

Presidents Introduction to the Irish Hospitality Institute Strategic Plan 2009 -2011

The first Strategic Plan adopted by the Irish Hospitality Institute in 2006 covered the period to 2008. Over those three years the objectives and goals set out in the Plan were largely achieved. Membership was expanded, cultural diversity was embraced, the regional structure of the Institute was developed, financial stability was achieved and most significantly the Institute extended and upgraded the range of professional development programmes available to members.

This new Strategic Plan covering the period 2009 to 2011 seeks to further develop those strategies and to engage in a range of programmes which are central to the core values and activities of the Institute. It is most important that we increase our national and regional presence and we will continue recruitment and activities particularly in the Regions. If this strategy is to be successful however we must also work continuously to improve and expand membership benefits, particularly in the area of Career Professional Development, in terms of benefits which the Institute itself provides and those which are made available on an affinity basis. Information is a key element in the CDP process and the Strategic Plan envisages several initiatives which will make relevant information available to members throughout their careers. An Industry Training Calendar and a Calendar of Events are planned together with alliances with industry information providers.

The Institute will continue to develop its activities in promoting Diversity and Equality, Corporate and Environmental Social Responsibility and in making Strategic Alliances with relevant organizations.

These and other activities will be undertaken in a difficult economic climate and therefore the Institute will re-focus on maintaining financial stability through the optimisation of revenues and operational efficiency.

Members of the Irish Hospitality Institute are the leaders of an industry which is a most significant driver of the Irish economy and one which will play a dynamic role in the process of economic recovery. The new Strategic Plan will ensure that the Institute is equipped and focused to inspire and service its membership over the years ahead.



Ewan Plenderleith

Ewan Plenderleith
President, Irish Hospitality Institute.

Strategic Plan 2009 – 2011
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www.ihl.ie



Strategic Plan 09-11

Mission Statement

“To lead and encourage hospitality professionals to generate knowledge, to take responsibility for their own development and to deliver world class service”

IRISH HOSPITALITY INSTITUTE PATRONS 2009. THANK YOU FOR YOUR CONTINUED SUPPORT

SINCE 1966, THE PROFESSIONAL BODY FOR HOSPITALITY MANAGERS IN IRELAND



THE IRISH TIMES



THE IRISH TIMES

DIAGEO



DIAGEO



Core Objectives & Activity Focus

2009

Increase National & Regional Presence

How will the institute aim to increase its presence at both National and Regional level for the benefit of a wider membership base?

National and Regional presence to be achieved through a series of activities including Continuous Professional Development CPD programmes involving local representation with a core focus of membership support. Regional membership drives conducted through both IHI & YIHI alignment within wider Industry cohorts for development.

Improve Services & Benefits Package

What can the Institute do to improve the services and benefits package for all categories of IHI membership?

Online publication of improved benefits, affinity and CPD discounted programmes for members-only. Review and consider widening member only discounts to cater for all specific membership categories.

Differentiate the “uniqueness” of membership that is quantifiable for all levels of members within IHI & YIHI.

Develop an information source and access to Industry-specific resources in support of all members throughout their careers. Improve communication routes in timely manner and maintain relevance to members needs.

Increase Operational Efficiency

What improvements can the institute make to guarantee operational efficiency in allowing the members benefit from the Institute's activities?

Review all internal procedures and assigned roles within the IHI and Skillnet team to ensure economies of scale and greater work efficiency within the team. Develop tighter procedures for debtors and restricted access to all unpaid members for all events and benefits.

Develop procedural guidelines for all events and activities for a calendar year to ensure key priorities are achieved in a timely manner.

Market & Promote Membership

What potential other avenues can the institute invest in to improve the promotional and marketing activities for the membership?

Ensure a united strategy for all member categories in all communicational activities to maintain current membership while increasing exposure to a wider Industry audience. Review the use of web online, E-News, E-Zine and year book in profiling membership.

Outline the opportunities accessible for CPD and industry career paths for all member categories.

Improve Financial Stability

How can the institute consistently achieve financial stability to ensure the future viability of its existence for the benefit of its members?

Focus on membership at all levels generating finances for the Institute in a difficult climate. Set up direct debit options for payment and for all events online booking and payment facility were feasible. Develop full financial forecast for all activities in advance to ensure a fair charges for members for each event while ensuring all events breakeven at a minimum.

Maintain new accounting procedures presenting full monthly management accounts against budget and previous year to allow council make realistic decisions to make recommendations for financial stability.

Continuous Professional Development

How can the institute ensure the growth of CPD for all members and in turn drive professional excellence within the sector?

Develop and annually launch an Industry Training Calendar in partnership with Industry stakeholders aligned to Fáilte Ireland National Development Tourism Authority HRD strategy. Consider training priorities aligned to Industry needs that are innovative in delivery methods, relevant and accurate to ensure industry professional excellence.

Conduct a feasibility study with a view of the Institute becoming a centre of excellence through enhancing stakeholder partnership and Skillnets Ltd.

Encourage regional clustering of professional development focused on specific needs in support of all levels of members aligned to the overall training plan of activity.

Calendar of Events

What practices should the institute put in place to ensure maximum participation in the calendar of activities relevant to all membership categories?

Ensure regional presence and relevant focus of all activities within the calendar of events. Link skillnet activities to member activities at national and regional level. Develop and promote annual calendar of activity at the beginning of each year to ensure wider industry participation and presence.

Promotion of all event pre and post and where feasible profile member participation. Enhance online presence for promotion of all events well in advance to facilitate and increase participation through bookings on line.

Promote Diversity & Equality

What practises can the institute put in place to best promote diversity and equality guidelines to ensure a wider inclusive programme in the Tourism & Hospitality sector?

Disseminate Equality & Diversity projects in partnership with Equality Authority and other key Industry Stakeholders. Publish Industry 10 step guideline to a wide industry audience and support organisations in activities ensuring a inclusive programme for all employees.

Develop and enhance the Diversity Awards programme aligned to Industry guidelines and increase participation in each category of award for best practice. Case study and profile best practice to increase awareness.

Consider opportunities to ensure an inclusions programme of IHI in all calendar activities.

Develop Strategic Alliances

Who can the institute align itself with and enhance Industry organisational relationships for the benefit of its members and the sector itself?

Enhance alliances of the Institute ensuring more joint collaboration of activity for the benefit of all. Develop and increase wider National & International Industry alliances in targeting specific membership categories. Consider alliances with key organisation for funding opportunities.

Focus CPD strategic alliances to ensure industry best practice of partners through information sharing and development of programmes endorsed by key industry partners as standard. Pursue the development of all industry partners marketing and promoting CPD structured offering as one provider to strengthen industry professional development.

Organise events specific to Patrons of the institute and site visits to ensure participation for the benefit of our partners.

Corporate Social Responsibility & Increase Environmental Efficiency

How can the institute develop to ensure CSR best practice while increasing awareness of environmental considerations at business level for the sector?

Consider the feasibility of the Institute going green on all activities in developing best practice to Industry policy and standard in regard to social and environmental responsibility.

Ensure active support of industry professionals and members particularly in a difficult economic climate when considering all calendar of events.

Increase communication, promotion, invoicing and booking of all activities on line to minimise wastage.

2011

and beyond...