

CASE STUDY:

NORTH CENTRAL GROUP, INC. | Madison, Wisconsin



While most organizations agree that employee engagement is important, too few connect the dots between engagement and business outcomes. North Central Group understands the importance of this connection. Located in Madison, WI, North Central Group operates more than 25 hotel properties, from 7 different brands, including Hampton, Hilton Garden Inn, Courtyard Marriot, and Homewood Suites. North Central Group is grounded in a well defined culture and values. As part of this culture, team members are valued by creating an environment that allows them to develop the skills and confidence that lead to an exceptional guest experience.

“Our team members are a critical component of creating an exceptional guest experience and maximizing our company’s profitability. That’s why asking our team members for feedback on their engagement is such an important process for us. It helps us stay focused on what we are already doing well and identify barriers that might be getting in our way. Being able to connect engagement data to our business metrics helps us determine where to focus for the biggest impact.” — Laura Jaggi, VP of Human Resources

FOCUS ON ENGAGEMENT In support of the value it places on team members, North Central Group has an ongoing focus on employee engagement. Working with Newmeasures, a Boulder, Colorado, workforce research and consulting firm, an engagement survey was conducted across all hotels and corporate staff. The survey results showed that North Central Group walks its talk. Engagement scores are well into the top quartile (as compared to other organizations within the Newmeasures database).

Linking Engagement and Business Outcomes

The focus does not stop there. Senior executives at North Central Group embrace employee feedback as critical to running the business. In support of this philosophy, engagement data are linked to balanced score card ratings to determine how employee engagement can inform strategic decisions. Specifically, an analysis was conducted to understand the connection between employee engagement and team member turnover, hotel performance and guest satisfaction.

SEVERAL KEY INSIGHTS EMERGED:

TURNOVER An analysis of engagement data and turnover, found that respect from a front-line supervisor is critical in fostering team member retention. Managers who display high levels of respect with their employees experience the lowest turnover rates. Continuing to focus on a culture of respect is likely to contribute to already low turnover rates.

HOTEL PERFORMANCE Employee engagement predicted hotel performance. In particular, when employees felt that they were recognized for doing a good job, hotel performance was stronger. By tying recognition to actions that support the guest experience, North Central Group is able to drive behaviors that support excellent service.

GUEST EXPERIENCE Guest service ratings are higher when employees feel that they have the autonomy to make decisions. When supervisors ask employees for ideas about how to take care of guests and take action on those ideas, guests notice a difference in their experience.

By linking engagement survey data to business outcomes, North Central Group gains meaningful insight and can take targeted action that promote business priorities. This insight was shared at the property level and leaders within each hotel created action plans based on their specific results. The actions were then linked to the mission and goals of the hotel.

Engagement is not the end goal.

Linking engagement data to other business metrics such as turnover, customer satisfaction, and profitability provides a more complete picture of what is happening in the business and where to focus.



We Can Make a Difference in *Your* Business

Contact us today to find out more about our mission-minded approach to employee engagement.



Newmeasures, Inc.
4440 Arapahoe Ave, Suite 210
Boulder, Colorado 80303

1-877-888-3817
info@newmeasures.com
newmeasures.com