



YAPSTER

CASE STUDY

NOBU HOTEL

LONDON PORTMAN SQUARE

**HOW NOBU HOTEL LONDON
PORTMAN SQUARE MAXIMISES
GUEST EXPERIENCE THROUGH
INTERNAL COMMUNICATIONS**



INITIATIVE OVERVIEW

In order to deliver a world-class hospitality experience, it is critical for a brand to hire amazing people into every department and then ensure those individuals share a common vision for product, service and culture. From the birth of the hospitality industry until the 2000's, this was delivered by analogue leadership: word-of-mouth, imparted by physical meetings and management cascades (with occasional support from posters on staff room doors).

In recent years, industry-leading point solutions such as Flow Hospitality (learning) and Open Blend (performance and wellbeing management) have emerged to digitise critical parts of the hospitality-employee journey. However, the emergence of these best-of-breed technologies created an integration challenge when adopted en-mass, requiring employees to log in to multiple systems (with different, hard-to-remember user IDs and passwords). Adding to this multi-app confusion has been the rise of the smartphone and consumer social networks (Facebook, WhatsApp etc), which is where managers and employees often 'unofficially' exchange work-related information rather than within intended IT systems of record.

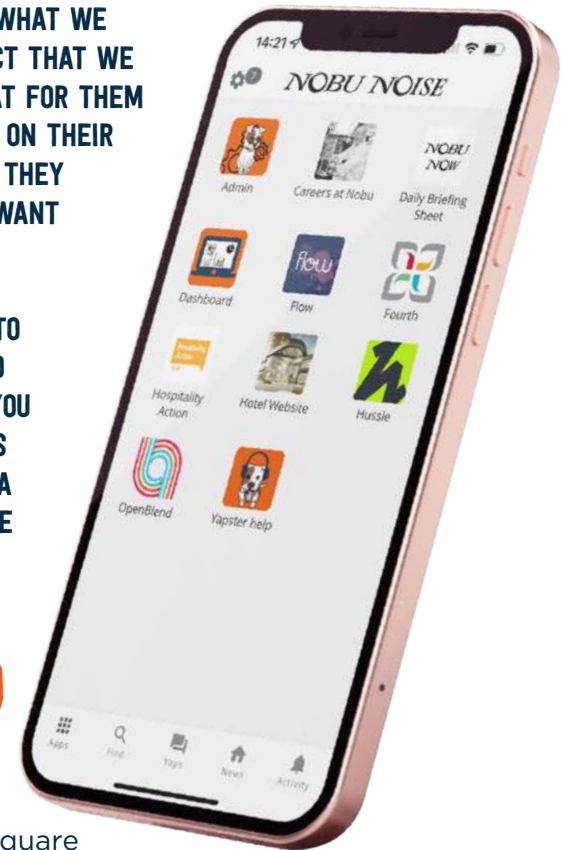
Nobu Hotel London Portman Square's Director of People and Culture, Rachael Bolton, was unwilling to sacrifice her vision for real time employee communications and a 'best of breed' employee tech stack just to avoid multi-app complexity, so engaged Yapster, Flow and OpenBlend to bring everything together seamlessly for her employees.

Rachael has worked with the teams at Yapster, Flow and OpenBlend to develop a culture of 'Social Leadership', learning and feedback within Nobu Hotel London Portman Square at every level of the company org chart. Colleagues are able to lead operations and culture from anywhere, at any time, engaging content company-wide (newsfeed) or 1:1 and group targeted (Yaps).

“ IN TERMS OF TECHNOLOGY, WHAT WE WANTED TO DO WAS REFLECT THAT WE HAVE A YOUNG WORKFORCE, AND THAT FOR THEM COMMUNICATION HAPPENS PRIMARILY ON THEIR PHONES. THEY WANT IT TO BE EASY. THEY WANT IT TO BE INSTANT, AND THEY WANT EVERYTHING TO BE CONNECTED.

WE WANTED TO PROVIDE A SYSTEM TO THEM THAT WAS LITERALLY TO GO TO ONE PLACE, AND EVERYTHING THAT YOU NEED IS THERE. A SYSTEM THAT WAS DRIVEN BY THEM, NOT NECESSARILY A SYSTEM THAT WAS DRIVEN BY US. WE WANTED TO BE AS TECHNOLOGICALLY CUTTING EDGE AS POSSIBLE WITH A COMMUNICATIONS SYSTEM THAT IS EASY TO USE - MIMICKING “ ”

Rachael Bolton
Director of People & Culture
Nobu Hotel London Portman Square



TODAY RACHAEL RANKS IN THE TOP 20 'MOST INFLUENTIAL' LEADERS WITHIN THE YAPSTER CUSTOMER BASE OF C.100,000 USERS AND HAS EXTREMELY HIGH USAGE AND ENGAGEMENT.

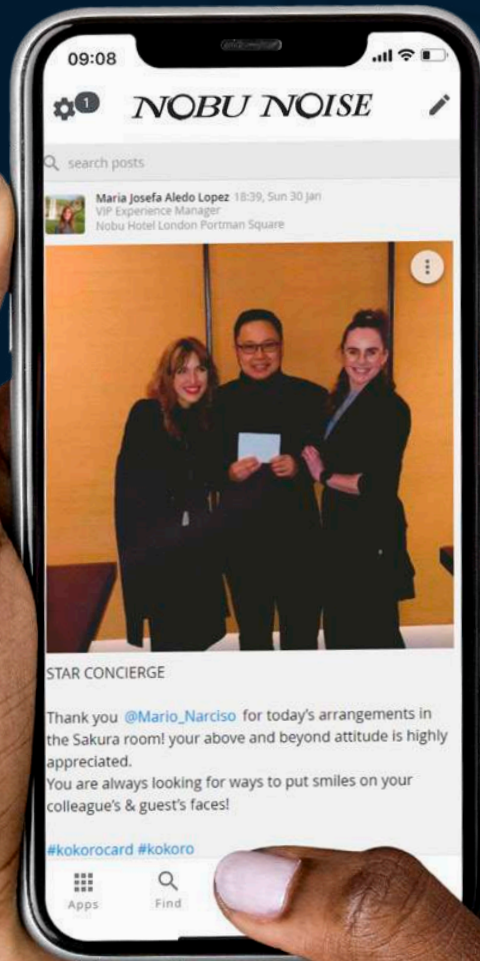
93% WEEKLY ACTIVE USAGE WITHIN A POPULATION OF 329 NOBU HOTEL COLLEAGUES.

93%
ACTIVE WEEKLY

THE INTENDED AUDIENCE

'Nobu Noise' (the internal name for Yapster) is used by Nobu's frontline colleagues, but is intended to positively impact each customer's experience. Colleagues are able to contact central services (HR, Finance) or operational departments such as kitchen, room service and front of house in just a couple of clicks on their smartphone.

BY ENSURING THE BUSINESS IS COMMUNICATING, CONNECTED AND PERFORMING TO AN OPTIMAL LEVEL, GUESTS AT NOBU ARE GUARANTEED THAT THEIR NEEDS WILL BE SUPPORTED BY MOTIVATED AND COORDINATED STAFF.



STRATEGY, TACTICS & MEDIUMS

Nobu Portman Square's communications strategy is simply to connect the maximum number of colleagues to each other and central services in the simplest way possible, and then practise 'Social Leadership' (real time communication and recognition from top to bottom of the company hierarchy) every day to align and inspire teams to deliver a world class customer experience.

Many colleagues in hotels do not have individual work email addresses and therefore direct, quick communication is generally challenging. By contrast, Nobu Portman Square's people all have direct access to communication with all other colleagues, as well as a daily business sheet and glitch report which is circulated in-app daily.

AT 6AM EACH MORNING A 'NOBU NOW' NEWSFEED POST IS DELIVERED TO EACH COLLEAGUE. THIS POST INCLUDES A BUSINESS AND FINANCIAL OVERVIEW FROM THE DAY BEFORE, AND OF THE DAY AHEAD INCLUDING; EVENTS, VIP ARRIVALS WITH VISUAL AID PHOTOGRAPHS, NOBU PHILOSOPHY THOUGHTS OF THE DAY AND SALES SHOW-ROUNDS.

This information allows all colleagues from all levels to have a greater understanding of the whole hotel operation, not solely the department they are working for. This aids colleagues' engagement by providing transparent information and communication along with enhancing the guests' experience through increased team knowledge and immediate VIP recognition in the lobby and guest areas.



Nobu's leaders regularly create 'Polls' to gain colleague feedback and consultation from the teams, which means Nobu does not have to wait for the traditional monthly / quarterly staff consultative committees to hear colleagues' voices.

They also routinely set up competitions related to maximising service and spend, sharing peer-led training videos, new dishes or wines/cocktails and masterclasses.

These digital communication initiatives are crucial to Nobu's quality of customer experience because colleagues are rarely able to attend training at the same time, due to varied shift patterns.



NOBU NOISE

Nobu's leadership also encourages colleagues to use Yapster to automatically silence notifications during days off or vacation periods, to allow for a complete 'work switch off'.

The sender of any direct Yaps (messages) will be informed that the receiver has their notifications switched off so will know the receiver will not have received their message at that time.

“ ONE OF THE BIG SELLING POINTS OF YAPSTER FOR US WAS THE ABILITY FOR EMPLOYEES TO SWITCH IT OFF, WHICH SOUNDS COUNTERINTUITIVE, BUT THE ABILITY FOR EMPLOYEES TO DISCONNECT FROM THE COMMUNICATION IS SO IMPORTANT FOR MENTAL HEALTH. ”

Rachael Bolton
Director of People & Culture

Beyond unstructured communications undertaken within Yapster, using Flow and OpenBlend - accessible from the Yapster apps tab in one click each - Nobu implements learning and feedback strategies each day too. Thanks to an additional integration with Fourth HR, as soon as Nobu colleagues join the business they are automatically added to Yapster, Flow and OpenBlend and invited to join the family.

OpenBlend drives productivity by connecting performance management and performance enablement in one tool, creating an environment where people can perform at their best.

OpenBlend recognises that one size doesn't fit all and powers effective one to one conversations that focus on everything that impacts an individuals' productivity from weekly priorities and

performance goals to their key motivational driver, wellbeing and feedback. In Nobu, the business benefits from staff being more connected and the guest experience is best when individuals are happier and more productive at work. Managers work with their teams to connect with each member to identify what matters most to them to bring the best version of themselves to work every day.

Flow Hospitality's learning and development platform accompanies employees through their learning journey from day one. A seamless employee experience with all their learning needs in one place. The extra visibility Flow gains through the integration with Yapster is that it promotes communication and increases its daily usage, adding even more value to hospitality teams on the ground.

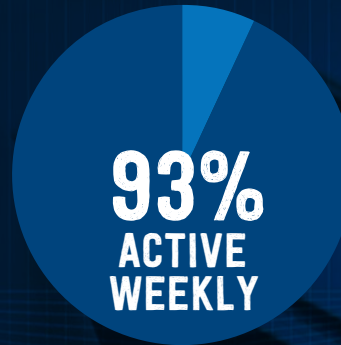
IN SUMMARY: BY ENSURING STAFF ARE CONNECTED, HAPPY, HEALTHY AND PERFORMING WELL, NOBU PORTMAN SQUARE RUNS MORE EFFICIENTLY THAN MOST - AND GUESTS GET A PREMIUM EXPERIENCE.



RESULTS OF THE ACTIVITY (METRICS)

All colleagues are automatically registered to Yapster upon joining The Nobu family, which drives engagement metrics:

- **78% OF EMPLOYEES IN FOURTH HR ARE ONBOARDED (THE REMAINDER ARE LARGELY CONTRACTORS OR DUMMY ACCOUNTS, MEANING THE EFFECTIVE ONBOARDING RATE IS >90%)**
- **93% OF THOSE ONBOARDED ARE ACTIVE WEEKLY, WITH APPROXIMATELY 68% BEING ACTIVE DAILY**
- **62% OF THOSE ONBOARDED ARE DIRECTLY INTERACTING WITH EACH OTHER WEEKLY**
- **ON AVERAGE, RACHAEL SENDS 77 PRIVATE MESSAGES A MONTH, DIRECTLY SUPPORTING HER COLLEAGUES**



HEAR MORE FROM RACHAEL ON HOW NEW-AGE TECHNOLOGIES ARE HELPING NOBU HOTEL LONDON PORTMAN SQUARE IN THIS VIDEO



READ NOBU HOTEL LONDON PORTMAN SQUARE'S STORY IN THE THE CATERER MAGAZINE

USAGE OVERVIEW

Total users split by interacting/active/onboarded status

● interacting ● active (not interacting) ● onboarded (not active) ● not onboarded



Total users: 389

Definitions:

'Active' means that a user is onboarded and has accessed Yapster (but not necessarily interacted in Yapster)

'Interacting' means that a user is onboarded and has accessed and interacted in Yapster (i.e. sent a yap, posted to newsfeed, commented against or reacted to a post)

Onboarded: 78%

Weekly Active: 93%

% of onboarded users who have been 'active' at least once over last 7 days

Weekly Interacting: 62%

% of onboarded users who have been 'interacting' at least once over last 7 days

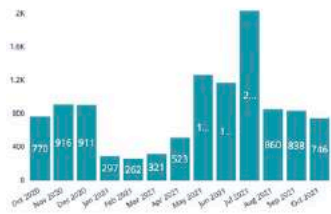
Daily Active: 68%

% of onboarded users who have been 'active' for at least 5 of the last 7 days

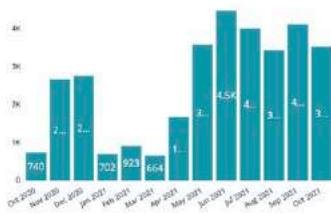
Daily Interacting: 9%

% of onboarded users who have been 'interacting' for at least 5 of the last 7 days

Group yaps sent



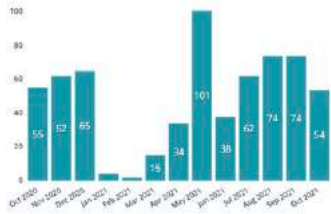
Private yaps sent



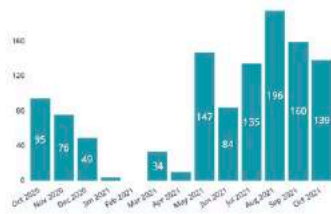
Total yaps sent



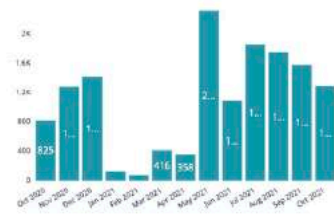
Newsfeed posts



Comments against newsfeed posts



Reactions



Org

Nobu Hotel London Portman Square

Date range

Apr 26, 2021 - Oct 26, 2021

NPS: 54.26

NPS response (#)

1	1
2	2
3	10
4	15
5	92

Proportion of NPS completed vs skipped

Score stats by org

org	average score	responded	skipped	responded %	included %	nps
Nobu Hotel London Portman Square	4.35	129	208	38%	87%	54.26
Total	---	129	208	---	---	---

NPS history - calculated over 4 week periods

Completion rate history - calculated over 4 week periods



YAPSTER



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