



CARIBBEAN TOURISM ORGANISATION





Management of Service Quality Workshop

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Presenter

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The Service Quality Management Process

At the end of the module you will be able to:

- ◆ Identify the importance and impact of service quality on a successful organization
- ◆ Apply some service quality management definitions to your organizations
- ◆ Identify examples of satisfying and attractive service quality
- ◆ Determine sources of costs of poor service quality
- ◆ Draft examples of recovery strategies
- ◆ Identify the service quality management principles and discuss ways of implementing them.

Quality Management – what is it?

◆ People

- ◆ Theory X
- ◆ Theory Y
- ◆ Theory Z
- ◆ TQM
- ◆ Team Building
- ◆ Training

◆ Process

- ◆ Little 'q'
- ◆ Policies / Procedures
- ◆ Product/Service compliance
- ◆ Customer/Supplier Audits
- ◆ Metrics
- ◆ Cost of Quality

◆ Performance

- ◆ Corrective/Preventive Action
- ◆ Project Management
- ◆ Strategic Planning
- ◆ Big 'Q'
- ◆ Meeting customer expectations



Quality Management is not just a title!!!

- ◆ Integrated into leadership training
 - ◆ Integrated into collegiate curricula
 - ◆ Transcends functions
 - ◆ Transcends level of management
 - ◆ Transcends industries
-It significantly affects service quality



Global Trends (80s, 90s and today)

- ◆ Focused attention on how products and services meet technical specifications.
- ◆ Businesses establish quality-control department
- ◆ Quality management tasks assigned to functional departments
- ◆ rather than specific quality departments
- ◆ Scope of quality management was broadened from
Operations only (little Q) to all activities (big Q)
- ◆ External customers to external and internal customers
- ◆ Expansion in the use of quality teams
- ◆ Decision making delegated to lower levels
- ◆ Suppliers and customers are included
- ◆ in quality activities



Results of trends in quality management

- ◆ Flatter organizations
- ◆ Increase in X-functional teams
- ◆ Participation in planning by front line teams
- ◆ Changing organizational boundaries
- ◆ Decrease in size / increase in output
- ◆ Shift to group reward system



Today's Quality Professional

People + Process + Performance

- ◆ Leads and champions process-improvement initiatives
- ◆ Facilitates, coaches, and mentors
- ◆ Motivates
- ◆ Manages projects and human resources
- ◆ Analyzes financial situations
- ◆ Determines and evaluates risk
- ◆ Employs knowledge management tools and techniques



Managing Quality in a global economy

- ◆ Functional forums/divisions

Audit, Customer/Supplier chain, Quality Management, Inspection, Lean Enterprise, Reliability

- ◆ Industry specific

Automotive, Aviation Space & Defense, Biomedical, Education, Construction, Human Development & Leadership, Service Quality



Principles of Quality Management

- ◆ Managing service quality
- ◆ Quality of the experience is not complete without the efficient facilitation of the delivery process
- ◆ A holistic approach – all encompassing
- ◆ Achieving and maintaining quality service standards is a challenge
- ◆ Incorporates the principles of customer satisfaction and **continuous improvement**



Defining the Service Quality Philosophy

Quality can be defined as the continuous creative problem solving process of managing quality throughout an organisation, in order to improve the products and services sold to customers...

It also addresses the processes by which these products and services are made or offered.

What is Quality?

	Features	Free from Deficiency
Needs	Right thing	Done right
Customer	Satisfaction	No Dissatisfaction
Effect	Higher Income	Lower Costs

Features and Deficiency

Features	Deficiency
Room Service	Service takes too long
Mini Bar	Poor selection in bar
Shuttle Service	Inconvenient hours



Service Quality Management

“Continuously meeting agreed customer requirements at the lowest cost, by releasing the potential of all employees.”

- ◆ Toyato Continuous Improvement Video



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Defining Customer Service Excellence (Delight)

Customer service is the ability to provide a level of care to your customers which meets or exceeds their expectations... it involves being sensitive to their needs and demands, and being flexible to positively respond to the same



Another aspect to Quality?

- ◆ Quality..... is a matter of
 - PERCEPTION

The important perception is that of the customer



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Perception

PERCEPTION lies at the base of problems with communication as people see things differently. It is the way a person interprets reality.

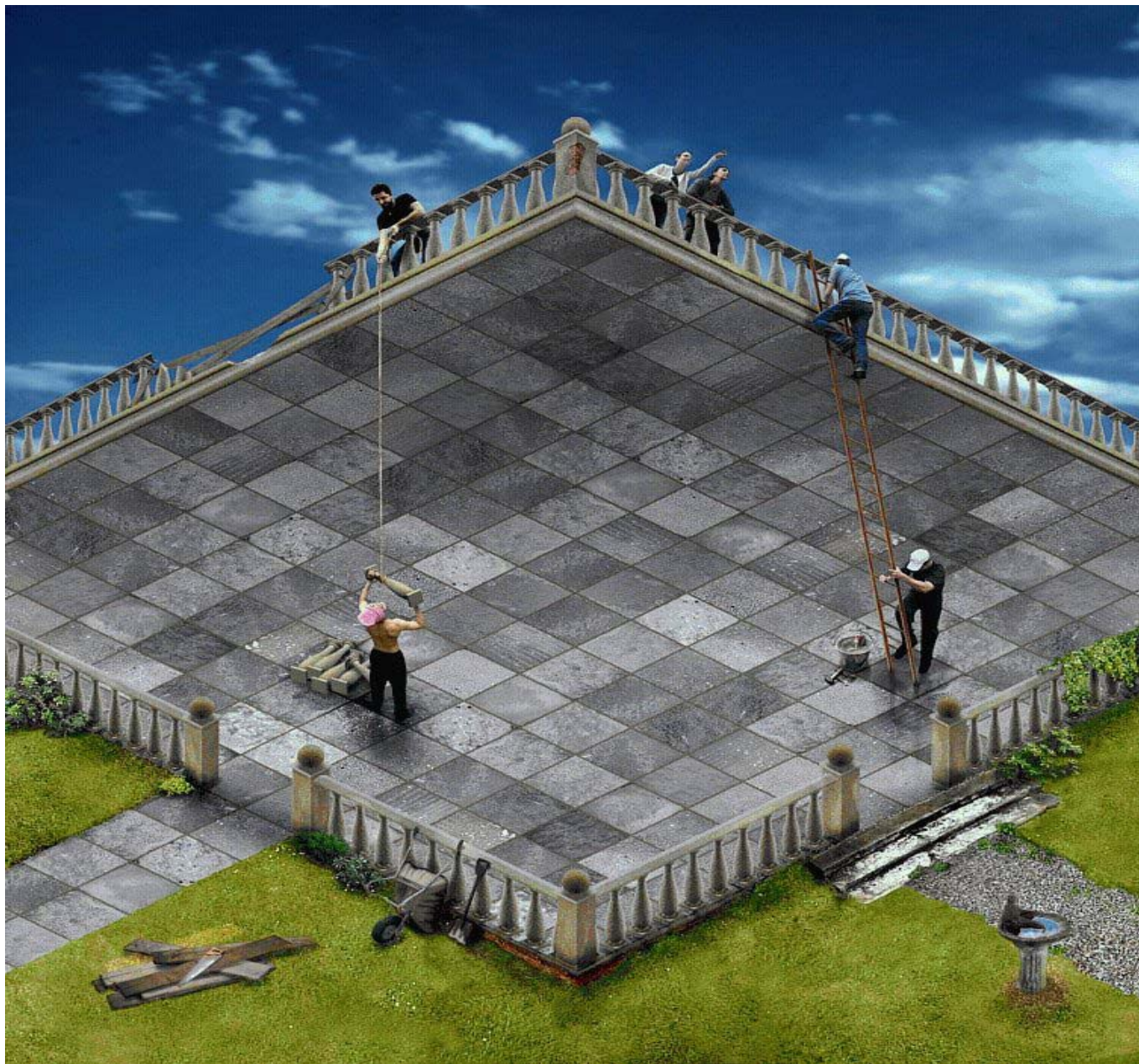
Remember.....

Your behaviour is affected by how you perceive the world and how you interact with other people is largely related to our perceptions of them.

Perception

PERCEPTION It is the way a person interprets reality or quality.

Service quality is a matter of perception, it means different things to different people. It is vital that the customers' views/perceptions of quality are determined so as to enable you the service provider to better satisfy their expectations and needs.



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I

LOVE

PARIS IN THE

THE SPRINGTIME

This is without a doubt one of the coolest PC-Illusion, I have seen so far.

Follow the instructions:

- 1) Relax and concentrate on the 4 small dots in the middle of the picture for about. 30-40 secs.
- 2) Then, take a look at a wall near you (any smooth, single coloured surface)
- 3) You will see a circle of light developing
- 4) Start blinking your eyes a couple of times and you will see a figure emerging...
- 5) What do you see? Moreover, who do you see?



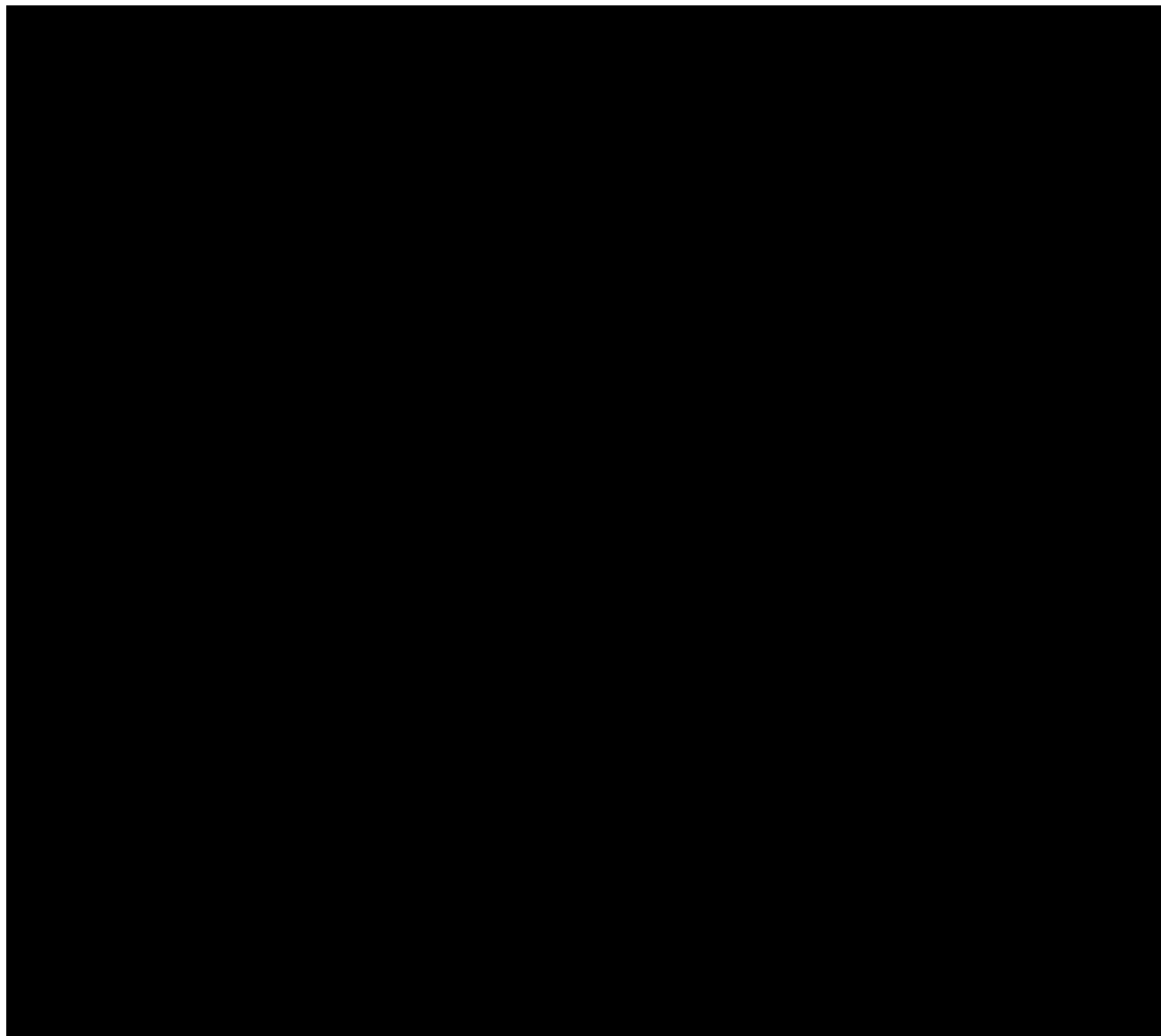





You should see a man's face and also
a word...

Hint: Try tilting your head to the
right, the world begins with 'L'

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Customer may have requirements,
which relate to:

- ◆ Speed of delivery
- ◆ Conformance to specifications
- ◆ Reliability of service
- ◆ Responsiveness to queries
- ◆ Cost
- ◆ Consistency of product and service
- ◆ Accuracy of supporting paperwork, etc.
- ◆ Raising the stakes through excellent quality and service video



What does this mean?

- ◆ **Customer:**

Who should be the focus of everything we do, whether external or internal customers

- ◆ **Cost:**

Service Quality is not about “higher quality at higher cost”, its about building quality into our services, preventing errors, eliminating financial waste cause by poor service quality

Cost of Poor Quality



MSQ 2.9

Cost of Quality video/No frills airline





INSPECTION



- ◆ Checking kitchen to ensure working surfaces are clean
- ◆ Inspection of purchased or raw materials
- ◆ Proof reading
- ◆ Checking with steward to ensure all the equipment is in place



“Finished files are the
result of years of
Scientific study combined
with the experience of
many years of experts”

INTERNAL FAILURES

- ◆ Setting up banquet room several times before getting it right
- ◆ Searching for misplaced equipment
- ◆ Computer reruns
- ◆ “Just-in-case” inventory
- ◆ Reworking the main course to make it more attractive



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EXTERNAL FAILURES

- ◆ Complaint processing
- ◆ Lost Luggage
- ◆ Defective car from car rental company
- ◆ Customer injured on amusement ride





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Benchmarking?

At the conclusion of the session, the participant will:

- ◆ Understand what is meant by the term “benchmarking”
- ◆ Understand the benefits of benchmarking
- ◆ Be able to develop a plan to benchmark using key indicators for their own company or organisation
- ◆ Understand the limitations of benchmarking

What is Benchmarking?

“... a formalized attempt to compare and evaluate the products, services, and processes of organizations that are recognized as representing best practices against the organization conducting the benchmarking.”





BENCHMARKING

Benchmarking:

“The process of identifying and implementing best practices to achieve superior customer service results and business performance”.

Benchmark Defined

- ◆ Webster's Dictionary defines benchmark as “a standard by which something can be measured or judged.”
- ◆ “Benchmarking” your company is the process of comparing the performance of selected indicators from your company to the performance of other companies
- ◆ E.g. The owner of your company thinks too many ancillary staff are employed. In order to confirm this belief, you need to benchmark the number of employees you have to the number of employees of other similar companies. As a result, you can say “my company staffing is at, above or below the average staffing ratio compared to similar a company.”

Why Start Benchmarking Now?

- ◆ Many companies are struggling with increased overheads, discounted fees, increased indigent population, shortage of qualified & motivated staff, and demanding customers.
- ◆ *Benchmarking can help you determine if your performance lags behind other comparable companies.*
- ◆ Years of routine can institutionalize ineffectiveness and prove costly to a Company.
- ◆ *Benchmarking can “open the eyes” of the company by showing you how well best performing practices are functioning.*

Why Benchmark?

- ◆ Identify Opportunities
- ◆ Set realistic but aggressive goals
- ◆ Challenge internal paradigms on what is possible
- ◆ Understand methods for improved processes
- ◆ Uncover strengths within your organization
- ◆ Learn from the leader's experiences
- ◆ Better prioritize and allocate resources



What can Benchmarking do for your Company?

- ◆ The process of benchmarking will identify missed opportunities and create an environment to work smarter.
- ◆ In reality, most Company owners and managers will use benchmarking to get a better sense of the companies financial weak points.





Benefits of Benchmarking

- ◆ Through the comparison process gives owner/manager feedback regarding areas of operations that are performing *good* & areas that *need improvement*
- ◆ Provides a foundation or “baseline” to begin to measure improvement
- ◆ Provides objective basis for discussing operations improvement
- ◆ Encourages new ideas, innovation and creative thinking
- ◆ Identifies specific improvement opportunities
- ◆ Can use benchmarking process as a basis for initiating an incentive program and/or an effective budget process.



Develop Action Plan to Close or Improve Gap on Indicators

- ◆ Brainstorm ideas/strategies to address problem indicators
- ◆ Select those that are *doable*
- ◆ Implement strategies
- ◆ Review progress every 3 months to see if improvement
- ◆ If your strategy didn't work, find out why and try something else

Limitations of Benchmarking Process

- ◆ One benchmark will not tell the whole story. Even if you find a variance; you may find a reasonable explanation and won't need to start a quality improvement program
- ◆ Unique organisational characteristics, such as geography, age of practice and customers, service mix, and practice style can affect validity of national benchmarks
- ◆ Remember, benchmarks are status quo



Approaches to Benchmarking

- ◆ **Internal Benchmarking** - Comparing internal processes, usually within a multidivisional entity
- ◆ **Competitive Benchmarking** - Comparing direct competitors within the same industry across all functions
- ◆ **Functional Benchmarking** - Comparing a specific function across firms regardless of industry
- ◆ **Generic Benchmarking** - Comparing dissimilar functions to learn new technology or practices which may be translated to the original function/process

Benchmarking is Not ...

- ◆ **A Competitive Assessment** - This is a macro analysis of a company within the same industry primarily used for strategic planning
- ◆ **Just Copying** - Copying leads to being the same. Benchmarking is looking for breakthrough ideas which set the process ahead of others
- ◆ **Metrics** - Although metrics are a key aspect, benchmarking focuses on improving the process and uses metrics to determine how well it is succeeding
- ◆ **Geared Only to Manufacturing** - Although manufacturing processes are more clear cut, with visible inputs and outputs, many great successes are in the indirect expense areas





Types of Benchmarking

Performance Benchmarking allows organizations to compare performance based upon Key Performance Indicators (KPI) or Critical Success Factors (CSF) metrics

Process Benchmarking allows organizations to compare process and procedures as well as performance

Performance Benchmarking

- ◆ Answers the question: *Where do you rank compared to others in your industry?*
- ◆ Allows a wide range of performance indicators to be studied
- ◆ Allows comparisons to be easily made
- ◆ Assists in identifying priorities for improvement
- ◆ Allows performance shortfalls to be clearly seen
- ◆ Is a quick check
- ◆ An ideal pointer to processes you want to examine through process benchmarking

Process Benchmarking

- ◆ Answers the questions: *What is the best practice of this process? Where are the best practitioners and what can we learn from them?*
- ◆ Requires analysis of your own internal practices and performance
- ◆ Enables a detailed examination of the drivers for success and efficiency
- ◆ Helps develop an implementation process for closing the gaps between your process and that of the best performer

Benchmarking Process Steps

- ◆ Planning
- ◆ Collecting Data and Information
- ◆ Analyzing the Findings
- ◆ Recommendations - Making and Doing
- ◆ Monitoring and Reviewing



Planning Step

- ◆ Don't allow your focus to be so large that it can't be adequately benchmarked
- ◆ Identify the critical processes/functions that impact the success of the strategic plan and organization
- ◆ Evaluate the critical processes/functions to:
 - Map the current process
 - Identify your customer's expectations for that process
- ◆ Identify the current performance metrics of the critical processes/functions
- ◆ Identify potential partners

Collecting Step

- ◆ Compile performance information on targeted processes/metrics
- ◆ Select and contact partners
- ◆ With partners, develop a benchmarking protocol
- ◆ Prepare questions and agree on terminology and performance measures to be used
- ◆ Distribute a schedule of questions to all partners
- ◆ Perform the data collection by method chosen (interviews, site visits, telephone, fax, email)

Analyzing Step

- ◆ Review findings and produce tables, charts, and graphs to support the analysis
- ◆ Identify gaps in performance between your organization and the better performers
- ◆ Seek explanation for performance gaps
- ◆ Ensure that comparisons are meaningful and credible -- apply correction factors to account for differences in performance other than inefficiencies
- ◆ Identify realistic opportunities for improvements

Recommendations Step

- ◆ Examine the feasibility of making the improvements in view of the conditions that apply within your organization
- ◆ Agree on the improvements that are likely to be feasible
- ◆ Develop action plan(s) for implementation
- ◆ Implement the action plans

Monitoring Step

- ◆ Evaluate the benchmarking process used and the results of the improvements against objectives and success criteria plus overall efficiency and effectiveness
- ◆ Periodically re-consider and validate the benchmarks and consider trend benchmarking with your benchmarking partner(s) to track progress and improvements going forward.



Benchmarking For Service Improvement

Objectives

At the end of the module you will be able to:

- ◆ Develop an operational definition of benchmarking
- ◆ Compare the benefits of the four levels of benchmarking
- ◆ Outline the steps of benchmarking
- ◆ Set new targets for improvement
- ◆ Develop action plans to implement change
- ◆ Highlight many of the successful benchmarking practices used by other organizations



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BENCHMARKING

- ◆ Attain Competitive Advantages
- ◆ Take Action
- ◆ Become an Industry leader
- ◆ Set New Targets
- ◆ Adapt Learning
- ◆ Learn from Best
- ◆ Compare to the Best



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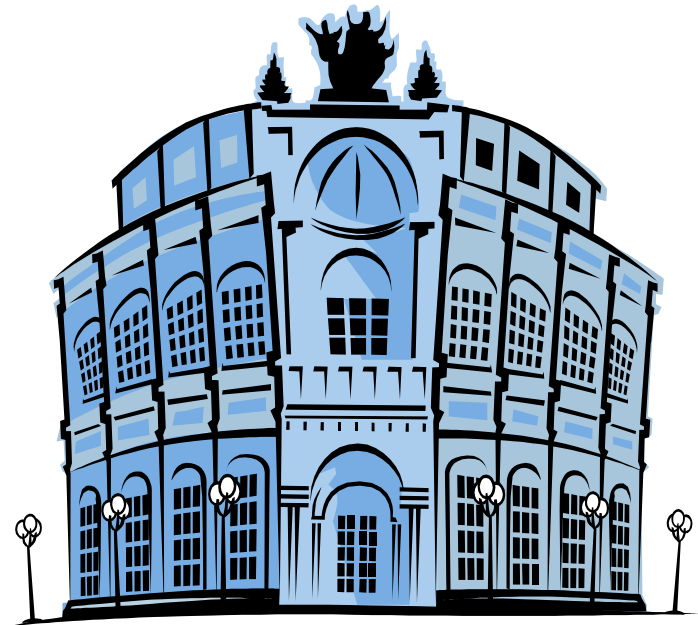
Levels of Benchmarking

- ◆ Internal
- ◆ Competitive
- ◆ Non-Competitive
- ◆ World Class



Who should you use as a Benchmark?

- ◆ Other parts of your own company, including other departments or divisions
- ◆ Competitors
- ◆ Other Industries



Six Step Process for Benchmarking

- ◆ Decide what to benchmark
- ◆ Plan the benchmark project
- ◆ Understand your own performance.
- ◆ Study others
- ◆ Learn from the data
- ◆ Use the findings



Six Step Process for Benchmarking

1.

What do we want to know? What are we trying to learn?	The process used by Ritz Carlton room attendants that makes them so efficient.
How will we use the information we collect?	We will use the key strengths in their process to modify our own process.

2.

What will be benchmarked?	Specific steps used in cleaning a room
What should be benchmarked?	Procedures, training given, type of personnel used etc.
How will the information be collected?	Observation, interview with room attendants and review of written procedures.

Six Step Process for Benchmarking

3.

How do we do what we do?	Observe our attendants and review our written procedures.
What are our problems and strengths?	Identify bottlenecks and redundant activities as well as our areas of strength.
How do we measure ourselves?	Timing of overall process as well as individual steps.
What relevant information is available?	Written procedures, interviews, customer complaints and staff feedback.

4.

How much better are they?	Comparison or timing of overall process and timing of various activities.
Why are they better?	They are faster, fewer errors, less redundant activity, better equipment, more staff
Is their performance better?	Compare time it takes to clean room as well as customer satisfaction
Are their practices/procedures better?	What are their employees saying about their work practices? What is their employee turnover rate?
How do they do what they do?	More sophisticated equipment.

Six Step Process for Benchmarking

5.

What can we learn from them?	What specific steps/activities in our procedures need to be changed/improved? What training is necessary.
How can we apply what we learn?	Updating of procedures and standards as well as the provision of training.

6.

Communicate results	Sharing information with department and staff, senior management
Establish new goals	Set new standards for room attendants including a new standard time.
Develop action plans	Including writing new procedures, training staff, installing new equipment.pilot testing
Implement change	Full department roll out for all room attendants after incorporating lessons from pilot testing.
Monitor progress and update benchmarks	Periodically review the standards.





What can you Benchmark?

- ◆ Customer satisfaction ratings
- ◆ On-time delivery
- ◆ Sales per employee
- ◆ Employee recognition schemes
- ◆ Human resources utilisation
- ◆ Age of debts
- ◆ Employee turnover
- ◆ Market share
- ◆ Departmental profits
- ◆ Return on assets

PITFALLS

- ◆ Picking the wrong benchmarks
 - Poor performers
 - Limited to domestic benchmarks
- ◆ Being too focused on inappropriate numbers
- ◆ Politics become intense
- ◆ People become defensive



MORE PITFALLS

- ◆ Goals are unrealistic
- ◆ Goals are not integrated into business or operations plans





Conclusion

- ◆ There is no perfect benchmark and as a company manager, one should not rely on just one way of looking at things.
- ◆ Benchmarking process can help you identify issues, set targets, take action and measure your success.
- ◆ The benchmarking process will provide a very effective process to be successful.



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The Successful Service Organization Objectives

At the end of this module you will be able to:-

- Identify some specific ways of overcoming resistance to change.
- Describe the steps for presenting change to employees.
- Define Empowerment
- Describe the benefits of and barriers to empowerment.





The Successful Service Organization

- ◆ Leading the Change
- ◆ Fostering Employee Involvement
- ◆ Recognizing Service Excellence

What Others Say

- ◆ “...even if it ain’t broke today, it will be tomorrow. Today’s innovations are tomorrow’s antiques” (Kriegel & Patler, 1991).
- ◆ “Any Change is scary, and when we are scared, we use our power of fantasy to come up with scenarios of disaster” (Freeman & DeWolf, 1990).
- ◆ “The difficulty lies not so much in developing new ideas as in escaping from old ones” (John Maynard Keynes, Economist).



CAUSES OF RESISTANCE

- ◆ Fear of losing job, status, favourable working conditions business contacts
- ◆ Do not like the way the change was introduced.
- ◆ Do not like or respect the person introducing the change.
- ◆ Were not consulted or personally informed.
- ◆ Do not understand the reasons for the change.
- ◆ Believe the change will require more responsibility or more work.
- ◆ See no benefit to them personally
- ◆ May have had a previous unpleasant experience with change
- ◆ General distrust of the organization.
- ◆ See the change as a passing fad.

PRESENTING CHANGE TO EMPLOYEES

- 1) Give Background
- 2) Explain Impact
- 3) Solicit Concerns
- 4) Respond to Concerns
- 5) Ask for Participation and Commitment



FOSTERING EMPLOYEE INVOLVEMENT

- ◆ Creating a supportive organizational climate
- ◆ Empowering teams





EMPOWERMENT

Definition

Empowerment:

The process, as a result of which, employees have the autonomy, motivation, and skills necessary to perform their jobs in a way which provides them with a sense of ownership and fulfillment while achieving shared organization/department goals.

BENEFITS OF EMPOWERMENT

- ◆ Benefits to team members
 - Increased motivation
 - Job satisfaction
 - Improved working environment
- ◆ Benefits to the customer
 - Improved quality
 - Increased customer satisfaction
- ◆ Benefits to the organization
 - Greater flexibility
 - Lower costs
 - Increased productivity



BARRIERS TO EMPOWERMENT

- ◆ Jobs with no meaning
- ◆ Little feedback (success or correction)
- ◆ Fighting fires rather than solving problems
- ◆ No flexibility
- ◆ No time to see the bigger picture
- ◆ Confusing-lack of direction
- ◆ Lack of dialogue (listening and problem-solving)
- ◆ Fears about loss of status and control
- ◆ Resistance to change



MANAGEMENT PRACTICES THAT SUPPORT THE EMPOWERMENT OF TEAMS

- ◆ Practice participative management regularly.
- ◆ Work with team members to identify goals
- ◆ Express confidence in team members.
- ◆ Praise initiative.
- ◆ Liberate team members from overly restrictive rules and regulations
- ◆ Share information widely.
- ◆ Train team members in the skills they need to be empowered.





CATEGORIES OF RECOGNITION

- ◆ Formal Recognition-Consists of pre-planned, company wide programmes for recognizing individuals, departments and teams.
- ◆ Informal Recognition – Spontaneous, everyday type of recognition that acknowledges exceptional performance and expresses gratitude and appreciation.

TOP 5 MOTIVATING TECHNIQUES

- ◆ The manager personally congratulates employees who do a good job.
- ◆ The manager writes personal notes about good performance.
- ◆ The organization uses performance as the basis for promotion.
- ◆ The manager publicly recognizes employees for good performance.
- ◆ The manager holds morale-building meetings to celebrate successes





GIVING ONE-MINUTE PRAISINGS

- ◆ Tell people upfront that you are going to let them know how they are doing.
- ◆ Praise people immediately.
- ◆ Tell people what they did right-be specific
- ◆ Tell people how good you feel about what they did right and how it helps the organization and the other people who work there.
- ◆ Encourage them to do more of the same.

10 Keys TO EFFECTIVE RECOGNITION

1. Recognize the right behaviours and results.
2. Recognize promptly.
3. Use creative ways of thanking employees for their extra efforts.
4. Make recognition easy. (E.g. 'You made my day' notes.)
5. Involve all employees in recognition.
6. Build it into the system
7. Celebrate successes, even small ones.
8. Make "heroes" out of your employees.
9. Recognize employees often.
10. Create a recognition culture in your department/organization.



The most important function of the leader is to help the individual move through the stages of development, cope with changing situations and achieve his/her goals.

The Leader as Mentor

- ◆ Be available to the mentee as agreed.
- ◆ Be an effective listener.
- ◆ Have good communication skills.
- ◆ Have the growth and well-being of the mentee at heart.
- ◆ Give of your experience.
- ◆ Be a role model for the mentee.
- ◆ Be honest with the mentee.
- ◆ Give of your knowledge.



The Leader as Coach

- ◆ Clarify job tasks to ensure that they meet required standards.
- ◆ Provide necessary feedback
- ◆ Recommend necessary training.
- ◆ Train on the job.
- ◆ Work with the mentee to develop action plan.
- ◆ Encourage employee self-appraisal.
- ◆ Share your expectations with team.
- ◆ Conduct experiential learning.

Guidelines for Implementing the Programme

1. Seek the assistance of key persons in the organization to implement the plan.
2. Communicate the plan to these persons and get their input and advice.
3. Start with the things that can be done right away and then move those things that require greater planning and support.
4. Make sure you communicate the changes to your team and get their feedback.
5. Celebrate accomplishments and positive results (whether small or big).
6. Focus on those things you have influence and control over.
7. Believe in yourself – you can make a difference.



Attitudes



attitudes

Evaluative statements or judgments concerning objects, people, or events

affective component of an attitude

The emotional or feeling segment of an attitude.



cognitive component of an attitude

The opinion or belief segment of an attitude.

behavioral component of an attitude

An intention to behave in a certain way toward someone or something.

Types of Attitudes

job involvement

The degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance important to self-worth.

organizational commitment

The degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization.



Job Satisfaction

◆ Measuring Job Satisfaction

- Single global rating
- Summation score

◆ How Satisfied Are People in Their Jobs?

- Job satisfaction declined to 50.7% in 2000
- Decline attributed to:
 - Pressures to increase productivity
 - Less control over work





The Effect of Job Satisfaction on Employee Performance



- ◆ Satisfaction and Productivity

- Satisfied workers aren't necessarily more productive.
- Worker productivity is higher in organizations with more satisfied workers.

- ◆ Satisfaction and Absenteeism

- Satisfied employees have fewer avoidable absences.

- ◆ Satisfaction and Turnover

- Satisfied employees are less likely to quit.
- Organizations take actions to cultivate high performers and to weed out lower performers.



How Employees Can Express Dissatisfaction

exit

Dissatisfaction expressed through behavior directed toward leaving the organization.

voice

Dissatisfaction expressed through active and constructive attempts to improve conditions.

loyalty

Dissatisfaction expressed by passively waiting for conditions to improve.

neglect

Dissatisfaction expressed through allowing conditions to worsen.



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Who are my Customers?

“Everybody I come into contact with during the course of my working day”

- Customer service affects everyone
- Treating colleagues as customers improves efficiency
- Supplier – customer chain
- Quality is passed on along the chain



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There Are *Two* Basic Types Of Customers

1. **EXTERNAL** customers
(those outside of your organisation)
2. **INTERNAL** customers
(those within your organisation)



Some of the CHALLENGES

◆ Cultural Diversity

- Human Response – plant v animal, tribal v social world
- Shared values within groups creates difference among groups

◆ Meeting of different cultures

- Base mixed Caribbean culture
- Multi-national Management Culture
- Multi-cultural clientele
- Different Economic Classes



Cultural Diversity Issues

◆ Tip of Iceberg

- ◆ Cuisine
- ◆ Music
- ◆ Language
- ◆ Clothing
- ◆ Artistic expressions

◆ Titanic Sinker

- ◆ Social Values
- ◆ Work Attitudes
- ◆ Communication Style
- ◆ Confrontation Style
- ◆ Concepts of Authority
- ◆ Concepts of Time



Our Purpose

- ◆ Explore dimensions of culture and impact on service delivery in tourism
- ◆ Identify the human resource issues of competitiveness that require some cultural changes
- ◆ Strategies for building quality tourism teams

History & Culture

◆ Plantation Model

- Business system require labour as an input
- Labour requirement – working hands and feet, docile, accepting minds, compliance
- Cleaning of the hard drive and reprogramme for plantation system
- Neutralise – heart and head – fear, removal of name, history – insert new religion
- Replace with new values ie colour, hair, class etc.





Evolution of Service Attitudes

◆ European to America

- Opportunity, hope, goals
- Enthusiasm, determination
- SUCCESS
- TEAM – goal focus
- Performance, responsibility, key results, long term

◆ African to Caribbean

- Loss, trauma, escape
- Despair, fright, anxiety
- Coping
- SURVIVAL
- TEAM – emotional focus
- Comforting, getting through the day, rhythm, short term



Evolution of Service Culture

◆ American Culture

- Success oriented, hardwork ethic, creativity, innovation
- Goals – primary focus, competition, echo success
- Social disconnection, where economic success takes second place to people

◆ Caribbean Culture

- Warm, emotions first, ‘speaking’
- Share and share alike, Make do
- Emotions – primary focus, Live in the emotion, goals are secondary
- Disconnect between performance and benefit



LEGACY TODAY

- ◆ Tourism – similar structure to plantation
- ◆ Input in production
- ◆ Move away from compliance to assertiveness
- ◆ Profitability is not a personal concern
- ◆ No responsibility for results/outcomes
- ◆ **Service connected with servitude**
- ◆ Uncompetitive work culture



TOURISM REQUIREMENTS

- ◆ Commercialise warmth of Caribbean people
- ◆ Emotional strengths vital to tourism competitiveness
- ◆ Head, heart, hand and feet operation
- ◆ Sense of commercial urgency
- ◆ Sense of ownership – care takes place at point of service
- ◆ Experience economy – delivery by focused connected people

STRATEGY

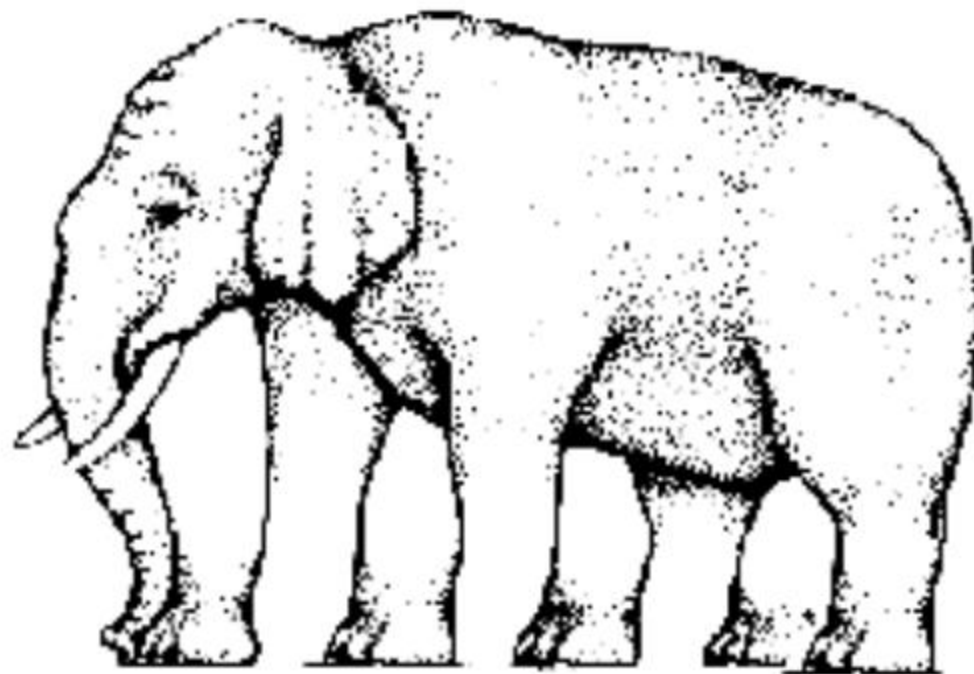
- ◆ Celebration – revel in and show-off culture
- ◆ Innovation – take culture and package for marketing
- ◆ Common vision – values and behaviours
- ◆ Awareness Training – work attitudes and cultural training
- ◆ Coaching Training – ongoing support of daily performance by supervisors and managers
- ◆ Systems – demand and support performance ie measure and feedback regularly
- ◆ Stock options – create a sense of ownership
- ◆ Recognise and Reward specific performances



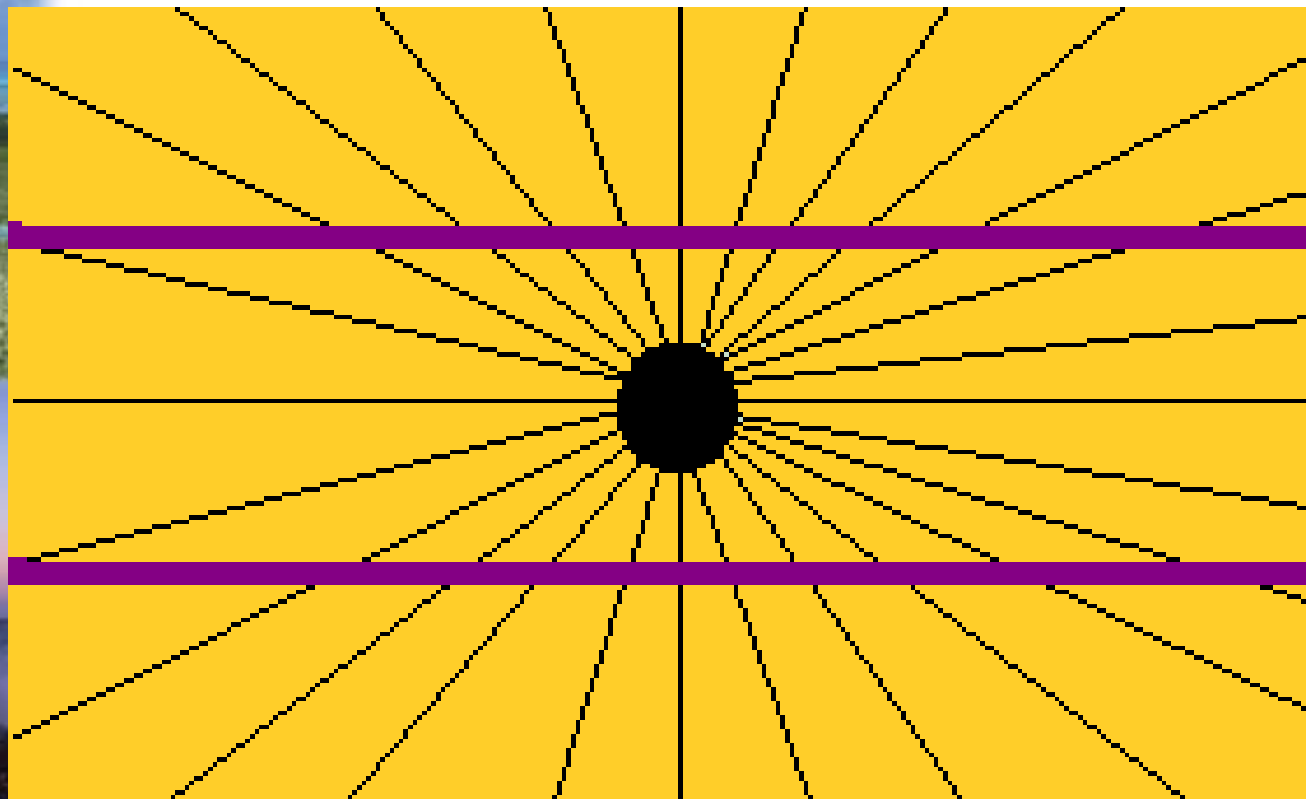
Perception

PERCEPTION It is the way a person interprets reality or quality.

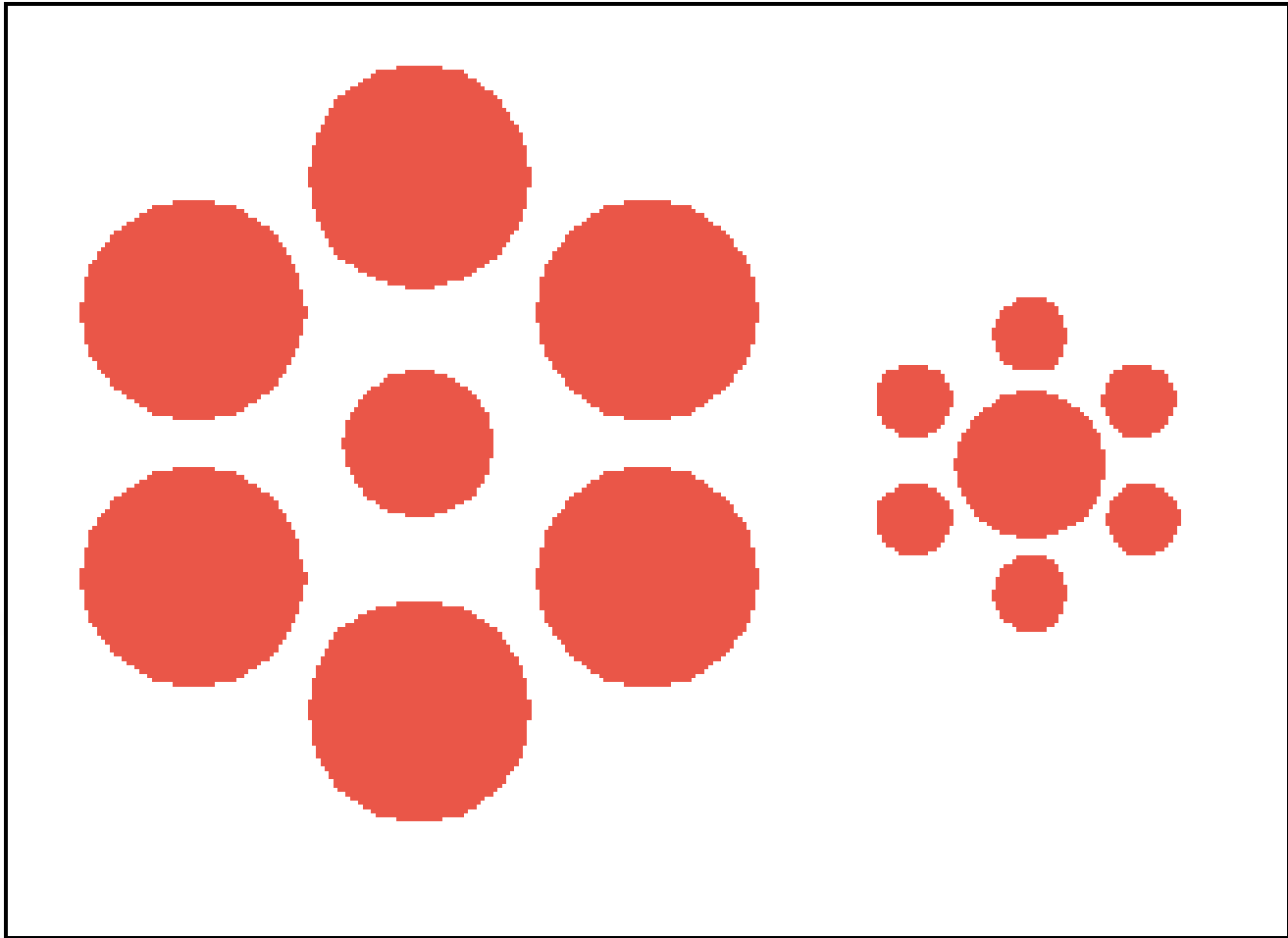
Service quality is a matter of perception, it means different things to different people. It is vital that the customers' views/perceptions of quality are determined so as to enable you the service provider to better satisfy their expectations and needs.



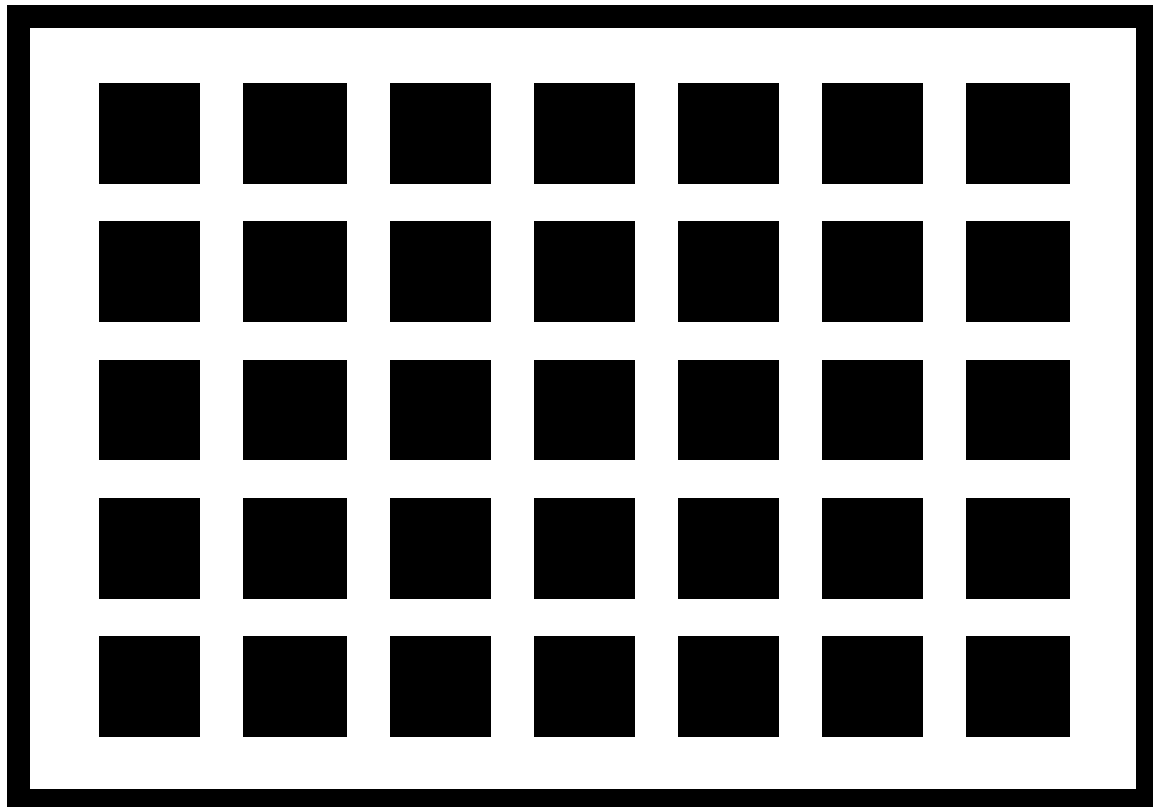
How many legs does this elephant have?



Are the purple lines straight or bent?



Which circle in the middle is bigger?



Do you see gray areas in between the squares?
Now where did they come from?

INSPECTION



- ◆ Checking kitchen to ensure working surfaces are clean
- ◆ Inspection of purchased or raw materials
- ◆ Proof reading
- ◆ Checking with steward to ensure all the equipment is in place



“Finished files are the
result of years of
Scientific study combined
with the experience of
many years of experts”

INTERNAL FAILURES

- ◆ Setting up banquet room several times before getting it right
- ◆ Searching for misplaced equipment
- ◆ Computer reruns
- ◆ “Just-in-case” inventory
- ◆ Reworking the main course to make it more attractive



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EXTERNAL FAILURES

- ◆ Complaint processing
- ◆ Lost Luggage
- ◆ Defective car from car rental company
- ◆ Customer injured on amusement ride



Recovery Strategies

RECOVERY STRATEGIES



APOLOGISE



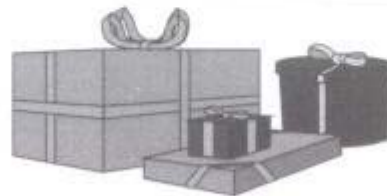
REPLACE QUICKLY



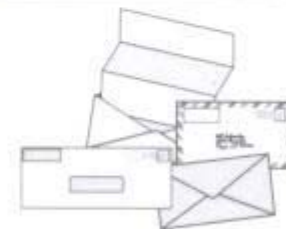
EMPATHIZE



COMPENSATE,
VALUE



COMPENSATE
SYMBOLICALLY



FOLLOW UP

MSQ 2.13

EFFECTS OF RECOVERY

Percent Who Would Buy Again

	Satisfaction with Complaint Handling		
	Completely	Acceptably	Dissatisfied
Will buy again	72%	49%	19%

The Ten Service Quality Management Principles

Customer	<ol style="list-style-type: none">1. Understand and improve Customer Supplier Chains2. Agreed Customer requirement
Lower Cost	<ol style="list-style-type: none">3. Do the right things4. Do the Right Things First Time5. Measure for Success
Employees	<ol style="list-style-type: none">6. Management must lead7. Training is essential8. Communicate more effectively9. Recognize successful involvement
Continuous Improvement	<ol style="list-style-type: none">10. Continuous improvement is the goal

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Agree Customer Requirements

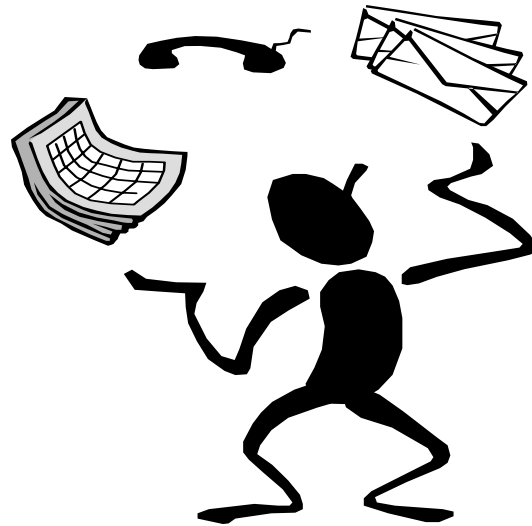
- ◆ Never assume you know what your customer wants until you have asked..

It is important.....

because understanding what your customer wants, is not your perception of what they want or how good the service is that counts, it is the customer's perception that is key.

DO THE RIGHT THINGS

All activities should add value to the service you are providing and be achieved in the simplest and most direct way.



Wrong Things Done Well

- ◆ Expediting and Progress Chasing
- ◆ Surveillance and Inspection
- ◆ Disciplining People
- ◆ Searching for someone to blame
- ◆ Efficient processing of technical queries, concessions etc.
- ◆ Producing reports, memos etc that nobody reads



Answers!!

- ◆ Do things right first time
- ◆ Measure for Success



Levels of Measurement

◆ Organization-wide

◆ Departmental

◆ Project



Management Must Lead



**DISCUSS QUALITY MANAGEMENT
WITH YOUR STAFF**

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People and Performance

Basic rule:

- ◆ *“It is necessary to find the right people, motivate and train them well because the organisational structure that they work in will have a profound impact on their ability to deliver the kinds of customer relationship the company wants.”*



What does this mean? cont'd

- ◆ **Employees:**

The enormous resource available to all companies, use by a few, whose planned involvement is really the key to Service Quality success

- ◆ **Continuous Improvement:**

Always looking for ways of getting better

TRAINING IS ESSENTIAL as
well as COMMUNICATING
MORE EFFECTIVELY



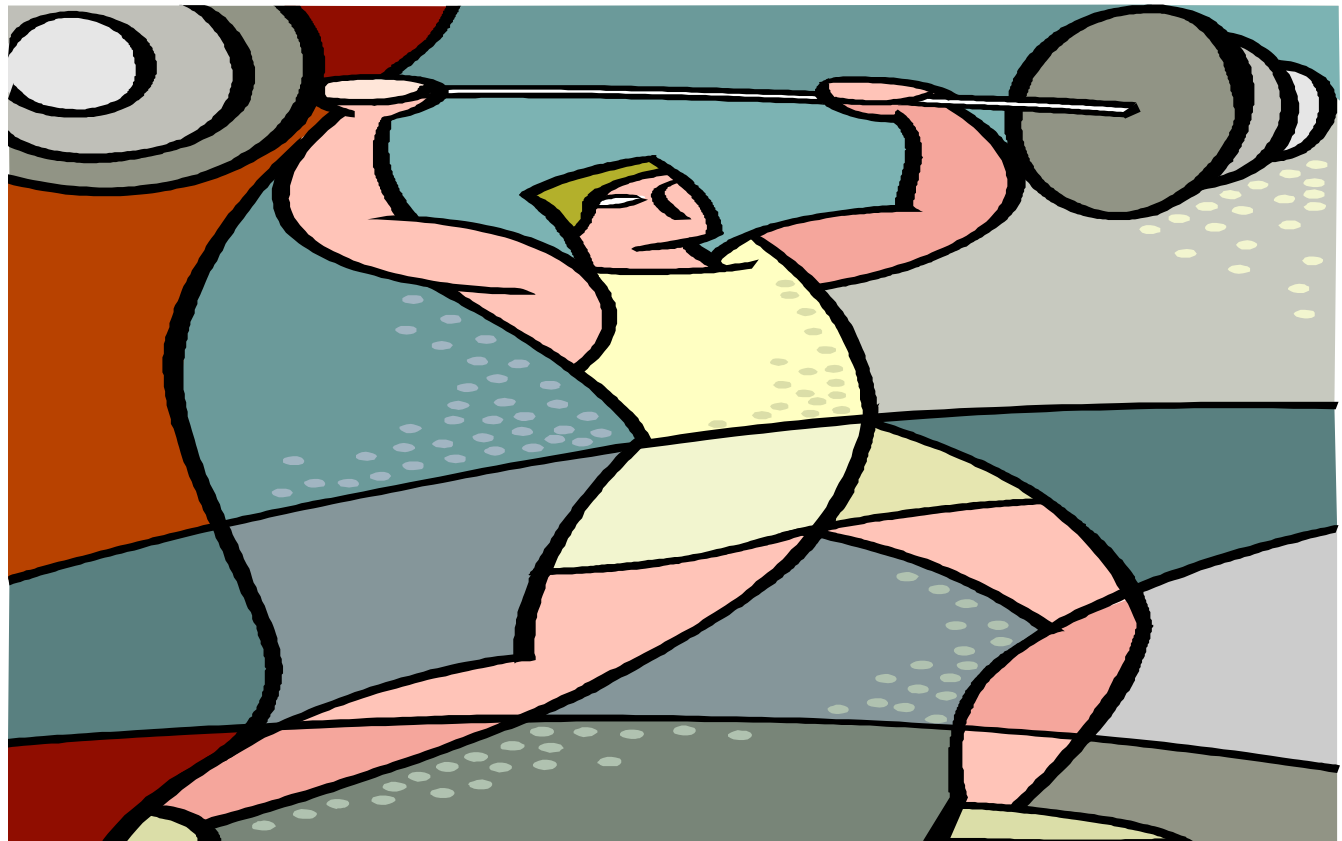
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Recognizing Successful Involvement



Continuous Improvement is the goal





Universal Processes of Quality

- ◆ **Quality planning** - setting goals for customer delivery
- ◆ **Quality control** - controlling service flows by measuring for success
- ◆ **Quality management** – involving the employees
- ◆ **Quality improvement** - consistent improvement of service/product



Steps to Achieving Quality Service Management

1. Look at incorporating the guests' requirements into the recruitment and selection process

What characteristics are required in our employees to meet the guests' expectations. Employees are required to be intelligent as to the company's procedures, initiate conversations and interactions with guests, show a caring and genuine concern. Ability to grasp concepts and skills quickly – good interpersonal skills.

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Steps to Achieving Quality Service

2. Maintain a sensitive and efficient feedback system

This provides management with information about the effectiveness of the targets and tools for managing a service-oriented organisation, making appropriate service exceptions, creating individual experiences and recovering from mistakes

3. Strong Recovery Strategies

Responses will vary, however, resolve all cases satisfactorily in order to soothe the guests' 'ruffled feathers'.



Steps to Achieving Quality Service *cont'd*

4. Focus on training and retraining, especially on the job and off the job training

Training and retraining should focus on teaching new skills and standards required for improved performance. The training should take industry standards into consideration with the resources frequently updated to ensure they are effective.



Steps to Achieving Quality Service *cont'd*

5. Establish standard operating procedures

These define the step-by-step process on how to achieve standards, by outlining the processes by which tasks are achieved and seek to regulate behaviour to incorporate consistency and inculcate the values of the organisation into all tasks carried out.

Steps to Achieving Quality Service *cont'd*

6. Set clear standards of performance detailing the minimum operating criteria and revisit them often

Performance standards speak to the issues of efficiency at all levels of the organisation and specifically to guest satisfaction at the operative level. They look at setting deadlines, time limits and other minimum requirements for completing tasks.





Steps to Achieving Quality Service *cont'd*

7. Having a clear concept of the position that you want to occupy in the market place

Having a thorough knowledge of the customers' needs and expectations of your organisation in the position it holds or will hold. This becomes the vision for the future of the operation

Steps to Achieving Quality Service

8. Benchmark guest satisfaction

All the elements in place to create the ultimate guest satisfaction, it is imperative to measure the satisfaction level and to create targets for satisfaction. It is impossible to know whether you are actually making the guests happy with your service unless you seek to measure this. Look at the performance of your competitors to measure your position. It is important to measure the performance of individual departments as well as the organisation as a whole – ensuring everyone improves.



Benefits of a Quality Team

- ◆ Facilitates delivering high quality service
- ◆ Can more quickly resolve customer problems
- ◆ Eliminates the 'red-tape' from decision making
- ◆ Ensures that decisions are made to customers' satisfaction
- ◆ The collective minds of team members, can produce more creative problem solving ideas

The Supervisor and Quality

- ◆ Develop and implement quality teams that work
- ◆ Develop and implement the **philosophy of doing it right first time around**
- ◆ Develop very good **problem solving** **decision making skills** in all team members through training and development
- ◆ **Delegate more** and give team members **autonomy** to make decisions



The Supervisor and Quality

cont'd

- ◆ Encourage **innovation** among the team
- ◆ **Continuously train** the team in quality standards
- ◆ **Reward** members for successes and contributions
- ◆ Provide and receive **constant feedback** from both internal and external customers
- ◆ Ensure employees are **real** people persons

MANAGING SERVICE QUALITY BENEFITS

- Providing an overview of the tourism industry.
- Providing a working knowledge of the service quality management process.
- ◆ Identifying a framework for managing continuous improvement in the service delivery process
- ◆ Developing skills in the practical applications of service quality management tools and techniques.
- ◆ Developing an understanding of how benchmarking can be a valuable asset in establishing and achieving service improvement goals
- ◆ Identifying a process for measuring and managing customer satisfaction service quality
- ◆ Defining guidelines for developing effective service quality standards.
- ◆ Identifying organizational management factors that support and facilitate service quality improvement initiatives.

MANAGING SERVICE QUALITY WORKSHOP



Module 1

Overview of the Tourism Industry

Module 2

The Service Quality Management Process

Module 3

Developing the Framework for Service Quality Improvement

Module 4

Benchmarking for Service Improvement

Module 5

Setting Quality Service Standards

Module 6

Building a Customer Service Measurement System

Module 7

The successful Service Organization

The Service Quality Management Process

At the end of the module you will be able to:

- ◆ Identify the importance and impact of service quality on a successful organization
- ◆ Apply some service quality management definitions to their organizations
- ◆ Identify examples of satisfying and attractive service quality
- ◆ Determine sources of costs of poor service quality
- ◆ Draft examples of recovery strategies
- ◆ Identify the service quality management principles and discuss ways of implementing them.



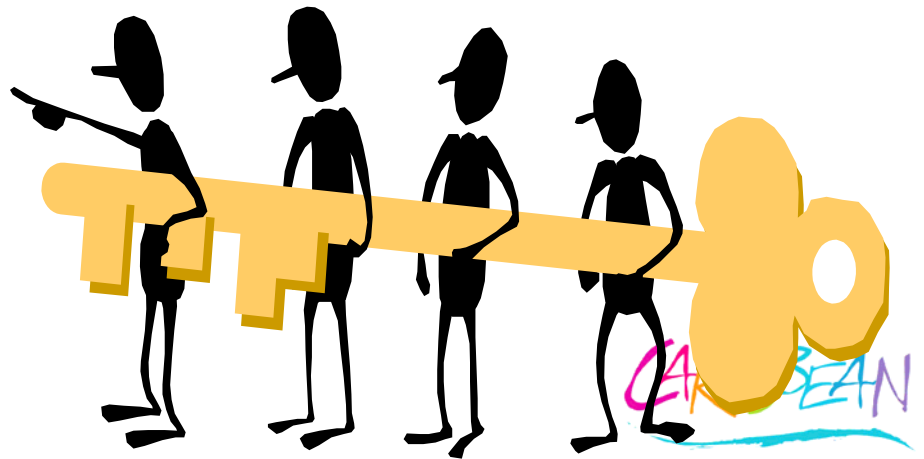
Customer may have requirements, which relate to:

- ◆ Speed of delivery
- ◆ Conformance to specifications
- ◆ Reliability of service
- ◆ Responsiveness to queries
- ◆ Cost
- ◆ Consistency of product and service
- ◆ Accuracy of supporting paperwork, etc.



THANK YOU...

Any further questions.....





CARIBBEAN TOURISM ORGANISATION



Benchmarking vs. Performance Measures

- ◆ “Both achievement and accountability are only possible when performance is measured against specific, limited and clearly defined targets.” -- Peter Drucker
- ◆ What is important to you? How do you know if you’re doing it?
- ◆ What is important to (and for) your staff? How do you (and they) know when goals are met?
- ◆ What is important to your contract users? How do you know if you’re meeting that need?
- ◆ What is important to business in your State? How do you know if you’re meeting that need?
- ◆ What is important to you and to your executive? How do you know if you’re meeting that need?





Performance Measurement Steps

1. Identify key procurement activities
2. Define your expected or desired performance level
(*Here is where your benchmarking helps*)
3. Measure the actual performance
4. Analyze the results (data)
5. Respond to the results

PERFORMANCE MEASUREMENT CYCLE

1. STUDY CHANGING ENVIRONMENT

- Look outside the agency
- Look for opportunities and threats
- Look inside the agency
- Look for strengths and weaknesses
- Find the key issues

2. CREATE PLANS

- Confirm the mission
- Confirm the goals
- Identify key activities
- Determine major targets and/or milestones
- Select and plan measures
- Break down measures into (annual) plans

**OPTIMUM
PERFORMANCE**

4. MEASURE RESULTS

- Decide how to evaluate
- Analyze the data
- Form conclusions
- Identify improvements
- **Make change**
- Monitor results

3. EXECUTE PLANS

- Carry out day-to-day work
- Carry out performance measurement work
- Collect data
- Make adjustments in plans and measures as needed

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Why Benchmarking?

- ◆ To learn ways to improve current processes, eliminate unnecessary processes and create new products and services.
- ◆ To understand business strengths and weaknesses.
- ◆ To gain insights into how other companies meet “best in class” standards.
- ◆ To delight customers



Myths about Benchmarking

- ◆ Benchmarking is copying or imitating
- ◆ Benchmarking is simply a matter of raising your sights to the levels of top-notch organisations.
- ◆ Benchmarking is only for streamlining manufacturing processes.
- ◆ Once you have benchmarked the best, you're ready for the long term.