

ENTREPRENEURS & SITE GUIDES

MODULES 5: PROVIDING EXCELLENT SERVICE

INTRODUCTION

Customer service is a crucial component of Tourism & Hospitality. As a service-oriented sector, it is one of the defining factors that can make or break any tourism experience. In this module the participants will learn why customer service is important from a business perspective and how excellent customer service plays into the specific needs of clients. Also the students will learn how to deal with disappointed clients. Finally, the topics of upselling and add-ons will be explored as these can play a significant role in generating revenue, but also in generating great experiences!

OVERVIEW



Learning Goals



Knowledge

- The students will learn more about why customer service is important.
- The students will learn more about upselling and add-ons.



Attitude

- The students will become more service-oriented.
- The students will become more attentive to opportunities that can

generate additional revenue and play into the needs of their customers.



Skills

- The students will learn to analyze the specific needs of their customers and how to give excellent service to them.
- The students will learn how to deal with disappointed clients.
- The students will learn to develop relevant add-ons.

SESSION 5A: Why Customer Service?

SESSION 5B: How to Deal with Disappointed Clients

SESSION 5C: Upselling and Add-ons

BEFORE YOU START, YOU NEED...

- Flipcharts
- Large paper
- Marker and pens
- Sticky notes
- Projector
- Pieces of paper for the roleplay
- 2 baskets (or anything similar)



SESSION 5A: Why Customer Service?

AGENDA



Introduction:
The Good, The Bad
and The Learnings

(20 min)



Short Lecture:
Exploring Customer
Service

(35 min)



Exercise:
Different People,
Different Needs

(35 min)

INSTRUCTIONS

Introduction: The Good, The Bad and The Learnings (20 min)



- Read out loud the following review:

Only book this company if you are into horror trips! - ★

We had booked with Ugandan Wheels Adventures as it claimed to offer the most memorable adventures. Well, we will certainly remember this trip for a long time.

The day had started so beautifully: the weather was perfect for cycling, our journey to Kampala went perfect and we were all looking forward to the cycling trip. Arriving at the starting point, which was at their office, we did not see anyone. After calling them for at least 5 times and 45 minutes of waiting, Katto arrived. He was grumpy and smelled terrible. He did not greet us, did not apologize, but just said “Let’s go!”. We asked him questions about the trip but he gave very short answers or even ignored them completely! The bicycles were in a terrible condition, but we did not get a chance to mention it.

We are not the best cyclists, but Katto didn’t care. He did not put up a helmet, and went very quickly. Kampala traffic was a nightmare, and we called him several times to stay with the group. His reply was that we should just hurry up. The whole experience felt rushed and he didn’t do any proper guiding. After it started to rain we told him we wanted to leave, after which he said it was impossible since we had booked a 5 hour trip. It was terrible. When we said goodbye he was even annoyed that he did not receive any tip. What a bad experience...



- After this bad review, read it's positive counterpart:

**What a great way to explore Kampala.
It was the best cycling trip we ever took! - ★★★★★**

We had heard that Ugandans can be incredibly welcoming. Well, in that case, Katto of Ugandan Wheels Adventures must have been a typical Ugandan!

We all looked forward to the trip, but of course we were also a bit nervous. We are not the best cyclists and it was our first time to cycle in an African city. But from the very first moment we met Katto, we knew we would be just fine! He was attentive, kind and gave an excellent briefing. He was able to answer all our questions, give clear instructions and his enthusiasm was contagious. He loved cycling, he loved his city and he loved showing it to us.

The bicycles were in good condition, but one of us got a puncture. "Geen probleem, Loes!", he said, as he knew all of our names very quickly and had apparently learned a few words of Dutch. While fixing the tyre he told us great stories about some of the birds in Kampala. Within 10 minutes we were able to continue. He told us about the history of Buganda, about the best restaurants in our neighborhood and he told us how the local street food, the Rolex, was invented. Katto was such a great guy. He earned the biggest tip we ever gave and a recommendation to anyone who would like to explore Kampala in such a great way.



ASK:

- Ask the participants to discuss in pairs:
 - a) How would they compare the 2 reviews: what impression of Ugandan Wheels Adventures did they get in both reviews?
 - b) What made the experience in the second review so much better?
 - c) Did you ever get very bad or very good reviews? Can you give an example?
 - d) Why is customer service important?



ASK:

- After about 5 minutes, ask the participants to share some of their answers with the rest of the group.



Short Lecture: Exploring Customer Service

(35 min)



In this short lecture, you will dive into the topic of customer service. Feel free to add examples from your own experience and make it as interactive as possible by asking whether they understood everything and whether they can give examples.

You can use the powerpoint presentation to bring across the following:

- Customer service can be defined in many ways, but let us look at it as everything you can do to maximize the positive experience of your clients.
- Of course, your clients deserve great customer service from you as that is what you are being paid for. But let us focus on you, as a tourism professional for a moment: why do you benefit from providing great customer service? [Ask the group to respond...]
- Customer service can help you to achieve goals:
 - Building a loyal customer base;
 - Reducing returns and warranty claims;
 - Increasing customer satisfaction;
 - Improving sales processes for customers;
 - Decreasing negative user experiences;



ASK:

- [Ask the group to give examples by each of these goals]



SAY:

- So far, we have answered the question what customer service is, and why it is important. But let us now look at when it needs to be done.



SAY:

- In groups of 3, try to identify at least 5 moments during your interaction with your clients during which you can provide good customer service.



FACILITATOR'S NOTE:

After 5 minutes, let the groups mention a few of these moments and write them down on a spreadsheet. It might be difficult for them, but they will understand the idea once you help them with mentioning a few moments, explained below.



SAY:

- These are all relevant moments to provide great customer service:
 - The very first moment when potential clients visit your website, meet you at a holiday fair or call you for an inquiry;



- All the interaction when a booking is being made and when you provide more information prior to them meeting you in-person;
- All the face-to-face encounters throughout their stay with your company;
- Clean facilities, equipment in good condition, and a pleasant ambience;
- Follow up communication after their stay with your company, including social media, replies on review sites and follow-ups in case of lost items.



SAY:

- As you can see, customer service is not only relevant during the face-to-face interaction with your client, but throughout their interaction with your company!



SAY:

- Let us move on to how to provide customer service. The following list will help you to improve your customer service:
 - **Speed:** Customers want everything fast. This includes response time from employees or the time it takes to resolve a customer issue.
 - **Transparency:** Customers don't want to be kept in the dark. Be sure to offer explanations to your customers, especially when something goes wrong.
 - **Availability and accessibility:** Ensure you have several contact channels for your customers to reach you, such as phone, email, web chat and social media.
 - **Friendliness:** This is a vital part of good customer service. Ensure your employees are always polite, fair and nice to your customers.
 - **Simplicity:** Don't make things complicated for your customers. Your communication and processes need to be clear and succinct for your customers to understand.
 - **Empowerment:** Your customers want to feel like they have a say in their service. Give them self-service options and the ability to provide feedback.
 - **Accuracy:** It's critical to ensure that you're doing things right for your customers. Your employees require the training, tools and processes to provide accurate service to customers.
 - **Details:** Pay attention to the small stuff because that's what can snowball into larger issues. Be sure your representatives are careful and detail-oriented.



INSTRUCTIONS

Exercise: Different People, Different Needs (35 min)



SAY:

- Read out the introduction.
- Ask 5 people to read out the introductions of the different clients that are given to them on their paper.
- After that, introduce the customer service actions that can be undertaken by hotel staff if these clients would come to that hotel.
- Let the participants say out loud for which of the clients it would be a great service, and why. Let them also think why it would not be great customer service to the others.

Introduction

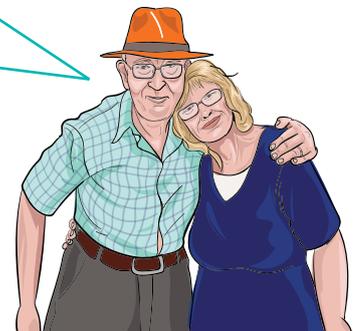
Every customer deserves great customer service, regardless of whether they are the boy next door who has been saving money to finally be able to do some tourist activities or the Queen of England. But what type of service is the best customer service for them, might differ. After all: what customer service is needed is contextualized per definition, as different people need different things at different times.

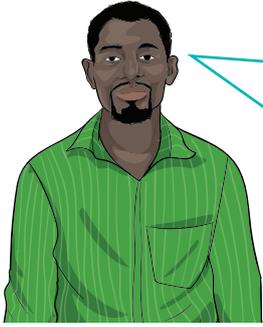
The different clients



Hi guys! My name is Anders and I come from Sweden. I am 23 years old and for the past few months I have travelled by myself all over the continent. I am writing a travel blog about food in every country and I like to experience as many things as possible. I travel by public transport, as that is the cheapest. Over the past few weeks I have been a little bit ill, as I must have eaten something bad. But that's just part of the adventure, I guess. Luckily I am now recovered, but I would like to visit a pharmacy, though. I am excited to be in this country, as my cousin has lived in this place before.

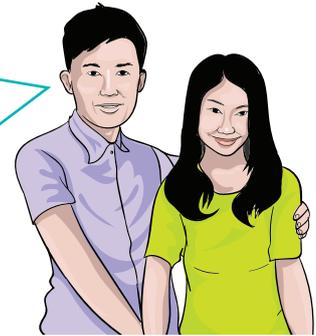
Nice to meet you, we are Anne and Peter, we come from the Netherlands. We are so excited to finally be in Africa! You know, when you are in your late 60s travelling is not easy, since we are not the fittest anymore. Especially Peter cannot walk long distances as his hip is hurting him too much. We had a long flight and tomorrow we will go on a big safari trip. So it would be nice to have a good sleep, as we are very tired. We have waited for years to be able to go on this trip. Now that we are retired we can finally do so! We hope that this trip will be just like we imagined it: we hope the people are nice, that this place is safe and that we don't have to fix everything ourselves.





I am sorry, but I don't have a lot of time to introduce myself properly. You know, tomorrow is the big conference where I will be speaking and my flight got delayed so I don't have a lot of time. What I can say is: my name is Mr. Kuffour and I come from Ghana. I am an expert in digital banking services and I know this country very well. I think that is all you need to know. Now I will be going to my room, as I still need to prepare a lot. But send me some lunch as I am starving.

Good afternoon, I am Kenji and I am here with my wife Akane and we have just arrived from Japan. I can't believe we are here! Last week was our wedding and now we are on our honeymoon! This will truly be the best time of our lives. We are so in love. We want to have it all perfect as this will be a once in a lifetime experience! We want the room to be spotless and the room needs to be cleaned very often. We would like to go to the best restaurant in town, tonight. We don't care how much it costs. Also, we don't eat meat, but I guess that is not a problem. Can you get us a driver in a luxurious car?



Hello! My name is Esther and I am glad to be back in the country of my roots. Since I was 6 years old, I have lived in London and now I am back! I am very interested to explore this place and see if it is like how I remembered it. I am here with Timothy and Jacky, my 7-year old twins. I hope they'll like it too, because my husband and I are actually thinking of starting a business in solar panels in this city. That would mean that we will return to this place. Unfortunately, he wasn't able to be here with us, as for him it is the first time in this country. The coming weeks we will explore the place, but I also want my children to have fun. So far, they seem to love it!



Customer service actions:

1. Make sure there is a speedy and reliable internet connection
2. Take their luggage to the room
3. Provide information on the nightlife of the town
4. Provide a room that is easily accessible by foot
5. Give a lot of privacy
6. Teach some greetings in the local language
7. Send somebody to the room to ask if everything is perfect
8. Explain which restaurants are nice
9. Mention which places are not safe.
10. Don't mention the day to day struggles that locals have.
11. Talk about the area and the local people.
12. Ask if there are any dietary preferences.
13. Explain different options for public transport
14. Provide a map of the city
15. Ask if they have the right power adapter; if not provide it or tell where to get it.
16. Explain which tourist attractions provide the best value for money.
17. Provide information on the nearest clinics and pharmacies.
18. Explain how bargaining works.
19. Ask if he/she has binoculars.
20. Mention child friendly restaurants.
21. Mention nanny services.
22. Pay attention to which titles he/she uses to refer to themselves.
23. Explain the possibilities for buying a local sim-card
24. Explain that laundry services are available.
25. Ask whether he or she needs a wake-up call so that they don't oversleep.



SESSION 5B: How to Deal with Disappointed Clients

AGENDA



Introduction: How to Deal with Disappointed Clients
(25 min)



Roleplays
(30 min)

Introduction: How to Deal with Disappointed Clients (25 min)



FACILITATOR'S NOTE:

Present the following content. Feel free to add examples from your own experience. Use the slides to help bring across the 6 steps, but make sure you do not rely on the slides to bring the message across.



SAY:

Dealing with disappointed clients can be difficult. Regardless of whether you believe they have a point in being disappointed, it is up to you to deal with the situation as best as possible. If you don't handle the situation well, the clients become even more upset. But if you manage to deal with them well, their disappointment might disappear almost completely and even turn into delight for how well it was solved!.

There are many different situations in which a client can be disappointed and how to deal with them differs according to the situation. But the following 6 aspects are proven to be effective in terms of dealing with disappointed clients. If you include all of them, you are on the right track. But if you leave out any of them, clients may feel something is forgotten.

Disappointed clients often want:

- *An empathetic ear. Sometimes they simply want to vent. They want to know that the employee or manager is listening and cares.*
- *An apology. In some cases a sincere apology is enough.*



- *A solution. Typically customers bring issues to the attention of staff because they want them fixed.*
- *Compensation. Upset customers are looking for compensation, but not always.*
- *Follow-up. For some people, it's important to know that their concerns are brought to the attention of management and are fixed for future customers.*
- *Reassurance. Customers want to know they're in good hands and that it won't happen again.*

Roleplays (65 min)



We are now going to practice with these 6 steps by doing a roleplay. In groups of 3, you will play out a scenario in front of the rest.

Person 1 and 2 will pick 2 cards randomly, 1 for who the clients are, and 1 for why they are disappointed. They will act as if they are those clients and are disappointed because of that reason.

Person 3 will represent a tourism company that is trying to deal with the disappointed clients. He/she will have to apply all the 6 steps as mentioned before.

The play will continue for a minute or 3. The audience will give constructive feedback on whether the situation was handled correctly.

Write down the following on small pieces of paper and put it into 2 baskets from which the pieces can be picked randomly.

Types of customers

Honeymoon couple

A company that sent their clients to you

Small group of business travelers

Elderly couple

Birding fanatics

Expats in Kampala

International tourists who visit Africa for the first time

Local tourists on a weekend trip

Employees of a tourism company that you want to work with

Journalists or influencers

Reasons to be disappointed:

The clients think the company is too expensive for what it offers

The clients have a painful stomach as he/she ate something bad

The clients are unhappy because they had to wait for the company representative to arrive

The clients are very annoyed but don't speak English or any other language the company representative knows

The clients did not see any animals

The clients did not know that it was a group trip

The clients believe the guide was trying to hit on one of them

The clients feel the food is disgusting

The clients got robbed on the way and feel the company should do more

The clients believe the guide was driving dangerously



SESSION 5C: Upselling and Add-ons

AGENDA



Lecture:
How to Do Upselling
(30 min)



Quiz Exercise
(30 min)

Lecture: How to Do Upselling (30 min)



FACILITATOR'S TIP:

Bring across the following content in a short lecture. Feel free to add in additional examples from your own experience.



SAY:

Upselling is where sales and customer service come together. You sell additional products or services as the client expresses additional needs. However, often clients need to be made aware of the options.

For example, let us assume you are an entrepreneur that offers cycling trips on an island in Lake Victoria. And let us assume that a 1-hour boat ride from the mainland is needed to get to the island. Let us finally assume that many of your customers are passionate cyclists that are also interested in experiencing local food and music.

Why not include the option of offering a local meal on the way back with a local musician telling stories and singing songs about the local folklore, all for an additional \$20 per person?

Why not include the option of offering a farm trip on the island where local community members explain how they grow their matoke, how they grind their millet and how they raise their goats, all for an additional \$10 per person?

As long as these services are offered as great add-ons, these optional activities can make a great additional source of revenue. Upselling is a straightforward way to increase your sales.

But... strategize how to do it. Upselling products & services that by no means fit to customer needs have a counterproductive effect. In addition, asking extra money for small things may also annoy the clients. Instead, doing the little things for free helps to give your clients a good experience, for example:

Sometimes you will find people selling sugarcane or groundnuts, generally for very low prices. In that case, asking clients whether they are interested in it, and buying it for them (out of your pocket) can be considered good customer service. If at the end of the day, you ask your clients an additional \$1 to



make up for it, and keep half to yourself as some kind of upselling, it will leave a bad impression and it might lead to less favourable reviews. In such a case, upselling is counterproductive and harms your service levels.

Quiz Exercise (30 min)



FACILITATOR'S NOTE:

Split the group into teams of 3 and ask them to answer the questions written in this exercise:



SAY:

Question 1) Please read about the following tourism activity and answer which of the following 3 add-ons would be a great optional activity in this package? Why are the other 2 add-ons not appropriate?

2-day Cultural tour of Ankole region

Activities include a cattle herding experience near Lake Mburo national park, a visit to a local museum, herbal medicine workshop and a local beer making workshop.

Add-on	Price
A) A bush dinner around a campfire where the local community will come and perform traditional dances.	\$25 per person
B) Tasting the beer during the workshop	\$3 per person
C) A 2-week safari journey, showing the highlights of Eastern Uganda	\$1500 per person

Question 2) You have organized a barbecue at a lakeside for a group of tourists and you charge them \$25 per person. It turns out that one of your clients doesn't eat meat as he or she is a vegetarian. What do you do?

- A) You charge him/her \$5 extra as you consider this a possibility to upsell.
- B) You come up with a nice vegetarian option to substitute the meat, as you believe this to be good customer service. You will not charge anything extra.

Question 3) Think of 2 add-ons for the following tourism activity. Think of what it entails as well as the price.

3-day exploration of Lake Kyoga

Starting in Lira, this activity will lead tourists to experience all the natural and cultural highlights on and around Lake Kyoga. Tourists will go fishing, canoeing and birding.

Question 4) Add-ons can also come in the shape of arts & crafts or other physical products. Think of a physical product that can be sold at the end of the following tourism activity:

5-day boda-boda tour across Karamoja

It includes a boda-boda tour, visits to the local kraals, bushdinners, and trekking Mt. Moroto, etc.



Question 5) Think of a physical product that can be sold at the end of the following tourism activity:

1-day Tour of Religious Highlights of Kampala

Visits will include the Rubaga Cathedral, the Gaddafi Mosque, the Martyrs Shrine and the Baha'i Temple.

Question 6) Think of a physical product that can be sold at the end of the following tourism activity:

1-Day Teso Traditional Farm Visit in Soroti

Tourists will experience the making of atapa (kalo), the brewing of ajono (local beer) and the growing of local medicine.

Question 7) Think of a physical product that can be sold at the end of the following tourism activity:

2-Day Safari in Queen Elizabeth National Park

Tourists will experience a morning game drive, a night game drive, a visit to the salt lakes and do a Chimpanzee trekking in Kyambura Gorge

Correct answers

Question 1: Add-on A would be a great additional, optional activity and would definitely be appreciated by certain tourists. Add-on B should be included in the main package and would only lead to frustration if charged extra. Add-on C is an entirely new product and would only confuse clients if presented as an add-on

Question 2: Answer B should be the only correct way of dealing with this situation. Charging extra for something that does not cost you as a service provider a lot of extra time or money does not make sense as customers will just consider it proper customer service that vegetarian options can also be served.

Question 3: Many add-ons could be offered, ranging from cultural community experiences, to a visit to a local museum, or dinners or overnight stays at remote and breathtaking locations, or arts and crafts items.

Question 4: Among others - Karimojong blankets, wooden pillows, bracelets, books about Karamoja, honey, wooden toys that resemble a boda-boda, etc.

Question 5: Books about the various religions in Uganda, maps of Kampala, CDs with religious music, etc.

Question 6: Local medicines, honey, herbs & spices, pots in which ajono is served as well the straws that are used for drinking it, books about Iteso culture, etc.

Question 7: Maps and books about Queen Elizabeth NP, wooden carvings of chimpanzees or other animals, honey, salt, etc.

