

# CASE STUDY



## Ramada Jarvis Hotels

*“I would rather see Investors in People when I walk into a hotel than four Stars”*

**Former Chairman John Jarvis**



### BACKGROUND

**Size:** 400 employees

**Sector:** Hospitality

**Location:** Across Scotland

**Status:** Recognised since 1997

### THE ORGANISATION

Jarvis Hotels was originally founded in 1990 and by June 2001 the group entered into an agreement to operate the majority of the company's hotels under the Ramada International brand (now Ramada Worldwide – part of Wyndham Worldwide – one of the world largest hotel operators). In February 2004 the company returned to private ownership and after a period of 'consolidation' operate in 42 UK hotels in the 3 and 4 star market though all the Scottish Ramada's trade in the 3 star market.

- Investors in People is our tool for change and improvement
- We use it to develop and implement our plans
- IIP allows transparency of our business letting people from the outside look in
- We use IIP to develop and improve communication, our feedback and our leadership

## THE CHALLENGE

The business has ambitious plans for this year with targets to increase revenue by 10%, along with increasing their client satisfaction results and decreasing wastage. Out of all the regions, Scotland is performing best in respect of Key Performance Indicators.

In order to achieve this it was clear that not only the region but each hotel needed clear objectives to monitor how well they were performing. The launch of 'Plan A' which set out targets from sales growth to utility cost reduction gave each hotel a firm platform on which to drive the business. Key to the success of this depended on how well each hotel managed to cascade the regional vision and targets to everyone in the team. Furthermore due to the diversity of the eight hotels that waterfall of information had to be sprinkled with personality and drenched with zeal.

Like so many organisations, Ramada Jarvis has faced a difficult trading climate that has left them asking whether to continue using the Investors in People Framework. However, focusing on the gains that they have made over the last 10 years by using the Framework they recognised it as their means of keeping the team engaged through development, communication and sharing success.

For Linda Watson, Scottish Regional Director, the path was clear, stating, "Its natural, you are looking after teams and processes and you need to develop your people – IIP allows transparency of your business letting people from the outside look in". Having identified that using the Framework has had significant gains Ramada Jarvis were compelled to continue with Investors in People. The use of New Choices reaffirmed what they have been doing (Do/Review) and guided them forward to what they need to achieve (Plan).

## THE STRATEGY

With an industry that has people as its backbone; the strategy had to centre on staff engagement. Ramada Jarvis used the Framework to develop and improve communication, their feedback, their empowerment and their leadership. IIP was their tool for focus to show what has to happen and what they need going forward.

Ramada Jarvis's 'Plan A' programme drives the knowledge and goals from the board through to their managers and frontline staff. Their 10am daily get together meetings where specifically chosen areas of discussion in a briefing format keep everyone up to date. This brief not only covers the business of the day but departmental training tasks and staff welfare. In addition weekly meetings and monthly General Manager's Brief allows the ideal opportunities for staff to talk about a whole range of issues. From ideas from the team to gauging where they sit in the UK league table. Open discussion ensures everyone in the business understands where they fit in terms of moving the business forward and their contributions towards the organisations success.

## THE RESULTS

Ramada Jarvis's focus when recording their success is to measure the satisfaction of their staff and their customers from an online questionnaire.

Investors in People is their tool for change and improvement. "We will refer to Investors in People when developing and implementing our plans" said Ann-Marie Wilkinson, Region Learning & Development Manager. As with their strategy for communication with staff, the team become the drivers of change and remains their strongest selling asset. Everyone in the team from manager to the front line person knows what their divisional targets are.

Ramada Jarvis's founder and former Chairman John Jarvis said "I would rather see Investors in People when I walk into a hotel than four stars". With the success his Scottish Region has had it clearly indicates that his vision is far reaching.

The Ramada's Specialist, Irene MacDonald commented:

"Ramada Jarvis Hotels Scotland have really embraced the Investors in People Standard. The organisation is very focused on its long term aspirations plus the key milestones in achieving those aspirations. Therefore we were able to plan the IIP Review to ensure that the IIP Framework supported the achievement of those business priorities. We found a very committed and loyal workforce...people were very excited about the assessment process and the part it plays in the organisations continuous improvement. Ramada Jarvis Hotels Scotland are to be commended for their achievements to date...well done!"

Ramada Jarvis is a group of hotels that has a focused team from the HQ to the individual hotel. It is where communication and a determined strategy has everyone involved at every level all competitively focused on pushing their hotel and their region to its fullest potential.