

**A Business Development Best  
Practice Mission**

**to**

**Dunbartonshire, Scotland**

**October 2005**

**Summary Report**

*Submitted to:*



Tourism, Culture and Heritage



Atlantic Canada  
Opportunities  
Agency

Agence de  
promotion économique  
du Canada atlantique



1099 Marginal Road · Suite 201 · Halifax, NS · B3H 4P7  
Ph: (902) 422-5853 · Fax: (902) 422-0184  
[www.tourismhrc.com](http://www.tourismhrc.com)

## **PROJECT DESCRIPTION**

In September of 2005 the Nova Scotia Tourism Human Resource Council (NSTHRC), in partnership with the Nova Scotia Department of Tourism, Culture and Heritage, and the Atlantic Canada Opportunities Agency (ACOA) facilitated a Business Development Best Practice Mission to Dunbartonshire, Scotland. The purpose of this mission was to identify best practices to assist Nova Scotia in core development areas.

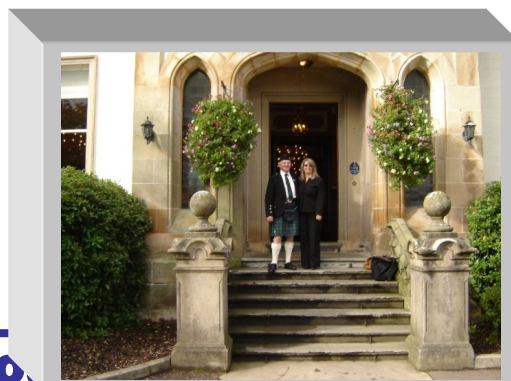
## **PROJECT BACKGROUND**

In October of 2004, a delegation from Scotland was hosted by the Nova Scotia Department of Tourism, Culture and Heritage, to examine best practices in tourism development, education and training in the Nova Scotia tourism industry. Industry leaders, tourism associations and agencies from Scotland spent three days meeting with identified groups and exploring destination development in Nova Scotia.

The Nova Scotia Tourism Human Resource Council spent a day with the group discussing the Council's programs and activities and their impact on the industry in Nova Scotia. As a result of the meeting, the Scottish delegation purchased training material for the following occupations: Front Desk Agent, Food and Beverage Server and Housekeeping Room Attendant, as well as a Career Planning Guide. Their intention was to research and test a similar system of standards and credentialing for the Scottish tourism industry. Discussions are underway with the Canadian Tourism Human Resource Council to pilot the material in Scotland. A successful partnership will save Scotland years of development activity and expense. This is a true testament to the value of how beneficial these exchanges can be.

In the spring of 2005, Nova Scotia received an invitation for a reciprocal visit to Scotland to further explore possible partnerships and share best practices. It was anticipated that a best practice mission to Scotland would expose Nova Scotia's tourism industry to leaders of the Scottish tourism industry to explore new product ideas, innovative approaches to business challenges and successful human resource programs.

In July of 2005, the NSTHRC submitted an application to the Nova Scotia Department of Tourism, Culture and Heritage and the Atlantic Canada Opportunities Agency to fund a Best Practice Mission to Dunbartonshire, Scotland. In September of 2005, the application was approved.





Industry leaders were recruited through the Nova Scotia Tourism Human Resource Council and this resulted in key stakeholder groups participating in the Best Practice Mission.

The focus of the exchange was on destination development including nature, birding, heritage properties, parks and wildlife, and industry development through education and training. Additionally, the VisitScotland Business Plan for 2004-2007 identified these activities as key marketing strategies to utilize within various markets, and has also identified professional development of the industry as a critical factor in future success and is implementing programs to assist with this endeavour.

The Best Practice Mission took place between September 25, 2005 and September 30, 2005. The following report outlines a summary of results and information that will continue to be shared with the Nova Scotia Industry and influence the Nova Scotia Tourism Human Resource Council work plan where appropriate.



## **PROJECT OBJECTIVES**

The objectives of the Best Practice Mission were to provide professional and educational development for Nova Scotia's tourism industry by:

- Building broader understanding of and knowledge of areas for business development including quality, innovative techniques in operations and extending the season.
- Gaining an understanding of trends and new products and how to introduce and incorporate those products into existing destinations.
- Learning of collaborative private sector partnerships that are enhancing tourism development.
- Sharing best practices in education and training within the tourism industry.
- Providing an opportunity for participants to establish new business contacts, networks and develop reciprocal partnerships where appropriate.

- Ascertaining information and best practices that can be shared with the Nova Scotia tourism industry to assist in achieving the tourism Vision.

## **EXPECTED RESULTS**

It was expected that the Best Practice Mission would result in the following:

- Professional development opportunity for Nova Scotia industry representatives – benchmarking other jurisdiction’s standards and programs.
- Dissemination of information to Nova Scotia Industry through an organized forum.
- Networking and exploring other potential products and development opportunities for Nova Scotia.
- Ideas for enhancement of present product development efforts.
- Ideas for professional development seminars for Nova Scotia operators.



## **BEST PRACTICE MISSION PARTICIPANTS**

Guidelines and an application form were established for potential applicants for the Best Practice Mission and recruitment was primarily facilitated through the membership in the NSTHRC. The following applicants were selected:

- **Alain Bossé** - President, Taste of Nova Scotia
- **Bob Book\*** - Director, Development and Planning, Nova Scotia Department of Tourism, Culture and Heritage
- **Rodney Chaisson** – Director, Highland Village Museum; Treasurer, Gaelic Council of Nova Scotia
- **Lisa Dahr** - Manager, Professional Development, Nova Scotia Tourism Human Resource Council; Study Tour Coordinator
- **Mary Dempster** - Vice President, Hotel Association of Nova Scotia
- **Busch Dubay** - President, Nova Scotia Association of Chefs and Cooks
- **Lisa MacIsaac\*** - Product Development Officer, Nova Scotia Department of Tourism, Culture and Heritage
- **Phillip Mondor\*** - Vice President, Canadian Tourism Human Resource Council
- **Scott Sanford** – President, Nova Scotia Adventure Tourism Association
- **Susan Tilley-Russell** - Chair, Nova Scotia Tourism Human Resource Council; Vice President, *CorporaTel*

\*expenses covered separately

Once the selection process was complete, the participants were provided a questionnaire to ascertain areas of interest and exploration while in Scotland and also to reaffirm responsibilities. Based on the information collected, meetings were coordinated and a full itinerary was developed to meet objectives as well as individual requests.

A pre-trip meeting was held one week before the scheduled departure, for the group to review the itinerary and collect their prepared Best Practice Binder.

Prior to departing for Scotland, arrangements were made to have an on-site driver and site coordinator, to ensure advance planning of certain meetings and that organization of transportation from site to site was coordinated. The Nova Scotia Tourism Human Resource Council worked through Morag Brownlie, Owner, *1-2-1 Events* based in Glasgow.

## **ITINERARY/SCHEDULE HIGHLIGHTS**

### **Sunday, September 25 –**

Late afternoon arrival in Glasgow

Check into Jury's Hotel

Orientation and Itinerary Review by Morag Brownlie, 1-2-1 Events

### **Monday, September 26 –**

Organized meetings with:

- *Wilderness Scotland* (Winner of VisitScotland Tourism Business of the Year Award – 2005)  
Re: Outdoor Adventure Operations
- *University of Edinburgh* Re: MBA Tourism Program partnered with Mount Saint Vincent University
- *Fences Smokehouse, Restaurant and Retail Operation* Re: Use of local products in creating Culinary Experiences
- *Highland Council and The Highland Folk Museum* Re: Nova Scotia/Scottish Highlands Projects

### **Tuesday, September 27 –**

Meet with *Scottish Enterprise Head Office* at Atlantic Quay, Glasgow

Presentations by: *VisitScotland* and *Scottish Enterprise*

Experience of local tour guide presentations; Tour of Auchentoshan Distillery and Glasgow City

### **Wednesday, September 28 –**

Visit to *Gateway Centre*, Balloch

Visit to Villages of Luss and Lochgoilhead

Community Partnership and Loch Lomond and The Trossachs National Park Presentations

Accommodations move to Lodge on Loch Lomond

Evening Event: Dinner hosted by the *Tourism Alliance* at the Lodge on Loch Lomond

### **Thursday, September 29 –**

Meeting with Manager, *Visitor Information Centre, Gateway Centre, Balloch*

Tour of *Cameron House* and new championship golf course, under development

Lunch and Tour at *Clydebank College*

Visit to *Scottish Enterprise Dunbartonshire Office*

Presentations: *Strategies for a Smart, Successful Scotland* – growing business, global connections, learning and skills; *Springboard Scotland*; *Enhanced Chef Apprenticeship* and the *Modern Apprenticeship of Chefs*; *Whiskey Tourism Initiative*.

*Careers Scotland – Turning the Rock*; *Working in Tourism Hospitality (WITH)*; *Workforce Development – The Return on Investment Tool*

Accommodations move to Best Western Beardmore Hotel – Tour of property

**Friday, September 30 –**  
Return home to Nova Scotia



## **SCOTLAND STUDY TOUR BEST PRACTICES**

The following best practice examples were collected during visits to Scottish Enterprise offices, VisitScotland locations, and various field trips.

### **PROGRAMS:**

This Best Practices Study Tour focused on the Head Office and Dunbartonshire Tourism Divisions of [Scottish Enterprise](#), which is rated among the world's top economic development agencies. They are the main economic development agency for Scotland, covering 93 per cent of the population and pride themselves as being a single source outlet for information and services directed to the public and private sectors. Scottish Enterprise focuses on promoting exporting of Scottish goods and services, attracting inward investment and developing skills within the Scottish population. Nowhere in Canada does a similar model exist, which combines economic development with skills enhancement programs.



### **Best Practices:**

- A “one-stop shop” that provides tourism business information, influences policy, imparts business development support, facilitates skills training, and conducts research into infrastructure and people resources.
- In Nova Scotia, we currently have an assortment of various agencies taking responsibility for miscellaneous components of business development, training, and research. While it may not be feasible to reorganize them under one roof physically, enhancing links within these organizations could be part of what the Tourism Vision considers for the “Administer Tourism” recommendation.

A unique [Return on Investment Measurement Tool](#) has been developed by Scottish Enterprise Dunbartonshire. It takes the form of a toolkit which helps companies measure the return on investment in workforce development. This, in turn, will assist them to identify the true costs of training and to monitor the expected and actual returns achieved. The program also provides for a mentor to work with the business through the process to guide and support them.

### **Best Practices:**

- Provide businesses with access to a “Return on Investment Toolkit”. The toolkit is simple and easy to use – it would fit well in many types of organizations, regardless of size. The toolkit comes complete with a CD of all the spreadsheets allowing people to load them onto their work PC's.
- The toolkit offers a straightforward way to measure the return on investment in the workforce. This has been a difficult case for many operators to understand

in the past. Instead of complex mathematical formulas, the program offers a process using specific targeted questions focussed on the desired outcomes for each operator. As a result, the toolkit is a resource which could be broadly applied across Nova Scotia's Tourism Industry.

- The use of a mentor to work with is an invaluable addition as it provides an outlet for questions, discussions, etc. One additional outcome could be the development of a collection of best practices for training and skills development built on case studies generated by businesses using the toolkit.

[Careers Scotland](#), similar to services supported by Service Canada, provides free career information, advice and guidance to the people of Scotland - whatever their age, background or circumstances. Careers Scotland helps individuals look at the changing labour market and career options; consider opportunities to learn and to get a job; and find sources of support. Careers Scotland works with businesses to help fill vacancies; provide advice on training and qualifications; and offer interview facilities, if required. They also work with people in the learning sector to improve access to learning, provide material and information to schools and colleges; and encourage networking.

#### **Best Practices:**

- **Remove limitations on accessibility to job seeker programs (such as age restrictions.)** In Canada, most similar programs have age limitations or other restrictions, making it more difficult for job seekers to access needed resources. Since research has already indicated we need to broaden our scope for recruitment into our Industry, we need to ensure public policy also changes its parameters to fit the future labour market landscape.
- **NSTHRC will use its partnership with the provincial Association of Industry Sector Councils to influence change in policy, allowing for increased access to existing programs.**

[Futureskills Scotland](#) has the responsibility to analyze the Scottish labour market to influence policy-making, improve the availability, quality and consistency of labour market information and intelligence across Scotland. They work closely with Careers Scotland to provide the organization and its clients with labour market information, solidifying the link between labour market research and policy development.

#### **Best Practice:**

- **Labour market research should be more closely linked to national and regional policy governing skills and training development. Our ability provincially to react to research in an appropriate manner directly influences our ability to respond and adapt to the market. If we want to be able to respond more quickly to the ever-changing labour market, we must continue to advocate for policy changes and work closer with the Nova Scotia Department of Education, Skills Branch.**



[Modern Apprenticeships](#) offer high quality training for positions in a variety of industries and levels. The culinary component of the program experiences extremely high completion



rates as the training is now mandated through the government. This is a direct result of the devastating outbreak of hoof and mouth disease in 2001. The majority of associated costs are paid by the government in order to standardize the industry. In Scotland, apprenticeship is available to anyone over the age of 16. There are currently 74 different programs available to choose from; ranging from cooking to insurance and financial services.

#### **Best Practices:**

- **Mandated apprenticeship programs, covering a wide range of fields and receiving full support from all partners in government, industry and education fields have ensured high standards for both the Scottish public as well as visitors to the country. Apprenticeship in Nova Scotia has experienced inconsistent support from employers, educators and apprentices in our region and needs continued focus. (Apprenticeship Training Tax Credit Taskforce and Tourism Apprenticeship Taskforce)**
- **Compulsory status of the trades would offer a recognizable benchmark within the industry for new employees to aspire towards.**
- **Protect the dining public at large by nationally requiring staff in every type of eating establishment to complete food safety training regularly. Nova Scotia is currently introducing new food safety training, however the requirements will be minimal (i.e. one staff person per shift).**

[Pride and Passion](#) is a national tourism awareness campaign organized and run by a volunteer base. The premise of the program is, “good experiences for visitors across Scotland is good business for everyone”. This campaign ensures increased return visits to businesses and communities. They have developed presentations, best practices, resources, tips and techniques, and events supporting the Pride and Passion Campaign.

#### **Best Practices:**

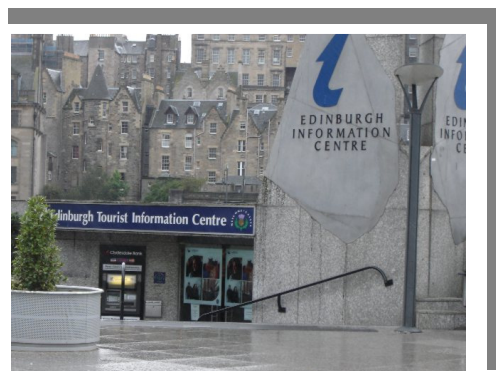
- **Development of an awareness campaign to tie together a widely diverse geographic area by engaging stakeholders at a grassroots level to embrace tourism and its positive effects on community economics.**
- **Possible action for Nova Scotia could be the development of a program that is volunteer-driven both in delivery and management. Membership should be easy to access and the program promoted through a website. All presentations, tips, etc. could be included on the site for easy access. (Vision Inclusion)**

[Tourism MasterClasses](#) and [Learning Journeys](#) have been offered during the past three years by Scottish Enterprise Tourism teams as part of national Skills and Management Development Programs. The MasterClass series, which focuses on marketing, service, product development and quality, is the foundation for these development programs. Scottish Enterprises seeks out businesses or destinations that are recognized as “the best in the world”, and organizes study tours to those areas. Learning Journeys are, in effect, best practice study tours. While many development associations conduct best practice missions, Scottish Enterprise differentiates themselves by conducting thorough follow up activities after each tour, measuring changes adopted by industry. To date, two-thirds of past participants have implemented best practices learned during their study tours.

#### **Best Practices:**

- **A series of skill/business development programs offered at a reasonable price for operators. Programs feature top speakers and presenters from around the world and provide practical, real world techniques that can be applied by many sizes of businesses.**
- **Partake in best practice study tours only after research indicates that the specific location/area is the best in the world in its field (i.e. spas, wine, National Park development, etc.)**
- **Ensure the provision of targeted dissemination of findings from study tours in comprehensive [best practice learning reports](#) as well as short and long-term tracking of businesses which are incorporating various lessons learned into their organizations.**

[VisitScotland](#) is responsible for the Visitor Information Centres, Quality Assurance Schemes and Sectoral Development. Their network of 125 Visitor Information Centres uses live booking software, allowing staff to make immediate reservations in a real-time setting. The system also uses a common cancellation policy for all accommodations listed within the program. Additionally, the system provides a specific route map outlining directions from the Information Centre to the location they have booked. These features could enhance our visitor experiences both from a central booking site as well as the individual centre locations.



#### **Best Practices:**

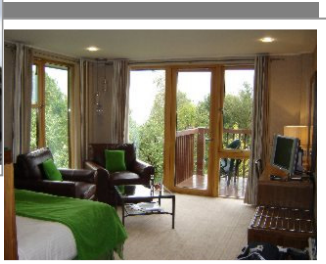
- **Live booking software, which utilizes actual room inventories. This avoids potential disappointment of guests experiencing “late closes” where the expected room availability does not match actual vacancies.**

- **Booking software that provides a printed map detailing directions from the Visitor Information Centre at which the reservation is made, to the visitor's destination.**
- **A common cancellation policy in the provincial reservation system. This creates a standard for all properties on the system. Currently, we allow properties to determine their own cancellation policy. Providing a common benchmark for cancellation policies creates a more seamless system for the visitor and may ensure higher guest satisfaction.**
- **Develop an application on the booking section of the provincial website, which will allow visitors to browse, and reserve, both restaurants and accommodations throughout the province. This innovative dining reservation system is not currently available directly on the provincial reservation site.**

In addition to visitor services, VisitScotland oversees a number of [Quality Assurance Programs](#). Unlike our traditional star grading system, which focuses solely on physical property standards and is targeted at the accommodation sector, VisitScotland includes a number of other criteria in their grading. Included in this grading program are: cleanliness, ambience, hospitality, service, accommodation standard and food. VisitScotland also include other types of businesses in their grading system such as parks, visitor attractions, museums, historic houses, castles, leisure activity centre, arts venue, tourist shop, gardens and tour operators.

**Best Practices:**

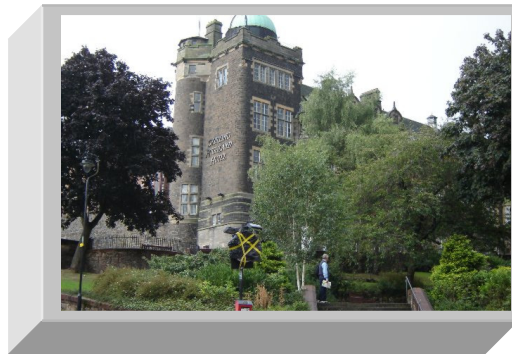
- **Consideration of grading service experiences, as well as, physical property standards in the accommodation sector.**
- **Extend the grading system to include other sectors in the industry (i.e. museums, attractions, and tour operators).**



Businesses with a concern for the environment can take part in the [Green Tourism Business Recognition Program](#). Their efforts to operate in an environmentally friendly way are graded and they receive recognition as operating at the Bronze, Silver or Gold Level. This is similar to the Green Key Program offered through the Hotel Association of Canada.

**Best Practices:**

- **Encourage other green tourism grading programs to seek broader criteria to measure a wider scope of business services. The Scottish program grades over 120 areas.**
- **Use green rated properties on provincial websites as a “green getaway” draw. This is an excellent marketing tool and can be directed to visitors specifically seeking to support sustainable-based businesses.**
- **When sharing the green scorecard with the participating business, include ideas and methods outlining how they can reduce energy and other related costs as well as steps needed to move up to the next level of the program.**



[Accessibility for Visitors](#) with mobility impairments, is a program ensuring accommodations, attractions, restaurants and other establishments clearly communicate their level of accessibility to visitors. This particular program, also run through VisitScotland, provides a grading and certificate to businesses based on which of the three levels of accessibility have been met.

**Best Practices:**

- **Provide clearly defined standards for specific levels of accessibility, ranging from mobility difficulty to unassisted wheelchair access. Nova Scotia currently allows operators whose businesses barely meet the standard to promote themselves as accessible.**
- **Examine ways to include businesses (i.e. attractions, restaurants etc.) other than accommodation, which is where the majority of our focus for accessibility currently exists. One area which could be developed with this program would be the addition of other types of impairments (i.e. hearing or visual disabilities).**
- **Conduct marketing of businesses that achieve the various levels. Including print materials (i.e. free “Accessible Guide”) and websites. Nova Scotia does not currently keep a listing specifically of accessible tourism businesses.**

- **NSTHRC will share best practice information with the Accessible Nova Scotia Committee.**

## PRODUCTS:

Unlike Nova Scotia, where a smaller percentage of overall tourism revenue is generated by outdoor activities, Scotland's tourism industry is largely driven by outdoor experiences. Two separate meetings with private adventure tourism operators (**Wilderness Scotland** and **Can You Experience Co.**), revealed that a significant obstacle to business development has been land access. This is a direct result of a large percentage of land in Scotland being privately held, as opposed to being owned by the Crown. Innovative thinking has led to new partnerships where companies work with these landowners in the development of their respective travel products, such as designing a tour. This may result in the landowner (or their representative) offering a guided walk through the managed forest, or gardens. These cooperative partnerships help promote sustainable land use and responsible outdoor guiding practices. A large number of outdoor operators in Scotland are regulated by the [Adventure Activity Licensing Authority \(AALA\)](#), which inspects operators on behalf of the Department of Education and Skills. Any operator who chooses to offer experiences to children (under 19 years of age), must comply with the rules and regulations mandated by the AALA. This regulatory body was formed following numerous accidents occurring in the outdoor activity sector.

## Best Practices:

- **Identifying that significant private ownership of coastal and other lands will severely restrict the Tourism Experience for visitors in the province. Stakeholders in Nova Scotia should continue to work with government to ensure the Crown secures key land and that access to Crown Lands and key areas around the province continues to be available for outdoor enthusiasts to experience.**
- **Currently there are no regulatory bodies requiring licensing for outdoor adventure operators in Nova Scotia. Minimal requirements exist for training and, licensing requirements are not in place (excepting fishing and hunting specifically) for existing or new operators.**





[Loch Lomond and The Trossachs National Park](#) was designated as Scotland's first National Park in 2002. The Park covers 1,865 square kilometres and is home to more than 15,000 people, many of whom are employed in land management and tourism occupations.

Throughout many communities in the Park the use of Community Action Plans makes the difference in encouraging local community groups to adapt to the Park structure, create innovative enterprises and become engaged in sustainable development. The Park attempts to manage ecology, enjoyment and sustainability, equally. They strive to balance the needs of the residents, as well as the needs of the visitor, while maintaining the environmental integrity of the natural surroundings.

**Best Practice:**

- **Generation of “Community Action Plan Books” allowing residents the opportunity to provide crucial input into the short and long term development of their communities. Similar opportunities for input exist in Nova Scotia through the “Tourism Destination Area Initiative”.**



## **EXECUTIVE SUMMARY**

As with any project, the ultimate success of this Study Tour will be the legacy created for the Industry at Large. While the trip resulted in increased awareness of a number of initiatives provided by Scottish stakeholders, we must focus on adapting those initiatives, which will best fit Nova Scotia's Industry, and labour market needs.

The following are suggested actions the Nova Scotia Tourism Human Resource Council recommends as a result of the Scotland Best Practice Study Tour:

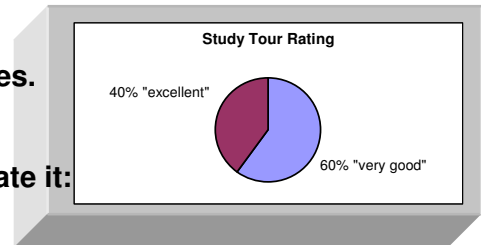
1. NSTHRC will develop a Power Point presentation of key findings to be delivered to the Council Members. Each study tour participant will then present the findings to their own association, as outlined on Page 4.
2. Pilot the "Return on Investment Model." Identify six businesses in Nova Scotia to work through the model and provide feedback on effectiveness and use, as part of the 2006/2007 NSTHRC Business Plan.
3. Provide a presentation to the Quality Committee, encouraging further examination of a broader grading system, incorporating service and other sectors of the industry.
4. Make available to the Tourism Vision Team information regarding the "Pride & Passion" campaign and encourage adoption of a similar program, which would incorporate the Vision for Tourism.
5. Investigate a "MasterClass" Series of sessions to enhance Industry's ability to deliver the experience.
6. Share Modern Apprenticeships information with the Taskforce on Apprenticeship. Encourage exploration of additional opportunities to increase provincial participation, and completion, of the culinary apprenticeship program.
7. NSTHRC will seek resources to develop a "Best Practices Study Tour" handbook. This handbook will provide others with valuable guidance when planning future study tours.
8. In addition to the stakeholders mentioned in recommendations 2, 3 and 5, NSTHRC will ensure the Best Practices Study Tour Highlights are shared with other key stakeholders, as outlined in Appendix "E". (Power Point presentation.)
9. The Best Practices Study Tour Report will also be made available electronically to Industry at Large, through a link available at [www.tourismhrc.com](http://www.tourismhrc.com)

The Nova Scotia Tourism Human Resource Council gratefully acknowledges the cooperation and support of the Atlantic Canada Opportunities Agency and the Nova Scotia Department of Tourism, Culture and Heritage for their support of this initiative. We look forward to enhancing the Nova Scotia *Tourism Experience*, using lessons learned during this Best Practices Study Tour.



## PARTICIPANT EVALUATION SUMMARY

Below is an overview of participant evaluations responses.



- 1. Did the Study Tour meet your goals/expectations? Rate it:**  
Very Good, Excellent
- 2. Of the presentations you attended, which did you think was the best?**  
Eddie Brogan, Scottish Enterprise and Willie MacLeod, VisitScotland; National Park and Luss Village; Auchentoshan Distillery; Return on Investment; Pilgrimage Centre and National Park  
**The worst?**  
Candid discussion with an instructor at Clydebank College, sharing his views on the program at the college, it's pitfalls and challenges – not something to emulate in Nova Scotia; Golf tour and Community Centre for Scouting
- 3. What presentation(s) were most helpful to you? Why?**  
Quality Scheme and accreditation programs; Increasing the quality of tourism product and service - competing on value – quality of services is key; improving upon visitor services and products standard; Scottish Enterprises tools and best practices, (ie. Training partnerships, culinary apprenticeship); Smokehouse tour for its uniqueness
- 4. As a result of participating in this Study Tour, have you identified any opportunities you would not have known about otherwise?**  
Not specific opportunities, however all information can be incorporated into various tourism development projects; Visitor Servicing and services provided on VisitScotland's VIC's; learned more about the NSTHRC; increased responsibility as a steward of heritage for the industry; opportunity to perform different ratings for product/services and attractions; the challenges of Taste of Scotland
- 5. Do you see things you can begin doing right now (short term) as a result of the Study Tour?**  
Quality Schemes and VisitScotland information will be incorporated into various current projects; Pilot Return on Investment model for investing in tourism training – gather data to create a business case for the investment; examine certification models for staff; adopt the ROI in training..."cost share funds" with provincial and federal governments to focus on training; exchange of challenges to avoid same mistakes
- 6. Are there things you plan to do in the future (long term) as a result of the Study Tour?**  
Integrate Return on Investment data into marketing – roll out to industry; move rating program to include product and service and attempt to adopt the ROI company wide

**7. In addition to the suggestions previously discussed, what could you do to share this information with your sector?**

Present final report to staff; share printed resources; provide updates; information available on the NSTHRC website; sessions at conferences; communication through Vision Team; TIANS and NSTHRC communication to members; share with Heritage Strategy Task Force; Return on Investment presentation; review training and program opportunities as they might work in Nova Scotia; implement all that was learned to our company benefit; participate in school information sharing opportunities

**8. What else do you feel should be done (by you, or by others) to make the Study Tour more valuable to others in the Industry?**

Spread the word; provide timely feedback; meeting involving all participants; compile key messages for delivery to industry; identify the opportunity to learn new initiatives while enhancing what we have; share the experience

**9. For your purposes, would you evaluate the Study Tour as excellent, good, fair or unsatisfactory?**

Extremely satisfied with this tour; selection of participants key to success; valuable cross representation from all sectors; a side benefit to the excellent study tour was the bringing together of a strong leadership team of the leading sector associations, who will be well-positioned to lead and implement changes; planning an arrangements were very well thought out and executed – extremely well organized; disappointed in being paired with an accountant at the apprenticeship/school visit

**10. Do you have recommendations for future Study Tours and Study Tour leaders?**

A “tips and lessons learned” manual could be prepared for other leaders; other study tour leaders need to be aware of long hours and unexpected occurrences; Study Tour Leader was excellent; Information Session Reports could be improved to better capture content during presentations; a follow-up tour with Highland & Island Enterprises in Inverness; suggestion of a note taker for every session as it’s difficult to pay attention, ask thoughtful questions and capture all that is said; less class room presentation – more hands on; go out into the field and work alongside for a day, then report back to team

**11. Other recommendations/comments?**

Valuable to have both public and private sector attend study tours to build strong relationships between industry and government; extremely well organized – a worthwhile commitment of time and effort; an additional meeting with the Highland Council and the Highland Folk Museum to move forward with common initiatives and projects (between Nova Scotia and Scotland) was beneficial – it added further to the benefit of participating in the mission; you couldn’t be with a better group...fun, professional, caring, interesting, knowledgeable, role models; the Leader did an amazing job, she represented the NSTHRC beautifully – our biggest asset no doubt; the Leader did a very good job...thank you for the wonderful opportunity!

