



## RQF LEVEL 4



### FBOCS401 FOOD AND BEVERAGE OPERATIONS

#### Customer Service



## TRAINEE'S MANUAL

August 2024



# CUSTOMER SERVICE



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## *LIST OF ABBREVIATIONS AND ACRONYMS*

- CBET:** Competence Based Education and Training
- EU:** European Union
- HQs:** Headquarters
- CES:** Customer Effort Score
- CRM:** Customer Relationship Management
- NPS:** Net Promoter Score
- RQF:** Rwanda Qualification Framework
- RTB:** Rwanda TVET Board
- SOP:** Standard Operating Procedures
- TVET:** Technical and Vocational Education and Training
- VOC:** Voice of the Customer

## INTRODUCTION

This trainee manual encompasses all methodologies necessary to guide you to properly deliver the module titled: **Customer service** students undertaking this module shall be exposed with practical activities that will develop and nurture their competences, the writing process of this training manual embraced competency-based education and training (CBET) philosophy by providing enough practical opportunities reflecting real life situations.

The trainer manual is subdivided into Learning outcomes, each outcome has got various topics, you will start guiding a self-assessment exercise to help students rate themselves on their level of skills, knowledge, and attitudes about the unit.

The trainer manual will give you the information about the objectives, learning hours, didactic materials, proposed methodologies and crosscutting issues.

A discovery activity is followed to help students discover what they already know about the unit.

This manual will give you tips, methodologies, and techniques about how to facilitate students to undertake different activities as proposed in their trainee manuals. The activities in this training manual are prepared such that they give opportunities to students to work individually and in groups.

After going through all activities, you shall help students to undertake progressive assessments known as formative and finally facilitate them to do their self-reflection to identify strength, weaknesses, and areas for improvements.

Remind them to read point to remember section which provide the overall key points and take ways of the unit.

## Module Units:

**Unit 1:** Prepare for service

**Unit 2:** Deliver quality service

**Unit 3:** Handle guest feedback

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## UNIT 1: PREPARE FOR SERVICE



### Unit summary:

This unit provides you with the knowledge, skills and attitudes required to prepare for service required to provide quality customer service. It covers maintenance of personal grooming, gathering of daily activity information, arrangement of the workplace in accordance.

## Self-Assessment: Unit 1

1. Observe the figure in unit 1 and answer the following questions
  - a. What elements do you see in the figure?
  - b. Interpret the activity-taking place in the figure.
  - c. How does the figure relate to the unit?
  - d. Based on the figure what do you think will be topics under this unit?
2. Fill in and complete the self-assessment table below to assess your level of knowledge, skills and attitudes under this unit.
  - a. There is no right or wrong ways to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills and attitudes acquisition during the learning process.
  - b. Think about yourself: do you think you have the knowledge, skills or attitudes to do this? How well?
  - c. Read the statements across the top. put a check in column that best represents your level of knowledge, skills or attitudes.
  - d. At the end of this unit, you will assess yourself again

My experience, Knowledge, skills and attitudes	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Describe personal grooming					
Describe information gathering					
Explain workplace arrangement					

Demonstrate personal grooming					
Gather information					
Arrange work place					
Promote personal grooming practices					
Keep confidentiality of gathered information					
Pay attention to workplace arrangement					



### Key Competencies:

Knowledge	Skills	Attitudes
1. Describe personal grooming	1. Demonstrate personal grooming	1. Promote personal grooming practices
2. Describe information gathering	2. Gather information	2. Keep confidentiality of gathered information
3. Explain workplace arrangement	3. Arrange work place	3. Pay attention to workplace arrangement



## Discovery activity:



### Task 1:



Figure 1: Get ready for service and Personal grooming practices

1. Study the Figures above: and answer the following questions
  - a. Examine figure 1 and 2, then note down what you see.
  - b. Define personal hygiene
  - c. Explain personal grooming.
  - d. How can one maintain personal grooming?
  - e. What methods can be used to effectively gather detailed feedback (information) from customers about the new menu item in food and beverage operations?
  - f. What potential issues could arise if the kitchen and dining areas are not properly organized?

## Topic 1.1: Maintenance of personal grooming



### Activity 1: Problem Solving



#### Task 2:

#### Scenario 1 Maintain personal grooming

Danson got a job at Hotel BJQ in Kayonza district as a waiter. He works with other four waiters who have experience working at this Hotel. Danson's duties include welcoming guests, greeting guests as they come in, give them seat and present the Menu, answering questions and respond to feedback and requests, and helping with kitchen task. Every day, he needs to get himself ready before performing his duties. Among the things he needs to pay attention to is maintaining personal grooming. On his second day, you notice that Danson's appearance doesn't quite align with the grooming standards of the Hotel.

#### From scenario 1 answer the following questions

1. Which professional habits should Danson show or avoid?
2. Why should Danson maintain personal grooming?
3. What personal grooming practices should Danson maintain while preparing for his work?
4. What are the key grooming standards that Danson should be aware of at this Hotel?

#### Key Facts 1.1: Maintenance of personal grooming

- **Personal grooming practices**

- ✓ **Definition**

-  **Personal grooming:**

This can refer to the practices and standards that employees in food and beverage section must adhere to in order to maintain a clean and professional appearance while working in a food service environment. It is important because it shows that you respect yourself, your job, and the people you work with.

 **Body hygiene:**

This refers to how you care for your body. This practice includes bathing, washing your hands, brushing your teeth, and more

 **Dress codes:**

This refers to the set of rules about what clothing may or may not be worn at a school, office, or restaurant.

✓ **Personal grooming practices**

This can also refer to the habits and routines individuals follow to maintain their personal hygiene and appearance.

✓ **Body personal grooming activities**

These refer to body hygiene practices and they include the following:

-  Showering or bathing regularly to cleanse the body
-  Brushing and flossing teeth to maintain oral hygiene
-  Washing and styling hair
-  Shaving or grooming facial hair
-  Trimming and shaping nails
-  Applying skincare products such as moisturizers and sunscreen
-  No heavily scented perfumes, colognes and lotions. These can cause allergic reactions, migraines and respiratory difficulty for other employees and guests
-  Wearing clean and appropriate clothing

✓ **Dress code guideline for personal grooming**

-  Clothing must be clean, pressed, in good condition and fit appropriately.
-  Socks or pantyhose/tights must be worn with shoes and match the color of the pants or shoes.
-  Open toe shoes are not permitted. Wearing high-heeled shoes is not recommended.
-  Neat and groomed hair, sideburns, moustache and beards (no extreme artificial colors). Departmental grooming policies supersedes this policy.
-  Long hair must be tied back and away from the face if operating equipment or working in a food and beverage department.
-  Clothing must not interfere with the operation of equipment.

- ✚ Limited jewelry and no dangling or large hoop jewelry that may create a safety hazard. A general rule of thumb is that if a pencil can be passed through a hoop earring it is not safe to wear near operating equipment
  - ✚ Commonly accepted body piercings are allowable, but acceptance is at the discretion of an employee's direct report.
  - ✚ Tattoos that are perceived as offensive, hostile or that diminish the effectiveness of the employee's professionalism must be covered and not visible to staff, customers or guests.
  - ✚ Uniforms will be supplied to employees required to wear them, and they will be laundered and kept in proper repair by the employer at no charge to the employee.
- ✓ **Professional work habits:**<sup>1</sup> These are the acceptable and the non-acceptable behaviors, that are not accepted at food and beverage work place and these include:
- ✚ Presenting yourself professionally at workplace
  - ✚ Maintain proper hygiene at workplace
  - ✚ Demonstrate positive attitude at work place
  - ✚ Perform assigned tasks
  - ✚ Participate in workplace activities.
  - ✚ Be a team player at work place
  - ✚ Respect and achieve deadlines, sticking to deadline is a positive habit and a trade mark of successful people.
  - ✚ You should manage time for a healthy work life balance
  - ✚ Make sure menus are always in perfect conditions
  - ✚ You should communicate effectively i.e. listening carefully and always repeat guest orders
- ✓ **Professional Work Habits /Do's (✔) and Don'ts (✘)**
- In order to meet professional work habits there are do's and don'ts at workplace.
- ✚ **Work place Dos:** These are the things which are allowed at food and beverage workplace.

<sup>1</sup> <https://www.slideshare.net/Foodandbeveragetrainer/personal-hygiene-grooming-39788890>

The following are the acceptable food and beverage workplace Do's addressing body hygiene:

- Bath before reporting to duty
- Wash hands before having contact with any food item
- Keep facial hairs neat and controlled
- Properly putting on working uniform
- Use clean uniform for each shift
- Use disposable gloves if applicable
- Use face towels to dry sweats
- Cover cuts and sores with waterproof dressing
- Finger nails should be cut short and kept clean

The following are the acceptable food and beverage workplace actions "Do's" addressing dress code for:

- **Front-of-House Staff**

For front-of-house staff, such as servers, hosts, and bartenders, the dress code is typically business casual or formal attire. This may include:

- Clean, pressed shirts or blouses (collared or button-down shirts for men)
- Dress pants or skirts (knee-length or longer)
- Closed-toe, non-slip shoes
- Minimal jewelry and well-groomed appearance
- Some establishments may require more formal attire, such as suits or tuxedos, depending on the restaurant's level of formality and ambiance.

- **Back-of-House Staff**

For back-of-house staff, such as cooks and kitchen staff, the dress code is primarily focused on hygiene, safety, and comfort. Common requirements include:

- Clean, non-slip shoes with closed toes
- Chef's pants or trousers
- Chef's coat or apron
- Hair restraints (hats, hairnets, or beard nets)
- No jewelry (except for a plain wedding band)

 **Work place Don'ts:** are in-appropriate behaviors or action at food and beverage work place.

The following are the in-acceptable food and beverage workplace actions “Don'ts” addressing dress code:

- Wearing jewelry or accessories that can fall into food or beverages
- Wearing torn or heavily soiled clothing, which can contaminate food preparation areas Using the same container when refiling food or drinks
- Wearing casual or revealing clothing that may be deemed inappropriate for a restaurant setting
- Wearing clothing with offensive graphics or language
- Loose clothing that can get caught in equipment or machinery
- Open-toed shoes or sandals that expose the feet to potential spills or dropped objects
- Clothing that restricts movement or visibility, increasing the risk of accidents

The following are the in-acceptable food and beverage workplace actions “Don'ts” addressing body hygiene:

- Long, unkempt fingernails that can harbor dirt and bacteria
- Reporting to work with any communicable disease
- Touching your face or hair after washing your hands
- Not washing hands properly before handling food, after using the restroom, or after touching dirty surfaces 4.
- Failing to use soap and hot water for at least 20 seconds when washing hands
- Not washing hands properly before handling food, after using the restroom, or after touching dirty surfaces 4.
- Failing to use soap and hot water for at least 20 seconds when washing hands

- **Standard operating procedures**

This refers to a set of step- by- step instructions compiled by an organization to help workers carry out routine operations it aims to increase efficiency and deliver consistent outcomes while ensuring compliance with operational practices

✓ **Importance of standard operating procedures<sup>2</sup>**

- ✚ Ensuring consistency and quality of consistent services
- ✚ Minimizing the risk of errors and inefficiencies
- ✚ Facilitating the training of new staff with clear guidelines
- ✚ Helping to meet food hygiene and safety standards
- ✚ Improving customer satisfaction with a good service experience

✓ **Types of standard operating procedures in food and beverage operations**

Standard Operating Procedures (SOPs) are essential guidelines that establish standards for conducting various tasks in the food and beverage service industry. They ensure consistency, efficiency, and quality control in operations. Here are some examples of SOPs for food and beverage service:

✚ **Guest Service**

- Greeting Guests: Specific procedures for welcoming guests, such as making eye contact, offering a warm greeting, and directing them to their table or seating area.
- Taking Orders: Guidelines for taking food and beverage orders accurately, including techniques for suggestive selling and handling special dietary requests.
- Table Service: Standards for serving food and beverages, including plate presentation, pouring techniques, and clearing tables in a timely and organized manner.

✚ **Food Safety and Hygiene**

- Food Handling: Procedures for proper food handling, storage, and temperature control to prevent contamination and foodborne illnesses.
- Personal Hygiene: Guidelines for maintaining personal cleanliness, such as handwashing, grooming standards, and procedures for handling illness or injuries.
- Cleaning and Sanitizing: Detailed instructions for cleaning and sanitizing food preparation areas, equipment, and utensils to maintain a safe and hygienic environment.

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<sup>2</sup> <https://www.staffany.com/blog/sop-for-food-and-beverage-service/>

### **Beverage Service**

- **Bartending:** Guidelines for mixology, drink preparation, garnishing, and responsible alcohol service.
- **Wine Service:** Procedures for presenting and serving wine, including proper decanting, wine temperature, and glassware selection.
- **Coffee and Tea Service:** Standards for brewing and serving coffee and tea, including water temperature, steeping times, and presentation techniques.

 **Kitchen Operations: Food Preparation:** Detailed recipes, cooking methods, and plating instructions to ensure consistent quality and presentation.

 **Inventory Management:** Procedures for receiving, storing, and rotating stock, as well as monitoring inventory levels and placing orders.

 **Equipment Operation:** Guidelines for the safe and proper use of kitchen equipment, including cleaning, maintenance, and troubleshooting procedures

### ✓ **Way to create standard operating procedures for food and beverage service**

Creating effective Standard Operating Procedures (SOPs) is crucial for ensuring consistency, quality, and safety in the food and beverage service industry. Follow these steps to develop SOPs:

 Identify critical processes and tasks. Start by listing all the essential processes and tasks involved in your food and beverage operations, such as food preparation, service, cleaning, and handling customer complaints.

 Gather information and input. Seek input from experienced staff, industry best practices, and regulatory guidelines to gather relevant information for each process. Involving various stakeholders will ensure comprehensive SOPs.

 Document procedures. Document the steps for each task or process in a clear and concise manner. Break down complex tasks into smaller, manageable steps. Use simple language and include visual aids like diagrams or photographs as needed.

 Set standards and criteria. Establish measurable standards and criteria for each step to ensure consistent execution. This could include temperature requirements, portion sizes, presentation guidelines, or service timelines.

- ✚ Review and revise. Have the draft SOPs reviewed by relevant stakeholders, such as managers, supervisors, and experienced staff. Incorporate their feedback and revise the SOPs as necessary.
- ✚ Train and implement. Once finalized, train all staff members on the new SOPs. Ensure they understand the procedures and the importance of following them. Implement the SOPs and regularly monitor compliance.
- ✚ Continuous improvement. Regularly review and update the SOPs to reflect changes in regulations, industry best practices, or operational requirements. Encourage staff to provide feedback for continuous improvement.

- **Importance of maintaining personal grooming**

- ✓ Personal grooming holds significant importance in the business world and various aspects of life as follows:
  - ✚ It helps to create a good first impression. Grooming helps in presenting you positively to others and polishes your image to others so that they can judge your professionalism
  - ✚ It helps to boost your confidence when you are well-groomed, you feel confident and self-assured and this confidence can enhance communication and collaboration
  - ✚ It helps to present you professionally. A well-groomed appearance can reflect you as someone who is professional and cares and respects your job
  - ✚ It helps to create a positive impact on others. A well-groomed individual is often perceived as someone who pays attention to details and cares about their personal and professional presentation.
  - ✚ It can create a chance for career advancement: in this competitive world a well-groomed individual might be preferred over someone with similar qualifications but less professional appearance.
  - ✚ It helps to improve client and customer relations. A well-groomed representation can leave a positive and lasting impression on clients and customers
  - ✚ It helps to maintain hygiene. As grooming is not only about looking good, it is essential for promoting a healthy work environment and preventing the spread of illnesses



## Activity 2: Guided Practice



### Task 3:

**Referring to Scenario 1, answer the following questions:**

1. How does Danson's current grooming habits affect the customer's dining experience?
2. What resources or support can the restaurant provide to help Danson meet these grooming standards?
3. How can you ensure that all staff are aware of and understand the grooming standards in terms of their hygiene and dress code?
4. What are the common grooming issues that can arise during a shift in a food and beverage operation?



### Activity 3: Application



#### Task 4:

#### **Read and perform the task below**

Visit any workplace of your choice in your community with food and beverage operations or use your school workshop as the workplace and prepare for service by maintaining personal grooming and:

#### **1. Demonstrate the following**

- a. Body personal grooming activities
- b. Dress code guideline for personal grooming for booth front house and back house
- c. Professional work habits
- d. Standard operating procedures

## Topic 1.2: Collection of information about daily activities in customer care service

### Scenario 2 Collect information about daily activities in customer care service

Mark is a food and beverage assistant manager in blue bud hotel located in the western province of Rwanda, he has been tasked to gather data about daily activities in customer care service so that he can improve quality of the service blue-bud hotel offers.



#### Activity 1: Problem Solving



#### Task 5:

Read the scenario 2 and answer the following questions

1. What is data collection?
2. What should be considered while gathering data?
3. What type of information should be gathered?
4. What methods can be employed in data gathering?
5. Which channel of communication should mark consider?

#### Key Facts 1.2: Collection of information about daily activities in customer care service

- **Collect information about daily activity**

- ✓ **Definitions**

- 📊 **Data collection:** refers to the process of collecting information about customer care service in a hotel or a place where there is food and beverage operation.

- 📊 **Research:** This refers to controlled, objective and systematic way of gathering data.

✓ **Types of information to collect**<sup>3</sup>

There are various forms of information one must collect and these includes

📊 **Basic Data:** This encompasses information used to create customer profiles in a database, including name, gender, location, and contact details. It also includes financial details such as occupation, industry, income, and annual earnings.

📊 **Interaction data:** This Customer interaction data includes various ways customers engage with the business, as well as information on product usage, purchases, and popularity.

📊 **Behavioral data:** focuses on direct interactions with a brand, including how users use services, subscription details, average order value, previous purchases, devices, and user attention.

📊 **Attitudinal data:** provides direct opinions of customers about a business, giving insight into the performance of products or services and the public perception of the brand. This data can be obtained through customer interviews, focus groups, online surveys, and online reviews. Examples of attitudinal data include customer satisfaction, purchase criteria, motivations and challenges, and product desirability.

• **Sources of information**<sup>4</sup>

There are many various sources where you can get data from and this can be done through research.

✓ **The following are the sources of information**

📊 **Primary sources:** These sources are records of events or evidence as they are first described or actually happened without any interpretation or commentary like personal narratives, diaries, interviews

📊 **Secondary sources:** Analyze or restate primary sources, often trying to describe or explain them. They summarize, interpret, reorganize, or add value to the primary source.

<sup>3</sup> <https://www.questionpro.com/blog/customer-data/>

<sup>4</sup> <https://crk.umn.edu/library/primary-secondary-and-tertiary-sources#:~:text=Primary%2C%20Secondary%2C%20and%20Tertiary%20Sources>

 **Tertiary sources:** Are materials that include index, abstract, organize, compile, or digest other sources. They include reference materials and textbooks that list, summarize, or repackage ideas or information.

✓ **Techniques of collecting or gathering data**

The following are the way through which you can get information.

 **Reading surveys and ratings.** These are often reports undertaken and distributed in a way of collecting data about a certain activity.

 **Administering questionnaires.** This involves developing, distributing and analyzing the response of the questionnaire developed about certain activity or product.

 **Conducting internal testing.** This involves conducting of testing of a particular service at the venue in order to gather information about this particular product or service.

 **Evaluating existing data.** This is a way of collecting information where you have to read about a certain product or service.

 **Reviewing customer feedback.** In most cases after giving a service to the customer they will give you feedback about their experience and this is a good source of information.

 **Engaging in discussion.** This includes talking with colleagues, management and customer to get their feeling about the good or service.

 **Reading, watching and listening to the media.** Through reading watching and listening various media you can gather information about a certain service.

 **Reading various literatures.** Most information is stored in literatures so reading literatures like, textbooks, pamphlets, flyers you can also get information from them

 **Visiting different places.** Through visiting, you can also gather information about daily activities at a certain place or area.

• **Channels of communication<sup>5</sup>**

✓ **Definitions**

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<sup>5</sup> <https://www.podium.com/article/communication-channels/>

✚ **Communication** is the process of exchanging information between two or more individuals through a common system of symbols, signs, or behavior.

✚ **Communication channels** refers either to a physical transmission medium such as a wire, or to a logical connection over a multiplexed medium such as a radio channel in telecommunications and computer networking.

✓ **The following are channels of communication**

✚ **Face-to-face communication** These refers to the way of communicating were people interact physically.is often considered the most effective way for teams to interact due to its rich communication channel, allowing for body language, facial expressions, and nonverbal cues.

✚ **Phone calls** this is also an easy communication channel for urgent matters. They allow for real-time, two-way communication and enable lengthy discussions without the need for visuals.

✚ **Emails** are a formal and efficient way to communicate without the need for scheduling. They are ideal for sending formal announcements in a structured manner, especially when communicating within a hierarchy. Emails have replaced outdated written communication channels such as letters and memos, offering increased security

✚ **Business text messaging** is popular with modern customers, and employees also find it convenient. Text messages have a high open rate and are a quick way to deliver informal messages to employees.

✚ **Online messaging platforms** for internal teams have become increasingly popular in recent years. These platforms function like text messaging, offering real-time written conversation with added security and professionalism.

✚ **Live chat** is a great way to connect with customers on your website. It shows that your company is accessible and ready to talk at any time. It can also be used to start conversations and gather contact details for potential leads.



## Activity 2: Guided Practice



## Task 6:

**Referring to scenario 2, answer the following questions**

1. Assume that Mark has approached you and needs your help on how he can perform the task assigned to him:
  - a. Which kind of data should mark consider while collecting?
  - b. Where can mark collect data from?
  - c. How can data be collected?
  - d. Which channels of communication should he consider while collecting data?
  
2. For more information, you can refer to key facts 1.2 Collecting information about daily activities



**Activity 3: Application**



**Task 7:**

**Read and perform the task below**

Visit any workplace of your choice where food and beverage operations are done and collect data about daily activities in customer care service:

1. Include different types of data
2. Considering different sources of data
3. Employing different data collection Techniques
4. Use different communication channels to gather data

## Topic 1.3: Arrangement of the workplace in accordance with organization arrangement techniques.

### Scenario 3 Arrange workplace in accordance with organization arrangement techniques.

Frank is the newly appointed Food and Beverage operator at a popular restaurant of five-star hotel in Kigali City of Rwanda. During peak hours, customers often complain about long wait times and disorganized workplace. His task is to improve the workplace arrangement and operations to enhance customer experience



#### Activity 1: Problem Solving



#### Task 8:

Referring to scenario 3, answer the following questions

1. How can work place cleaned?
2. How would mark rearrange the tables and seating areas to ensure efficient customer flow and maximize space utilization?
3. What steps should be implemented to design a well attractive interior design

#### Key Facts 1.3: Arrangement of the workplace in accordance with organization arrangement techniques.

- **Cleanliness and interior decoration**

- ✓ **Definitions**

- ✚ **Cleanliness** this refer to the state of being free from dirt, dust or other contaminants.it can also refer to the quality of being morally pure.

In order to provide quality customer service one of the things to consider is maintenance of quality cleanliness

## ✚ Interior Decoration<sup>6</sup>

Interior decoration this refers to the art of decorating a house, a hotel or commercial business according to a client's personal preferences and style.



Or Is the art of enhancing the interior of a building or space to create a visually appealing and functional environment.

Figure 2:Interior decoration

### ✓ Things to consider while decorating

- ✚ **Style.** This pattern will be key when choosing the rest of the elements that will be part of the room.
- ✚ **Textiles:** Selecting appropriate fabrics, curtains, rugs, and upholstery to add warmth and texture.
- ✚ **Brightness.** Utilizing different lighting sources (such as natural light, ambient light, task lighting, and accent lighting) to create the desired ambiance.
- ✚ **Comfortability.** While designing the interior you should consider the comfortability i.e comfortable to sleep, to shower or even to work. Choose your furniture, bed and accessories well to create a feeling of well-being in your guests.
- ✚ **Personality.** Provide originality and personalize the space.
- ✚ **Accessories:** Incorporating artwork, sculptures, plants, and decorative objects to personalize the space

### ✓ Advantages of interior design

- ✚ Establishes a warm and inviting living space.
- ✚ Elevates the visual attractiveness and worth of a property.
- ✚ Expresses the homeowner's individuality and taste.
- ✚ Improves the practicality and layout of a space.

<sup>6</sup> <https://muance.eu/category/hotel-room-decoration/>

✓ **Ways on how to maintain work place cleanliness**

✚ **Develop a cleaning schedule:** Develop a schedule for cleaning the workplace regularly, including areas such as the kitchen, bathrooms, and common areas.

✚ **Provide cleaning supplies:** Make sure employees have access to the necessary cleaning supplies, such as disinfectant, paper towels, and cleaning cloths.

✚ **Encourage employee participation:** Encourage employees to take ownership of keeping their work areas clean and organized and provide incentives for doing so.

✚ **Implement an organization system:** Develop an organization system that works for your business whether in the office, the factory, or the warehouse, such as using color-coded filing systems or implementing a "clean desk policy."

✚ **Regularly declutter:** Regularly declutter your workspace to keep it free from unnecessary items that can cause visual and mental clutter

• **Seating plan and seats arrangement**

✓ **A seating plan** is a diagram or set of instructions that determines where people should sit.

✓ **Types of seating arrangements**<sup>7</sup>

Types of seating arrangements different types of seating arrangements cater to specific needs and purposes. Some common arrangements include:

✚ **Chevron:** Creates a dynamic and engaging environment for presentations or discussions.

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<sup>7</sup> <https://www.linkedin.com/pulse/seating-arrangements-tips-successful-event-obsession-outlet/>



Figure 3: Chevron seating style



Figure 4: Auditorium style

 **Auditorium:**  
Ideal for large gatherings where the audience needs to focus on a central stage or screen.



Figure 5: Banquet seating style

 **Banquet:**  
Suitable for formal dinners or events where guests need ample space to socialize.

 **Hollow square**

This hollow space is an advanced modification of the traditional board seating arrangement. This provide extra



Figure 6: Hollow square seating



Figure 7: U-Shape form

It creates a collaborative and interactive setting.

**Horseshoe or U-shaped seating arrangements.** This is commonly used for events to facilitate discussions and presentations among participants without the obstruction of tables in front of them.



This type of arrangement is ideal for breakout meetings to discuss in some important aspects during breaks during main event.

**Dinner and show seating.** This arrangement is a simple seating arrangement for 3-4 people seated in each table, but it is not necessary for all that they are facing stage.



**Classroom style.**  
Facilitates learning and interaction, with rows of desks or tables facing a whiteboard or projector  
Figure 8: Classroom seating style



**Boardroom:**  
Designed for meetings and discussions, with a central table and chairs arranged around it.  
Figure 9: Boardroom style

**Cabaret:** Creates an intimate and cozy atmosphere for smaller events or performances.



Figure 10: Cabaret seating plan

✓ **Considerations for choosing a seating arrangement**

- ✚ There are things to consider when selecting a seating arrangement and those things include the following:
- ✚ Event purpose: The type of event will determine the most suitable arrangement.
- ✚ Number of attendees: The number of guests will influence the layout and spacing.
- ✚ Venue size and shape: The available space and its configuration will limit the arrangement options.
- ✚ Desired atmosphere: The desired level of formality or informality will guide the choice of arrangement.
- ✚ Ensure some tables have at least one side anchored, either against a wall or other permanent structure, especially for guests at a table for two.
- ✚ Make sure guests have a good view of their surroundings in a convivial atmosphere. Avoid making them feel secluded, especially when setting up booths.
- ✚ Ensure that your guests have enough space to enjoy intimate conversations while dining together. Provide comfortable seating and tables that allow them to chat easily without straining to hear or be overheard by other guests in the room.

• **Arrangement of bar products**

✓ **Definitions**

- ✚ **A bar** is a room or establishment where alcoholic drinks and sometimes food are served.
- ✚ **Bar products** These are products which are offered in the bar like juice, food, services,

✓ **Bar product arrangement<sup>8</sup>**

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<sup>8</sup> <https://dinewithdrinks.com/how-to-organize-a-home-bar>

- ✚ **Categorization:** Products are grouped by type, such as spirits, liqueurs, beers, and wines. This makes it easier for bartenders to locate specific items and for customers to browse.
- ✚ **Accessibility:** Frequently used items are placed within easy reach of the bartender, while less popular ones can be stored further back. This streamlines drink preparation and reduces wasted time.
- ✚ **Visibility:** Premium or visually appealing products are often displayed prominently to attract customers' attention and encourage sales.
- ✚ **Layout Considerations:** The layout of the bar itself also influences product arrangement. For instance, a long, narrow bar might have products arranged in a linear fashion, while a circular bar might use a radial arrangement.
- ✚ **Labeling:** use labels to mark the fixed place of each item. This is especially helpful for new employees to quickly learn the arrangement.
- ✚ **Additional Factors:** Other factors that can influence product arrangement include: Bar size and shape, Inventory turnover, Customer demographics, Personal preferences of the bartender or owner
- ✚ **Consistency:** Products can be arranged in any order, but they should always be kept in the same place to avoid confusion and save time

- **Arrangement of bar tools and equipment**

This involves arranging and making bar tools and equipment ready for work.

- ✓ **Bar tools and equipment arrangement**

- ✚ **Cocktail Shakers:** These are usually placed within easy reach for quick access. The most common types are the Boston Shaker, Tin on Tin, Cobbler, and Parisian.
- ✚ **Strainers:** Positioned next to the shakers, as they're often used together.
- ✚ **Jiggers:** Kept close to the shakers and strainers for measuring ingredients.
- ✚ **Bar Spoons:** Stored with other mixing utensils or in a holder for stirring drinks.
- ✚ **Muddlers:** Placed near the cutting board where fruits and herbs are prepared.
- ✚ **Glassware:** Arranged on shelves above the bar or in cabinets, organized by type.

- ✚ **Liquor Bottles:** Displayed prominently, often on tiered shelves behind the bar for easy identification and access.
- ✚ **Garnishes and Condiments:** Kept in a garnish tray within the bartender's reach, usually at the front of the bar.
- ✚ **Ice Buckets and Tongs:** Positioned where the bartender can easily fill glasses or shakers with ice.
- ✚ **Cleaning Supplies:** Stored discreetly under the bar but within reach for quick clean-ups.

✓ **Bar tools** are things that is used for serving the drinks, they are basically used in a bar for serving cocktails, or other drinks like bar blade, wine knife/Waiters friend/wine key, Knife & chopping board, ice Bucket and Scoop, jiggers, speed pourers, Boston shaker, Hawthorne strainer, Fine/Tea strainer

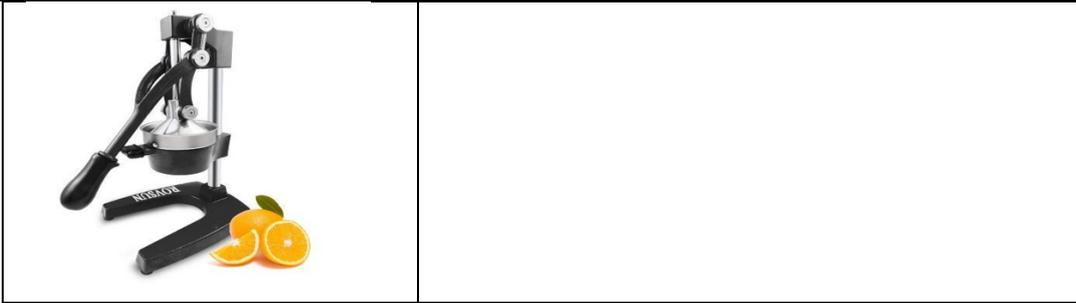
✚ **Bar tools**<sup>9</sup>

Tool	Function
<p><b>Bar mat</b></p> 	<p>This is where bartenders place drinks that are ready to be delivered to customers by servers.</p>
<p><b>Bar spoons</b></p> 	<p>Bar spoons gently stir the ingredients to just the right dilution without breaking down the ice. They also help bartenders to layer drinks, pouring a second liquor or mix down along the stem of the bar spoon to create a layered drink that's visually appealing</p>

<sup>9</sup> <https://www.glimpsecorp.com/bar-tools-and-equipment-and-their-uses/>

<p><b>Bar openers</b></p> 	<p>These bar tools are used to open bears or other drinks in the bar</p>
<p><b>Cocktail shaker</b></p> 	<p>This helps to provide the customer with the ideal shaken beverage</p>
<p><b>Cocktail rail</b></p> 	<p>Cocktail rail is a metal rack that holds those liquors and mixers that are frequently used by your bartenders to prepare drinks</p>
<p><b>Ice maker</b></p> 	<p>This one is used to make ice in the bar</p>
<p><b>Bottle pourer</b></p>	<p>Allows you to control and manage your liquor pourer</p>

	
<p><b>Cutting boards</b></p> 	<p>These help when they are cutting ingredients</p>
<p><b>Ice-bucket</b></p> 	<p>This one is used to keep the made ice</p>
<p><b>Ice crushers</b></p> 	<p>This is used to crush ice as many cocktails call for crushed ice</p>
<p><b>Jigger</b></p> 	<p>This help to correctly and consistently measuring the drinks like spirits</p>
<p><b>Juicer</b></p>	<p>This one is used to squeeze juice from the row fruits even blender can be used</p>



✓ **Bar equipment.** Are things or big equipment used in bar operations like, Bar caddies, wine chillers, Refrigerators, under bar sink, mug chiller, liquor dispensers, ice Cube maker, ice bin, display shelves, display centers, blender, beverage dispensers, Back bar fridge,

 **Bar equipment** <sup>10</sup>

Equipment	Function
<p><b>Bar Refrigerators</b></p> 	<p>Useful for storing barrels of beer right before they go to the beer dispenser.</p>
<p><b>Bottle coolers</b></p> 	<p>Bottle coolers are used to cool a variety of bottled drinks, such as beer, liquors, and juices.</p>
<p><b>Wine cooler</b></p> 	<p>These are designed specifically for cooling wine because you can't use the usual fridge to cool wine</p>
<p><b>Glass frosters</b></p>	<p>This one is used to cool the mugs for beer before being used</p>

<sup>10</sup> <https://www.ckitchen.com/blog/2019/1/bar-equipment-list.html>



**Bear dispenser**



Beer dispensers, also known as kegerators, are used to serve draught beer straight from the barrel

**Compartment sinks**



This is normally used in cleaning restaurant and bar tools like glass knives and others

**Dry bar Storage Cabinets**



This is used for storing liquors and spirits that are best kept at room temperatures, such as rum, whiskey, tequila, and other hard liquors

✓ **Consideration while arranging tool and equipment**

- ✚ **Cleanliness of the area.** You should check the cleanliness and condition of the bar counter, bar storage, bar tools and equipment.
- ✚ **Refrigerating.** you should make sure that beers, juice, and other perishable items are refrigerated.
- ✚ **Lighting** in preparing tools and equipment you should consider the lighting i.e. the bar is illuminated but the guest area lighting is minimum to create relaxing environment.
- ✚ **Size of the tool.** In preparing and arranging tool you should consider the size of the tool so that its able to be used with other matching units.

- ✚ **Economic aspect** whiles selecting tools you should consider the cost of unit production
- ✚ **The nature of the task.** In preparing the tools you have to consider the nature of the task so that you choose the right tool for that
- ✚ **Quantity of the task.** You should also consider the quantity of the task so that you choose the right tool.
- ✚ **Operating requirement.** The equipment selected should be easy to operate and maintain, acceptable to the operate.
- ✚ **Availability of know-how.** In preparing the tool you have to consider the skills of the worker so that he/she can manage to operate the tool.
- ✚ **Nature of the tool.** In preparing the tool you have to consider the nature of the tool so that you can identify the appropriate one.
- ✚ **Climate condition.** in preparing the tool you have to consider the climate to know whether the tool can be used in that conditions.

✓ **Importance of preparing tools and equipment for food and beverage operations**

- ✚ It saves time of doing the task
- ✚ It helps to do the work in an appropriate way.
- ✚ It helps in maintaining the tool as the tool do the prescribed task.
- ✚ It helps to prevent workplace hazards as it is operated in a right way by an appropriate time.

✓ **Ways to maintain tools used in food and beverage operations.**

- ✚ Buy quality tools. If you are using quality tools such tools will last longer.
- ✚ Store tools in their places. In order to maintain your tools, you have to keep them at the right place.
- ✚ Keep your tools dry. Moisture and water can make your tools get damaged keep them away from such.
- ✚ Keep your tools clean. You have to use the appropriate way to clean your tool so that you can keep them for long time.
- ✚ Keep them rust free. Tool tend to get rust so you should try to keep them rust free by oiling them were necessary.

- ✚ Lubricate moving parts. You should try your level best to lubricate you tools so that they can last long.
- ✚ Use them to the prescribed duties. Tools should be used to serve the purpose which they were made for so that you can protect them from the damage.
- ✚ Follow the directions on the manual on how to use it. Tools should be used by someone who has the technical knowhow.

✓ **Ways to clean tools and equipment used in bar services**

- ✚ Clean tools after each use before you return them to storage.
- ✚ Wipe them down with rag or old towel and be sure they are free of dust.
- ✚ Grease and debris before you put them into their proper place.
- ✚ Empty the tool before cleaning it.
- ✚ Check rapidly for any damage and broken park.



## Activity 2: Guided Practice



### Task 9:

**Referring to scenario 3, read and answer the questions**

1. Assume that Frank has approached to advise him on how to solve the challenge they are facing.
  - a. How to arrange the workplace cleanliness
  - b. What are the considerations while choosing a seating arrangement?
  - c. What are the different seating plans to consider while arranging a workplace?
  - d. How to arrange tools and equipment for bar service?
2. For more information borrow idea from Key Facts 1.3: Arrangement of the workplace in accordance with organization arrangement techniques.



### Activity 3: Application



#### Task 10:

**Read the scenario below and perform the task given**

Assume that your school is expecting visitors who studied at that school some years back and they would like to use your school workshop while having lunch unfortunately the workplace is in total mess. Arrange the workplace in accordance to arrangement techniques.

**Required to:**

1. Maintain workplace cleanliness
2. Interior clear decoration
3. Arrange in different seating style, like chevron
4. Properly arrange tools and equipment
5. Clearly arrange bar products



### Formative Assessment

**Read the instructions and answer questions that follow**

1. Match the following body parts with their grooming practices.

Answer	Body part	Grooming practice
	1. Body	a. Brushing
	2. Hair	b. Using deodorants
	3. Beards	c. Showering
	4. teeth	d. Shaving
	5. Armpits	e. Washing

**For the question below choose true or false**

2. Personal grooming refers to the practices and standards that employees in food and beverage section must adhere to in order to maintain a clean and professional appearance
  - a. False

- b. True
- 3. Body hygiene refers to the set of rules about what clothing may and may not be worn at a school, office, restaurant
  - c. False
  - d. True
- 4. Data gathering in customer service refers to the process of collecting information about customer care service
  - a. True
  - b. False
- 5. You can collect information from, Primary, secondary, and tertiary sources
  - a. True
  - b. False
- 6. Interior decoration Refer to the state of being free from dirt, dust or other contaminants.
  - a. True
  - b. False

**For the questions that follow, circle the right answer.**

- 7. The following are seating plans except
  - a. Chevron
  - b. Banquet
  - c. Boardroom
  - d. Personality
- 8. The following are professional work habits except
  - a. Presenting yourself professionally at workplace
  - b. Maintain proper hygiene at workplace
  - c. Use face towels to dry sweats
  - d. Participate in workplace activates.
- 9. The following are techniques of collecting data except
  - a. Reading surveys and ratings
  - b. Administering questionnaires
  - c. Communication channels
  - d. Engaging in discussion.

10. Communication can refer to:
- These refers to the way of communicating were people interact physically.
  - This is also an easy communication channel for urgent matters
  - These are a formal and efficient way to communicate without the need for scheduling.
  - is the process of exchanging information between two or more individuals through a common system of symbols, signs, or behavior.
11. This refer to the state of being free from dirt, dust or other contaminants.it can also refer to the quality of being morally pure.
- Interior decoration
  - Dress code
  - Cleanliness
  - Chevron

**For the following questions, read and write your answers**

12. Discuss some of the consideration while decorating a room.
13. Describe what is considered while making a sitting plan
14. Describe what should be considered while arranging tools and equipment.



**Points to Remember**

- How to maintain personal grooming at workplace
- Ways on how to collect information about daily activities
- How to arrange the workplace for food and beverage operations



## Self-Reflection

1. Read the statements across the top. Put a check in a column that best represents your level of knowledge, skills and attitudes.

<b>My experience</b>	<b>I do not have any experience doing this.</b>	<b>I know a little about this.</b>	<b>I have some experience doing this.</b>	<b>I have a lot of experience with this.</b>	<b>I am confident in my ability to do this.</b>
Describe personal grooming					
Describe information gathering					
Explain workplace arrangement					
Demonstrate personal grooming					
Gather information					
Arrange work place					
Promote personal grooming practices					
Keep confidentiality of gathered information					
Pay attention to workplace arrangement					

2. Fill in the table above and share results with the trainer for further guidance.

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2.
3.	3.	3.

## UNIT 2: DELIVER QUALITY CUSTOMER SERVICE



### Unit summary

This unit provides you with the knowledge, skills and attitudes required to deliver quality service required to provide quality customer service. It covers the identification of customer's needs, preferences and expectations, implementation of promotional techniques, provision of personalized service, handling of special request, handling of customer complaints.

## Self-Assessment: Unit 2

1. Observe the figure in unit 2 and answer the following questions
  - a. Describe what you see in the figure?
  - b. Describe what is happening in the figure?
  - c. Explain how does the figure relate to the unit?
  - d. Do you think the figure reflects the learning unit? Briefly explain your response
  - e. Based on the figure what do you think will be topics to be covered under this unit?
2. Fill in and complete the self-assessment table below to assess your level of knowledge, skills and attitudes under this unit.
  - a. There is no right or wrong ways to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills and attitudes acquisition during the learning process.
  - b. Think about yourself: do you think you have the knowledge, skills or attitudes to do this? How well?
  - c. Read the statements across the top. Put a check in column that best represents your level of knowledge, skills or attitudes.
  - d. At the end of this unit, you will assess yourself again.

My experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills and attitudes					
Identify customer needs					
Identify strategies of building positive first impression					

<b>My experience</b>	<b>I do not have any experience doing this.</b>	<b>I know a little about this.</b>	<b>I have some experience doing this.</b>	<b>I have a lot of experience with this.</b>	<b>I am confident in my ability to do this.</b>
<b>Knowledge, skills and attitudes</b>					
Identify promotional techniques					
Attend to customer needs					
Build first impression					
Implement promotional techniques					
Behave professionally while attending to customer needs					
Be polite					
Be cautious while implementing promotional techniques					



## Key Competencies:

Knowledge	Skills	Attitudes
1. Identify customer needs	1. Attend to customer needs	1. Behave professionally while attending to customer needs
2. Identify strategies of building positive first impression	2. Build first impression	2. Be polite
3. Identify promotional techniques	3. Implement promotional techniques	3. Be cautious while implementing promotional techniques



### Discovery activity:



Figure 11: Service delivery



### Task 11:

1. Study the figure 15 above about service delivery and answer the following questions
  - a. How to identifying customer needs based on the figure
  - b. Examine how to identify the strategies of building positive first impression
  - c. Describe how to anticipate customer needs and expectations
  - d. Describe the ways of Identifying the promotional techniques that can be used to attract customers
  - e. Describe the different ways on how to Attend to customer needs
  - f. Describe how can promotional techniques be implemented
  - g. Describe how can customer complaints be handled

## Topic 2.1: Identification of customer's needs, preferences and expectations

### Scenario 4 Identifying customer's needs, preference and expectations.

Mutoni has been given a job at JOPA, a five-star hotel located in Nyaruguru district. She has been given a job of a waiter, where she is supposed to welcome and receive guest, take their orders and offer services so that the hotel guests can receive quality customer service. Being her duties and responsibility, she has found an issue where customers are complaining that their expectations were not met; therefore, she has to Identify Customer's needs, preferences and expectations if she is to achieve the hotel's goal of quality customer service.



### Activity 1: Problem Solving



### Task 12

Refer to scenario 4 above and answer the following question

1. How can you define customer needs, expectations and preferences?
2. How can Mutoni identify customer needs?
3. What are the examples of customer needs, preference and expectations?

### Key Facts 2.1: Identifying customers' need, preference and expectations.

- **Customer needs and customer preference**

- ✓ **Definitions**

- 📌 **A customer.** This refers to the client who comes to get a service at the venue.
- 📌 **Customer needs** refers to the named and the unnamed that motivates a customer to purchase a product or service. They can be tangible, such as the need for a reliable car, or intangible, such as the need for a sense of security.
- 📌 **Customer preference.** This refers to the expectations, likes, dislikes, motivations and inclinations that drive a customer's purchasing decisions

✓ **Types of customer needs**

- ✚ **Functional needs:** These are the basic needs that a product or service must meet in order to be useful. For example, a car needs to be able to transport people from one place to another.
- ✚ **Emotional needs:** These are the needs that a product or service can fulfill that make customers feel good. For example, a car can make customers feel safe and secure.
- ✚ **Social needs:** These are the needs that a product or service can fulfill that help customers connect with others. For example, a mobile phone can help customers connect with friends and family.
- ✚ **Psychological needs:** These are the needs that a product or service can fulfill that help customers feel good about themselves. For example, a car can make customers feel confident and successful

● **Strategies for building positive first impression**

✓ **How to build first impression**

- ✚ **Dress Professionally:** Wear attire that is appropriate for the company culture and your role. This shows that you take your job seriously and care about your appearance.
- ✚ **General cleanliness at the venue:** Customers expect to see clean surface from top to bottom maintaining will create a positive impression to customers.
- ✚ **Presenting a well-organized Menu:** Offering a diverse menu with different price points, healthy options, and choices for customers with food allergies can attract a steady flow of customers.
- ✚ **Punctuality of the workers:** while attending to customers you should arrive on time or a few minutes early for meetings, appointments, and your first day. This demonstrates reliability and respect for others' time.
- ✚ **Have a Firm Handshake:** Give a firm, confident handshake when introducing yourself to colleagues or greeting the guests. This conveys self-assurance and engagement.
- ✚ **Make Eye Contact:** Make eye contact when speaking with others. This shows you are focused and interested in the conversation.

 **Avoid Negativity:** Steer clear of complaining, gossiping, or being overly critical, especially in the early days. Keep a positive, can-do attitude.

 **Follow Up Promptly:** If you promised to send information or complete a task, do so in a timely manner. This helps build trust.

 **Be Respectful and considerate of others:** Be courteous, polite, and considerate in all your interactions. Treat everyone with respect.

- **Methods of identifying customers' needs, preferences and expectations** <sup>1112</sup>

- ✓ **Methods**

 **Administering questionnaires.** You can identify customer needs, preference and expectations through developing, administering and analyzing questionnaires about a certain product or service.

 **Active listening.** You can also identify customer needs, through talking to them and actively listen to them.

 **Observation.** You can also identify customer needs and preference through observing what's happening at the venue.

 **Observe and analyze.** You can identify customer needs by observing and analyzing their behavior, preferences and patterns

 **Empathize and co-create.** You can also identify customer needs and preference is to empathize and co-create with them, you can use customer scenarios

 **Benchmark and improve.** Another way to identify customer needs is benchmark and improve your service is a way to identify customer needs and expectations

 **Customer surveys.** Are one of the best ways to identify your customers' needs and wants. By asking them a range of questions on their preferences.

 **Using focus groups.** This involves group of individuals sharing their opinions and ideas in a meeting and can provide validation for existing needs, identify new needs, and offer valuable feedback on products and services.

- ✓ **Factors influencing customer preference, needs and expectations**

 Age

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<sup>11</sup> <https://www.linkedin.com/advice/3/what-best-ways-identify-customer-needs-expectations>

<sup>12</sup> <https://www.mediaheroes.com.au/blog/identify-customer-needs/>

-  Gender
-  Social and cultural characteristics
-  Prior knowledge
-  Special needs



## Activity 2: Guided Practice



### Task 13:

**Referring to scenario 4, read and answer the following questions**

1. Describe the different types of customers' needs to be identified?
2. How to build first impression while identifying customer needs, preference and expectations?
3. Which methods that can be used in identifying customer needs preference and expectations?
4. Which factors to consider while identifying customer needs preference and expektorations?



## Activity 3: Application



### Task 14:

**Read the following scenario and perform the task given**

Assume that your class is preparing the end of year party and you have invited guests (students) from different schools who are not offering Vocational, subjects and your class has chosen you to prepare each and everything so that you can give them the quality service so that they get interested in vocational trainings. In order to meet their needs, you have to know what they need, their preferences and expectations.

Simulate a dining experience where serve your fellows and interact with them as your customers to understand their dinning needs, preference and expectations.

## Topic 2.2: Implementation of promotional techniques

### Scenario 5. Implementing promotional techniques.

Manzi a fresh graduate of hospitality and tourism specialized in food and beverage operations has been given a job at a four-star hotel in Nyagatare District of Rwanda where he is supposed to deliver quality customer service. He has found that the hotel is facing where their products are being outcompeted by other hotels. He is supposed to implement promotional techniques to outcompete the competitors.



### Activity 1: Problem Solving



### Task 15:

Refer to scenario 5 and answer the following questions

1. What are promotional techniques?
2. What are different promotion strategies that can be used?
3. Why is it important to implement promotion techniques?
4. Among promotion techniques what does price discount and rewarding mean

### Key Facts 2.2: Implementing promotional techniques

- **Promotional techniques**

- ✓ **Definitions**

- ✚ **Promotion.** It refers to short term incentives which are offered to the ultimate customers to encourage them to make immediate purchase of the product or service

- ✚ **Promotional techniques** refer to the plan and tactics surrounding a product's promotion. It consists of the goals behind your promotion and the steps you'll take to promote your product with the most advantages possible.

- ✓ **Importance Promotion Strategy**

A promotion strategy has four purposes and these include

- ✚ **Raising awareness:** The activities and channels involved in a promotion strategy inform people about your product, bringing it to general awareness.
- ✚ **Encouraging interest:** A promotion strategy also looks for optimal ways to get people interested in your product by presenting its strengths and edge over the competition.
- ✚ **Generating demand:** Demand generation — making people care about and want your product
- ✚ **Persuading people to take action:** All of the other goals of promotion strategy lead to its ultimate goal — encouraging people to become customers

✓ **Types of promotion strategies?**

You can organize promotion strategies into five main categories. Depending on your product, you can mix and match tactics from different strategy types.

- ✚ **Pull promotion strategy.** This focus on pulling customers your way with tactics that allow them to discover your product. Some examples of pull marketing tactics include content marketing and social media marketing.
- ✚ **Push promotion strategy.** This focuses on pushing your product to your customers. It involves tactics that put your product in front of your customers, such as advertising or cold emailing.
- ✚ **Sales promotion strategy.** This involve offering incentives to encourage customers to buy your product. There are two types of sales promotion tactics
- ✚ **Retail promotion strategy.** Due to the physical nature of their businesses, retail stores have unique challenges and strengths compared to other business types. They can take advantage of their position with retail-specific promotion strategies involving tactics like in-person loyalty programs and strategic shopfront design.
- ✚ **Ecommerce promotion strategy.** These stores have a special place in the business world because of their virtual nature. These companies use ecommerce promotion strategies that lean on digital tactics like e-commerce-specific

• **Forms of promotion techniques**

✓ **Definitions**

- ✚ **Price-discount** refers to the promotional pricing strategy in which the initial cost of a product or service is lowered to boost sales, move inventory, and increase traffic
- ✚ **Rewarding** this refers the act of giving an employee or a customer a gift or cash bonus for buying large amount of your product.

✓ **Types of Price discount** <sup>13</sup>

- ✚ **Percentage Discount.** This strategy involves reducing the price of a product or service by a certain percentage, such as offering a 20% discount to entice customers to make a purchase.
- ✚ **Volume discount.** This strategy encourages customers to purchase in larger quantities as they given discount for buying in large quantity
- ✚ **Seasonal discounts.** This target specific times of the year when customers are more inclined to make purchases in order to buy products are given discounts.
- ✚ **Bundle discounts.** This offer a lower price when customers buy a combination of products or services, encouraging them to purchase multiple items together, creating a sense of value and convenience.
- ✚ **Loyalty discounts.** In this, loyal customers are rewarded for their continued support by offering exclusive discounts or special pricing. This fosters customer loyalty and encourages repeat purchases.
- ✚ **Clearance discounts.** This help businesses sell off excess or discontinued inventory by offering significant price reductions, making room for new products.

✓ **Importance of price discount.**

- ✚ It helps to create a sense of urgency among customers by offering limited-time deals or flash sales, motivating potential buyers to make quick purchase decisions to avoid missing out on a good deal.

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<sup>13</sup> <https://fastercapital.com/content/Price-Discount--How-to-Use-Price-Discount-to-Attract-and-Reward-Your-Customers.html#Understanding-the-Power-of-Price-Discounts>

- ✚ Attract new customers. Offering discounts or special deals for first time buyers can entice individuals to try a product or service they have been hesitant to purchase.
- ✚ It helps to boost sales as it attracts more customers to buy the product
- ✚ Reduce excess products and old inventory. When dealing with seasonal or perishable items, it may be better to sell off stock rather than keeping prices high due to limited shelf life.

✓ **Offering after service** <sup>14</sup>

This refers to the set of actions you take to follow up with your customers after they've made a purchase.

The goal of after-sales service is to maintain customer satisfaction and brand engagement.

✓ **Importance of after sales service**

- ✚ It keeps your customers happy. It helps to make customers contented with your products and makes them happy.
- ✚ Improve the loyalty of your customers. Satisfied customers tend to spend more and make frequent purchases by providing excellent service to your current customers, they are more likely to choose your company over others for their future purchases.
- ✚ Enhance the number of favorable recommendations from satisfied customers. Delighted clients serve as effective promoters for your brand. Content and dedicated clients are inclined to share information about your brand and products with their friends and family.
- ✚ Enhance the perception of your brand. A satisfying post-purchase interaction can make your customers view your brand as reliable and familiar, resulting in higher customer retention and sales.

✓ **Examples of after sales service**

- ✚ Express your gratitude to customers after buying your product
  - ✚ Deliver outstanding customer service
  - ✚ Deliver warranty coverage, product replacements, and return policies
  - ✚ Ask for customer feedback
  - ✚ Reward royal customers
- **Offering complementary services** <sup>15</sup>

It refers to These additional products or services are offered by an establishment in addition to basic lodging, and they contribute to creating a customized and distinctive experience for guests.

    - ✓ **When to offer complementary service.**
      - ✚ During the booking process, consider offering upgrades and themed service packages.
      - ✚ Before arrival, include information about available services in the confirmation email based on the guest's needs.
      - ✚ At check-in, staff should suggest extras in a subtle manner.
      - ✚ During the stay, continue to offer complementary services through various channels if guests have not already selected any.
  - **These complementary services differ based on situation as follows**
    - ✓ **Welcome service** these are complementary service you receive on arrival like Early check-in, late check-out, private or contracted parking, transfer to/from station/airport, welcome drink, room upgrade, discount voucher for spa or restaurant, package of local products (honey, jam, typical sweets, wine), free gift for birthday/anniversary, plants or flowers in the room.
    - ✓ **Food service** these are complementary service you in form of food service like In-room breakfast, alternative menus (vegan, vegetarian, celiac), customized menus (families with children, special occasions), and food delivery.
    - ✓ **Wellness service:** may include access to spas, massages, beauty treatments, yoga or Pilates classes, etc.

<sup>15</sup> <https://www.smartpricing.it/en/blog/complementary-services-hotel>

- ✓ **Business service** these include s, car rental, fast and dedicated Wi-Fi, smart working kit (ergonomic seat, laptop stand, etc.), power bank, and coffee and snacks.
- ✓ **Entertainment services.** These services include, children's play kit, hourly babysitting, bike rental, guided tours, baby equipment (strollers, bike and car seats), sports equipment rental, cooking classes.
- **Importance of complimentary service<sup>16</sup>**
  - ✓ It helps to increase successful hotel bookings because it makes customer to feel important
  - ✓ It Helps hotels to stand out from their competitors
  - ✓ The complimentary amenities provided at your hotel can create the impression that guests are getting excellent value, increasing the likelihood of them making a reservation.



## Activity 2: Guided Practice



### Task 16:

**Refer to scenario 5, advise Manzi on the following**

1. Describe the different promotion techniques to be implemented?
2. Describe how promotion techniques can be implemented
3. Describe how price discount and rewording can be implemented?
4. Describe how complementary service as a promotion technique can be implemented?
5. Examine why is it important to implement promotion techniques.

<sup>16</sup> <https://www.1834hotels.com.au/2023/03/02/7-complimentary-service-ideas-for-your-hotel/>



### Activity 3: Application



#### Task 17:

**Read the following scenario and perform the task given**

Assume that you have been hired by the nearest food and beverage service center which is facing a challenge of being outcompeted by other companies or restaurant having the same products because of poor implementation of promotion techniques you have been hired to overcome the challenge by implementing promotional techniques through the following:

1. Implement different promotion techniques
2. Using after sale service
3. Build a positive first impression
4. Use discount and rewarding as promotional techniques
5. Using complementary service

## Topic 2.3 Provision of personalized services

### Scenario 6 Provide personalized service

Gato a fresh graduate of hospitality and tourism specialized in food and beverage operations she has been given job at a four-star hotel in HUYE District of Rwanda which is facing a challenge of customers who has ordered for a personalized service. He is the one who is supposed to deliver quality customer service through provision of personalized services.



### Activity 1: Problem Solving



### Task 18:

Based on the scenario above Gato has approached you as a student of food and beverage operations, update her in the following.

1. What does customer service mean?
2. What can be ordered as personalized service?
3. Why that hotel did request Gato to deliver quality customer service through provision of personalized services?
4. How to measure customer service in terms of customer satisfaction levels?

### Key Facts 2.3. Provision of personalized services

- **Definitions:**

- ✓ **Personalized service** refers to the tailored assistance and experiences offered by businesses or organizations to meet each customer's unique needs, preferences, and expectations.
- ✓ **Customer service:** This refers to the support you offer your customers both before and after they buy and use your products or services that helps them have an easy and enjoyable experience with you
- ✓ **Customer service level:**<sup>17</sup> Refers to the quality of service a company provides to its clients or customers.

<sup>17</sup> <https://pexly.com/blog/customer-care/customer-service-levels-definition-standards-measuring/>

- ✓ **Customer service standard:** Refers to the expected level of service a company or organization commits to providing to its customers. This includes factors such as responsiveness, taking responsibility for mistakes, and ensuring a positive customer experience.
- **Key components of customer service standards**
  - ✓ **Response Times:** Guidelines for the prompt addressing of inquiries, complaints, or requests to ensure efficient service.
  - ✓ **Communication:** Protocols for clear, polite, and effective communication with customers through various channels such as phone, email, and social media.
  - ✓ **Accessibility:** Standards for ensuring easy access to information, support, and resources for customers.
  - ✓ **Problem Resolution:** Procedures for handling customer complaints and issues with a focus on finding satisfactory solutions.
  - ✓ **Training and Development:** Ongoing training programs for employees to enhance and maintain their customer service skills and knowledge.
  - ✓ **Feedback and Monitoring:** Mechanisms for collecting customer feedback and monitoring adherence to the established standards to enable continuous improvement.
- **Importance of customer service standards**
  - ✓ Providing accurate service is essential for increasing customer satisfaction. While fast service is important, accuracy is paramount in meeting customers' needs.
  - ✓ Transparency is vital for meeting customer expectations and enhancing customer retention. Building loyalty through simple acts of transparency is key for businesses and their employees.
  - ✓ Acquiring and retaining customers is a challenging task. Improving retention rates can be achieved by offering customer support through various communication channels, ultimately leading to increased profits and reduced service costs.
  - ✓ Displaying friendliness, empathy, and exceeding customer expectations can significantly improve the reputation of a company in the eyes of its customers.

- **Levels of customer service**

- ✓ **Unsatisfactory:** Is the type of service that is extremely poor and fails to meet the minimum expectations of both customers and the company.
- ✓ **Basic:** At this level, the agent provided a subpar level of service, but the customer's frustration has not escalated to anger, and they are not yet inclined to make a complaint.
- ✓ **Average:** The agent has delivered the standard level of service that the customer anticipates, but nothing exceptional.
- ✓ **Desired:** Is the level of service that exceeds the customer's expectations when they reach out for support. The agent met all of the customer's expectations.
- ✓ **Unbelievable:** The level of service was incredibly fantastic. This is the kind of service that customers will never forget, it's the exceptional treatment they will enthusiastically share with their friends.

- **Customer service dimensions**

Service quality dimensions allow businesses to measure the quality of their service delivery. This normally bases on the quality and it focuses on acknowledging, analyzing and quickly replying to customer requests, feedback, queries and issues.

- ✓ **These dimensions may include:**

- ✚ **Tangibles** - the physical appearance of facilities, equipment, staff, and communication materials
- ✚ **Reliability** - the ability to consistently and accurately deliver the promised service
- ✚ **Responsiveness** - the willingness to assist customers and provide timely service
- ✚ **Assurance** - the knowledge and courtesy of employees and their ability to instill trust and confidence
- ✚ **Empathy** - the personalized attention and care that the firm provides to its customers

- **Anticipating customers preference, need and expectations<sup>18</sup>**

This is an important part of all business especially in a more challenging business environment.

- ✓ **The following are the steps to anticipate customer needs and preferences**

- ✚ Know your customers. To stay ahead of your customers' changing needs you need to, first and foremost, know them.
- ✚ Listen to your customers. The second step to anticipate and meet customer needs and preferences is to listen to what your customers are saying, asking, and feeling
- ✚ Predict your customers. To forecast and fulfill customer needs and desires, you can employ different methods like analyzing historical data, studying trends, conducting market research, and utilizing to predict customer behavior and demand.
- ✚ Lead your customers. To anticipate and meet customer needs and preferences is to lead your customers by influencing their decisions, behaviors, and actions, and guiding them towards their desired outcomes.
- ✚ Be proactive. Helping customers solve issues is by all means great, but it's not enough. You need to be one step ahead and predict what else and what next, they may want or need.
- ✚ Ensure customer satisfaction the more you invest in improving your customers' experience, the more you perfect your customers' journey to your products.
- ✚ Encourage innovation. While change can be challenging, it is essential. To remain competitive and advance as a company, it is important to embrace regular change.
- ✚ Requesting feedback. The simplest method to fulfill customers' needs and expectations is to just request feedback from them as in them you can get to know what they need.
- ✚ Stay updated with the latest trends as customers' wants and needs are constantly evolving. Trends, styles, and preferences are influenced by a variety of media and are always changing.

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<sup>18</sup> <https://www.linkedin.com/advice/0/what-most-effective-strategies-anticipating>

- **Importance of anticipating customers' needs**

Understanding and predicting customer needs and preferences is essential for the success of any business. Below are some key reasons why this is crucial:

- ✓ **Customer Satisfaction:** By comprehending and predicting what your customers require and desire, you can customize your products or services to meet those needs
- ✓ **Smooth competition:** Anticipating customer needs can provide you with a competitive edge in the market.
- ✓ **Customer Loyalty:** When you consistently meet or surpass customer expectations by predicting their needs, you can establish strong customer loyalty.
- ✓ **Increased Sales:** Understanding customer needs can help you create targeted marketing strategies and product offerings that resonate with your target audience. This can result in increased sales and revenue for your business.
- ✓ **Innovation:** Predicting customer needs can stimulate innovation within your organization.
- ✓ **Cost Savings:** By predicting customer needs and preferences, you can avoid investing resources in products or services that may not be well-received by customers thus save on costs associated with product development.
- ✓ **Feedback Loop:** As it involves actively seeking feedback from customers. By listening to their suggestions and concerns, you can continuously enhance your offerings and remain responsive to changing customer preferences.



## Activity 2: Guided Practice



### Task 19:

Referring to scenario 6, help Gato to get more information about personalized service discussing the following:

1. What should Gato do well concerning service levels?
2. How could he improve concerning customer service dimension?
3. What skills or knowledge does Gato need to develop for better personalized service by anticipating customer needs?



## Activity 3: Application



### Task 20:

**Read the scenario below and perform the task given**

A guest, Mrs. Joan, has made a reservation at your hotel's restaurant. She mentions that she is celebrating her anniversary and has specific requests for the evening: a vegan menu, a bottle of champagne, and a quiet table with a garden view.

1. Develop a plan to provide personalized service to Mrs. Joan, including:
  - a. Including customer service standards
  - b. Levels of service standards
  - c. Ways to anticipate customer preference, needs, and expectations.

## Topic 2.4: Handling of special requests

### Scenario 7 handle special requests

Mandela who works at KBC, A five-star hotel located in Kirehe district which is in the eastern province of Rwanda is responsible for delivering service to customers and in his duties is supposed to identify customer needs, implement promotional techniques, provide personalized service, handle special requests and handle customer complaints. He is about to receive different guests for lunch. He is the one to handle special requests. He needs to get ready for work before they arrive



### Activity 1: Problem Solving



### Task 21:

Read the scenario 7 and answer the following questions

1. What does special request mean?
2. What are the different forms of special requests that Mandela might receive?
3. What are the procedures of handling special requests should Mandela take?
4. How can Mandela maintain positive last impression?

### Key Facts 2.4: Handling of special requests

- **Introduction to special requests**

- ✓ **Special requests** in restaurants refer to additional notes or preferences that customers can leave when making a booking or placing an order, such as dietary restrictions, seating preferences, or specific requests for the kitchen or waitstaff to accommodate

- ✓ **Types or forms of special requests**

- ✚ **Dietary needs and allergies:** Requests for meals that are gluten-free, vegan, vegetarian, or free of specific allergens to accommodate individual dietary requirements.

- ✚ **Customized meals:** Requests to change ingredients, cooking methods, or portion sizes to fit personal preferences or dietary needs.
  - ✚ **Preferred seating:** Requests for a specific table location, such as by a window or in a quieter section of the restaurant.
  - ✚ **Special events:** Requests for special arrangements or amenities for occasions like birthdays, anniversaries, or other celebrations.
  - ✚ **Accessibility assistance:** Requests for seating that is wheelchair-accessible or assistance for diners with disabilities.
- ✓ **Procedures of handling special requests**
- ✚ **Request intake.** Establish clear channels for customers to submit special requests, such as a dedicated email address, online form, or customer service hotline. Ensure that all requests are documented and recorded for easy tracking and reference
  - ✚ **Understanding the request.** This involves gathering all relevant details, such as the specific requirements, deadlines, and any additional context.
  - ✚ **Evaluating viability or evaluate its practicality.** This involves Considering factors like the availability of resources, legal or regulatory restrictions, and potential effects on other activities. This evaluation will assist in determining whether the request can be accommodated or if other options should be investigated.
  - ✚ **Assigning responsibility.** Clearly define who within the organization is responsible for handling the special request. This could be a dedicated team, a specific department, or an individual, depending on the complexity and scope of the request.
  - ✚ **Establishing a workflow.** Develop a standardized workflow for handling special requests. This should include steps such as: Request submission and documentation, Initial review and assessment, Resource allocation and task assignment, Regular progress updates and communication, Quality control and final delivery.
  - ✚ **Communication and transparency.** Be sure to keep the requestor informed throughout the process. Give them frequent updates on the progress of the

request, any issues that may cause delays, and the anticipated timeline. It's important to be transparent in order to establish trust and effectively manage expectations.

- ✚ **Documentation and continuous improvement.** Document the entire process, including lessons learned and areas for improvement. This will help streamline future special request handling procedures and promote continuous improvement within the organization.

- **Strategies for maintaining positive last impression**

- ✓ **A lasting impression** is the enduring impact or memory that someone leaves on others during their final interaction or encounter, and it can greatly shape how they will be remembered in the future.

- ✓ **Ways to maintain positive last impression**

- ✚ **Show genuine sincerity and respect to build positive relationships.** Take the time to listen to others, understand their perspectives, and express gratitude for their input. This will help create mutual understanding and goodwill.
- ✚ **Establishing a strong connection with others is essential in building rapport.** This can be achieved by actively listening, displaying genuine interest, and engaging in meaningful conversations
- ✚ **Consider the impact of your body language.** It communicates a large part of your message. Keep a strong posture, establish eye contact, and utilize open gestures to demonstrate confidence, interest, and approachability.
- ✚ **Maintaining professionalism is key in leaving a positive impression.** This includes being punctual, well-groomed, and exuding confidence and positivity. It's important to demonstrate knowledge and expertise while also showing humility and respect towards others.
- ✚ **Authenticity plays a crucial role in making a lasting impact.** Staying true to your values, beliefs, and personality is appreciated by others and builds trust and remembrance.

✚ **Expressing genuine gratitude and appreciation towards others is important.**

A simple thank you note or acknowledging someone's efforts can have a significant impact.

✚ **Following up on conversations, commitments, or interactions is essential in reinforcing a positive impression.** This demonstrates reliability and commitment, further solidifying the positive impact made.

- **Importance of maintaining a positive last impression**

- ✓ **Establishing trust and credibility.** Concluding on a positive note reinforces the trust and credibility that has been built throughout the business relationship.

- ✓ **Creating a lasting impact.** By ending an interaction positively, you create a memorable experience for the other party. This can differentiate you from competitors and enhance the appeal of your brand or service in the long term.

- ✓ **Opening doors for the future.** A positive last impression can create opportunities for the future. Whether it's with a potential client or business partner

- ✓ **Shaping brand perception.** A positive experience at the end can solidify a positive image, leading to increased loyalty and advocacy.



## Activity 2: Guided Practice



### Task 22:

**Read the following scenario and answer the questions that follow**

A group of guests have arrived at the venue and they have asked for a special dessert not listed on the menu, and want it prepared within 30 minutes.

1. What are some common special requests in bars and restaurants?
2. How would you handle a request for a menu item that is no longer available?
3. What are some Strategies of maintaining positive last impression.?



## Activity 3: Application



### Task 23:

**Read the scenario below and perform the task that follow**

Scenario, Maria, a guest at your restaurant, orders a vegetarian dish but requests that, the dish should be prepared without garlic and onions due to a strong dislike. She also asks if the chef can add a special spice blend that she brought with her. As a person responsible for providing quality customer service

1. Develop a plan to handle special requests, including:
  - a. Communication strategies for clarifying requests
  - b. Procedures for handling special requests
  - c. Different special request that can be handled
  - d. Ways to maintain last impression in the business

## Topic 2.5: Handling of customer complaints



Figure 12: Customer complaint



### Activity 1: Problem Solving



### Task 24:

Observe figure 17 and answer the following questions

1. What do you see in the figure?
2. What's happening in the figure?
3. What do you think caused the complaint in the figure?
4. What do you think can prevent that?
5. What do you think can solve that complain?

## Key Facts 2.5: Handling of customer complaints

- **Customer complaints**

- ✓ **Definition**

**Customer complaints** are expressions of dissatisfaction from customers regarding aspects such as long wait times, unhelpful agents, inconsistent information, and inconvenient customer experiences.

- ✓ **Types of customer complaints<sup>19</sup>**

- ✚ **Public multi-media complaint.** These are complaints which are taken to social media. This kind of complaints must be addressed quickly (mostly within seconds) and with utmost care.

- ✚ **Serial complaint.** These are complaints which come again and again or from different customers but with the same complaint.

- ✚ **First-time complaint.** these are complaints which appear for the first time in the business.

- ✚ **Good customer complaint.** These are complaints which comes from loyal customers.

- ✚ **Personnel complaint.** These types of complaints made by the customers when executives behave rudely or inappropriately with them.

- ✚ **Product specific complaint.** product specific complaints are made when a product or a service is faulty.

- ✚ **Wait – times complaint.** These types of customer complaints are common and recurring on phone calls or in lengthy queues at a store or delay for food delivery at a restaurant or waiting too long to get the delivery of a product.

- ✚ **Complaints because of misunderstanding.** These are misunderstanding which takes place because of miscommunication.

- ✚ **Delivery – related Complaint.** These are complaint which happens due to delivery issues

- ✚ **Quality of service-related complaint.** Quality of service-related complaints are types of complaint that happens due to quality of the service.

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<sup>19</sup> <https://www.marketing91.com/10-types-of-customer-complaints/>

✓ **Process of handling customer complaint**

📌 **Receiving the complaint.** The initial step involves receiving the complaint from the customer, which can be done through various channels such as phone, email, social media, or in-person. It is important to offer multiple channels for customers to easily lodge their complaints.

📌 **Recording the complaint.** Once the complaint is received, it should be documented in a complaint management system or log. This helps in keeping track of the complaint and ensuring that it is handled appropriately.

📌 **Acknowledging the complaint.** After recording the complaint, it is important to promptly acknowledge it to the customer, typically within 24-48 hours, and inform them that their complaint is being investigated.

📌 **Investigating the complaint.** The next step involves thoroughly investigating the complaint, which may include gathering information from various departments, reviewing documentation, or speaking with the employees involved.

📌 **Resolving the complaint.** Based on the investigation, the company should take appropriate action to address the complaint, which may involve providing a refund, replacing a product, or changing a policy or procedure.

📌 **Communicating the resolution.** Once the complaint is resolved, the company should clearly and promptly communicate the resolution to the customer. This communication should include an explanation of the actions taken and any necessary steps for the customer to take.

📌 **Follow-up and feedback.** After resolving the complaint, it is important to follow up with the customer to ensure their satisfaction with the resolution. This can also provide an opportunity to gather feedback on the complaint handling process and identify areas for improvement.

● **Building customer loyalty<sup>20</sup>**

✓ **Customer loyalty** is when customers consistently choose your brand over competitors due to their positive experiences and emotional connection.

<sup>20</sup> <https://global.hitachi-solutions.com/blog/customer-loyalty-solutions/>

✓ **Strategies for building customer loyalty**

📌 **Deliver outstanding customer service.** Make customer satisfaction a top priority by providing fast, friendly, and effective service. Address any complaints or concerns promptly and strive to exceed expectations for a positive customer experience.

📌 **Introduce loyalty programs.** Create programs that reward customers for their repeat business or engagement. These programs can include point systems, discounts, or exclusive benefits for loyal customers.

📌 **Customize experiences.** Tailor your products, services, and communications to meet the individual preferences and needs of each customer. Personalized experiences help customers feel valued and understood.

📌 **Build emotional connections.** Develop strong emotional connections with customers by aligning your brand with their values and causes they are passionate about. Share your brand's story and engage with customers on a deeper level.

📌 **Collect and act on feedback.** Actively seek feedback from customers through surveys, social media, and other channels. Use this feedback to continuously improve your offerings and address any areas of concern.

📌 **Surprise and delight.** Occasionally surprise loyal customers with unexpected gestures, such as special discounts, gifts, or personalized messages.

• **Importance of handling customer complaints**

✓ **Identify areas for improvement.** Customer feedback is a valuable source of information that can reveal areas where your business needs improvement. By paying attention to these comments, you can identify any shortcomings in your products, services, operations, or overall customer satisfaction.

✓ **Enhance customer satisfaction.** Addressing customers' concerns promptly and effectively, and making them feel heard, can significantly enhance their satisfaction levels.

✓ **Build trust and loyalty.** Resolving customer complaints effectively showcases your dedication to customer satisfaction and fosters trust in your brand.

- ✓ **Improve communication.** Effective management of complaints necessitates the presence of open lines of communication between the company and its clientele.
- ✓ **Gain competitive advantage.** By making complaint management a priority, you can set your business apart from competitors who might ignore or mishandle customer complaints.



## Activity 2: Guided Practice



### Task 25:

**Read the scenario below and answer the questions that follow**

Assume that your friend who is working at a certain hotel has met with a challenge after offering a service to customer and the customer is complaining about the service he has received. Advise him on how to handle customer complaints by explaining the following.

1. The meaning of the complaint
2. Different types of complaints
3. Different ways of handling complaints
4. Ways of building customer loyalty to prevent complaint
5. Importance of handling customer complaints



### Activity 3: Application



#### Task 26:

**Read the scenario, simulate it and then answer the questions that follow**

Customer: "I ordered a vegan meal, but this dish contains cheese!"

Simulate that you are the waiter,

1. What type of customer complaint is that mentioned above?
2. How can you handle such a complaint?
3. What can you say and do?
4. What would you do differently next time?



#### Formative Assessment

**Read the following instructions and answer questions that follow.**

For the following questions 1 to 5 chose either true or false

1. A customer. This refers to the client who comes to get a service at the venue.
  - a. True
  - b. False
2. Customer needs refer to the expectations, likes, dislikes, motivations and inclinations that drive a customer's purchasing decisions
  - a. True
  - b. False
3. Customer service refer to the expected level of service a company or organization commits to providing to its customers
  - a. True
  - b. False
4. Special request refers to the requests for meals that are gluten-free, vegan, vegetarian, or free of specific allergens to accommodate individual dietary requirements.
  - a. True
  - b. False
5. Promotion techniques refer to the plan and tactics surrounding a product's promotion

- a. True
- b. False

6. For the questions below, answer by matching the complementary service and its meaning

Answer	Complementary service	meaning
	1. Welcome service	a. Service you receive in form of well-being like spa
	2. Food service	b. Service like car rental, fast internet
	3. Wellness service	c. Include service like children play kit, hourly baby-sitting sports equipment
	4. Business service	d. Service you receive at the arrival, early check in
	5. Entertainment service	e. The service you receive in form of food, in-room breakfast

**For the questions 7-10 that follow respond with the right answers**

- 7.
  - a. Describe at least four types of customer needs
  - b. Describe how to build first impression
- 8.
  - a. Define promotional techniques
  - b. describes different promotion techniques
- 9. Define customer service standard
- 10. Describe the importance of customer service standards



### Points to Remember

- Way to identify customer, needs, preference and expectations
- Ways to implement promotion techniques
- Ways to provide personalized service
- Ways to handle special requests
- Ways to handle customer complaints



## Self-Reflection

1. Re-take the self-assessment they did at the beginning of the unit.

My experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills and attitudes					
Identify customer needs					
Identify strategies of building positive first impression					
Identify promotional techniques					
Attend to customer needs					
Build first impression					
Implement promotional techniques					
Behave professionally while attending to customer needs					
Be polite					
Be cautious while implementing promotional techniques					

2. Fill in the table above and share results with the trainer for further guidance

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2.
3.	3.	3.

## UNIT 3: HANDLE GUEST FEEDBACK



### Unit summary

This unit provides you with the knowledge, skills and attitudes required to Handle guest feedback required to provide quality customer service. It covers the collection of customer feedback, evaluation of customer feedback, implementation of corrective and management measures as per organization service, handling of customer feed backs.

## Self-Assessment: Unit 3

1. Observe the illustration in unit 3 and answer the following questions
  - a. What elements are in the figure?
  - b. Interpret the activity-taking place in figure 1.
  - c. How does the figure relate to the unit?
  - d. Based on the figure what do you think will be topics under this unit?
2. Fill in and complete the self-assessment table below to assess your level of knowledge, skills and attitudes under this unit.
  - a. There is no right or wrong ways to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills and attitudes acquisition during the learning process.
  - b. Think about yourself: do you think you have the knowledge, skills or attitudes to do this? How well?
  - c. Read the statements across the top. Put a check in column that best represents your level of knowledge, skills or attitudes.
  - d. At the end of this unit, you will assess yourself again

<b>My experience</b>	<b>I do not have any experience doing this.</b>	<b>I know a little about this.</b>	<b>I have some experience doing this.</b>	<b>I have a lot of experience with this.</b>	<b>I am confident in my ability to do this.</b>
<b>Knowledge, skills and attitudes</b>					
Identify ways of collecting customer feedback					
Identify ways of evaluating customer feedback					

<b>My experience</b>	<b>I do not have any experience doing this.</b>	<b>I know a little about this.</b>	<b>I have some experience doing this.</b>	<b>I have a lot of experience with this.</b>	<b>I am confident in my ability to do this.</b>
<b>Knowledge, skills and attitudes</b>					
Describe how to implement corrective and improvement measures					
Describe different forms of customer feedback					
Collect customer feedback					
Evaluate customer feedback					
Implement corrective and improvement measure					
Handle customer feedback					
Be positive and friendly					
Be patient and composed under pressure					

My experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills and attitudes					
Willing to learn and improve					
Take ownership and accountability					



### Key Competencies:

Knowledge	Skills	Attitudes
1. Identify ways of collecting customer feedback	1. Collect customer feedback	1. Be positive and friendly
2. Identify ways of evaluating customer feedback	2. Evaluate customer feedback	2. Be patient and composed under pressure
3. Describe how to implement corrective and improvement measures	3. implement corrective and improvement measure	3. Willing to learn and improve
4. Describe different forms of customer feedback	4. Handle customer feedback	4. Take ownership and accountability



### Discovery activity:



Figure 13: handle customer feedback



### Task 27:

1. Study the figure 17 above about handling customer feedback and answer the questions below:
  - a. What you see in the figure?
  - b. Describe what is happening in the figure?
  - c. Explain how does the figure relate to the unit?
  - d. Do you think the figure reflects the learning unit? Briefly explain your response
  - e. What do you think will be topics to be covered under this unit based on the figure?

## Topic 3.1: Collection of customer feedbacks.



Figure 14: Feedback collection



### Activity 1: Problem Solving



### Task 28:

**Observe figure 18, read the scenario below and the questions that follow**

**Scenario 8:** After completing her TVET Certificate V, Mutesi got an employment at Tripple star hotel located in Gatsibo district in the Eastern province of Rwanda where she works as a waiter. In the past few days the hotel received guests but there turn up is low. They need information to increase the customer turn up and she is supposed to provide quality customer service to the guests of that hotel in doing so she is supposed to handle feedback and has been advised to first collect customer feedback using a template like that in figure 18.

1. What does the term feedback mean?
2. What are the different forms of feedback she should collect?
3. Which method of collecting feedback is being used?
4. What are the different types of feedback you know?
5. How can feedback be categorized?

### Key Facts 3.1a: Collection of customer feedbacks

- **Introduction to customer feedback**

- ✓ **Definition**

- ✚ **Customer feedback** refers to any information customers give a company about their experience, and includes insights, opinions, reactions, preferences, and complaints about a company's products or services.

- ✓ **Forms of customer feedback**

Customer feedback can come in various forms: direct, indirect, and inferred.

- ✚ Direct feedback is when customers directly communicate with you about their experiences. This can be through emails, phone calls, or even face-to-face interactions.

- ✚ Indirect feedback is a little subtler. It's not communicated directly to you, but you may find it on social media, review websites, or in conversation with others.

- ✚ Inferred feedback is the subtlest of all. It's derived from analyzing customer behavior data, like website browsing patterns, purchase habits, or usage statistics.

- **Methods of collecting customer feedback**

- ✓ **Surveys** are one of the most common and effective ways to collect customer feedback. They can be conducted online through a link or QR code on the bill, or in person with a tablet or paper form.

- ✓ **Online comment (review platform).** Many restaurants and bars monitor online customer feedback on sites like Google Reviews, and social media. This allows them to get a raw view of customer experiences.

- ✓ **Interviews.** One-on-one interviews allow for a more in-depth understanding of your customer's experiences. You can ask follow-up questions, delve deeper into

responses, and observe non-verbal cues. The key to a good customer interview is preparation and active listening

- ✓ **Usability tests.** This involves observing customers using your product to understand how easy and intuitive it is to use. Remember to clearly define tasks, encourage participants to think out loud, and observe quietly.
- ✓ **Focus groups.** This involves customers discussing their experiences, perceptions, and opinions about your product or service. This can create a good environment of getting feedback. Moderating focus groups effectively requires careful planning, creating a comfortable environment, and guiding the conversation productively.
- ✓ **Personal interactions.** Trained customer service staff can gather valuable feedback through attentive conversations with customers during their visit.
- ✓ **Feedback boxes, suggestion forms, and contact forms on website.** These methods allow customers to provide feedback at their own convenience. Ensure these are easy to find on your website, simple to use, and promote open-ended feedback.
- ✓ **Social media listening.** Customers often share opinions on social media. Using social media listening tools can help you find and track these conversations, allowing you to respond to feedback and observe common trends.
- ✓ **Customer experience cameras.** Some hospitality companies use special cameras to analyze customers' facial expressions and behavior to better understand their experience.
- **Types of customer feedback**
  - ✓ **Verbal Feedback.** These are direct comments and suggestions made by customers to staff members during or after their visit at the venue about their experiences, likes, and dislikes.
  - ✓ **Written Feedback.** This involves comment cards or feedback forms filled out by customers and left at the establishment or submitted online via Yelp, Google, or Facebook. Emails or letters sent directly to the management team.
  - ✓ **Social Media Feedback.** This involves posts, comments, and messages on the bar or restaurant's social media channels, such as Facebook, Twitter, or Instagram.
  - ✓ **Survey Feedback.** Structured surveys, either in-person, online, or through mobile apps, that ask customers specific questions about their experience. These surveys may

cover various aspects, such as service quality, food/drink quality, ambiance, value, and overall satisfaction.

- ✓ **Digital feedback form.** Electronic forms that customers can fill out on a device provided by the restaurants or through their own smartphones
- ✓ **Observational Feedback.** This involves Observations made by staff members about customer behavior, body language, and interactions during their visit.
- ✓ **Mystery Shopper Feedback.** This involves Feedback from anonymous individuals who visit the establishment posing as regular customers and provide detailed reports on their experiences.
- ✓ **Sales and Operational Data.** This involves Analysis of sales figures, customer traffic, average ticket size, and other operational metrics to identify trends and opportunities for improvement.
- ✓ **Community groups and boards.** this involves community groups where customers can discuss their experience and provide feedback

- **Categories of customer feedback**

Customer feedback in restaurants can be categorized into several key areas to help businesses understand and improve their customer experience. They include the following:

- ✓ **Food quality.** This includes feedback on the taste, presentation, and temperature of the food served.
- ✓ **Service.** This covers the efficiency, friendliness, and professionalism of the service staff.
- ✓ **Ambience.** This pertains to the restaurant's atmosphere, cleanliness, and overall environment.
- ✓ **Value for money.** This relates to customers' perceptions of the pricing in relation to the quality and portion sizes of the food.
- ✓ **Overall experience.** This is a general assessment of the customer's entire dining experience.
- ✓ **Menu variety.** Feedback on the range of options available and how well they cater to different dietary needs.

- ✓ **Wait times.** This includes the time it takes to be seated and the time customers wait for their food.
- ✓ **Customer support.** This can be positive or negative feedback regarding the support received during the visit.
- ✓ **Competence.** This assesses the knowledge and skill level of the staff.
- ✓ **Hygiene and safety.** Especially important in current times, this category covers cleanliness and adherence to safety protocols
- **Steps of collecting customer feedback**

The following are the typical steps for collecting customer feedback in a restaurant setting:

  - ✓ **Define the feedback objectives:** Determine the specific areas you want to gather feedback on, such as food quality, service, ambiance, value, etc.
  - ✓ **Choose the feedback collection methods:** Common methods include comment cards, post-meal surveys, online reviews, social media monitoring, and in-person interviews.
  - ✓ **Design the feedback mechanism:** Create survey questions or comment card formats that are concise, easy to understand, and focus on the key areas of interest. Ensure the feedback mechanism is conveniently accessible to customers, such as at the host stand or on the restaurant's website.
  - ✓ **Train and empower staff:** Educate your staff on the importance of customer feedback and how to encourage customers to provide it. Empower staff to actively solicit feedback during and after the dining experience.
  - ✓ **Distribute and promote the feedback mechanism:** Ensure the feedback mechanism is prominently displayed and communicated to customers, both in-person and online. Offer incentives or rewards (e.g., discounts, free items) to encourage customer participation.
  - ✓ **Collect and analyze the feedback:** Regularly gather the customer responses and organize the data in a way that allows for meaningful analysis, identify trends, patterns, and key insights from the feedback.
  - ✓ **Respond to the feedback:** Share the feedback insights with your restaurant staff and management team, develop action plans to address the feedback and improve the customer experience.

- ✓ **Close the feedback loop:** Communicate the changes or improvements made based on the customer feedback, follow up with customers to showcase how their input has been implemented.
- ✓ **Continuously collect and utilize feedback:** Implement an ongoing feedback collection process to gather regular input from customers, Use the feedback to drive continuous improvement and enhance the overall dining experience.
- **Step of engaging customers to provide more detailed and actionable feedback**
  - ✓ **Feedback incentives:** Offer complimentary items, discounts, or loyalty program points for customers who complete a detailed feedback survey, run periodic contests or drawings for customers who provide feedback.
  - ✓ **Feedback kiosks:** Set up interactive feedback kiosks or tablets in the restaurant where customers can easily submit responses, Kiosks can include multimedia elements, such as videos or animations, to make the feedback process more engaging.
  - ✓ **Feedback-driven menus:** Rotate a section of the menu that features items based on customer feedback and suggestions, ask customers to rate or vote on potential new menu items to get their direct input.
  - ✓ **Feedback discussion groups:** Organize in-person focus groups or roundtable discussions with select customers to gather more in-depth qualitative feedback, offer incentives like complimentary meals or gift cards to encourage participation.
  - ✓ **Feedback walls or boards:** Designate a physical space in the restaurant for customers to write or post their feedback, comments, and suggestions, this can create a sense of community and demonstrate that you value customer input.
  - ✓ **Social media engagement:** Encourage customers to share their feedback and experiences on social media platforms, respond to online reviews and feedback, showing that you're listening and taking action.
  - ✓ **Feedback-themed events:** Host special events or promotions that are centered around gathering customer feedback, such as "Customer Appreciation Night" or "Feedback Friday. "Use these events to solicit in-depth feedback and showcase how you've implemented past customer suggestions.
  - ✓ **Personalized feedback requests:** Follow up with customers directly, either in-person or via email, to request their specific feedback on their dining experience.



## Activity 2: Guided Practice



### Task 29:

**Read the scenario and answer questions that follow.**

Assume that a mid-sized restaurant named “Delights” that specializes in local and international food and beverage operations. The management has noticed a slight decline in repeat customers over the past few months and wants to understand the reasons behind this trend. They decide to implement a customer feedback collection process to gather insights directly from their customers and they have hired you to advise them about feedback collection by enlightening them on the following related feedback collection by explaining the following:

1. The methods of collecting customer feedback that can be used
2. Types of customer feedback to be considered
3. Different ways to categorize feedback
4. Importance of collecting customer feedback

#### **key facts 3.1b: Importance of collecting customer feedback**

- **The importance of collecting customer feedback**
  - ✓ **Performance evaluation:** Feedback provides valuable insights into how staff are performing, which can help identify who deserves recognition or who may need additional training or support
  - ✓ **Informed decision-making:** It allows restaurant owners and managers to make informed decisions based on customers’ experiences, preferences, and suggestions.
  - ✓ **Reputation management:** Online reviews and feedback are integral to managing a restaurant’s reputation. Positive feedback can enhance the restaurant’s image, while negative feedback offers an opportunity to address issues and improve.
  - ✓ **Enhancing customer experience:** Feedback is a direct line to the customer’s thoughts and feelings about their dining experience. It helps restaurants

understand what they're doing right and what needs improvement, leading to better customer satisfaction.

- ✓ **Identifying areas for improvement:** Feedback can highlight specific areas, such as menu items or service aspects, that may need refinement or change.
- ✓ **Learning about customers:** Understanding customer preferences, needs, and behaviors can help tailor the dining experience to meet their expectations
- ✓ **Improving business decisions:** Feedback can guide strategic decisions, such as menu changes, pricing adjustments, and marketing strategies, ultimately leading to better business outcomes.
- ✓ **Building customer loyalty:** By showing customers that their opinions are valued and acted upon, restaurants can foster a sense of loyalty and encourage repeat business.



### Activity 3: Application



#### Task 30:

**Read the following scenario and perform the task given**

Visit any workplace of your choice where they offer food and beverage service and when customers are done with having their meal or drink clearly collect feedback from them about their experience.

You are required to:

1. Use different customer feedback form
2. Use different methods
3. Categorize feedback

## Topic 3.2: Evaluation of customer feedback



### Activity 1: Problem Solving

**Scenario 9**, Ngoga got an employment at Carth hotel located in Musanze district in the Northern province of Rwanda where he works as a waiter. In the past few days the hotel received guests but their turn up is low they need information to increase the customer turn up and he is supposed to provide quality customer service to the guests of that hotel and also handle feedback. He has been advised to first evaluate the collected customer feedback available, if he is to provide a quality customer service. Ngoga has approached you for advice on how to evaluate customer feedback.



### Task 31:

**Read the scenario above and answer the questions that follow**

1. What does customer feedback evaluation mean?
2. What are the steps Ngoga can employ to conduct customer feedback evaluation?
3. What do you think is leading the hotel to tell Ngoga to carry out feedback?
4. In evaluating customer feedback there is analyzing how do can feedback analysis is done

### Key Facts 3.2: Evaluation of customer feedback

- **Introduction to customer feedback evaluation**

- ✓ **Definition**

**Customer feedback evaluation** is the process of analyzing and assessing the feedback provided by customers about their dining experience at a restaurant

- ✓ **Methods of conducting customer feedback evaluation**

- ✚ **Quantitative methods:** These methods involve collecting and analyzing numerical data to measure customer satisfaction. Examples include:

- **Customer Satisfaction Surveys:** These surveys ask customers to rate their satisfaction with various aspects of your product or service.

- **Net promoter score (NPS):** This metric measures customer loyalty by asking customers how likely they are to recommend your company to others.
- **Customer effort score (CES):** This metric measures how easy it is for customers to do business with your company.

 **Qualitative methods:** These methods involve collecting and analyzing non-numerical data, such as customer feedback, reviews, and social media mentions. Examples include:

- **Customer feedback analysis:** This involves analyzing customer feedback to identify common themes and areas for improvement.
- **Social media listening:** This involves monitoring social media channels for mentions of your company and analyzing the sentiment of those mentions.
- **Text analytics:** This involves using software to analyze large amounts of customer feedback and identify patterns and trends. source

 **Hybrid Methods:** These methods combine quantitative and qualitative data to get a more complete picture of customer satisfaction. Examples include:

- **Customer journey mapping:** This involves mapping out the customer journey and identifying touchpoints where customers are likely to have positive or negative experiences.
- **Voice of the customer (VOC) programs:** These programs collect and analyze customer feedback from multiple sources to identify areas for improvement

✓ **Steps to evaluate customer feedback** <sup>21</sup>

 **Define objectives:** Determine what you want to achieve with the feedback evaluation. This could include improving food quality, enhancing customer service, or identifying areas for improvement.

 **Choose feedback methods:** Select the methods you will use to collect feedback. Common methods include:

<sup>21</sup><https://rapidr.io/blog/customer-feedback-analysis/>

- Surveys and Questionnaires: Distribute surveys to customers to gather feedback on various aspects of their dining experience.
- Comment Cards: Provide comment cards to customers to collect immediate feedback after their meal.
- Online Reviews: Monitor online review platforms like Google, Yelp, and TripAdvisor to gather feedback.
- Social media: Engage with customers on social media to collect feedback and address their concerns.

 **Design feedback tools:** Create effective feedback tools such as surveys and comment cards. Ensure the questions are clear, concise, and cover all relevant aspects of the dining experience.

 **Collect feedback:** Implement the chosen methods to collect feedback from customers. Encourage customers to provide honest and detailed feedback.

 **Analyze feedback:** Organize and analyze the collected feedback to identify common themes, trends, and areas for improvement. Use quantitative methods to measure the frequency of specific comments or ratings.

 **Prioritize actions:** Based on the analysis, prioritize the issues that need immediate attention. Develop an action plan to address these issues and improve the overall customer experience.

 **Implement changes:** Make the necessary changes based on the feedback. This could include training staff, updating the menu, or improving the restaurant's ambiance.

 **Monitor results:** Continuously monitor the results of the changes implemented. Collect ongoing feedback to ensure the changes have a positive impact on customer satisfaction.

✓ **Importance of evaluating customer feedback**

 **Identifying areas for improvement.** Customer feedback helps you pinpoint specific areas that need improvement, such as food quality, service, ambiance, and cleanliness. By addressing these issues, you can enhance the overall dining experience.

- ✚ **Enhancing customer satisfaction.** By understanding and acting on customer feedback, you can tailor your services to meet customer expectations, leading to higher satisfaction levels. Satisfied customers are more likely to return and recommend your restaurant to others.
- ✚ **Improving online reputation.** Positive feedback can boost your restaurant's online reputation, while addressing negative feedback promptly can mitigate potential damage. A strong online reputation attracts more customers and builds trust.
- ✚ **Making informed business decisions.** Customer feedback provides valuable insights that can guide your business decisions. Whether it's updating the menu, training staff, or redesigning the restaurant layout, feedback helps you make informed choices that align with customer preferences.
- ✚ **Increasing customer loyalty.** When customers see that their feedback is valued and acted upon, they are more likely to develop loyalty towards your restaurant. Loyal customers not only return frequently but also become advocates for your brand.
- ✚ **Gaining competitive advantage.** By continuously evaluating and improving based on customer feedback, you can stay ahead of competitors. Understanding and meeting customer expectations can set your restaurant apart in a competitive market.
- ✚ **Boosting revenue.** Satisfied and loyal customers contribute to increased revenue. Repeat customers tend to spend more, and positive word-of-mouth can attract new customers, ultimately boosting your restaurant's profitability.
- ✚ **Measure customer sentiment.** Evaluating feedback allows you to gauge customer sentiment toward your brand, which can impact your reputation and decision-making processes.

- **Analyzing customer feedback**

Analyzing customer feedback is essential for understanding customer preferences, identifying areas for improvement, and enhancing overall customer satisfaction.

✓ **Steps to effectively analyze customer feedback in the food and beverage industry**

✚ **Collect feedback:** Gather feedback from various sources such as surveys, comment cards, online reviews, and social media interactions.

✚ **Categorize feedback:** Organize feedback into categories such as food quality, service, cleanliness, and overall experience.

✚ **Identify common themes:** Look for recurring topics, issues, trends, and patterns in the feedback. Spot common themes or sentiments expressed across multiple sources of feedback.

✚ **Quantify feedback:** Use quantitative methods to measure the frequency of specific comments or ratings. This helps in identifying the most critical areas that need attention.

✚ **Analyze sentiment:** Perform sentiment analysis to understand the overall tone of the feedback. Determine whether the feedback is positive, negative, or neutral.

✚ **Visualize data:** Utilize data visualization tools to identify patterns and trends in customer feedback. Visual representations can make it easier to spot areas that require improvement.

✚ **Prioritize actions:** Based on the analysis, prioritize the issues that need immediate attention and develop an action plan to address them.

✓ **Methods of analyzing customer feedback**

✚ **Surveys and questionnaires:** Analyze responses to surveys and questionnaires to understand customer satisfaction levels and identify areas for improvement.

✚ **Online reviews:** Monitor and analyze online reviews on platforms like Google, Yelp, and TripAdvisor to gauge customer sentiments and identify common issues.

✚ **Social media analysis:** Use social media listening tools to track and analyze customer feedback on social media platforms.

✚ **Comment cards:** Review and categorize feedback from comment cards to identify specific areas of concern.

- ✚ **Focus groups:** Conduct focus groups to gather in-depth insights into customer preferences and experiences.
- ✓ **Recording customer feedback in food and beverage operations**
  - ✚ Utilize tools like tablets or kiosks at the exit where customers can quickly provide feedback before they leave.
  - ✚ Implement online feedback forms or surveys that customers can fill out after their dining experience.
  - ✚ Place comment cards on tables or include them with the bill for customers who prefer giving feedback on paper.
  - ✚ Encourage staff to report verbal feedback they receive during service. This can be recorded in a centralized system after the shift.
  - ✚ Record feedback by category (e.g., food, service, ambiance) and date to facilitate trend analysis.
  - ✚ Use CRM systems to tag feedback for easy retrieval and follow-up.
- ✓ **Best practices for sharing customer feedback**
  - ✚ **Acknowledge and appreciate:** Always acknowledge and appreciate the feedback provided by customers. Thank them for taking the time to share their experiences.
  - ✚ **Be transparent:** Share both positive and negative feedback with your team. Transparency helps in building trust and encourages a culture of continuous improvement.
  - ✚ **Use multiple channels:** Share feedback through various channels such as team meetings, internal newsletters, and digital platforms. This ensures that all team members are aware of the feedback and can take appropriate actions.
  - ✚ **Highlight positive feedback:** Celebrate positive feedback by sharing it with the team. This boosts morale and motivates employees to maintain high standards of service.
  - ✚ **Address negative feedback:** Discuss negative feedback constructively with the team. Identify the root causes of issues and develop action plans to address them.

-  **Create actionable insights:** Convert feedback into actionable insights. Use the feedback to make informed decisions and implement changes that enhance the customer experience.
-  **Follow up with customers:** After addressing feedback, follow up with customers to inform them about the actions taken. This shows that you value their input and are committed to improving their experience.
-  **Encourage continuous feedback:** Encourage customers to provide ongoing feedback. This helps in continuously improving your services and staying aligned with customer expectations.



## Activity 2: Guided Practice



### Task 32:

Referring to Scenario 9 about Ngoga, advise him on the following:

1. Methods of conducting customer feedback evaluation
2. Steps of conducting customer feedback evaluation
3. Steps to analyze customer feedback
4. Importance of sharing customer feedback evaluation



## Activity 3: Application



### Task 33:

**Read and perform the following task**

Visit any nearest workplace of your choice where customers are received and offered a service about food and beverage, you request them to allow you to collect customer feedback or give you collected feedback then evaluate the collected feedback and share with them the outcome of your activity.

## Topic 3.3 Implementation of corrective and improvement measures as per organization service

**Scenario 10**, Jennifer is an employment at MOV hotel located in Nyanza district in the southern province of Rwanda where she works as a waiter. In the last week, she collected and evaluated customer feedback for six consecutive days. During evaluation, she found out that most customers complained about long queues waiting for service, careless waiters plus congestion in the dining. The manager has requested her to identify corrective actions and improvement measures to be implemented in order to improve on customer satisfaction.



### Activity 1: Problem Solving



#### Task 34:

Referring to scenario 10, read and answer the following questions

1. How can Jennifer implement corrective actions?
2. What may cause Jennifer to fail improve the service?
3. How can Jennifer build customer relations?
4. Identify five measures that Jennifer can implement to improve customer service?

### Key Facts 3.3: Implementation of corrective and improvement measures as per organization service

- **Introduction to implementation of corrective and improvement measures**

- ✓ **Definitions**

**Corrective action** is a formal process used to address and resolve employee performance issues. It aims to identify the root cause of the problem, provide the employee with clear expectations and support, and monitor progress towards improvement

✓ **Steps of implementing corrective action**

- ✚ **Identification:** Identifying the non-conformity or problem through various methods, such as customer complaints, internal audits, or performance monitoring.
- ✚ **Root cause analysis:** Conducting a thorough investigation to determine the underlying root causes of the problem.
- ✚ **Corrective action plan:** Developing a plan that outlines the specific corrective actions to be taken, responsible parties, and timelines for implementation.
- ✚ **Implementation:** Executing the corrective action plan, which may involve process changes, staff training, equipment modifications, or other measures.
- ✚ **Verification:** Monitoring and evaluating the effectiveness of the corrective actions to ensure that the problem has been resolved and the desired improvements have been achieved.

● **Barriers of excellent service delivery**

- ✓ **Staffing challenges.** One significant barrier is staffing issues, including high turnover rates and difficulty finding qualified personnel. Inexperienced or inadequately trained staff can lead to poor service delivery, compromising the dining experience.
- ✓ **Communication barriers.** Effective communication between staff and customers is crucial for excellent service. Language barriers, miscommunication, or lack of clear procedures can result in misunderstandings, leading to customer dissatisfaction.
- ✓ **Operational inefficiencies.** Operational inefficiencies, such as outdated technology, disorganized workflows, or inadequate inventory management, can hinder timely service delivery and cause delays or errors in order fulfillment.
- ✓ **Quality control.** Maintaining consistent food quality and presentation can be challenging, especially during peak hours or with high customer volume. Lapses in quality control can negatively impact the overall dining experience.
- ✓ **Time constraints.** Time constraints can be a significant barrier, especially during busy periods. Customers may become impatient and dissatisfied if service is perceived as slow or delayed.

- ✓ **Environmental factors.** External factors like noise levels, uncomfortable seating, or inadequate lighting can detract from the overall ambiance and dining experience, making it challenging to deliver excellent service
- **Measures to improvement customer service**
  - ✓ **Process optimization:** Analyzing and streamlining processes to improve efficiency, reduce waste, and increase productivity.
  - ✓ **Innovation:** Exploring new technologies, techniques, or methods to improve products, services, or operations.
  - ✓ **Employee development:** Providing training and development opportunities to enhance employee skills and knowledge, fostering a culture of continuous learning.
  - ✓ **Customer feedback:** Actively seeking and incorporating customer feedback to improve customer satisfaction and meet evolving needs.
  - ✓ **Performance monitoring:** Regularly monitoring key performance indicators (KPIs) and establishing benchmarks to identify areas for improvement.
- **Service improvement process**
  - ✓ **Assess current service:** Gather feedback and suggestions from customers through surveys, online reviews, and direct feedback. Identify areas for improvement, such as long wait times, errors in orders, or lack of personalized attention.
  - ✓ **Train staff:** Invest in comprehensive training programs so that staff can master customer service skills, menu knowledge, and operational processes. A well-trained workforce is key to providing excellent service.
  - ✓ **Optimize processes:** Analyze and redesign internal processes, such as order taking, food preparation, and table service, to achieve greater efficiency and consistency. Use tools like flowcharts and Lean Six Sigma methodologies.
  - ✓ **Implement technology:** Adopt technological solutions, such as online reservation systems, devices for taking orders, and digital payments, to streamline processes and enhance the customer experience.
  - ✓ **Monitor and adjust:** Continuously track key metrics, such as wait times, service ratings, and sales. Use this data to identify areas for improvement and make adjustments to processes and staff training.

- **Strategies of building customer relations**

- ✓ **Personalized service.** Greet regulars by name and remember their preferences. This personal touch makes customers feel valued and enhances their overall experience  
Train your staff to provide attentive and friendly service, anticipating customers' needs before they even ask
- ✓ **Loyalty programs.** Implement a loyalty program that rewards customers for their repeat business. This could be in the form of discounts, free items, or exclusive offers.  
Loyalty programs encourage customers to return and foster a sense of belonging
- ✓ **Social media engagement.** Utilize social media platforms to interact with your customers. Share updates, specials, and behind-the-scenes glimpses of your establishment. Respond promptly to customer inquiries and feedback, fostering a sense of community
- ✓ **Make it a priority to deliver outstanding service.** Educate your team to be observant, well-informed, and quick to respond to customers' requirements. Guarantee swift service, precise order processing, and on-time serving of food and beverages. Deal with any issues or grievances promptly and politely.
- ✓ **Establishing a welcoming ambiance** can greatly improve the customer's overall experience. This involves aspects like amiable personnel, cozy seating, pleasing aesthetics, and suitable lighting and music. Making a positive initial impression sets the stage for a pleasant visit.
- ✓ **Customer relationship management (CRM).** Invest in a CRM system to track customer preferences, purchasing history, and special occasions. This data can be used to personalize marketing efforts, offer tailored recommendations, and surprise customers with thoughtful gestures
- ✓ **Events and promotions.** Host events and promotions that create a sense of excitement and exclusivity for your customers. This could include live music, trivia nights, or themed dinners. Encourage customer participation and engagement to deepen their connection with your establishment
- ✓ **Employee training.** Ensure your staff is trained in providing exceptional customer service. Encourage them to engage in friendly conversation, actively listen to customers' needs, and resolve any issues promptly and professionally

- ✓ **Cross-selling and upselling.** Train your staff to suggest complementary items or upgrades to customers' orders. This not only increases sales but also demonstrates your commitment to enhancing their dining experience
- ✓ **Request feedback proactively and respond promptly.** Engage customers through surveys and review platforms to gather their input. Show your dedication to customer satisfaction by promptly addressing both positive and negative reviews.



### Activity 2: Guided Practice



#### Task 35:

Referring to Scenario 10, read the task and answer the questions that follow

1. Suppose you are requested to perform Jennifer's task of implementing corrective and improvement measures, discuss the following related to the task your assigned to.
  - a. How to take corrective actions in business improvement?
  - b. What are barriers of excellent customer service?
  - c. How to improve a service?
  - d. How to build customer relations?



### Activity 3: Application



#### Task 36:

**Read the scenario below and perform the tasks required**

Assume that MOV hotel had a function where customers had food and drinks and the hotel solicited feedback from the customers where they found some loopholes in service delivery. The hotel has adopted corrective measures which needs to be implemented. Assume that you have been assigned with this task of implementing corrective and improved measures on food and beverage service delivery.

1. Show how you can take corrective actions

2. Examine the barriers of excellent service delivery
3. Elaborate the process of improving the service
4. Demonstrate how to build positive customer relations

## Topic 3.4: Handling of customer feedbacks



### Activity 1: Problem Solving



#### Task 37:

Read the following scenario and answer the questions that follow

**Scenario 11**, Imagine you are a waiter at a popular restaurant. One evening, a customer complains that their meal was served cold and the service was slow. The customer looks so upset and express his/her dissatisfaction loudly, catching the attention of other diners.

1. What does handling customer feedback mean?
2. How would you respond to the customer's complaint?
3. How would you determine the reasons behind the meal being served cold and the delay in service?
4. How would you ensure the customer leaves satisfied despite the issue?

### Key Facts 3.4: Handling of customer feedbacks

- **Introduction to handling customer feedbacks**

- ✓ **Definitions**

- ✚ **Customer feedback.** This refers to the information provided by customers about their experiences with a product or service

- ✚ **Handling customer feedback.** This can refer to all measures or steps taken while dealing with customer feedback.

- ✓ **Types of restaurant customer feedback**

- ✚ **Quantitative Feedback**

- **Surveys and ratings:** These provide measurable data that can be analyzed to understand trends and patterns. For instance, a consistently low rating for service could indicate a systemic issue that needs addressing.

### **Qualitative feedback**

- **Comments and reviews:** These provide a more in-depth understanding of your customers' experiences and perceptions. For example, a comment about a specific dish being too spicy or a review praising your restaurant's cozy ambiance can provide you with detailed insights that can be used to fine-tune your offerings

### ✓ **Categories of customer feedback**

#### **Positive customer feedback**

This refers to the comments and evaluations that highlight the aspects of a restaurant that customers enjoyed. This can include compliments on the food and drink, service, atmosphere, and overall dining experience. Positive feedback is crucial for restaurants as it helps build a good reputation, boosts staff morale, and attracts new customers

#### **Negative customer feedback.**

This refers to comments and evaluations that point out areas of improvement in a restaurant. This can include complaints about the food, service, or atmosphere. Negative feedback is crucial as it provides insights for operational improvements and helps identify patterns that can enhance the overall customer experience

### • **How to handle positive customer feedback?<sup>22</sup>**

- ✓ **Actively listen and learn.** When someone provides positive feedback, listen attentively to their words. Ask clarifying questions to gain a deeper understanding of their perspective and identify areas where you excel.
- ✓ **Thanking the customer for their review.** Thanking the customer for a positive review is extremely important, as they will feel appreciated and heard. Responding swiftly shows them that you regard them and their opinions. It indicates that you wish to hear from them and are always looking for ways to improve your service.

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<sup>22</sup><https://www.process.st/how-to/handle-customer-feedback/>  
<https://www.sapaad.com/us/how-to-respond-to-customer-feedback-the-dos-and-the-donts/>

- ✓ **Share the feedback with your team.** Positive feedback can boost morale and motivate your team. Share the feedback with the relevant team members or departments.  
Example: "I will pass your compliments to our team. They will be delighted to hear this!"
- ✓ **Rewarding the customer for their review.** At times, a mere "thank you for your feedback" is not sufficient. While your customers may not actively seek rewards for providing genuinely positive feedback, rewarding them will make them feel better and it is highly probable that customers will now talk about your business to their friends and family, promoting positive word-of-mouth (WOM) marketing.
- ✓ **Embrace the positivity:** Receiving positive feedback is a wonderful experience. Take a moment to appreciate the recognition and allow yourself to feel happy and proud of your accomplishments. source
- ✓ **Rewarding the staff responsible for the review.** If customers have specifically mentioned a staff member by name, and that staff member's name continues to be mentioned, be sure to recognize and reward them for their dedication and encourage them to maintain their high level of performance.
- ✓ **Personalizing your message.** Personalizing your communication by using the customer's name and expressing gratitude in various ways can help create a stronger connection with your restaurant and leave them feeling more satisfied.
- ✓ **Use positive reviews as content.** Positive customer feedback serves as powerful social proof and can also be utilized as compelling marketing material for your social media platforms. This can involve sharing a customer's experience or post about your restaurant, sharing a review screenshot, or strategically posting the review with a clear call-to-action button to attract new customers to visit your restaurant.
- ✓ **Encourage Further Engagement.** Invite the customer to continue engaging with your brand, whether through social media, newsletters, or loyalty programs.  
Example: "We'd love to stay connected with you! Follow us on social media for updates and special offers"

- **How to handle negative customer feedback?**

No business is immune to receiving negative feedback from customers. It can be disheartening to receive criticism, but it's important to handle it in a professional and empathetic manner.

- ✓ **Respond promptly and professionally:** Address the feedback as soon as possible to show that you value the customer's opinion and your committed to resolving the issue.

Example: "Thank you for bringing this to our attention. We apologize for the inconvenience and we are looking into the matter."

- ✓ **Express gratitude and empathy:** Thank the customer for their feedback and show empathy towards their experience.

Example: "We appreciate your feedback and are sorry to hear about your experience. We understand how frustrating this must have been.

- ✓ **Acknowledge the issue:** Clearly acknowledge the specific issue mentioned in the feedback and assure the customer that it is not the standard of your service.

Example: "We apologize for the delay in service you experienced. This is not the level of service we strive to provide."

- ✓ **Offer a solution:** Provide a solution to make amends, such as a complimentary meal, a discount on their next visit, or a refund.

Example: We would like to offer you a complimentary meal on your next visit to make up for this inconvenience.

- ✓ **Encourage offline communication:** Invite the customer to discuss the issue further through private channels to resolve it more effectively.

Example: "Please contact us directly at [email/phone number] so we can address this matter personally.

- ✓ **Learn from the feedback:** Use the feedback to identify areas for improvement and prevent similar issues in the future.

Example: "We will review our service procedures to ensure this does not happen again."

- ✓ **Maintain professionalism at all times.** Always uphold a professional attitude in your response, regardless of how unjust or hostile a negative review may seem.

Refrain from becoming defensive or getting into arguments. Instead, concentrate on resolving the issue and delivering exceptional customer service.

- ✓ **Highlight the positives.** In your response to a negative review about slow service, for instance, your restaurant acknowledges the issue but also highlights the positive aspects of their dining experience, such as the flavorful cuisine and welcoming atmosphere.

- **Importance of handling customer feedback**

- ✓ **Ensure customer satisfaction:** Collecting feedback helps you understand if your customers are satisfied with your services. It allows you to identify areas that need improvement and make necessary changes to meet customer expectations.
- ✓ **Build healthy relationships:** Engaging with customers through feedback shows that you value their opinions. This helps in building strong relationships with your customers, leading to increased loyalty and repeat business.
- ✓ **Identify areas for improvement:** Feedback provides insights into what is working well and what needs improvement. For example, if multiple customers mention that a particular dish is too salty, you can adjust the recipe accordingly.
- ✓ **Improve online reputation:** Addressing negative feedback promptly and effectively can help improve your restaurant's online reputation. Satisfied customers are more likely to leave positive reviews, which can attract new customers.
- ✓ **Enhance customer experience:** By understanding customer preferences and expectations, you can tailor your services to provide a better dining experience. This can include changes to the menu, ambiance, or service quality.
- ✓ **Increase customer retention:** Satisfied customers are more likely to return and recommend your restaurant to others. Handling feedback effectively can help you retain customers and build a loyal customer base.
- ✓ **Stay competitive:** In a competitive market, staying attuned to customer feedback can give you an edge over competitors. It allows you to continuously improve and adapt to changing customer preferences.

- **How to use customer feedback for business growth?**

- ✓ **Identify strengths and weaknesses.** Analyze feedback to understand what customers love about your restaurant and what areas need improvement. This helps you focus on enhancing your strengths and addressing weaknesses.
- ✓ **Improve customer experience.** Use feedback to make informed decisions about menu changes, service improvements, and ambiance enhancements. For example, if customers frequently mention that a dish is too salty, you can adjust the recipe accordingly.
- ✓ **Enhance customer loyalty.** Show customers that you value their opinions by implementing their suggestions. This can lead to increased customer loyalty and repeat business. Personalized responses to feedback can also make customers feel appreciated.
- ✓ **Boost online reputation.** Respond to online reviews, both positive and negative, in a professional and courteous manner. Addressing concerns and thanking customers for their feedback can improve your restaurant's online reputation and attract new customers.
- ✓ **Train staff.** Use feedback to identify training needs for your staff. For example, if customers frequently mention slow service, you can provide additional training to improve efficiency and customer service skills.
- ✓ **Develop marketing strategies.** Positive feedback can be used in marketing campaigns to attract new customers. Highlighting customer testimonials and reviews on your website and social media can build trust and credibility.
- ✓ **Monitor trends.** Regularly review feedback to identify emerging trends and preferences. This can help you stay ahead of the competition by adapting to changing customer needs and preferences.
- ✓ **Implement loyalty programs.** Use feedback to design loyalty programs that reward repeat customers. This can encourage customers to return and increase their lifetime value to your business.



## Activity 2: Guided Practice



### Task 38:

**Referring to scenario 11, answer the following questions**

1. What immediate steps would you take to calm the upset customer and address their complaint about the cold meal and slow service?
2. How would you coordinate with your staff to quickly understand and address the customer's issue?
3. If you receive multiple complaints about different aspects of service (e.g., food quality, wait times, cleanliness), how would you prioritize which issues to address first?
4. How would you share positive customer feedback with your staff to boost morale and motivation?



## Activity 3: Application



### Task 39:

**Read the scenario below and respond positively**

A group of friends visits a new restaurant known for its innovative fusion cuisine. They are excited to try the unique dishes but end up waiting over 30 minutes for their food to arrive. When the food finally comes, one of the dishes is not what was ordered, and another is undercooked. The friends are disappointed and call over the manager to express their concerns.

1. Demonstrate how the manager should address the customers' concerns?
2. What steps can be taken to rectify the situation immediately?
3. How can the restaurant prevent such mistakes in the future?
4. What would be an appropriate compensation for the customers?
5. How should the feedback be documented and communicated to the staff?



## Formative Assessment

**Read the instructions below and answer the questions that follow**

For the questions below choose true or false

1. Direct feedback is when customers directly communicate with you about their experiences
  - a. True
  - b. False
2. Indirect feedback. This is the feedback which is derived from analyzing customer behavior data, like website browsing patterns, purchase habits, or usage statistics.
  - a. True
  - b. False
3. Using surveys is also a method of collecting customer feedback
  - a. True
  - b. False
4. Verbal feedback is not among the type of feedback
  - a. True
  - b. False
5. Food quality, service, ambiance, value for many is some of categories of customer feedback
  - a. True
  - b. False
6. Quantitative method and qualitative methods are not among the methods of conducting customer feedback
  - a. True
  - b. False
7. Customer feedback evaluation is the process of analyzing and assessing the feedback provided by customers about their dining experience at a restaurant.
  - a. True
  - b. False

8. Corrective action is a formal process used to address and resolve employee performance issues
  - a. True
  - b. False
9. Customer feedback. This refers to the information provided by customers about their experiences with a product or service
  - a. True
  - b. False
10. Positive Customer feedback. This refers to comments and evaluations that point out areas of improvement in a restaurant.
  - a. True
  - b. False

**For the questions below circle the best Alternative**

1. The following are forms of customer feedback except
  - a. Direct feedback
  - b. Indirect feedback
  - c. Inferred feedback
  - d. None of the above
2. The following are methods of collecting customer feedback except
  - a. Surveys
  - b. Research
  - c. Interviews
  - d. Focus groups
3. The following are types of customer feedback except:
  - a. Verbal feedback
  - b. Written feedback
  - c. Observation
  - d. None of the above
4. .... this is a method of evaluating customer feedback which involves collecting and analyzing numeric data
  - a. Qualitative method

- b. Quantitative method
  - c. Hybrid Method
  - d. Research methods
5. The following are strategies of building customer relations except
- a. Personalized service
  - b. Loyalty programs
  - c. Social media engagement
  - d. None of the above



### Points to Remember

- Ways of collecting customer feedback
- Different ways of evaluating customer feedback
- Different ways of implementing corrective measures as per organization service
- Ways of Handling customer feedback



### Self-Reflection

1. Re-take the self-assessment they did at the beginning of the unit.
2. Read the statements across the top. Put a check in a column that best represents your level of knowledge, skills and attitudes.

My experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills and attitudes					
Identifying ways of collecting customer feedback					

My experience Knowledge, skills and attitudes	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Identifying ways of evaluating customer feedback					
Describing how to implement corrective and improvement measures					
Describing different forms of customer feedback					
Collect customer feedback					
Evaluate customer feedback					
Implement corrective and improvement measure					
Handle customer feedback					

My experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills and attitudes					
Being positive and friendly					
Being patient and composed under pressure					
Willing to learn and improve					
Taking ownership and accountability					

**Fill in the table below and share results with the trainer for further guidance.**

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2.
3.	3.	3.



## Summative Assessment

### Integrated situation

GASA Hotel located in Musanze District, is expecting to host 5 guests from Rwanda Polytechnic (RP) for a cocktail party in hotel Lounge bar, scheduled at 5PM, 2 guests will need seats. The hotel does not have a professional customer service provider to attend the above guests. As a hired hostess, you are requested to deliver quality service to above guests upon their arrival till departure within **2 hours**.

### Tasks:

1. Prepare for services before guest arrival
2. Perform Hosting tasks for the above guests
3. Handle guest feedback

### Resources

<b>Tools</b>	Cocktail shaker, Margarita glass, juice glass, wine cooler, white wine glass, corkscrew, napkin, pitchers, coffee cups, cocktail strainer, dust bin, stools, bill folder, cash detector
<b>Equipment</b>	Espresso machine, coffee grinder, ice maker machine, sink, Fridge, bar counter, POS machine, Printer, computer
<b>Materials/ Consumables</b>	Hennessey, white wine, coffee, milk, apple juice, Amstel, Cointreau, tequila, lemon, ice, captain order, pen and papers.



## Summative Assessment

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