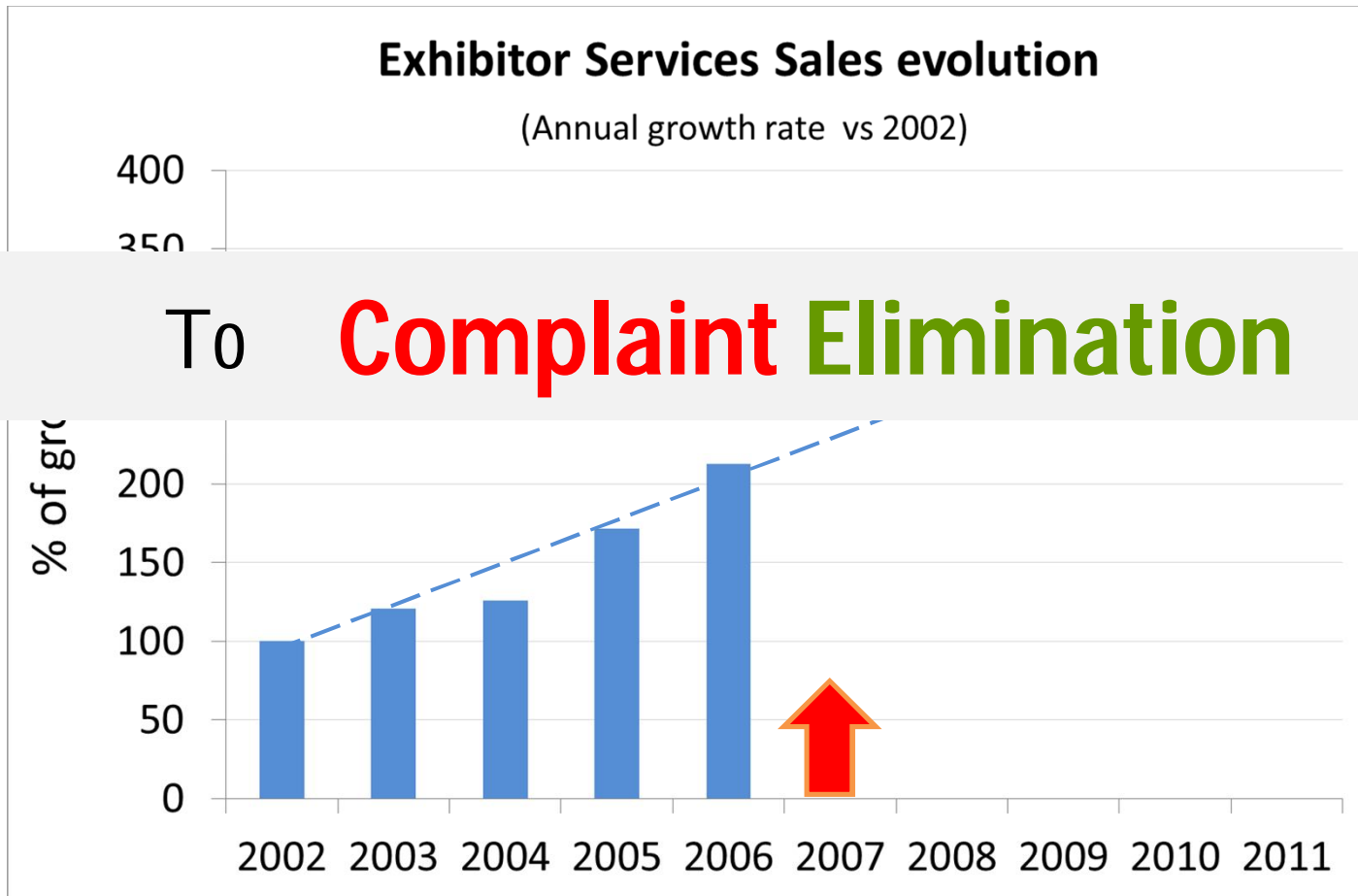


Service Quality Management in Fira Barcelona

Introduction

- Complaints are **directly related** to Exhibitor services sales



Objectives

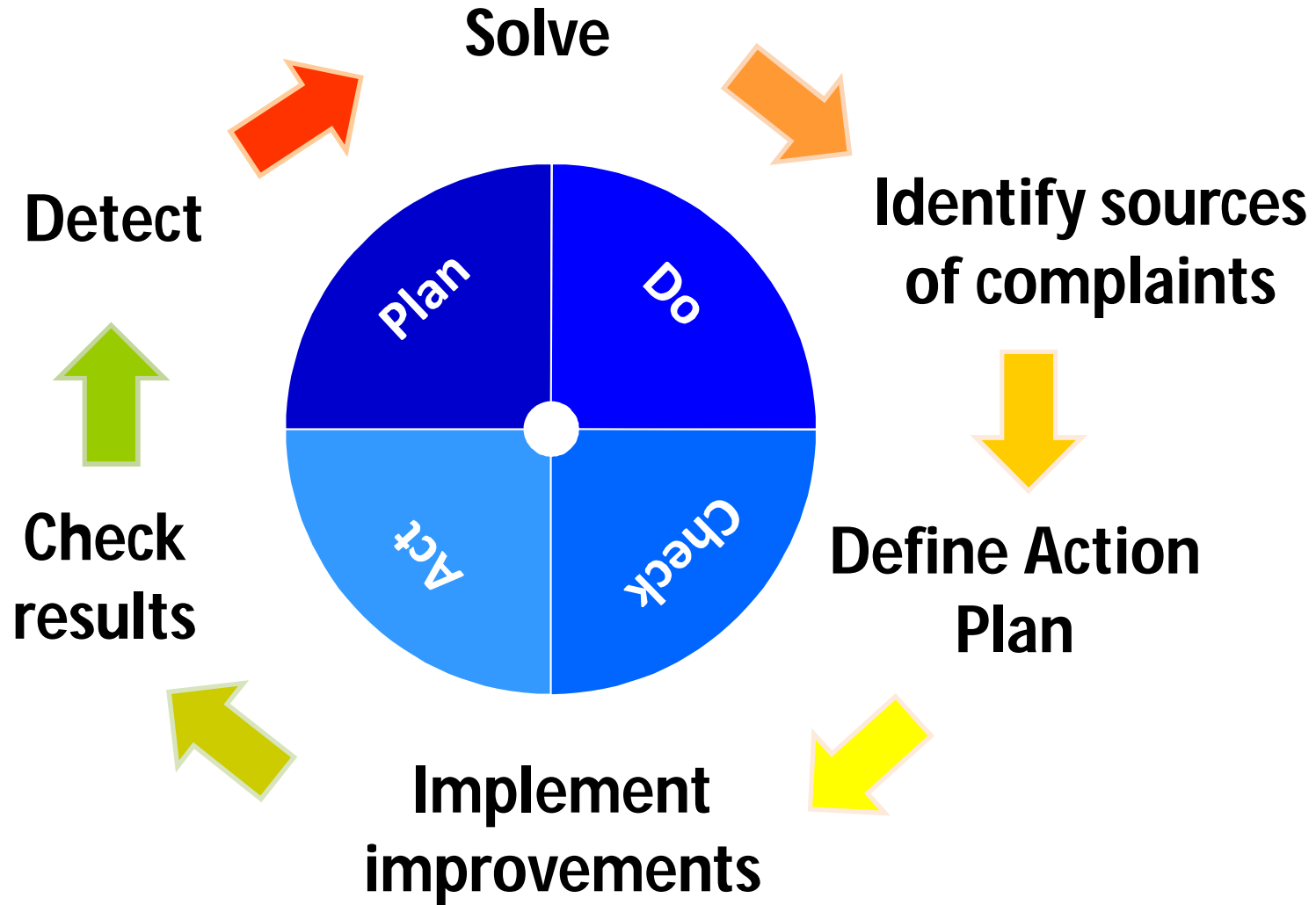
eliminate 80% of the complaints

improve Exhibitor Satisfaction

assist the strategy of **growth** of exhibitor services **sales**.

increase productivity
in the customer service front office

Complaint Elimination



Complaint Elimination

To identify the potential sources of complaints:

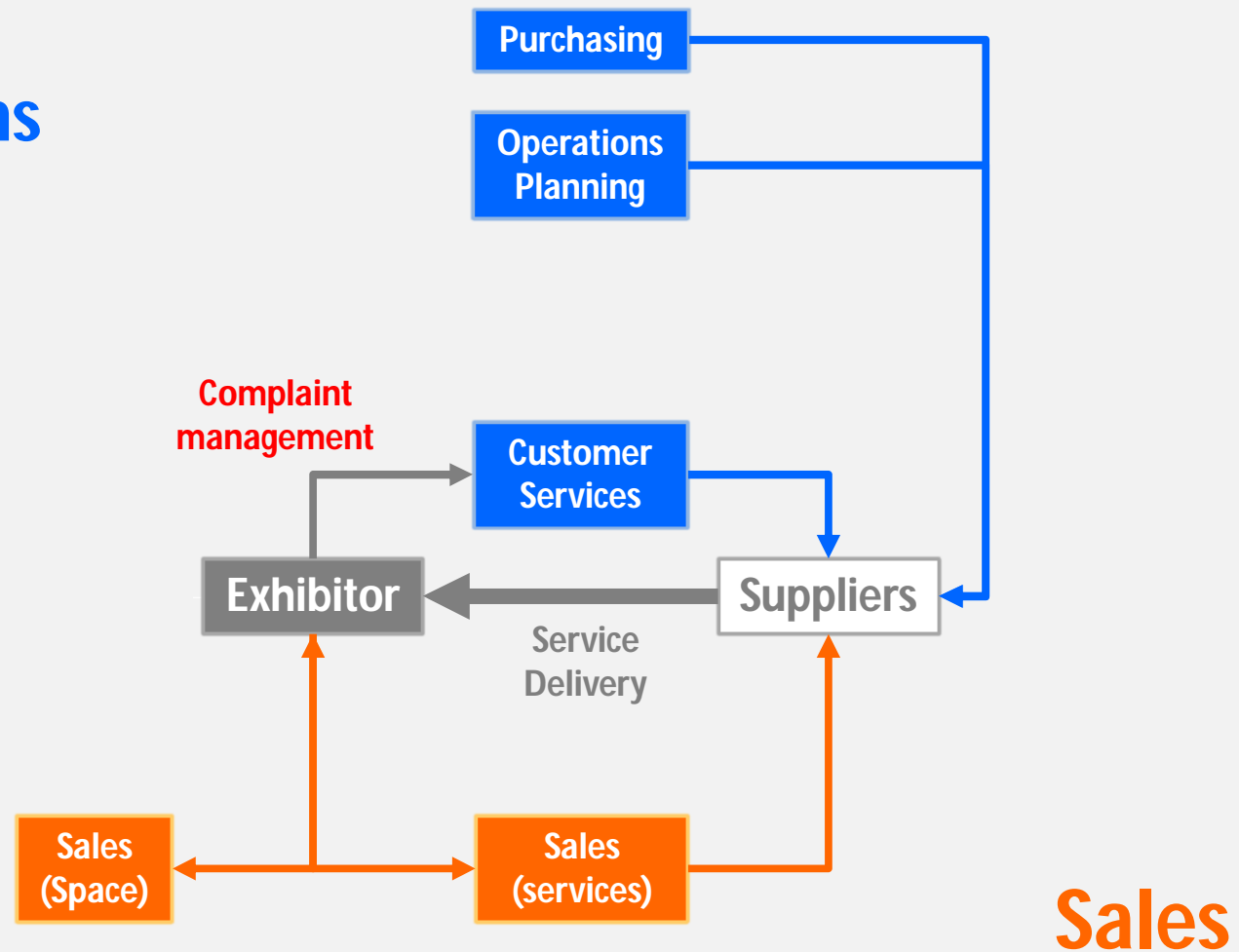
- All process were analyzed with all employees involved
- Aided by an operations consultancy company



Analysis of processes

Service Delivery Chain

Operations



Actions



- **Vertical Organization not horizontal**



- **Indicators**



- **Information flow**



- **Supply Strategy**



- **Operating strategy with limited focus**

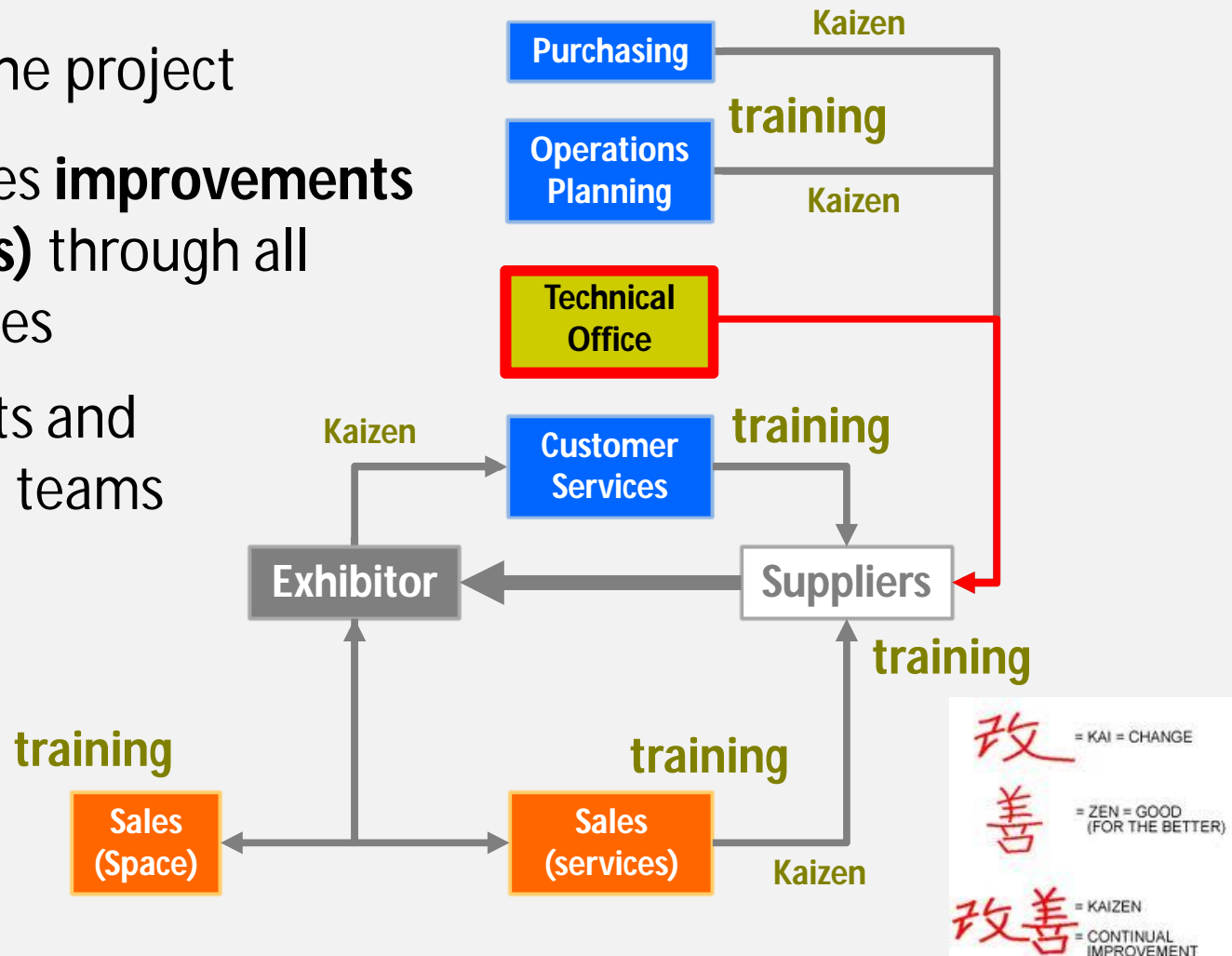


- **Poor performance of suppliers**

Organization

New Technical Office Role

- **Leads** the project
- identifies **improvements (kaizens)** through all processes
- Supports and **train** all teams



Indicators

Set Service Quality Indicators

- **Indicators are set:**
 - Complaints per exhibitor
 - % exhibitors with complaints
- **Management review**
- **Compensation program**



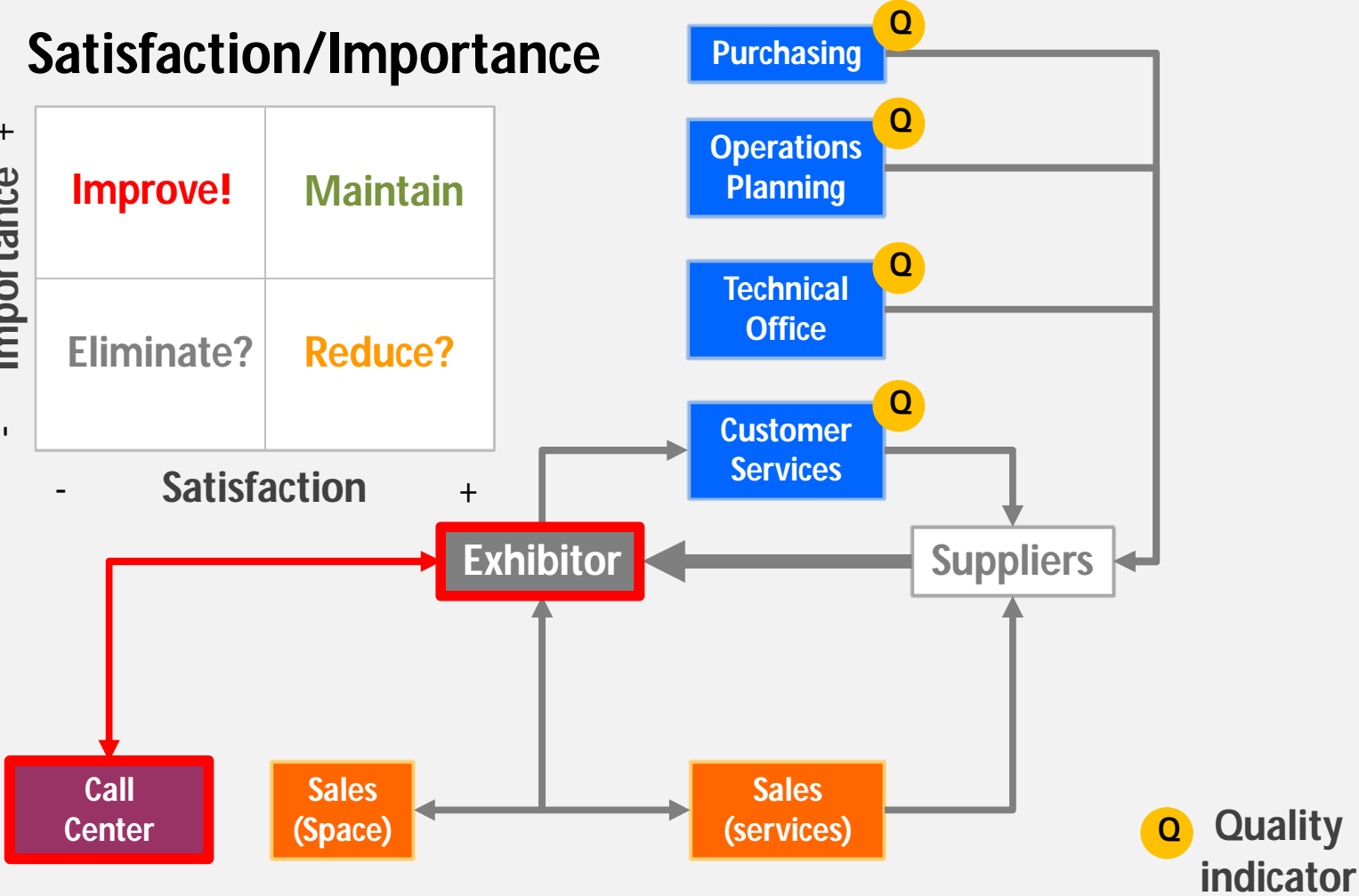
OBJETIVO	Ponderación	Objetivo	Rango	
			Mínimo	Máximo
Resultados Globales (80%)				
EBITDA (Beneficio antes de Impuestos, Amortizaciones, Canon, Extraordinarios y contingencia)	60%		100,7%	107,1%
Facturación (sólo si se consigue un mínimo de 105,7% de EBITDA)	20%		95%	100%
Resultados Individuales (20%)				
Conseguir 4ME de ahorro segun el plan: 2,1ME en produccion salones, 0,5 ME en compras servifira y 1,35ME en costes de estructura	10%	4ME	80%	100%
Eliminación incidencias: conseguir llegar al 80% de reducción de incidencias vs base (2006 2007)	10%	a) incidencias/expositor <0,1 b)expositores con incidencias <10%	80%	100%
INCENTIVO TOTAL	100%			

Indicators

Exhibitor Surveys

- Satisfaction/Importance

+	Improve!	Maintain
-	Eliminate?	Reduce?
	-	+
	Satisfaction	



Information Flow

Suppliers Integration

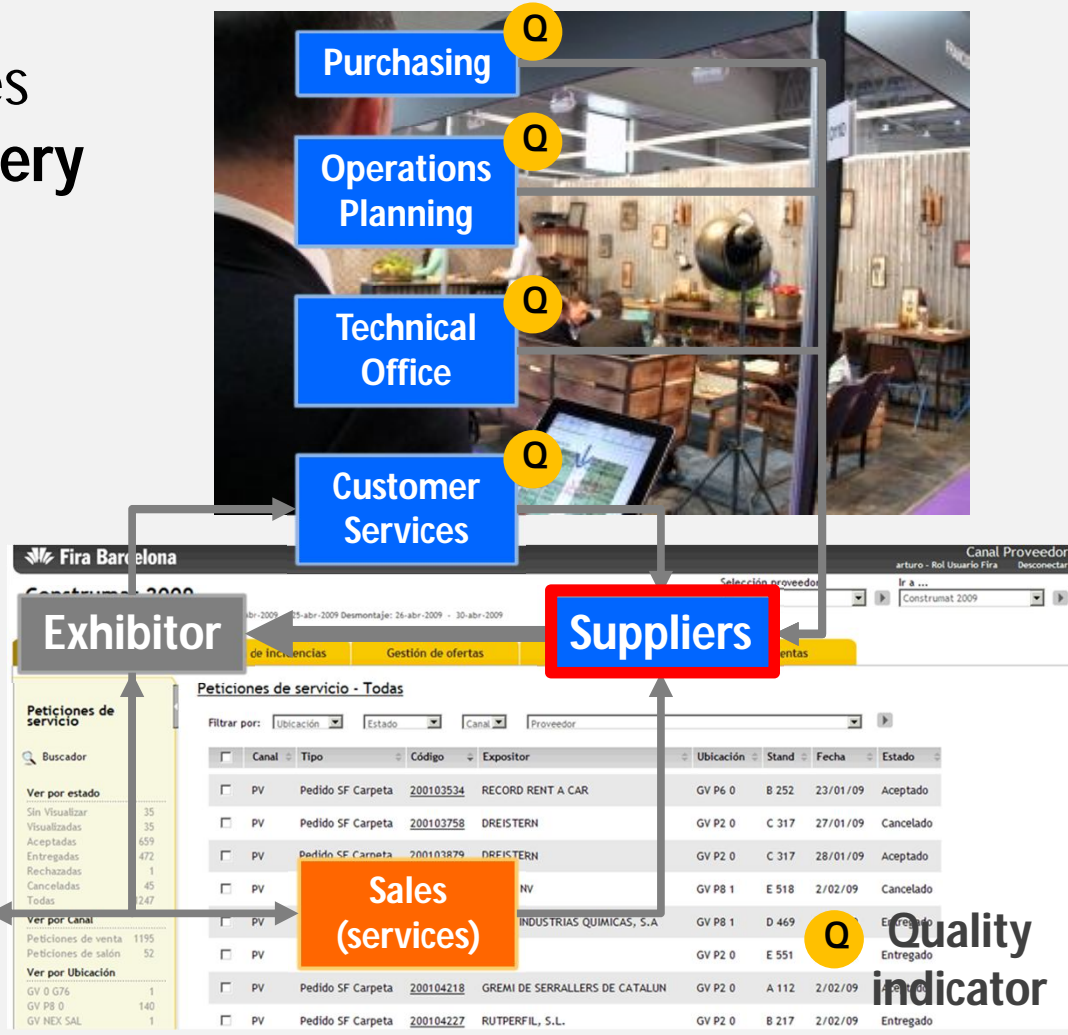
- Review of services prior to the delivery

- New Interface Supplier –Fira to share real time information

Sales (Space)

Sales (services)

Quality indicator



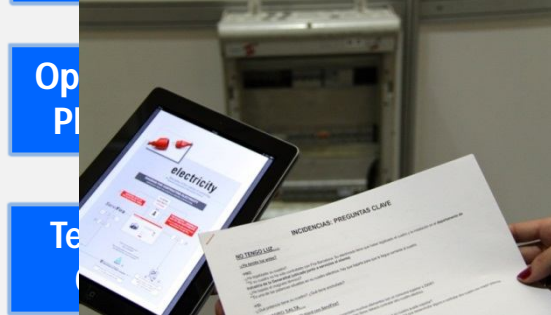
Information Flow

Enhancing Customer Service

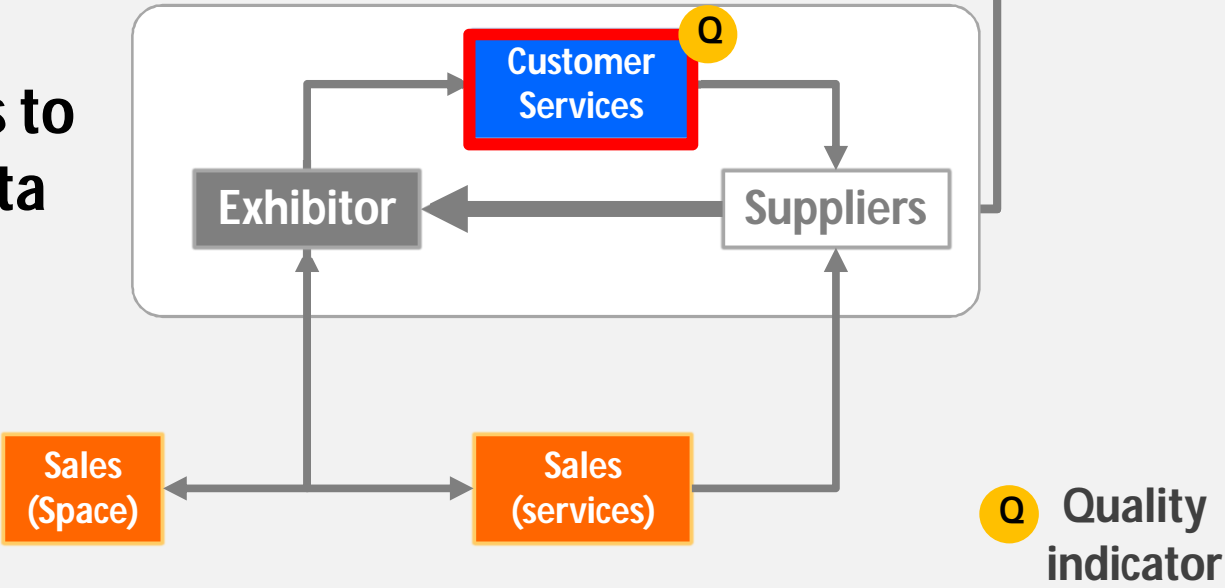
- Displaying delivery dates



- Training + help guides



- Footprints to exploit data

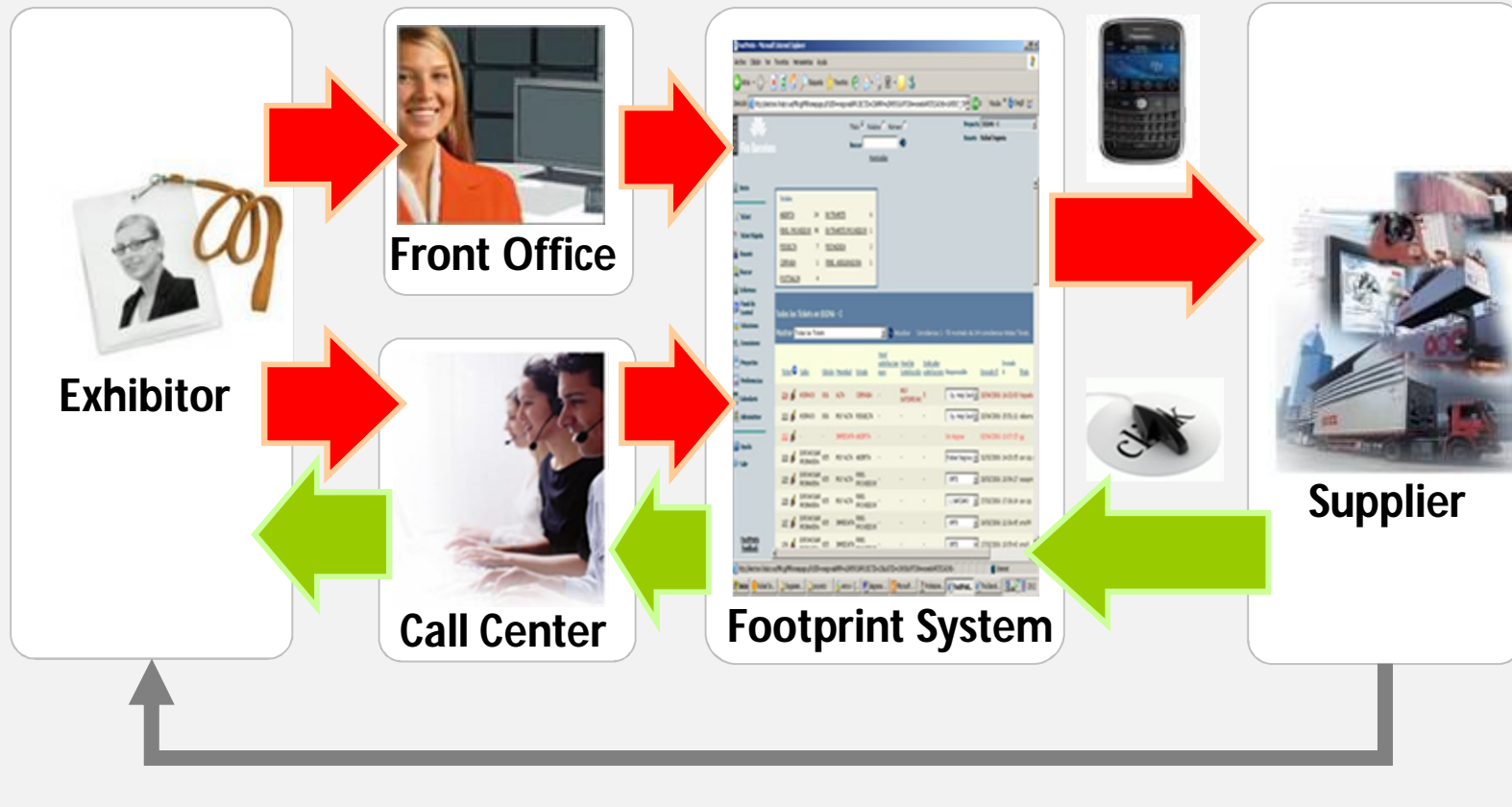


Information Flow

Enhancing Customer Service

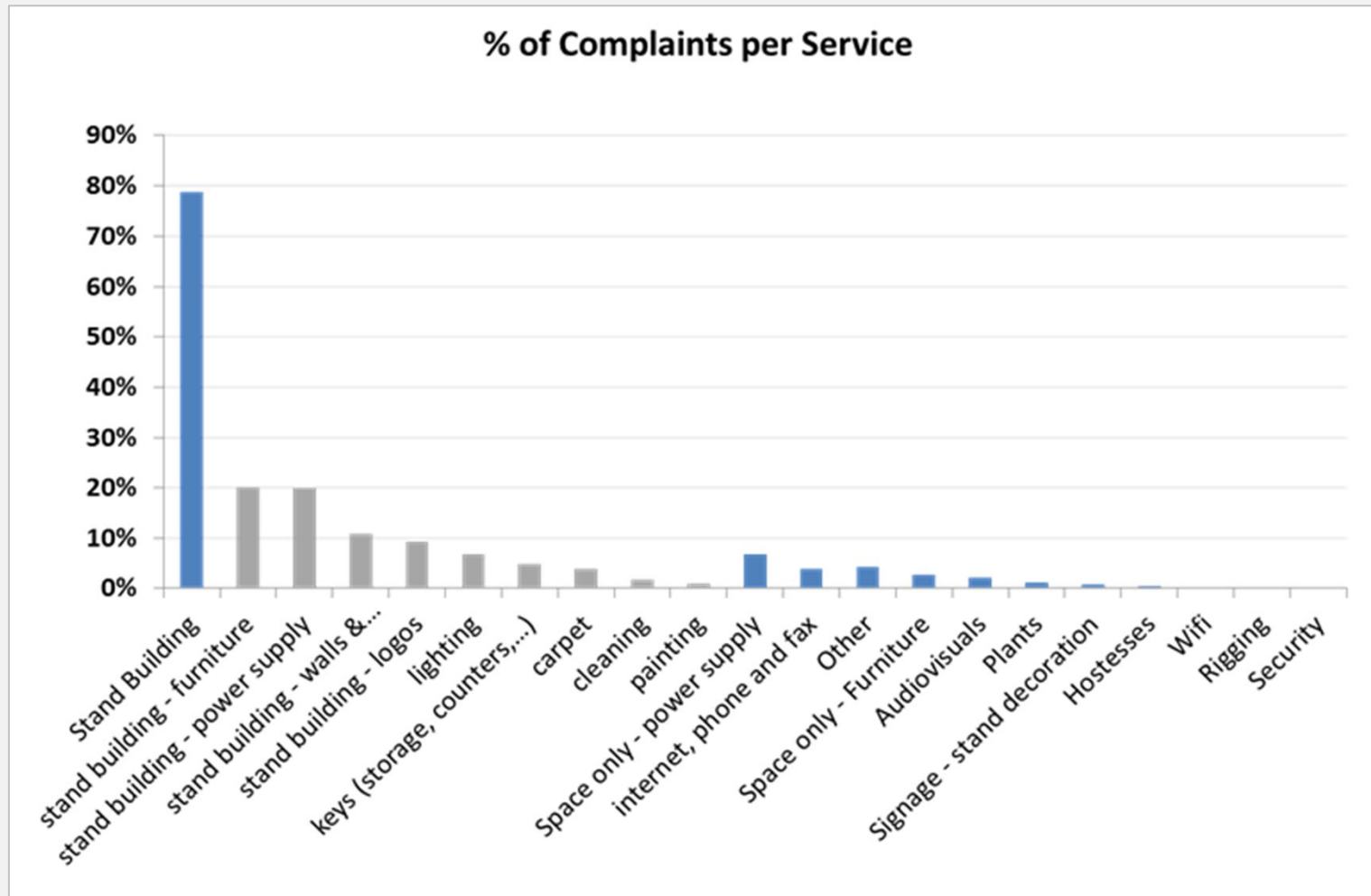
- Footprints to exploit data

- E-Mail
- Text message
- Phone call



Information Flow

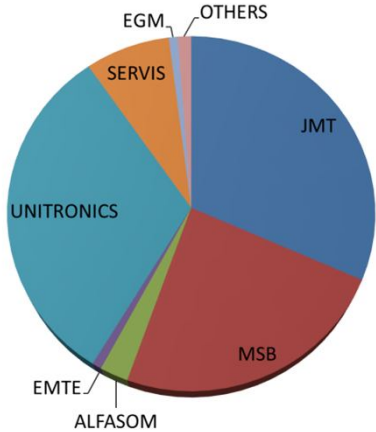
Footprints Data Analysis



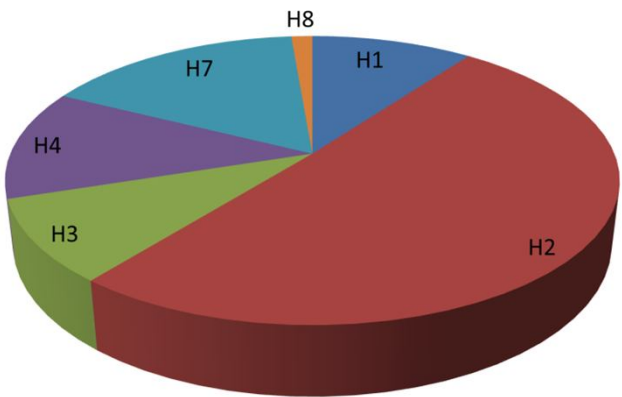
Information Flow

Footprints Data Analysis

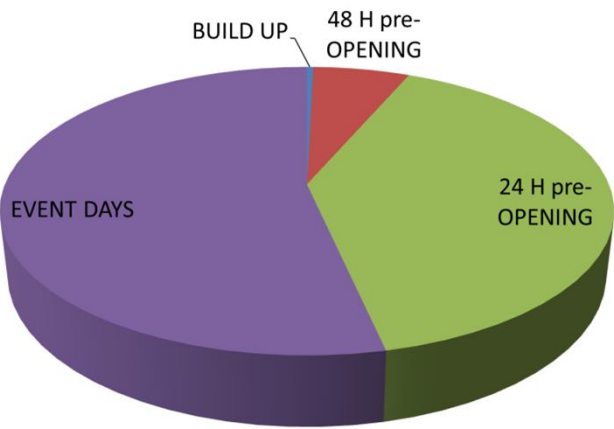
% of Complaints per Supplier



% of Complaints per Hall



% of Complaints per date



Supply Strategy

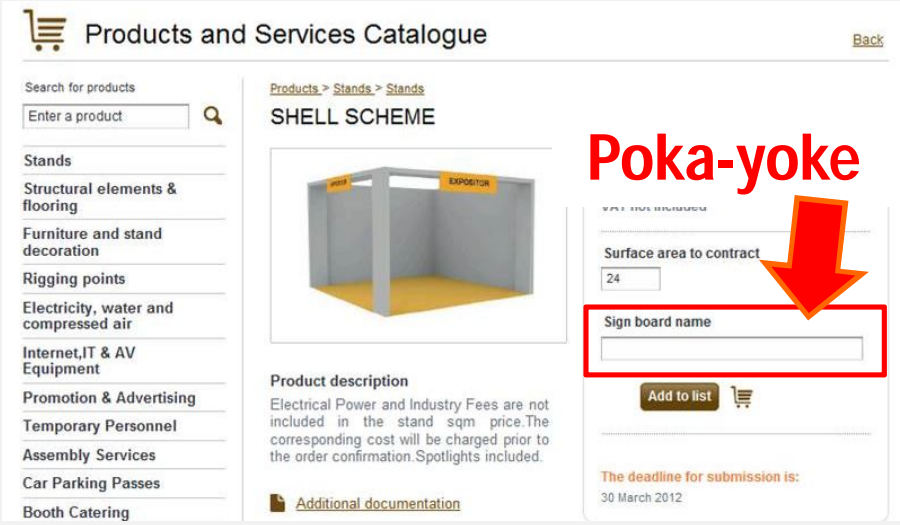
Brainstorming Workshops

Furniture: Changes in the portfolio

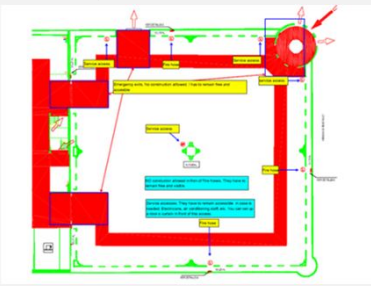


Poka-yoke

Logos: e-request to avoid errors.



Training to the sales team on good **floorplanning**.



Supply Strategy

Brainstorming Workshops

Power, water, compressed air:
color coded supply



Internet/phone/ power. Guides to help exhibitors



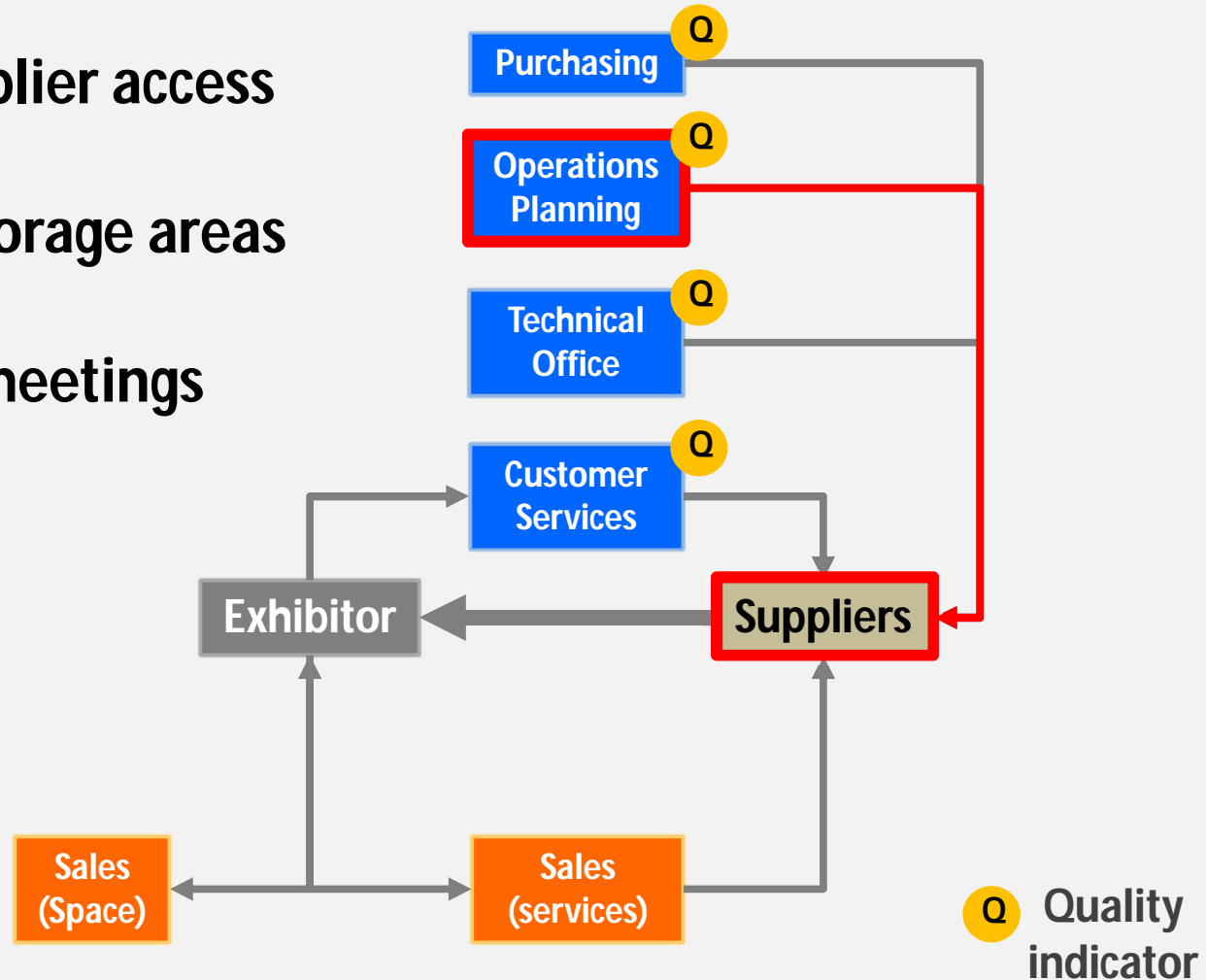
Water supply:
pre-identify problematic stands.



Supply Strategy

Proactive Operations Planning

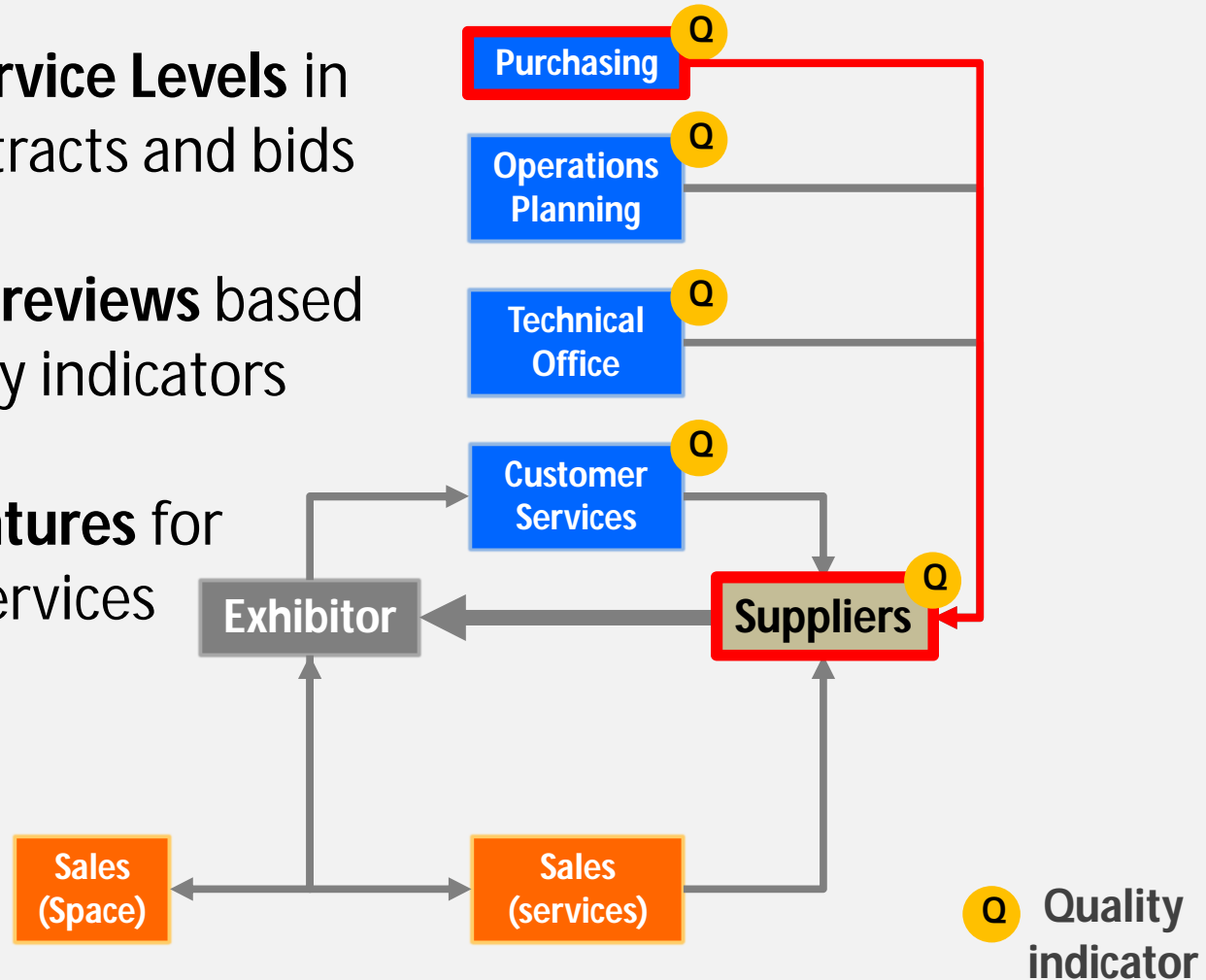
- Early supplier access
- On site storage areas
- De brief meetings



Supply Strategy

Renewed Purchasing Strategy

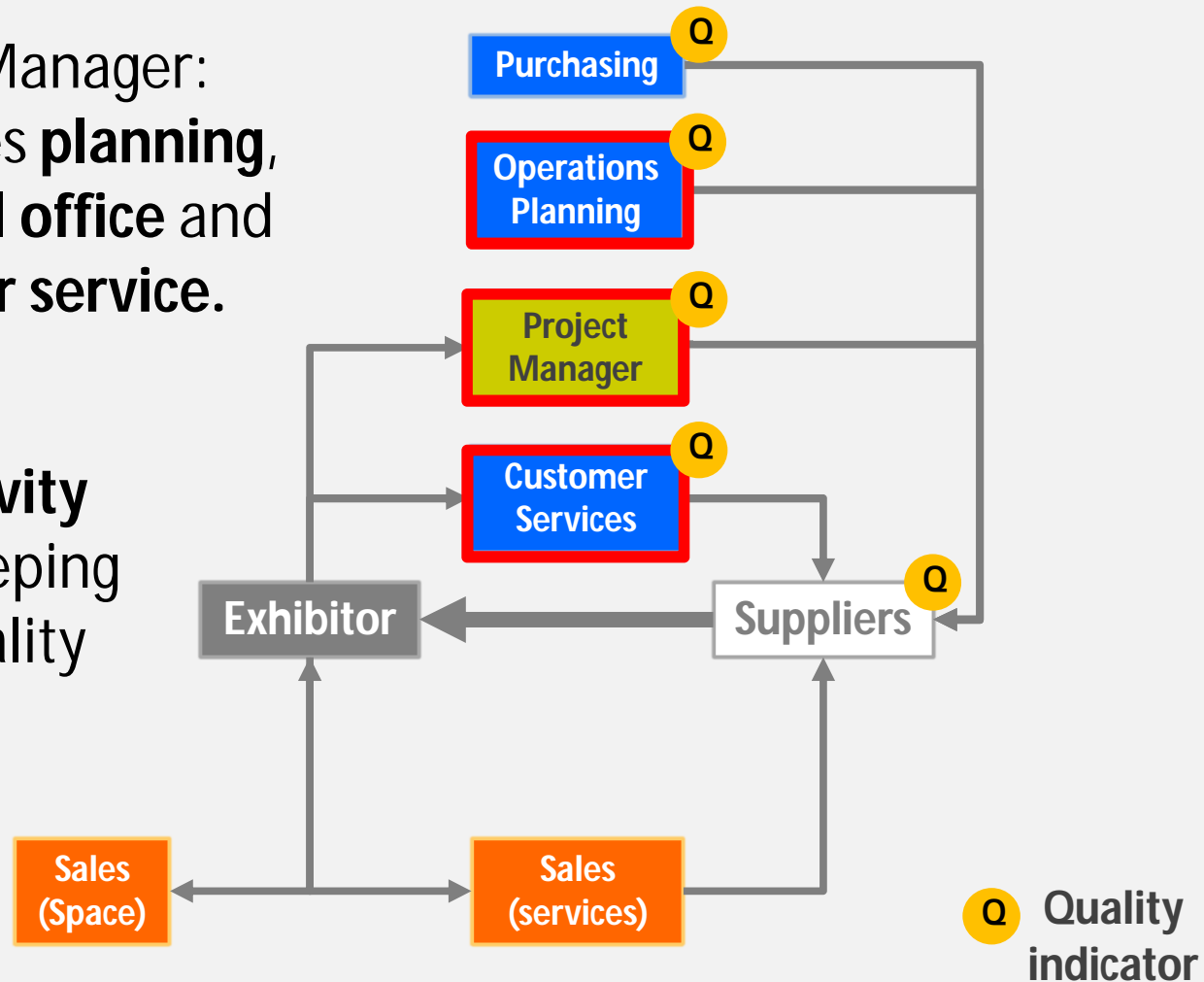
- Apply **Service Levels** in new contracts and bids
- **Supplier reviews** based on quality indicators
- **Joint ventures** for critical services



Organization

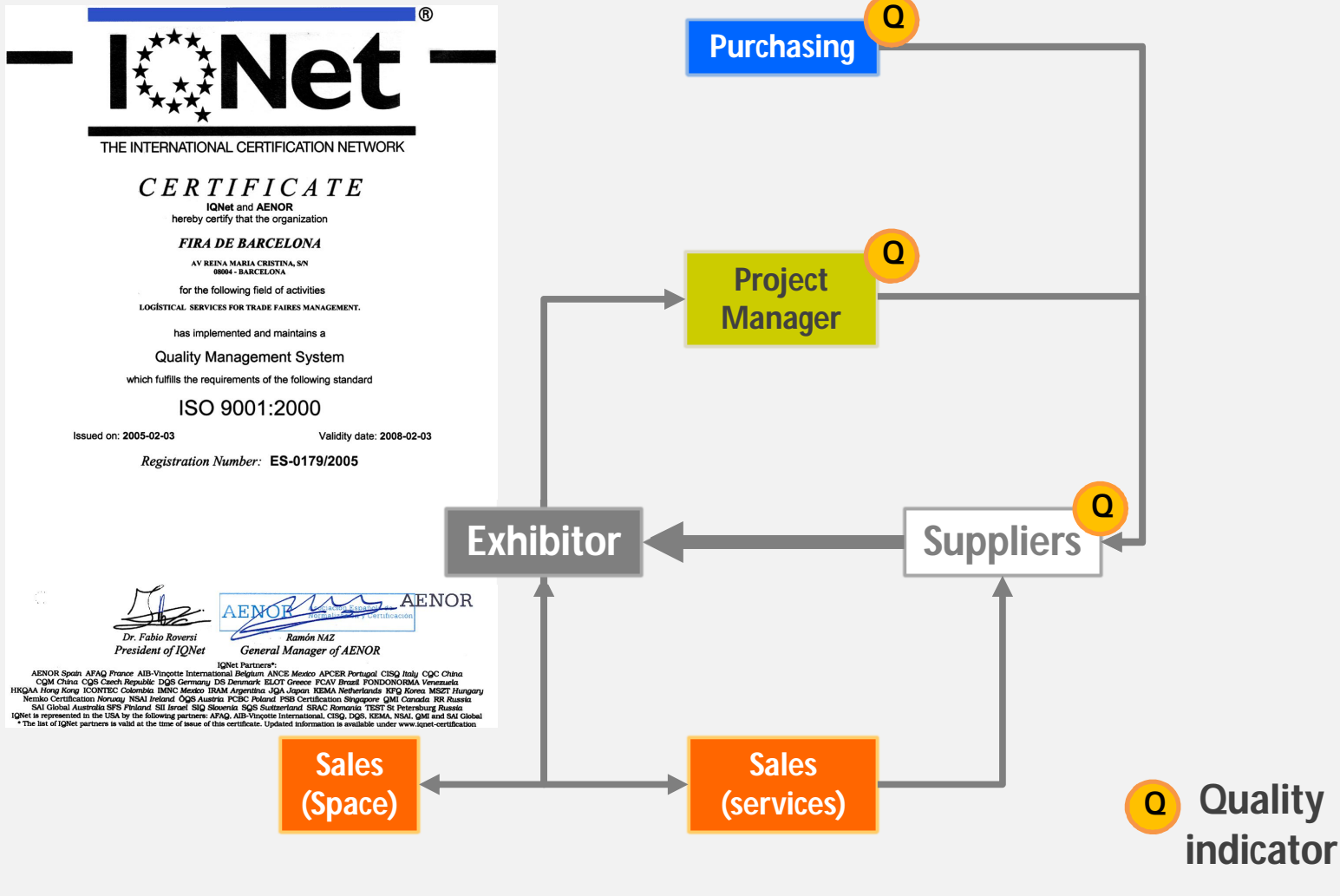
Functions Integration

- Project Manager: integrates **planning**, **technical office** and **customer service**.
- **improve productivity** while keeping good quality levels.



Results

New Service Delivery Chain



Results

Complaints reduced 80%

**Exhibitors with complaints
dropped 73%**

**Exhibitor Satisfaction
improved 14 %**

**170% increase in
exhibitor services
sales**

**48% productivity
increase in the
customer service
front office**

Conclusions & Learnings

Technical Office

Operations must have a **proactive role (technical office)**

Q Quality indicator

Setting **Indicators** to review progress is a must



Share and **Exploit** the **information** available



Expand focus to the **entire supply chain (supply strategy)**



Use **Plan Do Check Act** to eliminate complaints (**Kaizens**)

Importance +	Improve!	Maintain
-	Eliminate?	Reduce?
	- Satisfaction	+

Use of **Surveys** to know exhibitor perception

Next Steps

ServQual Model

SERVQUAL Questionnaire Fira Barcelona - Organiser Services

Dimension	Service Attributes	E-score	P-Score	Gap-based SERVQUAL	
				Score	Rank
Tangible	Has up-to-date equipment				
	Has visually appealing facilities				
	Has employees with neat and professional appearance				
Reliability	Has visually appealing materials				
	Provides service as promised				
	Sincerely solves problems				
	Performs service right, the first time				
Responsiveness	Provides service at promised time				
	maintains error-free records				
	Keeps customers informed as to when services will be performed				
	Provides prompt service to customers				
Assurance	Is willing to help customers				
	Is always ready to respond to customers' requests				
	Has employees who instill customer confidence				
	Has employees who make customers feel comfortable				
Empathy	Has employees who are consistently courteous				
	has knowledgeable employees that answer customers' questions				
	Gives customers individual attention				
	Has employees who give customers individual attention				
	Has customer's interests at heart				
	Has employees who understand customer's needs				
	Has business hours that are convenient to customers				

Notes: E=expectation, and P=perception

Thank you

Service Quality Management in Fira Barcelona