
Exemplar Materials

1 INTRODUCTION

This document contains five pieces of exemplar work from different candidates. Each piece contains evidence for a particular strand of the [Assessment Evidence Grid](#) for Unit 2: *Customer service in travel and tourism*. The pieces of work provide ‘snapshots’ only (i.e. *some* of the evidence for this unit) and are not whole unit portfolios. Within a whole portfolio, a single piece of work may contain evidence for more than one assessment objective, but for the purposes of this document, only one assessment objective has been considered for each piece. Comments have been added to indicate how the work has been marked.

These materials have been re-typed with the original spellings and typographical errors in order to be as realistic as possible. Annotation has been given on the work at the end of paragraphs where it is considered to meet requirements of parts of Mark Bands 2 or 3, though it would be better practice for moderators to annotate alongside the relevant sentences rather than at ends of paragraphs. Mark Band 1 has occasionally been used to demonstrate coverage at a basic level though the work may not be considered to address all the points in Mark Band 1.

This method of annotation could be adopted by centres to make it clear to moderators how the work was considered to meet the descriptors of the mark band awarded. Final marks for each assessment objective task should be made on the overall quality of the work using the annotation as a guide.

There is a separate example for each assessment objective task (though there are two examples for Assessment Objective 1), these represent the work of more than one candidate and therefore do not relate to the same organisation throughout. Candidates undertaking this unit would study **one** organisation only for their portfolio work for AO1, AO3 and AO4. There is a moderator commentary after the exemplar for each assessment objective, which will inform teachers about how decisions have been made regarding marks awarded for that assessment objective. The commentary also includes the wording from the Assessment Evidence Grid for relevant mark bands. The whole [Assessment Evidence Grid](#) is available in the Unit Specification on this CD-ROM.

2 A01

For this Assessment Objective, the portfolio evidence needs to include:

- a comparison of how the needs of internal and external customers are met in your chosen travel and tourism organisation

2.1 Exemplar 1

Tudor Grange Hotel has a health and fitness centre which is open to members of the public as well as hotel guests. At Tudor Grange they like to make people as happy as possible and there are various activities and facilities provided for different needs. The idea of the Gymnasium is that visitors or members can use the cardiovascular equipment and the fitness equipment for various reasons like wanting to lose a bit of body fat, gain muscle, tone up, become a fitter person and to feel better in themselves. The Gymnasium is aimed at people 16 and over as the law is that no one under the age of 16 can use the equipment.

The swimming pool has different classes and different events going on all the time. At Tudor there are classes for people with special needs, they are Seals which is where people go in the pool and have a free swim and then after have a social chat in the café area – this is for people over 50. For people that have suffered with conditions like rheumatism, hip replacements and bone and muscle problems there is a class called Deep Water Mobility where they perform different exercises in the water. When they do the exercises in the water they are given a belt to keep them up. For pregnant women the class called Aquanatal is just the right thing, it helps mothers feel fit and they do certain exercise which is said to help them have easier labour.

MB1/MB2 external customers

For children with conditions such as Downs syndrome, where they need one to one tuition to help them concentrate better, they get to do lengths of the pool, a bit of diving and basic survival courses. On a Thursday there is a ladies morning in the pool, which gives women the chance to swim on their own and meet up afterwards. Tudor Grange don't provide differently for the ethnic minority – they are all treated the same.

MB1/MB2 external customers

For the unemployed they are able to go and use the Sports Hall, Gymnasium and swimming pool for only 70p. If you want to book a lesson for all your friends to come along it will work out a lot cheaper if you book together because the staff will give you a group discount. On a Tuesday and Thursday there are two Gymkins classes for toddlers 5 and under where they will do various activities with their parents looking after them, this helps them learn new skills. There is a crèche which helps the parents because it means that they can go and use the facilities knowing that their children are being looked after properly by qualified staff.

MB1/MB2 external customers

How Tudor Grange serves its internal and external customers

Dudley Turner is the manager of the area and if he is at work he will always have his door open and is always happy to speak to visitors, customers or staff. Every month Dudley Turner has a meeting with all the staff to discuss how the month has gone and any problems or points that need to be raised. External customers are the most important people in the organisation because these are the people that are using the facilities and buying the products provided. That is why there is a strict policy that all staff should approach their job in a positive manner.

MB1 internal/MB2 addressed

Internal customers like the receptionists, other hotel employees, sports instructors, lifeguards, fitness instructors and cleaners are all served like any employee would be. Most of the staff at Tudor Grange do shift work like for example one of the lifeguards will do the morning then another lifeguard will do the afternoon. The receptionists are always willing to help you and assist you in any way. If you want to book lessons or book to use squash courts and sports hall you should see them they will serve you and sort everything out. The fitness instructors are there for the customer's safety and to make sure that everyone can use the machines properly. The rule is that all people want to use the Gymnasium should have an induction before they use the equipment. Cleaners help the place look tidy and clean for hygiene reasons. If you lose anything in the changing rooms or around the sports hall if you ask them they may have picked it up because if anything is found it goes to the administrator and put in a safe. The lifeguards are very important they are qualified and are there for your safety in case an incident occurs in the water. There are security guards who are on guard if anything happens within the hotel or anyone is looking suspicious. If customers feel like someone is under the influence of alcohol or drugs they should speak to them and they will deal with it in an appropriate way.

MB1/MB2 internal customers addressed

If ever visitors are lost and don't now where to go just ask any member of staff who is on duty and they will be happy to assist you, they are identified by there bright yellow T neck tops which all the staff in the leisure facility where or by their uniforms and badges within the hotel itself.

MB1/MB2 internal

When you join Tudor Grange you will get a letter from the manager and assistant manager welcoming you and giving you a brief letter of what the organisation offers. If ever customers are not happy with things that are happening at Tudor Grange there are customer comment cards which you are welcome to take away with you which you right your comments on and then you send to Dudley Turner the manager who will reply and try and do something about the problem. A few months back the showers were cold which meant that there were people complaining but unfortunately there is nothing that staff at Tudor Grange can do because it is for the hotel to sort out, so he gave people a £10.00 voucher to use on merchandise and sports equipment to try and make up for inconvenience that it was causing people.

Dudley Turner as manager is one of the most important members of staff at Tudor Grange cause he as manager has the last say on any new points that have been bought up, prices, new development, handles complaints and basically makes sure everything is going well.

The staff at Tudor Grange often have social nights out with other staff in the hotel, when they can meet up and have a laugh. This is good because it shows that there is a good relationship between the staff at the hotel. When staff set up classes like the Gymkins, they make sure they put all the equipment back tidy how they would like to find it, so that it makes other staffs' lives easy when they set up for the next activity. There are cleaners who clean the floors and the toilets and the changing rooms which makes the place hygienic for the staff and for the customers. Suppliers like Speedo, Technogym machines etc are also internal customers of Tudor Grange as they supply products to be used by customers and they need to be kept

informed of problems or special events so that they can make sure Tudor Grange have the products when they need them.

MB1/MB2 internal

For the staff the rates of pay are reasonable but not as competitive as places like David Lloyd who offer higher rates of pay, but all the staff consider the pay fair but they can negotiate with the hotel management if they feel rates are much lower than competitors. If staff are absent they must ring him and let someone know, there must be a valid reason as they do get paid for being absent - as long as you let someone know you it is accepted to be off.

MB1/MB2 internal

2.2 Moderator Commentary on Exemplar 1

This candidate has chosen a leisure facility to study which is not strictly travel and tourism, but as it is within a hotel complex it has been allowed. However, candidates should ensure that they study an unquestionable travel and tourism organisation for this objective.

The candidate has demonstrated some knowledge of external customer needs (hygiene, activities available, needs for different customer types, advice and information, safe and secure equipment, crèche, café area) – paragraphs 2,3,4,7,8 - and identified some internal customer needs (social, rates of pay, team working, dress codes, accessibility of manager to discuss staff problems, meetings of staff to discuss issues, needs of suppliers to be kept informed of changes or developments) – paragraphs 5,6,9,10,11. There is little attempt to compare how the organisation meets these and there is also little demonstration of how the organisation benefits with no conclusions, therefore Mark Band 3 is not considered addressed at all. There is some understanding of customer service principles and they are applied to the chosen organisation and few omissions in terms of relationship to customer service principles but there is no reference to public image or edge over the competition. This would be regarded as meeting the lower range of Mark Band 2 due to lack of depth of explanation or comparison and would be awarded a maximum of 7 points.

AO1 Mark Band 2 (from Assessment Evidence Grid):

You provide a comparison of how the needs of internal and external customers are met by the chosen organisation, with few omissions, showing clear understanding of customer-service principles.

[6 7 8 9 10]

AO1 Mark Band 3 (from Assessment Evidence Grid):

You provide a thorough comparison of how the needs of internal and external customers are met and draw reasoned conclusions about how the organisation benefits as a result, showing full understanding of how different needs are met.

[11 12 13 14 15]

2.3 Exemplar 2

Why is customer service important to Bath Travel?

Bath Travel is located in Christchurch, which is populated with an incredibly high rate of elderly people. Although all types of customers want and expect good customer service, the elderly are particularly keen on being treated right when spending large amounts of money, especially as a majority of them are retired therefore out of work and depending on pensions.

(AO4 not AO1)

The branch receives customers who return a few times per year giving them repeat business, which is obviously a good thing for any type of organisation.

(AO4 not AO1)

When purchasing holidays customers tend to spend large amounts of money so should be completely happy with the holiday, right from booking it through to them returning. If the customer is unsatisfied its likely they will not book the holiday through Bath Travel again, they could also tell friends and family about it, giving Bath Travel a bad name. Also as Bath travel is only located in the South, it is easy for a bad reputation to spread.

(AO4 not AO1)

If the customer is happy with the service they have been given, they are more likely to use Bath Travel when booking another holiday, compared to another Travel Agent such as Lunn Polly. Also again if a good word is spread through their friends and family about Bath Travel being a good company to book a holiday through they may also try the company and possibly become regular customers. But if Bath Travel gives bad customer service, customer numbers will decrease, meaning low numbers of holidays are being sold. They will then gain a bad reputation within the travel industry resulting in tour operators not wanting their holidays booked through Bath travel.

(AO4 not AO1)

Personal presentation: this is incredibly important to Bath Travel as their appearance is the first thing the customer sees when they walk through the door. All the people who work within the company wear trouser or skirt suits and it is their responsibility to keep them clean and presentable.

MB1 internal

Customer records: It is incredibly important for all organisations to keep good customer records, especially in travel agents. This is because they can see who goes on different types of holidays and send them out promotional material on that particular type of holiday. An example would be an elderly couple who go on a lot of cruises. Bath Travel could then send them information on cruises and special offers, this then increases customer numbers.

MB2 external

In customer service it is also important to recognise customers with special needs or people who require extra help. There are always customers who will go into an organisation and will require more help then any other customers.

MB1 external

Examples, would be,

The disabled customer or someone who uses a wheelchair. A customer with these particular needs will require extra help when entering the shop, especially if they are unable to walk particularly well. However it is always vital to ensure you do not overwhelm the customer with

sympathy or help as they may feel uneasy or embarrassed. Bath Travel is easily accessible for those customers using a wheel chair etc.

The elderly. Ad Bath Travel is located in Christchurch which has an incredibly high population of elderly people, they receive a large number of customers who may find it hard to walk long distances.

Internal and External customers.

What is an internal customer?

An internal customer is someone who works and purchases a product or service within an organisation that they are involved with. It can also be people from different departments who work in the same branch or organisation. An internal customer is also someone from another organisation who helps or supplies that organisation.

MB1 internal

In customer service it is still important to treat internal customers with respect, as it will promote a happy workforce. An example of an internal customer would be the manager of Bath Travel booking a holiday through Bath Travel, Internal customers are usually given a discount from their organisation making them happy with the service, also promoting a happy workforce.

MB1 internal

What is an external customer?

An external customer is also known traditionally as a customer. They can be any types of customer such as individuals, families and couples. They are the visitors of an organisation who pay for the product or service an organisation provides, an example would be myself going to book a holiday through bath Travel, this is because I have no relation to Bath Travel and I do not work there.

An external customer is vital for an organisation as without them and their money there would be no organisation. An external customer may also recommend a business so others will use the product or service they offer. It is incredibly important to offer external customers good service when they purchase a product or service, as they are the people who keep business running! MB1 external

Similarities between Internal and External customers.

The main similarity between Internal and External customers is that they both visit and organisation with the purpose to purchase a product or service offered to them. The both enter a shop as a potential paying customer therefore should be treated the same. Complaints should also be dealt with in the same way. Both Internal and External customers are incredibly important to an organisation and keep them in business.

MB1

2.4 Moderator Commentary on Exemplar 2

Jane has attempted to cover customer needs, but these are limited to elderly and disabled customers only as regards details of how the organisation meets these needs. Other types of customers are listed (e.g. families, couples, etc.) but there is no explanation of their needs or how the organisation meets these needs, and the only coverage for internal customers relates to discounts for staff in relation to booking holidays. This shows no understanding of internal staff needs or how the organisation addresses these needs. The work is very limited but does show some understanding of customer service principles in the earlier paragraphs but these do not address the criterion. The work does relate to the chosen organisation, but the coverage is insufficient to reach mark band 2. There is no attempt at comparison of how the organisation meets the needs of internal and external customers and there are too many omissions and inaccuracies which show a lack of full understanding of customer needs. The most points this could be awarded would be 3.

AO1 Mark Band 1 (from the Assessment Evidence Grid):

You show some understanding of how the differing needs of internal and external customers are met; the needs may not be specifically applied to the chosen organisation; there are some omissions or inaccuracies showing lack of full understanding.

[0 1 2 3 4 5]

AO1 Mark Band 2 (from Assessment Evidence Grid):

You provide a comparison of how the needs of internal and external customers are met by the chosen organisation, with few omissions, showing clear understanding of customer-service principles.

[6 7 8 9 10]

3 AO2

For this Assessment Objective, the portfolio evidence needs to include:

- your application of customer-service skills with a variety of customers in a variety of situations (minimum of **two** different situations, **two** different customer types) including handling a complaint or problem, with a basic evaluation of your own performance.

3.1 Exemplar 3

WITNESS TESTIMONY FROM REDDITCH BOROUGH COUNCIL

Assessment Evidence for Sarah at Redditch Tourist Information Centre

Sarah provided customers accurate and appropriate information for the different enquiries she had. She communicated well between her colleagues at work and the customers she served whether it was face to face or on the telephone.

MB2/MB3

Sarah gained a considerable amount of product knowledge considering the fact the information centre has a vast amount of information available which would take a considerable amount of time for anybody to be confident of the information available to hand. Sarah understood and dealt with the different customers the centre has and she dealt with them in the appropriate manner. Sarah adapted her responses to meet the customers needs, communicating information clearly and confidently and she understood the importance of the different types of customers the information centre has and she responded in the appropriate manner to them.

MB2/MB3

The Information Centre is also the Box Office for the Palace Theatre, sells tickets for Dudley's and Johnson's travel and provides information about just about anything that is happening in the area. The staff in the office can often work in pressurized conditions and Sarah provided customers excellent service, communication skills and selling skills when a pressure work situation arose. She was always polite and courteous to the different people she served on the telephone or face to face.

MB2/MB3

Assessment given by:

Owen Goodgame,
Information Centre Supervisor

MB3

Student Observation Form

Date and time of observation:
Friday 19.9.03 (15.00-15.45)

Venue: Redditch TIC, Redditch

Assessment Objectives: AO2

Task(s) being performed:

Sarah completed a three day work experience as a counter clerk in the tourist information office. She dealt with customer enquiries and answered the telephone. The only tasks she did not get involved in were using the computer for booking tickets for events and writing letters.

During the observation she was seen serving customers and her teacher acted as a customer with a series of challenging questions and requests that would determine to what extent she had gained good product knowledge.

MB2/MB3

Commentary on observation:

After talking to Sarah and the office manager about her progress, her teacher then observed how Sarah dealt with enquiries from a variety of people, including college students, elderly males and females and women between the ages of 20 and 60. The enquiries ranged from giving directions to shops and bus stops, to providing information booklets on local leisure facilities and taking the customer through the documents, to simply providing the latest copies of local bus timetables. Sarah dealt with all the customers in a very confident, informed, friendly and articulate manner. There was certainly no indication to the customers that she was merely a student on work experience!

MB2/MB3

The teacher then acted as a customer with a number of requests that tested her knowledge of the content and layout of the office, of customer service procedures and of her appreciation of the range and nature of local recreation, leisure and tourist attractions, facilities and activities. These requests and questions also dealt with a range of activities that would be of interest to all age groups, sexes and included sport, cuisine, countryside leisure and the arts. Sarah was able to readily answer most questions. Where she could not do this, she was able to look up the answer quite quickly.

Sarah assimilated a large amount of information quickly during her work experience and she demonstrated excellent customer service skills and thorough knowledge.

MB2/MB3

Observer signature:

X

Position: teacher

Date: 22.9.03

MB3

Observation of Role Plays by teacher

Sarah acted as the lead courier on the coach. When Mr Jones boarded the coach, she smiled and said 'Good morning'. Sarah stood up and moved towards the rather shaky Mr Jones because she could see that he may need help. Upon seeing the front seats occupied, Mr Jones simply stood there looking perplexed. Sarah asked if she could help. Mr Jones then explained his problem. Sarah said that she could not relinquish the two front seats allocated to the couriers because they both needed to be close to the microphone, but she would do what she could to assist him. Sarah then asked the passengers in the other two front seats if they would consider moving. She did this in a pleasant and non-threatening way – she crouched down and in a clear and friendly voice explained why Mr Jones needed one of the two front seats. The two passengers were rather reluctant to move because they had specially got on early to obtain these seats. Sarah persisted in a pleasant way by offering to show the two passengers to two new seats. This was done in such a refined and persuasive manner that the two passengers agreed to move because they knew that they would be assisting an elderly and fairly immobile gentleman. Sarah thanked the two passengers for agreeing to move before they moved and thanked them again when they were seated. She then offered them free drinks as a thank you for their cooperation. Sarah was calm, clear, confident and professional at all times; her body language was always open and non-threatening.

MB2/MB3 problem

Sarah acted as the customer service clerk at the customer service desk at the theme park. A very disappointed looking couple entered the room and approached the desk. Sarah stood up and greeted the couple with 'Good morning. Can I help you?' The Americans then explained their problem including that they had expected higher standards of customer service in the UK. After hearing about the unacceptable condition of the restrooms, Sarah apologised on behalf of the theme park and she explained that this was unusual event due to a staffing difficulty due to illness. She then explained what she would do. Sarah then spoke to a colleague and asked them to check the condition of another rest room nearby. She then explained to the American couple that a colleague would be along in a moment to escort them to another pair of rest rooms that she knew were in good condition. When the colleague arrived, Sarah apologised again for the problem and she wished them a pleasant day.

MB2 problem

MB3

Letter completed by candidate in response to a complaint letter

Address
Date
<p>Dear Miss Jones</p> <p>I am writing to thank you for your letter of 1 December 2003.. I apologise on behalf of Arnie's Gym for the disappointing service which you received. This is not up to our usual high standards, and I am concerned with the level of service and value for money my customers receive.</p> <p>This situation has occurred due to serious staffing problems. A considerable number of my staff have been absent from work due to illness. This has meant that the gym and swimming pool area have been left unattended.</p> <p>I can assure you that this will no longer be a problem as we have taken steps to ensure that we have cover staff to prevent a repetition of the understaffing. Our gym will now adhere to all of the points laid out on our customer charter.</p> <p>We value your custom here at Arnie's Gym and would like to offer you a concession of one months free membership, so you yourself can see that standards here are high and we have not let it slip.</p> <p>I apologise again for the disappointing service you received and would like to thank you for your time and for comments.</p> <p>Yours sincerely</p> <p>J Kelly Manager</p>

MB3 problem/complaint

Evaluate critically your performance in dealing with customers and suggest actions you could take to improve your performance.

During my work experience at the Tourist Information Centre in Redditch I feel that I worked well under pressure and dealt with customers needs effectively. I provided thorough product knowledge when responding to requests, however, this could be improved if I was there longer. My entire work experience was only three days; therefore I could not possibly remember the whereabouts of each leaflet. The opinion of Owen Goodgame and my teacher is that I would have benefited more from my work experience if I had spent a longer amount of time there, my experience and confidence would have grown. Taking my age and lack of experience into account, my customer service was of a very high standard. My telephone manner was polite and courteous.

If I was unable to answer my customer's query, I asked another member of staff or was able to find a telephone number where they could find out. I provided my customers with accurate and appropriate information for all types of queries they had. They ranged from a telephone number for a hotel, to helping tourists plan their time here and what different events they may enjoy and find of use. Obviously customers needs vary depending on the individual customer; I adapted my responses to this and responded in the appropriate manner. I communicated well with my work colleagues and the customers I served; either on the telephone or face to face. I was confident and communication information clearly; I think customers benefited from the help and advice I gave them.

The Information Centre also acts as a Box Office for the Palace theatre, sells tickets for Dudley's and Johnson's travel and provides information just about anything that is happening in the area. Therefore, at times, it can be a very stressful place to work in, with many different things going on around you. If I had been at The Information Centre for longer then I would have most likely started to take bookings for the Palace Theatre Box Office. I worked well in pressurised conditions and provided good communication and selling skills when a pressure work situation occurred, always remembering to be polite and helpful. Throughout my few days at The Information Centre I was calm, confident and maintained a professional attitude. I understood the different needs of my customers and dealt with them in a calm effective way.

MB3 evaluation of performance

3.2 Moderator Commentary on Exemplar 3

This candidate provided evidence from work experience where she had dealt with customers in a wide age range, with differing needs, both face to face and on the telephone, supported by an observation from her teacher and a statement from her supervisor. In addition, evidence was also presented of two role play situations undertaken in college and a letter produced in reply to a letter of complaint.

As the candidate had dealt competently with more than two customer types and more than two different situations, the work is definitely above Mark Band 1. The level of communication demonstrated by the candidate would lead towards Mark Band 3 as there were examples of a wide variety of customers and a wide variety of techniques used (face-to-face, letter and telephone). The supporting evidence was good, with the statement from the work experience supervisor and detailed teacher observations of this and role plays. The candidate had also presented an evaluation of her performance in these situations. However it did not highlight any areas where performance could be improved (except for longer period of work experience) or how

this improvement could be achieved, this would be awarded 11 points for AO2. Fuller evidence of evaluation and supporting evidence of customer service activities (e.g. telephone message completed, log of customers dealt with at TIC, signed report of role plays or candidate analysis of performance of these) might have led to higher points being awarded.

AO2 Mark Band 2 (from the Assessment Evidence Grid):

you provide evidence of effective communication and customer-service skills being applied in a variety of situations (minimum two different situations, two different customer types), one being the handling of a customer complaint or problem; supporting evidence is appropriate to the situations concerned and there is some evaluation of your own performance;

[6 7 8 9]

AO2 Mark Band 3 (from the Assessment Evidence Grid):

You provide evidence of successful communication and customer-service skills being applied in a range of customer-service situations with a wide variety of customers, which includes dealing confidently with customer complaints or problems; supporting evidence of customer-service activities is thorough and appropriate and you present a reasoned evaluation of your own performance.

[10 11 12 13]

3.3 Note

There are suggested *pro forma* for Observation Statements, Witness Testimonies and a Telephone Message in this support materials pack. Centres may wish to consider using these to support their candidates' evidence for this unit and any other units which require evaluation of candidate performance being produced by the assessor.

4 A03

For this Assessment Objective, the portfolio evidence needs to include:

- research and analysis into the ways in which your chosen travel and tourism organisation assesses the effectiveness of the customer service it provides to its customers.

4.1 Exemplar 4

QUALITY CRITERIA AT CADBURY WORLD

Some components of customer service are the following:

- Meeting customer needs
- Achieving customer satisfaction
- Maintaining safety
- Maintaining security
- Meeting customer expectations
- Caring for customers (internal and external).

There are nine general quality criteria that are applied by travel and tourism organisations to monitor the customer service provided. These are:

1. Value for money
2. Cleanliness and hygiene
3. Consistency/accuracy
4. Reliability
5. Staffing levels/qualities
6. Enjoyment of the experience
7. Health and safety
8. Accessibility and availability
9. Provision for individual needs.

Cadbury World likes to ensure that its customers always receive the same level of service every time they visit. **Consistency** is an important quality criterion so customers are never disappointed that it does not meet their expectations because they know what they are getting.

Correct information should be given about Cadbury World, its services and products and any questions asked should be answered **Accurately**.

Staffing is very important at Cadbury World; the staff reflect the company as a whole. They should be polite, warm and friendly. All members of staff wear name badges so the customers knows who they are talking to, and can identify who they are dealing with. Staff should give customers a warm welcome and make eye contact to show they are interested and willing to help. This also makes them more approachable to the customer. Every member of staff wears a uniform; this ensures there is no mistake of who works there and who doesn't. Uniforms make people look part of a team, and this is good in a working environment, The personal appearance of staff is extremely important ensuring they are neat and tidy, customers will remember this if it is run in a professional manner.

One of the most important customer service quality criteria **Reliability** because it influences others. Cadbury's customers can be confident that the service is going to be the same every time.

Car parking facilities need to be easily **Accessible** for the disabled, coach parties and normal motor vehicles. Being able to park quickly and easily is a top requirement at Cadbury World. Parties do not wish to spend their time trying to find an available parking space when they could be enjoying the attractions and activities.

Their customers **Enjoyment** is vital to Cadbury, not only their personal enjoyment but the enjoyment they get from seeing other people having fun. For example, seeing a group of children enjoying and benefiting from the activities. Any aspect of the service Cadbury deliver that increases their children's enjoyment, such as imaginative merchandising and children's play areas, will increase the parent's pleasure.

Cadbury like to know that their customers are getting **Value for money**. Customers should be happy with the service they are given and products and activities available.

Cleanliness and hygiene levels must be of a high standard so the customer finds the facilities in an appropriate and acceptable condition. The general appearance of the reception and factory needs to be of a reasonable standard, but more importantly the restaurant and eating areas, which would also be included in **Health and Safety**. The staff that work in the restaurant were wearing hats and had their hair tied back, they were also wearing whites. This creates a good impression to the customer and would encourage them to return to Cadbury World as they think it is clean, pleasant and hygienic.

Cadbury focus on the front of the building and reception area. They would like to create a good first impression to their customers. It is important that this remains clean and tidy with no obstructions. The reception area should be fresh and modern. It is important that the children's playground also stays free from obstructions and anything that could cause injury. Plenty of litter bins should be available to ensure rubbish is not lying around looking untidy. If a customer sees that the area looks child friendly then they will not hesitate to inform friends and therefore Cadbury will receive more custom.

The procedures and practices Cadbury World use to achieve the customer service quality criteria are as follows.

All members of staff are given full and sufficient training to ensure they know how to deal with customers needs and requests. They are trained in how to handle complaints so can respond to the problems they are given and faced with. The staff are required to wear a matching uniform, in order to look smart and professional. Managers frequently observe their members of staff, checking the criterion is being used. Members of staff attend interviews or meetings with the managers and supervisors, and targets are set which they should reach by their next meeting.

MB1

Cadbury World also use mystery customers to assess the quality of service and make sure they are providing for their customers needs.

MB1

Managers monitor the complaints they are receiving. For example, if they are frequently receiving complaints about a certain member of staff, then that member of staff will be given some kind of warning and monitored to make sure there is an improvement.

MB1

(The candidate then included the 4-page Cadbury World Mystery Shopper form used to assess the quality criteria laid down by Cadbury World.)

It is not the end of the process just to train your staff to enable them to provide excellent customer service. An organisation will continuously monitor, assess and evaluate its levels of customer service to ensure that it is meeting and, it is hoped, exceeding its customers' needs and expectations. If the evaluation identifies areas where service is not meeting customers' expectations it gives the organisation the opportunity to make any necessary changes.

Organisations use a system known as benchmarking. This involves establishing quality criteria or standards and then measuring the organisation's performance against those standards.

MB1

4.2 Moderator Commentary for Exemplar 4

John has given good detail on the customer service criteria for Cadbury World and how these relate to Cadbury World, but this is presented as Cadbury World's aims and does not mention methods Cadbury World uses to ensure these aims are met. However, though he has mentioned some of the methods used to monitor the effectiveness of the customer service (paragraph 13, 14, 15) and a general statement at the end about benchmarking this does demonstrate full understanding of the principles and how benchmarking is used to measure performance, this is largely done from information given on a visit to Cadbury World, and observations during that visit, rather than through wider research. He has also not given sufficient details of the methods used by the organisation to assess its effectiveness (such as cleaning rotas, customer comment/feedback forms, staff training and induction, monitoring reliability of customer service, comparison of pricing structures with other attractions, etc.) which means that the work does not meet Mark Band 2. There is no analysis of methods because insufficient methods were identified so Mark Band 2 cannot be reached. There was no bibliography with the work to identify the methods of research undertaken or the sources to support the findings. The only evidence of research was the completion of the Cadbury World Mystery Shopper form. He has discussed methods used but there is little evidence of analysis of the relevance of these to support customer service provision at Cadbury World. This work would therefore fall into Mark Band 1 due to the lack of research evidence from a number of different sources and little analysis of the methods used. Maximum marks would be 4 which are the top of Mark Band 1, but there is insufficient evidence to meet Mark Band 2.

AO3 Mark Band 1 (from the Assessment Evidence Grid):

You provide evidence of some research, from limited sources, being used to give an outline of the ways in which the chosen organisation assesses the effectiveness of the customer service it provides to its customers; the sources may not be named, your research may not always be relevant to the chosen organisation and the findings may not always be used effectively.

[0 1 2 3 4]

AO3 Mark Band 2 (from the Assessment Evidence Grid):

You provide evidence of research, from a number of different sources, used to give an analysis of the methods by which the chosen organisation assesses the effectiveness of the customer service it provides to its customers; your research is mostly relevant and most of the findings are used in the analysis.

[5 6 7 8]

5 A04

For this Assessment Objective, the portfolio evidence needs to include:

- an evaluation of the customer-service principles underlying the service provided to different types of customers by your chosen travel and tourism organisation with recommendations for improvement to meet the organisation's values and attitudes.

5.1 Exemplar 5

Customer Service

The Tourist Information Centre

The third part of our assignment is to investigate the effectiveness of customer service delivery in a travel and tourism organisation. The first organisation that was chosen was the Rugby Tourist Information Centre. The Tourist Information Centre (TIC) was chosen because it was decided by the whole group and has been used by past classes, being a reliable and informative organisation to use. The Tourist Information Centre has been open in Rugby for 5 years. The organisation employs 7 members of staff, 6 part-time and 1 full-time member. We arranged to go to the TIC and talk to the manager, so in order for us to obtain the best amount of information, we prepared a number of questions to ask enabling us to understand what we thought the key customer service duality criteria were for the TIC and how they ensure that these are met. From the answers that we received we decided that the key quality customer service criteria for the TIC are:

CRITERIA

1. A good range of product knowledge
2. Friendly and helpful staff
5. Well-presented and appropriately dressed staff
4. To provide Good disabled/ special needs facilities
5. To ensure that the TIC is well located and easy to find
6. To provide informative and enjoyable video information
7. To have adequate children's facilities
8. To have eye-catching and informative displays
9. To offer a diverse range of information
10. To ensure that all customers are completely satisfied when they visit the TIC

From the information that we received from the manager, through the questions we asked, it was established the TIC have methods of meeting and ensuring that these customer service quality criteria are met. To ensure that all their staff have good product knowledge the TIC send their employees on regular training courses helping them deliver a good range of information. They also attend courses to improve their friendliness and helpfulness. The TIC issues a uniform to all members of staff so this makes sure that all staff are well presented and appropriately dressed. When the TIC was opened it was fitted with an electric door with a button allowing easy access to disabled people or people with mobility needs. There is also a lift inside allowing simple access to downstairs. The TIC is also fitted with a hearing-loop help deaf people. The TIC are located on a main road in the town centre so this ensures that it is well located but they also promote the TIC so customers are aware of the location. They provide a free video that customers can watch containing information on Rugby. It is well set out with separate TVs and cost several thousand pounds. There are not any specific children's facilities but they do arrange lots of craft days and activities for children. The displays are constantly updated and are attractively backed to help provide information. They stock a huge range of information at the TIC and are constantly updating and if they do not have the information that you require then they will do their best to direct you to where you could find

the appropriate information. This helps provide a diverse range of information. Finally, to ensure that all customers are satisfied, they try to stick to these criteria, hopefully, providing an enjoyable and satisfactory experience.

MB3

To find out whether the TIC were meeting these criteria we decided to produce a survey about the TIC and ask customers that had visited the TIC what they thought about their customer service. We drew up a survey outlining statements about the key criteria and then asked 25 customers how far they agreed with these statements. We decided to use a survey as our method of research because it provides quantitative data that is accurate and reliable. It gives statistical information that is easy to interpret and can be put into graphs and easily analysed. We rejected the use of a questionnaire, as it is very time consuming because they would of have to have been left at the TIC while the responses were recorded and we could not guarantee an adequate response rate. We also decided against the use of an interview as this is also time consuming and can also lead to bias. It also provides qualitative data. This can be more informative and specific, but it is harder to analyse. One of the disadvantages of our survey is that our sample was quite small, this is because we are limited by time and pressure from other subjects. A larger number of results would have made it more reliable. We also didn't collect any demographic information from the respondents, such as age, gender and residence; this would have allowed us to provide a more in-depth analysis. Due to time limitations, our sampling method was 'convenience sampling' - selecting those people who were immediately available to us, who had visited the TIC. With an interviewer/respondent situation it can sometimes lead to bias making the results less reliable.

MB3

(**NB** A copy of the questionnaire was included in the assignment along with detailed coloured pie charts of all the findings, which have not been duplicated for this exemplar work.)

Opinion Key: 1 Not applicable, 2 Strongly disagree, 3 Disagree, 4 No opinion 5 Agree 6 Strongly agree

	1	2	3	4	5	6
Criteria 1 'A good range of product knowledge'	0	0	1	0	13	11
Criteria 2 'Friendly and helpful staff'	0	0	1	0	15	9
Criteria 3 'Well-presented and appropriately dressed'	0	0	0	4	11	10
Criteria 4 'Provide good disable/special needs facilities'	0	0	2	6	13	14
Criteria 5 'The TIC is well located and easy to find'	0	1	10	4	9	1
Criteria 6 'The video was informative and enjoyable'	16	0	3	2	2	2
Criteria 7 'There is adequate children's facilities'	0	13	8	3	1	0
Criteria 8 'The displays were eye catching and informative'	0	0	2	8	14	1
Criteria 9 'To offer a diverse range of information'	0	0	1	3	15	6
Criteria 10 'All customers are completely satisfied with the TIC'	0	0	1	2	16	6

* Criteria 1 - The staff have good product knowledge - As you can see from the graph 96% of customers asked either agreed or strongly agreed with this statement. This shows that the majority of customers thought that the staff had good product knowledge. 4% disagreed and there might be some unknown reason for this, but this type of survey does not provide enough detail to determine why this customer was not satisfied.

*Criteria 2 - The staff were friendly and helpful' You can see from the graph that 60% of customers asked agreed with this statement and 56% strongly agreed. Again 4% disagreed but the vast majority thought that the staff were friendly and helpful showing that there is no cause for concern within this aspect of customer service.

*Criteria 5 - The Staff were well-presented and appropriately dressed - 44% agreed with this statement and 40 strongly agreed with this statement. 16% had no opinion but this does not raise a problem with the staff as it could just mean that if there was a problem with the dress it

is likely that the respondents would have remembered.. 0 %of people disagreed/strongly disagreed with this statement showing no dissatisfaction.

* Criteria 4 - The TIC offers good disabled/special needs facilities - As you can see from the graph, 68% of customers asked either agreed or strongly agreed with this statement. This shows that the majority of customers thought that the TIC was well equipped. But 8% disagreed and 24% had no opinion so there might be an issue to address here.

* Criteria 5 - The TIC is well-located and easy to find - Only 56% agreed with this statement whereas 44% either disagreed or strongly disagreed with this statement. This shows that there is a problem as the majority of people were dissatisfied.

* Criteria 6 - The Video was informative and enjoyable - The graph showing the results from this statement clearly shows that 64% found this not applicable, and only 16% agreed or strongly agreed with this statement. This is a cause for concern as it indicates that the video is not being watched. This is worrying as the video cost a lot of money and is not being used to its full potential.

* Criteria 7 - There were adequate children's facilities - Only 4% of people agreed with this statement with a massive 84%who disagreed or strongly disagreed. This shows a big problem and outlines that the majority of customers who visit the TIC are not satisfied with the children's facilities that are available.

*Criteria 8 - The displays were informative & eye-catching –As you can see from the graph the majority of customers are satisfied with the displays (60% agree/strongly agree) although 32%disagreed. This is not major but it would be worth the TIC considering methods to enhance their displays.

* Criteria 9 - 'The TIC offers a diverse range of information - Most of the customers though that this was true, 84% agreed/strongly agreed with this statement. Only 4% disagreed with this showing a small and insignificant dissatisfaction.

* Criteria 10 - "Overall I was completely satisfied with the service that I received on this occasion - Again this showed that generally customers were completely satisfied with the service that they received (88% agreed/strongly agreed) with only 4% (1 person) disagreeing. This is not an area of concern, as, with the type of research undertaken, it does not allow for any in-depth reason that could have explained this person's dissatisfaction.

MB3

Overall Opinion Towards Statements about the TIC'S Customer Service

(Candidate included Bar Chart showing Total Number of Responses on questionnaire)

Not Applicable Strongly Disagree no Opinion Agree Strongly Agree Disagree

This graph shows the total number of responses towards the statements about the Tourist Information Centre's key customer service quality criteria. The statements that were outlined were all positive statements and the participants were asked how far they agreed with these statements. This shows that, generally, the TIC is doing quite well in meeting these service criteria. The majority of people either agreed or strongly agreed with the statements. There are, however, improvements that could be made in order to ensure that everyone who visits the TIC experiences a totally satisfactory service and that all of these statements are agreed with.

MB3

There was cause for concern with the attitude towards the location of the TIC. 44 of customers asked disagreed with the statement that the TIC is well located and easy to find. This highlights that there is a problem that needs to be addressed. Obviously they cannot move where they are situated but they could advertise more aggressively ensuring that everyone knows exactly where the Tourist Information Centre is located. One way that this could be achieved is to undertake a hard-hitting 6-week advertising campaign to help improve awareness of the TIC'S location. Posters, leaflets and radio advertising could be used, all including a map or directions of where the TIC is located in order to ensure the success of the campaign. However, there are pro's and con's with this strategy, as there is with any type of advertising campaign. There are a number of factors that need to be noted when planning and completing his type of operation. There is the viability and the cost of the campaign; if the advertising is going to cost more than the money that is recuperated, then the campaign is a waste of expense and time. In order to justifying the cost of the advertising, there needs to be a significant rise in the number of sales and the number of customers visiting the centre. If the TIC were going to undertake the suggested way of advertising then they could use local outlets such as 'The Rugby Observer', 'The Review', 'The Rugby Advertiser' and 'Radio Rugby FM'. It could include adverts that included directions and a map of the TIC location. The cost of a 1/4 of a page sized advert in 'The Rugby Advertiser' for a 6-week period would cost £ 1789. ('Rugby Advertiser sales') This is a large sum of money to spend but would hopefully raise awareness and increase sales therefore justify the cost of the advertising. Another way could be to create and air a memorable 50-second Jingle on 'Rugby FM' that included the address and any other relevant information like contact numbers. The cost to produce a radio advert would be around £200 and to air this for a 6-week period would cost from £1921 to £5842 depending on the number of slots per day ('Rugby FM Media pack'). Initially this is a lot of money to spend but if they are successful then the TIC should recoup it back in sales. In order to rationalize these expenditures the TIC would have to monitor the number of visitors and sales and would hope to see a considerable increase. Another beneficial event that could aid the success of this campaign and the success of the TIC in general, is the recent victory of England in the 'Rugby World Cup'. The TIC could use this to their advantage and encourage visitors to visit the home of 'Rugby Football'.

MB3

Another area that could be improved is the lack of children's facilities. A massive 84% of people disagreed that there is adequate children's facilities at the Tourist Information Centre, showing a large area of dissatisfaction. This problem could be easily rectified but again there are advantages and disadvantages with such an improvement. In an ideal situation the TIC could provide a 'Children's Area' complete with toys and continuous supervision from a member of staff. This would allow parents/carers to find the information required without the hassle of fidgeting children. Although this sounds like a good idea it may not be feasible at the TIC as there is insufficient funding available for extra staff as the TIC falls into the public sector where there is little extra money to spend. However, basing an improvement on this suggestion could be possible. The TIC could create a small 'Children's Area' equipped with toys for little extra cost. The area would not be supervised and all parents would be pre-warned that they are welcome to leave their children in the area but ultimately they will be left at their own risk. This would, therefore, cancel out the need for another member of staff for supervision, and so keeping the costs down, but would provide adequate children's facilities so the parents are still able to find the information while their children play happily in the designated area.

MB3

The video did not receive a good response as 64% of people asked said they did not watch the video. This is worrying as the video cost several thousands pounds and is not being used to its full potential. One improvement that could be made in order to maximise the facility could be to possibly change the location of the video. The video is currently located down a flight of stairs

and this could be limiting the amount of visitors watching the video as they do not wish to go downstairs to watch it or they are simply unaware that the video is located downstairs. If the video was re-located upstairs then more people would be aware of the video and this could improve the amount of people watching it. Although this is not possible at the TIC in Rugby as there is a limited amount of space available. One way that they could still achieve a larger number of spectators is to raise awareness of the video. They could accomplish this by including it on any advertising that they undertake but also by using a large window display informing customers of the video or by placing large signs around the shop saying that the informative video is downstairs. These improvements would cost little or no extra money at all to execute and could improve the number of people who watch the video, hopefully leading to an increase in sales. Another way this could be addressed or another way to add to the success is to ensure that every member of staff is actively informing every customer that visits the TIC about the video also helping to raise awareness.

MB3

If these improvements were addressed then the Tourist Information Centre could improve the overall satisfaction that the customers receive and could also help improve their customer service and ultimately their revenue.

MB3

5.2 Moderator Commentary for Exemplar 5

This candidate has used the research undertaken for AO3 to form the basis of her evaluation of the customer service principles underlying the service provided to a range of different types of customers at a named organisation. She has included references to disabled, children, tourists and locals in her analysis and has made valid and substantiated conclusions. The comments made by the candidate critically evaluate the current operation of the TIC and she has also made recommendations for improvement in performance. The use of survey and full analysis of the findings show that the candidate fully understands customer service principles and methods of monitoring customer service provision to a range of customer types. The conclusions were substantiated in the analysis and led to recommendations for improvement or changes in practices.

The organisation's values and attitudes have been referred to as regards funding and the aims of a TIC. The work was presented logically and the level of language and terminology used showed full understanding of the requirements of the criterion.

The techniques demonstrated in the presentation were appropriate and the level of evaluation demonstrated work in Mark Band 3 overall. There was felt to be no omissions within the work so this would be awarded 10 marks, the maximum which could be achieved for this Assessment Objective.

AO4 Mark Band 3 (from the Assessment Evidence Grid):

You provide a critical evaluation of the customer-service principles underlying the service provided to a range of different types of customers in the chosen organisation; this draws valid and substantiated conclusions and makes well-reasoned judgements about the service provided and makes valid recommendations for improvement to meet the organisation's values and attitudes; you present your work logically, showing use of appropriate terminology, and your meaning is clear and accurately conveyed.

[8 9 10]