

THE SERVICEMAG

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ALL YOU NEED TO KNOW TO IMPROVE YOUR SERVICES



Uburyo 7 bwo
Guteza Imbere
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Competition
and Consumer
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Rwanda

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Giving You the Best Service

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Harageze rero ngo imvugo ibe ingiro: ubupfura, ubutwari n'ubunyangamugayo biturange mu mikorere yacu, bityo biduheshe ishema mu murimo wacu.

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Ethiopian
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THE NEW SPIRIT OF AFRICA

Thank you for your work on the Service Mag. I hope this magazine is being distributed to all those who need to read it because I believe soon, very soon, service will be better in Rwanda since service providers will know how to do it better. Keep it up!

— **Sarah, Kigali**

Nkunda cyane inkuru ishushanyije mutugezaho muri icyo kinyamakuru. Ubu nyine sinshaka ko cyanshika kandi ni ipaji ya mbere nkunda kwisomera iyo mbonye icyo kinyamakuru. Mushobora kongera umwanya mushyiraho izo nkuru zikajya ku mapaji nibura abiri?"

— **Byanditswe na Peggy**

BPR...

Congratulations for the article on BPR and their constant improvement. We do believe that they will reach far. To the BPR staff, just know that the sky is the only limit. The perception some people had about BPR has totally changed! People who were seeing BPR as the low standard bank, with many changes brought in, BPR has proved them (me included) wrong. It has now become a very reliable bank and which is above the average standard to my own view.

Keep it up BPR.

— **Santana**
m21s09santa@yahoo.fr

Je vis ici au Rwanda depuis plus d'un an et j'ai eu le privilège d'assister à votre dernière soirée au Manor. Je dois avouer que j'ai été émerveillée par tout. Déjà on a commencé à l'heure, l'ambiance, la décoration, le service, vos hôtes, vos animateurs, etc. Bref tout était superbe. Bien évidemment le magazine en lui-même est exactement aux standards de ceux qu'on trouve en Occident. Je voudrais sincèrement vous féliciter pour la qualité d'une si belle organisation.

— **Sophie**

"Ikinyamakuru cyanyu nabonye gishimishije cyane. Kubera ko mvuga indimi eshatu, naragisomye cyose. Ni cyiza cyane rwose ku buryo nibaza niba muzakomeza kukiduha ku buntu, dore ko nzi ko nta cyubu cy'ubusa muri iyi si ya Rurema. Nongeye kubashimira cyane mwe n'abo mufatanyaga kugira ngo mukitugezeho. Mwagize igitekerezo cyiza cyo kutugezaho iki kinyamakuru.

— **Byanditswe na GAston"**

BANYARWANDA TRADITIONS



J'ai beaucoup apprécié votre magazine. Je suis du même avis qu'un lecteur qui vous a suggéré de consulter un historien-sociologue. La tradition rwandaise joue-t-elle un rôle sur la qualité du service au Rwanda? Nos belles filles et beaux gars font-ils assez pour améliorer la qualité du service? Ou persistent-ils à se croire seuls au monde! Il y a, actuellement, beaucoup de formations sur le customer care au Rwanda, mais on remarque toujours des faiblesses en la matière! La ségrégation raciale ou régionale dans les hôtels au Rwanda! Les noirs ou rwandais auraient-ils été reçus de la même façon...? Faites un sondage. Bon courage!

I have read all the 3 editions of The Service Mag. and I have learned some very important things.

Keep up the good work. I am sure all the other ones will understand the importance of customer satisfaction and handle the challenge!

— **Raoul Umugwaneza**
akabure@yahoo.fr

— **Jean Marie Kiguge**

A CUSTOMER? A KING

"A king does not request for care, we owe it to them."

I loved this statement; it is so true!!!!

— **Natty**



Ese mwakunze inyangirakuru tubagezaho, turabasaba ngo muduhe ibitekerezo?

THE SERVICEMAG

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Are you a Gazelle or a Lion?

"Every morning in Africa a gazelle wakes up. It knows it must run faster than the fastest lion or it will be killed. Every morning a lion wakes up. It knows it must outrun the slowest gazelle or it will starve to death. It doesn't matter whether you are a lion or a gazelle - when the sun comes up, you'd better be running."

African Proverb.

I found this proverb thought provoking. 2010 is gradually coming to an end...Many things have happened. We have for instance been able to have 4 issues this year. I must admit here that it hasn't been easy. Several times; we had wanted to stop at the lack of sponsoring. But somehow; we managed to walk through the year; probably by pushing things forward; by accepting simply not to fail.

Many live from one day to the next. Many people blame almost everything bad that happened to them on others or on circumstances. Many have excuses for everything. If their businesses collapse for instance, they will blame it on jealousy, hatred, the huge taxes, the challenging economic environment, the weather, even their spouses or parents.

As we usher in the New Year, remember you hold your own destiny in your hands; your future depends on you. Do not just sit there and wait for miracles to happen. I strongly believe that good things happen to those who work for them. A Roman philosopher once said, "Luck is what happens when preparation meets opportunity". So while we wait for greater opportunities or doors to open for our businesses, our nations, our personal lives in 2011, let's be prepared. Let's make ourselves ready because diligence is the mother of luck.

We must take responsibility of our lives and go for what we believe in. We must work hard towards a brighter future. Pride, laziness, not going the extra mile, not upgrading one's knowledge and skills, being satisfied with the minimum, etc., are some of the many reasons why many are not able to rise to great heights.

The focus of this issue is appreciation. Read about all these employees who effortlessly strive to offer the best they can. Read Minister Monique Mukaruziza's interview on the East African Common Market Protocol. There are many French and Kinyarwanda articles which will help you upgrade your knowledge and improve the services you offer. And like someone said; "Knowledge is of no value unless you put it into practice."

Let's always remember that our destiny depends on what we actually do today. Our daily personal actions and attitude will determine our achievements as a nation. If you want to be a prosperous business person in 2011 and in the future, work towards it today; start your day either as a gazelle or a lion. Regardless of our business or activity, we all have something to run for.

Adopt positive attitudes today. Do not accept mediocrity even if everyone else does. Time is precious and every hour that is wasted can never be regained. Let us wake up early, prepare, work hard, read, research, practice, improve and upgrade our skills and attitudes

Wishing you a Merry Christmas and Prosperous 2011.

Sandra

Sandra Idossou
Publisher



PHOTO: Paul Snijders

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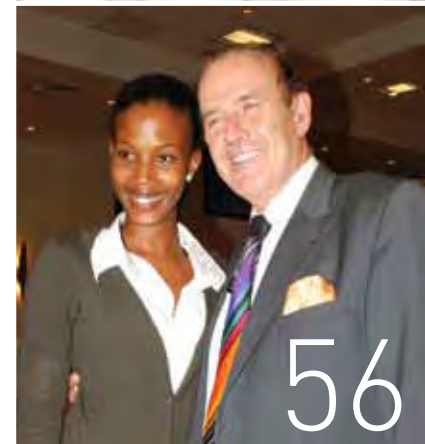
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Shokola

CHANGE IS A LONG PROCESS

By Sandra Idossou

In a few weeks, we will be ushering in 2011 with many new resolutions. This is probably the best time of year for many of us to do a review of the year in order to plan for the coming one.

While discussing new challenges for the coming year, I had an interesting chat with a business owner here. He was in complete doubt about service improvement in Rwanda. He gave several examples and concluded by saying; "I really can't see any change in service delivery. When I see the way service people still treat us, I wonder if there will ever be any change. When I go to the other East African countries and see how people sell aggressively, I wonder if we will ever become as good as they are. It is unfortunate but I have ended up believing those who say that poor customer service is just in our culture."

We all admit that there are still issues to do with service delivery here. We still experience long queues in banks, slow service in most administrations, the lack of consideration and humility from many service providers but service delivery today is still better than it used to be before.

There is a change process going on today. It might not be very visible but it is there. Let's understand that change is a process. Change does not happen in a twinkle of an eye. Change needs time and perseverance. When people are used to doing things in a certain way, it is simply difficult to change in a short period. Habits are very difficult to change, they are like a second nature and in order to improve on our habits, we need knowledge, skills and desire.

KNOWLEDGE

Change needs a lot of education. People need to understand what good service is and what they gain from offering good service. Knowledge is actually what helps the service provider to understand that it is for his/her own benefit to offer good service. And in terms of knowledge, every person should be involved.

SKILLS

After Knowledge; one needs skills to improve on one's habits. Skills are the ability to know how to do certain things. Again; education becomes an important element needed in acquiring new skills. Training helps service providers to understand how they are supposed to do certain things and it should be an obligation for business owners.

DESIRE

Then the last but not the least that we need in order to change our habits is desire. Desire is the motivation to do certain things. In every change of habit, we need to have a real motivation. We need to see the end result. What do we gain when we change that poor habit? What are the advantages of that change? Change starts from within so look at the final result you want to achieve before you even start the change process.

Changing habits will also require that we develop an action plan. We need to take time to define exactly how we are going to improve our habits. Our action plan should take it one day at a time. If we want to improve the way we deal with customers on the phone, for instance,

we need to start day after day with new telephone etiquette. If we want to improve on punctuality, we need to start by being on time for meetings- today.

Changing habit will require that we repeat the new habit each day. If we do not succeed the first day, it doesn't matter. All we need to do is to continue the next day until we adopt those new habits.

Do you remember for instance, the first time you learnt how to ride a bike or drive a car? I can imagine you laughing just at that thought. The beginning of every "first and new venture" always looks difficult and impossible. At the beginning, it takes a whole lot of conscious and focused

attention to learn any new task. But quite soon everything becomes automatic.

Change is not an easy thing to achieve. It is often said that something that one continuously practices for 21 days non-stop becomes a

habit. I love this quote, "An athlete may run ten a thousand miles in order to prepare for one hundred yards. Quantity gives experience." If we practice good behavior continuously, they will become our habits.

"Attitudes are nothing more than habits of thoughts, and habits can be acquired. An action repeated becomes an attitude"
— Paul Myer.

Let's all commit ourselves today to adopt positive attitudes for the benefit of our businesses and of our nation **TSM**

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“Change does not happen in a twinkle of an eye. Change needs time and perseverance.”

T travail et bonheur, les bons conseils!

Par Diana Ramarohetra

Très souvent la nouvelle année est associée au temps des résolutions, de nouveaux départs, de nouvelles orientations, etc. Tout cela pour quoi ? Pour plus d'argent mais aussi un peu plus de bonheur.

Etre heureux ! Le but ultime de chaque homme pourtant éternel insatisfait. Mais pour atteindre ce bonheur qui semble parfois inatteignable, pas besoin de tout chambouler, juste quelques petits changements ... de points de vue et de timing.

Alors, avant de prendre de bonnes résolutions pour 2011, voici quelques conseils pour être plus heureux dans votre travail et ainsi avoir un meilleur service et un meilleur rendement.

Apprendre à sourire. Forcez-vous à sourire au moins 5 fois dans la journée. Commencez par le faire devant votre miroir : souriez-vous, montrez vos belles dents blanches à votre reflet. Cela permet de relâcher les muscles de votre visage et a un impact sur votre humeur de la journée. Un sourire le matin, de la bonne humeur pour la journée !

Réunions avant midi. La majorité du temps, chacun se dit que l'après-midi est l'heure idéal pour une réunion. Faux ! Après la pause déjeuner, le ventre bien rempli, beaucoup ont plus envie de roupiller. Les gens sont plus fatigués et moins réactifs. La matinée est plus adéquate si l'on veut des idées bien fraîches et avoir l'attention de tous.

« To do » listes. Prenez une feuille blanche, tracez-y vos priorités de la journée. : urgent/important, important/peu urgent, peu important/urgent, peu urgent/peu important.

Adieu à ces 3 phrases: « On a toujours fait ça comme ça. », « ça ne marchera jamais. », « ça m'étonnerait. » Un esprit borné équivaut à un manque de dynamisme et d'innovation. Or, vu la mondialisation actuelle et l'ouverture des frontières, la concurrence se fait rude. Etre renfermé pénalisera votre entreprise. Il faut savoir s'ouvrir à de nouvelles méthodes et apprendre des autres. Il n'y a aucune honte de reconnaître ses limites et à essayer de s'améliorer.

Collègues et amis. Travailler dans une entreprise, c'est faire partie d'une équipe. Votre collègue c'est une personne avec ses compétences, un partenaire pour atteindre vos objectifs. Etre ami avec ses collègues c'est avoir une complémentarité et établir un climat de confiance qui se ressent dans le rendement.

Se faire plaisir. Cela n'est pas toujours évident de faire ce qu'on aime

“Ce n'est point parce que j'ai réussi que je suis content ; mais c'est parce que je suis content que j'ai réussi. »
Alain.

surtout lorsque l'on est soumis à une hiérarchie. Mais même si vous n'y arrivez pas, après le travail, faites-vous plaisir : sieste, shopping, sport, virée, etc. Mais surtout varier les plaisirs. N'ayez pas peur d'explorer d'autres villes, d'aller dans des soirées où vous ne connaissez personne, d'acheter un objet tant convoité, etc. Bref ... profitez de chaque moment présent!

Vos enfants, une priorité. Les enfants ne sont pas simplement la suite logique de la vie, ils font partie de votre vie. Intégrez-les en partageant avec eux vos passions. Expliquez-leur votre métier car ils en sont fiers : « Mon papa, il est comptable et grâce à lui, son bureau a toujours de l'argent ! » Et parfois les enfants ont des idées ou des phrases qui peuvent vous aider à avancer. Cette complicité est unique et vous donnera la force de continuer et de se dire « Oui, je suis heureux ! »

Pour conclure, beaucoup de bonheur pour les prochains mois et l'année à venir! **TSM**

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PHOTO: Paul Snijders.

Education & Customer Service

By Amir Demeke



PHOTO: FLICKR.COM

As Rwanda develops, the increasing tourist and expatriate populations present new growth challenges that lead to more business opportunities than one could have previously foreseen. By now, many Rwandans and friends of Rwanda understand that tourism is one integral means of generating foreign capital used in the mitigation of currency risk and inflation, and equally important, serves as a gateway to long-term investment and repatriation. Tourism contributes significantly to Rwandan GDP, second to minerals as export earning, and consequently is in the forefront of the minds of those most concerned with Rwanda's future. However, one thing that people seem to talk very little about in strengthening tourism through customer service is strengthening customer service through building the formal education system.

Customer service requires soft skills

most often developed through strong education programs. International tourists are coming from societies that have created a service-oriented approach to business out of the necessity of having educated clients. These clients are more likely to exercise their rights and exhaust their options. They ask questions. They think with and sometimes for the individual servicing them to make the process easier. Consequently, their demand of the client-facing representative of any organization is that they have a basic understanding that businesses thrive through good relationships and that clients are valued stakeholders in the organization.

While customer service training programs can be structured to bridge communication gaps that still exist between client and service provider, it is

equally important for the corporations to advocate for strengthening and contribute directly to the formal education of Rwandan youth. The best way to increase the level of service is to increase the capacity of the general working population to communicate effectively with the customer base. As beneficiaries of the human resources who matriculate annually through public and private institutions, the corporations have invested interest in the quality of the education that prospective employees obtain.

Language Acquisition (English & French)

It must be prefaced that Kinyarwanda is the true language of Rwanda and that all tourists are welcome to learn and to use Kinyarwanda to seek the most coherent communication from Rwandans. Having said that, it is equally important that if tourists read information on Rwanda that states English is an official language and that French was the previous international language that those engaging with tourists in heavily trafficked tourist locations understand one or both languages. Language proficiency is at the root of many miscommunications between Rwandans and foreign tourists. While the tourists believe language proficiency is the norm, they speak at internationally

“The best way to increase the level of service is to increase the capacity of the general working population...”

proficient pace, which leaves some with gaps in understanding of language.

Specific courses should be and have been provided to companies for staff to learn English and French to engage with clients better. However, this solution serves only for those who are making a swift shift of language since English has been official only since 2008. Even presently, there are limited, costly resources for Rwandans to access in learning foreign languages effectively. Teachers at local and international schools have noted that resources within the typical classroom are low given that the goal is to achieve core literacy at the international standard for a given grade level. In order for an individual to acquire core literacy, it is recommended that they read independently for extended periods (e.g. thirty to sixty minutes) daily. Strong literacy reinforces language acquisition in speech as well, because reading is the best way to build one's vocabulary. So in essence, attacking the issue of literacy in English is a critical component in any strategy for customer service. That currently requires all stakeholders to contribute to the education system.

Lack of Urgency

The demands of quality secondary and higher education institutions ideally should require that successful graduates learn the value of time management and professionalism for success within the workforce.

As Rwanda has a historically somewhat socialist traditional community, caring and sharing as components of love and community are embedded within the culture. I don't profess to know the root of this problem, but can suggest one solution: strengthen radio and television programming as multimedia education tools that reinforce the norms within the home that will be reflected at the work place, because people must take customer service so seriously that they feel they are misrepresenting their family and their community with poor quality.

Paying Employees on Time

Executive education is also a critical component needed within Rwanda to drive

the revenue growth of businesses and strengthen sustainability planning within a cost-intensive environment. Every good leader knows that the organization is only as good as its staff. How staff members feel and their capacity under good working conditions must be a managerial focal point as productivity enhances and work quality increases when an organization focuses on employee satisfaction. Money is extrinsic motivation, but is also one universal incentive for those seeking employment. When concerning this motivation, the prompt payment for works requested and delivered are bubbling issues within conversations of professionals around Kigali. Creating a straightforward, consistent payment structure within an organization is critical.

Sometimes I can understand workers for shirking when their wages may be minimal and they cannot plan or budget due to poor operational management. Managers and leaders are encouraged to realign the interest of their staff and key stakeholders by ensuring that the ebb and flow of cash within the organization include a priority to pay employees without whom income would cease to be coming in more quickly than it leaves the bank account. Those stakeholders would even find ways to generate more business knowing that they work with organizations in which they are valued members.

While we provide short-term relief, let us also work toward the better Rwanda for the professionals of tomorrow. Businesses that are successful continuously re-evaluate their

process as it relates to performance. By arming professionals and students that aspire to enter the business sector with educational resources that can facilitate self-development, the Rwanda tourism industry may move more arrive more quickly at par with service found in leading tourist attractions around the world **TSM**

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Mutwandikire

Namwe turabasaba kutwoherereza inkuru zishobora gukangurira cyangwa kwigisha abasomyi bacu kandi zikanabafasha guteza imbere ibikorwa byabo.
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Personal Leadership

By Judith Muhongerwa

For anyone who has the urge to work with people, *personal leadership* is an essential trait needed to preserve success. It is very important to adopt a supple approach in life because learning tools may be seductive but they do not provide all the answers.

When I consider the environments and cultures I have grown in, or professionally practiced in, and most especially the people I meet, the need for *personal leadership* speaks volumes. One characteristic element that I believe of a personal leader is; accepting risk and responsibility. *Personal leadership* is not about *comfort zones* or the *status quo*; it is about the passion for *continual* growth and improvement. Every positive and healthy change that has ever occurred in human civilization has only come about by great struggle and by rejecting the way things are as being "good enough". More to this, as a personal leader, one has to accept the challenge to make things better, to inspire others to become better, and to win! In contrast, most individuals will accept only a very *limited* degree of risk or accountability, which therefore means that they don't seek to become winners; they just try *not* to lose!

When I look back, and review most organizations or even individuals that I have worked with, I realize that; most people in organizations most times are more archaic than they know, more bored than they care to admit. All too often it is because they have not been encouraged to use their own initiative and powers of decision or they even misunderstand being given powers to

make decisions. If people are not expected to use their decision-making powers, then they are off the hook of responsibility. Personal leadership is the opposite of this common workplace dilemma. It is all about initiative, decision-making and responsibility.

"Outstanding leaders go out of their way to boost self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish"

- Sam Walton

When you meet Personal leaders, they will always have strong values and these principles become their *moral* and *ethical* compass. Values like integrity, honesty, kindness, open-communication and treating others with dignity is the hallmark of the 21st century leader. It may be difficult sometimes to change the perception of people, but it is possible to get people to accept that the best they can do is make guesses based on current information. For instance, a senior director in one company once told me how the company he worked for was failing, but no matter what the suggestions were, the response was always: «we have to get alignment before proceeding". Finally, he was advised that there were problems and something new had to be tried. One year later a successful change program was completed. But people are not always willing to respond to change. Everyone is responsible for their own influence on an organisation through personal leadership, but for those in a hierarchical leadership role, additional skills must be crafted. *Getting experience and maintaining skill levels are what works.* Therefore, life can be

The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.

- William Arthur Ward

viewed as a path to mastery, where you keep practicing your skills until you become the kind of flexible person most likely to survive – and succeed.

In conclusion, above are some of the common traits that define what personal leadership is. No one I have ever met has all of these traits or has them completely. I know I certainly don't have them all or to the degree I desire. No one is perfect and that includes those who seek to be leaders. These traits are the *ideals* we should all strive for each and every day. To be a personal leader, you have to consciously decide to become the change you wish to see in others and in this world. The personal leader will commit to the belief that personal leadership is about becoming a good follower, seeking continuous improvement, and correcting one's own flaws when convicted. As we have seen by the example of countless actors, athletes, politicians or religious figures; the lack of *personal leadership* brings an inevitable decline and fall in society, but when your personal life is in balance, because *you* have chosen to control its direction and accept responsibility, virtually anything is possible. **TSM**

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COMPETITION AND CONSUMER PROTECTION IN RWANDA



PHOTO: Paul Snijders.

Have you ever wondered who cares that your business prospers? Or if you are a consumer, who ensures that the goods and services you pay for, are safe and fairly priced? The government actually does. One of the responsibilities of the Ministry of Trade and Industry is to protect consumers' rights and ensure consumer protection. At the same time, government through this Ministry ensures fair competition between business enterprises.

Whether you are in business or a consumer, both these responsibilities are fulfilled for your benefit. In addition, they are part of the process to achieve continued development and economic growth. No doubt competition and consumer protection policies benefit producers as well.

In case you did not know it, you as a consumer have rights and like your rights as a human being, they have to be protected for you to have access to products and services and be able

to purchase and pay for services in a manner that preserves your dignity. The good news is that you are not the only one fighting to protect your rights and in Rwanda the policies mentioned above are intended to protect you and your rights as a consumer. The following rights are your rights as a consumer and they are rights that are recognized internationally:

Right to Satisfaction of Basic Needs

All consumers have the right to basic goods and services such as adequate

food, drinking water, shelter, clothing, health care and education.

Right to Safety

Consumers have the right to protect themselves against unsafe goods and services. Unsafe goods can lead to the destruction of property, injury and even death.

Right to be informed

Consumers are entitled to complete information on price, quantity and ingredients from providers of goods and services.

Right to Choose

Consumers have the right to choose from a variety of quality goods and services sold at competitive prices.

Right to be Heard

Representation: consumers have the right to be heard on issues, policies, plans, programmes and decisions which concern them.

Right to Redress

Consumers have the right to redress on their grievances about substandard, unsafe, unduly expensive goods and services, unfair claims and other unfair consumer practices.

Right to Consumer Education

Consumers have the right to education that will empower them to take informed and confident choices of goods and services.

Right to Healthy & Sustainable Environment

Consumers have the right to live and work in an environment which does not threaten their health and life and which does not pose any danger to present and future generations.

The Rwanda internal trade law also provides that

A consumer has a right to a guarantee

A consumer has a right to be shown the prices for all products and services

A consumer has a right to a valid invoice.



PHOTO: MINICOM

The Rwanda Competition and Consumer Protection law goes on to further guarantee Rwandan consumers six basic rights

- 1 The right to good customer service and care
- 2 The right to have a clear understanding of prices
- 3 The right to quality products with respect to both national and international standards
- 4 The right to products of accurate measurement with respect to weighing and measuring mechanisms
- 5 The right to product assurance, and wherever possible, access to a variety of products and services at competitive prices
- 6 The right to safety; for example, protection from insanitary products on the market.

In light of Rwanda's commitment to a liberalized economy, there is a need for a fair and equitable environment where producer and consumer can maximize their profit and satisfaction respectively. The Rwanda Competition and Consumer Protection policy therefore aims to give Rwanda's market oriented policies the best possible chance of success and to promote fair competition.

Without such policies, the business community may engage in unfavorable business practices such as fraud, speculative hoarding, price fixing and collusive tendering. The purpose of the Competition and Consumer Protection Policy is therefore not to condemn or penalize industries with large shares of the market but to enable such strong companies to minimize costs and withstand both domestic and foreign competition. Additionally, these companies need to be supported to compete in international markets as well as attract foreign and international businesses to do invest and do business in Rwanda.

Competition policy is complementary to trade liberalization. The consumer welfare and developmental benefits resulting from trade and investment liberalization, in the absence of the appropriate competition rules and supporting institutional infrastructure, have been questioned in the light of the experiences of many developing countries. The potential benefits of a shift towards a more market-oriented economy will not be realized unless business firms are prevented from imposing restrictions on competition.

In the light of this, it is imperative for Rwanda to implement this Policy ensuring the supporting legislation, infrastructure and regulations. The potential benefits of a shift towards a more market-oriented economy will not be realized unless business firms are prevented from imposing restrictions on competition.

Since 1995, a bold programme of socio-political reforms, aimed at improving justice, governance, human resource development and democratization has been implemented in Rwanda. This has been in parallel with economic reform. Important changes that have been made include privatization of state-owned enterprises, financial and banking sector reforms, improved public financial management and civil service reform. As a result of the reforms undertaken and the huge efforts put into improving the business environment in Rwanda, Rwanda was named the top

global reformer in the World Bank Doing Business Report 2010.

Rwanda has also embarked on a programme to modernize its legislative and regulatory framework for trade and investment, with the aim of fostering a modern and competitive private sector. The emergence of a viable private sector to serve as the principle engine of the economy is key to Rwanda's development. It is in this context that Rwanda's economy is expected to become "private sector led" by 2020.



PHOTO: MINICOM

“... A consumer has the right to be shown the prices for all products and services”

The development of the Competition Policy is crucial to the creation of the proper market conditions for private sector development. Furthermore, firms facing competitive pressures in the national context are more likely to survive in the extremely competitive international context. Promoting competition at home in Rwanda is therefore the best long-term strategy to promoting Rwandan firms abroad.

The Competition and Consumer Protection policy has the following specific objectives:

- To provide consumers with competitive prices and product choices at the best possible quality.
- To ensure that small and medium-sized enterprises have an equitable opportunity to participate in the economy and to promote a greater spread of ownership.
- To provide the incentives to producers within the country for improvement of production and quality products through technical and organizational innovation.
- To enhance the competitiveness of Rwanda enterprises in world markets by exposing them to competition within the country.
- To create a conducive environment to foreign direct investment in the country.
- To promote economic efficiency and enhance consumer choice, encouraging the development of Rwanda's economy.

The Ministry of Trade and Industry (MINICOM) in its responsibilities of protecting consumers' rights works with other public and private stakeholders to ensure consumer protection. MINICOM has been encouraging the establishment of consumer associations, with two associations currently established, one on Kigali and the other in the Rubavu district. It is important to note that all these efforts are put in place to make the consumer, the business entrepreneur and the producer all thrive and for the good of our country and its development. **TSM**

For detailed information, please call us toll free on 3739 or send an email to Emmanuel Baingana emmanuelb@minicom.gov.rw



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KNOWLEDGE IS POWER

Quelques clés pour améliorer le service client

Par Hermine da SILVA



PHOTO: Paul Smijders

Dans un contexte économique actuel difficile, l'amélioration de notre service à la clientèle est certainement la clé de notre survie. Si il y a une chose difficile c'est bien de trouver et maintenir les voies et moyens pour conserver nos clients.

J'ai toujours été surprise de voir comment les entreprises se battent pour avoir des clients alors qu'ils ne font rien pour les garder. L'important n'est plus, aujourd'hui, de gagner un nouveau client et de lui prendre tous ses sous sur le champ. Pour ensuite, le jeter, « Et hop, direct aux orties ! » Si vous le faites ... Et bien, je vous dis Bravo ! Mais, qu'allez-vous faire après? Rester les bras croisés et attendre un autre à plumer? Dans un mois ... deux mois? A mon avis, vous auriez fermé entre temps.

La réputation de l'entreprise n'est pas basée que sur le produit ou service qu'elle offre mais également et surtout sur son

bon service client. Il convient donc de le renouveler et de l'améliorer.

Comment procéder dans ce cas? Je vous propose quelques astuces faciles à appliquer pour améliorer votre service client et ainsi garder vos clients durement acquis. En lisant ces astuces, retenez que ce ne sont que des suggestions. A vous de voir, par rapport à votre activité et clientèle, laquelle est importante et concentrez-vous là-dessus.

LE PERSONNEL

Quelques soient les méthodes et principes de service client que vous développez, si le personnel ne suit pas, il ne se passera rien !

« Devant le magasin où je me fournis en produits alimentaires, il est marqué : «

“ Le bouche-à-oreille reste une valeur sûre pour garder un client.

Chez nous le client est roi ». En effet, on est vraiment roi dans ce mini market. Dès votre arrivée, on vous propose, chariot ou

panier, on vous indique les rayons pour éviter la perte de temps. Mais un jour à la caisse, j'ai demandé l'annulation d'un petit produit par manque de monnaie. La caissière a changé de ton et m'a agressée. Je peux vous assurer que ça a mal fini et malgré l'accueil princier, je ne suis plus retournée dans ce magasin à ce jour. »

Assurez-vous d'avoir un personnel sympathique, cohérent et ... patient. Il est indispensable de veiller au choix et s'assurer de la formation continue du personnel qui doit être mobilisé et n'avoir qu'une seule et unique vocation le bien-être du «client».

FAIRE ATTENTION AU CLIENT

Il est évident, direz-vous, qu'offrir aux clients des services courtois, efficaces et de bonne qualité ainsi qu'une gamme de services, cela bénéficie non seulement aux clients mais également à l'entreprise.

Mais ceci suppose qu'on a appris à :

Ecouter son client. Il est important de mettre en place des moyens pour recueillir l'avis du client régulièrement, afin d'anticiper sur ses besoins et lui montrer que vous, vous occupez bien de lui. Les études, les enquêtes de satisfaction vous y aide largement et sont très abordables. A la fin d'une vente ou passage du client, vous pouvez gentiment lui demander son avis sur la qualité de service rendu.

Prévoir une relation particulière avec vos meilleurs clients :

La relation avec les clients doit être particulière comme si c'étaient vos tontons ou vos tantines qui ont une importance dans votre vie. A vos meilleurs clients, prévoyez leurs des distinctions particulières, un programme VIP par exemple. Si votre client important est celui qui vous achète le plus, faites-le lui savoir pour qu'il se sente différent, dans votre accueil, par rapport aux autres.

Penser à récompenser les clients qui vous envoient d'autres clients :

La meilleure publicité de votre entreprise, ce sont vos clients. Il n'y a rien de mieux que le bouche-à-oreille pour faire circuler une information. Il en va de même pour vous. Un de vos clients satisfaits vous recommandera à ses amis et afin de l'encourager dans sa démarche, un traitement de faveur ou juste un remerciement lui fera hautement plaisir.

Gérer les plaintes des clients :

Les plaintes, vous devez le savoir, ne sont pas seulement synonyme d'ennui ou de frivolité de la part du client. C'est pour vous, une belle occasion pour améliorer et faire avancer votre relation avec votre client. Remerciez-le de vous avoir prévenu du problème. Ensuite, à la fin des plaintes, gardez le contact avec lui pour le suivi.

Une autre astuce que je vous conseille vivement parce que cela marche, c'est de réagir avant même que le client ne se rende compte que quelque chose ne va pas.

- Si vous avez un restaurant, un client vient manger mais n'a pas mangé ou a, à peine, touché son plat. Devancez les faits et demandez-lui pourquoi et proposez-lui autre chose si possible.
- Si vous êtes un coiffeur, à la fin d'une coupe, vous avez l'impression que le client n'est pas satisfait. Ne le laissez pas rentrer avec une insatisfaction. Anticipez la déception, invitez-le à s'exprimer ! Si vous pouvez reprendre la coupe faites-le lui ou alors, proposez-lui une réduction, etc.

Garder le contact avec le client inactif ... et agir :

Restez en contact avec lui, de temps en temps, ceci vous permettra d'éviter qu'il aille voir la concurrence. De plus, ce simple geste lui permettra de se souvenir de vous. Ayez, donc, une action envers vos clients inactifs : ceci vous coûtera un appel mais vous aurez l'opportunité de le garder avec vous.

En référence au célèbre adage, moi je dis souvent «Un de retrouver, dix de gagner »

Imaginez, le genre de service que vous recevez d'un chauffeur qui se donne tout le mal du monde, pour vous mener à bon port. Dites-vous bien que le service client est composé de personnes qui servent les clients en vue de répondre à leurs besoins, qui leurs montrent qu'elles se soucient de leur bien-être et leur donnent envie de recommander leurs services à leur famille et amis.

Améliorer ce service revient à trouver les moyens de séduire perpétuellement ses clients. Je dirais même que la clé de l'amélioration du service client est de faire les choses régulièrement et de façon différente. Qu'en pensez vous? **TSM**

hdsilva23@gmail.com

Le Sourire

Par Raoul Follereau



PHOTO: John Mukeshimana

Un sourire ne coûte rien et produit beaucoup
Il enrichit ceux qui le reçoivent, sans appauvrir ceux qui le donnent
Il ne dure qu'un instant mais son souvenir est parfois éternel
Personne n'est assez riche pour pouvoir s'en passer
Personne n'est trop pauvre pour ne pas le donner

Il crée le bonheur au foyer
Il est le signe sensible de l'amitié
Un sourire donne du repos à l'être fatigué
Un sourire rend du courage au plus découragé

Si quelquefois vous rencontrez une personne qui ne vous donne pas le sourire que vous méritez, soyez généreux, donnez lui le vôtre.

Nul n'a autant besoin d'un sourire que celui qui ne peut en donner aux autres! **TSM**

UBURYO 7 bwo Guteza Imbere Ubucuruzi Bwawe

Byanditswe na Sandra IDOSSOU

Mu byumweru bishize nagiyeye mu iduka ricuruza uduconco n'imitako, nuko nyura imbere y'umugore wacuruzaga arimo kwisomera ikinyamakuru. Ntiyigeze yita ku bakiliya na gato banyuraga imbere y'aho yacururizaga. Ndayekaga ko Abakiliya bakwinjira cyangwa batakwinjira mu iduka rye, ntacyo byari bimubwiye. Ndashyamba ko abakiliya benshi bumvaga ahari bamutesha umwanya, ku buryo bahisemo kwisohokera no kumureka ngo akomeze yisomere.

Niba ukora imirimo y'ubucuruzi, cyangwa ucuruza mu iduka, ugomba kumenya ko ahari ari wowe wirukana abakiliya bakakuguriye ibicuruzwa byawe. Imwe mu myitwarire yawe n'uburyo wifata imbere y'abakiliya ni byo biburukana. Niba rero ushaka guteza ibyashara byawe imbere, ugomba kubahiriza amahame arindwi y'ingenzi akurikira:

1 Ugomba korohereza abakiliya kugera mu iduka ryawe no kuritunganya ku buryo bubereye ijisho

Usabwe kwirinda kurunda ibicuruzwa byinshi mu muryango, aho abakiliya binjirira. Ahubwo ugomba gukora ku buryo abakiliya bashimishwa no kuza mu iduka ryawe. Gerageza utake iduka ryawe. Kora ku buryo ibicuruzwa byawe bigaragara nk'aho nta handi wabisanga. Abakiliya bashyamba kandi bagashimishwa no kuza mu iduka ryawe bitewe n'uburyo iduka ryawe risa.

2 Uburyo wakira abakiliya bwa mbere ni ingirakamaro

Niba ari ngombwa guhagarara ku muryango kugira ngo ureshye abakiliya, ntibigomba kugutera isoni, wishidikanya. Ugomba gusuhuzwa ako kanya abakiliya bese banyura imbere y'iduka ryawe. Basekere kugira ngo ubashyamba baze mu iduka ryawe. N'ubwo waba ufite ibicuruzwa byiza bite, ntibishobora kwigurisha. Ugomba kubishishikariza abaguzi kugira ngo babikunde, babigure. Ugomba kwerekana umurava n'umwete, ukirinda kugenda useta ibirenge nk'aho baguhatiye cyangwa ari igihano gukora cyangwa gucuruza muri iryo duka.

3 Akira abantu bese bakugana

N'ubwo uyu ari umuco usanzwe, nyamara bigaragara ko iyo winjiye mu iduka hano mu muji, abakoramo bagutumbira gusa. Rimwe na rimwe abakozi bashinzwe gucuruza mu iduka basuzugura abakiliya kubera ko babona bambaye nabi. Ntukabeshywe n'imyambarire cyangwa n'uko umukiliya asa. Mwakirane ikinyabupfura n'ubwitonzi, umusuhuzwa uti: "Mwaramutse Madamu, cyangwa Bwana"; "mwiriwe se", "Murakaza neza mu iduka ryacu, bakiliya beza". Ibi kandi ugomba kubikorera abakiliya bese, nta kurobanura. Ereka ko ufite ubushake bwo kwakira no kuyobora umukiliya winjiye mu iduka. Birumvikana ko indamutso igomba

guherekeweza no kumwenzura. Ibi kandi bituma abakiliya bumva bishimiye kubera ukuntu ubakira umwenzura. Kumwenzura kwawe kwerekana ko wishimiye kwakira umukiliya ukuganyye.

4 Ugomba kumenya ubwoko bwose bw'ibicuruzwa ucuruza

Reka Tuvugishe ukuri. Nta kuntu wagurisha ibicuruzwa utazi neza. Ugomba kumenya aho bikomoka, uburyo bikoreshwa, akarusho kabwo ugereranije n'ibindi bicuruzwa cyangwa izindi serivisi bihanganye ku masoko, akamaro bifiteye abazabikoresha, n'andi makuru. Ugomba gukora ku buryo ibicuruzwa byawe biba indashyikirwa nk'aho ari byo byonyine biboneka ku isoko.

5 Ugomba kwiga kumara amatsiko abakiliya kugira ngo banyurwe n'ibicuruzwa byawe

Umukozi ushinze gucuruza agomba gukora ku buryo abakiliya banyurwa n'ibicuruzwa bye ku buryo bumva ko ari byo biruta ibindi kandi bibanogeye. Kugira ngo umukiliya anyurwe, ugomba gukora ku buryo umusobanurira, umwerekera uburyo igicuruzwa gikoreshwa kandi kimufiteye akamaro. Ibi ni byo bituma abakiliya banyurwa kurushaho n'ibicuruzwa byawe. Kora ku buryo abakiliya bagira uruhare mu kugerageza imikoreshereze y'igicuruzwa kandi mwuzuzanye mu bitekerezo mu byo kubereka. Uko



Byose bizaterwa nawe kuko imikorere myiza no guteza imbere ubucuruzi bwawe bishingiye cyane cyane ku buryo wita ku mukiliya.

kuzuzanya gutuma ibyashara byawe byiyongera ku buryo butangaje.

6 Usabwe kwirinda imikorere idashingiye ku buhanga

Usabwe kwirinda gusoma ibitabo cyangwa ibinyamakuru, kurya shikelete cyangwa ipipi, kuganirira kuri telefoni ibintu bitajyanye n'akazi imbere y'umukiliya, cyangwa kuganira na bagenzi bawe, mu gihe umukiliya ategereje ko umwitaho.

Usabwe rero kumenya ko ufite igihe gito umarana n'umukiliya. Ugomba gukora ku buryo basohoka bafite isura nziza y'iduka ryawe n'ibikorwa byawe by'ubucuruzi. Ugomba kubitwararika.

7 Shimira cyane umukiliya, yagura, atagura.

Ugomba gushimira umukiliya winjira mu iduka ryawe mbere y'uko asohoka. N'ubwo atahita agira icyo agura ako kanya, kora ku buryo ubutaha azagura. Usabwe guha abakiliya bawe serivisi nziza kugira ngo bazagaruke mu iduka ryawe, wenda nibishoboka bazane n'abandi bantu ubutaha.

Icyo waba ugurisha icyo ari cyo cyose, guteza imbere ibyashara biterwa cyane cyane n'uko wita kuri buri mukiliya ku giti cye. Ufite ubushobozi buhambaye kugurisha umukiliya igicuruzwa icyo ari cyo cyose. Usabwe rero gukoresha amahirwe yose aboneka kugira ngo wongere ibyashara byawe. Byose bizaterwa nawe kuko imikorere myiza no guteza imbere ubucuruzi bwawe bishingiye cyane cyane ku buryo wita ku mukiliya. **TSM**

PHOTO: Paul Snijders

tigo: Giving You the Best Service

Tigo is a multi-national telecommunications company with mobile telecommunications operations in 13 countries, 3 in Central America, 3 in South America and 7 in Africa. Currently the company has over 30 million subscribers across all of these regions including Rwanda.

Since Tigo was established in Rwanda about a year ago the company is now the second most subscribed mobile telephone company according to Rwanda Utilities and Regulatory Agency (RURA) with over 500,000 mobile subscribers in just 7 months of operating.

The company's business model is designed to provide products and services where penetration rates are low and where the need for telecommunications services growing due to economic development. The brand Tigo was created and commercially launched in our Latin American operations in 2004. As a brand in Africa, Tigo has been here since 2006.

Tigo's vision is to have people enjoy access to their world. Officials at Tigo say that the company creates, 'A world where mobile services are affordable, accessible and available everywhere and to all.'

The company provides telecom services for people who want to stay in touch, to belong to communities and to be informed and entertained, enabling them to express their emotions and enhance their lives.

Adapted from the Tigo Rwanda website. For more information about the company's products and services please visit www.tigo.co.rw

ALEX MUGISHA Customer Service Manager

What does your job entail?

My job is to make sure we at Tigo offer top notch services to our clients. We make sure we do this with a smile and with simplicity; our aim is to satisfy all our client's needs through quality assurance, customer care training, loyalty and retention. We deal with the corporate world and clients in government the same way we deal with clients in Cyangugu or Ruhengeri. We make sure we listen to all the queries and offer solutions as soon as possible.

How is dealing with customers in a telecom industry unique?

Well, customer service affects all levels of the company, so my team needs to have the same mindset to provide customer satisfaction. In customer care, business, mindset is very important. The "people" part of customer service is very crucial and at Tigo it is our priority to serve YOU. We treat customers in a courteous manner. We go the extra mile to make our customers smile; by making a conscious effort to find what a customer needs and we seek all means to get solutions even if it is seemingly not in our midst.

My team continuously builds rapport with all clients. When they come in, we make them feel comfortable. A simple "hello," "good morning," or "thank you" can go a long way in build loyalty.

How does it feel working for a multinational company like Tigo?

Tigo is a company that is customer oriented, easy and simple. The way we deal with clients and the way we serve is unique in Rwanda. Because of our service approach we have revolutionized the telecom industry and do things in a different way. It is simplicity from where the product or service descends to the end user. I enjoy working with a high spirited team that is results oriented.



PHOTO: Yehoshua Shashua

Why did you choose Tigo and not somewhere else?

Tigo chose me and I chose Tigo. All my life, I have wanted a challenge. I have always wanted to test my potential and witness a creation of an entity with my significant contribution. When Tigo launched operations in Rwanda in 2009 I was drawn to the company's vision and ambitious plans. I wanted to have this challenge. I'm now happy to see Tigo as the second choice for Rwandans.

Do you meet any challenges working in the service industry?

There are challenges in any kind of business, besides, the telecom industry is very dynamic and the service industry is constantly changing too. Dealing with an irate customer in a scenario where he's in the wrong, for example, can be challenging. It takes a great deal of control and convincing, and it can be challenging when he doesn't agree to my advice!

How has Tigo as a business invested in your capacity?

Tigo has groomed me in so many things but most importantly in being results-oriented. It instills a feeling of responsibility in whatever service I render to our customers. I have to have a solution to any complaint that a customer has. Also by being fact-based. Facts on ground give me direction on clear decisions that will ensure steady growth of our company in terms of service delivery.

Tigo is a company that is customer oriented, easy and simple.

RUGINA KABANDA PACIFIQUE
Postpaid and Corporate Sales Manager

What do you enjoy most about your work at Tigo?

The corporate world is quite interesting; it needs a certain level of presentation. That's the way we at TIGO present ourselves. I enjoy the fact that we offer a set of unique products that need high intellectual acuity to sell. Some are new and well designed business solutions to the Rwandan market and clients have to be impressed in order to buy them. Others need technical explanations. I also enjoy the fact that our work involves meeting people from different backgrounds and listening to them and ensuring that I meet their expectations by offering adaptable products and solutions.

Why did you choose to work for Tigo?

Tigo is a multinational organization. The Tigo brand is managed to give international visibility. I always wanted to work with that kind of company because it offers a mix of cultures and world class experiences. At Tigo we believe in innovations and I like to be a pioneer and all the challenges that come with being innovative. I have been with the company since it opened operations here in Rwanda and I am proud to be part of the revolution.

What is your greatest challenge in dealing with customers?

Sometimes clients are accustomed to some particular product or service and they are loyal to that product or service. The challenge is to breakthrough that loyalty to try and provide an alternative or even better solution when the customer is committed to something else.



PHOTO: Yehoshua Shashua

What is your greatest asset as an individual and as a service provider?

My job requires one to be creative and patient. These few qualities help me to find the proper solution to customers' expectations.

What skills have you learned that enable you to be a better service provider?

Dealing with clients is two way. Clients have different temperaments and character so one has to acquire certain skills to stay on top. I have benefited from numerous in-house trainings on leadership, time management, and many others. I interact with people in other industries and that helps me to get the proper attitude and knowledge to meet the corporate market demands.

Tigo offers a mix of cultures and world class experiences

CHRISTINE MUKUNDWA > Quality Assurance Manager

Tigo is young, fresh, dynamic and results driven company. We as a team are so passionate in everything we do. We are number one. We hold high the Tigo brand and this is clearly portrayed by the team's attitude towards work.

Customer service in Tigo is important because we are part of our customer's lives. When a customer comes to us, we ensure that we leave the customer with a lasting impression that prompts the customer to come back.

In order to attain this, our customer service advisors are well equipped to do their job and this includes proper

training, continuous assessments but above all having the right attitude towards customers. This is paramount. In Tigo, we recognize advisors that show effort in their work and we reward them.

The internal processes and procedures in customer service are optimized to deliver deeper, unforgettable moments for our customers. This is a huge responsibility that also gives us great satisfaction.

In quality assurance, I have to be a good listener and I believe this is a relevant skill in effective communication. Being very observant is another quality which is relevant in situations where my expertise is needed in solving a problem.



PHOTO: Yehoshua Shashua

< NAOMI NABASA Call Center Manager

Our team at the call center has the most challenging job. We deal with big volumes of calls on a day-to-day basis. As a team, we need to show the same attitude to clients. We have to treat the clients on the other side of the call in exactly the same way we deal with them physically.

The client on the other side of the call should feel our smiles, the same empathy, the same emotional resilience and stability and the same tone that we offer physically at our customer service centers.

Our call center can be accessed any time, 24 hours. Because of this we work in shifts. We have implemented a flexible shift model. The schedules have been optimized to enable us to serve our clients as best we can.

One more thing, the level of skills that our call center requires is very specific and the team has to adhere. This means availing a lot of training and information about our services and products. We constantly receive the training and are measured and appraised regularly to ensure we keep meeting customers' expectations. **TSM**



PHOTO: Yehoshua Shashua



PHOTO: Yehoshua Shashua

Engineers at Tigo>



Every person has different reasons for working. But we all work because we obtain something that we need from work. The something obtained from work impacts morale, employee motivation, and the quality of life. To create positive employee motivation, treat employees as if they matter - because employees matter. These ideas will help you fulfill what people want from work and create employee motivation.

You can tell your colleagues, coworkers and employees how much you value them and their contribution any day of the year. Trust me, no occasion is necessary. In fact, small surprises and tokens of your appreciation spread throughout the year help the people in your work life feel valued all year long.

Looking for ideas about how to praise and thank coworkers and employees as this year comes to an end? Here are ten tips for you.

1 Praise something your coworker has done well. Identify the specific actions that you found admirable.

2 Say "thank you." Show your appreciation for their hard work and contributions. And, don't forget to say «please» often as well.

Social niceties do belong at work. A more gracious, polite workplace is appreciated by all.

3 Ask your coworkers about their family, their hobby, their weekend or a special event they attended. Your genuine interest - as opposed to being nosey - causes people to feel valued and cared about.

4 Offer staff members flexible scheduling for the holidays, if feasible. If work coverage is critical, post a calendar so people can balance their time off with that of their coworkers.

5 Know your coworker's interests well enough to present a small gift occasionally. An appreciated gift, and the gesture of providing it, will light up your coworker's day.

6 If you can afford to, give staff money. End of the year bonuses, attendance bonuses, quarterly bonuses and gift certificates say «thank you» quite nicely. Some companies' staff receive a percentage of their annual salary for their end of year bonus.

7 Almost everyone appreciates food. Take coworkers or staff to lunch

for a birthday, a special occasion or for no reason at all. Let your guest pick the restaurant.

8 Create a fun tradition for a seasonal holiday and plan a holiday party.

9 Bring in cake, doughnuts or any other treat for staff and coworkers. Offerings such as cookies or cupcakes are a huge hit, people will love them. Another hit? Bring chocolate - chocolate anything.

10 Last, but not least, provide opportunity. People want chances for training and cross-training. They want to participate on a special committee where their talents are noticed. They like to attend professional association meetings and represent your organization at civic and philanthropic events. Giving them such opportunities will make them feel valued and appreciated.

There are hundreds of other employee and coworker appreciation ideas just waiting to be found. They'll bring you success in employee motivation, employee recognition and in building a positive, productive workplace. **TSM**

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Appreciating BACKSTAGE Employees

Employee recognition is a powerful communication tool that helps to boost the morale of the team. Recognizing an employee doesn't always have to be monetary. A simple "thank you" can go a long way in motivating employees. End of year is a good time to say a big "thank you" to all employees.

We at The ServiceMag say thank you to all of you working in the service industry. Satisfying every customer is not an easy thing and we know that most often, you really have to swallow your anger, pride, your personal emotions in order to satisfy customers who are sometimes mean, rude or ill mannered.

Although front office personnel meet clients and represent organizations, some people always work behind the scenes and they contribute a lot to the sustainability of a business. This Issue we would like you to meet some of these people.

PHOTO: Malik Sharif



Joseph Mugisha
Serena Hotel - Maintenance

Grand, élancé, souriant, c'est après une franche poignée de main que Joseph nous raconte son quotidien.

« Je suis Assistant Maintenance Manager au Serena Hotel depuis Juin 2010. Je dois dire que j'apprécie énormément le travail technique étant ingénieur. De plus, notre département "Réparation et Maintenance" est un élément clé dans la structure hôtelière surtout la cuisine qui est un de nos plus gros « morceaux » car on y trouve plusieurs appareils qui peuvent tomber en panne n'importe quand et sans prévenir. Le challenge? La finance car il peut s'avérer que les coûts de réparation soient largement plus élevés que l'estimation. Mais c'est une satisfaction pour nous lorsque l'on sait que le service rendu a été sans faille: climatisation, cuisine, etc. »



“ Le challenge? Il peut s'avérer que les coûts de réparation soient largement plus élevés que l'estimation.”



Une imprimante en panne, un ordinateur qui bugge, le quotidien de Alexis est rythmé par le bon vouloir des machines. Très sollicité par ses collègues, il est un des employés incontournables du système d'Ecobank

“J'ai 15 ans de service et j'aime mon travail que je le fais convenablement. Je collabore avec mes collègues et mes supérieurs hiérarchiques afin d'améliorer mon travail au jour le jour. Mais surtout, je suis fier de mon travail à cause de la bonne ambiance et la franche collaboration entre moi et mes chefs. »



Alexis Karerangabo
Ecobank - Maintenance Officer

PHOTO: Malik Sharif



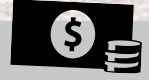
Abbas Hitiyaremeye
Serena Hotel - Accountant

Abbas has been an accountant since March 2004 and occupies the post of accountant pay book control. His job is to follow up all payments, minimize charges and advise on these matters.

He likes his job as it helps him to share ideas and meet different people.

"I have 3 customers" Abbas says, "the first is the guest, the second is staff and the third are suppliers. I need to make sure that employees are also paid on time because I know this has an impact on the overall good service rendered to our guests. Over all; all my 3 types of customers are inter dependant."

Abbas would like to encourage young people to work in such institutions as the Serena. "Serena is very nice place where we can meet different people and we have interactive department and interactive guests".



I have worked as floor supervisor since February 2007. I like housekeeping department because it makes me feel good and happy. Each single day when I see the room is properly cleaned; then I know for sure that the guests will be happy and comfortable in that room.

As a floor supervisor, I always make sure that all guest rooms have been cleaned thoroughly and that there is nothing missing or damaged in all rooms.

My main challenge is to train other attendants to understand the importance of their work. I also have to make sure that the linen from the laundry is available; and that there is no delay in customers' laundry.

I don't see any problem about being invisible to customers because we always get feedback from guests during their stay and I am always happy to receive compliments from guests. Of course I also like to know when there are complaints from guests as they help me to improve my work and satisfy them better.



Hyacinthe Uwamaliya
Serena Hotel - Housekeeping

“We always get feedback from guests during their stay and I am always happy to receive compliments.”



Nkurunziza Théoneste
Laico Hotel - Gardener

Nitwa Nkurunziza Théoneste nkora muri Laico kuva 1995
Akazi nkora: muri Jardin

Ikintu nkunda mu kazi : Iyo yakoze neza hanyuma abantu bakabishima, akanda kandi iyo aba kiriya bari gutembera muri Jardin
Ibyo yanga : ihinduka ry'ibihe cyane cyane igihe haba hashyushye ku zuba

Indabo akunda : l'oiseau d'épargne, Prix d'or



Drocella akora muri Ecobank kuva mu mwaka w'1995, akaba ashinzwe gutegurira icyayi na cafe abayobozi.

- « Ibanga nkoresha kugira ngo mare igihe mu kazi: Ni ugukunda akazi nshinzwe mbishyizeho umutimano Kutarindira ko akazi kagenda nabi mbirebantarindiriyi abankuriye »
- " Ibinshimisha: Nshimishwa n'iyi mbonye akazi kanjye gatunganye nk'uko mbyifuzza ndetse n'uko mbana neza na bagenzi banjye dukorana" bivugwa na Drocella.

"Ni umuntu ukunda akazi ke n'umutima we wose, akaba umuntu wubahiriza igihe kandi yambaye neza. Aritonda kandi ni umuntu wo kwizerwa" bivugwa na Kevin Ninsiima, ushinzwe abakozi muri Ecobank.



Drocelle Nyiransengiyaremwe
Ecobank - Tea Lady

PHOTO: Malik Shaffy

“ Il a d'ailleurs reçu le prix du Meilleur Employé du trimestre en Décembre 2009.”

D'un naturel timide, Gérard Habineza se faufile chaque jour entre les bureaux, plateau en main et sourire discret aux lèvres. Son travail ? Il en parle en toute humilité.

« Je travaille au sein de la Fina Bank depuis 2000 en tant que « Tea Maker » du Head Office. Mon travail consiste à préparer le thé et le café pour mes collègues. J'aime bien faire mon travail. En fait, je suis content de tout ce que je fais. Et, à la fin de la journée, une fois le travail terminé, je suis satisfait parce que chacun l'a apprécié à sa juste valeur. Mais parfois, c'est assez difficile lorsqu'on a beaucoup de personnes, comme lors des ateliers, etc. C'est un travail en plus mais je le fais. »

« Gérard connaît toutes nos préférences, il est très fort. Il sait exactement, qui boit du thé, comment l'un prend son café, etc. Il a d'ailleurs reçu le prix du Meilleur Employé du trimestre en Décembre 2009. » Explique une des employés de la banque.



PHOTO: Yehoshua Shaashua



Gérard Habineza
FINA Bank - Tea Maker

Byavuzwe n'Undi

Imvugo yamamaye kurusha izindi, imvugo isumba zose ivuga ko umukiriya ari we w'ibanze mu bikorwa ibyo ari byo byose umukiriya ni we shingiro ryabyo.

Kerry Stokes Umuyobozi wa televiziyo yitwa Seven Network Australian TV Company

Citation

“Le billet d'un dollar que le client reçoit des guichetiers dans quatre banques différentes est le même. Ce qui est différent, c'est les guichetiers” Marcus STANLEY

**Iwacu kwakira neza
abatugana ni umuco
Ubupfura bwawe burangwa
n'imikorere yawe**

 **Gira
Ubupfura**

 **RDB** RWANDA
DEVELOPMENT BOARD

Intersec Security Guard beat all in terms of honesty



PHOTO: Intersec

some money. Jean Pierre then reported his find to the manager and they took the client to the receptionist who handed him the wallet.

The entire staff and other clients of the hotel were speechless when they actually saw the wallet. On October 22 2010; Intersec organized a ceremony to appreciate and reward Jean Pierre for his integrity. They offered him a Moto bike; a RAMA insurance for himself and his family; a job promotion and a salary increase. All these were given by Intersec Managing Director at the ceremony in Nungwe in front of colleagues, friends and relatives who had come to witness this act of appreciation.

Mr. Celestin Kayitankore, the Marketing Manager of Intersec says, "We are very grateful to Jean Pierre for being an honest and exemplary guard."

"This is quite extraordinary; we have had guards who have done exceptional service, but Habimana beats them all," says Mr. Johnson Kyanga, The Director General of Intersec. "It's not so often that people who have picked such a huge amount of money end up doing the right thing."

We hope Habimana's good conduct and committed service serve as an example to other security guards and many other people in the service industry.

"No legacy is so rich as honesty."

He could have put it in his pocket; after all, no one had seen him pick it up. He must have struggled with all the possibilities open to him if he kept it. The debts to be cleared, fees to be paid.... Moreover, he could have argued that he had not stolen it. The wallet had US \$ 8,000 (RfW 4,720,000) cash in it mind you!

The receptionist did not immediately notify anyone else until Habimana overheard the frustrated owner of the missing money telling the hotel manager that he was going to return to Kigali to get

William Shakespeare said "No legacy is so rich as honesty." Even though this quotation is becoming more and more invisible in our societies; thank God there are still people who abide by this principle. One of these people is called Jean Pierre Habimana. This is the legacy his name will forever be associated to if he doesn't change his principles - honesty.

The first time I heard about Jean Pierre Habimana was in the newspapers in Kigali. Jean Pierre Habimana is employed by Intersec Security Company and works at Dubai World Nungwe Forest Lodge in Rusizi. On September 5th 2010, Jean Pierre Habimana found a lost wallet in the compound. He reckoned it belonged to a client and decided to take it to the receptionist on duty to trace the owner.



SORWATHE is the BEST EXHIBITOR

13th Expo 2010

When Diana and I went to the closing ceremony of the last trade fair; we were very anxious to know the company that would win the Best Exhibitors price. Some few days before this ceremony; we had gone round all the stands to have a feel of what was happening there.

When we went to the Sowardthe stand; there was so many people grouped in front of the stand. The attraction was the artwork that was actually pouring fuming tea in a caved cup. We stood there curious as the other customers and couldn't understand the technical process for this attraction.

We finally decided to enter the stand and buy some teas for the year... it is at the expo that I usually buy all my specialties' teas that I often give to people whenever I travel.

The lady who received us was so welcoming and professional. She actually made us buy more than we had actually planned to. I still remember when we came out from the stand, our reaction was "Wow" and "who said good customer service doesn't exist in Rwanda?".

Of course; we were so impressed that we actually voted for this company for the extraordinary reception they gave us. And it is for this reason that we really hoped they should win the trophy.

The Rwanda Tea Company commonly known as SORWATHE was actually awarded the best overall exhibitor of the 13th Rwanda International Trade Fair. The one-and-a-half week long exhibition at the PSF Gikondo Expo Grounds attracted more than 129 foreign exhibitors from 70 countries. In total, there



PHOTO: SORWATHE

"Whatever we do as SORWATHE, we try to do it very well, specifically to meet the satisfaction of our customers," — Alles

were 430 exhibitors, including locals.

Kenya Commercial Bank and Madhvani Group came as second and third best exhibitors respectively.

SORWATHE was awarded with a trophy of excellence by the Minister of Trade and Industry, Monique Nsanzabaganwa. While conveying his gratitude, the Director General of SORWATHE, J. C. Alles, commended the government for providing a favorable climate for private businesses and investments, which in turn has encouraged positive competition amongst firms.

When I asked Mr. Alles the secret behind Sowardthe winning this prize, he simply said "Striving for the highest standards. Doing whatever we do well. Pay attention to every detail. Take pride in what we do. All these things should come as second nature and

we enjoyed doing everything we did. And the reward we expect – a smile and/or an acknowledgement that we have done something special."

"We are grateful that our work has been recognized as the best at this year's Expo. Whatever we do as SORWATHE, we try to do it very well, specifically to meet the satisfaction of our customers," Alles said.

Mr. Alles concludes, "I would like to thank all who worked at the stall and in the preparation of the stall for their contribution and efforts. We also take this opportunity to thank all our customers for supporting us over the years by drinking Sorwathe tea."

We sincerely hope that many more companies will work towards improving service delivery in Rwanda.



No one likes having to go to a hospital or health center. Going for a good meal in a restaurant or shopping in town is often our preference. But when we are sick, we have to seek medical attention. So we often go to hospitals when we are already anxious about our health. That is exactly why we need health care personnel to show us "care".

In today's economy, Customer Service doesn't concern the business community alone. It concerns all public and private institutions and every single company that deals with customers. Compared to other service industries, hospitals have traditionally ranked notoriously poor in customer satisfaction not only in Rwanda but in other parts of the world.

Customers in hospitals are the patients, family members and visitors. In addition to offering very good medical care to patients, hospitals and health centers need to make every effort to be good at customer service. By customer service, I mean making the patient's experience a positive one while in that hospital. Patients need to feel welcome and cared for. It also includes helping patients and their family members navigate through the difficult moment in a health center.

When I had to visit a hospital in Kibagabaga, I was impressed by the cleanliness of the place. The greenery and the benches in the gardens made me think for a second that I was in a recreational center. This environment gave me such peace of mind that even before seeing the

Customer Service in Hospitals

By Eddie Heh

doctor, I was less anxious. It made me think, what are the aspects of customer care that a health center should have in place?

A hygienic and clean environment

A clean and spotless environment makes you feel better. I'm sure you don't want to go to a hospital that is dirty and see nurses and doctors with blood stains on their clothes. Hygiene is actually one of the pre requisites of all health centers.

Greeting & Welcoming;

As patients, we do not want to wait for hours before someone takes care of us. We don't want to be ignored. A quick first contact reassures the patient that the hospital will provide directions or assistance when necessary. A friendly greeting will put a patient at ease quickly.

Avoiding Noises

One of the things that contribute to patients' peace of mind is the quietness of a hospital. Shoes that make noise, telephones with loud ring tones and loud conversations in the corridors should be avoided.

Keeping Patients confidentiality & Privacy

Customer service care in a hospital requires that the staff knock on patients' doors for instance, before entering. This should be the minimum to protect the dignity of patients.

It is also important that staff protect and keep confidential all the healthcare information concerning their patients.

Improving on Communication;

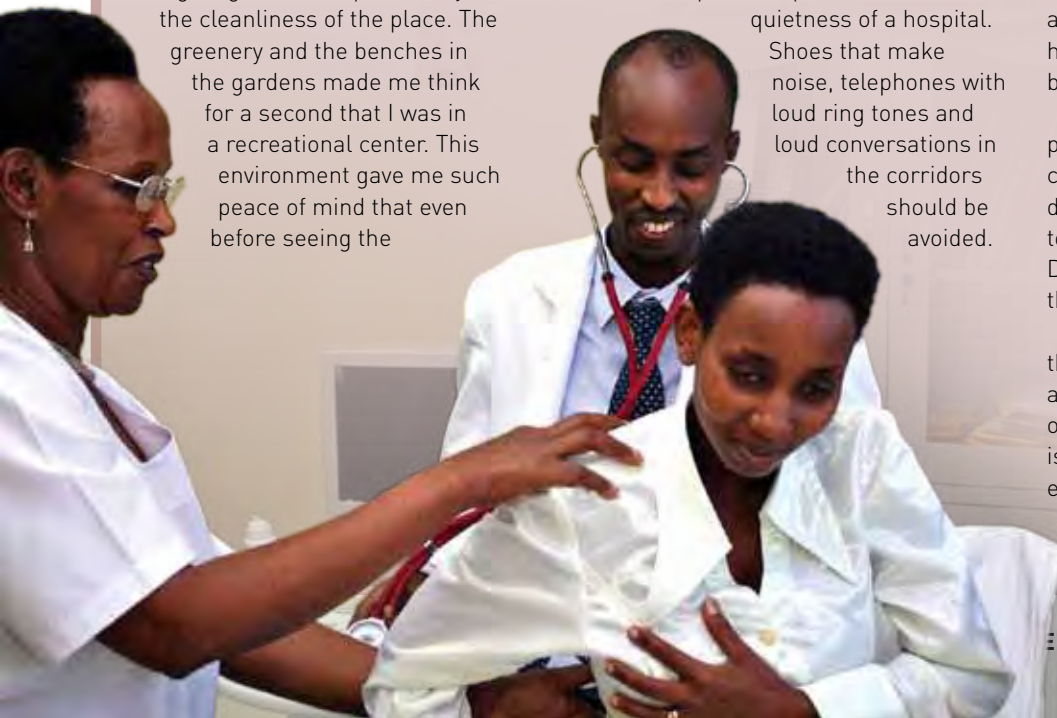
As patients, we appreciate it when medical personnel listen actively to us. Doctors and lawyers ask many questions but they also need to listen attentively. In a hospital, patients don't want to be numbers or cases, they want to be assured that their ailments are well understood by the people who will take care of them.

Today, customer service in hospitals requires an entirely new mindset for healthcare practitioners. Just like in any other business, customer loyalty in hospitals and health care centers must become a priority.

Hospitals should enhance their patients' experience by developing customer service that goes beyond delivering care to create loyalty at every touch-point -- from the reception to the Doctor's office, to the hospital procedure through to the final bill.

Though we acknowledge the fact that health care providers have a tedious and stressful job in dealing daily with our difficult and complicated health issues, all we want from them is to show empathy and care. **TSM**

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Preparing FOR AN INTERVIEW

By Denise Umunyana

IMAGE: Created from a Gettyimages photo



Let's face it; no one likes the interview process. Well, certainly not the people being interviewed. You have to be at your best behavior, you only get one chance to get it right. But no need to worry, being interviewed is a skill, and if you prepare adequately, you should ace it every time.

Preparation is the key to being successful with interviews. Thorough preparation enhances your chances of passing interviews. As the candidate, your objective is to satisfy the interviewer's objective by answering interview questions. Conduct yourself with confidence and determination to get the job.

Interview questions are usually the same and all you need to do is interpret them. Here are a few questions to guide you as you prepare for that interview:

SO, TELL ME A LITTLE ABOUT YOURSELF:

I'd be very surprised if you haven't been asked this one at every interview. It's probably the most asked question because it sets the stage for the interview and it gets you talking. Be careful not to give the interviewer your life story here. You don't need to explain everything from birth to present day. All that is required are relevant facts about education, your career and your current life situation.

WHY ARE YOU LOOKING FOR A JOB WITH X COMPANY (OR WHY DID YOU LEAVE YOUR LAST JOB)?

This should be a straightforward question to answer, but it can also be tricky. Presumably you are looking for a new job (or any job) because you want to advance your career and get a position that allows you to grow as a person and an employee. If you are in the unfortunate situation of having been downsized, stay positive and be as brief as possible about it. If you were fired, you'll need a good explanation. But once again, stay positive.

TELL ME WHAT YOU KNOW ABOUT THIS COMPANY:

Do your homework about the company you apply to before you go for the

interview. Whether it's being a driver or mailroom clerk, you should know about the company or business you're going to work for, it will make you stand out as someone who comes prepared, and is genuinely interested in the company and the job.

WHAT RELEVANT EXPERIENCE DO YOU HAVE?

Hopefully if you're applying for this position you have bags of related experience, and if that's the case you should mention it all. But if you're switching careers or trying something a little different, your experience may initially not look like it's matching up with the job you are applying for. That's when you need some frank but creative ways to convince the panel that the experience required is in line with your previous job. You just need to show how customer service skills can apply to internal management positions, and so on.

WHAT'S YOUR GREATEST STRENGTH?

This is your chance to shine. You're being asked to explain why you are a great employee, so don't hold back. You could be someone who thrives under pressure or a great motivator. If your greatest strength, however, is to drink anyone under the table, keep it to yourself. Likewise, if you are asked to list a few of your weaknesses, give a small, work-related flaw that you're working hard to improve. Example: "I've been told I occasionally focus on details and miss the bigger picture, so I've been spending time laying out the complete project every day to see my overall progress."

Would you rather work for money or job satisfaction?

It's not a very fair question is it? We'd all love to get paid a Trump-like salary doing a job we love but that's rare indeed. It's fine to say money is important, but remember that NOTHING is more important to you than the job. Otherwise, you're just someone looking for a bigger paycheck.

ARE YOU WILLING TO PUT THE INTERESTS OF X COMPANY AHEAD OF YOUR OWN?

Again another nasty question. If you say yes, you're a corporate bore who doesn't care about family. If you say no, you're disloyal to the company. I'm afraid that you'll probably have to say yes to this one though, because you're trying to be the perfect employee at this point, and perfect employees don't cut out early for Nshuti's football game.

FINALLY, DO YOU HAVE ANY QUESTIONS TO ASK?

I'll finish the way I started, with one of the most common questions asked in interviews. This directly relates to the research you've done on the company and also gives you a chance to show how eager and prepared you are. You'll probably want to ask about benefits if they haven't been covered already. Always have questions ready, greeting this one with a blank stare is a rotten way to finish your interview.

Good luck and happy job hunting. **TSM**

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Read
The ServiceMag
Online

www.theservicemag.com

"Knowledge is Power"

Waste Management in the Service Industry

By Abena Amoako-Tuffour

ILLUSTRATION: iStockPhoto



Waste accumulation in Africa is a major problem. Two major causes are urbanization and changes in lifestyle that have occurred since independence. For example electronic waste is becoming more common in coastal countries. The amount of these used electronics (cell phones, TVs, computers, etc.) that don't actually work are creating what some refer to as a "digital dump". Poor waste management practices such as dumping trash into water or in heaps on the outskirts of the city make the problem of sanitation and health problems worse. According to a 2009 report written by the United Nations Social and Economic Council (UNSEC), a significant increase is expected in the production of waste due to urbanization and modernization of agriculture in African countries. This will put even more pressure on the current ability of these countries to manage waste.

Service industry players, do not let this somber fact of the increase in waste production sit as a cloud above your heads. There is hope. And progress is being made though it comes with its challenges. According to UNSEC, the private sector can play a big role in managing waste effectively. The challenge related to this is that in most African countries bylaws make waste

management the responsibility of municipalities which however, often don't have the capacity to deal with the waste. Private companies either have this capacity or can gain access to it but the bylaws can make entering the market difficult. The service industry makes up a major portion of the private sector. Though you may not be directly in the business of setting up waste reduction

facilities, you are in a position to greatly influence the production of waste in your country. With the concept of effective waste management being new for many, it is perfectly acceptable to begin humbly by managing your own waste.

Waste accumulation and improper disposal has significant health impacts including breathing problems and multiple sickness related to the spread of dangerous bacteria in the body. Proper waste management infrastructure and practices can greatly reduce the costs of health care, and the social costs of being sick. The destruction of natural resources is also a result of poor waste management. Waste management can reduce your purchasing and operating costs if you purchase used materials and to reuse materials yourself. For example, in the hotel industry, instead of leaving paper cups in rooms, leave ceramic mugs and glasses. This demonstrates social concern and responsibility.

Once you are familiar with the benefits and incentives for the responsible waste management and if you are convinced that these are valid, you can begin a waste management strategy in your workplace. Write an environmental policy for your company explaining your reasons for and commitment to reducing your waste production. Be clear and simple about

what you want to achieve. Set targets and communicate the policy with your entire staff. Next, identify what type and how much waste you produce. This is called a waste audit and can be done in different ways: by sorting and weighing your waste, by keeping track of purchasing and disposal costs and by walking through your office or building to observe the main items being disposed of. High-volume items such as paper packaging, and high-value items such as electronic items may earn you some change from recycling them or re-selling them.

After your waste audit determine the best ways to meet your targets. Plastic bottles are in high volume in African countries. According to a campaign called *For the Love of Water* (FLOW) it takes 3.5 liters of water just to produce a 1 liter water bottle. A target then for your company could reduce use of plastic bottles by 25%. You could do so by putting boiled water in a flask and keep it in a fridge or cooler. FLOW's website also states that in South Africa where some of the few recycling facilities in Africa are located, their recycling target is only 38%. Thus, in countries where there are no recycling facilities, it is best to reduce your waste from the beginning instead of trying to recycle. If you do plan to recycle or re-sell your high value waste products, do your research and find out where you can do this. In some countries, recycling companies pay people a small amount per bottle brought to the recycling facility. Finally, communicate your plan to your staff and be consistent about enforcing your environmental policy.

For the service industry, the lack of waste management policy or the increasing gap between policy and practice can be frustrating. But it can also be an opportunity to fill a need, allowing to find out what strategies work for you. Be innovative and don't be afraid to invest a little for the long-run benefits. **TSM**

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DARE TO DELEGATE!

By Beatrice Madya

Good management enhances customer service

PHOTO: Gettyimages

The survival or success of an organization should be every employee's concern because if the organization collapses everyone suffers. Therefore customer service should be everyone's responsibility. Managers should be capable of creating teams and act as coaches or mentors to team members. Organisations need managers who allow their employees to think, venture, create, experiment, and initiate customer care within organizations.

I accompanied a friend to a bank one Saturday to withdraw her salary of two months. She had not been able to access her salary for three months due to the nature of her job. After spending about thirty two minutes in the queue, we got to the teller who told us to wait for the supervisor, who was to authorize her check. The supervisor appeared after eleven minutes and told us that the Branch Manager was not available and advised us to go to another branch for service.

I would have expected the manager to delegate his duties when he is not in office but that was not the case. It was evident that the manager did not trust his subordinates and did not allow them

to make decisions and take independent actions. From the supervisor, it was clear that he would not be bothered and would not take any step further than what was prescribed by the manager. We requested him to consult other senior managers or phone the other branch but he was adamant.

Today, organizations encourage managers to delegate authority in order to provide maximum flexibility in meeting and exceeding customer needs. Delegation leads to empowerment, where people have the freedom to contribute ideas and execute their jobs in the best possible ways. Delegation can increase job satisfaction for the individual and frequently results in better job performance. More so, delegation promotes sharing of experiences, and knowledge transfer which create unity and value.

Without delegation, managers end up doing all the work themselves yet they are supposed to bring out the best in others and motivate employees to excellence. The ability to delegate is crucial to managerial success. Whether we like it or not success is measured against the ability of the organisation's management.

Here are a few tips to managers considering delegating responsibility:

1. Consider competence level
2. Specify tasks clearly to individual team members.
3. Give team members the correct amount of authority to accomplish assignments.
4. Make sure that team members accept responsibility.
5. Create accountability.
6. Celebrate the results.

Despite the perceived downside of delegation, the reality is that a manager can improve the performance of his or her work groups by empowering subordinates through effective delegation. The employees would see the impact of their actions would want to work towards the success of the organization. As a result, customer care becomes everyone's priority. **TSM**

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Le lien entre le Marketing et le Customer Care

Par Anita Haguma

“ Un client satisfait deviendra un bon ambassadeur et une source de publicité GRATUITE ! Dans le cas contraire, il pourra ternir l'image de votre entreprise. D'où la nécessité d'un bon service. »

Lorsque l'on me demande ma profession et que je réponds : « Consultante en Marketing », la première réaction que je reçois souvent est « Vous faites la publicité ! » Cette dernière est, certes, l'un des éléments Marketing cependant, elle est très loin de représenter ce qu'est le Marketing dans l'ensemble.

Bien que l'on parle souvent de Marketing dans les affaires et que, de plus en plus d'entreprises, prennent conscience de son importance dans le business, peu comprennent encore ce que le Marketing signifie réellement ainsi que toute sa dynamique.

Qu'est-ce que alors le Marketing?

Il existe certes plusieurs définitions mais de façon générale, c'est le processus de garder les clients existants et d'intéresser les clients potentiels dans l'achat de son produit ou service. Le mot clé étant « processus », ce qui veut dire que le Marketing implique aussi bien la recherche, la promotion, la publicité, la vente, le service après-vente que la distribution des produits ou services.

En d'autres termes, c'est l'ensemble

des actions mises en place pour vendre ses produits ou services. Evidemment, à la base des actions opérationnelles, il y a une stratégie car « il vous faut d'abord savoir où vous allez avant de définir les moyens pour y parvenir. »

On ne peut donc pas parler de Marketing Stratégique sans parler de Marketing Opérationnel car de l'un découle l'autre. Une stratégie n'a de sens que si elle est suivie d'actions concrètes.

Le dénominateur commun à ces deux types de Marketing est sans doute la prise en compte systématique des attentes du consommateur. Ainsi, le Marketing devra être envisagé plus comme un esprit que comme un ensemble des techniques.

Les étapes du processus d'achat

Puisque le consommateur est l'acteur clé dans l'achat, il importe de tout faire pour l'attirer mais surtout le garder. On ne peut y arriver qu'en offrant un produit ou service excédant ou à défaut, correspondant aux attentes du consommateur. Ceci force le « marketeur » tout d'abord à mieux comprendre le processus d'achat du consommateur qui pourrait se décrire en cinq grandes étapes:

La reconnaissance d'un besoin

Le besoin est un état qui naît de la sensation d'un manque que le consommateur cherche à satisfaire par l'achat d'un produit ou d'un service. Par exemple un besoin de manger.

La recherche de l'information

A ce stade, le consommateur cherche les informations sur le produit ou service. Il fait appel aussi bien à sa propre expérience qu'au support externe (avis des proches ou publicité). Pour notre exemple ce serait : quels sont les restaurants disponibles (leur type de cuisine, le prix, l'atmosphère, la qualité de service...)

L'évaluation des différentes alternatives

Une fois les informations collectées, le consommateur compare et évalue les services disponibles sur le marché. Quel est le restaurant qui répond le plus à ses attentes en terme de cuisine, prix, distance à parcourir, ambiance, etc.

La décision d'achat

Le consommateur choisit le produit ou service qui permettra de satisfaire au mieux ses attentes et se rend à un restaurant précis. Il décide de consommer un service. A ce niveau, le client est à moitié gagné. Mais à présent, ce qui importe c'est qu'il prenne la décision de renouveler son choix.

L'analyse post-achat

Le consommateur évalue réellement l'utilité du produit ou service et son adaptation à ses besoins et attentes. Si il est satisfait, il retournera au restaurant et en deviendra un client fidèle. L'erreur pour une entreprise serait de se contenter de l'acte premier d'achat.

Fidélité du client et customer care

En réalité, toute la réussite d'une démarche Marketing réside dans le dernier point et c'est là que réside le lien intime avec le service à la clientèle (« Customer Care »)

Dans son analyse post achat, le consommateur évaluera toute

“ Selon les recherches, un client ayant une bonne expérience avec un produit/ service en parle à 3 personnes, alors qu'un client insatisfait en parlera à 12 personnes.”

l'expérience avec le produit ou service: avant, pendant et après l'achat, pour prendre la décision ultime de devenir votre client réel.

Un client satisfait, non seulement, répétera l'achat et deviendra fidèle mais surtout il deviendra un bon ambassadeur et une source de publicité GRATUITE ! Dans le cas contraire, il pourra ternir l'image de votre entreprise.

En effet, les recherches prouvent qu'un client ayant une bonne expérience avec un produit ou un service en parle à, au moins 3 personnes, alors qu'un client insatisfait en parlera à 4 fois plus de gens, soit 12 personnes.

Dans leur livre « Rules to Break and Laws to follow », Don Peppers et Martha Rogers expliquent : « Les clients ont une bonne mémoire. Ils se rappelleront de vous que vous vous souvenez d'eux ou pas. »

Le service à la clientèle devient alors un élément moteur de différenciation car il permet aux entreprises de fidéliser les clients en se distinguant avantageusement, les unes des autres. Ainsi, il ne suffit pas seulement d'avoir un bon produit ou service, il faut surtout assurer la qualité de service à la clientèle.

TSM

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Pourboire si ruswa! Mu Rwanda byifashe bite?

Byanditswe na Emile Murekezi

Muri iyi minsi hirya no hino mu Rwanda, haba mu bigo bya Leta ndetse n'abikorera ku giti cyabo barashishikarizwa gutanga serivisi yihuse, inoze kandi ikoranywe ubuhanga. Ese mu mahoteri n'ubukerarugendo ho byifashe bite ?

Biramenyereye hirya no hino kw'isi mu mahoteri, amaresitora ndetse n'amabare ko iyo serivisi yakozwe neza umukiriya akayishimira ashobora kuba yatanga pourboire, tugenekereje mu Kinyarwanda twavuga agashimwe.

Umwe mu bo twaganiriye w' umunyeshuri mw'ishuri ry'amahoteri n'ubukerarugendo RTUC, yadutangarije ko pourboire cyane cyane yatangiye mu bafaransa, aho umukiriya ahabwa serivisi hanyuma akagira icyo aha uwamwakiriye. Ibyo rero ngo biha umukozi uburyo bwo kumenya cyangwa gusuzuma serivisi yatanze uko yakiriwe cyangwa se uburyo umukiriya yanezerewe.

Yakomeje adutangariza ko abantu bitiranya pourboire na ruswa, avuga ko ibi byombi ntaho bihuriye kuko uyu wo ari umuco usanzwe mu mahoteri. Twamubajije urwego rw'abakiriya abona bakunda gutanga aka gashimwe, yasobanuye ko abanyamahanga aribo bakunda kuyitanga kuko uyu mucu bawumenyereye iwabo ndetse n'abanyarwanda bakunda kugenda amahanga.

Ibi rero kenshi ngo bigaterwa na cya kibazo twavuze haruguru ko benshi babyitiranya na ruswa, abandi bakaba ntabyo bazi na busa cyangwa se bigaterwa nanone n'abatanga serivisi icyo bagambiriyey cyane(Pourboire).

Aha rero twasozye iyi nkuru tubwira abanyamahoteri, abakiriya ndetse n'abanyarwanda bose tuti: "Pourboire ni umuco mwiza, iyo umukozi (aha twibukiranye ko ari abakora mu mahoteri ndetse n'ubukerarugendo) ayihawe bituma amenya agaciro ka serivise yatanze bikaba byanatuma ejo arenzaho, bityo umusaruro ukuyongera. TSM

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Abakozi bawe bagengwa n'amasezerano bafitiye ubucuruzi bwawe akamaro

Byanditswe na Sandra Idossou

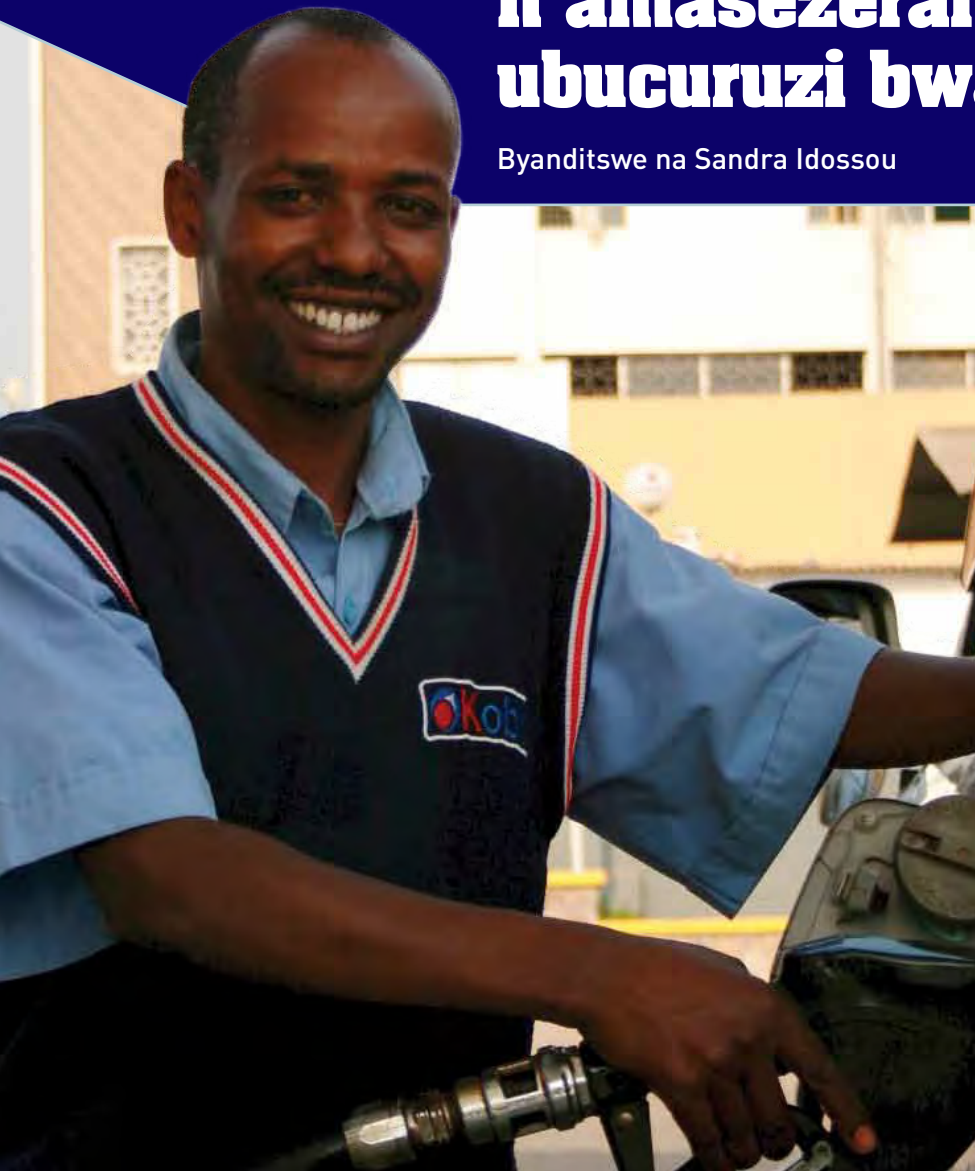


PHOTO: Mark Anthony Sebukima

Nyuma y'aho u Rwanda rugiriye mu Muryango w'Ubukungu w'Ibihugu by'Iburasirazuba bw'Afurika, ipiganwa riragenda rikaza umurego uko iminsi ihita kandi ubu abaguzi n'abakiliya bafite ijwi n'amahirwe yo guhitamo. Kunoza imitangire ya serivisi zo kwakira no kureshya abakiliya rero ntabwo ari ukubikora ubishatse, ahubwo noneho ni ngombwa, haba mu rwego rwa serivisi za Leta, mu bigo bya Leta cyangwa ku

rwego rw'abikorera. Byongeye, abacuruzi ubu bakeneye kurushaho kugira uruhare mu kunoza no gutunganya imitangire ya serivisi mu mirimo yabo y'ubucuruzi bwabo no mu gihugu.

Imitangire ya serivisi igomba kuba inshingano rusange zihuriweho na bese kandi rero biranakwiye ko abakozi bashinzwe kwakira abantu ndetse n'abandi bakozi bakora indi mirimo idatuma bahura n'abantu bahabwa

ubumenyi bw'ibanze mu mitangire ya serivisi nziza zinoze.

Imihindukire y'imyumvire n'imyifatire igomba gutangirana n'Umuyobozi Mukuru w'ikigo, uwo muco mwiza ukagenda ukwira mu bandi bakozi bo hasi kugeza ku mukozi ushinze isuku. Umuco n'imyifatire ya "Ntacyo bimbwiye cyangwa ntibindeba" ikeneye guhindika.

Rimwe nagiyemo mu biro mu muji, noneho nkomeza kwibaza impamvu yatumye rwose nyayo. Umukozi nahasanze yarimo kwiganirira kuri mudasobwa yohereza ubutumwa bugufi kuri internet. Nagombye gutegereza ko arangiza kwiganirira kuri internet kugira ngo ashobore kunyitaho no kumva icyo namubwiraga. Nabwo sinavugaga ko yumvaga ibyo mubwira!! Yakomeje kwikorera utundi tuntu ntazi, yivugira ibintu bye bwite mu gihe nakomezaga gutegereza ko anyitaho. Naketse ko ahari nari naje kumutesha umwanyana. Ntabwo namenye cyangwa nabonye amakuru nashakaga, nari nkeneye. Wakwibaza uko byagenze? Nasohotse ntaguze icyo nashakaga kugura.

Abacuruzi basabwemo kubahiriza no gukurikiza amahame akurikira kugira ngo bashobore guhindura no kunoza imyumvire n'imigirire yabo ku mitangire ya serivisi nziza zitangwa n'abakozi babo.

1 Gerageza kubaka umuco wo gutanga serivisi nziza mu kigo cyawe.

Subiramo kandi wongere usubiremo ko imitangire ya serivisi nziza ari inshingano za buri wese mu kigo cyawe, ko izo nshingano zitareba gusa abakozi bashinzwe *"Ishami rishinzwe kwita ku bakiliya cyangwa umuyobozi w'ikigo"*.

Kwita ku bakiliya n'imitangire myiza ya serivisi ntabwo ari inshingano z'ishami runaka ahubwo ni umuco n'imyumvire. Ibi bisaba ko buri mukozi ukora mu kigo cy'ubucuruzi abigiramo uruhare kandi abigira inshingano ye bwite. Buri muntu uhura n'abakiliya aba ahagarariye ikigo cy'ubucuruzi n'inyungu zacyo.

Imitangire ya serivisi inoze igomba kuba ku isonga ry'inshingano zigenga imikorere ya buri mukozi na buri wese ugize itsinda cyangwa ishami mu kigo cyangwa mu biro. Uyu muco wo gutanga serivisi nziza ugomba guhera ku Muyobozi Mukuru ugakwirakwira mu bakozi bo hasi ndetse no kugeza ku mukozi ushinzwe isuku. Iyo abakozi bawe birengagije agaciro n'akamaro k'umukiliya, ugomba kubibutsa ko umushahara ubahemba nyuma ya buri kwezi uva mu mufuka w'umukiliya. Niba bishoboka, andika mu nyuguti zigaragara amagambo yavuzwe na Henry Ford **"Ntabwo ari umukoresha uhemba abakozi. Abakoresha banyuzwaho gusa amafaranga. Umukiliya ni we uhemba imishahara y'abakozi"**

Shishikariza abakozi bose kugira umuco wo kwita ku nshingano zabo, cyane cyane abakozi bashinzwe kwakira abakiliya kandi shimangira agaciro n'akamaro ko gufata neza abakiliya nk'abami n'abamikazi.

2 Shyiraho amabwiriza ngengamikorere arebana n'imitangire ya serivisi

Niba ushaka ko amatsinda y'abakozi bawe amenya neza ibyo basabwe, shyiraho amabwiriza ngengamikorere arebana n'imitangire myiza ya serivisi, ku buryo bituma abakozi bagira umuco n'imyumvire byo mu rwego rwo hejuru mu mitangire ya serivisi. Shyiraho inyandiko yerekana amabwiriza agomba gukurikizwa, agomba kwibanda ku buryo bwo kuvugana no gusabana n'abakiliya, gusesengura no kwita ku byifuzo by'abakiliya no gukemura ingingimira zituma abakiliya binubira imitangire ya serivisi. Urugero rukurikira rw'amabwiriza ngengamikorere aenga imitangire myiza ya serivisi rugomba kuba ihame ridakuka ku bakozi bawe bose:

- Gusuhuza no kumwenya mu gihe wakira buri mukiliya;
- Erekanako umutima mwiza, ugaragaze ubwuzi n'urugwiro ufitiye umukiliya wese ukugana kandi umutege amatwi;
- Akirana abakiliya ikinyabupfura n'icyubahiro;
- Erekanako wumva abakiliya kandi wishyize mu mwanya wabo, cyane cyane iyo ukemura impamvu zatumye binuba;
- Kora ibirenze ibyo umukiliya agusabye ku buryo atungurwa n'ubushake bwawe bwo kurushaho kumwitaho;
- Buri gihe ubahiriza ibyo wasezeranije umukiliya kandi fata abakiliya bese nk'uko nawe wumva wakwirwa.

3 Tanga akazi ukurikije imyumvire n'imyifatire, aho gukurikiza gusa ubumenyi n'ubushobozi

Nzi neza ko ari ingorabahizi bitoroshye kubona abakozi bafite ubumenyi n'ubushobozi, n'ubuhanga bwa ngombwa mu kazi, ariko nanone dukwiye rwose guhindura uburyo bwo gutanga akazi, cyane cyane guha akazi abakozi bashinzwe kwakira abakiliya. Wibuke ko ubumenyi n'ubushobozi bishobora kongerwa, ariko ko biruhije guhindura imyifatire n'imyumvire y'umukozi.

Guhitamo abakozi babonye kandi bakwiranye na serivisi zitangwa n'ikigo cyawe ni igikorwa cy'ingenzi niba ushaka kugumana no kongera abakiliya bawe. Niba wifuzaga kubona abakozi bashimisha abakiliya bawe, impamyabumenyi n'impamyabushobozi zonyine ntizihagije. Shakisha abakozi bafite ubushobozi bw'imikorere myiza n'abakiliya bawe.

Ntabwo buri wese ari "umuntu wa rubanda". Ntabwo buri wese ari umuntu wishimira kandi wakirana abakiliya urukundo n'urugwiro, amwenya. Birumvikana rero ko ubutaha mu gutanga akazi, ugomba gutoranya abakozi bafite imyumvire n'imyifatire myiza ari ushobora kwigisha no guhugura, kugira ngo wongere ubumenyi n'ubushobozi bwabo.

4 Fata neza buri mukozi wawe

Nta gushidikanya ko kwita ku bakiliya no gutanga serivisi nziza bijyana no gufata abakozi neza. Ereka abakozi bawe ko ubitayeho kandi ububashye. Nabo bizatuma bita ku bakiliya bawe kandi babubaha. Kora ku buryo uha abakozi bawe amahugurwa atuma bagira akarusho, ubahe umushahara ushimishije kandi ushyireho gahunda z'agahimbazamuryi zo kubashishikariza gutunganya kurushaho imirimo yabo.

Imikorere ibonye ituma abakozi bawe bumva bafite agaciro kandi bashimishijwe no kuba bagukorerwa, batagononwa kuza ku kazi. Ntukwiye kuza ku kazi uzanywe gusa no kugaya, kunenga, gutesha agaciro, kwandagaza guhana no gusuzugura abakozi bawe no kubacira urubanza. Niba ushaka ko bubaha abakiliya bawe, kora ku buryo babona ko nawe ububashye.

Fata umwanya kugira ngo uvugishe abakozi bawe kandi unabereke ko ubaha agaciro kubera ko bafitiye runini ejo hazaza h'ubucuruzi bwawe.

Na none kandi, shyiraho gahunda yo guhemba abakozi batanga serivisi nziza kurusha abandi, igamije gushimira abakozi batanga serivisi z'indashyikirwa. Byongeye, kora ku buryo aho abakozi bawe bakorerwa atari urucantegye kandi habereye abakozi ku buryo buri muni bumva bafite ubwuzi bwo kuza ku kazi.

Tutitaye ku miterere y'imirimo yawe y'ubucuruzi, niba ushaka ko abakiliya bawe bahabwa serivisi nziza, ugomba kuba intangarugero kandi ukarangwa buri gihe n'uwu muvo mwiza. Ibuka ko abakozi bawe bazakurikiza urugero rwawe, aho gukurikiza ibyo ubabwiriza. Nubasuhuza wishimye kandi unezerewe, nabo niko byanze bikunze bazabigenzereza abakiliya babagana. Kandi uyu muco mwiza uzakwirakwira kugera ku mukozi wo hasi.

Muri ibi bihe, imitangire myiza ya serivisi ni ihame ry'ingenzi niba ushaka ko imirimo yawe y'ubucuruzi itamba kandi igakomeza gutera imbere. Tangira uyu muni gushimangira uyu muco mwiza mu matsinda y'abakozi bawe kandi ubatoze inzira nziza yo kubaha abakiliya no kubaka imikorere irambye n'abakiliya kubera inyungu z'ubucuruzi bwawe n'igihugu cyawe, aricyo u Rwanda. **TSM**

MINISTER OF EAST AFRICAN AFFAIRS RWANDA

HON. MONIQUE MUKARULIZA

By A.K Otit

This interview is a follow up to the interview with the PS Ministry of East African Affairs Rwanda – Mr. Robert Ssali which was run in The ServiceMag Issue 3 (Sept–Nov 2010).

The ServiceMag: Hon. Minister, would you explain in simple terms what the East African Common Market is all about?

Minister: The Common Market refers to all the markets of the EAC partner states integrated in one single market that allows free movement of goods, persons, labor, services and capital in the light of establishment of the East African Community.

TSM: Is implementation of the common market progressing as planned since the signing of the protocol?

Min: The Common Market Protocol was signed on 20th November 2009 and it entered into force in July 2010. That went well. However since then, there are other activities that partner states have agreed on which are yet to be completed. For example, partner states agreed to form institutions with powers and authority deemed necessary to administer the common market – this was supposed to be finalized by April 2010. This activity is still ongoing, consultants have done the study and made a report but the decision has not been made yet.

In addition, the Secretariat was supposed to take a consultative review of the treaty to identify any provision that may require amendment to ensure implementation of the common market; this was supposed to be finalized by end of May 2010. A comprehensive review has been undertaken but the treaty has not been amended yet. There are also some outstanding annexes to be negotiated. So there are some

activities we are still working on.

TSM: What is the reason for the delay?

Min: One is the political activities in the partner states; we have had elections in Burundi, Rwanda and Tanzania and now preparations are underway for elections in Uganda. When partner states have other priorities, not much can be done about it. However we are going to meet at the end of November to go through all pending issues, review our post negotiation programme and previously set deadlines and then prepare another programme taking into consideration all the other priorities that have engaged partner states, election period etc. We will then report to the Head of States Summit which will be held 2nd and 3rd Dec 2010.

TSM: Were the set deadlines unrealistic and are you hopeful that all the targets will be met some time?

Min: The most difficult part was negotiating the Common Market Protocol which was done in 18 months, so I am confident the remaining activities will be done. Besides, some activities are going quite well. The sensitization programme for example is well underway. In Rwanda we have already sensitized different categories of Rwandans - the media, Parliament, Permanent Secretaries of all ministries, the Private Sector in all districts, Mayors, Cabinet Ministers, Public and higher learning institutions, students in 106 Secondary Schools and Executive secretaries at sector level (Umurenge) – in all provinces. We also

contracted media houses to sensitize and educate people in addition to workshops that bring together different groups. So some progress has been made.

TSM: Do you think progress is uniform in all partner states?

Min: The political will throughout the region is very good. All our leaders are very supportive. I know we are making more efforts because Rwanda is new to the community and Rwandans are not aware of the opportunities compared to the original partner states but I also know that Kenya has undertaken the same awareness campaigns and Tanzania and Burundi are yet to start.

TSM: What are the challenges facing implementation of the Common Market?

Min: We are doing our best to remove Non Tariff Barriers, reduce bureaucracy at the ports and increase security at port and others. For example, there are 70 roadblocks and weigh bridges along the northern corridor and these are a cost to the business community in terms of time and money. We think 2 weigh bridges are enough for one country - one at entry and another at exit.

There are other issues like corruption. We in Rwanda have a zero tolerance to corruption policy but that is still a challenge in other partner states. Unless we agree to combat corruption in all partner states, that may cause serious problems for the Common Market.

TSM: What challenges do you envisage



PHOTO: Michelle Ewing

especially to do with implementation of the Common Market in Rwanda?

Min: First of all, we have to ensure that all Rwandans are aware of the provisions, rights and obligations of the Common Market; also, Rwandans will have to be prepared, by that I mean, they need to be competitive, to be prepared to compete in a larger market.

Another challenge will be to change the mindset of Rwandans and address the resistance to change. I mean Rwandans have to improve the quality of services and products on the market, not be limited to a market of 10m people but remember that they are planning for a wider market of more than 126m people.

TSM: Talking about service, what are your feelings about the service industry in Rwanda compared to other EAC partner states?

Min: Progress has been made in the service sector. We used to say that the quality of service offered by Rwandans is not good but we have improved. Of course we don't have time to wait; we have to know we are now transacting business under a competitive market so we have to continue improving the quality of service we are offering. For example the service in our hotels and restaurants still has a long way to go and we have to ensure that we attract investors by offering quality services.

I think Rwandans are still limited to the Rwandan market; we need to build the culture of joint ventures that is how companies in some developed countries have developed - share experiences and knowledge.

The improvement is encouraging and even if it is not at the satisfactory level we hope that we shall continue

to do better. What we need is the commitment of everybody. We have to continue educating Rwandans who are not thinking beyond Rwanda. I am hopeful that with time and an increase in competition, things will change.

TSM: What are your goals as a minister serving at this very significant time of integration?

Min: My dream is to see the private sector driving regional integration and to see Rwandans benefiting from the EAC integration in terms of free movement of good, labor, services and capital. I am also looking forward to seeing the EAC with NTB removed or completely eliminated, that will help East Africans to do business and it will help consumers get commodities at the lowest prices possible.

I would also be really happy to see an increase in infrastructure built in the EAC - the railway linking Rwanda to the ports. Our dream is to have the cost of transportation significantly reduced. Around 45% of the cost of doing business is the cost of transportation and prices of commodities are higher because of the cost of transportation due to the bad roads and NTB. If we can reduce that cost it will be great for the community.

My dream also is to have one customs territory where goods will be cleared at first entry point, customs paid at first entry point then goods move freely within the region. In addition to that, a common currency and I look forward to seeing East Africans moving freely in the region using identity cards. We agreed to use identity cards as a travel document issue but so far only Rwanda has issued electronic identity cards.

In conclusion...

I appeal to all Rwandans to make more effort to be innovative to improve the quality of services they are offering; to think and plan beyond the market of 11m and plan for the market of over 126 million; to accept to change the way they are doing business by improving the quality of service, hospitality, and building capacity in order to benefit from the opportunities offered by EAC. **TSM**

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ARE CUSTOMER SERVICE SKILLS INBORN OR ACQUIRED

By Bea Umwiza

I have noticed a distinct difference in how some people approach their jobs. Even people who regularly provide terrible customer service sometimes think they do much better than they do. They are often highly offended to hear a customer complain or a suggestion on how they can do better. People who provide good customer service are always trying to do a better job and will take to heart any suggestions from customers; they encourage good feedback and are rarely offended by it.

In my view, I think people are either born with a customer service attitude or they are not. For some people, there does seem to be some innate ability to help or perhaps they have had the right training to bring out their original aptitude. Whichever it is, if you are in a line of work where you treat your customers with respect and give them good customer service that you realize the valuable service you provide and that you are rewarded for it. If you do not give good service, you will either need to get trained in order to be better. Or better still, find a line of work where you do not have to interact with people all day.

A good customer service person is the one who strives to make people happy so that they leave with

PHOTO: Gettyimages

a memorable experience, which would make them come back. In short in customer service we sell emotions.

For example when I am shopping for a product or service, the deciding factor for me is the quality of the customer service. If I do not get good service when I inquire about a product or service, I go elsewhere to purchase regardless of the price. No discount can make up for bad service in my opinion. I'm sure I'm not alone in that.

How is your attitude today? The next time you are talking with someone, pay attention to the quality of their customer service - are they being helpful or frustrating? Pay attention to your own skills - are you being polite and patient, or overly demanding? If the other person is a "mystery shopper," how would they rate you on customer service skills? Take time to think about how you can improve.

There are plenty of resources listed that provide opportunities to practice good

“A good customer service person is the one who strives to make people happy so that they leave with a memorable experience, which would make them come back. In short in customer service we sell emotions.”

customer service for yourself, your team, your company or your organization.

I have a strong feeling that customer services skills are born and the advice to those who are not customer service oriented, is to get trained and act, because being in a front office is like being on stage, so be careful you are being watched. **TSM**

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Doing Business 2011

Rwanda does it again

Rwanda, once again, has soared into the superlative. For the fourth time in a row, Rwanda has consistently gone up the ranks on the World Bank Doing Business indices, this time moving 12 positions from 70 in the 2010 ranking to 58th position in 2012. The World Bank Doing Business report indicates that Rwanda was the 2nd top global reformer after Kazakhstan, leading all the EAC partner states, the fourth best country in Sub Saharan Africa and 5th on the African continent.

The report dubbed **“Making it easy for entrepreneurs”** noted that the radical reforms that have seen Rwanda go up the rankings are, especially; registering a business, in which the nation comes 9th of 183 countries surveyed, making it easier for businesses to get credit where Rwanda moved from position 61 in 2010 to 32 in 2011 and simplifying the payment of taxes where she is ranked 43rd globally and dealing with construction permits.

The annual report gives a picture on how easy or difficult it is for local entrepreneurs to open and run their businesses, comparing 183 economies.

In 2011 alone, Rwanda introduced about 25 reforms to ease doing business in the country. It now takes an average of 3 days to start business compared to 45-days average on the African continent, and 13-days for the rich countries to start a business.

Addressing the press after the release of the report, the minister of Trade, Commerce and Industry and Chair of the Doing Business Steering Committee, Monique

Nsanzabaganwa, noted that Rwanda was inspired by the 2010 results to even do better especially on indicators that were more challenging. “The Doing Business spirit that is inbuilt within our institutions enabled us to establish a one-stop centre for construction permits in order to promptly address the main challenge to our construction industry.” She added that there is still more to do. “In the next 12 months, we will continue our programme of reforms so that business and trade contribute more to Rwanda’s economic growth and social transformation.”

The Chief Executive Officer Rwanda Development Board, Dr. John Gara observed that even more will have to be done to keep the momentum. “We recognize that we need to do more than just focus on World Bank indicators. It’s our intention next year to continue deepening reforms under the World Bank indicators but also go beyond those and look at all costs of doing business in Rwanda that we need to address which will include looking at particular sectors as well as looking at sub sectors”, enthused Dr Gara.

The World Bank Sector Director, Financial and Private Sector Development Africa Region, Ms. Marilou Jane Uy noted that between 2009 and May 2010, 117 countries carried out 216 Doing Business regulatory reforms.

There is an average of 2 procedures to opening a business in Rwanda compared to about 9 in Africa and 5 in the developed countries. As a result of the latest reforms, it takes just 1 day to check a company

name, submit registration application and pay registration fee as low as 25.000 RWF (40 USD).

The 2011 report says Rwanda made dealing with construction permits easier by passing new building regulations at the end of April 2010 and implementing new time limits for the issuance of various permits.

Government also tackled access to credit by allowing borrowers the right to inspect their own credit report and mandating that loans of all sizes be reported to the central bank’s public credit registry.

Trading across borders is another area in which Rwanda made serious changes, says the report. Rwanda reduced the number of trade documents required and enhanced its joint border management procedures with neighbouring countries, leading to an improvement in the trade logistics environment.

Rwanda is now focusing on going beyond what is measured by the doing business indicators to address the broader investment climate issues.

Rwanda, however, performed poorly in the handling of insolvent companies, being the poorest reformer at rank 183. The RDB Chief Operating Officer, Clare Akamanzi said that the commercial courts to handle insolvency cases are in place but have not registered any cases so far.



A blue school backpack is shown against a blurred green background. The backpack has several items and buttons: a red button with '48 hour APPROVAL' in white and blue text, an orange heart-shaped button with 'FLEXIBLE' in black text, a red star-shaped button with 'ACCESSIBLE' in white text, a purple button with 'RAPID' in red text, and a yellow smiley face emoji. A wooden ruler and a blue pen are also visible.

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Comment faire face à un client en colère?

Par Rose Karugu

Qui n'a jamais éprouvé un sentiment de découragement face à un client irrité ou en colère? Que faire quand vous essayez de résoudre le problème d'une personne et que cette dernière ne vous laisse pas le temps d'en placer une ...?

Toutefois, comprenez bien qu'un client mécontent n'est pas nécessairement un client parti. S'il décide de vous faire parvenir sa plainte c'est qu'il pense pouvoir trouver une oreille attentive, et une solution satisfaisante à son problème. A nous de répondre à cette attente. Et n'oublions jamais qu'un client que nous avons déjà est plus facile à gérer que d'en chercher de nouveaux.

Voici donc quelques conseils pour faire face au client fâché, mécontent ou irrité :

Ecouter attentivement

Montrer aux Clients que vous êtes attentif à ce qu'il vous dit. Un hochement de tête avec des exclamations de temps à autre, lui prouvera qu'il a toute votre entière attention.

Ne pas le prendre personnellement

L'émotion est souvent forte dans les situations impliquant des clients mécontents. Même si le problème est hors de votre contrôle, le client concentrera probablement sa frustration sur vous parce qu'à ce moment précis, vous représenterez la société. Évitez la tentation de prendre la plainte personnellement. Au lieu de cela, essayez de rester calme, de ne pas prendre un ton de voix irrité ou ennuyé mais de répondre de manière raisonnable.

Ne jamais argumenter avec le client

Ne vous laissez pas entraîner dans une discussion avec le client, cela ne va faire



qu'aggraver le problème. Ne cherchez pas à lui démontrer qu'il est en faute de manière à le rendre ridicule (même si c'est le cas).

Afficher de l'empathie

Essayez de vous mettre du côté du client, voir les choses de son point de vue, cela vous aidera à y voir un peu plus clair. Ou au moins, à ne pas envenimer la situation.

Prendre la responsabilité de résoudre le problème

Répondre rapidement à la préoccupation du client et lui faire savoir que votre priorité est de résoudre son problème. Gardez le client informé. Dites-lui ce que vous faites pour résoudre son problème.

Admettre vos erreurs

Il ne sert à rien de maintenir une apparence de perfection, le client se sentira encore plus frustré. Parfois le seul fait d'admettre son erreur est suffisant pour que le problème soit résolu et que le client soit satisfait.

Etre soutenu (à l'adresse des Managers)

Vos employés ont besoin de savoir que vous les soutiendrez quand ils seront en situation difficile. Rien n'est plus démoralisant pour un employé que de regarder son employeur se mettre du côté du client, surtout si cela concerne la mise en application des procédures mise en place par la Direction elle-même. **TSM**

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PHOTO: Paul Snijders

Motorists vs Pedestrians on KIGALI STREETS

By Eva Gara

The rainy season is upon us and in Rwanda when it rains, it pours. The wind and thunder storms whip up such a state, that it's no wonder Rwandans are known to take cover at the first sign of rain. It is a running joke that Rwandans fear rain more than moving cars.

Indeed most of us have had to do the street crossing and the walk along puddle filled roads. Unfortunately, motorists and pedestrians on Kigali streets do not seem to see eye to eye. It's painful when you are all dressed up for the day and this four wheeled monster just splashes you with mud and does not even stop to say sorry. All you can do is try to memorise the number plate and hope you will still remember it after you rush back home to change. Although come to think of it all you can do with the number plate details is to curse its owner or better still hope you will one day come face to face with its driver. Then again what will you do, shout at him, or tell him to pay for the soap you used and the time you wasted? Staying home on a rainy day might be the only option although you might end up clean and hungry!

Have you ever witnessed a group

of people huddled by a zebra crossing in pouring rain as motorists and motos speed by with no regard for the poor fellow citizens being soaked? Or worse still little children darting half way across the road then retreating as they realise their ill thought out plan. Have you seen one of the few kind motorists stop to let people cross then cars behind him hoot like there is a dying person in their car? Worse still on a two lane road, one car stops and the other lane won't let up!

“Be it motorists or pedestrians, be courteous to each other.”

So you have these people standing in between speeding cars holding on to their clothing for dear life! Honestly!

The pedestrians are also just as bad when it comes to common courtesy. Have you watched someone cross the road then stop to give a long lost relative the traditional hug? In the middle of the road! Or a beautifully endowed lady sway across with no care in the world? Then there are these two young men hand in hand

chatting away while cars build up behind the crossing! Or the students who walk in one line across the road and it is up to the motorist to weave his way past them. I have heard that pedestrians were told that they have as much right on the roads as the cars, so if they get on the road first then motorists should either slow down behind them or find a way around them. Really?! What makes it even sadder is that most Kigali streets have pedestrian sidewalks. Why would you risk your life just because you believe you have a share of the road? CHK will have a share of you if you insist!

Be it motorists or pedestrians, be courteous to each other. If a car stops to let you cross, the least you can do is hurry across. And motorists remember four rubber legs may be faster than two human ones but you had the human ones first. So be careful when you do step out of the four rubber legs, there will be the many two legged ones waiting to remind you that they have survived at your hands. And they may not be very kind to you. **TSM**

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Ask Our Lawyer

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... notre consultante légale Katia Manirakiza répond à vos questions

Nimuntabare... Maze kumva ko Ikigo cy'Igihugu gishinzwe Imisoro kizaza kugenzura impapuro ntangiraho imisoro mu Kigo cyanjye. Nataye umutwe kandi ndifuzza kumenya uburyo imigenzurire y'itangwa ry'imisoro ikorwa.

Buri genzura rigomba gukorwa n'umukozi ubifiye ububasha ufite uruhushya rwatanzwe n'ikigo Cy'Igihugu Gishinzwe Imisoro, akaba ari yo mpamvu uwo mukozi agomba kuba afite ikarite n'ibimenyetso bimuranga byihariye byerekana ko afite ububasha bwo gukora iryo genzura.

Mu gihe cy'igenzura, Ubuyobozi bushinzwe imisoro bugomba kumenyesha umusoreshwa mu nyandiko mu minsi irindwi (7) mbere y'uko buza gukora igenzura. Umusoreshwa ashobora gusaba ko icyo gihe cyongerwa ariko ntibirenze iminsi 15, niba yumva ko ataritegura. Ubuyobozi bushinzwe imisoro bugomba umusoreshwa hakiri kare ubwoko bw'inyandiko zihariye bukeneye kugenzura.

Umusoreshwa nawe agomba gutunganya ibiro abakozi b'ikigo cy'Igihugu Gishinzwe Imisoro bazakoreramo imirimo yabo y'igenzura.

Iyo igenzura rirangiye, ubuyobozi bw'imisoro bugomba gukora raporo bukayohereza umusoreshwa kandi muri icyo raporo, bukagaragaza uburyo igenzura ryakozwe, amakosa yabonetse n'inyandiko umusoreshwa atashoboye kubonera abakozi bashinzwe igenzura igihe imisoro yagenzurwaga. Buri nyandiko yose itaratanzwe n'umusoreshwa mu gihe cy'igenzura ntishobora

gutangwa igihe igenzura rirangiye.

Ugomba kumenya ko Ubuyobozi bushinzwe Imisoro n'Amahoro bufite inshingano zo kugenzura umusoreshwa inshuro imwe ku musoro umwe mu mwaka umwe w'imisoro. Amakosa yabonetse cyangwa kurenganurwa bigomba gukosorwa mu gihe cy'imyaka itatu (3) uherye itariki y'imenyeshamusoro. Mu gihe hari ibigomba gukosorwa, Ubuyobozi bushinzwe imisoro bwoherereza umusoreshwa integuzwa yo gukosora igenzura ry'imisoro. Iyo nteguza igizwe n'umushinga w'ibigomba gukosorwa. Integuza y'ikoroswa ry'igenzuramusoro rishobora kuganisha ku bihano bigenwa n'ubuyobozi.

Mu gihe kitarenze iminsi 30, umusoreshwa ashobora gutanga ibisobanuro bye mu nyandiko no kohereza ibimenyetso by'inyongera kugira ngo yerekane ko ikoroswa ry'igenzura ry'umusoro ririmo amakosa. Nyuma y'icyo gihe ibyakosowe bifatwa nk'aho ari ndakuka. Mu gihe ubuyobozi bw'imisoro bwemeye ibisobanuro n'ibimenyetso by'inyongera bitanzwe n'umusoreshwa, bushobora gukosora igenzuramusoro.

Mu gihe umusoreshwa atifuza kujuririra icyemezo cy'ikoroswa ry'igenzuramusoro, ashobora kubigeza ku rukiko rubifitiye ububasha. **TSM**

Hello, I would like to know what the law says about benefits to employees

Employee benefits (also called fringe benefits, perquisites, perks) are various non-wage compensations provided to employees in addition to their normal salaries. Where an employee exchanges (cash) wages for some other form of benefit, this is generally referred to as a 'salary sacrifice' arrangement. In Rwanda, most kinds of employee benefits are taxable to at least some degree.

Some of these classical benefits are: housing (employer-provided or employer-paid), group insurance (health), retirement benefits, tuition reimbursement, funding of education, profit sharing, stock options, and bonuses. (Some people would consider profit sharing, stock options and bonuses as forms of compensation.)

In Rwanda, medical insurance are often paid by employers because of the high costs of medical insurance or their costs are retained on the salaries.

Often, some benefits are given to employees who are doing notably well and/or have seniority. They may also be given first chance at job promotions when vacancies exist. Legally speaking, a company has the freedom to allow any type of benefit as long as the law doesn't prevent it. **TSM**

If you have legal issues, write to: askourlawyer@theservicemag.com or kmanirakiza@hotmail.com

Bonjour, je souhaiterais savoir ce que signifie la procédure de référé?

Lorsqu'un litige exige qu'une solution, au moins provisoire, soit prise dans l'urgence par le juge, une procédure dite de référé est prévue par la loi.

Le juge est saisi par voie d'assignation. Il instruit l'affaire lors d'une audience publique et rend une décision sous forme d'ordonnance, dont la valeur n'est que provisoire.

L'ordonnance de référé ne tranche donc pas le litige dans son intégralité. Elle est cependant exécutoire à titre provisoire.

Le référé est une procédure d'urgence qui permet d'obtenir dans des délais très courts une décision de justice. Cette procédure peut être mise en œuvre devant toutes les juridictions (tribunal de base, tribunal de grande instance...)

Le juge peut selon les cas :

- ordonner des mesures urgentes : expertises, constatations, versement d'une pension alimentaire en cas de séparation des époux, etc
- prescrire des mesures conservatoires ou de remise en état en cas de danger imminent ou pour faire cesser un trouble illicite (arrêt de travaux, réfection...) même en cas de contestation sérieuse
- ordonner l'exécution d'obligations dont l'existence n'est pas sérieusement contestable (obligation de verser le prix dans un contrat de vente par exemple)
- accorder des provisions aux créanciers. La provision peut

même atteindre la totalité des sommes demandées.

En pratique, il faut s'adresser au greffier du tribunal concerné pour fixer la date de l'audience, faire signifier par huissier de justice la date et l'heure de l'audience à son adversaire, par le biais d'une assignation. Comme pour les autres procédures judiciaires, le tribunal concerné par l'affaire dépend de la somme en jeu ainsi que de la nature du litige.

Les 2 parties comparaissent à l'audience et sont entendues par le juge. Ce dernier rend alors sa décision très rapidement. L'ordonnance devient alors exécutoire de plein droit à titre provisoire dès sa signification. **TSM**

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Cyber cafés with outstanding customer service!

By AFADHALI Jean-Pierre



PHOTO: Google Images

Nowadays ICT services are becoming indispensable to make our works effective. In Rwanda, promotion of ICT in different sectors of our Economy is one of the goals of Vision 2020. Therefore we often need Cyber Cafés for different services such as scanning, printing, Internet surfing etc.

Clients pay per minute for service at the Cyber Café. So it is very frustrating to receive bad services from Cyber Cafés. When a client asks for help while using certain applications; a Cyber attendant busy chatting with his/her friends on social networking websites reluctantly comes to help forgetting that "Time is money". Once I was even asked to pay extra money to be helped!

Despite all those poor services, I have been in two Cyber Cafés that offer a different service.

Delivery Piramie Network Inc. has really impressed me with its outstanding customer service. First the computers are installed with software that informs the client how much time they have left. The client is therefore able to prolong their

session before it ends if they would like to continue. More importantly, clients are given a login code to use which means that you can come back to complete your surfing time when interrupted by an urgent appointment or if the connection is not working well at that particular time.

Netsys Computer Ltd. is another place to be when one needs Cyber services; it is doing well in delivering good customer service. The first time I went there I was amazed by how I was treated! I asked for assistance and the attendant came rapidly saying with a smile on her face, "That is why I am here". The computers function properly, it is clear that regular maintenance is done and the place is clean. When I left she thanked me and asked me to come back.

Since discovering those two Cyber Cafés with outstanding services when I need cyber services I either go to **Piramie Network Inc.** or **Netsys Computer Ltd.**

Kudos to these to IT companies, others should learn from them. **TSM**

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Ndolis Supermarket; Kuvugurura imikorere y'ahishyurirwa amafaranga

Ndi umukiriya uhoraho wa Ndolis Supermarket yo ku Kisimenti. Nkunda kuhahahira kuko ari ho nyura ntashye.

Muri iyi minsi ubona inyubako y'iryo soko yaravuguruwe. Iryo soko risa neza kandi rimo ibicuruzwa byinshi kandi binyuranye, usanga n'abakozi bambaye iniforome.

Ikibazo gihari muri iyi minsi ni uko usanga bitoroshye kugira ngo ubone uko wishyura kubera abantu benshi cyane cyane mu masaha ya nimugoroba.

Hari abaguzi usanga batazi ko bagomba kujya ku murongo ugasanga abandi baca ku bandi bitwaje ko baziranye n'ushinzwe kwakira amafaranga. Ibi bigaragaza ko bagomba kunoza imikorere y'aho bishyurira amafaranga.

Urebye ubwinshi bw'abaguzi bagombye kugira nibura abantu babiri bakira amafaranga nk'uko bikorwa mu yandi masoko agezweho. Bagombye na none gushyiraho aho bakirira amafaranga hagezweho hakoreshwa ibyuma kabuhariwe, kuko bitumvikana ko wakwishyura amafaranga atari make ntaho byanditswe. Byongeye kandi iyo umuntu yatse inyemezabuguzi usanga abakira amafaranga babyinubira.

Iyo ubucuruzi butera imbere ni nako nyirabwo aba agomba gutekereza ku kintu cyose cyakorohereza umukiriya. Ni ngombwa gukoresha ikoranabuhanga kugira ngo uvugurure imikorere y'aho abaguzi bishyurira. **TSM**

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Cafe Resto la camella batangiranye service zidahwitse.

Byanditswe na Malik Shaffy

Mu gihe gishize jye na bagenzi bajye twasohokeye muri Cafe Resto nshya yitwa la camella iri hano mu mugu imbere ya banki KCB, Twari twayihisemo nk'ahantu hashya kandi hasa neza ubona hanogeye kuhicara ukahafata ikintu, twaricaye turaganira tuhamara igihe kigera ku isaha turi kurya no kunywa navuga ko twakoresheje amafataranga atari make.

Icyadutangaje cyane ni uko umuyobozi wa Café Resto la camella yaje kudukururutsa atubwira ko ahantu twicaye agiye kuhicaza aba depite ko tugomba kuhava, twamubajije niba twa kwimukira ahandi adusubiza atubwira ngo ahandi twakwicara ari mu cyumba cy'inama kandi ko tugomba kuhishyurira mbere y'uko tuhakoresha, byahise biba ngobwa ko twishyura ayo twari tumaze gukoresha turagenda.

Mu kugenda nagiyeye nibaza cyane, Mbese kuhabwa service nziza bisaba kuba uri umuyobozi cyangwa umukire? Mbese hari abantu bakwiye service nziza n'abatayikwiye?

Mu kinyarwanda baravungana ngo 'Umukiriya ni Umwami' niba se twese tubyemera banyiri iyi Resto nabo barabizi?

Kubaka neza, kugira ibiryo biryoshye cyangwa abakozi beza ntago biba bihagije kugirango ugumane umukiriya, kuko uzaza akurikiye ibyo byose yahagera agafatwa nabi nkuko byatugendeke muri la Camella nkeka ko atagaruka.

Nka ba nasozwa nsaba banyiri ugutanga service kubaha abakiriya babo kugirango baheshe agaciro ibyo bakora. **TSM**

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Royal Garden Restaurant

By Alyce AKINEZA

Some of you might not relate to the next sentence. You know when you have been waiting for the next girl's nights for months? Yes. You know when you go out with three or four of your best girlfriends, have a nice dinner and talk between dinner and very nice wine.

Well, it had been a long time since I had a great time like that one. A few days ago two of my best girls and I decided to offer ourselves a nice night.

We wanted some change, starting by the restaurant we will take over and have fun in. Living across town, we were looking for a place that would be practical for all of us. One of us proposed that we invade the new Royal Garden Restaurant in Kiyovu.

Combining Chinese and Indian dishes, we were curious to see the results of this interesting mix.

It was a bit hard to find the entry, but once we found it, what a wonderful surprise. Royal Garden offers tables seated on a beautiful and flowery terrace. While taking a look around, we were immediately welcomed by my favourite waiter since. I mean rarely in Rwanda does one find a waiter that can not only talk about the dishes but he is also capable to tell you the different kinds of ingredients. All that with one of the biggest smiles I had seen in a long time.

Only a few minutes after we ordered, delicious and colourful appetizers were brought to the table. Well presented on silver plates, the appetizers can be perfect for children too.

About 15 minutes later, (no you are not dreaming - I said 15 minutes) the dishes were presented to us. Excellent taste, agreeable aroma and a wonderful service, what more could a girl ask for? Indian food is worldwide known to be very spicy. Royal Garden Restaurant offers a wide choice from hot spicy to just a bit spicy.

Later on during dinner the manager came to check on us. He took the time to ask about the food and the service.

Clean area, great food, and excellent service I have to admit that Royal Garden Restaurant won my heart. Very comfortable for family dinners, friends' hang out and if you are an Indian food maniac as my friends and I, Royal Garden Restaurant is the place to be. **TSM**

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Umushoferi mwiza w'itagisi mu muji

Byanditswe na Eddie Heh



PHOTO: FLICKR Images

Buri gihe nkoresha serivisi za tagisi iyo ngiye ku kibuga cy'indege. Iyi serivisi ni imwe muri za serivisi nkunda gushima muri Kigali. Mu by'ukuri, Kigali ni umwe mu mijyi mike muri Afurika aho ushobora guhamagara itagisi, ikagusanga ku muryango w'inzu yawe.

Ariko itagisi nakoresheje iki gitondo yari agahebuzo. Nahamagaye ku numero ya telefoni itishyurwa ya 3122 noneho nitabwa n'umuntu uvuga icyongereza kizira amakemwa. Aka gashya ni ingirakamaro ku muntu utavuga Ikinyarwanda. Ikibazo cy'ururimi kimaze kuba ingorabahizi ku buryo buri gihe ngomba kwiyambaza umuntu uvuga Ikinyarwanda iyo nshaka kugira icyo mbaza mu Buyobozi cyangwa mu kindi kigo gitanga serivisi.

Ariko uyu muni umugabo natelefonnye yavugaga indimi ebyiri ku buryo buzira amakemwa, namuyoboye aho ntuye ku buryo bworoshye ndetse asubiramo inzira namurangiyeye igana iwanjye mbere nyuma yo kumuvugisha kugira ngo amenye ko yamenye neza aho ntuye, ahagere atibeshye. Yangezeho mbere y'iminota 10 ku gihe twasezeranye kandi uwo mushoferi akihagera yantelefonnye kugira ngo amenyeshe ko yahageze ku irembo. Kuba yatebutse byanshimishije cyane kuko kenshi na kenshi kubahiriza igihe ku bantu benshi ari ingorabahizi. Abantu bakunze gukererwa ndetse n'iyi baje mu nama z'akazi ku buryo akenshi byabaye nk'umuco abantu kuza mu nama batinze.

Birumvikana rero ko uyu mushoferi yatangaje. Muri make, amaherezo twarahagurutse tugana ku kibuga cy'indege saa saba z'ijoro nk'uko nari nabiteguye. Nkinjira mu modoka, umushoferi yambajije niba nifuzaga ko yahindura umurungo radiyo yavugiragaho. Nsubiriramo; Ibyo numvise; nibyo cyangwa amatwi yanjye arambeshya??????? Nyamara amatwi yanjye ntiyambeshyaga ibyo yambwiye ni byo. Yambwiye ko

radiyo yayishyira ku murungo nifuzaga kumva, nk'umukiliya. Wabyemera utabyemera, ni bwo bwa mbere nari mbonye umushoferi wubaha umukiliya ako kageni.

Ngeze ku kibuga cy'indege, yasohotse mu modoka amanura imizigo yanjye mu mudoka, azana akagari k'imizigo noneho arayisunika kugera mu nzu y'ikibuga cy'indege. Nkimara kumwishyura, yampaye agakarita ke k'akazi ka telefoni n'uko ansaba kuzamuhamagara ikindi gihe nzakenera itagisi.

Iyi myifatire ye rwose yaranshimishije kandi irantangaza; kubona yita ku mukiliya ako kageni. Nifuzaga ko abashoferi benshi baba nkawe, akamenya ko buri muntu winjiye mu modoka aba ari umukiliya uzakenera izo serivisi n'ubutaha. Iyo abashoferi akoze akazi kabo ku buryo bwa gihanga, bubaha kandi bavugisha neza abakiliya, bituma babona abakiliya bandi benshi.

Birumvikana ko igihe nzajya nkenera amatagisi, nzajya byanze bikunze mpamagara Dieudonné kandi inomero ye ya telefoni ni 078 88 88 914 nzajya nyiha undi muntu ushaka itagisi, ukeneye umushoferi ukora ku buryo bwa gihanga kandi wubaha abakiliya. **TSM**

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Détectives malgré nous

“Faites l’enquête vous-mêmes et appelez-nous quand vous l’aurez trouvé”

Par Diana Ramarohetra

Lundi, 19 heures. Harassée par une journée de travail, j’ai hâte de retrouver mon logis. Pourtant, cela fait plus de 20 minutes que mon fils et moi piétons devant le portail, n’ayant pas de clé. Finalement, le gardien d’en face accompagné de son acolyte m’apostrophe, « Olivier (notre gardien) is not around. » Jusque là tout va bien !

Une heure plus tard, on réussit enfin à ouvrir la porte et là ... Surprise ! Une maison quasiment vide nous attendait patiemment. Pas de télé, de décodeur, de DVD player, micro-ondes ni même de ... matelas. En lieu et place ? Le balai, la serpillière et le seau d’eau abandonnés dans la précipitation.

Pour mon fils, c’est la panique. Le cœur battant, il ne veut pas rester une minute de plus. Et je le comprends. Mais avant, il faut faire la déclaration et c’est bien là toute notre mésaventure.

Ne parlant pas un mot de kinyarwanda à part « Simbiumva kinyarwanda », on appelle le chef de la sécurité de notre secteur. Ce dernier annonce qu’il arrive dans quelques minutes. Finalement, il nous annonce qu’il ne peut pas se déplacer pour des raisons encore obscures à ce jour. Qu’importe !

21 heures. Nous arrivons au poste de police de Gikondo pour faire la déclaration de vol. Fort heureusement, mon amie est arrivée en renfort pour faire office d’interprète. « Nom, nationalité, adresse, liste des objets perdus, numéro de téléphone, ... Signature ». Et là, le plus simplement du monde, l’agent de police nous annonce (*après traduction de mon amie*), « Nous ne pouvons pas faire l’enquête nous-mêmes, faute de

moyens. De plus, il s’agit d’objets de moins de 3 millions de francs. Donc, comme vous saviez déjà qui est le voleur, faites votre enquête. Une fois que vous l’aurez retrouvé, appelez-nous, nous viendrons l’arrêter ! Sinon, repassez demain matin. »

Mardi, 7 heures 20.

Aucune nouvelle, monsieur l’agent ? « S’il vous plaît, patientez ! » 20, 30, 40 minutes ... « Vous nous avez demandé de revenir, vous avez des nouvelles ? – Non, attendez la PJ. »

9 heures. Las d’attendre et après avoir répété notre histoire à 3-4 policiers différents, nous décidons de faire nous-mêmes les détectives. Après recherche et enquête dans les ghettos, on retrouve la trace des amis et de la famille de notre voleur. Mais bien évidemment, aucune trace du malfrat !

13 heures. Retour au poste de police pour informer de ce que nous avons trouvé. Ouf, la PJ est là. Encore une fois, on leur explique notre situation plus notre enquête. Mais encore une fois ... la même réponse. « C’est bien ! Continuez et quand vous aurez des nouvelles, faites-nous signe ! » Mais avec une nouvelle phrase, « De notre côté, si nous apprenons quelque chose, on vous appellera. » Enfin ... C’est soulageant de se sentir aidé et compris par un policier !

15 jours. C’est la durée de notre périple, à chercher la moindre piste, à



ILLUSTRATION: iStockPhoto

questionner l’entourage de notre voleur. Sans oublier le compte-rendu à la police ... en kinyarwanda, attention ! Finalement, on retrouve son complice et ses amis. Et comme promis par la PJ, ils nous aident à recueillir leurs aveux.

3 semaines plus tard. Le complice avoue où se trouvent les objets volés. Munis d’une lettre de la police de Gikondo ... direction Gisenyi ! Et là, sur les étagères d’un magasin, la télé, le décodeur, etc, attendaient sagement nouveau preneur. Evidemment, la vendeuse ne sait rien !

Mais qu’importe ... les affaires ont été retrouvées. Et même si mon fils a encore quelques peurs, cela nous aura appris le système de la police en cas de cambriolage de moins de 3 millions. **TSM**

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Bollywood TV



SHANGHAI; LA VILLE AUX MULTIPLES LUMIÈRES

Par Sandra Idossou



PHOTO: Google Images

« Mesdames et Messieurs, bienvenue à l'Aéroport International de Shanghai Pudong. » Ville aux multiples lumières, ville de L'expo Universelle 2010, ... Shanghai, la ville chinoise que j'ai tant rêvé de visiter.

Des commerçants toujours souriants

Ma connaissance de ce pays se résumait à sa grande population de 1.337.730.000 (le pays le plus peuplé au monde), à sa propagande idéologique du Président Fondateur Mao Zedong et à sa cuisine vu le nombre de restaurants chinois éparpillés dans le monde. Je connaissais aussi la Chine par rapport à tous les produits de mauvaise qualité qui sont déversés sur les marchés africains.

C'est avec tous ces préjugés en tête que j'arrive en Chine. Première escale: Guangzhou, ville historique pour le commerce. Guangzhou grouille de magasins, taxis, restaurants et ce sourire constant des commerçants. Les restaurants, eux, nous offraient toujours du thé vert. Des petits détails qui font toute la différence. C'est aussi à

Guangzhou que j'ai compris la profondeur du proverbe Chinois qui dit que « L'Homme qui ne sourit pas ne doit pas ouvrir de boutique ».

Alors qu'ailleurs, la langue est une barrière, ici, ils ont trouvé une autre bricole à la chinoiserie pour y remédier: un nouveau système informatique. Ainsi, à la réception pour acheter les billets pour Shanghai, il fallait simplement écrire ce qu'on voulait en Anglais et tout était traduit directement en Mandarin. Service efficace et rapide sans souci de langage.

Expo Universelle 2010

Mais la raison fondamentale de ma visite à Shanghai était l'Expo Universelle de 2010, placée sous le thème « Meilleure ville, Meilleure vie », battant tous les records de fréquentation avec plus de 72 millions de visiteurs : 242 pays participants, 4 milliards de dollars d'investissements.

Après plusieurs heures de file d'attente, je m'émerveille devant les pavillons du Brésil, de l'Allemagne, de la Hollande, de la Suisse, de la France et

bien évidemment de la Chine. Shanghai, ville de contraste mais à l'Expo, le contraste vient des pavillons africains. La plupart n'avait que la photo des présidents exposée... La honte! Dans certains pays, c'était carrément des chinois qui tenaient les stands. Mais ma grande fierté était évidemment les stands du Ghana, de l'Afrique du Sud et du Rwanda qui étaient joliment décorés et bien animés. Au stand du Rwanda, j'ai même eu droit aux accolades et « Amakuru » à la façon rwandaise.

Une belle aventure que je termine au restaurant 6Sens du pavillon France. Luxe et volupté gastronomiques sont au programme, histoire de me remettre de mes émotions dans cette ville qui symbolise une belle transposition du rêve américain en Asie. **TSM**

Vous aussi, faites nous part de vos expériences de services ailleurs... écrivez à etailleurs@theservicemag.com. Cette section peut être en Anglais, Français ou en Kinyarwanda.

Umwaka uraburo amasaha make ngo usozwe. Sandrine akora muri salon yitwa Ikaze, siwe urota amasaha yo gutaha agera koko afitanye gahunda yo gushokana n'umuhungu bamaze igihe gito bamenyanyaye...



Bite se sha? uziko nijoro wifitanye gahunda na Mike...yegeho sha...uhum?....muri KBC, ndasohotse se ijoro risoza umwaka wasohoka nyari?



Egera kirya ndebe facebook yawujye ho gato boss ataraza

Ubuse umu kiriga umucyigaye nde? kandi ibi bantu uzabizira



Umukiriga nyishyamba waza, kandi nawe yiga umwakaho ituku...



IMANA IZAMPANE NINGARUKA MURIYI SALON

Ariko ugu mukobwa arabona naje **KWIFOTOZA** ra?

Bambwiyeye ko ari wowe ukunigye iyi salon, sinzi niba ubizi ariko ugu mukobwa uhora wireba ari kukoricira bizinesi, maze isaha nacye nibigufi n'apamuritse usanga ari kuri facebook kuri reception!



Mwirirwe? narinjye kagesha mumu?we?



Uganke mu masaha abiri



Umukiriga wahage gahunda mu masaha abiri ni wowe umurinda.

NTA RUHUSA NKIGUHAYE



Sandri wongeye koko? ubushize wansabaye imubabazi ubu koko urambwira iki?



Muko bwije cyane...



Sandri ntwirirwe uza nditahaye, n'jye sinkorana nababeshyi

Wambabariye koko?... sama basi

Nawe ndamutakaje...



SALON IKAZE

Duff

Customer Care Training

John Tschohl, son nom fait le tour du monde et c'est donc avec engouement que tout Kigali œuvrant dans le secteur Marketing et/ou Service Clientèle, s'est retrouvé au Serena Hotel pour un séminaire inédit. Public comme privé, le guru du customer care en a motivé plus d'uns. De quoi faire rêver pour l'année à venir. (Photos: Malik Shaffy)



Hôtel Mille Collines

Ambiance feutrée et vue panoramique, c'est dans ce cadre charmant que les amis et partenaires de l'hôtel se sont retrouvés pour porter un toast à la réussite de la réhabilitation du Mille Collines. (Photos: Malik Shaffy)



KLM

Premier vol reliant Amsterdam-Kigali accueilli en grandes pompes. Avec l'arrivée de KLM, c'est tout un continent et ses nombreuses destinations qui s'ouvrent au Rwanda. De quoi réjouir les amateurs de voyage. Sur ce, on vous souhaite un bon voyage à bord de Service Mag et en compagnie de KLM. (Photos: KLM)



The ServiceNight 3



Cocktail, musique, vidéos, danse enchantent l'assemblée. Mais ce soir, la vraie question est: « Who is on the cover page ? » ... Suspens ... Finalement, devant les partenaires, la 3ème édition de Service Mag finit par dévoiler son "visage". (Photos: Malik Shaffy)



**Vous aussi faites partie de notre prochain "Pictorial".
Faites-nous part de vos nouveautés sur:
diana@theservicemag.com**

Meet...

CHEF DEBBY



PHOTO: Paul Snijders

Debby Leatt, Head Chef at the Manor Hotel, Kigali was born in Zimbabwe and studied to become a chef in South Africa. She spent 8 years in the U.K working her way to the top.

Needless to say, cooking is her passion. 'It never fails to inspire me,' Debby says. 'Whether it is creating a simple dish or cooking a five-course banquet for 100 people, I just lose myself in the thrill of combining flavors and preparing food that people will enjoy eating.' For Debby, cooking is not a chore but an enjoyable passion that she gladly goes to every morning.

According to Debby, being a chef is amazing and a lot of fun; "you get to create things that taste good and that can give other people enjoyment, its like a form of art, and you can be as creative as you want to be" she says happily.

It is not always easy however as Chefs often work long hours. As Debby points out, you should choose to be in that industry only if you love it.

As a woman, in a mostly male profession, there are challenges, Debby reveals. As a workplace, the kitchen is known for its heat, its hustle and high-pressure energy. The general perception is that women aren't tough enough for the role. However, she points out gladly, that more and more women are taking it up as a profession and moving into the industry. "All you need to have is passion and enthusiasm to run a successful kitchen" Debby advises.

As all team leaders, as Head Chef Debby notes, there is a need to earn respect from the team one is leading by guiding, supporting and setting a good example for them to emulate, and as long as you support and look after them, they will do the same in return. **TSM**



Share your story with our readers in 'At Your Service.'

Write to us on editor@theservicemag.com and tell us how you chose your career, developed it and what you enjoy most about it and also the challenges you face at work.

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