

SHERATON SAN DIEGO HOTEL & MARINA



Client

Sheraton San Diego Hotel & Marina
San Diego, California

Overview

With its prime waterfront location at the edge of San Diego Bay, guests of the Sheraton San Diego Hotel and Marina are treated to panoramic views of the bay and the city's skyline. These scenic views, however, could not disguise the difficulties facing this property's parking operation, including insufficient data collection and reconciliation, service issues and inadequate staffing levels. In 2008, with its revenue streams slipping, the Sheraton San Diego chose Towne Park to take over its parking and hospitality services in order to improve financial results and enhance the guest experience.

Solution

Towne Park tackled the Sheraton San Diego's situation with a multi-faceted approach, designed to take advantage of the property's attributes, as well as overcome its challenges.

Towne Park first targeted the hotel's specific operational problems by customizing revenue control processes that would drive parking department profits. Towne Park then introduced proprietary financial standards and auditing practices, and implemented key data collection procedures. These included weekly scheduled rhythms and monthly Proof of Performance meetings that detail actual and budgeted external revenues with statistics for the current month and year to date, while providing a comparison to the prior year.

While focusing on enhanced service, Towne Park created a strategic partnership with the Sheraton San Diego, allowing guests to view valet associates as a seamless extension of the Sheraton's own staff. Towne Park's service and mystery shop standards were aligned and associates frequently participate in the hotel's staff and sales strategy meetings to ensure the Sheraton's quality and brand standards are exceeded on a consistent basis.

Towne Park also created innovative programs that would boost revenue for the Sheraton San Diego and uniquely serve its guests. This included a parking reservation program to maximize Park 'N Fly revenue due to the hotel's proximity to the San Diego International Airport, as well as the creation of a monthly parking program for local airline associates.

Results

Through its innovative management of the parking operation, Towne Park enabled the Sheraton San Diego to reverse its course of decreasing revenues and increasing operational expenses. The hotel's profit rose more than 23%, and external revenue improved more than 17%. Due largely to this financial improvement, the Sheraton was able to save multiple staff positions, as well as reduce its payroll costs and insurance payments.

"TOWNE PARK IS A VALUABLE PART OF OUR TEAM. THEY ARE A TRUE PARTNER THAT STRIVES TO DELIVER THE SAME BRANDED SHERATON EXPERIENCE WE SEEK WITH OUR ASSOCIATES. THIS CREATES A WINNING COMBINATION THAT ENHANCES GUEST SATISFACTION WHILE AT THE SAME TIME DRIVING REVENUES."

— SCOTT HERMES, GENERAL MANAGER