PART VI

SUGGESTIONS
Chapter 12: Suggestions

Customers have differing needs and wants regarding service. Some prefer an unobtrusive manner of service while others revel in a fawning, attentive style. It is up to the employee to match the level of service expected to the service delivered. Related to customer expectations is evidence that factors such as the age, sex, and dress of the employee affect customer perceptions of whether or not the service to be provided will be satisfactory.

- A strategic approach to getting employees to deliver quality service means recognizing the importance of employees, hiring people who have the potential to give quality service, training them in areas in which they are deficient, and providing a climate that is likely to produce motivated employees.

- Employees possess four types of learning skills. Learning skills can be defined as accommodative learning skills, encompassing a set of competencies; divergent skills, associated with valuing skills; assimilation learning skills, related to thinking competencies; and convergent learning skills, associated with decision skills.

- As far as management is concerned, the customer comes second. The first priority of management is the employee. If management takes care of the employees, the employees are more likely to take care of the customers.

- Customers will be satisfied, spend money, come back, and tell their friends. That, in turn, will provide the revenues that will keep the owners or stockholders happy.

- Employees are often also given ambiguous information from the customer. The more this occurs, the more likely the employee will not have a “standard” pre-determined response and the more likely the transaction cost will be higher and organizational performance will go down unless the employee is permitted to use self-management skills.

- Instead of attempting to alter employee values, attitudes and beliefs, self-management should focus on giving employee interpersonal skills through behavior modification. The importance
of non-verbal skills interpersonal skills increases the greater the customer involvement in the service encounter and as the number of customers the employee must deal with increases.

- Motivating employees means creating an environment that fosters the best possible work and the best possible service.

- This involves two steps – finding out what is important to the employees and designing their jobs in ways that allow them to achieve what is important to them. Poorly designed jobs result in such things as role ambiguity, role conflict, giving the employees inadequate tools and control to perform the job and inappropriate supervisory control systems.

- Role ambiguity is the extent to which employees are uncertain about what managers expect from them and how to satisfy those expectations.

- The key is to provide role clarity by such things as giving employees accurate in-formation about their roles in the company; letting them know how well they are performing compared to the standards and expectations set for them; instilling confidence and competence by training them in the skills needed to satisfy customers both technical training and training in interpersonal skills and teaching employees about customers.

Service leaders treat employees as they wish employees to treat customers. They express the same values in their dealing with front-line employees they want these employees to show in their dealings with the customers. They realize the world they create for employees is the world their employees will create for the customers.

The following point to be consider while giving a on time quality service

1. Identify root causes of dissatisfaction among employees
2. Conduct benchmark studies of best practices in selected other companies
3. Develop employee satisfaction measurement systems that can be used corporate wide and worldwide
4. Monitor employee satisfaction on a regular basis
5. View employees as the primary source of competitive advantage
6. Show concern for total employee well-being
7. Develop meaningful employee involvement and effective communication channels
8. Introduce managerial accountability for people management

Given the impact of customer satisfaction on organizational profit, it is critical for organizations to understand what dimensions of service quality need to be monitored and used to develop accountability, customer satisfaction awareness, and customer oriented work behavior. In this regard, the literature suggests the following dimensions:

- Accessibility
- Communication
- Competence
- Courtesy
- Credibility
- Reliability
- Responsiveness
- Security
- Tangibles

Regardless of the levers an organization chooses to operate, a basic step to achieving customer satisfaction is to understand customer needs through research.

Only when customer needs are well understood, can adequate service standards be set and the appropriate service culture developed and maintained.

Finally, careful consideration should be given to how to create a link between employee satisfaction and customer satisfaction. The models presented in this report refer to some important drivers of this relationship.

Research on employee satisfaction, furthermore, points to compensation as an essential organizational determinant of job satisfaction. Because compensation is also a prominent means to generate accountability and thus influence work behavior, by using customer satisfaction based compensation organizations may achieve two key goals:
1. They may increase job satisfaction (e.g., by using CS incentives that are perceived as having a positive valence).
2. They may strengthen customer oriented work behavior (e.g., by using CS incentives that are linked to specific behaviors).

12. Hotel

- Under-promise and over-deliver should be the mantra for every successful hotelier, who should be attentive and passionate about customer needs. If you satisfy a customer’s needs, you are building the foundation to establish a relationship based on trust and loyalty.

- All these factors collectively contribute to customer loyalty and retention which are integral for success in this industry.

- Always be open to suggestions. Understand what customers expect from company. Place a suggestion box in your hotel reception, café, air travel or tourism office so can gather feedback from customers.

- Further, don’t just gather customer recommendations, act upon them to show that you really care and want their business. It is essential to understand the importance of customer service in hospitality to make a positive difference to the business by listening and learning.

- Provide the best service, but if are not fast enough, may lose an important customer and several other referrals. Always remember if do not give customer what he is looking for, will knock on other doors until someone else will.

- Learn how to constantly innovate to meet high expectations and provide good service. The customer should be the center of your universe and your services should be designed around him.

- The hospitality industry thrives on convenience. If customer service is missing this essential ingredient, business won’t last long unless bring about changes that demonstrate your commitment to customer satisfaction.

- Remember that the service and hospitality industries were built to offer the basics of convenience to customers.
• Today, as the industry is expanding and the competition is growing, hotel conglomerates are getting innovative and thinking of means to achieve the highest standards in convenience offerings.

• The importance of customer service in hospitality emanates from the principle that the customer needs to be treated with priority, and should see value in what gets. If a customer strongly believes is getting value for the money is paying, customer will keep coming back. On the contrary, dissatisfaction with your customer service will make him turn back and look for value offerings from your competition.

12. 2 Restaurant

• Let the staff know expectations of the restaurant. The job description for employees needs to be thoroughly outlined at the time of hiring. Set strict requirements and guidelines about such things as the menu, recipes, time management, and assignment of tasks and code of employee conduct.

• Have regular meetings with head chef and all other department heads to discuss any problems, suggestions and productivity concerns. Remember; set the tone for the efficiency of restaurant, so it's important to establish your authority.

• Build employee morale. If those who work with feel disrespected or unappreciated, their job performance can suffer. Avoid talking down to those who work under you and give them the feeling that they are part of a team.

• Motivate them with training workshops and special activities. Provide rewards, incentives and recognition for staff members who excel. Have a "suggestion box" where employees can leave comments about their concerns or ideas for improvement.

• Make sure your customers are happy. If patrons are pleased with the food quality, service and prices at restaurant, they are more likely to return and bring others with them.

• Creating a relaxing environment, having employees treat them with respect, providing them with prompt service and well-prepared meals, as ordered, all contribute to the satisfaction of
those who come to restaurant. Want to leave comment cards, so customers can let you know what they liked or disliked about their visit.

- Sit down with the head of each department and plan a budget. Find the best equipment, food and beverage supplier’s at the most cost-effective prices. Control fixed and variable expenses. Make all employees conscious of how many resources they utilize that may cause you to exceed monthly costs, such as wasting food and cleaning supplies. Make sure have enough cash on hand to meet payroll, so staff can be paid as scheduled.

- Develop a good marketing strategy to get the word out to more potential customers about your restaurant. Come up with creative and effective advertising, including ads in newspapers, and distribute flyers in nearby areas.

- Offer customer incentives, such as a "Customer of the Month Wall" with photos of patrons on display. Selected customers might receive a free meal or menu item of their choice.

- Make sure restaurant meets the highest health standards. Cooking and dining areas, as well as restrooms, should be thoroughly sanitized. It should be emphasized to employees that they are required to wash their hands and make certain that utensils, dishes and glasses are clean before customer use.

- Cooks and chefs must be careful to avoid cross-contamination of cooking utensils and make sure that all surfaces are properly cleaned.

- Ensure that restaurant meets all safety regulations. Emergency exits should be clearly marked in the event of a fire or other unexpected event, and doors should be easy to open.

- Advances in technology have enabled servers to send customer orders to the kitchen by means of hand-held computers.

- As a result servers are able to stay on the floor attending to customer needs and make fewer trips to the kitchen. The efficiency of technology depends on degree of customer involvement in the production process, workflow uncertainties, and task uncertainties.

- Replace staff members who consistently fail to meet your standards. Those who are routinely late, treat customers rudely do not get along with fellow employees and who are unmotivated.
can cause dissension. However, this should be done only after every effort has been made to encourage them to improve their performance.

- Consider using a restaurant consultant, if sales are continually down. A consultant can give an objective evaluation of your restaurant and tell about strengths and weaknesses.

- It can work with design a strategy that will cut costs, improve sales, update the look and draw more customers, conceive more appealing menus and create better marketing.

### 12.3 Telecommunication

- The telecom operators should take less time for the solving customer’s queries. Majority of the operators focus on the special occasions to launch new schemes but they can also launch schemes on weekly or monthly basis to attract new customers.

- TV media is more effective for the operators as per the findings. But they should also focus on radio and newspapers for more effectiveness.

- Customer care executives should concentrate more on pre-paid connections for the price sensitive customers and post-paid connections for business class people or high class people. They should use their media tools accordingly.

- They should concentrate more on the attributes like talk-time facility, network, voice clarity etc apart from SMS, VAS and schemes.

- They should focus more on VAS like GPRS facilities, games, astrology, and music for young people and business news for business people.

- As per belief have seen that the choice of mobile handset and services cannot be separated came out true because when we tried to find out the customer decision successfully classified customers in to some special requirement service wise and handset’s attribute wise.

- Telecom majors should think to launch the product according to the needs of customers to satisfy them and make them brand loyal as very soon this blue ocean of Indian telecom scenario will convert into red ocean where the loss of is the gain of other .

- They should also think for searching new space or can say either creating a new blue space to sustain their growth in long run.
• The most important determinant for consumers are price and sacrifice perception (monetary and non-monetary sacrifice), which in perception. These are periodical fixed cost, minute or traffic charge and opening cost when purchasing mobile phone.

• The results indicate that the minute charge is the most influential factor when a customer assesses to purchase.

• The second most important factor is the periodical fixed cost and another factor is the opening cost. These indicate, not surprisingly, that communication firms need to deeply consider. Also, this indicates that a lot of effort must be put in the pricing strategy.

• Competition in telecom industry is heating up its time for Indian telecom players also to align up in the new dynamic business environment.

• Quality of service and the ability to attract and retain customers dictate the success or failure of next-generation communications service providers.

• In today’s competitive environment, customers are quick to abandon services that do not meet expectations.

• The ease with which customers can switch from their current service to another, demands that providers deliver the highest possible levels of service quality and performance.

• To be successful, communications service providers must deliver positive customer experiences with rich, value-added services supported by comprehensive service quality management.

• To this effect mobile service has experienced the negative attributes of not being customer focused and realizes that quality is an attribute that creates customer satisfaction profitably. Therefore quality must be fused with all resources channeled towards their customers.

12.4 **Tour operator**

• Forming Companies to tackle the needs of tourism providing the above facilities requires massive investments that are not possible by individuals. Government should allow creation
of public owned companies where people can invest in the form of shares to create such good infrastructure.

- Almost every town and village in India can be allowed to have one such company or a subsidiary of a company that is experienced in the needs of tourism. These companies would be required to carry out the business with utmost sincerity and diligence.

- These Companies, its promoters and employees should be Secular. They should not distinguish between people based on caste, creed or religion. For this every promoter, investor, tourist, employee should give a declaration of secularism.

- The company will provide sufficient manpower to maintain the sites clean. Every amenity like proper toilets, waste management, waste disposal, horticulture activity will be maintained by the company.

- The company will also provide refreshment and food facilities from at least five different contractors to meet the varied Indian taste in food. All people hired for cleaning and waste management will be trained in waste management practices.

- **Proper facilities:**

  - Proper transportation facilities: Families in different strata need facilities like bus, cars, and trains to their favorite destinations. Major distances are covered by trains or planes.

    1. Sufficient facilities exist and additional facilities can be made for the same based on requirements.

    Proper accommodations for families to stay there. Irrespective of the size of the heritage facility, families need to stay there and accommodation needs for a family are constant.

    2. Based on the perceived demand for a tourist site, accommodations are needed in nearby locality.

    The educational nature of heritage sites should not be forgotten. Theatres showing educational videos about the heritage site and its history should be available and cost should be included in tour costs so that children's needs are not sacrificed by parents.

    3. Food and restaurants: Food and Restaurants are required at tourist sites. The restaurants
should be able to serve a variety of Indian food to suit all taste plus also have stress for local food. Restaurants should be able to supply high quality bottled water to the health conscious tourist of the day.

Toilet, bathroom and urinal facilities. Adequate toilet, bathroom and urinal facilities are required at heritage sites. These facilities also need maintenance.

Primary HealthCare: Every facility should be equipped with a primary healthcare center to provide first aid and minimum stress and fatigue relief.

Handicraft and local crafts sales facilities. A tour is probably a time when every Indian is brought close to local handicrafts and local craftsmen. provide adequate space for having shops to sell Indian Handicrafts, garments and traditional items. The place will have both National and Local handicrafts on sale and display.

Room Entertainment facilities. Today's accommodations need Televisions, Cable TV, Internet, Communication and other facilities.

Amusement Parks and secondary entertainment facilities. Each heritage site that has some or all of the above facilities can provide some land in nearby locality for amusement parks and rides which can be a source of additional income and also provide additional employment.

Bank and ATM facilities. Most tourist locations require Bank and ATM facilities. Nationalized banks can be directed to provide ATM facilities nearby heritage/tourist sites.

Waste disposal facility. Waste management and disposal requires special needs. For example in case of spitting, the company will have person trained to remove the damaged soil with proper equipment (not with bare hands). Replace the damaged soil with good soil. Have the soils transported to soil management facility to clean the soil and recycle wastes. Persons performing unclean acts can be fined for such purposes. In case of defecating in places other than toilets the process of removing and replacing soil and deodorizing etc. should be followed. Tourist sites should not create wastes that are unmanageable or pollute the environment. Water Treatment, solid waste transportation facilities and in rare cases waste incinerator, Effluent treatment plants may be necessary.
12.5 Bank

- The banking institutions should use the Performance grid as a strategic tool for the development of strategies as it gives a clear pictorial presentation of the factors that are critical for resource allocation.

- From the Performance grid, it is important that the financial institutions wanting customers to use and be satisfied with banking technology must implement personalized aspect to the service i.e. getting to understand what the customer needs and act as per the demands.

- The banks must cut their cost of their services. Another aspect to encounter the challenges is product differentiation.

- Apart from traditional banking services, Indian banks must adopt some product innovation so that they can compete in gamut of competition. Technology upgradation is an inevitable aspect to face challenges.

- The level of consumer awareness is significantly higher as compared to previous years. Nowadays they need internet banking, mobile banking and ATM services. Expansion of branch size in order to increase market share is another tool to combat competitors.

- The banks’ management should also improve their ATM systems so as to minimize waiting time in the queue. This will improve the efficiency in the service delivery hence boosts customer confidence.

- Banks should also provide customers with a toll free number. This could handle customers with complaints and general feedback about the electronic banking services.

- This would not only provide a service to a customer that is free, but also provide the bank with valuable information for future development on electronic service.

- The bank’s management should revise their resource allocation in light of Importance findings. Having banking needs included in the option menu, and accurate performance of the transactions lies in the “possible overkill” quadrant, which means that management thinks it is more important than customers do.
• The banks should provide statements for every transaction that has been conducted electronically. This will enable customers to verify accuracy of all transactions including transaction confirmation.

• According to Lovelock (1991), customer feedback is an established concept of strategic planning. Therefore, it is recommended that performance of banking institutions should be monitored on a regular basis.

• The banks should pay special attention to convenience by providing the customers with electronic banking service at points which can easily be accessible. For instance, some ATMs should be installed in supermarkets, learning institutions and medical centers.

• The bank should focus to improve those parameters immediately to fulfill customer expectation where mean score of expectations is more than observations.

• The bank has to maintain its services on those parameters where mean score of expectations is equal to observations with future improvement.

• The parameters where the mean value of expectation is less than to observations are positive traits for the bank and the reason for customer retention.

• Staff should be pleased to assist. Training programs regarding customer interaction should be held for staff and there must be surprise checking like hotel industry.

• Enquiry letters should be clearly answered earliest.

• Customers should be provided with account statements regularly.

• Staff should be knowledgeable about the services offered. Staff members should apologies for mistakes.

• Account should be handled carefully.

• Customers’ instructions should be carried out carefully.

• Branch cash machine should provide readable printouts. Queuing time should be reduced. Complaint should be handled then and there. Regarding complaint customers should receive follow up contact. There should be a personal touch between the customers and staff.
• Disagreements with the customers should be avoided.

One strategic focus that banks can implement to remain competitive would be to retain as many customers as possible. And customer retention is possible through customer satisfaction only. Thus, customers’ satisfaction is the key of success in today’s competitive era.

Satisfied customers are more likely to return and to tell friends and relatives about their positive experience. Satisfied customers are produced when the service provided (as perceived by the guest) is more than that expected by the guest.

When the service provided is less than expected it is for one or more of several reasons – management does not know what is important to the customer; management is aware of what is important but fails to set service quality standards in the areas that are important; standards are set but employees fail to deliver on them; promises are made to guests that are not delivered.

By bringing service promises in line with what is currently being offered management begins to manage customer expectations. Research must then be conducted to identify what is important to the guest. Service quality standards are then set based on what is discovered.

Finally a human resource system is developed that hires employees who possess service performer skills, trains them in behaviors likely to produce satisfied customers and designs their jobs such that they – the employees – are motivated to perform.