

# Westgate Las Vegas Casino & Resort CX Innovation Award Nomination

## Innovation Title

Staying on the pulse of customer experience

## **Describe the Innovation: Why and What was the idea that this organization was trying to change or create to bring value or resolution to a customer's pain point?**

Westgate wanted to have the pulse on the customer experience at all times throughout all hotel facilities: lobby/registration, retail stores, restaurants and restrooms. The organization was keen on getting customer feedback to learn all customer's pain points and improving their experience by closely monitoring it and introducing changes that can affect customers more positively every day.

## **Describe how this organization did things differently as part of identifying, testing and implementing the idea considering the following:**

### ***·Methodologies and tools used***

Customer feedback is hard to come by as mail/exit surveys have very low response rate. To survey a bigger pool of customers and get their feedback at a point of experience, Westgate invested in HappyOrNot customer feedback and Reporting Service.

With the new service, Westgate is able to stay on the pulse of customer satisfaction every day throughout all points of hotel operation: lobby/registration process, cafes/restaurants, retail stores and restrooms. Reviewing daily customer feedback helps hotel managers identify problems early on, respond to them immediately, introduce new strategies/implementations to improve service and test them to see its effectiveness.

## **Describe how innovative the idea or solution is considering the following:**

### ***·How unique or different the idea or solution is across the industry***

### ***·How has it advanced CX and awakened others inspiration and interest in CX?***

In the hospitality industry, it is expected to receive an exemplary and courteous service and the satisfaction index for this industry is quite high. To exceed customer expectations and provide the utmost value, Westgate has committed resources to check in with customers daily and inquire about their experience at a point of experience.

Since the introduction of HappyOrNot Smiley terminals in hotels, management is happy to see more appreciation from customers, more happy faces and better hotel reviews. As of today, Westgate received more than 228,300 feedbacks from customers. Westgate was able to move their ranking on "Trip Advisor" from 125 to 90! Westgate raised the bar on CX and it shows. Customers are willing to give happy reviews as well because they appreciate the change in service.

## **Describe the benefits achieved and/or CX improvement of the innovation considering the following:**

### ***·What factors were used to quantify and measure the improvement success?***

### ***·What impact did the product or service have on the customer and how was this measured?***

### ***·What impact did the product or service have on the employees, and how was this measured?***

### ***·As a result of the innovation how did it change the business operating norms?***

*What factors were used to quantify and measure the improvement success?*

The HappyOrNot reporting service allows Westgate managers, to monitor the customer satisfaction trend, compare it on a daily, weekly and monthly basis and introduce necessary measures immediately to remedy less satisfactory feedback and improve service.

We use the HappyOrNot terminals to continually assess satisfaction levels and have response plans for when we drop below our threshold, or “Happy Index”.

We are continually monitoring Voice of Customer and deploying innovations. Just this Q1 alone we have implemented text to concierge, Medallia in & post-stay surveys, converted our gaming system, implemented self-serve beverage at slot machines and introduced a brand-new WOW Rewards/Loyalty program. We also have a handful of team members who are Lean Six Sigma Green Belt candidates with projects focused on differentiating service for our guests. As we move into Q2, we will continue deploying Lean Six Sigma trainings & Kaizen Events and introduce Gemba Walks throughout operations. We are the first casino with the HappyOrNot Terminals and they are a value-add for engagement, service, productivity and performance.

*What impact did the product or service have on the customer and how was it measured?*

Westgate is measuring satisfaction levels in all hotel operations. Specifically, with daily received feedback, Westgate was able to pinpoint higher number of dissatisfaction during late hours in restaurants. The hotel expanded hours of operation in 2 restaurants and saw immediate rise in customer satisfaction feedback. The happy index improved tremendously (from 50% to 80%) in just a month. In addition, The HappyOrNot Real Time Alerts service was added in restrooms. Hotel managers are alerted when % of negative feedback is above the threshold set up in 30 minutes and cleaning staff is notified to immediately improve the situation and make customers happier.

*What impact did the product or service have on the employees and how was it measured?*

The HappyOrNot terminals send employees a daily reminder to be more friendly and courteous and provide customers with the best professional service they can. In weekly meetings, the HappyOrNot satisfaction reports are shared with employees to pinpoint where improvements have been made and where they are still necessary. Employee engagement has greatly increased with introduction of HappyOrNot Smiley Terminals. Westgate understands that when employees are happy and engaged, customers are happy.

With the new innovation, Westgate was able to unite and engage all staff and raise the bar on customer service. Now, all employees strive to provide the best service every day as they know it greatly benefits everyone. Better customer reviews on Trip Advisor means “Thank you” from customers and more business!

*As a result of the innovation, how did it change the business operating norms?*

When it comes to customer, everyone in the organization is responsible for customer happiness. With the new innovation, Westgate has an entire organization committed to improving customer experience. The new innovation also holds every employee accountable and helps everyone to contribute to the company overall success.

**Please describe the 'before' and 'after' success metrics that were used to determine this newly innovative approach was successful:**

Customer satisfaction happy index moved from 76% to 82%. Having a read on customer’s experience every day allows Westgate to monitor service performance and continuously improve it, striving to reach an even more happier index of 90% and 100%.

**Which types of work is the innovation focused on? (select all that apply):**

- Customer-Centric Culture
- Voice of the Customer, Customer Insight and Understanding
- Customer Experience Strategy
- Experience Design, Improvement and Innovation