

A scenic view of the Cliffs of Moher in Ireland, showing high, layered rock formations meeting the ocean under a blue sky with scattered clouds. The cliffs are topped with green grass, and the sea is a deep blue with white foam from the waves.

Developing & Implementing Standards of Performance

How to develop practical and user-friendly SOPs for your business

Welcome to Developing & Implementing Standards of Performance



- To get the most out of this resource, please use in conjunction with accompanying downloads.
- Some other links that you or your team may find useful can be accessed on Fáilte Ireland's Learning Hub

Introduction to Customer Service

The screenshot shows the Fáilte Ireland Learning Hub interface. At the top, there is a search bar and navigation links for "What's new?", "Business supports", "Support Programmes Schedule", and "Government supports". The main heading is "Learning Hub". Below this, there is introductory text: "Welcome to the Fáilte Ireland Learning Hub. Here you will find resources to help you develop in your tourism career. For expert guidance to assist you in your current role and extra tools to help you take the next step, the Fáilte Ireland Learning Hub is full of resources to support you in your professional journey. At the end of each course, you will find recommendations on where to continue your learning journey with tailor-made 3rd Level courses online and across the country. Click on a course title below and follow the instructions to set up an account and get started." Below the text, there are three course cards under the heading "Management & Support": "Prepare and Monitor Budgets" (1 min), "Lead and Manage People" (7 mins), and "Managing the Hotel and Accommodation Revenue Function" (6 mins). Each card features a play button icon and the word "COURSE".

Fundamentals of Food & Beverage Service

The screenshot shows the Fáilte Ireland Learning Hub interface for the "Fundamentals of Food & Beverage Service" section. At the top, there is a search bar and navigation links for "What's new?", "Business supports", "Support Programmes Schedule", and "Government supports". The main heading is "Fundamentals of Food & Beverage Service". Below this, there is introductory text: "The quality service delivered by food and beverage staff heavily impacts how businesses within the Irish Tourism industry grow. Ensure that your customers have positive experiences and return through staff training. We have developed a series of short videos covering the fundamentals of food and beverage service. Each video has been designed to help with the induction of new staff, ongoing training of existing staff and encourages staff to remain within our industry. The videos are to be used as guidance only and are a maximum of eight minutes long. As each business is different, the advice can be adjusted to suit your specific work practices. Note: While we attempt to thoroughly address specific topics and best practices it is not possible to include discussion of every situation that may apply to any particular individual or workplace in a presentation of this nature and therefore Fáilte Ireland does not make any representation or warranty as to the applicability, suitability, accuracy or completeness of the content." Below the text, there is a section titled "Video Resources" with three video thumbnails: "Video: Introduction | Fundamentals of Food & Beverage Service [1 min]", "Video: Tray Service | Fundamentals of Food & Beverage Service [7 mins]", and "Video: Polishing Glasses | Fundamentals of Food & Beverage Service [6 mins]". Each thumbnail features a play button icon.

Programme Objective

To upskill Supervisors/Managers in the area of developing, communicating, implementing and monitoring SOPs in order to achieve service excellence.



Range of Topics

Define a 5-Stage approach for using SOPs to deliver excellence service.



- 1** Recognise how SOPs can transform your business **04:53**
- 2** Involve all your people in the SOP journey. **14:11**
- 3** Develop SOPs that will delight your customers **17:45**
- 4** Bring SOPs to life in your business **33:11**
- 5** Measure how SOPs are impacting the customer experience **38:17**



Range of Topics

It is vital that you think about the context for developing your Standards of Performance

It is important to recognise that both how you deliver Standards of Performance and your customer experience, including trends, are always changing. We must adapt our SOPs to align with these changes.



SOPs will be more important than ever to ensure a great customer experience



Owners and managers must lead by example to constantly reinforce, monitor and update the SOPs



If we want to build and retain customer loyalty, we must give customers confidence

The 5-Stage SOP Journey

It is important that you understand that managing your SOPs is a journey. It is something that you will do every day, not just a once-off task.



The 5-Stage SOP Journey

Stage 1

Recognise how SOPs can transform your business.



Setting Standards of Performance (SOPs)

Stage 1

Recognise how SOPs can
transform your business

The Business Needs SOPs Because...



Without Standards of Performance service will be inconsistent, not necessarily bad.







But in today's highly competitive, pressurised environment, just being ok is not good enough.

You and your business need to deliver a consistently exceptional product or service to your customers.

Having Standards of Performance in place will help you to do just that.

What are SOPs?

SOPs are:

-  Clear, concise and measurable statements.
-  A description of how a product or service should be delivered consistently.
-  An agreed and repeated way of doing something.
-  A summary of best practice.
-  Designed to meet and exceed customer expectations.
-  Appropriate to your business.



What Does an SOP Consist of?

It is important to remember that there are actually two components to an SOP:



THE STANDARD

The outcome we want to achieve from a particular task



THE PROCEDURE

The step-by-step process describing how we will achieve the standard

Sample Standard

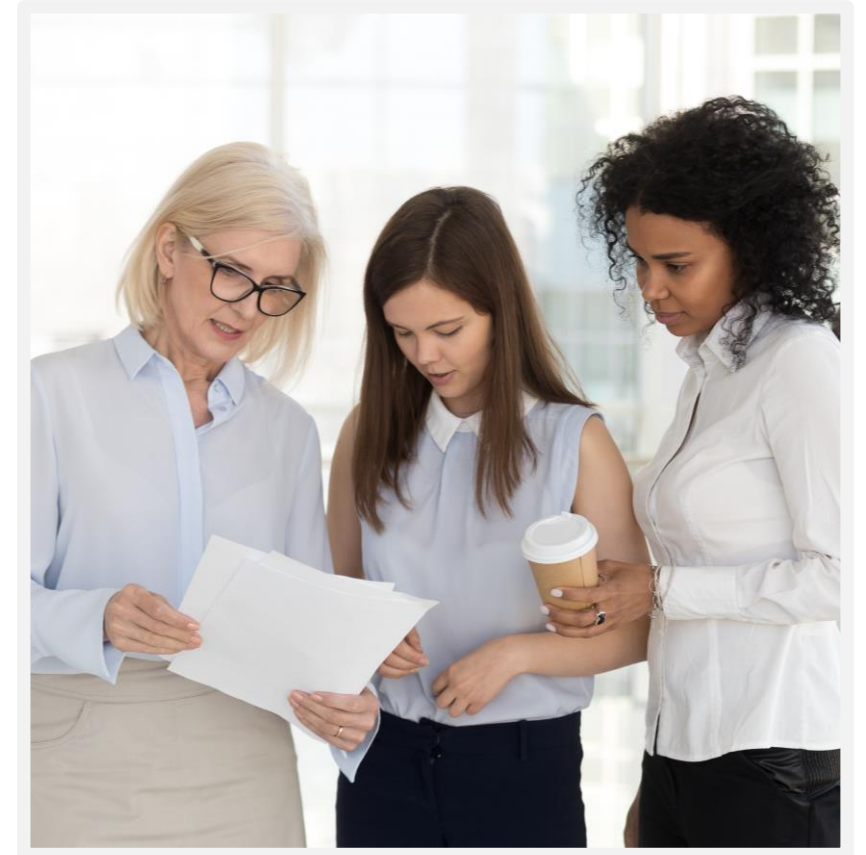
The standard is a clear, concise and measurable statement that states the required and desirable outcome for the task.

OUR STANDARD IS

All guest complaints are treated with empathy and concern and handled in a prompt and efficient manner to ensure a resolution.



When writing the Standard followed by the Procedure, keep in mind that someone who has never carried out this task should be able to pick it up and follow it without any problems.



The Procedure to Achieve That Standard

The step-by-step process in which we will achieve the standard.

When writing the procedure, first break it into the key, clear, logical and measurable steps, for example in the diagram 1-5 opposite.

(Extra steps may be needed in a different standard)

Then break these steps down into key actions that follow a clear and logical sequence.

Steps to achieve our Standard	Actions to achieve the standard during this step:
1) Respond to guest complaints promptly	<ul style="list-style-type: none"> Guest complaints are dealt with immediately and efficiently. Service Personnel show genuine concern and attention when listening to guest problems.
2) Determine the nature and severity of the problem	<ul style="list-style-type: none"> Service personnel listen attentively, remaining calm and objective. Guest is not interrupted or provoked. Service personnel seek to identify the real problem and question guest in a polite manner to gain clarification. Service personnel never argue with guest. Complaint is summarised back to the guest, to ensure that the problem has been clearly identified.
3) Offer an apology to the guest	<ul style="list-style-type: none"> Once the problem has been clearly identified, service personnel apologise to the guest and thank them for bringing it to their attention.
4) Outline proposed action to resolve the problem to the guest	<ul style="list-style-type: none"> Service personnel explain to guest what action can be taken to resolve problem. Service personnel check that guest will accept proposed action. If problem requires attention from a more senior manager, explain to guest the steps that will be taken.
5) Take agreed action quickly to resolve problem	<ul style="list-style-type: none"> All action agreed with guest is taken quickly and efficiently. Guest is kept informed at all times and not left waiting unduly. Guest is checked for satisfaction with action taken and once again thanked for bringing the complaint to our attention.

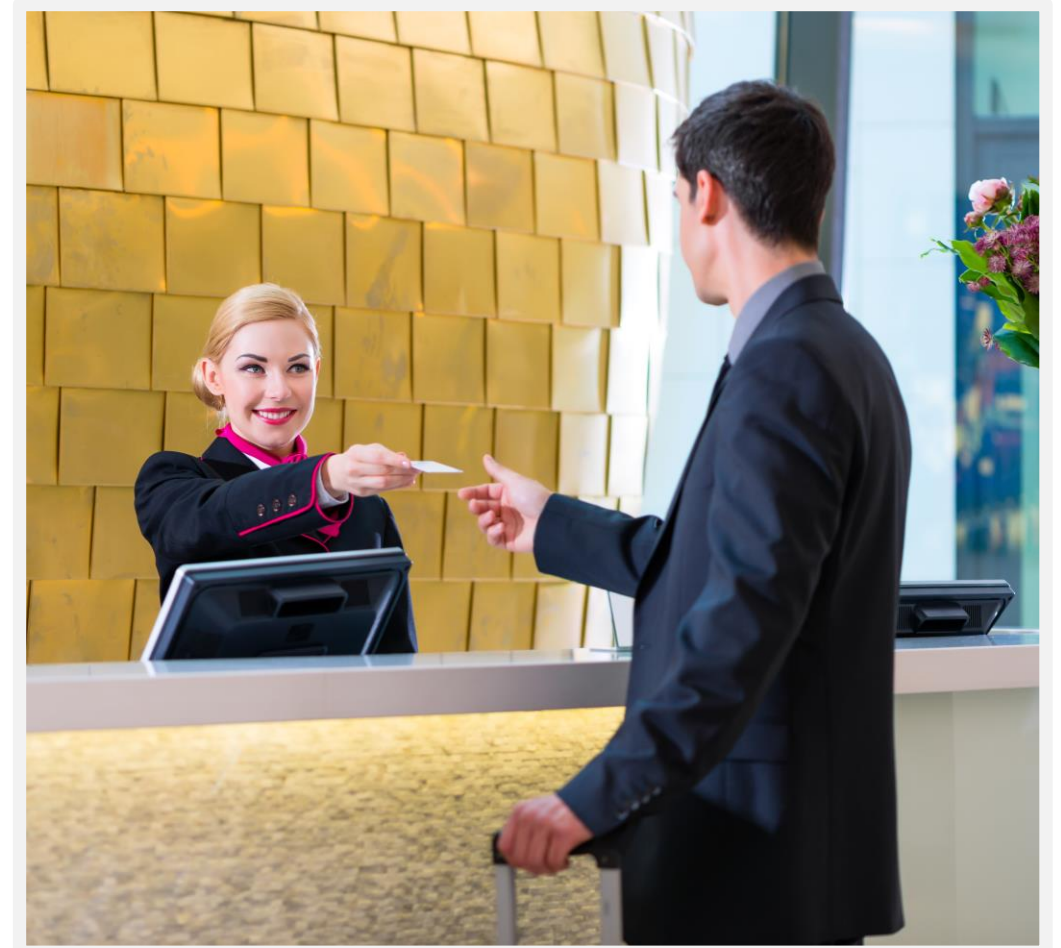
Why do you Need SOPs in your Business?



Without an agreed way of delivering your product or service, customer experience will be inconsistent.

Other reasons include:

- Employee and customer safety
- Compliance with regulations
- Direction and consistency
- Communication
- Accountability
- Organisational knowledge
- Performance management
- Efficiency and time saving



What are the Benefits of SOPs for your Business?



SOPs help you to deliver quality service and build a great customer experience.



Great experiences make customers feel valued. They trust you, which builds loyalty and a positive market reputation.



Provides clear direction for employees.
Makes training easier.
Provides basis for performance appraisal.



This in turn contributes to increased profitability.

How can SOPs Transform your Business?



SOPs can transform your business across four critical pillars:



Customer Engagement

Customer focused SOPs will increase your focus on the customer



Employee Engagement

If you get employees to buy into SOPs, this will create common goals which will help to build team spirit and cohesion



Process Improvement

SOPs are about looking at what you do, reviewing it and, if needed, improving it

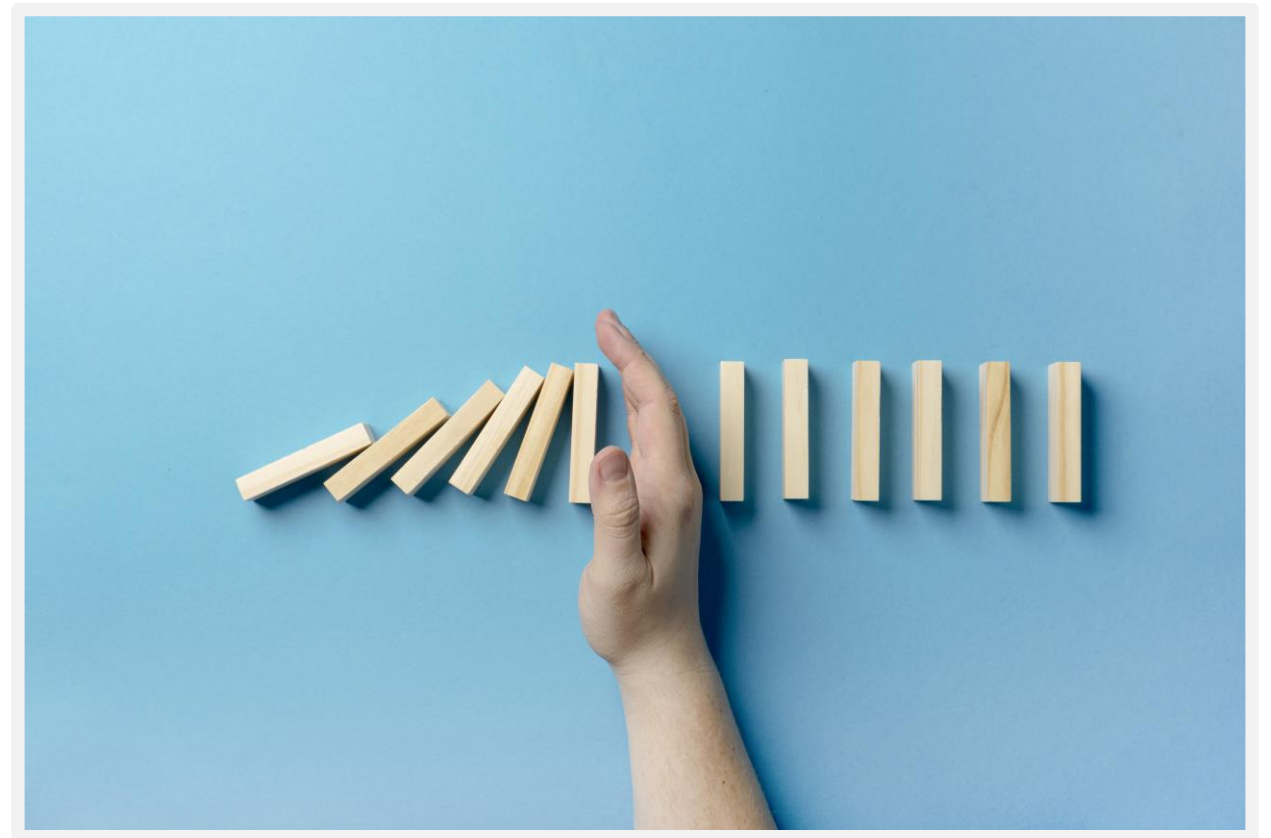


Performance Management

SOPs should be measured which allows you to track, improve and recognise progress

Common Pitfalls to Avoid on your SOP Journey

- Negative mindsets
- Poor communication
- Lack of involvement
- Inadequate leadership
- Unstructured process
- Inconsistent application
- Under resourced
- No measurement



The 5-Stage SOP Journey

Stage 2

Involve all the team in the SOP journey.



Setting Standards of Performance (SOPs)

Stage 2

Involve all your team in the
SOP journey

Make it a Team Journey

Employees at all levels must play a part in the development, implementation and review of SOPs.

The more you involve your team in developing, implementing and measuring SOPs the more they will respond positively to what you want to achieve.

Owners and managers must lead the journey and be ultimately responsible

Employees like to be included in decision-making about their work so involving them boosts motivation levels

Not including employees means missing out on knowledge and experience about service delivery








When employees are involved in setting SOPs, they are far more likely to respond positively to their implementation

By involving everybody in the business you are helping to build team spirit



How to Excite and Engage your People About the Journey



-  Create a buzz about the journey
Make great opportunities to develop and grow both the business and professionally
-  Start with 'why' not 'how'
Make sure everyone understands 'why', especially if you have been doing it the same way for a long time
-  Keep things real and meaningful
Ask employees for their good and bad experiences, keep it practical and realistic to the business
-  Show 'quick wins' and maintain momentum
Have a realistic plan that is efficient and effective with clear deadlines to get SOPs live
-  Be creative
Get out and find out, seek ideas and inspiration from other people and businesses
-  Don't drown in paper
Use pictures/videos, employees won't have time to read it if it is too long
-  Tackle concerns
They may be genuine to the person. Deal with negativity early and don't allow negative people to highjack the process



Remember!

Without your team on board, you cannot succeed in implementing and managing your Standards of Performance.



The 5-Stage SOP Journey

Stage 3

Develop SOPs that will exceed
Customer Expectations



Setting Standards of Performance (SOPs)

Stage 3

Develop SOPs that will exceed
Customer Expectations

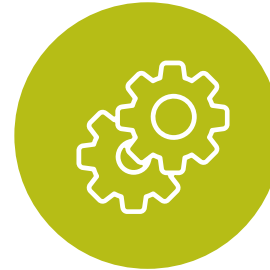
Recap - Elements of an SOP

We already highlighted that an SOP has two elements:



THE STANDARD

The outcome we want to achieve from a particular task



THE PROCEDURE

The step-by-step process describing how we will achieve the standard

Let's look at how you can start writing your SOPs



Influences on SOPs

Most businesses will have different Standards of Performance. Not better or worse, but different.

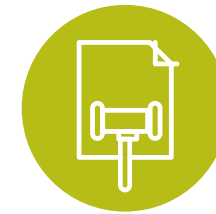
Some of the factors that may influence the development of SOPs are as follows



Star rating



Customer



Legislation



Skill level of staff



The company

What Constraints can Affect your SOPs?



Time - is there enough time to complete the task to the standard required?



Communication- do all employees understand SOPs clearly and what is expected of them?



Staffing levels- do you have the staffing levels required to maintain the standard?



Cost - is the budget available to implement the standard e.g. you may need new equipment?

What Constraints can Affect your SOPs?



Unwillingness to embrace change - some people may struggle with change and need help; however negative people cannot be allowed to block change.

If the change is presented in the correct way, it will get the vast majority of people on board



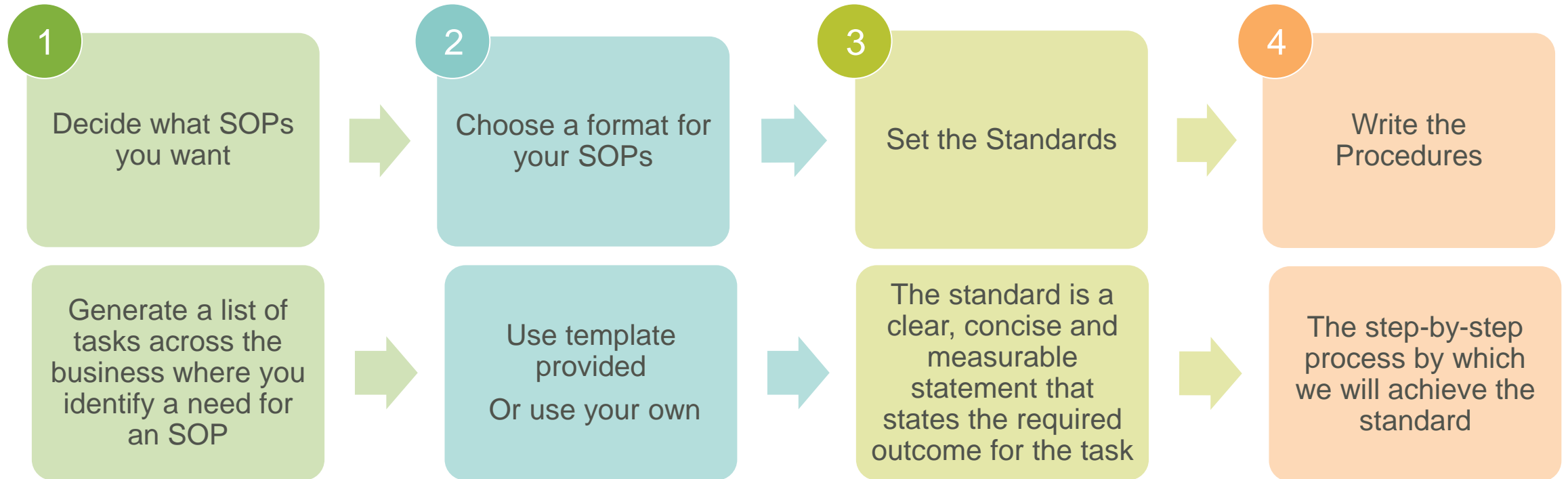
Language barriers/learning difficulties.

This may be a challenge, but it can be addressed by keeping the language simple and concise.

Consider including images and media clips when developing your SOPs

Actions Required to Develop Your SOPs

Four actions to develop your SOPs



REMEMBER!

make sure all the team are involved in writing the SOPs!

Action 1 - Decide What SOPs you Want

SOPs can be defined for:

Tasks

For example: making an Irish coffee, making a bed, pouring wine, or setting a table for breakfast, greeting a visitor, check-in, etc.

Areas

For example: this could be a bedroom, a cellar, a stillroom, reception area or a changing room.

Activities

For example: this could be purchasing of goods, dealing with complaints or the service of food.



REMEMBER!

Developing SOPs is a journey, so you do not need to develop them all at once. Start with the ones that will have the greatest impact on a positive customer experience and work from there.

Action 2 - Choose a Format for your SOPs



You can choose your own format for SOPs. We'll use one approach here which you can adopt, or follow your own if you prefer.

Our Standard is:	
Our Procedure to achieve this is:	

Steps to achieve our Standard	Actions to achieve our standard during this step:
What are the Main steps?	Bullet pointed detail required to achieve each step for procedure

Add row and insert image or link to media clip if necessary

An orange arrow pointing from the callout box to the empty row in the table below.

Action 3 - Set the Standards






What is a standard?

A standard may be described as a clear, concise and measurable statement that focuses on the outcome required for a particular task or activity, in order to exceed customer expectations, engage employees and adhere to legislation.

Action 3 - Set the Standards

Tips for writing standards:

Who is best placed to carry out this task?

-  The goal for writing SOPs is to ensure that all employees are performing to a consistent level.
-  We often write SOPs to our own level of understanding and capability.
-  We should be writing them so that a new employee who has never worked in the business can clearly understand and follow them.



Action 3 - Set the Standards

Tips for writing standards:

Keep it clear, concise and measurable and understood by all.

Here is a sample standard for Greeting and Seating a guest:



Our Standard is

All customers are greeted in a timely and friendly manner, then seated in a professional and polite way.



Action 3 - Set the Standards

Tips for writing standards:

What gets measured is done consistently to the required standard.

Here measurable words in the standard for “Greeting and Seating a Guest” are highlighted. This helps the person reading it, to focus in on what the measurements are and will also assist in setting the steps in the procedure:



Our Standard is

All **customers** are greeted in a **timely** and **friendly** **manner**, then seated in a **professional** and **polite** **way**.



Action 3 - Set the Standards

Here are some more sample Standards to consider, with measurable words used:

Take a minute and try to identify the measurable words

Example 1



A safe, hygienic environment will be maintained in accordance with all relevant legislation and regulations.

Example 2



All maintenance problems will be reported, and corrective action taken in a fast and efficient manner.

Maintenance issues must not be allowed to interfere with daily business.



Action 3 - Set the Standards

Here are the sample Standards with measurable words highlighted:

Example 1



A safe, hygienic environment will be maintained in accordance with all relevant legislation and regulations.

It is made measurable by these words:

A **safe, hygienic** environment will be **maintained** in accordance with all relevant **legislation** and **regulations**.

Example 2



All maintenance problems will be reported, and corrective action taken in a fast and efficient manner.
Maintenance issues must not be allowed to interfere with daily business.

It is made measurable by these words:

All maintenance problems will be **reported**, and **corrective action** taken in a **fast** and **efficient** manner. Maintenance issues must not be allowed to **interfere** with daily business.

Action 4 - Write the Procedures

Now that we've covered the standard part of an SOP, let's shift our focus to writing procedures.



THE STANDARD



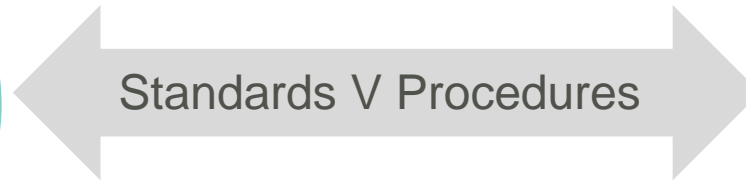
THE PROCEDURE

The step-by-step process describing how we will achieve the standard

Action 4 - Write the Procedures



Once you have finalised your standards, then you need to write a procedure for each one



A procedure is what must be done to achieve the standard in a detailed step-by-step process which can be understood by all

Action 4 - Write the Procedure

Tips for writing procedures

A procedure breaks down the completion of that task into clear, logical steps.

Break it into key steps that are:

Understandable to all

Following a logical sequence

Measurable

See sample

Our Standard is:

All customers are greeted in a **timely** and **friendly manner**, then seated in a **professional** and **polite** way

Our Procedure to achieve this is:

Steps to achieve our Standard	Actions to achieve our standard during this step:
1. Acknowledge and greet customers as soon as they arrive, with a smile	
2. Offer to take coats	
3. Lead customers to the table and ensure they are happy with table allocated	
4. Seat customers, present menus and drinks list	
5. Offer to take a drink/water order	

Action 4 - Write the Procedures

Tips for writing procedures



Using the steps we have already written, add key actions that follow a clear and logical sequence.



Make sure that each step is described completely and correctly.



This is helpful when you use the SOPs as training tools, or for checklists to measure performance of the standard.

Our Standard is:

All customers are greeted in a **timely** and **friendly manner**, then seated in a **professional** and **polite** way

Our Procedure to achieve this is: (What must be done to achieve the standard)

Steps to achieve our Standard

Actions to achieve our standard during this step:

1. Acknowledge and greet customers as soon as they arrive, with a smile

- All customers will be welcomed within one minute of arrival
- All employees welcome customers with a smile, good eye contact and an interested facial expression
- Employees use the correct greeting
- Customers are addressed by their names (if known)

2. Offer to take coats

- Coats are treated with care and stored safely and securely

3. Lead customers to the table and ensure they are happy with table allocated

- Walk slightly in front of the guest leading them to their table
- Ask if table chosen is suitable

4. Seat customers, present menus and drinks list

- Chairs are withdrawn to allow guest to sit easily
- Clean menus are opened and presented to each guest and inform of any specials or "off" dishes
- Clean wine list is presented to the host and offer of assistance is made with selecting wines, if required
- Any wines unavailable are explained

5. Offer to take a drink/water order

- Ask if any pre-dining drinks are required before leaving table
- Water is offered and served to customers

Practical Check on your SOPs



To ensure that you have not missed out on any points, do a practical check before you put it into place



Get a second opinion to see if you have missed out on a vital point



Give the SOP to an inexperienced person to see if they understand and can carry out the task to the required level by following the SOPs



Try it out before you put it into practice

Take Action

Based on what you have learned from so far, now start to develop or redevelop your SOPs



In the next sections 4 and 5

We will discuss how to get the most from your SOPs



The 5-Stage SOP Journey

Stage 4

Bring SOPs to life in your Business



Setting Standards of Performance (SOPs)

Stage 4

Bring SOPs to life in your
Business

How to Bring SOPs to Life

Some basic actions you will need to undertake:

Communicate the SOPs to all your team

Some SOPs will be in printed form, but others can be better communicated by images or even videos.

Daily/shift briefings and meetings

Make SOPs part of the daily discussion.

Training

New SOPs may have additional requirements so refresher training or corrective coaching may be needed for experienced staff. For new team members joining, the SOP training should form part of their induction

Empower

Employees to take decisions around the delivery of the SOPs.

Supervision

There is no substitute for good daily supervision in bringing the SOPs to life. If managers and supervisors ignore non-performance relating to standards, they will be quickly forgotten about.

How to Bring SOPs to Life

Some basic actions you will need to undertake:

Standard of the week
concept

Highlight a different SOP in each department on a weekly basis to keep them fresh in everyone's mind.

Praise and feedback

Give constructive praise and feedback regularly when SOPs are being followed

Employee recognition and
reward

All recognition and reward systems should be aligned to the delivery of SOPs

Employee self-assessment

You should allow employees to regularly self-assess themselves against their SOPs

Customer feedback

Is vital of course but you also want to ensure that the feedback you are gathering is linked to the SOPs. This feedback should be communicated to employees regularly.

How to Bring SOPs to Life

Lead by Example

- To truly bring SOPs to life you need to lead by example.
- It is vital that all managers and supervisors are highly motivated and are fully onboard to develop, implement and review SOPs.
- This ensures that there is a lasting and measurable impact for the business.



The 5-Stage SOP Journey

Stage 5

Measure how the SOPs are impacting the Customer Experience



Setting Standards of Performance (SOPs)

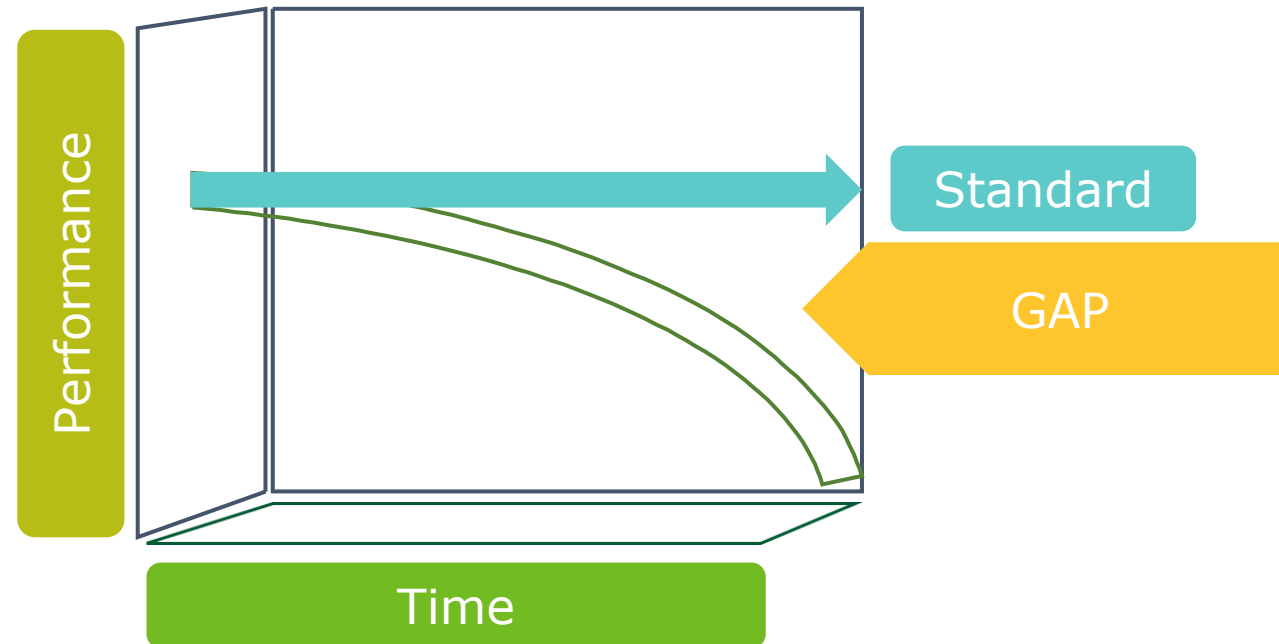
Stage 5

Measure how the SOPs are
impacting the Customer Experience

Do Standards Fall?

- In the diagram you can see that the standard does not change. What changes over time is poor performance for that standard, the result being the 'Service Gap'.
- Over time staff members get complacent. Performance can slip if it's not monitored by a supervisor. This is when you have a gap in staff members' performance.

The Service Gap

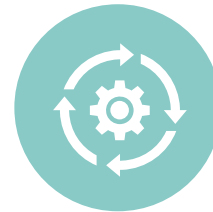


Ways to Measure the Ongoing Impact of Your SOPs



IMPLEMENTATION

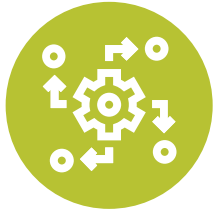
- Supervision - is the front line of measurement.
- Team Self Assessment- gives a sense of ownership and keeps them involved in the journey.



IMPLEMENTATION

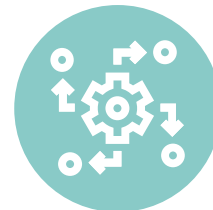
- Employee Feedback- it is important to gather employee feedback about the SOP journey.
- Quality Checks- create and implement internal quality checklists.

Ways to Measure the Ongoing Impact of Your SOPs



IMPACT

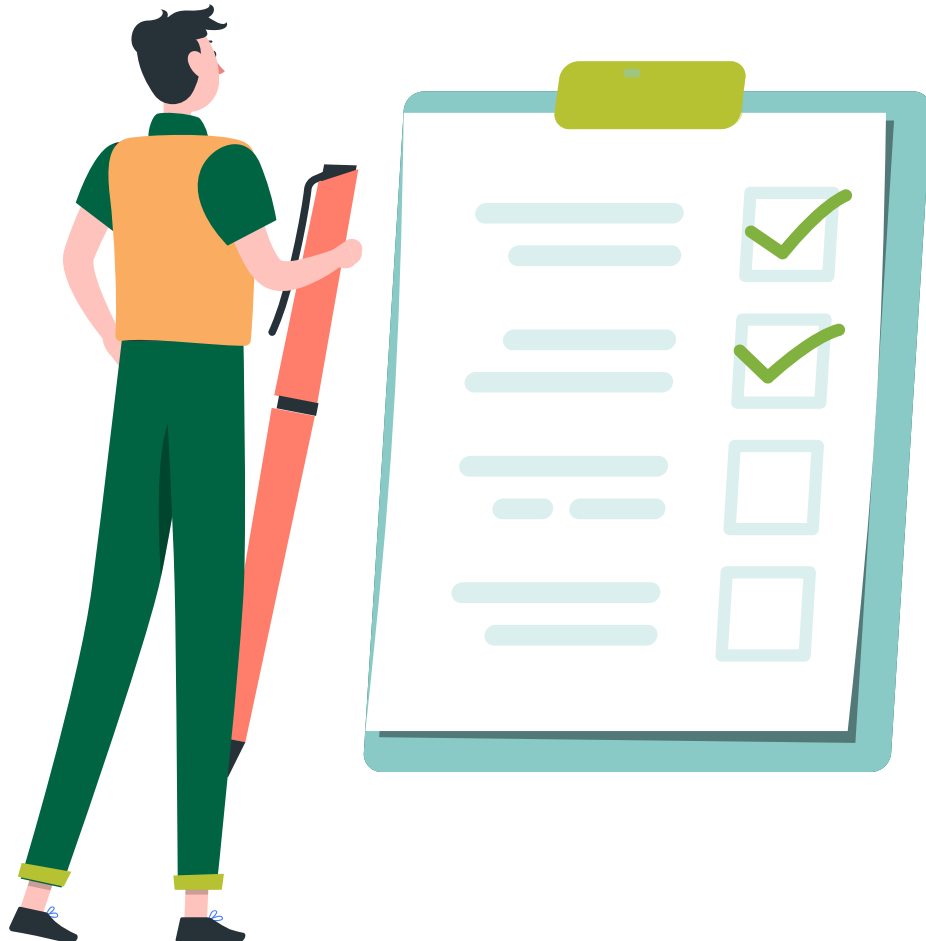
- Complaints- may provide a direct and valuable measurement on the impact of your SOPs.
- Comment Cards & Surveys- can be key customer feedback tools.



IMPACT

- Online Reviews- when reviewing customer comments, it may be possible to identify which SOP is being praised or criticised.
- Mystery Guest- when used, make sure that the criteria they are assessing the experience against are fully aligned to your SOPs.

Checklists



- Checklists are an important tool to help you monitor the implementation of SOPs.
- Create a checklist for each department that lists the SOPs and simply rates on a Yes/No basis whether SOPs are being achieved.
- These can be used by managers and supervisors to track progress.
- They can also be used by employees themselves for self-assessment.

Developing a Checklist from your SOPs

Our Standard is:

All customers are greeted in a **timely** and **friendly manner**, then seated in a **professional** and **polite way**

Our Procedure to achieve this is: (What must be done to achieve the standard)

Steps to achieve our Standard	Actions to achieve our standard during this step:
1. Acknowledge and greet customers as soon as they arrive, with a smile	<ul style="list-style-type: none"> ▪ All customers will be welcomed within one minute of arrival ▪ All employees' welcome customers with a smile, good eye contact and an interested facial expression ▪ Employees use the correct greeting ▪ Customers are addressed by their names (if known)
2. Offer to take coats	<ul style="list-style-type: none"> ▪ Coats are treated with care and stored safely & securely
3. Lead customers to the table and ensure they are happy with table allocated	<ul style="list-style-type: none"> ▪ Walk slightly in front of the guest leading them to their table ▪ Ask if table chosen is suitable
4. Seat customers, present menus and drinks list	<ul style="list-style-type: none"> ▪ Chairs are withdrawn to allow guest to sit easily ▪ Clean menus are opened and presented to each guest and inform of any specials or "off" dishes ▪ Clean wine list is presented to the host and offer of assistance is made with selecting wines, if required ▪ Any wines unavailable are explained
5. Offer to take a drink/water order	<ul style="list-style-type: none"> ▪ Ask if any pre-dining drinks are required before leaving table ▪ Water is offered and served to customers

SOPs can be Adapted to Become a Checklist (example below)



Check list for Greeting and Seating



Our Standard is

All customers are greeted in a timely and friendly manner, then seated in a professional and polite way.

1. Acknowledge and greet customers as soon as they arrive, with a smile	YES	NO
<ul style="list-style-type: none"> All employees welcome customers with a smile, good eye contact and an interested facial expression 		
<ul style="list-style-type: none"> Employees use the correct greeting 		
<ul style="list-style-type: none"> Customers are addressed by their name (if known) 		
2. Offer to take coats	YES	NO
<ul style="list-style-type: none"> Coats are treated with care and stored safely and securely 		
3. Lead customers to the table and ensure they are happy with table allocated	YES	NO
<ul style="list-style-type: none"> Walk slightly in front of the guest leading them to their table 		
<ul style="list-style-type: none"> Ask if table chosen is suitable 		
4. Seat Customers, present menus and drinks list	YES	NO
<ul style="list-style-type: none"> Chairs are withdrawn to allow guest to sit easily 		
<ul style="list-style-type: none"> Clean menus are opened and presented to each guest and inform of any specials or "off" dishes 		
<ul style="list-style-type: none"> Clean wine list is presented to the host and offer of assistance is made when selecting wine, if required 		
<ul style="list-style-type: none"> Any wines unavailable are explained 		

Measuring Standards of Performance

Every 'NO' on the checklist becomes an
Area for Improvement on the Action Plan



Empower your Team to Deliver Standards of Performance



Some practical actions you can take include, but are not limited to:

- Bring your SOPs to life in your business
- Departmental/team meetings reviewing SOPs
- Engage and value your employees
- Constantly upskill your employees
- Seek employee ideas and suggestions
- Listen to and act upon the feedback from customers and employees

The 5-Stage SOP Journey



Available Supporting Downloads and Resources



- To get the most out of this resource, please use in conjunction with accompanying downloads.
- Some other links that you or your team may find useful can be accessed on Fáilte Ireland's Learning Hub

Introduction to Customer Service

The screenshot shows the Fáilte Ireland Learning Hub interface. At the top, there is a search bar and navigation links for "What's new?", "Business supports", "Support Programmes Schedule", and "Government supports". Below the header, the page title "Introduction to Customer Service" is displayed. The main content area includes a "Learning Hub" section with a welcome message and a list of courses. Three course cards are visible: "Prepare and Monitor Budgets" (Finance), "Lead and Manage People" (Management & Support), and "Managing the Hotel and Accommodation Revenue Function" (Revenue Management). Each card features a green background with a white play button icon and the word "COURSE".

Fundamentals of Food & Beverage Service

The screenshot shows the Fáilte Ireland Learning Hub interface for the "Fundamentals of Food & Beverage Service" section. At the top, there is a search bar and navigation links for "What's new?", "Business supports", "Support Programmes Schedule", and "Government supports". Below the header, the page title "Fundamentals of Food & Beverage Service" is displayed. The main content area includes a "Video Resources" section with a list of videos. Three video cards are visible: "Video: Introduction | Fundamentals of Food & Beverage Service [1 min]", "Video: Tray Service | Fundamentals of Food & Beverage Service [7 mins]", and "Video: Polishing Glasses | Fundamentals of Food & Beverage Service [6 mins]". Each card features a green background with a white play button icon and the word "VIDEO".



We hope you have found this video useful.

Thank you for your time and for watching.

Enjoy the Journey!