Creating Business Excellence & Marketing (SOE11112) Assessment One

2,500 word report (+/- 10%)
Contributing 50% to your final grade on the module
Deadline: Friday 1ˢᵗ November by 1pm

Prior reading

You should read the *"Quality Scotland – Celebrating 25 Years of Excellence"* document, watch Claire Ford, CEO of Quality Scotland video, have a sound appreciation of the Quality Scotland website and start to learn about the EFQM Excellence Model.

Report brief

Napier Consulting Partners have been appointed by Quality Scotland to help them with their goal to embed excellence and organisational sustainability across Scotland. You have been invited to act as a Business Consultant to work on the consultancy project outlined in this document. You will need to review the EFQM model in light of your understanding of *'operational and SCM capability'* theory, principles and concepts and advise them on how best they can draw on this knowledge to further develop their offer to tourism businesses in Scotland. They have provided you with some context below, to demonstrate why they feel this is an important growth sector as well as the specific brief overleaf.

Context

Tourism is acknowledged by the Scottish Government as being "Scotland's most important industry" and the vision for 2020 is *'to be a destination of first choice for a high quality, value for money and memorable customer experience, delivered by skilled and passionate people.'*

Latest figures indicate total overnight and day visitor expenditure in Scotland was around £8.9 billion in 2015 - this comprised of expenditure from overnight visitors of £4.9 billion and expenditure by day visitors of £3.9 billion. In 2015 Scotland attracted over 14.6 million visitors.

Spending by tourists in Scotland generates around £12 billion of economic activity in the wider Scottish supply chain and contributes around £6 billion to Scottish GDP (in basic prices). This represents about 5% of total Scottish GDP.

Employment in the tourism-related industries sector (as measured by the Scottish Government's Tourism Growth Sector) in Scotland was 196,000 in 2014 – accounting for around 7.7% of employment in Scotland.

Extracts taken from 'Tourism Scotland 2020'
https://scottishtourismalliance.co.uk/beyond-ts2020/
(Accessed: 12/8/19)

Assignment brief

Please respond to the task below, drawing on relevant theory, concepts and principles introduced between units 1 – 5:

> **How then, can Scotland's tourism businesses ensure they consistently deliver excellence? If the Scottish Government vision for the tourism sector is to be achieved, then could the EFQM Business Excellence model provide a framework to support businesses to achieve this ambition as well as helping deliver their individual business results?**
>
> *To help you to address the question above then:*
> **a)** Consider two organisations in the Scottish Tourism sector and through your own research, identify and capture the strengths and areas for improvements they have against the *eight fundamental concepts described in the EFQM Business Excellence model.*
> **b)** Secondly, consider *one* of these organisations in more detail against the following two criterion parts from the EFQM Business Excellence model and consider the questions below:
>
> **Criterion 4 – Partnerships & Resources:**
> *1. How well do they build sustainable relationships with their partners & suppliers?*
> *2. Do they manage their buildings, equipment and resources in a sustainable way?*
> *3. Is information and knowledge managed to support effective decision making?*
>
> **Criterion 5 - Processes, Products and Services:**
> *1. Have they defined the key processes required to deliver their strategy?*
> *2. Do they develop new, innovative products and services?*
> *3. Do they effectively manage their customer relationships?*
>
> You are encouraged to present a summary of key information in suitable figures and/or tables with critical discussion.
>
> **Finally, from the research you have conducted and the knowledge you have learned of the EFQM Business Excellence model, *describe two recommendations Quality Scotland (QS) could adopt to encourage organisations to adopt the use of the EFQM Business Excellence Model in the Tourism sector in Scotland to create and sustain Business Excellence.***

The client and best student award

QUALITY
SCOTLAND

"Helping to embed excellence and organisational sustainability across Scotland"

The report must be addressed to **Claire Ford, CEO of Quality Scotland** and **John Cannon, Account Director of Quality Scotland**. You must consider the most appropriate presentational style and format that you would offer to a real client as a consultant. The marker will take this into account. *An opportunity will be provided to the whole class to meet the client prior to submission but you must not contact them directly without permission of your tutor.*

The report must be analytical and rigorous in application and underpinned with academic theory, principles and concepts learnt on the module. In all responses, you should draw on real-business examples from the *"Quality Scotland – Celebrating 25 Years of Excellence"* and/or organisations studied as part of your own independent research*.*

The authors of the five highest awarded reports will have an opportunity to share their reports with the client and discuss the implications of their findings and recommendations. Following this, an overall winner will be selected by Quality Scotland, to be awarded a certificate at the Edinburgh Napier University graduation ceremony.

Report specifications

Your report should follow the *Napier Consulting Partners* preferred house-style for reports, outlined in a separate document on Moodle. The length is **2,500 word report (+/- 10%)** excluding title page, content page, tables/figures, references and appendices. An Executive Summary is expected.

Marking criteria

Your submission will be marked against four criteria: *comprehension, analysis, critique and presentation* and aligned to the University's postgraduate scale (assessment grade banding). Further detailed guidance is provided on Moodle. It is important to note the *specific weightings* to each question, so you can reflect this in the way in which you structure the report to maximise your potential to gain marks. They are as follows:

Criteria	Link to task		Weighting
Comprehension & Analysis	EFQM contribution to delivering excellence	Overview of **TWO** organisations using EFQM	20%
		Operational & SCM capability of **ONE** organisation	40%
	Executive Summary & Recommendations (with demonstrable links to findings/analysis)		15%
Critique – including integration of academic & industry sources to support clear & concise findings/analysis, leading to purposeful recommendations			15%
Presentation – Styled appropriately & professionally to client in a traditional report format; clarity of argument; Clear & concise structure; strong reference list; appropriate use of tables and figures; sound spelling & grammar and presentation of information; proof-read			10%

You are expected to demonstrate strong *critical thinking* and *analytical reasoning* at postgraduate level. In addition to this, we expect students to clearly understand the requirements of *academic report writing*. Please make sure you are clear on these requirements and seek advice as required (see *"feedback"* section and *"preferred house style for reports"* for further guidance).

Submission

All work must be submitted to Turnitin via Moodle for *electronic marking* by the deadline stated on page 1. *It is not necessary to provide a hard copy.* Failure to do so on time will result in

your submission being capped at a P1 grade. Your submission must be accompanied by the front cover declaration that this is your own work being submitted for academic credit. Plagiarism is academic misconduct and any instances found will be referred to the Academic Misconduct Officer (ACO).

Fit to sit

If you feel that you have "extenuating circumstances" that impact your studies, then you may follow the "fit to sit" process and gain help. Extension requests can be made to the Module Leader, prior to the deadline and using the appropriate RE1 form. Details, guidance and form can be obtained at: my.Napier.ac.uk.

Feedback

You are encouraged to raise questions in tutorials and via the Moodle discussion board regarding the assignment and how you will be assessed. Information on how to book 1-2-1 appointments are noted on Moodle.

Formative assessment opportunity
You are also invited to obtain early feedback from Napier Consulting Senior Consultant (Dr. Weaver) in the form of a 1 page outline of your report using the pre-defined template, available on Moodle. These will not be formally assessed nor checked against the Turnitin plagiarism detection database, but it is expected that you will use the feedback to improve your final submission. Please submit the completed template to the formative feedback opportunity by **Thursday 17th October**. Those that complete this opportunity can choose to receive feedback via Turnitin or a 1-2-1 appointment.

Ongoing academic and skills support
The University offer extensive academic support resources and workshops to help you with report writing, academic writing and skill development. See: **study skill guides** on the University website, My.Napier for report writing and library resources.

Final grading
Up to three weeks is required for marking and moderation – the last date that you can expect your feedback will be the *25th November 2019*. Marks and feedback will be issued via Turnitin Grademark using the marking criteria stated.