



Business Impact

“We needed a business intelligence solution that could provide answers to such questions more quickly – we knew the appropriate data was there and we knew where it was, but we needed an easier way to access it, analyze it and give it to management for them to use, faster.”

Udo Cordara,
Employee Development Director,
Banca Carige

Challenges

- **Access to the data.** Data is scattered across the enterprise in different systems – the front desk, the restaurant and the spa.
- **Highly complex scenarios.** Every aspect of your operations is connected – weather, room occupancy, citywide events and daily specials – and, separately or in combination, they have an influence on demand.
- **Busy managers.** Hospitality managers are responsible for running their outlets, not running algorithms, but managers need scheduling support so they can get on with their jobs.
- **Lack of operational insight.** Managers don't always have access to the right information to help them analyze trends that affect operations, whether it's identifying top-performing employees, understanding the factors that influence service volume or determining the right skill set to serve each type of guest.

How can we minimize labor cost and maximize profitability without sacrificing service levels?

YOUR GOAL: Reduce labor costs, improve profits and ensure customer satisfaction

Labor is the largest variable cost for hotels. Managers struggle to keep labor costs down and profits up. While it's tempting to cut staff to reduce costs, service quality suffers when the property is understaffed, and no manager wants to get caught short-handed.

Labor scheduling is a complex process. Yet in many hotels, it is still done with pen and paper. Without access to advanced forecasting analytics, the demand forecast, which forms the basis for the labor schedule, is based on the (presumably) good instincts and experience of the outlet manager. Once managers understand the demand requirements, they have to translate that information into determining the right number of employees to meet that demand and which staff members should fill those slots.

Each step in the process is complex and time-consuming. Mistakes are costly. Uncertain demand patterns, interrelated external influences and data spread across multiple systems get in the way of building an accurate demand forecast. Knowing with confidence how many diners will show up at your restaurant or how many check-ins are expected during the afternoon shift makes it much easier to schedule the right number of waiters, bellmen and front-desk agents.

OUR APPROACH

Managers can control labor costs by scheduling the right amount of staff to serve demand. Overstaffing drives up costs; understaffing means lost revenue and dissatisfied customers. SAS approaches the problem by providing software and services to help you:

- **Build an accurate and cost-effective labor schedule** by providing an accurate demand forecast and the right number of staff to meet that demand.
- **Reduce costs, increase revenue and drive profits** by balancing demand with available labor by building an accurate labor plan in advance and alerting you when operating conditions change.
- **Accelerate the process of building a labor schedule** with our easy-to-use interfaces that provide managers with labor needs by relevant period and the ability to quickly analyze and change recommendations as needed.
- **Make better hiring, deployment and service design decisions** with root-cause analysis to help analyze operational data so you can understand the variables that affect service volumes, customer behavior and employee performance.
- **Optimize staff performance** by monitoring employee performance and ranking so you have speedy insights on how employees are performing against the KPIs that are important.



Advanced forecasting and optimization algorithms – combined with data management and performance reporting – increase accuracy and streamline schedule development, helping managers improve revenue and profits.

THE SAS® DIFFERENCE

SAS Workforce Planning and Optimization solutions provide advanced analytics to solve your most complex labor scheduling problems. Only SAS provides:

- **Superior analytics.** No other solution provides the complete range of analytical support necessary for generating accurate demand forecasts, recommending staffing levels to meet demand while minimizing labor costs, and understanding the operational performance factors that will improve hiring, deployment and service design decisions.
- **Market-leading data management and data quality.** With SAS, you can access, integrate and cleanse data from your disparate operating systems to build a complete picture of the factors that influence labor needs.
- **Root-cause analysis and employee performance statistics.** SAS equips you to perform root-cause analysis to determine the factors affecting service volume, consumer behavior and operational performance.

Our industry-leading analytics, data management and analysis allow you to quickly and easily access all the information you need to build an accurate and cost-effective labor schedule.

CASE STUDY: A Hotel Company

Situation

What if you wanted to control labor costs but were concerned about cutting staff and sacrificing service quality?

Solution

SAS delivers a workforce planning and optimization solution that:

- Provides managers with an accurate demand forecast.
- Translates that forecast into labor scheduling requirements so managers can always be sure to schedule the right number of staff.
- Enables employee performance analysis so managers can quickly identify top performers.

Results

- Reduced labor costs, resulting in increased outlet profitability.
- Improved guest satisfaction scores due to reductions in wait times.
- Decreased turnover because managers can reward top-performing employees with preferential schedules and can coach lower performers to improve their skills sets.

What if you could ...

Schedule with confidence

What if you could always know the optimal number of employees needed to serve your guests well?

Staff more efficiently

What if you could generate a labor schedule that minimizes costs while maintaining service quality?

Speed your scheduling

What if you had a way to reduce the time spent building your schedules so you could better serve guests?

Make easier assignments

What if you could analyze performance drivers so you could get a clearer picture of your operations?

Put your top talent where they're most needed

What if you could help ensure that your top-performing employees are scheduled when you need them the most and that they are given preferential schedule slots so they are motivated to continue to perform well?

You can. SAS gives you The Power to Know®

SAS FACTS

- SAS has been in business since 1976 and has customers at more than 60,000 sites worldwide.
- SAS customers make up 90 of the top 100 companies on the 2012 FORTUNE Global 500® list.
- SAS was recognized as a Leader in The Forrester Wave: Predictive Analytics and Data Mining Solutions Q1 2010.

Learn more about SAS software and services for health insurance:
sas.com/industry/hospitality/hotels



SAS Institute Inc. World Headquarters +1 919 677 8000

To contact your local SAS office, please visit: sas.com/offices

SAS and all other SAS Institute Inc. product or service names are registered trademarks or trademarks of SAS Institute Inc. in the USA and other countries. ® indicates USA registration. Other brand and product names are trademarks of their respective companies. Copyright © 2012, SAS Institute Inc. All rights reserved. 106124_S100189.1212