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Hospitality and Tourism Operations Research Event

Carmel DECA Chapter

Carmel High School

520 East Main Street

Carmel, IN 46032

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RENAISSANCE®

HOTELS & RESORTS



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I. Executive Summary

Overview: The Renaissance Indianapolis North Hotel is a deluxe hotel located in Carmel, Indiana. Established in 2008, the Renaissance is a franchise managed by Winegardner and Hammons Hotel Group and has been awarded various accolades including “Hotel of the Year” in 2012. The Renaissance’s staff of 109 employees is composed of 22 managers and 87 additional employees who work in departments such as Rooms, Food and Beverage, Administration, and Sales. Employee engagement is the primary topic of our research, more specifically, we plan to identify flaws in the ways the Renaissance management attempts to engage their employees. In doing this, we will be able to create a personalized plan for the Renaissance’s employees to increase engagement, productivity, and profitability.

Gallup’s State of the American Workplace Report

In 2015, the Gallup Organization released a report about the importance of employee engagement in the American workplace. This report showed that employee engagement is extremely low throughout the United States. However, Gallup found that organizations who utilize their Q12 survey have a higher level of employee engagement. Coincidentally, the Renaissance’s manager, Paul O’Connor, already utilizes this survey within the hotel. The Q12 survey is a tool introduced by the Gallup Organization to effectively measure employee’s engagement by using twelve indicators on which employees rate their satisfaction.

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|---|--|
| Q01. I know what is expected of me at work. | Q07. At work, my opinions seem to count. |
| Q02. I have the materials and equipment I need to do my work right. | Q08. The mission/purpose of my company makes me feel my job is important. |
| Q03. At work, I have the opportunity to do what I do best every day. | Q09. My associates or fellow employees are committed to doing quality work. |
| Q04. In the last seven days, I have received recognition or praise for my work. | Q10. I have a best friend at work. |
| Q05. My supervisor, or someone at work, seems to care about me as a person. | Q11. In the last six months, someone at work has talked to me about my progress. |
| Q06. There is someone at work who encourages my development. | Q12. This last year, I have had opportunities at work to learn and grow. |

Research Objectives

Develop a thorough understanding of employee engagement strategies.

Acquire a holistic perspective on the background of the Renaissance.

Observe how the Renaissance’s engagement strategies are utilized.

Identify commonalities in how various employees are best motivated.

Evaluate the effectiveness of the Renaissance’s engagement strategies.

Research Methods Timeline

	Month Week	September				October				November			
		1	2	3	4	1	2	3	4	1	2	3	4
Secondary Research													
Interview with GM													
Interview with Director of HR													
Extended Secondary Research													
Census Survey													
Focus Groups													

Findings of Research Methods			
Interview with Mr. O'Connor	<ul style="list-style-type: none"> The Renaissance uses various tools from the Gallup Organization. 	<ul style="list-style-type: none"> Mr. O'Connor values repetition and consistency. 	<ul style="list-style-type: none"> Performance evaluations are conducted every 90 days
Interview with Mrs. Hulsey	<ul style="list-style-type: none"> Mrs. Hulsey attempts to only hire employees who are the "right fit" for the Renaissance 	<ul style="list-style-type: none"> Employee's education levels range from a high school GED to a master's degree. 	
Census Survey of Staff	<ul style="list-style-type: none"> There is at least 60% satisfaction with any engagement strategy in the Renaissance. 	<ul style="list-style-type: none"> Of the three motivators, plans for career growth had the highest average score of 81%. 	
Focus Groups	<ul style="list-style-type: none"> Many of the employees are satisfied, but not engaged. 	<ul style="list-style-type: none"> Wants and needs of various employees depends on their length of service. 	

Conclusions of Research Methods

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| <p>1 The Renaissance's employees are satisfied with their jobs.</p> | <p>3 Millennials are the largest generational group represented in the Renaissance's employees.</p> |
| <p>2 The majority of the Renaissance's employees have become indifferent to the engagement strategies in place.</p> | <p>4 The management's success in motivating its employees is a result of the utilization of the Q12 survey.</p> |

Objectives of Proposed Strategic Plan

Increase employee engagement by 25% within 12 months.

Increase at least 5 of the 9 below average scores on the Renaissance's heat map to be a 4.13 or above within the next two cycles (six months).

Integrate technology into the Renaissance's engagement strategies.

Modify the four cornerstones to be representative of the current staff of the Renaissance.

Proposed Activities

1
Creation of new Service Pledge

2
Implementation of Renaissance Employee Network App

3
Introduction of SmartBoard TVs

Timeline of Proposed Activities

Feb/Mar 2016

Staff meetings for new service pledge

April 2016

Administer Q12 Survey

May 2016

Launch Renaissance app

June 2016

Implementation of Smart Board TVs

App Development and Upkeep

\$2,200 /year

Smart Board TVs

\$2,280 each
\$6,840 total

Service Pledge Cards

\$100

TOTAL

\$9,140
+
\$2,200 /year

Return on Investment

We advise the Renaissance Hotel to follow our plan for employee engagement because businesses with noticeably greater employee engagement have higher profitability, higher productivity, and lower turnover. Gallup's State of the American Workplace report has found that a drastic increase in motivation and engagement can create a 22% increase in profitability. For the Renaissance, this would be equivalent to over \$600,000. The potential for financial growth in the hotel is far greater than the risked \$10,000 that our engagement plan requires. By utilizing our proposed objectives and activities, the Renaissance will increase employee engagement and as a result, have the opportunity to reach its full potential.