

CASE STUDY

ORIENT-EXPRESS

Luxury hotel and leisure company, Orient-Express, was seeking a global solution to bring joined-up talent management to almost 50 unique luxury businesses thus uniting the group as global leader in best practice.

Business challenge

- Worldwide connectivity and consistency around HR process and standards
- Performance management / metrics
- Clarity and consistency of key messages
- Abundance of talent yet few records of performance, career aspirations and succession planning
- Learning and development needs inconsistent
- Potential to significantly impact business by introducing sound processes and methodology
- Company values integrated across business
- Clear competencies required definition to impact both internal and external service



Sara Edwards, ranked in the top 30 most influential HR professionals, Director of Human Resources Worldwide with Orient-Express

Solution

A bespoke talent toolbox™ system was designed in 11 languages. It was implemented in conjunction with key stakeholders across 25 countries via cascaded engagement sessions. This automated and enhanced:

- Performance management
- Collection of data on employee engagement
- Risk management
- Learning and development needs analysis
- Succession planning
- Self development / progress own performance
- Capture ideas and innovations

"I've been delighted with the enthusiasm and commitment demonstrated from senior leadership, HR teams and the participants in the programme. I have also received extremely positive feedback from individuals. learnpurple have been tremendous partners on this huge project. Not only did they deliver in a very tight schedule, but they have also provided around the clock support which has been invaluable with us operating in many different time zones."

Sara Edwards – Director of Human Resources, Worldwide

Outcomes

Since the introduction of talent toolbox in April 2010, the following business improvements have been made:

- Business fully engaged with HR strategy
- 96% of appraisals completed within 12 weeks
- Labour turnover decreased by 2.4% to 26% worldwide
- Identifying key talent now a priority business focus
- Robust learning and development plans fuelled by accurate needs analysis
- Introduction of world-wide leadership programme
- Talent review now on the board agenda
- Appraisal is now business critical and no longer viewed as a 'tick-box exercise'
- Culture change programme supported