

**IARE Regional Meeting  
October 2, 2007**



*Delta Victoria*

**Delta's High Tech & Personal Approach  
To CSR Success**

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**Agenda**

- Intro to Delta Hotels and Global Reservation Services (GRS)
- The Value of Coaching
- "Coaching" at Delta GRS
- New Agent Mentor
- The best kept coaching secret
- "Real Life" Agent successes
- The results at Delta GRS
- Q & A

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**Our Success Story**

- Founded in 1962 in Richmond, British Columbia, Delta Hotels has grown from a single motor inn, to become Canada's largest first-class hotel management company
- Delta now boasts a diversified portfolio of 40 branded city-centre, airport and resort properties
- Operate largest hotel in Canada, Delta Chelsea -1600 rooms
- Delta Privilege Leading guest recognition program in Canada and creator of the "Guaranteed One Minute Check-In"

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## What is GRS ?

- Located in Fredericton, New Brunswick since 1996, Global Reservation Services provides Reservations, Database Management, and Marketing Support Services for Delta Hotels
- GRS added a satellite centre in Grand Falls, NB in January 2007 where we have a staff of 25 bilingual agents
- We operate 24 hours a day, 365 days a year
- There are approximately 140 employees serving callers in both of Canada's official languages
- We implemented the Envision product suite in 2004

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## What is GRS ?

- The centre provides four main functions:
  - Reservation delivery
    - Voice
    - Web
    - Travel Agent Network
  - Marketing support services
  - Database services
  - Reservation training services



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## GRS Voice Operations



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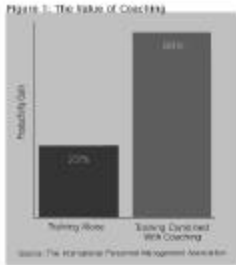
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## The Value of Coaching



A study published by the International Personnel Management Association reveals that:

- Workforce training increases productivity by 22.4 percent.
- Training combined with coaching results in an overall productivity gain of **88 percent**.

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## The Value of Coaching

A recent study by the Gallup organization shows that companies that have implemented coaching programs:

- Are **50%** more likely to have lower turnover
- Achieve **27%** greater profitability
- Have **56%** higher customer loyalty



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## Coaching at Delta GRS

- New hire training & "Buddy week"
- New Agent Mentor
- Team leaders
- GRSWeb intranet
- The best kept secret



*Delta Fredericton*

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## New Hire Training & Buddy Week

- Library of actual calls to share actual best practices in training and to identify missing items in "needs improvement" calls
- Extra coaching sessions offered during training weeks to make sure full group is "keeping-up"
- Senior Agents assist in training exercises for own development & to give real-life feel to training
- Senior Agents selected as training assistants and "buddies" based on CM success, overall performance, and individual development plan (IDP)
- Reservation tracking for new agents completed by senior agent who they were "Buddied" with

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## New Agent Mentor

- Position dedicated to "New GRS Agents"
- Spending more 1-on-1 time with each new agent
- Goals
  - Bringing new agents "up-to-speed" quickly and effectively
  - Have new agents feel welcome and engaged in the team
  - Effective transition from training
- Allows other Team Leaders to focus on moving agents from "average to excellent" and career development



*Delta Rocky Crest Resort*

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## Team Leader

- All Team Leaders are "experts" i.e. they were high quality agents
- 1 Team Leader to 20 Agent maximum
- Envision Quality Monitoring tips & eLearning
- Inner team challenges
- Team challenges
- Evaluation format
  - Foundation skills
  - Finesse skills
  - Sales skills
  - Accuracy



*Delta Sun Peaks Resort*

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## GRSWeb Intranet

- Best practices page
- All training presentations available
- Web-based feedback tool available for all training events
- "Know your hotel" on-line training
- Question, Comment, Complaint sections updated daily with responses from G.M.
- Today's News page



*Delta Centre-Ville*

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## The Best Kept Secret: "Peer-to-Peer Coaching"

- Lets the experts share their best practices
- Provides flexibility to match personalities that complement each other for best learning
- Empowering for agent who is the "coach"
- A great method to promote achievement in various areas
- Puts more of the responsibility for improvement on the agent
- A great low -cost / high-return option



*Delta Barrington*

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## "Real Life" Agent Successes

- **Amy:** "Peer-to-Peer" handle time success
- **Janice:** "Team Challenge" monitoring success
- **Lindsay:** "Call Sharing" monitoring success
- **Rebecca:** "Call Sharing" monitoring success
- **Josh:** "Peer-to-Peer" monitoring success
- **Denise:** "Peer-to-Peer" monitoring success

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## Overall Results at Delta GRS

	<b>Call Monitoring</b>	<b>Call Conversion</b>
2003 (Pre C2C)	83%	38%
2004	88%	41%
2005	89%	40%
2006	89%	41%
2007 (Projected)	90%	42%

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## Any Questions?



*Delta London Armouries*

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