

## HEAT Frequently Asked Questions

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### What are the goals of the HEAT program?

1. Improve the quality and quantity of the workforce in regions that depend on tourism yet lack skilled human resource, by:
  - Improving local attitudes of the tourism and hospitality industry
  - Creating an entry-level foundation
  - Preparing hospitality employees for the workplace with the necessary training and education and by enhancing their awareness of the vast array of job and career opportunities in tourism and hospitality within the region where they reside.
2. Improve the means by which our clients can capture greater market share of tourism revenue by improving local guest service delivery to international standards, therefore encouraging repeat visitation, and boosting the local economy

### Who will be the beneficiaries of HEAT?

Local residents, at-risk youth, secondary school students, hospitality and tourism employees, governments, hotel operators, and developers across the targeted region will generally benefit from HEAT.

### What courses does HVS's HEAT program offer?

HEAT programs are tailored to address the specific needs of each client and to address the nuances of that particular location and culture. Examples of HEAT courses include (but are not limited to):

- General Customer Services Training (workforce development)
- Introductory Operations Training
- Specialized Departmental Training
- Train the Trainer Programs
- Professional Correspondence and Etiquette
- Solutions to recruitment challenges

HVS also offers advanced training solutions, such as service and operation audits, intensive departmental training, cost control analysis, amongst other training services designed to assist hotel owners, operators, and developers in advancing their employees' existing hospitality knowledge and training in order to harness desired goals and outcomes.

### Does HVS have the ability to provide specific skills training?

Yes. With hospitality operations experience and hospitality expertise including training and education, our team of global leaders can provide specific and customized skills training for various FOH and BOH hotel departments. Introductory or in depth training courses are available.

### What makes HEAT unique?

- Led by HVS, the leading global hospitality services and consulting organization, HEAT incorporates input from pertinent stakeholders to unify global “best practices” with local perspectives in the course programming and delivery. The initiative includes input from international hotel company executives, local hotel associations and hotel operators, as well as other industry leaders who understand the current situation and the requirements necessary to make the targeted region more competitive.
- HVS understands that each country and region is different, and therefore the needs in terms of training are also different. We approach each program case-by-case and specifically address the nuances of each client whose guests, employees, and property are also unique.
- We ensure that our programs include professionals who speak the local language, when necessary, to make certain that learning comprehension is readily achieved in the classroom.

### My property and needs are unique, is HEAT right for me?

HVS understands that each region and organization is different, and therefore the needs in terms of training are also different. Our team will work with you to come up with a program that fits your organization’s specific needs and goals.

### Where has HVS launched this program before?

HVS has successfully implemented the pilot program in Jacmel, Haiti, with support from the Yéle Haiti Foundation; this first program is providing 120 students with the necessary tools and knowledge to succeed in the local hospitality industry, free of charge.

### Is HEAT available in any location?

Yes. HEAT can travel to you. Our team will work with you to arrange an appropriate training facility for the program – whether it be a physical school dedicated to the program long-term or securing space in a local hotel or facility where our team can conduct short-term training sessions.

### Who leads the program on the ground?

We hire HEAT instructors to lead the program on the ground with graduate degrees in Hospitality Operations, Management, or Education from the top academic institutions as well as considerable industry and training experience in international settings; such experience enables the instructors to present material with real-life and culturally applicable examples. We also find that it is important to hire local instructors who are fluent in the local language who can facilitate with local language and cultural nuances. HVS employs the best qualified people that meet our high standards of professionalism, talent, and leadership.

### How long does the program run?

Because each program is tailored to meet the specific needs of each client and situation, program length varies on the specific program’s goals. As a basis for comparison, our initial introduction to customer service and operations program in Haiti is scheduled to run approximately 360 hours (3 hours a day, five days a week for 24 weeks).

### **How much does the HEAT program cost to implement**

The cost of each program varies on the number of students being trained and the scope of the curriculum being covered. On average, we have found that the price per student for a six-month customer service training program ranges from \$2,500 - \$3,500. For more specific information on program costs, please e-mail [HEATinfo@hvs.com](mailto:HEATinfo@hvs.com).

### **Why is training important?**

Many countries (and hotels) that depend on tourism need to improve service standards in order to compete with other more established destinations. No longer can a region rely on its tourist attractions alone. We need to educate the unskilled workforce on the real issues facing their particular region. Customers are increasingly demanding, have growing choices, and will not return to a destination if they are not satisfied. Locals need to understand the impact that the local workforce has on local tourism and the implications for their future.

### **How will training benefit local economies?**

Many countries are heavily reliant on the hospitality and tourism sectors for socio-economic survival and stability. The industry's vital role as a generator of wealth and employment in these regions is indisputable, as it acts as a catalyst for growth in other areas. HEAT will enable these regions – through human resource and workforce development – to attract and train locals in the hospitality field.

We believe establishing a well-trained and highly educated workforce will enable various regions to benefit from economic growth and improved quality of life for residents, as well as enhance the quality of the tourism industry to drive future demand. Furthermore, education and training are critical and will allow for greater opportunities through increased management positions for local residents, improved government legislation, and local entrepreneur ventures, thereby minimizing negative socio-cultural impacts and enabling sustainable growth.

Through HEAT, HVS is dedicated to supporting hospitality professionals through exceptional hospitality education and training. It is by instilling the knowledge, skills and abilities that we can prepare the next generation of hospitality professionals.

### **Why would branded hotels support this initiative when they have training programs in place already?**

Although branded hotels have training programs, these programs are often based off the assumption that they are starting with employees who have knowledge of the fundamental basics. In a market with unskilled labor, however, the fundamentals are often absent. As a result, hoteliers may find that in certain regions, there simply are not enough sufficiently qualified and/or experienced local workers.

Our program helps with hospitality workforce development and teaches the fundamentals to existing and prospective workers, thus making them “employable.”

### **Aren't there schools/colleges offering hospitality education?**

While there is a need for degree programs in hospitality, our focus is on training and educating the average employee or potential employee who may not necessarily seek a degree in hospitality. For example, if you take a hotel with 100 employees, there may only be 5 employees with degrees; what about the other 95 employees? Those 95 also come into contact with the guest and have a huge impact on the guest experience and thus repeat visitation.

It is important to train and educate those employees or potential employees, so they understand customer service and the importance of their interaction with visitors. Additionally, through the training process, these employees will feel that they are important to the organization as time was taken to train and certify them.

### **How do we measure trainees' progress and success?**

Throughout the program, we administer exams, including midterm and final evaluations to measure the students' progress. We also have the students measure their own progress and evaluate the program and instructional team to ensure the program is achieving the intended goals. Ultimately, we strive to place every student in a job following graduation; however, job placement success is dependent upon our relationship with our local partner as well as cooperation from local operators in the targeted region.

### **Who recommends HEAT?**

HVS has received support from hotel brands, educational institutions, humanitarian organizations, and hospitality corporations; these organizations see the benefits of the HEAT program both for the industry and for supporting growth in local communities.

### **What feedback has HVS received from the hotel brands?**

HVS has received tremendous feedback and support from the brands, including Hilton, Marriott, Starwood, and Wyndham. Representatives of the brands overall understand the need for this initiative. In fact, they welcome it because it is a win-win situation for all. In the long run, their hotels will have a larger applicant pool from which to hire. The input from the brands is extremely valuable as they are the ones operating hotels in the local markets. They understand the needs, and thus their input is paramount to the course content and program.

Hotel brands also all firmly believe that better-trained staff will lead to increased revenue. There are many factors that the brands believe this program can address, such as teaching locals – not only hotel workers, but everyone who is in contact with the visitor, from the immigration office to the taxi driver. Everyone should understand basic customer service, be sensitive to cultural differences, and understanding that customers have choices. In an age of instant communication through the Internet, tripadvisor.com, and so on, ensuring guests have positive experiences is more important than ever.

### **What's the first step in learning if HEAT is right for my project?**

Contact our staff at [HEATinfo@hvs.com](mailto:HEATinfo@hvs.com). Our team will be happy to discuss your needs and determine whether we can tailor a training program that can help your organization achieve your goals.