

ENCORE Case Study Hospitality Service

Authors

- Lyndsey Phillips, Ayrshire Hampers
- Mark Devonshire, Cornwall College
- Vicky Martin, Canal & River Trust
- Alison Page, Routes To Flourish
- Rob Haywood, Sheffield Hallam University
- Rob Gleave, Hickory





Case Study Aims

- To consider how a strong hospitality service can help businesses to stand out from the crowd in a world where customer expectations are based on their best experiences, not average ones
- To compare and contrast the experiences of a group of food & tourism professionals visiting a range of businesses of the Telemark region in Norway with those of a similar nature in the UK
- To establish what lessons can be learned for both countries

It should be acknowledged that the experiences of the visits were tailored for the group and so may not be typical of individual visitors



What is Hospitality Service?

The traditional definition of
“Provision of food, drink & accommodation away from the home”

has evolved into food retail, or is it hospitality or an experience?

Far more emphasis has been placed on food as a work of art highlighting the importance of creativity and authenticity in a start to finish overall experience.

Wild weddings in Cornwall



The Experience Economy



*Work is Theatre &
Every Business a Stage*

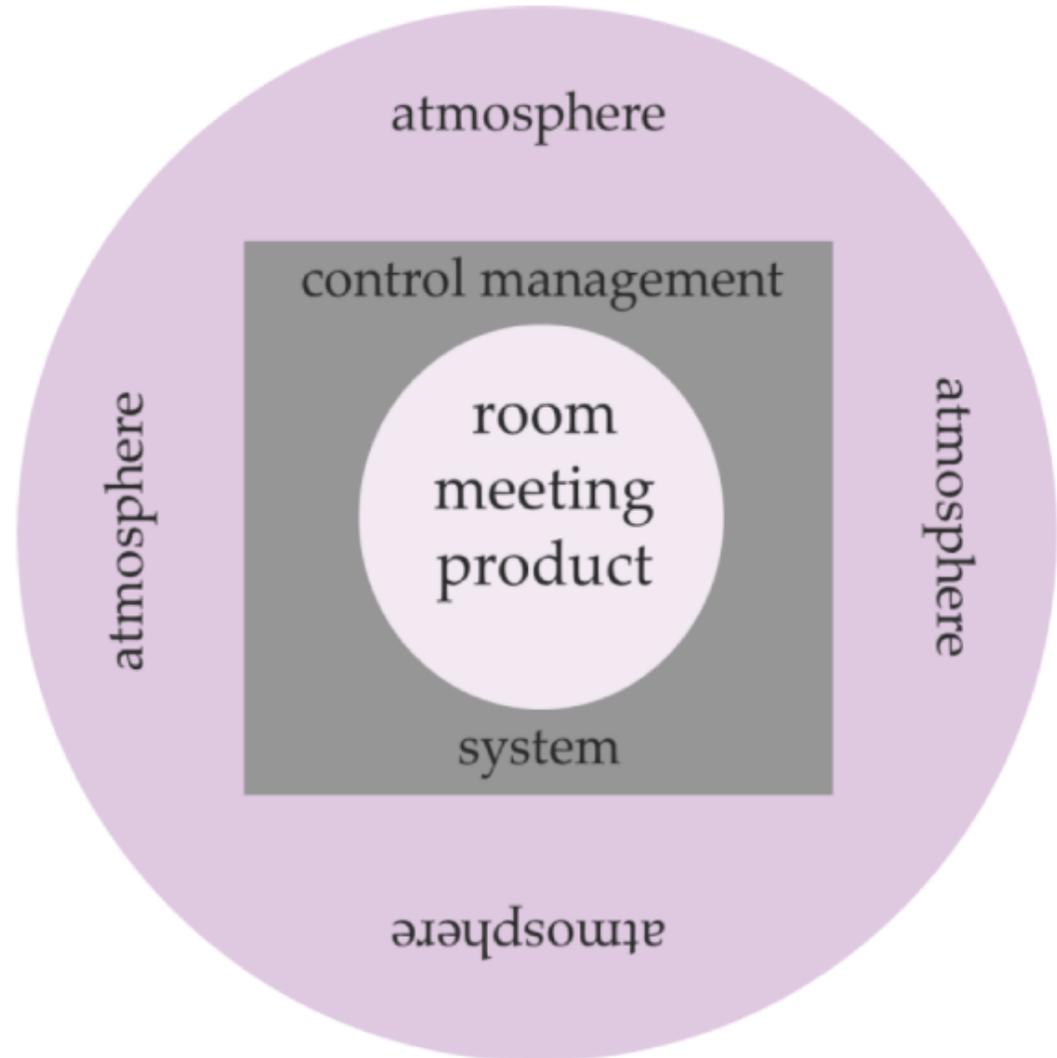
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JAMES H. GILMORE

Provides the theoretical framework and discussion behind the need to produce memorable experiences

- ✓ In contemporary hospitality it is no longer enough to just offer a good product/service
- ✓ Needs to be something extra e.g. story telling and connection with our senses and emotions

Five Aspects Meal Model – Gustafsson et al

- Meeting (first interaction)
- Room (how venue looks)
- Product and services
- Management control
- General atmosphere



Our customer experiences

- Highlights from our study trip that demonstrate critical success factors
 - Oslo Train Station
 - Epelfest
 - University College of South East Norway
 - Hardangervidda National Park
 - Evju Bygdetun – living museum
 - Lindheim Olkompani - microbrewery

Oslo central station - from personal experience

Having simply asked for a coffee...

“I don’t recognise your accent where are you from? Why are you in Oslo?”

Pleasantly caught off guard and the impact was very welcoming.

I felt valued as a tourist and appreciated the time taken to engage in conversation.

<http://www.oslo-s.no/>



The Ocean Terminal;

Busy Public Space – Shopping Mall on the outskirts of Edinburgh

Costa offer a typical, well branded 'sit in' or 'take away' offer

Great consistency of product display and quality.

You know exactly what you are going to get every time.

Today I experienced a happy, contented and efficient staff. The manager was engaged in a little friendly customer banter and I was offered a 'hello darling –what can I get you love?', by the barista. Probably not the Costa 'by the book' welcome but don't we want to see a personality behind the badge?

This type of business offers little in the way of a memorable experience that reflects its regional fayre but provides a quick, clean and simple product for the shopper in need of 'fuel'



Epelfest

- What was great
 - Apple decorations
 - School curriculum
 - Young people rearing lamb, curing, packaging & selling meat
 - Understanding of food provenance
 - Foraging and making jams & chutneys
 - Authenticity

<http://epelfest.no/>



UK Food Festivals



www.greatcornishfood.co.uk/festival



<http://www.lovenewmilns.org/newmilns-food-festival/food-festival/for-the-foodies>

University College of South East Norway

- Exemplary experience
- Warm personality, knowledge & enthusiasm of host
- Strong sense of place – authentic Norwegian
- Campus focused on Heritage and Cultural Traditions
 - Ironwork, Bakery, Textiles, Woodwork, Music, Building Construction
- Care taken with detail
- Customer Centric
- Tailored Experience

<http://www.usn.no/>



Hardangervidda National Park

- Enthusiastic & considerate host with excellent product knowledge
- Incredibly engaging exhibitions
 - Use of senses
- Superb food
- Panoramic views from visitor centre
- Opportunity to promote retail offer to stimulate sales

<http://en.hardangervidda.com/The-Hardangervidda-National-Park-Centre>



UK National Park



- Peak District
 - Dispersed Visitor Experience
- Visitor Localised Centres telling the local stories – e.g. Edale

Evju Bygdetun – living museum

- Welcomed individually & with a song
 - Closed visit with a song
- Invited to step into her world and become part of the family
- Encouraged to use all the senses and share the experience
- Authenticity
 - Norwegian working farm
 - Traditional crafts
 - Blacksmith, carpentry, weaving, textiles
 - Culinary skills
 - Preserving, working with herbs, smoking, pickling, brining, salting, curing, fermenting
 - Storytelling
 - Ritual & ceremony
 - Family values & community spirit



<http://evjutunet.no/>



Living Museum - GB

- Morwellham Quay
- <http://www.morwellham-quay.co.uk/>
- Similar Experience – Cornish Mining Living History Experience



Arran Heritage Museum

<http://www.arranmuseum.co.uk/>

A wonderful place to visit and go back in time but it could be enhanced to provide an to experience similar to Evju Bygdetun .

There is definitely the opportunity to offer an authentic Living History overlay – dress up in Historical Costume, cook and do workshops.

Lindheim Olkompani - microbrewery

- Warmly welcomed individually
- Attractive rustic décor using grains & apples, lots of wood
- Open brewery
- Authenticity
 - Family farm business, diversified
- Storytelling all the way through
 - Provenance of brewery, beers, daughter designed labels
- Owner understood market & production & had future strategy



UK Micro Brewery



Our findings

- A strong hospitality service can help businesses to stand out from the crowd by creating memorable experiences
- Our most memorable experiences were created through the passion, knowledge and enthusiasm of the people we met and their ability to connect to us in a meaningful way
- The most powerful experiences were those that stimulated all our senses and touched our emotions

People Power



- You have no business without the right staff
- Your people need to understand and adopt your organisational values
- Importance of repeats and referrals to hospitality service
- Invest in people first, not equipment
- Recruitment and retention
 - Talent management
 - Inspiration & motivation
 - Leadership & management

On-line recruitment for Cultural Fit



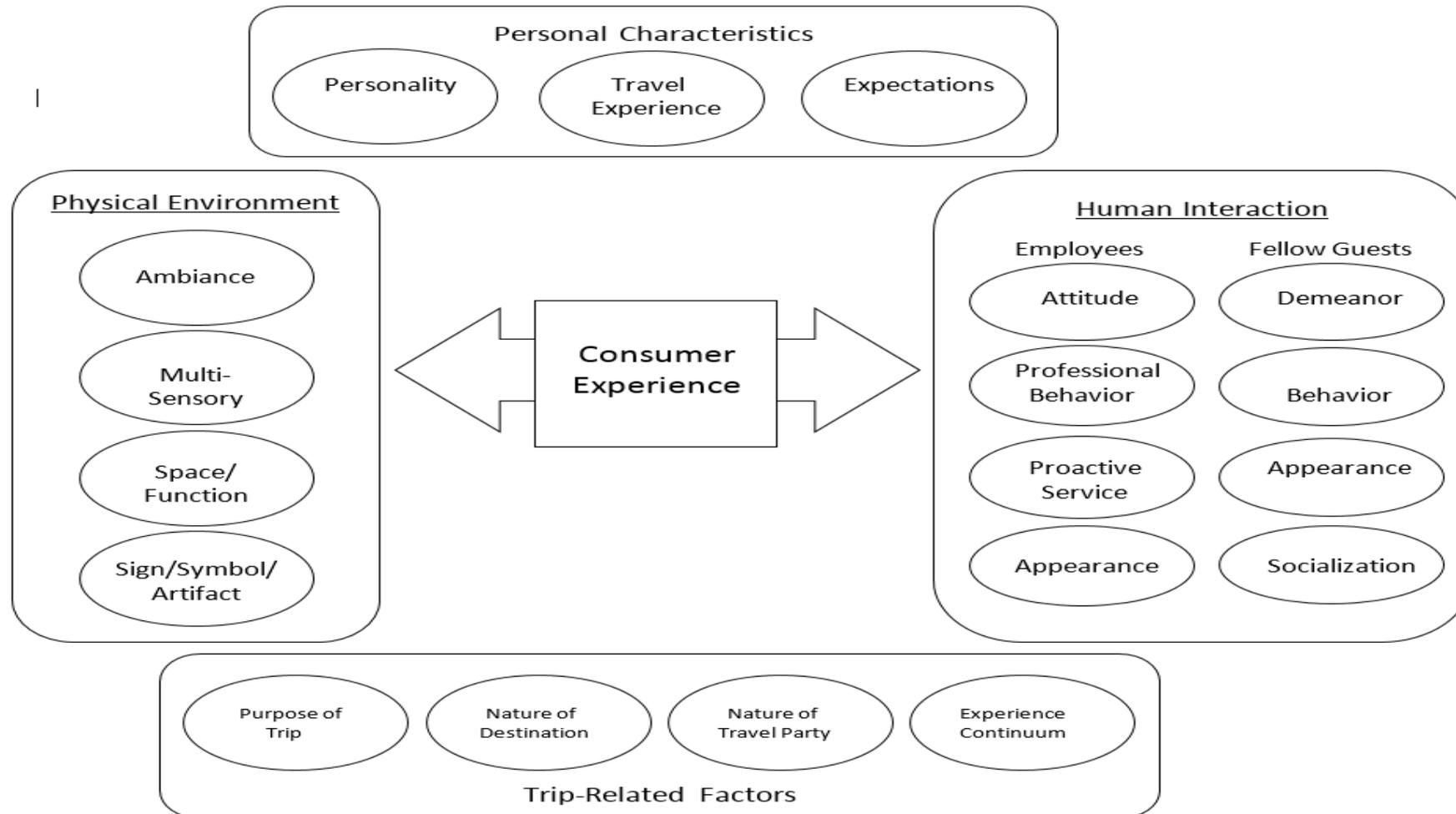
Touching Emotions and Creating Experiences

We can't emphasise enough
the importance of recruiting
for **personality**
in the service sector.

Authentic social engagement
makes all the difference to an
outstanding customer experience.

Authenticity
Creativity
Emotional Intelligence
Honesty
Needs met
Sensory
Training & Development

Creating a memorable experience



Hudson, S., and Hudson, L. (2017) Marketing for Tourism, Hospitality & Events: A Global & Digital Approach, Sage Publication