



EXCELLENCE IN THE CANADIAN TOURISM INDUSTRY

Dawn Ringrose & Associates Inc.

Quote

“The rung of the ladder was never meant to rest upon, but only to hold a man’s foot long enough to enable him to put the other somewhat higher”

- Thomas Huxley

Session Overview

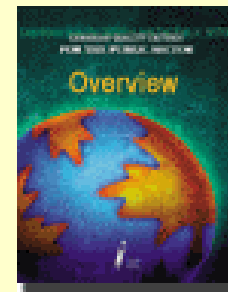
- Canadian Tourism Industry:
 - Survey
 - Findings
 - Target Improvement Areas
 - Industry Success Stories
- Alberta Real Time Survey & Findings
- Recommendations for Industry
- Hands-On Exercise – How Do You Measure Up?

Canadian Survey on Excellence

- In cooperation with the Tourism Industry Association of Canada
- Motivated by the desire to measure the level of excellence that exists in industry and identify:
 - What is going well
 - Where industry needs to improve
 - Target improvement areas

Methodology

- Two survey instruments:
 - Small organizations with < 100 employees
 - Large organizations with 100+ employees
- Based on the Canadian Framework for Excellence criteria (National Quality Institute, www.nqi.ca)



Methodology continued

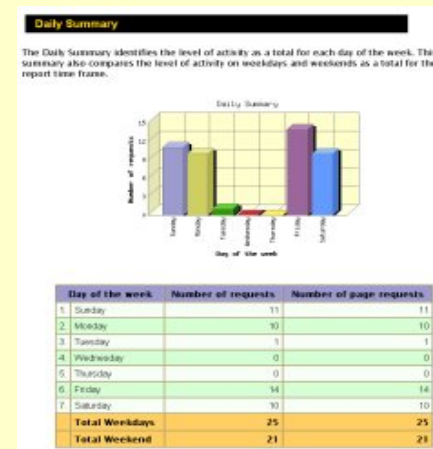
- Participants asked to self-assess their organization on management practices:
 - Nothing being done
 - Good start
 - Doing well
 - High Performance
 - World Class



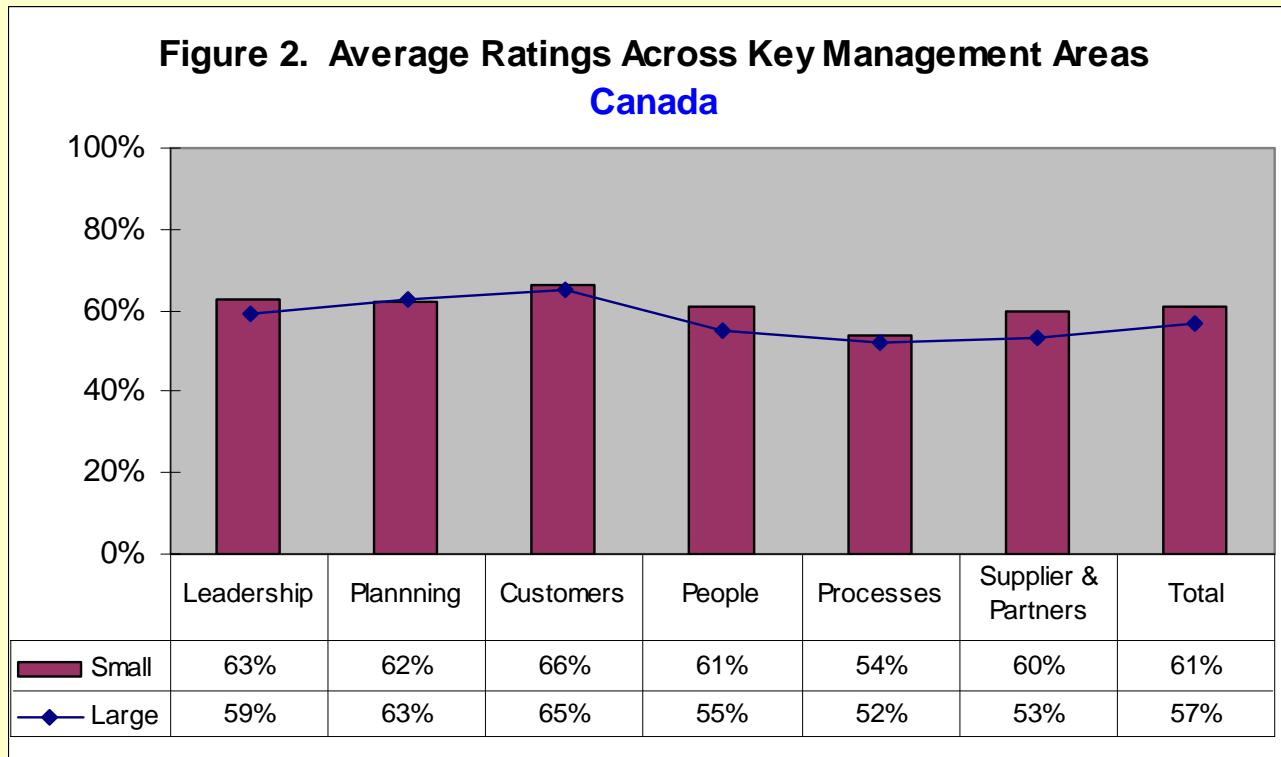
“systematic approach, deployment, results, comparison to others”

Findings

- 184 organizations completed the surveys:
 - Accommodation 55
 - Food service 13
 - Attraction 61
 - Event 8
 - Transportation 5
 - Tour 22
 - Character area 1
 - Information centre 3
 - Government 5
 - Association 13
 - Other 29



Average Ratings Across Key Management Areas



Target Improvement Areas

- Design, document, monitor, and control processes (small & large)
- Measure performance across management areas (small & large)
- Work closely with suppliers and partners to discuss direction and improvement initiatives (small & large)
- Use research to define and segment customers (small)
- Place more emphasis on people practices (large):
 - Employee understanding and commitment to plan
 - Reward and recognition of individuals and teams
 - Barriers to employee effectiveness

Processes



- Ritz Carlton has determined there are 970 potential instances for a problem to arise with overnight guests and 1071 such instances with event planners
- Information on correction and prevention of problems maintained on a database that is accessible to all hotels and employees
- 80% of meeting planners extremely satisfied and 99% satisfied
- 75% of overnight guests extremely satisfied and 99% satisfied

“75% of customers would not use a competitor regardless of the offer (1998)”

Performance Measurement

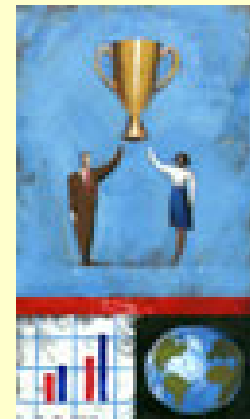
- Delta Hotels seeks a balance between employee, guest, and financial measures in assessing organization performance:
 - Guest satisfaction
 - Employee satisfaction
 - Occupancy
 - Market share
 - Average rate
 - New accounts
 - Account retention



“Delta Hotels is the only hotel company to receive the Canada Award for Excellence – Quality (2000), Healthy Workplace (2004)”



Performance Measurement

- Canada Award of Excellence recipients report:
 - 60% decrease in employee turnover
 - 215% in cost savings
 - 90% increase in customer satisfaction
 - 33% increase in employee satisfaction
 - 82% reduction in cycle time
 - 57% decrease in injuries



“Globally, organizations implementing ‘excellence models’ outperform their industry counterparts on investment growth by at least 3.0 to 1.0”

Suppliers and Partners

- Fairmont Hotels - energy conservation 
- CHIP Hospitality – environmental practices 
- Capilano Suspension Bridge – innovative new project



“Nine months into operation, Treetops Adventure and the Capilano Suspension Bridge enjoyed a 40% spike in attendance”

Customer Research

- Wealth of data at our fingertips – Canadian Tourism Commission, Travel Alberta, industry associations, ...
- Combining secondary sources with primary research provides a better understanding of customers and their requirements
- Armed with this information, industry can make adjustments to the marketing mix – product, service, price, promotion, place

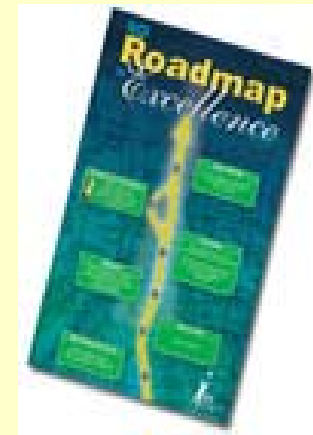
Customer Research continued

- Advanis Inc has shown there are four distinct segments in western Canada: accomplishers, urban explorers, comfort seekers, real relaxers
- Travel Alberta has transformed their website and marketing approach, aiming product directly at each segment and fine tuning messages



People Practices

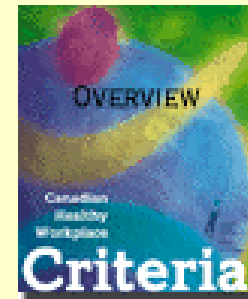
- Did you know 32% of payroll in small and medium organizations across Canada is being spent on non-value adding activities?
 - Errors
 - Rework
 - Duplication
 - Customer dissatisfaction
 - Employee dissatisfaction



“Successful implementation of the Canadian Framework for Excellence can reduce this cost to 2%”

People Practices

- Common reward and recognition practices:
 - Personal note from leader
 - Promotion to position with greater responsibility and remuneration
 - On-site or off-site celebration
 - Internal signage acknowledging employee contribution
 - Time off
 - Event tickets
 - Charitable contribution on behalf of employee
 - Gift certificates
 - Picture and article in corporate newsletter
 - Special training program
 - Inclusion in company advertising



People Practices

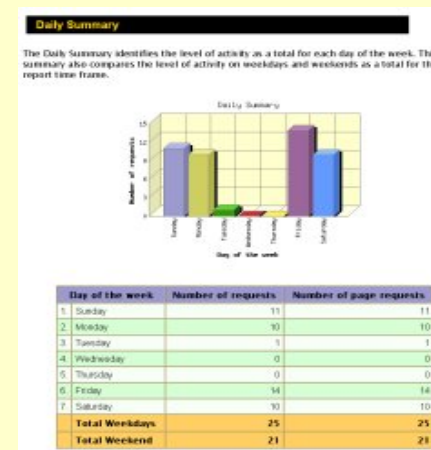
- The management team at West Edmonton Mall dedicates time each month to experience the ‘front line’
 - Communicate with staff about direction of the business
 - Listen to feedback and suggestions
 - Actively experience the work
 - Identify and remove barriers that get in the way of doing the job efficiently and effectively



Real Time Survey - Alberta

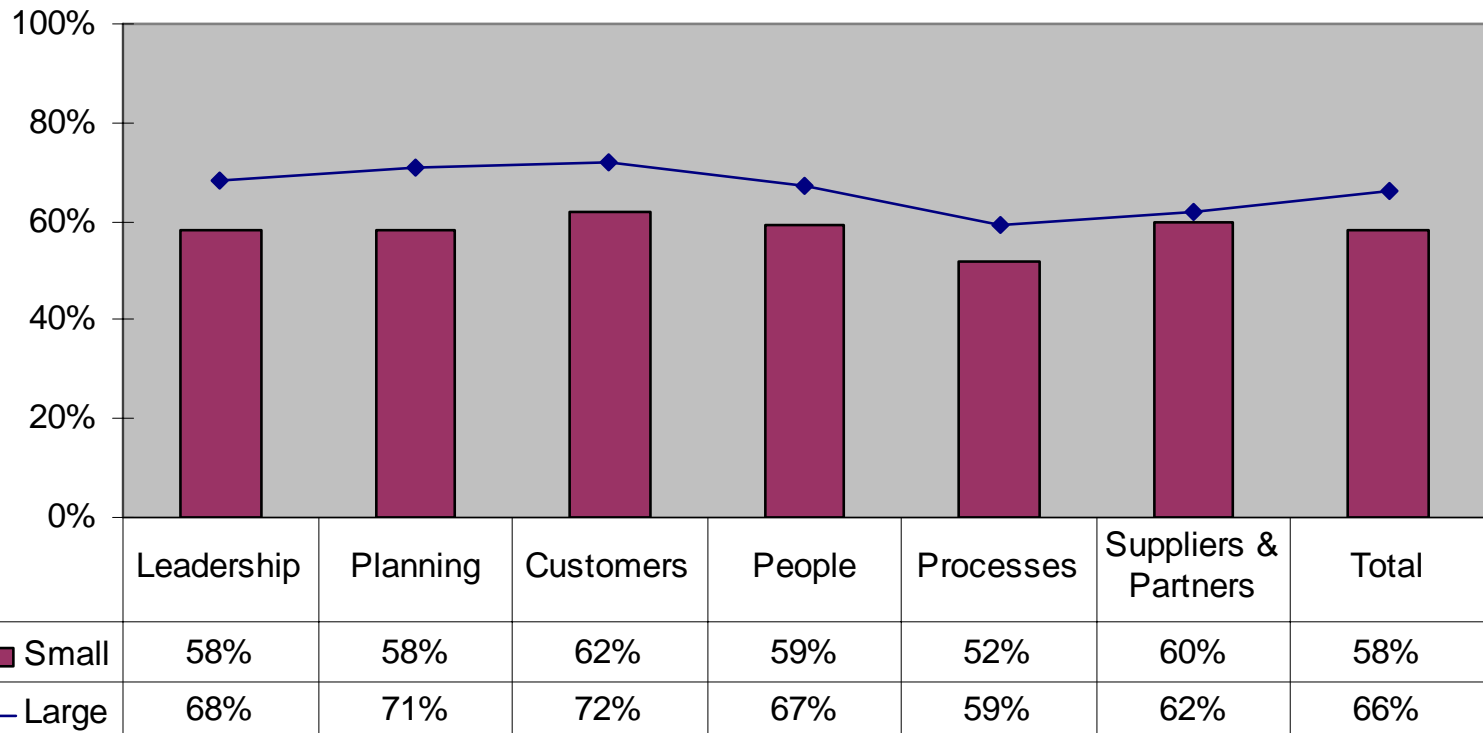
- Conducted in cooperation with Travel Alberta prior to Conference
- 31 organizations completed the surveys, 21 small & 10 large:

- Accommodation 11
- Food Service 5
- Attraction 14
- Event 2
- Transportation 1
- Tour 2
- Character Area 1
- Information Centre 3
- Government 4
- Association 1
- Other 4

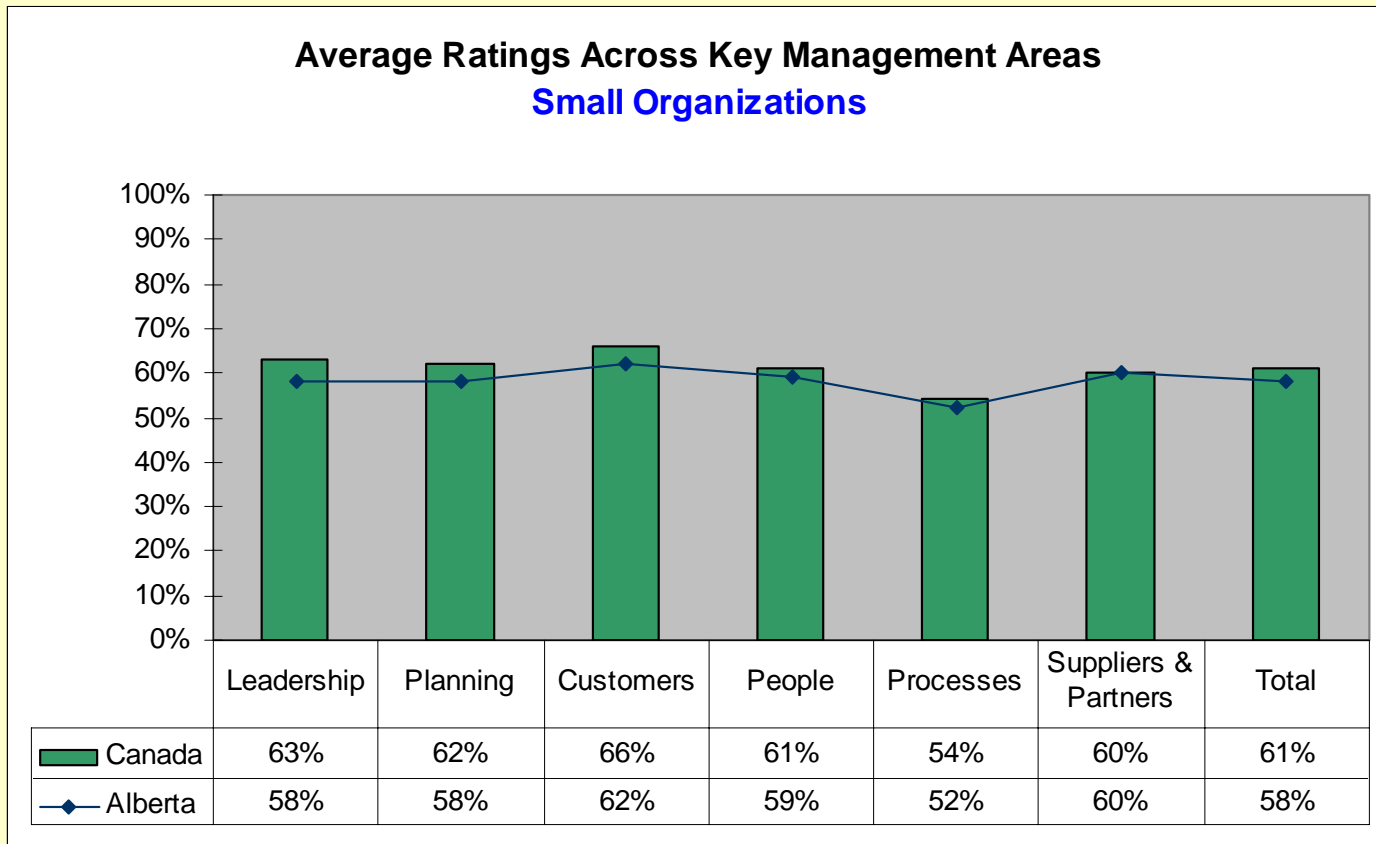


Real Time Survey - Alberta

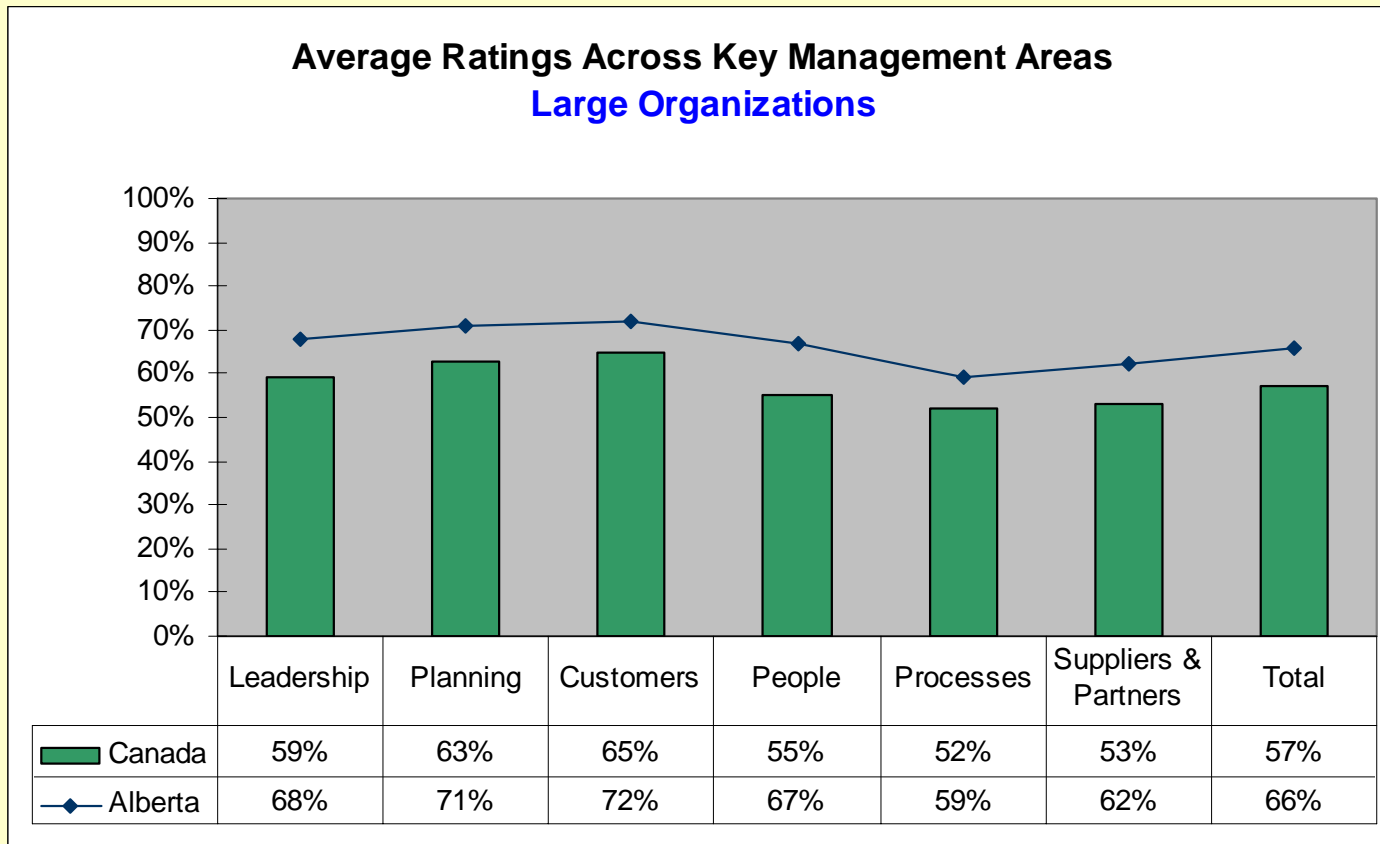
Average Ratings Across Key Management Areas
Alberta



Real Time Survey - Alberta



Real Time Survey - Alberta



Target Improvement Areas - Alberta

- Industry in General - Process management
- Small Organizations:
 - Measuring performance across management areas (exception – customer)
 - Using research to define and segment customers
 - Designing and documenting work procedures and mapping key processes
- Large Organizations:
 - Involving customers, suppliers, & partners in designing or analyzing processes
 - Evaluating and improving the approach to process management
 - Involving suppliers & partners in the development of new products and services
 - Measuring performance with suppliers & partners

Conclusions

- **I**ncrease awareness and use of the Canadian Framework for Excellence across industry, download at copy today at www.nqi.ca
- **B**uild on good work to date including training programs, standards and certification, best practices
- **S**hare success stories via articles, conferences, excellence circles, best practice databases
- **C**ontinue to celebrate achievements at the regional, provincial, and national level
- **E**ncourage operators to apply for a Canadian Award of Excellence at the National Quality Institute

How Do You Measure Up?

- Fill out the self-assessment survey appropriate for your organization
- Self-assess your current performance on the individual criteria using the following rating scale:
 - **20%** Nothing Being Done
 - **40%** Good Start
 - **60%** Doing Well
 - **80%** High Performance
 - **100%** World Class
- Calculate the average score for each management area
- Compare your individual criteria ratings and average score to Alberta and Canada organizations

Thank You!

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“Download a complimentary copy of ‘Excellence In The Canadian Tourism Industry’ found in the ‘news’ section of the website”

“Talk to me about doing a ‘excellence self-assessment’ using your own employee / member ratings”