

# Excelling in service delivery



*an UNWTO workshop delivered by Larry Bowman*

**Hotel Solutions Partnership**

Unlocking your strategic advantage

# Delivering service and value

## The focus

- The people dimensions of service delivery
- Attracting and retaining talent to the sector in Bahrain
- Using your staff to deliver your service promise to guests and customers

# Delivering service and value - the people dimension

- 🌈 **Session 1:** Attracting, retaining and developing talent for the Bahrain hospitality and tourism sectors
- 🌈 **Breakout:** Current human resources issues in the sectors in Bahrain
- 🌈 **Session 2:** Delivering your service promise through your people
- 🌈 **Breakout:** Meeting expectations of clients and customers and designing new service offerings
- 🌈 **Session 3:** Current trends in hotel services
- 🌈 **Question and answer session**

# Delivering service and value - the people dimension

 Why the focus on the people dimension?

**The war for talent**



**Attracting, retaining and  
developing talent for the  
Bahrain hospitality  
and tourism sectors**

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# Overview

## Talent management strategies

- Making the tourism sector the employer of choice
- Retention, reward and recognition strategies
- Learning and development strategies for management and supervisory staff

# HR strategy

- Aligned with the organisation's overall business strategy
  - Focused on long term people issues, including culture, values, commitment and matching resources to future need
  - An organisation's HR strategy consists of a number of sub-components including talent management, reward, performance, etc
  - Implementation is known as strategic HRM

# Talent management

- ▣ Describes the process of identifying, developing, retaining and deploying 'talent'
- ▣ It can include all employees or focused on those with high potential who will fill future senior positions
- ▣ To fill future manpower needs, organisations need to have a means to identify and attract talent

# Identifying and attracting talent

- Analyse the employment market – evaluate threats and identify strengths and weaknesses of your organisation in the workplace
- Carry out a competency audit, identify the skills shortages
- Identify future manpower needs, by category

# Identifying and attracting talent

- 🏳️ Develop an attractive employment offer to potential recruits
- 🏳️ Differentiate yourself via the non financial elements in reward packages
- 🏳️ Articulate career opportunities
- 🏳️ Develop an employee brand to make your organisation stand out from the other.

# Making the tourism sector the employer of choice

- Support the industry by making presentations to schools and institutes
- Provide learning and development opportunities for school leavers
- Provide clear career paths for those in the sector
- Use current staff as ambassadors for the sector
- Sensitize schools concerning careers in tourism

# Retaining talent

## What do people want from their work?

- 🇧🇪 Interesting and enjoyable work
- 🇧🇪 Effective communication
- 🇧🇪 Empowerment
- 🇧🇪 Clear performance expectations
- 🇧🇪 Adequate rewards and recognition

# Retaining talent

**Organisations need to supply the answer to five basic questions for all employees**

- Who is my boss?
- What is my job?
- How am I doing?
- Where do I go from here?
- How do I get there?

# Retaining talent - guidelines for rewarding and recognizing

- 🏳️‍🌈 Involve employees in designing the system
- 🏳️‍🌈 Determine reward criteria that are both specific and inclusive of all employees
- 🏳️‍🌈 Make sure rewards are aligned with company values
- 🏳️‍🌈 Recognize behaviours as well as outcomes

# Retaining talent - guidelines for rewarding and recognizing

- Individual rewards - give people what they want
- Say 'thank you' a lot
- Boost your employees self-esteem - catch someone doing something right
- Develop a climate that fosters intrinsic rewards.

# Retaining talent - guidelines for rewarding and recognizing

- 🏆 Reward the entire team for team accomplishments
- 🏆 Develop a satisfying work environment so that working for your organisation is its own reward

# Retaining talent - why do people leave?

- ❑ They leave people, not organisations
- ❑ Poor relationship with their direct supervisor
- ❑ Lack of career prospects
- ❑ Inadequate rewards or recognition
- ❑ Lack of engagement with the business culture
- ❑ Lack of recognition

# Reward and recognition strategies - overview

- Design and delivery of equitable remuneration, reward and recognition systems aligned with policy and strategy
- Both monetary and non monetary
- Provide flexible and equitable employment conditions
- Strategies that will motivate and engage employees

**Closely aligned with the  
HR strategy and organisational values**

# Developing talent

- Develop a talent development strategy
- Focused on the future - to meet the strategic needs of the organisation
- Short-term training interventions for the whole workforce
- Long-term management development of high potential individuals


# Developing talent

## Areas of focus

- Technical skills – competency based
- Customer relations skills
- Supervision and team leadership
- Management development

# Strategic human resources management

- Effective management of people is the key to successful service delivery
- HRM needs to move away from being transaction based to strategic
- HRM must be the concern of all those who manage people
- HRM is far too important to be left to the Human Resources department



Delivering your service  
promise through your people

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# Overview

- Introduction of a model of service excellence
- Meeting and exceeding customer expectations
- Upgrading and extending service offerings

# Customer service drivers

## More-demanding customers

- Increased competition
- Decreased travel budgets
- Decreased travel budgets
- Better educated customers
- Increasing requirements for value for money

# Customer service drivers

- 🌈 Increased leisure travel
  - Lower cost air travel
  - Customers wanting a more authentic experience
  - Willingness to spend on leisure and business
  - Greater use of technology
  - Customer service is the key differentiator between service providers

# A customer service excellence model

## **Service promise**

The promise made to internal and external customers

## **Service standards**

What service standards do we aspire to?

## **Service targets**

How you and your team are going to deliver on your promise

# A customer service excellence model

## **Service measurement**

How are we doing?

How can we improve?

## **Continuous improvement**

Focus on the market place

Dealing with competition

# **Improving service and delivering your service promise**

**Using your people to  
unlock your strategic advantage**

# Developing your service promise

The people and the business need to establish a strategic framework for service delivery.

Consists of:

## 1. A vision statement

- What your organisation wants to become
- It should resonate with all members of staff

# Developing your service promise

## 2. A mission statement

- A precise description of what the organisation does and why it exists
- It should reflect the core values of the organisation and align with the strategic indicators of the business

# Strategic alignment indicators in the business

- 🏳️ Goals are clear and results measurable
- 🏳️ Every individual must:
  - understand what the organisation stands for
  - where they fit in and where they can contribute
  - know how to improve performance
  - know how to apply the strategy to daily work activities

# The service promise - strategy

## The service promise should answer the following questions

- What do your customers want?
- How you are going to deliver what they want?
- How are you going to do better than the competition?
- How will service excellence be achieved?

# The service promise

- 📌 **An effective service promise should:**
  - be concise and understandable
  - communicate what you intend to do to satisfy customers
  - be consistent with your mission and goals
  - be perceived as meaningful and achievable by your employees

# The service promise

- Should be developed for the organisation as a whole and then by departments
- Developed jointly with staff
- Departmental service promises must be consistent with the organisation's service promise

# Service standards

- They describe how your people should provide service and deliver your service promise
- They are a target and encourage consistency of service
- Describe the skills, knowledge and behaviours required
- Should be developed jointly with staff and as the basis for training

# Service standards (cont.) - checking in a guest

Step	How	Standard	Why	Knowledge
<b>1. Welcoming the guest.</b>	<p>Acknowledge the guest and say: <i>"Welcome to the HOTEL NAME, how may I help you?"</i> or <i>"Welcome to the HOTEL NAME, would you like to check in?"</i></p> <p>If the guest is a repeat guest and you know his name: <i>"Good evening Mr. GUEST NAME, welcome back to the HOTEL NAME, it is nice to see you back again".</i></p>	<ul style="list-style-type: none"> <li>• Eye contact.</li> <li>• Smile.</li> <li>• Greet the guest.</li> <li>• Use the guest name.</li> </ul>	<p>So that the guest knows that you have noticed him/her.</p> <p>To make the guest feel welcome in your hotel.</p> <p>To make the guest feel recognized when they return.</p>	<p>You are the first impression of the hotel in the guest's mind!</p> <p>Reference Chapter 5, Front Office Operations.</p>
<b>2. Welcoming the guest when you are busy.</b>	<ul style="list-style-type: none"> <li>• Acknowledge the guest</li> <li>• by making eye contact</li> <li>• and smile</li> </ul>	<ul style="list-style-type: none"> <li>• Eye contact.</li> <li>• Smile.</li> <li>• Once you can attend to the guest thank him/her for waiting.</li> </ul>	<p>To show that you have seen the guest.</p> <p>Because it is polite.</p>	

# Setting targets

- Involve employees
- “Walk the talk”- set the example
- Set core standards and values
- Communicate

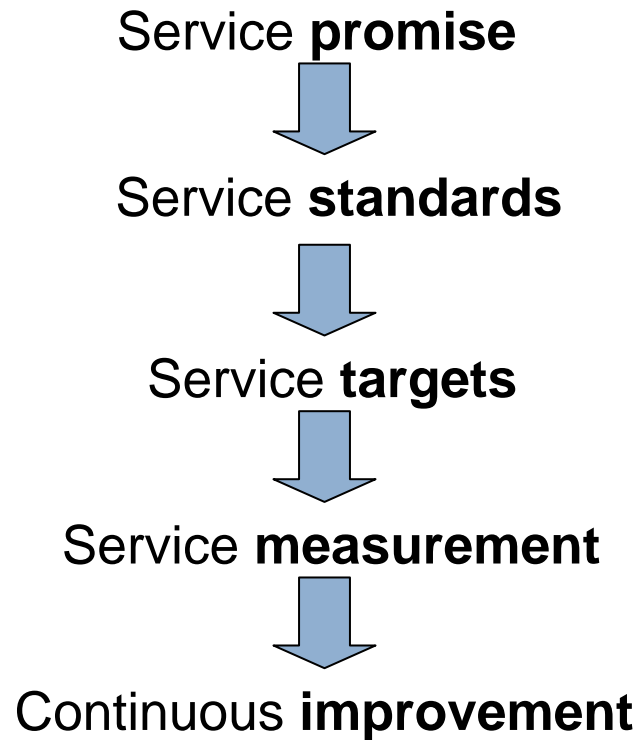
# Service measurement

- Identify what should be measured
- Internal and external feedback mechanisms
- Implement measuring tools
- Involve employees
- Communicate and train to standards
- Update and revise standards as necessary
- Reward and recognise employees who consistently deliver

# Continuous improvement

- Have a service recovery plan
- Review customer feedback
- Develop service improvement logs
- Prepare action plans for continuous improvement
- Be aware of customer's changing expectations
- Watch what the competition is doing

# The service excellence model



# Use of the excellence model

- Meet and exceed customer expectations
- Upgrade and extend current service offerings
- Develop new services to meet changing customer expectations

A diagonal rainbow light streak, composed of multiple overlapping, slightly blurred lines of color (red, orange, yellow, green, cyan, blue, purple), runs from the top-left corner towards the bottom-right corner of the slide. The background is a solid, dark blue color.

# Current trends in hotel services

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# Customer service drivers

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# Looking to the future

- 🌈 Guests and customers want a customized service tailored to their needs
  - Hotels will need to become 'enablers' rather than 'dictators' to support whatever experience guests would like
  - Greater use of technology to facilitate customization

# Technology

-  Wireless mobile technology in restaurants for order taking and paging
  - Remote task masters to remind staff to carry out certain functions
  - Touch screen self check in/check out for guests
  - Introduction of HD televisions
  - Downloadable podcasts with local information

# Technology

## Video segments on hotel and travel websites

- Rise of on line travel communities
- On line real time customer feedback systems

# Food and beverage

- 🌈 Multi-use lounges incorporating bar/restaurant operations
  - Emphasis on comfort and relaxation with a luxury feel
  - Diverse informal F&B offerings to meet the needs of all users
  - Small dishes that can be eaten informally
  - Extensive wine and cocktail lists
  - High-end speciality beverage menus, champagne, whiskies, etc.

# Environmental awareness

## Greater energy efficiency

- Reduction in carbon emissions
- Reduction in waste materials – recycling
- Reducing water temperatures and water consumption
- Key card entry systems/sensors to control room lighting
- Reusable containers for guest amenities

# Demographics – ‘baby boomers’

- 🌈 Baby boomers – ‘getting older, thinking younger’
  - Treat them as individuals not as a group
  - Emphasis on health and fitness
  - Affluent, brand loyal, more comfortable with traditional purchasing methods
  - Need good lighting, large clear text on written materials
  - Need ease of movement around the building etc.

# Demographics – generations X and Y

- 🏳️ Very comfortable with technology
  - Environmentally conscious
  - Not brand loyal but attracted to brands
  - Expect staff to deliver brand promises to meet heightened expectations
  - Move away from providing a service to people who need a room or meal
  - Implications for staff training

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