



A P E X
Institute of Education

BSB51107 Diploma of Management

BSBCUS501C Manage quality customer service

ASSESSMENT 1: Assignment

Student's Name	
Student No	
Student Declaration	I declare that the work submitted is my own. It has not been copied or plagiarised from any other person or source.
Student's Signature	
Date Submitted	

Assessor Use Only**BSBCUS501C Manage quality customer service Project Assessor Marking Guide****Checklist**

	Links to Performance Criteria	Satisfactory	Not Satisfactory
Prepared a customer service plan that: • is easy to understand by the employees, has no spelling and grammar mistakes, includes charts, tables or diagrams • includes vision and mission statements, product standards and procedures that reflect customer needs and promote quality customer service • includes procedures that demonstrate knowledge of strategies for managing customer service: ○ Understanding customer needs ○ Understanding how to build customer relationships • includes procedures for record management that demonstrate understanding of internal needs to collect and store information appropriately • includes reference (in policies and procedures) to relevant legislation	1.1		
Prepared a written reflection that contains referent to: ○ How procedures will work to ensure quality time and cost specification agreed with customers ○ Key provisions of legislation and mandatory standards and an explanation as to why they are relevant to aspects of your plan, particularly policies and procedures ○ Best practice models and voluntary standards and code of practice which inform you plan ○ Customer service charters and the importance of public relations and product/service promotion; ○ Whether a customer service charter should be developed for the Hotel	1.2		
Delivered presentation on delivery of customer of service to delegates	2.1, 3.3		
Monitored team performance against the standards and handled complaints effectively	2.2, 3.3		
Conducted a coaching discussion to assist team member address a service delivery difficulty	2.3, 3.3		
Developed set of KPIs for customer service staff	3.1		
Developed procedures to monitor staff performance against KPIs	3.1		
Consulted relevant people to discuss issues and trends on customer service improvements	3.4		
Revised customer services strategies based on feedback and performance data	3.2, 3.4		
Prepared a report summarising the recommendations for improvement	3.3, 3.4 3.5		
Result: ☐ Satisfactory ☐ Not Satisfactory Assessor signature: _____ Date: _____			

GENERAL INFORMATION ABOUT ASSESSMENT

Please read the following carefully

- Assessments are to be completed according to the instructions provided in the assessment document. Your trainer-assessor will go through the instructions with you.
- Assignments (e.g. projects) are to be completed at home, in your own time.
- If you are not sure about any aspect of an assessment, ask your trainer/assessor to explain the requirements.
- All parts of each assessment (questions and/or tasks) must be answered unless the individual assessment instructions tell you something different.
- You need to complete, sign and date the front page and attach it to your assignment.
- All assignments must be typed in 12 point type on A4 paper
- Make sure you keep a photocopy of your assignment before you hand it in.
- All assignments must be your own work – your own words. All quotes from reference sources (e.g. books and websites) must be acknowledged and listed at the end of your assignment.
- Group or Team Work: In some cases, you will be required to work on a project in small groups, and your trainer will allocate you to a group to work as a team. You may even be allocated a particular role. If you are working as part of a group, you will still be required to submit your assessment individually, and your performance will be assessed on an individual basis. Therefore, you must keep and submit with your assignment a record of the specific contribution you have made to the project, as well as keep notes of team meetings to include in your final submission.
- If you are unable to submit any assignment by the due date, you need to discuss this with your trainer/assessor beforehand and obtain an extension of time.
- If you do not follow the above rules, you may need to be re-assessed
- Please remind your trainer of any special needs you may have. Where possible reasonable adjustment to the assessment will be made, provided that does not affect the validity of the assessment.
- After you have completed an assessment, your assessor will give you feedback about your performance and tell you whether the result is “satisfactory” or “not satisfactory” (that is, your trainer /assessor consider you need more training and experience).
- If your performance is not satisfactory, you will be advised about any gaps in your knowledge or skills and given an opportunity to be re-assessed.
- If you think the assessment process was flawed, you may appeal against the assessment decision.
- After you have completed all the assessments for a unit (or group of units in some cases), you will be awarded C (Competent) if the assessor is satisfied you have provided enough appropriate evidence to meet all criteria. If you are unable to meet this requirement, you will receive the result NYC (Not Yet Competent).
- If you are deemed Not Yet Competent by your trainer /assessor and require re-assessment, you will be informed of the process.

BSBCUS501C ASSESSMENT INFORMATION

You need to complete **two assessments** for this unit of competency. Details are provided below.

Assessment Number	Assessment Task
ASSESSMENT 1: Assignment Your trainer will give you this during the first classroom session for this unit of competency, together with any other relevant information required to complete the assessment. You are required to submit the assessment in the last week of class for the unit. Your trainer will tell you the due date during the first classroom session.	This assessment is based on a case study of “ The International Hotel Group ” provided in the additional information section of this assessment
ASSESSMENT 2: Written Exam During the last week of classes for this unit, you will be required to do an exam covering the content of the unit. During the first classroom session for the unit, your trainer will tell you the date of the exam.	This is a 2 hour exam that you will complete in class under your trainer-assessor’s supervision. You may refer to your class notes and other relevant materials to answer questions.

Assessment 1 – Project

This assessment project is to be completed in addition to the learning and assessment activities you complete in class. The project is designed to assess the knowledge and skills you have to develop strategies to manage organisational systems that ensure products and services are delivered and maintained to standards agreed by the organisation.

If you are not sure about any aspect of the assessment or would like to discuss your particular needs, please speak to your trainer. Your trainer will tell you the date you need to submit your assignment.

All parts of the project will be given to you at the same time. You need to complete all parts and submit them together by the due date. This will be in the last week of classes for the unit.

This project assignment is to be completed using the “**The International Hotel Group**” case study. It is included in the “Additional Information” section.

The **checklist and scope of submission** table will identify the records that you are required to prepare and submit (as a single submission).

Your assignment must be typed (in 12 point type on A4 paper) and attached to the front page of this assessment document, which you need to complete as an Assessment Cover Page.

Make sure you keep a copy of your assignment before you hand it in to your trainer.

Background Information

A large car manufacturer has booked a launch to be held simultaneously in 5 of **The International Hotel Group** hotels. Some delegates will be staying in the hotel for the duration of the 5 day event; other delegates will be attending functions throughout the week but will not be staying in the hotel. The hotel will be providing conferencing services, equipment such as laptop, projector, microphone, morning and afternoon tea and lunch, accommodation, shuttle bus service from the city, leisure activities such as sightseeing tours during breaks in the conference schedule.

Part 1.

In this part you will need to plan for the provision of effective customer service and ensure that products and services meet the needs of your customers.

You are required to refer to the case study on International Hotel Group in Additional information which is provided at the end of this project to help you to complete the below tasks.



Task 1

- a) You are required to prepare a Customer Service Plan (minimum 900 words – using MS Word) which will be used for the provision of services to conference organisers and delegates (refer to the Background Information above) and include the following:
- Vision and Mission Statements that refer to internal and external customers
 - Products and services delivered by the hotel to organisers and delegates
 - Policies and procedures for:
 - Gathering customer information and conducting market research to identify customers' needs using the RATER model
 - Responding to customer complaints
 - Managing records and data
- b) Develop a one page reflection on your plan and how the design of your plan will work to achieve quality customer service and legal compliance

Your assessor will be looking for:

- A plan that is easy to understand by the employees
- A plan and reflection that have correct spelling and grammar
- A plan that includes, where necessary, clear and labelled charts and tables or diagrams
- A plan that includes vision and mission statements, product standards and procedures that reflect customer needs and promote quality customer service
- A plan that includes procedures that demonstrate knowledge of strategies for managing customer service:

- Understanding customer needs
- Understanding how to build customer relationships
- A plan that includes procedures for record management that demonstrate understanding of internal needs to collect and store information appropriately
- A plan that include reference (in policies and procedures) to relevant legislation
- A written reflection that contains referent to:
 - How procedures will work to ensure quality time and cost specification agreed with customers
 - Key provisions of legislation and mandatory standards and an explanation as to why they are relevant to aspects of your plan, particularly policies and procedures
 - Best practice models and voluntary standards and code of practice which inform you plan
 - Customer service charters and the importance of public relations and product/service promotion;
 - Whether a customer service charter should be developed for the Hotel
- Your ability to use technology appropriate to task

Part 1. Checklist and Scope of Submission

Before you hand in part 1, use the checklist below to make sure you have completed all the tasks and have included all relevant information. I have:

- Completed a Customer Service Plan after identifying and researching customer needs
- Completed a one page reflection on the development of the plan

Part 2.

In this part you will need to demonstrate the ability to ensure delivery of quality service through handling of customer complaints, monitoring team performance, and intervening to develop team ability to overcome difficulties in providing quality customer service.



Task 1

Deliver a presentation (using PowerPoint) to the service team (your assessor and classmates will be the service team) who will be providing services to the conference organisers and delegates. This presentation will inform the team about the service standards and expectations which you have outlined in the customer service plan. You will be emphasising on the importance of meeting customer needs and delivery of service to customer expectations

Your assessor will be looking for:

- Your ability to use technology appropriate to task
- Your ability to ensure plans achieve the quality , time and cost specifications agreed with customers
- Your ability to prepare team to deliver services to customer specifications as per plans



Task 2

Assume that the conference is in full swing. On day 2 of the conference, the conference organiser has complained about a few aspects of service provision. In particular they said that technical support was not provided by the hotel to assist in the operation of telephone/video conferencing during the launch, that communication with other hotels at which the launch was also occurring was difficult and that finding someone from the hotel to assist with these issues was very difficult. Participate in a role-play to handle and resolve the customer complaint. Your assessor will assume the role of the upset customer. Use your skills and knowledge gained through your learning and complaint handling procedure you have developed in Part 1 to guide you to resolve the customer complaint.

Your assessor will be looking for you to demonstrate:

- Your ability to consult with customers to resolve complaints using active listening:
 - Asking questions
 - Summarising
 - Using verbal prompts
 - Maintaining good eye-contact
- Application of techniques and strategies for resolving routine and non-routine complaints



Task 3

On day 3 of the coaching discussion, you observed the following

Samir who was one of the Food and Beverage assistants was confused with a customer's question relating to "Gluten free" bread. He paid no attention to the explanations provided by customers and assumed that everything was gluten free and gave customers a bread which contained gluten.

As per the customer service standards you outlined in the customer service plan, the food and beverage assistants must obtain the information on dietary requirements of delegates from the event coordinator to ensure the customers' dietary requirements are taken care of.

Assist the team member to overcome the difficulty in meeting the customer service standard. Coach Samir (your assessor) to overcome the difficulty.

After the coaching session, you realised (through evaluation of your own performance) that you never coached anyone before. So you wanted to seek learning opportunities to

become a better coach which might come handy in the future. Explain to your assessor on the opportunities for professional development. Please note that you are only required to explain (verbally) to your assessor on how you want to learn this new skill to improve your performance.

Your assessor will be looking for your ability to develop team members

- Monitor team performance to recognise areas for improvement
- Advise team members on customer service strategies to improve their ability to provide quality customer service to customer specifications and in accordance with the customer service plan
- Assist team members to handle customer enquiries
- Your ability to comply with policies and procedures, monitoring own performance and seek learning opportunities

Part 2. Checklist and Scope of Submission

Before you hand in part 2, use the checklist below to make sure you have completed all the tasks and have included all relevant information. I have:

- Delivered presentation to prepare the team for service delivery. Submitted slides
- Participated in role-play to handle and resolve customer complaint
- Conducted a coaching discussion to assist team member address a service delivery difficulty

Part 3.

In this part you will develop strategies to monitor progress and obtain customer feedback. You will use performance information and customer feedback provided by your assessor to review customer service strategies and suggest recommendations for improvement.



Task 1

- a) Develop a set of KPIs for the hotel customer service staff. KPIs should address the areas of customer and business requirements to meet customer service targets.
 - Enquiry and complaint handling time
 - Following organisational procedures
 - Identifying customer issues and opportunities to increase customer satisfaction
 - Assisting team members to improve customer service
 - Customer retention
 - Ability to record and store customer information
 - Customer satisfaction
- b) Develop a procedure for monitoring team member's performance against KPIs
- c) Develop a questionnaire to collect customer feedback related to KPIs and/or identifiable gaps between customer expectations and services provided



Task 2

- a) Meet with your manager (assessor) to receive performance data and feedback from customers. Revise customer service strategies to incorporate any changes resulting from your consultation with key stakeholders. Discuss issues and possible solutions with your assessor
- b) Analyse performance data and customer feedback to identify systemic customer service issues and trends
- c) Prepare a 1-2 page report containing recommendations for hotel wide customer service improvement. The report should contain
 - i. Problem identification and resolution
 - ii. Managing customer service and customer relationships
 - iii. Managing quality customer service delivery
 - iv. Procuring appropriate technology to address customer needs

Part 3. Checklist and Scope of Submission

Before you hand in part 3, use the checklist below to make sure you have completed all the tasks and have included all relevant information. I have:

- Developed set of KPIs for the hotel customer service staff
- Developed a procedure for monitoring team members performance against KPIs
- Developed a questionnaire to collect customer feedback
- Met with assessor to receive performance and feedback data to review customer service strategies
- Analysed the data to identify issues and trends
- Prepared a report with recommendation for improvement

Additional Information: Case Study- The International Hotel Group

The International Hotel Group started business with two small boutique style hotels in Sydney, Australia. Over a period of 15 years it has grown to now comprise a chain of 20 hotels across 5 different countries in the Australasian region. This growth was a result of an acquisition of a small hotel chain and establishment of some new properties, mainly in Australia. The group employs cultural specialists and prides itself on its multicultural expertise that assists with its success in welcoming guests from all regions of the World.

The group is owned and financed by a large consortium of international business people and several large investment companies. It is in a strong financial position for expansion

The Group now employs 1000 staff in full time, part time and casual positions.

The Head Office, located in Sydney, houses the management team for the group.

The vision for the Group is to expand geographically to provide a quality boutique alternative in key locations across the Australasian region, whilst maintaining its reputation for exceptional personalised service.

Brief Description of Organisation Structure

The Head Office of The International Hotel Group houses the Chief Operating Officer and the Strategic Management Team, the Chief Financial Officer and the Finance Department (finance officers are allocated a number of hotels to service), The Human Resources Manager and Assistant (the system is devolved with HR representatives in each hotel), The Development Team who manage building contracts and maintenance and The Marketing and Sales Team – a team of 15 culturally capable managers and staff and the frontline management team that form the main liaison team of the company. Marketing and sales staff are constantly travelling to visit the Hotel Groups and may be seconded to a hotel or country for 6 months in the period leading up to acquisition or commissioning of a new hotel.

The majority of staff employed by the Hotel Group are located in the hotels. This includes Manager and Deputy Manager, Hotel Coordinator and Administrator/Events Manager and all the staff who cook, clean and wait in the hotel.

Key Organisational Goals

The key organisational goals for the next five years are to:

1. Increase the number of properties by 15% over the next 5 years
2. Break into new markets e.g. new international regions
3. Expand into the larger hotel market
4. Maintain quality service reputation during expansion
5. Attract & retain high quality, experienced staff
6. Ensure all facilities are maintained to world class standards
7. Provide a unique hotel experience for all guests

Marketing Objectives

1. The Hotel Group will focus on growing their reputation for quality service and improving whole 'hotel experience' for the customer
2. The Hotel Group will have demonstrated recognition as the specialist in the boutique hotel business
3. The Hotel Group will implement design strategies to ensure consistency of experience across the hotel chain
4. The Hotel Group will introduce a segmented approach to marketing to appeal to higher income and medium income markets with the main focus on the higher income.
5. The Hotel Group will develop and implement a direct marketing plan to update their marketing approach.
6. Strengthen the regular customer base by developing customer retention and loyalty strategies.

Organisational Values Statements

1. Team work is the key to success.
2. Customer service is what we do best!
3. We endeavour to show respect to all people, be supportive of our co- workers and work towards achieving the organisational goals.
4. We are all in this together and focussed on being the best chain of boutique hotels in the world!
5. We value clear communication and the right to express our opinions in a polite and pleasant manner and we extend this right to others.
6. We endeavour to support others by observing all appropriate legislation and guidelines and ensure that our hotels are safe environments.

Plan for immediate Future

The Hotel Group is investigating expansion into new regions, possibly Pacific Island Region, New Zealand and Indonesia/Malaysia. Preliminary evaluation of marketing opportunities has identified the Pacific and New Zealand regions as promising areas for further expansion in the next 12 months. The Hotel Group is also planning to value add to its Hotel experience by establishing expertise for events management, in particular conference facilities for small- medium size conferences.

Information About Customers and Market Trends

Customers tend to be middle- high income bracket people who are

- either travelling for business purposes – they travel as a large percentage of their job and require the personalised and more intimate attention of the smaller hotel

or

- singles or couples who are in the 35-50 age bracket and enjoy a leisurely holiday when travelling and will stay in a boutique hotel for extended periods (up to two weeks at a time) rather than moving rapidly from one destination to another

Many of the hotels have some regular customers who visit 1-2 times each year although there is a need to strengthen these relationships to build the regular customer base.

There are also many business people who visit up to 5-6 times each year but only for 1-2 nights. The Hotel Group has corporate arrangements with at least 3 large international organisations and arrangements with each of the investment companies who finance the Group.

A recent marketing campaign (12 months ago) focussed on a younger demographic and used direct marketing strategies - specifically an online marketing approach. The Hotel group offered a 'winter getaway' discount of 20% if making a booking for three days or more. It is not anticipated that this offer will be made this year. The reasons are detailed below:

- Whilst numbers of younger customers increased by 50% over the winter months feedback from 80% of these customers on checkout was that they did not intend to return to the hotel –their decision to stay in the Hotel was a last minute or one off decision
- Feedback from this period was mixed but overall (75%) the younger customers want a more lively environment, cheaper tariffs and they are not prepared to stay for periods of more than one day.
- Approximately 60% of the mature customers complained about the increase in 'loud, young people' in the hotels.

Current winter bookings are down by approximately 20% as compared to bookings over a 5 year period. It is expected that the downturn in the economy, the higher price of fuel and increase in interest rates is deterring customers from travelling. Businesses have been reported to be reducing travel budgets by 50% this year and are encouraging the use of teleconferences to conduct business deals and collaborations.

This trend is consistent across the large and small hotel industry. Competition is high as many hotels are forced to offer regular discounts on room tariffs, conference rates and other event bookings.

Analysis of recent feedback has identified the following areas for improvement:

- More flexibility in hotel accommodation options
- Minimum 2 night policy is unsatisfactory for some travellers
- Time taken to supply information regarding function bookings is too long and some bookings have been lost due to the delay in information provision

Detailed performance data can be found below.

Sample performance data

Customer Satisfaction:

Measure	Summary of Performance
Current customer satisfaction level	75% of customers rated satisfaction as met expectations or exceeded expectations
Customer referral rate	65% of customers reported they would use our services again or refer others
Percentage of customer base lost in the last financial year	5%
Percentage of current customer base that would be considered new customers	20%
Percentage of repeat business	25%
Customer complaints per customer	0.05%

Product/ Service Performance:

Measure	Summary of Performance
New service sales dollars as a percentage of total sales	15%
Total percentage cost of the procurement cycle per invoice	80%
Percentage of projects within or under budget	75%
Percentage of service deadlines met	87%

Cycle Time:

Measure	Summary of Performance
Average time to respond to requests for function bookings information	48 hours
Average time to respond to requests for other services information	2 hours
Average time to respond to customer call (wait time)	3 mins
Average call time/ customer	7.5 mins

Productivity:

Measure	Summary of Performance
Percentage of total FTEs involved in generating and implementing new product/service ideas per \$1 million revenue	25%
Percentage of total FTEs providing service of product/services per \$1 million revenue	30%
Total marketing cost as a percentage of revenue	10%
Average annual hours of training per sales employee	10 hours
Average annual hours of training per service employee	3 hours
Average annual hours of training per supervisor/management employee	20 hours
Percentage of customer calls resulting in a job	60%

Innovation:

Measure	Summary of Performance
Number of improvement ideas suggested annually	200
Number of improvement ideas implemented annually	15
Percentage of sales due to service improvements	25%

BSBCUS501A Manage quality customer service - Observation Checklist for Presentation				
Student No & Name				
Did the student do the following?		Satisfactory		Assessor's Notes
		Yes	No	
Presentation				
Prepare information according to target audience		☐	☐	
Use communication skills to advise team members of customer service strategies		☐	☐	
Use communication skills to inform team of the service standards		☐	☐	
Use communication skills to inform team of the customer expectations		☐	☐	
Use technology (PowerPoint, laptop, projector) appropriate to the task (presentation)		☐	☐	
Ask questions to confirm the understanding of team members		☐	☐	
Deal with customer enquiries and questions		☐	☐	
Listen carefully and responded to questions appropriately		☐	☐	
Assessor's name	Assessor's signature			Date

Compliant handling Role-Play						
Demonstrate active listening by:						
o	Asking questions					
o	Summarising					
o	Using verbal prompts					
o	Maintaining good eye-contact					
Show interest in understanding the problem						
Demonstrate problem solving skills in dealing with complaints						
Show professionalism under pressure						
Assessor's name		Assessor's signature			Date	

Coaching session Role-play						
Use communication skills to provide coaching						
Use communication skills to advise staff on customer service						
Listened carefully and responded to questions appropriately						
Use problem-solving skills to deal with customer issues						
Refer to policies and procedures during coaching session						
Evaluate own performance and sought learning opportunities						
Assessor's name		Assessor's signature			Date	