

6 Questions to...

Jayne Davis, Director of Purchasing PPHE Hotel Group

PPHE Hotel Group (PPHE) is an international hospitality real estate group with a £1.6 billion portfolio of primarily freehold and long leasehold assets in Europe in leading cities, urban markets and resort destinations.



Jayne speaks about the benefits of introducing a Radio Frequency Identification 'RFID' system with the aim of enhancing the internal linen procurement system. PPHE first introduced the RFID solution in 2017 in 22 hotels distributed across four regions; the United Kingdom, Germany, the Netherlands and Hungary.

What motivated the introduction of an RFID solution in your organisation?

We decided to move from using rental linen to purchased linen in 22 hotels in order to improve our control of this significant asset. This change ensured we could monitor and control potential losses but also ensure that there would always be sufficient stock in circulation to maintain optimum productivity levels for our colleagues in housekeeping ahead of check-in and stays.

With rental linen the most often heard challenge was that the hotels did not have a regularly replenished level of linen available to service the bedrooms as required and a high number of hours were spent, chasing suppliers for delivery.

With the RFID system you get an improved overview over your linen flow. How did that change the daily operations?

The most immediate impact is that the words 'linen shortages' have been reduced from our vocabulary. Our housekeepers know that if they now regularly review stock levels in the system, they will always have access to sufficient levels.

We can now view where the stock is physically located be it at the laundries or on-property within our four regions with only 1% margin for error where historically it could be up to 5%.

Having defined the minimum acceptable stock level, in conjunction with our laundry partners, we have full visibility of when stock has been 'lost' and can top up accordingly.

Did you experience team member resistance in the hotels towards the new system and how did you overcome it?

The time gap between identifying where the RFID readers should be located (surveys) and 'going live', between two to six months, was enough time for colleagues to get used to the operational change.



We wanted to bring all team members on this new journey with us and explain the benefits of using the new system – great new quality linen, better control of stock; all with no shortages.

When we encountered challenges when implementing the system at a hotel, we worked closely with UBI to determine and formulate a solution. The most significant of these was the automatic ordering enhancement which is based on daily linen stock-checks at each hotel generating automatic replenishment and orders.

The engagement from the vast majority of team members has been overwhelmingly positive – so what can we do to make it better? Improving wi-fi coverage in back-of-house areas and ensuring colleagues are trained correctly in the use of the hand scanners are some examples of how we are working with UBI to make these changes within the business.

We were able to demonstrate, over a period of three months through both system and physical inventory checks, that there was 95% correlation in the stock levels when the system was used correctly.

What is your assessment after the 14 months since the installation of the UBI Solutions RFID system?

After 14 months of the system being live in the business and having gained feedback from our operational teams and managers (including our new Accommodation Services department in the United Kingdom), we are confident that our teams have increased efficiencies and productivity and have the tools available to do their jobs well.

Can you estimate the financial gain the RFID system brought to PPHE Hotel Group?

Based on our experience with using rental linen, we estimated a 20% annual 'stock loss' whether through damaged or lost stock. The levels at which we are now currently running with purchased linen are far below that.

What reasons convinced you to choose UBI Solutions' system?

Having researched a number of different systems, the main reasons for choosing UBI Solutions were:

- The 'user-friendliness' of their portal
- The accessibility of data
- The solutions-focus of the support team
- The end-to-end solution i.e. can be used by us and our laundry partners