

LRA Competitive Competencies

Concept Overview



Competitive Competencies



LRA Worldwide's performance benchmarking initiative tracks how well hotels and brands are meeting guest expectations within their respective market segments. The data is collected during LRA Consultant visits throughout the world with observations segmented by quality tiers from select service to luxury.

- **What it Is:**

- Guest perception of general service, facility and departmental performance.
- Captured by industry experts. LRA Consultants spend more than 45 weeks per year evaluating hotels within a given segment.
- A combination of qualitative and quantitative methodologies that yield insights and directional learning.

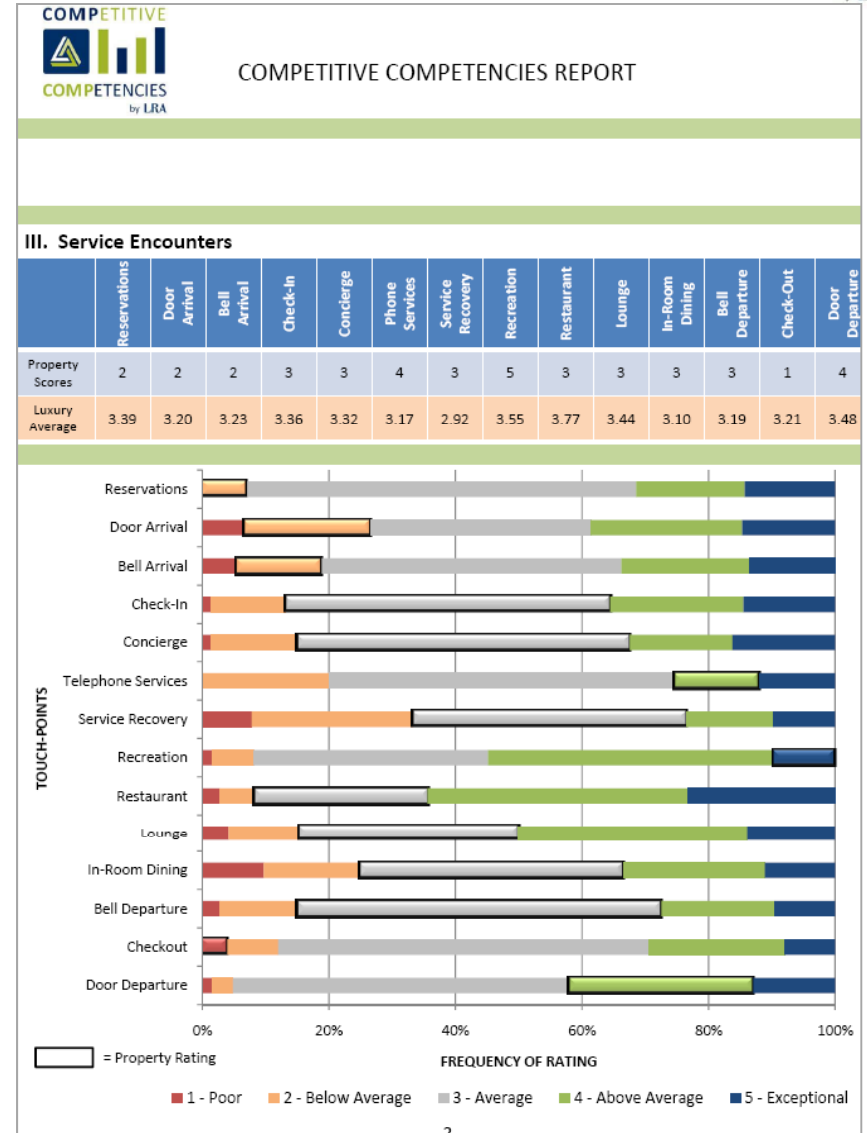
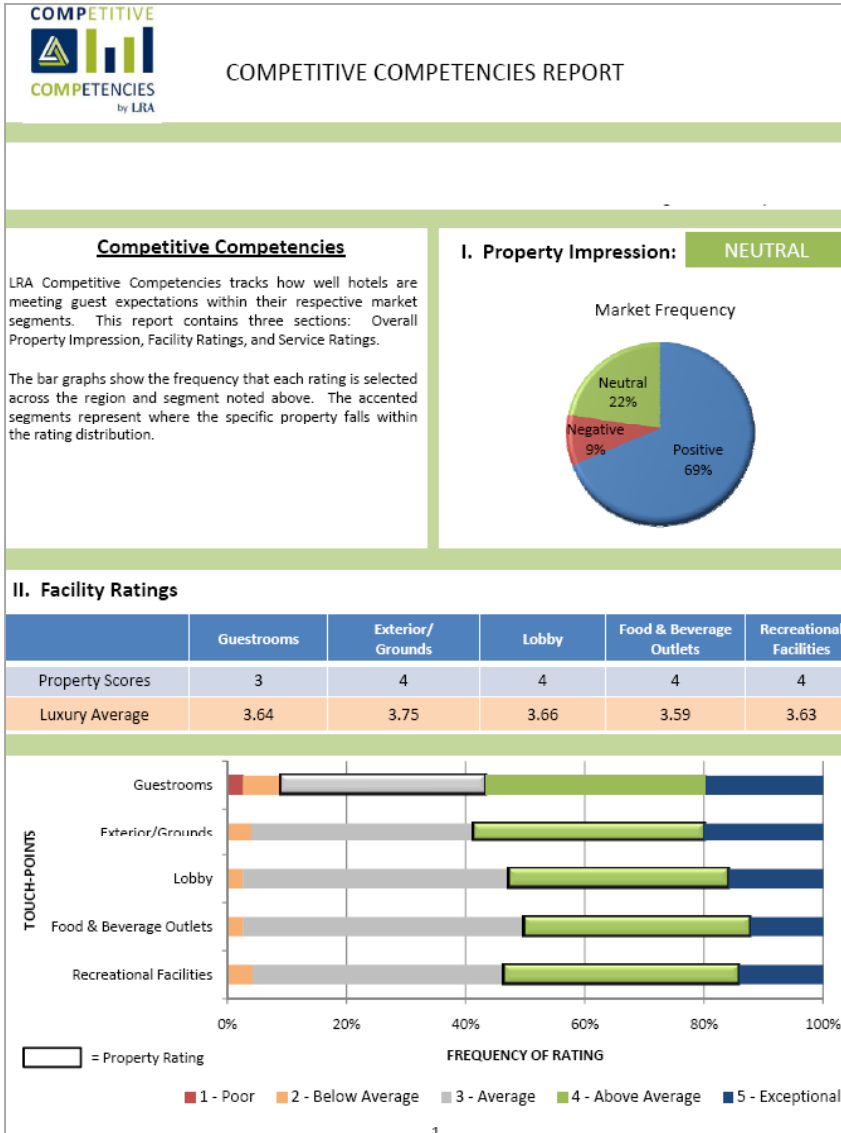
- **What it Is Not:**

- Compliance to specific operational standards. LRA does not believe in comparing Quality Assurance measurements across brands, as they are unique to each client.
- Translation of individual, brand-centric Quality Assurance programs into a generalized framework. LRA believes that normalization of data tends to be inconsistent and mask insights.
- A strict quantitative approach assigning compliance averages for sub-components of an experience.

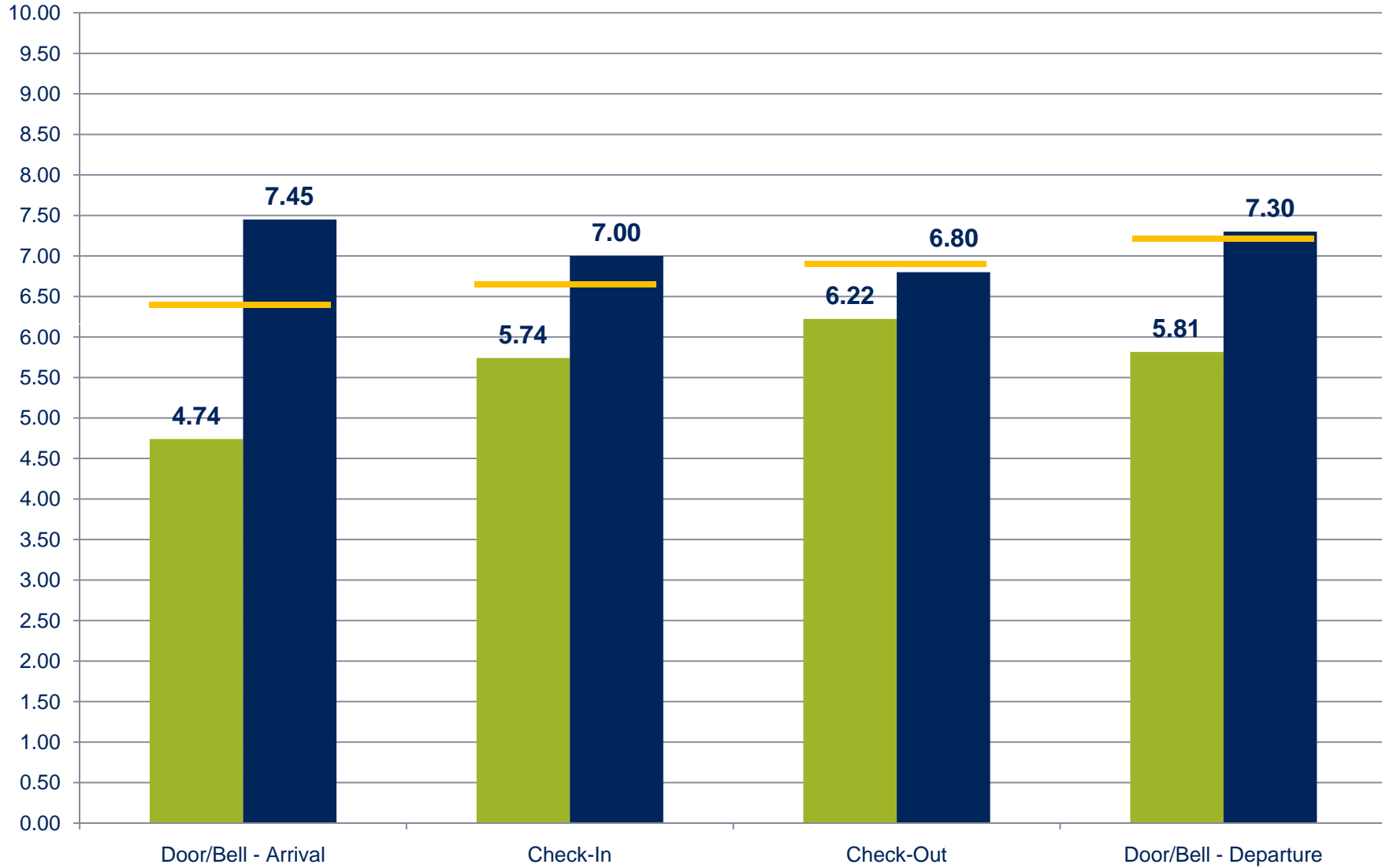
By the Numbers...

- **Launched in late 2010**
- **Captured more than 5,500 unique hotel stays in 2011**
- **Deployed in over 80 countries across the world**
- **Included more than 50 hotel brands, divided by market segment**
 - **Luxury**
 - **Full Service**
 - **Select Service**

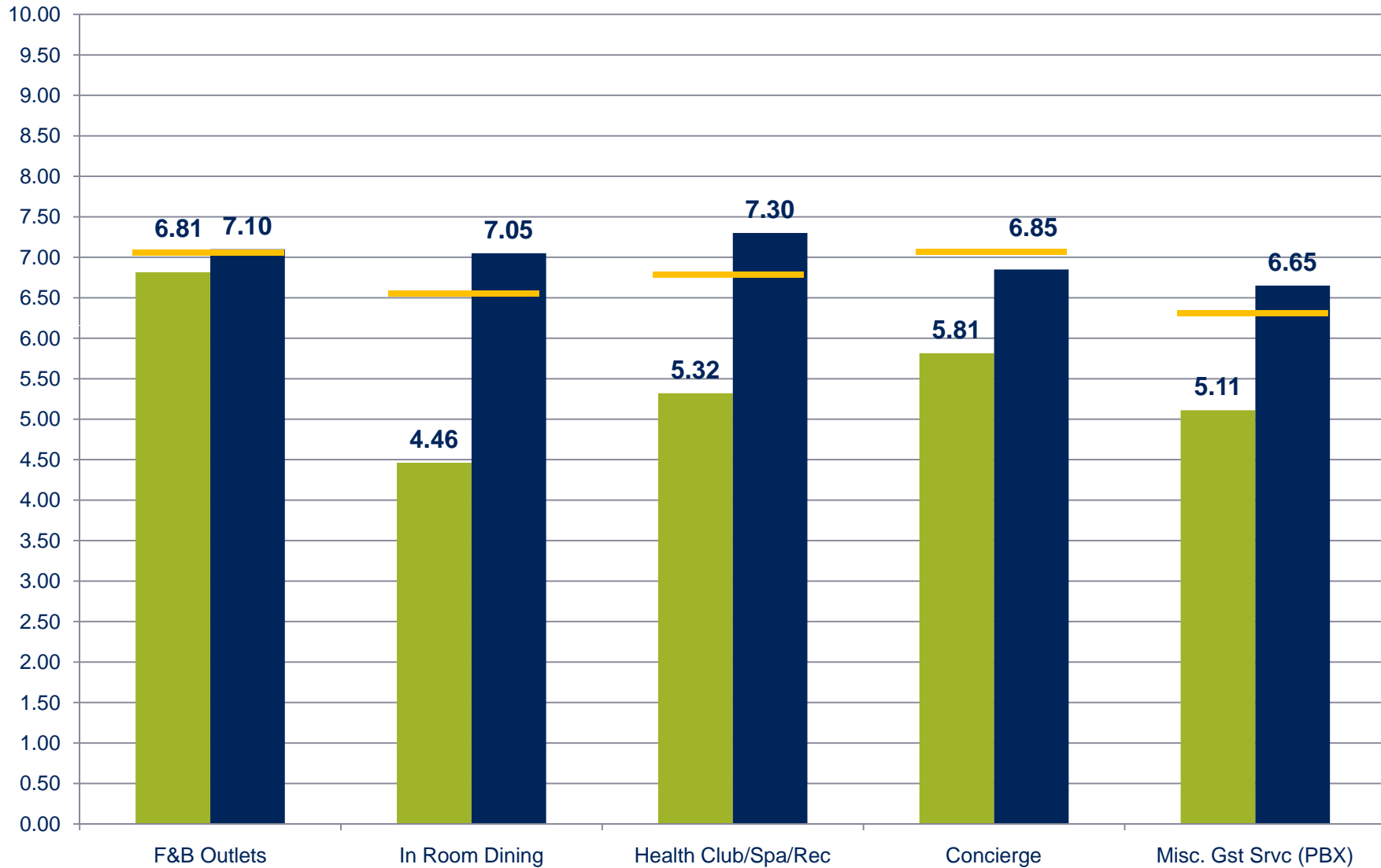
Sample Property Results



Segment Results: Arrival/Departure



Segment Results: Stay Experience



Sample Brand Observations

Brand X

- Strong Arrival and Departure experiences was a result of distinctive Porte Cocheres and well-positioned arrival staff.
- Brand presence was more recognizable at Brand X properties than other properties.

Brand Y

- Brand Y properties were inconsistent in regards to executing the basics of the brand, particularly Service Culture and Product. The interpretation of the brand appeared to have a wider “bandwidth” among properties.
- Poor In Room Dining execution was in many cases a result of third-party restaurant operators, focused on outlet operations. In Room Dining service delivery was disappointing due to what appeared to be a lack of appropriate training.
- Door/Bell Arrival delivery was inconsistent across the brand. Low staffing levels seemed to reduce the time committed to each arrival/rooming experience.
- The Concierge and Front Desk staff seemed to overlap, which lead to a dilution of the luxury guest experience.

Sample Industry Observations

Welcome amenities were most effective when they were interactive and/or unique

- Branded cocktails
- Chef present in public areas to promote F&B
- Drinks made in front of arriving guests

Branded rituals acted as strong differentiators

- Afternoon tea
- Evening changes in atmosphere (e.g., candle lighting)
- Poolside activities (e.g., snacks, frozen fruit, personal water mists, tropical scents)

Name recognition was not the same as truly recognizing a guest

- An associate who genuinely remembered you was more powerful than reading the guest name off of the folio

Differentiated rooms/amenities provide customized experiences to guests

- Allergy-free rooms
- Green rooms
- Monogrammed collar stays

Well-defined service elements created lasting impressions

- Distinctive language (unique to and reflective of the brand)
- Infusing local culture into the guest experience (e.g., local artists featured on property, locally crafted turndown amenities)
- Unique arrival/departure processes (e.g., check-in from the guest room or club lounge)
- Butler service (e.g., unpacking, specialized concierge services)

