

Welcome
to
the Service Day



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About the Service Day

This pamphlet is about service - what is understood by the term service and what good service means to you.

The main characters in this pamphlet are you, your colleagues and our guests – because service is created in an interaction between people:



Externally in an interaction between you and our guests



Internally in an interaction between you, your superior and your colleagues

As a point of departure, we will focus on the guests and their situation.

We need to know our guests:



What is the guest thinking?



What does the guest want?



What does the guest say?



What makes the guests react as they do?

At the same time, the internal interaction is essential in order to create the right service environment. This means that we must all have the right attitude to the business of providing service, and that each of us makes a contribution to the guest in question enjoying a really good stay with us.

Our common goal is that the guests:



feel welcome



enjoy a good experience



come back



recommend your company to others

About service

The word *servus* is Latin in origin and means slave.

Service was thus originally a slave's function, i.e. the task was to "serve one's master". Today service has nothing to do with the former definition, although it continues to involve serving/servicing particular people – in this case the guest.

Service is the key to success

A tourism company must earn money on its guests, and the best earnings are generated through satisfied guests – customers – who are willing to pay good money for good experiences and good service. These customers will then talk about their experiences when they get back home. An American survey has revealed that stories of good experiences are typically passed on to four people, who, in turn, tell four more people, and so on.

Provided that they have had a good experience and their memories are positive, these guests will create a desire amongst others to visit Greenland! Satisfied guests are good ambassadors for Greenland and one of the best and most effective "tools" in terms of marketing.

Assignment: What do you understand by the term service?

Assignment: Imagine that you're out travelling as a guest in another country and you expect to receive the best service. What is good service for you in this regard?

Regardless of whether our guests arrive as holiday guests, as business travellers or are due to attend a meeting or a conference, they expect to be treated in a friendly and competent manner. The guests expect a good, positive experience.



We sell experiences – not physical goods



We sell promises of satisfaction



Guests will only buy our product if they have confidence in us

The entity selling the holiday is not necessarily the same entity that shall provide the service. Credibility and trust thus has to be built up at all levels. For example, the travel agent may sell a package holiday, but it will be a combination of a carrier, a hotel and a tour operator that are the suppliers of the package holiday. The vendors and the providers of the services thus have to agree with regard to the level of service and quality.

All employees with customer contact are sales representatives and ambassadors for the company. All employees must therefore have knowledge of the product and the quality of the services that the company provides.

Services are often here-and-now-services, which are produced and provided as and when the guest uses them. This applies, for instance, in a restaurant, where elements of the meal can be produced in advance, but where service is provided as and when the customer needs it. This requires “presence” and “accessibility”.

Tourist services are perishable goods. The seat on the flight or the hotel room which isn't sold today cannot be put on sale again tomorrow. Services cannot be put in stock. Ground lost as a result of a bad season cannot be made up in the autumn, as the tourist season will be over. The conditions for hotels and other service companies are somewhat different than for enterprises that manufacture and sell physical goods.

The wishes and thoughts of the guest

In order to provide the best service, it's essential to know the thoughts and wishes of the guest. It's therefore important to be able to put yourself in the guest's shoes.

Imagine that you're a guest at a hotel in another country.



What are you thinking as a guest?



What do you want as a guest?



What do you say as a guest?



What makes you react as you do?

See your company from outside – through the eyes of the guest

The basis of existence for all tourism companies lies in fulfilling a wish or a need in others, i.e. the guests. Without guests, there wouldn't be any tourism companies and without any tourism companies, there wouldn't be any jobs.

As employees, we must therefore all try to see our own enterprise from the outside looking in. How do we live up to our guests' expectations? If the receptionist had walked round to the other side of the desk for a moment – how would things have looked from your point of view?

We must learn from the guest

If there are many links in the chain of provision of the tourism company's services, it isn't unusual for the guest to actually have a better overall picture of the combined services offered than an individual employee may have. This is another reason to listen to the feedback received from the guest, since this says a great deal about the overall perception of our services.

Assignment: What do you do when you meet negative criticism from the guests?

Assignment: How can you turn this experience into something positive?

Guests are hungry for service

Businesses compete today on the parameter of providing better service than their competitors.



Guests want good service and need to feel that someone will be looking after them; the need to feel important, comfortable and welcome. We work hard every day, do our shopping at supermarkets where we don't have very much contact with the sales staff. Neither do we seem to have enough time to visit our friends and acquaintances as much as we'd like.

However, when we're tourists we've got more time on our hands. We therefore have time to enjoy service and to notice whether it's of an appropriate standard.

Moreover, we've paid for a good experience – and often with our own hard-earned money. We've been looking forward to enjoying our holiday and everything must therefore be just right. The services provided by the tourism company to the holiday guest thus need to be perfect.

The situation is exactly the same for our business and conference guests. For the organiser it's very important that the event is a success. A meeting at the top of the world is something quite out of the ordinary for foreign guests, and expectations will thus be running high.

Guests experience good service if/when

- 😊 The guest feels welcome
- 😊 The guest receives friendly service
- 😊 The guest gets good advice – in language that's easy to understand
- 😊 The guest's questions are answered
- 😊 The guest feels that he/she gets more than he/she had expected

All employees are thus the hotel's ambassadors or sales representatives. When drawing up working processes and procedures at a hotel and at a restaurant, colleagues regard each other as mutual "business partners", and therefore as an employee it's important to avoid situations in which your "business partners" are left in the lurch. All employees must take responsibility for informing one another. This responsibility includes giving and receiving information. We're all part of a service chain with respect to the guest, whereby all employees are important if we're to ensure that the guest enjoys the best possible experience.

Remember! All employees must work together when serving the guest.

The guest pays your salary

The distance from a head office or the management to the employee dealing with the guests on the ground may be considerable. The distance between “them” and “us” can therefore feel extensive, although both parties have the customer in common. The customer is our most important asset, who at the end of the day pays our salary. We must therefore provide the guest with the services he pays for. When it comes down to it, it’s the guest who’s our employer.



Assignment: Give a few examples of how your guests pay your salary.

Service isn't free

- 😊 Service can have good or bad quality – it’s up to you
- 😊 The guest’s experience of quality is important, not yours!
- 😊 Kindness and flexibility are crucial

Some people still think that service is a benefit that’s available free of charge and one that they’re entitled to expect.

Some people see good service as that little bit extra that supplements the delivery of a product or a service, and once again in this case it’s seen as a free benefit.

This myth must be exorcised straight away. Service isn’t free and service is an integrated element of the experience we sell. Hotels and other tourism companies have to make a living from *selling* service.

However, just as in the case of physical goods, the service we provide to our guests may have good or bad quality. Quality depends on a lot of factors. One of them is our own friendliness and accommodating nature. As employees, we can’t solve all the problems or fulfil all the wishes of the guest, but we can all do our best to ensure that the guest is met by kindness and flexibility within the framework laid down by the management.

Assignment: What is important for ensuring that your guests have a good experience? Write down 3 proposals for concrete initiatives which you don't provide today.



Service requires professional specialist work

It's difficult to be "service-minded" if you don't feel that you get any respect. Throughout the hotel industry we must therefore help each other to boost the status of our profession. By being professional specialists, by delivering quality and by being the guest's indispensable adviser, we generate respect with regard to our work.

Service is also about being able to communicate and represent the values and philosophies on which the company is built. There must be a link between how Greenland, the region and the company are sold – as well as the environment that each employee creates for the guests, whether this is represented by one of the frontline personnel, an employee in the kitchen, in cleaning or in marketing.

An elderly married couple are sitting in a restaurant about to enjoy their last evening meal before returning to their native country. The waiter, who is a good judge of character, is determined to do everything he can to give the couple the best possible experience. He's aware of the couple's needs at all times and when they're deliberating the choice of wine, he notices that they're a little uncertain, so he steps in to help them. He tells them which wine is perfect for each course and suggests what they should choose. On this particular evening the couple feel that they've received a level of service that exceeded all their expectations, and their experience of the holiday overall was much more positive because their impressions of the friendliness, hospitality and helpfulness of the local population were confirmed.

A retired schoolteacher is a guide for a group of tourists who are sightseeing on the fjord. He's open and friendly and is a superb story-teller who shares his knowledge of the development of the country, of the abandoned settlements, of fishing past and present, of animals that are hunted and the rules concerning when each animal may be hunted. As a result, the tourists return home with a much greater knowledge of Greenland's history.

The caretaker at the hotel is a handyman who can repair just about everything, big or small. When one of the hotel guests has problems with the key to his room (or any another problem), the caretaker turns up chatty and cheerful, talking about everything under the sun whilst repairing the door, which is completed in next to no time. He exudes an impression of being at the guest's disposal at any time of the day and that there's no problem so serious that it can't be dealt with.

The receptionist – yes – she just has the most welcoming nature. She smiles pleasantly and openly to all the guests, who then feel appreciated. She shows patience and willingness to help the guests and when she's asked about various attractions in the town, she takes the time to describe what's available.

You're the specialist

Some employees in service companies like to see their profession as an exclusive specialist function. This applies to, for example, bank clerks, doctors and solicitors. This work is called specialist work and is associated with a high status. However, the requirements for specialist functions also apply to employees in reception, in the restaurant, in the kitchen, at the tourist office and many other positions at hotels and in other tourism companies.



You're the specialist



Service is about giving the guest a good experience



You hold the key to good service



You must work professionally



You must work at a high level of uniform quality



You must exhibit scrupulousness



You must be attentive

Your company as a service company

Does your company primarily provide services or physical goods?

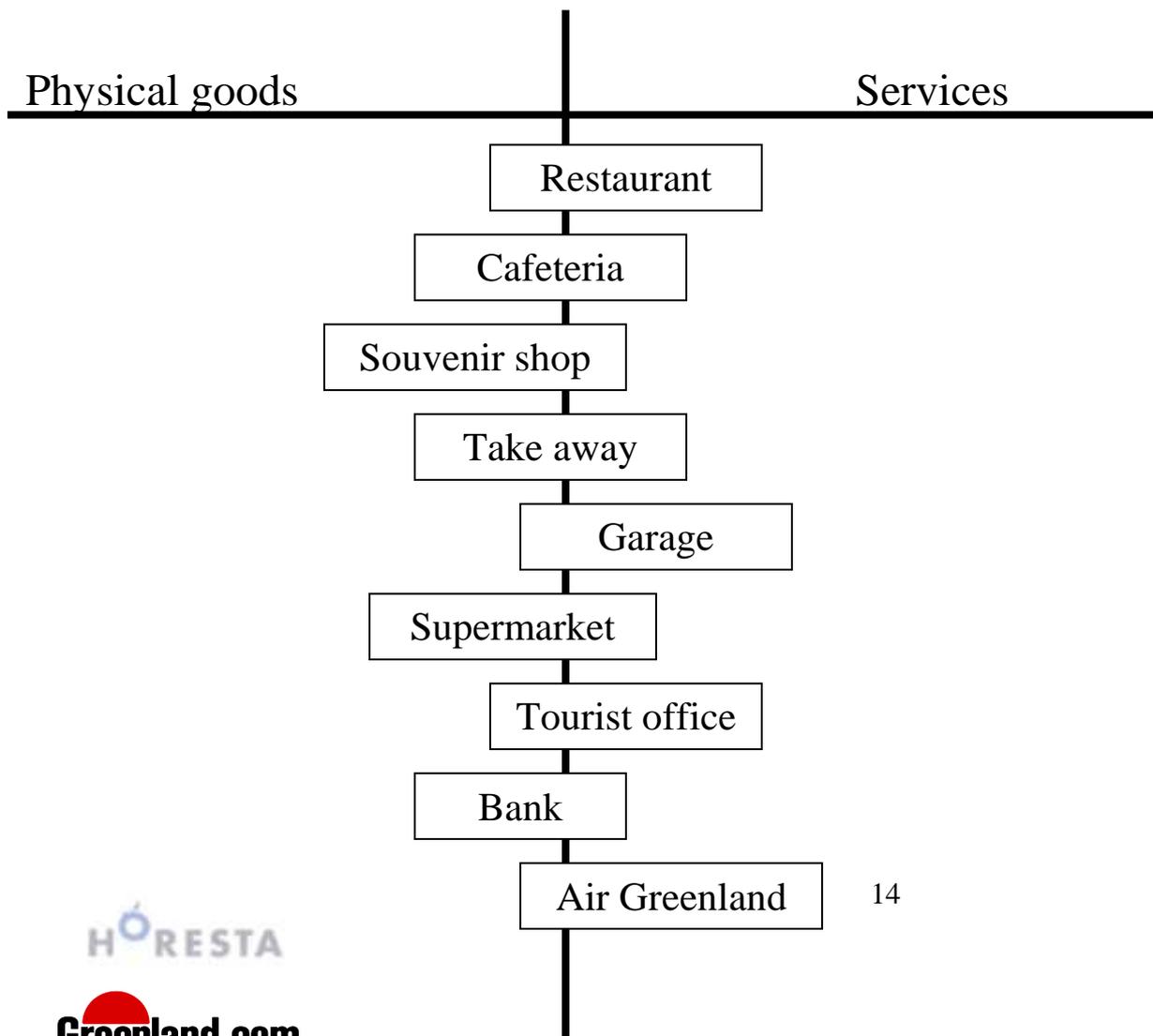
Which values, **strategies and goals** does your company have?

What are the company's most important tasks?

What does the company wish to generate for your customers?

Only a handful of companies are exclusively service companies. The majority supply both physical goods and services.

Look at the scale on the figure below and decide whether the business is placed correctly.

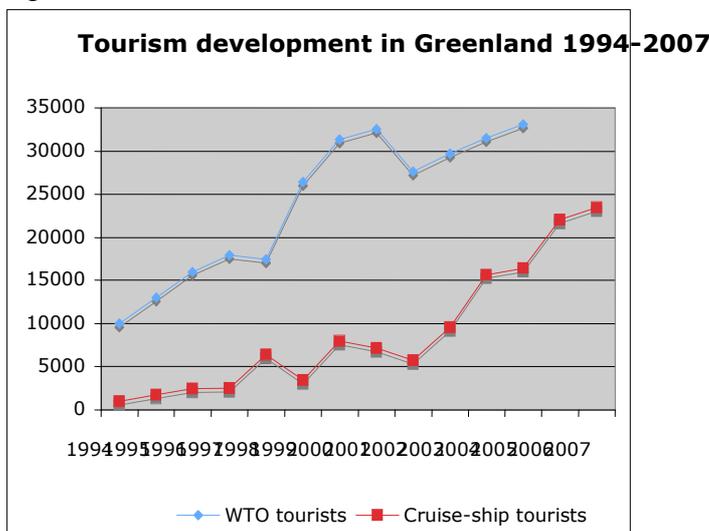


Tourism – an important industry

Today, tourism makes a great contribution to Greenland’s economy and is well on the way to becoming one of the country’s 3 most important industries. As employees at hotels, seaman’s hostels, hostels, at tourist offices, in airports, on aeroplanes and ships, we are representatives for our companies and for Greenland as a whole when we meet and provide service for our guests.

Tourism in figures

There’s no overall figure for the number of tourists in Greenland. This is due to the fact that we receive cruise-ship tourists, overnight visitors (WTO tourists) and same-day visitors from Iceland. The official statistics only include overnight tourists and cruise-ship tourists. The development trends with respect to these segments are illustrated below:



Development in WTO tourists and cruise-ship tourists 1994-2007.
Sources: Statistics Greenland, Greenland Tourism & Business Council and the Tax Department.

As can be seen from the graph, Greenland experienced a decline in tourism in 2002. This was to a major extent a consequence of the terrorist attack on the World Trade Center in New York on 11 September 2001, which engendered a global fear of travelling. It can also be seen, however, that such major events only affect tourism to a limited extent, and from 2003 onwards annual growth rates once again hit 6-7%.

It should be underlined that no reliable figures are available for the number of WTO tourists in 2006 and 2007. Furthermore, there’s a certain degree of uncertainty concerning the WTO figures between 1994 and 2005. The number of cruise-ship tourists is, on the other hand, very accurate, in particular after 2003, when a passenger tax was introduced in Greenland.

It can also be seen that cruise tourism is the fastest growing type of tourism in Greenland at the present time. On a global scale this type of tourism is growing at a

rate of 7-8 % a year. This means that it has grown globally by 37% from 2003-2007, whilst in Greenland it has risen by no less than 245% during the same period.

Surveys of the fiscal consumption of tourists reveal that WTO tourists have an average daily fiscal consumption of DKK 250 and the average length of their stay in Greenland is 7 days.

Market analysis (or “Greater focus on Greenland as a destination”)

Greenland is an attractive and increasingly well-known travel destination. The international hotel-site Hotel and Resort Insider wrote in September 2008 that Greenland was on the top 10 list of destinations that their readers should visit.

Increasing awareness of climate change has also meant that there’s greater focus on Greenland at the present time, not least in the USA, where major TV stations such as CBS and CNN have sent reports from locations such as Ilulissat. This awareness means that Greenland is gaining greater recognition as a country, and it’s important to exploit this raised profile to further boost awareness of Greenland as a travel destination.

In other markets, such as the Far East, where the Northern Lights are a major attraction, Greenland is to an increasing extent being marketed as an exclusive destination in which to experience the Northern Lights.

Marketing and branding of Greenland

Greenland Tourism and Business Council (GTBC) has the overall responsibility for marketing Greenland. This takes place in close collaboration with the destinations, Air Greenland and other relevant business partners. GTBC also participates in “Branding Greenland” along with Air Greenland, Royal Greenland, Royal Arctic Line, KNI, the Directorate of Foreign Affairs and the Department of Industry.

The marketing and branding of Greenland strives to show as realistic – but also as attractive – a picture of Greenland as possible. This primarily takes place through PR work, whereby journalists travel to Greenland with a view to being able to experience Greenland and report on Greenland to media in the markets in which Greenland operates. Greenland is in the fortunate situation that many journalists would like to come to Greenland and write about our country. As such, we can thus afford to support only the best journalists. However, many also travel at their own expense and only need information, which they can typically acquire from GTBC.

In 2007 the marketing and branding of Greenland generated media coverage corresponding to a value of DKK 270 million on its four primary markets – USA, UK, Germany and Denmark.

Winner/loser behaviour
Win the battle for good service

Winner	Loser
A winner explains A winner feels responsible for more than just his own job A winner devotes time to improvement	A loser explains away A loser says: I just work here A loser blames others A loser spends time avoiding criticism

Assignment: Give other examples of the difference between a winner and a loser in your everyday life.

Winner	Loser

As an employee here you must be a winner. Along with your colleagues you must create good service and good experiences for the guests.

Board game

Rules

The aim of the game is to increase the players' knowledge about and understanding of the importance of service. The game can be used as a conclusion or repetition of the 'Service Day'. The game is designed for 3-6 players, and the effective playing time is 30-50 minutes.

The game consists of 1 game board, 50 question cards, 30 cards with "the Tupilak is loose", 50 points (satisfied customers), 20 x 500 "cold cash", 20 x 1,000 "cold cash", 20 x 5,000 "cold cash", 1 dice and 6 pieces to represent the players. In addition, the course material concerning the 'Service Day' must be available to the players.

All the players place their pieces on "Start". The player who rolls the highest number on the dice starts the game.

If you land on "?", the player on your left picks up a question and reads it aloud. The card specifies how many satisfied customers you can get for a correct answer. The wrong answer doesn't give any satisfied customers. Regardless of whether your answer is right or wrong, it's now the turn of the next player on the left. This ensures that everyone has the same number of turns.

If you land on "the Tupilak is loose", any number of things can happen – both good and bad. You pick up the Tupilak yourself. When you've read your "penalty" aloud to the others, it's the next player's turn.

If you land on "Bank", you can exchange your satisfied customers for cold cash:

If you have 1 satisfied tourist you get	500 in cold cash
If you have 2 satisfied tourists you get	1,500 in cold cash
If you have 3 satisfied tourists you get	3,000 in cold cash
If you have 4 satisfied tourists you get	5,000 in cold cash
If you have 5 satisfied tourists you get	7,500 in cold cash
If you have 6 satisfied tourists you get	15,000 in cold cash

The exchange rates are then repeated – 7 satisfied customers therefore results in 15,500 in cold cash.

Service Day for hotels and restaurants

You don't have to exchange all of your satisfied customers at one time and you can also choose to wait to exchange until next time you "go to the bank" and thus perhaps secure a better profit. HOWEVER, remember that there's also a risk that you may lose satisfied customers at various points of the game!

At the end of the game you can exchange your satisfied customers at a fiscal rate of 500 if you're not on a bank square. If you're on a bank square when the game ends, the bank's exchange rate of course still applies.

The player with the most cash at the end of the game is the winner.

Have fun!

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Evaluation

Subject:

Course manager:

Instructor:

No. of participants:

No. of hours:

Date:

		Not satisfied	Mostly dissatisfied	Neither satisfied nor dissatisfied	Mostly satisfied	Satisfied
1.	To which degree are you satisfied with the course as a whole?					
2.	To which degree are you satisfied with the course material?					
3.	To which degree are you satisfied with the lecturer/instructor?					
4.	To which degree are you satisfied with your own performance?					
	The best thing about the course:					
	Your suggestions as to what could be done in another way:					
	Other remarks:					
	What other subjects would you like the course to cover:					

Name (optional):

Thank you for answering the questions.

We use your answers in our ongoing quest to improve our course.