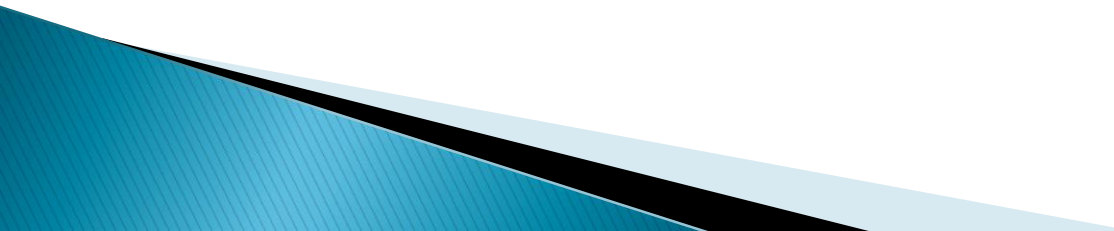




# Cover today...

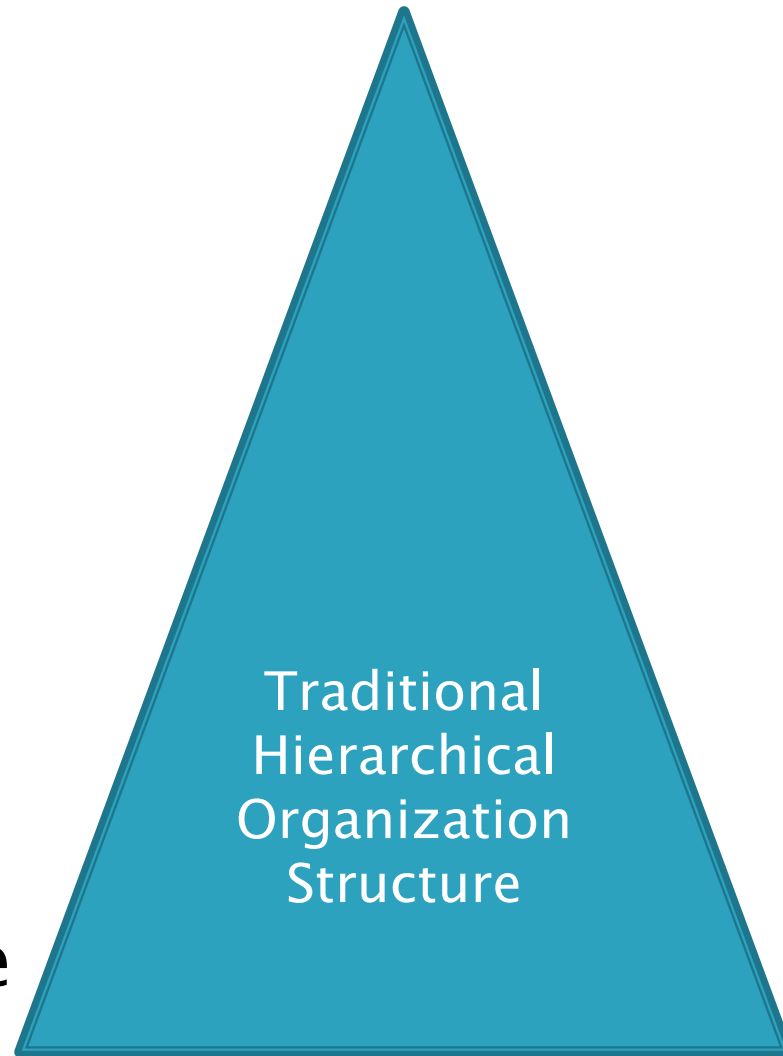
- ▶ Changing Culture and Trends in Tourism and Hospitality
  - ▶ Best Practices in Tourism Training
  - ▶ Modes of Delivery
  - ▶ Examples of Training
  - ▶ Changing Trends in Tourism
- 

# Cultural Shift from Top Down to Bottom Up Management

- ▶ Transition in management philosophy to “soft” issues and people began in the early 1990’s.
  - ▶ General Electric’s (GE) chief executive, Jack Welch (1993): one strategy employed to strengthen GE was intentional upgrade of “workers' skills through intense and continuous training.
  - ▶ Welch described a “boundaryless” attitude toward every worker rooted in the belief that “people are the key to everything”
- 

# Changing Corporate Culture – Top Down

- ▶ CEO
- ▶ President
- ▶ Vice President
- ▶ Directors
- ▶ Managers
- ▶ Supervisors
- ▶ Front Line Service

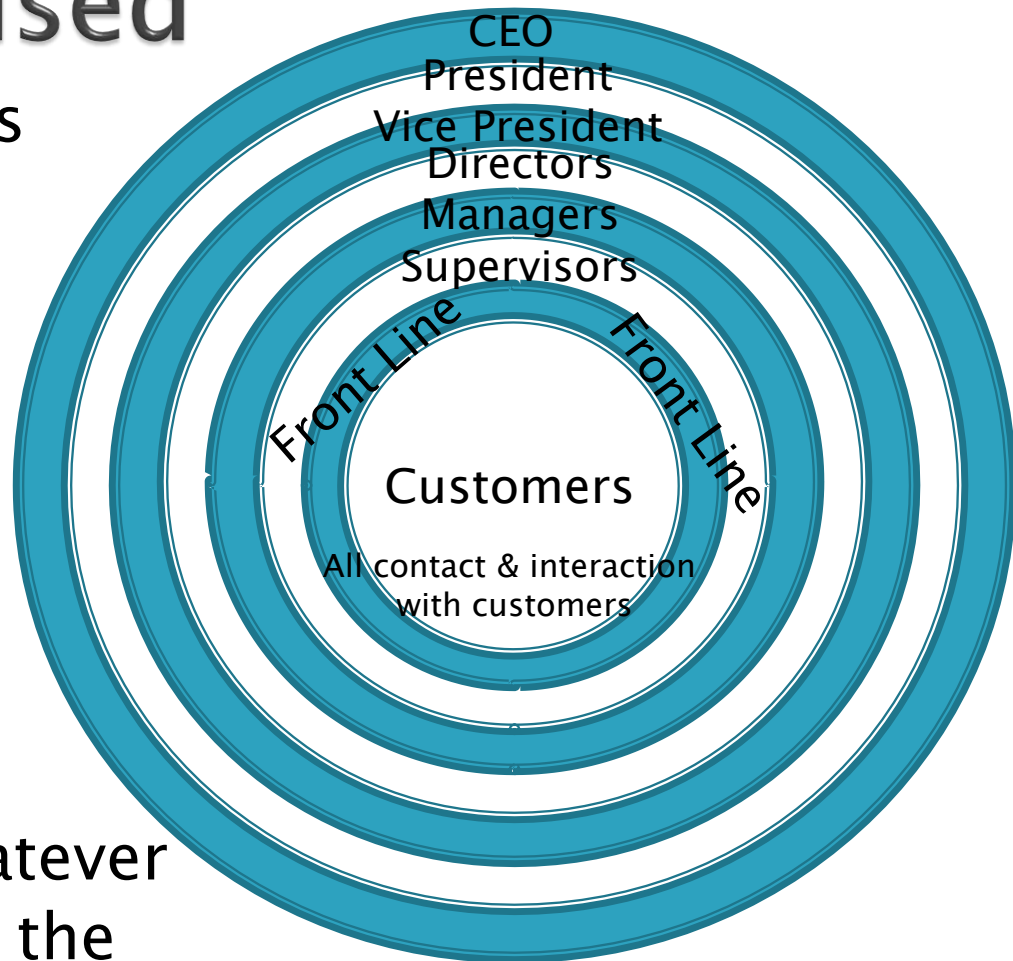


# New Corporate Culture – People Focused

- ▶ Focus on customers through front line personnel



- ▶ Successful mgrs & supervisors do whatever they can to control the environment and motivation of the front line.



# The Service-Profit Chain

(Heskett, et al., 1994, Harvard Bus. Review)

Chain begins with:

- ▶ Internal Service Quality
- ▶ Employee Satisfaction
- ▶ Employee Loyalty
- ▶ Employee Productivity
- ▶ External Service Value
- ▶ Customer Satisfaction
- ▶ Customer Loyalty
- ▶ And ends with increase: Growth & Profitability







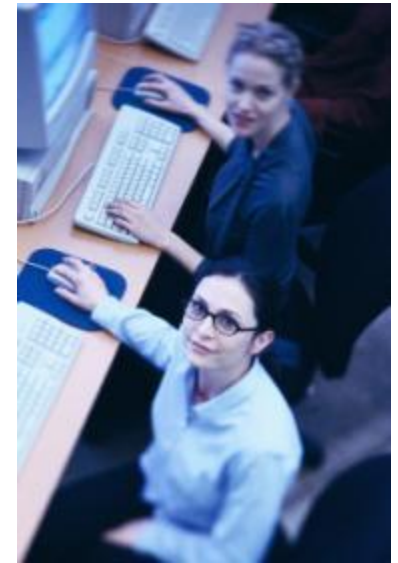
# Internal Service Quality

- ▶ Feeling workers have toward job and colleagues
- ▶ Ability & authority to achieve results for customers
- ▶ Requires state-of-the-art, job related training
- ▶ Characterized by attitudes people have for one another
- ▶ Goal to maximize the dignity of service workers
- ▶ Development of communication skills – workers are able to interact with customers in a way that adds depth and dimension to their jobs.



# Emphasis on the importance of each employee and customer in the chain.

- ▶ Factors that determine job satisfaction for employees (in order of importance):
  - ▶ 1. Satisfaction with the job
  - ▶ 2. Training
  - ▶ 3. Pay
  - ▶ 4. Advancement
  - ▶ 5. Fairness
  - ▶ 6. Treatment with respect and dignity
  - ▶ 7. Teamwork
  - ▶ 8. Company's interest in employee well-being





# Lower employee turnover – increased employee loyalty

- ▶ Real cost of turnover is loss productivity and ultimately low customer satisfaction.
- ▶ Self-reporting studies:
- ▶ Companies with lowest turnover rates enjoy double sales and 55% higher profits than the 20% of companies with the highest employee turnover.



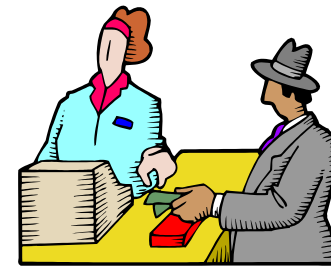
Employee Retention

# Employee Productivity

- ▶ The **best marketing research unit** of any company is its employees who have daily contact with the customers and can report back to management.
- ▶ Service providers must have the tools to resolve any situation promptly, including recovery from mistakes.
- ▶ Job satisfaction for workers was related to worker's perception of their ability to meet customer needs.



# Customer Satisfaction



- ▶ Dedication that converts others to your product or service
- ▶ Avoids creating “You Terrorists”
- ▶ Customers say: Satisfaction depends on the friendliness and hustle of employees giving service.



# Customer Loyalty

- ▶ Retention
- ▶ Repeat Sales
- ▶ Referrals
- ▶ Determines profits more than market share
- ▶ 5% increase in loyalty can produce a 25% to 85% increase in profits.
- ▶ Hinges on customer retention.
- ▶ Is related to customer satisfaction.



3 R's of Customer Loyalty

# Leadership underlies the success of the chain.

- ▶ Investment in people – Co-production of experience by management and service personnel
- ▶ Recognizes that the heart of a business is its people
- ▶ Must include a willingness and ability to listen
- ▶ Time with customers and employees experiencing the service process
- ▶ Demonstrated by time spent electing, tracking, and recognizing employees



# Rural Tourism – alternative to traditional mass tourism

- ▶ “Any form of tourism that showcases the rural life, art, culture and heritage at rural locations.”
- ▶ **Benefits the local community economically & socially**
- ▶ **Enables interaction between the tourists and the local community for a more enriching tourism experience**
- ▶ **Any activity which takes place in the countryside**
- ▶ **May entail farm or agricultural tourism**
- ▶ **Experience oriented**
- ▶ **Predominantly in natural environments**
- ▶ **“Meshes with seasonality and local events...based on preservation of culture, heritage and traditions.”**





# Who is working on Rural Tourism?

- ▶ Leonardo da Vinci program is a project financed by the European Commission creating the Rural Tourism International –Training Network (RTI–TN).
- ▶ As part of the Leonardo project, “Hospitality in Rural Tourism,” the European Rural Tourism training curricula for entrepreneurs was developed.



# The Standard Curricula in EU – 10 Sections...

- ▶ “together deal with all the relevant themes within rural tourism training.”

1. Tourism and recreation
2. Hospitality
3. Accommodation
4. Food and catering
5. Activities
6. Nature, environment and local culture
7. Marketing and promotion
8. Legislation
9. Health and safety
10. Management



# Rural Tourism Training Curricula in Europe

– 4 levels



- ▶ **Pre–starter course** is aimed potential rural entrepreneurs considering starting a rural tourism services. The trainee should be able to make a well considered decision: “go or no go” after course.
- ▶ **Foundation course** teaches the provider the foundation of being a rural tourism provider.
- ▶ **Advanced course** is aimed at making excellent providers of already experienced service providers.
- ▶ **Specialized courses** are aiming to provide a competitive advantage of the providers by creating specialization.

# Northern Ireland Needs Assessment – Hotel and Restaurant Industry

Skill	Hotel & Rest	All Other
Practical Skills	51%	35%
Customer Handling	46%	35%
Interpersonal Skills	41%	23%
General Communication	28%	19%
Management Skills	18%	12%
Computer Literacy/IT	12%	36%
Literacy Skills	10%	7%
Numeracy	10%	6%
Team Working Skills	4%	10%
Problem Solving Skills	8%	10%
Foreign Language	4%	2%

Skills Monitoring Survey 2000, Northern Ireland

# Problems recruiting & retaining employees in Ireland

- ▶ Quality of applicants for skilled and front line service positions
- ▶ Biggest difficulty is to find experienced personnel
- ▶ *“Hotels fully recognize that the better staff are treated the more likely they are to remain.”*
- ▶ Competency
- ▶ Presentation
- ▶ Manners
- ▶ Individuality
- ▶ Out-going personality
- ▶ Language skills



Problems

Skills Sought

▶ Trade off between...

- Achieving flexibility & productivity from workforce and
- Achieving high customer satisfaction ratings from service provided by personnel that are motivated and feel valued...

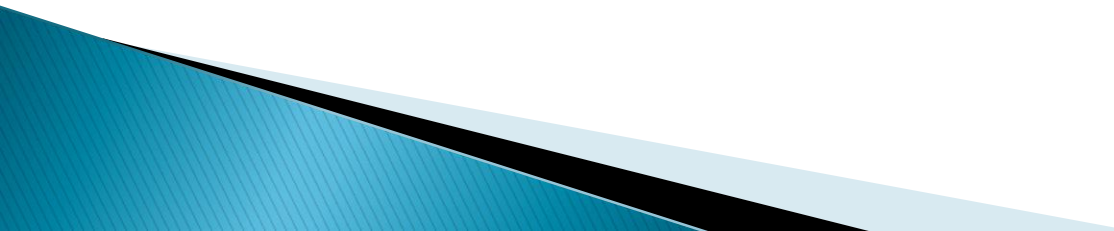
requires a careful balance.

➤ **Irish hospitality operators** recognize a need to retain their workforce through:

- Fairness and transparency of term and condition of employment
- Providing training to enable staff to perform to a higher standard.



# Role of Training in Ireland mentioned most frequently...

- ▶ Core skills and up-skilling\*
  - ▶ Customer care
  - ▶ Refresher courses
  - ▶ Health and safety
  - ▶ Up-selling
  - ▶ Language and communication
  - ▶ Computer classes
- 

# Up-skilling

- ▶ Trainers and employers both argue that to *upskill* workers improves their employability.
- ▶ Critics say that *upskilled* workers are not necessarily better paid, nor do they have better promotion prospects, and that *upskilling* benefits the employer rather than the worker.
- ▶ Upskilling may be distinguished from *reskilling*, which usually refers to giving people new skills to cope with a new job.

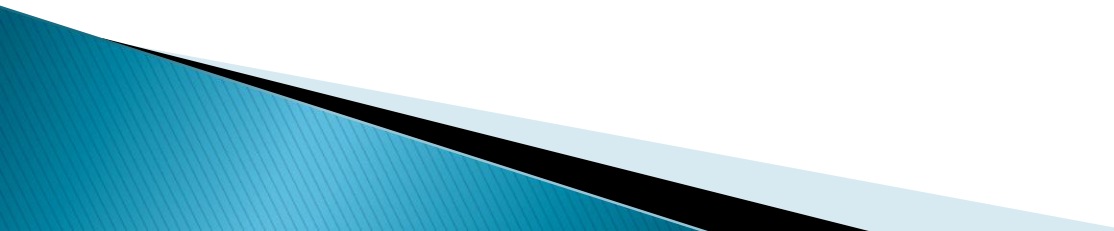
# Train the Trainer Program

- ▶ The principles of the RTI–TN experience:
  - Development of training material for farmers and/or rural entrepreneurs
  - Delivering “Train the Trainers” programs based on minimal standards of accreditation.
  - “Train the Trainer” program delivery in all countries.
- ▶ Focus includes:
  1. Accredited rural tourism train the trainer program
  2. Shared learning about accreditation with all partners
  3. All trainer trainers available to deliver training in rural communities throughout own country

# Rural Tourism Training in Latvia focuses on:

- ▶ How to start a rural tourism business
  - ▶ Business plans and examples of calculations for rural tourism establishments
  - ▶ Marketing and advertising rural tourism establishments
  - ▶ Services for seminars
  - ▶ Latvian traditions and festivities as a part of rural tourism offering
  - ▶ [RTT Latvia](#)
- 

# Trends in mode from lecture to Internet

- ▶ [Canada's emerit program](#)
  - ▶ [KiwiHost](#)
  - ▶ [Q-Care](#)
  - ▶ [Telephone Doctor \(demo 51\)](#)
  - ▶ University of Maine Online class
  - ▶ [Give Um the Pickle](#)
- 

# Virginia – Customer Service Training and Training the Trainer



► Bobbie Walker



# Workforce Development Program for Alabama Gulf Coast




- ▶ Partnership developed after months of meetings and in response to a growing demand:
- ▶ Alabama Gulf Coast Chamber of Commerce
- ▶ Alabama Gulf Coast Convention and Visitors Bureau
- ▶ Foley Convention and Visitors Bureau
- ▶ Office of Workforce Development at Faulkner State Community College
- ▶ South Baldwin Chamber of Commerce

<http://www.faulknerstate.edu/community/fivestar/>

# Certification Program –

prerequisite course Hospitality 101 plus 4 of 6 electives

- ▶ **Communications Basics** the fundamentals of customer service communication and the importance of being an “ambassador” for your organization
  - ▶ **Customer Service Skills** tips from the Telephone Doctor, six common errors when dealing with customers and how to better manage stress
  - ▶ **Exceeding Customer Expectations** discover how to be more proactive and build rapport
  - ▶ **Tele-Sales Skills from A to Z** Identify techniques for being an effective listener while asking targeted questions
  - ▶ **Internal Customer Service Skills** creating an environment of excellent customer service
  - ▶ **Coaching for Managers** a practical approach to improving employee performance
- 

# Where to begin...

## Customer Service?

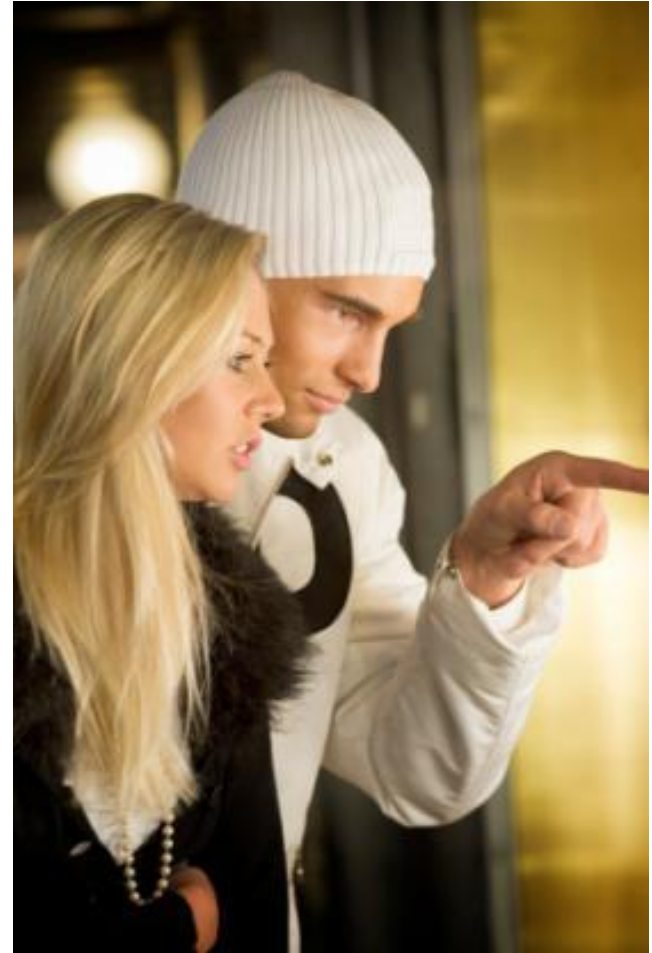


- ▶ A 2% increase in customer retention has the same effect on profits as cutting costs by 10%.
- ▶ Happy customers tell 4 or 5 others of their positive experience.
- ▶ Dissatisfied customers tell 9 to 12 people how bad it was – or worse – they post their complaints on YouTube.



# Customer Service

- ▶ 68% of people who leave a business say they do so because of poor customer service
- ▶ It costs 5 to 6 times more to attract new customers than to keep existing one.



# Changes in Tourism

- ▶ FROM: Attraction orientation
- ▶ TO: Experiential orientation



- ▶ FROM: Take it as you find it attitude
- ▶ TO: Planned Comfort





# Tourists and Visitors are concerned about Value



- ▶ Value Orientation takes into consideration:
  - Total costs to customer
  - Results achieved for the customer
  - Based on perceptions of service and initial expectations of customers






# It takes Critical Mass to provides an experience



- ▶ **Colleagues not Competitors**
- ▶ **Co-Creation of new products through packaging**
- ▶ **Break down barriers**
  - Museum Trail
  - Historic Trail



# No business can exist without customers..

- ▶ “Customers have more options than ever before—and feel less loyalty.
  - ▶ They want products and services fast, cheap, quick—from whoever will provide them.
  - ▶ That means that the competitive advantage is now in your ability to KEEP customers and build repeat business.”
  - ▶ Dianna Booher is president of Booher Consultants, Inc., international communications training and consulting firm in the Dallas–Ft. Worth.
- 

# Grow the Pie – Every piece gets bigger



# Other issues...

- ▶ **Transferability** = Effectiveness of Training
  - Web based – high control – negative on low-ability or inexperienced workers
  - More effective than a classroom
  - Web based addresses barriers of access, hours, location and expense
- ▶ **Measure Employee Satisfaction**
  - Involve workers in process of training design, deliver mode and achieving new skills.



- ▶ The benefits of training are enhanced by applying theory-based learning principles such as:
  - ▶ encouraging trainees to organize the training content,
  - ▶ making sure trainees expend effort in the acquisition of new skills, and
  - ▶ providing trainees with an opportunity to make errors together (Aguinis & O'Neill, 2009).



- ▶ Support from management
- ▶ Employee buy-in – perceived value
- ▶ Safe spaces for learning
- ▶ Relevance of training
- ▶ Work environment
- ▶ Training needs assessment
- ▶ Outcomes evaluated
- ▶ Involvement of management at all phases – on-site post training reinforcement is a significant factor in overall effectiveness of training.



# Best indicators that training is effective...

## ► Increased Customer Satisfaction

- Increased return visits
- Decrease in complaints





# Resist the reluctance to measure...

- ▶ *The applicability of training and application of knowledge have been shown to decrease as time between training and measurement increases (Lim & Morris, 2006).*
  - Measure soon after training



# Importance of Assessment....

- ▶ Measure return on investment
    - Justification for stockholders/owners/partners
    - Track changes in growth and profitability connected to training
    - Obtain grant funding to support further training
  - ▶ Make corrections in program when necessary
  - ▶ Demonstrate changes taking place
    - Employee satisfaction and productivity
    - Customer satisfaction/reduction in complaints
    - Changes in loyalty for employees and customers
  - ▶ Determine timing for moving from Initial Training Phase to Phase II as programs mature
- 