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"Perfect timing."

Travel dining leader HMSHost adopts PolicyHub to create a single, unified "meta" policy

HMS HOST
Feeling Good on the Move®

An Autogrill Company

Designing a New Policy Management Framework

Global restaurateur HMSHost is a world leader in creating dining for travel venues. HMSHost operates in more than 120 airports around the globe and 99 travel plazas in North America. The company has annual sales in excess of $3.1 billion and employs more than 39,500 sales associates worldwide. HMSHost is a part of Autogrill Group, the world's leading provider of food & beverage services for people on the move. With sales of over €4.5 billion in 2016, the group operates in 31 countries and employs over 57,000 people. It manages approximately 4,000 stores in about 1,000 locations worldwide.

HMSHost is recognized by the industry as the top provider of travel dining with awards such as *2018 Best Overall Food & Beverage Operator* (for the eleventh consecutive year) by *Airport Revenue News*. *USA Today 10Best Readers' Choice Travel Awards* recognized HMSHost's Summer House Santa Monica at Chicago O'Hare International Airport as Best Airport Bar / Restaurant Atmosphere. HMSHost infuses innovation and culinary expertise into all aspects of its operations; with events such as the first-of-its-kind Airport Restaurant Month at more than 50 airports across North America, the award-winning Channel Your Inner Chef live culinary contest at Chicago O'Hare International Airport, and the Adrian Awards Gold-winning campaigns, #HMSHostLove and Eat Well. Travel Further.
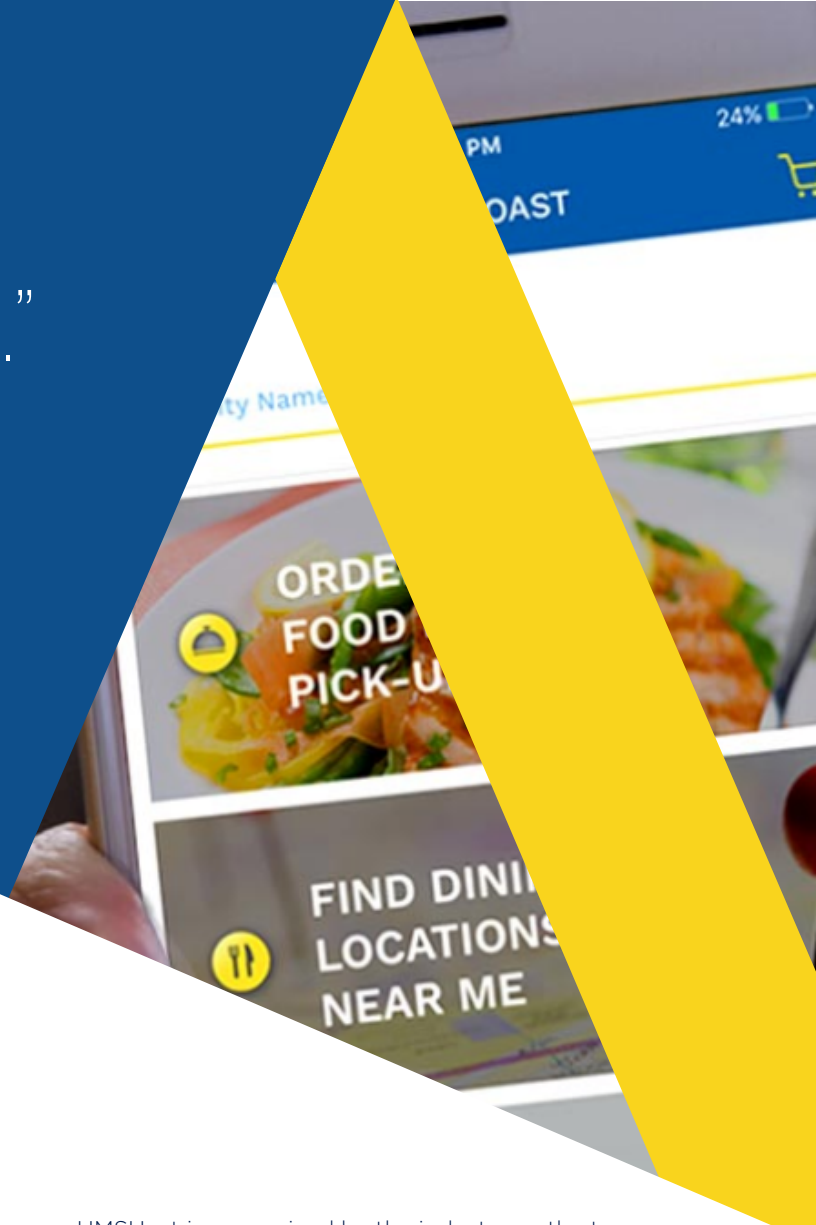
The Challenge

When evaluating their policy management environment, HMSHost discovered a number of challenges. First and foremost, HMSHost had not taken advantage of the benefit of having a single, consolidated location on its intranet for its employees find all policies, procedures, related forms and resources.

While the Company had an intranet where functional areas responsible for their own group of policies published them (Finance for financial policies, HR for labor and employment, IT for systems and security, etc.), the Company found overlapping policy responsibilities or ownership and policy documents.

Often, the same policy was available via many paths. It was challenging to assure that all locations were simultaneously updated and avoid having outdated versions remain available.

As HMSHost undertook inventorying existing policies, HMSHost discovered that policies and procedures did not have the same format or same defined terms. Victoria (Tori) Lang, HMSHost's Senior Manager of Policies & Procedures, put together a cross-functional team to establish a shared naming and numbering convention, uniform templates, and generally sought to have the policies reflect a common writing style.

"Understanding our current policy management landscape led to an opportunity to significantly improve policy management and eliminate inefficiencies. We faced the normal challenge of gaining top-driven support, seeking buy-in from senior management, department-by-department. Part of our success in obtaining support for policy management improvements started with a proof of concept in one functional area," said Lang.

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>
> **VICTORIA (TORI) LANG**
> Sr. Manager, Policies and Procedures at HMSHost

The Solution

"We realized that, in addition to putting a structured policy management framework in place, we needed to bring various teams and departments together. Finding a policy management solution for our organization that would work for all functional areas enabled this collaboration. On top of the labor and process efficiencies gained, we were able to contribute to a more effective compliance program with the full support of all the stakeholders," stated Lang.

By transforming their policy management framework, HMSHost drove efficiencies through their entire organization, reduced their risk and helped the company be more compliant.

To create an effective policy management program, HMSHost developed a structured policy management framework. This framework revolutionized the way their company approached policy management in Operations Finance while keeping an eye on positively benefiting the enterprise through the transfer of learnings and success to other functional areas.

How did they achieve this? By taking just a couple steps.

Step One:

Create a single, unified "meta" policy that established a process for the development, approval, administration, modification, retirement, issuance and maintenance of policy and procedure documents.

Step Two:

Implement the meta-policy through the revision of existing Operations Finance policies and explore a software solution that could create and support their policy framework.

Which software did they choose to help them on their journey? The PolicyHub Policy Management solution.

> " PolicyHub ensures that the right policies are communicated to the right employees at the right time, which is vital to providing an audit trail to compliance regulators."

VICTORIA (TORI) LANG

Policy Management Made Easy

HMSHost is using PolicyHub to create one central repository for all policy and resource documents. The ability to easily access approved and current policies from any internet-enabled device has made the days of HMSHost associates easier and more efficient because they can now quickly find policies, procedures and resource documents. PolicyHub is a user-friendly system that allows the development of policies from A to Z, allows the capture and tracking of policy sign offs, and permits HMSHost to create tests and questionnaires to assure that policies are understood by the end user.

In addition, PolicyHub ensures that the right policies are communicated to the right employees at the right time, which is vital to providing an audit trail to compliance regulators. This trail goes a long way towards reducing the company's risk and establishing an effective compliance program for the organization.

The ability to report on employee compliance, understanding and attestations is pivotal to the success of a policy management program and an effective compliance program. These insights help management identify and respond to ineffective or

misunderstood policies for the good of both their employees and their greater compliance function. PolicyHub provides an automated way to generate and distribute policy compliance reports to key department stakeholders, which helps reduce exposure to risks and noncompliance.

The Results

With PolicyHub, HMSHost can now communicate policies, sign off on policies, track that sign off, provide tests, reporting and more. Just the process of putting together the framework and selecting the technology alone created a series of events that positioned Tori and her team to gain buy-in at every stage of the development and implementation process.

At a higher level, using the PolicyHub technology to deliver the requirements outlined in the meta-policy management framework opened the door to getting enterprise wide buy-in and adoption. Though it didn't happen right away and it didn't happen all at once. HMSHost has benefited from a more streamlined policy change management process supported by technology that provides automation, consistency, a structured and repeatable process to create, update, review and retire all policies and procedures throughout the company.

> " By creating a test case within one functional area and its subsequent success, we were able to demonstrate the return on investment and gain universal support from the leadership resulting in company-wide implementation."

VICTORIA (TORI) LANG

Streamlining Policy Management for Better Compliance

When HMSHost started the process of designing a new policy management framework and implementing a new policy lifecycle management solution, they had more than 120 Operations Finance policies in place. They were able to slim this down to a mere 40 policies while still maintaining strong internal controls. They also reduced and streamlined policy and procedure content from 240 pages to 90 pages, saving their associates 150 pages of reading.

Today, they continue to expand use of PolicyHub across the enterprise and are continually exploring policy change management process improvements using PolicyHub's review process, workflow design and newer template and category functionality.

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