

# ENCORE Case Study Hospitality Service

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# 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*

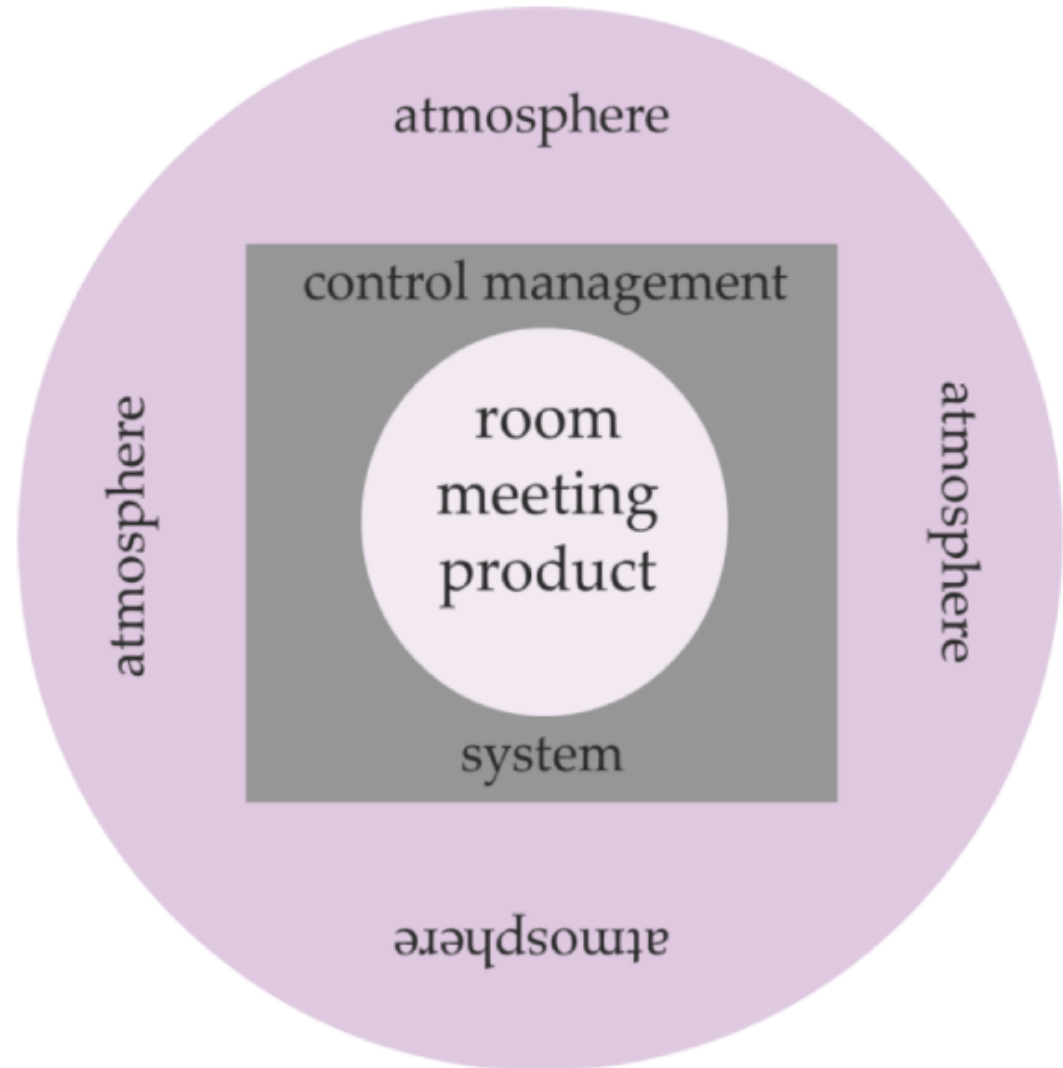
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Provides the theoretical framework and discussion behind the need to produce memorable experiences

- ✓ 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.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

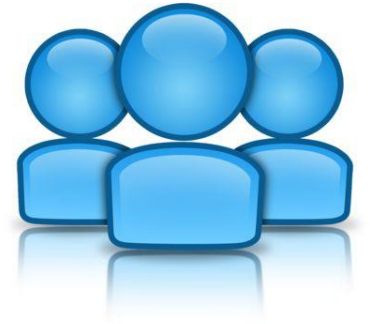


# Our findings

- 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



YOUR M&S

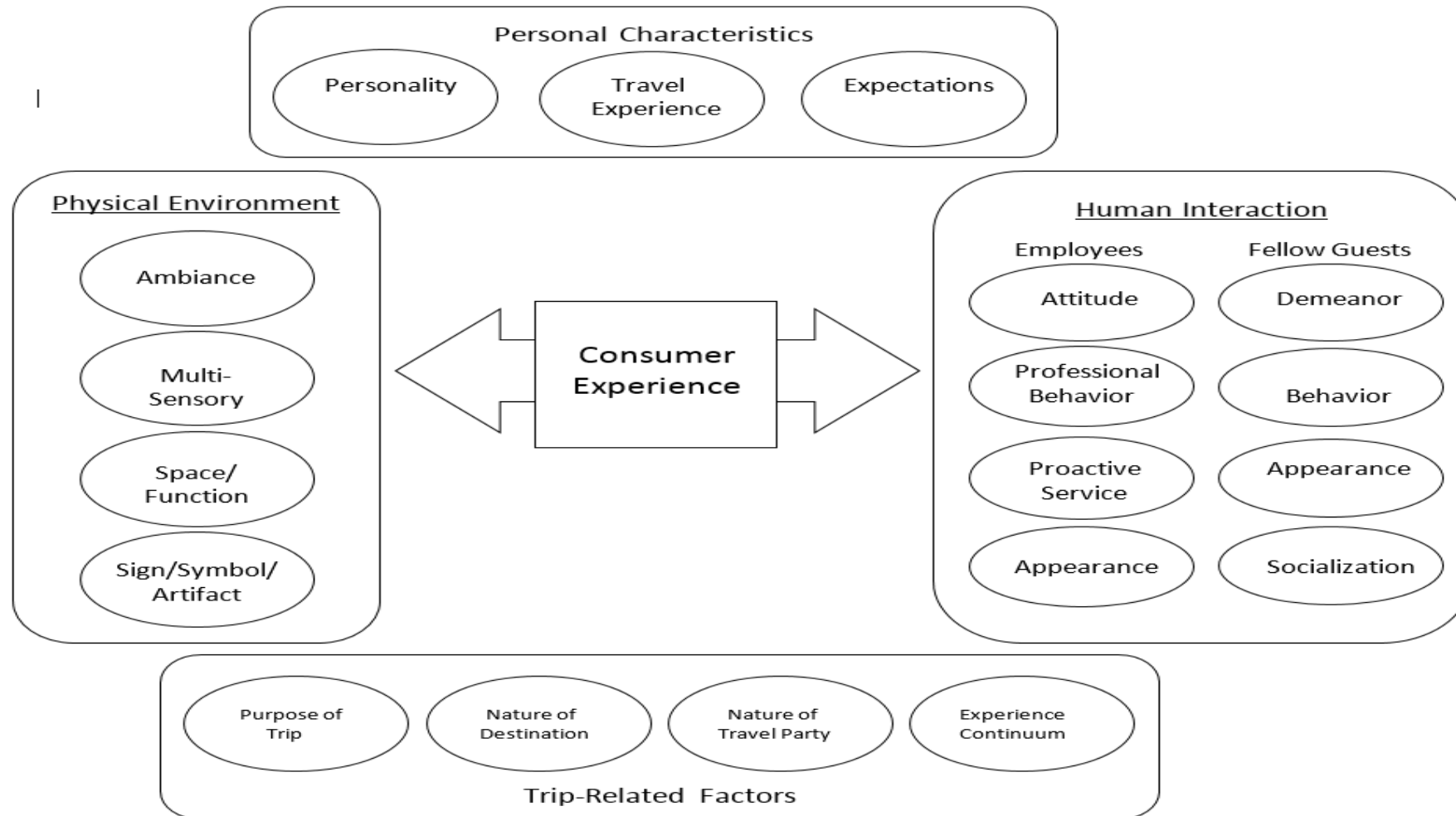
# Touching Emotions and Creating Experiences

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