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Promoting Service and Business Excellence



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Endorsed by the British Quality Foundation and the Quality Scotland Foundation as meeting the criteria in the European Foundation for Quality Management (EFQM) Excellence Model



So what is service excellence and why should we care?

Truly excellent organisations are measured by their ability to achieve and sustain outstanding results for their stakeholders

- ◆ Choice
- ◆ Survival
- ◆ Recognition
- ◆ Satisfaction





HOSPITALITY ASSURED

VISION

Hospitality Assured promotes and rewards the highest standards of service excellence for organizations in the Hospitality Industry

PROMISE

Hospitality Assured will ensure that you are seen to be one of the very best organizations in the Hospitality Industry by your customers, employees, stakeholders and competitors




PARTNERS IN HOSPITALITY ASSURED




Awarding Bodies for Accreditation

- The Institute of Hospitality (formerly HCIMA) and the British Hospitality Association- all sectors

Service Providers

- University of Surrey – Benchmarking Database for Hospitality Assured Standard
- Marketing Quality Assurance – Assessment Body (Accredited by the Department of Trade & Industry)

BENEFITS OF HOSPITALITY ASSURED




- Tells customers that service excellence is guaranteed
- Provides a framework to improve business performance competitiveness
- Motivates employees

- Provides opportunity to benchmark against other organizations
- Identifies you as a quality employer
- Measures continuous improvement
- Proves you are one of the best in the industry

What is the difference between Hospitality Assured and other quality standards?

- Industry specific
- Customer focused
- Provides an opportunity to bench mark with other organisations and compare performance
- Incorporates internal and external assessment
- Tailor-made support from Hospitality Assured Advisors
- Incorporates other standards and in line with International Business Excellence model
- Looks at developing a service culture management system and promotes continuous improvement





EXAMPLE OF A HOSPITALITY ASSURED COMPANY (Veteran Services Club)




What Does Hospitality Assured Certification Mean for the Club?

- Recognition within the Industry and amongst other Clubs
- We have a defined standard for service delivery and the things we do
- We have appropriate procedures in place to meet these standards

EXAMPLE OF A HOSPITALITY ASSURED COMPANY (Veteran Services Club)





What Does Hospitality Assured Certification Mean for the Club?-(cont'd)

- We are committed to customer service
- Customer expectations increase
- Customer satisfaction increases
- Sales increase

VSC is a 'Hospitality Assured' Organization

STEPS TO SERVICE AND BUSINESS EXCELLENCE

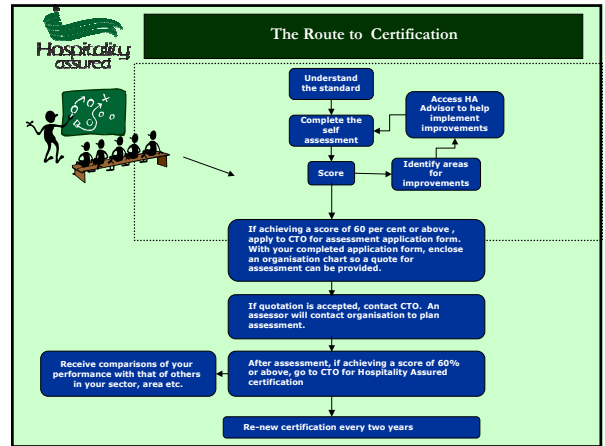



- Self Assessment Process
- Use of Advisors (if needed)
- External Assessment & Certification (biennial)
- Benchmarking Database
- User Groups

SELF ASSESSMENT PROCESS



- Business Improvement Tool
- Indicates How an Organization currently measures up to the Standard
- Identifies Areas for Action and Improvement
- Prepares for External Assessment



BENEFITS OF HOSPITALITY ASSURED



The Standard for Service and Business Excellence comprises 10 steps.

- The ten steps comprise 49 key requirements or criteria. These are all measurable objectives.
- The standard however is not prescriptive.



10 KEY STEPS IN THE QUALITY MAP



1. CUSTOMER RESEARCH:

- Have a clear picture of who its customers are and where they come from
- Know who its competitors are and what they are doing to enable comparison and improvement
- Have defined methods for continually gathering and evaluating information about its customers' needs and the way this impacts on the services provided
- Evaluate market and economic information to define existing and future market sectors

10 KEY STEPS IN THE QUALITY MAP



2. THE CUSTOMER PROMISE:

- Have a policy that identifies the products and standards of service it intends to offer its customers
- Define and communicate its service promise to its customers
- Communicate its service promise and standards of service to all people
- Design, develop and deliver its products and services based on customers' needs and expectations

10 KEY STEPS IN THE QUALITY MAP

Hospitality assured 

3. BUSINESS PLANNING:

- Implement a business plan that contains clear objectives and goals
- Have measures to review its achievements against the business plan
- Set marketing, financial and customer service objectives/targets
- Include customer and stakeholder requirements in the business plan
- Use customer feedback to monitor progress against the business plan
- Set clear human resource, people training and development objectives/targets

10 KEY STEPS IN THE QUALITY MAP

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4. OPERATIONAL PLANNING:

- Have a plan that identifies key people responsibilities for the delivery of service
- Communicate these responsibilities to all people as appropriate
- Evaluate the plan to identify critical stages in the delivery of the services and their resource implications
- Develop procedures for ensuring that purchased products and services meet its service promise
- Identify and manage key partnerships

10 KEY STEPS IN THE QUALITY MAP

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5. STANDARDS OF PERFORMANCE:

- Design and maintain suitable procedures and standards of performance to ensure the customer service promise is met, through a framework of key processes
- Make people aware of its customer service procedures and standards of performance
- Define who is responsible for issuing, reviewing and revising these procedures and standards
- Implement procedures and standards of performance to comply with current legal, health & safety and environmental regulations
- Provide leadership which demonstrates and encourages high standards of service performance and a culture of excellence

10 KEY STEPS IN THE QUALITY MAP

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6. RESOURCES:

- Have procedures for identifying its people, equipment and facilities resource requirements
- Make adequate resources available to deliver the standards of service promised to the customer
- Manage and use appropriate technology to support improvement
- Manage finances, buildings, equipment and materials to maintain delivery of the service promise

10 KEY STEPS IN THE QUALITY MAP

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7. TRAINING AND DEVELOPMENT:

- Equip its people with the skills and knowledge to provide the service promised to the customer
- Review individual people and management performance to identify and agree any training or support required to ensure current and future needs are met
- Have measures in place to identify and improve performance and people's perception of their job satisfaction, motivation and development opportunities
- Evaluate the effectiveness of training and development activities
- Involve and empower its people to encourage innovation, improvement and creativity

10 KEY STEPS IN THE QUALITY MAP

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8. SERVICE DELIVERY:

- Demonstrate how service performance is measured and assessed to ensure that the service promise is being delivered
- Maintain processes for checking that the service promised to the customer is delivered
- Maintain records to demonstrate conformance with current legal, health & safety and environmental regulations
- Maintain a process to measure customers' perception of the effectiveness of the service and their satisfaction




10 KEY STEPS IN THE QUALITY MAP

Hospitality assured **CARIBBEAN**

8. SERVICE DELIVERY (continued):

- Demonstrate that it achieves its customer satisfaction targets
- Provide appropriate feedback and recognition on individual, team and organization performance in delivering the service promise to the customer
- Stimulate and encourage collaboration and team effort in the delivery of service excellence
- Have measures in place to identify and improve performance and society's perception of the organization



10 KEY STEPS IN THE QUALITY MAP

Hospitality assured **CARIBBEAN**

9. SERVICE RECOVERY:

- Have a procedure for taking early action to correct poor service delivery
- Record customer complaints, comments and requests and ensure that corrective action is taken
- Have a process in place to keep customers regularly informed of progress relating to their complaints, comments and requests
- Take the necessary action to identify the source of any problems and to correct problems in such a manner as to prevent their recurrence



10 KEY STEPS IN THE QUALITY MAP

Hospitality assured **CARIBBEAN**

10. CUSTOMER SATISFACTION IMPROVEMENT:

- Regularly review its service promise to confirm that it continues to meet customer needs and expectations
- Review and improve the effectiveness of all its procedures and processes that deliver the service promise
- Seek suggestions for improvement from customers, stakeholders, suppliers and people and implement them as appropriate
- Seek opportunities to benchmark and identify best practice within its industry sector



INTRODUCTION PACK FOR THE CLIENT

Hospitality assured **CARIBBEAN**

- The Standard
- Guidelines for Each of the 10 Steps
- Self Assessment Process
- Accreditation Process



CERTIFICATION REQUIREMENTS AND PROCESS

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Minimum Requirements

- Overall score 60% in each of the 10 steps



CERTIFICATION REQUIREMENTS AND PROCESS

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Assessment Process:

- Review portfolio of evidence
- Review of Customer Satisfaction methods and results
- Interviews with a cross section of staff
- Examination of Internal Processes and Procedures
- Scores for each of 10 steps in the Hospitality Assured Standard
- Report on findings
- Biennial Re-assessment



HOSPITALITY ASSURED IN THE CARIBBEAN




8 PILOT COUNTRIES:

- Antigua & Barbuda
- Bahamas
- Barbados
- Dominica
- Grenada
- Guyana
- Jamaica
- Trinidad & Tobago



Hospitality Assured in the Caribbean




- Managed and promoted by the CTO, in partnership with NTOs – public and private sector
- CTO has a 3 year licence to pilot the programme (2007-2009)
- Funding support from the European Union and the Organization of American States
- CTO/Institute of Hospitality Partnership re Awards
- Training of trainers and assessors



Hospitality Assured in the Caribbean




- Gathering of benchmarking data – working with the University of the West Indies, Cave Hill Campus, Barbados
- Assessment Body – the Caricom Regional Body for Standards and Quality (CROSQ), located in Barbados



Hospitality Assured in the Caribbean - A Model -





YEAR 1 (2007)



- Train Advisors in the region to provide assistance to the companies as needed (25 advisors trained regionally)

Advisor training took place in:

- May 14-18, Barbados
- June 18-22, Antigua
- October 1-5, Jamaica



Hospitality Assured in the Caribbean - A Model -

YEAR 1 (2007)

- Train Assessors (1 group of 8 persons trained in Year 1)

All Assessor training took place in Barbados:

- June 4 -8
- September 10-16
- October 25-29



Hospitality Assured in the Caribbean - A Model -




YEAR 1, 2 and 3

- 50 tourism companies in the region go through the programme and present themselves for external assessment
- End of year 3 – evaluate the programme and determine the way forward



THANK YOU!

