



MØLLER  
CENTRE



CHURCHILL COLLEGE  
UNIVERSITY OF CAMBRIDGE

# Hospitality Assured



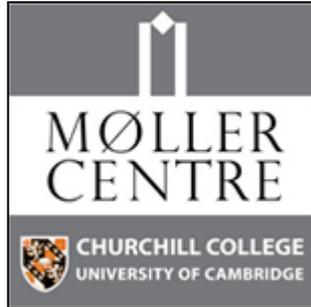
**Stuart Websdale – General  
Manager  
The Møller Centre**

# History of the Møller Centre

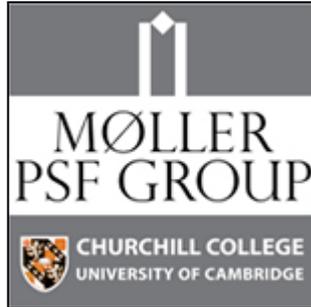
- Opened in 1992 – Queen Ingrid of Denmark.
- Gift to Churchill College from Maersk McKinney Møller Foundation.
- Danish architecture & iconic furniture throughout.
- Architecturally stunning facility.
- ‘Centre of Excellence’ was the vision with the aim being to introduce the world of commerce to the internationally renowned Cambridge University.

# Business Model

- Three main revenue streams;
  - Venue
  - PSFG
  - Executive Education
- Position in the market is at the premium end. We don't discount, we offer expertise and add value.
- We don't waste resources on non-core business.
- Very high levels of repeat business across all sectors



- The Møller Centre at Churchill College is a dedicated residential management training and conference centre located within the historic city of Cambridge.
- Essentially a Four Star hotel with no children, no weddings, purely corporate environment, designed for learning



- The Møller Centre is the home to the Møller Professional Service Firms Group. Formed in 2009 it brings together professional service firm experts with a focus on leadership, strategy, business development, client relationships and management issues within the PSF market.



- Møller Centre Executive Education programmes in Cambridge provide customised training programmes to senior executives from organisations around the world under the Royal Charter of Churchill College, University of Cambridge.

# Møller Centre DNA

## **Møller Centre mission**

- To support our clients to acquire knowledge for professional development and personal and business success in an executive environment.

## **Møller Centre values**

### **Trust**

- Trust in all relationships; generate and honour trust.

### **Integrity**

- Act honestly and with good intent; deliver promises.

### **Get it right for the client and each other**

- Have mutual respect - be professional - meet agreed objectives.

### **Team**

- You are an essential and valued contributor to a great team which delivers outstanding performance.

## **Customer Promise**

- **The customer is at the heart of all that we do.**
- We will actively listen to your needs and understand and aim to exceed your expectations.
- Your needs will be met using the best solutions proactively and with flexibility.
- You will receive a warm, friendly welcome from all our staff at all times.
- A professional, focused, well trained team will support you and your event.
- We will always provide a focused and comfortable environment.

# Recent History

- Despite the tough economy, the centre has continued to grow in sales, profits and customer satisfaction, while maintaining or increasing price
- Achieved via a very clear strategic plan
- Diversification while remaining very pure to our core product, proven to be integral to our success
- Major expansion built in 2007 and we are currently due to complete another significant development in April 2015

# Our approach to HA

- We employ over 100 staff.
- Three team members actually do work, specifically for HA. This is purely preparation for assessments and attending forums like today.
- Our standards are not maintained to please an assessor, they are designed to exceed a client expectation.
- Be honest with the assessor. Full transparency is not negotiable.

# Build Project

*SUMMARY; new bedrooms, new and refurbished meeting rooms, new and refurbished kitchen, new administration wing and BOH areas.*

The main contractor, were immediately embraced as part of the Team.

- With a 70 week programme, it was imperative they understood our values and commitment to our customer promise.
- Included in their contractual targets and project charter are helping us maintain a 96% BDRC customer satisfaction.
- Consultation with clients, including show rounds of the live building site are important in order to excite clients and demonstrate that we have listened to them.
- Honesty – noise and disruption key.
- Trust – demonstrate to clients you know what is happening and when, so they know “five minutes of noise” really is “five minutes” and it does happen during their break as planned.
- Proactive communications – no news is bad news. What they don’t know they will make up. Keep them in the loop but stress it is always fluid. People are typically inquisitive so share the details, don’t shy away from them.

# Customer Research – Venue

Venue 50% of T/O – 80% Residential  
– 20% Non residential

Constantly search for intelligence on what they need, how they are measuring success, what future needs may look like, using;

- BDRC
- Delegate feedback
- Account management process
- Additional industry trends researched via associations i.e CCE / IACC, HR managers, Best Companies, FOH Managers, Technology forums. We also share our knowledge

# Customer Research – Executive Education

- Executive Education 50% T/O
  - UK
  - International
- Needs Analysis per programme completed.
- Each event is then tailored accordingly.
- Use of technology – iPads per delegate – obtain immediate feedback on each speaker and for each programme.

# The Customer Service Promise

“You are at the heart of everything we do”.

Operating in such a niche market, with repeat business so high, introspection is a genuine business risk. To mitigate this, and to reinforce our customer promise we engage in the following accreditations / assessments:

- HA – Business Planning / Strategy
- Venue Verdict (BDRC) – Organisers
- Client Feedback – Delegates
- Best Companies – Staff
- ISO 14001 – Sustainability
- A real commitment and discipline to quality, every day across all departments is key.
- Quality is not optional.

# Business Leadership and

## Planning

**PURE!**

**PURE!**

**PURE!**

**If your target markets are too varied, it's impossible to be truly excellent to everyone.**

- Very flat hierarchy is key to our success.
- An engaged and empowered team will strive to grow, not resist it
- Values – Honesty / trust => confidence in all relationships
- Open door policy ensures instant communication if quality is at risk
- Rolling 3 year business plan, updated annually
- Regular focus on 5-10 year financial forecasting
- Very clear strategic themes – Finance / Sales & Events / Marketing / Technology / HR / Operations / Executive Education / PSFG / QA (inc HA, Sustainability and CSR)
- Within each theme we include a continuous cycle of excellence

# Operational Planning & Standards of Performance

## **Golden Rule: You get what you tolerate**

- Train staff to have difficult conversations, e.g. if standards are deviating
- Train staff on standards, not just how but WHY, so they understand the risk of deviating from agreed standards
- Praise when right – instant timing is key
- Address when wrong – urgent timing is key
- Engagement – recruit personalities and train general skills. Recruit specialists and teach to engage
- In a constantly changing environment, such as a major building project, you need an empowered team to act swiftly and with confidence.

# Resources

- No such thing as casual staff. Non contracted staff are called “Prime Time” team members.
- Our prime time staff receive incentives, skill based training equal to contracted staff, attend social outings and vote on team decisions.
- All staff are equal
- **To manage quality we recruit BEFORE demand dictates, in order to protect our quality.**
- *Question: What does it cost to win new business? What does it cost to lose a client who had a bad first experience due to staff or skill shortages? How do these costs compare to resourcing ahead of demand?*

# Training and Development

## **Golden Rule: Don't just teach how, teach why**

- Critical to strike a balance between skill based and development based training.
- Businesses have to plan and communicate what training staff are to receive, when and why the timeframe
- Skill based training when business levels are high and personal development training in off peak times.
- Motivate staff to learn AND teach something every single day. The more staff know, the more frequently they can use their initiative.
- If staff say that they have not learnt anything today, they are not trying hard enough to learn.
- Ask contractors good questions to clarify fact

# Service Delivery

- You get what you tolerate
- **What you tolerate becomes the new standard**; this applies to staff exceeding standards as much as it applies to staff cutting corners.
- By not saying, “that’s not quite right, let me show you how to do it properly”; you are encouraging a new standard. Essentially silence is endorsement of a lower level of service..

# Service Recovery

**Golden Rule: Behind every mistake, there will be a breakdown in at least one of the following:**

- Communication
- Planning
- Attention to detail

Don't focus on who, focus on where? Why? Measure the impact and how to recover. Most importantly how to prevent reoccurrence in the immediate short term AND THEN focus on who.

# Customer Satisfaction

## Our customer journey

- Marketing to new and existing clients
- Selling to new and existing clients
- Event planning for all clients
- Operational planning for all clients
- Service delivery to all clients
- Customer satisfaction during delivery to all clients
- Post event follow up / feedback
- Ongoing account management relationship

**Golden rule: team members knowledge must not be restricted to the part of the journey they are accountable for.**

- Manage the risk of annual leave, illness or staff vacancy threatening customer satisfaction by ensuring clients have a team of contacts and not just one.
- Understand how the client is measuring ROI and communicate this to your team.

# Change Management & Project Planning

RACI – A Consultative, decisive, accountable management tool

**Responsible** - who is responsible for co-ordinating and doing the work

**Accountable** - 1 senior manager ultimately accountable for decisions

made and resources invested.

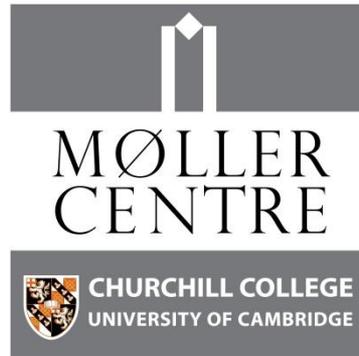
**Consulted** - List of who to consult and at what stages of the project

**Informed** - List of who to inform of decision (before/during/after)

- We have 35 projects running in parallel to the main building extension. These range from upgrading 150 windows, replacing carpets, and TV's in bedrooms, to creating temporary kitchens and offices, to external landscaping and software upgrades

# Summary

- **If your target markets are too varied, it's impossible to be truly excellent to everyone.**
- **You get what you tolerate.**
- **To manage quality we recruit BEFORE client demand dictates, in order to protect our quality.**
- **Don't just teach how, teach why.**
- **What you tolerate becomes the new standard.**
- **Behind every mistake, there will be a breakdown in at least one of the following: Communication. Planning. Attention to detail.**
- **Team members knowledge must not be restricted to the part of the journey they are accountable for.**



Any questions?

