This article explores some of the Best Practices that have made Delta Hotels a leader in the hospitality industry.

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This is a retrospective case study that is based on Delta’s historical quality journey. The article showcases the company’s best practices and achievements in Quality and a Healthy Workplace that led to Delta Hotels becoming a three-time CAE Award recipient. Delta has continued to implement significant improvements and has recently revised its Vision, Mission and Values statements. These are shown on page 11. In this article, all references are based on the company’s previous Vision, Mission and Values statements.

A. BEST PRACTICES IN SENIOR LEADERSHIP COMMITMENT TO CUSTOMER SATISFACTION & EMPLOYEE ENGAGEMENT

1. The key to Delta Hotels’ success in creating high levels of guest loyalty, guest satisfaction (GSAT), and employee satisfaction (ESAT), is the Leadership Team’s passionate and unwavering commitment to these goals. These goals form an integral part of Delta’s Strategic/Operational Plan, and influence the way the company conducts business.

“The strength of our brand today and our commitment to service excellence is unmistakably due to the passion and energy of our employees at every level of the organization.”

Hank Stackhouse, President, Delta Hotels

Delta Hotels has two categories of customers:
- those who occupy guest rooms
- those who use the Hotels’ restaurants, lounges, and/or banquet facilities.

The terms “guest” and “customer” may be used interchangeably in this article.
2. The Leadership Team ensures that customer satisfaction (CSAT) and employee engagement are integrated into Delta’s organizational culture, which recognizes that there is a direct correlation between employee satisfaction and the way that employees interact with guests.

3. GSAT and ESAT do not exist in isolation at the frontline. They form an essential part of Delta Hotels’ Quality Journey which began in 1996. The company’s Quality Statement reads: “Quality at Delta is the right people using the right process to deliver the right products at the right price.”

4. The Quality Journey at Delta Hotels is all-encompassing. It is intended to be the embodiment of what managers and staff believe and how they behave, the outcome of which impacts all key stakeholders:

**Employees**

- Satisfied and committed employees know what is expected of them
- There is the opportunity to continuously learn and develop to their full potential
- They feel good about their role and environment, and are empowered to make decisions
- Teamwork is stressed as a means to ensure guest satisfaction.

5. Customer satisfaction and employee satisfaction are integrated into the organization’s Mission Statement.

“**MISSION**

The Mission of Delta is to be the full-service, Canadian, Hotel Management Company of choice with the dominant first class brand. In carrying out this mission, Delta will be guided by our Quality Journey, and will be known:

**To Guests As:**

- A Hotel company that offers great value
- A Hotel company that has warm, friendly, sincere, customer-focused employees
- A Hotel company that offers consistent delivery of products and services.

**To Employees As:**

- A company where employees can contribute and grow
- A great place to work where a culture exists that recognizes that “the way we deal with our employees is reflected in the manner that they interact with our guests”
- A company that demonstrates and encourages an attitude that is supportive of the social needs of the community.”

6. Delta’s Vision, Mission, and Core Values act as a guide for the entire workplace and ensure that the company is united in a common purpose. These are communicated by management to all employees through town hall meetings, the quarterly employee newsletter, posters, and a variety of methods used by individual Hotels.
7. Delta’s Values statement includes a clear and bold commitment to:
   • The relentless pursuit of guest satisfaction and loyalty
   • The relentless pursuit of employee satisfaction and commitment
   • Employee creativity and competitiveness
   • Openness and accessibility
   • Continuous improvement.

8. Employees’ level of understanding of the Vision, Mission, Core Values, and strategic direction is regularly reinforced, and is measured as part of the annual Employee Opinion Survey (EOS). Latest scores indicate a high level of understanding: a score of 3 out of 4 in the Quality Principles category of the EOS.

B. BEST PRACTICES IN SENIOR LEADERSHIP PLANNING FOR BUSINESS GROWTH, CUSTOMER SATISFACTION, AND EMPLOYEE ENGAGEMENT

1. Delta Hotels employs a sophisticated range of planning and management tools at the Corporate and Hotel levels. Some of the most crucial tools are:
   • The Quality Business Assessment (QBA) process – a 3-5 day assessment of the organization’s strengths and opportunities (based on the National Quality Institute’s Assessment Model)
   • The Employee Opinion Survey (EOS) and the EOS Action Plan
   • The Quality Improvement Plan (QIP) – derived from the EOS
   • The Strategic/Operational Plan (SOP) – derived from all of the above.

2. Senior leaders (the Corporate Leadership Team and Hotel Management Teams) use a consultative “top-down and bottom-up” approach to developing these Plans. Priorities are determined through ongoing consultation, dialogue, and analysis with employees, guests, owners, suppliers, and competitors. Guest focus groups are conducted, and employees have input via the EOS.

3. Once the QBA has been drafted, employees participate in QBA validation focus groups in order to provide feedback to management prior to development of the overall Strategic/Operational Plan.

4. The Leadership Team has chosen 11 key strategic priorities. Two of these priorities, Continuous Guest Service Improvement and Brand Awareness, are viewed as being vital to achieving the strategic direction of the organization and are consistently reinforced throughout the organization.

5. The Strategic/Operational Plan contains 4-year goals and objectives for guest satisfaction (GSAT), employee satisfaction (ESAT), financial results, and growth.

6. Each Hotel is given the flexibility to develop its own Strategic/Operational Plan based on its market conditions. Hotel SOPs align with the Corporate SOP.

7. The President, Senior VP People and Quality, and the Executive Director of Operations deploy the Strategic/Operational Plan and Delta’s Quality objectives through personal visits to all Hotels.

8. Senior leaders at Delta devote considerable resources, and utilize a wide range of tools, to communicate the Strategic/Operational Plan to all levels in the organization. The tools include:
   • Connections/Liaison – a quarterly bilingual in-house newsletter
   • Delta Privilege™ bimonthly newsletter
   • Letters from the President to the employees
   • Town hall meetings with managers and staff
   • Annual meetings that bring representatives together from the Hotels
   • Performance reviews that communicate individual and company values and objectives
   • Ongoing operational reviews.

“We know that there is a direct correlation between employee engagement and guest satisfaction and loyalty.”
Janice Smith,
Director, Quality and Recruitment, Delta Corporate
9. Knowing that economic and market conditions are fluid, Delta constantly monitors its progress, and the Plan is reviewed and tested periodically to ensure that the direction and priorities still have validity.

10. The Leadership Team demonstrates a commitment to a healthy workplace environment through allocation of budget resources:
   • Resources to support the areas of opportunity identified in both the EOS Action Plan and the QIP that relate to a healthy workplace are approved at the Hotel level. These are approved as part of the annual budgeting process
   • Corporate resources are allocated on behalf of the Hotels for programs that have a national purpose and coverage.

C. BEST PRACTICES IN SENIOR LEADERSHIP INVOLVEMENT AND ACCOUNTABILITY

1. The Corporate Leadership Team and Hotel Management Teams lead by example and maintain high visibility and approachability. They also work closely together to reduce barriers and promote open communication among all employees.

2. Corporate and Hotel Leadership Teams are trained to acquire strong, cohesive behaviours that enable them to resolve issues quickly.

3. The Leadership Team participates in the QBA process, development and deployment of the QIP and the Strategic/Operational Plan, and in problem-solving activities related to guest complaints.

4. The Leadership Team is also actively involved in improvement initiatives with guests and employees through such systems as conference calls, focus groups, town hall meetings, and functional conferences to reinforce the Quality Journey.

5. Quality and guest satisfaction are on the agenda in monthly departmental meetings, town hall meetings, and management conferences. They also feature prominently in Connections/Liaison newsletters.


7. Management incentive plans have been added to more levels at Corporate Office and Hotels to link rewards to achievements. This helps to ensure that managers recognize that they are responsible and accountable for their actions and that evaluation of their performance results in continuous improvement.

8. The annual and long-term bonus plans for the Corporate Leadership Team and the Hotel Management Teams contain targets for ESAT, GSAT, financial results, and elements of the Quality Principles.

9. Senior leaders believe that sharing their Quality practices helps to strengthen the hospitality industry and the business community.
   • They regularly speak or lecture on Quality at Centennial College, University Advisory Committees, and Provincial Tourism Education Councils
   • They also participate on verification teams for the National Quality Institute’s Canada Awards for Excellence program.

10. Results from the annual Employee Opinion Survey indicate that employees view the Leadership Team as effective models of the Company’s Quality Principles (based on a score of 3 out of 4 in the Leadership and Quality Principles categories of the EOS).

11. Delta’s Quality Journey (embarked upon in 1996) has withstood multiple Leadership Team changes.
D. BEST PRACTICES IN EMPLOYEE SATISFACTION AND EMPLOYEE ENGAGEMENT

The relentless pursuit of employee satisfaction

1. One of Delta Hotels’ Core Values is the “Relentless pursuit of employee satisfaction and commitment.” All recruitment and retention activities align with this core value.

2. Delta Hotels’ Mission Statement also reflects the company’s deep commitment to all of its employees: “Delta will be guided by the Quality Journey, and will be known to employees as:
   • a company where employees can contribute and grow
   • a great place to work where a culture exists that recognizes that ‘the way we deal with our employees is reflected in the manner that they interact with our guests.’”

3. Delta prides itself on going “beyond salary and benefits” by offering employees a wide range of opportunities to enrich their working lives, experience the benefits of working in a healthy workplace, and to develop satisfying careers within the organization.

4. The Quality Journey approach at Delta recognizes employees as key stakeholders, and is committed to the following:
   • Satisfied and committed employees who know what is expected of them
   • The opportunity for continuous learning, and the development of their full potential
   • Helping employees to feel good about their role and environment, and to be confident in making decisions
   • The importance of teamwork to ensure both guests’ and owners’ satisfaction.

5. Delta’s senior leaders believe that “the role of Leadership is to cultivate an environment that enables all employees to achieve success.” Although few would argue with this statement, senior leaders work hard to actually incorporate this belief into the daily management of the business.

Selection for “best cultural fit”

6. During the recruitment and selection phase, Delta uses a proprietary pre-employment tool to ensure that candidates’ attributes closely match those of the Delta culture, and that candidates possess a strong guest-service orientation.

7. Selection also includes a four-step phase in which all applicants are interviewed by People Resources, the Department Head, the Division Head, and the Hotel General Manager. Some Hotels include peer interviews.

Employee transfers and international training opportunities

8. Delta’s Destinations program offers employees exciting opportunities to request transfers to other Delta Hotels in Canada, for the purpose of career development and cross-training.

9. Employees may also use the Destinations program for discounted vacations for themselves and their families.

Employee Service Guarantee

10. Employees enjoy an Employee Service Guarantee which promises that all employees will receive performance feedback annually. The guarantee ensures that employees who do not receive their annual review within 30 days of their anniversary date will receive an additional week’s pay!
Employee Empowerment
11. One of the most important best practices at Delta is the employee empowerment process called Power to Please. The goal is to empower all staff to do whatever it takes to “wow!” the guest and to meet guests’ needs.

12. Delta promotes an environment in which innovation and risk-taking are encouraged. All employees are confident and comfortable to be innovative and take risks without fear of failure or reprisal.

13. Employees who are initially uncomfortable with this role are given the appropriate training using such tools as:
   - Video - Power To Please
   - A learning module on Empowerment.

14. This strong empowerment culture is also a prominent feature in the quarterly Connections/Liaison newsletter. Each issue includes a section called The Power of One which features exciting examples of how individual employees went out of their way to “wow!” the guest!

Annual Wellness Fairs for employees
15. Delta arranges annual fairs for employees. Partners and suppliers are invited to present topics on health and wellness, life/work balance, community initiatives, etc.

Ethics Hotline
16. The company has introduced a confidential Ethics Hotline7, to allow employees to discuss potential unethical issues that they may encounter.

Consultation and two-way communication
17. Employees participate in the “top-down and bottom-up” consultative process for the development of Quality Improvement Plans and the overall Strategic/Operational Plan. Employees also participate in validation focus groups to provide feedback on the QBA process.

18. Employees are able to provide feedback and suggestions for continuous improvement through the deployment of a variety of mechanisms such as:
   - town hall meetings and monthly departmental meetings
   - the annual Employee Opinion Survey
   - formal and informal Problem-Solving Teams at each Hotel
   - Hotel and regional menu competitions
   - national conference calls to discuss process issues
   - participation in Process Management Teams (at Corporate and Hotel level)
   - Corporate- and Hotel-level Employee Representative Committees (ERC)
   - Annual functional conferences (Sales, Banqueting, etc.).

Key Service Standards
19. Employees are provided with Key Service Standards that focus on the essential service elements of all employees’ roles. Consistent use of them in every Delta Hotel is extremely powerful. If team members demonstrate only the Key Service Standards during every guest interaction, the Hotel will continue to create a positive, memorable experience. Guests will leave the Hotels feeling that they were treated in a sincere, friendly manner and will want to return.

20. Key Service Standards are embedded in all guest interactions. Senior leaders set the example and are required to reinforce the expectation of consistent application of Delta’s service philosophy with all team members.

21. At the same time, those team members who consistently practice this service philosophy are recognized through Delta’s Reward & Recognition programs.
22. Rewarding and recognizing employees for their contribution to consistent Quality service is key to ensuring the prominence of the Delta brand in the Canadian hospitality industry. Hotels also share best practices with regard to these programs.

23. The Standing Ovation and On the Spot Awards: “This is done spontaneously. A nomination form is used to signal that an employee is deserving of praise. We then seek out that employee and publicly give them a standing ovation – it’s very powerful.” (Anita Stafford, Director, People Resources).

24. Delta’s overall reward and recognition program, CELEBRATE, consists of a series of R&R programs designed to celebrate individual and team successes. These programs are systematically linked to the company’s Quality Principles and include the following:
   • Team Achievement Award; Safety and Wellness Award
   • Quality Leader Award; Above and Beyond the Call of Duty - ABCD Award
   • On The Spot Award
   • Standing Ovation Award

Recognition is usually given at:
   • Town hall meetings
   • Connections/Liaison newsletter
   • Department meetings

25. The Community Ambassador Award is one of the components of CELEBRATE. Community Ambassadors are nominated for an award to recognize those who are most involved in their communities.

26. At some Hotels, two employees are chosen each month as “employees of the month” and receive either a preferential parking spot for a month or a gift certificate.

27. Hotels are given the autonomy to implement reward mechanisms which are unique to their specific workforce, and which meet the local cultural aspects of each Hotel’s region and community. For example, the Delta Chelsea Hotel developed Standing Ovation.

28. Various Hotels seek and achieve industry recognition through awards such as:
   • Delta Chelsea Hotel - awarded Four Diamond status by AAA
   • Delta St. John’s Hotel - received the Business Achievement Award in Quality and Continuous Improvement
   • Delta Brunswick Hotel - awarded New Brunswick’s K.C. Irving Quality Award.

Beyond salary and benefits

29. The company also:
   • offers a 24/7 Employee Assistance Program (confidential counselling service)
   • provides same-sex benefits (Delta was the first Hotel company in Canada to introduce this in the early 1990s as a result of employees identifying this need)
   • promotes technical certification with the respective provincial tourism education councils (more than 150 employees received certification in the past 5 years)
   • grants employees free membership of the Hotel’s fitness club
   • deploys Safety and Wellness Committees and Employee Representative Committees at Corporate and Hotel level
   • systematically attracts and recruits superior talent from academic institutions and through colleague referral programs
   • recognizes length of service
   • encourages internal transfers and promotions, and supports succession planning activities
   • publishes the Connections/Liaison employee newsletter
   • operates Green Teams (environmentally-focused employee groups) in all Hotels.

“At Delta, we treat each other with respect, have fun, we’re empowered, and there are great opportunities for growth.”
Melinda Jaramillo, Executive Housekeeper
**Employee training and career development**

30. One of the first things in which new employees are specifically trained, is to understand Delta’s culture, called *The Delta Difference*. Managers and trainers use storytelling to present examples of how some employees have enhanced the service experience of guests.

31. Delta’s commitment to strengthen employee engagement has resulted in a wide range of formal and informal training opportunities including:
- thorough orientation training, as well as initial technical and guest service training
- training in diversity, anti-harassment, and the centrality of respect and dignity
- a Corporate Learning Activities calendar which offers more than 25 different workshops to Delta employees across Canada each year
- Online training for all entry-level positions.

32. Managers are offered in-depth training to equip them for their role. Examples include:
- entry-level, management, and executive development
- a formal mentoring program
- Quality Orientation for new Managers; Time Management; Conflict Resolution; Valuing Diversity.

33. *Skillscope*, a 360° feedback tool, is used to assist managers with their development at Delta. This systematic approach ensures that all managers at Delta receive constructive feedback from their peers, colleagues, and manager every 2 to 3 years.

34. Delta also has a strong culture of continuous learning which includes both in-house and external resources. Examples include:
- Fastrackers program in co-operation with Ryerson Polytechnic University

35. The Employee Development Review (EDR) is conducted annually to provide individuals with performance feedback related to Delta’s Quality Principles and Key Service Standards. The EDR also identifies employees’ career aspirations. This process results in an Individual Development Plan (IDP) which incorporates CSAT and ESAT data, and performance review data.

**Removal of barriers**

36. Delta Hotels applies a strategy called *Removal of Barriers*. The purpose is to ensure that any and all barriers are removed, so that employees are able to excel at doing their best to meet and exceed customers’ needs.

37. “Barrier removal” is a standing agenda item at weekly Leadership Team meetings and monthly departmental meetings.

38. The company ensures that Delta’s *Power to Please* culture of empowerment is well deployed throughout the organization.

39. Evidence that employees are empowered to “remove barriers” is published in Delta’s *Power to Please* reports.

**Measurement of employee morale and employee satisfaction**

40. Measuring ESAT is central to Delta’s culture of continuous improvement. Using a systematic approach to measurement and action planning, Delta annually assesses the employee climate.
- ESAT is systematically measured through the annual Corporate and Hotel EOS
- Action plans are developed, with input from all employees, and communicated at both town hall and department meetings. Action plans are then deployed
- These plans are monitored regularly to ensure commitment to, and follow up of, the plan
- Strong evidence exists that measurement and linkage to the EOS results and action plans has an impact on continuous improvement
- ESAT scores are linked to the Management Incentive Plan for all Leadership and Management team members at both the Hotel and Corporate office
- Managers’ objectives are directly linked to action plan results for the following year’s ESAT scores.

“We’ve always believed in using a blended approach to training to promote retention.”

Jose Bansil,
Director of Learning & Development, Delta Corporate
E. BEST PRACTICES IN CUSTOMER SATISFACTION AND GUEST SATISFACTION

The relentless pursuit of guest satisfaction
1. One of Delta Hotels’ Core Values is the “Relentless pursuit of guest satisfaction and loyalty.”

2. Delta Hotels’ Mission Statement also reflects the company’s deep commitment to its customers. “Delta will be guided by the Quality Journey, and will be known to guests as:
   a. A Hotel company that offers great value
   b. A Hotel company that has warm, friendly, sincere, customer-focused employees
   c. A Hotel company that offers consistent delivery of products and services.”

3. Delta recognizes that today’s travellers have many hotels to choose from. However, it is the service attitude and behaviour of Delta’s team members that contribute to customer loyalty. Delta’s reputation is built on this service commitment.

4. The Quality Journey Approach at Delta recognizes guests as key stakeholders, and is committed to the following:
   • Satisfied guests receive warm, friendly, sincere hospitality in a consistent and professional manner
   • They receive good value for the price they pay, and their loyalty to Delta Hotels is enhanced by employees’ commitment to the Quality Journey culture.

Drivers of guest loyalty
5. “Guest loyalty” is a cornerstone value that drives all aspects of Delta’s operations. The company utilized the services of an external research firm to identify the “drivers of guest loyalty.” This research is updated regularly, based on feedback from guests and customers.

6. Delta’s deployment of, and dedication to, its Key Service Standards is also one of the cornerstones of Delta’s success. The loyalty of its guests is measured by the company’s ability to deliver consistent service at every Delta Hotel.

7. These Standards are both technical and service-oriented in nature; however, the company has found that “as hospitality ambassadors, we will have a greater impact on our guests with warm, friendly and customer-focused team members than we will with a technically-focused team.”

8. Over the past few years, Delta has adopted a “back-to-basics” approach to customer service. As the chain grows across Canada, it is recognized that CONSISTENCY of services and service standards is THE difference which will foster customer loyalty to the Delta brand.

Service Guarantees; enhanced services and benefits for frequent customers
9. Delta is recognized in the Canadian Hotel industry for originating, sustaining, and promoting the service guarantee.

10. Delta has identified those customer groups who contribute significantly to annual room revenue. These customers are provided with enhanced service and benefits in order to cultivate their loyalty. An example is the Delta Privilege™ program which provides each member with guaranteed service propositions which are consistently honoured.

11. A Delta Privilege™ member will receive the following guaranteed services or the guest room charge will be complimentary for the first night of the stay:
   • One-minute check-in (after 3:00 p.m.)
   • “I’m-on-my-Way” (early check-in)
   • Extended check-out (to 6:00 p.m.)
   • Express check-out
   • 500 frequent flyer miles per stay (subject to conditions).
12. The Program also offers its members a 24-hour concierge service, priority wait-list, and guaranteed reservations. Gold and Platinum levels include complimentary food and beverage certificates and room upgrades, to name a few.

13. The Blue Ribbon Guarantee means that the room has been serviced without any products missing. If anything has been overlooked, the room charge will be complimentary for the first night of the stay.

14. Delta Hotels was one of the first to offer a chain-wide family program and children’s creative centres.

Identifying guests’ and customers’ needs
15. Delta allocates resources to acquire and track customer needs, and to determine the future needs of customers. This data drives innovation, and also enables Delta to continuously execute product and service enhancements. Data sources that help to identify guests’ needs include the following:
   • Guest Comment Cards
   • “Guest Callback” Program
   • Partners in Performance (PIPS), an internal customer focus group
   • 1-800 AND TALK
   • Log Book (Food and Beverage)
   • Department meetings
   • Hepworth and Angus Reid Research

16. The “Guest Callback” tracking system monitors requests for items at the Front Desk or Housekeeping departments. For example, irons and ironing boards were introduced in each guestroom as a result of this tracking mechanism.

17. Annual customer service research has provided feedback which resulted in an enhancement to Delta Hotels’ customer feedback process by reducing the timeframe for addressing customer concerns from 14 days to 48 hours.

18. Each Hotel promotes well-publicized employee suggestion plans, which are intended to enhance the process of determining customer needs. An example is Delta Chelsea Hotel’s Blue Phone, a mechanism which encourages employees to submit suggestions.

Guest Satisfaction Committees
19. Employees in individual Hotels have the opportunity to participate in guest satisfaction committees in order to share and brainstorm ideas for improving guest service and satisfaction.

Prompt response strategies for customer concerns
20. Delta management has implemented a rigorous set of formal and informal processes for handling and resolving customer complaints. Clear timeframes are provided for the effective resolution, or escalation of, complaints.
   • The Hot Card contains one or more guest comments which indicate a high degree of dissatisfaction. This is given the utmost urgency
   • The Prompt Personal Response (PPR) card is categorized by the GM’s office as disturbing but not as severe as a HOT Card.

21. The 1-800 AND TALK line is intended to provide customers with the opportunity to communicate service issues directly to the President. This service is available 24 hours daily and is answered during business hours by the President, and after business hours by the Guest Experience Analyst.

22. The Hotel is required to respond to the guest within 24 hours of receiving the 1-800 AND TALK call, and a copy of any correspondence sent to the guest is to be forwarded to the President’s Office. The guest also receives an acknowledgement letter from the President.

It is Delta’s commitment to provide a memorable experience for their guests
BEST PRACTICES IN THE MEASUREMENT OF CUSTOMER SATISFACTION FOR CONTINUOUS IMPROVEMENT

CSAT and GSAT
1. A key element to managing Delta’s customer relationships is the requirement to measure CSAT and to track customer concerns in each Hotel. The findings drive Delta’s continuous improvement process.

2. CSAT is tabulated and measured monthly by both Corporate and Hotel Leadership Teams.

3. CSAT levels are reviewed throughout the month; corrective action is determined on a continuous basis.

4. Team recognition at the Hotel level is incentivized through the use of CSAT and GSAT scores. These scores contribute up to 50% of the annual Management Incentive Plan.

5. Continuous improvement changes are frequently deployed as a result of an extensive research project with Hepworth Consultants to identify Delta’s key drivers of customer loyalty.

6. Carlar is an independent Hotel inspection company that provides an in-depth evaluation of each Hotel’s products and services.

7. Hotels are also measured by anonymous sources annually (the “mystery shopper” strategy), and are benchmarked with other Delta Hotels and the local competition.

8. Angus Reid biannual research is conducted to assess awareness of, and satisfaction with, the Delta brand compared to Canada’s other Hotel chains.

Author’s note: The Best Practices described in this article can also be applied to other sectors including the public service and health care. NQI uses the term “customers” in the broadest sense to include anyone who uses the services or products of any organization: clients, citizens, patients, travellers, guests, patrons, etc.

Delta Hotels’ New Vision, Mission and Values

Our Brand Vision
At Delta we create communities Guests can rely on for the comfort and emotional support they can’t take with them when they leave home.

Our Brand Mission
At Delta we will earn world class customer loyalty by honouring the qualities that make great communities:

- A community is inclusive, familiar and welcoming.
- A community values relationships as much as commerce.
- A community is built on caring and supportiveness as much as on service.
- A community is a place where people can comfortably be themselves.

Our Brand Values
We are one team. One community.
We depend on each other to build communities travelers can rely on. Just as important, we depend on each other to build supportive workplace communities that we can rely on.

We believe respect is the beating heart of our community.
Diversity makes us strong. We respect each other, our differences, opinions and ideas. It’s how we build trusting, lasting relationships with our guests and each other.

We are passionate about what we do. We know no other way.
Our guests and team members experience our energetic fun-loving culture of enthusiasm and excellence in everything we do, everyday.

We are about people. It’s why we care about each other.
We take a sincere and genuine interest in the well being of others.

We are never satisfied.
We constantly strive to improve. Creativity, innovation and life long learning is the key to our success both as individuals and as hoteliers.

We are powerful community builders.
Everyone at Delta can make it happen. Every team member has the power and responsibility to take action.

Delta Hotels: A Canadian Hotel Management Success Story

Founded in 1962 in Richmond, British Columbia, Delta Hotels has grown from a single 62-room motor inn to become Canada’s leading first-class hotel management company. Today, Delta has a diversified portfolio of 44 city-centre, airport and resort properties.

Delta Hotels is the only hotel company to be recognized by the National Quality Institute with three prestigious Canada Awards for Excellence: for Quality (2000), a Healthy Workplace® (2004), and The Order of Excellence (2007). These Awards are Canada’s top recognition for organizational excellence in the areas of leadership, performance, planning, customer focus, people management, and supplier relationships.

Delta Hotels has also been voted one of “The 50 Best Employers in Canada” by the Globe and Mail’s respected magazine, Report on Business (2001- 2003 and 2005-2008).
Her Excellency the Right Honourable Michaëlle Jean, C.C., C.M.M., C.O.M., C.D., Governor General of Canada

Recognizing Organizational Excellence in Canada

The Canada Awards for Excellence (CAE) is Canada’s pre-eminent recognition program for organizational excellence. The CAE awards are presented annually to private, public, and not-for-profit organizations that have displayed outstanding performance in the areas of Quality and a Healthy Workplace®. As further acknowledgement of these accomplishments, Her Excellency the Right Honourable Michäelle Jean, C.C., C.M.M., C.O.M., C.D., the Governor General of Canada, has bestowed her Vice-Regal Patronage on the program.

For more information on the Canada Awards for Excellence, visit www.excellenceawards.ca

About the National Quality Institute

The National Quality Institute (NQI) is an independent, not-for-profit, organization that is committed to advancing organizational excellence across Canada. A Board of Governors comprised of leaders from the private sector, public sector, health care, and the not-for-profit sector, governs NQI.

As Canada’s national authority on Quality and Healthy Workplace® practices, the National Quality Institute has created a uniquely Canadian model, providing measurable standards for all Canadian organizations.

NQI assists Canadian organizations to improve performance by providing:

- a principle-driven, criteria-based way to implement organizational excellence,
- Progressive Excellence Programs (NQI PEP®),
- national recognition through the Canada Awards for Excellence,
- education and assessment services,
- membership services, and
- advisory services.

**NQI Mission Statement**

To help organizations to continuously improve performance and results by providing innovative national criteria, progressive implementation programs, services, and certification.

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**Did you know?**

Q: How many people will a disgruntled customer tell about their negative experience?
A: 10 people on average*

Q: How many people will a satisfied customer tell about their positive experience?
A: 3 to 5*

Q: What percentage of dissatisfied customers will switch to a competitor (if they have the option)?
A: 70%*

* US Office of Consumer Affairs

Q: What is the single most vital goal of all organizations (irrespective of sector)?
A: "The purpose of organizations is to acquire and maintain customers." - Theodore Levitt, Professor of Business Administration (Emeritus), Harvard Business School.

Q: Some organizations try hard to offer great customer service, but it eludes them. Why?
A: They’re probably focusing on the wrong things, like tactics at the frontline. Great customer service usually thrives in a culture of Quality where everyone, from the President down, is obsessed with providing superb customer satisfaction.