

The Florida Sustainability Case Study Series

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BONITA BAY MARINA

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Monitoring the project tracks change in the programs offered by participating schools using a modified form of the BELL survey

Council for Sustainable Florida

BONITA BAY MARINA

On February 1, 2001, Randy Mote, Bonita Bay's Marina Manager attended the Florida Department of Environmental Protection's (DEP) Clean Marina Program (CMP) workshop. Despite the marina's high occupancy rate, recent evaluations had revealed that the level of customer service being provided at the Marina was declining due to staff turnover. Mote considered enrolling the marina in the CMP as a means of reversing the decline.

BONITA BAY GROUP

The Bonita Bay group was founded by David Shakarian, who had envisioned Bonita Bay more than 20 years previously, and was considered to be way ahead of his time. He saw the potential then for something that had not been done before: a community where people would live in harmony with nature.

During the following two decades the Bonita Bay Group had strived to exceed its founder's vision through creating master-planned communities and amenities that set standards in site planning, land use, environmental preservation, water management, and social infrastructure.

The Bonita Bay Group had grown dramatically for several years leading up to 2001. What was once a single-community development company with 200 employees, now employed more than 1,400 people and operated divisions that included numerous master-planned communities, a title company, a utility company and several operating businesses that supported the company's core business interests.

E⁵ CUSTOMER SERVICE

The Bonita Bay Group's Customer Service Philosophy was "*Our Customers are the focus of Everything we do. We are in the business of providing the finest service possible to all those with whom we have contact. It is not only what we do, but how we do it that matters.*"

The Bonita Bay Group's CREDO in response to this philosophical challenge was to "*Do the right thing, Do it Right, Do it Right Now!*"

The E⁵ Customer Service philosophy was a pro-active tool that Bonita Bay Group employees used to integrate the Customer Service Philosophy and the Credo into employee evaluation, promotion, and operational decisions, thus solidifying best practices within the Bonita Bay Group organizational hierarchy.

The unique goals of E⁵ Customer Service were Ethics, Environmental Sensitivity, Execution, Excellence, and Every Day.

ETHICS

The Ethical goal specified employee Integrity, Honesty and Sincerity, and Respect and Courtesy as employee objectives. Integrity objectives were targeted through emphasizing the importance of delivering what is promised and commitment to goal accomplishment. Honesty and Sincerity objectives were targeted through application of the “Golden Rule”, where employees were encouraged to treat their clients in a manner that the employees would also like to be treated. Respect and Courtesy objectives were targeted through instilling in employees a prompt positive attitude toward customer service.

ENVIRONMENTAL SENSITIVITY

The Environmental Sensitivity goal specified Enhancement of the Environment, Assets Protection, and Safety as employee objectives. Enhancement of the Environment objectives were targeted through emphasizing that employees must commit to excellence as custodians of land and community with an attitude of treating them as if they were an employees own. The Asset Protection objectives were targeted through recognizing employees as the most valuable asset for preserving the Bonita Bay Group’s reputation as a leader in the field of environmentally sensitive development. The Safety objective was targeted through empowering employees to be observant, use common sense, and take appropriate corrective actions in situations where BBG’s commitment to Environmental Sensitivity might be compromised.

EXECUTION

The Execution element specified Teamwork, (Synergy of) Actions (that) Affect Others, and Attention to Detail as employee objectives. Teamwork objectives were targeted through empowering employees to communicate, volunteer, and assist other employees in achieving individual and team success wherever possible. The Synergy of Actions objective was targeted through encouraging employees to maintain a positive attitude and anticipate the needs of others. The Attention to Detail objective was targeted through empowering employees to listen carefully, view everyday tasks as urgent, and be proactive instead of reactive.

EXCELLENCE

The Excellence goal specified Accountability, Enthusiasm, and Professionalism objectives for all employees. Accountability objectives empowered employees to listen, internalize, and exceed customer expectations. Enthusiasm objectives empowered employees to enjoy their job through having a positive attitude toward their work and encouraging fellow employees. Professionalism objectives empowered employees to act as ambassadors who reflect quality and dignity and see no job as too small.

EVERY DAY

The Every Day goal specified an objective that employees strive to Exceed Expectations at all times. This objective was targeted through efficiently delivering more than what is promised wherever possible, and striving to be a mentor among peers.

Bonita Bay Group employees carried the above information on a business card in their wallets as a constant reminder of their obligations to the Customer Service Philosophy and Credo of the organization. (Refer to Exhibit 1).

E⁵ IN ORGANIZATIONAL CULTURE

E⁵ was used by employees throughout the organization to make, evaluate, and reward decisions and personnel actions, thus continuously improving and rewarding employee performance throughout the Bonita Bay Group.

E⁵ engaged employees in critical thinking and creative problem solving with regards to customer service and management of resources. Hence, employees were constantly thinking of ways to satisfy customers in the most resource-efficient and environmentally sensitive manner possible.

E⁵ EVALUATION

The E⁵ Customer Service performance of Bonita Bay departments was measured via two primary feedback mechanisms, *Development Discussions* with individual employees and *Bonita Bay Annual Resident Surveys*.

Development Discussions evaluated employees with respect to their current job description. (Refer to Exhibit 2). Development Discussions were used to enhance a job description and outline a process for additional training where necessary. Development Discussions also resulted in E⁵-based *Growth Development Opportunities*, which provided employees with immediate feedback and identified Key Result Areas/Standards of Performance. Employees were empowered to fulfill the individual goals set forth by the Growth Development Opportunities through continual monitoring of achievements and adherence to E⁵-based goals. Mediocre E⁵ Customer Service was not an option for an employee in a department, and was grounds for remedial training and discipline by management.

Achieving and exceeding E⁵ goals was the path to promotion in the BBG. It was well known among employees that E⁵ customer service exemplified the attitude which merited promotion and advancement. (Refer to Exhibit 2).

An additional means of reinforcing the organization's performance evaluation on an individual level was the E⁵ Star Nomination Form. This unique incentive-based tool was used by managers to reward employees who had been nominated by a peer for exceeding one or more E⁵ Customer Service goals on a case by case basis. (Refer to Exhibit 3).

Employees who received 5 stars for a calendar quarter were invited to a 5-star quarterly banquet where they were automatically entered in raffles for monetary door prizes and other gifts in addition to being in a \$500.00 grand prize raffle. E⁵ Stars were also noted in personnel files that were assessed during HR-related decisions.

The Bonita Bay Marina offered Bonita Bay residents (and select non-residents who could lose their spot to any new resident member) easy access to cruising, shelling and fishing on the Gulf of Mexico, Estero Bay and Imperial River. The marina could accommodate almost any craft with a maximum allowed draft of three feet. Ninety wet slips were offered in three sizes (optional lifts could be installed) while three large buildings housed 330 dry slips for boats up to 36 feet in length. The Marina Club also included a bait shop, fuel station, service showers, and dressing facilities in addition to a fully stocked ship's store. Members enjoyed dining and social privileges at Backwater Jacks, the Marina Club's private restaurant overlooking the marina basin and the center of activity for club events.

MARINA PERFORMANCE EVALUATION

The Bonita Bay Marina's performance was analyzed through financial statements, marina occupancy availability reports, and customer service surveys.

Financial statements informed management about the marina's financial status with respect to its operational budget.

Marina occupancy availability reports informed management about where the marina was with respect to its boat storage capacity, in addition to how much revenue was being generated. These reports were checked by management because they were one of the first places where an unknown problem would be indicated.

Customer service surveys were used to measure the satisfaction of the marina's customers. Daily Boating Customer Service Survey Cards evaluated customer service with regards to staff handling of their boat. Work Order Completion Survey Cards evaluated customer satisfaction after maintenance had been performed on a boat. Annual Bonita Bay Resident Surveys were used to evaluate customer perceptions of the Marina facilities and the level of service that its staff provided. (Refer to Exhibits 4 and 5).

2000 BBM PERFORMANCE

Marina Performance Evaluation tools indicated that despite the Marina's high occupancy rate, the level of E⁵ Customer Service being provided at the Marina was declining due to staff turnover. As a result of this trend, Randy Mote's overall 2000 Development Growth Opportunity was to empower staff without monetary incentives through challenging training that enhanced Marina-related programs and procedures and their commitment to E⁵. But was there a program of this nature out there?

FLORIDA DEP CLEAN MARINA PROGRAM

The FLDEP's Clean Marina Program (CMP) was created as a pro-active self-assessment mechanism in which a marina could voluntarily meet and go beyond current FLDEP Marina regulations before there was regulatory pressure as a result of an environmental incident.


The CMP was distinguished by two characteristics. First, this program was voluntary and there was no pressure to enter into it. Second, the CMP required that a marina implement Marina Environmental Measures (MEMs), which were a set of best environmental practices developed through a cooperative dialogue of regulators and stakeholders in the boating industry. The MEMs prescribed best practices in the following categories: Emergency/Hurricane preparedness, Petroleum Control, Boat Cleaning, Hazardous Waste, and Stormwater Control. These two characteristics combined enabled the CMP to provide opportunities for public and private entities to work together, as well as provide incentives and remove institutional barriers to wise resource stewardship in areas of environmental management, environmental quality, and services.

The goal of a marina that volunteered for the Clean Marina Program was achievement of a Clean Marina designation. This designation recognized the marina for its accomplishment and informed stakeholders that the marina had voluntarily completed its implementation of the FLDEP's innovative Marina Environmental Measures (MEMs) and was committed to adherence into the future.

THE NEXT STEP

While attending the DEP Clean Marina Workshop Randy Mote considered a Clean Marina Program at the Bonita Bay Marina, and could choose to sign up. (Refer to FLDEP Clean Marina Program Exhibit). But would achieving a DEP Clean Marina designation address the customer service decline Randy was facing?

**EXHIBIT 1
BONITA BAY MARINA
E⁵ CUSTOMER SERVICE PHILOSOPHY**

<p>CREDO</p> <p><i>Do the Right Thing, Do it Right, Do it Right Now!</i></p>	 <p>The Bonita Bay Group</p> <p>Customer Service Philosophy</p> <p><i>Our Customers are the focus of Everything we do. We are in the business of providing the finest service possible to all those with whom we have contact. It is not only what we do, but how we do it that matters.</i></p>
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<p><i>E⁵ Customer Service</i></p>	
<p><u><i>Ethics</i></u></p> <ul style="list-style-type: none">★ Integrity★ Honesty and Sincerity★ Respect and Courtesy	<p><u><i>Environmental Sensitivity</i></u></p> <ul style="list-style-type: none">★ Enhance the Environment★ Protect the Assets★ Safety
<p><u><i>Execution</i></u></p> <ul style="list-style-type: none">★ Teamwork★ Actions Affect Others★ Attention to Detail	<p><u><i>Excellence</i></u></p> <ul style="list-style-type: none">★ Accountability★ Enthusiasm★ Professionalism
<p><u><i>Every Day</i></u></p> <ul style="list-style-type: none">★ Exceed Expectations	

**EXHIBIT 2
BONITA BAY MARINA
DEVELOPMENT DISCUSSION**

Development Discussion Supervisory Staff

Employee Name: _____

Review Period: (Check one)	<input type="checkbox"/> 1 st Half of Year Jan.–Jun, 2000	<input checked="" type="checkbox"/> 2 nd half of Year: Jul.- Dec. 2000	<input checked="" type="checkbox"/> Other: <u>4th Quarter</u>	1/31/01
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Supervisor Preparation: The Position Description serves as the basis of the Development Discussion. Please review and update the Position Description as needed, so that it may “drive” your discussion. The Accountability Objectives are to be listed below:

1	2	3	4	5
Major improvement needed immediately. Little or no success	Improvement is needed. Below average success	Good performance. Providing acceptable results	Above average performance. Very good results	Serves as leader and role model. Exceptional results

PRINCIPLE ACCOUNTABILITY OBJECTIVES

(As outlined at the beginning of Position Description)

	<i><u>RATING</u></i>	<i><u>COMMENTS</u></i>
Financial Responsibility, meet or exceed budgeted totals		
Customer Service, provide excellent member services		
Employee / self development and employee retention		
OVERALL RATING – Effectiveness in position/achievement of objectives		

1	2	3	4	5
Rarely demonstrates this behavior	Sometimes demonstrates this behavior	Demonstrates this behavior at an acceptable level	Consistently demonstrates this behavior	Always demonstrations this behavior

CORE COMPETENCIES

RATING COMMENTS

Teamwork: Effective member of team – works well with other members.		
Customer Service: Provides excellent internal and external service.		

Communication: Effectively communicates verbally and in writing		
Process Improvement: Committed to Continuous Process Improvement		
Learning: Embraces learning culture for self and staff		
Delegates: Properly, with clarity and direction		
Judgement/Decisions: Exercises sound and objective judgement. Makes good, timely decisions		
Corporate Support: Aligned with/supports management and corporate philosophy		
Values: Exhibits and serves as model of core business values		
Problem Solver: Creative and proactive problem solver		
Effective Supervisor: Hires well, trains and develops, promotes, retains		

Development Growth Opportunities: What are the training and development needs? What is the action Plan?

Some areas of training and growth are:

ADDITIONAL COMMENTS/FOLLOW-UP:

What were the great successes or accomplishments?

What position areas need improvement or follow-up:

See development growth opportunities.



Supervisor

Date

Employee

Date

**EXHIBIT 3
BONITA BAY MARINA
STAR NOMINATION FORM**

		The Bonita Bay Group® You are a <i>Star!</i>			
Recipient's Name:				Department:	
E⁵					
<i>Note: check the appropriate E⁵ Word for this star.</i>					
<input type="checkbox"/> Ethics	<input type="checkbox"/> Environmental Sensitivity	<input type="checkbox"/> Execution	<input type="checkbox"/> Excellence	<input type="checkbox"/> Every Day	
Brief Explanation:					
Recommended by:				Date:	
Department:			Date Star Issued:		
Supervisor's Signature:					
Thanks for Doing a <i>GREAT</i> Job!					
<i>Note: Make copies for: Recipient, Trainer, & IRC Committee</i>					

Revised 3/29/04

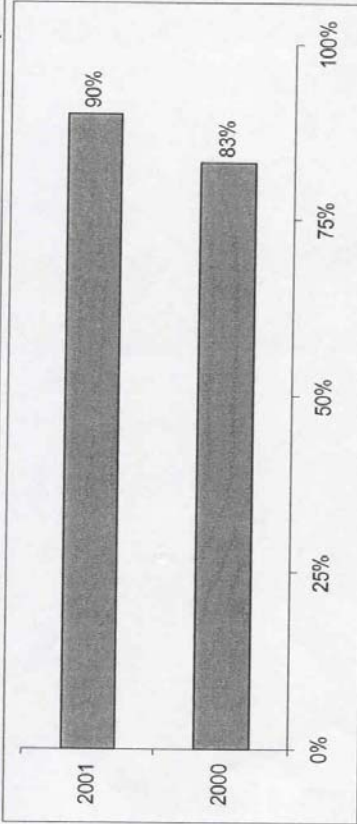
**EXHIBIT 4
BONITA BAY MARINA
2000 MARINA STAFF PERFORMANCE**

Marina Club

Question 18 - What kind of Marina Club membership do you currently have

- Boating 22%
- Social (Backwater Jacks and events) 73%
- None 5%

Question 19 - Do you keep your boat at the marina or use any of its facilities (Yes)



Question 20 - Marina Staff [Scale: 5=strongly agree; 4=agree; 3=neutral; 2=disagree; 1=strongly disagree]

	Mean										Top Box				
	2001	2000	1999	1998	1997	1996	1995	2001	2000	1999	1998	1997	1996	1995	
Cares about the residents	n/a	n/a	4.5	4.6	4.6	n/a	n/a	68%	n/a	62%	70%	68%	n/a	n/a	
Is courteous and friendly (n=226)	4.6	4.7	4.6	4.7	4.7	n/a	n/a	61%	77%	68%	72%	73%	n/a	n/a	
Is knowledgeable (n=222)	4.5	4.6	4.5	4.6	4.6	n/a	n/a	57%	70%	64%	70%	72%	n/a	n/a	
Responds quickly to problems (n=219)	4.4	4.5	4.4	4.6	4.5	n/a	n/a	61%	64%	62%	69%	65%	n/a	n/a	
Provides excellent customer service (n=223)	4.4	4.5	4.5	4.6	n/a	n/a	n/a	4.6	67%	63%	69%	n/a	n/a	n/a	
CATEGORY SCORE	90	92	90	92	92										

**EXHIBIT 5
BONITA BAY MARINA
2000 MARINA OVERALL PERFORMANCE**

The Bonita Bay Group

Bonita Bay 2001 Resident Survey

Question 21 - Marina Overall [Scale: 5=excellent; 4=very good; 3=good; 2=fair; 1=poor]

	Mean										Top Box																			
	2001		2000		1999		1998		1997		1996		1995		2001		2000		1999		1998		1997		1996		1995			
	2001	2000	2001	2000	1999	1998	1997	1996	1995	1995	1996	1997	1998	1999	2000	2001	2000	1999	1998	1997	1996	1995	2001	2000	1999	1998	1997	1996	1995	
Hours of operation (n=220)	3.7	4.0	3.7	4.0	3.7	4.0	4.0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	63%	79%	28%	34%	25%	37%	37%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Selection of goods available at Ship's Store (n=204)	3.6	4.0	3.8	4.1	4.1	4.1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	56%	71%	17%	27%	17%	34%	33%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Prices at the Ship's Store (n=198)	3.3	3.7	3.6	3.8	3.7	3.7	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	39%	61%	10%	19%	13%	23%	20%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Fuel rates (n=202)	3.0	3.5	3.3	3.4	3.3	3.3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	29%	54%	8%	14%	9%	16%	14%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Slip rates/monthly dues equivalent (n=212)	3.2	3.7	3.4	3.5	3.4	3.5	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	35%	57%	9%	15%	11%	16%	14%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Appearance and condition of facility (n=222)	4.3	4.6	4.3	4.6	4.6	4.6	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	86%	93%	43%	63%	46%	67%	69%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
CATEGORY SCORE	70	78	74	78	77	77																								

Exhibit 6
Bonita Bay Marina
FLDEP Clean Marina Program

BONITA BAY MARINA TEACHING NOTE

CASE SYNOPSIS

Bonita Bay Marina (BBM), founded in 1984 as a subsidiary of Bonita Bay Group (BBG), had established a reputation of high quality service delivery. According to Randy Mote, BBM's Manager, customers' high regard for their services was due to BBM's adherence to BBG's well-defined customer service philosophy known as the E⁵ Customer Service Philosophy.

In this case, Mote must decide whether benefits of pursuing a Clean Marina certification program (CMP), sponsored by Florida's Department of Environmental Protection (DEP), would bolster BBM's level of service quality and ultimately the reputation of Bonita Bay Group in the marketplace. Further, an evaluation of current BBM program must be conducted to determine whether the CMP would complement BBM's existing E⁵ Customer Service Philosophy and create synergies that would enhance customer perceptions of their services as well as contribute to BBG's profit margins for years to come.

IMMEDIATE ISSUE

Randy Mote was faced with the opportunity to implement a Clean Marina Program at the Bonita Bay Marina, and have the first Clean Marina designation in the county. But would the benefits of achieving this designation improve service quality and complement the existing E⁵ Customer Service Philosophy and outweigh the costs?

BASIC ISSUES

1. Environmental Management Systems
2. Continuous Improvement
3. Quality Management
4. Strategy Evaluation and Control
5. Self-assessment & Self-regulation

TEACHING OBJECTIVES

This case is appropriate for use in either an undergraduate or graduate level Strategic Management course. The case is a useful pedagogical tool during the classroom segment of strategy evaluation and control (also found in various textbooks in the Strategy Implementation sections where TQM and ISO 9000/ISO 14000 are discussed).

The concept of Total Quality Management (TQM) has been a mainstay in the business literature and classroom textbooks for more than a decade. With an emphasis on

delighting the customer, this “quality revolution” has permeated a vast number of organizations and helped to establish quality enhancement as a dominant priority and vital to the success of the organization. In essence, quality management programs have four primary objectives: 1) An improved, less variable quality of the service, 2) Quicker, less variable response to customer needs, 3) Greater flexibility in adjusting to customers’ shifting requirements, and 4) Lower costs through elimination of non-value adding work (Wheelen and Hunger, 2004: 232).

As a firm believer in the importance of quality management, BBM had established a culture centering on BBG’s quality program, the E⁵ Customer Service Philosophy. As evidenced by annual customer feedback surveys, this has been an effective mechanism for assuring consistent quality service delivery. But Randy Mote is at a crossroads. With consistently solid customer feedback in prior years, Mote was considering what might further bolster BBM’s commitment to consistently delivering high quality service. The Clean Marina Program (CMP) seemed to be a viable option.

Analytical Dimension

Students should be able to demonstrate the ability to identify BBM’s key internal strengths, particularly with respect to BBM’s E⁵ Customer Service Philosophy. In particular, students should consider whether the CMP advances E⁵.

Students should also be able to identify possible synergies between E⁵ Customer Service Philosophy and CMP parameters that might improve BBG and BBM’s overall quality management.

Students should be able to determine whether the benefits of pursuing the CMP outweigh potential costs to BBM.

Conceptual Dimension

The students should be able to identify the primary goals and components of a quality management program.

They should also demonstrate the ability to identify appropriate measures for quality program evaluation.

Presentation Dimension

The case provides adequate information for the student to clearly articulate whether the BBM should proceed with the CMP. The case also provides sufficient information for students to develop reasoning to support their decision with tangible examples of how the existing E⁵ Customer Service Philosophy and the CMP attributes are complimentary. There is also adequate information in the case for purposes of general evaluation of the Malcom Baldrige Quality Award. It is noteworthy that the case does not provide enough information for a more comprehensive analysis with respect to the MBQA criteria.

SUGGESTED STUDENT ASSIGNMENT

After studying this case, students should review the FLDEP Clean Marina PowerPoint Presentation and Bonita Bay's E⁵ Customer Service Philosophy then consider the following:

According to Deming (1982), management's primary role in quality management is to foster constancy of purpose for improving products and services. In essence, the quality management approach focuses on "the long-term development and growth of the organization by customer satisfaction through total participation" (Yoo, 1998). One of the widely recognized evaluative parameters for quality enhancement programs is the Malcolm Baldrige Quality Award (MBQA) criteria. This criteria serves as an excellent basis from which to evaluate the components of the E⁵ program. During the introduction to the Case Questions the instructor can emphasize the fact that the concept of quality enhancement and the improvement of processes is applicable to a variety of organizations in our economy (e.g. customer organizations, environmental organizations, engineering firms, construction, etc.). Using the MBQA criteria as a basis for evaluating the BBG and BBM will help to demonstrate this point. For ease of comparison, the following elements were adapted from the MBQA criteria:

- 1) Leadership: Executive leadership's focus on quality and responsibility for corporate citizenship.
- 2) Information and analysis: Management of company quality data, including competitive comparisons and use of company-level data.
- 3) Strategic Quality Planning: The presence of strategic quality and performance plans.
- 4) Human Resources: A focus on employee education, performance training, recognition, and well-being.
- 5) Management of Process Quality: Quality assessments of service processes.
- 6) Customer Focus: Focus on customer satisfaction determination and relationship management.
- 7) Operational Results: Evaluation of the performance of the quality enhancement process.

(Adapted from Yoo, 1998: 489)

CASE QUESTIONS

(1a). *Would the DEP's CMP advance the effectiveness of BBM's E⁵ Customer Service Philosophy?*

CMP bolsters the effectiveness of BBM's E⁵ Customer Service Philosophy due to the fact that is a tool for evaluation, assessment, and continuous improvement. It is noteworthy that the focus is on the organization to ensure that the CMP standards are maintained in the years subsequent to certification. It should also be noted that the CMP **does not have a customer service element.**

(1b). *What connections did Randy draw between CMP and E⁵?*

Randy Mote weighed his options with regards to a Clean Marina Program through the customer service lenses of E⁵.

The Ethical lens made Mote see that “the Clean Marina Designation would appeal to boaters because they knew that in the process of going above and beyond to protect the environment, the Bonita Bay Marina was also going above and beyond the call of duty while handling and servicing their boat”.

The Environmental Sensitivity lens revealed that voluntary self-auditing and improvement presented Mote with an opportunity to assess the marina’s operational practices and determine how they could be integrated and improved through the implementation of Marina Environmental Measures that minimized environmental impacts.

The Execution lens made Mote see that upon designation as a Clean Marina, Mote would have a complete procedure manual for all operations being conducted at the marina which could be used to train staff and customers where appropriate and also be consulted whenever there was a question about how operations at the marina should be conducted.

The Excellence lens made Mote see that implementing a CMP and achieving a Clean Marina designation appeared to be resource efficient in terms of E⁵ professionalism and accountability targets. The majority of the actions called for by Marina Environmental Measures had already been implemented. Further, the majority of improvements required were related to environmental education in the form of programs, signs and brochures, which informed marina staff and customers of the Clean Marina Program at Bonita Bay Marina.

The Every Day lens made Randy realize that the Clean Marina designation was an opportunity to daily “exceed expectations” of environmental sensitivity and be recognized for this daily through providing a quality management system that constantly reminds employees about standards and providing immediate feedback on performance.

Randy Mote was cautious not to be over optimistic about this program. At the time the CMP seemed to require a lot of steps and documentation. Randy had to consider the effects of the CMP on the marina’s allocation of resources and his ability to meet his targets. There were no known insurance incentives available that had the possibilities of insurance premium reductions for achieving a CMP certification. Further, Randy had to question if he really wanted the scrutiny that could come from inviting a regulatory enforcement agency (DEP) into his marina to conduct an audit, especially in light of the fact that his Marina had implemented a majority of the Marina Environmental Measures in the permitting process for the Bonita Bay Development. Finally, Randy had to consider if this program was all encompassing for marina operations yet flexible enough for change and innovation which could be required at any time.

(2). *Although the case provides only limited information relating to the E⁵ program, have the students evaluate BBM's E⁵ Customer Service Philosophy in view of the Malcolm Baldrige Quality Award (MBQA) criteria.*

E⁵ defines the customer service standards for both BBG and BBM employees. Given the emphasis on the “Golden Rule”, the Ethics dimension of E⁵ addresses the Leadership dimension of the MBQA criteria. The E⁵ domain of Every Day and to a lesser degree, the E⁵ Excellence criterion covers the MBQA dimension of information and analysis. In each of these dimensions accountability and the on-going nature (Every Day) of service delivery is emphasized. The MBQA criteria of Human Resources and Customer focus are also embodied within the E⁵ dimensions. Specifically, the dimensions of Ethics, Execution, and Excellence cover these points. E⁵ does not explicitly identify planning, evaluation, or continuous improvement.

(3). *What aspects of the Malcolm Baldrige criteria are strong points for BBM?*

Particularly strong points for BBM include: Human Resources, Management of Process Quality, and Customer Focus. Specific aspects of each of these criteria are woven throughout the BBG's E⁵ program.

(4). *What aspects of the Malcolm Baldrige criteria are weak points for BBM?*

Strategic Quality Planning and Operational Results. Although these two MBQA criteria are implicit in the organization's culture, they are not explicitly stated.

(5). *Explain how the combination of E⁵ Customer Service Philosophy and the CMP would improve overall quality management at BBM and develop an overall assessment of whether or not BBM should implement the CMP.*

Possible short-term reasons why students may suggest that BBM proceed with the CMP:

- a. CMP exemplifies E⁵ in more tangible terms
- b. CMP can be used as a mechanism for continuously improving customer service (the Marina Environmental Measures encompass all marina customer service operations that would involve a boat).
- c. Since E⁵ practices for one BBG department are not necessarily the same for another, there is opportunity for variations in levels of service (a

- violation of standard TQM practices). The CMP facilitates movement toward an more comprehensive, operational application of E⁵ criteria for his marina.
- d. The fact that a strong element of E⁵ already addressed customer service compensates for the fact that the CMP did not have a Customer Element.

Potential long-term benefits of implementing the CMP:

- a. Preserving the reputation of both the BBG and BBM.
- b. Reduced risks of liability (e.g. fuel spills, accidents).
- c. Overall improvement of staff competence.
- d. Improved customer satisfaction
- e. Cost savings through lower maintenance costs.
- f. Staff Empowerment

Potential difficulties in implementing the CMP include:

- a. Multiple steps to implement.
- b. More responsibility for the marina director.
- c. Nominal emphasis on Customer Service.
- d. The CMP was not specifically designed for implementation by a team.
- e. The CMP did not contain a human resource element, focusing on possible staff issues.
- f. There are few arguments against implementing CMP especially in light of the fact Randy was already engaged in securing challenging staff training programs that enhanced the overall quality of Marina programs and procedures.

There are a variety of additional resources relating to the Clean Marina Program that serve as excellent teaching tools. Selected WWW sites are identified in section 13.

Two additional teaching aids are a field trip to Bonita Bay Marina and a video from the Florida Department of Environmental Protection entitled "The Clean Marina Program"

ADDITIONAL DISCUSSION QUESTIONS

(1). How does BBM's E⁵ Customer Service Philosophy mirror that of other organization quality management programs? (For example, consider other service organizations such as Ritz Carlton hotels)

The Ritz Carlton hotel utilizes a similar program of quality service management. Their employees also carry with them the Ritz Carlton credo, which reminds them of their commitment to superior service delivery. One continual means of service reinforcement is that employees have to demonstrate that they have memorized all aspects of the Ritz credo.

(2). *Do you feel that the current E⁵ Customer Service Philosophy positions BBM for “continual quality service delivery improvement”?*

Much of the “continuous” aspect of the E⁵ program is implicit in that it is referenced on all levels of the organization. But more explicit evaluative mechanisms would enhance the effectiveness of the E⁵ program. Students might consider recommending an additional 6th E for “Evaluation”.

(3). *What role should regulatory agencies play with regards to getting businesses to adopt environmental best practices?*

Regulatory agencies are mandated to enforce laws, however, the key to getting businesses to adopt environmental best practices is in developing regulatory and economic incentives to be green. Examples of regulatory incentives include compliance assistance, self-auditing, and award designation. Examples of economic incentives include tax breaks, lower insurance premiums and grants.

CASE ANALYSIS

Students’ responses will be assigned a grade based upon their ability to apply what they have learned and justify their opinion with information available.

ADDITIONAL POINTS TO RAISE

One idea is insurance incentives to pursue environmental designations such as the Clean Marina Designation. For example, during interviews Mote mentioned that he was not aware of any insurance incentive available to him for pursuing the Clean Marina designation at BBM.

SUGGESTED TIME PLAN

Students will read the case outside of class time and prepare a written response to “Case Questions.”

One class period (50 minutes) will be devoted to discussion of salient points in the case.

TEACHING SUGGESTIONS

This case is particularly useful in class during the discussion of strategy implementation and evaluation and control. The authors recommend that the students read the case one-week prior to the class in which the case will be discussed. The instructor should also advise the students that they should review the web sites (identified below) to enhance their understanding of the role of the DEP and the CMP.

1. Florida DEP Clean Marina Program
<http://www.dep.state.fl.us/law/grants/cmp/>
2. Clean Marina Program Slide Presentation
http://www.dep.state.fl.us/law/grants/cmp/cmp_intro.htm
3. Steps to Becoming a Clean Marina
http://www.dep.state.fl.us/law/Documents/Grants/CMP/pdf/Steps_to_Becoming_a_Florida_Clean_Marina.pdf
4. Clean Marina Program Distance Learning
<http://www.floridacleanboatingpartnership.com/>
5. Clean Marina Program Resource Book
<http://www.dep.state.fl.us/law/Documents/Grants/CMP/pdf/ResourceBook.pdf>
6. Clean Marina Discussion Board
<http://www.floridacleanboatingpartnership.com/bb.aspx>
<http://www.bonitabaygroup.com/page.cfm?sitename=bbgcorp&contentID=home&shownav=1>

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