Groupe

Pierre & Vacances

CenterParcs

Every day, the perfect break – naturally

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Bachelor thesis

A thesis written at the Operational Risk Department of the Groupe Pierre et Vacances Center Parcs.

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II. Table of Abbreviations

IRCA .... International Register of Certificated Auditors

ISO.. International Organisation for Standardisation

MBA Global Marketing .... Site set up by a freelance business writer and editor

NSAI ....National Standards Association of Ireland

OHSAS ....Occupational Health and Safety Advisory Systems

ORD...Operational Risk Department

OSH...Organizational Safety and Health

OSHA.. Occupational Safety and Health Administration

OSHMS.................................... Organizational Safety and Health Management System

PDCA ....Plan-Do-Check-Act

PDCA Cycle .... Plan-Do-Check-Act Cycle / Deming Cycle

PESTLE Analysis .... Political, Economic, Social, Technological, Legal and Environmental Analysis

PVCP Group .... Groupe Pierre et Vacances Center Parcs

QRR..Quarterly Risk Reports

RBS ....Rotterdam Business School

RPI...Risk Performance Indicator(s)

RIMS.. Risk and Insurance Management Society

SERVQUAL ....Quality management framework to measure customer expectations of service quality

SCI QUAL .... Australian third party Certification Body

Site/Sites...........One or several of the villages/apartments/hotels/etc. of the PVCP Group

SWOT (Analysis)................................. Strength-Weakness-Opportunity-Threat (Analysis)

www. .... World Wide Web

III. Table of Figures

1. Thesis Proposal

3.1 Context

3.1.1 Groupe Pierre et Vacances Center Parcs

The author's thesis company will be the Groupe Pierre et Vacances Center Parcs, at which the author will do his research project for the Operational Risk Department.

Groupe Pierre et Vacances Center Parcs is market leader in the market of short vacations in spacious parks surrounded by nature. Groupe Pierre et Vacances Center Parcs consists of several brands, firstly there is Pierre et Vacances and Center Parcs Europe, but these brands consist of different brands as well.

Center Parcs Europe consists of two brands: Center Parcs and Sunparks . There are currently 23 CPE - parks in four different countries; The Netherlands, Belgium, Germany and France. The Dutch park Sandur has been added in January 2011 to the portfolio.

Groupe Pierre et Vacances Center Parcs offers its guests the possibility to completely relax during a carefree vacation in its sociably set up bungalows, provided with all amenities. Furthermore, all parks are equipped with a range of facilities, such as the grand subtropical swimming pool available at every park and the many activities that are offered, such as a range of different sports activities, a range of different recreation activities, evening entertainment and shows. (PVCP Group, 2013)

Number of employees	7.465
Operating Income (2011)	EUR 19,90 million
Net Income (2011)	EUR 10,50 million
Revenue (2011)	EUR 1,47billion
Net Profit (2009-2010)	EUR 42,3 million
Net Profit (2010-2011)	EUR 7,3 million
Net Profit (2011-2012)	(EUR 27,4 million)

Figure 1– 'Indicated size of the organization' - (PVCP Group, 2012) (Groupe PVCP, 2012)

1.1.2 Operational Risk Department

The Operational Risk Department is a small department within the PVCP Group, but is a crucial part of the entire organization. The department works overarching for all Center Parcs parks within Center Parcs Europe and for the different sites of Pierre & Vacances. The department consists of a total of seven persons, excluding the interns that come and go. The Operational Risk Department is supervised by Stefaan Ketels, who is the Operational Risk Group Director and also the author's thesis supervisor.

The Operational Risk Department currently manages the risk in the operational environment of the entire organization by using a system of risk domains. The risk factors within the organization are split into nine risk domains in order to effectively reduce the risk of each domain to a respectable level. There is a manual made by the ORD for each risk domain in three languages (Dutch, German & French) and made available to the appropriate audiences.

The purpose of the department is twofold. On the one hand, to optimize and guarantee the security within the PVCP Group and on the other hand to reduce the operational risks to an acceptable level for the employees, guests and for the organization itself. (Geers, Information about the ORD, 2013)

1.1.3 The Nine Risk Domains

1. **Drinking Water**

The risk domain 'Drinking Water' covers the area of hygiene and Legionella. The Operational Risk Department has put together a manual with procedures, work instructions, forms, etc. to effectively reduce the risk of Legionella on all the sites of the PVCP Group and to improve the hygiene of both the employees operating on the sites and the sites themselves.

2. **Fire Safety**

The risk domain 'Fire Safety' covers the area of Life Safety and Property Damage. The Operational Risk Department has put together a manual with procedures, work instructions, forms, etc. to effectively reduce the risk of property damages due to fire-related incidents, to reduce the amount of fire hazards and to effectively reduce the risk of fatal incidents due to fire-related incidents.

3. **Food**

The risk domain 'Food' covers the area of HACCP. The Operational Risk Department has put together a manual with procedures, work instructions, forms, etc. to effectively reduce the risk of incidents related to the storage of food, the preparation of food, the serving of food and the eating of food on the sites of the PVCP Group.

4. **General Safety**

The risk domain 'General Safety' covers the area of general incidents, accidents and Health and Safety on the sites of the PVCP Group. The Operational Risk Department has put together a manual with procedures, work instructions, forms, etc. to effectively reduce the risk of injuries among personnel, guests and third parties.

5. **Leisure Activities**

The risk domain 'Leisure Activities' covers the area of activities related to either sport or other leisure activities. The Operational Risk Department has, together with the Leisure Department, put together a manual with procedures, work instructions, forms, etc. to effectively reduce the risk of incidents and accidents during sport & leisure events, such as mountain biking and wall climbing.

6. **Playground Equipment**

The risk domain 'Playground Equipment' covers the area of the playground equipment for children. The Operational Risk Department has put together a manual with procedures, work instructions, forms, etc. to effectively reduce the risk of incidents and accidents of children while playing on or around the playground equipment.

7. Pool

The risk domain 'Pool' covers the area of safety and hygiene in and near the pools of the sites of the PVCP Group. The Operational Risk Department has put together a manual with procedures, work instructions, forms, etc. to effectively reduce the risk of incidents and accidents in and near the pools of each site, such as specific training for pool personnel regarding positioning within the pool area for a total overview of the pool and specific training for lifesaving techniques.

8. Security

The risk domain 'Security' covers the area of theft and other forms of security breaches. The Operational Risk Department has put together a manual with procedures, work instructions, forms, etc. to effectively reduce the risk of theft, robberies, missing equipment and other security related issues.

9. Sustainability

The risk domain 'Sustainability' covers the area of environmental issues and guidelines. The Operational Risk Department has put together a manual with procedures, work instructions, forms, etc. to effectively reduce the risk of any of the sites failing the national guidelines and the guidelines set by the organization itself on top of national legislation. The guidelines set by the organization itself are ISO 14001 certified. (Geers, The Nine Risk Domains, 2013)
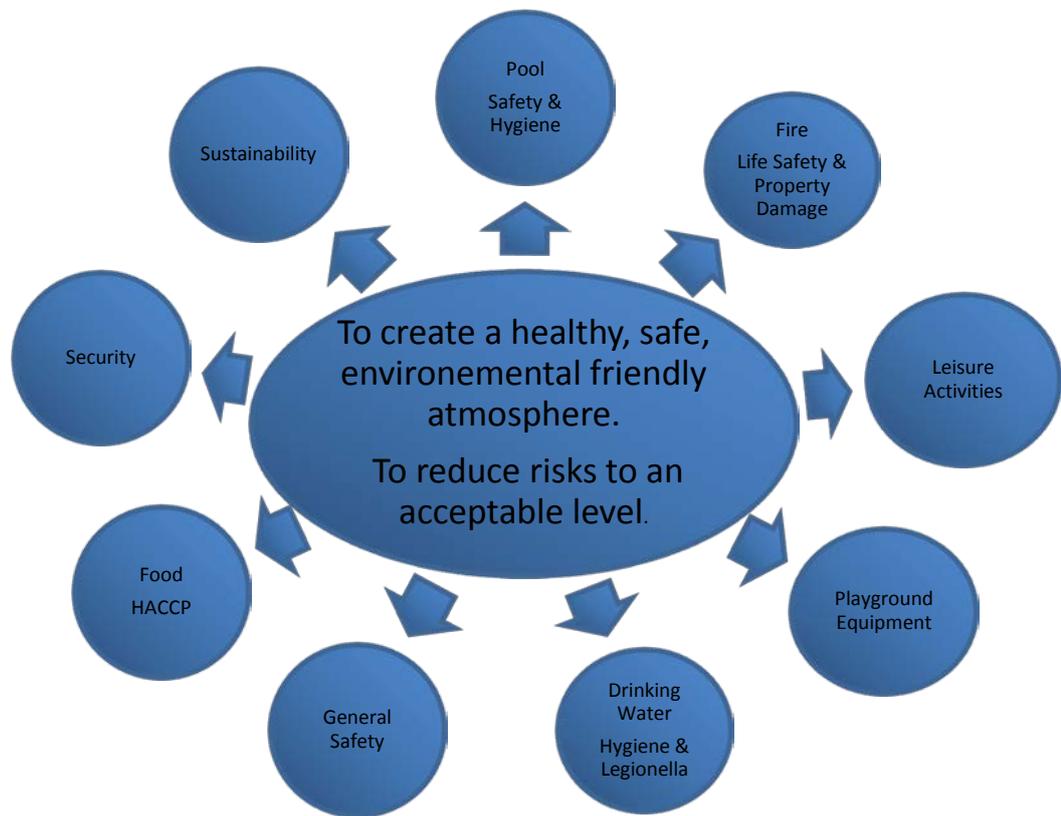
Figure 2 – 'The nine risk domains of the PVCP Group' - (Ketels)

1.2 Management Issue

There is, since the merger of Pierre et Vacances and Center Parcs Europe, a need for a risk management system that can be used for all the parks in the different countries Groupe Pierre & Vacances Center Parcs operates in, which have a diversity of company cultures and attitudes.

1.3 Thesis Objective

The objective of this research is to identify and implement an uniform risk management system for the Groupe Pierre et Vacances Center Parcs that meets the criteria that will be determined and set during the research.

In the event of a 'draw' between different risk management systems, the decisive factor will be cost effectiveness, meaning that the risk management system that requires the least amount of implementation costs will be chosen.

1.4 Research Questions

The main research question will be:
  ➢ Which safety standard would be the most suitable, according to the criteria that will be determined as the research progresses, for the Groupe Pierre et Vacances Center Parcs to manage its nine risk domains?

The sub research questions will be:
  1. What are the criteria a risk management system needs to comply with to manage the safety of both employees and guests of the Groupe Pierre et Vacances Center Parcs?
  2. How should the chosen safety standard be implemented into the organization of the Groupe Pierre et Vacances Center Parcs?
  3. How do the chosen standard and implementation process relate to what the theory says?
  4. Which continual improvement process needs to be implemented to ensure that the new standard will stay up-to-date?

1.5 Research Objectives

The main research objective will be:
  ➢ To find the most suitable safety standard based on the criteria that will be determined as the research progresses for the Groupe Pierre et Vacances Center Parcs.

The sub research objectives will be:
  1. To identify the criteria a risk management system needs to comply with to manage the safety of both employees and guests.
  2. To find an implementation process for the chosen safety standard and to identify the procedure that needs to be taken to implement the chosen safety standard.
  3. To check the work done so far and take correct measures to ensure that the chosen standard and implementation process are in compliance with what the theory says.
  4. To ensure that the new standard will stay up-to-date by finding a continual improvement process that has booked good results in the past internally and/or externally.

1.6   Short Explanation

Main research question & objective

➢ The main research question and objective will be about deciding on which standard the new uniform risk management system will be based.

Sub research questions & objectives

1. This research question will cover a series of in-depth interviews amongst the members of the Operational Risk Department. From the results of the in-depth interviews, a framework of criteria will be created through which the several safety standards will be evaluated.

2. This research question will cover the implementation phase of the chosen safety standard. This part will be important due to the complexity of having to integrate a uniform risk management system in different sites with different working methods and company cultures.

3. This research question will cover to what extent the practice relates to the theory. It will benchmark what has been done so far (practice) with what the theory prescribes.

4. This research question will cover the follow-up on the implementation of the new risk management system, which is important as there needs to be a correct system of continual improvement. Otherwise the new risk management system will become outdated and/or unusable over time.

1.7   Ishikawa Diagram

Figure 3 – 'Factors contributing to an uniform risk management system for the PVCP Group' - (Geers, Ishikawa diagram, 2013)
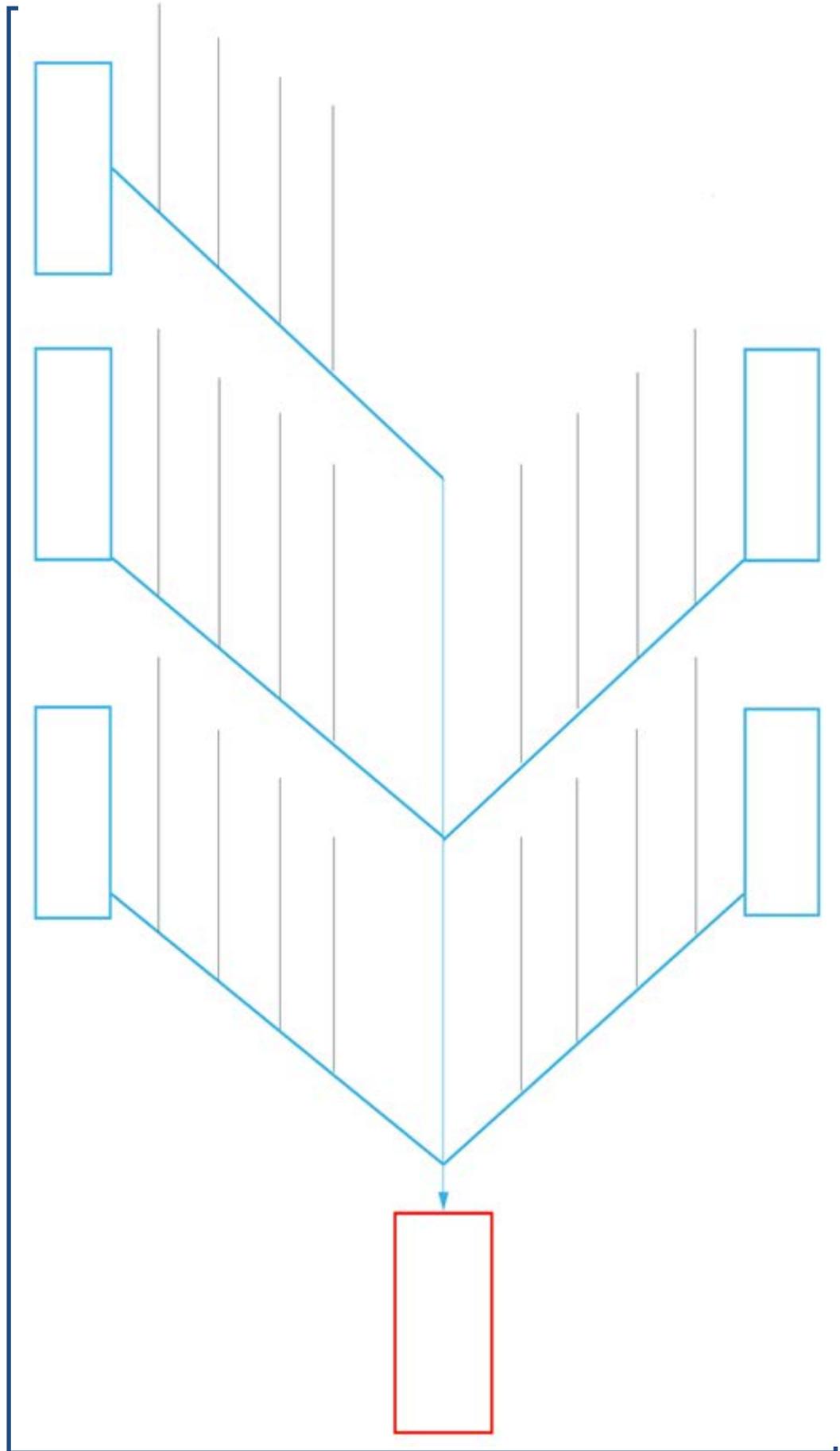
1.8   Theoretical Framework

1.8.1 Introduction

This chapter covers the theories that will be used for answering the research questions of this thesis. The theories that will be used for answering each research question will be listed per research question.

1.8.2 Main research Question

'Which safety standard would be the most suitable, according to the criteria that will be determined as the research progresses, for the Groupe Pierre et Vacances Center Parcs to manage its nine risk domains?'

- SWOT Analysis

A SWOT Analysis will be created for the chosen safety standard, to see to what degree the chosen safety standard will give additional strengths and opportunities to the PVCP Group and what weaknesses and threats the chosen safety standard might create for the PVCP Group. (Quincy, Lu, & Huang, 2012)

1.8.3 Sub Research Question One

'What are the criteria a risk management system needs to comply with to manage the safety of both employees and guests of the Groupe Pierre et Vacances Center Parcs?'

- Porter's Generic Strategies

Porter's Generic Strategies will be used to investigate which safety standard will create more of a competitive advantage for the PVCP Group. The differentiation strategy will be used as the ISO 31000 methodology creates a competency that is based on having a uniqueness for the PVCP Group regarding its competitors. (Eldring, 2009)

- Brand Building

Alongside Porter's Generic Strategies, Brand Building will also be used to determine the credibility, long-term perspective and quality the chosen safety standard will have as benefits for the PVCP Group. (Riley, Brands - Building brands, 2012)

1.8.4 Sub Research Question Two

'How should the chosen safety standard be implemented into the organization of the Groupe Pierre et Vacances Center Parcs?'

- PESTLE Analysis

A PESTLE Analysis will be made alongside the general implementation plan incorporated within the ISO Methodology to set the framework of macro-environmental factors in which the safety standard will play a role for the PVCP Group. (CIPD, 2013)

1.8.5 Sub Research Question Three

'How do the chosen standard and implementation process relate to what the theory says?'

- SERVQUAL

The SERVQUAL service quality model will be used to measure the quality of the chosen safety standard for the PVCP Group by looking at how the chosen safety standard could improve the satisfaction of the customers and where there might be gaps between what the customer expects and what the company delivers. (Zeithaml, Parasuraman, & Berry, 1990)

- Disconfirmation Model

Besides using the SERVQUAL service quality model, the Disconfirmation Model will also be used to compare the customers' expectations and their perceived performance of the PVCP Group's services. (Yeditepe University, 2010)

1.8.6 Sub Research Question Four

'Which continual improvement process needs to be implemented to ensure that the new standard will stay up-to-date?'

- PDCA Cycle

One of the continuous improvement methods that will be researched will be the PDCA Cycle, which is currently already in use in parts of the PVCP Group. Its four-step management method is easy to use for all employees and ensures that an organization such as the PVCP Group will get quality improvement over time by implementing its four-step management method within its daily operations. (Bulsuk, Taing the First Step with the PDCA (Plan-Do-Check-Act) Cycle, 2009)

- 5 Whys

The 5 Whys method isn't so much a continuous improvement method, but it does create a clear picture to management and other personnel as to the cause-and-effect relationships for any problem they might face. One of the primary techniques used to perform the 5 Whys is the Fishbone (Ishikawa) diagram, which is already included in this report in the previous chapter (Chapter 3.7). When used correctly, the 5 Whys can help an individual/organization to understand the problems that make it unable for them to continuously improve their processes. Once this has been solved, corrective measures can be taken. (Bulsuk, An Introduction to 5 Why, 2009)

- DMAIC

DMAIC is a continuous improvement method similar to the PDCA cycle, which focuses on clearly outlining the business problem, goal, potential resources, project scope and high-level project timeline. What really sets the DMAIC apart from the other methods is that it encourages users to share any knowledge gained during the process to others within and/or outside the company. DMAIC puts a special effort in positive team-building. (Go Lean Six Sigma, 2012)

- DFSS/DMADV

DFSS/DMADV is a continuous improvement method which is based upon DMAIC. It has however, the objective of determining the needs of customers and the business alike, after which these needs will be part of the solution for the underlying problem. (Creveling, Slutsky, & Antis, 2003)

1.9   Research Method

1.9.1 Introduction

For this research project the author will follow a case study approach, as for the main research question the author will have to research different safety standards. For this research, the unit of analysis will be the nine risk domains of the Groupe Pierre et Vacances Center Parcs, as the author will analyze the current risk management system of the Groupe Pierre et Vacances Center Parcs, which is embedded in their nine risk domains.

Furthermore, for this research, the unit of observation will be the available safety standards, as the author will collect data on the safety standards that are available on the market at this point of time or in the near future.

In order to answer the main research question *'Which safety standard would be the most suitable, according to the criteria that will be determined as the research progresses, for the Groupe Pierre et Vacances Center Parcs to manage its nine risk domains?'*, the four sub research questions will have to be answered. The following subchapters will cover the procedure through which each sub research question will be answered.

Please note that the main research question is answered before the sub research questions two, three and four are answered. This is done due to the fact that sub research question two covers the implementation part of the chosen safety standard, sub research question three covers the check-up part of the chosen safety standard and sub research question four covers the follow-up part of the chosen safety standard.

1.9.2 Main Research Question

'Which safety standard would be the most suitable, according to the criteria that will be determined as the research progresses, for the Groupe Pierre et Vacances Center Parcs to manage its nine risk domains?'

When the framework of criteria has been completed, the first sub research question will have been answered. It is then necessary to research safety standards that are in compliance with the parameters stated in figure 4.(for more information on which parameters are being mentioned, see figure 4 in chapter 3.11 – Literature Review)

Once a reasonable amount of safety standards (a reasonable amount being five to eight safety standards) have met the parameters in figure 4, they must be researched thoroughly in order to get enough information to make an evaluation. In order to make a proper evaluation, it is necessary to gather information matching the framework of criteria that resulted from sub research question one.

Once there is enough information about each safety standard, they will all be given a ranking based on their compliance with each criteria of the framework of criteria. In order to keep the evaluation objective, the ranking span will be small. Ranking a safety standard on customer satisfaction with a score of 1-10 is deemed too subjective, whereas a ranking of 1-3 is deemed more objective.

It is therefore that each safety standard will be valued a number ranging 1 to 3, with 3 being the highest score and 1 being the lowest. The general principle for this valuation is that the higher the number, the better the standard incorporates the criteria.

When the evaluation has been completed, the safety standards will be ranked and receive a total score. Safety standards that scored below an acceptable level (80-85%) will be excluded from further research and the remaining safety standards will then be evaluated by the key criteria.

Based on the ranking and the total score of both the standard evaluation and the key criteria evaluation, one safety standard will be chosen that will be the recommended safety standard and upon which the rest of this thesis will focus. A SWOT Analysis will be made for the chosen safety standard to determine the strengths, weaknesses, opportunities and threats the chosen safety standard will provide for the PVCP Group.

1.9.3 Sub Research Question One

'What are the criteria a risk management system needs to comply with to manage the safety of both employees and guests of the Groupe Pierre et Vacances Center Parcs?'

In order to evaluate the different risk management systems, the author will have to clearly define a framework of criteria by which the different risk management systems will be assessed. The author will interview experts in the field of risk management within the organization of Groupe Pierre & Vacances Center Parcs to ensure that the criteria by which the available safety standards will be evaluated are precise, clear and useful.

By combining both the criteria the author has drafted himself and the criteria from the experts, the author will have a list that will be large enough to evaluate the safety standards that have met the parameters of the author's research (for more information on which parameters are being mentioned, see figure 4 in chapter 3.11 – Literature Review). The author will then evaluate the list with the author's thesis supervisor and remove the criteria that are deemed unnecessary and/or appear more than once in the list.

Furthermore, some of the criteria listed will be key criteria. These key criteria will most likely be related to cost-effectiveness of the safety standard, the compatibility with the existing system and acceptance of personnel, but this is just a prognosis and is subject to change.

Alongside the list of criteria and the list of key criteria, two theories will be added by which the safety standards must be evaluated. The theories mentioned will be Porter's Generic Strategies theory and the theory of Brand Building. These two theories focus on the marketing aspect of the safety standards and will show to what extent the safety standards can be used to effectively market the safety standard that will be chosen to both internal and external parties.

1.9.4 Sub Research Question Two

'How should the chosen safety standard be implemented into the organizational environment of the Groupe Pierre et Vacances Center Parcs?'

Once the evaluation has been completed and a safety standard has been chosen for further research, an implementation process for said safety standard will be researched. The implementation process will be chosen based on requirements yet to be determined, but the prognosis is that it will be based on cost-effectiveness, acceptation of personnel and acceptation of the management board or on the key criteria of the framework of criteria. The implementation process that scores the best in these criteria will be used to implement the chosen safety standard.

A PESTLE Analysis will be made alongside the general implementation plan incorporated within the ISO Methodology to set the framework of macro-environmental factors in which the safety standard will play a role for the PVCP Group.

After choosing an implementation process for the chosen safety standard, the author will draft the procedure that needs to be used to implement the chosen norm into the organization of the Groupe Pierre et Vacances Center Parcs.

1.9.5 Sub Research Question Three

'How do the chosen standard and implementation process relate to what the theory says?´

When the implementation process has been chosen, the standard and implementation process that have been chosen need to be benchmarked to what the theory prescribes. This needs to be done to ensure that the chosen safety standard and implementation process were the correct choice for the Groupe Pierre et Vacances Center Parcs.

Two models will be used to benchmark the chosen safety standard, the SERVQUAL service quality model and the Disconfirmation Model. The SERVQUAL service quality model will determine how the chosen safety standard could improve the satisfaction of the customers and where there might be gaps between what the customer expects and what the PVCP Group delivers. The Disconfirmation Model will be used to compare the customers' expectations and their perceived performance of the PVCP Group's services.

1.9.6 Sub Research Question Four

'Which continual improvement process needs to be implemented to ensure that the new standard will stay up-to-date?'

Finally, after the chosen safety standard has been evaluated and an implementation process and a check-up process have been developed, a continual improvement process will be determined that will be used to ensure that the chosen safety standard remains up-to-date and will continually be improved by management.

It is very likely that for this part the Deming cycle will also be used, as it is already being used by parts of the PVCP Group organization, one of them being the Operational Risk Department. However, to ensure the objectivity of this report, similar continual improvement processes will be researched.

In total there will be four continual improvement processes that will be researched and out of which a suitable process for the PVCP Group will be chosen. The four continual improvement processes are:

- PDCA Cycle
- 5 Whys
- DMAIC
- DFSS/DMADV

1.10 Case Study Characteristics

The characteristics of the author's case study research will be addressed in this section.

The research will be a descripto-explanatory study, as it contains a descriptive part (a qualitative study into the different safety standards available) and an explanatory part (an evaluation of the results of the descriptive part).

The Author will use a case study strategy as the author's research strategy in order to answer part of the author's research questions. For the author's case study the author will make use of purposive sampling. By means of homogeneous sampling, the author will be able to get an in-depth overview of the different safety standards available. The sampling frame will be identical to the sampling size, as the author is to conduct research on all the available safety standards and make an evaluation afterwards.

As the case study research will consist of a number of steps and both quantitative and qualitative data is required for some of these steps, the author will be using a mixed-method research approach. The reason for using this approach is due to the composition of the author's research, as the author will have to research multiple safety standards (quantitative) and afterwards evaluate the different safety standards by listing the advantages and disadvantages of each safety standard in correlation to the Groupe Pierre et Vacances Center Parcs (qualitative). (Saunders, Lewis, & Thornhill, 2009)

A similar approach is needed to determine the most suitable implementation process for the chosen safety standard, which will be covered in sub research question 2 - *"How should the chosen safety standard be implemented into the organization of the Groupe Pierre et Vacances Center Parcs?"*

1.11 Interview Characteristics

The characteristics of the author's interviews will be addressed in this section.

In order to collect the necessary information to set up criteria for the first sub research question - *"What are the demanded criteria of a risk management system set by the Groupe Pierre & Vacances Center Parcs to manage the safety of both employees and guests?"*, the author will have to interview experts in the subject, which are the members of the Operational Risk Department.

Interviewing experts in the subject is one way of exploratory research and the author needs to conduct it in order to get the necessary information to set up the criteria by which the available safety standards will be evaluated.

1.12 Literature Review

For the author's research, the author will be using an inductive research approach. The reason for using an inductive research approach is that the author will find most of the literature (e.g. information about each safety standard) as the research goes on to get the necessary data to come to a conclusion/theory related to the literature.

The literature that the author will use for the research regarding available safety standards will be documents, websites and other relevant information sources covering the available safety standards, as well as theories that can be used to relate the theory to what is researched. The author will review the most relevant and significant data of these available safety standards.

The parameters of the research regarding available safety standards will be as shown in figure 4.

Language of publication	English
Subject area	Safety standards
Business sector	Tourism
Geographical area	Europe / Global
Publication period	The last ten years
Literature type	Any professional publication about safety standards

Figure 4 – 'Parameters of the author's research regarding available safety standards' (Geers, Available Safety Standards, 2013)

The literature that the author will use for the research regarding the most suitable implementation process will be documents, websites and other relevant information sources covering the different implementation process possibilities. The author will review the most relevant and significant data of these implementation process possibilities.

1.13 Project Risks

There are a number of risks that could become major risks if no measures will be taken during or after the author's research project. These risks are listed below:

1. The quality of the research might be less than adequate, as the author will try to finalize the research project before the end of February 2014, making the time span of the author's research significantly shorter than the standard time frame for writing a thesis.

    However, the author has already spent half a year at the Groupe Pierre et Vacances Center Parcs doing his placement, during which the author has already done some work for this thesis. Furthermore, the author is already familiar with the organization and the author has a better bond with his company supervisor than what the author would have if the author would have written his thesis at another, unfamiliar organization. The author does not think that this risk will be a major risk for the author in the future. Furthermore, the author intends to work on this thesis during extra hours in the evening to compensate the smaller time frame of this thesis.

2. It could be that there will be a communication failure between the Rotterdam Business School and the author, as the author has had this problem repeatedly in the past, which lead to extra time and trouble spent on the author's part and on his company supervisor's part.

    However, this can be countered by strict communication agreements and continuous communication on a standard basis.

3. It could be that for some reason there will arise a conflict between the author and the organization, forcing the author to end the research project prematurely.

    Strict agreements should be made in advance, to ensure that a risk such as this will not sabotage the author's entire research project. Furthermore, the likeliness of this to occur is minimal, as the author has already completed his placement at the organization with the same company supervisor without any problems whatsoever.

4. It could be that during the author's research project period the author will become ill and will not be able to contribute for the time being, disabling the author to either finish the research within the time given or to miss certain deadlines.

    However, strict agreements should be made in advance, to ensure that a risk such as this will not sabotage the author's entire research project. Furthermore, even though the author has set a time limit of four months for himself, it isn't completely necessary to finish before the end of February 2014, if need be it is possible to finalize the author's research project before June 2014.

1.14 Conclusion

In this chapter the author has set up the framework of this report and the research that goes along with it. In the next chapters, the author will gather information that will be used to answer each of the research questions stated earlier on in this chapter. The next chapter will cover the first part of the actual research, as the author will interview experts in the field of risk management and put together a list of criteria that will later on in this report be used to evaluate the safety standards that are to be researched.

2.   Expert Criteria

2.1   Introduction

This chapter will cover the criteria that will be gathered from experts within the field of risk management. The expert criteria will be put into a list that can later on in this report be used to evaluate the safety standards that are to be researched.

2.2   Key Criteria

The first thing that needs to be done is the setting up of a framework of criteria. This framework of criteria will be used to assess the safety standards that will be researched in the next chapter.

First and foremost, the author's company supervisor has determined three criteria that are to be key criteria, as it will be fundamental for each standard to be fully applicable to these three key criteria. The reasoning behind this is that a standard will not be able to be implemented in the Groupe Pierre et Vacances Center Parcs if it does not comply well to these three key criteria.

The three key criteria are the following:

➢ The new standard needs to be compatible with the existing systems by having the least amount of influence on the current operations.
➢ The new standard needs to be cost-neutral, as the budget for the new standard is limited and;
➢ The new standard needs to be flexible, with a low amount of procedures for an easier implementation, as there are already many procedures within the organization.

2.3   Experts Interview

Apart from the three key criteria set by the company, it is necessary to get a framework of criteria determined by experts in the field of Risk Management within the organization of Groupe Pierre et Vacances Center Parcs by which the reviewed safety standards will be evaluated.

The experts that have been interviewed are all members of the Operational Risk Department of the organization Groupe Pierre et Vacances. The experts are:

➢ Stefaan Ketels   -   Operational Risk Director PVCP Group
➢ Willy Daelemans   -   Operational Risk Manager BNG
➢ Danny Oeyen   -   Operational Risk Manager Sunparks
➢ Gunter Theunis   -   Pool Specialist PVCP Group

What follows is the result of separate, personal interviews with each member of the Operational Risk Department. In the interviews it was asked of them to give their professional opinion about what is mandatory with regards to content in a safety standard for the PVCP Group. The results are shown in figure 5.

Figure 5 is then divided into the different steps of the Deming Cycle to show which step each criteria covers. In addition, the criteria that have been stated multiple times are now only stated once. This division is illustrated in figure 6.

2.4   Interview Results

Interviewed expert:	Mandatory elements of a safety standard and associated implementation process:
Stefaan Ketels	Adjusted to the resources that every BL has. Center Parcs has a good structure and qualified personnel, whereas Pierre & Vacances has a decentralized structure and little resources
	The new standard needs to have a low amount of administration due to the low amount of qualified personnel
	The new standard needs to have as little procedures as possible
	Procedures need to be both strict and diversely applicable → flexible
	The new standard needs to be applicable to the organization on a large scale (organization-wide) and a small scale (site-based)
	The new standard needs to be result-based instead of process-based
	The existing control elements need to be integrated in the new system
	Key figures (Risk Performance Indicators) need to be clear and provide the least amount of administrative burden.
	The Management Review needs to be carried by the Managing Board
	The new standard needs to cover the nine selected risk domains.
Willy Daelemans	Training regarding Safety & Health
	Minimal standards need to be clearly defined for the Board and for partners (e.g. Tourism bureaus)
	There must be a clear organizational structure and overview of responsibilities
	The Deming Circle is a must-have
Danny Oeyen	Stimulating implementation (involvement of personnel by the process)
	Easy implementation process (Theory → practice needs to be cost-effective, clear and as effortless as possible)
	Compatibility with existing system(s)
	Continual improvement principle needs to be focused on employees
	The new standard need to reach a high acceptation of personnel
	System needs to be clear
	Follow-up: The safety standard needs to be able to be marketed externally
Gunter Theunis	Deming Cycle is a must → leads to continual improvement
	Create a clear overview of key figures, which leads to the formulating of goals/purposes
	As little paperwork as possible
	Manageable on all levels within the organization
	Easy implementation and compatible with current system
	Needs to be carried by managing board by means of signing the Management Review
	The safety standard that is the most cost-neutral and with the least amount of influence on the current operations will be the best choice

Figure 5 – 'Result of separate, personal interviews with each member of the ORD'

2.5   Framework of Criteria

Step in the Deming Cycle	Criteria set by the experts within the PVCP Group
Plan	The new standard needs to have as few procedures as possible
Plan	New procedures need to flexible. They need to be strict for one BL and still remain diversely applicable
Plan	The new standard needs to be applicable to the organization on a large scale (organization-wide) and a small scale (site-based)
Plan	The new standard needs to be result-based, rather than process-based
Plan	A training regarding Safety & Health needs to be implemented for personnel
Plan	There must be a clear organizational structure and overview of responsibilities
Plan	The new standard needs to have a low amount of administration due to the low amount of qualified personnel
Plan	The Deming Cycle is a must-have, for it leads to continual improvement
Plan	The new standard needs to have as little paperwork as possible
Plan	The new safety standard needs to be cost-neutral and needs to be compatible with the existing systems by having the least amount of influence on the current operations
Do	The new standard needs to have a stimulating implementation (involvement of personnel by the process)
Do	The new standard needs to have an easy implementation process (Theory → practice needs to be cost-effective, clear and as effortless as possible) and compatible with current system
Do	The new standard needs to be manageable on all levels within the organization
Check	The existing control elements need to be integrated in the new system
Check	Key figures (RPI's) need to provide the least amount of administrative burden.
Check	Minimal standards and key figures (RPI's) need to be clearly defined for the Board and for partners (e.g. Tourism bureaus,) which leads to the formulating of goals/purposes
Check	The new standard needs to reach a high acceptation of personnel
Act	Adjusted to the resources that every BL has. Center Parcs has a good structure and qualified personnel, whereas Pierre & Vacances has a decentralized structure and little resources
Act	The continual improvement principle needs to be focused on employees
Act	The new safety standard needs to be able to be marketed externally
Act	The new standard needs to be carried by the managing board by means of signing the Management Review

Figure 6 – 'Framework of Criteria structured following the PDCA-cycle'

2.6   Conclusion

In this chapter the author has developed a list of criteria by interviewing several experts in the field of risk management. The completed list will be used in the fourth chapter to evaluate the safety standards that will be researched and discussed in the following chapter.

3. Safety Standards

3.1 Introduction

3.1.1 Overview

The second part of this research will cover the researching of available safety standards in the field of Operational Risk Management/Enterprise Risk Management. The research will have a certain framework, which is based on six parameters:

1. The publication language of the safety standard must be English;
2. The subject area must be in the area of safety standards;
3. The safety standards must be applicable to the tourism business sector;
4. The publication of the safety standards must be geographically based in Europe or the safety standards need to have the ability to be applied globally;
5. The publication period of the safety standards cannot exceed a time span of ten years and;
6. The literature type has to be a publication with professional background.

It is necessary to get a clear overview of the different safety standards and that is why any professional publication regarding safety standards will be archived and, if necessary/useful, added to this report as an attachment. It will also be included in the literature review in due time if it is deemed necessary and/or useful.

Thorough research on multiple forums, safety standard sites and through the usage of Google and Google Scholar has provided an abundance of safety standards. However, after carefully applying the six parameters set for this research to the several safety standards, many safety standards were deemed inadequate and inefficient.

The following safety standards have met the parameters as set above:
- ISO 31000
- BS 18004 : 2008
- OHSAS 18001
- ILO-OSH 2001
- BS 31100 : 2008

The following subchapters will cover each of the listed safety standards and provide the raw data that will be used to assign a valuation per criteria to each safety standard in the evaluation. Each subchapter will consist of a list of statements and facts about the safety standard in question and is gained from literature listed in the literature review. The order of safety standards will be similar to the list of safety standards above, starting with the ISO 31000 and closing with the BS 31100 : 2008.

Furthermore, the author will use the theory of Porter's Generic Strategies and the theory of Brand Building to determine to what extent each safety standard brings a competitive advantage to the PVCP Group and to what extent each safety standard can be used to further improve the brand that is the Group Pierre et Vacances Center Parcs.

3.1.2   Porter's Generic Strategies

Target Scope	Advantage	
	Low Cost	Product Uniqueness
Broad (Industry Wide)	Cost Leadership Strategy	Differentiation Strategy
Narrow (Market Segment)	Focus Strategy (low cost)	Focus Strategy (differentiation)

Figure 7 – 'Porter's Generic Strategies Model' (MBA Global Marketing, 2011)

Figure 7 shows the model for Porter's Generic Strategies. The PVCP Group focuses on an industry wide target group and is striving for a competitive advantage that can be gained by being different than its competitors. And not just different, but better. The PVCP Group strives to improve its risk management policy to reduce the risk of accidents and incidents to a minimum. It is due to their need to differentiate from their competitors that they are following the differentiation strategy by showing interest in a safety standard that will be used to make the risk management policy of the whole organization uniform.

In the following subchapters, each safety standard will be researched and alongside the general information that will be stated, the competitive advantage the safety standard might provide for the PVCP Group will also be determined.

3.1.3   Brand Building

Figure 8 – 'Brand Building Theoretical Framework' (Riley, Brands - Building Brands, 2012)

Figure 8 shows the theoretical framework of the concept of brand building. It should be clarified that even though each safety standard is a brand on its own, the goal of implementing one of these safety standards is to improve the brand image of the PVCP Group. It is therefore that in the following subchapters the author will focus on the quality, credibility and long-term perspective each safety standard will be able to increase for the PVCP Group. Or, in other words, how each safety standard will increase the quality and credibility of the PVCP Group in the long run.

3.2   ISO 31000

3.2.1   Literature Data

ISO 31000 is universally applicable in its adaptability and simplicity and is especially so for those looking for greater flexibility in their strategic and Operational risk management practices.
(RIMS, 2011)

ISO 31000 is not about a process alone. The standard is structured into principles and process. It focuses on the actions taken on identified risks to cost effectively improve the organization's performance and to achieve their expected outcomes.
(RIMS, 2011)

ISO 31000 is a universal standard that can be tailored to the specific needs and structures of an organization. The fundamental organizational need related to this shift is to broaden risk management competencies from reactive to proactive across the enterprise. ISO states that risk management recognizes the capabilities, perceptions and intentions of external and internal people that can facilitate or hinder achievement of the organization's objectives.
(RIMS, 2011)

Furthermore, risk management continuously senses and responds to change. As external and internal events occur, context and knowledge change, monitoring and review of risks take place, new risks emerge, some change, and others disappear. It is important to continually improve the risk management system so that the organization can achieve quality improvement.
(RIMS, 2011)

ISO 31000 is not specific to any one industry, type or size of organization. ISO 31000 can be applied throughout the life of an organization, and to a wide range of activities, including strategies and decisions, operations, processes, functions, projects, products, services and assets. ISO 31000 can be applied to any type of risk, whatever its nature, whether having positive or negative consequences.
(ISO, 2013)

Although the ISO 31000 provides generic guidelines, it is not intended to promote uniformity of risk management across organizations. The design and implementation of risk management plans and frameworks will need to take into account the varying needs of a specific organization, its particular objectives, context, structure, operations, processes, functions, projects, products, services, or assets and specific practices.
(ISO, 2013)

It is intended that ISO 31000 be utilized to harmonize risk management processes in existing and future standards. It provides a common approach in support of standards dealing with specific risks and/or sectors, and does not replace those standards.
(ISO, 2013)

3.2.2　Competitive Advantage

SCI QUAL International, an ISO certification service company, stated the advantages of being certified to ISO 31000. The following is stated on their website.

Successful completion of the certification process includes an ongoing surveillance program which ensures that continued compliance is maintained. This can increase a company's credibility in the marketplace, give a company an advantage when tendering to major companies or government departments, improve administrative efficiency, reduce operational failures and consequent rework, cut the costs of failures and/or prevent potential problems through trending techniques that are fundamental in the review process
(SCI QUAL International, 2014)

Furthermore, ISO 31000 increases the company's competitive advantage by adopting a globally accepted risk management standard. (Kirvan, 2011) It is necessary to state that ISO 31000 is a safety standard that covers a wide range of aspects in which other safety standards of ISO are used for each individual aspect. Each aspect of risk management within the PVCP Group that needs to be managed in the future can be managed using the ISO 31000 methodology.

By certifying the PVCP Group to ISO 31000, it drives credibility and transparency. It helps to boost income, cut costs and manage intangibles such as reputation and brand. (Gerencia de Riesgos y Seguros, sd) Furthermore, the uniformity of ISO 31000 and the possibility to use the methodology for new projects (e.g. implementing ISO 27000 into the organization) makes it possible for the ISO 31000 to create a competitive advantage for the PVCP Group that will set the PVCP Group apart from its competitors.

3.3   BS 18004 : 2008

3.3.1   Literature Data

BS 18004 : 2008 aims to provide guidance and advice on good practice in health and safety management. (HSE UK Government, 2008)

BS 18004 : 2008 will minimize risk to employees and others by developing good working practices to prevent accidents and work-related ill health, improve business performance and assist organizations to establish a responsible image within the market place, assist organizations in continually improving their performance beyond legal compliance and help organizations to achieve compliance with its OH&S policies and objectives.
(BSI, 2004)

The revision of the BS 18004 : 2008 also reflects national and international OH&S issues which have arisen since publication of BS 8800 : 1996. These include the publication of OHSAS 18001 and OHSAS 18002, and the International Labour Organization's ILO-OSH 2001 – Guidelines on occupational safety and health management systems.
(BSI, 2004)

The BS 18004 : 2008 is intended for use by organizations of all sizes and regardless of the nature of their activities.

BS 18004:2008 is applicable to any organization that wishes to establish an OH&S management system to control risks to personnel and other interested parties who could be exposed to OH&S hazards associated with its activities, facilities, processes or plant; implement, maintain and continually improve an OH&S management system and demonstrate commitment to good practice, including self-regulation, and continual improvement in OH&S performance.
(BSI, 2008)

Furthermore, it is also applicable to any organization that wishes to assure itself of its conformity with its stated OH&S policy and with BS OHSAS 18001 by:

- ➢ making a self-determination and self-declaration; or
- ➢ seeking confirmation of its conformity by parties having an interest in the organization, such as customers; or
- ➢ seeking confirmation of its self-declaration by a party external to the organization; or
- ➢ seeking certification/registration of its OH&S management system by an external organization.

(BSI, 2008)

3.3.2　Competitive Advantage

The BS 18004 : 2008 is a safety standard created by the British Standard Institution. In one of BSI's reports about the BS 18004 : 2008, BSI stated how they can help give a company a competitive advantage. BSI stated that they:

1. Have worked with over 70.000 companies globally, ranging from small and medium sized businesses to large enterprises.
2. Can keep the standard right and keep it relevant, since BSI works in partnership with industry experts, government bodies, trade associations and consumer groups.
3. Have employees with decades of experience helping businesses to understand the benefits of and how to implement the BS 18004 : 2008.
4. Talk with, and listen to their clients every day, making sure that they respond to the customers' needs as they arise.

(BSI, 2011)

BSI clients that achieve BS 18004 : 2008 certification report major benefits:

- ➢ 64% reported improvement in company image
- ➢ 52% reported improved incident reporting
- ➢ 55% reported improved training
- ➢ 32% reported a decrease in overall costs of accidents

(BSI, 2011)

The reports from BSI's clients indicate that certifying to BS 18004 : 2008 will give improvement to a company's operations. Alongside with the daily contact BSI promises, the BS 18004 : 2008 could prove to be a safety standard that will be able to improve the operations of the PVCP Group and decrease the probability of incidents and accidents happening, creating a safer workplace for personnel and a safer environment for the guests of the PVCP Group. This could lead to a significant competitive advantage for the PVCP Group.

3.4 OHSAS 18001

3.4.1 Literature Data

OHSAS 18001 is designed to be compatible with ISO 14001 and ISO 9001. If an organization already has or will seek one these standards, it may consider adopting OHSAS 18001 as part of an integrated approach.

OHSAS explicitly identifies emergency preparedness as an essential element of the SMS and includes it in its program.

The consistency of OHSAS with ISO 9000 and ISO 14000 families of standards, and the possibility for third-party evaluation and certification, makes OHSAS most appealing to organizations. However, it is critical to understand that OHSAS certification is not standardized as ISO, and getting OHSAS certification is only based on the personnel evaluation-methodology and opinion of auditors.

OHSAS 18001 has embedded the Deming Cycle into its risk management system. (NSAI, 2013)

OHSAS 18001 is based on existing standards, one of them being the BS 18004 : 2008, therefore sharing many of its attributes. (Alcumus Group, 2013)

Implementing of and certifying OHSAS 18001 is said to lead to a better risk assessment, hazard identification and health and safety control through forward-planning as required by OHSAS 18001, an increase in reputation as an organization with an excellent structured health and safety program, a reducing of employee downtime period by reducing frequency of accidents, stress, and illness, a reducing of cost of healthcare spending when there is a structured health and safety program framework, an improvement of public relations and be recognized as an organization who cares about the welfare of its employee and it further improves stakeholders confidence through regulatory compliance and a company's commitment to health and safety.
(BSI Group, 2012)

3.4.2 Competitive Advantage

ACS Registers Ltd is one of the premier ISO and OHSAS Registration / Certification Bodies. According to their website, an effective health and safety management system such as the OHSAS 18001 can provide benefits to a company's customers and give said company a competitive advantage by:

- ➢ Minimizing the risks of production delays
- ➢ Providing a safe environment to do business
- ➢ Demonstrating the company's commitment to maintain an effective health and safety policy

(ACS Registrars, 2013)

An example of how OHSAS 18001 increases credibility and quality with a long-term perspective can be found in the statement of Asbestos Management Services (AMS). Managing Director at AMS, Stewart McNicholl, stated on the company site how the certification for OHSAS 18001 is supported by the British Government and is recognized worldwide. With less than 1% of UK businesses certified by OHSAS 18001, it can really be used to create a competitive advantage for any organization, including the PVCP Group.

The following statement was found on the company site of AMS, given by Stewart McNicholl:

"We've always been proud of the service we offer but these two certifications give us added credibility, as they offer reassurance to clients of our commitment to environmental management systems and also to health and safety. It's all testament to the hard work of our quality department." (Asbestos Management Services, 2013)

Although the PVCP Group is already partially ISO 14001 certified, certifying OHSAS 18001 alongside the existing certifications will increase brand reputation, reduce health and safety issues and accidents and will therewith create a competitive advantage for the PVCP Group.

3.5   ILO-OSH 2001

3.5.1   Literature Data

The ILO-OSH 2001 is a safety standard developed by the International Labour Organization covering the field of occupational safety and health. Occupational safety and health is described as: "a discipline dealing with the prevention of work-related injuries and diseases as well as the protection and promotion of the health of workers."
(OSH Management System: A tool for continual improvement)

The International Labour Organization published a report entitled 'Guidelines on occupational safety and health management systems' for its OSH 'ILO-OSH 2001'. The following guidelines give useful information regarding the criteria listed in the previous heading.

The national policy on OSH management systems should establish general principles and procedures to promote the implementation and integration of OSH management systems as part of the overall management of an organization, promote the participation of workers and their representatives at organizational level, implement continual improvement while avoiding unnecessary bureaucracy, administration and costs, evaluate the effectiveness of the national policy and framework at appropriate intervals, evaluate and publicize the effectiveness of OSH management systems and practice by suitable means and ensure that the same level of safety and health requirements applies to contractors and their workers as to the workers, including temporary workers, employed directly by the organization.
(International Labour Organization, 2011)

With a view to ensuring the coherence of the national policy and of arrangements for its implementation, the competent institution should establish a national framework for OSH management systems to:

➢ identify and establish the respective functions and responsibilities of the various institutions called upon to implement the national policy, and make appropriate arrangements to ensure the necessary coordination between them;
➢ establish criteria, as appropriate, for the designation and respective duties of the institutions responsible for the preparation and promotion of tailored guidelines on OSH management systems; and
➢ ensure that guidance is available to employers, workers and their representatives to take advantage of the national policy.

(International Labour Organization, 2001)

ILO-OSH also states that there should be consistency between the ILO guidelines, the national guidelines and the tailored guidelines (guidelines tailored to the company specifically), with sufficient flexibility to permit direct application or tailored application at the organization level. Furthermore, the tailored guidelines should reflect the overall objectives of the ILO guidelines and contain the generic elements of the national guidelines.
(International Labour Organization, 2001)

In its policy, ILO-OSH states that the organization in question should set out in writing an OSH policy in consultation with workers and their representatives, which should be specific to the organization and appropriate to its size and the nature of its activities, communicated and readily accessible to all persons at their place of work and made available to relevant external interested parties, as appropriate.
(ILO, 2012)

Also, ILO-OSH states in its responsibility and accountability section that the employer and senior management should implement structures and processes to ensure that OSH is a line-management responsibility which is known and accepted at all levels and is defined and communicated to the members of the organization.
(International Labour Organization, 2001)

3.5.2   Competitive Advantage

On the site of Afnor, an international group specialized in standardization and certification, a list of benefits for choosing ILO-OSH 2001 as the methodology for companies is given. It is given below.

ILO-OSH 2001 certification responds to regulatory, social and economic needs and contributes to reducing the number of accidents at work, improving the company's productivity and cutting its costs by controlling risks associated with the safety of the personnel, reducing the penal risk in the case of an accident and integrating the OHS prevention into all levels of the company, by involving a company's managers and personnel in the initiative
(Afnor, 2013)

A study performed by the European Agency for Safety and Health at Work stated that competitive advantages can be achieved if the organisation combines the new focus on customers in the quality system with a focus on the products in the environmental management system. This can create a synergy between quality and environment (and health and safety and social aspects) as well as greater focus on continuous improvements and product innovations – compared to the traditional focus on the production process.
(European Agency for Safety and Health at Work, 2010)

Furthermore, certification and awards are used as incentives to encourage companies to participate in the programme. On gaining the certificate the company is permitted to use the programme logo 'Safe Enterprise'. This can be a competitive advantage. (European Agency for Safety and Health at Work, 2010)

By reducing the number of accidents at work, the PVCP Group's productivity will increase. Furthermore, by focusing on customers in the quality system with a focus on the products in the environmental system a competitive advantage can be gained by choosing ILO-OSH as the safety standard for the PVCP Group. Finally, by certificating to ILO-OSH, the PVCP Group will be able to use the programme logo 'Safe Enterprise', which will in turn lead to the PVCP Group being a better brand and gaining more credibility as well.

3.6   BS 31100 : 2008

3.6.1   Literature Data

The BS 31100 : 2008 is a general risk management standard that provides a basis for understanding, developing, implementing and maintaining proportionate and effective risk management throughout an organization, in order to enhance the organization's likelihood of achieving its objectives. (RIMS, 2011)

BS 31100 aims to help companies manage their risk with an easy-to-follow structure and approach to explaining a complex subject that is usually the domain of the professional risk manager.
(IRCA, sd)

BS 31100 contains a set of basic risk management principles which are applicable to any organization, but the way they are implemented will vary according to an organization's nature, including size and complexity, and context. (RIMS, 2011)

Furthermore, BS 31100 is intended for use by anyone with responsibility for ensuring an organization achieves its objectives, ensuring risks are proactively managed in specific areas or activities, overseeing risk management in an organization, providing assurance on the effectiveness of an organization's risk management and/or reporting to stakeholders through disclosures in annual financial statements, corporate governance reports and corporate social responsibility reports.
(RIMS, 2011)

The BS 31100 : 2008 has been created to be consistent with the general guidance on risk management as stated by ISO 31000, but has also incorporated the HM Treasury's Orange Book, Management of Risk: Guidance for Practitioners as well as other documents referenced in its introduction. Due to this, the BS 31100 : 2008 shares many of ISO 31000's attributes and is therefore somewhat similar to the ISO 31000.
(RIMS, 2011)

3.6.2   Competitive Advantage

The BS 31100 : 2008 is a safety standard created by the British Standard Institution. In one of BSI's reports, BSI stated how they can help give a company a competitive advantage. BSI stated that they:

1. Have worked with over 70.000 companies globally, ranging from small and medium sized businesses to large enterprises.
2. Can keep the standard right and keep it relevant, since BSI works in partnership with industry experts, government bodies, trade associations and consumer groups.
3. Have employees with decades of experience helping businesses to understand the benefits of and how to implement the BS 31100 : 2008.
4. Talk with, and listen to their clients every day, making sure that they respond to the customers' needs as they arise.

(BSI, 2011)

The BS 31100 has become one of the fastest-selling British Standards, showing that there are other companies that use the methodology to manage their operational risk. Due to the rise in sales from BSI, the BS 31100 is becoming well-known in the business world in the UK.
(IRCA, sd)

The reports from BSI's clients indicate that certifying to BS 31100 : 2008 will give improvement to a company's operations. Alongside with the daily contact BSI promises, the BS 31100 : 2008 could prove to be a safety standard that will be able to improve the operations of the PVCP Group. Furthermore, BS 31100 increases the company's competitive advantage by adopting a globally accepted risk management standard. Finally, being one of the fastest-selling British Standards, the BS 31100 will give the PVCP Group great potential for marketing the methodology to internal and external stakeholders.

3.7   Conclusion

After carefully reviewing the researched safety standards, two main conclusions can be made:

- ➢ Safety standards tend to be abstract documents without any clear guidance on practical implementation and;
- ➢ Safety standards tend to have more similarities than differences.

Based on these two conclusions, the evaluation based on criteria established by experts within the organization that will follow later on in this report will be mainly about cost-effectiveness of the implementation and the level of effort for implementing the safety standard.

Furthermore, merely choosing an implementation process for a safety standard will be insufficient and it will be necessary to integrate the practical implementation aspect of the safety standard in the implementation process.

Also, each safety standard has shown to have the potential of giving the PVCP Group a competitive advantage, which could differ from a safer workplace for personnel to positive marketing to both external and internal stakeholders. However, since the potential of these competitive advantages cannot be measured, the evaluation of the chosen safety standards that will be discussed in the next chapter will determine which safety standard would be the most beneficial for the PVCP Group.

The following chapter will cover the evaluation of the safety standards that were discussed in this chapter. The list of criteria that has been set up in the second chapter of this report will be used to make the evaluation. At the end of the evaluation, one of the safety standards discussed in this chapter will be chosen as the new safety standard for the PVCP Group.

4.   Evaluation

4.1.   Evaluation

This chapter will feature the evaluation of the researched standards with the criteria set by experts within the PVCP Group.

In the 'Expert Criteria' chapter the end result was figure 8 in which the criteria set by the experts within the PVCP Group were listed and their connection to the Deming Cycle. In the 'Safety Standards' chapter elements of each individual safety standard are stated of which some elements will be common elements and some elements will be elements specific to the safety standard in question.

Each standard has been valued a number ranging 1 to 3, with 3 being the highest score and 1 being the lowest. The general principle for this valuation is that the higher the number, the better the standard incorporates the criteria set by the experts. At the end of the evaluation each standard receives a total score based on their applicability to the criteria. The maximum score that can be received is 57, as there are 19 criteria and each is capable of rewarding up to 3 points.

The result of the evaluation is a grid in which the safety standards are evaluated based on the set criteria, as is shown in figure 9.

Criteria	Standards ➡				
	ISO 31000	ILO-OSH 2001	OHSAS 18001	BS 18004 : 2008	BS 31100 : 2008
New procedures need to be flexible. They need to be strict for one BL and still remain diversely applicable	3	2	2	2	3
The new standard needs to be applicable to the organization on a large scale (organization-wide) and a small scale (site-based)	3	2	3	3	3
The new standard needs to be result-based, rather than process-based	3	1	2	2	3
A training regarding Safety & Health needs to be implemented for personnel	2	3	3	3	2
There must be a clear organizational structure and overview of responsibilities	3	3	3	3	3
The new standard needs to have a low amount of administration due to the low amount of qualified personnel	3	2	3	2	2
The Deming Cycle is a must-have, for it leads to continual improvement	3	3	3	3	3

The new safety standard needs to be cost-neutral and needs to be compatible with the existing systems by having the least amount of influence on the current operations	3	2	3	2	2
The new standard needs to have a stimulating implementation (involvement of personnel by the process)	2	3	2	3	2
The new standard needs to have an easy implementation process (Theory → practice needs to be cost-effective, clear and as effortless as possible) and compatible with current system	3	2	3	3	3
The new standard needs to be manageable on all levels within the organization	3	2	3	3	3
The existing control elements need to be integrated in the new system	3	2	3	3	3
Key figures (RPI's) need to provide the least amount of administrative burden.	3	2	3	3	3
Minimal standards and key figures (RPI's) need to be clearly defined for the Board and for partners (e.g. Tourism bureaus,) which leads to the formulating of goals/purposes	3	3	3	3	3
The new standard needs to reach a high acceptation of personnel	2	3	2	3	2
Adjusted to the resources that every BL has. Center Parcs has a good structure and qualified personnel, whereas Pierre & Vacances has a decentralized structure and little resources	3	2	3	3	3
The continual improvement principle needs to be focused on employees	3	3	2	3	2
The new safety standard needs to be able to be marketed externally	3	3	3	3	3
The new standard needs to be carried by the managing board by means of signing the Management Review	3	3	3	3	3
Total:	**54**	**46**	**52**	**53**	**51**

Figure 9 – 'Filled in Evaluation'

With the evaluation finalized, it is now time to form a conclusion based on the results gathered thus far. The conclusion is based on both the results of the evaluation and to what extent each standard is applicable to the 3 key criteria determined by the author's company supervisor.

The evaluation shows the results as presented in figure 10.

Standard	ISO 31000	ILO-OSH 2001	OHSAS 18001	BS 31100 : 2008	BS 18004 : 2008
Score	54/57	46/57	52/57	51/57	53/57
Percentage	94,74%	80,07%	91,23%	89,47%	92,98%
Ranking	1	5	3	4	2

Figure 10 – 'Score overview of the evaluation'

The first conclusion to be made is that the ISO 31000 scores the best on the evaluation part thus far, even though it's only by a narrow margin, with the 'BS 18004 : 2008', 'OHSAS 18001' and 'BS 31100' following, scoring 53, 52 and 51 respectively.

The second conclusion that can be made based on these results is that the 'ILO-OSH 2001' will not be chosen, due to its low score in the evaluation.

4.2.   Key Criteria Evaluation

Besides the general results of the evaluation, the standards' applicability to the key criteria also needs to be checked to finally determine the standard that scores the highest on the criteria set by the PVCP Group and which will be the standard that the author shall recommend to the PVCP Group.

As a reminder, the key criteria stated by the author's company supervisor are:

1. The new standard needs to be compatible with the existing systems by having the least amount of influence on the current operations;
2. The new standard needs to be cost-neutral, as the budget for the new standard is limited and;
3. The new standard needs to be flexible, with a low amount of procedures for an easier implementation, as there are already many procedures within the organization.

These 3 key criteria are all present in the evaluation and have been applied to each standard in the exact same way as the other criteria. The key criteria will, however, be the decisive factor in creating the recommendation to the PVCP Group. The list below shows the criteria related to the 3 key criteria listed above, with the third criterion being split in separate criteria:

1. The new standard needs to have an easy implementation process (Theory → practice needs to be cost-effective, clear and as effortless as possible) and compatible with current system
2. The new safety standard needs to be cost-neutral and needs to be compatible with the existing systems by having the least amount of influence on the current operations.
3. New procedures need to be flexible. They need to be strict for one BL and still remain diversely applicable
4. The new standard needs to have a low amount of administration due to the low amount of qualified personnel

Figure 11 shows how the four remaining standards scored on these key criteria.

Criteria	Standards →			
	ISO 31000	OHSAS 18001	BS 18004 : 2008	BS 31100 : 2008
The new standard needs to have an easy implementation process (Theory → practice needs to be cost-effective, clear and as effortless as possible) and compatible with current system	3	3	3	3
The new safety standard needs to be cost-neutral and needs to be compatible with the existing systems by having the least amount of influence on the current operations	3	3	2	2
New procedures need to be flexible. They need to be strict for one BL and still remain diversely applicable	3	2	2	3
The new standard needs to have a low amount of administration due to the low amount of qualified personnel	3	3	2	2

Figure 11 – 'Key criteria evaluation'

The first conclusion is that it is again the ISO 31000 that scores the highest, meeting the key criteria with a perfect score.
The second conclusion to be made is that while the BS 18004 : 2008 had the second best score in the general evaluation, it scores the lowest on the key criteria.

4.3.   Conclusion

This chapter will cover the recommendation based on the evaluation and the resulting conclusions that were made following the evaluation in the previous chapter.

As mentioned before, the standard that scores best on overall qualification and on the key criteria is to be the best safety standard for the PVCP Group. The safety standard that scored the best on overall qualification is the ISO 31000, although it was by a rather small margin, scoring a single/couple point(s) higher than the three runner-ups.

However, by checking how the standards scored on the key criteria, it became clear that the ISO 31000 would suit the PVCP Group much better than the other safety standards, because it scored a perfect score on the key criteria and the others had one or three defaults.

It is clear that the author's recommendation to the PVCP Group is to choose the ISO 31000 as the safety standard to be integrated in their current risk management system. Not only did the ISO 31000 score the best on both overall qualification and on the key criteria set by the author's company supervisor, the existing risk management system used in the Business Line Center Parcs is incorporating ISO 14001, which is the environmental equivalent to the ISO 31000. By integrating ISO 31000 in the existing risk management system, the new risk management system will be both uniform and applicable throughout the entire company in different departments.

As can be seen in figure 12, the ISO 31000 safety standard covers a wide range of aspects in which other safety standards of ISO are used for each individual aspect. This is a big advantage of using ISO 31000 as well, as it will become easier to manage the different types of risk aspects within the company by integrating another ISO standard as the organization sees fit.
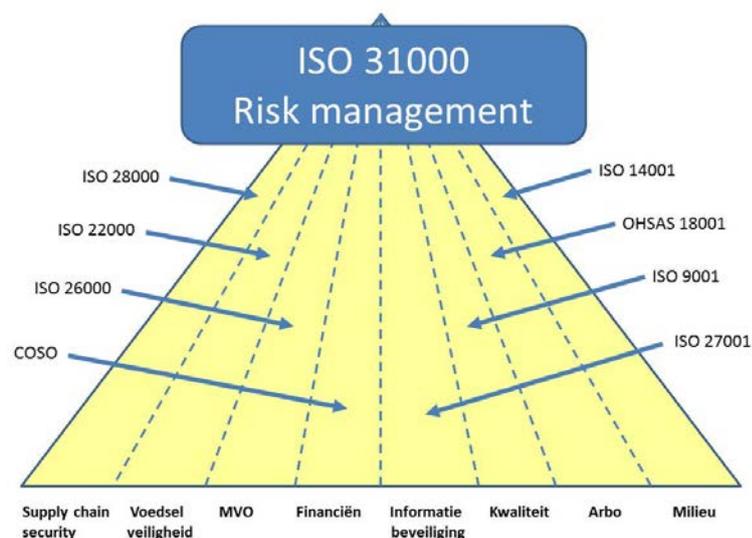
Figure 12 – 'Illustrated view of ISO 31000 Risk Management' (Zijlstra, 2012)

A SWOT Analysis needs to be made now that the ISO 31000 has been chosen as the new safety standard for the PVCP Group. The SWOT Analysis will show what the strengths and weaknesses are of the new safety standard and what opportunities and threats it might create for the PVCP Group. Figure 13 shows the SWOT Analysis of the ISO 31000 methodology for the PVCP Group.

	Helpful	Harmful
Internal	**Strengths (S)** Well-thought-of by stakeholders Creates a distinctive competence Increase in customer loyalty Creates a uniform risk management system for the entire organization Already a well-functioning ISO methodology in place within the group Improvement of the quality of service Management already has the necessary qualifications and capabilities for the new methodology Good educational system present for all personnel	**Weaknesses (W)** Higher management might not support the new methodology Awareness of guests of the risk management system in place is not properly marketed P&V needs to improve a great deal to become eligible for the ISO 31000 methodology Structural changes are necessary
External	**Opportunities (O)** Reduce risk levels to an even lower level of acceptance Potential guests will prefer a safe environment for their vacation	**Threats (T)** Costs involved might out-weigh the benefits New methodology could prove to be too complicated for all personnel Guests might not feel safe(r) regardless of the new methodology

Figure 13 – 'SWOT Analysis of the ISO 31000 methodology for the PVCP Group' (Geers, SWOT Analysis, 2014)

The SWOT Analysis shows that even though the expertise and resources are present in the PVCP Group, there are still some weaknesses within the PVCP Group that could lead to difficulties for the new methodology to be implemented if not attended to. A quick scan will be made in the following chapter which highlights what needs to be improved within the organization of the PVCP Group before the PVCP Group will be working according to ISO 31000 methodology.

The next chapter will cover the author's recommendation regarding the implementation of ISO 31000 into the PVCP Group. Information from the ISO 31000 methodology documents will be used as the main guideline for the implementation of ISO 31000. The seven steps will be shortly discussed in the introduction after which they will be discussed more deeply in the following subchapters.

5. Recommendation: Implementation

5.1. Introduction

Now that a safety standard has been chosen that fits the company in the most suitable way in terms of integration, practicability and effectiveness, it is time to set up an implementation plan for implementing the ISO 31000 into the PVCP Group.

The steps that need to be taken to fully implement the ISO 31000 into the existing risk management system will be briefly discussed in this chapter. Once the process is briefly explained, the following chapters will show an in-depth view of what needs to be done to progress towards the PVCP Group reaching compliance to the ISO 31000 methodology.

➢ Step 1

First and foremost, the implementation process needs to be started with illustrating the current situation and the desired situation, by which figure 12 will be used as the basis of how the current and desired situation are illustrated. This is done to show the direction the PVCP Group desires and to make it easier for the reader to understand why it is done in the way that is being recommended.

➢ Step 2

Once it is clear what the situation is at this point of time and what the desired situation is, it is necessary to create an analysis of the rationale and steps of the processes and a cost-benefit analysis. This is due to the necessity of having a detailed overview of the differences between the existing risk management system and the ISO 31000 system.

➢ Step 3

After the analysis of the rationale and steps of the processes and a cost-benefit analysis have been created, the existing risk management policy must be evaluated. The PVCP Group should determine whether changes are needed to its existing framework for the management of risk, before planning and implementing those changes, and then monitoring the ongoing effectiveness of the amended framework.

➢ Step 4

On the basis of the evaluations described in step 3, the PVCP Group should now design its new framework for its risk management system and identify the framework design requirements.

➢ Step 5

The scope, objectives, targets, resources, measures for success and monitoring and review criteria for the implementation phase should be defined.

➢ Step 6

Internal and external communication and reporting mechanisms should be established.

➢ Step 7

When the implementation process has been drafted, steps need to be taken to implement the ISO methodology into the existing operations.

Once these steps have been taken, the organization is working conform the ISO methodology. (ISO, 2009)

A PESTLE analysis will also be made at the end of this chapter, to assist the implementation of the ISO 31000 methodology into the organization of the PVCP Group, to determine what the political, economic, social, technological, legal and environmental consequences are of the implementation of the ISO 31000 methodology.

It is important to state that at this point, the author's company supervisor has bought the ISO 31000 methodology so that the requirements of the ISO 31000 can be viewed and to make it possible to draft the implementation plan.

5.2. Current and Desired Situation

5.2.1. Introduction

It is important to start the implementation process with illustrating the current situation and the desired situation, by which figure 12 will be used as the basis of how the current and desired situation are illustrated. Figure 14 shows the current situation of the risk management system that is currently used by the Operational Risk Department.

5.2.2. Current Situation
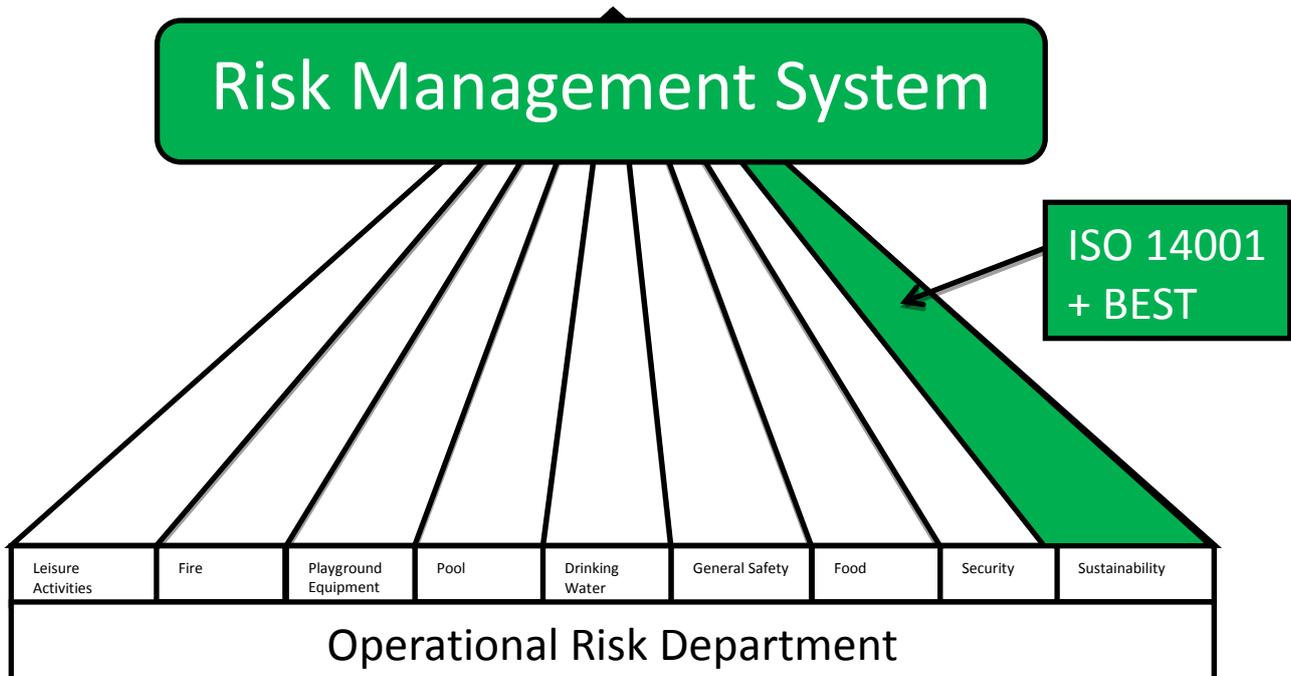
Figure 14 – 'Current situation within the Business Line Center Parcs'

Figure 14 shows how the Operational Risk Department currently manages the organizational risks within the organization. The nine risk domains currently all follow the methodology used in ISO 14001, and for the sustainability risk domain a system called BEST is also used, which is a tailor-made system used within the PVCP Group.

However, this set-up is currently only used to its full potential in the Business Line Center Parcs and to a much lesser extent in the Business Line Pierre et Vacances. This is due to the fact that Center Parcs has the ISO 14001 certificate and Pierre et Vacances does not have said certificate. Furthermore, the risk domains are used by all the sites of Center Parcs, but not by the departments present in the Head Office. (Geers, Information about the ORD, 2013)

5.2.3.   Desired Situation

It is necessary to show the desired situation before the implementation plan can be drafted. Figure 15 shows the desired situation, including the 'Finance' department in the new risk management system in which ISO 31000 will be the methodology used.
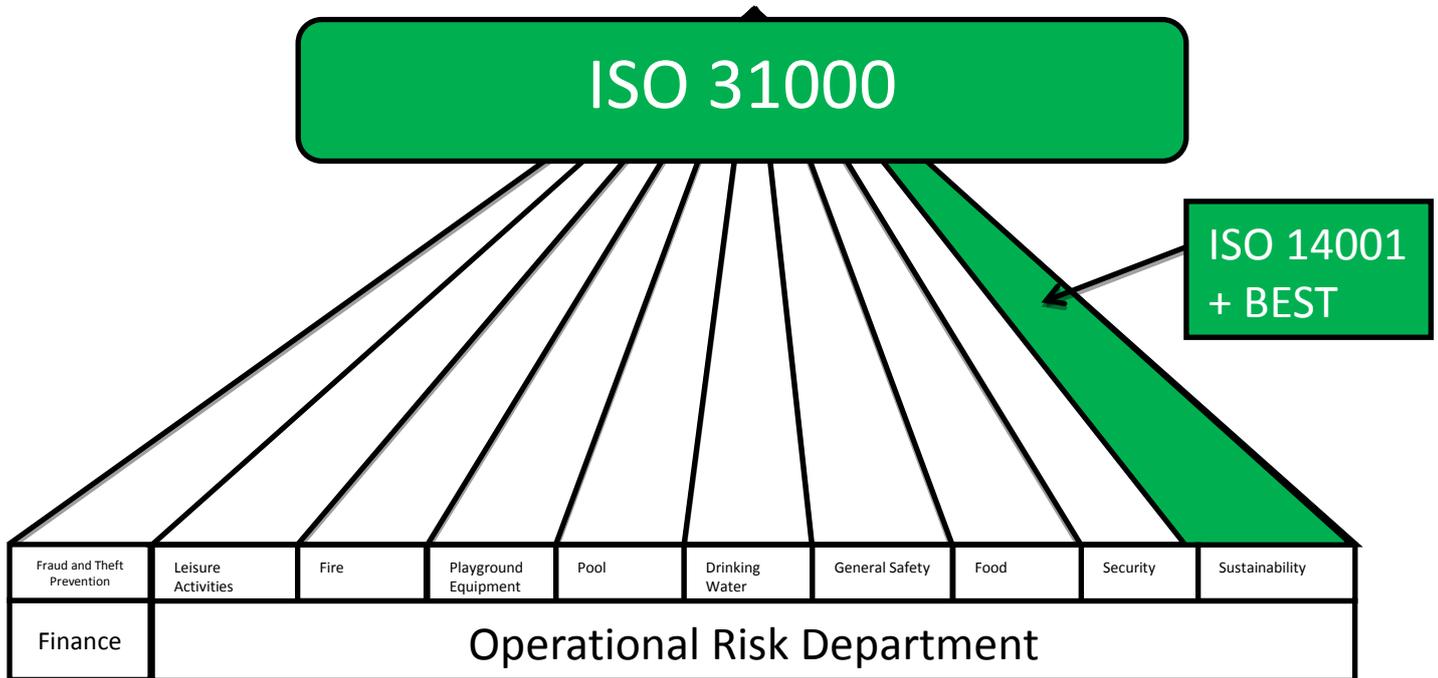

Figure 15 – 'Desired situation within the Business Line Center Parcs'

Figure 15 shows the first additional Head Office department that should be added to the methodology of the ISO 31000, the 'Finance' department. It is necessary to include the 'Finance' department first before starting to include other departments, as introducing the new risk management system takes time, effort and adjustments to the new system and the 'Finance' department has been given priority in this. Furthermore, those that will implement the new risk management system with the ISO 31000 methodology will need to be able to focus on one department at a time to avoid miscommunication and to keep the system uniform. (Geers, Information about the ORD, 2013)

5.3.   Analysis of the Rationale

Now that the illustration of the current and desired situation is completed, the PVCP Group can start with the implementation process.

The implementation process can include the following, but what is needed and what is not needed is to be determined at that point of time:

- ➢ Acquiring mandate and commitment, if required;
- ➢ A gap analysis;
- ➢ Tailoring and scale based on organizational needs, culture and creating and protecting value;
- ➢ Evaluating risks associated with transition;
- ➢ Developing a business plan:
- ➢ Setting objectives, priorities and metrics;
- ➢ Establishing the business case, including alignment with organizational objectives;
- ➢ Determining scope, accountabilities, timeframe and resources;
- ➢ Identifying the context of implementation, including communication with stakeholders.

(ISO, 2009)

All these elements are to be considered, evaluated and carried out by the workgroup that will be formed when the implementation phase begins. More information about the workgroup will be given in a later chapter within this paper.

5.4.   Existing Risk Management Policy Evaluation

5.4.1.   Introduction

When the analyses have been made, the new framework can be designed. Existing approaches to risk management in the organization of the PVCP Group should be evaluated, including context and culture.

For designing the new framework, specifically, the following should be evaluated:

- ➢ The principles and attributes.
- ➢ The existing framework, the evaluation of which should compare in particular the current practices with the requirements of the following sub clauses of ISO 31000:
  - Risk management policy;
  - Accountability;
  - Integration into organizational processes;
  - Resources;
  - & 4.3.7 Internal and external communication and reporting mechanisms.
- ➢ The process, the evaluation of which should compare the elements of the existing processes against those in ISO 31000 clause 5, as well as the underlying principles that drive and provide the rationale for the process with the principles set out in ISO 31000, clause 3.

(ISO, 2009)

5.4.2.   Step One

The PVCP Group's risk management activities need to be aligned with the principles and attributes for effective risk management.

In order for the PVCP Group to align with the practice as described in ISO 31000, the organization needs to comply at all levels with the principles described in chapter 3 of the ISO 31000 - Principles and Guidelines document. The principles are the following:

- ➢ Risk management creates and protects value.
- ➢ Risk management is an integral part of all organizational processes.
- ➢ Risk management is part of decision making.
- ➢ Risk management explicitly addresses uncertainty.
- ➢ Risk management is systematic, structured and timely.
- ➢ Risk management is based on the best available information.
- ➢ Risk management is tailored.
- ➢ Risk management takes human and cultural factors into account.
- ➢ Risk management is transparent and inclusive.
- ➢ Risk management is dynamic, iterative and responsive to change.
- ➢ Risk management facilitates continual improvement of the organization.

Furthermore, to achieve the appropriate level of performance for the new risk management framework, the PVCP Group must measure its performance against the attributes described in annex A of the ISO 31000 – Principles and Guidelines document. The attributes are the following:

- ➢ Continual improvement
- ➢ Full accountability for risks
- ➢ Application of risk management in all decision making
- ➢ Continual communications
- ➢ Full integration in the organization's governance structure

(ISO, 2009)

5.4.3.   Step Two

From the ISO 31000 methodology, the requirements that are needed to make a quick-scan have been gathered and will be used to compare the current practice with that described in ISO 31000. Thanks are due to the author's company supervisor for assistance with finalizing the quick-scans. The Gap Analysis is shown below in figure 16 and the input for the Gap Analysis can be found in appendix VI.

Requirements for ISO 31000
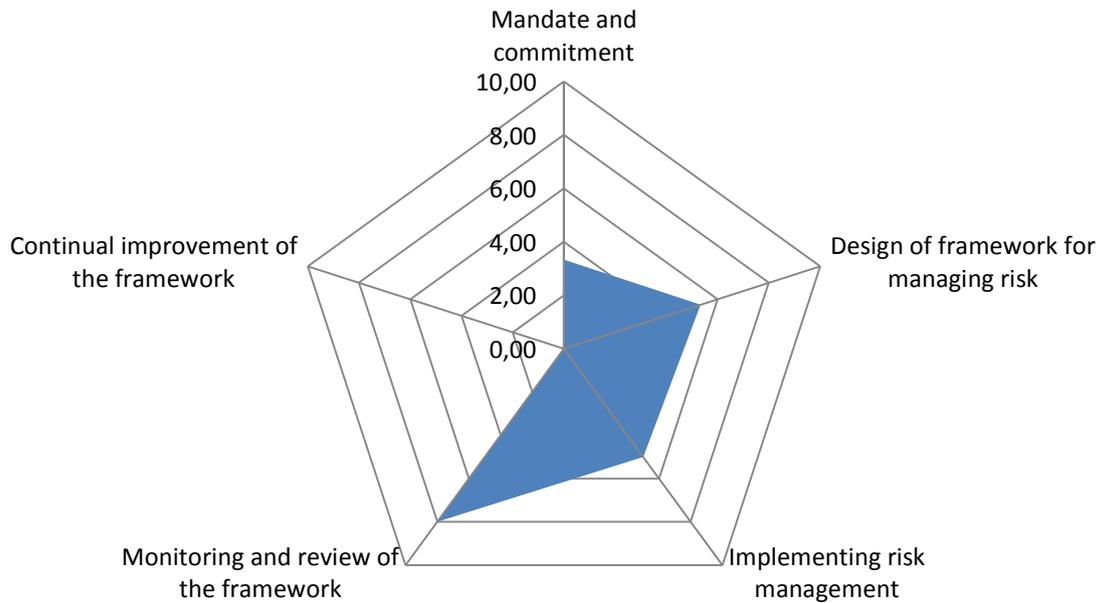
Figure 16 – 'Gap Analysis of ISO 31000 for the PVCP Group' (PVCP Group, 2014)

The Gap Analysis in figure 16, and therewith the information in appendix VI, is based upon the 'Principles and Guidelines' document of the NEN-ISO 31000:2009. As can be seen in figure 16, the PVCP Group scores poorly on four out of the five requirements, indicating that there is still a lot to be done before the PVCP Group is following ISO 31000 practice.

5.4.4. Step Three

The PVCP Group will have to apply the risk management process (see figure 17 for an illustrated version of the risk management process) to its current operations. The risk management process compromises the activities:

- ➤ Communication and Consultation
- ➤ Establish Context
- ➤ Risk Assessment
    - o Risk Identification
    - o Risk Analysis
    - o Risk Evaluation
- ➤ Risk Treatment
- ➤ Monitoring and Review

(ISO, 2009)
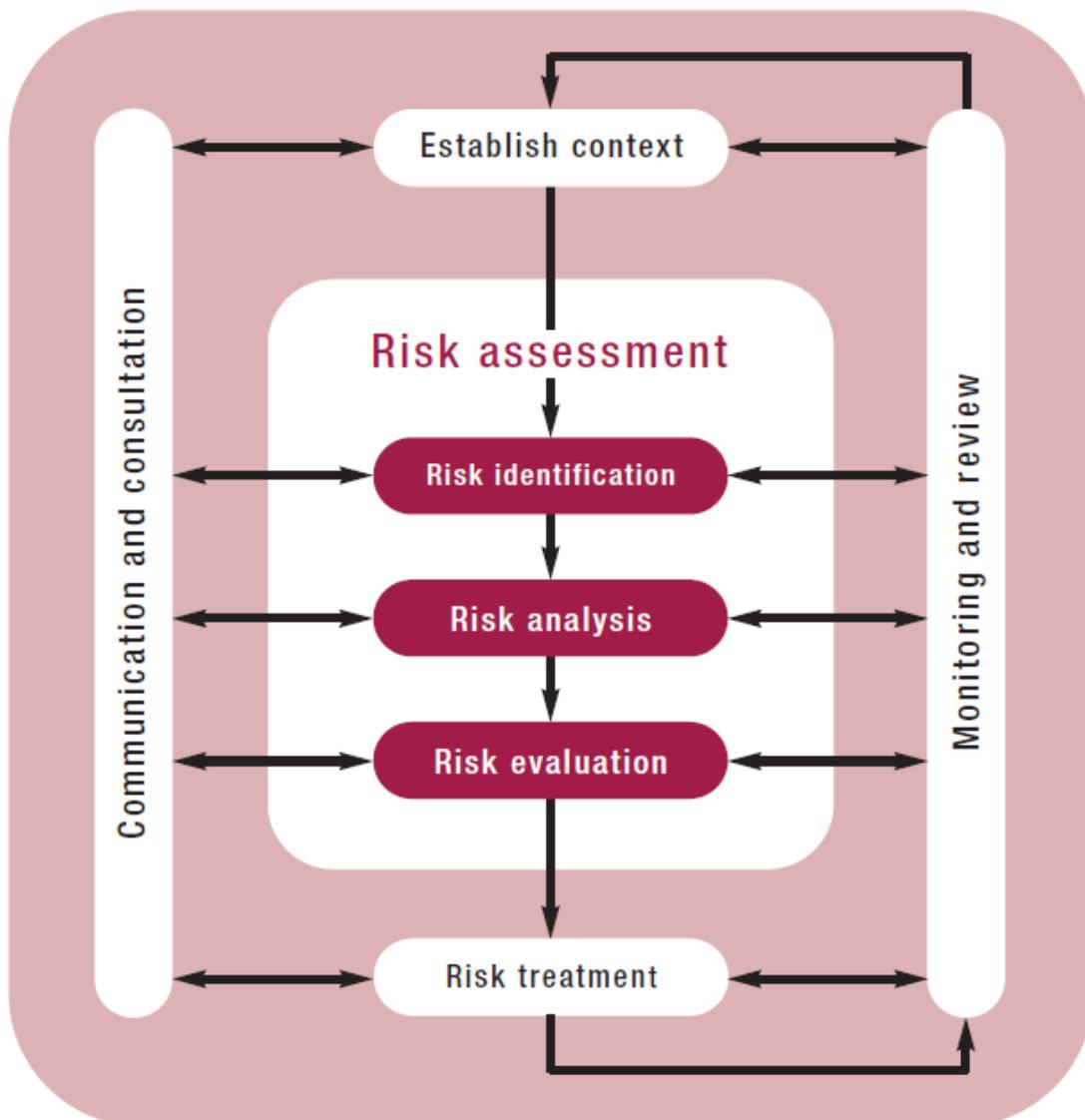
Figure 17 – 'The risk management process' (ISO, 2009)

5.4.4.1. Communication and Consultation

Communication and consultation with external and internal stakeholders should take place during all stages of the risk management process.

Therefore, plans for communication and consultation should be developed at an early stage. These should address issues relating to the risk itself, its causes, its consequences (if known), and the measures being taken to treat it. Effective external and internal communication and consultation should take place to ensure that those accountable for implementing the risk management process and stakeholders understand the basis on which decisions are made, and the reasons why particular actions are required.

Communication and consultation with stakeholders is important as they make judgments about risk based on their perceptions of risk. As their views can have a significant on the decisions made, the stakeholders' perceptions should be identified, recorded, and taken into account in the decision making process. (ISO, 2009)

For the Groupe Pierre et Vacances Center Parcs, this means that tour operators and suppliers need to be informed of the changes and what this means to both them and to their relationship with the PVCP Group. Certain contracts might need to be revised in order for them to remain legit.

5.4.4.2. Establish Context

By establishing the context, the organization articulates its objectives, defines the external and internal parameters to be taken into account when managing risk, and sets the scope and risk criteria for the remaining process. While many of these parameters are similar to those considered in the design of the risk management framework, when establishing the context for the risk management process, they need to be considered in greater detail and particularly how they relate to the scope of the particular risk management process.

The external context is the external environment in which the organization seeks to achieve its objectives. The internal context is the internal environment in which the organization seeks to achieve its objectives. (ISO, 2009)

5.4.4.3. Risk Assessment

Risk assessment is the overall process of risk identification, risk analysis and risk evaluation.

Risk Identification

The aim of this step is to generate a comprehensive list of risks based on those events that might create, enhance, prevent, degrade, accelerate or delay the achievement of objectives. Comprehensive identification is critical, because a risk that is not identified at this stage will not be included in further analysis.

Risk Analysis

Risk analysis involves developing an understanding of the risk. Risk analysis provides an input to risk evaluation and to decisions on whether risks need to be treated, and on the most appropriate risk treatment strategies and methods. Risk analysis can also provide an input into making decisions where choices must be made and the options involve different types and levels of risk.

Risk Evaluation

The purpose of risk evaluation is to assist in making decisions, based on the outcomes of risk analysis, about which risks need treatment and the priority for treatment implementation. Risk evaluation involves comparing the level of risk found during the analysis process with risk criteria established when the context was considered. Based on this comparison, the need for treatment can be considered. (ISO, 2009)

The Groupe Pierre et Vacances Center Parcs is already working with risk identification, analysis and evaluation in the form of Quarterly Risk Reports (QRR) and audits. The Operational Risk Department audits the sites that work with the QRR and these sites are given a score based on their performance to the risk identification, analysis and evaluation.

5.4.4.4. Risk Treatment

Risk treatment involves selecting one or more options for modifying risks, and implementing those options. Once implemented, treatments provide or modify the controls.

Risk treatment involves a cyclical process of:
- Assessing a risk treatment;
- Deciding whether residual risk levels are tolerable;
- If not tolerable, generating a new risk treatment; and
- Assessing the effectiveness of that treatment.

Once a risk treatment's residual risk levels are deemed tolerable, the most appropriate risk treatment option is selected, which involves balancing the costs and efforts of implementation against the benefits derived, with regard to legal, regulatory, and other requirements such as social responsibility and the protection of the natural environment.

Finally, the chosen risk treatment options need to be implemented. Risk treatments plans are needed to document how the chosen risk treatment options need to be implemented. Risk treatment plans should be integrated with the management processes of the organization and discussed with appropriate stakeholders. (ISO, 2009)

Currently, the Pierre et Vacances Center Parcs Group works with priority levels. The priority system enables PVCP-personnel to effectively treat the risks that need to be treated first. The risk treatment plan on itself is something that needs to be discussed with the Operational Risk Department after it has been drafted.

5.4.4.5. Monitoring and Review

Both monitory and review should be a planned part of the risk management process and involve regular checking or surveillance. It can be periodic or *ad hoc.* Responsibilities for monitoring and review should be clearly defined. The organization's monitoring and review processes should encompass all aspects of the risk management process.

The results of monitoring and review should be recorded and externally and internally reported as appropriate, and should also be used as an input to the review of the risk management framework. (ISO, 2009)

The monitoring and review is currently already incorporated in the QRR and the audit system, which is already explained.

5.4.5. Step Four

Finally, by having steps one to three completed, the PVCP Group should have achieved the key outcomes in ISO 31000 Clause A.2 when the first three steps have been finalized correctly. The key outcomes are:

➢ The organization has a current, correct and comprehensive understanding of its risks.
➢ The organization's risks are within its risk criteria.

(ISO, 2009)

5.4.6. Identifying the framework design requirements

Once the framework has been designed, the PVCP Group should decide which aspects of the current risk management approach:

➢ Could continue to be used in the future;

➢ Need amendment or enhancement;

➢ No longer add value and should be discontinued.

The organization should develop, document and communicate how it will be managing risk. The scale and content of the organization's internal standards, guidelines and models related to risk management reflect organizational culture and context.

There should also be provision for periodic review of organizational requirements, tools, training and resources for the management of risk, if there are subsequent changes in the organization and its context, or if ongoing monitoring and review identifies weaknesses or inefficiencies. (ISO, 2009)

The workgroup and higher management responsible for risk need to discuss in detail which aspects of the current risk management approach will stay, change or be removed. It is necessary to clearly identify the framework design requirements in order to keep the changes to a minimum and make it easier for all personnel to adapt to the changes.

5.5.   Management Review

Once the framework is designed and the framework design requirements are set, it is time to set up the Management Review. The Management Review is an important part of the implementation of ISO 31000 as it stands for top management's acceptance of the implementation of ISO 31000 into the organization.

The following four steps need to be taken to finalize the Management Review:

1. Determining the criteria for the Management Review
2. Drafting the Management Review
3. Assigning the responsibilities regarding the ISO 31000 methodology to key staff members
4. Having the key staff members sign the Management Review

By signing the Management Review, top management acknowledges and accepts ISO 31000 and will be given responsibilities and held accountable for the further development of the implementation of ISO 31000 into the existing risk management system.

5.6.   Implementation of ISO 31000

5.6.1.   Introduction

When the implementation process has been drafted, steps need to be taken to implement the ISO methodology into the existing operations. The following list shows how this is to be done.

➢ A small workgroup needs to be established that will implement the ISO 31000 methodology into the existing risk management system, using the quick scans as reference as to what aspects of the organization needs adjustments and in what way.
➢ An information session needs to be held for all personnel in which the adjustments to the current system (if any) will be explained and how this will affect their work.
➢ Education and training programs need to be established to ensure that all personnel will be able to work with the new methodology.
➢ ISO 31000 needs to be communicated to external parties & stakeholders and needs to be marketed effectively to customers.

Once these steps have been taken, the organization is working conform the ISO methodology. It is recommended to integrate/implement the ISO 31000 methodology step by step, integrating the ISO methodology into one department at a time to ensure that the workgroup integrates/implements the ISO methodology uniformly throughout the entire organization.

5.6.2.   Forming the workgroup

First of all, a workgroup needs to be established that will implement the ISO 31000 into the existing risk management system currently used by the PVCP Group and the ORD. The workgroup should consist of a small taskforce of people that have a vast amount of experience with both the PVCP Group itself and implementing a new system into an existing system.

It is key that the members of the workgroup know the occupational work environment of all departments of the PVCP Group in order to be efficient and successful in implementing ISO 31000 into the existing operations. One of the first objectives of the workgroup is to inform and educate all personnel about ISO 31000. The next chapter will cover the possibilities for the workgroup to accomplish this.

5.6.3. Information Session & Training

To inform and educate all personnel about ISO 31000, it is recommended to make use of the internal e-mail system to inform personnel and E-learning modules to educate personnel. The PVCP Group currently uses Microsoft Outlook to inform its personnel of updates within the company and it works rather effectively and easily. Furthermore, the PVCP Group already has an operational E-learning system and there is room for new modules, which enables the PVCP Group to educate its personnel by adding an extra module for the ISO 31000 methodology for those it is deemed necessary.

It is also recommended to inform top management via a meeting and to explain in full detail the process and progress of the new risk management system. This is necessary due to them having to know the consequences, responsibilities and criteria described in the ISO 31000 methodology.

5.6.4. Communication to external parties & stakeholders

To inform and educate external parties, stakeholders and customers about ISO 31000, it is recommended to make use of both social media and traditional forms of media. It is key to inform all business relations of the PVCP Group of the changes in its work environment to ensure that contracts that have been made and are to be made are still legitimate.

The usage of Facebook and Twitter will make communication to customers, external parties and stakeholders easy and effective, whereas formal communication to external parties and stakeholders by the usage of e-mails and letters is highly suggested. Furthermore, marketing-wise, it is wise to have an article written about the changes within the organization in (an) international/national newspaper(s).

5.7.   PESTLE Analysis

Alongside the implementation plan, a PESTLE Analysis needs to be made that covers the different issues that will have an impact on the operations of the PVCP Group regarding the implementation of ISO 31000. Figure 18 below shows this PESTLE Analysis and is divided in the issue related to the aspect in question and the impact it may have on the PVCP Group.

Issue	Impact on operations
Political	
➢ Growing political focus and pressure on risk management ➢ Multiple countries with different minimum requirements	➢ Support from government ➢ Different implementation of ISO 31000 in different parts of the company
Economic	
➢ Guest confidence ➢ Rate of employee accidents and incidents ➢ Implementation costs	➢ Increased guest satisfaction, more likely return of guests ➢ Lesser occurrence, leads to reduced costs ➢ Implementation costs will cause a small increase in costs in the budget
Social	
➢ Guest awareness ➢ Changing expectations ➢ Media views	➢ Increased guest satisfaction, more like return of guests ➢ Higher expectations of safety by guests ➢ Media coverage will increase awareness of (potential) guests
Technological	
➢ Rise of E-marketing ➢ Innovation potential	➢ Direct to guest communications ➢ First to be ISO 31000 certified in the operating branch of the industry, leads to marketing potential
Legal	
➢ Globally accepted ISO standard ➢ Safety regulations	➢ Risk management policy will be globally accepted ➢ Safety regulations will be met in a better way or even exceed the minimum requirements
Environmental	
➢ All operations in line with the ISO 31000 methodology ➢ Potential to implement ISO 14000 into all parts of the organization	➢ Uniform risk management will lead to lesser amounts of waste in time and efficiency, which will eventually lead to environmental positivity. ➢ The ISO 14000 methodology will increase environmental awareness among all personnel, reducing waste among other negativities

Figure 18 – 'PESTLE Analysis'

5.8.   Conclusion

Once the information session and training have been held for personnel and ISO 31000 is communicated to external parties and stakeholders, ISO 31000 is then in the process of being completely implemented into the operational environment of the PVCP Group. To what extent it will be implemented is up to the organization itself to determine and at which pace it is done.

The workgroup that has been formed will implement ISO 31000 according to the wishes of top management as was determined prior to forming the workgroup. The previous chapters serve as a guideline as to how the ISO 31000 should be implemented and it is advised to follow this guideline when implementing ISO 31000 into the existing organization. This is the final stage of the implementation phase and after this has been completed, the PVCP Group will have an organizational culture according to ISO 31000 methodology.

The next chapter will cover whether what has been thus far been covered is coherent with what the theory says. Customer satisfaction reports in the hotel industry will be used to see whether a methodology such as ISO 31000 actually increases the sense of safety amongst guests. Furthermore, the SERVQUAL service quality model will be used to further determine the satisfaction of guests regarding the risk management of the PVCP Group.

6.   Reviewing the Progress

6.1.   Introduction

This chapter will cover whether what has been covered so far in this report is coherent with what the theory says. In this case, the 'theory' will be the application of the SERVQUAL service quality model and the disconfirmation model to the case of the PVCP Group, for which a study performed at Center Parcs regarding customer satisfaction concerning risk management will be used for the input. Finally, the author will include in what ways the ISO 31000 can help to improve the satisfaction of guests regarding the risk management of the PVCP Group.

6.2.   SERVQUAL and the Disconfirmation Model

6.2.1   Introduction

The SERVQUAL service quality model highlights the main components of high quality service in the service sectors. The SERVQUAL model decomposes the notion of service quality into five constructs as follows:

- Tangibles; physical facilities, equipment, staff appearance, etc.
- Reliability; ability to perform service dependably and accurately
- Responsiveness; willingness to help and respond to customer need
- Assurance; ability of staff to inspire confidence and trust
- Empathy; the extent to which caring individualized service is given

For this report, the following definition will be used to determine the satisfaction of customers: ´*Customers are satisfied when their judgment of the service they have received equals or exceeds what they expected.*´ (Williams & Buswell, 2003) By following this definition, each customer will experience a different degree of satisfaction. This definition goes hand in hand with the SERVQUAL model as each of the five constructs can be different for every individual customer.

Figure 19 below shows the illustrated version of the SERVQUAL service quality model. As can be seen in this figure, there is a difference between how the marketer (in this case the PVCP Group) and the consumer (in this case the guests of the PVCP Group) perceive and expect the services to be given. For this research, the focus will be on gap 5, the gap between expected service and perceived service from the perspective of the guests of the PVCP Group. The disconfirmation model will be used, together with a study performed at Center Parcs concerning the satisfaction of guests regarding risk management on the sites to see where the difference lies between the expected service and the perceived service.
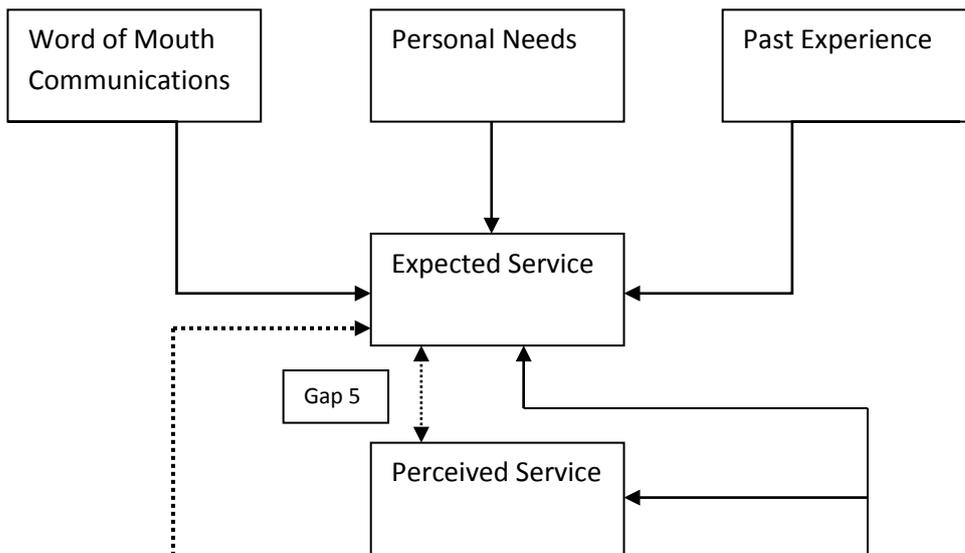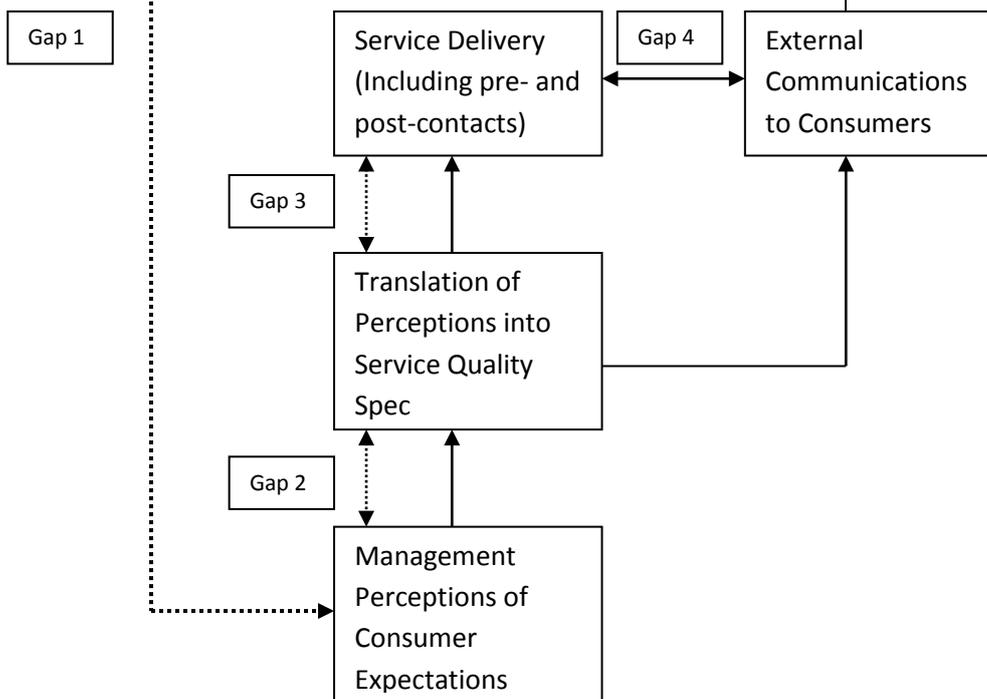
Figure 19 – 'SERVQUAL Model Illustration' (Parasuraman, Zeithaml, & Berry)

6.2.2   Disconfirmation Model

The disconfirmation model is based on the comparison of customers' expectations and their perceived performance ratings. If a customer's expectations exceed the customer's perceived performance ratings, it is negatively confirmed. On the other hand, if a customer's perceived performance ratings exceed e customer's expectations, it is positively confirmed. A third possibility is also possible where a customer's expected performance meets the customer's perceived performance, which will lead to a neutral confirmation. (Kücükosmanoglu & Sensoy, 2010) Figure 20 below shows the illustration of the disconfirmation model.
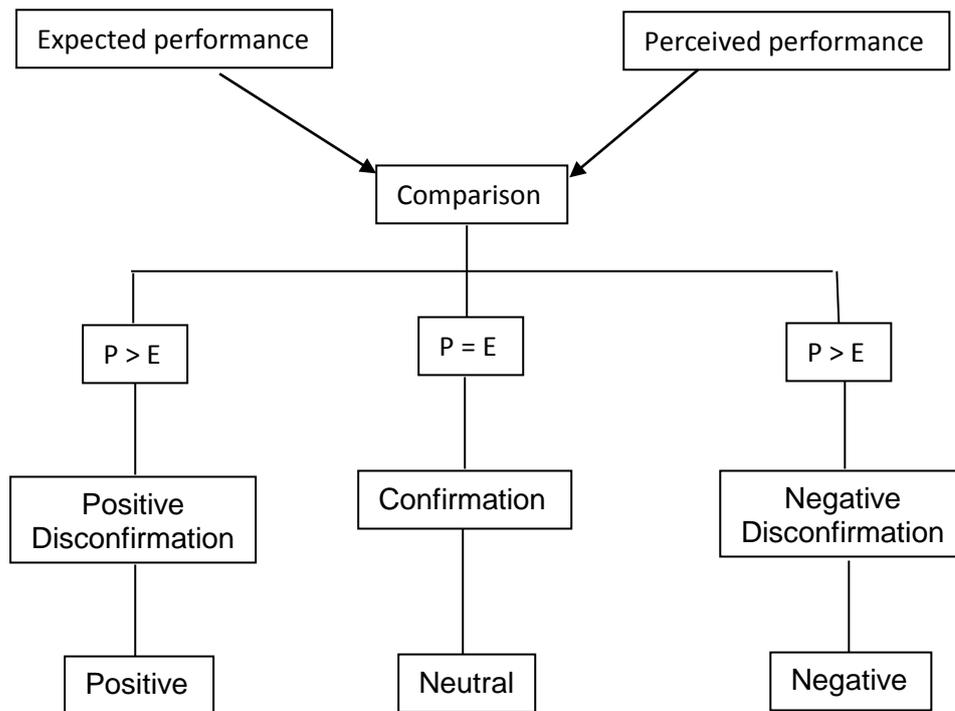
Figure 20 – 'The Disconfirmation Model' (Emerald Insight, 2014)

There are four constructs to describe the traditional disconfirmation paradigm mentioned as expectations, performance, disconfirmation and satisfaction. As previously stated, the definition used by Williams & Buswell will be used. The definition is: ´Customers are satisfied when their judgment of the service they have received equals or exceeds what they expected.´ (Williams & Buswell, 2003)

6.2.3   Guests' Expectation of Safety

A study was performed by the Groupe Pierre et Vacances Center Parcs, in which 27 guests of one of the German sites were interviewed regarding their expected performance and perceived performance of the management of risk at the site.

The study showed that many guests expect specific safety procedures especially targeted at children, since the company image is externally marketed as a family-friendly resort. Examples of expectations include children being able to move about freely and parents wanting to enjoy a holiday without anxiety and fear that accidents or incidents might happen.

Noteworthy here is the tendency guests show that they expect to be safe within Center Parcs and that as a result they neglect the duty of taking care of their children's safety themselves and hold Center Parcs responsible for every accident and mistake that happens. The study further shows that a surprising high number of respondents stated that they did not consciously think about safety procedures, as a general level of security is taken for granted. Only a few respondents had detailed safety expectations such as 24-hour supervision of the parking lot and well trained security personnel, however, all indicated that safety is a very important factor during a holiday. In many cases such answers were related to children.

Furthermore, the study showed that many guests did not consciously think about safety during their holiday, nor did they have specific expectations regarding security procedures. However, when directly confronted with the topic, people appeared to start thinking about safety and as a result became aware of its importance to them.
(Lloyd-Jones, 2008)

6.2.4   Guests' Perception of Safety

The study showed that the perception of safety within Center Parcs was very positive in respect of the bulk of respondents. The research revealed that most respondents actually felt very safe during their stay. An example of the perception of safety of a guest was when one of the respondents' daughter collapsed in the Aqua Mundo and how amazed the mother in question was how the Center Parcs staff handled the situation and assisted her in every possible way.

It appears that what is important to increase the guests' perception of safety is to properly communicate the possible sources of danger to the guests. The report further showed that even though many guests get upset at the beginning of an accident, they soon realize that procedures are taken in order to increase their safety, which leaves only a few people to continue complaining.

The participant observation also supported the guests' positive perception of safety, as apparently parents let their children run around freely in the areas specifically designed for children, without constant supervision. Spatially confined areas including many child-friendly facilities and cushioned floors provided parents with an additional feeling of safety.

The study also showed negative ways of influencing the perception of safety of the guests. The main points of criticism among the participants were the old building construction, in which forcible entry was regarded as being quite easy.

Participants of the interviews were also asked for issues they were not totally satisfied with regarding safety. Seventeen participants came up with statements that they were not satisfied with. However, all of them stated that they felt safe when asked for their perception of safety in the park.

6.2.5   Guests' Safety Satisfaction

Figure 21 below shows the end results of the satisfaction level of guests regarding safety procedures currently present at the PVCP Group's sites. This is the result of the study carried out by Mrs Lloyd-Jones. The horizontal axis shows the score the participants have given the PVCP Group regarding the participants' satisfaction level concerning the safety procedures present at the PVCP Group's sites and the vertical axis shows the amount of participants giving the score.
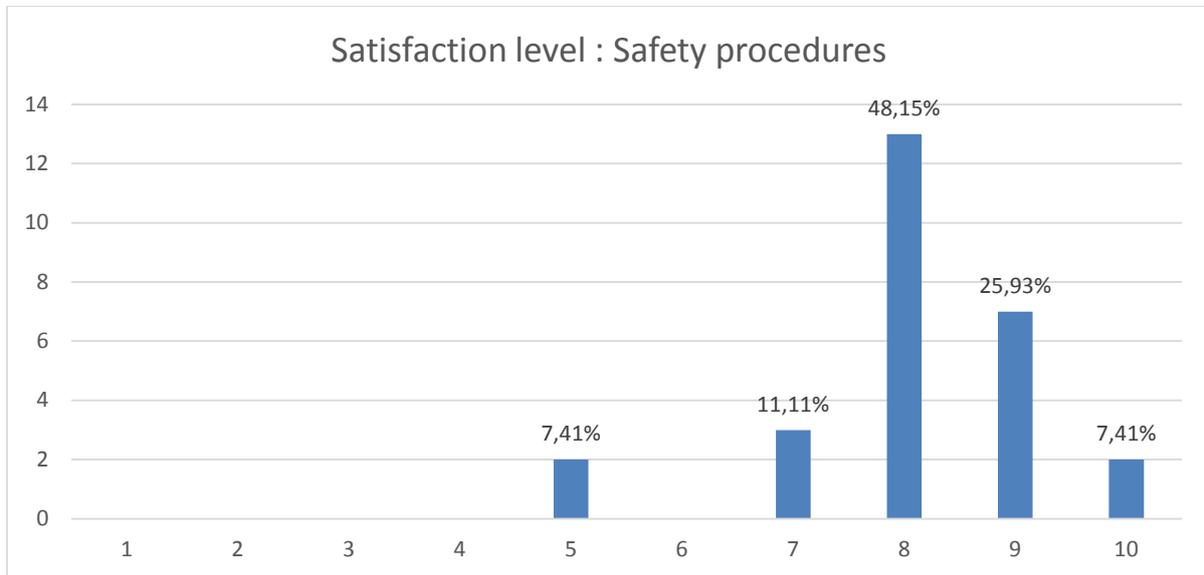

Figure 21 – 'Satisfaction level of guests regarding safety procedures' (Lloyd-Jones, 2008)

Based upon the information in the previous subchapters regarding the perceived performance and expected performance, as well as the end results given in figure 21 above, it can be concluded that the PVCP Group is currently already in the positive disconfirmation section of the disconfirmation model. However, it is key to strive to improve the satisfaction level of guests and that is where the ISO 31000 methodology will assist the PVCP Group.

The study performed by Mrs Lloyd-Jones has given a few results which need to be focused on by the PVCP Group's management. Proper communication of the possible sources of danger to the guests and effective handling of an incident/accident by personnel are key factors that influence the perceived performance of the PVCP Group concerning risk management.

As previously stated in chapter 3.2, the ISO 31000 methodology further reduces a company's risk of accidents and incidents occurring due to its simplicity and proactive handling. Due to the ISO 31000 methodology's simplicity, all personnel can understand and use its methods, which makes their handling of an incident/accident even more effective, which further increases the perceived performance of risk management by guests. By proactive handling instead of reactive handling, the risk of an incident or accident occurring is further reduced which also results in an increase in the perceived performance of risk management by guests.

6.3. Conclusion

In this chapter it has been shown what the expectations of safety of the guests of the PVCP Group are and what the perception of safety of the guests of the PVCP Group are. It is clear that the PVCP Group is already at a positive disconfirmation level regarding the gap between perception of risk and expectation of risk by the guests, but it is also clear that it has room for improvement.

It was shown that although guests rarely think about risk beforehand and are rather careless when they are at the sites of the PVCP Group, once a problem arises they will put the blame on the PVCP Group. Furthermore, some examples were given that showed that the safety perception of guests is not negatively affected as long as possible sources of danger are communicated to them in a proper way.

It should be clear that the focus of the PVCP Group needs to be to properly inform its guests about the possible risks at their sites both before the guests arrive at the sites of the PVCP Group as well as during their time at the sites of the PVCP Group.

It is clear that the ISO 31000 methodology will further increase the perception of risk of guests of the PVCP Group due to its simplicity and proactive methods. This is due to the large impact the competency of personnel has on the perception of risk of the guests. The ISO 31000 methodology will make the personnel of the PVCP Group even more capable of handling accidents and incidents as well as reduce the risk of the occurrence of these accidents and incidents.

7.   Continuous Improvement

7.1.   Introduction

This chapter will cover the continuous improvement methods that will be researched in order to find one that suits the PVCP Group and its operations. Four continuous improvement methods will be looked into and evaluated based on their compatibility to the current operations of the PVCP Group. Factors such as involvement of personnel, usability by all personnel and the general method followed will be looked into and a rational conclusion will be made at the end of this chapter.

7.2.   PDCA Cycle

There are many different continual improvement methodologies that can be used to integrate into the PVCP Group's activities. The PVCP Group is already using a continual improvement process, which is the PDCA (Plan-Do-Check-Act), which is known to be easy to understand, known to be working well for short and small cycles and is known to be usable by all personnel (instead of just management). The PDCA is used by management to improve the quality of work and to continually improve the existing processes present within the organization. (Hughes, 2008) (Sokovic, Pavletic, & Kern Pipan, 2010)

The PDCA is a tool to monitor business performance on a continual basis The PDCA (often referred to as the Deming Cycle) consists of four major steps; Plan, Do, Check & Act. In the case of applicability to the ISO 31000 risk management system, 'Plan' involves the setting of a risk management policy, planning including the allocation of resources, provision of skills and organization of the system, hazard identification and risk assessment. 'Do' refers to actual implementation and operation of the ISO 31000 methodology. 'Check' is devoted to measuring both the active and reactive performance of the programme. 'Act' closes the cycle with a review of the system in the context of continual improvement and the priming of the system for the next cycle. (International Labour Organization, 2011)

Figure 22 shows the illustration of the PDCA. Figure 23 shows the illustration of the continuous improvement process that follows the implementation of the PDCA, which is what is being strived towards by the PVCP Group. As figure 23 shows, over the course of multiple PDCA – cycles, one will reach quality improvement. Key in this process is to make use of standardization. When a PDCA-cycle leads to a standard, this creates a wedge that makes it unable for the process to decrease in quality.
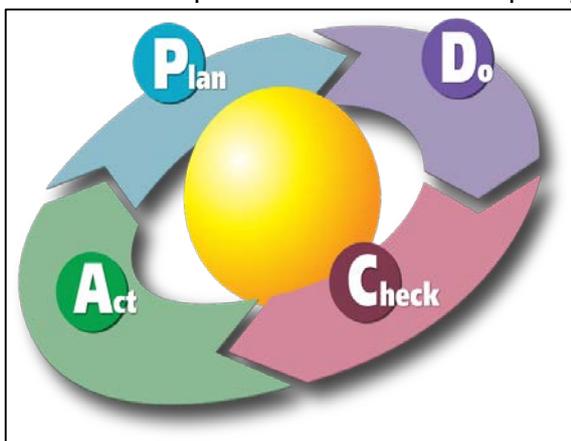

Figure 22 - 'PDCA Illustration' (Bulsuk)
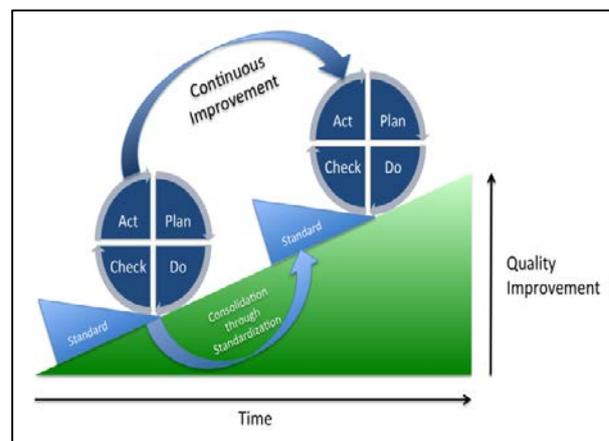
Figure 23 - 'Continuous Improvement' (Vietze)

7.3.   5 Whys

Besides the PDCA Cycle, there is also the 5Whys method which focuses on a root cause analysis. By using the 5Whys method one gets to the heart of a problem and is then able to identify an issue, making it easier to create a solution for the problem faced.

Although it is called the 5Whys, it does not necessarily have to be that one asks five times 'Why?', it could also be that one gets to the heart of the problem through more or less times asking the question 'Why?'. The indication of five questions is a guideline rather than a rule. The example given in Figure 24 shows how the 5Whys gets to the heart of the problem of coolant leaking from a machine.
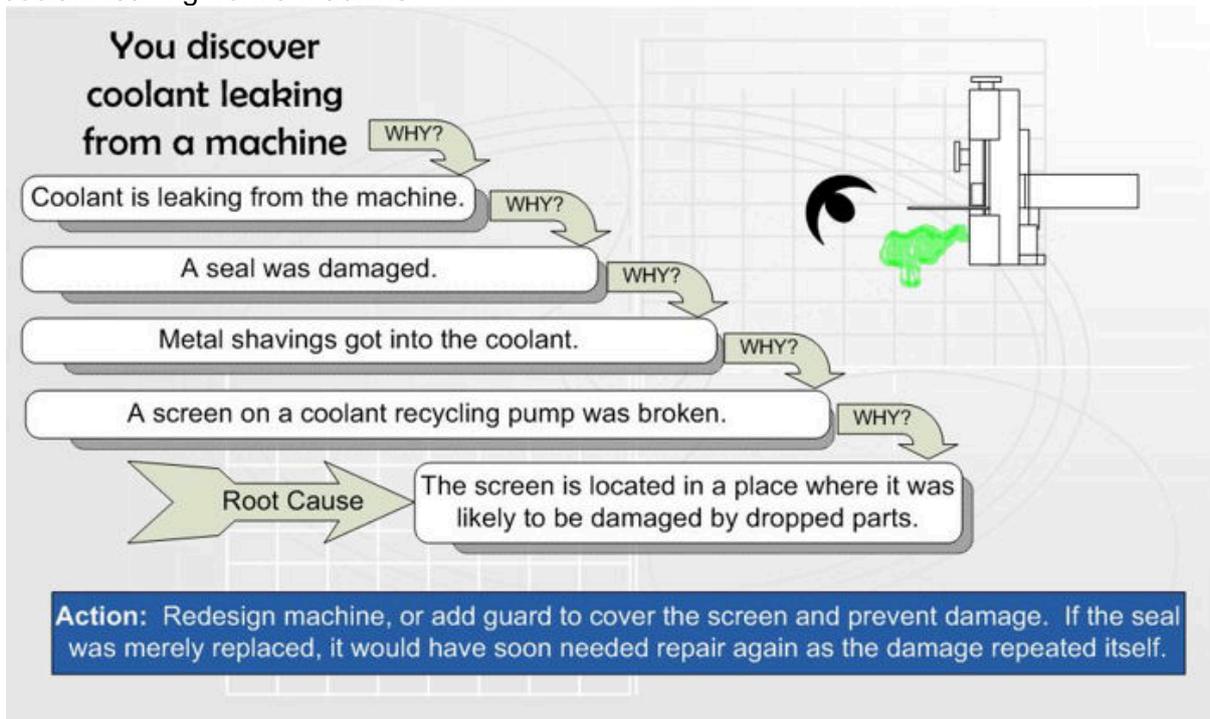

Figure 24 – 'A 5Whys example in Lean Manufacturing' (Velaction, 2014)

The big upside to using the 5Whys is that it removes frustration among employees. Instead of giving a large amount of reasons that will not improve the identification of the problem at hand, it will help in getting to the root cause.

There are, however, a lot of downsides to using the 5Whys method. First of all, the 5Whys is only really effective when dealing with a singular root cause, which makes complicated problems and/or problems with multiple root causes somewhat inapplicable to the 5Whys method. Secondly, different individuals can get different results when using the 5Whys method, as a large influence to the method is personal experience. Individual A might look different at the same problem as individual B might.

In the case of applicability to the ISO 31000 risk management system, the 5Whys will not be able to be the main method used for continuous improvement as it will only be applicable to singular root cause / simple problems the PVCP Group might face. Speaking from experience, the PVCP Group mostly deals with problems with multiple root causes and are mostly rather complex. (Velaction, 2014)

It is therefore safe to say that the 5Whys will not be able to replace the current continuous improvement method used by the PVCP Group. It can, however, be used alongside the PDCA Cycle already in use in some parts of the PVCP Group, as it will be a good method to come to the heart of the problem, making it easier to use the PDCA Cycle afterwards.

7.4.   DMAIC

Another type of continuous improvement is the 'Six Sigma' methodology. There are two methodologies that originated from the Six Sigma methodology, DMAIC and DFSS. Both Six Sigma methodologies are inspired by the PDCA Cycle. The first one, DMAIC, will be covered in this subchapter.

DMAIC's name is derived from the order of the steps taken by the DMAIC methodology, which are: Define – Measure – Analyze – Improve – Control. Figure 25 shows an illustration of the DMAIC cycle.
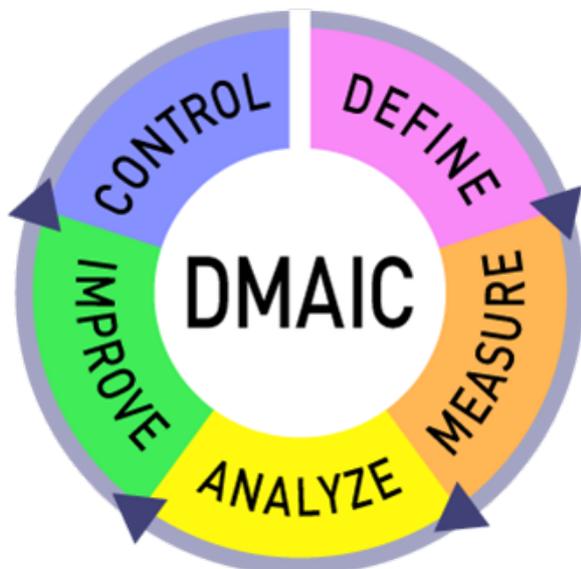
Figure 25 – 'DMAIC Illustration' (Trivedi, 2013)

DMAIC is a continuous improvement methodology that looks at the longer term rather than the shorter term. Furthermore, if used correctly, it can realize genuine cost savings as it identifies waste and unnecessary rework. The DMAIC methodology is also systematic and thorough, as illustrated in figure 19.

However, the DMAIC methodology is not an easy methodology to work with and requires specific training to use. The DMAIC methodology is also sometimes criticized for treating individuals as 'automatons' and disregarding individual capabilities and performance. (Anderson, 2014) Furthermore, Six Sigma methodologies are expensive to implement into an organization. (Antony, 2008)

Despite DMAIC's upsides, it has one major downside that cannot be overlooked. One of the primary demands from the PVCP Group is that a continuous improvement methodology is usable on all levels of the company ladder, making the DMAIC inapplicable for the PVCP Group. Furthermore, the implementation costs would far outweigh the potential continuous improvement the methodology might bring to the organization.

7.5.   DFSS

The second type of continuous improvement of the 'Six Sigma' methodology is DFSS. DFSS can also be named DMADV, which is derived from the order of the steps taken by the DFSS methodology, which are: Define – Measure – Analyze – Design – Verify. Figure 26 shows an illustration of the DFSS/DMADV cycle.
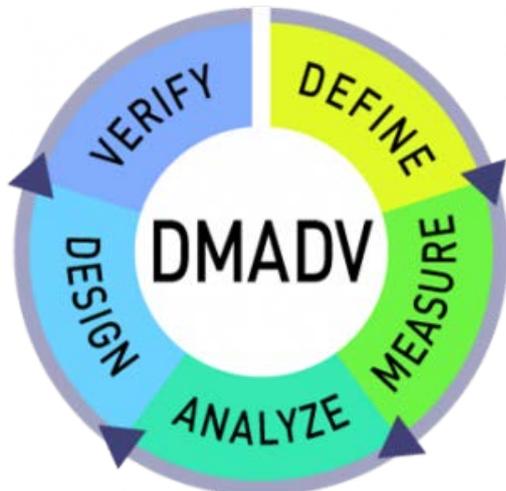
Figure 26 – 'DFSS/DMADV Illustration' (Graves, 2012)

DFSS/DMADV is, much like the other methodology under Six Sigma (DMAIC), a systematic, thorough continuous improvement methodology. The main difference between DMAIC and DFSS is that DFSS is made for the product design phase and DMAIC is made for the production phase, as can be seen in the last two steps of each methodology.

Besides the difference mentioned above, DMAIC and DFSS/DMADV are reasonably similar, as can be expected from two methodologies under the same system (Six Sigma). It is therefore that besides the upsides DFSS/DMADV could bring to the PVCP Group, the major downside of being a difficult methodology which requires specific training to use it makes it an inapplicable methodology for the PVCP Group.

7.6.   Conclusion

Although all methodologies have strong upsides, there is only one that meets the demands of the PVCP Group. Coincidentally, this happens to be the PDCA Cycle already in use in some parts of the PVCP Group. Its usability by all personnel and method of standardization has proven to be very successful for continuous improvement within the organization.

Although the two Six Sigma methodologies, DMAIC and DFSS/DMADV, have proven to be well-functioning continuous improvement methodologies, they are independent methodologies and cannot be implemented in the PDCA Cycle methodology.

The 5Whys methodology, although it is not technically a continuous improvement methodology on itself, can be implemented in the PDCA Cycle methodology to make it easier for personnel of the PVCP Group to get to the heart of the problem and then use the PDCA Cycle to continuously improve the situation.

The following chapter will cover the reflection part of this thesis, in which the author will cover a reflection regarding the competencies that were evaluated at the start of the thesis and discuss lessons learned and points of improvement.

8.   Reflection

8.1.   Introduction

This chapter will cover the reflection part of this thesis. In this chapter the author will cover a reflection regarding the competencies that were evaluated at the start of the thesis and which can be found in 'Chapter IV'.

Furthermore, the lessons learned throughout the process of creating the thesis will be covered in a separate subchapter. Also, the improvement points will be discussed in a separate subchapter, in which the author will discuss what could have been done better with matters related to the thesis, which can be, but are not limited to the research performed, the methods followed and the communication with the thesis company and the RBS. The eligibility of the BBA degree will also be discussed, in which the author will discuss whether he believes that his thesis is eligible for a BBA degree. Finally, a short chapter summary will be given to give a short recap of this chapter.

8.2.   Reflection on the Competencies

The competencies that were evaluated at the start of the thesis, which can be found in chapter IV, were based on the author's competencies at that point of time and with the knowledge of the author regarding what the thesis would entail. Now that the thesis is coming to an end, the author can safely say that he made a good evaluation of his own competencies and to what extent these would be applicable to his thesis.

For the most part, this was due to his internship he already did at the Groupe Pierre et Vacances, during which he experienced what the organizational environment of the PVCP Group was and to what extent each competency would relate to the research he would do for the organization. Furthermore, a clear knowledge of his own competencies and what he is good at and bad at also helped in making the competencies.

8.3.   Lessons Learned

Now that the report has come to an end, the author has looked back at the work done and it is clear that there were several lessons learned throughout the process. Not everything went as smoothly as it could have gone, but that is just how the world works. If everything was all mapped out, there would not be much of a challenge to life.

First of all, the author learned from his mistake to start his thesis without a written agreement from the RBS. Although the author believed to have a green light for his research, the RBS had not yet given a green light and due to this unfortunate misunderstanding the author was forced to start later on his thesis than expected and was due to this already present at the company before he should have been there.

Secondly, the author learned that it is necessary to get a clear picture from whoever is to review his work as to what his or her expectations are. The author did not have a clear outline of what was to be included in his thesis and found himself missing more than a few parts of the thesis when he thought he was finished.
Finally, the author learned that risk management is not what he wants to do for the rest of his life, nor is working for a large company such as the PVCP Group. The major lesson he has learned during his time at the PVCP Group is that he needs to find out what he wants to do later in life career-wise.

8.4.   Improvement Points

There were a few points that needed and will still need some improvement for the author. It should be clear that there are always improvement points and that expectations will always differ in a way to what it eventually will be and that the improvement lies in both the expectations part and the part dealing with the differences between the expectations and the reality.

First of all, the author learned from his mistake to start his thesis without a written agreement to start his thesis. From now on, the author will always make sure that it is clear for all parties what is going on and that there is a written source to which either party can refer to if there would be any confusion in the matter.

Secondly, the author is not known for his planning skills and this has been a problem for him for a long time. Although he tried to improve it already during his time at the PVCP Group, there is still a lot of room left for improvement.

As for improvement points regarding the finalized thesis, it will never be as good as one wants it to be. There will always be a part in this thesis that has room for improvement, for it will never be as good as the author would like it to be. However, given the time, data and expertise the author was given, he believes that the thesis is as good as he could make it given those factors.

8.5.   Eligibility BBA degree

While writing this part, the thesis is coming to an end and therewith the author's studies at the RBS. Looking back at it all, the author can safely say that he's improved quite a bit from start to finish.

The saying goes that one learns most of the mistakes one makes. The author can safely say that even though he is as stubborn as they come, it is the truth. The author has learned just as much, if not more, from the mistakes he made during his studies as from the studies. A failed internship halfway across the world, group projects filled with Chinese students that barely speak English and could only Google Translate everything from Chinese sites, a project management project which turned out to cause losses instead of profits, and so on.

Although some of these mistakes led to a delay in his studies, it taught the author a lot about how it works in the business world and the real world. Some people are out there to use you and some are out there to bring you down (which may or may not be intentionally). Some projects are doomed to fail, whereas others can be saved by creativity (or in the case from the project management project, creative bookkeeping). All these mistakes only made the author see the other side of the coin, the one the RBS did not cover. "What if it all goes wrong? How can you make sure that you get out of your problem(s) in a positive way or in other words, in the least negative way?"

It all turned out to be fine, as the author is now in the final stage of his studies at the RBS, off course it is a bit later than originally planned, but unexpected things happen constantly. It is all about how one deals with these situations. The problems previously stated were eventually all solved; the author managed to do another internship and finalized it with an 8 out of 10, the group project with the Chinese students resulted in a project that gave the author a 9,0 due to positive peer assessments from the group for ensuring that the project didn't fail as a project leader and in the project management project the problem was solved by creative bookkeeping, which made it seem the business was profitable.

At the end of this 4 year ride, the author has successfully finalized all the courses the IBMS had to offer and learned a great deal from the knowledge given in these courses. He has also shown that he can put the knowledge that he has learned in his studies to practice. It might not have been the smoothest way to get to the end of one's studies, but now that the author is here, he knows he deserves his degree. Just as much as one who would have passed everything without any setbacks and one who would have finished the studies in 5 or 6 years or even more. Because at the end of it all, the author has learned what was to be learned at the RBS and is now ready to put his knowledge to practice in the business world, just like he did at the PVCP Group.

8.6.   Conclusion

Looking back at the thesis and the time and effort inserted in this report, the author has come to the conclusion that there is still much to learn for him and that which he already knows can still be improved.

He has come upon some setbacks and problems during his studies, but it only made him stronger in the process, as one learns most of the mistakes one makes.

Now that this thesis, and therewith the studies from the author, has come to an end, the author can safely say that although it's been a great 4 years, he will be happy to meet the life after the RBS with open arms.

IV. Competency Assessment

Professional competencies	Level 1	Level 2	Level 3	Applicability to Research Subject	Coaching Needed
__Profession-Related Competencies__					
International Business Competencies					
International Business Awareness			x	Low	No
The competency has little to nothing to do with the author's research, mostly because the department the author will do the author's research for is a department that works closely together with other internal departments and not with external parties. Coaching is not needed because the author has a good understanding of key patterns and trends in international business activity and the author could achieve a higher understanding if the author would deem it necessary, which the author does not at this point of time.					
Intercultural Competence			x	Medium	No
The competence is useful for some of the author's research, as the Groupe Pierre & Vacances Center Parcs is an organization situated in several countries with different languages and cultures, giving the working space a multi-cultural edge from time to time. Coaching is not needed because the author has done his placement at the Groupe Pierre & Vacances Center Parcs as well, which already enhanced the author's intercultural competence. Furthermore, the author has visited several countries with different cultures and the author has lived in Australia for 6 months as well, giving the author both experience in the field of cultural differences and an open attitude for other cultures.					
Professional competencies	Level 1	Level 2	Level 3	Applicability to Research Subject	Coaching Needed
General Management Competencies					
International Strategic Vision Development			x	Low	No
The competence has little to nothing to do with the author's research, as the author's research will not be linked to the vision/mission of the organization, nor will the author have to look at the trends in the environment. Coaching is not needed because the author knows how to put his surroundings to good use and how to contribute therewith to the company.					
Business Processes & Change Management			x	High	No
The competence is highly related to the author's research, as the author will be adding an ISO norm to the portfolio of the Groupe Pierre & Vacances Center Parcs, which will thus also change the risk management system of the organization. Coaching is not needed because the author has already made the necessary preparations during the author's placement as well as that during the author's placement the author already has had to change a policy of the organization.					
Entrepreneurial Management			x	Low	No
The competence has little to nothing to do with the author's research, as the entrepreneurial aspect of the organization is not applicable for middle management, but for higher management only. Coaching is not needed because the author already has experience in the entrepreneurial circuit, with both the author's father and the author's sister having their own company. The author has always had an entrepreneurial drive due to this.					

Professional competencies	Level 1	Level 2	Level 3	Applicability to Research Subject	Coaching Needed
Functional Key-Areas Competencies					
International Marketing and Sales Management			x	Low	No
The competence has nothing to do with the author's research, as there is no marketing aspect in the author's research, nor is there a need for a country-analysis. Coaching is not needed as the author has had to do several country-analyses during his studies at the Rotterdam Business School.					
International Supply Chain Management			x	Low	No
The competence has nothing to do with the author's research, as there is no logistics aspect in the author's research. Coaching is not needed, as the author has a good understanding of the supply chain and other theories and parts of the field of logistics.					
International Finance & Accounting			x	Low	No
The competence has nothing to do with the author's research, as there is no Finance or Accounting aspect in the author's research. Coaching is not needed, as the author has had several Finance & Accounting courses and the author has finalized the Finance & Accounting minor with an average grade of a seven out of ten.					
International Human Resource Management			x	Medium	No
The competence has some aspects that are usable in the author's research, as one of the main research questions cover the acceptance of personnel with regard to the new policy. Coaching is not needed as during the author's placement, the author has already learned a great deal about how to deal with personnel (and then specifically personnel of the PVCP Group), which has given the author enough information and experience to handle it by himself.					

Professional competencies	Level 1	Level 2	Level 3	Applicability to Research Subject	Coaching Needed
Generic Competencies					
International Competencies					
Leadership			x	Medium	No
The competence is in some ways applicable to the author's research, as the author will take a leading role in the author's research project and the author will have to use arguments to convince the author's company supervisor of choices made. Coaching is not needed as the author was the project leader for both projects of his Minor 'Finance & Accounting', for which the author was given the highest grade by the author's group mates based on the author's leadership skills.					
Co-operation			x	Low	No
The competence is not really applicable to the author's research, as the author's research project will be done by himself and the author won't have to co-operate with others in order to get better results. The author will have to work with the author's company supervisor, but that is not related to the author's research project, but instead related to daily tasks. Coaching is not needed as the author has co-operated with many different groups throughout the author's time at the Rotterdam Business School, as well as with many different groups throughout the author's studies at the author's middle school.					
Business Communication			x	Medium	No
The competence is somewhat applicable to the author's research, as the author will be doing the author's research in English, but other than that the verbal communication used within the author's research project will be Dutch, French or German. Coaching is not needed as the author speaks English fluently as a result of years of studying English, living in Australia for a half year and having Skype and Mumble conversations with friends from all over the world.					
Task-Orientated Competencies					
Business Research Methods			x	High	No
The competence is very applicable to the author's research, as the author will be using business research methods throughout the author's research project. It is, after all, a research project, so the author will have to use research methods. Coaching is not needed as the author has participated in several research projects throughout the author's studies at the Rotterdam Business School, which the author has finalized successfully.					
Planning and Organizing			X	Medium	No
The competence is somewhat applicable to the author's research, as the author will have to plan the author's activities in relation with the planning of the organization and the author's company supervisor. Coaching is not needed as the author has both taught himself how to plan and got advised how to plan, which improved the author's planning process quite a bit.					

Professional competencies	Level 1	Level 2	Level 3	Applicability to Research Subject	Coaching Needed
Intra-Personal Competencies					
Learning and Self-Development			x	High	No
The competence is very applicable to the author's research, as the author will be working independently and during meetings with the author's company supervisor and thesis coach the author will get feedback with which the author will have to work with. Coaching is not needed as the author has worked independently before and has learned how to deal with criticism and negative feedback (as well as positive feedback).					
Ethical and Corporate Responsibility			x	Low	No
The competence is not really applicable to the author's research, as the author's research project will not be or contain an ethical issue. Coaching will not be necessary as the author can already act in accordance with the accepted principles of right and wrong, since the author has worked at Groupe Pierre et Vacances Center Parcs for six months already and the author has also been educated in ethics for three years at the author's middle school during the course 'Philosophy'.					

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VI. Gap Analysis

not sufficient present	0
partly present	5
present	10

Requirements for ISO 31000

Mandate and commitment	3,33
Define and endorse the risk management policy	5
Ensure that the organization's culture and risk management policy are aligned	5
Determine risk management performance indicators that align with performance indicators of the organization	0
Align risk management objectives with the objectives and strategies of the organization	0
Ensure legal and regulatory compliance	5
Assign accountabilities and responsibilities at appropriate levels within the organization	5
Ensure that the necessary resources are allocated to risk management	10
Communicate the benefits of risk management to all stakeholders	0
Ensure that the framework for managing risk continues to remain appropriate	0

Design of framework for managing risk	5,33
understanding of the organization and its context	9,06
External:	10
The social and cultural, political, legal, regulatory, financial, technological, economic, natural and competitive environment, whether international, national, regional or local	10
Key drivers and trends having impact on the objectives of the organization relationships with, and perceptions and values of, external stakeholders	10
Relations with, and perception and values of, external stakeholders	10
Internal:	8,13
Governance, organizational structure, roles and accountabilities	5
Policies, objectives, and the strategies that are in place to achieve them	5
Capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, processes, systems and technologies)	5
Information systems, information flows and decision making processes (both formal and informal)	10
Relationships with, and perceptions and values of, internal stakeholders	10
The organizations culture	10
Standards, guidelines and models adopted by the organization	10
The form and extent of contractual relationships	10

Establishing risk management policy	**5**
The organizations rationale for managing risk	5
Links between the organizations objectives and policies and the risk management policy	5
Accountabilities and responsibilities for managing risk	0
The way in which conflicting interests are dealt with	5
Commitment to make the necessary resources available to assist those accountable and responsible for managing risk	10
The way in which risk management performance will be measured and reported	5
Commitment to review and improve the risk management policy and framework periodically and in response to an event or change in circumstances	5
Accountability	**6**
Identifying risk owners that have the accountability and authority to manage risks	10
Identifying who is accountable for the development, implementation and maintenance of the framework for managing risk	0
Identifying other responsibilities of people at all levels in the organization for the risk management process	10
Establishing performance measurement and external and/or internal reporting and escalation processes	10
Ensuring appropriate levels of recognition	0
Integration into organizational processes	**0**
Risk management should be embedded in all the organization's practices and processes in a way that it is relevant, effective and efficient. The risk management process should become part of, and not separate from, those organizational processes. In particular, risk management should be embedded into the policy development, business and strategic planning and review, and change management processes.	0
There should be an organization-wide risk management plan to ensure that the risk management policy is implemented and that risk management is embedded in all of the organization's practices and processes. The risk management plan can be integrated into other organizational plans, such as a strategic plan	0
Resources	**7,5**
People, skills, experience and competence	10
Resources needed for each step of the risk management process	10
The organization's processes, methods, and tools to be used for managing risk	5
Documented processes and procedures	5
Information and knowledge management systems	10
Training programmes	5
Establishing internal communication and reporting mechanisms	**3,75**
Key components of the risk management framework, and any subsequent modifications, are communicated appropriately	5
There is adequate internal reporting on the framework, its effectiveness and the outcomes	0
Relevant information derived from the application of risk management is available at appropriate levels and time	5
There are processes for consultation with internal stakeholders	5
Establishing external communication and reporting mechanisms	**6**
Engaging appropriate external stakeholders and ensuring an effective exchange of information	5

external reporting to comply with legal, regulatory, and governance requirements	**5**
providing feedback and reporting on communication and consultation	5
using communication to build confidence in the organization	5
communicating with stakeholders in the event of a crisis or contingency	10

Implementing risk management	**5**
Implementing the framework for managing risk	5
define the appropriate timing and strategy for implementing the framework	10
apply the risk management policy and process to the organizational processes	5
comply with legal and regulatory requirements	5
ensure that decision making, including the development and setting of objectives, is aligned with the outcomes of risk management processes	5
hold information and training sessions	5
communicate and consult with stakeholders to ensure that its risk management framework remains appropriate	0
Implementing the risk management process	5
risk management should be implemented by ensuring that the risk management process is applied through a risk management plan at all relevant levels and functions of the organization as part of its practices and processes	5

Monitoring and review of the framework	**8**
measure risk management performance against indicators, which are periodically reviewed for appropriateness	10
periodically measure process against, and deviation from, the risk management plan	10
periodically review whether the risk management framework, policy and plan are still appropriate, given the organization's external and internal context	5
report on risk, progress with the risk management plan and how well the risk management policy is being followed	10
review the effectiveness of the risk management framework	5

Continual improvement of the framework	**0**
based on results of monitoring and reviews, decisions should be made on how the risk management framework, policy and plan can be improved, these decisions should lead to improvements in the organization's management of risk and its risk management culture	0