

## About Us

At **change++** we help you achieve your business objectives by improving the way you manage information.

We work with you to develop systems that gather data more efficiently, report on it quickly, analyse it easily and present it clearly, giving your managers an immediate view of business performance.

Through listening to what you want to do and drawing on years of experience working with retail and leisure businesses, we can recommend and implement better information systems that will directly increase the value of your business.

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## Whitbread WIN with corporate scorecard

### Background

As the number one hospitality company in the UK, Whitbread as a group is well accustomed to measuring its businesses' performance to ensure that quality standards are maintained or exceeded.



Initially, each branded business, from budget hotel operator Premier Inn through restaurants Beefeater, Brewers Fayre and Table Table to coffee chain Costa, operated their own 'balanced scorecard' system to record outlet or branch performance across a number of measures.

To provide consistency across the group, the Whitbread Board, led by CEO Alan Parker, decided to introduce a single scorecard system that would provide a common set of measures that could be used in every unit, each brand and at group level.

### Solution

**change++** were briefed to implement the technical solution for the corporate scorecard project. The scorecard is called WINcard, representing 'Whitbread In Numbers' and the 'scores' are credited against eight measures related to three stakeholder groups; people (employees), guests (customers) and investors (shareholders).



The measures, including 'team turnover' for staff retention, 'brand standards' for service quality and 'profit', are assessed against a target. If, for example, a unit exceeds its target across all measures its team would score maximum points in a month and could ultimately be eligible for an award, if performance is sustained.

Data for the WINcard system is gathered from multiple sources; Whitbread's central Oracle database holds most of the financial data needed for WINcard, while data relating to customer feedback and employee measures is fed from other systems into SQL Server databases.

Monthly scorecard reports can be delivered in a number of ways; spreadsheets can be emailed or downloaded from a server, they can be printed and mailed to units without access to a PC, and the Group results are published on the Whitbread Intranet.

continued overleaf...

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## Benefits

The major benefit of WINcard for Whitbread is that, for the first time, all brands are measured against the same criteria, making performance management across the group much more consistent. Financial data for each brand's scorecard is gathered from the same source, the scorecards for each brand follow an identical layout and reports are delivered to each brand in whichever format best suits that business.



This consistency serves not only the group as a whole, but allows each brand and units within the brands to benchmark their performance against each other, underlining their membership of the Whitbread family and the values all Whitbread businesses share.

As Nicola Summers, Whitbread's Group Reporting and FP&A Manager confirms, "WINcard is much more than a performance management system, it's a valuable communication tool that unites our brands under one family name. **change++** have worked closely with us for some time successfully turning business information requirements into reality, so we knew they could build a system to meet group needs. It's been very well received at all levels in the organisation and WINcard is now a fundamental part of the successful operation of the business."