



# **Mapping of Skills and Training Needs to Improve Accessibility in Tourism Services in Europe**

*Case Study 4. SCANDIC Hotels, Sweden*

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**European Commission  
Enterprise and Industry Directorate General (DG ENTR)**

“Mapping skills and training needs to accessibility in tourism services”  
(204/PP/ENT/PPA/12/6471)

**Case study  
SCANDIC Hotels, Sweden**

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## Executive Summary

**This case study presents the in-house Accessibility Training Programme developed and used by SCANDIC, an international hotel chain headquartered in Sweden.**

Scandic is the largest hotel chain in the Nordic countries. It has 156 hotels in 8 countries with over 29,000 beds, 7,500 employees and approximately 20,000 guests per night.

Scandic was founded 50 years ago when it opened Sweden's first Esso Motor Hotel. With its focus on high standards it expanded across Scandinavia and gained a reputation for good service and quality at reasonable prices. The oil crisis of 1973 spurred it to re-think the business model and it entered into the city hotel business. It was a pioneer in adopting sustainable business practices in the hotel sector, without compromising on customer comfort, and it prides itself on being a perpetual innovator.

Scandic believes "in everybody's right to be treated equally, feel safe and be well taken care of - so called "Nordic common sense" - and aims to "offer easy and accessible travel for all (Scandic, 2007). Fundamental to its approach is to ensure that its products appeal to all customers and satisfy their particular needs. To Scandic this has proved to be a good business proposition, making them a recognised world leader in accessible hotels.

Accessibility training has been built up by Disability Coordinator (and later "Ambassador") Magnus Berglund, who is himself disabled. Scandic was among the first companies to appoint a Disability Coordinator (in 2003). Berglund's work over the past 10 years has been dedicated to developing the hotels chain's policies and practices so that all Scandic hotels could offer the same high level of customer service to people with disabilities as for other non-disabled guests. Central to achieving this aim has been the human resource (HR) development programme on accessibility and service for disabled guests which Magnus Berglund has devised, delivered and continues to develop in conjunction with the Scandic HR department. *Accessibility for All* is part of the ethos of Scandic and accessibility training is delivered to all Scandic staff.

The company uses three methods to deliver access training:

1. Magnus Berglund and other team leaders, carry out training courses in each of their 160 hotels
2. Scandic has created a set of PowerPoint slides and text books which all hotels have access to
3. Digital training on access is available in the form of an Introductory Course on the company Intranet. All staff members must take this 30 minute course.

By decision of the Scandic management, following Magnus Berglund's suggestion, the *Scandic Digital Accessibility Training Course* was published online for free use by anyone from December 2013, as part of Scandic's continuing efforts to lead by example in the accessible tourism field.

## 1. INTRODUCTION

This case study presents Scandic hotels' corporate training scheme on accessibility for its managers and staff.

Scandic is a leading hotel in the Scandinavian market and with hotels opening over the past few years in Germany and other central and East European countries.

Scandic developments in 2012 include the following statistics:

- Revenue: + 9.6% (comparable hotels + 1%)
- Revenue per room: + 2.8% (comparable hotels + 1%)
- Operating profit (EBITDA ): EUR 83.7 (72.9) million
- Operating margin (EBITDA margin): 9.1% (8.7%)
- Number of new hotels: 6
- Investment in hotels: EUR 185 million in cooperation with Pandox (2011-2014)
- Number of new, smart eco-labelled TVs: 25,000

Accessibility training at Scandic was initiated by Disability Coordinator (and later "Ambassador") Magnus Berglund, who was on sick leave from his job as a chef at Scandic for many years and was told that he could never again have a normal job. In autumn 2003 he met the CEO and proposed that Scandic would gain more guests if they focused on improving accessibility. After all, everyone's money is worth the same, he said. Magnus has been Scandic's Accessibility Ambassador ever since, working to ensure that all hotels are accessible to everyone – whether or not they have a disability.

*"Everyone is welcome at SCANDIC. We want to appeal to families with children, large groups or the frequent traveller who stays here often. Regular guests feel at home<sup>1</sup>."*

Berglund's work over the past 10 years has been dedicated to developing the hotels chain's policies and practices so that all Scandic hotels could offer the same high level of customer service to people with disabilities as for other non-disabled guests. Central to achieving this aim has been the human resource (HR) development programme on

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<sup>1</sup> Quote taken from the Scandic website

accessibility and disabled guests which Magnus Berglund has devised, delivered and continues to develop in conjunction with the Scandic HR department.

As part of his approach he has involved the staff of Scandic in developing an Accessibility Standard and online training course, together with on-the-job training, making accessibility an integral part of the Scandic training palette. This has given results in terms of job satisfaction for staff, increased visitor numbers and higher turnover. It is a widely acknowledged 'success story' in the accessible tourism field.

*"Our focus on service and higher guest satisfaction has already paid off and that's something where our digital communication has definitely had an impact. This is an investment we'll continue. It is also my conviction that the fact that Scandic is a trailblazer in its industry on sustainability and accessibility has helped to see us perform well against our competitors. The fact that nobody less than the UN has noticed our commitment to everyone – including the millions of people with various kinds of disability – receiving the same standard and treatment, is something that truly makes me proud."*

Anders Ehrling, President and CEO (2012), Scandic

## 2. OVERVIEW AND BACKGROUND INFORMATION

*"One of Magnus's main efforts was to help demystify the whole concept of accommodating disabled customers – that these customers were normal customers like any others. Magnus' position in the company has generated a lot of interest over the years from people in the hospitality industry but also from many others outside our industry."*

Frank Fiskers, CEO and President

With Magnus Berglund's help, the hotel chain has created a 110-point checklist of standards that are required to accommodate people with special needs. In 2009, Scandic staff made a survey all their hotels, measuring, testing and assessing the existing facilities and obstacles. This led to an 85-point checklist with "mandatory" and "recommended" access features, which has been updated and extended over the years to the current 110-point list. Notably, Berglund points out that around 40% of the items in the checklist have come from Scandic's own staff – through training workshops where the personnel share ideas and some of their experiences, for example with disabled relatives or friends.

*"We're not stopping at just announcing that the hotels are accessible to all. We now explain how accessible they are and what possible obstacles may*

*be encountered, and all this information is gathered on each hotel's homepage. This is a unique service and a fantastic aid for all our guests and the list will constantly be updated with new information. I haven't seen anything like this from any other hotel chain in the world."*

Disability Ambassador Magnus Berglund.

Putting an emphasis on access, convenience and comfort has paid off.

*"People with disabilities travel much more widely nowadays. A few years ago, it could be difficult filling the hotel's disability rooms on weekdays, but now they are fully booked practically every day. Offering all the information our guests need to feel confident about travelling is a natural development for Scandic, which has worked actively on accessibility at its hotels since 2003, setting the standard for many in the industry,"*

Frank Fiskers, President and CEO of Scandic.

*"A woman customer called me last year and said: "When I stay at Scandic I am treated like a guest and not like a disabled person." That's the best thing that we really can have!"*

Magnus Berglund.

Scandic's accessibility policy is made abundantly clear in the section of its website which is dedicated to "Accessibility for All". It presents customers with thorough information on accessibility, setting an example of best practice for other hotels.

Figure 1 - Scandic website

English | Svenska | Norsk | Dansk | Suomi | Deutsch | Pycckий | Mobile site

Scandic Friends [JOIN](#) [LOG IN](#)

[All our hotels](#) [Weekend packages](#) [Frequent guest](#) [Meeting & Conference](#) [Corporate travel](#) [Always at Scandic](#)

Start > Always at Scandic > **Special needs**

## ACCESSIBILITY FOR ALL

[Always at Scandic](#) [Breakfast & Shop](#) [Free wifi](#) [Check out online](#) [Modern gym](#) [For the family](#) [Food and beverage](#) **Special needs** [Security when you stay](#)

[Back to Special needs main page](#)  
[How it all started](#)  
[Smart design solutions](#)

**Did you know that**

- 70% of all disabilities are invisible
- More than 2.5 million in the Nordic Countries have a disability
- More than 50 million in Europe have a disability

**Smart solutions**

How does a guest with a hearing disability hear the fire alarm? A vibrating fire alarm clock of course! This is just one of our clever solutions for guest with disabilities.

[Read more about other smart solutions](#)

**Tips and advice**

Scandic's Accessibility Ambassador Magnus Berglund and his rehab dog Ada have travelled the world extensively, and here share information about the availability of airports, transport and urban areas.

**Design for all is good for everyone**

Everyone is welcome at Scandio! We understand that every disability is different. The same is also true of our hotels, and we have implemented smart design in our rooms available for people who have a disability. When you choose to stay with Scandio, you should enjoy the same Scandio standards for accessibility. That's why we have implemented and are continuously improving a common accessibility programme that all our hotels use.

[Read more in our accessibility brochure \(pdf\)](#)

**List with 110 points - our of which 81 are mandatory**

**ACCESSIBILITY STANDARD**

In consultation with organisations for people with special accessibility needs, our hotel guests, and team members, we have drawn up a checklist of 110 points which we call Scandio's accessibility standard. This standard encompasses everything we offer and is to be an integral consideration for all products and services at the hotel. At Scandio, our hotel staff is delighted to offer inclusive service to make life easier for all guests.

[Printable version of Scandio's accessibility standard \(pdf\)](#)

**BOOK A HOTEL**

Where do you want to stay?

Arrival date  
 Mon 11/11/2013

No. of nights  
 1

Departure date  
 Tue 12/11/2013

How many rooms?  
 1

Room 1 Adults Children  
 1 0  
 Age 13+ 0-12

Do you have a booking code?





☐ Remember my booking code

[SEARCH](#)

[BOOK WITH BONUS CHEQUES](#)  
[BOOK REWARD NIGHTS](#)  
[CHANGE OR CANCEL](#)

This webpage includes general material about the design for all features which the hotel chain has implemented. It has downloadable PDF documents including the 110 point Scandic Accessibility Standard and it gives customers a clear overview of where on the website to find the detailed accessibility information for every one of its 160 or so hotels.



<p><b>Tips and advice</b></p>  <p>Scandic's Accessibility Ambassador Magnus Berglund and his rehab dog Ada have travelled the world extensively, and here share information about the availability of airports, transport and urban areas. You'll also find useful links about availability that may help you during your travels.</p> <p> <a href="#">Tips and advice (pdf)</a></p> <p> <a href="#">Useful links (pdf)</a></p> 	<p><b>Accessible facilities for people with a disability</b></p> <p>Scandic is the first hotel chain in the world to offer detailed disability information on every single hotel's homepage. We have followed the way that our guests make their way through our hotels, from parking and entranceways, reception and restaurants to the lift, stairs and accessible rooms.</p> <p><b>Visit each hotel's homepage to find its unique features:</b></p> <ol style="list-style-type: none"> <li>1. Go to the hotel's homepage.</li> <li>2. On the hotel homepage, select "Facilities"</li> <li>3. After selecting "Facilities", select "Special needs"</li> </ol>
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### 3. TRAINING AVAILABILITY, CONTENT AND MATERIAL

#### Availability

Training for all staff at Scandic is delivered by the Scandic Business School. The training programmes at Scandic Business School are designed around classroom teaching, online courses and on-the-job training, and are divided into five areas.

#### 1. Get on Board

An introduction to Scandic for new team members. All the knowledge newly recruited personnel need to ease their way gently into the organisation. These courses each person perform at his or her best in their new role.

#### 2. Commercial

The courses within Commercial relate to sales, marketing, revenue management, e-commerce, the loyalty programme and finance. These courses improve business and commercial competence within the organisation.

#### 3. Leadership

Courses with a focus on developing the leadership and management skills of team members at various organisational levels of Scandic, including leadership programmes for young talents and high-potentials within Scandic.

#### 4. Functional

Courses and practical training for all the various roles, with a view to strengthening the Scandic concept. Focus on performance improvements, teaching concept routines and standard procedures. Courses with job-specific exercises and general organisational and system training.

#### 5. Service

Service is at the very heart of Scandic's business. This training programme aims to retain a high level of service and give team members the tools for them to help take Scandic's services and service culture forward – internally and externally.

Magnus Berglund leads the Accessibility Training and is assisted by other members of the Business School team. This team prepares the content for the courses and e-learning and also delivers workshops at all the hotels.

### Curriculum design and research base

Scandic's course materials have been built up over 10 years under the leadership of Magnus Berglund, the Disability Coordinator and Ambassador. His work is informed by personal experience of disability and as a chef and Scandic employee before that. In addition he has drawn on the field of "design for all" for developing in-house accessibility standards.

The personnel of Scandic have also contributed to the accessibility materials and course by contributing their ideas experiences and suggestions based on serving guests who have disabilities. Berglund states that 40 – 50% of the content of the *Scandic 100-point Accessibility Standard* have been suggested by staff, for example.

The Scandic General Managers (GMs) have a large responsibility for the *on-the-job training* which takes place in every hotel. Using the resources at their disposal (online and from staff members at the Business School) it is their job to ensure that personnel deliver the required service standards, including services for guests with disabilities. Accessibility issues are dealt with in every aspect of the business, for example marketing staff must take the range of communication disabilities into account in their work; meeting managers must ensure that access needs of deaf, blind or people with reduced mobility are catered for; and the restaurant chef and his/her staff take account of people with lactose or gluten intolerance, for example. In this way, the needs of guests in all situations and across all disabilities are covered.

### Specific skills, competences and training outcomes

Scandic aims to allow each member of 'the team' (management and personnel) to develop to their full potential. Training is a major part of the job at Scandic and one of the attractions to potential recruits.

The main competences that are targeted in the accessibility course concern accessibility standards, customer care and service quality. The course seeks to give staff an understanding of Scandic's accessibility requirements, disabled guests' particular needs, how to communicate effectively and politely and how to serve every guest in an appropriate way.

For accessibility training there is no differentiation in the basic online, introductory training that is given to managers and staff.

Figure 2 - SCANDIC Accessibility Introductory course: Areas and degrees of focus of training

Hi				Lo	Specific Focus of Training - competences and skills
X					Understand Scandic policies on accessibility and services for guests with disabilities
X					Develop awareness of needs of guests with disabilities
			X		Understand functional diversity and causes of disability
	X				Understand barriers to accessibility
X					Understand basic principles in welcoming, serving and assisting guests with disabilities
X					Understand effective customer service
	X				Know how to deal with service animals & assistive technology
	X				Know about safety and evacuation procedures (Access issues are covered in Scandic Safety Training)
X					Understand access in strategic business development

Hi				Lo	Specific Focus of Training - competences and skills
X					Know where to find relevant information and resources (company's online resources)
X					Share knowledge, ideas and successful solutions with other personnel

As can be seen from the table, above, there is relatively little weight given to educating staff about *the causes of disability*. The focus of accessibility training is on practical and customer-orientated service.

### Target groups of the course

The SCANDIC accessibility training is delivered to all personnel. Scandic has over 7,500 personnel, spread across the following service areas:

1. Hotel
2. Food & Beverage
3. Marketing
4. Sales
5. IT
6. Finance
7. Human Resources (HR)
8. Revenue Management
9. Technical Service
10. Business Development
11. Purchasing

Scandic asserts that it “...wants to act less like a traditional hotel chain and instead make our interaction with guests more of a relationship between friends. Its values are “Caring, Casual and Creative”. These qualities are required of the staff in their daily work, and lie at the heart of the training in customer service. It is also for this reason that all the personnel are introduced to accessibility issues as part of their training.

#### 4. CONTENT, STRUCTURE AND TRAINING MATERIALS

As noted above, the course content includes aspects of customer care and accessibility awareness across a wide spectrum, taking in all aspects of the hotel business and a wide range of customer needs.

- The on-line introductory course on accessibility is 30 minutes long.
- There is an 80 point checklist on accessibility issues for personnel to follow.
- A set of PowerPoint slides is available on accessibility issues to guide the training.
- Personnel also have access to specially prepared data sheets (on the intranet) covering every aspect of their job. These data sheets are updated regularly and shared across the whole company.
- Learning from each other is a strong component of on-the-job training: transfer of ideas that work to all hotels, and to the new hotels that are built or acquired.
- Training materials are under continuous development.

The course content is made up of a variety of media in the languages appropriate to each country where the hotels are located, with Swedish, English, Danish, Finnish, German, Norwegian and others coming on stream.

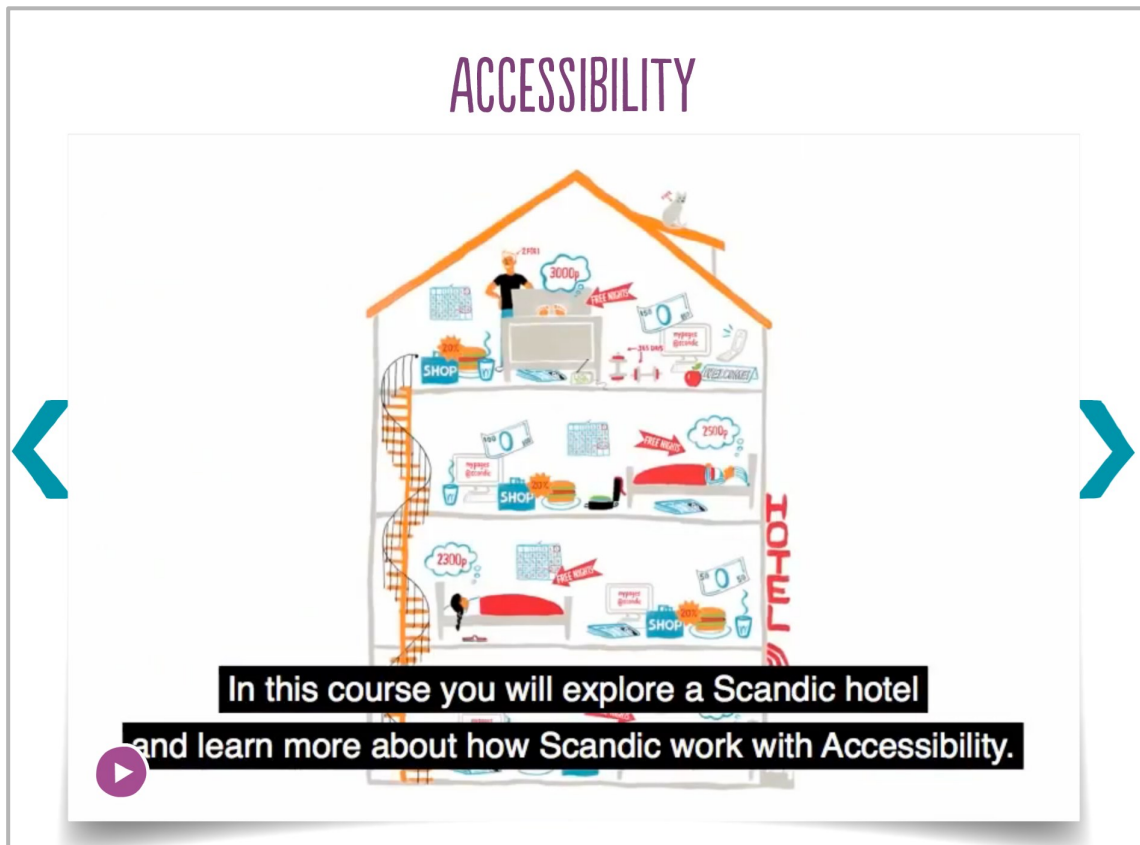
- While the e-learning is a standard course for all countries and personnel, classroom material and methods allow a great deal of freedom to the individual Hotel GMs. In this way some hotels use simulations and role-play top practice situations where a guest is disabled. Personnel can experience moving around the hotel in wheelchair, and so on.

#### Box 1: Open sourcing Scandic's digital training

##### Open-sourcing Scandic's digital training

By decision of the Scandic management, following Magnus Berglund's suggestion, the *Scandic Digital Accessibility Training Course* was published online for free use by anyone from 3<sup>rd</sup> December 2013, as part of Scandic's continuing efforts to lead by example in the accessible tourism field.

Figure 3. Opening page of the SCANDIC online accessibility training course  
<http://www.scandichotels.com/e-learning/accessibility/story.html>



The course has a voice-over commentary, English sub-titles, videos, photos, testimonies... giving an overview of why and how SCANDIC ensures an accessible stay for its guests. On successfully completing the course, the trainee can get a Diploma, issued by SCANDIC.

## 5. EVIDENCE OF IMPACT

Scandic has shown that access training gives results in terms of awards (enhanced reputation and Corporate Social Responsibility - CSR). Also, the company has won significant public procurement contracts for meetings and conferences, where staff competence in accessibility issues is weighted in the tender requirements (ref. Norwegian Ministry of Children, Equality and Inclusion, tender for conferences and meetings services, 2012 – *personal communication*).

Positive impact is also clearly evidenced by the increased numbers of disabled guests at Scandic hotels, thanks to high quality customer service for customers with disabilities. In 2007 Scandic revealed that it gained 15,000 *additional bed-nights per year* thanks to its provisions for guests with disabilities. This number has steadily increased over the years.

### Honours and Awards

Scandic has won numerous awards which testify to its unique success in developing and managing its chain of hotels in such a way that accessibility is an integral part of the offer to its customers. The company has mastered the art of making a strong connection between stated policies and implementation of customer care and access standards, carried out through basic training and constant updating of staff competences in a structured and effective way.

In 2007 Scandic won the STIL award. It was the first time the award went to a company. STIL is a Swedish non-profit organisation which focuses on issues of accessibility, anti-discrimination and the equal value of all citizens. STIL's *Ace of Hearts award* was set up to encourage individual or collective initiatives which clearly raise awareness of STIL's core concerns.

In its judgement on the winning qualities of Scandic, the award panel stated:

*"The Scandic hotel chain is not yet perfect, but the company has an attitude and an awareness that makes Scandic unique in its sector. STIL hopes and believes that Scandic will succeed in meeting the Riksdag's [Parliament's] disability policy objective of removing all easily remedied obstacles by the year 2010. Scandic is awarded STIL's Ace of Hearts 2007 for its aim that 'Staying at Scandic is to be easy and accessible for all'."*



The Swedish Corporate Social Responsibility (CSR) Award 2012 was given to Magnus Berglund, as one of Sweden's most important actuators in CSR.

In 2003 Scandic appointed Magnus Berglund as Disability Ambassador. Today, all employees of the hotel chain trained in accessibility and how everyone can help and make the stay at Scandic pleasant and relaxing for all guests, with or without disabilities. The

Swedish newspaper 'CSR into practice' that is behind this award writes:

*"Since Magnus was named the hotel chain's Disability Ambassador, he has worked hard to increase hotel adaptation for the disabled guests in order to strengthen competitiveness. Magnus has been a key factor in ensuring that Scandic currently has a very strong brand within the disability area in the Nordic countries. This has led to new business, which of course many other companies are watching to imitate."*

The CSR award is based on the criteria:

- Formal impact with the power to decide and change,
- Informal influence, which includes networking, personal charisma and credibility.

### Accessible hotel infrastructure and facilities – and the connection with training

*"When we take over a hotel, we implement our accessibility programme within three months and after just one year we tend to notice more bookings from private guests and from companies and organisations, thanks to our accessibility work. This gives us a clear competitive advantage and, as well as showing our commitment to social responsibility, we see major commercial benefits in being accessible to all,"*

*"On top of the necessary technical solutions and practical things, we believe that a dedicated and knowledgeable response often is just as important to make the guests comfortable when staying at our hotels"*

- Magnus Berglund, Disability Ambassador at Scandic.

Developing accessible facilities and staff competences in accessibility go hand-in hand. When buildings are designed to be accessible for all, they reinforce the lessons that are learned in training regarding comfort, safety, usability and equal access for everyone. By working on accessibility, the personnel are able to learn how the barriers in the built environment can be overcome and also how a good accessible design can support both the guests and the staff who work there.

Scandic has been rewarded for its work in procuring new hotels of high quality design, which include a high level of accessibility. This is shown by the **Design Innovation Award** received in November 2011 for the newly opened Scandic Oslo Airport. This award is a tribute to those who, in an innovative and creative way, have developed products, services and environments that contribute to a more inclusive society and is commissioned by the Norwegian Ministry of "Children, Equality and Inclusion". The prize was awarded during a special event at DogA (Norwegian Design and Architecture) on 17th of November 2011.

The jury's reasoning was as follows:

*"The Scandic Oslo Airport Scandic shows how to combine modern architecture and design with consideration of universal design: good, consistent quality in the design of products, interiors, architecture and functional solutions, the universal design of a high*



*level is evident in this project. Scandic Oslo Airport sets a new standard in the way they have integrated universal design. Here one has, as the only hotel chain today, taken into account the interests of all users in the business strategy. The jury believes that the hotel is a fantastic signal project, because it shows that one can achieve competitive advantage and increased profitability by focusing on comprehensive solutions to include all types of guests. The hotel oozes quality. The design stigmatizes none, and the building appears welcoming and wonderful. Here all the guests are well received and included, all are equal and can participate on equal terms in all contexts."*

*"It has been good for vision, hearing and mobility, among other things, the good accessibility, visual alarms, telephone loop, arrangements for the charging of electric wheelchairs and much more. "The interior also takes into account people with environmental disabilities, that is: asthma, allergies or other sensitivities".*

The interior architects, Architect Arna Krook & Tjader AB, and architects Narud Stokke Wiig Architects AS, are behind the design of the hotel, which opened in spring 2010.



*"We thank the Asthma and Allergy Association (NAAF) for the nomination of Scandic Oslo Airport. This was the first Scandic hotel where we really looked at all aspects of the construction process and design and it has been an incredibly useful learning process for us. NAAF has assisted and counselled us from start to finish*

*and it's really nice that the cooperation has been such a successful product".*

*"For us it is important that everyone can live well at Scandic, regardless of special needs. To improve accessibility, we are working on it every day, in all our hotels".*

Wendel Keep Kitchener, hotel director of Scandic Oslo Airport.



**Scandic (hotels) Denmark** has been awarded the Bevica Foundation's Accessibility Prize 2013. Each year, the foundation awards a prize to people or companies that have shown a particular interest in people with disabilities. The Bevica Foundation was impressed by the way Scandic Denmark has shown that, in the hotel industry, noting: *"The important thing is not only*

*to have an understanding of how accessibility affects disabled people, but also to back up the words with action, such as employing an Accessibility Director, drawing up a standard that applies to every hotel and training all team members in accessibility issues”.*

### **Personnel: HR Development and Careers**

Scandic personnel have given a number of interviews about their training experiences that have been reported by press and in media, also including YouTube videos which are published on the Scandic Channel. These testify to a positive evaluation of the

Angela André - Housekeeping Manager Scandic Hotels

*“Scandic gives me the opportunity to develop both through internal course and training schemes and through the flexibility that a large hotel chain offers”.*

Mikko Mononen - Front Office Manager, Scandic Tampere Rosendahl,

*“What I appreciate most in an employee is that he or she is service-minded and friendly. To be capable of cooperation is paramount and to be flexible, seeing that we work in three shifts around the clock. I myself learn something new every day, just doing my job”.*

Benedikte Boattger - HR Manager Scandic Hotels

*“The opportunities for personal development at Scandic are really huge. I am good example of this myself, starting in housekeeping, then receptionist, later reception manager and then moving to the HR department.”*

### **The Financial Bottom Line**

Scandic’s amalgam of high physical access standards, accessible product development and access training for personnel has led to a strong market position for Scandic and a reputation for highly progressive business acumen.

Accessibility is not only a CSR issue at Scandic. Magnus Berglund is a frequent invited speaker at business conferences and trade fairs in Europe and around the world. The company is also very willing and proud to share its experience with others.

While the financial results of Scandic’s accessibility policies are not revealed in separate accounts, some facts are shared by the company which illustrate how important access and access training are. In earlier years, around 2006-7, the hotel chain stated that 15,000 *additional* bed-nights came from disabled guests. When Scandic acquires a hotel it implements the accessibility programme within 3 months. Already after 18 months the access improvements and training are beginning to be paid in, thanks to increased revenues.

## 6. CONCLUSIONS

In the 1980s and 1990s Scandic was known as a pioneer and best practice example in the hotel sector for its sustainability initiatives and innovations. Today it is recognised equally for its successful accessibility approach. This approach builds on two main pillars: access standards and high levels of customer care.

Scandic has developed a sustainable approach to its access training by integrating accessibility fully into its business model. There is no separation between the way access is handled in the company and other issues, so the training is guaranteed a place in education and professional development of every member of staff. The Scandic case shows that by integrating accessibility training across the entire company, business gains can be made in every area, while raising the quality of the visitor experience for all.

With its new digital training course on accessibility coming on-line in December 2013, Scandic is making a bold symbolic gesture and, at the same time, a generous contribution to the tourism sector's knowledge base on how to serve people with disabilities, first and foremost as *guests* and not *disabled people*. More than any other hotel chain of its size (or larger), Scandic has grasped the opportunity of delivering 'good access' to all its customers and made it a valued and marketable product.







## 7. RECOMMENDATIONS

- **Create an environment where innovation and the sharing of ideas are encouraged.** Scandic is continually innovating in the pursuit of quality improvements and sustainable business practices. Accessibility training has evolved with many innovations coming from the Disability Ambassador himself (at Board level) but also from staff members who are all required to participate in the training.
- **Make accessible tourism for all part of the company's policy.** At Scandic, access training is harnessed to the ethos and the business objectives of the company. Training is essentially built around making the guest's stay more comfortable and pleasant, whether they have a disability or not.
- **Make training modules which can be generally applied in the tourism and hospitality sector and disseminate these widely.** The access and disability model created by Scandic is suitable for transfer to other hotel chains and is being watched by many businesses (also outside tourism) across the world. Scandic is making its training open-source as from December 2013, to stimulate the hotel and tourism sectors to train their staff in customer service and access issues.

- **Leverage on-the-job training and give staff the responsibility for developing and sharing competences and skills.** Business conditions require a fast delivery of training which is focused on giving results in the daily work of every staff member. Training is a leading factor in generating the right attitude and flexibility when dealing with new situations. General Managers can take an active role, as at Scandic, in helping their personnel develop their skills and at the same time improve customer service.

## ANNEX 1 – TABLE OF CRITERIA FOR BEST PRACTICE

Table 1: Table of criteria for best practice

Criteria	Justification	On track/off track
<b>Innovative</b>	Scandic is continually innovating in the pursuit of quality improvements and sustainable business practices. Accessibility training has evolved with many innovations coming from the Disability Ambassador himself (at Board level) but also from staff members who are all required to participate in the training.	
<b>Relevant</b>	Access training is harnessed to the ethos and the business objectives of the company; training is essentially built around making the guest's stay more comfortable and pleasant, whether they have a disability or not.	
<b>Transferable</b>	The access and disability model created by Scandic is suitable for transfer to other hotel chains and is being watched by many businesses (also outside tourism) across the world. Scandic is making its training open-source as from December 2013, to stimulate the sector to act.	
<b>Efficiency &amp; Effectiveness</b>	Business conditions require a fast delivery of training which is focused on giving results in the daily work of every staff member. Training is a leading factor in generating the right attitude and flexibility when dealing with new situations.	
<b>Impact</b>	Scandic has shown that access training gives results in terms of awards (enhanced reputation and CSR). Also winning public procurement contracts for meetings and conferences, where staff competence is weighted in the tender documents, Clear impact in terms of increased numbers of disabled guests, due to high quality customer service for customers with disabilities	
<b>Sustainable</b>	Scandic has developed a sustainable approach to its access training by integrating accessibility fully into its business model. There is no separation between the way access is handled in the company and other issues, so the training is guaranteed a place in education and professional development of every member of staff.	

## **ANNEX 2 - REFERENCES**

Bohdanowicz, Pauline (2008). *Best Education Network Report. Scandic Hotels*.  
University of Southern Denmark.

ENAT: Collection of published articles on SCANDIC Hotels, 2007 – 2014.  
<http://www.accessibletourism.org/?i=enat.en.search&q=Scandic>