



SOKOS HOTELS

TAILORED EXPERIENCES

Comprising more than 50 hotels in Finland, Tallinn, and St. Petersburg, Sokos Hotels is the largest and best-known hotel chain in Finland. The Group underwent the biggest concept change in its entire history in 2013, dividing its hotels into three types to provide tailored experiences for different customers. Solo by Sokos Hotels are high-quality classics, Break by Sokos Hotels are for recharging your inner battery and Original by Sokos Hotels is a hotel chain which is Finnish to the core.

ASSIGNMENT

SERVICE CONCEPT CREATION AND VALUE-BASED LEADERSHIP

Sokos Hotels wanted to implement their new service concept in practice so that the customers can experience tailored pampering. The cooperation in service concept creation and value leadership was launched in Solo by Sokos Hotels, and was later expanded to Break and Original hotels. The objective of the cooperation was to ensure that the customers could experience hotel stays at a completely new level. *"Our Solo hotels are each very different and unique. We wanted to establish a service identity that encompasses the spirit of Solo hotels and creates world-class experiences for our customers,"* says **Harri Ojanperä, Senior Vice President** at Sokos Hotels. *"To truly implement our service promise in practice, we needed an experienced partner to guarantee us."*

*"We chose Trainers' House because Sokos Hotels needs transformational learning and **Jari Sarasvuo and his crew are the number one experts in Finland when it comes to the discourse and critical reflections that according to Jack Mezirow lead to transformational learning,**"* Ojanperä explains the foundation of the cooperation.

SOLO BY SOKOS HOTELS

Value-based leadership and the involvement of Group personnel are at the core of the new leadership model. The Group wanted to encourage the personnel to live and breathe the new identity of Solo by Sokos Hotels. *"First, we organised training sessions for the entire personnel, to provide a forum where they could discuss how the new Solo identity is visible in their own work,"* Ojanperä says. *"We ensured the commitment of key personnel to the change and deepened their understanding of introducing a change in company culture. In addition to the themes above, we also discussed the new involvement model with service owners. In leadership*

training, the focus was shifted from the current situation to future possibilities; leadership of the new way of working and empowering and involving the personnel. Each hotel got their own leadership model and their individual identities are supported with the common value base in mind," Ojanperä explains. *"The next step was practical implementation with Trainers' House and S Group's training and learning centre Jollas Institute. The PULSSI (Pulse) Change Management System was used as a tool in rooting the culture."*

RESULTS

Sokos Hotels continuously collects spontaneous feedback from its customers. As a result of the cooperation with Trainers' House, the hotels that participated in the training have received top marks in customer service. **"On a scale from 1 to 5, our grades have improved from 4.14 to 4.71.** For example, Solo Sokos Hotel Paviljonki in Jyväskylä has received amazing reviews in Trip Advisor," Ojanperä says. *"This has been a great boost to our team spirit. **The work with Solo Sokos Hotels served as a pilot project for value-based leadership, which will be introduced in the entire chain.** We expect to see similar great results with the Break and Original Sokos Hotels in the future. Every hotel monitors the level achieved with the PULSSI (Pulse) Change Management System, which helps us ensure successful practical implementation."*

"Just visit a Solo Sokos Hotel such as Tornio, Aleksanteri or Paviljonki to see and feel the difference yourself," Ojanperä concludes.

**"TOP MARKS IN
CUSTOMER SERVICE...
GREAT BOOST TO OUR TEAM SPIRIT"**



Sari Ström
Trainers' House

Peter Jung
Sokos Hotels

Harri Ojanperä
Sokos Hotels

Hannu Takala
Trainers' House