



## For a major hospitality provider, trust matters more than ever

The hospitality industry has been hard hit by COVID-19 and trust is a significant catalyst for recovery. It is earned through the guest experience and workforce experience alike.

Our homes are where we feel most safe and protected. Life during the pandemic has reinforced that. But what about our home away from home—the places we stay when we travel? How do we trust them?

That was a critical question facing a large hospitality provider. The industry has been hugely impacted by safety restrictions in place as a result of COVID-19. This provider, a leading brand in the industry, realized that ingraining trust into every facet of their operations would be essential for future prosperity.

Engaged by the CHRO, through virtual workshops, Deloitte helped them bring trust into their workforce/workplace transformation initiatives.

### From respond to thrive

We believe trust is a value differentiator, one that spans across regions, businesses, and industries. This provider was aware of

Deloitte's commitment to enabling trust and fostering a global dialogue around it.

The first step was a talent strategy workshop that presented Deloitte's trust framework to senior executives and HR personnel at the hospitality provider. As this brand prepared to come back stronger, they needed to explore key elements of the work, workforce and workplace. The workshop weaved the four dimensions of trust—physical, emotional, financial, and digital—into conversations about a broad range of topics that included:

- Understanding the mindset needed to shift from “respond” to “thrive”
- Identifying and navigating the uncertainties in the current environment, and their implications
- Embedding trust as the catalyst to recovery
- Optimizing productivity in order to sustain high performance

The discussions covered a lot of ground—everything from how to recommence services, elevating the provider's experience across physical and digital channels, to the emotional toll on staff and current human capital trends and tactics for upholding a gold standard in safety and hygiene.

Our work related to three drivers of trust: authentic and resilient leadership, workforce experience and the workplace of the future, and culture and purpose.

### Guided by the trust framework

“The hospitality provider happens to be quite advanced when it comes to understanding trust”, says Jennifer Lee, managing partner for issue value proposition growth platforms.

“The discussion centered on the ‘how’ to embed trust into all areas of the business: guests, suppliers, employees, communities and shareholders. Very quickly our discussion moved to how [they] can measure trust over time across these groups.”

Fatima Laher, lead global client service partner, adds, “in every decision they had to make, from the board to the executive level, the trust framework helped guide them and validate the work they were already doing.”

The Deloitte trust team, along with our global colleagues from Monitor Deloitte, *human capital and future of work*, came to the table with industry-specific insights and research that informed and engaged the client. The workshop helped them to see how they could apply the *four human dimensions of trust* in interactions across all stakeholder groups. ◯

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