

AMELIA ISLAND PLANTATION WINS GOVERNOR'S QUALITY AWARD

April 7, 1998
Amelia Island, Florida

Amelia Island Plantation (AIP) is a residential/resort community which operates related businesses:

- The Amelia Island Plantation Resort
- The Real Estate Development and Brokerage Sales Division
- The Amelia Island Club



The AIP resort, located on Amelia Island in northeast Florida, consists of approximately 1,350 acres with a variety of amenities: 54 holes of golf, 23 tennis courts, a health and fitness center, restaurants, conference meeting space, recreation center, nature areas, over 20 swimming pools and 3.5 miles of oceanfront. The Real Estate Development and Brokerage Sales Division is responsible for the development of the land owned by Amelia Island Company and the Amelia Island Club consists of two private clubhouses as well as all of the resort facilities of its 1,250 members.

In 1996 the Competitive Technologies, Inc. (CTi) consulting team, led by Bob Seemer, conducted a Florida Sterling Award and Malcolm Baldrige based assessment and developed an action plan to significantly improve corporate performance as measured by the Key Performance Indicators of the Leadership Scorecard. Elements of the CTi Success Plan included:

1. A Strategic Plan to position Amelia Island Plantation to be a leader in its market. The CTi Golden Thread process was used to connect every employee to strategic goals.
2. Process management to define and systematically improve all key processes.
3. Six sigma training to include the use of statistical tools and CTi's Quality Improvement and Control (QIC) Storyboard methodology.
4. Human Resource Planning to integrate the needs of the business with workforce capacity.
5. Quality Function Deployment (QFD) to solidify the linkage between external customers and internal processes.
6. Systematic management reviews, based on CTi's "One-Page QIC Story" to evaluate progress and recognize success.

Following is a summary of the Amelia Island Plantation management system.

AMELIA ISLAND PLANTATION VISION STATEMENT:

"To be a premier total resort committed to making people happy by providing consistently high-quality experiences that emphasizes the unique beauty and natural environment of Amelia Island Plantation."

AMELIA ISLAND PLANTATION FIVE KEY BELIEFS:

- That the unique beauty and resources of the natural environment of Amelia Island Plantation must be preserved.
- That providing a high-level, quality resort experience is the key to fulfilling the expectations of those who share in the experience.
- That the quality of our services must equal the quality of the natural environment.
- That the company has a high commitment to employees to help them realize personal growth and success and enhance our ability to meet our customers' expectations.
- That the company has a right and an obligation to all who share in the total resort experience to be economically viable in order to ensure that the experience continues.

STAKEHOLDERS

The vision of Amelia Island Plantation provides the focus for the company's stakeholders; Customers, Staff Members, and Shareholders.

CUSTOMER FOCUS

Amelia Island Plantation serves a select and high demanding group of customers. To successfully meet their needs, the priorities of the customer are at the heart of all business activities. AIP conducts routine and systematic customer research to determine customer needs and requirements at product, service and facilities feature levels. CTi's QFD methodology is used to ensure performance standards support customer requirements. Customer satisfaction levels are enhanced by providing customers with various avenues to seek assistance, provide feedback, and direct complaints. All of these efforts reinforce AIP's Guiding Principle: We are committed to making people happy.

STAFF MEMBER EMPOWERMENT

Amelia Island Plantation's 950 staff members are provided numerous resources to deliver exceptional service. They are the company's most valuable asset. Empowerment initiatives and methods are varied:

- Staff members participate in the development of company goals in the business planning process.
- All staff members are listened to through an annual Employee Opinion Survey, the PRIDE suggestion program, and open communication meetings.
- Employees experience professional growth by participating in Career Mapping / Mentoring Program, Educational Institute Courses, in-house training and educational reimbursement.
- Skills are enhanced by Skill and Competency Blocks, cross-utilization, and a Certified Departmental Trainer Program.
- Roles and expectations are clearly defined in job descriptions, a two-day employee orientation, and through departmental training.
- CTi's six sigma process management and QIC Story methodology are used by managers and other employees alike to improve operations at all levels.

All these programs provide numerous opportunities for employees to grow and develop as hospitality professionals with the expertise, knowledge, and experience needed to deliver service that exceeds customer expectations.

SHAREHOLDER VALUE

The shareholders are key stakeholders of Amelia Island Plantation. Annual objectives are set to achieve growth in this area. Competitive projections of key performance measures are made to increase performance results. These results are evaluated and reviewed to ensure value-added activities focusing on the shareholder continue.

LEADERSHIP

Senior leaders systematically set direction and identify future opportunities for Amelia Island Plantation through the CTi Strategic Business Planning Process. Information from key stakeholders is used to set direction as well as priorities for the business. Critical Few Objectives (CFOs) are decided upon annually. An Executive Committee member is assigned ownership to champion each objective. The CFO matrix is cascaded to all levels of the company and all employees are involved in the creation of plans at their level.

IN HARMONY WITH NATURE

The pledge to protect the natural beauty of AIP is a core value that runs through everything the company does. Management strictly adheres to an environmental master plan developed in the 1970s by one of the world's foremost experts. AIP is surpassing its competitors in environmental stewardship. AIP has been awarded the Environmental Steward Award, the AHMA Environmental Quality Achievement Award, the Environmental Planning Certificate of Recognition by the Audubon Cooperative Sanctuary System, and numerous other recognitions.

THE FUTURE

At a critical time of growth in the company history, quality endeavors, including the Sterling process, guided the organization to success. With the completion of a 249 room luxury hotel, 30,000 square feet of additional meeting space, a new membership program that provides exclusivity to members, and a newly renovated Beach Club, Amelia Island Plantation is positioned for a STERLING FUTURE.

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