



星級旅遊服務認可計劃

Programa de Avaliação de Serviços Turísticos de Qualidade
Quality Tourism Services Accreditation Scheme

Assessment Criteria Travel Agency



澳門特別行政區政府旅遊局
DIRECÇÃO DOS SERVIÇOS DE TURISMO
MACAO GOVERNMENT TOURISM OFFICE

**Quality Tourism Services Accreditation Scheme
Assessment Criteria (Travel Agency)**

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1 Introduction

In order to be in line with the developing goal of building Macao as World Centre of Tourism and Leisure, the Macao Government Tourism Office (MGTO) launched the “Quality Tourism Services Accreditation Scheme” (QTSAS) in 2014 to define the standard of service quality for the tourism industry as well as encourage and support the industry to enhance the service culture. In 2016, MGTO decided to expand QTSAS to include travel agencies as one of the industries covered in the Scheme. Licenced travel agencies in Macao may have different types of businesses including outbound tours, inbound tours, Frequent Individual Travellers packages, ticketing, etc. In view of such varieties of business operations as well as views of the industry, a new “Travel Agencies” category is launched for licenced travel agencies.

This document depicts the basic concepts of assessment and the assessment criteria. It may assist industry incumbents in preparing for their participation in the Scheme.

2 All-directional Service Quality Assessment Criteria

The assessment criteria of QTSAS are based on the role and function of travel agencies as well as the value of their services. The criteria are designed to review and evaluate the service quality of participating travel agencies at all angles.



Figure 1: Main Factors that Constitute Satisfactory Travel Experience

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Role of Travel Agencies

Travel agencies play the role of organizers in the overall tourism industry to plan, make reservations, coordinate and deliver travel services. Most of the services are provided collectively by various suppliers to travellers through travel agencies, which perform their duties in order to ensure travellers to have satisfactory travel experience.

Function of Travel Agencies

The reputation of a travel agency is inevitably affected by the service quality of its suppliers as the services experienced by travellers on the quality of catering, accommodation, transportation, tourist attractions and entertainment, which are determined by various suppliers. Hence, travel agencies not only need to control their own service quality, but also to pay attention to the selection and monitoring of suppliers to ensure the overall service level is satisfactory.

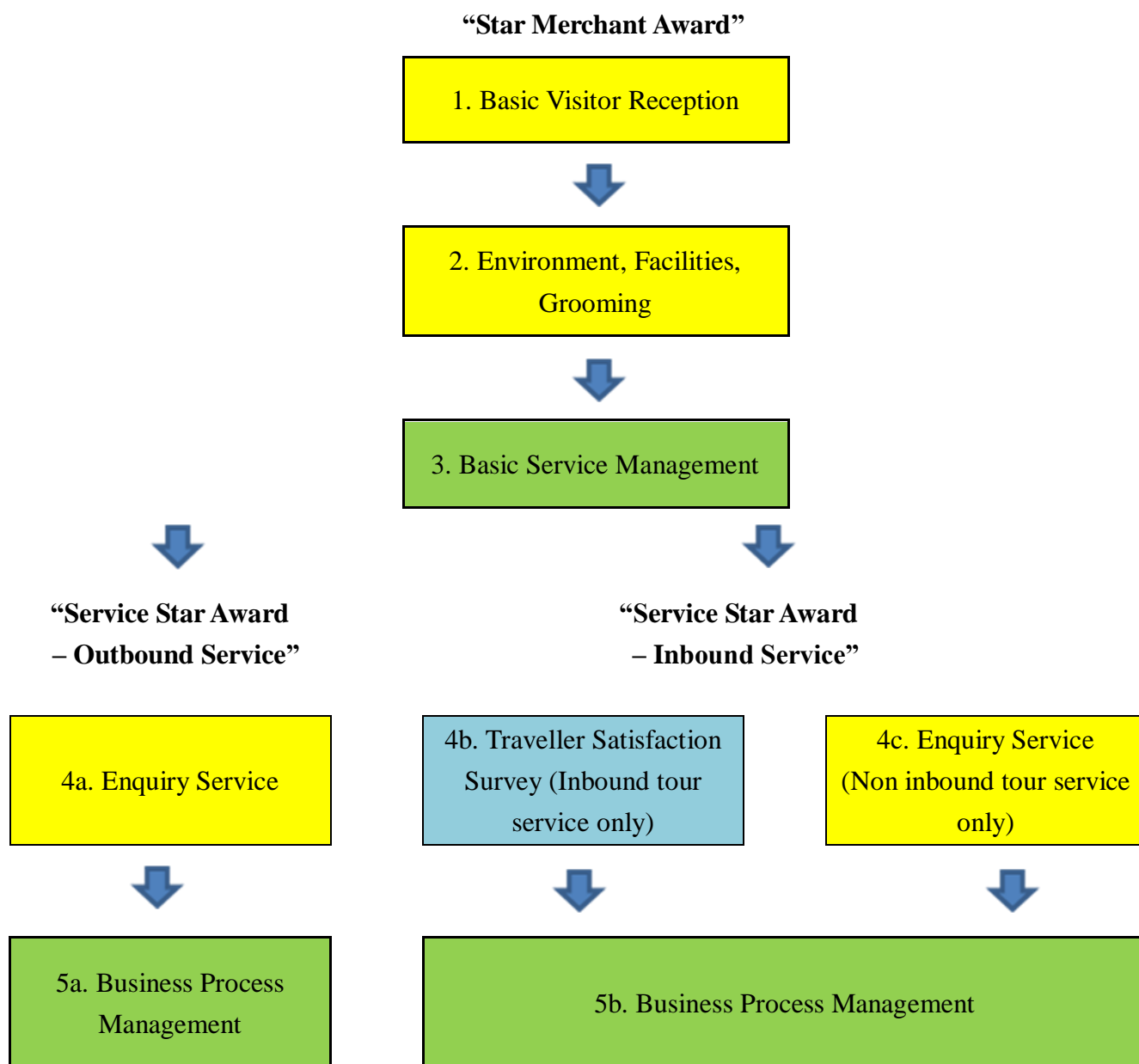
Value of Travel Agency's Service

Travel agencies as the intermediators aim to assist travellers to plan travel itineraries in line with their expectations, select value-for-money travel services and arrange the services needed properly so that travellers can enjoy the fun of travel and derive experiences that are worth remembering and sharing with friends and family. Moreover, provision of convenient and attentive services to save travellers' effort and time is also a core value of travel agencies.

The assessment is comprised of two main parts: the "Mystery Shopping Assessment" and the "Service Management System Audit", to examine the performance of merchant's basic operation and business process. Furthermore, in order to cope with the business model of travel agencies which offer inbound services in Macao, "Traveller Satisfaction Survey" is used to assess the service of those travel agencies through the opinions of travellers. The whole assessment methodology is then able to address different business natures of travel agencies adequately. The results of the assessments are used to determine whether or not the participating merchants have sufficient qualities to receive "Start Merchant Award" and "Service Star Award" or not.

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ASSESSMENT FLOW



Remark 1: The above assessment flow is conducted in 5 steps, step 1, 2, 4a and 4c are "Mystery Shopping Assessment"; Step 3, 5a and 5b are "Service Management System Audit"; and step 4b is "Traveller Satisfaction Survey"

Remark 2: For travel agencies that provide both inbound and outbound service, assessments of step 4a, 4b, 4c, 5a and 5b are applicable.

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2.1 “Mystery Shopping Assessment”

“Mystery Shopping Assessment” is performed by mystery shoppers who pay a maximum of four unannounced visits and calls to each designated business location for the award competition, and up to four additional visits will be made when the merchants also apply to compete for the “Service Star Award – Inbound Service” and their business including non inbound tour service. In addition to the mandatory assessment items, there are some bonus assessment items to reward merchants who made extra efforts to improve service and management of operations.

Details of assessment include:

<u>Step</u>	<u>Assessment Item</u>	<u>Assessment Focus</u>	<u>Assessment Location</u>
1.	Basic Visitor Reception	Availability of staff at the registered business address during office hours to receive visitors	Designated business location for the award competition
2.	Environment, Facilities, Grooming	Provision of suitable environment and facility to receive visitors	Designated business location for the award competition
4a.	Enquiry Service (applicable to “Outbound Service”)	Details of outbound services (including cross border)	Designated business location for the award competition
4c.	Enquiry Service (applicable to “Non Inbound Tour Service”)	Details of non inbound tour service	Designated business location for the award competition

The services that a traveller experiences in a trip are mainly affected by travel agencies’ suppliers or business partners who serve the traveller, the portion that are totally controlled by the travel agency in the entire service delivery process is the direct interaction between the travel agency’s staff and the traveller in a business enquiry. Enquiry service is an important element which can help travellers solve problems that may be encountered in their trips. It is also the main reason that travel agencies’ service is still attractive when compared with the trendy self-service travel service on the internet. The assessment of enquiry service is performed by mystery shoppers based on the behavioural index and complementary features of “Moment of Truth” to evaluate the service attitude and skill as well as professional knowledge of merchant’s frontline staff.

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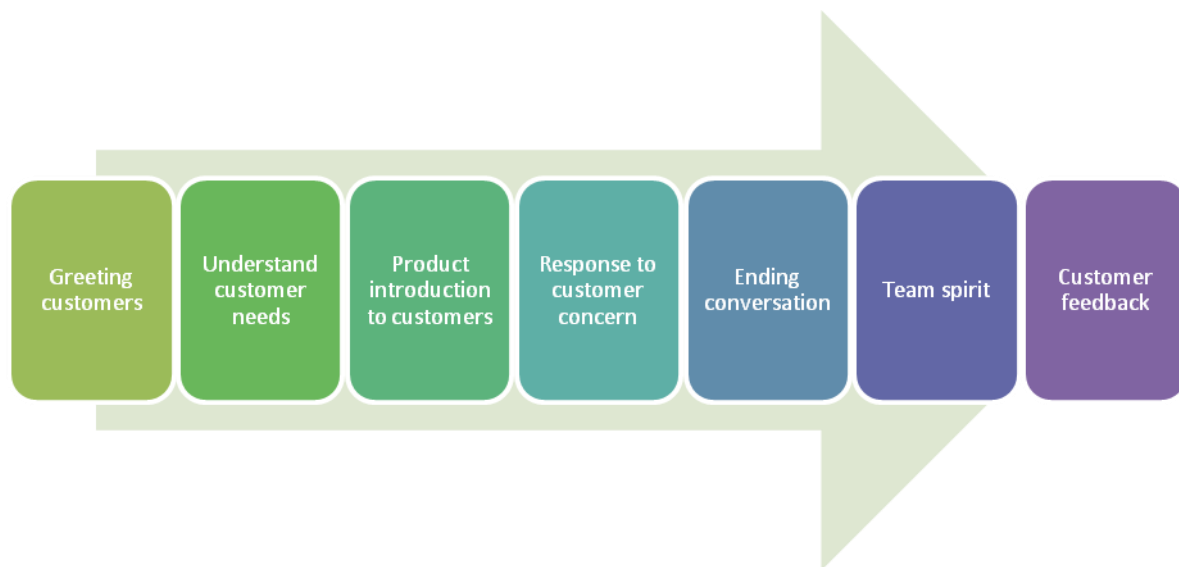


Figure 2: Counter Enquiry (Outbound Service) - behavioural index and complementary features of “Moment of Truth”

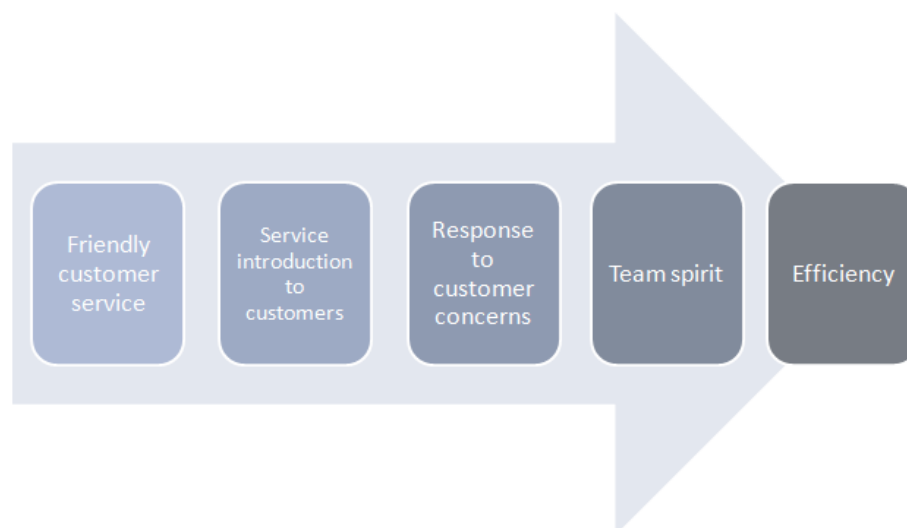


Figure 3: Counter Enquiry (Non Inbound Tour Service) - behavioural index and complementary features of “Moment of Truth”

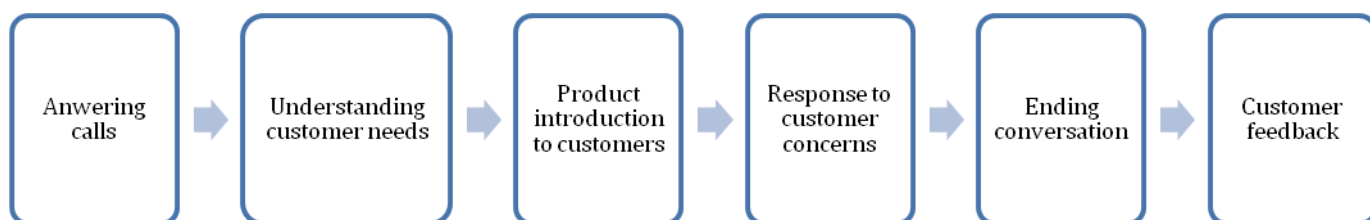


Figure 4: Hotlines Enquiry - Behavioural index and complementary features of “Moment of Truth”

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In case a travel agency provides services that are consumed by travellers in Macao, “Mystery Shopping Assessment” may not be used to assess enquiry service of the travel agency, for example, a regular travel agency renders inbound tour will not receive enquiries directly from individual travellers in most cases. As a result, “Traveller Satisfaction Survey” is added as one of the assessments of this Scheme.

<u>Step</u>	<u>Assessment Item</u>	<u>Assessment Focus</u>	<u>Survey Sample Quantity</u>
4b.	Inbound tour Traveller Satisfaction Survey	Randomly select travellers of inbound tours to conduct the survey at an appropriate gathering point of itinerary within the assessment period 10 tour groups at most, maximum 5 travellers per tour group until sufficient valid samples are obtained	30 valid samples

Net Promoter was introduced to the business world in a 2004 Harvard Business Review article by Fred Reichheld. The research proved the link between higher Net Promoter Score and business growth. When Net Promoter Score is applied to this Scheme, it is a quantitative index that reflects the percentage of travellers who are willing to recommend travel agencies’ service to people they know. “Traveller Satisfaction Survey” is conducted with Net Promoter and traveller experience survey as the framework, surveyors collect travellers’ opinions on recommending others to travel to Macao and their travel experience in a one-on-one way, Net Promoter Score is calculated by using the grades picked by travellers from a scale of 0 (Definitely will never recommend) to 10 (Sure will recommend), while score on traveller experience is determined by five levels.

Each travel agency that provides Inbound Tour Services will be subjected to survey during the first 3 months of the assessment period in accordance to the above mentioned selection regime and survey schedule. In the case that less than 30 valid samples is collected, survey will persist within the following month in 4 tour groups. A maximum of 5 travellers will be surveyed in each tour group.

If the final total number of valid sample is still less than 30, the number will be divided by 30 to form a ratio which is then applied to the score of “Travel Satisfaction Survey”, the calculation method can be referred to Chapter 3.5.

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2.2 “Service Management System Audit”

“Service Management System Audit” is an announced on-site visit performed by professional management system auditors. In addition to the mandatory assessment items, there are some bonus assessment items to reward merchants who made extra efforts to improve service and management of operations. Assessment is focused mainly on the following management elements:

<u>Step</u>	<u>Assessment Item</u>	<u>Assessment Focus</u>	<u>Assessment Location</u>
3.	Basic Service Management	Fostering of teamwork and service culture as well as handling of traveller complaint and emergencies.	Designated business location for the award competition
5a.	Business Process Management (Outbound)	Business process planning, resources allocation, daily operations and monitoring as well as maintenance of critical facilities.	Designated business location for the award competition
5b.	Business Process Management (Inbound)	Business process planning, resources allocation, daily operations and monitoring as well as maintenance of critical facilities.	Designated business location for the award competition

3 Scoring Method

Scores are determined according to performance evaluated against the criteria given in Chapter 4 “Mystery Shopping Assessment”, Chapter 5 “Traveller Satisfaction Survey” and Chapter 6 “Service System Management System Audit”. The scoring of mandatory and bonus assessment items are detailed below:

Mandatory Assessment Items:

The most appropriate score from the rating scale is chosen. If the performance status of the applicant ranges between two levels on the rating scale, a median should be given. (For example, if the performance level is between 75 and 100 points, 87.5 points should be given.)

Bonus Assessment Items:

In the case where a travel agency fully fulfils the criteria, it can score 100 points; or otherwise, the item can be marked as “Not Applicable”.

Scores will be calculated using the scoring tables listed in Chapters 3.3 to 3.5 after the assessments.

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3.1 “Star Merchant Award” Scoring

The total score of “Star Merchant Award” is a summation of three scores below with a defined ratio.

$$\text{“Star Merchant Award” Total Score} = \text{Basic Visitor Reception} \times 25\% + \text{Environment, Facilities, Grooming} \times 25\% + \text{Basic Service Management} \times 50\%$$

This award will be granted to participating merchants who fulfill the requirements specified in Chapter 5.3 of Application Manual.

3.2 “Service Star Award” Scoring

3.2.1 “Service Star Award – Outbound Service” Scoring

The total score of “Service Star Award – Outbound service” is a summation of two scores below with a defined ratio.

$$\text{“Service Star Award – Outbound service” Total Score} = \text{“Star Merchant Award” Total Score} \times 50\% + \text{“Outbound Service” Total Score} \times 50\%$$

Whereas “Outbound Service” Total Score is determined as below:

$$\text{“Outbound Service” Total Score} = \text{Enquiry Service – Outbound} \times 70\% + \text{Business Process Management – Outbound} \times 30\%$$

This award will be granted to the “Star Merchant Award” winner who fulfills the requirements specified in Chapter 5.3 of Application Manual.

3.2.2 “Service Star Award – Inbound Service” Scoring

The total score of “Service Star Award – Inbound service” is a summation of two scores below with a defined ratio.

$$\text{“Service Star Award – Inbound service” Total Score} = \text{“Star Merchant Award” Total Score} \times 50\% + \text{“Inbound Service” Total Score} \times 50\%$$

Whereas “Inbound Service” Total Score is determined as below:

$$\text{“Inbound Service” Total Score} = \text{Traveller Satisfaction Survey – Inbound Tour Service} \times 35\% + \text{Enquiry Service – Non Inbound Tour Service} \times 35\% + \text{Business Process Management – Inbound} \times 30\%$$

This award will be granted to the “Star Merchant Award” winner who fulfills the requirements specified in Chapter 5.3 of Application Manual. The scores are useful for tracking service performance over time. Travel agencies shall conduct self-assessment during surveillance year or every year to identify areas for improvement.

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3.3 “Star Merchant Award” Scoring Table

Moment of Truth	Assessment Items	Mandatory	Bonus
4.1 Basic Visitor Reception			
4.1.1 Business premises	4.1.1.1 Address		
	4.1.1.2 Identification of travel agency		
	4.1.1.3 Reception area		
	Sub-total		
4.1.2 Business hours	4.1.2.1 Staff on duty		
	4.1.2.2 Attend to calls and reply to voice messages		
	Sub-total		
4.1.3 Online reservation/ Online platform	4.1.3.1 Online platform (Bonus)		
	4.1.3.2 Online reservation (Bonus)		
	4.1.3.3 Content of Online platform (Bonus)		
	Sub-total		

Sum of sub-totals of 4.1	
Total number of applicable items of 4.1*	
Basic Visitor Reception score [Sum of sub-totals of 4.1/Total no. of applicable items]	
*The number of applicable items is the sum of mandatory assessment items and bonus assessment items, excluding “not applicable” items (if any).	

Moment of Truth	Assessment Items	Mandatory	Bonus
4.2 Environment, Facilities & Grooming			
4.2.1 Environment cleanliness & tidiness	4.2.1.1 Keep area clean and tidy		
	4.2.1.2 Up-to-date promotion leaflets and brochures are provided adequately and displayed neatly (Bonus)		
	4.2.1.3 Suitable room temperature and lighting		
	Sub-total		
4.2.2 Professional image	4.2.2.1 Grooming		
	4.2.2.2 Wear name tag (Bonus)		
	4.2.2.3 Keep uniform / clothes clean and tidy		
	4.2.2.4 Postures and gestures		
	Sub-total		
4.2.3 Barrier-free facilities	4.2.3.1 Barrier-free facilities (Bonus)		
	Sub-total		

Sum of sub-totals of 4.2	
Total number of applicable items of 4.2*	
Environment, Facilities & Grooming score [Sum of sub-totals of 4.2/Total no. of applicable items]	
*The number of applicable items is the sum of mandatory assessment items and bonus assessment items, excluding “not applicable” items (if any).	

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Value Drivers	Assessment Items	Mandatory	Bonus
6.1 Basic Service Management			
6.1.1 Team spirit and culture	6.1.1.1 Recruitment		
	6.1.1.2 On-job training		
	6.1.1.3 Training for dealing with cultural differences and languages (Bonus)		
	6.1.1.4 Coordination and division of work		
	6.1.1.5 Internal communication		
	6.1.1.6 Staff regulation (Bonus)		
	6.1.1.7 Staff development (Bonus)		
	6.1.1.8 Performance Pledge		
	Sub-total		
6.1.2 Complaint & emergency incidents	6.1.2.1 Customer feedback and complaint handling		
	6.1.2.2 Contingency measures for emergency		
	Sub-total		
6.1.3 Promotion of “Inclusive Society”	6.1.3.1 Caring for disabled customers’ needs (Bonus)		
	6.1.3.2 Caring for disabled employees’ needs (Bonus)		
	Sub-total		

Sum of sub-totals of 6.1	
Total number of applicable items of 6.1*	
Basic Service Management score [Sum of sub-totals of 6.1/Total no. of applicable items]	
*The number of applicable items is the sum of mandatory assessment items and bonus assessment items, excluding “not applicable” items (if any).	

Basic Visitor Reception score x 25%	
Environment, Facilities & Grooming score x 25%	
Basic Service Management score x 50%	
“Star Merchant Award” total score = Sum of the three scores above	

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3.4 “Service Star Award – Outbound Service” Scoring Table

Moment of Truth	Assessment Items	Mandatory	Bonus
4.3 Counter Enquiry Service			
4.3.1 Greeting customers	4.3.1.1 Stay alert to greet customers (Bonus)		
	4.3.1.2 Greet enthusiastically		
	4.3.1.3 Eye contact and smile		
	Sub-total		
4.3.2 Understanding customer needs	4.3.2.1 Guide customers to express needs		
	4.3.2.2 Listen to customer’s needs and repeat customer enquiries		
	Sub-total		
4.3.3 Service introduction to customers	4.3.3.1 Service details		
	4.3.3.2 Unique selling point of service (Bonus)		
	4.3.3.3 Pricing / Quotation		
	4.3.3.4 Terms and conditions		
	4.3.3.5 Offer choices and advice to customers		
	4.3.3.6 Problem solving		
	Sub-total		
4.3.4 Response to customer concerns	4.3.4.1 Listen to customer’s concerns/disagreements		
	4.3.4.2 Tactics to deal with customer concerns/disagreements		
	4.3.4.3 Attitudes and verbal manners		
	Sub-total		
4.3.5 Ending conversation	4.3.5.1 Ensure customers understand replies to enquiries		
	4.3.5.2 Actively say ‘thank you’, ‘goodbye’ and ‘welcome back’ to customers before their departure		
	4.3.5.3 Eye contact and smile		
	Sub-total		
4.3.6 Team spirit	4.3.6.1 Staff looks after and supports each other at work		
	4.3.6.2 Staff performs with same practice and standard		
	Sub-total		
Overall Comment	Assessment Items	Mandatory	Bonus
4.3.7 Customer feedback	4.3.7.1 Proper use of “Magic words” (Bonus)		
	4.3.7.2 Overall performance of services		
	4.3.7.3 Recommendation		
	Sub-total		

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Moment of Truth	Assessment Items	Mandatory	Bonus
4.4 Hotline Enquiry Service			
4.4.1 Answering calls	4.4.1.1 Answer call within 3 rings (Bonus)		
	4.4.1.2 Greet enthusiastically		
	4.4.1.3 Acquire customer's title		
	Sub-total		
4.4.2 Understanding customer needs	4.4.2.1 Guide customers to express needs		
	4.4.2.2 Listen to customer's needs and repeat customer enquiries		
	Sub-total		
4.4.3 Service introduction to customers	4.4.3.1 Service details		
	4.4.3.2 Unique selling point of service (Bonus)		
	4.4.3.3 Pricing / Quotation		
	4.4.3.4 Terms and conditions		
	4.4.3.5 Offer choices and advice to customers		
	4.4.3.6 Problem solving		
	Sub-total		
4.4.4 Response to customer concerns	4.4.4.1 Listen to customer's concerns/ disagreements		
	4.4.4.2 Tactics to deal with customer's concerns/ disagreements		
	4.4.4.3 Verbal manners		
	Sub-total		
4.4.5 Ending conversation	4.4.5.1 Check for other needs before hang up		
	4.4.5.2 Farewell with courtesy		
	4.4.5.3 Hang up sequence & attitudes		
	Sub-total		
Overall Comment	Assessment Items	Mandatory	Bonus
4.4.6 Customer feedback	4.4.6.1 Proper use of 'Magic words' over the phone (Bonus)		
	4.4.6.2 Overall performance of services		
	4.4.6.3 Recommendation		
	Sub-total		

Sum of Sub-totals of 4.3 and 4.4	
Total number of applicable items of 4.3 and 4.4*	
Enquiry Service score [Sum of sub-totals of 4.3 & 4.4 / The number of applicable items]	
*The number of applicable items is the sum of mandatory assessment items and bonus assessment items, excluding "not applicable" items (if any).	

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Value Drivers	Assessment Items	Mandatory	Bonus
6.2 Business Process Management System Audit - Outbound Service			
6.2.1 Outbound tour process	6.2.1.1 Itinerary arrangement		
	6.2.1.2 Collaboration with overseas business partners		
	6.2.1.3 Management of reception, meals, accommodation and transportation at destination		
	6.2.1.4 Enquiry and enrollment		
	6.2.1.5 Pre-tour briefing and services for tour members		
	6.2.1.6 Advanced preparation for meals, accommodation and transportation at the destination		
	6.2.1.7 Management of tour escort's work		
	6.2.1.8 Code of practice for handling crisis during emergency situations (Bonus)		
	6.2.1.9 Simple first aid manual for personal accident (Bonus)		
	6.2.1.10 Standardization management system (Bonus)		
Sub-total			
6.2.2 Outbound ticketing / rental process	6.2.2.1 Collection of information on tourist attractions, meals, accommodation and transportation (only applicable to ticketing)		
	6.2.2.2 Service provider management (if applicable)		
	6.2.2.3 Enquiry and advice on itinerary		
	6.2.2.4 Booking and ticket issuance		
	6.2.2.5 Refund and itinerary amendment		
	6.2.2.6 Standardization management system (Bonus)		
Sub-total			
6.2.3 Continuous improvement	6.2.3.1 Customer satisfaction survey (Bonus)		
	6.2.3.3 Area for improvement (Bonus)		
	Sub-total		
6.2.4 Promotion and achievement	6.2.4.1 One-stop service (Bonus)		
	6.2.4.2 Diversified service (Bonus)		
	6.2.4.3 Achievement (Bonus)		
	Sub-total		

Sum of sub-totals of 6.2	
Total number of applicable items of 6.2*	
Business Process Management – Outbound Service Score [Sum of sub-totals of 6.2/Total no. of applicable items]	
*The number of applicable items is the sum of mandatory assessment items and bonus assessment items, excluding “not applicable” items (if any).	

Enquiry Service score x 70%	
Business Process Management – Outbound Service score x 30%	
“Outbound Service” Total Score = Sum of the two scores above	

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“Star Merchant Award” total score x 50%	
“Outbound Service” total score x 50%	
“Service Star Award – Outbound Service” total score = Sum of the two scores above	

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3.5 “Service Star Award – Inbound Service” Scoring Table

Overall Comment	Assessment Items	Percentage / Score
5 “Traveller Satisfaction Survey”		
5.1 Traveller recommendation level	Grade 9–10	Percentage of satisfied or very satisfied travellers
	Grade 0–6	Percentage of dis-satisfied travellers
	Net Promoter Score	

5.2 Traveller Experience – Inbound Tour		
5.2.1 On-time pick up and control of itinerary	Satisfaction level (Grade 1 - 5)	
5.2.2 Waiting time for check-in and meals	Satisfaction level (Grade 1 - 5)	
5.2.3 Introduction of tourist attractions	Satisfaction level (Grade 1, 3, 4, 5)	
5.2.4 Assistance to travellers	Satisfaction level (Grade 1 - 5)	
5.2.5 Friendly service	Satisfaction level (Grade 1, 2, 4, 5)	
5.2.6 Team spirit	Satisfaction level (Grade 1, 3, 4, 5)	

5.3 Counter Enquiry Service – Non Inbound Tour Service			
Moment of Truth	Assessment Items	Mandatory	Bonus
5.3 Counter Enquiry Service			
5.3.1 Friendly customer service	5.3.1.1	Stay alert to greet customers (Bonus)	
	5.3.1.2	Greet enthusiastically	
	5.3.1.3	Eye contact and smile	
	Sub-total		
5.3.2 Service introduction to customers	5.3.2.1	Service details	
	5.3.2.2	Pricing / Quotation	
	5.3.2.3	Terms and conditions	
	Sub-total		
5.3.3 Response to customer concerns	5.3.3.1	Listen to customer’s concerns/disagreements	
	5.3.3.2	Tactics to deal with customer concerns/disagreements	
	5.3.3.3	Attitudes and verbal manners	
	Sub-total		
5.3.4 Team spirit	5.3.4.1	Staff looks after and supports each other at work	
	5.3.4.2	Staff performs with same practice and standard	
	Sub-total		
5.3.5 Efficiency	5.3.5.1	Handle enquires efficiently	
	Sub-total		
Overall Comment	Assessment Items	Mandatory	Bonus
5.3.6 Customer feedback	5.3.6.1	Proper use of “Magic words” (Bonus)	
	5.3.6.2	Overall performance of services	
	Sub-total		

Sum of Sub-totals of 5.2	
Total number of applicable items of 5.2*	

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Traveller Experience score [Sum of sub-totals of 5.2 / The number of applicable items]	
*The number of applicable items is the sum of mandatory assessment items and bonus assessment items, excluding “not applicable” items (if any).	

No. of valid sample	
Completion rate = no. of valid sample / 30 x 100% Maximum completion rate is 100%	

Sum of Sub-totals of 5.3	
Total number of applicable items of 5.3*	
Counter Enquiry Service score [Sum of sub-totals of 5.3 / The number of applicable items]	
*The number of applicable items is the sum of mandatory assessment items and bonus assessment items, excluding “not applicable” items (if any).	

Net Promoter score x 50%	
Travellers’ Experience score x 25%	
Counter Enquiry Service score x 25%	
“Traveller Satisfaction Survey” score & Counter Enquiry Service score = Sum of the three cores above x Completion rate	

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

Value Drivers	Assessment Items	Mandatory	Bonus
6.3 Business Process Management – Inbound Service			
6.3.1 Inbound tour process	6.3.1.1 Itinerary arrangement		
	6.3.1.2 Collaboration with overseas business partners		
	6.3.1.3 Reception, meals, accommodation and transportation management		
	6.3.1.4 Advanced preparation for inbound tour’s meals accommodation and transportation		
	6.3.1.5 Management of tour guide and driver’s work		
	6.3.1.6 Standardization management system (Bonus)		
	Sub-total		
6.3.2 Inbound ticketing / rental process	6.3.2.1 Collection of information on tourist attractions, meals, accommodation and transportation (only applicable to ticketing)		
	6.3.2.2 Repair and maintenance of vehicle (if applicable)		
	6.3.2.3 Service provider management		
	6.3.2.4 Enquiry and advice		
	6.3.2.5 Booking and ticket issuance		
	6.3.2.6 Refund and itinerary amendment		
	6.3.2.7 Code of practices for tour guide and driver (Bonus)		
	6.3.2.8 Standardization management (Bonus)		
	Sub-total		
6.3.3 Continuous improvement	6.3.3.1 Customer satisfaction survey (Bonus)		
	6.3.3.2 Area for improvement (Bonus)		
	Sub-total		
6.3.4 Promotion and achievement	6.3.4.1 One-stop service (Bonus)		
	6.3.4.2 Sightseeing as main itinerary (Bonus)		
	6.3.4.3 Number of travellers served (Bonus)		
	6.3.4.4 Achievement (Bonus)		
Sub-total			

Sum of sub-totals of 6.3	
Total number of applicable items of 6.3*	
Business Process Management – Inbound Service” score [Sum of sub-totals of 6.3/Total no. of applicable items]	
*The number of applicable items is the sum of mandatory assessment items and bonus assessment items, excluding “not applicable” items (if any).	

“Traveller Satisfaction Survey” score & Counter Enquiry Service score x 70%	
Business Process Management – Inbound Service score x 30%	
“Inbound Service” Total Score = Sum of the two scores above	

**Quality Tourism Services Accreditation Scheme
Assessment Criteria (Travel Agency)**

“Star Merchant Award” total score x 50%	
“Inbound Service” total score x 50%	
“Service Star Award – Inbound Service” total score = Sum of the two scores above	

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

4 “Mystery Shopping Assessment” Criteria

4.1 Basic Visitor Reception

4.1.1 Business Premises

Rating Scale						
Assessment Items	Type	Not correct				Correct
4.1.1.1 Address	Mandatory	0				100

Assessment Items	Type	Identification cannot be found		Identification with missing letter	Identification with minor damages	With clear identification
4.1.1.2 Identification of travel agency	Mandatory	0		50	75	100

Assessment Items	Type	Outside business premises			Inside business premises	With counter
4.1.1.3 Reception area	Mandatory	0			75	100

4.1.2 Business Hours

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always with exception
4.1.2.1 Staff on duty	Mandatory	0	25	50	75	100

Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always with exception
4.1.2.2 Attend to calls and reply to voice messages	Mandatory	0	25	50	75	100

4.1.3 Online reservation / Online platform

Rating Scale						
Assessment Items	Type of scored item	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.1.3.1 Online platform	Bonus	N/A				100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

Assessment Items	Type of scored item	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.1.3.2 Online reservation	Bonus	N/A				100

Assessment Items	Type of scored item	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.1.3.3 Content of Online platform	Bonus	N/A				100

4.2 Environment, Facilities and Grooming

4.2.1 Environment Cleanliness and Tidiness

Customers expect to be served in a comfortable environment with well-maintained facilities. Dirty and worn-out facilities may drive customers away.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.2.1.1 Keep area clean and tidy	Mandatory	0	25	50	75	100
4.2.1.2 Up-to-date promotion leaflets and brochures are provided adequately and displayed neatly	Bonus	N/A				100
4.2.1.3 Suitable room temperature and lighting	Mandatory	0	25	50	75	100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

4.2.2 Professional Image

Customers' first impression of a travel agency always comes from the appearance and gesture of its staff. Professional image of staff enhances confidence.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.2.2.1 Grooming	Mandatory	0	25	50	75	100
4.2.2.2 Wear name tag	Bonus	N/A				100
4.2.2.3 Keep uniform / clothes clean and tidy	Mandatory	0	25	50	75	100
4.2.2.4 Postures and gestures	Mandatory	0	25	50	75	100

4.2.3 Barrier-free facilities

To promote "Inclusive Society" via providing barrier-free facilities and customer caring service to disabled customers to enhance customer experience.

Rating Scale						
Assessment Items	Type of scored item	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.2.3.1 Barrier-free facilities	Bonus	N/A				100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

4.3 Counter Enquiry Service – Outbound

4.3.1 Greeting Customers

When a customer arrives at the counter of a travel agency, he or she expects to be attended soon. Prompt and friendly service may leave the customer with positive impression.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.3.1.1 Stay alert to greet customers	Bonus	N/A				100
4.3.1.2 Greet enthusiastically	Mandatory	0	25	50	75	100
4.3.1.3 Eye contact and smile	Mandatory	0	25	50	75	100

4.3.2 Understand Customer Needs

Whenever a customer makes an enquiry, staff ought to listen carefully and make sure they understand the needs of the customer.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.3.2.1 Guide customers to express needs	Mandatory	0	25	50	75	100
4.3.2.2 Listen to customer's needs and repeat customer enquiries	Mandatory	0	25	50	75	100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

4.3.3 Service Introduction to Customers

After understanding the customer's needs, staff should present to the customer with the suitable services available in a friendly manner. The information provided must be adequate and clear, together with its uniqueness, details of charges and conditions of the service where applicable, while providing the customer with as many choices as possible.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.3.3.1 Service details	Mandatory	0	25	50	75	100
4.3.3.2 Unique selling point of service (Bonus)	Bonus	N/A				100
4.3.3.3 Pricing / Quotation	Mandatory	0	25	50	75	100
4.3.3.4 Terms and conditions	Mandatory	0	25	50	75	100
4.3.3.5 Offer choices and advices to customers	Mandatory	0	25	50	75	100
4.3.3.6 Problem solving	Mandatory	0	25	50	75	100

4.3.4 Response to Customer Concerns

Customers may still have concerns about the services being offered even after the introduction. Staff should provide further explanation with patience.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.3.4.1 Listen to customer's concerns/ disagreements	Mandatory	0	25	50	75	100
4.3.4.2 Tactics to deal with customer's concerns/ disagreements	Mandatory	0	25	50	75	100
4.3.4.3 Attitudes and verbal manners	Mandatory	0	25	50	75	100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

4.3.5 Ending Conversation

Staff should make sure the customer has obtained all required information and bid a courteous farewell before ending the conversation.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.3.5.1 Ensure customers understand replies to enquiries	Mandatory	0	25	50	75	100
4.3.5.2 Actively say 'thank you', 'goodbye' and 'welcome back' to customers before their departure	Mandatory	0	25	50	75	100
4.3.5.3 Eye contact and smile	Mandatory	0	25	50	75	100

4.3.6 Team Spirit

To build up good team spirit, a harmonious working environment should be created.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.3.6.1 Staff looks after and supports each other at work	Mandatory ¹	0	25	50	75	100
4.3.6.2 Staff performs in same practices and standard	Mandatory ¹	0	25	50	75	100

¹ This item shall be over 65 points for "Service Star Award – Outbound Service" & "Service Star Award – Inbound Service".

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

4.3.7 Customer Feedback

Customer feedback enhances travel agencies to review their performance and room for improvement. Meanwhile, propose use of “Magic words” gives customers sense of respectfulness.

Rating Scale							
Assessment Items		Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.3.7.1	Proper use of “Magic words” (Bonus)	Bonus	N/A				100
4.3.7.2	Overall performance of services	Mandatory	0	25	50	75	100
4.3.7.3	Recommendation	Mandatory	0	25	50	75	100

4.4 Hotline Enquiry Service

4.4.1 Answering Calls

When a customer calls on the enquiry hotline of the travel agency, he or she would like to be attended soon. Attend to calls promptly in a friendly manner may give the customer positive impression.

Rating Scale							
Assessment Items		Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.4.1.1	Answer call within 3 rings (Bonus)	Bonus	N/A				100
4.4.1.2	Greet enthusiastically	Mandatory	0	25	50	75	100
4.4.1.3	Acquire customer’s title	Mandatory	0	25	50	75	100

4.4.2 Understanding Customer Needs

Whenever a customer makes an enquiry, staff ought to listen carefully and make sure they understand the needs of the customer.

Rating Scale							
Assessment Items		Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.4.2.1	Guide customers to express needs	Mandatory	0	25	50	75	100
4.4.2.2	Listen to customer’s needs and repeat customer enquiries	Mandatory	0	25	50	75	100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

4.4.3 Service Introduction to Customers

After understanding the customer's needs, staff should present to the customer with the suitable services available in a friendly manner. The information provided must be adequate and clear, together with its uniqueness, details of charges and conditions of the service where applicable, while providing the customer with as many choices as possible.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.4.3.1 Service details	Mandatory	0	25	50	75	100
4.4.3.2 Unique selling point of service (Bonus)	Bonus	N/A				100
4.4.3.3 Pricing / Quotation	Mandatory	0	25	50	75	100
4.4.3.4 Terms and conditions	Mandatory	0	25	50	75	100
4.4.3.5 Offer choices and advice to customers	Mandatory	0	25	50	75	100
4.4.3.6 Problem solving	Mandatory	0	25	50	75	100

4.4.4 Response to Customer Concerns

Customers may still have concerns about the services being offered even after the introduction. Staff should provide further explanation with patience.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.4.4.1 Listen to customer concerns/ disagreements	Mandatory	0	25	50	75	100
4.4.4.2 Tactics to deal with customer concerns/ disagreements	Mandatory	0	25	50	75	100
4.4.4.3 Verbal manners	Mandatory	0	25	50	75	100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

4.4.5 Ending Conversation

Staff should make sure the customer has obtained all required information and bid a courteous farewell before ending the conversation.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.4.5.1 Check for other needs before hang up	Mandatory	0	25	50	75	100
4.4.5.2 Farewell with courtesy	Mandatory	0	25	50	75	100
4.4.5.3 Hang up sequence & attitudes	Mandatory	0	25	50	75	100

4.4.6 Customer Feedback

Customer feedback enhances travel agencies to review their performance and room for improvement. The key to telephone conversation is the speed and pace of speech, speaking too fast or too slow is inappropriate. In addition, proper use of “Magic words” will give customers a sense of respectfulness.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
4.4.6.1 Proper use of ‘Magic words’ over the phone (Bonus)	Bonus	N/A				100
4.4.6.2 Overall performance of services	Mandatory	0	25	50	75	100
4.4.6.3 Recommendation	Mandatory	0	25	50	75	100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

5 “Traveller Satisfaction Survey” Criteria

5.1 Traveller Recommendation Level

Net Promoter Score is determined through the percentage of following respondent groups from sampled travellers in a survey of their opinion regarding a 0 to 10 scale question on the satisfaction level of their journey.

<u>Grade selected</u>	<u>Respondent group</u>	<u>Satisfaction level</u>
9 - 10	Promoters	Satisfied and very satisfied travellers, who had very good travelling experience in Macao, they will visit again and recommend Macao to others
7 - 8	Passives	Travellers with no dissatisfaction, had no good or bad experience in particular during their journey to Macao, they will not recommend to others to travel to Macao actively
0 - 6	Detractors	Dissatisfied travellers, who had unpleasant or bad travelling experience in Macao, they may give negative comments about travelling to Macao to affect others

And then calculate the score by using the following formula.

$$\text{Net Promoter Score} = \text{Percentage of Promoters} - \text{Percentage of Detractors}$$

The range of Net Promoter Score may vary from -100% (all are Detractors) to +100% (all are Promoters).

Travel experience is affected not only by the service performance of travel agencies in some cases, but also by other circumstantial factors (e.g. weather, traffic condition, crowd, hygiene, law and order, etc.) as well as travellers' own aspects (e.g. luck in gambling, health, injury, diet and lost of property, etc.). Therefore, the validity of the grades selected by travellers will be further confirmed by using information on service level, circumstantial factors and travellers' own aspects collected when they selected the grades, the samples that may cause doubt in the validity of the Net Promoter Score will then be discarded.

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

5.2 Traveller Experience – Inbound Tour

Survey Question	Type	Satisfaction Level Grade				
		1	2	3	4	5
5.2.1 On-time pick up and control of itinerary	Mandatory	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
		0	25	50	75	100
5.2.2 Waiting time for check-in and meals	Mandatory	Always waited for a long time	Waiting time was a bit long for most of the time	Waiting time was a bit long but not frequent	No need to wait for a long time, reasonable	Very fast
		0	25	50	75	100
5.2.3 Introduction of tourist attractions	Mandatory	No introduction		Simple introduction	Informative introduction	Informative and interesting introduction
		0		50	75	100
5.2.4 Assistance to travellers	Mandatory	Ignored travellers' need	Not willing to help	Passive but still willing to help	Paid attention to travellers' needs and assisted actively	Enthusiastic to remind travellers and assisted actively
		0	25	50	75	100
5.2.5 Friendly service	Mandatory	Bad manner and tone	Not very polite		Polite	Polite and patient, friendliness
		0	25		75	100
5.2.6 Team spirit	Mandatory	Argue among staff		With communication during work	Worked together smoothly and looked after each other	Worked together smoothly and looked after each other, good relationship
		0		50	75	100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

5.3 Counter Enquiry Service – Non Inbound Tour Service

(e.g. Inbound ticketing & rental service)

5.3.1 Friendly Customer Service

When a customer arrives at the counter of a travel agency, he or she expects to be attended soon. Prompt and friendly service may leave the customer with positive impression.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
5.3.1.1 Stay alert to greet customers	Bonus	N/A				100
5.3.1.2 Greet enthusiastically	Mandatory	0	25	50	75	100
5.3.1.3 Eye contact and smile	Mandatory	0	25	50	75	100

5.3.2 Service Introduction to Customers

After understanding the customer's needs, staff should present to the customer with the suitable services available in a friendly manner. The information provided must be adequate and clear, together with its uniqueness, details of charges and conditions of the service where applicable, while providing the customer with as many choices as possible.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
5.3.3.1 Service details	Mandatory	0	25	50	75	100
5.3.3.2 Pricing / Quotation	Mandatory	0	25	50	75	100
5.3.3.3 Terms and conditions	Mandatory	0	25	50	75	100

5.3.3 Response to Customer Concerns

Customers may still have concerns about the services being offered even after the introduction. Staff should provide further explanation with patience.

Rating Scale						
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception
5.3.3.1 Listen to customer's concerns/ disagreements	Mandatory	0	25	50	75	100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

5.3.3.2	Tactics to deal with customer's concerns/ disagreements	Mandatory	0	25	50	75	100
5.3.3.3	Attitudes and verbal manners	Mandatory	0	25	50	75	100

5.3.4 Team Spirit

To build up good team spirit, a harmonious working environment should be created.

Rating Scale							
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception	
5.3.4.1	Staff looks after and supports each other at work	Mandatory	0	25	50	75	100
5.3.4.2	Staff performs in same practices and standard	Mandatory	0	25	50	75	100

5.3.5 Efficiency

To shorten the waiting time, staff should handle customers' enquires efficiently.

Rating Scale							
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception	
5.3.5.1	Handle enquires efficiently	Mandatory	0	25	50	75	100

5.3.6 Customer Feedback

Customer feedback enhances travel agencies to review their performance and room for improvement. Meanwhile, propose use of "Magic words" gives customers sense of respectfulness.

Rating Scale							
Assessment Items	Type	Never	Sometimes	Mostly	Always but with occasional exceptions	Always without exception	
5.3.6.1	Proper use of "Magic words" (Bonus)	Bonus	N/A			100	
5.3.6.2	Overall performance of services	Mandatory	0	25	50	75	100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

6. “Service Management System Audit” Criteria

6.1 Basic Service Management

6.1.1 Team Spirit and Culture

Staff management is always at the top of the meeting agenda of the management as it is the critical factor coordinating and controlling service quality. In order to equip staff with the right awareness, ability, attitude and team spirit in service delivery, staff recruitment, training as well as the way they are treated play an important role.

Rating Scale						
Assessment Items	Type	No regulation	Implement by designated person(s)	Implement as required by regulation	Implement as required by regulation with desirable result	Monitor the effectiveness with continuous improvement
6.1.1.1 Recruitment	Mandatory	0	25	50	75	100
6.1.1.2 On-job training	Mandatory	0	25	50	75	100

Assessment Items	Type	No training provided				Training provided
6.1.1.3 Trainings for dealing with cultural differences and languages	Bonus	N/A				100

Assessment Items	Type	No regulation	Implement by designated person(s)	Implement as required by regulation	Implement as required by regulation with desirable result	Monitor the effectiveness with continuous improvement
6.1.1.4 Coordination and division of work	Mandatory ²	0	25	50	75	100
6.1.1.5 Internal communication	Mandatory ²	0	25	50	75	100

Assessment Items	Type	Not existed				With staff’s understanding and agreement
6.1.1.6 Code of conduct	Bonus	N/A				100

Assessment Items	Type	No mechanism				With mechanism and successful case(s)
6.1.1.7 Staff development	Bonus	N/A				100

² This item shall be over 65 points for “Service Star Award – Inbound Service”.

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

Assessment Items	Type	No concept		Communi- -cated with staff	Demonstrated to customers	Deliver service as committed
6.1.1.8 Performance pledge	Mandatory	0		50	75	100

Practical guidelines

1. Recruitment requirements should encompass eligibility to work in Macao, educational background, working experience, personality and, where applicable, specific professional qualifications (e.g. driving licences, tour guide card).
2. Candidates should be assigned duties that paired with their personal capability.
3. Proper communication and information sharing mechanisms need to be ensured in order to coordinate between different positions (e.g. between frontline customer service staff and itinerary design staff).
4. Company culture must be fostered and work briefings for staff with different job functions must be conducted. Internal communication can be enhanced through regular briefings in which the values and visions of the company, service commitments, update of service description, breaking news, service skills, knowledge refreshment, and recent customer complaints etc. are shared.
5. Yelling and quarrelling in front of customers are acts that definitely demonstrate poor team spirit. Disputes should be avoided despite the occurrence of unpleasant incidents. Providing adequate training and briefing to staff before assigning them to serve customers is a good way to prevent mistakes and errors.
6. Regular team building activities or social gatherings should be arranged among the staff to foster communication and a harmonious working environment.
7. Training to improve psychological qualities (e.g. positive thinking, empathy, etc.), communication and servicing skills should be provided to customer service staff so that customers feel that they are valued. Travel knowledge of customer service staff (e.g. visa requirements, transportation and other issues concerned with travelling) can allow them to offer customers more caring services.
8. A Performance Pledge emphasizes the importance of commitment to customers. A Performance Pledge could be a simple statement such as “We are committed to serving our customers from our hearts!”, or some specific performance index such as “We answer enquiries the same day”.

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

6.1.2 Complaint and Emergency Incidents

The long term success of a travel agency relies on its ability to learn from experience and avoid problem from happening again. Besides, improvement of its ability to manage emergency incidents is also a critical success factor.

Rating Scale						
Assessment Items	Type	No regulation	Implement by designated person(s)	Implement as required by regulation	Implement as required by regulation with desirable result	Monitor the effectiveness with continuous improvement
6.1.2.1 Customer feedback and complaint handling	Mandatory	0	25	50	75	100

Assessment Items	Type	No regulation	Emergency no. distributed	Contingency plan documented	Contingency plan distributed	Regular drill with record
6.1.2.2 Contingency measures for emergency	Mandatory	0	25	50	75	100

Practical guidelines

1. Customer complaint handling shall include containment of the incident, compensation to affected customers, investigation into the incident and preventive actions.
2. Unexpected events are inevitable and may lead to an interruption of a planned itinerary. Pre-established contingency plans can help staff to response quickly and correctly so as to reduce inconvenience caused to customers and minimize losses suffered by the travel agency and the negative impact on its reputation.

6.1.3 Promotion of “Inclusive Society”

“Inclusive Society” is one of the key missions of Corporate Social Responsibility (CSR). To achieve this mission, corporations recruit disabled employees, provide appropriate training to develop their potential and assist them to integrate with general employees.

Rating Scale						
Assessment Items	Type	None				Implemented / desirable result
6.1.3.1 Caring for disabled customers' needs	Bonus	N/A				100
6.1.3.2 Caring for disabled employees' needs	Bonus	N/A				100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

Practical guidelines

1. Define the service guidelines for disabled customers to meet their needs.
2. Develop the working manual and provide training to disabled employees for staff development. To assign these employees to appropriate job positions e.g. physically disabled employee as cashier, autistic disorder employee to handle simple and routine tasks.
3. Provide barrier-free facilities e.g. customized workstation and disabled toilet for wheelchair user.

6.2 Business Process Management – Outbound Service

Operational process directly affects the travel experience of customers. Therefore, if an efficient and effective operation process can be designed and implemented, it will help to increase the competitiveness of travel agencies.

6.2.1 Outbound Tour Process

Rating Scale							
Assessment Items	Type	No regulation	Implement by designated person(s)	Implement as required by regulation	Implement as required by regulation with desirable result	Monitor the effectiveness with continuous improvement	
6.2.1.1 Itinerary arrangement	Mandatory	0	25	50	75	100	
6.2.1.2 Collaboration with overseas business partners	Mandatory	0	25	50	75	100	
6.2.1.3 Management of meals, accommodation and transportation at destination	Mandatory	0	25	50	75	100	
6.2.1.4 Enquiry and enrollment	Mandatory	0	25	50	75	100	
6.2.1.5 Pre-tour briefing and services for tour members	Mandatory	0	25	50	75	100	
6.2.1.6 Advanced preparation for meals, accommodation and transportation at the destination	Mandatory	0	25	50	75	100	
6.2.1.7 Management of tour escort's work	Mandatory	0	25	50	75	100	

Assessment Items	Type	None				With document & training
6.2.1.8 Code of practice for handling crisis during emergency situations	Bonus	N/A				100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

6.2.1.9	Simple first aid manual for personal accident	Bonus	N/A				100
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Assessment Items	Type	None				Established, & implemented effectively	
6.2.1.10	Standardization management system	Bonus	N/A				100

Practical guidelines

1. The safety, health of customers and the capacity to serve travellers at their destination should be fully considered when planning itinerary arrangements. Do research and make site inspection in advance can minimize accidents and disputes.
2. The capacity and service level of the local reception organization at the destination is the key to a successful trip. A mechanism for evaluation of local reception organizations should be established and regular monitoring should be done before and after the service.
3. Establishment of service process and service standard is the basis of operational process management. Customer service staff is well aware of the steps for serving customers and knows how to meet requirements. The most important is to let staff know what should be done and what should not be done when they are at work.
4. When information technology is deployed in daily operations, sufficient consideration on preparedness for data recovery is necessary; data backup is very important.
5. When customer inquires about tour information, the staff should be able to provide adequate and up-to-date information and give customers different options and professional advice.
6. Services provided after enrollment should consider the preparation required by customers before going on the tour (e.g. visa, restrictions on baggage during transportation, weather at destination, currency, mobile communication, emergency numbers and special customs and laws). Such information can be communicated to tour members in pre-tour briefings and in information kits.
7. Before departure, entry and exit arrangements across various borders (e.g. air tickets, ferry tickets, visas) should be confirmed so that customers can reach destinations on schedule. In addition, local reception organizations should be contacted for itinerary arrangements (e.g. hotel accommodation, transportation, meals, etc.) and to accommodate the special needs of individual tour members.
8. Customers should be reminded about assembly times, location as well as arrangements in case of bad weather.
9. Cooperation between tour escort and tour guide is very important. A streamlined processing procedure can assist the tour escort to handle essential issues from preliminary preparation to the end of the trip so as to prevent the occurrence of potential problems.

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10. Code of practices for handling crisis during emergency situations and simple first-aid handbook for personal accident can provide precise instruction to tour escorts so as to avoid human error.

6.2.2 Outbound Ticketing / Rental Process

Rating Scale						
Assessment Items	Type	No regulation	Implement by designated person(s)	Implement as required by regulation	Implement as required by regulation with desirable result	Monitor the effectiveness with continuous improvement
6.2.2.1 Collection of information on tourist attractions, reception, meals, accommodation and transportation (only applicable to ticketing)	Mandatory	0	25	50	75	100
6.2.2.2 Service provider management	Mandatory	0	25	50	75	100
6.2.2.3 Enquiry and advice on itinerary	Mandatory	0	25	50	75	100
6.2.2.4 Booking and ticket issuance	Mandatory	0	25	50	75	100
6.2.2.5 Refund and itinerary amendment	Mandatory	0	25	50	75	100

Assessment Items	Type	None				Established, & implemented effectively
6.2.2.6 Standardization management system	Bonus	N/A				100

Practical guidelines

1. Predominate information relevant to the business is a critical factor of customer satisfaction, information may include ticket fares, service hours, terms & conditions, refund & itinerary amendment, update of new services and obsolete services. The process of collection, update and distribution of information to customer service staff cannot be overlooked.
2. Release updates of new services and promotional offers to customers will help them to consider your services when there is a need for tickets.
3. Restrictions on service redemption that are imposed in the service agreement should be detailed in writings and explanations must be provided to customers before confirming the tickets, it will help prevent unnecessary dispute with customers.
4. The establishment of service processes and service standards is the basis of operational process

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

management. Customer service staff is well aware of the steps in receiving customers and know well how to meet the requirements. The most important thing is to let staff know what should be done and what should not be done when they are at work.

5. When information technology is deployed in daily operations, sufficient consideration on preparedness for data recovery is necessary; data backup is very important.
6. When a customer makes an inquiry about ticketing information, customer service staff should be able to provide adequate and up to date information, give customers different options and professional advice.
7. Collect customer feedback on the performance of service provider can help make convincing recommendations to customers with confidence.
8. Retain full records of customer's requests on booking, ticket issuing and itinerary amendment can facilitate investigation and clarification of liabilities when there is a dispute.
9. Arrange maintenance of ticketing system equipment on a regular basis to prevent service interruption.

6.2.3 Continuous Improvement

The long-term success of travel agencies depends on their ability to learn from experience and continuously improve as this will enhance the overall service and operation capability.

Rating Scale						
Assessment Items	Type	None				Implemented with desirable result
6.2.3.1 Customer satisfaction survey	Bonus	N/A				100
6.2.3.2 Area for improvement	Bonus	N/A				100

Practical guidelines

1. A customer satisfaction survey provides a channel to collect customer feedback. Travel agencies may analyze the feedback, define the problem, and prioritize the necessary action, in order to increase service performance.
2. Area for improvement is usually self-initiated in the pursuit of excellence in service performance. It may be inferred from measures like benchmarking with other travel agencies or from conducting customer satisfaction surveys. For example, developing new itinerary or attractions could offer customers more choices and hence increase the competitiveness of the travel agencies.

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

6.2.4 Promotion and Achievement

The efforts of a travel agency should be recognized when it contributes to the overall success of the travel industry in Macao. Travel agencies that provide one-stop service are well worth the acknowledgement.

Rating Scale						
Assessment Items	Type	None				Implemented / desirable result
6.2.4.1 One-stop service	Bonus	N/A				100
6.2.4.2 Diversified service	Bonus	N/A				100
6.2.4.3 Achievement	Bonus	N/A				100

Practical guidelines

1. Bonus score will be given if a travel agency provides one-stop service that cover, meals, accommodation and transportation that travellers need.
2. Bonus score will be given if a travel agency organizes tours to 5 or more different countries or 2 or more types of tour service related value-added services (e.g. travel insurance).
3. Achievement may include local or international awards or prizes in recognition of brand image, food or service quality.

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

6.3 Business Process Management – Inbound Service

Operational process directly affects the travel experience of customers. Therefore, if an efficient and effective operation process can be designed and implemented, it will help increase the competitiveness of travel agencies.

6.3.1 Inbound Tour Process

Rating Scale						
Assessment Items	Type	No regulation	Implement by designated person(s)	Implement as required by regulation	Implement as required by regulation with desirable result	Monitor the effectiveness with continuous improvement
6.3.1.1 Itinerary arrangement	Mandatory	0	25	50	75	100
6.3.1.2 Collaboration with overseas business partners	Mandatory	0	25	50	75	100
6.3.1.3 Reception, meals, accommodation and transportation management	Mandatory	0	25	50	75	100
6.3.1.4 Advanced preparation for inbound tour's meals, accommodation and transportation	Mandatory	0	25	50	75	100
6.3.1.5 Management of tour guide and driver's work	Mandatory	0	25	50	75	100
6.3.1.6 Standardization management system	Mandatory	N/A				100

Practical guidelines

1. The safety and health of customers and the capacity to serve travellers at the particular destination should be fully considered when planning the itinerary arrangements. Do research and make site inspection in advance can minimize the chance of accidents and disputes occurring.
2. The establishment of service processes and service standards is the basis of operational process management. Customer service staff is well aware of the steps of how to work with overseas travel agencies. The most important is to let staff know what should be done and what should not be done when they are at work.
3. When an overseas travel agency makes an inquiry about cooperation and local tour information, travel agencies should be able to provide adequate, up-to-date information and give overseas travel agencies different options and professional advice.
4. Before accepting a tour, travel agencies shall ensure they have the ability to fulfill requirements stated in the contract.

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5. After signing contract with overseas travel agencies, information on travel preparations needs to be provided to outbound tour participants before the tour (e.g. visa, restrictions on baggage during transportation, local weather, currency, mobile communication, emergency numbers and special customs and laws). The information can be communicated to overseas travel agencies in the form of information kits.
6. A tour guide's competence and service level is the key to success for the trip. Define tour guide evaluation procedure and monitor tour guide regularly before and after the trip.
7. Re-confirm itinerary arrangements with overseas travel agencies (e.g. hotel accommodation, transportation, meals, etc), as well as any special requirements of tour members. After that, make arrangements with the particular service provider.
8. Provide itinerary details, number of participants, driver and hotel arrangements as well as contacts to the tour guide. Remind the tour guide and driver of the assembly time and location.
9. Cooperation between tour guide, tour escort, driver, and hotel is very important. A streamlined processing procedure can assist the tour guide in handling essential issues from preliminary preparation to the end of trip and prevent potential problems.

6.3.2 Inbound Ticketing / Rental Process

Rating Scale						
Assessment Items	Type	No regulation	Implement by designated person(s)	Implement as required by regulation	Implement as required by regulation with desirable result	Monitor the effectiveness with continuous improvement
6.3.2.1 Collection of information on tourist attractions, meals, accommodation and transportation (only applicable to ticketing)	Mandatory	0	25	50	75	100
6.3.2.2 Repair and maintenance of vehicle (if applicable)	Mandatory	0	25	50	75	100
6.3.2.3 Service provider management	Mandatory	0	25	50	75	100
6.3.2.4 Enquiry and advice	Mandatory	0	25	50	75	100
6.3.2.5 Booking and ticket issuance	Mandatory	0	25	50	75	100
6.3.2.6 Refund and itinerary amendment	Mandatory	0	25	50	75	100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

Assessment Items	Type	None				Implemented with desirable result
6.3.2.7 Code of practices for tour guide and driver	Bonus	N/A				100
6.3.2.8 Standardization management system	Bonus	N/A				100

Practical guidelines

1. Predominate information relevant to the business is a critical factor of customers satisfaction, information may include ticket fares, service hours, terms & conditions, refund & itinerary amendment, update of new services and obsolete services. The process of collection, update and distribution of information to customer service staff cannot be overlooked.
2. Routinely updates of new services and promotional offers to customers will help them to consider your services more when there is a need for tickets.
3. For transportation rental service providers, arrange regular maintenance of vehicles and vessels to ensure travellers' safety.
4. Restrictions on service redemption that are imposed in the service agreement should be detailed in writings and explanations must be provided to customers before confirming the tickets, it will help prevent unnecessary dispute with customers.
5. The establishment of service processes and service standards is the basis of operational process management. Customer service staff is well aware of the steps for receiving customers. The most important is to let staff know what should be done and what should not be done when they are at work.
6. When information technology is deployed in daily operations, sufficient consideration on preparedness for data recovery is necessary; data backup is very important.
7. When a customer makes an inquiry about ticketing information, customer service staff should be able to provide adequate, up to date information and give customers different options and professional advice.
8. Collect customer feedback on the performance of service provider can help make convincing recommendations to customers with confidence.
9. Retain full records of customer's requests on booking, ticket issuing and itinerary amendment can facilitate investigation and clarification of liabilities when there is a dispute.
10. Arrange maintenance of ticketing system and equipment on a regular basis to prevent service interruption.
11. Code of practice for tour guide and driver can help them to understand their duties, professional ethics and avoid improper behavior.

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

6.3.3 Continuous Improvement

The long-term success of travel agencies depends on their ability to learn from experience and continuously improve as this will enhance the overall service and operation capability.

Assessment Items	Type	None				Implemented with desirable result
6.3.3.1 Customer satisfaction survey	Bonus	N/A				100
6.3.3.2 Area for improvement	Bonus	N/A				100

Practical guidelines

1. A customer satisfaction survey provides a channel to collect customer feedback. Travel agencies may analyze the feedback, define the problem, and prioritize the necessary action, in order to increase service performance.
2. Area for improvement is usually self-initiated in the pursuit of excellence in service performance. It may be inferred from measures like benchmarking with other travel agencies or from conducting customer satisfaction surveys. For example, developing new itinerary or attractions could offer customers more choices and hence increase the competitiveness of travel agencies.

6.3.4 Promotion and Achievement

The efforts of a travel agency should be recognized when it contributes to the overall success of the travel industry in Macao. Travel agencies that can provide one-stop service, promote historic and cultural activities of Macao to travelers and show outstanding performance in receiving travelers from different regions.

Rating Scale						
Assessment Items	Type	None				Implemented / desirable result
6.3.4.1 One-stop service	Bonus	N/A				100
6.3.4.2 Sightseeing as main itinerary	Bonus	N/A				100
6.3.4.3 Number of travellers served	Bonus	N/A				100
6.3.4.4 Achievement	Bonus	N/A				100

Quality Tourism Services Accreditation Scheme Assessment Criteria (Travel Agency)

Practical guidelines

1. Bonus score will be given if a travel agency provides one-stop service that cover meals, accommodation and transportation that travellers need.
2. For the last twelve months, fifty percent of the tours received by a travel agency are mainly for sight-seeing purposes (based on the itinerary of each tour, tourist attractions should include at least Five world heritage sites of Macao with a minimum stay of four hours every day), bonus score will be given.
3. Average number of travellers received by travel agency is calculated according to the latest published statistics by Macao Government of the number of travellers and number of travel agencies. Bonus score will be given if the number of travellers received by a travel agency, in same year of the statistics, exceeds the average number. The number includes the number of travellers served in other inbound services (e.g. transportation reservation, hotel booking, ticketing service & etc.).
4. Achievement may include local or international awards or prizes in recognition of brand image, food or service quality.

This document contains a Chinese, Portuguese and English version. If there is any inconsistency or ambiguity among three versions, the Chinese version shall prevail.