Good Practice

Quality Criteria

Meeting Tomorrow's Challenges on Quality

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Web based toolkit on Good Practice title and accompanied by
Guide, Brochure and DVD video clip.

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REGION VÄSTRA GÖTALAND

Culture and Heritage Added value to Regional policies for Tourism Sustainability

INTERREG IVC
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

European Union
European Regional Development Fund

Quality Criteria

Meeting Tomorrow's Challenges on Quality

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INTERREG IVC programme

INTERREG IVC provides funding for interregional cooperation across Europe. It is implemented under the European Community's territorial co-operation objective and financed through the European Regional Development Fund (ERDF). The overall objective of the INTERREG IVC Programme is to **improve the effectiveness of regional policies and instruments.** A project builds on the exchange of experiences among partners who are ideally responsible for the development of their local and regional policies. The areas of support are **innovation and the knowledge economy, environment and risk prevention**. The programme aims to contribute to the economic modernisation and competitiveness of Europe. INTERREG IVC is linked to the objectives of Lisbon and Gothenburg agendas.

CHARTS project

Project Mission is to enrich **regional policies** with culture and heritage as added value for **tourism sustainability,** by **exchange experience** amongst the partners in established Good Practices on the sustainable management of **culture**, **heritage** and **landscape** through **communication** and **collaboration**, keeping in mind the effects of **innovation** and creating a base of **knowledge** that can span well beyond the project's end.

- Climate Change
- Accessibility to Heritage
- Effective Partnerships
- Host Communities and Responsible Tourism
- **Quality Criteria**
- Visitor Information

- Place Marketing
- Cultural Routes
- Railway Heritage
- Local Products and Gastronomy
- Traditional Skills and Trades
- Cycling for Tourists
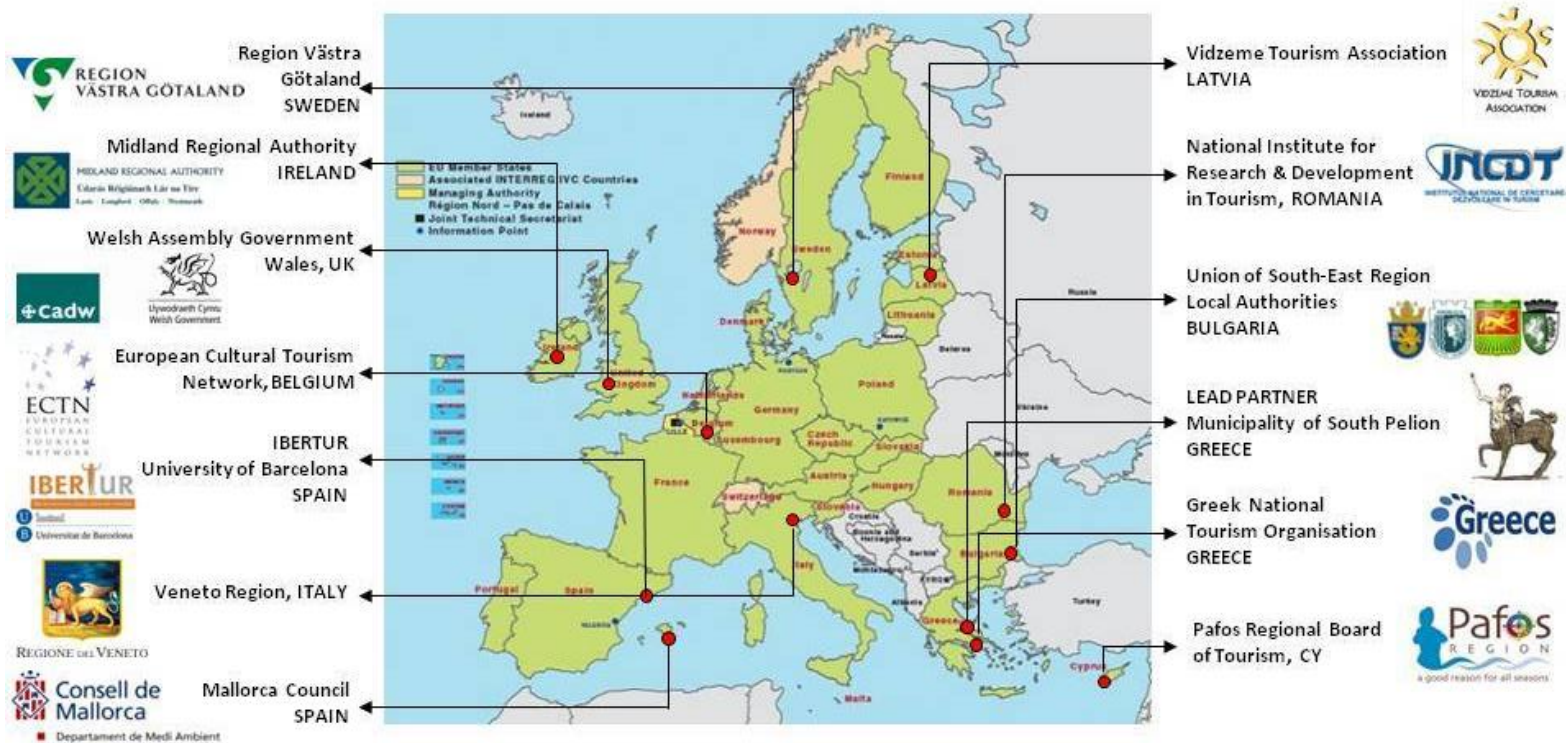
based on capitalizing results from previous projects

"The Quality of an offering (product, service or combinations thereof) is its ability to satisfy or exceed the needs and expectations of its customers"

"A customer is the most important visitor on our premises.
He is not dependent on us.
We are dependent on him.
He is not an interruption in our work.
He is the purpose of it.
He is not an outsider in our business.
He is part of it.
We are not doing him a favor by serving him.
He is doing us a favor by giving us an opportunity to do so."

Mahatma Gandhi

Satisfaction
(Subjective)
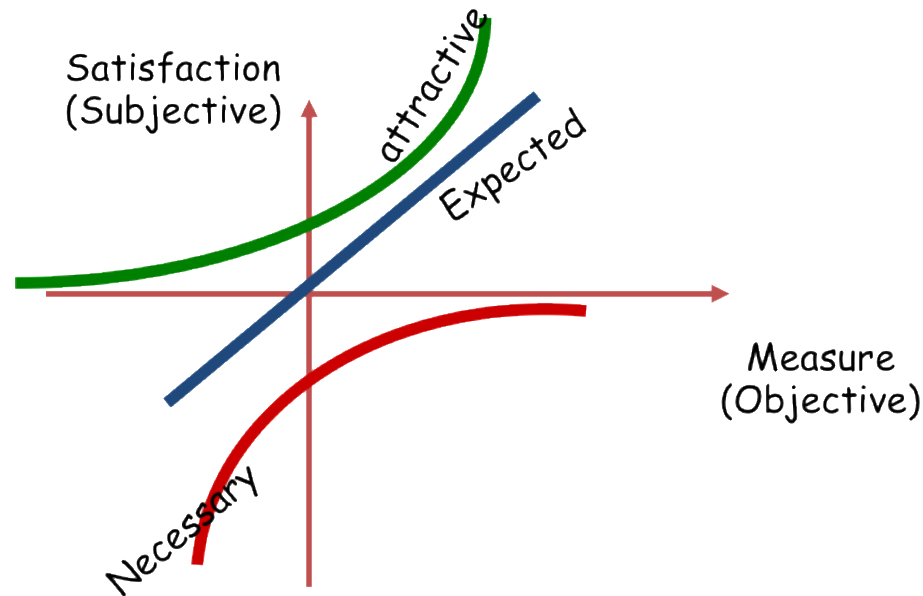
Provider measurement
(Objective)
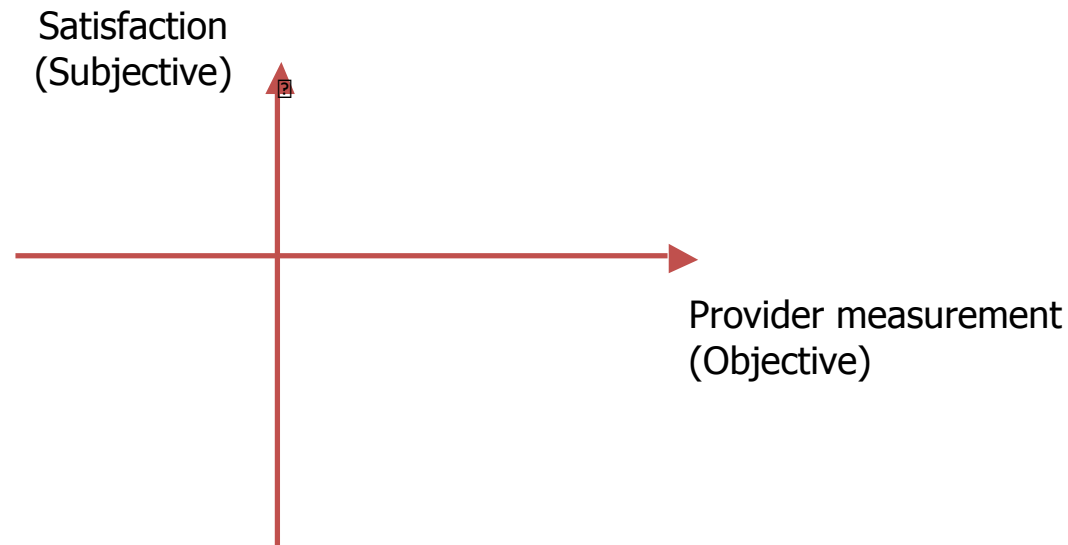
The objective and Subjective aspects of Quality of an attribute.
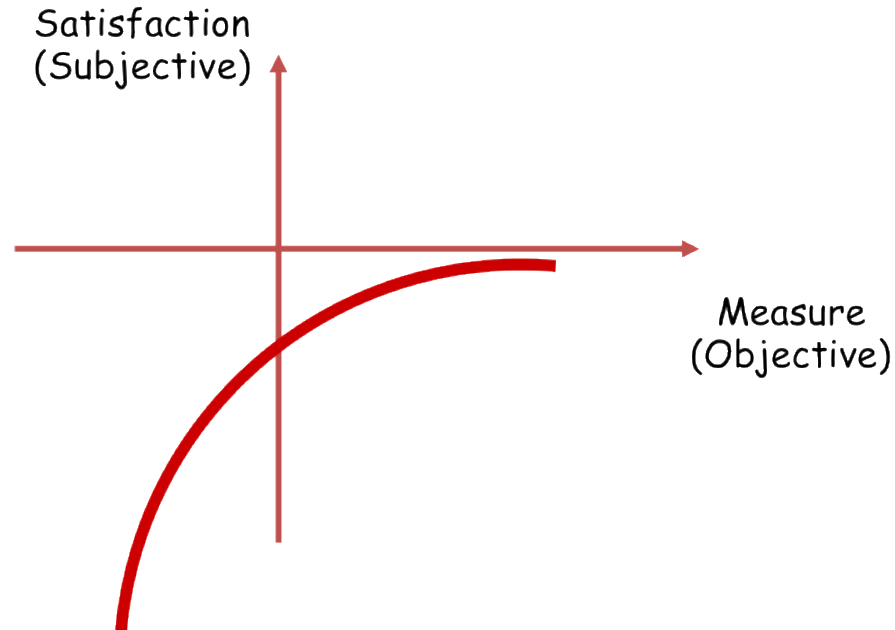
For some attributes of an offering – it doesn't matter how good you are – in some objectively measured way – the customer will never be delight with respect to that attribute. However, if we fail to deliver – the customer might be incredibly dissatisfied.

Some other attributes are such that the better(on ome objectively measurable scale) they are the better the the customer likes it. And vice versa if these attributes are not so good (objectively measured) the customer will be unhappy. A third type of attributes are such that it is no problem for the customer if the provider has not succeeded in deliver – however, even a mediocre level might be very attractive to the customer.
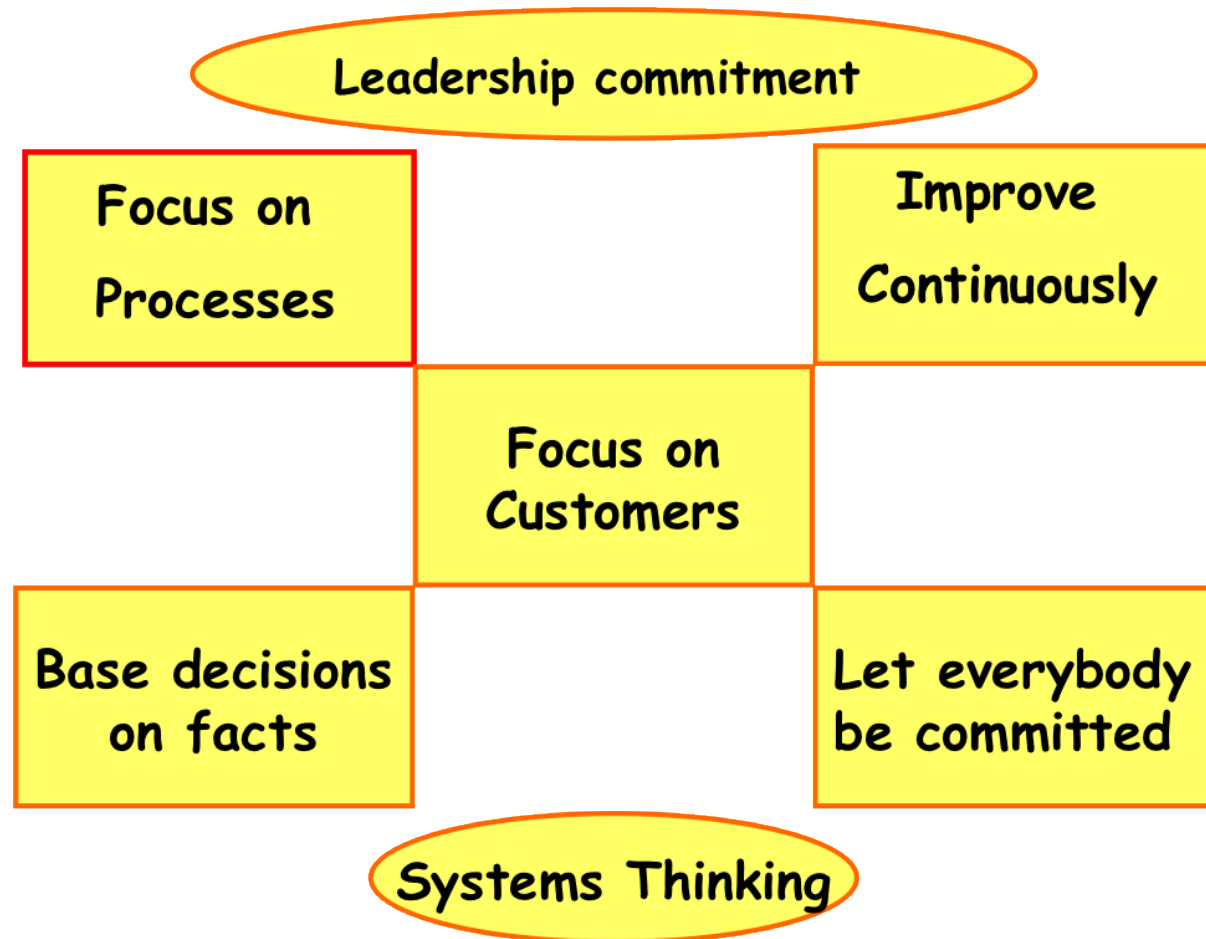
Indicators for Sustainable Cultural Destinations

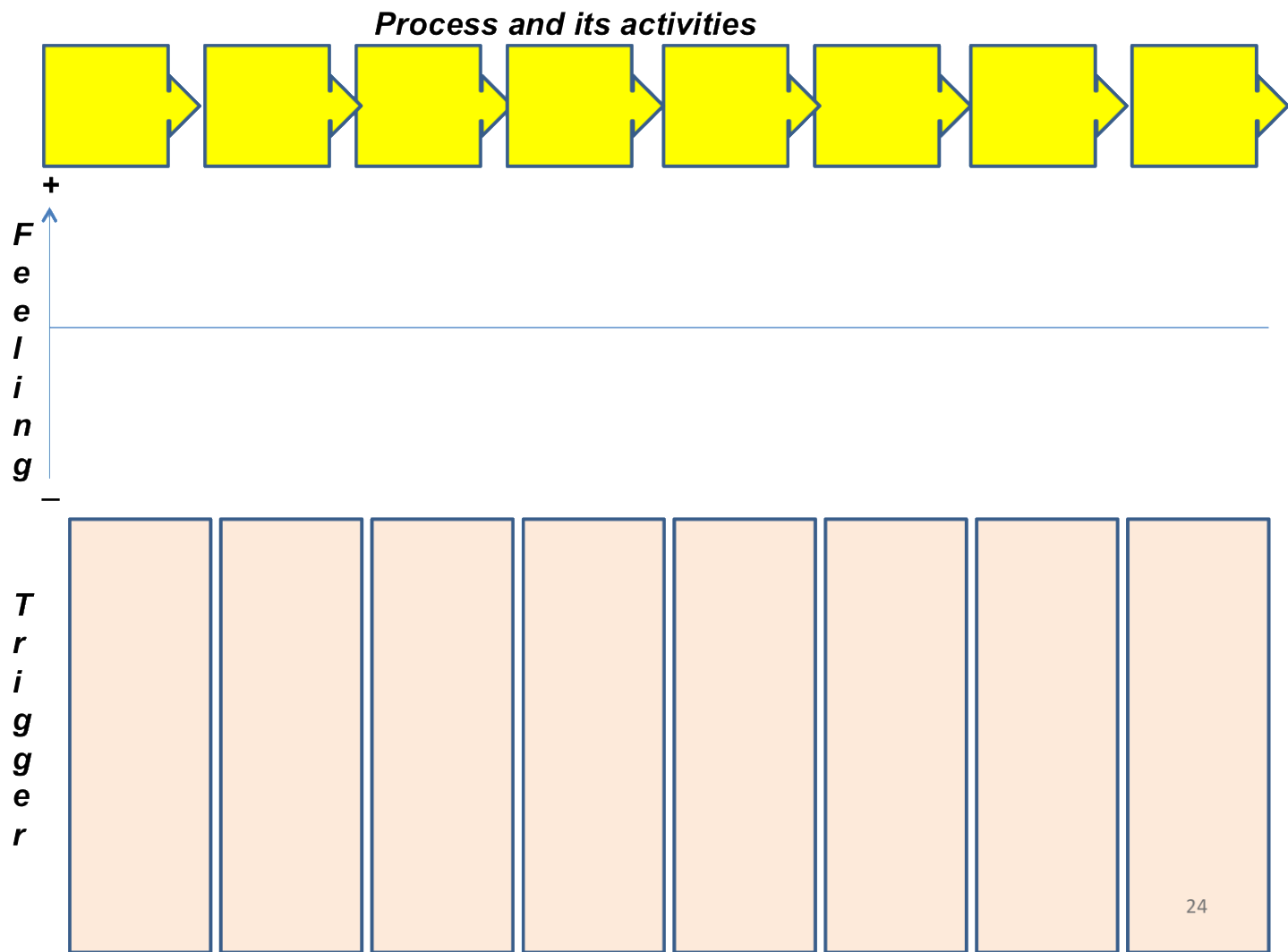|	**Economic** Promoting Local Prosperity	**Social** Supporting Community Well-being and Involvement	**Cultural** Protecting and Giving Value to Cultural Heritage	**Environmental** Minimising Environmental Impact
Impact Dimensions				
Direct Indicators	•Participation in quality certification •Market penetration •Tourism training accessed	•Accessibility assessments undertaken •Educational visits •Presence of destination management approach	•Recognition by visitors as cultural destination	•Businesses with eco-certification •CO2 emissions by hospitality and cultural activities
Indirect Indicators	•Visitor satisfaction •Business growth •Tourism spend	•Resident satisfaction with local tourism impact	•Condition of designated sites of importance •Visitor view of distinct 'local' experience	•Waste generated by visitors •Carbon emissions by visitors •Water quality

Indicators of sustainable cultural tourism as suggested by the Wales partners. Indeed, these are very important. But, as suggested in tis Guide, there is a need to complement these indicators with some that are much more close to the customers and for which it is possible to track the dynamic feature of the quality concept.

Internal Customers — External Customers
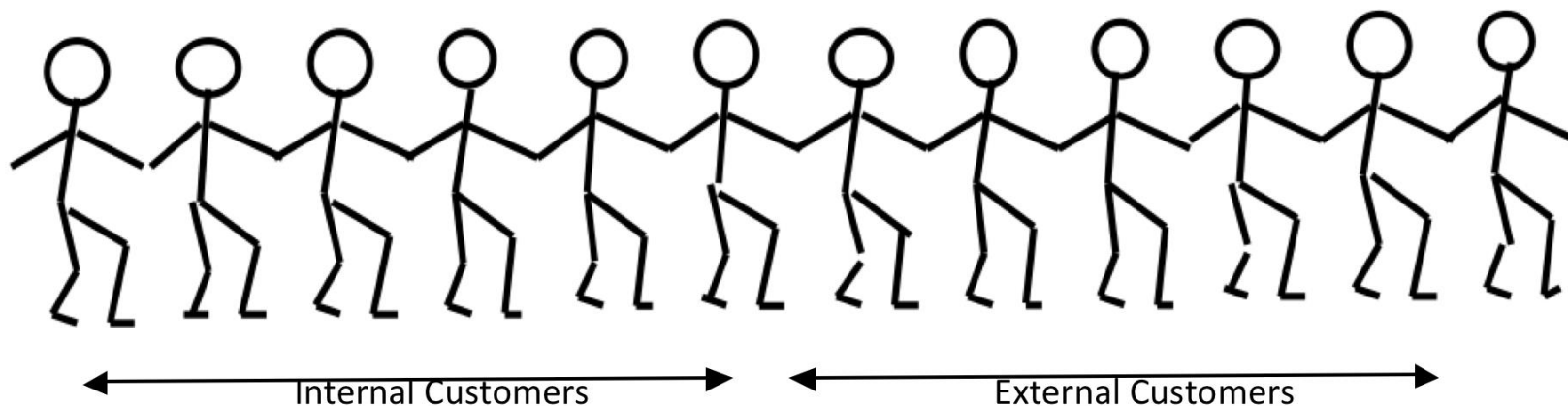
All internal processes and offerings have a number of customers of different kind – internal customers need input from other processes/co-workers to be able to their jps which in the end should satisfy external customers. At a brainstorm meeting at the Västra Götaland region a number of different customers were identified, see Annex V. However, in this Guide we put focus on the visitors – of course also these are very different in nature – sometimes also in a chain of customers as for exemple in the case of teachers coming to a museum with a school class .

Some management principles related to a modern view of an organisation with a focus on quality. These principles are common to many kinds of quality management initiatives as for example Lean Initiatives, ISO 9000, and Total Quality Management.

Leadership commitment

Focus on Processes

Improve Continuously

Focus on Customers

Base decisions on facts

Let everybody be committed

Systems Thinking

Process and its activities

+

F e e l i n g

−

T r i g g e r

24

Experience based Improvement process
1.Establish the ideas about quality, quality improvement and the importance of utilising emotional maps firmly with leadership and co-workers (medarbetare) – describe on a general level quality improvement ideas and emotional maps and how they can be used to find improvement possibilities. Emphasize the necessity and and the positive connotations of improvements. We are not out for condemnation of what ha been – only to make things ***even better***!

2. Plan the process on a general level – find resources, time etc.

3. Create an improvement team, sometimes a whol microsystem, sometimes only parts thereof – find resources and people who are excited about the possibility to make things even better!

4. Perform a more detailed planning – let the team make the most of it!
    a) Find a common area of improvement – perhaps already clear from the earlier steps
    b) Decide about group(s) of customers/visitors to target
    c) Create a rough time plan

5. Let everyone in the team simulate customers/visitors. Try to see things through the eyes of a visitor – imagine which feelings might be triggered by what they see. Create an emotional map including the triggers.

6. This could be performed two by two. One visitor and one interviewer – then shift the roles. Hereby there is also a learning on how to work with a real customer.

7. Put the team together to make a common emotional map

8. Now there is a possibility to find a number of easy to perform improvements of the *Just-Do-It* kind.

9. Select interviewers to support customers/visitors to draw emotional maps

10. Find customers/visitors, interview them after their visit/encounter with the offering, support them to draw an emotional map from their visit, and try to recruit them to a follow up meeting where potential improvement possibilities are discussed

11. Have a meeting with customers to draw a common emotional map (if this is not possible the team has to do that)

12. Have a meeting where the two sets of emotional maps are compared – if possible together with customers.

13. Have a dialogue around the different points on the emotional maps – what to keep, what to strengthen, what needs changes; remember that also activities where the customers have not had any specific fellings – why is that so? Shouldn´t there be any?

14. Analyze the triggers of the different issues - try to understand the root causes of the issues where changes are wanted and try to understand better the positive aspects that might be possible to strengthen and perhaps to transfere to other situations.

15. Prioritise improvement possibilities (Impact of a change vs efforts needed?)

16. Find some further *Just-Do-It* solutions

17. How to find solutions for the improvement possibilities? Try to involve all those who will become affected by a change. That might not be obvious from the beginning but has to be done as soon as possible after it has been possible to judge. The following problem solution process is important:

a) **Define** the problem thoroughly

b) Find if it is possible to **measure** (quantitaviely or qualitatively) an indicator such that we can know wether a change really is an improvement or not

c) **Analyze** the improvement possibility (which may be a problem or an opportunity) and how it is related to other important aspect of the offering. Have we really found the root cause of a problem or the real underlying trigger of the positive feeling?

d) Find a creative **improvement** solution and then – make a change. Begin with a trial in a small scale - if the result is positive enlarge the trial, etc

e) If the change is not positive – learn from that and go back to the Analyze phase

f) When a change is stabilised to give a positive outcome find ways to sustain this solution and make it permanent

g) Reflect on the learning made

18. Work with the next big improvement possibility – repeate step 16

19. When we have made a number of changes, reflect on:
    a) What we have learnt about our activities and processes
    b) What we have learnt about improvement work and how we may work even better in the future

20. ***Celebrate***

21. Continue the above – after due improvements – again and again. Improve the approach to fit specific contextual conditions!

22. ***Let emotional mapping and due improvements be a part of the Standard Operating Procedure!***