

Case Study: Travelodge Facilities Management Helpdesk

Background

Travelodge is the fastest growing budget hotel chain in the country. Enterprise has worked in partnership with Travelodge for over ten years, providing building maintenance services.

Initial Situation

As Travelodge was experiencing difficulties with the existing helpdesk provider, Enterprise was called upon to be one of three providers asked to tender. Travelodge had knowledge of the Enterprise contact centre based at the Matchworks, and knew Enterprise had the capability to provide a help desk service.

Key Customer Requirements

Travelodge needed to provide national reactive maintenance management to over 350 hotels. They had key customer requirements to meet, such as to:

- Reduce the number of hotel rooms off-line
- Increase the visibility of work in progress
- Adhere to service levels
- Aim to answer 80% calls within the first 20 seconds
- Manage the national minor capital expenditure within an agreed delegated authority limit
- Have less than 5% of calls abandoned
- Reduce follow-up calls
- Have a three month mobilisation period
- Identify savings/whole life costs

Our Response

Within our tender we proposed a three month process and system development phase which included, process mapping, developing procedures, project management, IT specification, IT development and telephony set-up.

Planned Preventative Maintenance

Enterprise is responsible for all reactive and Planned Preventative Maintenance (PPM) works internally and externally, for example, grounds maintenance, car parks, catering, heating etc. Travelodge sends through PPM schedules for Enterprise to monitor and ensures that the work is carried out in the allocated time.

Reactive Maintenance Requests

The helpdesk is initiated by repairs being reported via telephone fax or email. The information is input on to the system allowing the diagnostic decision tree (DDT) to diagnose the fault through asking a series of questions. The DDT, which was designed specifically for the Travelodge contract, then offers advice and self-help.

The helpdesk agent will confirm if the order caused single or multiple rooms to become off-line. Where requested, the helpdesk has access to record rooms off-line using the Travelodge reservation system. If a room is off-line an email notification is sent to specified contacts in Travelodge within 30 minutes.

All the jobs logged are allocated a unique order number from which the customer may request updates. The helpdesk will then schedule the order to the relevant contractor, based on the work required and the region. Upon completion of the job,

the contractor reports this to the helpdesk, in order for the issue to be closed.

Managing Contractors

The helpdesk team manages orders which have not been reported as complete. They then update any changes to the system in real-time. The helpdesk team matches contractors' invoices against work completed and authorises contractor applications for payment.

Capital Expenditure

The types of items that are ordered for Travelodge on a daily basis include:

- Bathroom fittings
- Carpets
- Catering equipment
- Electricals (fax machines and TVs)
- Furniture (beds, chairs and sofas)
- Heating
- Keys
- Lighting

Orders and Quotes

The helpdesk receives part orders and large quotes via an email facility. Once logged, they are passed through a delegation of authority to be authorised.

The Facilities Managers view orders and authorise expenditure electronically by logging on to the web portal.

Achievements

The helpdesk went live with a fully skilled and trained team a day ahead of schedule.

The abandon rate of calls is not to exceed 5% and has been met every month since contract commencement.

Despite having a 15% increase in the projected volumes, the achievement of all service levels has been exceeded every month.

Enterprise has implemented a bespoke web portal, which allows over 500 users to access real-time operational data. This allows users to view both logged and completed jobs, which subsequently reduces follow-up calls.

The system is capable of producing several types of report:

- Asset condition
- Cancelled orders
- Contractor adherence to service levels
- Job status
- Jobs overdue
- Outstanding jobs for gangs
- Authorised jobs
- Monthly accrual report
- Rooms offline

Summary

Following a successful implementation of the Helpdesk, Enterprise and Travelodge continue to work together integrating further services to the existing relationship.

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