



2006 IFDA SALES & MARKETING CONFERENCE

INSIGHTS AND IDEAS FOR
Growing Foodservice



2006 IFDA SALES & MARKETING CONFERENCE

Growing the Culture of Service

Speaker:

Bruce Siegel

**Area Director, Marketing
The Resorts of Naples
The Ritz-Carlton, LLC**

INSIGHTS & IDEAS FOR
Growing Foodservice



THE RITZ-CARLTON LEADERSHIP CENTER

STRENGTHENING YOUR BUSINESS IS OUR PLEASURE



LEGENDARY SERVICE AT THE RITZ-CARLTON

Bruce Seigel

Director of Marketing, The Ritz-Carlton Resorts of Naples
Certified Presenter, The Leadership Center

LEADERSHIP CENTER STRUCTURE

The Ritz-Carlton Leadership Center

School of Performance
Excellence
(Internal – Hourly
Employee Programs)

School of Leadership and
Business Excellence
(Internal – Leadership
Development Programs)

School of Service Excellence
(External Programs)

Strengthening Your Business is Our Pleasure

The Driving Question....

*“I cannot imagine a world
without Ritz-Carlton”*

Legendary Service

What you will “find out” by the end of the program:

- Many of our business practices are simple and easy to implement, there is no secret strategy to success.
- It takes the full commitment from leadership at the top to ensure sustainable change within an organization.
- Our employees (ladies and gentlemen) are our most important resource in our service commitment to our guests, both internal and external.
- Driving “service excellence” starts with having the right leadership and people in place. Leaders and people who are motivated, uncompromising and enthusiastic about service.
- The values, mission and vision of the organization must be known, owned and energized by all.

Objectives

By the end of this session you will understand:

- ◆ **The Ritz-Carlton Gold Standards**
- ◆ **The Key Human Resource Processes**
- ◆ **The Importance of Leadership In Driving Service Excellence**
- ◆ **Building Customer Loyalty**

A Few Disclaimer(s):

- I do not know what you do.
- I will not pretend to understand your challenges.
- Your job is always tougher than mine...because I do not know your BOSS, Board of Directors, customers, internal customers, government regulations, or any of the other bureaucratic institutions you deal with...
- I am not selling a book...this is pure-honest benchmarking
- Do not expect that what you hear will happen perfectly when you visit your next Ritz-Carlton Hotel...but we are really good!!

What do we have in common?

- **Increasingly competitive environment and scarce resources.**
- **The tectonic shift to the “Consumer as King” mindset.**
- **Customers are exposed to service concepts in**
- **Their work environment and asked to deliver the same. They will demand service from the organizations they do business with in all phases of the supply chain.**
- **Compression of time...customers view**
- **Time as their most precious and fleeting commodity.**
- **Attracting and Retaining Talented employees.**

Company Overview

Business Units

- ◆ **Founded 1983**
- ◆ **60 Hotels World Wide**
- ◆ **15 more to open in next 3 years**
- ◆ **13 Private Residences/Condos**
- ◆ **4 Ritz-Carlton Clubs**
- ◆ **1 gated community-Creighton Farms**
- ◆ **Largest operator of Spas in the United States**
- ◆ **2.4 Billion in Sales**

Our Workforce

- ◆ **32,000 Employees Worldwide**
- ◆ **23.1% Employee Turnover (annual 2005) 15.1% voluntary**
- ◆ ***The Ritz-Carlton Naples (1500 Emp.) 2005 14.5%***
- ◆ **250 Hours of Training Annually (Hourly)**
- ◆ **320 Hours of Training Annually (Leaders)**

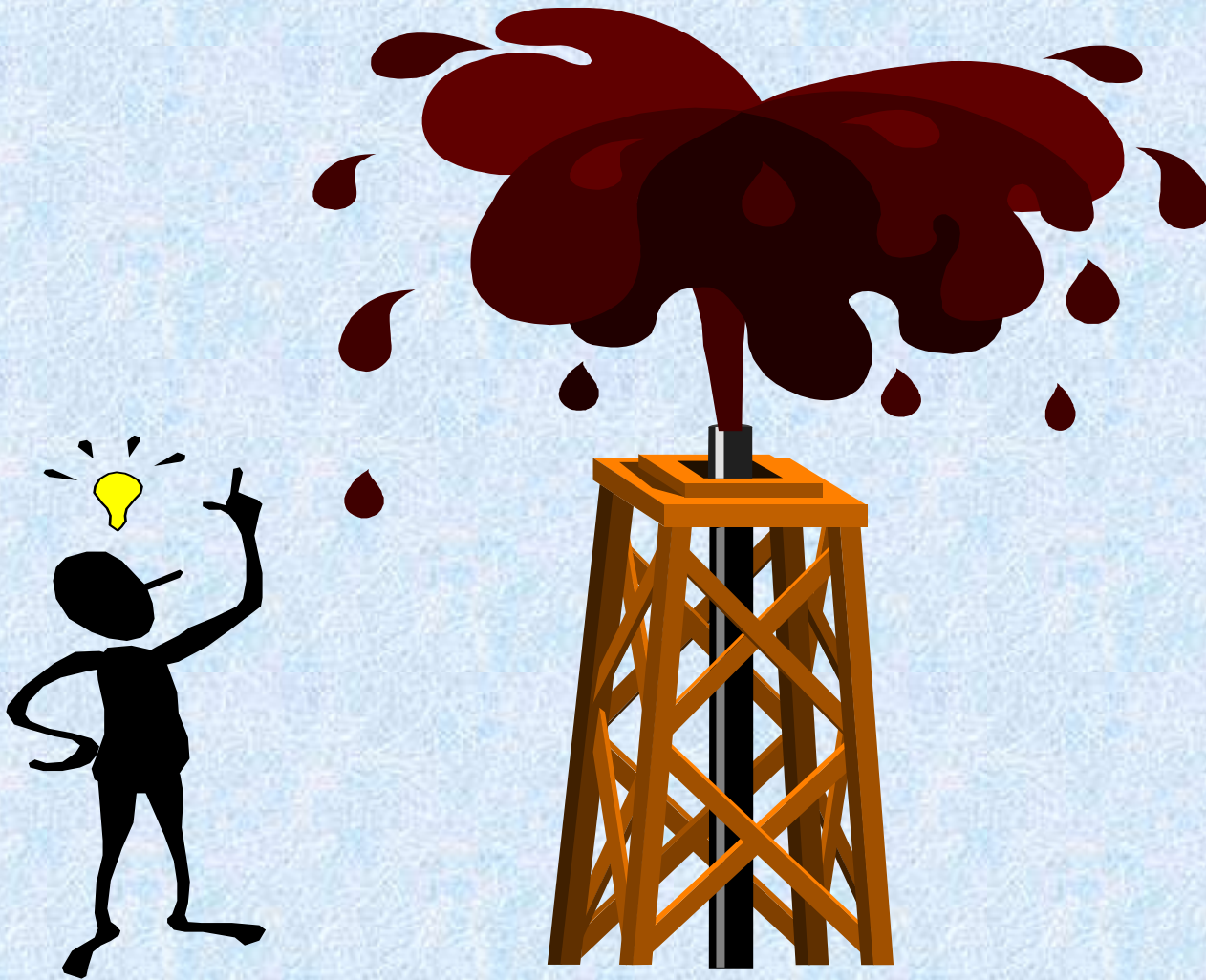
Company Awards

- ◆ **Malcolm Baldrige National Quality Award Recipient (1992 & 1999)**
- ◆ **Top U.S. Deluxe Hotel Chain for six consecutive years (*Business Travel News*)**
- ◆ **Numerous Best Employer Awards Worldwide - (Shanghai, Singapore, Malaysia, Mexico)**
- ◆ **4 Mobil Five Star Hotels-2 Mobil Five Star Restaurants**
- ◆ **24 Triple AAA Five Diamond Hotels-8 Triple AAA Five Diamond Restaurants**
- ◆ **39 Hotels Conde Nast Traveler Gold List**
- ◆ **Top Training 100 Organizations (Ranked in Top 10 from 1999 - 2006)**

Key Success Factors by Gallup

- **92% Overall Customer Satisfaction**
- **80% Customer Loyalty (Top Box)**
- **28% Guest Difficulties**
- **64% Satisfaction with Problem Resolution (Top Box)**
- **88% Likelihood to Return**
- **90% Likelihood to Recommend**
- **Average Company Hotel Rate US\$345 +/-night**
- **US Malcolm Baldrige National Quality Award Recipient (1992 & 1999) Applying again in Fall 2006**

The # 1 Objective ?



GOAL!

- ***MAKE MONEY \$\$***
 - **Parent Company**
 - **Stockholders**
 - **Owners**
 - **Employees**

How Do We Do It?

**RELENTLESS commitment
to maximize the value and
nurture the integrity of
The Ritz-Carlton Brand**

Legendary Service

**The Ritz-Carlton
Hotel Company-**

What is a BRAND?

Brand Equity

A product is something that is made in a factory; a *brand* is something that is bought by a customer. A *product* can be copied by a competitor; a *brand* is unique. A *product* can be quickly outdated; a successful *brand* is timeless...

WE ALL MAKE A DIFFERENCE

**No matter what your position, you touch
your brand several times a day, every day.**

FutureBrand ranks...

Top Luxury Brands

1) Absolut	29.6	11) American Express	25.4
2) Harley-Davidson	29.5	12) Louis Vuitton	25.3
3) Tiffany	28.7	13) Johnnie Walker	24.9
<u>4) Ritz-Carlton</u>	<u>27.3</u>	14) Prada	24.6
5) BMW	27.1	15) Diesel	24.0
6) Chanel	26.8	16) Starbucks	23.7
7) Rolex	26.1	17) Estée Lauder	23.2
8) Gucci	26.1	18) Lancôme	21.4
9) Mercedes	25.9	19) <i>Four Seasons</i>	21.3
10) Bacardi	25.5	20) Bose	21.3

Score based on U.S. data only and on four measures of brand quality, 1) Degree of control of distribution channel. 2) Effectiveness of marketing. 3) Media visibility. 4) Influence of brand in purchase decision.

The Changing Luxury Consumer

— Key Psychographic Changes —

More Optimistic



More Demanding



More Stressed



American Express/Roper ASW Global Affluent Study. *The Asian Banker*. December 15, 2003

MONEY Magazine Survey. "Affluence in America Survey Finds Return of Optimism Among Affluent for Spending and Investing." December 1, 2003

HSM/MI Marketing Review February 2002

"Walking the Talk...Craving the Luxe Life," *Women's Wear Daily*. February 11, 2004

"The Secret to Success," *Global Cosmetics Industry*. October 1, 2003

The Changing Luxury Consumer



— *Changing Purchase Patterns* —

jetBlue
AIRWAYS



Luxury consumers are spending money
with companies that offer
attentive service, quality products,
wide product selection, and fair prices

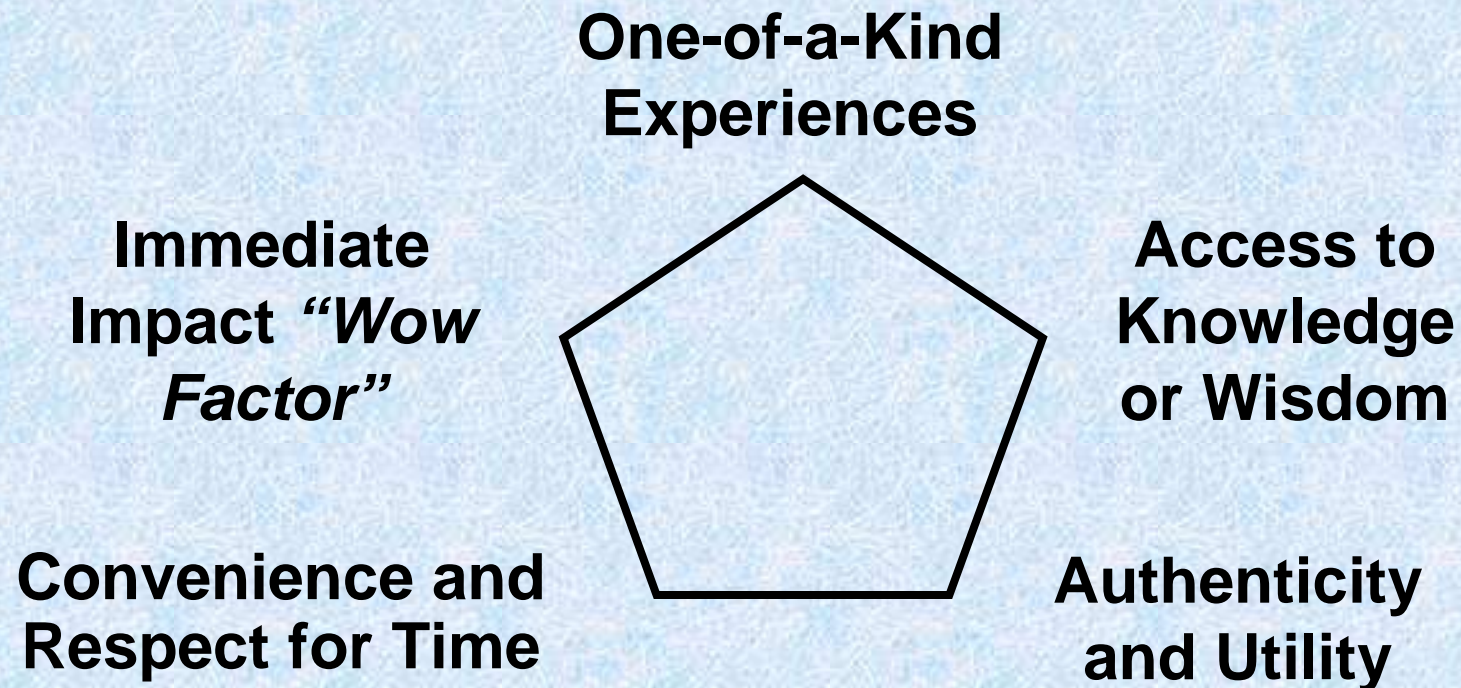


NORDSTROM



For affluent consumers, value is no longer defined simply by quality, price, and brand image. Affluents determine value based on several dimensions of the overall experience.

— *Changing Definition of Value for Affluents* —



As a Luxury Lifestyle brand, Ritz-Carlton builds upon its foundation of exceptional personalized service to grow the business into new offerings valued by the core luxury consumer.

— Ritz-Carlton as a Luxury Lifestyle Brand —

What Makes Ritz-Carlton a Luxury Lifestyle Brand?

- **The Ritz-Carlton brand has a foundation of service excellence and is anchored by some of the finest hotel products in the world**
- **Deeply loyal and highly engaged guests – Gallup CE-11™ indicates Ritz-Carlton customer engagement is in the 83rd percentile of all brands tested (percent of guests “Fully Engaged”)**
- **Ritz-Carlton’s legendary service has seamlessly translated to fractional ownership and luxury residences**
- **The word *ritzy* transcends the lodging business – defined as *fashionable, posh*,* it describes a state of being and a lifestyle**
- **Ritz-Carlton has a meaningful story to communicate its relevance in other luxury, service-oriented businesses**

* Webster’s Ninth New Collegiate Dictionary

The Importance of Engagement at all Levels

**Product and Process create the
Platform.**

**Enlightened Leadership and Engaged
Employees create the Outcome.**

Employee Engagement Study

- **29 % of employees are energized and committed to work**
- **54% are neutral-they show up and do what is expected, but little more**
- **17% are disengaged-they destroy customer relationships, day in and day out!**

Harvard Business Review “On Point” Article 2005 - www.hbr.org

The Employee Promise Continuum



Leadership Performance

Learning & Performance Development

Process & Career Development

Personalized Reward & Recognition

Selecting, Developing Retaining and Effectively Leveraging the Talents of a World-Class Diverse Workforce

Talent Acquisition

Orientation & Day 21

Training Certification

Empowerment & Innovation Culture

Daily Line-ups

Competitive Compensation & Benefits

Employee Agreement

**What Distinguishes Us
From all other Hotel
Companies?**

The Gold Standards

**The Credo
Motto
3 Steps Of Service
12 Service Values
Employee Promise**

The Gold Standards



THE RITZ-CARLTON®

CREDO

The Ritz-Carlton is a place where the genuine care and comfort of our guests is our highest mission.

We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience.

The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.

THE EMPLOYEE PROMISE

At The Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests.

By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and maximize talent to the benefit of each individual and the company.

The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled, and The Ritz-Carlton Mystique is strengthened.

MOTTO

“We are Ladies and Gentlemen serving Ladies and Gentlemen.”

THREE STEPS OF SERVICE

1. A warm and sincere greeting. Use the guest's name.
2. Anticipation and fulfillment of each guest's needs.
3. Fond farewell. Give a warm good-bye and use the guest's name.



THE RITZ-CARLTON®

SERVICE VALUES

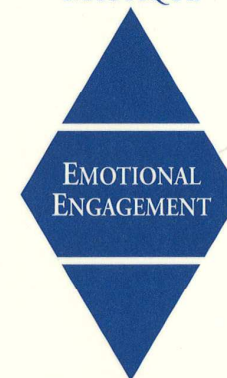
I AM PROUD TO BE RITZ-CARLTON

1. I build strong relationships and create Ritz-Carlton guests for life.
2. I am always responsive to the expressed and unexpressed wishes and needs of our guests.
3. I am empowered to create unique, memorable and personal experiences for our guests.

4. I understand my role in achieving the Key Success Factors and creating The Ritz-Carlton Mystique.
5. I continuously seek opportunities to innovate and improve The Ritz-Carlton experience.
6. I own and immediately resolve guest problems.
7. I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.
8. I have the opportunity to continuously learn and grow.

9. I am involved in the planning of the work that affects me.
10. I am proud of my professional appearance, language and behavior.
11. I protect the privacy and security of our guests, my fellow employees and the company's confidential information and assets.
12. I am responsible for uncompromising levels of cleanliness and creating a safe and accident-free environment.

MYSTIQUE



FUNCTIONAL

**“THE ORGANIZATION WILL
NEVER BE WHAT THE
PEOPLE ARE NOT”**

Price Pritchett, *The Ethics of
Excellence*

**WHAT DETERMINES WHAT
THE PEOPLE ARE?**

Our Motto

(The Way We Do It)

“We are Ladies and Gentlemen serving Ladies and Gentlemen”

- Governs our actions, attitudes, behavior and, therefore, our relationships
 - Defines the guest to staff member relationship
 - Defines the staff to staff relationship
- Defines the relationship that leadership and staff have

**It tells you that you are not servants or subservient.
Rather, you are a service professional!**

The Ritz-Carlton Credo

- **The Ritz-Carlton Hotel is a place where the genuine care and comfort of our guests is our highest mission.**
- **We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed yet refined ambience.**
- **The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.**

It isn't care unless it comes from the depths of your heart!

The Ritz-Carlton Credo

- The Ritz-Carlton Hotel is a place where the genuine care and comfort of our guests is our highest mission.
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- The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.

Service Professionals do it Before the customers asks!

The Ritz-Carlton Credo

(What We Do)

- ♦ Defines what we are in business to create
- ♦ Defines what every guest should experience
 - ♦ The blueprint for all guest interactions
- ♦ It is our moral compass and organizational context

“When in doubt, refer to the Credo”

The Three Steps of Service

- 1. A warm and sincere greeting. Use the guest name, if and when possible.**
- 2. Anticipation and compliance with guest needs.**
- 3. Fond farewell. Give them a warm good-bye and use their name if and when possible.**

The Employee Promise

“FULFILLING THE EMPLOYEE PROMISE”

Delivers a talented, empowered and engaged workforce focused on delivering legendary personal service.



The Employee Promise

- At The Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests.
- By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and maximize talent to the benefit of each individual and the company.
- The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled, and The Ritz-Carlton mystique is strengthened.

Service Values – I am proud to be Ritz-Carlton



1. I build strong relationships and create Ritz-Carlton guests for life.
2. I am always responsive to the expressed and unexpressed wishes and needs of our guests.
3. I am empowered to create unique, memorable and personal experiences for our guests.
4. I understand my role in achieving the Key Success Factors and creating The Ritz-Carlton Mystique.
5. I continuously seek opportunities to innovate and improve The Ritz-Carlton experience.
6. I own and immediately resolve guest problems.
7. I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.
8. I have the opportunity to continuously learn and grow.
9. I am involved in the planning of the work that affects me.
10. I am proud of my professional appearance, language and behavior.
11. I protect the privacy and security of our guests, my fellow employees and the company's confidential information and assets.
12. I am responsible for uncompromising levels of cleanliness and creating a safe and accident-free environment.

Evolving Luxury Customer

Formal Elegance



Casual Elegance



Enlightened View of Guest and Employees

The Customer has Evolved

Tailored to Local Market

Relaxed

Personal

Approachable

Comfortable

Sophisticated

Warm, Inviting

Progressive

Attainable Luxury

Unique

Why are the Basics evolving into the Service Values now?

- **To declare Ritz-Carlton as the clear leader in Luxury Experiences, and adapt to the changing affluent consumer.**
- **To ensure that guest experiences are natural and refined connections, not steps or scripts**
- **To fully develop and release the natural talents of our ladies and gentlemen.**

Why are the Basics evolving into the Service Values now?

- **To focus on the important role that the unique personalities of our ladies and gentlemen play in creating The Ritz-Carlton Mystique that differentiates our brand.**
- **To integrate Customer Engagement, Employee Engagement, Gold Standards and our Key Success Factors into one model.**
- **To emphasize the trust and respect we have for our ladies and gentlemen by empowering them to exceed our guests' expectations.**

The Sixth Diamond



The **Sixth Diamond** represents a **new benchmark** in the hospitality industry and the **three levels** for achieving both **employee** and **customer engagement**.

The Sixth Diamond

Functional: Service Values 10 - 12

The first level is **functional** in that the basic requirements must be delivered to prevent MR BIV and dissatisfaction.

These basic requirements include:

- On-time and defect-free
- Cleanliness
- Safety
- Security
- Appearance (people and product)
- Language and Behavior



Functional

The Sixth Diamond

Emotional Engagement: Service Values 4-9

Taking the next step above the functional requirements, **emotional engagement** represents the key ingredients for creating a high performance work environment.

Elements of emotional engagement include:

- Involvement
- Learning and Growing
- Teamwork and Lateral Service
- Problem Resolution
- Innovation and Continuous Improvement



The Sixth Diamond

Mystique: Service Values 1-3

Building upon the platform of functional needs and emotional engagement, the next level of **Mystique** represents the fulfillment of our Credo and Vision.

Key Outcomes Include:

- Creating Unique, Memorable and Personal Experiences
- Fulfilling Expressed and Unexpressed Wishes and Needs
- Building Lifetime Guest Relationships



SERVICE VALUES OVERVIEW

Service Value # 1

**I build strong relationships and create
Ritz-Carlton guests for life**

SERVICE VALUES OVERVIEW

Service Value # 2

**I am always responsive to the
expressed and unexpressed wishes
and needs of our guests**

SERVICE VALUES OVERVIEW

Service Value # 3

**I am empowered to create
unique, memorable and personal
experiences for our guests**

SERVICE VALUES OVERVIEW

Service Value # 4

**I understand my role in achieving the
Key Success Factors and creating
The Ritz-Carlton Mystique**

SERVICE VALUES OVERVIEW

Service Value # 5

**I continuously seek opportunities
to innovate and improve
The Ritz-Carlton experience**

SERVICE VALUES OVERVIEW

Service Value # 6

**I own and immediately resolve
guest opportunities**

SERVICE VALUES OVERVIEW

Service Value # 7

I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met

SERVICE VALUES OVERVIEW

Service Value # 8

**I have the opportunity to
continuously learn and grow**

SERVICE VALUES OVERVIEW

Service Value # 9

**I am involved in the planning of
the work that affects me**

SERVICE VALUES OVERVIEW

Service Value # 10

**I take pride in my
professional appearance,
language and behavior**

SERVICE VALUES OVERVIEW

Service Value # 11

I protect the privacy and security of our guests, my fellow employees, the company's confidential information and assets

Service Value # 11

“As a company we have always placed a high value on respecting and protecting the confidential business and personal information of our ladies and gentlemen, guests and owners....” – Simon Cooper

SERVICE VALUES OVERVIEW

Service Value # 12

I am responsible for uncompromising levels of cleanliness and creating a safe and accident-free environment

The Key Processes



“There is
NO SUBSTITUTE
for talent.”

The Selection Process

A TALENT...(DEFINED BY THEMES)

- Naturally re-occurring pattern of thought, feeling or behavior that can be productively applied
- Is a spontaneous behavior, a natural ability not acquired through effort, education or experience
- Results in intrinsic satisfaction when their talent is being maximized
- Can be coached to achieve excellence through individual investment

The Selection Process

Every new employee, including the COO is selected using the QSP Interview Tools.

- ◆ **Staff Interview (*for Hourly Positions*)**
- ◆ **Supervisory Interview (*for Supervisor Positions and Dept. Trainers*)**
- ◆ **Profit Center Interview (*for Mid-Managers*)**
- ◆ **Sales Interview (*for Sales Managers*)**
- ◆ **Executive Interview (*for Division Head and Above*)**

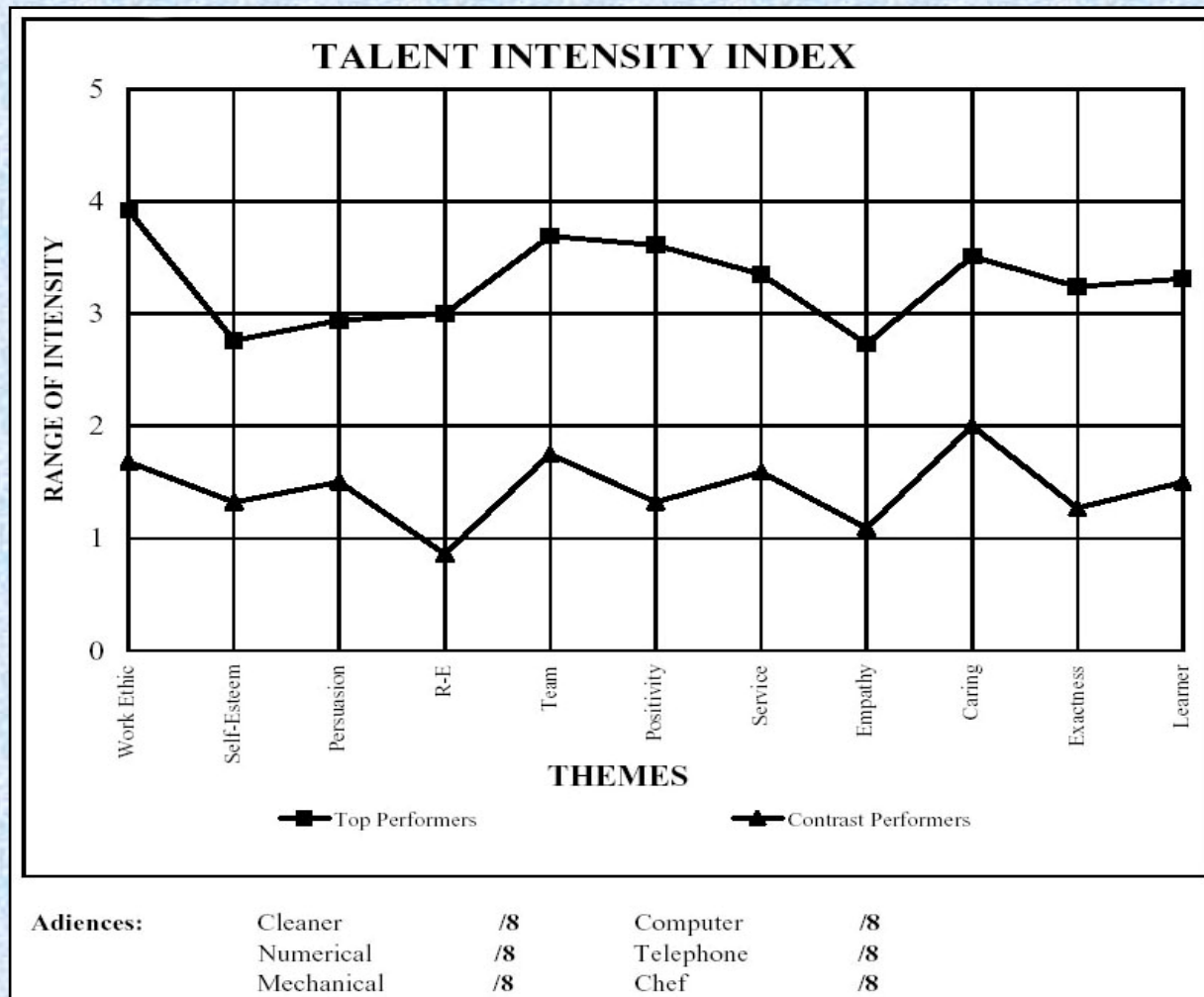
The Selection Process

$$(T + F) \times I = G$$

(Talent + Fit) x Investment = Growth

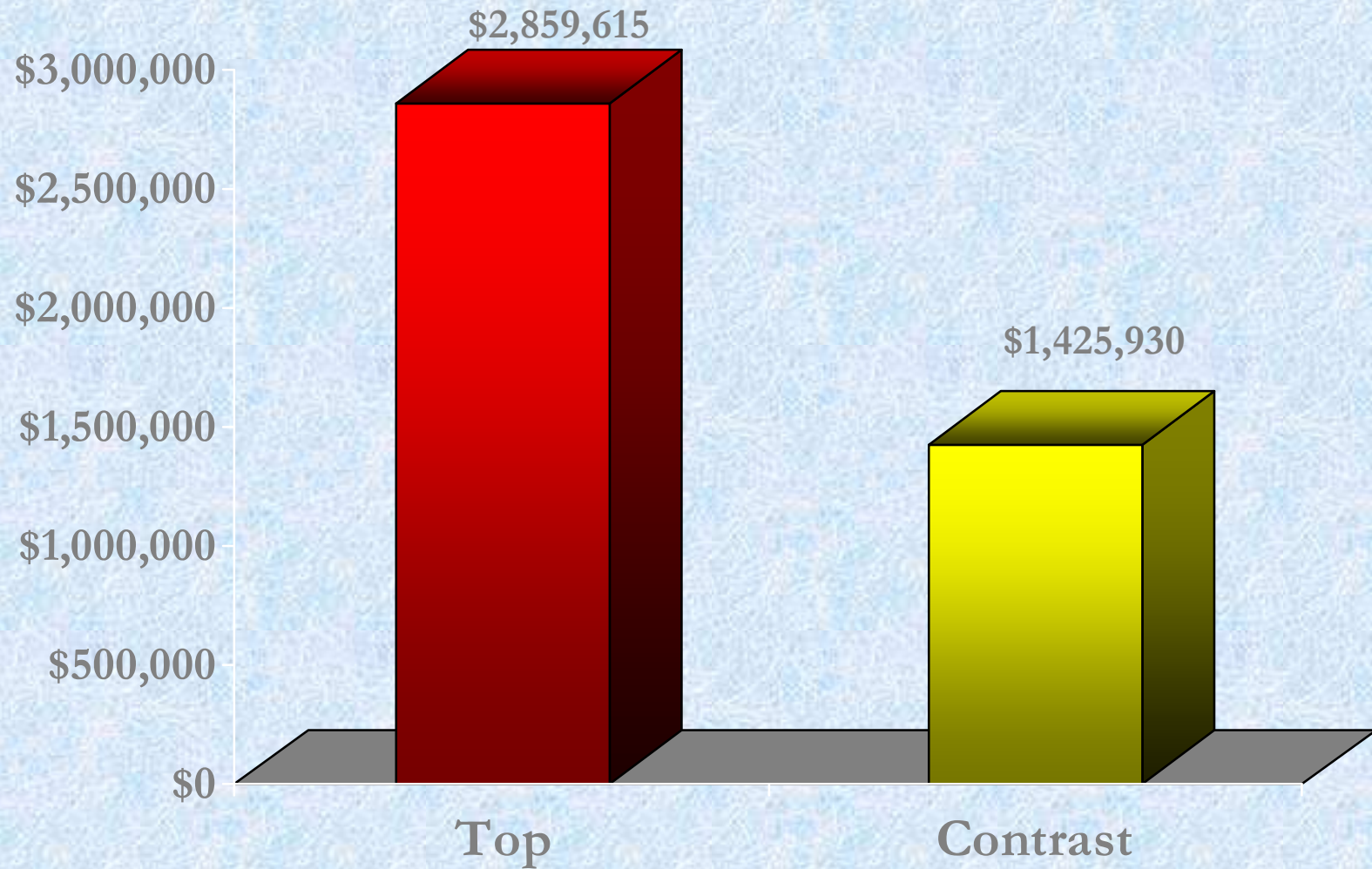
G I F T

The Selection Process



Sales Key Themes

Average Annual Volume Per Salesperson



Investment Is...

- **Relationships**
- **Expectations**
- **Scorekeeping**
- **Recognition**
- **Training & Development**
- **Coaching and Mentoring**

Dynamic Orientation



Future Success

Orientation

The Ritz-Carlton Orientation is
STRATEGICALLY ALIGNED

Daily Line-ups

- ◆ **Conducted at the beginning of each shift**
- ◆ **10-15 Minute Meeting**
- ◆ **Commitment to Quality topic discussed by 28,000 employees worldwide, information comes from Corporate Office**
- ◆ **Also used for Employee Recognition (birthdays, service anniversaries, complimentary guest letters, etc.)**
- ◆ **Should be informative, yet fun and engaging**
- ◆ **Also hotel and department specific information is shared (occupancy, VIPs, Groups, Customer Satisfaction Survey Results, Employee Satisfaction Survey Results, P&L, Dept. Quality Standards, etc.)**

Monday, January 3, 2005

THE COMMITMENT TO QUALITY



THE RITZ-CARLTON
HOTEL COMPANY, LLC

"A man to carry on a successful business must have imagination. He must see things as in a vision, a dream of the whole thing."
- Charles M. Schwab

Weather
High :
Low :



A STORY OF SERVICE EXCELLENCE

As the year 2005 roars in like a lion, it's time to awaken the sleeping lion inside us and unleash the creativity, innovation and service excellence that makes us proud to be a Lady or Gentleman of The Ritz-Carlton! "The Roaring 20s" Basics campaign will reenergize the 20 Basics with the power and ferocity of a lion, which is the symbol of our Ritz-Carlton logo. The five-month campaign will be supported and enlivened by your Director of Training and Organizational Effectiveness. So without further ado, let's whip up the wow story accolades!

Today's story is a guest letter from The Ritz-Carlton, Boston: "I arrived in Boston after a long flight to visit my daughter and her family who were staying at The Ritz-Carlton, Boston Common to celebrate the victory of the Boston Red Sox. I was to meet my daughter and her husband the morning of the parade. Due to the traffic, the taxi could only take me within three blocks of the hotel. Although it was raining, the walk did not bother me as I was surrounded by smiling faces. Upon arrival, I was told that due to the parade, the hotel was closed to the public and that I would need a guest key to enter. I explained my situation to a young man named Tim Cuervia, who was trying to be courteous to the hundreds of guests trying to gain access to the hotel. My nightmare was just beginning. I found out that not only did Boston have two Ritz-Carlton Hotels, but also that every road in around the hotel was closed due to the traffic. It was raining, and all I wanted to do was go home.

With tears in my eyes I began walking and found myself among millions of fans and being an "older woman," I was understandably nervous. As I walked across the street to the park, I heard someone calling me. I turned around and there was Tim, from Loss Prevention. I explained to him that I was going to walk to the other hotel. Without any hesitation, asked if he could escort me over to the other hotel. He reached down, picked up my bags and told me, "he would not allow me to walk by myself across the park with this luggage." I was so grateful and choked up that I could not even talk. After about three steps we stopped, and he put down the luggage, removed his jacket and put it around my shoulders. He seemed to not care that he was only wearing a dress shirt in the pouring rain. Tim's smile never faded and he made me feel so comfortable as we walked across the park together. His shirt was so wet, you could almost see through it. He would not take a tip and said that he would not have been able to sleep that night had not walked me to my destination. I gave him a hug, and I must say that I have never been so impressed by anyone in my whole life. My son-in-law is Vice President of Reebok and he recently gave a speech to 1000 of his employees about this story and how they should all strive to go the extra mile for their clients much like The Ritz-Carlton does. First class to Tim Curtis for enlivening Basic #16!

DID YOU KNOW...?

Enter Did You Know...? Text



GOLD STANDARD

The 20 Basics

MANAGER ON DUTY

AM
PM
O/N

OCCUPANCY

YESTERDAY
TODAY
TOMORROW

LOBBY AMBASSADOR

TODAY
TOMORROW

Please see attached QIA and Guest Recognition Daily...

BIRTHDAYS

ANNIVERSARIES

Driving Service Excellence

- **Driving service excellence starts with having the right leadership in place. People who are motivated, uncompromising and enthusiastic about service**
- **It takes full commitment from leadership at the top to ensure sustainable focus on service excellence**
- **Leadership must discuss service excellence every day, not just when customer satisfaction scores have decreased.**

Employee Engagement Leads To Customer Engagement

As leaders, if you engage your employees at an emotional level, they will engage your customers in the same way.

- 1. Is a service culture the most important element in your enterprise? Is it part of your DNA?**
- 2. Can you and your staff clearly articulate your service excellence strategy?**
- 3. Do you show consistency between words and actions?**
- 4. Are you a customer's company?**

Motivating Employees

As leaders it is up to you to create an environment for service excellence to flourish.

- 1. Do you really understand what motivates your people?**
- 2. Are you accessible?**
- 3. Do you admit mistakes and share lessons learned?**
- 4. Is your staff scared of you?**

Engaged customers “can not
imagine a world without
The Ritz-Carlton”

Legendary Service

Guest Loyalty

Benefits of Guest Loyalty

For every one percentage point increase in overall satisfaction there is an increase of $2\frac{1}{2}\%$ *in rev-par* (*revenue per available room*)

The cost of attracting a new customer is 5 times greater than to maintain the ones that we currently have.

- *The Ritz-Carlton, Malcolm Baldrige National Quality Award Application.*

Why Customers Leave

- ◆ 9% of customers leave because of competitors.
- ◆ 10% of customers leave for other reasons (move, death, etc.)
- ◆ 14% of customers leave because of dissatisfaction with the product.
- ◆ 67% of customers leave because of an attitude of indifference on the part of a company employee.

American Society of Quality

**It is all about
the relationship**

CE-11 Questions and Themes:

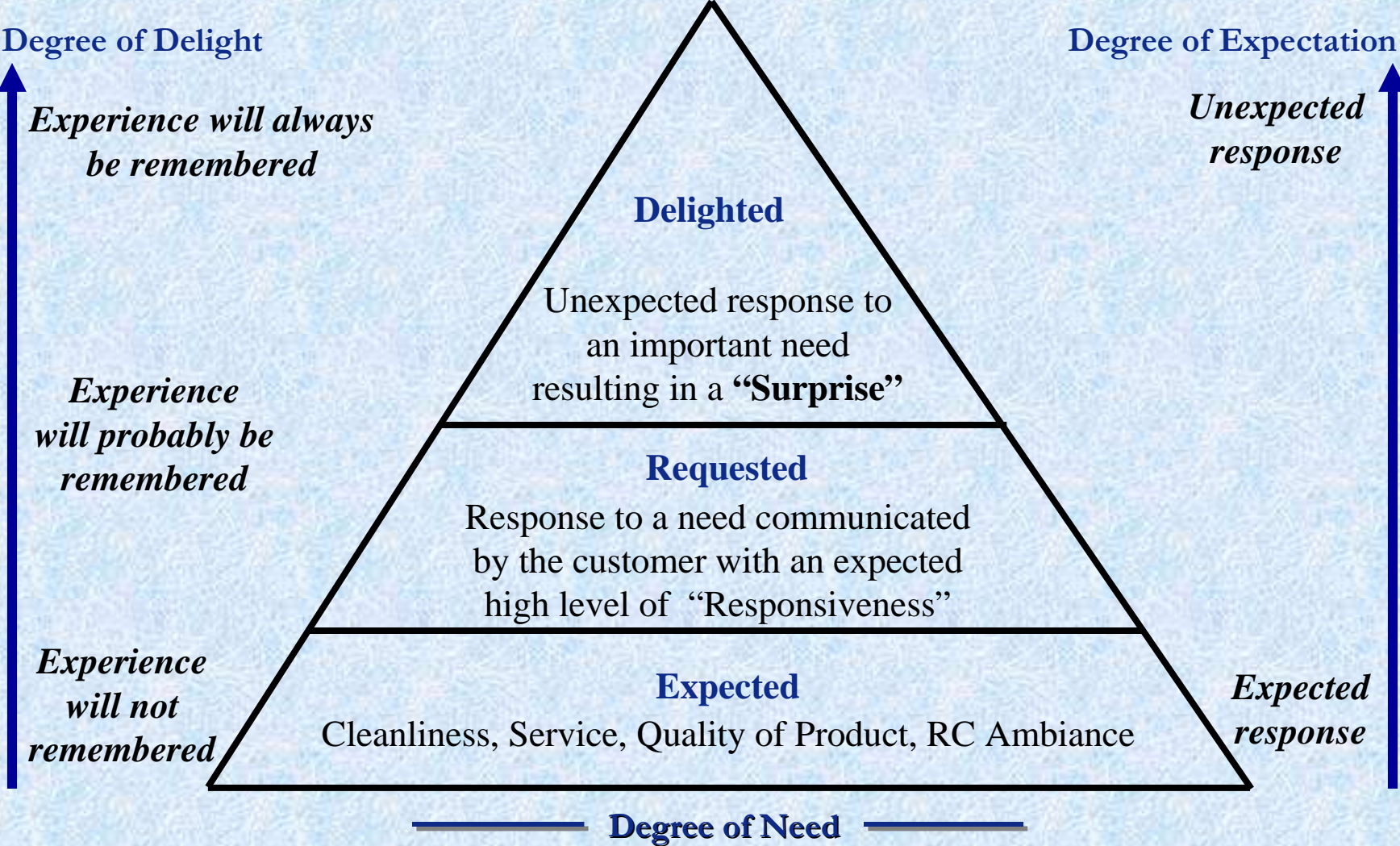


- Overall, how satisfied are you with The Ritz-Carlton?
- How likely are you to continue to choose The Ritz-Carlton?
- How likely are you to recommend The Ritz-Carlton to a friend/associate?



- The Ritz-Carlton always delivers on what they promise
- The Ritz-Carlton is a name I can always trust
- If a problem arises, I can always count on The Ritz-Carlton to reach a fair and satisfactory resolution
- The Ritz-Carlton always treats me fairly
- The Ritz-Carlton always treats me with respect
- I feel proud to be a Ritz-Carlton customer
- The Ritz-Carlton is the perfect hotel for people like me
- I can't imagine a world without The Ritz-Carlton

Positive Memorable Guest Experience Model



Legendary Service

What you “find out” at the end of the program:

- Many of our business practices are simple and easy to implement, there is no secret strategy to success.
- It takes the full commitment from leadership at the top to ensure sustainable change within an organization.
- Our employees (ladies and gentlemen) are our most important resource in our service commitment to our guests, both internal and external.
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- The values, mission and vision of the organization must be known, owned and energized by all.

The Driving Question....

***“I cannot imagine a world
without Ritz-Carlton”***



THE RITZ-CARLTON®
HOTEL COMPANY, L.L.C.

Thank you!



2006 IFDA SALES & MARKETING CONFERENCE

INSIGHTS AND IDEAS FOR
Growing Foodservice

