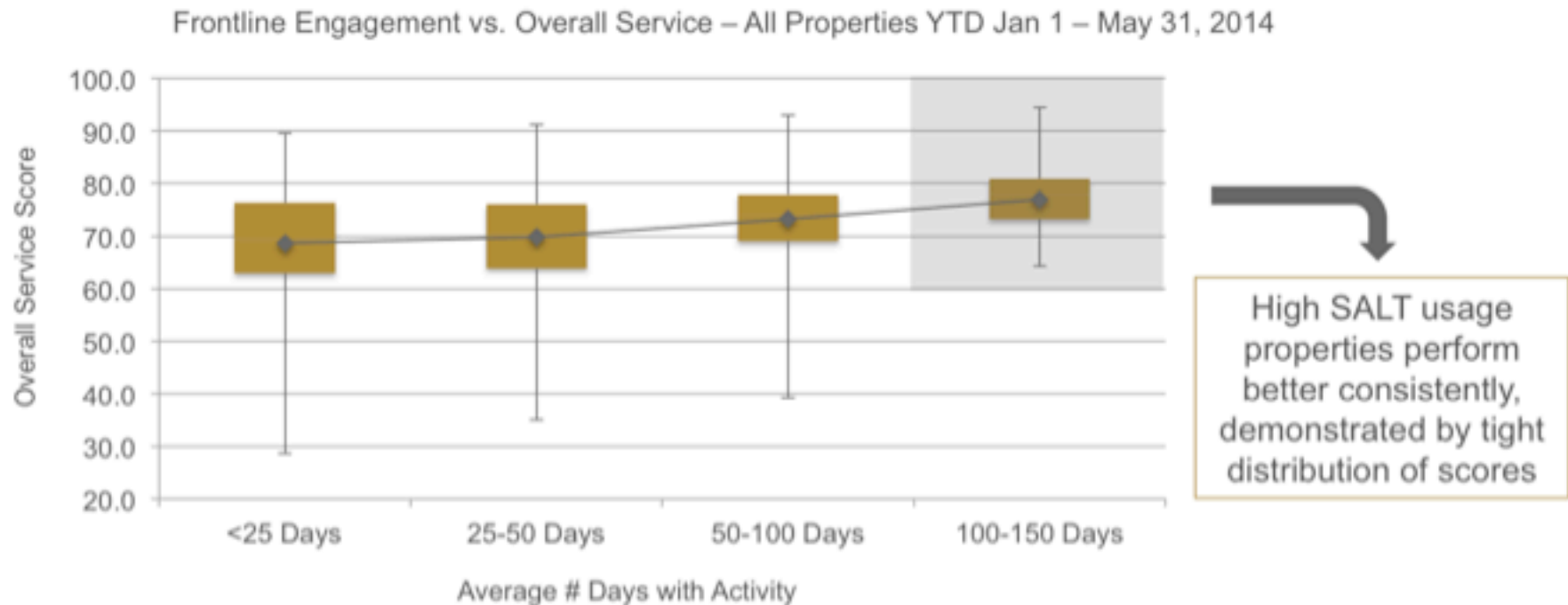


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Embracing guest feedback is linked to higher performance

High SALT usage and guest centric culture leads to better performance



Statistics:

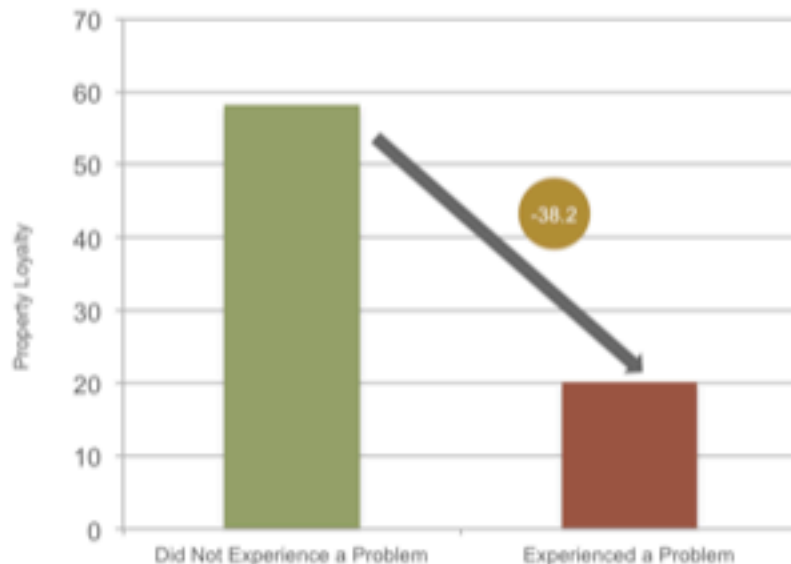
- 80% of 55,000 active users are engaging daily with guest feedback (>5 page views daily).
- 55% users engaging with guest feedback even on the weekends.

Disseminate insights and drive action through intuitive and impactful modules in SALT




Insight: Problems on property devastate guest experience and loyalty

Action: #1 priority must be to increase problem free stays



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Guide best in class practices through guest priorities and sentiment for loyalty gains

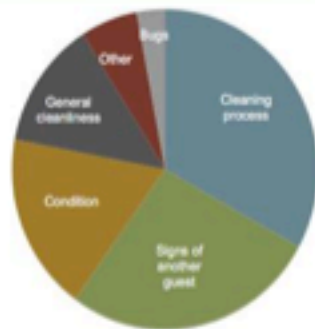


Guest sentiment and feedback guide cleanliness priorities

Improving cleaning process and eliminating all signs of previous guest are paramount



Drivers of Cleanliness Dissatisfaction



Source: SALT, Feb 12 to March ending 12/2014

Cleanliness Priorities

- ❑ Improve Cleaning Process
 - Timeliness
 - Thoroughness
 - Respect for guest

❑ **Training housekeeping staff on guest priorities can lead to quick loyalty and cleanliness score gains**



	Cleanliness Priority	Guest Commentary
Improve Cleaning Process	Timeliness	"Housekeeping woke us up early one day and when they realized we were still in bed, they said they'd come back later and never did. The room was never cleaned that day."
	Thoroughness	"Once the housekeeper came briefly into the room and asked me if I needed the room cleaned. She brought towels..."
	Respect for Guest	"The only concern I had during this is every morning to ask if they could be pressured to leave the room early so..."
Eliminate signs of previous guest	Smell	"Room reeked of cigarette smoke. I've clean the room before giving it to some..."
	Found items	"I found women's underwear that was was not cleaned"
	Hair	"However, the room was not clean... black hair, several strands, in shower..."

Diagnosing what is impacting changes in Loyalty

Problem Incidence/Resolution and KPIs are the largest drivers of performance changes



Largest Drivers of Loyalty Performance



Loyalty Change Analysis Checklist

- ❑ Has problem incidence increased/decreased?
 - ❑ Specifically what problem type?
 - ❑ Are majority of problem service or product related?
- ❑ Has problem resolution increased/decreased?
 - ❑ What percentage of the resolution rate is exceeded?
 - ❑ What problem types are most resolved?
- ❑ Have KPIs increased/decreased? Specifically,
 - ❑ Overall Service
 - ❑ Speed/Efficiency of Arrival Process
 - ❑ Helpfulness of Hotel Staff
 - ❑ Cleanliness of guest room/suite
 - ❑ Cleanliness of bathroom
 - ❑ Delivery of Hiltons Benefits

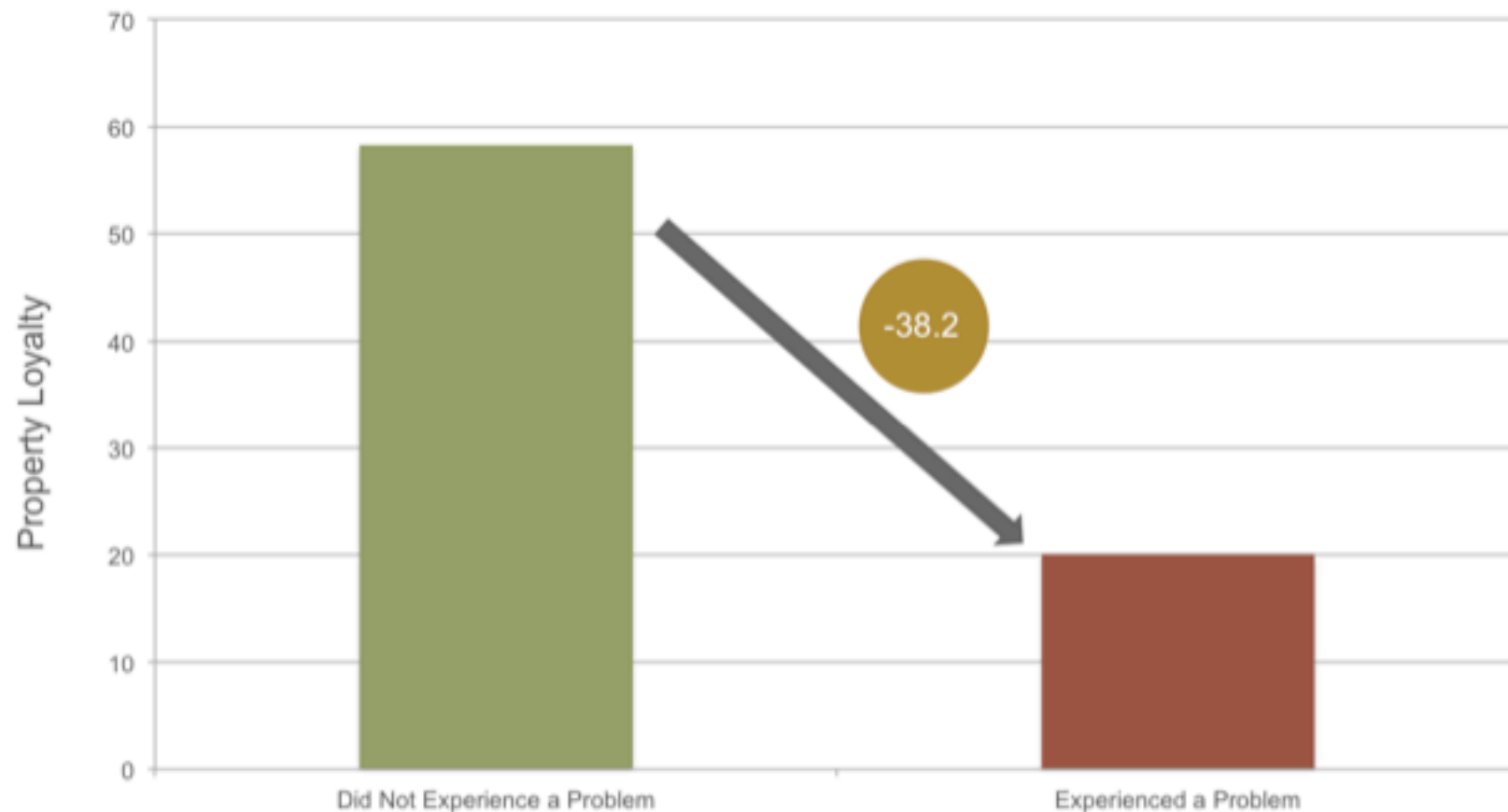
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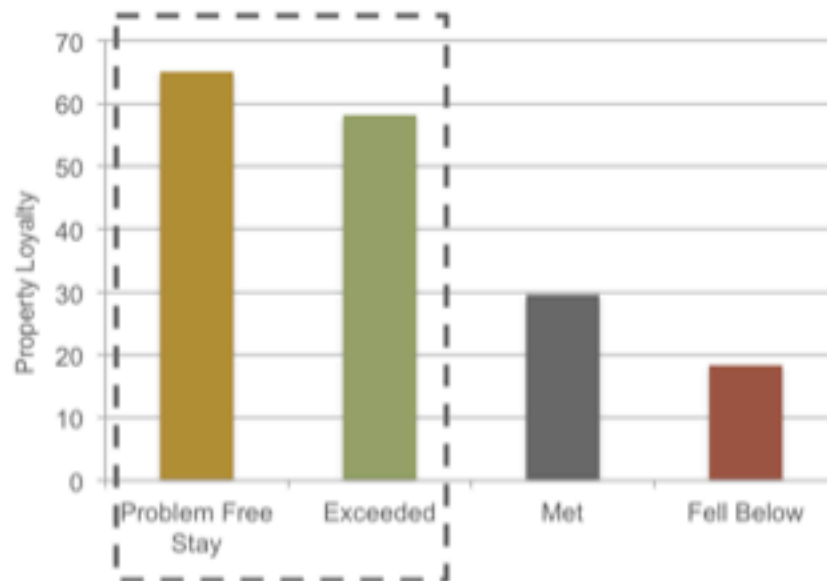
#1 priority must be to reduce problem incidence as it devastates property loyalty and guest experience



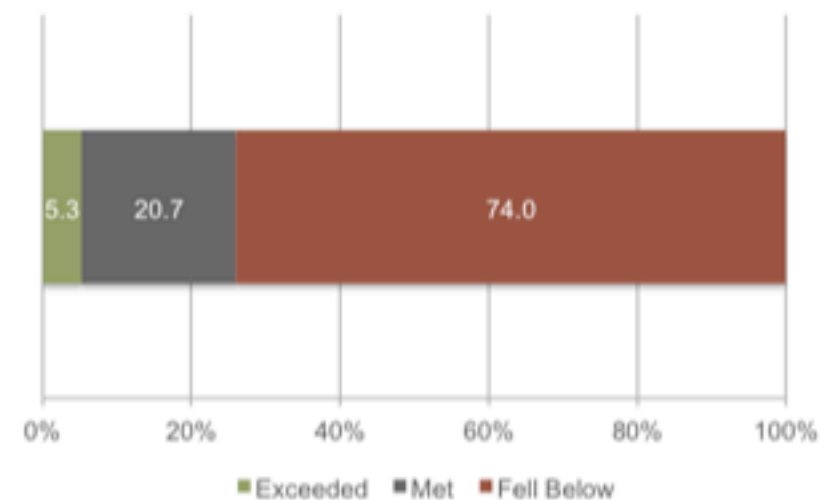
#2 priority must be to exceed guest expectations for resolutions in order to recover property loyalty



Impact to Loyalty by Resolution Expectation



P12M Resolution Performance



Less than 6% of guests claim the resolution exceeded their expectations

The ultimate goal of Make It Right is to positively impact Guest satisfaction scores



Make It Right Commitment

If you're not satisfied with your stay,
let us know and we'll *Make It Right*

With this commitment to our Guests, Team Members are empowered to:

- 1 Take ownership of resolving Guest problems
- 2 Proactively look for ways to meet unanticipated Guest needs
- 3 Consistently recognize our most loyal Guests

The HEART model provides a framework for resolving Guest issues



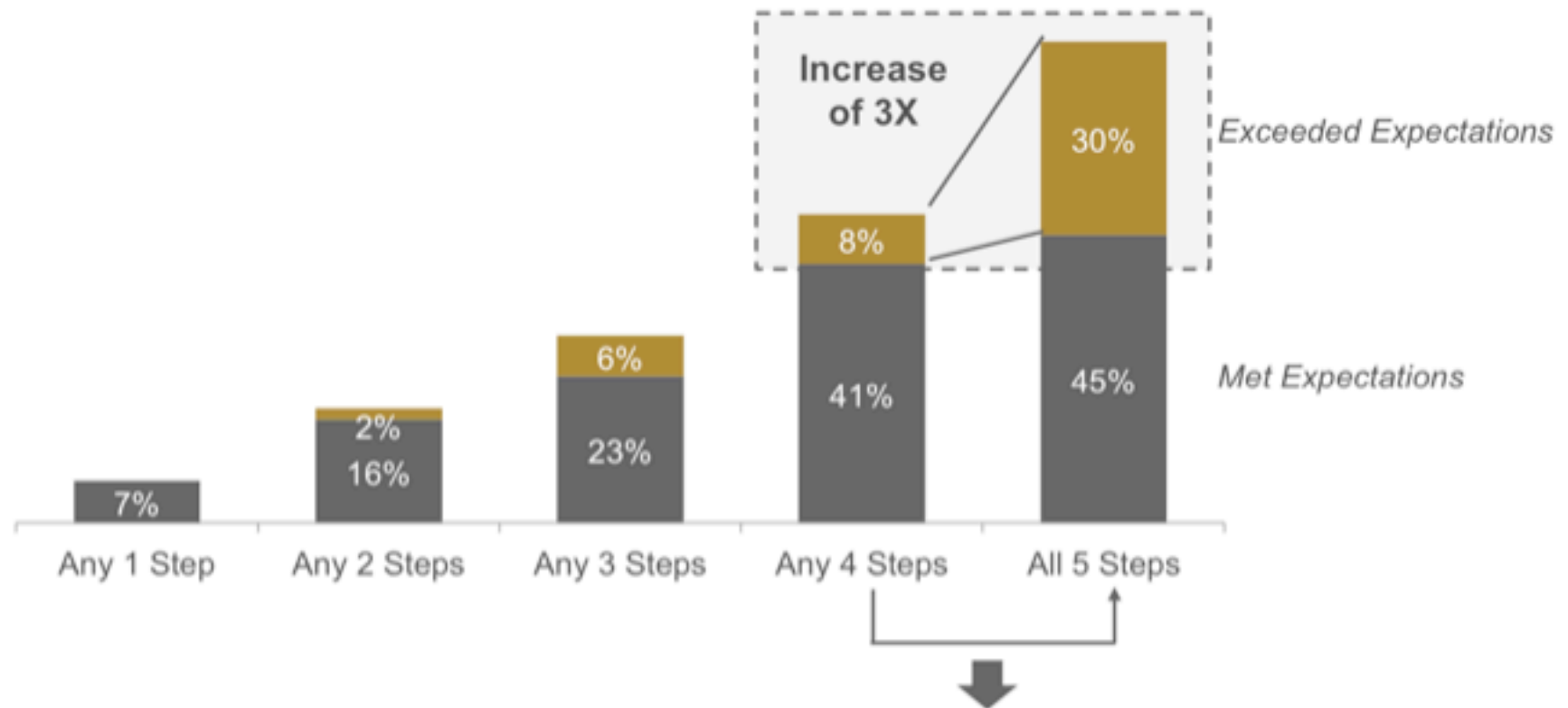
- Questions on the HEART model were incorporated into SALT surveys across 350 properties (representative sample of all brands and regions)
- Guests that experienced problems were asked if Team Members delivered on each HEART model step (e.g., Did the hotel staff actively listen to you?; Did the hotel staff thank you for bringing the problem to their attention?)

H	Hear the Guest
E	Empathize with the Guest
A	Apologize to the Guest
R	Resolve the issue
T	Thank the Guest

All five HEART model steps are critical to delivering a problem resolution that exceeds the Guest's expectations



Resolution by # of HEART Model Steps Completed

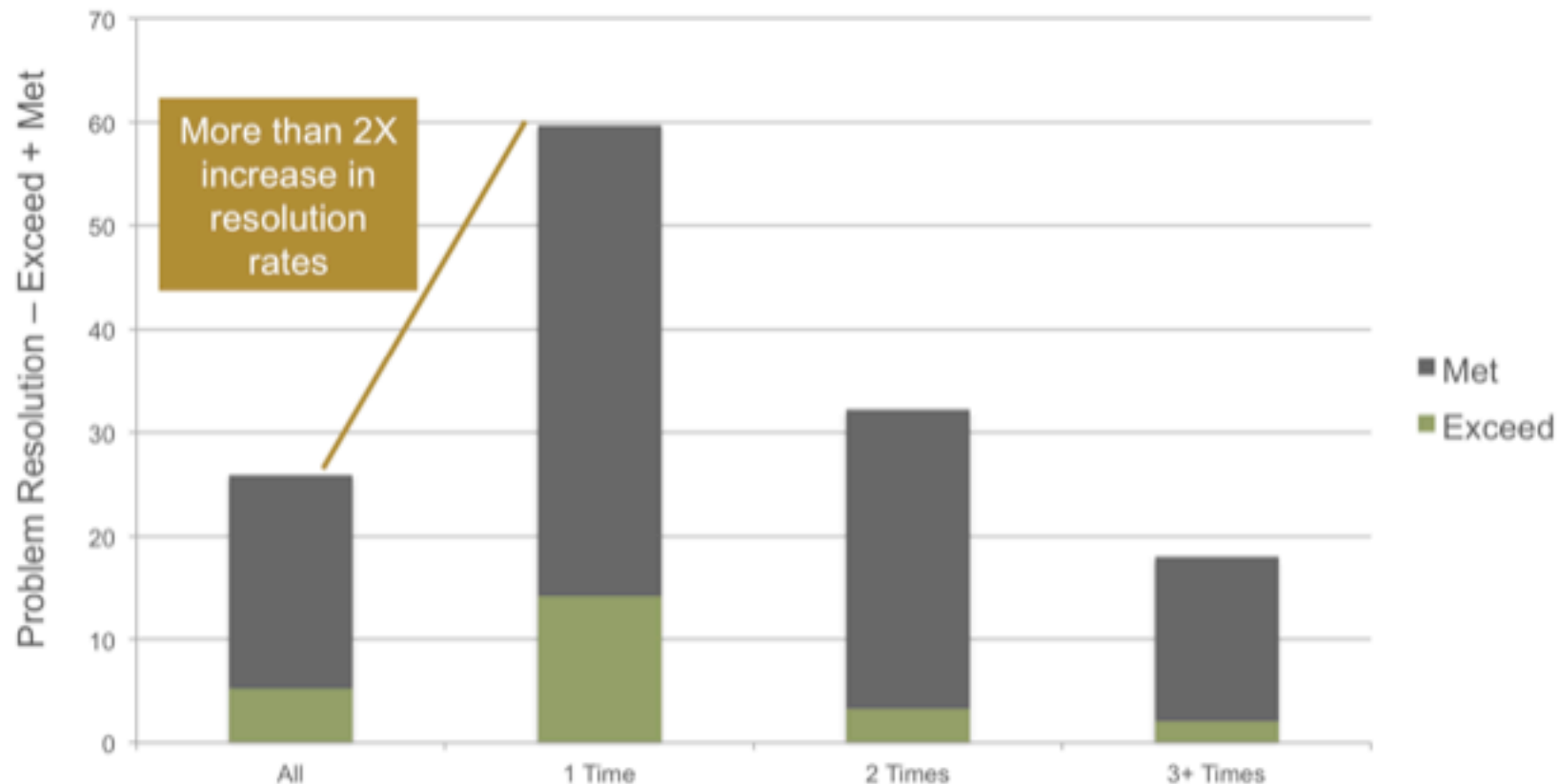


The impact of completing all 5 HEART steps vs. completing only 4 out of 5 steps is +2ppts in Total Property Loyalty and +8ppts in average Property Loyalty for Guests that experience a problem

First point of contact resolution is critical meeting and exceeding guest expectations



How many times did you need to speak with someone before the problem was resolved?



Questions

Contact Us



Launika Arya, Hilton Worldwide
Senior Manager, Guest Experience
Email: launika.arya@hilton.com



Ajit Ghuman, Medallia
Product Marketing Manager
Email: ajit@medallia.com