

Bigger, Bolder, Better- Our team journey at Premier inn

Executive Summary

17,000 team members, a 74% employee engagement score and fantastic business performance. How can we continue to build on this success to take the brand from leading to legendary?

Through **Bigger, Bolder, Better...**

A holistic long term change initiative which puts the spotlight on what makes us special – our team members, the people who embody the spirit of our brand and make us who we are.

Bigger, Bolder, Better clearly connects our team to the Premier Inn purpose ('Making our guests feel brilliant through a great night's sleep') and our guest promise ('Great Rooms, Great Value, Great People'), via a leader-led, people-driven cascade. Rolled out via bite-sized modules focused on what's important to our business, our people and our guests, the approach generated incremental learning, in an easily accessible, fun and engaging way.

We also introduced a new supporting Employee Value Proposition which puts team members and their aspirations at the heart of the business: 'Premier Inn is a place made by you, with opportunities to grow, develop and achieve your dreams too. A place where you belong, where your future will unfold.'

Bigger, Bolder, Better played a significant role in driving a **77% overall team engagement score, and a 95% favourable score on 'I understand how I can help deliver our purpose every day.'** It's also no coincidence that we delivered a **9.8% revenue uplift** for hotels and restaurants (2013/2014), record guest scores and ongoing growth, resulting in a net total of 3,364 new UK rooms (2013/2014). We were also named the UK's No.1 budget hotel brand by YouGov.

With strong evidence to demonstrate the success of the **Bigger, Bolder, Better** movement to date and focused sustainment plans, we are proud to be part of the team that leads Premier Inn into the future, 'Making our guests feel brilliant through a great night's sleep.'

Word count: 300



Aligning our stars

It's 2012, Premier Inn is riding high, heading to the end of another record breaking year. The brand is strong, the numbers are enviable. We are the UK's leading hotel chain in our sector and have become one of the most respected brands in the industry, consistently delivering a great guest experience.

So, what is it that makes Premier Inn so special? And how can we continue to build on our success to take the brand from leading to legendary? The answer: **our people.**

Connecting our people, purpose and values

From the team member who has been with us for 20 years, to the graduate fresh from University, to the apprentice starting their learning, to the long term unemployed returning to work, and everyone in between – they are the key to our success. Every one of our 17,000 team members makes us special; they embody the spirit of our brand and make us who we are. As one guest put it, “Your teams have been sprinkled with pixie dust.”

The challenge was to articulate what this pixie dust is, and to further engage and inspire our vast and diverse workforce to grow the brand to a significant scale, whilst protecting the integrity of what we stand for and retaining the magic. With an existing team engagement score of 74% (Your Say Survey 2012), the challenge was a big one.

Research conducted by Smith & Co (2011) within Premier Inn, highlighted the need to focus on the employee experience and empower the team to deliver our brand promise (Great Rooms, Great Value, Great People) through their behaviours. The research also identified an opportunity to strengthen the alignment of our ‘front line’ team members with our brand values.

What was the answer? Another training programme? External consultants delivering more workshops? We took a fresh approach; embarking on a **long-lasting people journey.**

In 2013, we created, delivered and implemented a holistic culture change initiative which clearly connected our business strategy, brand values and purpose to our unique, guest centric behaviours that make our team members so special.

And the results speak for themselves: within a year of its launch, our **overall team engagement score rose to 77%, and we saw a 95% favourable score on ‘I understand how I can help deliver our purpose every day’** (October 2014). It is no coincidence that we also achieved record financial results, with increased revenue and shareholder value. Furthermore, we moved closer to our target of reaching 75,000 bedrooms by 2018, as we continued to open a new hotel approximately every 10 days.

Introducing...



...which encapsulates our challenge for every single person in every role at Premier Inn to:

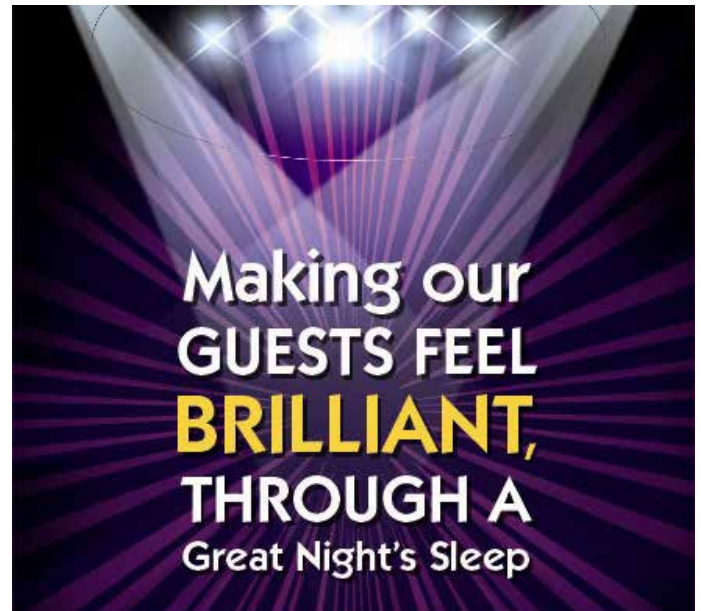
think **Bigger** about what's possible and what we can achieve – for our teams, our guests, our hotels and our business

be **Bolder** in our approach in creating great experiences for our teams and our guests

be **Better** in how we bring these experiences to life to deliver what we stand for as a brand.

In essence **Bigger, Bolder, Better (BBB)** places team members at the heart of realising the 'why' of what we do – our purpose: 'Making our guests feel brilliant, through a great night's sleep'.

[CLICK HERE](#) to see how BBB began and get a flavour of the difference it's making to our people, our guests and our business.



Involving team members in the journey

Unlike a one-off training programme, BBB was designed to embed long term cultural change by empowering and inspiring the ‘stars of the show’; our team members. To achieve this, it was critical that the programme was launched, delivered and sustained by the leaders within Premier Inn – and interwoven in ‘business as usual’ to involve our 17,000 team members, via a cascade:



The design principles for the cascade were:

- Leader-led.
- Freedom within a framework.
- Experiential learning exercises.
- Purpose is the central anchor - the ‘why’ of what we do.
- Our teams are central to the success of Premier Inn.

So, no consultants, just Premier Inn people interacting and delivering the future of our organisation; understanding the role they each play in creating our guest experience. This approach proved a powerful way to align our culture, encouraging a new openness and transparency across all levels, which was positively received by our team members as reflected in their feedback:

“ Getting the team together...it really boosted the team morale and determination to make our guests feel brilliant through a great night's sleep. ”

“ The team feel listened too and empowered to act to better the guest experience. They feel engaged and fully supported by the management team. ”

“ To build a cultural change or enhancement in such a compelling way is really powerful, the connection from the team was inspiring and the content connected at all levels. ”

“ I enjoyed the fact that BBB felt like a movement. As a business we were all finally aligned to one purpose, one direction. ”

Generating incremental learning

The programme was rolled out via bite-sized modules designed to generate incremental awareness, knowledge and understanding, allowing time between each one for team members to put their learning into practice. Each module focused on key business drivers aligned to our purpose, and was designed in an accessible and highly engaging format.

Launch event

- Understanding the journey to be BBB.
- Knowing how the BBB journey comes alive at their hotels, led by them.
- Feeling excited, proud and motivated to be part of making Premier Inn BBB.
- The Premier Inn 'Game of Sleep.'

Module 1:

Being BBB in our hotels

- Bringing the guest promise to life.
- Appreciating your own value and the difference you can make to each guest and the overall success of your hotel.
- Exploring and practicing behaviours that will deliver a BBB experience to our guests and will give greater job satisfaction

Module 2:

Engaging with guests and showing our expertise

- Creating great experiences.
- Using what we learn to show we care.
- Having a good radar.
- Making recommendations.

Module 3:

Being brilliant and being empowered

- Identifying problems.
- Creating opportunities to learn about problems.
- AAA service recovery.
- Magic moments.
- Memorable goodbyes.
- Empowered to act.

Espresso sessions: Short, powerful 10 minute learning sessions including:

- Brilliant basics.
- Showing we are experts of sleep.
- The value we bring.

(See supporting documents for sample Espresso Sessions)



A suite of tools and materials were created to support each module and act as ongoing reminders to guide behaviours and actions. Examples include:

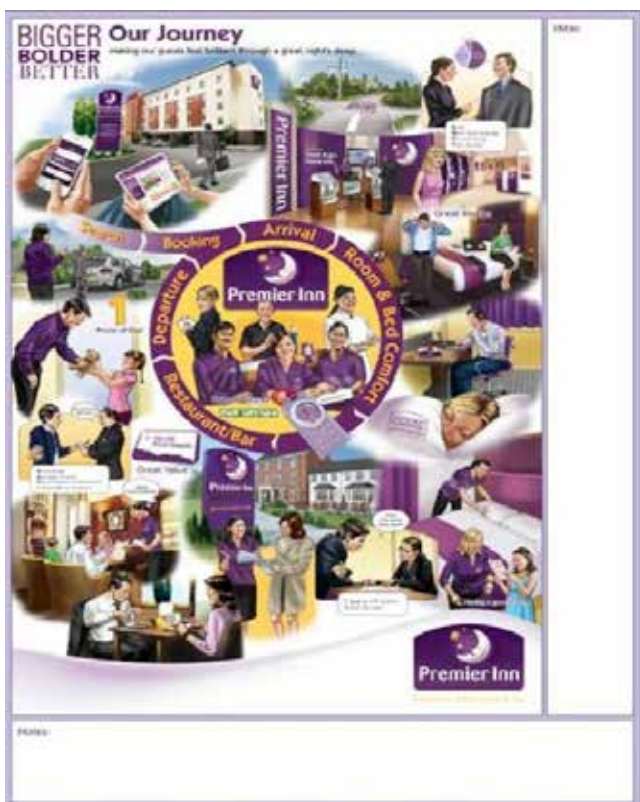
- A team member 'key' to record their 'Ideas into Action.' (See supporting documents for the Team Member Key)
- Group activities throughout the modules.
- BBB journey board for each team to record their ideas going forward.

Embedding BBB

Twelve months after it marked the launch of BBB, Premier Inn's 2014 annual conference adopted BBB as its overarching theme, using it as a framework to recognise key business achievements and share future plans. The conference also featured a glittering awards ceremony, celebrating team members who exemplified BBB, and this will be repeated in 2015.

Echoing BBB's long term focus of team members being the driving force behind our success, we introduced a new people promise or Employee Value Proposition (EVP): **'Premier Inn is a place made by you, with opportunities to grow, develop and achieve your dreams too. A place where you belong, where your future will unfold.'** We are committed to making everyone at Premier Inn feel valued, nurtured, invested in and recognised. This promise is being incorporated into every aspect of our employee experience from recruitment, on boarding, reward, recognition to development.

In addition, all internal communication activities mirror the messages and tone of the EVP and BBB, capturing authentic stories and demonstrating progress. For example, regular features in the internal magazine, personal updates in our COO's weekly blog, and an update to the BBB journey board.



BBB journey board to capture actions from the modules



Next phase the journey board demonstrating progress

Driving great engagement

Aligned to the clear aims of BBB, we tracked and monitored uptake and impact of the desired change, coupled with engagement levels, to ensure continual improvement and refinement of our approach. These insights were gleaned through:

Pulse Survey (May 2014): Sent to all team members, the Pulse Survey focused on the experiences of BBB to gauge the resonance of the campaign and how it was being embedded in the everyday ways of working. Findings were extremely positive across all questions, such as:

QUESTION	% favourable
I felt Bigger, Bolder, Better training gave me the opportunity to share my ideas on what we could do to deliver better experiences for our guests	81
The Bigger, Bolder, Better training was motivating and i enjoyed it	76
Our number one priority is to ensure our guests feel brilliant through a great night's sleep	96
I feel empowered to resolve problems to ensure that our guests hae a great experience	91

Your Say Survey (October 2014): Generating an 86% response rate, the annual survey showed an uplift of overall team engagement to 77% within Premier Inn. Drivers behind this strong score clearly align with the efforts of BBB, and include:

QUESTION	% favourable
I understand how I can help deliver our Purpose every day	95
I believe that Premier Inn places the customer at the heart of everything we do	92
I feel like a valued member of our team	83
My Manager treats me fairly and with respect	89
I feel that I am listened to when I need support from my manager	85
Premier Inn's senior management team set a clear direction for our business	84
I feel motivated to more than is required in my job	81
We all work together to deliver the best service for our customers	88

Sunday Times 25 Best Big Companies to Work For (2014): Another key milestone in the BBB journey was Whitbread's rise in the 'Sunday Times 25 Best Big Companies to Work For' from 10th place in 2013 to 8th in 2014.

Underpinning strong business performance

Driven by strong levels of engagement and alignment to our purpose, we achieved record financial results between 2013/2014, resulting in a 9.8% revenue uplift for hotels and restaurants, with Premier Inn representing 42% of Whitbread's overall revenue in the same period. We made strong progress against our hotel opening plan resulting in 3,364 net new UK rooms in 2013/2014, and we continued to grow Premier Inn in selected international markets.

Furthermore, we achieved record guest scores and were named the UK's No.1 budget hotel brand by YouGov. This was reinforced by Premier Inn winning a number of notable awards, several of which were voted for by guests, such as being named 'Favourite Hotel Chain' at the Globe Travel Awards 2015. In January 2015, ten of our hotels were ranked in Trip Advisor's 'Top 25 Best Family Hotels in the UK,' as a consequence of the positive guest reviews we've received over the previous year hailing our 'fantastic teams' and 'absolutely outstanding' offer.

Sustaining momentum

The Pulse Survey and Your Say have demonstrated the positive impact that BBB has had on our employee engagement. We want to make it even stronger, through the launch of a number of sustainment initiatives.

One example is **Brilliant Beginnings** - our new recruitment process, designed to equip managers with the tools they need to select and hire team members who have the right cultural fit, and will help bring our purpose to life every day. We can train a person to use a till, but we cannot train the inherent behaviours and guest centric focus that make our people so special.

The BBB modules are embedded in the Brilliant Beginning journey and are also a fundamental part of the recruitment and training for our new openings.



The **Espresso sessions** are still being used, offering 'quick shots' to remind us all of the important role each team member plays in the success of Premier Inn.

We are also trialling **Brilliant Conversations**, to encourage the spirit and transparency of BBB to continue through weekly team 'get togethers' between managers and their teams in a relaxed environment. Feedback has been extremely positive and the initiative will roll out to all Premier Inn sites in the coming months.

Word count: 1919

We are immensely proud of the impact that BBB has had on the engagement of our team, but the journey does not stop here – this is a movement; a movement that is snowballing and driving Premier Inn through its ambitious growth programme with a team dedicated to 'Making our guests feel brilliant through a great night's sleep.'