

Same challenges,
new approaches

Kerian Barnes
Starboard Hotels



Hospitality

- 3rd largest employer in the UK
- Approx 3.5 million people employed directly, around 10% of the workforce
- 3 million indirectly employed
- £55billion tax contribution
- 8th largest tourist industry worldwide
- 500,000+ additional jobs by 2027

Same challenges, new approaches



What challenges
do we face?

Societal Change

Training Mental Health

Work/Life Balance Resilience

Impact of New Technology

Recruitment & Retention

Physical Wellbeing

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What we do

Everything from internationally recognised brands with multiple franchisors, to unique and independent hotels with individual personalities.

Best Western



Accor



Hilton



Wyndham



IHG



Independent



THE BRIDGE HOTEL

Same challenges, new approaches



“ *An engaged and motivated team
encourages happy and loyal guests* ”

- Starboard's Mission Statement

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Our team

470+ employees

Average hotel has 16 members of staff

Central support functions

Typical Hotel Roles

Guest Service Assistant
Guest Service Manager
Deputy General Manager
General Manager
Maintenance
Housekeeping
Chef
Kitchen Porter

Central Roles

Operations
Finance
Revenue
Sales
Marketing
Property
IT
Compliance
Audit
People
Procurement

What's needed?

INSPIRE

INNOVATE

MOTIVATE

LEAD

To move forward, look to the past

Today's challenges may not look identical,
but we can learn from what's worked
previously and adapt





Titus Salt – pioneer, Philanthropist 1842

- As Mayor he tried to clean up the pollution that was making his workers ill
- Innovate solutions that benefit worker and organisation he was in the times pioneer to ESG.
- Empathy and commitment to his work force moved his business and built a model village. Saltaire near Shipley. Listed as a UNESCO site in 2001

Robert Peak's Withnell Mill

- Built in 1844
- Known as 'Little Heaven'

Same challenges, new approaches



Get the basics right

- Set out the priorities and communicate them consistently to the teams
- Listen carefully and often to our teams
- Deliver the promises
- Use these as the foundation on which we establish the culture
- Be prepared to change and flex if something does not work




Starboard Hotels Motivated teams

You are our most valuable asset and we can only succeed when you are motivated, engaged and happy. Our People Promises are coming soon and will set out what you can expect from a career with Starboard.

- Induction
- Career progression
- Communication
- Feedback
- Training and development



Scan me



Starboard Hotels Guest experience

Our number one priority should always be to deliver a fantastic experience for our guests. We are all passionate about great customer service so we will:

- work toward aspirational targets for our guest review and survey scores, focussing on service, problem handling, cleanliness and breakfast quality
- deliver Starboard and brand-led training to our teams
- manage our online reputation, respond to reviews and measure our performance



Scan me



Starboard Hotels Every penny counts

These are difficult times for our industry so each of us must focus on what we can do to save cost and encourage guests to spend more in our hotels. To help, we will:

- hold workshops to help our teams with upselling and saving money
- ask for your involvement, initiative and ideas
- focus on minimising cost without impacting on guest or employee experience
- share best practice and innovative ideas



Scan me



Starboard Hotels Stay safe

Safety and well-being has never been more important and we all have our part to play in looking after colleagues and guests. The cleanliness, condition, safety and hygiene of our hotels is critical to our success, so we will:

- comply with brand audits, standards and/or tourism and local authority accreditation
- prioritise the cleanliness and condition of bathrooms and invest in improved bedding standards where we can
- introduce preventative maintenance schemes to ensure our hotels stay spick and span
- be open and honest about how guests rate our cleanliness, condition and housekeeping standards



Scan me

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Listen up!

- Target team responses at 80%
- Target 80% for 'feel happy at work'
- Target 80% to 'feel proud to work for this hotel'
- We promise to take on board the feedback and take visible action in response

Same challenges, new approaches



Get the basics right Training is a daily task

- Starts with Induction
- Embrace the need for continuous development and training
- Tailor it to skillset and experience
- Make it more than a box-ticking exercise
- Demonstrate the benefit



SHAPE
Skills training for all
Brand training



Recruitment & Retention

- Position hospitality as a career not a stopgap
- Use industry voices such as HospitalityUK. Take opportunities to shout louder.
- Learn the lessons of COVID
- Be proactive and help ourselves through training and development, provide career paths through supporting higher education.

Same challenges, new approaches



Sustainability

- Recognise that it's a win-win for us and the environment
- Guests look for it when choosing where to stay, they will pay more but its also part of our team retention
- Adopt Green Key as a mark of our commitment to sustainability

Same challenges, new approaches



Innovation

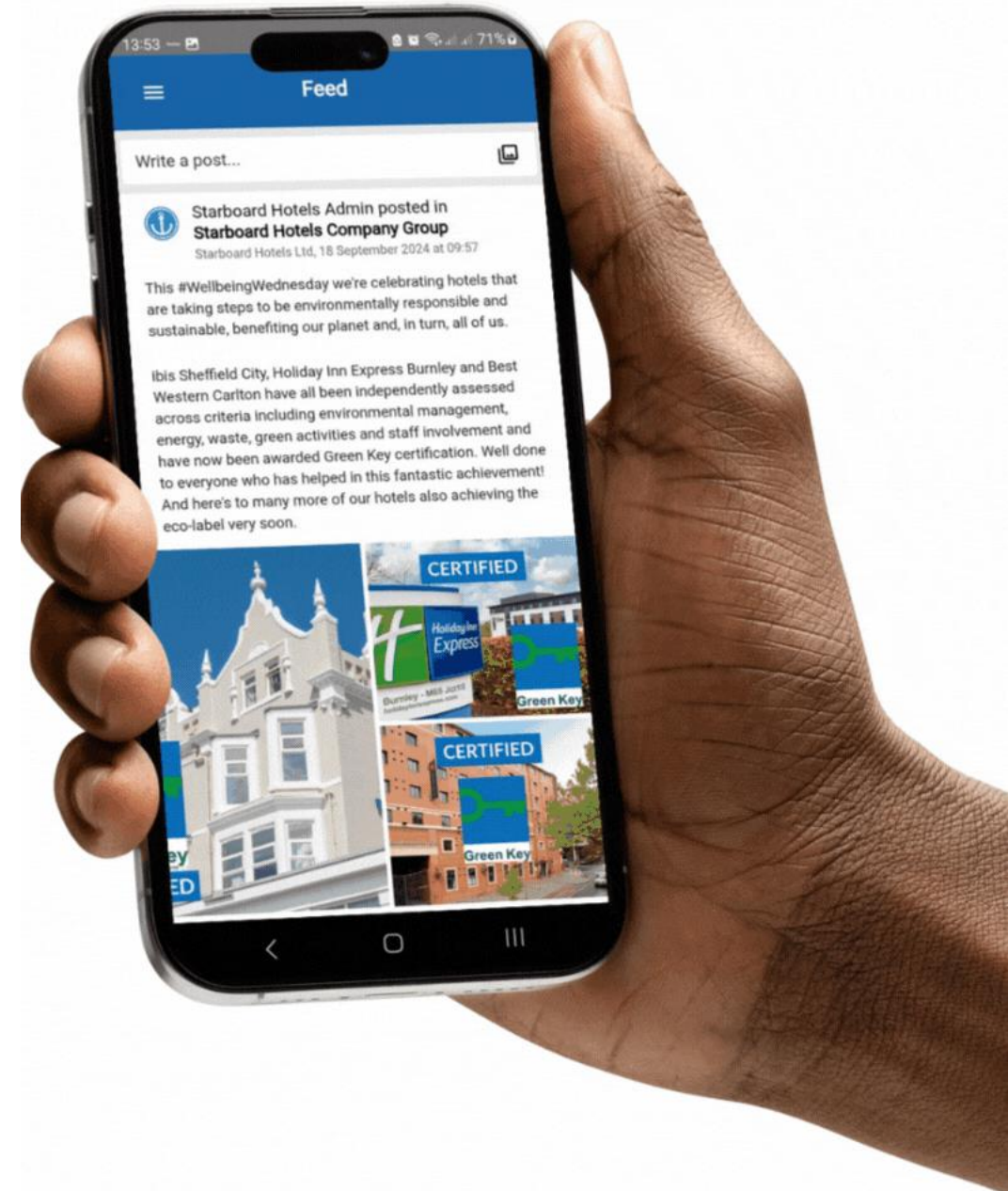
- No such thing as a bad idea
- Encourage teams to speak up. Be inclusive in improving the business
- Involving the teams in driving the guest experience and reward them

Same challenges, new approaches

Take Action!

- Revamped induction
- Increased holiday for long service
- Long Service lunch
- Celebrate the good stuff
- Birthday off
- Company sick pay extension, compassion and empathy.
- Employee rates across the estate & brand schemes
- Communications platform

Same challenges, new approaches





Key takeaways

Not all change needs to be radical

The importance of an 'issue' varies by person and context - what may seem insignificant to some, could be a deal-breaker for others

If you want to understand, be prepared to ask and listen



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