Horizons

Additional **SERVICES**

An important element of TCS renewal is the question of how to treat requests for additional services, as an adjunct to our six core services. This requires our commitment to focus on those services deemed essential by our clients, so we can better meet performance expectations and deliver results. Our approach to additional services is a direct result of our consultations with both clients and employees.

Focus groups of active clients in 1998 and data from our 1999 client survey identified several areas in which we could improve:

- being well-connected in the local market;
- having local market knowledge;
- being creative and proactive; and
- speeding up turnaround times.

We asked ourselves how we could improve in key areas, while recognizing that we cannot continue being all things to all people. One way was to stop providing logistical and administrative non-core services (e.g. making hotel reservations, setting up extensive program visits, and arranging for airport



pick-ups, a car and driver, translation, etc.) to make time for what clients deem to be "essential" (i.e. market intelligence).

We officially launched the New Approach to Additional Services on October 1, 1999. We also prepared guidelines for additional services to help you manage client expectations in a more consistent and professional manner.

Canadian business clients, institutional clients/partners and individuals requesting services that fall outside of our core and additional services, such as personal tourism arrangements, shopping, or spousal programs, are responsible for finding their own service providers through other sources.

For those who have argued that the guidelines for additional services were too rigid, or that some of the services are not available through a local private-sector source due to particular market conditions, we have reviewed the guidelines and modified them to reflect specific experiences. Keep in mind that you are still expected to arrange limited business programs (i.e. up to one day) and to set up meetings with government and other official contacts. The vast majority of posts have recognized the benefits of differentiating between core and non-core services, and have chosen one of the two options (referral or cost-sharing) available to deliver additional services. Your preferred approach regarding the delivery of additional services, as well as your list of local service providers, are now reflected on your post's Web page on InfoExport.

We invite all of you to carefully review the revised guidelines and Q&As on the Horizons Intranet site at http://intranet.lbp/horizons/07txt-e.asp. If you need assistance, contact the Post Support Unit.