



It's time to
STREAMLINE
the **Shine**

Hilton

STREAMLINE the Shine

Within the Suites & Focused Service Brands, Hilton saw an opportunity to increase their cleanliness and problem incidence scores. The team not only wanted to solve for cleanliness, but transform housekeeping as we know it. With a larger “big mama” vision in the works, an MVP housekeeping program, **Streamline the Shine**, was launched and tested on-property twice.

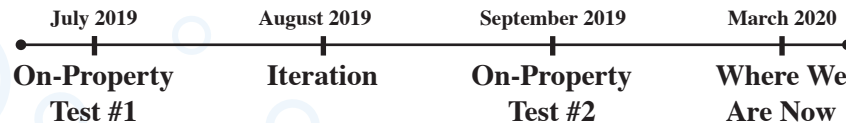
Team Structure

This project was lead by the Customer Experience and Innovation team. I, who was on the XD team, was put on this project as the lead Experience Designer. **My role was** to not only lead UX research and design, but to assist with leading the project down an HCD path, advocate for the Guest, and bring a creative perspective.

Program Objective

To enable housekeepers to save time in stayover rooms by performing a core set of services (known as the standard stayover services) and repurposing that saved time to focus and clean check-out rooms and other parts of the hotel (e.g., lobby space, hallways, etc.).

Through testing, we found that our Guests require a core set of housekeeping needs during their stays—they do not expect a full clean every stayover night. Hotels saw positive trends in both SALT and Problem Incidence for Cleanliness when they streamlined stayover cleans AND repurposed the time they saved to focus on check-out cleaning, special projects or other needs.



Everyone in The Hotel Plays a Vital Role

General Managers/Hotel Leaders



They are program experts, they are to educate, motivate and support their staff for a successful test.

Front Desk



This group is in charge of educating Guests about the program upon check-in as well as relaying extra housekeeping services to the housekeeping staff.

Executive Housekeepers & Housekeeping Team



They are heart of the program! They clean Guest rooms using the new standard stayover services and repurpose saved time to cleaning check-out rooms and other parts of the hotel (e.g., lobby space, hallways, etc.).

On-Property Test #1

Participating hotels: ~100

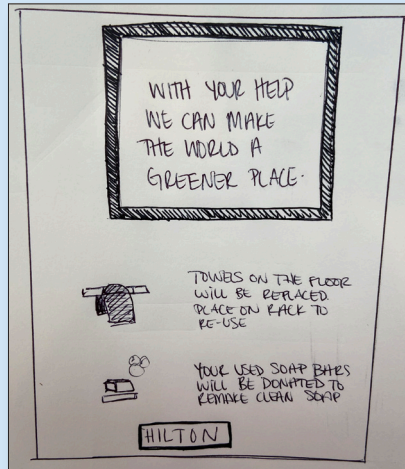
Duration of test: 60-days

Research Prior to Launch

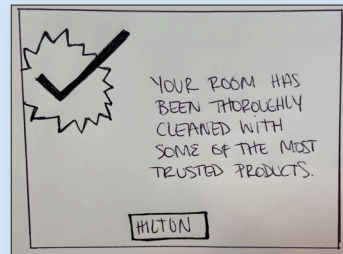
I joined the right when they were about to conduct research on which type of mirror cling to use. Leading the mirror cling research included planning, designing, and conducting guest intercepts and online user testing. I conducted one round with lo-fidelity sketches and one round of medium-fidelity testing. We did land on a cling that tells guests a bit about the program and exactly what services they will receive.

Insights

- Guests don't want to feel like they aren't getting skimped out on services, especially because they are paying for the room
- There are multiple housekeeping programs in most hotels out there and Guests are okay with more as long as they are aware of them and understand
- The mirror clings were the only “collateral” the hotel would be receiving and so we wanted to make sure it was as transparent as possible



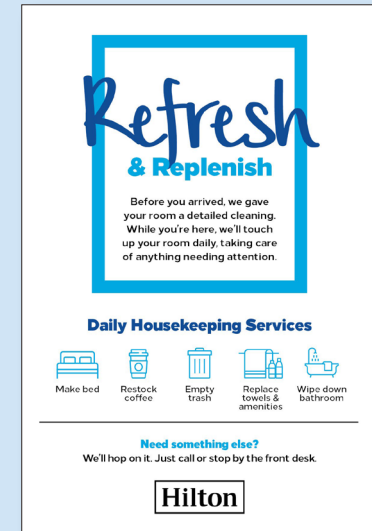
Sustainability



A trusted clean



Housekeeper's signature



Transparency

Feedback & Analysis During Test

To tell a holistic story, we collaborated with our internal partners, to crunch the numbers from the Hilton database and each properties scores, as well as tying in property-level qualitative feedback. I lead the qualitative feedback by creating a survey for each property to take post-test in addition to conducting one-on-one interviews throughout. I gathered program impact and team experiences. To ensure that our stakeholders weren't left in the dark, we provided weekly updates, a mid-point check-in at 30-days and a final 60-day analysis.

Completion & Next Steps

After a quick 60-days, the program was seen as success! Our leadership team knew that 60-days wasn't enough to make a larger decision off of and so they saw this success as a jumping off point - it was decided to perform a larger test.

Top Learnings:

- Some housekeepers have been in this field for the majority of their lives and there's a large learning curve to teach and learn a new way of cleaning
- This program did not align with some of the Union properties' rules
- These core set of services does not work for every location and every market e.g. tourist attraction areas, beach and nature oriented locations



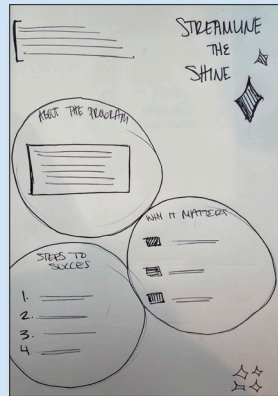
On-Property Test #2

Participating hotels: ~600 divided into 3 groups

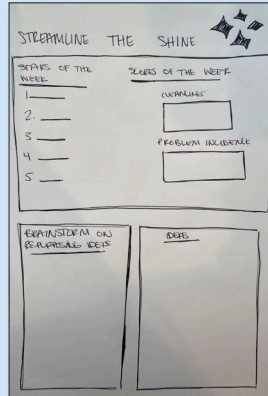
Duration of test: 90-days

Iteration on Previous Test

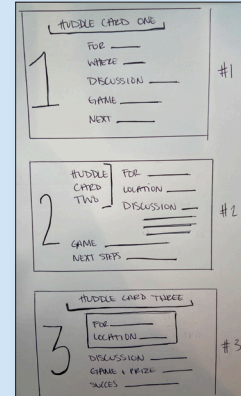
Within only a month in between tests, the team sprinted towards the recruitment of properties, designing more collateral and host an informative kick-off. **I lead the following work flows:** The creation and design of hotel materials in partnership with a design firm to help bring the ideas to life and ship to properties, squeeze in a quick feedback round with phone calls and visits to housekeeping teams, and assist with the shipment of Housekeeping collateral.



Back of house poster



Back of house poster



HK huddle cards



Front desk stand

Program Kickoff

Program information was given to the General Managers, Executive Housekeepers and their Above-Property Management, through a set of webinars (EN&SP) and follow-up phone calls, all hosted by our team.

Hotels received kits in the mail with all the materials needed for a successful test (see page 7).

Property Check-Ins

Our team made sure give each hotel an opportunity to have their voices heard as well as giving ourselves plenty of check-in points. Every 30,60, and 90 days, each property plus their management team would receive a survey asking about their scores and experiences. We analyzed and shared our findings with stakeholders at each of these check-in points.

I had the incredible opportunity to lead the qualitative feedback for each wave. My work consisted of:

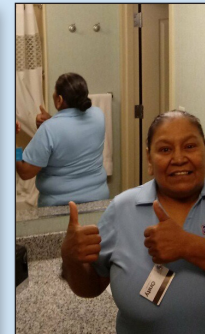
- Creating and distributing surveys, and supporting our partner who analyzed survey responses
- Reaching out to properties for one-on-one conversations, and tracking completion rates and opt-outs
- Supported property-level communication with newsletters, survey details, and program updates

Completion & Next Steps

With the COVID-19 virus impacting the travel & hotel industry, we wrapped the test up early with 2 successful waves (which came to be around 700 participating properties)! The team's next steps are to discuss the balance of the program with today's reality of the cleanliness. What does cleanliness mean to our Guests when people are traveling again? Will Guests want a "streamlined" version of housekeeping or is there another version of this light touch program might make more sense?

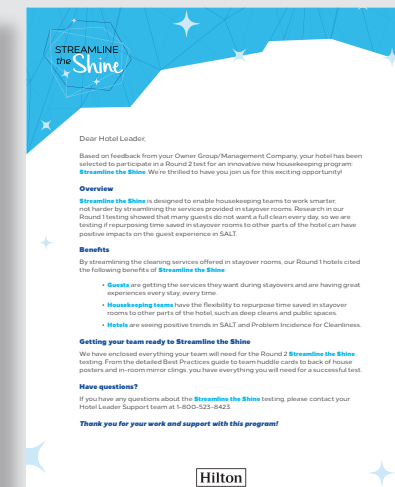
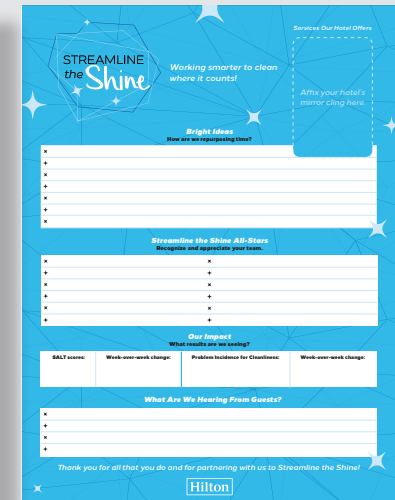
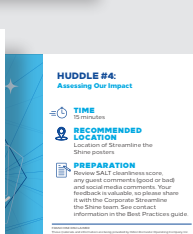
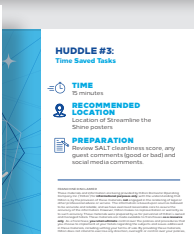
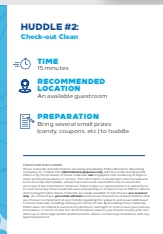
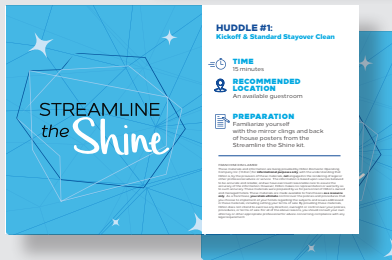
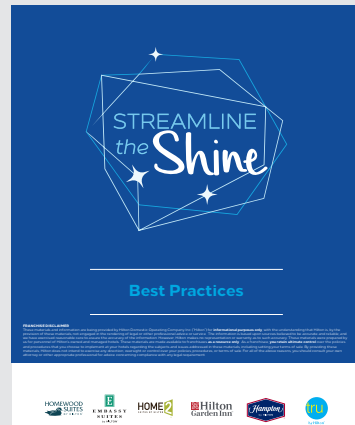
Top Learnings:

- The majority of hotels felt their staff were comfortable with and understood the program after about 30-days of implementation
- The majority of hotels appreciated and used the provided materials yet the key to a successful program was a strong and hands-on General Manager
- Housekeepers felt that they were letting their Guests down but only giving them a core set of cleaning services
- These core set of services don't work for every location and market, e.g. tourist attraction areas, beach and nature oriented locations



Materials Provided During Test 2:

- Mirror clings (for each guest room)
- Best Practices guide (Spanish available to order)
- General Manager letter
- Front desk stand
- 1 Program description back of house posters for HK team (EN & SP)
- 1 Bright Ideas back of house posters for HK team (EN & SP)
- 4 Housekeeping team huddle cards - (EN & SP)
- GM Huddle card



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