

Context - BE the Best

The 31 Jurys Inn hotels, located in city centres in the UK, Ireland and Prague, have won lots of awards and accolades. Most recently, they were the Winner of the Best Small Hotel Company and were short-listed for the Best International Mid-Scale Hotel Group at the British Travel Awards 2015. Jurys Inn was the first international hotel group to attain the Gold accreditation for Investors in People (award was 2011) and won the "Most Innovative Use of Technology" at the 2015 Irish Institute Training & Development Awards. Specific to human resources and learning, Jurys Inn have comprehensive induction and employee development programmes.

With an extensive Elearning system already in place, Jurys Inn decided to invest specifically in 'Front of House' and put together a programme called 'BE the Best' piloting Jamjou which applies the use of gaming mechanics and real life work scenarios to learning which they found to be more interactive, engaging and relevant to front of house training. Managers delivered face-to-face training as part of the 'BE the Best' programme with the Jamjou application being available within the existing Jurys Inn system providing the employees with a seamless user experience.

Increased Revenue with Jamjou

The industry-standard Global Review Index™ (GRI) is an online reputation score used by thousands of hotels worldwide as a benchmark for reputation management efforts.

Cornell University recently used GRI™ data to prove that a **1% increase in a hotel's GRI™ results in higher profitability** as illustrated in Figure 1.

Figure 1

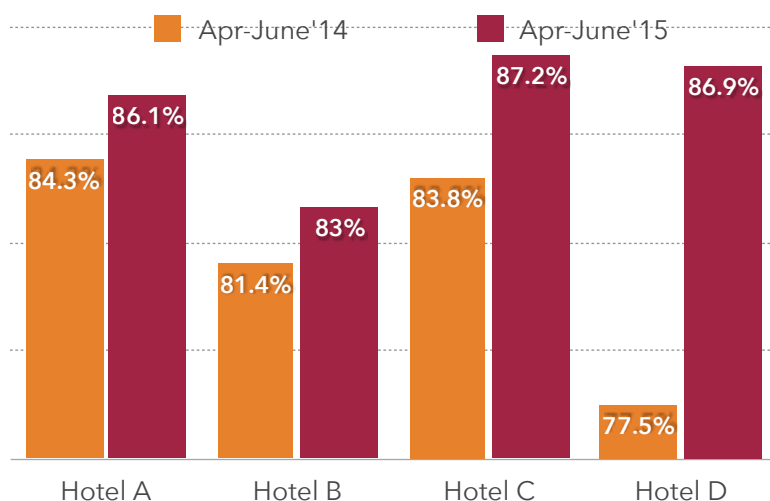
A 1 point increase in a hotel's Global Review Index™ equals up to:

+0.89% in ADR **+0.54%** in Occupancy **+1.42%** in RevPAR



ADR = Average Daily Rate
RevPAR = Revenue per available room

Figure 2 GRI - Pre and Post Jamjou



As the results in Figure 2 clearly demonstrate, all trial properties have seen an increase in their GRI on the previous year over the trial period with Hotel D showing the greatest impact with a 9.4% increase*. It is really positive that the total GRI increased by 16.2 from the previous year.

Jamjou delivered a +4.05% Increase in the GRI average across the 4 pilot hotels.

* Hotel D received a full refurbishment prior to the trial, which historically has a 5% impact.

If we apply the GRI average of +4.05% across the four hotels piloting the Jamjou application to the Cornell University formula above:

+3.6% in ADR **2.2%** in Occupancy **5.8%** in RevPar
 $(4.05 \times 0.89) + (4.05 \times 0.54) + (4.05 \times 1.42)$

Jamjou delivered a 5.8% Increase in Revenue

Improved Customer Feedback

A key focus of the 'BE the Best' programme is to reduce the number of negative customer complaints. Changes to Negative GRI complaints and Negative complaints for Check In and Check Out (where the customer would have scored the hotels less than 5) were recorded for the pilot.

The total number of complaints received in the 4 hotels during April/May/June 2014 and April/May/June 2015 are presented in Table 1 below.

Reduced complaints across all 3 areas

Table 1

April/May/June	Total 4 hotels 2014	Total 4 hotels 2015	% Difference
Negative GRI	41	26	↓ 37%
Check In (below 5)	137	98	↓ 28%
Check Out (below 5)	103	66	↓ 36%

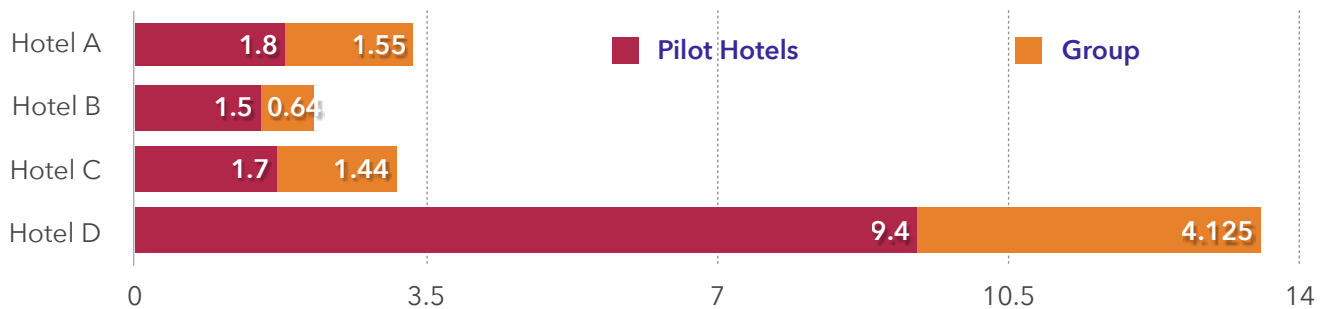
Higher Performance using Jamjou

In order to see the impact of the Jamjou pilot on the 'BE The Best' programme, it was necessary to compare the four trial hotels with other hotels in the Jurys Inn Group. We placed the four pilot hotels into groups that had similar GRI percentages in 2014 to

see if there was any difference in the GRI increase of the pilot hotel compared to others in the group.

All pilot hotels outperformed hotels with similar GRI figures from 2014.

Figure 3 Increase in GRI 2014-2015, Pilot Hotels Vs Group



Analysis of user behaviour per pilot hotel, shows that the leading hotels recorded higher average game scores (total scores divided by total number of plays) which suggests that more 'intelligent' play / genuine engagement rather than frequency of play delivers better results.

"It [Jamjou] is great and it has improved the atmosphere around here. We've had a really positive response with good real world scenarios. I can see the receptionist improving her tone of voice, I can see her thinking about what to say. It's good also because you don't have to force people to play, staff are doing it themselves and talking about it."

Niall O'Shaughnessy, Assistant GM
Jurys Inn, Scotland

"It [Jamjou] is quite addictive. The learning is really interesting, easy to use & very quick." Ruth, Hotel B

"Our BE the Best programme is part of our strategy to increase guest satisfaction and meet our vision to 'Exceed Expectations'. As part of the programme we have been exploring leading approaches for our employee learning. The Jamjou product had to be one of the approaches we included in the pilot because of the high level of engagement we experienced from employees and multiple returns to the site to improve score. The Jamjou product gives our employees a safe and challenging opportunity to develop their guest care skill and receive instant feedback and rewards for their efforts. The learning can be seen back in the workplace and this creative and competitive approach really got our teams talking."

Edward Gallier
Group Learning & Development Manager
Jurys Inns