



Hospitality & Entertainment Case Study

Business Problem:
Reduced productivity due to rapid growth

VERTICAL:  Hospitality and Entertainment

NLP SERVICES:  Lean Transformation

CLIENT

Our client, a private equity owned Family Entertainment business specializing in integrated Water Park and Hotel experiences was experiencing rapid growth. At the time, operating 12 locations across the country, they achieved impressive success with annual revenue exceeding \$300 million (as of 2012). However, with such rapid expansion (adding 2 locations per year), the company recognized the need to optimize operations and ensure consistent performance across all facilities to improve productivity, reduce wait times, reduce costs, and ultimately elevate the customer experience across their entire portfolio.



APPROACH

To help implement a multi-phased Lean Transformation plan, our approach focused on maximizing profitability (EBITDA) through streamlined operations and building the client's internal capacity for continuous improvement. The goal was to achieve these results while minimizing capital investment and enabling future growth.

We began with a pilot program at two locations, involving a deep dive needs assessment, value stream mapping, and a customized rollout plan. Leadership development was a key focus, ensuring

alignment with stretch goals and equipping teams with the necessary tools. The successful pilot paved the way for expansion to include an additional eleven locations over the next two years. At each location, NLP practitioners collaborated with on-site teams, developing a prioritized roadmap, building internal skillsets, and establishing a structured approach to continuous improvement. This comprehensive strategy aimed for both immediate results and long-term success by fostering a culture of continuous improvement within the client's organization.

NLP Investment: \$970K

RESULTS

In the first 12 months...

- **Reduced Time to clean a room by 30% to 50%**
- **Right sized inventory on hand, immediate \$10,000 inventory reduction (per site), additional \$100K - \$200K savings on inventory items**
- **Reviewed portion sizes and ingredients to capture better margins in high volume food outlets.**
- **Deployed Daily Visual Management to provide visibility to key performance indicators, and conduct problem solving.**
- **Leadership can focus on Leading and driving the business results, not reacting!**

Leading to...

- **\$3.8M Annualized Labor Improvements**
- **\$1.4M Annualized Cost Improvements**