



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	School of Tourism and Hospitality
DEPARTMENT	Hospitality
CAMPUS(ES)	ABP
MODULE NAME	Service Leadership
MODULE CODE	SLS01A1
SEMESTER	First
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Agrotat

ASSESSMENT DATE	TBA	SESSION	TBA
ASSESSOR(S)	Dr A Deen		
MODERATOR(S)	Mr R Urwin		
DURATION	2 hours (120min)	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	7
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INFORMATION/INSTRUCTIONS:

- This is a closed-book assessment.
- Answer all questions.
- Read the questions carefully and answer only what is required.
- Number your answers clearly and correctly as per the question paper.
- Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.

QUESTION 1

[24]

1.1 How does a hospitality operation benefit from customer feedback? Elaborate on this statement and give an example (4)

- ✓ Customer who provide feedback (negative or positive) helps the organisation to see in which aspect they need to improve. Information such as that provided on guest survey is an important tool for the operations as it can enable managers and marketers to tailor they product to specifically satisfy the need of their loyal and potential customers and this will put the business in a better position against competitors.
- ✓ Nobody knows what the customer wants better than the customers themselves
- ✓ Complaints are a method of gathering valuable information about what is happening in the business and where we can improve
- ✓ Regular complaints will indicate areas that requires immediate attentions e.g. cleanliness of room, complaints about food.
- ✓ Weekly meetings with staff to discuss complaints and determine an improvement plan
- ✓ Any other relevant point

1.2 The SERVQUAL concept is formulated around five (5) dimensions. Discuss how you would use these dimensions to improve on the service of your hotel (10). Provide a brief explanation as well as an example of each of these dimensions (5). (20)

- ✓ Responsiveness
- ✓ Assurance
- ✓ Reliability
- ✓ Empathy

✓ **Tangibles**

Refers to appearance of physical surrounding facilities, equipment, personnel and materials associated with service e.g. communication materials. First impression matter. Explain any of the 4 items in the scale and relate to hospitality.

✓ **Reliability**

Ability to perform the promised service dependably and accurately or to do what you sayyou are going to do when you said you are going to do it. Show interest in solving customer's problems. Do things right the first time. Record are error-free. Explain in hospitality context.

✓ **Responsiveness**

Responding to customers' every need and want, face –to-face, email, telephonic. Respond with in reasonable amount of time. Queries, complaints, requests, reservations, quotes. Regularly monitor feedback sites and email addresses. Relate to hospitality context.

✓ **Assurance**

Knowledge and courtesy of employees and their ability to convey trust and confidence. Be an experts of the service you are delivering. Raise customer awareness of your competencies and expertise. Display certificates and awards. Advertise on website and newspapers if business is rewarded for doing something right. Relate to hospitality industry.

✓ **Empathy**

Understanding another person's conditions from their perspective. Put yourself in their shoes. Pay individual attention to customer e.g. travelling with children, feeling ill or upset. Form a personal connection with customers. Listen to customer and anticipate their needs. Be sincere and have their best interest at heart. Relate to hospitality industry.

- 2.1 In order to provide exceptional service, hospitality operations need to take certain steps. Name these steps and give an example of each. Any 5 of below

(2x5=10)

✓ **Make a great first impression**

Smiling, being friendly, keeping eye contact, being dressed in line with expectations and looking neat and presentable.

✓ **Project a positive attitude**

Focusing on life's simple things such as showing you are interested, , helpful, caring, trustworthy, reassuring and reliable. Customers tend to connect with someone who is respectful and open-minded.

✓ **Communicate effectively**

Focus and listen so that you can respond properly to customer's request and questions. Think before you speak and speak clearly using proper grammar and facial expressions that convey concern or solutions. Also listen more than you speak.

✓ **Build and maintain relationship**

Build a rapport relationship with customers as these relationship may last for a long time to come. Ask a number of questions to ensure that you understand the needs of customers so that you can find the best solutions. Remember customer's names and faces and make each customer feel valued.

✓ **Answer your phone**

Never live your phone unanswered as it frustrate customers. Make sure that the phones are answered at all times by either employing someone specifically to answer the phones.

✓ **Do not make promises unless you can keep them**

When making a promise to a customer, keep it! Do not make a promise and fail to keep it. Customers prefers to stay with companies that they can rely on.

✓ **Deal with complaints**

Do not run away from complaints, embrace them and deal with them in a positive way.

✓ **Take the extra step**

For example, respond to a customer's query about the location of an item by showing them where it is and not just describing where to find.

✓ **Throw in something extra**

Whether be it a free a meal, voucher, additional information on how to use a products or a free smile, people love to receive more than they thought they were going to receive. Provide hospitality examples.

- 2.2 There are numerous benefits to excellent customer service. Discuss six (6) of these benefits.

(6)

Any six of the following or other relevant points:

- ✓ When customer approach a company, they expect to have a positive experience
- ✓ The work of staff is more personally fulfilling
- ✓ The business gain a unique competitive advantage
- ✓ The business becomes aware of the challenges that customers provide and develops solution to meet these challenges, thereby keeping the customers
- ✓ Solve problems creatively and in an effective and efficient manner
- ✓ The employees who provides customer service feel more positive about the role they play in the creation of positive exchange between customer and the organisation.
- ✓ Work environment are more pleasant and productive because the value of internal customers is stressed through policies, procedures and culture.

- ✓ *Business build up a more positive reputation in the market.*
- ✓ *Profit goals are accomplished in a more successful way because business focuses are geared to meeting the needs of customers.*

2.3 Explain the effect that physical evidence can have on customer experience, using the example of eating at a restaurant of your choice. (8)

Student to discuss focusing on the following point:

- **Physical evidence influences customer experience and behavior**
The design of the environment and the service given establish the identity of the organization. The physical elements combine to **provide** a message about the organization, they attract attention to the organization and they develop an effect that convinces the customers to buy.
- **It creates an image, position the organization and serves as a point of differentiation**
The combination of physical evidence elements establishes a specific image of the organization and thus position the organization in the minds of the customers as to what to expect. This positioning, if viewed as desirable by consumers, will make the organization stands out from competitors and thus give it a competitive advantage.
- **It forms part of the value proposition**
It communicates the experience that the organization aims to deliver. Many hotel, casinos and airlines establishes various themes, or focal areas, and build their offerings around that theme which is brought through in their physical evidence. God reef city for example has the Gold rush as its theme and all the physical evidence is geared towards communicating their value proposition.
- **It facilitates the service encounter and enhances productivity**
Physical evidence is used to facilitate the purchasing process by providing the necessary equipment, resources, or infrastructure to ensure that the product or service can be sold or experienced.

QUESTION 3

[20]

3.1 You have just open a new small restaurant in Fourways and you are also the manager in this small establishment. You have always believe that customer are the most important asset of your business as you believe without them your business cannot survive.

Explain to your employees how they should view external customers so that they can provide exceptional service and achieve high-level of satisfaction and loyalty among the restaurant's clientele. (8)

Any eight of the following point:

- ✓ *They are the most important people in the business*
- ✓ *They are not dependent on us-we are dependent on our customers*
- ✓ *Customers are not an interpretation of our work, they are the reason for our work*
- ✓ *They are doing us a favour by calling or patronizing the business-we are not doing our customer a favour by serving them.*
- ✓ *Customer are part and parcel of our business-they are not outsiders*
- ✓ *Customers are not figures or statistics-they are flesh and blood human beings with feelings and emotions like our own.*
- ✓ *Customers are not people to argue or match wits with*
- ✓ *Customers are people with specific needs to be fulfilled-it is our job to fill those needs*
- ✓ *Customers are deserving of the most courteous and attentive treatment we can provide*
- ✓ *Customers are the lifeblood of every business*

3.2 The ambient factors of a hospitality operation has a significant impact on customers and affect how the customers perceive the service. It is important that as a hospitality manager

one is aware of the impact and design with regards to the ambient factors as this influences the target market. Once the customers are exposed to the ambient elements of service, they use their five senses to form their perceptions.

Explain how you would use the five senses to create a pleasant atmosphere in a restaurant in order to improve customer satisfaction rates (10)

Student to base their explanations focusing on the following key point:

✓ **Sight appeals**

Three key visual stimuli are size, shape and colour. Different uses of this element will appeal to different groups and the marketer therefore needs to understand the target market and what appeal to them visually.

✓ **Sound appeal**

The three roles of sound in the servicescape is to establish the mood, getting attention and providing information. A more relax music played in a restaurant can make someone stay longer than planned.

✓ **Scent appeal**

The use of scent can create image in the customer's mind and thus create a favourable perception of the servicescape. The marketers need to consider the quality of the air and any odour, good or bad. It is important that the scent be matched with the type of the restaurant and the type of products or service sold.

✓ **Touch appeals**

Touch appeals are made by allowing customers the opportunity to touch the merchandise, feel it and see how it works. Coming into contact with the product that you are purchasing can create a number of emotions within you and cause you to react positively in a purchase situation. However they are few in no products that can be touched before purchase.

✓ **Taste appeals**

Allowing customers to taste before purchasing allows for an excellent opportunity to create a favorable impression in the customer's mind. Restaurants can offer opportunity to taste small samples of the food. While sampling the food or drinks the consumer is exposed to the other ambient factors and element of the servicescape, which create or reinforce a positive perception.

3.3 Why is it important to pay attention in choosing a location of a hospitality establishment? Give a reason for your answer. (2)

In high customer contact operations the customer forms the greater part of the process and in many instances at the service provider's location e.g a restaurant should be located in a location that is convenient for its customers and the environment should be friendly. A convenient location is one of the main source of competitive advantage over competitors.

QUESTION 4

[32]

You have are invited to as a guest lecturer at the School of Tourism and Hospitality (STH), and you are about to conduct a presentation to a group of student and other industry stakeholders. Discuss in detail what you would include under the following topics:

4.1 Types of complainers and various response actions that they take (10)

✓ **Passive**

These customers seldom take action against the service provider. They do not say anything to the employees of the organisation and seldom spread the word to outside parties. They believe that it serves no purpose to complain since the service will not improve through their actions. They are the least aggressive of all the complainers.

✓ **Voicers**

They are the type of complainers who do not spread the word outside that the organisation is rendering poor service, but believe that raising their opinion will help improve the service and will have a wider social effect.

✓ **Irates**

They spread the word about a bad service experience and are more likely to switch suppliers, they are also inclined to complain with the service provider but less so than voicers.

✓ **Activists**

They are the real moaners complaining to the service provider, talking to their friends and family, and bringing the problem to the attention of a third party, such as regulators.

After service failure, these customer can either complain or keep quiet, however those who keep quiet can either stay with the service provider or switch to competitors. Those who complain can complain to service provider, third parties or tell friends and they also can either stay or switch brands.

4.2 Five (5) Different ways a restaurant can use to measure customer satisfaction (10)

Student to discuss any five of the following:

✓ **Informal surveys**

Does not necessarily provide statistically significant or measurable results; however they do help marketers to what customer like and dislike.

✓ **Verbal comments**

These are easy to collect from customers but are most often ignored. In order to make better use of the information, the information need to be accurately collected.

✓ **Sales**

Provide a good indication of what customers are doing and whether their demands are increasing or decreasing, and thus give a marketer a starting point for customer satisfaction.

✓ **Mystery shopping**

Trained personnel are used to pose as customer to secretly observe the behaviour of other employees. Looks at certain behaviour in order to judge the knowledge and attitude of staff.

✓ **Customer satisfaction index(CSI)**

The method measure customer satisfaction among a large population of customers through frequent interviews or self-administered questionnaires. The questions posed to customers need to be structured in order to yield meaningful data and ensure a high response rate.

✓ **SERVQUAL**

Determine service quality by measuring the gap between customers' perceptions and expectations. Uses five dimensions, namely, tangibles, responsiveness, reliability, empathy and assurance.

✓ **The Gallop Service Quality audit(QSA)**

Similar to SERVQUAL and is also used to measure service quality, however it is based on six dimensions that can be applied across industries. The six dimensions of QSA are tangibles, accuracy, availability, responsiveness, credibility and partnership.

✓ **After-sale surveys**

This technique evaluates customer satisfaction while the interaction is still current in the mind of customers. It helps the manager to quickly identify areas of improvement and is one of the most proactive measurement approaches.

✓ **Comment cards**

One of the most popular techniques used to measure customer satisfaction. It allows the customer to provide immediate feedback and customers are able to complete the cards during the service delivery experience.

4.3 How to meet and exceed customer expectations

(12)

✓ **Be aware of who your customers are**

Gain an understanding of your customer base by finding out why they purchased from you and what they enjoy and do not enjoy about your offering.

✓ **Find out what your customer expect**

Find out what it is that makes your customers to keep coming back for more, and also question what is it that they would like you to do more or less of, or even to add to, in your current offering.

✓ **Indicate to your customers what they can expect from your business**

Explain to your consumers your promises to them as consumers

✓ **Meet customers' expectations**

Ensure that when you promise the customer a specific level of service you are able to meet and deliver as promise.

✓ **Be consistent in your offering**

Always make sure that the offering is consistent, so that customers will be assured that when they return the service experience will be positive again

PAPER TOTAL = 100 MARKS
