Case Study:
Hyatt Uses Findings and Recommendations from COPC® Operational Assessment to Drive Significant Improvements in Conversion Rate and Customer Satisfaction

"Staying focused on the roadmap provided by COPC in the Operational Assessment drove our improvement in close rates and guest satisfaction."

Vice President of Reservation Services

About Hyatt

Hyatt Hotels Corporation (Hyatt) is a global hospitality company with widely recognized, industry leading brands and a tradition of innovation developed over a more than fifty-year history. Hyatt manages, franchises, owns and develops Hyatt branded hotels, resorts and residential and vacation ownership properties around the world. Hyatt's worldwide portfolio consists of nearly 500 properties, including world-respected brands such as the Park Hyatt, Andaz, Grand Hyatt, Hyatt Regency, Hyatt Place, and others. The Hyatt mission is to provide authentic hospitality by making a difference in the lives of the people they touch every day.

Challenge

Hyatt's mission to be the best hospitality and customer service provider extends to its network of contact centers. To understand how Hyatt compares to world class providers, the Hyatt leadership team needed an objective assessment of its North America contact center operations. So they turned to COPC Inc. to benchmark Hyatt centers in Omaha, Nebraska and Marion, Illinois. The goal was to get a baseline reading on how Hyatt compares to best practices and benchmarks observed and implemented by COPC Inc. with other leading organizations. In addition, Hyatt wanted actionable and prioritized recommendations for improvement regardless of the level of performance at the time. This included contacts of all types for guest relations, general reservations, and all Hyatt Gold Passport program levels.

Improvements

- **Increased conversion rate by 3.2 percentage points**
- **Increased upsell rate by 3.3 percentage points**
- **Improved Net Promoter Score (NPS) by three to five percentage points**
- **Reduced Gold Passport member abandonment rate to less than 1.5%**

Generated millions in incremental revenue by focusing on sales through service

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The COPC Inc. Solution

Discovery

COPC Inc. conducted a COPC® Operational Assessment, a comprehensive, structured and efficient assessment of Hyatt's key processes and performance. Their operations were compared to best practices in the COPC Customer Experience (CX) Standard. This review involved conducting 49 interviews, over 200 key operational process observations, and analyzing performance data on all key metrics and all operational disciplines. There were several positive observations made such as a positive culture focused on the customer experience, high tenure of associates, consistent customer experience across centers and effective training.

The following areas of opportunity were identified:

- **Increase conversion rates by at least two percentage points:** Identified opportunities to serve customers even more fully which would have a side-benefit of increased CSAT, conversion and revenue.
- **Improve contact center response time for Gold Passport members:** Ensure loyalty program customers receive the highest speed of answer levels in the industry.
- **Enhance people processes:** Improve recruiting, hiring and training approaches to ensure those processes match the Hyatt focus on the customer and mastery of tiered skills.
- **Improve forecast accuracy and scheduling flexibility:** These areas needed to be improved to better meet customer needs.
- **Revise reporting to be more effective and actionable:** Reporting did not easily show trends and seasonality, or provide quick visibility of the most important metrics - management was receiving a great deal of data without the context of performance analysis.

In summary, COPC Inc. identified approximately $60M in revenue opportunities by making changes to address the issues cited above. A roadmap of prioritized recommendations was provided to Hyatt at the conclusion of the assessment.

Action and Deployment Plan

Following the COPC® Operational Assessment, Hyatt took ownership of the recommendations and executed them as designed, with the same drive towards excellence observed by COPC Inc. in the initial assessment. Hyatt then asked COPC Inc. to conduct a second COPC® Operational Assessment to assess Hyatt's results to get an objective and expert assessment of its efforts. Through its review, COPC Inc. observed the following actions had been taken:

- **Changed overall focus** to "sales through service" in all initiatives, resulting in improvements in CSAT and conversion rates.
- **Redesigned the people approach** using COPC Inc. best practice methodologies to ensure the highest quality in recruiting, training and verification of minimum skills.
- **Increased the level of customer-focused training** during the Associate onboarding period to match the Hyatt focus on the customer and mastery of skills.
- **Reduced abandonment rates** on Gold Passport reservation lines to drive conversion but also improve service to customers. To reduce the variation in abandonment rate for Gold Passport customers, Hyatt changed the routing priorities.
- **Implemented best practice workforce management processes** to improve forecast accuracy and scheduling flexibility, again to ensure customer needs were consistently met.
- **Redesigned reporting and KPIs** to better show trending and seasonality, with a focus on only the most important metrics at each level and area of the organization.

"The COPC® Operational Assessment process has reinforced the importance and tangible returns of applying disciplined rigor to the improvement process."

Director of Operations

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Benefits

- Hyatt improved its conversion rate by more than three percentage points. Focusing on sales through service such as improving answer time, reducing abandonment rate by 64.5% via modified routing priorities, and enhancing training all contributed to this improvement.

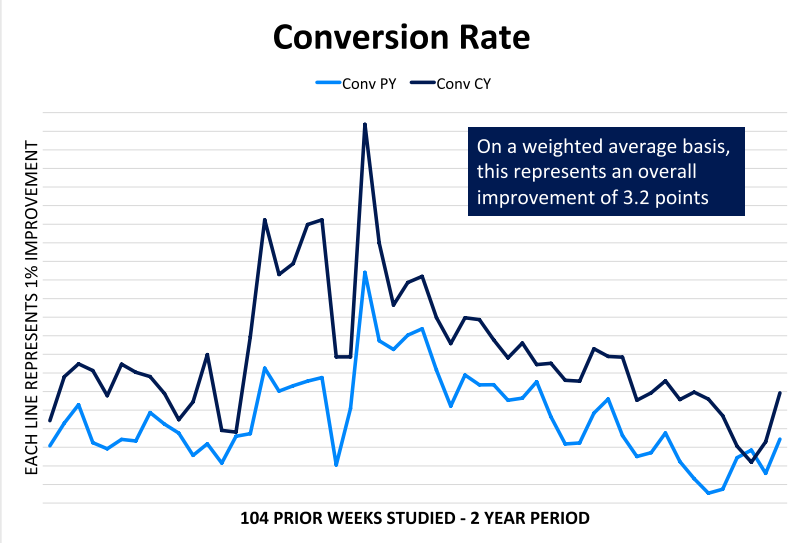

Figure 1: Improved conversion rate by more than three percentage points.

- The focus on sales through service not only contributed to an improvement in conversion rate, but it accomplished Hyatt's primary goal of delivering a superior customer experience. Hyatt achieved improvements in its Net Promoter Score (NPS) year over year.

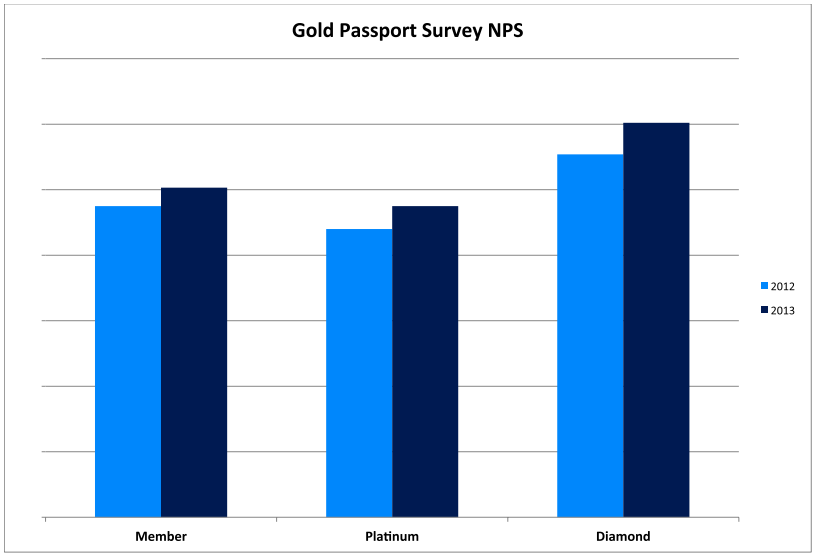

Figure 2: Gold Passport Survey results show that NPS has improved by three to five percentage points.

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Summary

Hyatt implemented many of the findings and recommendations made by COPC Inc. in the initial assessment in a short period of time. All of these actions such as the increased emphasis on customer service training, continued evolution of skills master execution to enable multiskilled agents, changes to routing and improving workforce management processes have all had the desired effect. **Focusing on sales through service not only improved customer satisfaction, but has also resulted in the generation of millions of dollars in incremental revenue.**

About COPC Inc.

COPC Inc. provides consulting, training, certification, benchmarking and research for operations supporting the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement.

Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations to deliver a superior service journey. COPC Inc. headquarters are in Winter Park, FL, U.S. with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan. **www.copc.com**

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