Medallia

FOUR SEASONS

Continually (Re)inventing the Standards of Customer Experience

ABOUT FOUR SEASONS

As the first hotel to offer 24-hour service and complimentary amenities like shampoo, soap, and bathrobes to its guests—amenities we have come to expect today—Four Seasons has been setting the standard for customer experience excellence since its beginning. It's this relentless, innovative focus on customer experience that has taken the company from just a single motel in 1960 to one of the finest hoteliers and most revered brands in the world, with over 90 locations globally today. It's no wonder that other iconic leaders such as Steve Jobs have admitted to modeling the Four Seasons service formula in their businesses.

The Four Seasons "Secret Sauce": Frontline Engagement

"The outcome in our industry normally depends on the front-line employees—doormen, bellmen, waiters, maids, the lowest-paid people—and often, in too many companies, the least motivated. These front-line staff represent our product to our customers. In the most realistic sense, they are the product." –Isadore Sharp, Founder and Chairman, Four Seasons

When stepping into any Four Seasons the passion is tangible. And a big part of this is due to the people. How does Four Seasons continue to foster this customer-centric spirit? By empowering its employees to go out of

FOUR SEASONS AT A GLANCE

- 1,600 Users

- 93 Locations Globally

- 20K Surveys Collected Per Year

- +7 NPS Since Rolling Out Medallia
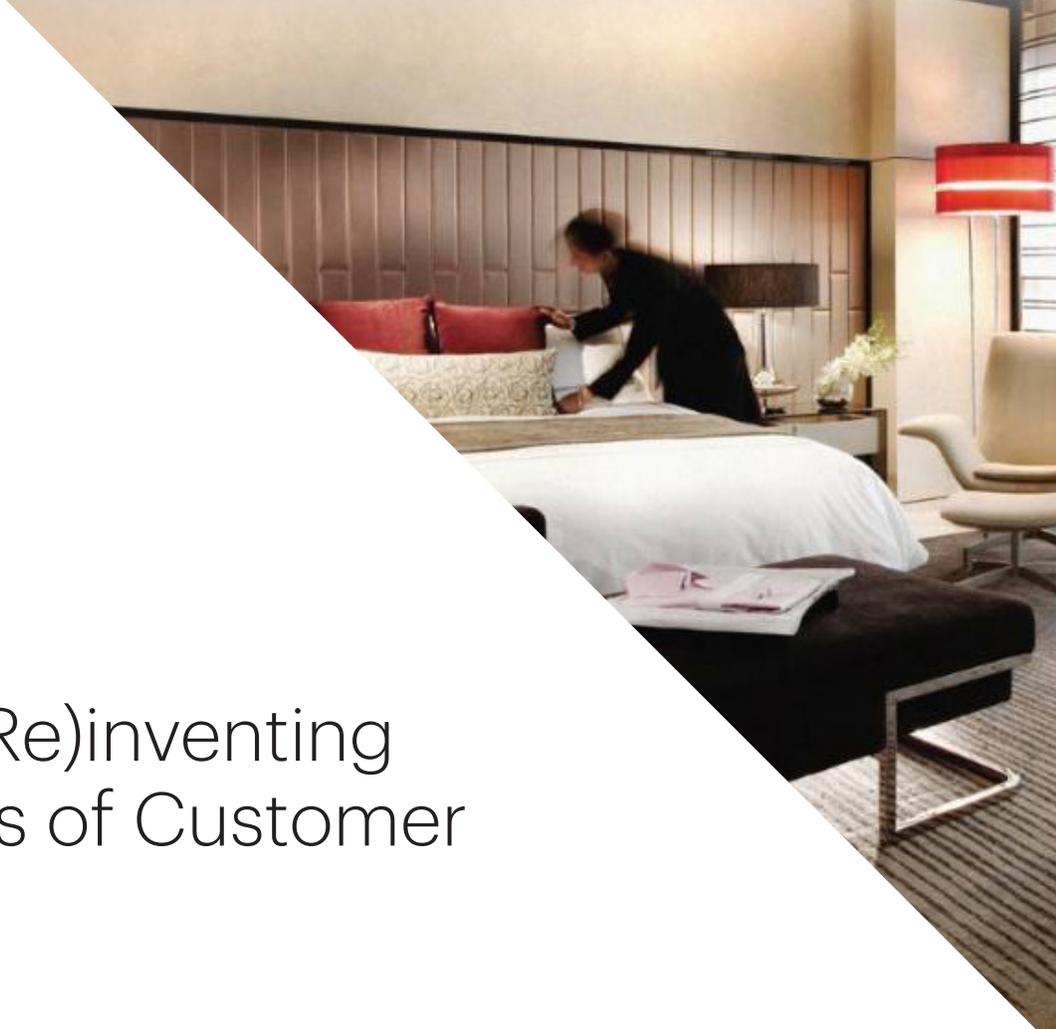
their way to create outstanding experiences. A partner for six years, Four Seasons relies on Medallia's platform to manage experiences across all properties and empower its people with customer data to make improvements. Here's how an award winning program and one of the most storied brands uses customer feedback to empower employees and drive innovations into the business.

THE CHALLENGE

Customer feedback has always been a critical part of Four Seasons operational improvements. However prior to Medallia, the company collected feedback through comment cards and paper-based surveys left in guest rooms, coupled with a web survey with another vendor. With two disparate feedback sources—paper and web—silos emerged, which prevented a full view of the customer experience across all customer segments and properties. And because paper surveys were limited to the local property level, regional managers and corporate had little to no visibility into customer experience trends across multiple properties, regions, countries, or the brand as a whole. If a property manager wanted to see in real-time how her property compared in guest satisfaction to other Four Seasons properties—too bad, this functionality didn't exist.

Feedback wasn't linked to customer records in real-time, so contacting them post-stay was manual and cumbersome. Without a way to systematically and immediately close the loop, Four Seasons risked losing at-risk customers, and thereby risk delivering its brand promise of experience excellence.

THE SOLUTION

Full View Of Customer Journey
Four Seasons partnered with Medallia to manage its comprehensive voice of customer program. Now Four Seasons solicits feedback from all guests post-stay via web and comment cards—all imported and viewable in a single platform. The program provides Four Seasons with a comprehensive view of the entire customer journey: from arrival to checkout, including the concierge, the staff, the hotel itself, the spa, meetings and events, fitness, in-room amenities, guest room, and restaurants.

Empower Employees With Customer Data
And with role-based reporting, only the most relevant information is presented to the right people in the organization to take action. For example, Scott Taber, VP Rooms at Four Seasons and recipient of the 1:1 Media Customer Champion award, worked with Medallia to implement a regional dashboard report available to every area president and general manager worldwide. This report enables GMs and regional managers to see how their properties are performing in guest satisfaction compared across the company, thereby adding a healthy dose of visibility and competition to drive improvement.

"It's part of our culture as an organization-wide effort empowering our frontline employees with insights on the needs and preferences of our guests," says Taber. "This enables our hotels to truly understand and connect with our guests as we strive to always exceed their expectations, and create great value in choosing Four Seasons."

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> Scott Taber
> VP Rooms, Four Seasons

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Innovation-Testing

Thanks to Taber and team's continuation of Sharp's legacy, Four Seasons constantly drives innovation into the business to improve experiences. The company continually changes ad-hoc survey questions to test and roll out new initiatives, such as including an iPad in every room and a mobile app for select properties.

THE RESULTS

The results speak for themselves. At already industry-leading NPS levels, Four Seasons managed to improve NPS by 7 points since rolling out Medallia, to leading levels in the luxury hospitality sector. Employee engagement with customer data is incredibly high — staff all throughout the organization love to see how they're performing in real time and action insights. And while response rates have increased, there's been a 38% decrease in negative surveys submitted. The brand has also been able to identify that staff and service is most important category in terms of driving satisfaction, and with its focus on this, has maintained world-class satisfaction levels.

Hotels are using customer data in staff meetings much more frequently; and the system has become a bridge between HQ and individual locations. Scott Taber, in his travels as the VP of Rooms, also uses the customer experience data as a basis for discussion of how properties are performing.

CHALLENGE

- Paper-based and web surveys made data siloed and inactionable

- Difficulty understanding customer experience trends across properties, regions, countries, and brand

SOLUTION

- Robust reporting allows properties to compare performance

- Role-based dashboards presents right people with right data to improve experiences

- Ad-hoc questions enables innovation-testing

RESULTS

- ✔ 7-point improvement in NPS since rolling out Medallia

- ✔ 38% decrease in negative surveys

- ✔ GMs engaged and wired to feedback

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About Medallia

Medallia, the leader in Experience Management cloud technology, ranked #15 in the most recent Forbes Cloud 100 list. Medallia's vision is simple: to create a world where companies are loved by customers and employees alike. Hundreds of the world's largest companies and organizations trust Medallia's cloud platform to help them capture customer and employee feedback everywhere they are, understand it in real-time, and deliver insights and action everywhere—from the C-suite to the frontline—to improve business performance. Medallia has offices worldwide, including Silicon Valley, New York, Washington DC, Austin, London, Buenos Aires, Paris, Sydney, and Tel Aviv. Learn more at www.medallia.com.

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