

Making F&B innovation a brand standard

Reinvigorating a brand through an innovative new F&B offering requires building workforce capability. We found a way to do just that, while increasing sales in the process.

TOOLS & FEATURES



Short, engaging video-based lessons



Content distribution

CHALLENGE

A multinational hospitality company had a challenge. They needed to breathe new life into a brand that was losing appeal with its target market.

To achieve this, they decided to implement an innovative new F&B concept across 850 hotels. But before that could happen, they needed to communicate this to their workforce and provide training on new menu items, product knowledge and service standards.

Another consideration was that of the 850 properties, about 80% were franchised. This meant that despite the training being funded by corporate, it was not mandatory. For franchisees to really see value in the training, it needed to work and deliver tangible returns.

SOLUTION

The new Food and Beverage program sought to reinvigorate the bar and restaurant during evening service at each property, with a focus on wine and beer. During the pilot phase, this meant that some team members were required to fulfill more than one role—with breakfast cooks pouring wine and basic cocktails to Guests in the evening as well.

The business selected Lobster Ink to develop a program of 25 lessons to train their teams. The pilot program was optional, with 450 hotels choosing to take part. Of those participating, we selected 45 hotels to test the full training program with their entire team, including managers over a period of 4 - 6 weeks. We then compared their results to 45 hotels who chose not to take part and the results spoke for themselves.

RESULTS



Hotels that participated in the training reported a 7% increase in sales during the same period.



They also achieved a 0,5 point reduction in beverage cost.



Per hotel, the cost of the training was recovered within 1 month.

These results were shared with an advisory board who decided to implement Lobster Ink training as a brand standard across the entire portfolio of 850 hotels. Based on the success of that, the same advisory board piloted a culinary program which, a year later, would also go on to become brand standard training across the portfolio.

Brand equity surveys saw a significant improvement in audience attitude towards the brand, delivering on the initial business objective of increasing brand relevance within the market.

3 YEARS LATER

Based on the success of the previous efforts, the same organization implemented another brand refresh. This time it included a new identity, uniform, F&B offering and interior design. Before they could even consider distributing training, first they needed a way to communicate the brand update to their teams.

Instead of using traditional live trainers who would require 4 days at each property plus travel costs, our client decided to develop bespoke online training for this purpose. We deployed communications and training on the Lobster Ink platform and successfully trained their workforce across 850 hotels within 5 months. The group reported a notable increase in Guest satisfaction scores, sales and profit across the portfolio.