DREAMPLACE
HOTELS & RESORTS

DREAMPLACE is a family-owned company, based in Tenerife.

Pioneer in lean hotels & hospitality. Present in the market since 2001.

Instituto Lean Management

Lean in Dreamplace Hotels

Sharing Session

Amália Vidal

Oriol Cuatrecasas

LEAN SUMMIT 2018, Nashville

This learning session

- Purpose:
  - Not to teach you how to use lean tools or to explain the principles (there are many great workshops there that can do that), but to try to inspire you to run experiments in your business and create a system by which you can learn from the outcome of those experiments.
- People:
  - Amalia, Oriol,… and surprise.
- Process:
  - Explain how we do lean
  - Simulation
  - Experiments in the hotel
  - Reflection
  - Q&A

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Agenda

A3 · Lean in Dreamplace

1. Background & Objectives
   - Services
   - Company
   - Evolution
   - Objectives
2. Initial Situation
   - In our hotel
   - … Lean!
   - Customers
   - Areas
   - Leaders
   - Workers
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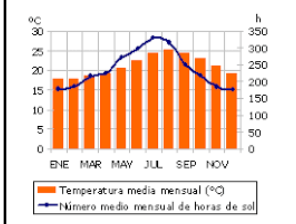
4. Plan
   - Actions → A3 ! → Cultural change
5. Follow-up
   - A LEAN hotel!
   - A LEAN organization!

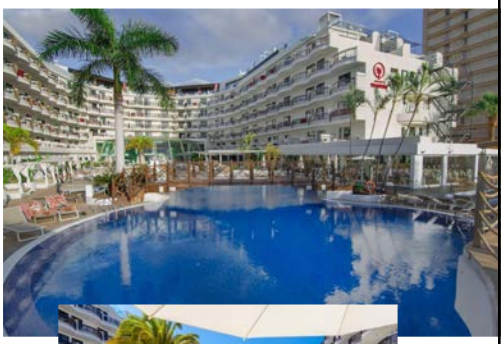
+ Q&A

DREAMPLACE HOTELS & RESORTS



TIGOTAN
LOVERS & FRIENDS

Our place



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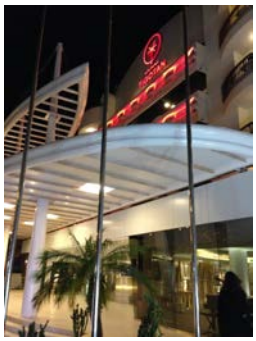
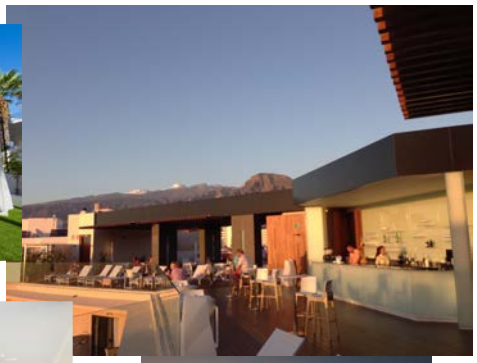
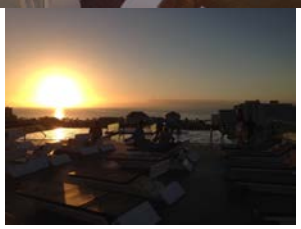
Our place…







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... A lot of work!

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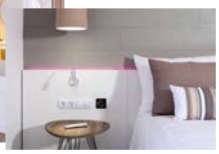
Our Services...

Special Rooms



Relax

Food

Experience

Athmosphere

Entertainment

customer

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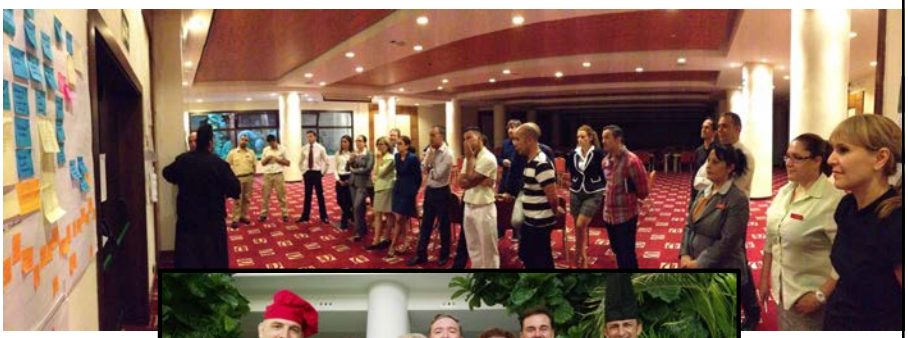
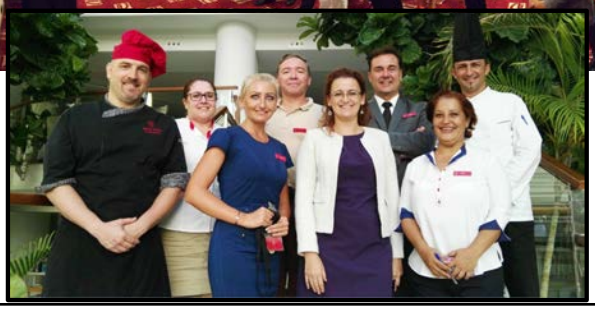
Our People...





Background

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History

- 2008 - Crisis
- 2011 – Conference
- 2011-15 - First steps & foundations established
- 2015 - Gemba walk
- 2016 1Q – Training
- 2016 2Q – First A3. Coach training.
- 2016 3Q – Hoshin training
- 2016 4Q – Amalia on board.
- 2017 1Q – A3 on business
- 2017 2Q – Std, JI and Flow owned by subgroups
- 2017 3Q – Standard leadership
- 2017 4Q – Transversal vision

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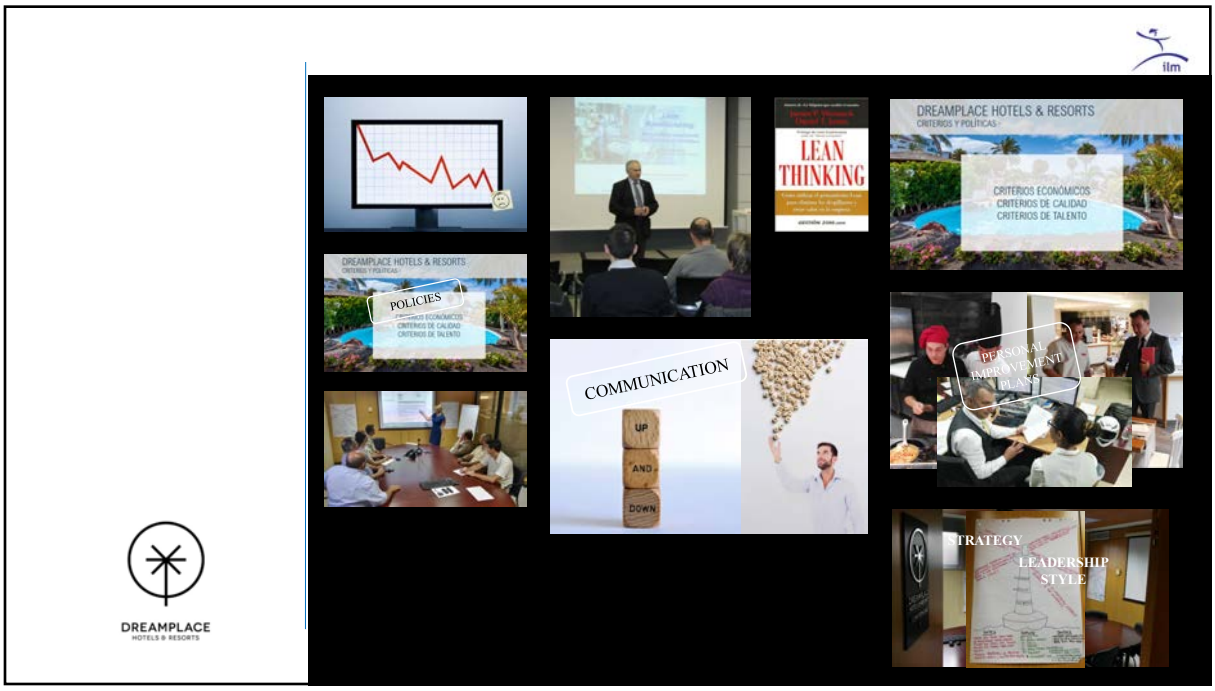
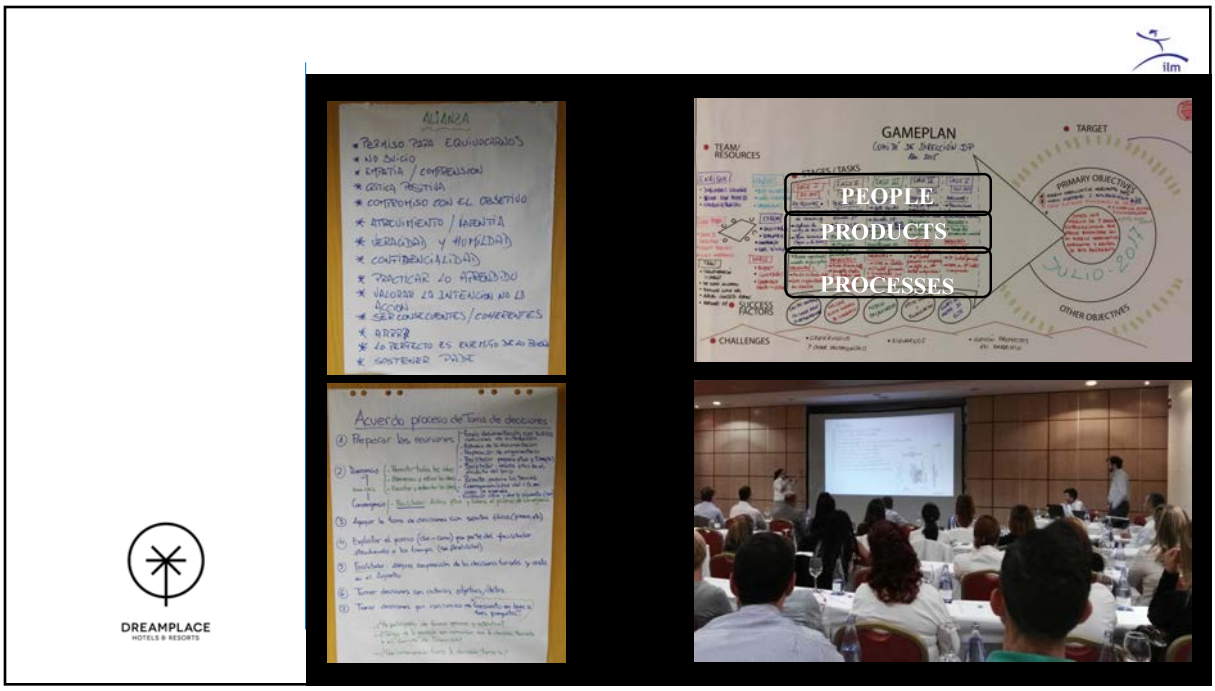

DREAMPLACE HOTELS & RESORTS
CRITERIOS Y POLÍTICAS
CRITERIOS ECONÓMICOS
CRITERIOS DE CALIDAD
CRITERIOS DE TALENTO
LEAN THINKING
POLICIES
COMMUNICATION
UP
AND
DOWN
PERSONAL IMPROVEMENT PLANS
STRATEGY
LEADERSHIP STYLE
DREAMPLACE
HOTELS & RESORTS


ALIANZA
Acuerdo proceso de Toma de decisiones
GAMEPLAN
TEAM/ RESOURCES
TARGET
STAGES / TASKS
PEOPLE
PRODUCTS
PROCESSES
PRIMARY OBJECTIVES
OTHER OBJECTIVES
SUCCESS FACTORS
CHALLENGES
DREAMPLACE
HOTELS & RESORTS

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+ Q&A

Go to the gemba!

- Simulation on the Beach Club

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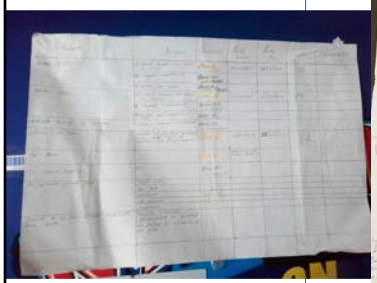
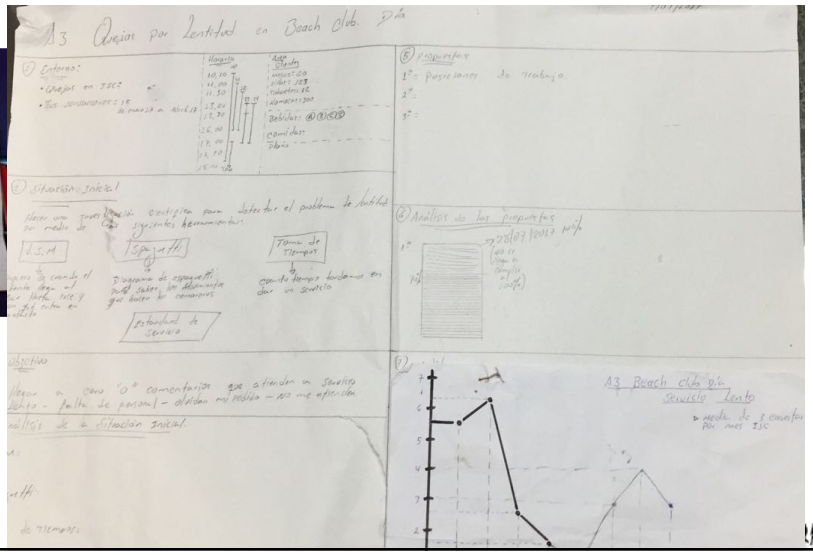
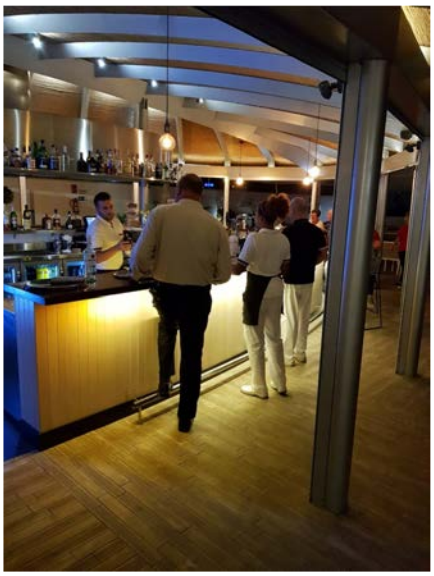
Beach Club







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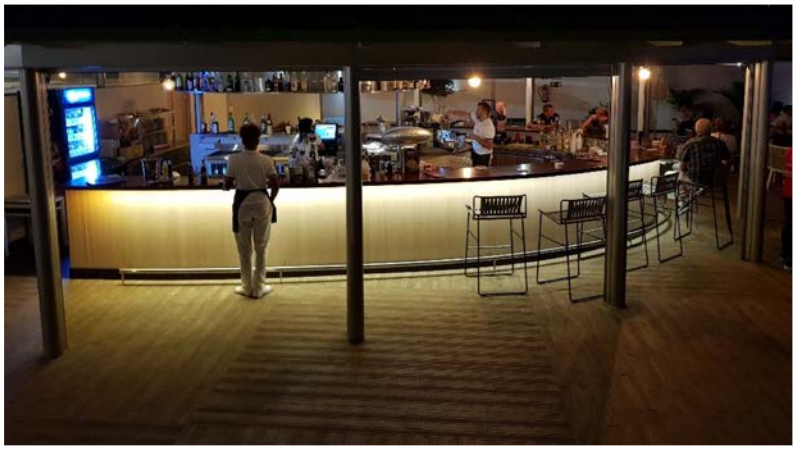
Standard work



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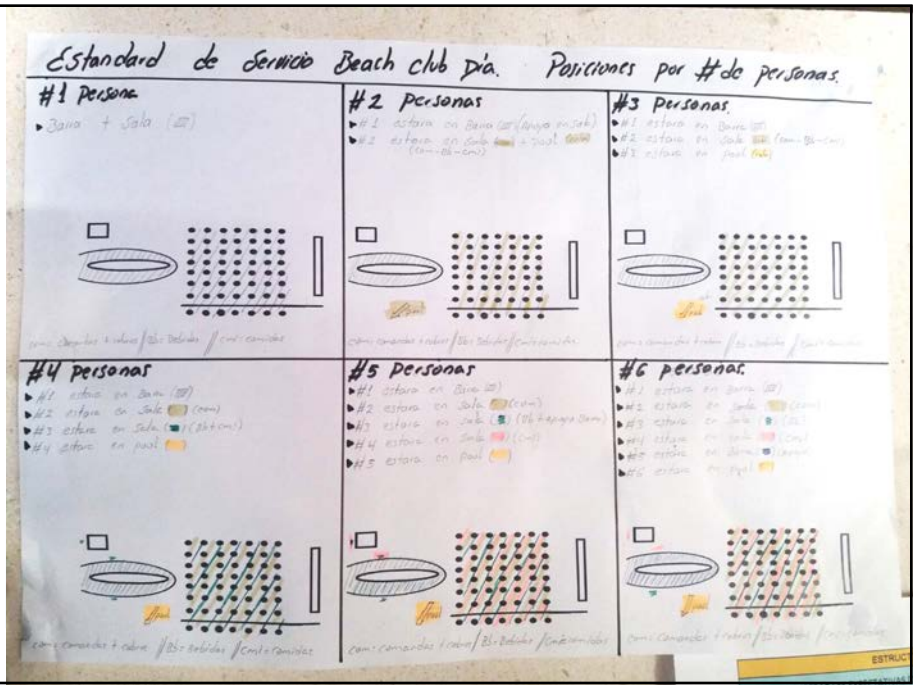
TKT &
Standard work



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kanban

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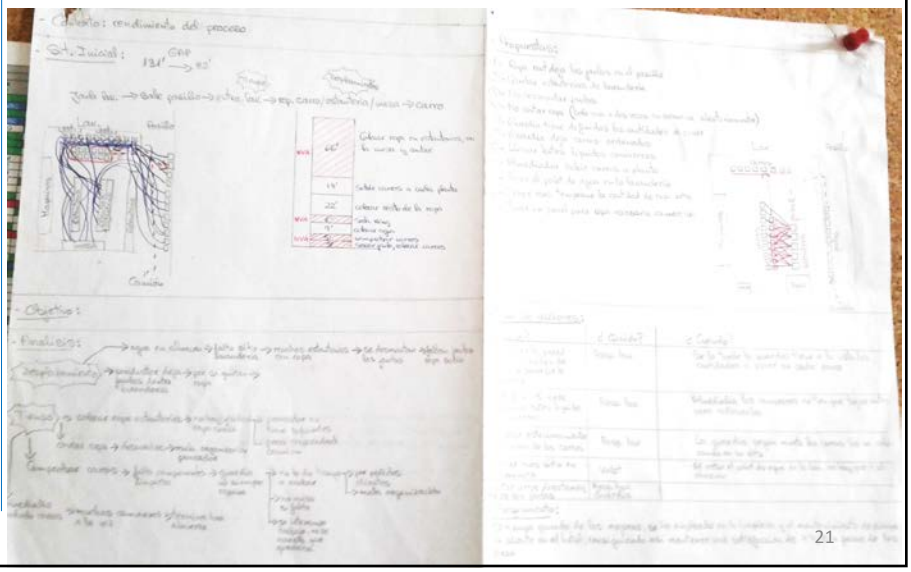
Laundry & Rooms



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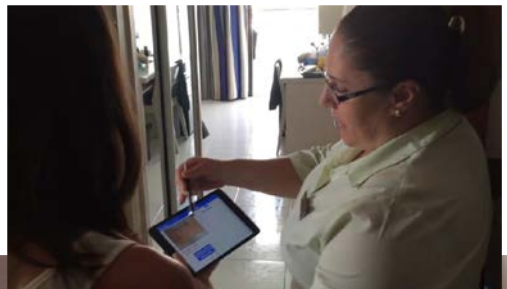
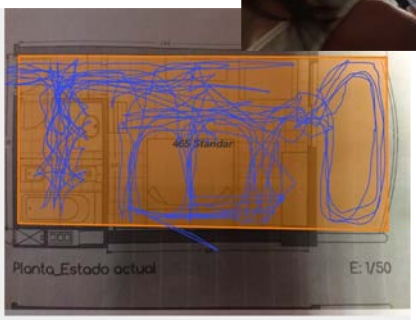
Laundry & Rooms





Total distancia: 231,0m

Tiempo total: 31:58

Total distancia: 162,3m

Tiempo total: 25:23

Kitchen

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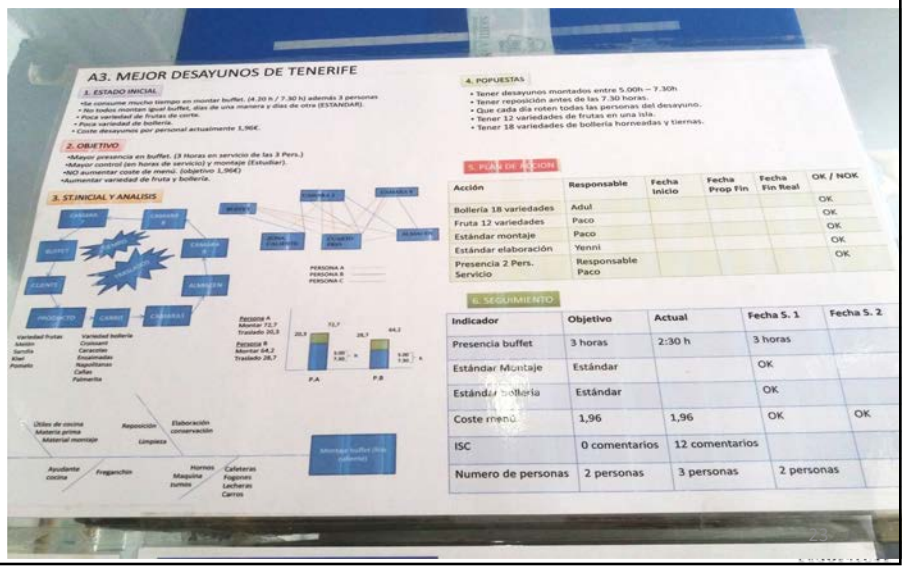

Acción	Responsable	Fecha Inicio	Fecha Prop Fin	Fecha Fin Real	OK / NOK
Bollería 18 variedades	Adul				OK
Fruta 12 variedades	Paco				OK
Estándar montaje	Paco				OK
Estándar elaboración	Yenni				OK
Presencia 2 Pers. Servicio	Responsable Paco				

Indicador	Objetivo	Actual	Fecha S. 1	Fecha S. 2
Presencia buffet	3 horas	2:30 h	3 horas	
Estándar Montaje	Estándar		OK	
Estándar bollería	Estándar		OK	
Coste menú	1,96	1,96	OK	OK
ISC	0 comentarios	12 comentarios		
Numero de personas	2 personas	3 personas	2 personas	

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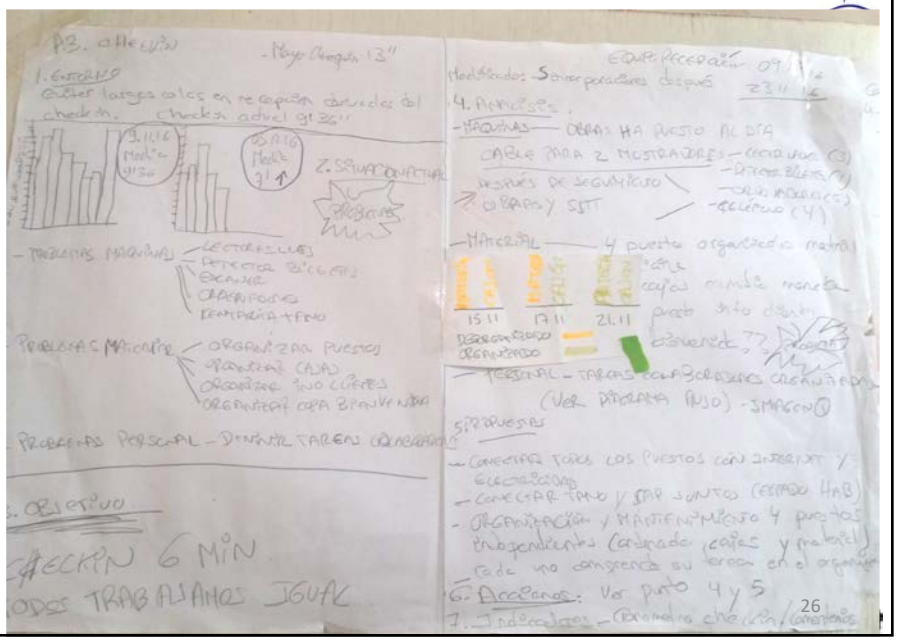
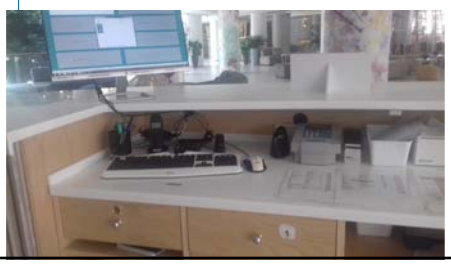
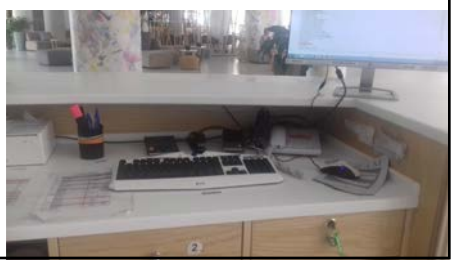
Check-In



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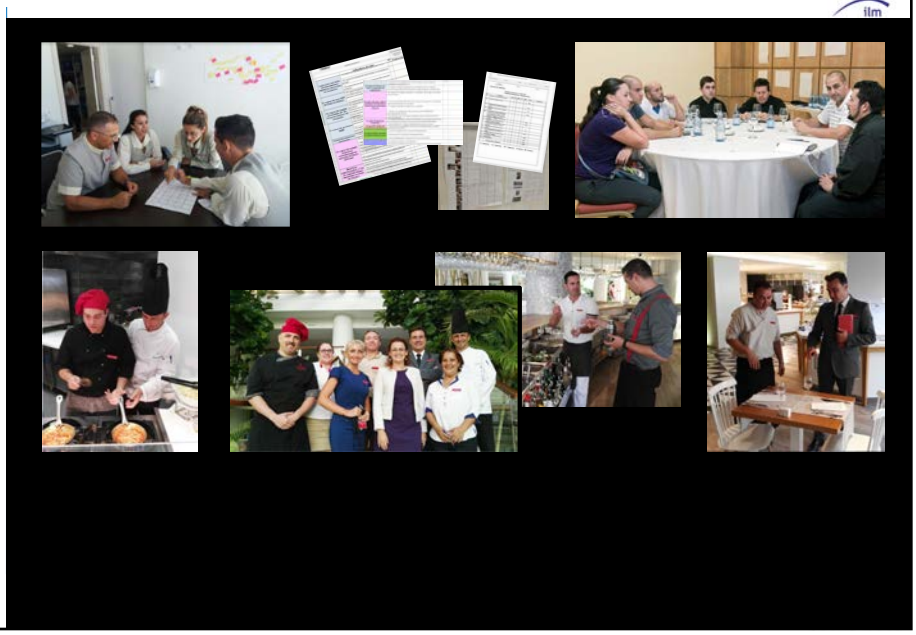
Sub-groups
60% decisions
by front-line
people



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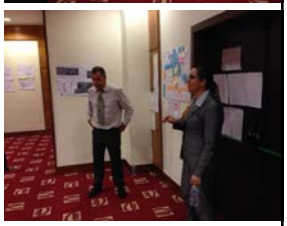
Hoshin to deploy strategy, and Std leadership

Cross-fertilization



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Follow up

Indicator	2016	2017
Review Pro	85.5%	90.5%
ISC (max 2)	1.62	1.71
Ranquing	8/9	4/9
% Occupancy	80.45%	83.68%
RevPar (€/av. room)	76€	108€

Proposed situation

… let's go to the gemba!

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Thanks!

… and see you in Tenerife!

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