



How to retain and engage employees throughout the employee lifecycle

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Employee engagement has become a critical factor in the success of organizations, particularly within the highly competitive hospitality industry. This essay examines the employee engagement strategies employed by Premier Inn, a prominent hotel chain and their impact on organizational performance and employee satisfaction. By analysing Premier Inn's comprehensive approach to employee engagement, including performance measurement, recognition schemes, employee feedback mechanisms, and talent development initiatives, this study sheds light on successful practices that can be adopted by other hotel brands.

Premier Inn in Newbury offers a captivating experience amidst a tranquil Berkshire town. Nestled within this unassuming location lies a treasure trove of remarkable surprises and attractions. From hosting Queen Elizabeth II on her 86th birthday at the esteemed Newbury Racecourse to boasting two Michelin Star restaurants, Newbury effortlessly combines history, entertainment, culinary excellence, and vibrant nightlife. Premier Inn employs several strategies to enhance employee engagement and foster a positive work environment. Firstly, the company uses the WIN card to measure business performance, setting up performance targets for employees and incentivizing and rewarding them based on these targets. Additionally, Premier Inn has implemented a recognition scheme that includes an annual conference with award presentations, acknowledging outstanding team, hotel, and individual achievements. This practice promotes a culture of appreciation and motivates employees to excel in their roles. Moreover, Premier Inn actively checks employee engagement through an annual survey and distributes a company action plan to address areas of improvement, ensuring that employee feedback is valued and acted upon. Furthermore, the company prioritizes creating a supportive and flexible work environment to aid employees in effectively balancing their work and family responsibilities. Lastly, Premier Inn emphasizes talent development and internal promotion, supplying opportunities for career growth and proving its commitment to the growth and well-being of its employees. Premier Inn values its employees and believes that they are crucial to the company's success.

The company uses the WIN card to measure business performance and sets performance targets for people, guests, and investors. Employees are incentivized and rewarded based on these targets. Premier Inn also has a recognition scheme that includes an annual conference with award presentations for team, hotel, and individual achievements. Employee engagement is checked through an annual survey, and a company action plan is circulated to all employees. The company strives to supply a positive and flexible working environment to help employees balance work and family responsibilities. A resolute Talent Planning team supports and develops individuals from within the organization. At Sun Microsystems, managers of virtual high-tech team's face engagement challenges due to the dispersed global environment and flexible working practices. The CEO interacts with employees through an intranet forum to keep them connected with the company's goals and direction and allow them to express their feedback and opinions. Regular "town hall" meetings with Business Unit Heads and Executive Vice Presidents are held, and various forums, communication media, and events keep information and dialogue with employees and their families. Creating a supportive and inclusive work culture is important because when employees feel valued and respected, they are more likely to be engaged and committed to their jobs. It is also crucial for employers to offer competitive compensation and benefits, such as healthcare and retirement plans, so employees feel fairly rewarded for their work. Providing opportunities for career development and advancement is another key factor in engaging employees, as it gives them a sense of growth and progression within the organization. Encouraging work-life balance by offering flexible schedules and paid time off further contributes to employee engagement. Additionally, fostering open communication and feedback helps employees feel heard and valued, leading to increased engagement. Lastly, promoting teamwork and collaboration creates a positive team environment where employees feel supported and work well together, boosting their engagement and job satisfaction. Premier Inn's employee engagement strategies have proven effective in creating a positive work environment, resulting in a highly engaged and committed workforce.

Their focus on competitive compensation, career development, work-life balance, open communication, and teamwork has enabled them to attract and retain top talent in the competitive hospitality industry. By offering a supportive and rewarding work environment, the company ensures that employees feel compensated and have opportunities for growth and advancement. Thirdly, Premier Inn's emphasis on open communication and feedback has empowered employees, enabling them to have their voices heard and their opinions valued. This practice fosters a sense of ownership and contributes to ongoing improvements within the organization. Lastly, Premier Inn's focus on collaboration and teamwork creates a positive team environment, encouraging employee engagement and job satisfaction.

a variety of engagement strategies to attract and keep top talent, create a positive work environment, and ensure that their employees feel valued and supported. In 2015, Premier Inn was recognized with the Employee Engagement Award at the Marketing Society Awards. The award was given for their "Bigger, Bolder, better" initiative, which aimed to take the brand from leading to legendary. The initiative had a holistic, long-term approach that put the spotlight on the team members who embody the spirit of the brand and make it what it is. Through "Bigger, Bolder, Better," the team at Premier Inn focused on connecting their employees to the company purpose and guest promise through bite-sized modules that generated incremental learning in an easily accessible and engaging way. They also introduced a new Employee Value Proposition that puts team members and their aspirations at the heart of the business. The results of the initiative were significant, with a 77% overall team engagement score, a 95% favourable score on "I understand how I can help deliver our purpose every day," and a 9.8% revenue uplift for hotels and restaurants in 2013/2014. Premier Inn was also named the UK's No. 1 budget hotel brand by YouGov. With a strong focus on sustainment plans, Premier Inn is continuing to lead the way in "Making our guests feel brilliant through a great night's sleep. "Premier Inn's success is attributed to its people, from long-time team members to recent graduates and apprentices.

To further engage and inspire its 17,000-strong workforce, the company embarked on a holistic culture change initiative in 2013 called "Connecting our people, purpose and values." The initiative aimed to align the team members' behaviours with the brand values and guest promise of "Great Rooms, Great Value, Great People." Within a year of launch, the initiative led to a rise in overall team engagement score to 77% and a 95% favourable score on understanding how to deliver the brand's purpose. This resulted in record financial results, increased revenue, and shareholder value. Premier Inn also moved closer to its target of reaching 75,000 bedrooms by 2018, opening a new hotel every 10 days. Premier Inn's challenge is to inspire every employee to think bigger, be bolder, and strive to be better at delivering the brand promise of creating great experiences for guests. This approach, known as Bigger, Bolder, better (BBB), puts team members at the centre of realizing the brand's purpose of making guests feel brilliant through a great night's sleep. BBB has had a significant impact on employee engagement, guest satisfaction, and business performance. BBB involved team members in a long-term cultural change through leader-led, purpose-driven, and experiential learning exercises that were interwoven into the business. The program aimed to empower and inspire the 17,000 team members through a freedom-within-a-framework approach. Rather than relying on external consultants, Premier Inn decided to involve its people in creating the future of the organization. Through their Bigger, Bolder, Better program, they empowered and inspired their team members, aligning their culture and encouraging transparency at all levels. This approach was positively received by the team members, who felt listened to, engaged, and fully supported by the management team. The program felt like a movement that connected everyone to one purpose and one direction, building a cultural change compellingly. Premier Inn implemented a bite-sized BBB program designed to gradually increase team members' awareness, knowledge, and understanding. The program was focused on key business drivers aligned with the company's purpose and presented in a highly engaging and accessible format. The launch event introduced the BBB journey and how it comes alive in hotels, along with the Premier Inn's 'Game of Sleep.'

The three modules covered topics such as bringing the guest's promise to life, engaging with guests, and being brilliant and empowered. Additionally, short Espresso sessions of 10 minutes were included for powerful learning on topics such as brilliant basics, sleep ability, and the value team members bring. Premier Inn developed a range of tools and materials to support each module of the BBB program and provide ongoing guidance for team members to align their behaviours and actions with BBB principles. These included a 'key' for team members to record their 'Ideas into Action,' group activities throughout the modules and a BBB journey board for each team to record their ideas going forward. Premier Inn's success within the hospitality industry can be attributed, in part, to its effective employee engagement strategies. By prioritizing employee satisfaction, supplying growth opportunities, fostering a positive work environment, and emphasizing open communication and teamwork, the company has achieved remarkable results in terms of organizational performance and guest satisfaction. In conclusion, the benefits of employee involvement in the hotel industry, as exemplified by Premier Inn's effective employee engagement strategies, are significant and far-reaching. By prioritizing employee satisfaction and creating a work environment that fosters engagement, hotel brands can unlock several advantages that contribute to their success. Firstly, employee involvement leads to enhanced organizational performance. Engaged employees are more motivated, productive, and committed to their work. They consistently strive for excellence, leading to improved customer service, higher guest satisfaction scores, and increased operational efficiency. Premier Inn's focus on performance measurement and recognition schemes incentivizes employees to excel in their roles, resulting in outstanding business outcomes. Secondly, employee involvement aids in attracting and retaining top talent. In the highly competitive hotel industry, skilled and resolute employees are crucial to delivering exceptional guest experiences. By offering competitive compensation, benefits, and career development opportunities, hotels can position themselves as desirable employers, attracting talented individuals and reducing employee turnover.

Premier Inn's comprehensive employee engagement approach has strengthened its ability to attract and retain top talent, positioning itself as a leading brand in the hospitality industry. Furthermore, employee involvement contributes to a positive work environment where employees feel valued, respected, and supported, they are happier with their jobs. This happiness translates into better performance and interactions with guests. Hotels can achieve this by promoting open communication, teamwork, and work-life balance initiatives. By creating a supportive culture that prioritizes employee well-being and engagement, hotels can foster a positive work environment where employees thrive. Premier Inn's emphasis on open communication, feedback mechanisms, and work-life balance initiatives has resulted in a highly engaged and committed workforce. Additionally, employee involvement fosters a culture of innovation and continuous improvement. Engaged employees are more likely to contribute ideas, suggestions, and solutions to organizational challenges. Their active participation in decision-making processes and problem-solving initiatives bring diverse perspectives and creative insights, leading to innovation and operational excellence. Premier Inn's focus on empowering and involving its employees through initiatives like the Bigger, Bolder, Better program has fostered a culture of transparency, ownership, and continuous learning. In summary, the benefits of employee involvement in the hotel industry are manifold. By prioritizing employee satisfaction, hotels can achieve enhanced organizational performance, attract, and retain top talent, create a positive work environment, and foster a culture of innovation. Premier Inn's success in implementing effective employee engagement strategies serves as a testament to the transformative power of employee involvement. By adopting similar approaches, hotel brands can unlock the potential of their workforce, driving their growth and success in the highly competitive hospitality industry.

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