Launching loyalty through learning

Together with a multinational client, Lobster Ink turned the complexity of hospitality's largest ever merger into an opportunity to empower 700,000 people through purposeful, ultra-relevant learning and development.

TOOLS & FEATURES

Smart Assignments

Learning Paths

Interactive lessons

Curriculum design & production

CHALLENGE

Following the biggest merger in hospitality history, our client needed to combine three independent loyalty programs into one. This would have significant brand, marketing, and operational implications.

To make this happen, they needed to train a global workforce of 700,000 people, across 130 countries and territories, on the new program as well as the systems that go with it – with a focus on their most critical associate base for loyalty, front desk with more than 80,000+ associates.

Given this scale, the training effort was too massive to be done in person with the increasing complexity that associates needed the information at a single point in time.

Lobster Ink was chosen to develop and deploy bespoke training to the entire workforce. With 8 short months to go live with one global loyalty system across 6,700+ hotels - the clock was ticking!

SOLUTION

The new Loyalty program is central to our client's ambition but, before they could communicate the program to the world, associates from both their own as well as the newly acquired properties needed to understand it and rally behind a common goal of creating personalized member experiences.

To achieve this, the learning experience design process started not with a training script but with a vision for the target Loyalty member experience. At project launch, we held a series of Guest-centered design workshops with a cross-functional team to identify where and how these associates could create memorable member experiences. This enabled the team to articulate learning outcomes in terms of member impact, not just knowledge, skills or attitudes.

Curriculum design also helped communicate the Loyalty vision, with Lobster Ink production teams filming at 10+ locations globally. From the deserts of Dubai, to the beaches of Bali, downtown Shanghai, and Maryland, content featured actual associates and Guests, reflecting the brand, cultural, and geographic diversity of the company as well as the new, unified program.

"Integrating Lobster Ink reporting with our Digital Learning Platform (DLP) allows leadership to track and measure learning performance by brand, department, region, content type, job function or just about any other learner group. This assists hugely in bridging the gap between learning and operational performance."

Head of Learning & Development, Leading Multinational Hospitality Group

Lobster Ink

Personalized Learning

Bite-sized, digital lessons were a key component of our blended learning approach. 3-5 minute translated modules, including videos, simulations and interactive assessments, made the content engaging and accessible. It also enabled us to create personalized learning experiences. Instead of assigning training en masse, we built algorithms to sequence, curate, and assign lessons based on each associate's brand, region, language and day-to-day tasks. These Learning Paths provided foundational knowledge and skills, allowing leaders to go deeper and focus on application and reinforcement at a regional and hotel level.

This learner-centric approach meant each concise lesson offered practical skills and behavior training that can be accessed on any device, anytime. Integration with our client's existing learning management system means learners retain a history of training and performance, making it easier to motivate the learner and, at the same time, monitor knowledge attainment and retention.

Learning from learning

Advanced analytics allows HR managers and L&D leaders

to accurately quantify the effects of learning on operations and easily deploy remedial training where necessary. For the first time, our client has a way to reach every learner, in every property on every continent quickly and easily.

The custom content developed for the Workspace is built to dynamically handle updates. This agility allows the business to keep up with the speed of system development, creating and distributing updated training in a smart and efficient way.

RESULTS

This program is still within its first six months of implementation but our results to date continue to impress.

93%

of front desk associates completed the loyalty program training within 90 days of release, along with additional targeted populations totaling over 400,000 learners completing the training

UP TO
3,600

concurrent learners actively learning on the Lobster Ink platform simultaneously

UP TO
120,000

learners, actively training on a given day

UP TO
50%

reduction in seat-time compared to comparable prior loyalty learning content

Initial feedback from learners has been extremely positive for the digital content and new way of learning to prepare them for the changes that occurred.

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