

Case Study 3: Hospitality - Reviving Engagement in a Distributed Workforce

Challenge Statement

A well-known hospitality brand faced a crisis post-pandemic, with plummeting employee engagement and soaring attrition rates across its 37 distributed locations. Frontline staff in hotels and resorts felt disconnected, unrecognized, and unmotivated, directly impacting guest experience and operational continuity.

Client Brief

- **Industry:** Hospitality
- **Employee Strength:** 4,000+ employees
- **Geographic Coverage:** 37 properties across India and Southeast Asia.
- **Business Revenue & Status:** Revenue of ₹1,200 crores. Struggling to regain pre-pandemic service levels and profitability due to high staff turnover.

Proposed HR & Business Solution

We launched a multi-channel "**Revive & Thrive**" engagement initiative focused on connection and growth.

1. **Talent Engagement Strategy:** Deployed a mobile-first platform to facilitate daily communication, recognition, and pulse surveys, making it accessible to frontline staff without corporate email.
2. **Talent Development via Micro-learning:** Introduced bite-sized, skill-based "learning nudges" on topics like customer service excellence and problem-solving, delivered directly to employees' phones.
3. **Culture & Values Re-invigoration:** Launched a values-based recognition program where peers and managers could instantly reward "above and beyond" behavior linked to company values.
4. **Leadership Development:** Trained property managers and team leads on empathetic leadership and how to foster psychological safety within their teams.
5. **Talent Analytics:** Established tracking for eNPS (Employee Net Promoter Score) to get real-time feedback on the employee experience.

Results

The initiative led to a significant **20% jump in the eNPS score** within six months. Attrition rates decreased by 18%, and internal pulse surveys showed a 25% increase in employees feeling "connected to the company's goals." This directly contributed to a 5-point increase in guest satisfaction scores.

Key Performance Indicators (KPIs)

Success KPIs Demonstrated:

- **Employee Engagement:** eNPS score increased by 20%.
- **Retention:** Voluntary attrition reduced by 18%.
- **Business Impact:** Guest satisfaction scores increased by 5 points.

- **Learning Adoption:** 85% of the workforce actively engaged with micro-learning modules.

Future Challenges & KPIs to Address:

- **Digital Divide:** Approximately 10% of the workforce remained digitally disconnected, requiring non-digital engagement solutions.
- **Manager Consistency:** eNPS scores varied by up to 30 points across different properties, indicating inconsistent leadership application and a need for more targeted **Leadership Development**.

Relevant HR Sub-functions Earmarked for this Intervention:

- Talent Engagement
- Talent Development
- Culture & Values
- Leadership Development
- Talent Analytics
- Change Management