

# DEVELOPING PEOPLE AND BUSINESS IN TOURISM

Building Capability for Success



**Fáilte Ireland**  
National Tourism Development Authority

# BUSINESS DEVELOPMENT MANAGER

Whether you need support for initiatives you are planning or for activities already underway, talk to your regional Business Development Manager.

In line with the strategic themes identified for your region, they can provide support to help you develop your business capability to achieve business goals, improve service standards, increase profitability and ensure long-term sustainability.

The Business Development Manager will help you to identify your business and people development needs and help in the design, development and provision of programmes and services to meet those needs. This includes:

- Making Continuing Professional Development programmes more accessible;
- Developing tailored training that fits the operational demands of your business;
- Promoting and supporting Tourism Learning Networks, which encourage businesses to work together to improve enterprise capability and service standards and to encourage tourism to your local area;
- Supporting enterprise development, sustainability and world-class service standards through the Optimus and Performance Plus programmes;
- Providing training and enterprise support for regional product development programmes;
- Encouraging and supporting skills development and work-based learning to meet the needs of your people and business.

To find out more about the Business Development support available to you, contact your regional Business Development Manager (see back of brochure for contact details).

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Successful enterprises need visionary leaders who can identify the threats facing the business, spot the opportunities and turn both threats and opportunities into a strategy for competitive advantage.

This seven-month modular programme will stimulate, challenge and broaden your perspective on the strategic, financial, operational, marketing and human resources issues that will galvanise your business performance. Delivered in association with Cornell University in the USA, the programme is aimed at senior tourism and hospitality managers. Although interactive and practical, the course design is underpinned by relevant theory and current best practice and ensures compelling, high quality learning and professional development. The course contributors are all subject matter experts, passionate about their discipline. Learn from the best and put the knowledge gained into practice through a work-based project grounded in a real life business challenge. Modules are delivered through residential workshops including one at Cornell University. Site visits to tourism enterprises will let you see at first hand how industry leaders put their strategy into operation.

## Objective

To help you build and implement strategy and management plans based on sound business principles and ultimately, to achieve superior financial results for your enterprise.

## For

Owners, directors, general and senior managers / business strategists.

## Certification

Certification is based on attendance at programme modules and successful completion of a work-based project and presentation of same at the end of the programme. The programme is jointly certified by Fáilte Ireland and Cornell University.

## Duration

15 days scheduled over 7 months, commencing October and continuing to May, delivered in a combination of two day residential and one day non-residential workshops including a four-day international site visit. Additional time should be allowed for self-directed study, eLearning courses (2) and completion of a work-based project and presentation.

## Fee

€5,225 per participant

For further information and Programme bookings, please contact:

**Mary Hall**, Programme Manager. Tel: (01) 884 7756.

Email: [mary.hall@failteireland.ie](mailto:mary.hall@failteireland.ie)

## Content

Workshop modules will include:

- Programme induction and eLearning as a learning methodology
- Strategy and marketing
- Management
- Operations – hosted at Cornell University, New York (4 days)
- Finance
- Human resources

2 online eLearning courses covering:

- Strategic thinking
- Leading through creativity

# EXECUTIVE MANAGEMENT DEVELOPMENT PROGRAMMES ALUMNI WORKSHOP SERIES



For graduates of the successful MDP programme. We are pleased to reaffirm that we will continue to facilitate your development with a range of informative workshops and the opportunity to exchange ideas with your peers.

We recognise how difficult it is to identify opportunities for peer networking and to take time out from busy routines for continuous personal and professional development. We also recognise the difficulty in sourcing snappy, relevant training inputs that address individual needs and provide practical solutions for day-to-day managerial problems. With this in mind, we are continuing with the *Fáilte Ireland Executive Management Development Programme Alumni Workshop Series* which places you and your development on centre stage.

## Objective

To provide a forum for you, as MDP graduates, to exchange ideas and further update on information relating to current trends and topical issues within the tourism industry.

## For

Graduates of the Executive Management Development Programme

## Duration

1 day

For further information and Programme bookings, please contact:

**Mary Hall**, Programme Manager. Tel: (01) 884 7756.

Email: [mary.hall@failteireland.ie](mailto:mary.hall@failteireland.ie)

## Content

Workshop modules will include:

- Innovations
- Trends in the Hospitality Sector
- Service Passion
- Benchmarking in Europe

# INTERNATIONAL BEST PRACTICE BENCHMARKING SITE VISIT

Hotel Schindlerhof, Nuremburg, Germany

Benchmark your enterprise against a world leader and discover how best practice can achieve superior financial results.

If you want your company to be a leader in its field, a place with state-of-the-art business practices where performance oriented, career-minded people flourish and people take pleasure in their work and pride in the results, then this programme is for you.

## Objective

To gain first-hand, practical experience of best practice in operation.

## For

Senior managers and owners, heads of department and senior hotel personnel.

## Duration

2 days at the Hotel Schindlerhof, Germany.

For further information and bookings, please contact:

**Mary Hall**, Programme Manager. Tel: (01) 884 7756. Email: [mary.hall@failteireland.ie](mailto:mary.hall@failteireland.ie)

*“Over the last number of years we have sent in excess of 10 managers to The Schindlerhof with Fáilte Ireland because we believe that it is inspirational on many levels from Quality Control Systems to Team Motivation to Empowerment to Innovation...”*

Enda O’Meara M.D.  
Clontarf Castle Hotel, Clontarf, Dublin 3

## Content

A two-day workshop with Klaus Kobjoll, award-winning hotelier, author, management guru and proprietor of Hotel Schindlerhof dealing with:

- Managing Change
- Continuous Improvement
- Service Quality
- Dealing with Complaints
- Customer Relationship Management
- Human Resources Management
- Future Challenges and Action Plans

## COMING SOON - Gastro Workshop and Benchmarking Event

Focusing on the latest gastro concepts and business growth opportunities, this two day benchmarking event will highlight innovation at its best, whilst providing insight into profitable business planning and much, much more.

Be inspired by the latest food and beverage trends in this two day interaction workshop based in Europe. See and learn from the leaders in gastronomy.

Contact details as above

Fáilte Ireland, in association with eCornell, offer online learning experiences tailored for professional executive development. Aimed at managers and directors this flexible, comprehensive and engaging approach to interactive learning, provides for a professional qualification.

## Executive Leadership

This programme provides managers with the necessary skills to differentiate their organisation from their competitors, evaluate strategic options, and foster a culture of innovation and creativity.

### *Fee*

€300 per course

### *Component Courses:*

- Strategic Thinking
- Scenario Planning
- Executive Decision Making
- Leadership Through Creativity

### *Accreditation*

Participants who successfully complete all of the above receive a **Certificate in Executive Leadership** from Cornell University

## Strategic Hospitality Management

Participating managers will learn a proven process to develop, implement and execute a strategic plan that will generate change, create sustainable competitive advantage, and ensure superior ongoing results within their own business.

### *Fee*

€300 per course

### *Component Courses:*

- Managing strategic change
- Strategic thinking
- Formulating strategy & mapping competitive landscape
- Creating value and Competitive advantage
- Implementing strategic control systems

### *Accreditation*

Participants who successfully complete all of the above receive a **Certificate in Strategic Hospitality Management** from Cornell University

## Duration

It is estimated that each course or module topic will require between 6 and 15 hours to complete online.

For further information and bookings, please contact:

**Maria Christie.** Tel: (01) 884 7749.

Email: maria.christie@failteireland.ie

Visit [www.ecornell.com/failtelearning](http://www.ecornell.com/failtelearning)

# MASTERCLASS SEMINARS AT DUBLIN CITY UNIVERSITY

Hear the latest thinking on a variety of management issues. Learn how current economic and business trends can affect your enterprise. Network and learn with other industry professionals.

Following the phenomenal success of the Masterclass series, Fáilte Ireland, in association with Dublin City University Business School, has created another series of topical and thought-provoking one-day seminars dealing with some of the main business issues facing hospitality and tourism enterprises.

## Objective

To give you valuable insight into new management approaches and to offer guidance and advice on topical business issues.

## Seminar topics

Attend all four or pick and choose the seminars that suit you:

### Financial Awareness

Evaluate business performance through the interpretation and appraisal of financial statements.

### Tourism Legislative Update

Review developments and changes in laws relating to employment, health and safety, discrimination, equality, bullying and harassment, using case studies to assess their business impact.

### Conflict Resolution

Unresolved conflict can be costly to organisations and individuals in terms of morale and the bottom line. Learn how to address and resolve conflict and increase the effectiveness of your business.

### eMarketing and Your Business

Tips and techniques to turn your website into a successful marketing tool through eMarketing plans, eTools and an informed understanding of eBusiness law.

## For

Tourism managers, owner / operators of tourism enterprises, human resource professionals and anyone interested in modern management techniques and approaches to business.

## Duration

Seminars are scheduled to run during the month of April, 8.30am – 4.30pm with lunch, refreshments and parking provided. Advance booking is essential as seminars are limited to 25 participants to encourage interaction.

For further information and seminar bookings:

**Marion O'Connor**, Professional Development Advisor. Tel: (01) 884 7736

Email: marion.oconnor@failteireland.ie

*"I learned so much and the practical insights learned have already greatly improved our business. The course content and tutor's presentation style were excellent. Well worth the trip to Dublin – excellent value for money and DCU is a great location from an accessibility standpoint. If you're serious about growing your business, this Fáilte Ireland course is a must."*

Conor Daly, CEO  
Travel Logic Ltd., Donegal Town

# EFFECTIVE BUSINESS PRESENTATIONS

One of the most valuable management competencies required of professionals today is to be able to communicate effectively. The ability to present with authority and confidence is critical to achieving your career and business success.

## Objectives

To gain the skills, knowledge and behaviours necessary to deliver a powerful and professional business presentation.

To further develop the interpersonal relationship competencies associated with assertiveness, influencing, and communications skills when making the business case for change within an organisation.

## For

Senior managers and owners, heads of department and senior personnel.

## Duration

2 days, with an additional work-based assignment.

## Fee

€650 per participant.

*"I found the effective business presentation skills course to be exactly as it says on the tin!! There was a real emphasis on delivering effective and timely presentations whether on a day to day basis with the employees of the hotel or for pitching for business and recruiting for employees outside of the hotel. The little tips and suggestions I picked up along the way allowed me to focus my mind purely on getting the best value out of anything I have presented since."*

Rory O'Sullivan, General Manager  
Park Hotel, Kenmare

*"Effective Business Presentation Skills gave me the know-how and confidence to communicate in public. It was one of the most rewarding courses I have ever done."*

Eamonn Kennelly, Director  
Golf Vacations Ireland

## Content

Over two separate days, with an assignment to be undertaken between each course date, you will learn how to:

- Recognise and use different frameworks for different types of presentation
- Use a structure and techniques to build an effective presentation
- Deliver a powerful business presentation to seniors, peers and clients
- Increase personal and professional credibility at work through the development of assertiveness and communication skills
- Build long-term relationships with clients by communicating effectively and professionally

Above all else, you will have the opportunity to practice the skills being taught and receive feedback on your individual performance; this will ensure that your learning can be immediately transferred back into the workplace.

# TOURISM LEARNING NETWORKS

Updating your business skills is one of the most reliable ways of boosting your bottom line, so what's stopping you from getting involved? Too disruptive to the business? Too theoretical and irrelevant? Too expensive or far away? Too time-consuming?

## Your Business

Updating and developing your business has never been easier or more convenient. Forget boring lectures and traditional classrooms. This is action-based learning where participation and interaction are actively encouraged. You'll be working with other tourism providers in small group settings, networking with industry experts at conferences and residential events, and developing your IT skills for e-learning modules from Harvard Business School.

## Local Learning

Best of all, by being part of your local Tourism Learning Network, you'll be reinvigorating your business and management talents, learning from your peers and collaborating with other local tourism providers. All events are tailored to suit your business requirements.

## Networking with other Businesses

If you're serious about the future of your business, you won't want to miss this invaluable opportunity to enhance your business performance, increase your business profile, gain greater confidence in your management skills and provide a superior service to your customers.

## Want to know more?

With tourism learning networks throughout the country, there's bound to be one near you.

To find your nearest network:-

For further information, please contact:

**Breda McNally**, Professional Development Advisor. Tel: (01) 884 7758

Email: [breda.mcnally@failteireland.ie](mailto:breda.mcnally@failteireland.ie)

Visit: [www.tourismlearningnetworks.ie](http://www.tourismlearningnetworks.ie)

*"The Learning Network has been a great asset to my business and to my personal development. The structure is very adaptable to my needs and I believe that we are starting to see results on the ground. I would recommend the Learning Network to anyone I know who is in the tourism business."*

Brian O'Carroll  
Ely House, Shannonbridge, Co. Offaly

*"I believe the programme is especially beneficial for the networking aspect of it. It is good to talk about issues that are affecting our business both good and bad. There is always huge learning from listening to others."*

Laura Tangney  
Killarney Jaunting Cars, Killarney, Co. Kerry



Running a business is a constant challenge – to the point that you are so busy with the day-to-day activities, there is rarely time to take a step back to assess how you are doing. Finding the time to actually think about what you do, how you do it, what you could do better or how to get help and advice when you need it, can be testing for us all. It can also get pretty lonely being 'the boss'!

Designed to provide specialist tailored support and advice to meet individual needs and accommodate unique circumstances, the Fáilte Ireland Business Mentoring & Coaching Service offers:

- Expert guidance on a wide range of business needs
- Objective, independent advice on all areas of business
- Relevant and practical support on established priorities
- Confidential support on sensitive business issues
- A sounding board to help in making decisions

## Benefits

There are numerous benefits to participating in a mentoring programme including improved performance, reduced feeling of isolation, increased self reliance and greater confidence in decision making. No matter what stage a business is at, a knowledgeable mentor can help.

## Participant Profile

Those eligible to participate in this programme are the owners and managers of Irish Tourism enterprises. In order to maximize the benefit of the service, the individual must be the decision-maker within the business.

## Confidentiality

The key to an effective mentoring experience is the development of an open and trusting business relationship between the mentor and the mentee. This requires mutual respect and guaranteed confidentiality. Rest assured - all Fáilte Ireland mentors have significant business experience and are bound by strict confidentiality and ethics agreements.

For further information, please contact:  
[businessmentoring@failteireland.ie](mailto:businessmentoring@failteireland.ie)

# SME E-BUSINESS SUPPORT INITIATIVE

This new initiative from Fáilte Ireland is part of an innovative strategy for e-Business support, designed to encourage small and medium sized tourism businesses to be more efficient in their use of the web.

The e-Business support initiative will enable tourism business operators to identify their web development needs and provide them with direct support and on-site assistance to address those needs.

The e-Business Support initiative comprises several elements:

1. Web-Check
2. Web-Build (including Web-Start)
3. Web-Skills

## 1. Web Check

The first phase of the Web Support Initiative involves **Web-Check**. IT specialist consultants are deployed to work onsite with individual enterprises in identifying internet needs and providing one to one guidance towards the appropriate solutions. The participating businesses will gain practical advice from a mentor who will help them through the process and enhance the efficiency of their e-business capability to maintain a competitive advantage in the marketplace. Where appropriate the specialist will agree specific improvement measures to be considered for implementation as part of an e-Business action plan.

The small businesses actively taking part in **Web-Check** reflect the broad spectrum of the tourism industry with B&Bs, self catering, equestrian, activity, golf, hotels and attractions all engaged in the initiative.

## 2. Web Build

**Web-Build**, the second phase of the initiative, will allow for the implementation of the agreed support service where an appointed e-business consultant works with the owner/manager for a defined level of input in order to support the successful implementation of the agenda for action and progress e-business development further. **Web-Build** will essentially involve delivering improvements to web-site functionality, which will enable a small business to trade and sell their service in the expanding on-line market place. This support can typically be a combination of on-site and off-site input as determined by the individual needs of the tourism enterprise.

**Web-Start** has been designed for SME's who currently do not have a website. It assists in the development of a tailored web-specification document that SME operators may use as a basis for sourcing quotations for web design.

## 3. Web Skills

The third stage, **Web-Skills**, provides additional training support to small businesses who wish to continue strengthening their web presence. **Web-Skills** will focus on developing web capability to enhance the business profile and apply practical techniques to optimise on-line sales.

## Registration

Participation in this initiative will be on a first come first served basis, so to avail of the range of e-business supports available and for further information please contact the Business Development Manager at your Fáilte Ireland Regional Tourist Office (see contact details at back of brochure) or register using the following options:

- Online registration at [www.failteireland.ie/performanceplus](http://www.failteireland.ie/performanceplus) and click on web development
- Email: [webdevproject.registration@failteireland.ie](mailto:webdevproject.registration@failteireland.ie)

# WEB-SKILLS WORKSHOPS AND SEMINARS



Do you want to make the most of your website presence to grow your business? Our suite of interactive workshops and seminars will provide you with the skills required to update, manage and maintain the development of your website and implement e-Business marketing strategies.

Participants attending the workshops will be encouraged to draw upon their own experience and requirements specific to their own tourism enterprise in providing live availability on the Internet, as well as dealing with enquiries and promoting their premises through the web, thereby enhancing overall e-Business capability.

Guest speakers, both national and international, will provide updates on the latest innovations and approaches to enhance e-Business, provide cutting edge tips and techniques to improve internet presence and business effectiveness.

## Objective

To address key e-business issues designed to further equip operators of small and medium tourism enterprises with the skills required to leverage the potential of the Internet to improve business and on-line services which they provide to visitors.

## For

- Operators of Tourism SME's who have participated in the Web-Check and/or Web-Build stages of the e-Business Development Support Initiative.
- Operators of Tourism SME's who wish to further enhance their e-capability through the on-going development and management of their existing websites.

## Duration

Workshops and Seminars will include a range of contents such as:-

- Getting ahead with e-business and your Tourism Enterprise
- Planning a web presence & determining your e-Business objectives
- Understanding search engines & on-line transactions
- Marketing & Selling Your Business Online
- Developing an e-marketing strategy
- Managing the online booking and credit card payment facility
- Website Optimisation (SEO)
- Content Management System – what can it do for you?
- Writing for the Web

For more information please contact the e-Business Support Team:-

Email: [webdevproject.registration@failteireland.ie](mailto:webdevproject.registration@failteireland.ie)

Tel: 1850 256 256

## Fee

- a) Interactive Workshops - ½ day @ €50.00 per person
- b) Regional Seminars – 1 day @ €125.00 per person

# PERFORMANCE PLUS



## Online business support for the busy manager – only a click away!

With Performance Plus Online, and without leaving your desk, you can

- identify your business development needs
- benchmark your business performance against others
- get best practice advice on a range of business issues

### Benefits

- Enhance your business performance
- Improve your competitive position
- Grow your business profitability

For more information or to get started, log on today to **[www.performanceplus.ireland.ie](http://www.performanceplus.ireland.ie)** and register to avail of our online management tools



# SALES AND RATE NEGOTIATION SKILLS



## How confident are you in your sales ability? Can you deal with price resistance confidently and competently?

Today's consumers hate hidden extras. They want transparent rates and value for money. This makes it essential for front line staff to be confident in quoting rates, negotiating and securing the booking.

### Objective

To build your confidence in investigating customer needs with regard to bedroom sales. To improve your questioning, negotiating and sales techniques to help you maximise all sales opportunities.

### For

Hotel based front office staff and newly appointed members of your rooms' reservations teams.

### Duration

1 day, 9.30am – 5.00pm.

### Fee

€240 per participant

€1,750 per company (maximum 15 participants)

*"A great refresher – reminds me of the customer's needs and expectations from me as a sales person and it has made me more aware of how to better deal with sales enquiries."*

Alessandra Gotardo, Reservations Manager  
Amber Springs Hotel, Gorey, Co. Wexford

## Content

- Understanding customer choice and identifying customer needs
- Selling styles
- Product knowledge and Unique Selling Points (USPs)
- Effective communication skills
- Selling and negotiation skills for telephone sales
- Rate negotiation and overcoming resistance

# CERTIFICATE IN TOURISM MARKETING



Never has the marketing role been as important as it is in the current challenging business environment. You need to exploit every opportunity to promote and market your business in order to attract and retain customers at a profit.

For enterprises to be successful they need skilled, professional and motivated marketing experts whose basic function is to target the right market segments and effectively secure bookings. To provide the opportunity for individuals to develop professional marketing skills, Fáilte Ireland, in partnership with The Marketing Institute of Ireland (MII) have developed this programme, tailored specifically for the tourism industry.

## Objective

To provide you with marketing knowledge and key skills that can be applied immediately to your own organisation, to grow your business performance.

## For

Anyone interested in a career in marketing and those already working in the area of sales or marketing without formal qualifications in these fields.

## Certification

Joint Certificate in Tourism Marketing from Fáilte Ireland and the Marketing Institute of Ireland.

Certification is based on continuous assessment with work-based assignments and projects submitted throughout the year.

Graduates of the programme who achieve a merit grade, can directly enter Stage 2 of The Marketing Institute's Foundation Certificate in Marketing or Selling.

## Duration

Commencing in January and running until early June. Classes are scheduled for three days per month with a total of 16 class dates. Additional time will be required to undertake self-directed study.

## Fee

€1,250 per participant

For further information and programme bookings, please contact:

**Marion O'Connor**, Professional Development Advisor. Tel: (01) 884 7736

Email: [marion.oconnor@failteireland.ie](mailto:marion.oconnor@failteireland.ie)

# CERTIFICATE IN TOURISM MARKETING



*"I found the course to be extremely practical, informative & stimulating. It gave me the chance to think about the business in a way I never had before and make more solid plans for the future. All in all a very worthwhile experience."*

Caroline Egan  
Horse and Jockey Hotel

*"A very beneficial and practical course - have already incorporated a lot of the information and knowledge gained into my own job"*

Kerry Seward  
Skeffington Arms Hotel, Galway

## Content

This year's programme has been updated to include two new modules. One is eMarketing and the other is Customer Relationship Management – skills of key importance to the modern marketer.

### **Module 1: Marketing in Practice**

Learn to identify market opportunities, develop a marketing mix and manage a marketing campaign.

### **Module 2: Communication Skills**

Practical in approach, this module will help you develop your listening skills and communicate more effectively with your customer in both speech and writing.

### **Module 3: Improve Your Selling Skills**

Proven tips and techniques to improve your personal selling skills

### **Module 4: eMarketing**

Learn to develop an eMarketing strategy, to maximise effectiveness of a campaign by using tactical eTools and how to assess eMarketing activities

### **Module 5: Customer Relations**

Focus will be on improving customer relations, dealing with dissatisfied customers and measuring customer satisfaction with the aim of building guest loyalty and customer retention.

# ESTABLISHING A CUSTOMER SERVICE BRAND

Does your team have the confidence and know-how to develop and deliver a unique service experience; from management to customer-facing staff and those behind the scenes?

Are you considering engaging in a quality initiative but feel your business could benefit from some development as a stepping stone to a programme such as OPTIMUS - Service Excellence?

Delivering a unique quality customer service experience to customers is vital to set your business apart from its competition; to ensure customer loyalty; secure profitability and help your business to be recognised for its customer service.

The first step should involve developing a clear vision and core values for your business, which are then reflected in service commitments, staff training and day to day service delivery by staff, management and customer care teams, to create a unique service brand experience for your customers.

## Objective

This programme will provide your business team with the necessary 'support' and 'know-how' to develop and engage in the delivery of a unique service brand that sets your business apart.

The programme will:

- Engage your management team to develop and articulate its vision, translated into business and customer service values.
- Support your management and staff to develop tangible ways to demonstrate the business commitment to creating a unique service brand.
- Facilitate your in-house trained trainers to develop tailored Customer Service Induction and Advanced Customer Care training programmes.
- Provide clarity of role for the customer care team to develop, motivate and drive innovation.
- Prepare the business to engage in a Quality programme, such as OPTIMUS.

## Duration

This programme is available only a bespoke in-company programme tailored to your business. It is delivered through a series of six 3 hour workshops, flexibly delivered in your business over 2 to 3 months, reflecting the needs of your business.

## For

The programme is designed to engage your entire management team, your trained trainers and representative staff (or existing customer care team) to lead customer care across all aspects of the business.

The programme is ideal for new business start ups, acquisitions or business development projects.

## Programme Requirements

This programme requires the skills of trained trainers in your business, with recognised group training skills. They will work with a programme Facilitator in developing and delivering a tailored Induction Programme in Customer Service and an Advanced Customer Care programme in building a customer care brand.

## Fee

€2,450 per company

# ESTABLISHING A CUSTOMER SERVICE BRAND

For further information and enquires, please contact:

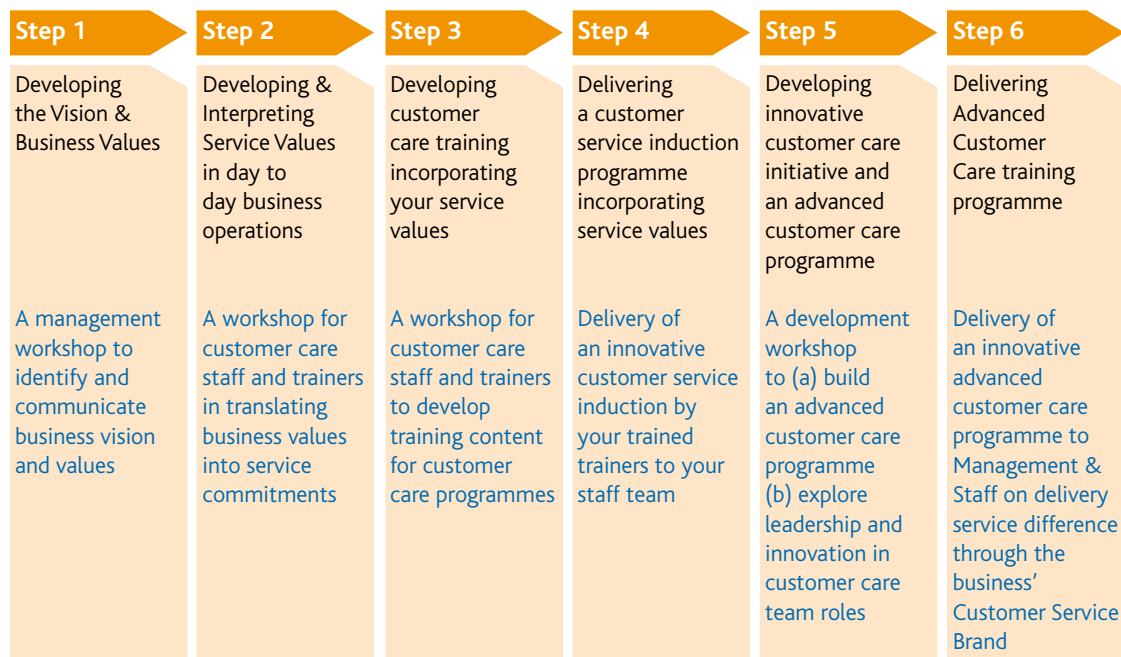
**Amanda Horan**, Management Development Advisor. Tel: (01) 884 7754

E-mail: amanda.horan@failteireland.ie.

Alternatively, contact your local Business Development Manager, through your local Fáilte Ireland Regional Office (see contact details at back of brochure) or visit our website at [www.failteireland.ie/DevelopingPeople](http://www.failteireland.ie/DevelopingPeople)

*“Designing a customer care programme around your own property is critical – each business has its own mix of customers and you need to train your staff with a focus on that. This unique programme brings customer care to the top of the agenda every day, supporting your in-house trainers to be creative in their approach to customer care training while encouraging your staff to be innovative in delivering service commitments to customers, to help set you apart from your competitors.”*

Michael Skeehan, General Manager,  
Glasshaus Hotel & Tallaght Cross Hotel, Belgard Sq West, Dublin 24



## Content

- Developing a vision and values for the business and securing management support
- Communicating vision and values into service commitments for each aspect of the business
- Developing a service induction and advanced customer care programme reflecting business and customer service values
- Delivering customer care training at induction and advanced levels to create a service brand
- Exploring the role of customer care teams in driving customer care initiatives and innovations among teams that grow a unique service brand

# YIELD / REVENUE MANAGEMENT FOR GUEST ACCOMMODATION



## Vacant bedrooms mean lost profits but even full occupancy doesn't guarantee an optimal return.

To improve the yield from your accommodation sector, you need a pricing strategy that matches room rates with demand, a reservations and sales team dedicated to yield management, access to reliable historical data and a solid understanding of strategic forecasting techniques.

### Objective

To provide you with the techniques and tools to successfully implement a profitable yield management strategy in your workplace.

### For

Heads of department and others involved in reservations management.  
Front office, reservations and sales teams

### Duration

1 day, 9.30am – 5.00pm.

### Fee

€240 per participant  
€1,750 per company (maximum 15 participants)

*"Very practical and interactive, will definitely go back with ideas and ways to implement what I have learned."*

Ruth Gaffney, Sales and Marketing  
Sligo Park Hotel, Sligo Town, Co. Sligo

## Content

- Overview of yield management
- Application of yield management techniques to hotels
- The importance and use of historical data
- Using a sales mix analysis to optimise revenue
- Overbooking and other tools of yield management
- The use and appropriateness of rate structures
- Strategic forecasting techniques
- Yield evaluation

# OPTIMISING CONFERENCE, MEETING & EVENT REVENUES

Vacant meeting and banqueting rooms mean lost revenue. Do you know how to analyse your business markets and business mix to ensure maximum profitability?

To improve the revenue from your meetings and events space you need to be able to manage the interaction of function space with room sales and food and beverage demand.

The goal of function space revenue management is to maximize the revenue contribution of each function space for each time period it is available. Conference, meeting and event space can be sold and used in many different ways and for many different purposes to produce varying profit potential. The yield you get from your space will be determined by how you combine, sell and market the total facilities package available.

## Objective

To provide you with the techniques and tools needed to successfully realise optimum revenue from conference meeting & event operations.

The course will enable you to develop a long term advance pricing strategy to allow you grow your business with international and national conference, business and incentive planners & agencies.

The course demonstrates how to integrate yield/revenue management strategies and techniques into your meetings and event department, and to respond quickly and decisively to rapidly changing market conditions to enable you compete in both the national and international markets.

## For

General Managers, meeting, events and sales teams

## Duration

1 day, 9.30am – 5.00pm.

## Fee

€240 per person

€1,750 per company (maximum 15 participants)

## Content

- Developing a revenue management strategy and plan for your meeting and event space
- Managing duration and uncertainty
- Conducting lead time analysis -determining the timing and number of requests from different market segments.
- Forecasting function space and group rooms demand
- Developing a Pricing strategy
- Considerations in developing a 3-5 Year Advance Pricing Strategy as required by International Conference Planners
- Understand the concept of ConPAST - contribution, space, and time, utilising contribution per square metre
- Tools in the analysis of meeting room occupancies & space yield
- How to conduct Business mix & customer profitability analysis

# PROFITABLE FOOD COSTING

## Is your food operation making you money or costing you money? Do you know the critical factors affecting food cost control?

The key to increased profitability in food and beverage management is not so much higher volumes – or higher prices – as better cost control. This means greater attention to costing dishes, managing portion size, waste, pricing and suppliers.

### Objective

- To provide the knowledge and skills to manage food costs within your food operations.
- To provide the knowledge and skills to establish systems for projecting gross profit % and sales mix analysis
- To apply the key budgeting and cost management concepts to allow you price your menus effectively to ensure profitability.

### For

Food and beverage managers, catering managers, chefs, assistant chefs, relevant heads of department.

### Duration

Duration: 1 day, followed by a work based project.

This programme provides participants with an on-line food costing tool for use in your business on a day to day basis.

### Fee

€195 per participant

€1,550 per company (maximum 15 participants)

*"I have found the Fáilte Ireland Food Toolkit of great benefit to the business. Its user-friendly interface allows us to cost menus and enforce portion control with ease."*

Conor O'Neill, The Glyde Inn, Annagassan, Co Louth

## Content

- Financial overview of the food operation
- Budget preparation
- Food cost control, including
  - Gross profit targets,
  - Calculating gross profit,
  - Determining your selling price/mark-up
- Use of the Fáilte Ireland on-line Food Costing Toolkit to assist you in managing your food profit margins effectively

# BUSINESS COST MANAGEMENT



The easiest way to boost profits and improve competitiveness is through successful cost management.

Managing costs at all levels of the business is essential for the business and profit planning process.

In association with chartered accountants Howarth Bastow Charleton, we have developed this Cost Management programme for tourism and hospitality businesses. The workshop will build on your existing financial knowledge and expertise, demonstrating how to increase profit margins by reducing costs and minimising waste. You'll also learn how to benchmark your costs against those of comparative organisations and industry norms.

## Objective

To give you the knowledge and skills to use costing principles and key management accounting data to inform and improve competitiveness and increase profit margins.

## For

Owners, general managers, heads of departments, and team leaders with responsibility for budgeting and cost control.

## Duration

1 day, 9.30am – 5.00pm.

## Fee

€195 per participant

€2,750 per company (maximum 15 participants)

## Content

- Re-visiting core principles – cost behaviour and cost classification
- Cost analysis and cost management
- Cost control in the tourism and hospitality sector
- Management accounting principles
- Putting theory into action through use of case studies
- Benchmarking cost management

# CERTIFICATE IN PERSONNEL PRACTICE (CIPD ACCREDITED)

If you are responsible for managing and developing employees, this programme will equip you with an in-depth knowledge and understanding of modern Human Resource (HR) techniques and approaches.

Fáilte Ireland, in partnership with the National College of Ireland and the Chartered Institute of Personnel and Development (CIPD), present the Certificate in Personnel Practice, designed specifically for Tourism Professionals. This Certificate allows you to apply skills as you progress through the programme and improves your overall effectiveness in managing the human resource function.

## Objectives

- To develop proficiency in a range of basic skills appropriate to the practice of personnel management.
- To provide an awareness of the context of HR and related activities with the main issues that impact it.
- To gain the ability to apply key learning outcomes from the programme in day-to-day activities.
- To offer participants a solid grounding in Good Practice HR, as a platform for advanced studies in personnel.

## For

- Owner / managers of small or medium sized business.
- Human resource professionals who wish to further their career.
- Line managers with human resource responsibilities who need to learn practical skills to perform more effectively.
- Individuals who are new to, or aspiring to, a career in the human resource function.

## Certification

Certification is based on continuous assessment and project-based assignments throughout the programme which will be monitored and validated by CIPD. Successful candidates will receive a CIPD accredited Certificate in Personnel Practice and graduates are eligible for Associate Membership of CIPD.

## Duration

This is a fast-track programme, running from early January to June 2009, with lectures and workshops scheduled over three days per month. Self-directed study time should be allowed for reading, research and completion of four work-based individual and group assignments and a final course project.

## Fee

€1,200 per participant (subsidised by Fáilte Ireland), includes CIPD registration and membership for the duration of your programme.

*"I qualified in Hotel and Catering Management but I have been working for some years now in HR. The Certificate in Personnel Practice enabled me to upgrade my HR skills and knowledge and to gain a Certificate in HR."*

Susan Kelly, HR Manager, Ballygarry House, Tralee, Co. Kerry

## Content

### HR Operational Skills

- Recruitment and Selection
- Performance Management
- Training and Development
- Human Resource Planning
- Team Working and Partnerships
- Managing Diversity

### Employee Relations

- Employee Contracts and Related Employee Protection Legislation
- Communications and Conflict Management
- Industrial Relations
- Team Working and Partnerships
- Reward Management

# CERTIFICATE IN EMPLOYEE RELATIONS, LAW AND PRACTICE (CERLAP)

In today's organisations an employee's sense of trust and fairness is directly influenced by how HR policies and practices are implemented. This demands a comprehensive understanding of the legal framework that underpins effective HR policies.

In partnership with the National College of Ireland and the Chartered Institute of Personnel and Development (CIPD), Fáilte Ireland present a Certificate in Employee Relations, Law and Practice programme, tailored for Tourism Businesses.

## Objectives

On completing the programme you will have the practical skills and knowledge to:

- Readily identify the key issues that impact employment practice and apply the law effectively to improve your overall effectiveness in managing the human resource function.
- Use legal frameworks to assess your organisation's employment law practices and procedures.
- Prepare and conduct face-to-face interviews including disciplinary, grievance and exit interviews.
- Give practical advice and guidance on employment law issues to line managers.

## For

- Owner / managers of small or medium sized businesses.
- Human Resource professionals who wish to further their career.
- Line managers with HR responsibilities seeking practical skills to enhance their performance.

## Certification

Certification is based on continuous assessment and project-based assignments throughout the programme and will be monitored and validated by CIPD London. Successful candidates will receive a CIPD accredited Certificate in Employee Relations, Law and Practice (CERLAP) and graduates are eligible for Associate Membership of the CIPD.

## Duration

From September to May (with a break during December). Lectures and workshops are scheduled over two days per month. Self directed study time should be allowed for reading, research and completion of individual and group assignment work and a final Course Project.

## Fee

€1,350 per participant (subsidised by Fáilte Ireland), includes CIPD registration and membership for the duration of your programme.

*"Legislation has introduced new responsibilities for employers and employees, and practices are also evolving. So it is essential that I am up to date with developments. We are investing in practices and procedures to ensure that we operate to the highest HR standards and CERLAP will help me to achieve this goal."*

Hazel O'Brien, Group HR Manager, Carlton Hotels

## Content

### Employment Legislation

- Irish & EU Legal Framework
- The Business Environment & Organisational context of Employee Relations
- Factors affecting Employee Relations
- Employment Contracts Legislation
- Equality & Employment Legislation pertaining to Recruitment & Selection

### Employment Practices

- Interpreting legislation for effective HRM practice
- Performance Management – Systems & Procedures
- Discipline in the workplace – Systems & Procedures
- Managing Difficult Employee Situations
- Effective Negotiating & Influencing Skills
- Dispute Resolution
- Trade Union Recognition
- Collective Bargaining & Consultation



Whether a recently appointed supervisor, a first time team leader or an established operations manager, expanding your business knowledge, developing your management skills and growing your competencies are all priorities in today's unpredictable climate of change.

We all know that within the tourism & hospitality Industry, the need for professional development is never ending. Yet, as we take on additional responsibilities in our career, opportunities to dedicate extensive time-out for professional development can be limited.

Fully appreciating this challenge, we have created a programme that offers you a comprehensive suite of learning, relevant to your development as a manager. The programme will allow you to uniquely build on over a flexible timeframe to reflect your learning priorities and the commitment you can make to your development right now.

Each topic is a stand alone learning event, relevant to supervisors, line managers and team leaders in the tourism Industry today. You can choose to combine one or more of these modules, over a timeframe of months or years, allowing you create a learning plan that works best for your career and your work commitments.

## Objectives

- Each module is designed to advance your effectiveness as a manager, team leader or supervisor in each of the skills areas relevant to aspiring managers and industry leaders.
- The skills and self insight gained will allow you be more effective in your role and will assist you to respond to day to day challenges, allow you make informed decisions in a fast paced changing environment, while supporting you to lead a team to maximise their potential and the overall performance of the business.

## For

Heads of departments, first time line managers, supervisors and team leaders.

# SUPERVISORY AND TEAM LEADERS PROGRAMME

## Certification

Participants will receive a FETAC credit for each module of learning undertaken. Successful completion of 8 modules (including 5 core modules) in addition to the implementation of learning through a work based project, a piece of self directed learning and a reflective learning journal will qualify you for a FETAC Level 6 Industry Award.

## Duration

Each module consists of between 1 and 2 contact learning days with a tutor. An additional 8 hours per module, on average, should be allowed for self directed reading and the undertaking of a practical assignment. This will ensure that the learning gained can be applied into the workplace to support you, your team and your business performance.

## Benefits

- Develop innovative supervisory and team leading approaches
- Gain more effective decision making skills
- Get the best out of your staff
- Communicate more effectively
- Gain a professional qualification

Please note this programme is also available in-company for your entire management team.

Further information and bookings, please contact:

**Amanda Horan**, Management Development Advisor. Tel: 01 8847754

Email: amanda.horan@failteireland.ie

Or contact your local Fáilte Ireland Regional Office (see contact details on back cover).

## Content

The Programme offers a selection of 10 modules. Each can be attended as a stand alone training event, or if you successfully complete 8 modules you will receive a full FETAC Level 6 Certificate.

### Core Modules [Select all 4 towards a Full FETAC Level 6 Certificate]

1. The Role of the Supervisor/Team Leader in Managing the Business (2 Days)
2. Managing Effectively (2 Days)
3. Understanding Finance & Managing Costs (1 Day)
4. Customer Service Management for Business Development (1 Day)

### Optional Modules [Select at least 1 towards a Full FETAC Level 6 Certificate]

5. Interpersonal & Communications Skills (1 Day)
6. Employment Law (Online)

### Optional Modules [Select 2 or 3 towards a Full FETAC Level 6 Certificate]

7. E-Business (1 Day)
8. Managing People & their Performance (1 Day)
9. Conflict Management (½ Day)
10. Coaching Skills for Business (1 Day)

**NOTE:** Industry Professionals who have already completed and achieved the Train the Trainer FETAC Level 6 Special Purpose Award, may be afforded 1 module credit towards the 8 modules required to achieve the certificate.

# MANAGING FOR DEPARTMENTAL GROWTH – WORKSHOP SERIES



## As a head of department, you face your own unique challenges to meeting profitable business targets.

Tailored specifically to departmental needs, our workshops will provide an opportunity for you to interact with experts and your peers, to provide you with practical tips and ideas for immediate implementation.

- **Head Chefs**  
Address profitability in the kitchen through managing costs, effective menu engineering and controlling overheads.
- **Accommodation Managers**  
Enhance your understanding of and ability to budget, interpret financial accounts and manage costs.
- **Food and Beverage Managers**  
Develop the essential techniques of up- selling and its effects on the bottom line.

### Duration

Half day to 2 day workshops

For further information and booking enquires please contact:

**Maria Christie**, Management Development Support. Tel: (01) 884 7749

Email: [maria.christie@failteireland.ie](mailto:maria.christie@failteireland.ie)

# TRAINERS IN INDUSTRY



Is your training meeting the needs of your organisation? Do your employees excel at their jobs? How confident are your trainers about motivating staff?

If maintaining high standards is your top priority, then our Trainers in Industry Programme can help develop the confident, competent trainers and training managers you need. Not only do capable trainers help raise performance standards among staff, they also help to reduce waste, cut customer complaints, increase safety levels and enhance their employer's image.

## Objective

To give your trainers the theoretical knowledge and practical skills they need to deliver tailored, effective, results-oriented instruction on the job.

## Training programmes

We offer two stand-alone but complementary training programmes:

- Operations Training Techniques
- Group Training Techniques

Participants who successfully complete both programmes, in addition to undertaking a work-based assignment which will be assessed for FETAC accreditation, will be eligible to receive a FETAC Trainers in Industry Certificate [FETAC Level 6 – Special Purpose Award].

# OPERATIONS TRAINING TECHNIQUES

## Who best to train staff in everyday operational techniques other than someone who already excels at the task?

### One to one training practices

This course is for experienced operations staff who excel in their everyday tasks; who already know the operational skills and standards of the job and who may be interested in training as trainers. The programme is restricted to seven participants to allow adequate time to practice training techniques and build the trainee's confidence.

### Objective

To give participants the skills, knowledge and techniques to effectively and confidently deliver one-to-one training in their working environment.

### For

Experienced operational staff who are responsible for, or interested in, providing on-the-job training in the workplace.

### Certification

FETAC Statement of Achievement.

Participants who successfully complete both the Operations Training Techniques and Group Training Techniques Programmes together with a workplace project will receive a FETAC Trainers in Industry Certificate.

### Duration

3 days, 9.30am – 5.00pm.

### Fee

€2,950 per company (maximum 7 participants)

For further information and bookings, please contact your local Fáilte Ireland Regional Office (see back of brochure for contact details).

*"This programme was held recently in-house and it was a great success. Everybody that took part in the course ended up gaining confidence, getting to know other staff better and gaining the skills it takes to train new staff."*

Karen Glynn, Personnel Manager  
Woodlands House Hotel, Adare, Co.Limerick

## Content

- Planning and preparing training sessions
- Breaking tasks into easy-to-learn components
- Effectively demonstrating practical elements of the job
- Evaluating the effectiveness of a training session

# GROUP TRAINING TECHNIQUES



## Group training practices

Not only must trainers know their subject matter inside out, they must also be able to effectively convey this knowledge to their team members.

## Objective

To give participants the skills and confidence to deliver knowledge-based, theoretical training to groups of staff.

## For

Middle managers, supervisors, trainers and experienced operational staff who deliver, or wish to deliver, training and presentations.

## Certification

FETAC Statement of Achievement.

Participants who successfully complete both the Operations Training Techniques and Group Training Techniques Programmes together with a workplace project will receive a FETAC Trainers in Industry Certificate.

## Duration

3 days, 9.30am – 5.00pm.

## Fee

€2,950 per company (maximum 7 participants)

For further information and bookings, please contact your local Fáilte Ireland Regional Office (see back of brochure for contact details).

*“The advice and information given on the course was very relevant to my job. It also gave me a structure for my training sessions. The tutor was excellent in his delivery.”*

Jennifer Keane, Assistant Leisure Club Manager,  
Killarney Plaza Hotel & Spa, Killarney, Co Kerry

## Content

- Preparing and structuring presentations
- Using visual aids effectively
- Tailoring and improving delivery
- Dealing with difficult training situations
- Evaluating the effectiveness of the group training session

# MANAGEMENT OF FOOD HYGIENE

Confidence that your kitchens and food service areas are operating to optimum hygiene standards can only be achieved through careful management of food safety and hygiene procedures. This intensive course, developed by the National Hygiene Partnership, will help you be sure that your operation conforms to current food safety legislation.

## Objective

To give you the knowledge and skills to implement and manage a comprehensive food hygiene system and to organise ongoing hygiene training for staff.

## For

Managers, senior supervisors, team leaders and anyone responsible for food operations.

## Certification

Certificate in the Management of Food Hygiene from the National Hygiene Partnership.

## Duration

21 hours plus examination.

## Fee

€425 per participant

€4,250 per company (maximum 15 participants)

*“We at Three Q Catering feel that by using the training services of Fáilte Ireland we are using the leaders in catering trainers and courses available to the market. Our clients appreciate and some insist that we use Fáilte Ireland as they are aware of the high standards that Fáilte Ireland applies to all aspects of its training. As a recruitment and employment agency for the catering industry we believe by using Fáilte Ireland training services we are building confidence in the abilities and standards of our staff.”*

Florencia Saluzzo, HR / Training Manager  
Three Q Catering Ltd.

## Content

- Basic microbiology, food-borne diseases and food poisoning
- Food preparation, cooking, holding and display
- Food preservation
- Personal hygiene and safety
- Food safety legislation
- Cleaning, disinfection and control of insects and rodents
- HACCP and the application of a food safety management system to your workplace

# IMPLEMENTING HAZARD ANALYSIS



You've established rules and guidelines for food safety in your premises and arranged ongoing training for staff, but does your system conform to Irish and EU laws on food safety? What more can you do to anticipate and minimise the risks of food contamination?

In this practical workshop, you will learn about Hazard Analysis and Critical Control Points (HACCP), a food management system that focuses on minimising or eliminating known hazards in the food chain.

## Objective

To give you the knowledge and skills to implement HACCP in your workplace and to verify that your organisation's food safety objectives are being met.

## For

Managers, supervisors and trainers who have successfully completed the Management of Food Hygiene course.

## Certification

Fáilte Ireland Certificate.

## Duration

2 days, 9.30am – 5.00pm, with additional personal study time to complete work-based assignment.

## Fee

€495 per participant

€4,450 per company (maximum 15 participants)

## Content

- Introduction to HACCP
- Principles of HACCP
- Process analysis and the role of staff in HACCP
- Steps in setting up HACCP
- Developing the HACCP control chart

# RESPONSIBLE SERVICE OF ALCOHOL



## Do your staff have the necessary skills to anticipate and deal effectively with problems associated with the service of alcohol such as refusing an underage customer or one that has had enough to drink?

Everybody benefits when staff know how to serve alcohol responsibly. By implementing responsible serving strategies your customers will appreciate the friendly and safe atmosphere your licensed establishment provides, thereby allowing them have a good time while you operate within the law.

This programme, delivered by Fáilte Ireland on behalf of MEAS (Mature Enjoyment of Alcohol in Society), was developed in partnership with Industry bodies and the Department of Health and Children.

The programme is designed to assist license holders and their staff to develop policies and procedures about serving alcohol so as to minimise the risk to alcohol-related problems as a result of inappropriate alcohol consumption and possible inconsistencies in approaches to alcohol service policy and procedures.

### Objectives

This programme provides participants with:

- A greater awareness of alcohol and its effects.
- A clear understanding of their legal responsibilities pertaining to alcohol service.
- The confidence to handle difficult situations such as refusing service to underage persons and intoxicated customers.

### For

Staff of licensed premises including pubs, restaurants, nightclubs, bars and hotels.  
Owners / managers of licensed premises.

# RESPONSIBLE SERVICE OF ALCOHOL

## Certification

Certificate of Attendance is awarded to all attendees on completion of the workshop, which can be displayed in your premises.

## Duration

This is a 3-hour programme, which is presented in the form of an interactive workshop with individual and group exercises facilitated throughout the session.

## Locations

The Programme is run in every county throughout the year, subject to demand.

## Fee

€45 per participant

€500 per company (maximum 30 participants)

For further information, details of the course schedule and booking enquiries, please contact:

**Mary Kennedy**, RSA Programme Co-ordinator. Tel: (086) 1718641

Email: [rsa@alcohol.ie](mailto:rsa@alcohol.ie)

*“The RSA Programme is practical and well-presented. It has helped staff at all levels to think for themselves, make positive, informed decisions and develop confidence in dealing with difficult situations. Most importantly it has enabled us to clarify our legal responsibilities and to develop our own house policy.”*

Derry O'Regan, The Village Bar, Douglas

*“The RSA programme enabled us to clarify our legal responsibilities in relation to responsible serving.”*

Kelly's Bar, Frosses, Co. Donegal

## Content

On completing the programme participants will have the knowledge, skills and confidence to effectively handle the following situations:

- Preventing alcohol sales to underage persons
- Refusing service to intoxicated customers
- Handling difficult situations

Programme attendees will also have:

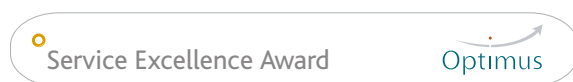
- A greater awareness of the legislation and dangers in regard to drink driving
- A knowledge of alcohol, its effects and the laws pertaining to alcohol
- A clear understanding of the your organisation's agreed house policy and procedures relating to alcohol service

# OPTIMUS - BUSINESS EXCELLENCE



The Fáilte Ireland Optimus programme structure comprises three distinct yet related elements, enabling businesses to progress through the different levels. It is in effect the National Standard for Best Practice in tourism and hospitality in Ireland. Optimus is based on the EFQM (European Foundation for Quality Management) excellence model but it has been customised for the tourism industry.

Fáilte Ireland provides a package of training, consultancy, mentoring and support for companies wishing to adopt the principles of the Optimus model. Companies seeking accreditation through the Optimus framework are independently assessed by the Centre for Competitiveness, Northern Ireland - a National Partner Organisation of the EFQM. All assessments feedback reports are reviewed and validated by the Optimus Approvals Board. This board is comprised of experts in the field of quality and accreditation, education & training and business. Three of its members are former EFQM Award winners.



The Service Excellence programme is an established concept which underpins the Optimus Best Practice and Business Excellence Programme. It focuses on the development of a service excellence culture which is specific to the tourism and hospitality sectors and can be adopted by individual enterprises within these sectors. It provides a solid foundation upon which real progress can be made on the organisation's journey to excellence.

The Service Excellence Model is aligned with the customer service elements of the EFQM Model. It incorporates concepts such as the Service Journey, Moments of Truth, the Internal Customer Supplier and Service Recovery. All employees in the organisation, from back of house to senior management, participate in a customised training programme.

# OPTIMUS - BUSINESS EXCELLENCE

 Mark of Best Practice



Optimus Best Practice is a business process improvement programme that enables tourism and hospitality operations to assess their business performance against the best in the industry, discover what makes them successful and apply these principles and systems to their own operations.

Optimus Best Practice is operationally driven and focuses on key business processes under the headings of Management, People, Operations and Customer Service. Among the benefits to be derived from participating in the Best Practice programme are better planning leading to improved profitability, professionalism, team working and product & service innovation. The programme engenders a culture of continuous improvement, establishes efficiency & productivity targets and key performance measures and benchmarks.

 Award of Excellence



The Optimus Award of Excellence is based on the EFQM standards and principles. It is customised for the tourism and hospitality sectors and is co-branded by the EFQM. To achieve the award, businesses must demonstrate a deep commitment to continuous improvement and superior performance but also a proactive attitude to the changing social, economic and market conditions in which they operate.

Businesses that achieve sustainable excellence display a progressive leadership style, a strong results orientation, a passionate customer focus, a commitment to management by processes and an abiding enthusiasm for continuous learning and innovation. The Award of Excellence is a tangible recognition of the status of the business both as an outstanding performer within the hospitality sector and a recognition that it has achieved standards of excellence that are equal or superior to the very best to be found internationally.

Excellence is an evolving concept that changes and develops in response to changes in the competitive environment. To achieve it, businesses need not only a deep commitment to *continual improvement and superior performance* but also a proactive attitude to the changing social, economic and market conditions in which they operate.

 Recognised for Excellence Level 4 

 Recognised for Excellence Level 5 

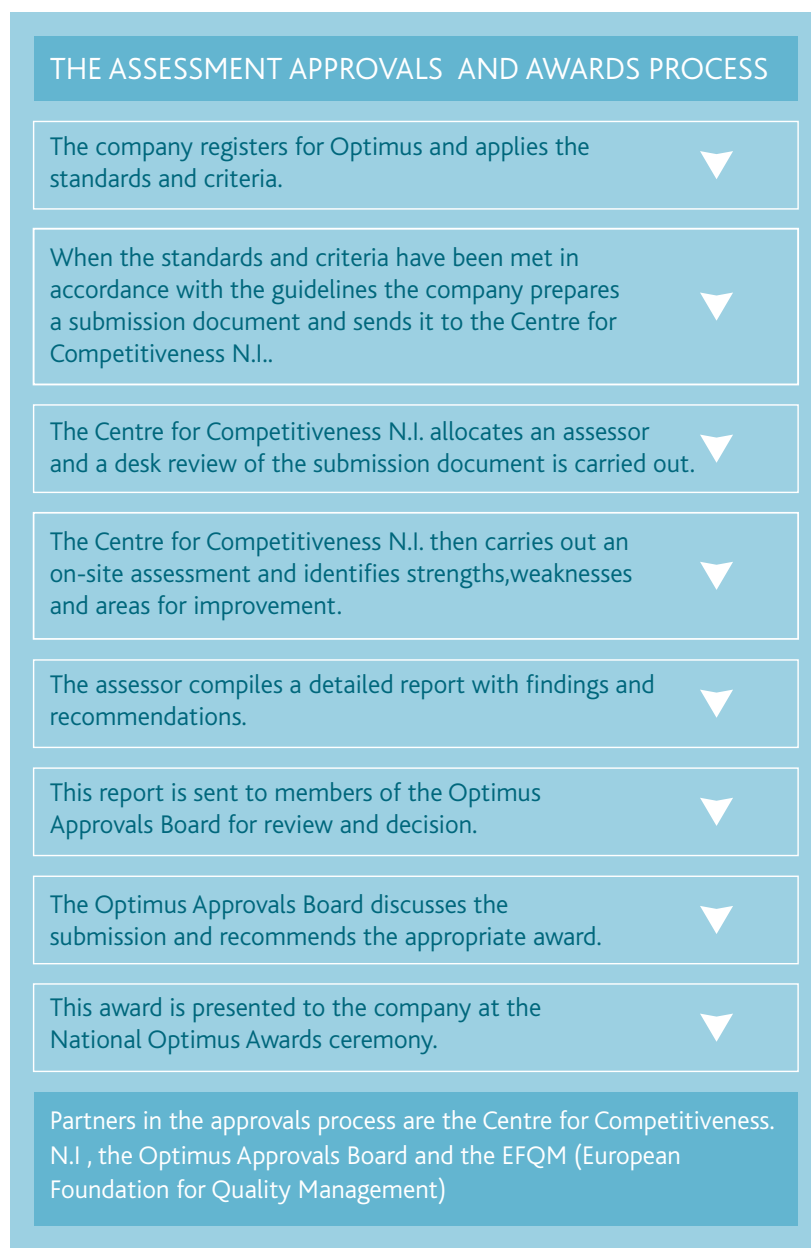
The EFQM Recognised for Excellence Levels 4 & 5 can be attained by Tourism businesses that wish to build on their achievement of the Award of Excellence. They must demonstrate that improvements were consistently achieved and sustained over a number of years through a process of target setting, benchmarking and performance monitoring.

These businesses develop effective partnerships with other organisations and stakeholders based on mutual trust, respect and openness. This enables them to achieve common goals by sharing their combined knowledge and expertise. Businesses operating at this level of excellence adopt a highly ethical and responsible approach to running their enterprise and they achieve an acceptable balance between the commercial, social and legal demands of the business.

## The Assessment Approvals and Awards Process

Companies who have successfully implemented the Optimus Programme are encouraged to seek independent accreditation in recognition of their achievements. The process involves a comprehensive assessment of their organisation by accredited assessors. Their findings are then endorsed by the Optimus Approvals Board who recommends the final and appropriate award for the company.

The Optimus Approvals Board encompasses a group of experts in the field of quality and accreditation, education and training, and business. Two of its members are previous winners of the European Quality Award which is Europe's most prestigious award for organisational excellence and is the highest level within the EFQM levels of excellence scheme.



For further information, please contact:  
The Optimus office, Tel: (01) 884 7893

# TOUR GUIDE PROGRAMMES



Are you fascinated by heritage, culture and history?  
Do you enjoy sharing this fascination with others?  
Would you like to promote your town, city or country?

If so, then why not challenge yourself with one of our tour guide programmes and put your interest and enthusiasm to use?

We have a suite of training programmes for tour guides at all levels. They include:

- National Tour Guide
- City& Environs Tour Guide
- Local Tour Guide

## Registration as a Tour Guide

Having successfully completed one of the above programmes, participants may apply for the relevant Tour Guide Badge by completing a series of tours which must be evaluated by a recognised tour operator / employer.

*"I have worked in the travel business in Ireland for the past four years and I have helped out occasionally with guiding. There was a need for a Chinese guide, so I decided to take the course to gain a professional qualification."*

Dr. Li Hao – Tour Guide

*"It was one of the best decisions of my life – the course was excellent."*

Dermot Fogarty – Tour Guide

# NATIONAL ON-LINE TOURIST GUIDE TRAINING PROGRAMME



This *on-line programme* has been specifically designed to allow flexible access by participants nationwide. We will also offer tutorial support and guidance, familiarisation trips with limited classroom contact days.

## Objective

To give you the communication and information skills to offer a quality tour guiding service for a range of tourist markets, to source information banks and to professionally present Ireland as a tourist destination.

## For

Anyone with a good standard of general education, an aptitude for customer care and a keen interest in tourist guiding. Additionally, you should:-

- (a) be fluent in at least one other language in addition to Irish or English (e.g. French, German, Italian, Eastern European, Chinese, Japanese)
- (b) have some relevant experience in the tourism industry.

## Certification

FETAC National Tour Guiding Certificate (Level 6) will be awarded based on successful completion of examination, project work and practical assessment.

## Registration as a National Tour Guide

Having successfully completed the programme, participants may apply for a National Tour Guide badge by completing six extended tours of at least four days' duration. These Tours must be evaluated by a recognised tour operator / employer.

## Duration

20 weeks

## Fee

€900 per participant.

To register interest contact: [courses@failteireland.ie](mailto:courses@failteireland.ie)

## Content

### Modules will include:-

- Communications / Customer Service
- Practical Guiding Skills and Tour Management Skills
- Archaeology
- Geography / Geology
- Irish History
- Literature
- Folklore and Mythology
- Agriculture & Forestry

# CITY & ENVIRONS TOUR GUIDE TRAINING PROGRAMME



## Objective

To give you the communication and information skills to work as an approved tour guide in a city and its surrounding area, to source information banks and to professionally and positively present a tourist destination.

## For

Anyone with an aptitude for customer care and a strong interest in history, heritage and culture. Participants will be chosen on merit, based on an interview and other selection criteria.

## Certification

City & Environs Tourist Guiding Certificate from Fáilte Ireland will be awarded based on successful completion of examination and practical assessment.

## Registration as a City & Environs Tour Guide

Having successfully completed the programme participants may apply for a City & Environs Tour Guide Badge by completing ten one-day tours. These tours must be evaluated by a recognised tour operator / employer.

## Duration

One evening a week and three full Saturdays spread over four months.

## Fee

€850 per participant.

To register interest contact: [courses@failteireland.ie](mailto:courses@failteireland.ie)

## Content

- Interpersonal and communication skills
- Guiding and tour management skills
- Archaeology
- Geography and geology
- History
- Literature

# LOCAL TOUR GUIDE TRAINING PROGRAMME



This programme is delivered in conjunction with local tourism enterprise initiatives. Upcoming programmes are advertised in local newspapers.

## Objective

To give you the communication and information skills to work effectively as a local tour guide.

## For

Anyone with a working knowledge or interest in local history, heritage or archaeology or expertise in a particular tourism related topic. This course may be of particular interest to local experts, students, retirees, local entrepreneurs and visitor attraction guides.

## Certification

Local Tourist Guide Certificate from Fáilte Ireland.

## Registration as Local Tour Guide

Having successfully completed the programme participants may apply for a Local Tour Guide Badge by completing three one-day tours. These tours must be evaluated by a recognised tourism organisation / employer.

## Duration

Two evenings per week and two full Saturdays spread over eight weeks (approx.).

To register interest contact: [courses@failteireland.ie](mailto:courses@failteireland.ie)

## Content

- Tourism product knowledge
- Communication and interpersonal skills
- Guiding skills
- Project work (developing a local guide manual)
- Knowledge sessions covering history, geography, culture, folklore, geology and agriculture

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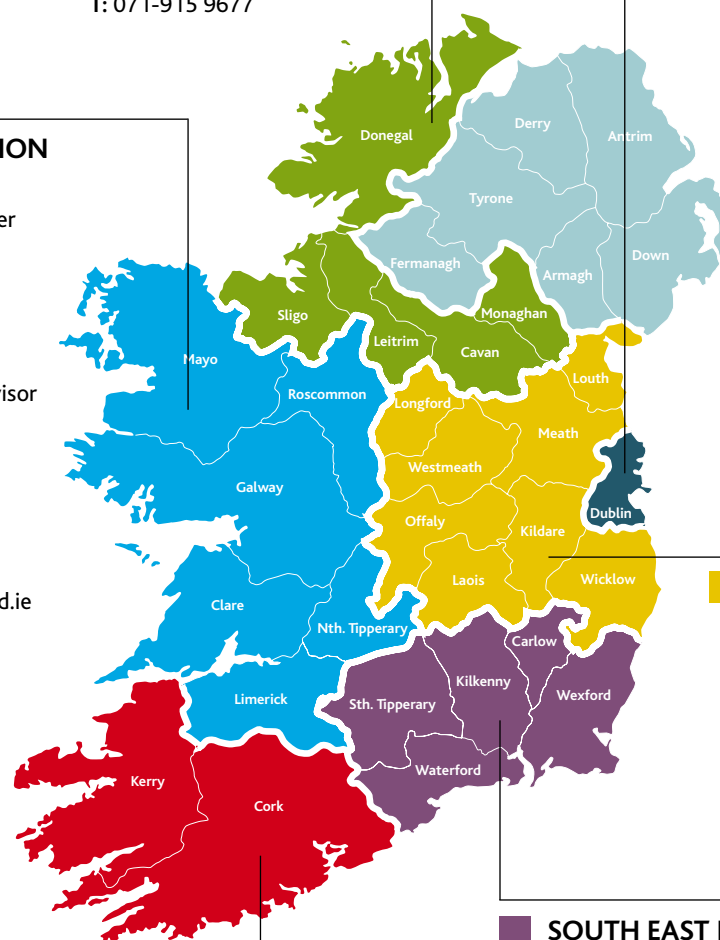
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All information contained in this brochure and more  
is available at [www.failteireland.ie](http://www.failteireland.ie)  
(See inside back cover for regional office contact details)