



## **Case Study: Saving the Valet Service Contract at a Resort Hotel**

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### **Project**

The contracted valet service at a four-diamond resort hotel repeatedly failed guest service audits. The hotel's General Manager demanded improvement within 30 days or the contract would be in jeopardy.

**Goal:** Increase average score on guest service audits from 78% to 90% and regain the client's confidence.

### **Actions**

1. **Problem Identification.** Conducted site visits for problem identification and needs analysis. Observed guest service, reviewed training programs, and interviewed valets, valet supervisor, and valet manager.

**Problem:** The manager and supervisor were motivated to succeed but lacked the performance management skills to motivate employees and hold them accountable for performance. The valets knew how to do their jobs correctly, so this was not an employee training problem. The valets simply were not motivated to do their jobs well on a consistent basis.

2. **Coaching.** Coached valet manager and supervisor to help them improve their comfort and effectiveness when providing feedback to valets.
3. **Established performance targets.** Helped valet manager develop a program to communicate performance expectations, report on performance, and reward good results. The program included the following components:
  - Team meetings to share and discuss performance expectations
  - Guest service standards posted on team bulletin board
  - Results of all guest service audits posted on team bulletin board
  - Implementation of a rewards and recognition program to reward valets that exceeded performance targets on guest service audits.

### **Results**

- ✓ Achieved a 94% average on guest service audits within 30 days.
- ✓ Hotel's General Manager expressed renewed confidence in the valet service and the contract was saved.