

best
Employee Recognition
Program
award



Description

Include a brief summary that describes your entry and its intended audience.

SSP America had forged an unprecedented path by focusing almost all of our restaurant development efforts on bringing local restaurants to the airports we serve—to a much greater extent of any company in our competitive set. In fact, 70% of SSP America restaurants are local brands. This approach resonates strongly with airports, and in fact, prior to COVID-19 SSP America was experiencing major growth adding 1,000+ team members annually to its workforce.

As a result, it became essential for SSP America to recruit, train and retain team members who shared a common language about our work, felt inspired to come to work every day, wanted to remain with our team for the long-term, would refer others to SSP America and ultimately deliver service levels consistent with those of our brand partners and company.

To achieve our goals, we created a long-range plan designed to decrease team member turnover, increase internal career development opportunities and increase general team member perceptions around recognition, pride of company and willingness to refer the company to others as a great place to work. Overall, we refer to these efforts as our Engagement Strategy. The recognition program was central to the larger multi-year and multi-faceted initiative.



Message Development

Our first step in achieving our goals was to establish a corporate ethos that clearly articulated who we are and why we are different from our competition. The initiative laid out a set of principles and vision statement developed after organizational leadership undertook a year-long 'listening campaign' to gain the insights of our team members and managers as well as brand and joint venture partners. Our senior executives rolled out the resulting messaging platform during a continent-wide PASSION tour which kicked off at the company's annual meeting. We traveled to every airport we serve, trained every team member on this key messaging, and began a long-term campaign to infuse the messaging into every level of the company.

We, then, completely infused this messaging into our external communications leveraging the concepts into all touch points including print, digital and face-to-face communications.



Corporate Ethos

The SSP America ethos is based on the fervent belief that restaurants are at the heart of 21st century living. It is around the restaurant table where we relax, work, rejoice and celebrate. Restaurants tell a community's story. We believe an airport has an opportunity to tell that story. And, that's why we call ourselves the **food travel experts**.

I'm a food travel expert from SSP America. We're passionate about bringing cool, authentic restaurants to airports that reflect a taste of place.

PASSION Principles

Our PASSION Principles align our team around a common set of values to which we all aspire and hold one another accountable.

Passion
for every detail
Authentic
experiences
Service
from the heart
Sincerity
every step of the way
Innovation
every day
Open
to new ideas
Noble
at all times



Goals

Summarize the goals and objectives of your entry, including why you created the program/concept/process; what you planned to accomplish, and how you expected those goals to be met.

Broadly speaking the Engagement Strategy incorporated the messaging, established key metrics and included a variety of initiatives designed to achieve those metrics. Focusing in on the Recognition Program, we set out to:

- Create a Recognition Program for all team members which maximized the use of the messaging platforms.
- Recognize team members in small and big ways.
- Recognize front-line, hourly and Support Center (our headquarters) team members.
- Leverage the power of recognition as a key ingredient in overall team member engagement.
- Launch a bi-annual engagement survey to measure results of the Recognition Program and broader engagement efforts.



Engagement

Include a brief summary of how the program/concept/process was communicated (to employees). Be specific about the steps taken to design the program/concept/process, who was involved, the role of other stakeholders. Were there any challenges that had to be overcome, and how was this achieved.

The Recognition Program was designed over the course of several years of research, stakeholder input and development and was designed to factor in our dramatic growth across North America.

Senior executives and managers created the program and communicated it to the field. Directors of Operations were tasked with implementing the program. Team members were asked to embrace and participate in the program.

Managers and colleagues were asked to nominate hourly team members, managers and/or Support Center team members on a daily and monthly basis using a nomination form tailored for each team member group. The program takes place each year and a judging panel is selected who review the nominations on a quarterly and annual basis. The criteria for the award nomination center around the PASSION Principles and our global commercial drivers called the 5 Levers. Team members are notified and presented the awards personally at pre-shift meetings or team meetings. News of the awards are shared within the branch and posted on our internal social media feed.

The SSP America executive team has a great deal of experience in the areas of messaging and team member engagement and leveraged that experience to successfully implement the program. Initially the biggest challenge was the geographical spread of the company, but COVID-19 ultimately proved our biggest challenge as passenger numbers dropped to single digits, airports shuttered and team members were left without work.



Nomination Forms



EMPLOYEE PASSION AWARD

CRITERIA AND NOMINATION FORM

The Team Member Award recognizes employees who best exemplify the **Five Levers and Passion Principle**. We use the Principle and Levers to achieve two very important corporate goals—commercial success and a strong corporate culture, and they are the criteria we use to evaluate award nominees.

5 LEVERS



Operational Efficiencies: examples include always showing up for work, being punctual, participating in pre-shift meetings, using time effectively, following policies, clocks in and out as scheduled, minimizing voids and errors on checks

LFL Sales Growth: such as effectively upselling, minimizing food waste, handling peak periods effectively, organizes tasks, follows recipes, having well-stocked merchandise, providing excellent service to increase check price and encouraging return business

Grow Profitable Space: examples include supporting management requests for additional shifts, catering services, tasting events and more

Maximize ROI: such as keeping kitchen workspaces clean and organized, selling spaces are decluttered, following policies regarding proper equipment use

Improve Gross Margins: examples include reducing waste, working in a safe manner, properly caring for equipment, preventive maintenance, minimizing energy usage (turning off unused equipment, lights and faucets)



SSP America
The Food Travel Experts

Passion for Every Detail:
Nominees for this Award are passionate about their work and the details that go into building a world-class corporate culture. Examples include taking orders correctly, performing tasks with precision, following recipes and procedures.

Authentic Experiences:
Employees nominated for this Award work tirelessly to create an authentic experience for passengers. As a result, these employees are service minded, have a great attitude, know the menu and/or recipes and are great team members.

Service from the Heart:
Employees considered for this Award embody the idea of service from the heart. They exhibit care for their teammates and passengers. They go above and beyond to be hospitable.

Sincerity Every Step of the Way:
Sincere people are truthful and act with integrity. Nominees for this Award communicate honestly. They express their opinions in a constructive, kind manner.

Innovation Every Day:
Nominees for the Award adopt innovation. They are collaborative. They execute new processes on time and with passion. They offer ideas for improvement.

Open to New Ideas:
Nominees keep an open mind to ideas and embrace change. They encourage colleagues to be adaptive and positive about new programs and initiatives. They demonstrate teamwork and collaboration.

Noble at All Times:
To be noble one possesses high moral principles—noble people are ethical. Nominees for this award show a commitment to doing the right thing. They adhere to policies and processes and are truthful. They comply with rules and policies; they always do the right thing.

the PASSION PRINCIPLE

for every detail
Authentic experiences
Service from the heart
Sincerity every step of the way
Innovation every day
Open to new ideas
Noble at all times

INSTRUCTIONS FOR NOMINATING


- General Managers may nominate at least 1 hourly team member each month based on the size of the branch.
 - 1 nomination per month Small Properties < \$5M, CID, COS, DFW, EWR, ONT, ROC
 - 2 nominations per month Medium Properties \$5M-\$15M, BOS, IND, LAX, MCO, MKE, MSN, MSP, PDX, RDU, RNO, SFB, SFO, YUL, YWG, YYZ
 - 3 nominations per month Large Properties > \$15M, IAH, JFK, MDW, PHX, SAN, SEA, SMF, TPA, YVR, YYZ
- Recipients of this award are recognized monthly
- One team member from each region is, then, selected for a quarterly award.
- Nominated team members will receive a certificate and Passion pin.
- The quarterly winner per region is awarded a \$150 gift card.
- All nominees who are active at the end of the fiscal year are eligible for the Annual Award.
- The Annual Award Winner will receive a cash prize of \$1,000, a trophy as well as VIP transportation and accommodations to FOCUS (SSP's Annual Meeting).
- Complete the attached Nomination Form
- Email it to Recognition@foodtravelexperts.com by the 5th of each month.



SSP America
The Food Travel Experts

EMPLOYEE PASSION AWARD

NOMINATION FORM



Name of Person Nominating Team Member

Name of Nominated Team Member

Airport Name Where Employee Works

Title of Nominated Team Member

Date of Nomination


Check each of the **Five Levers** below which applies to your nomination and provide as much detail as possible as to how the nominee helps SSP America achieve the Five Levers.

☐ Operational Efficiencies
 ☐ LFL Sales Growth
 ☐ Grow Profitable Space
 ☐ Improve Gross Margins
 ☐ Maximize ROI

Check each letter of the **Passion Principle** which applies to your nomination and provide as much detail as possible as to how the nominee embodies the Passion Principle.

☐ Passion for Every Detail
 ☐ Authentic Experiences
 ☐ Service from the Heart
 ☐ Sincerity Every Step of the Way
 ☐ Innovation Every Day
 ☐ Open to New Ideas
 ☐ Noble at All Times

Email Completed Form to Recognition@foodtravelexperts.com for consideration. Questions? Contact Sara Eldredge at sara.eldredge@foodtravelexperts.com.



SSP America
The Food Travel Experts

Recognition Levels

PASSION in Action Cards -- Sometimes, the small gesture of saying "thank you" is all that's needed. In this spirit, SSP America created **PASSION in Action** recognition cards which include a spot for a manager or colleague to write a quick note before giving the card to the team member immediately.



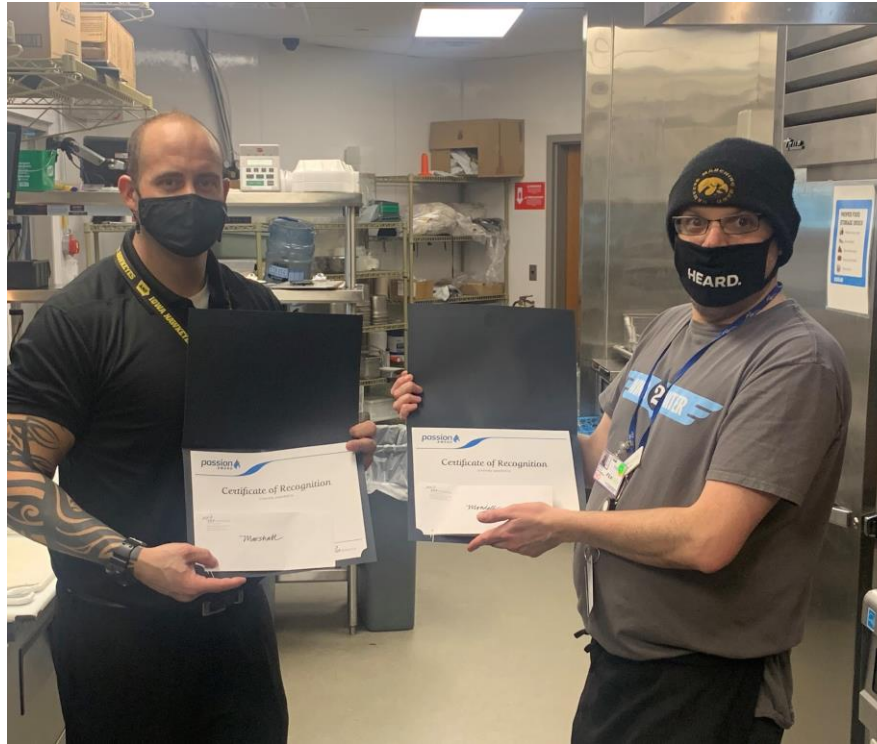
To:

You've got **PASSION!** Here's why...

Recognized by:

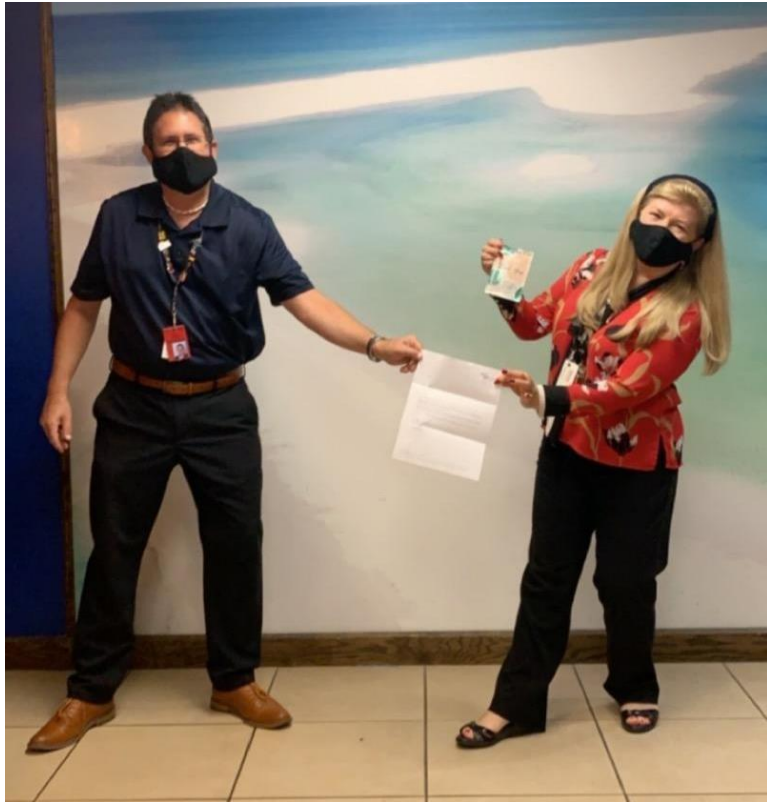
Recognition Levels

Monthly PASSION Pin and Certificate -- Each month winners are presented PASSION certificates thanking them for their contributions.



Recognition Levels

Quarterly PASSION Winners -- From the monthly winners, quarterly winners win a \$150 gift card.



Recognition Levels

Annual PASSION Award Winners -- From the quarterly award winners, an annual hourly, a management and a Support Center team member is selected annually who travel to the company's annual meeting, receiving VIP travel and accommodations, as well as a \$2,000 award.



Recognition Levels

Annual Activity 2019 -- An annual company wide activity is planned which boosts team member engagement and utilizes the PASSION messaging. In 2019, we created a video contest inviting team members to submit videos using an online website which exemplified the PASSION Principles and vision. The program was met with enthusiasm as scores of teams submitted videos. Finalists were invited to the annual meeting with VIP accommodations, won a cash prize and participated in filming a video shown to the entire company.



Video Submissions of the Winners



<https://www.youtube.com/watch?v=9lYEA4m8cl>



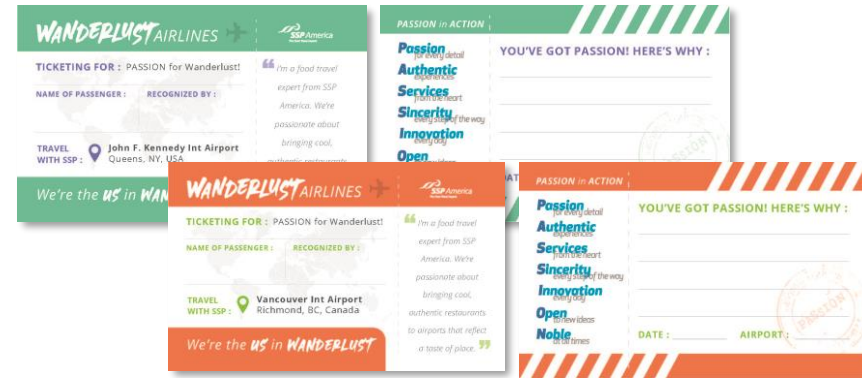
https://www.youtube.com/watch?v=KoR_1PvVDXY



<https://www.youtube.com/watch?v=mnfNjrj5SAU&t=95s>

Recognition Levels

Annual Activity 2021 -- This year we launched an exciting program called 'Wanderlust' meant to spark a conversation engaging the predominately leisure travel passenger base traveling this summer and team members as travel resumes. The conversation centered around the intriguing word, wanderlust, and prompting a conversation about the love of travel. A video, lapel pins, on-the-spot recognition cards completed by passengers, fliers and more were developed to support the campaign that is currently underway.



Evaluation Metrics

Use this section to explain the effectiveness and end result of the project. You may quantify your results with statistics and other key performance indicators. Be specific about results as they relate to the goals of the project.

1. Growth and Retention

SSP America launched its Engagement Strategy Survey in 2016 and conducted the bi-annual survey in 2018. We were scheduled to launch the third survey in 2020 which was cancelled due to COVID-19. In an exciting development, our global company now conducts a world-wide survey with the inaugural survey implemented the summer of 2021 which allows us to compare our results with regions around the world. All of these surveys are conducted by third parties who are considered leaders in their industry.

We provide data from those three surveys as well as growth metrics which are key indicators of how our corporate ethos is resonating with airport executives on the following slides. It also means we are recruiting and retaining team members effectively with the latter in part attributable to our recognition efforts.

	Number of Airports	Number of Team Members	Number of Units
2016	29	4,424	236
2017	29	5,832	287
2018	31	6,625	294
2019	35	7,446	352
2020	38	900*	362
2021	38	2,100**	362

* Year of COVID-19

** Growing each day, we are still currently operating in FY2021

2. Employee Engagement

From 2016 to 2018 the percentage of team members who strongly agreed they felt engaged **increased from 72% to 78%**.

Gallup estimates the average engagement score for most companies to be in the low 40s and a 6% increase is considered excellent. SSP America team members were asked a broad range of questions concerning company values, leadership, recognition, team member care, cross departmental communication, and more. 92% of the 2018 respondents said they felt the vision and goals of the company were important to them personally. In no areas did the company score lower from 2016 to 2018.



3. Number of Team Members Recognized

SSP America started in 2020 recognizing a large number of team members when passenger numbers dropped. As a result, our 2020 recognition numbers are very high. In 2021 we have gone to great lengths to repeatedly recognize the team members still with us given their extraordinary commitment and courage.

	# of Team Members Recognized	% of Team Members
2018	2,300	35%
2019	3,800	51%
2020	2,000	222%*
2021	750	36%**

* Team member numbers dropped from 7,800 to 900 in March 2020, we were able to recognize more people than we have listed in our totals prior to the reduction in March 2020

** Growing each day, we are still currently operating in FY2021



4. Salaried Positions Filled Internally

Internal promotions are a key source of team member pride, and SSP America has placed this metric as huge priority. A promotion is the ultimate example of recognition. Promoting from within is our first source for filling a new position at SSP America.

2016	40%
2017	49%
2018	65%
2019	70%



5. Team Member Turnover

SSP America considers team member turnover to be a key indicator of our engagement, and thus, employee recognition success. Happy employees stay with companies and deliver higher levels of service. The challenge is that nationally, there is 100% turnover in most restaurants. Given the importance of retention, SSP America has elevated the reduction of turnover as a key corporate metric and management is held accountable for their performance in achieving their turnover goals. And, the results are paying off which means our recognition efforts are also working.

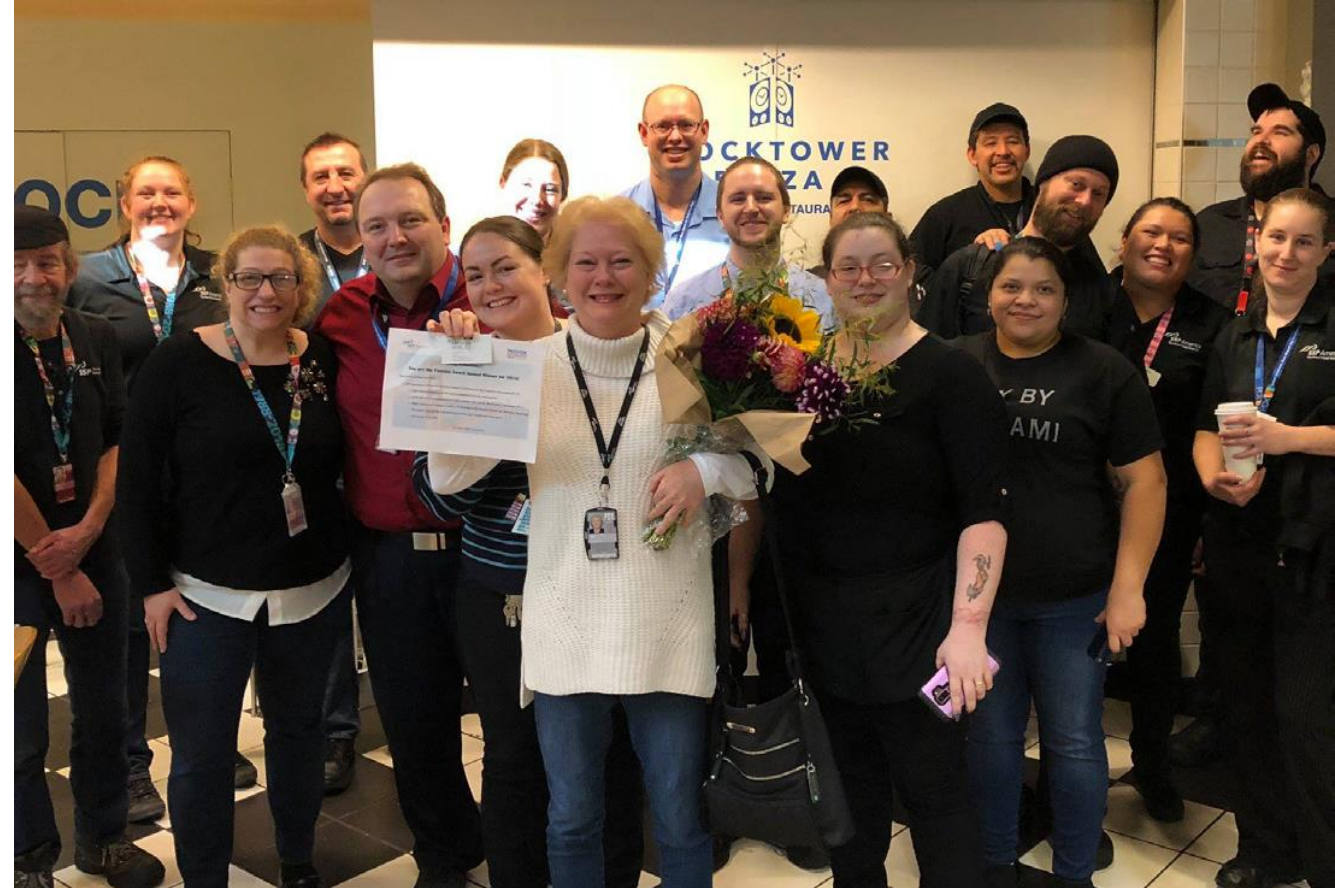
	Hourly	Managers
2018	90%	55%
2019	70%	40%
2020	Higher turnover due to COVID-19	



2021 Global Survey Key Metrics

- 80% felt proud to work at SSP.
- 82% understood the vision and goals of the company.
- 74% said they saw themselves working for SSP in 2 years' time.
- 74% of team members felt there were good career opportunities at SSP America.
- 22.82 Net Promoter Score, the highest of any global region which measures how likely team members are to refer SSP America as a great place to work.

**A Net Promoter Score (NPS) measures customer experience and predicts business growth. A good NPS is between 10-30.*



What's Ahead

While the impact of COVID-19 has been devastating to our company and team members as well as the larger aviation ecosystem, SSP America's faith in the power of team member engagement and recognition has never been stronger. In 2020 we recognized 2,000 team members and in 2021 we recognized 750 team members, with more to come—even though our team member numbers were greatly diminished, and our operations were nearly all closed. We added extra energy to our recognition efforts and recognized the team members we had multiple times, in as many ways as possible.

We are already making plans to launch the PASSION Tour 2.0 during which the executive team personally reconnects with our team members around our corporate ethos, recognition and engagement during the second continent-wide tour of each airport.



