

THE SERVICEMAG

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- Ibintu 7 Biranga
Rwiyemezamirimo Ukora Neza
- Les Défis du
Recrutement au Rwanda
- Creating a Conducive
Working Environment
- Survey: Customers' Experiences
with Banks in Rwanda

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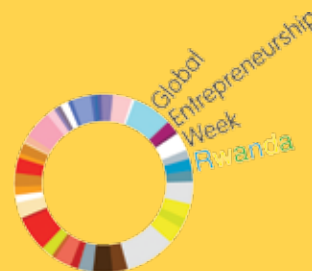
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John Mirenge
— CEO, RwandAir

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“Now is the time...”

These four simple words were uttered by Martin Luther King who lived for just over 39 years. When he pronounced them, he probably had a premonition that he wouldn't live much longer. In his short life, he travelled over six million miles, spoke on over 2,500 occasions, became an icon for civil rights, was the youngest Time Magazine Man of the Year (at 35), and won the 1964 Nobel Peace Prize. He vigorously exploited the opportunities he got, marking - in the process - the history of humanity.

Like many of you, I have many dreams and projects. I have been bold enough to start some of them, but there are many that I keep postponing to the next day. I still wish I had more than 24 hours in a day to do the many things that I yearn to do.

Well, today is the right time for you and me. Today is the right time to start reading that book that you've always wanted to read; to visit that country you've always longed to see; to learn that language you had planned to learn years ago but never got round to doing it; to enhance the service delivery of your organization, to venture into that project you have always dreamt of launching, etc. Today is, quite simply, the right time. Nelson Mandela said, "We must use time wisely and forever realize that the time is always ripe to do right". Let's not wait till tomorrow to do what we can do today.

Since we started The ServiceMag, we have received many requests from readers to include a section on entrepreneurship specifically targeting the youth and women. Now is the time. From now on and courtesy of UNWOMEN, we shall provide, in each issue of this magazine, articles that offer coaching on how to start your own business, build it up and sustain it. We will also share stories of individuals (Gloria Kamanzi and Akaliza Gara in this issue) who, regardless of prevailing challenges and stereotypes, have ventured into entrepreneurship.

In Rwanda, where 75% of the population is aged between 14 and 35, the youth need to be empowered with entrepreneurial skills. We hope to be able to offer specific articles targeted at the youth in the near future. We continue to seek for sponsors for that section.

The ServiceMag's main objective is to sensitise and educate the public in the importance of customer service. If the youth could understand how to become competitive on the job market and create jobs, they would be well equipped for sustainable socio-economic growth in Rwanda.

We want to use the numerous articles that we share with you to help you become more professional and productive; this will have an impact on your life.

This issue of The ServiceMag brings you articles from 23 contributors of 9 different nationalities and an interesting survey on the service provided by banks. Take time to read each article. They are important resources for your personal development and that of your organization.

Most of us are still full of energy and ideas, imagination and great potential. Let's use each day to adopt positive attitudes because Now is the Time.

Sandra



PHOTO: Gael V. Weghe

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Education is the Foundation of Progress

Ever since I started reading your magazine, the editorial is the first item that I read. It's relevant and motivates me. You could also give talks to our youth.

— Julia Karekezi

Bravo to Dominique of MTN

Given all the talk about poor customer care in Rwanda, many of us were impressed and motivated after we read about the MTN staff who won a 'Customer Care Award' in South Africa.

— Francis Ingabire

Quality in a hair salon

Thank you for the excellent work you are doing with the 'Service Magazine'. The story about quality in a hair salon was so interesting that I gave a copy to my favourite hair salon. The staff loved it. Please produce more copies for the public.

— Deus Umahoro

'CEOs & Leading Organization' set a good example.

I enjoyed this article but was saddened by the example of our own PSF that fails to show respect towards their business partners. It's a shame and I agree with the writer that big organizations such as these should demonstrate good customer service attitudes.

— Theo Gasana

Offrir plus d'articles en Français

Bonjour, j'observe un peu The Service Mag depuis un certain temps. Toutefois, je suis un peu déçu qu'il ait de moins en moins d'articles en Français. Aussi, ce serait mieux de regrouper les articles par langue car les changements perturbent la lecture.

— D. Emmanuel

"We will ensure that we offer you a better service!" — NAKUMATT responds



This is in response to a customer's article in the June issue of 'The ServiceMag' in regard to Nakumatt's service that did not meet customer's expectations.

We welcome any feedback as this helps us to know our customers' feelings towards our services. This also enables us to improve and serve clients even better. We really appreciate your comments and at the same time apologize to you for leaving our shop unhappy.

Regarding the microwave, normally what is displayed is for either display or sale. The remained stickers and the leakage was an oversight it is not within our policy to sell faulty products.

We strive to ensure services are offered to the fullest. About the 'Nakumatt voucher', normally this is a credit note given as an option against any return of any product returned and a cash refund can always be given depending on the customer's wish. The customer service number has been checked and rectified. Thanks for your concern. Your patronage is highly appreciated.

We take this opportunity to welcome you back. Enjoy your shopping.

NB: As part of our duty to enhance customer satisfaction to all our dear customers, we tried to follow up the customer who complained. We never received feedback. We do however hope that she will read this as our humble feedback to her query. Below is our customer service number/email address for any customer complaint and queries.

Email: Mgr_citycentre@nakumatt.net
Mobile: 0788308056

Inkuru yanyu yitwa "Akamaro k' itangabutumwa ridakoresha amagambo" irimo isomo rikomeye. Nigisha mu ishuri ry'imyuga i Cyangugu, nasabye abanyeshuri banjye gusoma iki kinyamakuru cyose kuri interineti kuko buri munyeshuri wese tutamubonera kopi. Hari n'inkuru zimwe na zimwe twakoresheje nk'imfashanyigisho mu ishuri.

— Victoire Murekatete

Icyo abasomyi batekereza ku nkuru twabagejejeho

Nagira ngo mbashimire inkuru nziza muherutse kutugezaho. Ni igikorwa cy'agahebuzo! Ndashimira na none abaterankunga n'abandi bagira uruhare kugira ngo iki kinyamakuru gisohoke. Ibi bituma ugisoma ashobora gushakisha ukuntu yateza imbere ubushobozi afite no guhindura imyifatire. Amabara yatoranyijwe ari muri iki kinyamakaruri ni meza cyane. Iki kinyamakuru kigaragara neza kuri interineti, ku buryo kugisoma byoroha ndetse ugasanga inkuru zirimo zikoranywe ubuhanga. — Jean de Dieu wo mu Busuwisi.

Ndashimire cyane kuko mwashyizeho urubuga rwa interineti rwiza cyane. Nabonye urubuga rwanyu mu butumwa nohererejwe kuri aderesi yanjye ya interineti bituma nsoma ikinyamakuru cyanyu cyose naragikunze cyane. Nabonye ibirimo bishimishije kandi binigisha. Ibi bizagirira akamaro cyane urubiruko rw'ejo. Murakoze cyane kuba murushaho guhugura abanyarwanda ku buryo bwo gukora neza ubucuruzi.

— Umunyarwanda uba I New Jersey, Leta Zunze Ubumwe z'America.

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Umurava n'ubuziranenge mu byo nkora. Ni bwo bupfura bundanga.

Twese dushima umugenzo mwiza w'ubupfura ndetse tukubaha abatuboneye izuba: ababyeyi n'abakurambere bacu baranzwe n'umuco mwiza w'ubupfura. Dushima kandi imigenzo myiza n'indangagaciro z' umuco nyarwanda byaduhesheje ishema ry'ubunyarwanda ubu tukaba duharanira gukomeza uwo murage.

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

Ubupfura bugaragarira mu buryo twitwara, ibikorwa dukora, ndetse n'uburyo tubikora.

Kigali Serena Hotel launches 'Maisha Spa'



Last month Kigali Serena's internationally recognized Maisha Spa was launched. Dubbed by Serena's Maria Otiso as the 'Maisha Mind Body and Spirit Spa', the stunning new Spa facility has been styled along a Moorish theme and offers an ultra-modern gym, aerobics studio and a landscaped outdoor pool area.

Basically a day spa is a business establishment which people visit for professionally administered personal care treatments such as massages and facials. A facial is a cleansing with a variety of products. More personal care of a Spa includes waxing, the removal of body hair with hot wax



and also body treatments such as body wraps, aromatherapy and salt scrubs among others.

At Kigali Serena the Spa areas for men and women are separate and some of the facilities include an aerobic studio offering cardiovascular, kick boxing, dance, yoga, Tai chi and 'stretch and sculpture' exercises.

This Spa also offers a steam, sauna, plunge pool, sun-deck and juice bar and a full range of holistic massage, de-tox and aromatherapy treatments

However during the launch new products under the world renown beauty products called ELEMIS was unveiled.

"Basically the Spa will be offering a wide range of treatments, each of which can be specifically tailored to your needs. Some utilize the renowned

ELEMIS range of scientific skin therapy treatments; others are handmade by our therapy team using local fruits, flower oils, medicinal herbs and fruits of the sea," Otiso said.

The treatment range is as holistic as our concept. Choose from energizing 'hot-stone' massages in the style of the ancient Maya civilization, luxuriant nature-based body wraps, masques and 'body glows'; or the latest state-of-the-art facial and body-perfecting regimes, from ELEMIS," she added.

According to Felicity Scriven the visiting representative of ELEMIS UK is one of Europe's premiere spa-specific brands.

"Kigali Serena will now be able to provide ELEMIS products which are UK's leading luxury British spa and skincare brand favored by as many as 6.5 million spa-goers per year," Scriven said.

"If you come to Serena's 'Maisha Spa' you be treated to a successful combination of natural active ingredients with cutting-edge technology has enabled ELEMIS to bring to Rwanda some of the most influential anti-ageing products and professional spa-therapies the beauty industry has ever seen," she concluded.

CONCEPT MUSICAL

Big up à

KigaliUp
Rwandan music festival



La 1ère édition de « Kigali Up ! », festival annuel de musique s'est déroulée à Kigali au Rondpoint de la primature l'après-midi du samedi 10 septembre 2011.

« KigaliUp! » c'est le rêve de l'artiste rwandocanadien Mighty Popo en collaboration avec des professionnels de l'industrie musicale du Canada et du Rwanda, de Positive Production, une société locale spécialisée dans l'évènementiel, la promotion de l'art et de la culture.

Malgré la pluie, la fête a démarré et les artistes se sont succédés sur les deux scènes prévues : Blues, RNB, Jazz, Gospel, Traditionnel, Rumba, Hiphop etc. Il y en aura pour tous les goûts et à toutes les sauces. Une occasion rêvée



pour découvrir les groupes et artistes locaux et internationaux, comme Sophie Nzayisenga, Kidumu, Rosette, Moriah, Lokua Kanza, Shakura, The Sisters, Asaph International, Irangira, Shanel, Mico, Band, Riderman, Shad.

Un show, hélas gâché par la pluie, mais qui en valait le déplacement alliant expo- vente d'objets d'art, grand parc et facilité d'accès aux boissons et nourriture etc. Bref, le concept plaît.

Les artistes présents se prennent au jeu des questions-réponses des journalistes. De leur côté, l'enthousiasme



est palpable et unanimement, ils sont prêts à remettre le couvert pour une autre édition. Pour l'heure, les organisateurs ont tenu à les remercier de leur dévouement ainsi que l'engagement des partenaires.

Pour cette 1ère édition, Mighty Popo et Kanobana Judo de Positive Production ont de quoi être fiers. Leur concept serait un très bon produit à exporter et réaliser dans d'autres provinces et pays limitrophes. En tout cas, The Service Mag attend avec impatience les prochaines éditions et adresse un Big Up à « Kigali Up ! »

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MTN Center, Nyarutarama  Kanombe International Airport

WHY SHOULD BLACKS REMAIN IGNORANT?

By Sandra Idossou

The best way to hide something from black people is to put it in a book. We now live in the information age. They have gained the opportunity to read any book on any subject through the efforts of their fight for freedom, yet they refuse to read. There are numerous books readily available, but few read consistently, if at all.

This is an extract of a long letter read on a New York radio station some time ago by a Caucasian. The title was "Blacks don't read: They are still our slaves". The first time I read this, I was infuriated by the discriminatory opinions of the writer but on second thought, I realized that he had a valid point. This is because many people, especially people of the black race, are ignorant of many topical issues because they do not read. This is pathetic but sadly true.

Let us be frank with one another. When was the last time you read a book? How many of us currently read at least one book a month? Do you have a budget for books or any other reading material?

The last time I talked to a friend about an interesting article in one of the newspapers in town, her answer shocked me. She said, "you know what Sandra, when I receive the newspaper, I just glance through the titles and look for interesting tenders, and that's about it".

In our countries where we often have to wait for long hours for people, in buses, at functions, at reception lounges or even at hair saloons, I find it extremely strange

that we most often never have a book to read while waiting.

We would all acknowledge that the general message in the above sarcastic description of the black community is thought-provoking as reading is merely considered, in most cases, as a primary leisure activity. As an African, I know that our culture dictates that we primarily communicate orally. We rather place value on what people say or on what we hear rather than what we discover through print. As a result, we lose sight of the value of reading and obtaining our own information.

The tragedy today is that many people, especially Africans, have no passion to read. In today's world we receive so much information via radio, television and other media platforms yet none of these avenues has the ability to educate as does the fundamental skill of reading.

Reading has many advantages. It helps readers to 'travel' to distant lands, and introduces whole new cultures. Thanks to technology, today we can read and travel a lot through reading via Internet. Today, just a small click and one's curiosity is satisfied. The internet has made information available free-of-charge to anyone who can log on. With the advent of websites and e-books, reading should also become an easy and simple activity and we have no excuse to be ignorant.

Even in these days of multimedia, reading is the most essential skill with which to acquire knowledge. Reading

“... many people, especially those of the black race, are ignorant of many topical issues because they do not read”.

helps in mental development and is known to stimulate the brain. It is often advisable to indulge in at least half an hour of reading a day to keep abreast of information.

For instance, it is observed that children who read have comparatively a higher level of intelligence. They are more creative and do better in school. For this reason it is recommended that parents inculcate the culture of reading in their children during their early years.

One of the basic tenets of power in business lies in obtaining information and controlling it. Develop today the habit of reading. Resolve to never let a day go by without reading something. If you don't read you are definitely missing out on a great way of learning as well as a wonderful way of improving your life and business. Books, newspapers, magazines and the internet can instruct, inform, entertain, motivate and inspire.

Remember, knowledge is power! **TSM**

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“Even in these days of multimedia, reading is the most essential skill with which to acquire knowledge.”



PHOTO: Flickr.com



PHOTO: Getty Images

Les défis du Recrutement et de la Rétention des Talents au Rwanda

Par Emilie Bavant

Parmi tous les challenges que peut rencontrer un professionnel des ressources humaines, le recrutement et la rétention des talents tiennent une place essentielle. Ces deux activités se révèlent cruciales dans le succès d'une société. Attirer les talents et savoir les retenir c'est déjà garantir le succès de votre business.

Recruter un jeune sans expérience ou un professionnel onéreux?

Le recrutement est une fonction à la fois méthodique et empirique. Le recruteur évalue ses candidats à la fois sur leurs expériences et compétences, mais aussi sur leur aptitude à s'adapter à la culture d'entreprise et à l'ambiance de travail.

Recruter au Rwanda représente un challenge supplémentaire. Si trouver des candidats motivés et prêts à travailler dur est chose aisée, en trouver un ayant la bonne expérience, c'est une autre paire de manches.

En effet, les entreprises permettant à leurs employés d'acquérir des automatismes de travail correspondant aux critères les plus exigeants ne sont pas très nombreuses. De plus, le niveau de certains établissements d'enseignement supérieur est souvent décevant.

Dans ce contexte particulier, le recruteur a deux alternatives : soit recruter de jeunes diplômés pour lesquels l'entreprise prévoira un temps de formation et d'adaptation assez long, soit « chasser » les meilleurs candidats qui sont déjà en poste. Ces deux stratégies représentent un coup supplémentaire pour l'entreprise : les jeunes coûtent moins cher en terme de

salaires mais il faut prévoir un budget formation conséquent et une productivité limitée à leurs débuts. Pour les talents déjà en poste, il faudra délier les cordons de la bourse afin de leur faire une offre salariale suffisamment élevée pour les convaincre de changer d'emploi.

Retenir un employé n'est pas juste une question de salaire

Une fois ces personnes recrutées, un autre challenge apparaît : la rétention. En effet, que l'on ait misé sur la formation ou sur des salaires élevés, l'entreprise devra protéger son « investissement ».

Une des particularités du marché de l'emploi au Rwanda est le « mercato » des employés qualifiés. Tels les footballeurs en Europe rejoignant le club le plus offrant, les professionnels les plus qualifiés sont souvent sollicités et changent souvent de poste, pour un meilleur salaire.

Comment alors s'assurer de la fidélité de l'employé malgré les offres à l'horizon? Comment réussir à conserver ses meilleurs employés? Une erreur souvent commise est de considérer que retenir les talents n'est qu'une question d'argent. Evidemment cela reste un critère essentiel dans le choix d'un employeur, que ce soit au Rwanda ou ailleurs. Cependant l'ambiance de travail, la relation avec le manager et les collègues, les outils de travail à disposition de l'employé, la réputation de l'employeur, les opportunités de carrière proposées sont autant de facteurs qui pèsent dans la balance pour un employé avisé.

L'employeur désireux d'engager les meilleurs devra donc prendre en compte ces éléments et établir sa

stratégie de recrutement et de rétention des talents déjà en poste. Mettre en place une procédure de recrutement claire et transparente, ne pas faire de népotisme et évaluer les candidats de façon méthodique et objective, sans discrimination, sont les clés du succès. Et une fois les meilleurs recrutés, l'entreprise doit s'assurer qu'elle propose une rémunération attractive, en comparaison avec ses concurrents et le marché rwandais.

Une rémunération attractive ne se réfère pas seulement au salaire net mais aussi aux avantages offerts au salarié (voiture de fonction, crédit téléphonique, couverture médicale, etc.). L'entreprise doit aussi être vigilante et mettre en place une atmosphère de travail agréable, des conditions de travail optimales (matériel nécessaire à disposition, bureaux propres et sûrs) et un traitement équitable et respectueux de tous les salariés.

Pour conclure, il apparaît que les entreprises présentes au Rwanda, locales ou internationales, prennent de plus en plus conscience de l'importance du recrutement et de la rétention des talents et conjuguent leurs efforts avec ceux de l'Etat rwandais qui investit de plus en plus dans le « capacity building ». L'objectif étant de remédier aux carences dans le domaine des compétences et offrir ainsi aux recruteurs et aux entreprises un plus grand choix de professionnels pouvant contribuer au succès de leur business. **TSM**

L'auteur est la Directrice Générale de HR Link Ltd. au Rwanda emiliebavant@gmail.com



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8 Tips Automotive Dealers Can Learn from the Hospitality Industry

By Myles Harris

Occasionally, I am fortunate enough to be able to stay in luxury hotels such as Shangri-La, Sofitel, Hilton, Westin and even the Hyatt and many more. Customer care is usually impeccable.

Being in customer service in the automotive industry, I pay close attention to the processes and systems that make clients willing to return to a given hotel. After all, it appears that most clients are not that eager to have their vehicles serviced. It's something that should be done regularly as well as when necessary; like a dental or medical check up.

The following tips utilised by luxury hotels can be used to improve customer service in the automotive dealerships industry.

1 BE A GOOD HOST

The best hotels ultimately get it right because there is always someone willing to help, regardless of the request.

Be available for your customers. Accompany them from the moment they step out of their car, all the way to the relevant agent and/or facilities. Ask if they would like something to drink. Check on your customer regularly. Customers should be made to feel at home.

2 CHECK-IN PROCEDURE

About 10 minutes after you have checked into your room at a hotel, you should receive a phone call to check if everything is to your satisfaction, and if there is anything more the establishment can do to help.

If the customer remains within the premises while their vehicle is being

serviced, keep regular checks on their personal comfort. Should this not be the case, call them 15 minutes after their departure reassuring them that the service is being provided according to their instructions. They may have forgotten something upon their arrival that they may deem rather trivial, but would appreciate you seeing to it.

3

A 'WELCOME BACK' PACK

As you check into a hotel you are asked which paper you would like to receive in the morning, as well as anything else you might require. Staff then provides the routine key information, your key and you are on your way.

The key is to arm clients with tools needed to maximize their experience at your dealership. If your customer is to wait while their car is being serviced, why not offer them a welcome pack? The pack is designed to keep the customer occupied and may be adjusted to suit the customer. Contents may include:

- A daily newspaper
- A brief, personalised thank-you note expressing appreciation for your choice; offer of extended service where required; agreed-upon time of completion and names of essential staff.
- A 'customer loyalty' discount on their next call. Facilitate the decision to return.
- A half-litre bottle of mineral water or cup of tea
- Is your customer accompanied by a small child? Offer an attractive colouring book and a child-friendly colouring set, or toy.

4

OWN THE EXPERIENCE AFTER THE EXPERIENCE

One of the best touches that a luxury hotel can provide is the after-sales service. All the excellent service may go to waste if your customer is going to have to endure a Man vs Wild-style adventure to get to their next destination.

Politely ask if the customer requires assistance to get to their next destination. Do they require car-loan services? Do they have a pressing appointment? Organize transport to the venue. Does the customer's car require fuel? Request their permission to fill their tank.

Make sure you do whatever you can to ensure your fantastic customer service continues well after you have parted company.

5

EXPRESS CHECK OUT

Some customers prefer not to discuss the work performed, preferring to peruse the items on the invoice. Why not organise an advance payment system so the customer would simply collect their car. Why not offer a car drop-off service? You should be constantly seeking ways to improve the check-in and check-out service.

7

KEEP IT SPOTLESS

Impeccable presentation in all areas the customer is exposed to is essential. Luxury Hotels are constantly being dusted, wiped and polished. Showing pride in the dealership will signify self-confidence, in the customer's mind. Your customers will henceforth be willing to return. Demonstrate care and pride in the dealership and it will show in more ways than one.

Provide a quiet workspace for customers who wish to continue working. Is the customer's device low on battery? Ensure you have several of the most widely used chargers on hand.

KEEP IT FRESH

6 Get rid of stale cookies, year-old magazines and shabby old chairs. Keep your reception area well stocked with the latest publications. Keep the magazines fresh. Leaving a single newspaper on the table will lead to pages being spread about. Why not buy a newspaper every day for your customers?

Keep a supply of fresh food and drinks. Supply good-quality bottled water, juices, tea, coffee or sodas. Customers will sense that you care about their health.

8

MAINTAIN YOUR ON-LINE REPUTATION

The simple fact is; like it or not, your customers discuss you online. There are plenty of service review websites and online forums for car clubs, car lovers and brand advocates.

On sites like Tripadvisor, customers are able to review their hotel experience, upload photos of their rooms, etc. The luxury hotel industry is well versed in online reputation management via sites such as these.

If a customer has had a negative experience and said so, a good hotel will apologise and offer to sort the problem out via official channels. Should the opposite be the case, the hotel ideally thanks the customer, expressing hope in their return.

Online feedback is to be embraced and utilised; not feared. Never argue or debate with a customer online. The most effective thing you can do is apologize to the customer and repeatedly offer assistance and problem solving.

The above ideas are a drop in the ocean. There are, of course, many other loyalty and Customer Relations Management (CRM) programs that can help.

Regardless of the type of dealership you run, these seemingly insignificant pointers could create lasting impressions among customers. Strive to be unique. **TSM**

www.millionsofmyles.com

“Impeccable presentation in all areas the customer is exposed to is essential”.



PHOTO: www.huffingtonpost.com

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Uburyo 7 Bwo Kureshya Umukiriya

Byanditswe na Rose Karugu

Muri iyi minsi abakiriya baba bashaka ibirenze ibyo ubahaye (ibicuruzwa, ibiciro) baba banashaka ko umenya icyatuma bakomeza kugurira iwawe. “Ibi ntibireba ubwoko bw’ubucuruzi ubu n’ubu, icy’ingenzi ni uko ugaragara neza n’ibicuruzwa byawe bikagaragara neza ku buryo bureshya abakiriya”. Hari uburyo bwinshi bwo kureshya abakiriya:

1 Guhitamo ahantu hagaragarira abakiriya

Ese iduka ryawe riri ahakunda kugendwa cyane mu muji? Hari parikingi ihagije? Usanga abakiriya binubira ko hari abantu n’imodoka byinshi? Ese aho rihereye ubwaho haba imbogamizi ituma abakiriya batahagera; iyo ni yo mpamvu ugomba kwitonda ugahitamo ahantu heza ukorera ubucuruzi bwawe. Ni byiza guhitamo cyane cyane ahantu hatuje mu muji rwagati ku buryo byoroshye kuhinjira, kandi ugakora ku buryo abakiriya babona aho baparika imodoka zabo. Ibyo bizatuma abakiriya bagubwa neza kurushaho.



2 Ereka isura nziza ubwa mbere, ubwa kabiri n’ubwa gatatu

Ni byo koko isura werekanye bwa mbere ni yo abantu basigarana mu mutwe. Ugomba kongera uatanga isura nziza n’ubwa kabiri. Ereka isura nziza abakiriya ubaha serivisi nziza. Komeza ugenzure ko serivisi n’ibicuruzwa ugurisha bimeze neza. Ugomba guhora wibuka ko abakiriya bakiriwe neza banagenda bavuga neza ubucuruzi bwawe ni nabo bakurura abandi bashya.

3 Ugomba kumenya ibyo ucuruza

Ibyishimo abakiriya bagira ni uko binjira mu iduka bakakirwa n’umuntu ubifitiye ubumenyi, ubuhanga kandi witanga. Abakozi bagomba kumenya ibicuruzwa biri aho bakora. Bagomba guhora bafite icyizere igihe basobanura ibicuruzwa bagurisha n’inyungu zabyo, bakerekana ko babizi neza kugira ngo abakiriya barusheho kugira ubushake bwo kubigura. Ni na byiza gutegura amahugurwa kugira ngo bahore bongerera abakozi ubumenyi bushya.



“ Ntugatume abakiriya bamara igihe badatekereje ku byo ucuruza. Ujye ugira rimwe ubahamagare kugira ngo umenye ko bacyibuka ubucuruzi bwawe. Ibyo bizatuma uba uwa mbere mu kumenya aho bitagenda kugira ngo ubikosore.



4 Menya umukiriya wawe kandi umuhe icyo akeneye

Iri hame ni ihame ntakuka mu kugurisha. Usanga buri gihe ari byiza iyo umukiriya yumva uri igisubizo ku bibazo bye. Ibyo ucuruza ni bo bigenewe; ntahandi bakura ibyo bakeneye batabikuye iwawe. Ugomba guhora uganyiriza abakiriya bawe ugamije kumenya ibyo bashaka n'ibyo bakeneye. Niba bakeneye ibindi bisobanuro, ugomba kubaha urupapuro buzuzwa kugira ngo ubimenye.

6

Ugomba kwimenyekanisha

Ugomba kumenya gukoresha utuntu tukwamamaza tworoheje ariko tugera ku ntego: urugero ni nko gukora resi iriho amagambo akwamamaza cyangwa ugashyira udutabo tukwamamaza mu dukapu bahahiramo. Gushyiraho urubuga rwa interineti (muri iyi minsi birahendutse), izatuma ku isi hose bakumenya kandi bizanorohera abakiriya bawe kubona amakuru vuba ku byo ucuruza. Ugomba guhora ugaragara mu bucuruzi bwawe, ukamenyesha abantu ibyo ufitemo ubuhanga: kaminuza, amahugurwa. Gutangiza ku mugaragaro ibikorwa byawe by'ubucuruzi ni uburyo bwo kubimenyesha abantu, uwo munsiri rero ugomba kuba watatse aho uributangirize ku mugaragaro ibyo ucuruza kandi hakaba hashyushye. Ugomba gutumira abantu bahaturiyeye n'abo ukeka ko bashobora kuba abakiriya. Ugomba gutangira ubuntu ibicuruzwa bya mbere hanyuma ukanasohora inyandiko ngufi ivuga ibikorwa byawe.



5 Ugomba guhora uvugana na bo

Ntugatume abakiriya bamara igihe badatekereje ku byo ucuruza. Ujye ugira rimwe ubahamagare kugira ngo umenye ko bacyibuka ubucuruzi bwawe. Ibyo bizatuma uba uwa mbere mu kumenya aho bitagenda kugira ngo ubikosore.



7

Ugomba kurenga ibisanzwe

Ugomba guha abakiriya bawe ibirenze ibyo bari bagutegerejeho. Ugomba kubatunguza agashya ukabereka ko ufite uburambe budasanzwe kandi buhoraho. Ugomba kwerekana ko ukunda umurimo wawe kandi ko uwitangira. Ugomba guhora wita ku bakiriya, ushakisha icyo bakeneye ukabagezaho ikikirenze. **TSM**

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Dreams are Coming True at RwandAir!

Interview with the CEO RwandAir, Mr. John Mirenge

By A.K.Otiti

If you remember RwandAir for the times when you would never be sure whether a 10pm flight would leave at 11 pm or not leave at all, rest assured that is history! It's not too long ago but since 2009, the winds of change have been blowing over RwandAir and not just in terms of CEOs.

The day dawned for RwandAir in 2009 when the Government of Rwanda made a decision to invest in the airline and build it into a fully fledged airline that would complement the other investment the government was making – Bugesera International Airport. According to the CEO RwandAir, Mr. John Mirenge, who was Board Chairman at the time, these two (RwandAir and Bugesera Airport), are of critical importance in opening up Rwanda to the world and establishing it as a regional hub.

While RwandAir has always been Rwanda's national carrier, it did not have the equipment and staff that go with a national carrier. After the decision was made to create a worthwhile product out of RwandAir, the CEO says, a contract was signed with Boeing Commercial Airplanes to acquire two Boeing 737-800NG aircraft. The company also purchased two 50 seater CRJ 200 jets with a loan from the PTA bank. Last year, RwandAir also leased two Boeing 737-500 on a dry lease to upscale operations in preparation for the much larger Boeing 737-800NG.

In November 2010, Mr. John Mirenge was appointed CEO of RwandAir and with his past management record, the sleep-dream period was over, dreams

have begun to come true. Prior to the exceptionally visionary government decision, RwandAir operated aircraft on a wet lease. Mr. Mirenge explains that means the aircraft was received with both crew and cockpit staff, from different aircraft leasing companies; as a result, there was no corporate culture and no harmonized standards and the airline was known for frequent disruptions in its service.

The airline took delivery of the first Boeing Sky Interior 737-800NG the 26th of August. RwandAir's fleet now stands at 6 aircraft. The leased aircraft are on dry lease and RwandAir is now responsible for staffing and handling maintenance of its aircraft.

In order to see this big dream to fruition, Mr. Mirenge has focused on creating a corporate culture that puts the customer first. "That is what translates into money in the bank" he affirms. Previously, sales offices were under staffed and did not have the right equipment to meet the challenge. This has been dealt with along with an effort to ensure timely performance, proper handling of passengers in order to instill a level of confidence into clients that RwandAir is reliable, on time and offers a good service. This is the lasting impression that Mr. Mirenge hopes his company leaves with passengers so that they choose to fly RwandAir any time they have to fly.

Staff has been trained in customer service and managers are being trained to lead by doing. "A few of them (managers)

To ensure safety, RwandAir has hired the best pilots from some legacy airlines and their fleet is maintained by some of the best maintenance organizations the world has to offer.

are beginning to learn that the manager's job is not to sit and enjoy the comfort of their office but to be where things are happening." The CEO himself will often be found checking on operations and ensuring that passengers are being treated well as they go through the airport. "They are beginning to realize that offering a good service is what endears us to customers. That is an area I believe in very passionately and I believe for any business to succeed, it must work on customer service." The process has begun and it is all about changing attitudes and developing a business mindset that understands that a relationship with the customer is key to business success. The CEO agrees that it is still 'work in progress', but he adds, they have started to receive some positive feedback which shows that customers realize that something good is happening at RwandAir.



For Mr. Mirenge, this is only a sign that they should keep at it and a drive for more determination.

"The other area we are focusing on is safety," Mirenge reveals. As he explains, in travel business, safety is of utmost importance. To ensure safety, RwandAir has hired the best pilots from some legacy airlines and their fleet is maintained by some of the best maintenance organizations the world has to offer. "As a result, our liability has gone up and we do not disappoint our customers with cancelled flights as a result of technical problems. That is an area we are going to continue working on" the CEO asserts.

The other good news is that RwandAir is preparing for the future too. "We have embarked on a very aggressive program for our local engineers; currently close to 20 young pilots are undergoing training. Hopefully these will be flying as captains in the next 3-4 years and the six 1st officers will move to the left seat as full captains." In addition, a reputable Aviation consultancy firm has been hired to do a comprehensive HR audit for RwandAir and will identify gaps and what needs to be done to increase the required skills.

Although there is still a gap between revenue and expenses, this is not giving the CEO sleepless nights. He explains that the airline is witnessing a growth of about 20-30% per month in terms of passenger uploads. In fact, they have had to increase frequencies on some routes such as Nairobi, Kilimanjaro and Johannesburg. The new additions to the airlines fleet will give it more flexibility to increase frequencies and also consider new destinations. Although the acquisition of Boeing 737-800NG is a landmark, it is not the end; Mr. Mirenge disclosed that RwandAir has developed a five-year plan that has far greater ambitions that include

consistently growing their fleet and opening up new destinations such as Juba, West Africa, other Southern Africa and Asian destinations.

"The nature of this business, because it is capital intensive, requires that you invest to a critical mass, take advantage of economies of scale otherwise, you will always be a weak business. That is the thrust we are trying to get to start thinking of break even and profitability" the CEO says.

Affordability has not been forgotten and Mr. Mirenge says it is a key area of focus. "We were the first to start offering promotional fares with no hidden costs in Rwanda," he adds. "The return on those seats is minimal but we are doing it as a start up to achieve 2 things – share product experience with the flying community that previously never thought us to be a serious airline, attract them, get them on board, show them what we can do, give them a taste of our product and secondly to encourage more of the non flying community in the region to consider flying and even be able to afford it." The CEO reveals that people are excited about these promotional fares and says the airline will continue to

offer them. The competition is steep since it is not just with other airlines but also with buses that ply the regional routes. It is RwandAir's goal to demystify flying and not keep it as a reserve for the well off and the middle class. The challenge, however, is that at a time when all other costs have gone up internationally, it is hard to keep fares down, however the CEO affirms that they understand that they are operating in a cost sensitive market and assures us that they will keep making good offers to the market.

Is the CEO happy with the progress so far? It is too early to rejoice or be depressed, Mr. Mirenge says. "I am encouraged that things are starting to look positive, the culture in the airline is improving, and we are continuing to work on training and keep pressure on our front line staff to offer good customer service. I wish things would improve faster but I am also cognizant of the fact that this industry has not been big in this country and we are very much at the start up stage." With this determination and the corresponding hard work, RwandAir is flying to greater heights – even literally!

So next time you need to travel, fly our dream...! RwandAir will not disappoint you. **TSM**

"... RwandAir has developed a 5-year plan that has far greater ambitions."



PHOTO: RwandAir

PHOTO: - RwandAir

DISCOVERING

Jo'burg

ON AFRICA'S FIRST SKY INTERIOR

By Sandra Idossou

Life is a Gift and we must be grateful for each day; especially when the day is as memorable as the one I just had flying aboard RwandAir's new plane... the first ever Sky Interior Boeing in Africa.

While browsing my Facebook page on Friday, I saw that RwandAir was offering its first commercial flight on the much awaited Boeing 737-800NG to Johannesburg the next day. I managed to get a seat on the flight and as fate would have it, I was the only person on The ServiceMag team who didn't need a visa to South Africa.

Excited about this new travel destination, I spent the whole evening

searching online for accommodation and planning the places I would visit over the 4 days that I would spend in South Africa.

Saturday September 3rd, I went through the new Business Lounge "Pearl" at the Kigali International Airport. I admired its cozy ambiance and appreciated the fact that everyone can have access to it even when not travelling in Business class for a simple fee of 15.000frw. Finally it was time to board and I cannot describe the pride I felt being onboard this plane. As Africans, we have become so used to second- hand things (clothes, cars and even planes) that being on a new plane like this was simply awesome.

I am a lucky girl - how else can I explain my upgrade to Business Class? This new sky interior is simply beautiful and innovative. Boeing has introduced a new cove lighting and a curving architecture that create a distinctive entry way. With this, passengers can enjoy a more open cabin and a soft blue sky overhead.

The new interior also brings modern, sculpted sidewalls, comfortable seats, colorful carpet etc. I had the impression that the cabin crew is more glamorous than ever as they look smarter, happier and more enthusiastic.

After takeoff, now is the time for discovering. Just like kids with new toys,

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“ Make sure you book your next holiday destination to Johannesburg onboard RwandAir’s new plane”

we all got busy trying everything. ‘Do you know how this screen comes out?’ I ask my neighbor who was also busy trying the seat. Just like the passengers, the cabin crew were also busy trying to figure out how to make the entertainment system work for the economy class.

Service onboard was great except the food which wasn’t exceptional but the mood was so festive. Passengers received free gifts from The Marketing Manager of RwandAir himself. Even the captain came out to talk to the passengers. Unfortunately the 3.30 minutes of the flight went too fast and it was soon time to land at The O.R Tambo International Airport.

The hotel had sent a car to pick me up. The Sunnyside Park is a 4 star hotel located in a serene environment of Parktown. It is a beautiful Victorian-style National Monument with great gardens, a fitness center, a swimming pool and of course many restaurants.

The next day, I booked a day tour of the city. Visits include the best and most expensive school in Johannesburg (the St. John International School) located on the Munro Hill with a splendid Purple Jacaranda view. I also visited the museum, Ellis Park and the Coca Cola park, took a 360° view of the city on the 50th Floor of the Carlton Centre, the Eye of Africa and bought some music by Hugh Masekela, the renowned South African afro jazz musician.

On Day Two, I visited the Mandela Bridge and Soccer Village. I couldn’t stop myself from thinking about the agonizing

moment of a whole continent when Ghana lost that dramatic penalty against Uruguay at the 2010 World Cup. Well, that is history now and as I head towards the Gold Reef City, one of Africa’s greatest theme park, I am excited about spending a whole afternoon having fun, laughter and the adrenaline rush trying all the available games. My day ended with a visit to The Apartheid Museum where I learnt the power of forgiveness and togetherness in building this great nation.

With my love for hotels, I decided to try three different hotels in 4 days. The rates here are very reasonable and competitive. Service in most hotels is so good that I wish Rwandan hotel owners could take a tour to South Africa.

One of the most appreciated activities when staying in Sandton is shopping. But

as you can imagine, I have ruined myself in all these malls that I am happy the end of the 4 days has come. But of course, this travel review wouldn’t be over without taking a tour to Soweto, the vibrant township known for its determination in the liberation struggle of South Africa.

As I got ready to return to Kigali, I felt blessed for this new experience that will forever be cherished. Though I have been to South Africa several times, the diversity of its people, cultures, races, cuisines, attractions, always gives one a reason to want to come back.

Make sure you book your next holiday destination to Johannesburg onboard RwandAir’s new plane and I can guarantee you that you will have even more to write or talk about than I did. **TSM**



1 - Inside the Boeing Sky Interior 737-800NG; 2 - The Pearl Business Lounge at Kigali Airport; 3 - St. John International School in Johannesburg; 4 - Outside the Apartheid Museum in Johannesburg

PHOTOS: 1 - RwandAir, 2 - CAA Rwanda, 3 - www.dnctv.com, 4 - www.safarifrka.biz

12 Aspects Every Marketing Plan Should Consider

By Tina Wells

If you have taken a marketing class, whether it was at the undergraduate or graduate level, you were probably introduced to the 4Ps of Marketing. Recently, the 4Ps which were later revised to serve as the 4Cs. More recently the 4Cs changed to the 4Vs. I believe all 12 of these elements are vital to any marketing plan, even before a SWOT Analysis. Here's your quick guide to the 12 aspects each marketing plan should consider.

The 4Ps

- 1. PRODUCT** – By this point, you've written an entire business plan around your product or service. In your marketing plan, however, focus on what makes your product or service different from those on the market that are similar. Ask yourself, what would make someone choose my product over the competition?
- 2. PLACE** – Where will you be selling your product or service? Make sure you consider the pros and cons of an online outlet versus a traditional bricks and mortar approach. Also, given your service industry, where might your customers expect you to be located?
- 3. PROMOTION** – Have you considered your advertising strategy? Do you have a PR strategy? And what kinds of incentives will you offer? The main question you want to answer here is, how will people know about my product, and why would they want to try it?
- 4. PRICE** – In the original research you conducted for your business plan, you should have included questions about your pricing structure. It's important to be as competitive as possible without lowering the value of your product or service.

The 4Cs

- 5. CONSUMER** – Whenever I consult with a new client, I take them through this exercise. Think about your target consumer. What do they look like? Where do they shop? Hang out? Are they online? If so, what websites do they like? Build a profile of your ultimate consumer, and include a name. Ask yourself, would Rose like this new ad?
- 6. COST** – Creating a competitive pricing structure isn't enough. What will your product or service cost your consumer? There are costs that we tend not to consider, e.g., the cost of fuel.
- 7. CONVENIENCE** – For many consumers, online shopping is the epitome of convenience; to think that less than 10 years ago, the majority of us would never have thought of purchasing items via the Internet. But it's not just about shopping online. What other experience might consumers want to do in their homes because of convenience? And how does this affect your "place" strategy?
- 8. COMMUNICATION** – Promotion is a one-way conversation whereby you send a message to your consumers. Communication allows for dialogue, and consumers want and need it. How will you enable consumers to give you feedback on your products and services?

The 4Vs

- 9. VALIDITY** – The existence of a market for a product or service may not be motivation enough to create or provide it. You have to consider social, environmental, governmental, and safety issues associated with your business.
- 10. VALUE** – Price and cost are only a part of your strategy. How much value does your product add to its consumer? And, is it adding intrinsic (or just extrinsic) value? Big brands realize that consumers want to feel good about your product or service.
- 11. VENUE** – Mary Kay was onto something. It's not just about shopping online; it's about turning your home into your personal shopping venue. How does your product or service become a lifestyle?
- 12. VOGUE** – Promotion and communication are vitally important, but if your product does not follow the trend, you may damage your brand before it is even launched. As you work to establish your brand, the wrong message may take you dozens of steps backwards. **TSM**

The Author is the CEO of Buzz Marketing Group www.buzzmg.com



“... absolument vérifier la propreté de vos collaborateurs avant le début du service. Vérifier si leurs tenues sont propres, s'ils ne dégagent pas trop d'odeur (surtout après la transpiration de la mise en place).”

Le Briefing, un Élément Clé de la Réussite du Service

Par Sandra Idossou

Le briefing est la petite réunion d'informations qui est souvent faite en début de journée. Elle permet de faire passer des messages importants et d'amener tous les collaborateurs à être sur le même niveau d'informations. Le briefing est important pour tous les services surtout ceux liés à la relation clientèle. Dans un hôtel ou restaurant, par exemple, le briefing est fait avant chaque service par la personne qui va diriger le service. Il est préférable qu'il se fasse à des heures fixes imposées à toute l'équipe. Le compte rendu est à la disposition des employés qui arrivent en cours de service, les éléments principaux sont inscrits sur le tableau en cuisine ou à l'offre.

Les éléments obligatoires à chaque briefing:

- Les ruptures de stock (ceci pour éviter que ce soit après la commande du client qu'on revienne l'informer des ruptures)
- Les ventes à pousser (vous avez peut être des produits qui trainent dans vos frigos et qui nécessitent qu'ils soient vendus)
- Les suggestions du restaurant et du bar: expliquer, montrer, faire goûter. Lors du briefing, quand vous avez un nouveau produit par exemple, il est important de l'expliquer aux serveurs. Un bon serveur doit être en mesure d'expliquer les produits de sa carte. Il doit même connaître leur composition et si possible leur goût. Ainsi, les serveurs sauront mieux

vancer les mérites d'un produit.

- C'est aussi au moment du briefing, que le responsable doit répartir les tâches aux employés: qui s'occupe de quel rang? Qui débarrasse? Qui s'occupe de regarnir le buffet? Qui fait l'accueil? etc.

Si vous êtes responsable d'une équipe, vous devez absolument vérifier la propreté de vos collaborateurs avant le début du service. Vérifier si leurs tenues sont propres, s'ils ne dégagent pas trop d'odeur (surtout après la transpiration de la mise en place).

Pour terminer le briefing, en tant que responsable, sachez motiver votre équipe. Incitez-la et terminez sur une note et un état d'esprit positifs. **TSM**

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The 4 Stages of Effective Delegation

By Nick Friedman

Delegation is a secret to business success that many entrepreneurs and business owners tend to ignore. To grow a successful business, you have to be able to work on the business not in the business. The only way to do that is to build a trusted team and implement systems that allow your team to flourish and grow. As your business grows, learning to delegate is crucial. If you don't delegate, you'll burn yourself out, and run yourself and your business into the ground.

As the business owner, your primary role should be overseeing the business operation. For example, the owner of the barber's spends all his time doing haircuts, when he should be focused on hiring and training people to do the haircuts while he goes out and seeks more customers.

When my partner, Omar Soliman, and I started College Hunks Hauling Junk, we were hauling the junk and driving the trucks. However, in order to get to the next level, we had to create a system that enabled us to scale up our business. So we began hiring staff to do the day-to-day tasks. We handed the keys of the truck to our new employees, expecting them to know what they were supposed to do. As a result, our team members ended up smashing up the trucks, upsetting clients, and damaging furniture.

It wasn't their fault. It was our fault for not providing proper training for our team. We learned the hard way that delegation also meant learning to manage people, as well as creating systems of accountability and consistency. It was our responsibility to ensure that our team had the tools, training and resources it needed to succeed.

We developed a four-stage process to delegation. This system encourages high

performance while giving team members freedom to make their own decisions.

STAGE 1: Ask me what you should do, and I'll tell you what to do. Most people will start out not knowing what to do and requiring lots of guidance. As the boss, your job is to keep them focused on whatever task they are responsible for. Eventually it will become automatic, and over time, the team member will need less guidance. Some jobs — such as administrative positions — require more micromanagement than others because instructions must be followed to the letter. With managers, however, while there should be procedures, there should also be flexibility as long as the desired results are achieved.

STAGE 2: Make a recommendation for what you think you should do, and I'll agree or disagree. This signals that an employee is truly learning to take initiative. They own the decisions, using their own judgment to make the best choice, and reporting back for feedback or permission to follow the next steps. By this point the employee needs minimal guidance but still needs permission to pursue certain initiatives.

STAGE 3: Do what you think is right, and then report back to me hourly or daily. This stage is when an employee is fully empowered to handle vital operations, allowing the owner to oversee growth and other essential business activities. Typically the employee simply reports on what happened during the day, while the business owner responds as needed.

STAGE 4: Do what you think is right and then report back to me weekly or monthly. The more comfortable and competent the employee is, the less oversight required on the part of the owner. There will still be a verbal report about what the employee is doing, but by now, there are no questions regarding what is expected of him or her.

The biggest benefit of these steps is creating a culture of accountability, freedom and, ultimately, self-sufficiency. This doesn't mean everyone works separately, it means everyone works independently and as a team.

To really seal the deal you must empower your team with additional responsibility and compensation. Our company creates upward mobility — meaning there is a logical path for growth in both these areas for those willing to put in the effort.

The key is to have people feeling happy and passionate about taking on additional responsibility rather than burdened and distressed. Many companies simply let people get burned out and don't provide room to grow. We see delegating as passing the responsibility on to the next generation.

At the end of the day people want to feel good about what they're doing, as well as get fair pay for the value they provide. This allows Soliman and I, as founders of College Hunks Hauling Junk, to continue to grow a business that our team can be proud of. Ultimately, this is what delegation is all about. **TSM**

The author is President and Co-Founder of COLLEGE HUNKS HAULING JUNK, the largest and fastest growing US-Based Junk Removal Franchise Opportunity.
www.collegehunkshaulingjunk.com/

Women Economic Empowerment

With a challenging but stimulating environment Rwanda's young women are taking time off their busy schedules to build their own businesses.



41% of Rwandan businesses are owned by women

75% of the Rwanda's population is aged between 14 - 35

Women make up more than half the world's population, but the majority of them live in poverty. For their lives to change, they need access to and control of economic resources and political power: to speak out, run for office, and support themselves and their families.

Gender equality implies a society in which women and men enjoy the same opportunities, outcomes, rights and obligations in all spheres of life. Equality between men and women exists when both sexes are able to share equally in the

distribution of power and influence; have equal opportunities for financial independence through work or through setting up businesses; enjoy equal access to education and the opportunity to develop personal ambitions. A critical aspect of promoting gender equality is the empowerment of women, with a focus on identifying and redressing power imbalances and giving women more autonomy to manage their own lives. Women's empowerment is vital to sustainable development and the realization of human rights for all.

This is an exciting time for women in all countries. Governments are recognizing they cannot continue to develop and prosper without fully engaging one half of their population. The historic decision by UN member states to create UN Women, by consolidating four smaller entities into a larger and better resourced organization, is a clear sign of this. The multi dimensions of women's access to sustainable livelihoods, decent work and wealth creation, forms the economic empowerment pillar of UN women. It takes into account the women's economic opportunities at all levels, with a strong focus on women who are often excluded, including rural women. UN women aims at improving women's access to and control over economic resources, and to increase women's productivity and well being. It signals a long-sought recognition that achieving gender equality and women's rights is regarded on a par with other pressing global issues, including ending poverty and hunger, reducing infant and maternal mortality and tackling the problems of climate change.

It's for all the above reasons that UN Women acknowledges the important role The ServiceMag plays in educating and sensitizing the public on good business practices. By profiling women entrepreneurs through this section on women, we partly fulfill our objectives.

Enjoy this new section!





“If there was ever a good time to take that leap into the unknown — that risk that entrepreneurs are famous for — why not now?”



PHOTO: Gael V. Weghe

5 THINGS YOU WANT TO KNOW ABOUT AKALIZA GARA

1. Akaliza Gara has been working since she was a teenager in a remarkable assortment of environments: from up-and-coming businesses to youth centres and from university cafeterias to inner city office buildings.
2. She has travelled and lived in over 13 countries spanning 5 continents. This has not only provided her with a rare insight into the values shared by and unique to different cultures and ethnic groups but also given her the opportunity to encounter a range of colourful personalities.
3. Akaliza holds a BSc in Multimedia Technology and has a broad and ever-increasing portfolio of graphic design, website development and animation work.
4. Shaking Sun was started as a platform to explore, develop and realise her many ambitious ideas and creations.
5. Akaliza has already made valuable contacts through her work and travels that will provide the business a kick-start in finding an already loyal and trusting client base.

Woman ENTREPRENEUR at 25 years!

By Gloria A. Iribagiza

How Akaliza Gara intends to use her company to promote ICTs in Rwanda.

At the age of 25 years, Akaliza Gara is one of Kigali's young entrepreneurs who has taken a great stride to promote Information and Communication Technology (ICT) in Rwanda. In August 2010, she started 'Shaking Sun', a firm that helps businesses and individuals realise their ambitions through the use of innovative technology. The company is the realisation of hundreds of ideas for films, games, websites and other creative projects and provides a platform for these ideas to be transformed into tangible, exciting and powerful new realities. Akaliza says there is a gap that needs to be filled in Rwanda's ICT industry for it to become East and Central Africa's ICT hub. **Gloria A. Iribagiza** talked to Akaliza to explore her winning formula as a young Rwandan woman entrepreneur. Below are the excerpts.

What next after the launch of 'Shaking Sun'?

I took part in a business training program in the USA, called 'Peace Through Business'. It was an inspiring experience. In addition to developing my business skills, I was able to meet other women entrepreneurs from varying backgrounds and in a wide range of fields. It was so encouraging to listen to their stories and to learn from them - and of course it was also an excellent networking opportunity.

From which personalities do you derive your inspiration?

Sina Gerard. I think he inspires Rwandans in general by the way he started small and grew his business into a household name. Richard Branson's global enterprise Virgin is also a big inspiration because he has branched into so many industries - and the Virgin brand is now more of a stamp of excellence rather than being associated with one particular product or service. Their entrepreneurial achievements are the same goals that I have for Shaking Sun.

Almost all entrepreneurs face challenges when starting, how did you deal with yours?

One of the biggest challenges I have is

being a boss. My team and I are all around the same age and so I still find this position awkward at times. I have held leadership positions before - for example in church programmes or for groups and societies that I have joined. However these were not for such an extended period and usually came about through more democratic means!

In order to deal with this, I draw upon my own experiences with my bosses - usually the supervisor for a contract. I try to pick out the qualities which I don't want to have, like inflexible and micromanaging, and incorporate the qualities that I appreciate, such as focused and engaged.

What do you like most about being an entrepreneur at 25 years?

I have fewer responsibilities now than I probably will in say, 10 years time. This means I can really focus on my business - my business, right now, is my baby! I can afford to give a huge ratio of my time and effort now.

The other advantage of being my age, (remove 'is') that others often don't realise, is that lack of experience can actually work for you! One of the founding principles of 'Shaking Sun' is 'innovation' so, being a newcomer in the industry means that I am more willing to do just that. Basically I try out things differently

and also experiment and challenge conventions. I am more open to make mistakes but also to make discoveries.

In regards to being a woman, I stand out. There are still very few women in the ICT and multimedia fields, and this is a global situation. This means that those of us out there have the bonus of making an impact, in whatever we do especially when it comes to simply changing perceptions about what professionals in our field look like. I know that I want to change the classic image that comes to mind when people hear the word 'geek'!

What would you tell young people aspiring to venture into their own businesses?

There is no better time to do it. This is the time! I feel that if there was ever a good time to take that leap into the unknown - that risk that entrepreneurs are famous for - why not now? Perhaps, the next time you will have such freedom, in terms of making your own decisions and considering the impact on those close to you, is when you are retiring and when your children finish school. This age is a brief window in time where we must all maximise our natural creativity and energy - and just go for it! **TSM**



“What I like most is being independent, discovering my skills and abilities and this enables me to know what I can offer.”



PHOTO: Gael V. Weghe

5 THINGS YOU WANT TO KNOW ABOUT GLORIA UWIZERA KAMANZI

1. Glo Creations is a Kigali based handicrafts company that is run and managed by Gloria Uwizera Kamanzi
2. She started her company when she was 26 years, after picking skills in Senegal
3. She has traveled extensively in the USA, Japan, Egypt, Thailand, Malaysia, Tunisia, India, Kenya and Uganda to expose her work and learn new skills.
4. Her collection of Batik textile designs stretches from a range of handmade products that are either printed or dyed.
5. With a team of talented artists she has produced a collection that includes, hand-dyed and printed T-Shirts, handbags and home decor accessories such as, cushion covers, wall hangings, tablecloths and tablemats.

Woman **ENTREPRENEUR** at 30 years!

By Gloria A. Iribagiza

Gloria Uwizera Kamanzi is a young, sassy and at 30 years of age, she has already ventured into the world that is considered to be an 'all men's club' called entrepreneurship. She is the founder and owner of GLO CREATIONS, an art and fashion business with a batik art specialty. Her passion is basically art and fashion, specialties that she believes can be expanded to neighboring markets in the East Africa and the region. Below is the excerpt of our interview with Gloria.

"My passion for artwork is greatly inspired by the success stories of those who have made it in this profession. For example; I love the work of Emilia Tan, a Malaysian Batik artist whose passion is clearly seen in her design work," Uwizera says.

Gloria Uwizera grew up in a business background that inspired her to start her own venture. While a teenager she worked with her mother, doing some artistic work and appreciated her grandfather's values as a businessman.

Her beginnings stem way back in Senegal where she was pursuing her studies. In Senegal she pursued batik art lessons as well and with a little determination and confidence, Gloria started her business including selling t-shirts with batik.

The business became a success in Senegal and that is when Gloria decided to return back home to continue making a difference in her own society.

"What I like most is being independent, discovering my skills and abilities and this enables me to know what I can offer. Since I ventured into business, I gained so much confidence and I have even become more passionate about my work," Uwizera adds.

Upon her return, in 2008, Gloria established her art company then noticed the lack of awareness in the batik art. This realization opened to her a door of opportunity. Pursuing her business in Rwanda was exciting

but very challenging to obtain the raw materials needed for the production of her creations and accessing financial support.

As a young female entrepreneur in Rwanda, Gloria faced a challenge of being accepted by offering her services because of her age and outlook, but with time, people started trusting the quality and uniqueness to her creations.

"I was new in Rwanda when I started; my business was new to the market here. It was kind of hard being accepted in the society as a young business oriented woman. I was not trusted enough and this made selling our products and services as well as getting some financial support, difficult."

Gloria realized that there were real opportunities in tourism and joined the 'Fair Trade Association of Artisans', with an intention of being exposed to a bigger market either regionally or internationally. Gloria started partnering with artisan's cooperatives to diversify her products including interior decor items and fashion items.

Today Gloria serves on the board of the RFTAA as president representing the artisan's voices.

Gloria has since become a source of inspiration to the Rwandan youth. She shares her entrepreneurial journey through TV, radio shows and other events.

"I appreciate people who work hard. Oprah Winfrey inspires me because of how she started small and became one of the richest women in the world despite her hardships earlier on in life," she says.

ADVICE TO THOSE ASPIRING:

They should first write down their business idea, gather information on their target market through research and raise or save their starting capital that keeps the business moving before it generates an income.

GREATEST ACHIEVEMENT:

The dream to own this art business at my young age, building a reputation of what I can offer and impacting the lives of the people I work with. I am learning a lot and I believe that I am on the right track to growth and success in money making as I become a master in this line of business.

HOW GLORIA HAS ACHIEVED GROWTH:

I attended several business trainings such as the Peace Through Business (PTB) that was an eye opener. I connect with other women entrepreneurs, learn new skills and also challenge myself frequently. I have been able to make changes on how to run Glo Creations and give back to the community. **TSM**



PHOTO: Glo Creations

26

Lessons from
a 26 Year-old CEO

By Shama Kabani



PHOTO: Shama.tv

On April 25th I turned 26, and a few weeks later my web marketing agency turned two. What started as a one-man tiny business has grown into a 27-man global web marketing firm in just two short years. I am immensely grateful for the opportunities life has presented me with. As I look forward to the future, it seems only fair to look back as well.

The following are 26 lessons I have learned as a young entrepreneur and CEO:

No. 1 A WRITTEN VISION OF WHAT YOU WANT YOUR COMPANY TO LOOK LIKE IN 3 YEARS IS IMPORTANT. The pen (or keyboard!) has power. It isn't enough to envision your goals in your mind. You must have a blueprint on paper. For every decision you make, ask yourself: does this help me get closer to my vision?

No. 2 LEARN TO LISTEN TO YOUR CLIENTS. When we started, we were only offering social media consulting services.

Clients, however, quickly demanded more. We ended up serving as their web marketing department. The market will tell you what it needs. You have to listen, and then deliver.

No. 3 HALF THE JOB IS KEEPING UP. The pace of technology will only continue to quicken. It doesn't matter what your industry is, you have to keep up in order to constantly leverage your business.

No. 4 ALWAYS THINK IN TERMS OF VALUE — not price. Always judge based on the value something or someone brings to the table. Price is arbitrary.

No. 5 HIRE PEOPLE WHO HAVE FIRE. This is especially true if you are running a small to medium sized business. In a large corporation, there is room for many types of personalities and people. In a smaller business, passion is a must in every position. Hire people who are driven to excel and see your business succeed.

No. 6 IF YOU MUST FIRE, BE GRACEFUL AND PROFESSIONAL ABOUT IT. This is, hands-down, the worst part of being a CEO. It is tough to let people go, but for the greater good of the business, sometimes it must be done. It doesn't matter if you are firing or being fired, don't burn bridges.

No. 7 LEARN TO FORGIVE. Things happen. People change. You can't move forward in business — or in life — if you can't forgive and move on.

No. 8 CASH FLOW IS CRUCIAL. This is especially true in a recessionary economy, and if you are growing quickly. Ensure that clients pay upfront.

No. 9 BALANCE IS OVERRATED. Aim for joy. When work is fun, you don't feel the need to take as many breaks. Balance in today's world looks very different from the way it did only 20 years ago. Embrace it.

No. 10 DON'T UNDERESTIMATE THE POWER OF PR. The power generated by the press now lies in the hands of non-journalists (umm...social media, anyone?). Learn to involve PR.

No. 11 TREAT YOUR TEAM WELL. People will follow a leader who treats them with respect. Learn to value your team's input, and always reward them for a job well done.

No. 12 FOCUSING IS THE MOST UNDERRATED SKILL THAT YOU MUST MASTER. 90 percent of the time, what is on your computer screen is not resulting in a positive ROI. Learn to focus on what truly matters in your business. Then do it consistently.

No. 13 MULTITASKING DOESN'T MEAN GREATER PRODUCTIVITY. Don't include "multitasking skills" on your resumé. Numerous studies have shown that multitasking decreases brain power.



02



22



08



15



16



18

No. 14 AGE ISN'T JUST A NUMBER. Age does matter. Managing a Gen Y employee is different from managing a baby boomer.

No. 15 APPEARANCES MATTER. I just interviewed an intern who showed up in an outfit more appropriate for an 8 a.m. class. I wondered how he would represent us with clients. Whether we like it or not, appearances matter. Dress appropriately.

No. 16 LEARN TO VIEW SITUATIONS OBJECTIVELY. The fact that you would or wouldn't do something doesn't mean others would do the same.

No. 17 LIFE IS SHORT AND VERY EASY TO TAKE FOR GRANTED. Sounds like something you'd read in a self-help book, but true nonetheless. Life is temporary, and the only thing that matters at the end of the day is how you treated those around you.

No. 18 PETS MAKE THE WORKPLACE BETTER. I propose that every office should have a mascot. Ours is a little Maltese-Poodle mix named Snoopy. No day is a sad day.

No. 19 A SUPPORT NETWORK IS CRUCIAL. Much as you try, you can't do it alone. Building a personal and professional support network is imperative.

No. 20 GIVE LUCK ITS DUE. Luck has played a huge part in my life. I don't deny it. I am just grateful for it.

No. 21 WE ARE GIVEN TO WORKING HARD; NOT SO WITH STRUGGLING. I've learned that there is always work that will need to be done. The task list is never complete. So, just enjoy it!

No. 22 IT IS LONELY AT THE TOP. And, yes, the view & the food are both amazing.

I've learned that there is always work that will need to be done. The task list is never complete. So, just enjoy it!

No. 23 IGNORE THE TROLLS. They like the power the anonymity of the internet gives them. Do not pay them any attention.

No. 24 BE PICKY WHEN CHOOSING YOUR FRIENDS. My friend list (and I don't mean Facebook) is short. Surround yourself with people who inspire you.

No. 25 KARMA EXISTS IN BUSINESS AND IN LIFE. The old adage says "what goes around comes around." The older I get, the more I see this as being true. Think twice before you act.

No. 26 BEING A CEO MEANS BEING A CVO. CVO STANDS FOR CHIEF VALUE OFFICER. Always ask yourself: How can I create value for our clients? Our prospects? Our internal team? The answers will guide you to building a better company. **TSM**

The author is the award winning CEO of The Marketing Zen Group, a full service web marketing firm. She is also the author of the best-selling, The Zen of Social Media Marketing; and hosts her own web TV show at www.Shama.Tv.

EAC ENTREPRENEUR WOMEN IN SOCIO-ECONOMIC DEVELOPMENT AND BUSINESS CONFERENCE IN KIGALI

by A. K. Oti



PHOTOS: Flickr.com

There was a time when the positions for women in business were only market vendors, shop assistants and wives sitting in the shop which were owned strictly by their husbands. Today, as in every other area, women have stepped up and taken the reins. Women are entrepreneurs, own businesses, manage their own enterprises and hire labour. When change takes place, the wise thing is to embrace it; that is what the East African Community has done. As part of working towards economic transformation of the region, the East African Community (EAC) has realized that women are an integral part of development, economic growth and to achieve these, women have got to be actively involved.



Rwanda added another first to its growing list by hosting the first ever regional conference for women in socio-economic development under the theme 'Unlocking Business Opportunities for Women within EAC Common Market' from August 5th to 6th 2011 in Kigali. The conference was opened by H.E President Paul Kagame and was attended by about 300 participants from the Partner States – Burundi, Kenya, Rwanda, Tanzania and Uganda. Participants included women in business, policy makers, Government officials, civil society representatives and observers. The main goal of the conference was to bring together East African women in business to explore the opportunities and challenges offered by the EAC Common Market, promote regional entrepreneurship, build networks and enhance economic empowerment. Indeed Ms. Soni Kanamugire, one of the participants from Rwanda agrees that it provided a wonderful networking opportunity for participants.



LEFT to RIGHT:

Participants in the EAC Entrepreneur Women workshop held at The Serena Kigali Hotel,

Flags of the member countries of the East African Community: Burundi, Kenya, Rwanda, Tanzania and Uganda

Delegates during one of the sessions

An income-generating activity

The Conference was conducted through sessions, plenary discussions and break-out sessions. The sessions focused on four major themes:

- Setting strategies for implementation of International Treaties to empower women in the East African Community;
- Empowering rural women in the area of agro business in the region;
- Opportunities and challenges for the participation of women in the area of industries and manufacturing in the EAC region;
- Promoting youth entrepreneurship and business innovation in the region.

Participants made recommendations under the above themes which will be incorporated in EAC programmes to promote women in socio-economic development in the region.

“Women’s empowerment therefore constitutes the philosophical underpinning of the EAC regional integration and development process”,

— Ambassador Sezibera



At the official opening ceremony, the Chairperson of the EAC Council of Ministers and Minister of EAC Affairs of the Republic of Burundi, Hon. Hafsa Mossi noted that Rwanda was a trailblazer in the region and the world at large in the recognition and encouragement of the role of women in development.

She said women suffer from limited access to opportunities, allocation and use of resources in most sectors, especially agriculture, general education and professional training and that they continue to be marginalized in the decision-making processes and have limited access to information and communication technologies in comparison to their male counterparts.

The conference also provided an avenue through which women in business were informed of policies, programmes and projects being undertaken by the Community as steps to enhance the well being of the people of East Africa.

Addressing delegates, the Secretary

General of the East African Community, Ambassador Dr. Richard Sezibera said the Conference was historic for East Africa, being the first of its kind to be held since the establishment of the Community to focus on the enhancement of the role of women and participation at all levels of Socio-economic development.

The Secretary General asserted that the quest for gender equality and empowerment was critical for the success of the integration process saying “unleashing the power of women entrepreneurs is central to maximizing equity and sustainability of development in our region”.

“Women’s empowerment therefore constitutes the philosophical underpinning of the EAC regional integration and development process”, said Ambassador Sezibera, adding that “it involves principles of inclusiveness and empowerment across all sectors and sections of human endeavour”.

Women constitute over 60 per

cent of the EAC population and their role in boosting social and economic development of the Community needs to be enhanced through entrepreneurship and trade across the region. The Conference provided an opportunity for participants to make a robust proposal in forging the creation of an EAC Women Entrepreneur Association that will champion the cause and interests of Women in business in the region.

The Secretary General affirmed that the Community was best felt in the pockets of East Africans, particularly the women and youth of East Africa, not in the halls and chambers of policy makers and academia. He reiterated that the Conference was further proof of EAC’s readiness and preparedness to march forward to the attainment of the region’s objective to place a critical segment of the population at the forefront of the regional integration and development effort. **TSM**

www.mineac.gov.rw

ALORS VOULEZ-VOUS ENTREPRENDRE?

Par Ezéchiel Ouedraogo

QU'EST-CE QUE « ENTREPRENDRE »?

Dans le dictionnaire c'est « prendre la résolution de faire quelque chose, quelque action, quelque ouvrage, et commencer à la mettre à exécution »

La première partie de cette définition dit: « prendre la décision de faire ... »

La seconde partie de cette définition dit: « ... et commencer à la mettre à exécution. »

Pour entreprendre, il faut DECIDER d'abord de ce que je veux faire et seulement ensuite mettre à exécution la DECISION.

LA DÉMARCHÉ D'ENTREPRENDRE SE FAIT EN 5 ÉTAPES:

- Une idée de projet
- Une analyse de cette idée de projet dans son contexte actuel (diagnostic) et futur (pronostic)
- La rédaction d'un plan d'affaires
- la mise en œuvre du projet en suivant le plan d'affaires
- le pilotage de votre activité

VOICI QUELQUES PRÉJUGÉS NÉGATIFS QUI EMPÊCHENT D'ENTREPRENDRE

- Il faut avoir de l'argent pour entreprendre
 - Il faut devoir corrompre pour faire des affaires
 - Il faut connaître des gens haut placés pour faire des affaires
- Souvenez que le plus souvent, ce sont nos certitudes erronées qui nous empêchent de réussir

Alors à vos projets! **TSM**

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Graphic Communication at the Service of Business Development

By George Pericles



Even if you were told not to, we do judge a book by its cover. It doesn't mean that product quality should be neglected but if you want people to try them, you have to develop a nice cover.

The cover of your company is its brand image or identity. What is a brand? A brand is a vision you want to share, a way to introduce your company. Many media are involved into the building of a brand; a brand identity is a consistent system. A brand isn't just a logo or a motto; your brand should be understandable without a logo. A brand is a communication toolbox.

Graphic design is often thought as a superfluous part of business development, something you want to invest in if you have already set up everything. It's the complete opposite, even here in Rwanda. We have always been in an image oriented society. Throughout history, visual symbols have changed the way we see things. The perception of your company and your products is highly influenced by its visual communication.

The recognition and perception of a brand is highly influenced by its visual presentation. A brand's visual identity is the overall look of its communications. Effective visual brand identity is achieved by the consistent use of particular visual elements to create distinction, such as specific fonts, colors, and graphic elements. All these components should be used for print or web communication, even in interior design, and converge to

make your communication powerful.

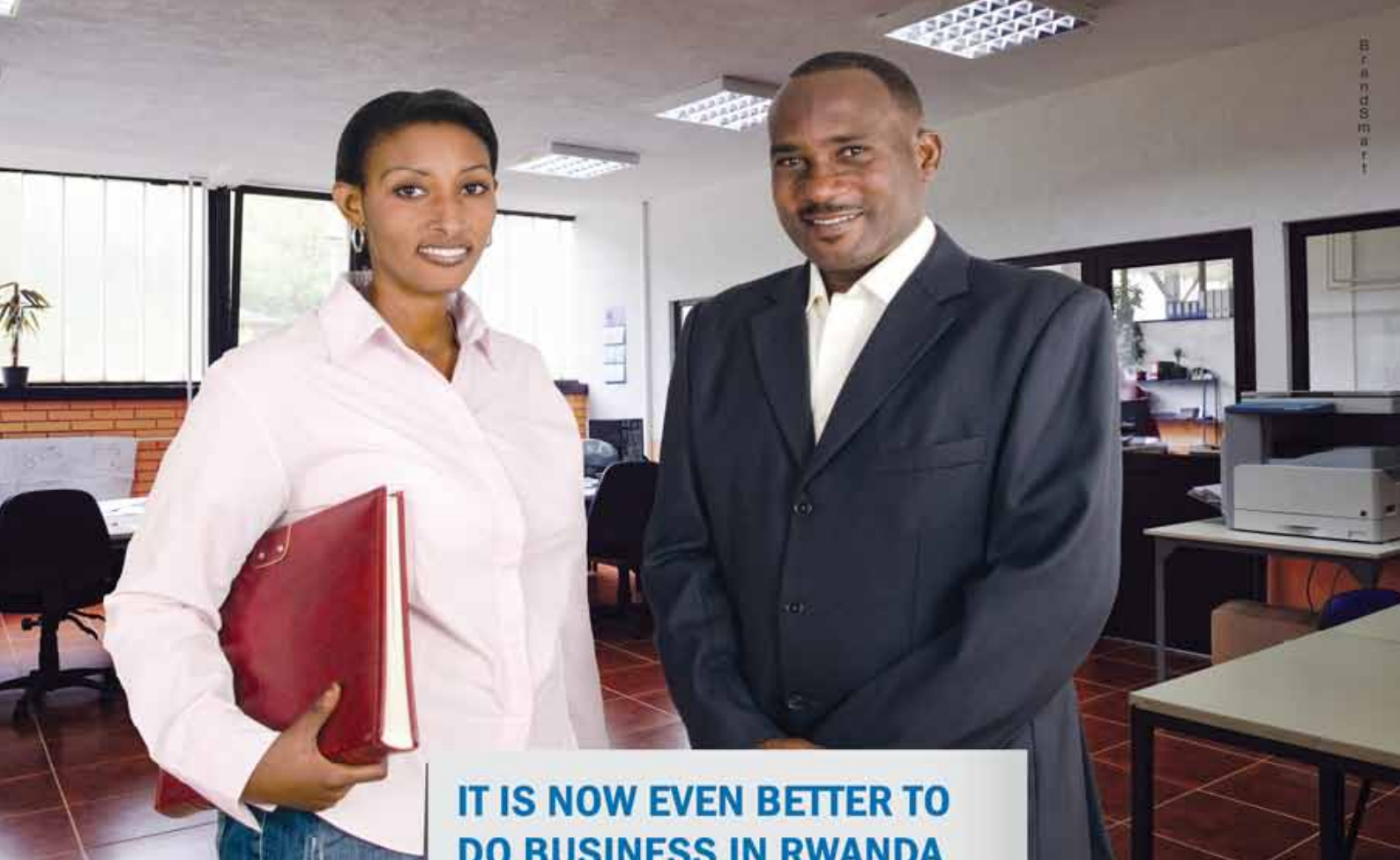
Brand should be seen as a personality, an ideal you sell and you want to achieve as Howard Schultz, CEO of Starbuck Coffee said, "A great brand raises the bar -- it adds a greater sense of purpose to the experience, whether it's the challenge to do your best."

You may ask how creating a brand serves your business. How the money and time you will invest in the process will turn into profits. Your investments will be everything but a loss. A well-designed brand can convey a complex message easily with powerful symbol and communication. In a way, your product and your company are no longer lost, they get noticed.

The communication that your brand will deliver will add value to your products or services. A brand identity is the first contact potential clients will have with your company. You better make this contact the best possible.

In this new economy, you may need a professional that raise the bar of design excellence. At George Pericles for instance, we listen to your needs, organize them and deliver you a flexible toolbox.

Having a clean and professional brand communication isn't only a matter of business development; it's also a way to pay respect to your clients and start a relationship between them and your products. **TSM**
The Author is a design & communication consultant who works in Rwanda
www.georgepericles.com



**IT IS NOW EVEN BETTER TO
DO BUSINESS IN RWANDA**

Doing Business: New Reforms that will boost your business

STARTING A BUSINESS

Online business registration is now operational. Register your business free of charge and have your certificate of registration in 24 hours from anywhere in the world! However, if you want to register your business in person at RDB Registrar General's office, the registration fee has been reduced from 25.000Frw to 15.000Frw.

GETTING CREDIT

Law on interest on movable securities

You don't own a house or a piece of land, so what collateral do you use to get a loan? The law on interest of movable securities gives you a chance to use other movable assets like cash crops (coffee, tea, pyrethrum), farm machines, furniture, computers, personal car etc to secure a loan.

Private credit reference bureau

Now that you have the loan, you should put in mind that your loan servicing records can offer you a better opportunity to access loans in future. It's therefore important that you have a good credit record.

So far the utilities like EWSA, as well as MTN and TIGO are submitting credit information (for post paid clients) to the credit reference bureau. CRB has also obtained all the historical information beyond two years from the Central Bank and all banks and Micro Finance Institutions are submitting credit information regularly. Paying your electricity and telephone bills as well as any loans in your bank improves your credit history and potential of easily acquiring another loan!

REGISTERING PROPERTY

Should transfer or sale of property be necessary, remember that you can now register your commercial property more easily since the procedures for registering property have been reduced from 4 to 2.

CONSTRUCTION PERMITS

Or maybe you would want to construct for your own business, how do you go about it? Well, the One Stop Centre at the City of Kigali has merged all applications and inspections for water, telephone and electricity with the applications and inspections for construction permits in one application form for all commercial projects reducing the number of procedures from 14 to 6.

TRADING ACROSS BOARDERS

Should you go for an option of dealing in importing from any of Rwanda's neighbors and selling them internally; that too is simple. Right now RRA requires you to produce only three documents and your goods will be ready for sale.

INSOLVENCY LAW

So maybe all the above hasn't worked out, what happens? You may want to take some time off to rethink your business strategy. To avoid continued taxation, just remember to declare and close/suspend your business.

For details about these new reforms and many more, please write to doingbusiness@rdb.rw or visit www.rdb.rw

Ibintu 7 Biranga Rwiyekezamirimo Ukora Neza

Byanditswe na Kristine Geimure



PHOTO: Angel Uwamahoro

Kuba rwiyekezamirimo birenze kure gutangira ubucuruzi, ni ukuba mu mutwe wawe witeguye gukora ubucuruzi bwunguka. Ba rwiyekezamirimo usanga bafite uburyo bumwe batekerezamo kandi buri rwiyekezamirimo akaba afite ibintu bimuranga bituma ashobora gukora neza umurimo we. Ba rwiyekezamirimo bakora neza nka Richard Branson baba bifitemo imbere ikibatsi kibasunika kigatuma bakora neza ubucuruzi bwabo ndetse bikanatuma bwiyongera, ibyo bikaba biruta kure kugira impamyabushobozi ihanitse mu bucuruzi iturutse mu ishuri ry'ubucuruzi rya Havard, cyangwa se kugira ubumenyi bwa tekiniki mu kintu runaka.

1. BA RWIYEKEZAMIRIMO BARANGWA N'IBINTU BY'INGENZI BIKURIKIRA:

Kuba yifitemo ikibatsi cyo kugera ku ntego. Ba rwiyekezamirimo baba bifitemo ikibatsi cyo kugera ku musaruro mwiza no kwagura ibikorwa byabo. Bareba kure kandi ugasanga bahora bashakisha uko bakomeza gutera imbere. Biha intego nyinshi kandi bagahora baharanira

kuzigeraho batitaye ku nzitizi bahura na zo mu rugendo rwabo.

2. KWIGIRIRA ICYIZERE GIKOMEYE

Ba rwiyekezamirimo bakora neza baba bifite icyizere kandi ugasanga ari abantu badahindagurika mu migirire yabo. Bibanda ku cyo bakora ntibatanye ingufu kugira ngo bagere ku ntego bihaye kandi bahora bizeye ubushobozi bwabo mu gukora icyo

biyemeje. Bahora babona ko ibyiza biri imbere abandi bakababona nk'abihazi. Ba rwiyekezamirimo usanga bashyira ingufu zabo zose ku cyo bakora, ntibata igihe ku bitekerezo byo kunenga bitubaka.

3. GUSHAKA IBITEKEREZO BISHYA NO GUHANGA UDUSHYA

Ba rwiyekezamirimo usanga bahora bifuzaga kunoza ibyo bakora no kuvugurura ibyo bagurisha. Bahora bashakisha uko ibyo bakora byavugururwa. Bahora bahanga udushya, bashakisha ibitekerezo bishya n'aho babivoma.

4. GUHORA BITEGUYE GUHINDURA IBINTU

Iyo babonye hari ikintu kitagenda neza bahita bagihindura. Ba rwiyekezamirimo bazi akamaro ko guhora bakora ibikorwa by'indashyikirwa, kandi uburyo bwo guhora ari aba mbere bugenda butera imbere bunajyana n'igihe. Bahora bazi ibigezweho, tekinoloji na serivisi bigezweho kandi bagahora biteguye kugira icyo bahindura iyo babonye amahirwe mashya.

5. KUGIRA UMUCO WO GUPIGANWA N'ABANDI

Ba rwiyekezamirimo beza bahora bapiganwa. Uburyo bwonyine bubafasha kugera ku ntego zabo no guhora bakora ibikorwa by'indashyikirwa ni uguhora bapigana n'abandi.

6. BAHORANA IBAKWE N'UBUSHAKE

Ba rwiyekezamirimo ntibicara hamwe, bahorana ibakwe n'imbaraga nyinshi. Ikibabamo ni ukugera ku ntego bihaye kandi bagahora bifitemo akanyabugabo. Guhora bafite ibikorwa by'indashyikirwa no guhora bifuzaga gutera imbere bisaba ko baba bifitemo ubushake!

7. KWEMERA KUNENGWA KU BURYO BWUBAKA

Ba rwiyekezamirimo bahora bahanga udushya, bahora hafi y'ibikorwa byabo bakumva gake ibivugwa ngo "ntibishoboka." Baremera bagahindura iyo banenzwe ku buryo bwubaka kandi bubafasha muri gahunda zabo, ntibaha agaciro ibitekerezo biterekana ko ibyiza biri imbere. Ba rwiyekezamirimo beza bazi ko kunengwa n'inzitizi bitabura iyo ukora ubucuruzi bugenda neza, bityo bagakemura ibibazo bafite ku buryo bukwiye.

Ba rwiyekezamirimo nyabo bahora bahanga udushya, bashishikariye gutera imbere. Bahora bafata iya mbere mu byo bakora byose, mu gupiganwa usanga ari inkeragutabara. Ab'ibikorankota ntibatanyaga kuba basekwa cyangwa banengwa iyo bagitangira kuko baba babona ibyiza biri imbere. Bahora bahugiye ku murimo wabo mbese bashakira kugera ku nzozi zabo. **TSM**

Umwanditsi w'iyi nyandiko yatangaje izindi nkazo nyinshi kuri interineti. Mu kinyamakuru kigaragara kuri iyi aderesi www.woopidoo.com/articles/geimure/entrepreneur-article.htm

Introducing Global Entrepreneurship Week

What is Global Entrepreneurship Week?

Global Entrepreneurship Week (GEW) is the world's largest celebration of the innovators and job creators who launch start-ups, that bring ideas to life, drive economic growth and expand human welfare. During one week each November, GEW inspires people everywhere through local, national, and global activities ranging from large-scale competitions and events to intimate networking gatherings, connecting participants to potential collaborators, mentors and even investors—introducing them to new possibilities and exciting opportunities. Last year, over 100 countries participated, resulting in 35,000 different events reaching 7.5 million people!

What are the goals of GEW?

Inspire — Introduce the notion of entrepreneurial behavior to people under the age of 30 who otherwise might not have considered it as a path in their life.

Connect — Network young people across national boundaries in a global effort to find new ideas at the intersection of cultures & disciplines.

Mentor — Enlist active and inspirational entrepreneurs around the world to coach and mentor the next generation as they pursue their entrepreneurial dreams.

Engage — Demonstrate to opinion leaders and policy makers that entrepreneurship is central to a nation's economic health and

culture and provide different nations with the opportunity to learn from each other on entrepreneurial policy and practice.

About GEW Rwanda

For the first time ever, Rwanda is participating in this impactful global initiative. From November 14th to 20th, 2011, a series of activities designed to encourage innovation and support entrepreneurs will take place throughout the country. The groundswell of activities will advance entrepreneurship in Rwanda while demonstrating to the world how private enterprise is transforming the country for better.

For more information on Global Entrepreneurship Week—Rwanda, visit www.gewrwanda.org.



November 14-20, 2011

Get involved today!



www.gewrwanda.org



[Facebook.com/gewrwanda](https://www.facebook.com/gewrwanda)



[Twitter.com/gewrwanda](https://twitter.com/gewrwanda)

Join a global movement of entrepreneurial people!

The week is a time to embrace innovation, imagination and the entrepreneurial spirit in order to create sustainable solutions to our challenges, generate jobs and drive growth throughout the world. There are no geographic or socioeconomic boundaries. Everyone can participate!

- Universities, schools, civic organizations, NGOs, corporations
 - Become a partner
- Policy makers, thought leaders, influencers
 - Support a partner
- Active entrepreneurs
 - Mentor a new generation of business leaders
- Aspiring entrepreneurs, students, youth
 - Participate in activities and power your future

Unleashing new ideas in Rwanda!



Hosted by:



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Handling **STRESS** in Customer Service

By Sam Kebongo

PHOTO: Getty Images

Picture yourself working in a typical Kigali banking hall; long queues, insufficient tellers, long hours, to mention just a few. Imagine dealing with the queues from 7 am to 8 pm five to six days a week. The mere thought of it is stressful. Stress - a situation whereby internal or external forces affect the individual, and become part of the banker's (and other customer service professionals') life.

From a biological viewpoint, stress can be a neutral, negative, or positive experience. The overabundance of stress in the modern world has made us perceive stress as negative. It is how the individual responds to stress that affects the individual as well as their environment. Stress has both external and internal factors.

External factors include the physical environment, one's job, one's relationships, one's home and all the challenges and expectations one is confronted with on a daily basis.

Internal factors determine your body's ability to respond to, and deal with external stress-inducing factors. Internal factors influencing your ability to handle stress include your nutritional status, overall health and fitness levels, emotional well-being, and the amount of sleep and rest you get.

In the evolutionary process, the species that adapted best to causes of stress (stressors) have survived and evolved into the plant and animal kingdoms that exist today. Likewise, while the risks associated with stress are real, recent research shows that work-related stress, when managed correctly, can actually impact positively on productivity and performance.



This said, how can a customer service professional transform the stress initially thought to be harmful into something constructive?

Experts say that stress is unavoidable. "We live in a world of incessant worry, change and uncertainty. You have to get used to it," says Justin Menkes, the author of "Better Under Pressure: How Great Leaders Bring Out the Best in Themselves and Others." There are two sides that you must look at; one, yourself and two, the customer.

First, See worry for what it is: a feeling.

Your sensitive reaction—apprehension, a racing heart— indicates that you really care about your current duty or that which you will soon fulfil. In fact, according to Menkes, your stress level is directly proportional to the importance of the activity. If the latter hardly mattered, you wouldn't worry. Once you perceive worry as an indicator rather than as a symptom

of dysfunction or cause for panic, you can react to it more rationally. Remember that stress is not endless. **"Feelings by definition are fleeting. They feel like they will be eternal but just give it five minutes,"** says Menkes.

Once you've reframed the stress, you need to adjust your mindset. How you view stress determines its effect on you. Our brains are activated by positivity into a 'broaden and build' mode as opposed to the paralysis of 'fight-or-flight' mode that comes with negative thinking.

All the time, you should be focusing on control.

You should acknowledge what you can and cannot control. Remember the prayer 'God help me change things that I can and accept the things that I cannot change and the wisdom to know the difference'? Keep the wisdom part in mind. This really helps you to focus on your goal and do all you can where it makes a difference.

At work, appreciate that the customer's frustration has nothing to do with you, so don't take it personally. Ignore any personal attacks. At such a time, they may not be rational.

When customers are frustrated, their behavior is a reaction to unfulfilled expectations. Uncovering their expectations will help defuse the emotion, help you keep your cool, and keep the conversation focused on problem solving.

Keep focusing on what you can do to close the gap between their unfulfilled expectations and their experience of your company's services and products. When customers are dealt with sincerely and professionally, they are more open to alternative solutions.

Friends, family and mentors create an important network that you can use to dispel stress. Supportive relationships are key and you should build these when you are not stressed. More importantly, surround yourself with positive people not the complainers who cogitate about things that they won't ever change. Keep a healthy work/life balance to help you keep everything in perspective.

Being proactive about stress is also necessary since stress is also a function of experience. If the body is not used to stress and you experience it, you'll panic and it becomes a vicious cycle that needs to be broken," says Menkes. Think about ways you can put yourself in non-game-changing, but pressured, situations. Pressure and fear are good, according to Menkes. For example, if you are scared of public speaking, join an organization that helps people improve their public speaking and leadership skills, and try out your communication skills within an enclosed area.

Managing stress is an essential job skill for the successful customer service professional. **TSM**

*Sam Kebongo is a Director at Serian Ltd. and teaches entrepreneurship at Rwanda Tourism University College.
Email: sam.kebongo@gmail.com*

En Finir Avec les Yeux Bouffis!

Par Diana Ramarohetra

Les sachets de thé

Avant de vous coucher, trempez 2 sachets de thé dans l'eau. Déposez-les dans une assiette au frigo toute la nuit.

Le matin, appliquez les 2 sachets refroidis sur les yeux pendant 5 minutes.

Ce remède fonctionne pour les gonflements provenant d'oedèmes. Il n'agit malheureusement pas dans les cas d'allergie, d'infection des sinus ou de rhume.

Les compresses d'eau froide

L'eau froide peut aussi aider à faire disparaître l'enflure. Avant d'aller au lit, on passe 2 petites débarbouillettes propres sous l'eau. On y ajoute quelques gouttes d'essence de bleuet (pour ses propriétés apaisantes). On essore et on les glisse dans un sac de plastique au réfrigérateur pour la nuit. Au réveil, on pose les compresses délicatement sur les yeux pendant quelques minutes.

La glace

Une astuce toute simple mais efficace: on enveloppe 2 glaçons dans 2 débarbouillettes propres que l'on pose sur les yeux quelques minutes.

Un masque apaisant

2 c. à table de purée de concombre

1 c. à thé de lait en poudre

Mélangez et laissez agir 10 minutes avant de rincer.

diana@theservicemag.com

Lu sur www.femmesqc.com et expérimenté par notre équipe.



PHOTO: Getty Images

Qui sommes-nous

La COMPAGNIE GENERALE DE BANQUE LTD. (En sigle COGEBANQUE) est une banque commerciale de droit Rwandais œuvrant au Rwanda depuis sa création en 1999.

La COGEBANQUE est une société publique au capital de RWF 5.000.000.000, enregistré sous le code 100005973 est situé dans l'immeuble du Centenaire (CENTENARY HOUSE/CAR PARK) dans le centre-ville de Kigali, Avenue de la paix, B.P 5230 Kigali, tél +250 252597500, e-mail : cogebank@cogebank.com, web site: www.cogebanque.co.rw.

Logo

Pour un renouvellement de nos engagements vis-à-vis de nos clients, nous avons opté de revigorer notre logo en vue d'afficher une image moderne caractérisant notre banque. Le nouveau logo représente les consonnes de l'acronyme du nom de la banque qui sont les lettres C, G et B. Chacune des lettres porte les nouvelles couleurs de la banque.

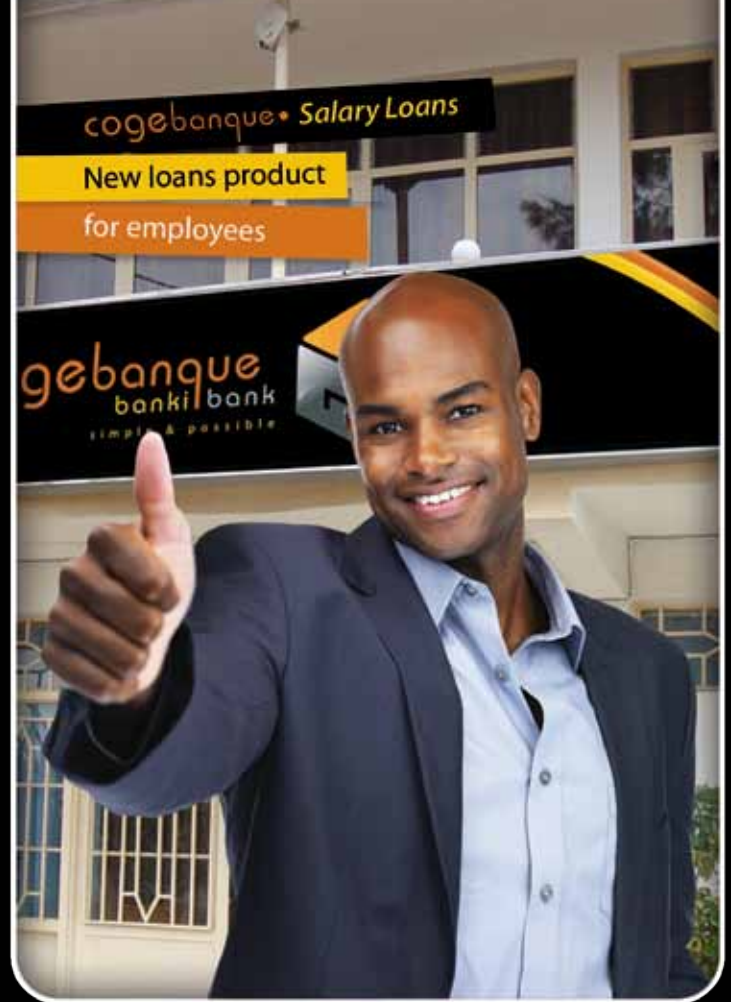
Nous avons également choisi de donner des couleurs nouvelles à la banque en signe de rajeunissement pour des services de qualité.

- La couleur dorée représente le prestige que nous accordons à nos clients;
- La couleur noire représente l'importance que nous accordons à nos clients;
- L'orange est l'énergie avec laquelle nous nous engageons à servir nos clients.

Devise

Etant donné que la banque a pour mission de faciliter l'accès facile aux ressources financières, nous nous sommes inspirés de celle-ci pour créer notre nouveau slogan: "Simple et possible".

Ce slogan, qui garde sa signification que ce soit en français ou en anglais, reflète l'idéal de la banque à rendre toute transaction bancaire simple et possible grâce à notre personnel de qualité qui est toujours à la page des nouvelles stratégies bancaires mais aussi toujours prêt à innover pour la satisfaction du client. L'ouverture d'un compte à la COGEBANQUE est tout aussi simple qu'on le souhaite. En outre, avec la COGEBANQUE, il est possible de réaliser des projets les plus grands même ceux qu'on croit être des rêves.



Nos produits et Services

Grâce à notre personnel qualifié et dévoué, nous concevons et offrons des produits sur base de ce que nos clients désirent. Nous proposons à notre clientèle des comptes personnels et ceux destinés aux entreprises. En outre, nous mettons à la disposition de nos clients des comptes épargnes qui permettent à ceux-ci de sécuriser leur avenir et de réaliser les intérêts sur leur placement. La COGEBANQUE intervient aussi dans le financement des projets de nos Clients qui nécessitent une assistance financière et permettent à certains de rendre leur rêve simple et possible.

Parmi nos différents produits, nous pouvons en citer quelques-unes:

- Banking@home
- Retail banking
- SME banking
- Mortgage financing
- Saving accounts
- Education scheme
- 24 hour ATM service
- Salary loans
- Leasing

Branches

La COGEBANQUE possède actuellement un total de 15 branches offrant des services bancaires complets et de qualité, Nos branches sont situées à:

Kigali

1. AGENCE CENTRALE
2. AGENCE ROND-POINT
3. AGENCE NYABUGOGO
4. AGENCE REMERA
5. GUICHET KICUKIRO
6. GUICHET NYARUTARAMA

Province de l'Est

1. AGENCE RWAMAGANA
2. GUICHET KABARONDO

Province du Sud

1. AGENCE BUTARE
2. GUICHET NYAMAGABE
3. AGENCE MUHANGA

Province du Nord

- MUSANZE

Province de l'Ouest

1. AGENCE RUBAVU
2. AGENCE KAMEMBE
3. GUICHET TYAZO (ouverture très bientôt)

Atm

Nous avons investi dans les dernières technologies par l'acquisition et l'installation des distributeurs de billets automatiques. Actuellement, nous en avons installés dans presque toutes nos branches à travers le Rwanda. Dans un avenir très proche, nous installerons davantage de distributeurs et même dans tous les centres commerciaux pour un accès facile à l'argent à nos Clients. Ces distributeurs sont d'une part une garantie pour la satisfaction de nos clients.

Nous nous sommes engagés à satisfaire nos clients pour la réussite de notre entreprise. Nous veillons à ce que tout aille pour le mieux afin d'atteindre nos objectifs. Notre philosophie est de rendre toute transaction simple et tout projet possible à réaliser.



cogebanque
banki bank
simple & possible

Customers' Experiences with **BANKS** in Rwanda

Compiled by A. K. Otit

Banking is a service that is highly dependant on the number of clients an institution has. However the clients will not only be attracted by the rates the banks are offering but also the kind of customer service they receive. In Rwanda clients have been engaged in a debate on whether services in our banks have been found lacking. The ServiceMag carried out an on-line survey in which readers were asked to share their best and worst banking experiences in Rwanda. We received an enormous number of responses but chose the most articulate for publication so banks can learn from them.

CUSTOMERS' EXPERIENCES

DO RWANDA BANKS NEED US ANY MORE?

"Today I went to withdraw some money from Ecobank. I went to the teller to whom I was directed. There was a young lady in front of me quietly waiting for the woman teller to complete her transaction. The teller was on the phone while "doing her work". 15 minutes later, the lady was waiting standing at the counter with her head down on her arms. I knocked on the window and suggested the teller might work faster if she wasn't chatting on the phone. She kept chatting. After another 5 minutes I went to find the duty manager. He came back to the teller who had finally finished her conversation and was now dusting her desk and equipment - the young lady was still waiting silently. The manager said something and walked away. Another 5 minutes of dusting. I went back to the duty manager. He offered "to assist me" but that wasn't the point. I will take this further but actually I'm really tired of this sort of behaviour. It is less than 4 weeks since I talked to the Head of Customer Service about another issue."

Note: The customer service department of Ecobank followed up well and contacted me by inviting me to talk to them when next I was in town. I went there and discussed both the problem and their planned solution. It was good and I agreed to stay with the bank for the time being at least. "Now today!! I had to go into the bank and I think the Bank administration must have a magic wand. It was quick and efficient service, with a smile all the way. And it was not just one person but everyone I had contact with!

So a very big well done! Thank you for the improvement, everyone and keep up the good work. It makes life so much more pleasant. Maybe the management can lend their magic wand to the other organizations struggling with Customer service".

— dianne.longson@gmail.com

BANQUE DE KIGALI – PRETTY GOOD!

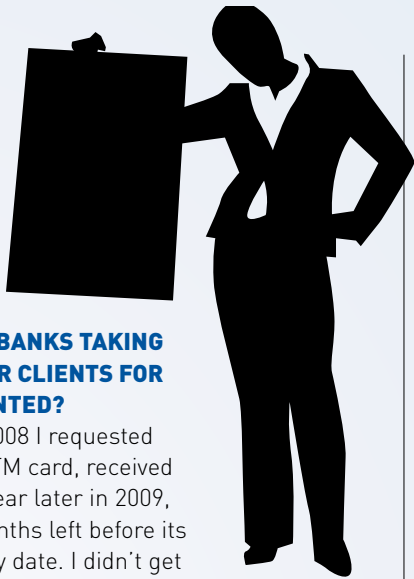
I agree there is much to be done on customer care in our banks. In my experience, I have found BK to be the best. I moved from bank to bank until I settled with BK which I am quite happy with it.
murenzidan@hotmail.com

FIX ATM!

I am a BPR customer. And I find that their ATMs are not reliable.
— grugero@gmail.com



DISCLAIMER: Please note that the views expressed in some of the responses were slightly edited to suit the style of the magazine without distorting the meaning. It is also prudent to note that the views expressed are not necessarily those shared by 'The ServiceMag' and any of its team members.



ARE BANKS TAKING THEIR CLIENTS FOR GRANTED?

"In 2008 I requested an ATM card, received it a year later in 2009, 2 months left before its expiry date. I didn't get a chance to use it, not because it expired a few weeks later, but because it was not working. An Ecobank agent assured me later on that I would get another ATM card within 3 months. In March 2011, having waited in a line for 2 hours, a bank agent came and asked me why I was not using an ATM card! The ATM card I was still waiting to receive. I had had it! I went out and never looked back. Now I am in another bank. I don't know if it's the best but it is definitely better than Ecobank.

— kamanzibruno@yahoo.fr

WHY BE UNFAIR AND RUDE TO CUSTOMERS!

I walked to a teller who informed me she has no connection and I had to wait. As we waited, a white guy came in and she called him to be served immediately. When we asked why he was being served before us when we had waited so long, she answered, "I am doing it my way if you are not happy go elsewhere."

— [Esperance, umulisa@yahoo.com](mailto:Esperance_umulisa@yahoo.com)

GET ATMs TO WORK!

Ecobank is the bank with most of its ATM machines not working at any particular time. I know these are machines and they break down but does it have to take days to solve a problem? It is frustrating and we are getting fed up. Ecobank please rectify this problem.

— mabtooren@yahoo.com

LET'S CHANGE IT!

"Good customer service should be among the core elements of a company and should be offered by all employees to all customers. It should not be a single person deciding to perform a nice action to one particular customer. However I am not going to change banks, I will deal with people who care about the money I put in this bank; and whenever it is possible, I will support any changes of this front line. I believe a bank is like a country or your nationality, if you disagree with some policies moving to another country or changing nationality is not the solution, rather one take action until the change takes place. So let us unite on this matter and by the end of this year no one will suffer anymore of this bad customer service!"

— dadsuperstarr2001@yahoo.fr

"Good customer service should be among the core elements of a company and should be offered by all employees to all customers."

PULL UP YOUR SOCKS EMPLOYEES!

In my opinion, the poor customer service in the banks is an issue to do with bank employees. I have found that the same poor service is offered everywhere - banks, airlines, shops, etc. I have lived here for about three years, I have not seen any change so I have stopped complaining about it. I have decided to stop putting my money in banks here because I do not want to pay anyone to treat me badly.

— Nabbytee@yahoo.com

CAN'T BANK TELLERS GET OFF THEIR MOBILE PHONES!

"I find queues in most banks too long and going very slowly. Banks in Rwanda need to work out a system where they can serve customers in the order in which they came and serve them fast. In order for this to happen, I think bank employees should not be allowed to use their cell phones while serving clients."

— Parfait@SendMeIntl.com

GOOD SERVICE BEGINS WITH THE CUSTOMERS THEMSELVES!

"While we call for better customer service in our banks, I would like to request customers to change their behavior in the bank. Every time I am in the bank, other customers come up to the window where I am being served, and lean up right next to me, or pushed me forward or look over my shoulder. I don't understand this behavior. Banking is private."

— trayceneelwilliams@comcast.net



**TIME IS MONEY THEY SAY!
LET'S SAVE IT.**

"I went to FINA Bank Remera recently to send some money through Moneygram. After sitting in a long line for about half an hour, I finally got to the teller who then told me the Moneygram transactions were done at the Customer Care desk. I had lined at this particular counter because the Moneygram rates were displayed there. I then went to the Customer Service desk and received the forms and handed the guy the money in the understanding that the transaction would be completed there. I was wrong, he told me to take the form I had filled and go back to the counters and pay the money to them. There were only two tellers and the lines had multiplied by now. I asked the Customer Service Manager why they did not open up another counter since there were too many customers and all he could do was bring more chairs for the waiting customers. I had to join one of the lines and wait another hour before I could reach the teller again. A simple transaction had taken me more than two hours and I was unhappy that the bank was not giving us the information we needed to save time but also they did not care to respond to the particular situation in the bank – that morning they needed to open up all their counters and work faster but who cares in Rwandan banks? "

Nkurunziza

"My general experience with all banks in Rwanda is that we have very few tellers which subjects customers to unnecessarily long waits in slow moving queues. Surprisingly, there are counters for more tellers but one will usually find only two operational out of the six or so. One of my worst experiences was when I had to deposit a huge sum of money at BCR after work. I had not been there for a while because my employees usually withdraw and deposit and I use the ATM. To my surprise, when I tried to enter the paradise banking I was stopped by the security guy who told me I had to talk to him first if I wanted to access the bank. Since when do I have to talk to security before entering the bank? I wondered! He went on to say that it was like going



SOME HIGHLIGHTS OF THE RESPONSES:

1. Be polite and give timely communication – Talk to clients – Tell them what they need to do to save their time and money.
2. Give clients fast delivery of service – "Get off that phone, count that money and clear that queue! If you value our money, value the time we spend in the queues as well."
3. Efficient services – more tellers and functional ATM machines
4. Information – you are offering a service not acting a suspense movie, let us know all we need to know to make our banking experience worth out time and money.
5. Treat all clients with respect.
6. Employees should understand that we pay their salaries

to someone's home and being asked to identify yourself before being invited in. Since when does my visit to the bank have to be monitored by a security guy who knows nothing about politeness? He went on to ask me what I needed from the bank and I told him I needed many things and did not need to explain to him. He denied me entrance and I had to leave."

"What does a bank or any other client oriented institution call "Customer Care"?"

Service providers need to consider caring for customers by way of providing parking, access to services and good customer service."

Name Withheld

EXHORBITANT BANK TRANSFER AT BK.

The fees on transfers are outrageous. It seems like every bank does what it wants to do. You should communicate to your customers on the fees of transfers.

Mark Larsen

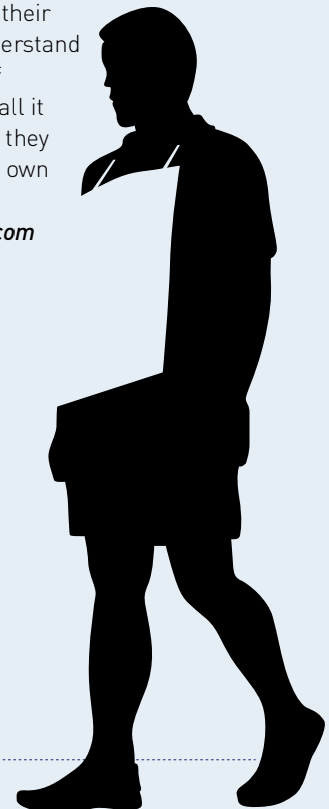
mark@vegout.com

KCB TRAIN YOUR EMPLOYEES

KCB should train their employees to understand the importance of customers. After all it is our money that they use to make their own money.

musa067@yahoo.com

TSM





**We are here to serve
you better...**

- Loans
- Refinancing
- Advisory
- Leasing

PRODUCTS:

- Trade Finance
- Deposit Taking
- Capacity Building
- Mortgage Financing

- Equity

Building a Customer-Centric Business Model for Retail Banks

By Samuel Kariuki

In the last decade, businesses in the telecommunications and entertainment industries have been forced to undergo transformation as a result of changes in technology, customer demographics and preferences. Gone are the days when having a landline in your house was a privilege. On the other hand, music lovers now have access to music with the click of a button on their computers, which has forced entertainers to review their distribution channels.

What does this have to do with retail banking here in Rwanda? Increased competition from existing players and new entrants, changing demographics and the newly enlightened customer have transported us to an era that won't be different from the last decade in terms of telecom and entertainment industry.

Whether it is the young generation joining the job market, people returning from overseas or the large expatriate community, retail banks in Rwanda are now dealing with customers with heightened expectations. These are customers who expect banking services to come to them, when and where they want them. They also expect to receive immediate responses to their requests. The shift to a customer-centric organization is necessary if banks wish to maintain acceptable levels of profitability given the changing competitive environment. Banks that are up to the challenge will quickly differentiate themselves from competitors that cling to the notion, "we've always done it this way". In this article, we have used a five-question framework to illustrate how a bank could enhance its customers' experience.

FIRSTLY as a bank do you know who your customers are? As consumers move through various life and economic stages, their financial needs change along with their circumstances. A bank should be able to segment its customers using an appropriate demographic parameter with the aim of targeting the right customers with the right products at the right price using the right delivery channels. Customer analytics rely on availability of the supporting IT infrastructure, configured to capture specific customer data sets. While creating a reliable customer data set is challenging for institutions that rely on legacy systems, it is always better to do an analysis with a limited amount of data than to do nothing until a robust customer data warehouse is fully implemented. Without customer analytics, a bank would treat two demographically different adults in the same way, wasting precious marketing opportunities and showing the customer that you do not truly understand their unique circumstances.

SECONDLY are you listening to your customers? A deep understanding of what customers think about your organization and the service you provide is important. A voice-of-the-customer (VOC) program is an effective means of capturing, interpreting, communicating, and responding to customer feedback to illuminate consumer wants and needs and help identify potential service gaps. The collection of direct and indirect customer feedback is not enough. An effective VOC program also incorporates the analysis of the information received and the process to react and respond

“The shift to a customer-centric organization is necessary if banks wish to maintain acceptable levels of profitability given the changing competitive environment.

to that feedback. The consolidated feedback should be made available across the bank's organisational structure, in particular to those who have direct customer contact.

THIRDLY, how is a bank measuring customer satisfaction? Customer service metrics have traditionally focused on the efficiency of customer interactions, not on their effectiveness. While traditional metrics have focused on average talk time, rate of desertion and average speed of answer, more advanced metrics would focus on first-contact resolution, how likely customers are to recommend the bank to others (net promoter score) and what it takes for a customer to have issues resolved (customer-effort score).

THE FOURTH consideration is how a bank develops its service delivery strategy. Customers have different access points to a bank, including face-to-face service, person-to-person (over the

telephone, internet and mobile banking. Customers should have consistent experiences across all channels, which should provide seamless service. Poor service delivery in one channel often results in channel switching, which increases operational costs and customer frustration. Data integration across channels is equally important. Consumers want one-stop shopping and grow frustrated when a branch representative cannot answer a question about both their current account and their car loan.

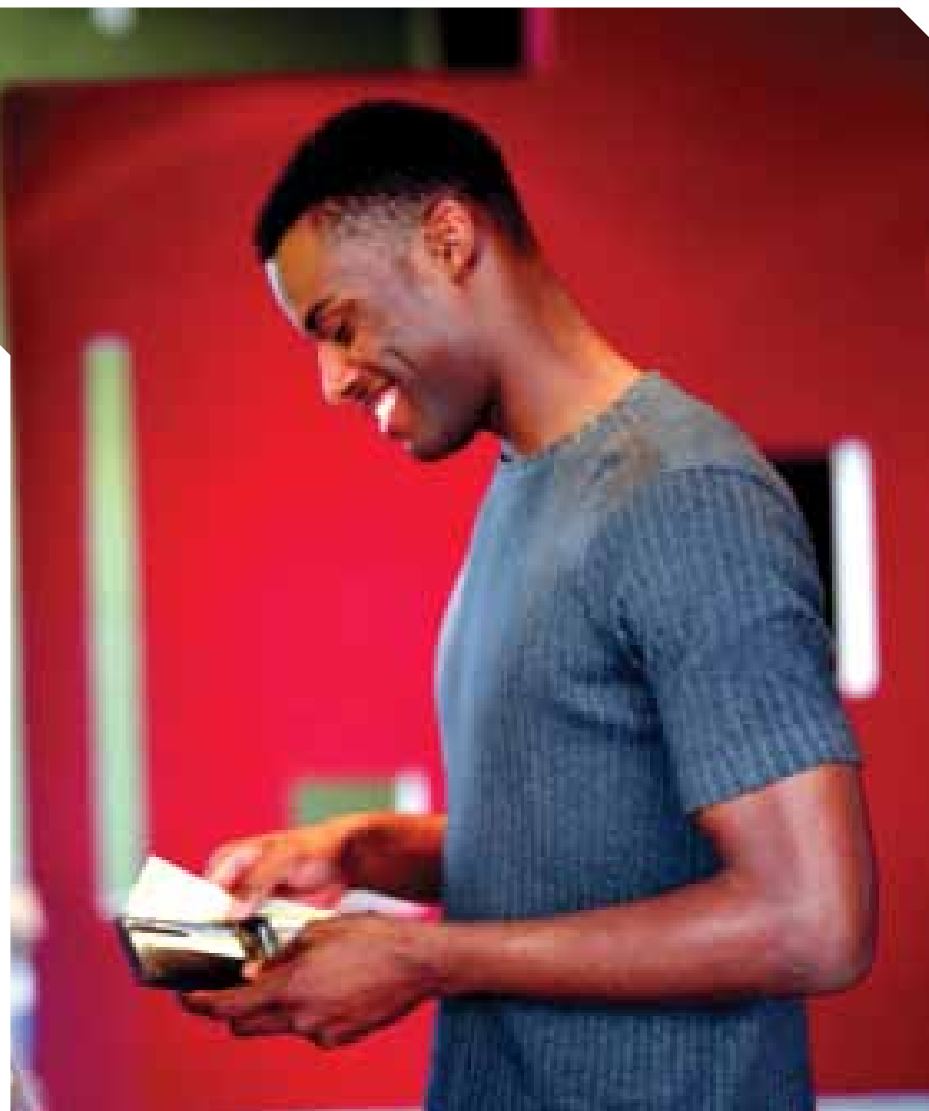
LASTLY, is your bank consistently evaluating and updating its business processes?

This question examines the ability to eliminate any process bottlenecks that impact adversely on customer service. To enhance the customer experience, business processes should be viewed through the lens of customers to determine their perceptions and consequently, the effect on their experience. This starts when the customer walks through the door, all the way up to fulfilment of their needs, and applies to both front and back-end processes.

In conclusion, what worked in yester-years may not work today as the competitive environment evolves. In business, it is always safer to proactively manage change before it finds you unprepared. **TSM**

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Ask Our Lawyer

TRIBUNE LIBRE : petits soucis, grands tracas ...
Défaillance, plainte, protection du consommateur, procédure administrative
... notre consultante légale Katia Manirakiza répond à vos questions

A few weeks ago, RRA agents audited my company; then announced that we had failed to observe transfer pricing rules when acquiring goods from our sister company in Uganda. Kindly explain the term 'transfer pricing' and advise how to avoid penalties.

Transfer pricing refers to rates or prices set on goods or services being sold between company divisions and departments, or between a parent company and a subsidiary. Ordinarily, transfer pricing may be the original purchase price of the goods in question with a certain margin; or a reduction due to depreciation. Transportation is normally included. When applied properly, transfer pricing helps in managing profit and loss ratios more efficiently within the company. It is generally considered to be a relatively simple method of moving goods and services within the overall corporate family.

Nearly all countries permit related parties to set prices in any manner, but authorise tax authorities to adjust them in the case whereby prices charged are outside the market price. In Rwanda, the rules on transfer pricing are outlined in Law No. 16/2005 regarding direct taxes on income in its article 30.

Generally, the rules determine what constitutes 'outside the market price', and how any analysis should proceed. Prices actually charged are compared to prices or measures of profitability for unrelated parties. Hence the tax authorities always check if prices charged between two related entities would be the same were they not related.

In order to avoid such penalties, we advise you to prepare, in advance, documents regarding prices charged between the two companies.

Accordingly, should the prices charged by the Ugandan company be too high or too low compared to those on the local market, tax authorities shall adjust the price and apply penalties. Your documents should clearly outline the rationale behind these prices

Je suis sur le point de créer une société avec deux partenaires, pourriez vous me dire quelles sont les caractéristiques d'un actionnaire.

L'actionnaire détient un titre représentant une part du capital de la société. Le capital social représente le montant global des apports effectués par les actionnaires et de l'intégration éventuelle, sur décision des actionnaires, des bénéfices mis en réserve. L'actionnaire est le prêteur de dernier ressort à l'entreprise, celui qui prend le risque ultime de l'entreprise. Enfin, les actionnaires peuvent être des personnes physiques ou morales.

La valeur nominale de l'action est fixée par les statuts au moment de la constitution de la société. Dans les théories relatives à la gouvernance d'entreprise, une des obligations fondamentales des dirigeants est d'augmenter la valeur actionnariale. Pour ce faire, les actionnaires peuvent injecter de l'argent dans l'entreprise ou bien ils peuvent faire appel à des fonds externes. Les actionnaires peuvent confier la gestion de leur portefeuille à des gestionnaires en vertu d'un mandat de gestion.

En fait, l'actionnaire est le propriétaire de la société. Il dispose en théorie du pouvoir de révocation des dirigeants qu'il peut exercer lors des assemblées générales. Bien évidemment, plus vous disposez de part dans la société, plus votre pouvoir est important. L'idéal est d'avoir la majorité, plus de 50% des parts, car la plupart des décisions se prennent à la majorité simple.

L'exercice des droits des actionnaires se fait lors des assemblées générales. Celles-ci se tiennent en général une fois par an mais si les actionnaires ont une ou plusieurs questions urgentes à régler, ils peuvent convoquer une assemblée générale extraordinaire.

Enfin, le fait d'être actionnaire apporte la possibilité de toucher des dividendes lorsque les comptes de la société le permettent. Mais comme les dirigeants ont le devoir de diriger l'entreprise dans l'intérêt social de la société, ils doivent parfois réinjecter les bénéfices pour le bien de l'entreprise.

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

Ndashaka gusezerera ku kazi umukozi utuzuzanya inshingano ze. Sinzi uko nzabyifatamo, mushobora kungira inama y'ukuntu birukana umukozi ?

Mbere yo gufata icyemezo cyo gusezerera ku kazi umukozi, ugomba kumenya ko wowe nk'umukoresha ushobora gufatira ibihano umukozi wawe ushingiyeye ku bubasha uhabwa n'uko uri umuyobozi. Ibihano bishobora gutangwa ni nko kumugaya, kumwihanangiriza cyangwa kumuhagarika ku kazi by'igihe gito. Ibyo bihano bishobora gutuma umukozi ahindura imyifatire akisubiraho noneho bikaba nawe byatuma utamwirukana.

Uko byagenda kose ntushobora gusezerera umuntu ku kazi nta mpamvu ifatika, ishobora guturuka ku makosa y'umukozi (gusezerera umukozi ku kazi kubera imyifatire ye mibi), cyangwa bidaturutse ku mpamvu zidatwe n'imyifatire mibi ahubwo biturutse ku mpamvu zo kubona umukozi atumvikana n'umukoresha we bikaba byadindiza akazi. Byongeye kandi hari amategeko agomba kubahirizwa iyo habayeho gusezerera ku kazi abakozi bitewe n'ikibazo cy'ubukungu.

Murumva neza rero ko umukoresha agomba kugaragaza impamvu yatumye afata icyemezo cyo gusezerera ku kazi umukozi we. Ugomba kugaragaza neza ko umukozi wawe nta cyo ashoboye ko nta n'umusaruro atanga mu kazi akora. Ibyo bisobanura ko umukoresha aba yarerekanye neza inshingano z'umukozi igihe yamuhaga akazi kugira ngo ibintu byose bisobanuke hakiri kare.

Byongeye kandi, hari impamvu umukoresha atashingiraho asobanura ko yasezereye ku kazi umukozi we. Urugero twatanga ni uko udashobora kwirukana umukozi ushingiyeye ku myambarire ye cyangwa ku misokoreze ye idahwitse. Iyo ubona uko yambara cyangwa asokoza bitagushimishije, ugomba gushaka uko wabimusobanurira cyane cyane iyo akunda guhura n'abakiriya.

Iyo warangije gufata icyemezo cyo gusezerera umukozi ku kazi ugomba kubahiriza igihe cy'integuza, kiri hagati y'ibyumweru 2 n'amezi 3 bitewe n'ubwoko bw'amasezerano y'umurimo. Iyo utifuza ko umukozi wawe akora mu gihe wamuhaye cy'integuza, ushobora kumwihembera ukamureka akigendera.



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

**Gira
Ubupfura**

RDB RWANDA
DEVELOPMENT BOARD

66.43% percent customer satisfaction as EWSA improves service delivery



EWSA an acronym that means The Energy Water and Sanitation Authority in Rwanda recently carried out a Customer Satisfaction Index (CSI) survey. The survey which was carried out between the 28th December 2010 and 3rd February 2011 by **Incisive Africa**, covered over 2,000 respondents, spread throughout all the 22 EWSA branches reflective of customer numbers at branch.

To ensure that all EWSA customers were represented, respondents were divided into five main categories including domestic, businesses, government, parastatals, special public hospitals and embassies as well EWSA agents.

After consultations EWSA consultants agreed on 70 percent as the benchmark or pass mark for every service level or attribute assessed during the customer satisfaction survey.

This meant that any attribute or service where EWSA scored lower than the 70 percent benchmark was deemed to be due improvement, while those with score

“EWSA has set up mechanisms to increase call center awareness amongst customers and citizens at large”

above 70 percent were to be reinforced to ensure retention or improvement of the score during subsequent CSIs.

The surveys was carried on various services, and for some services the score was lower to the targeted benchmark, while other services scored more than 80%. According to the outcomes of the survey the overall customer satisfaction index for EWSA water customers turned out to be 63.67 percent while for electricity customers is 66.43 percent.

The survey was perceived as a significant improvement by the EWSA management, compared to other surveys carried out by EWSA as self-evaluation in 2007 and 2009 where the score was 52 and 54%percent of customer satisfaction index.

The survey also indicates that when making an application for a new connection, customers have relatively easy access to information and forms needed for to make a submission of the application. However the survey also revealed that some branches score poorly in providing potential customers/applicants with the list of approved stockists.

As the survey EWSA carried out countrywide was in a bid to promote customer care, the management of the company rewarded the best performer branches.

The initiative of regular assessment of customer satisfaction was highly commended by the Rwanda Development Board

CALL CENTER RATING

EWSA introduced the call center as cost-free customer interaction channel, however only 3.18 percent of the entire customer base were aware and use the call centre service. EWSA officials

said that the lack of toll-free call center awareness greatly impacts the number of customers who report to EWSA grid interference or network damage.

While the survey indicated that 64.67 percent of all respondents had seen damage to EWSA grid (both water and electricity) only 23.08 percent had taken

the initiative to communicate the damage and interference to EWSA, which could be attributed to the fact that all other grid interference reporting mechanisms result to additional costs to customers.

EWSA has set up mechanisms to increase call center awareness amongst customers and citizens at large of the

call center existence and what they can use it for. The firm has also set up a mechanism to review the call numbers – call center seat numbers to ensure that the call center is not overwhelmed with callers, resulting to inordinate delays in call waiting times resulting to further frustrations.

EWSA achievements that have led to customer satisfaction and main program 2011-2012



“...we are therefore committed to provide the highest quality of service, on a sustainable basis, so as to meet the needs and expectations of the people we serve.”

According to the firm's business report, EWSA, just only last year, in 2010 recorded a total annual electricity supply of 353,228,826 kWh mark compared to 307,789,939 kWh supplied during 2009. This represents a 15 percent increase equivalent to 45,438,887 kWh for the year.

The total water supply increased by 17 percent compared to 2009. This increase in water supplies compared to 2009 equates to 3,882,541 m3 in total for the year. The total water supply in 2009 was 23,207,885 m3 compared to 27,090,426 m3 in 2010.

The report says that the number of electricity customers increased from 142,497 in 2009 to 187,624 in 2010. This represents a 32 percent growth in electricity customer numbers. A total amount of 45,127 new electricity customers were connected during 2010.

In the water sector, the number of customers has also significantly increased from 69,051 in 2009 to 82,181 in 2010. This represents a 16 percent growth in water customer numbers. A total amount of 13,130 new water customers were connected during 2010.

According to Yves Muyange the firms

Director General, these figures attest to the continued growth of EWSA in its quest to become the most efficient and customer centric utility company in the region.

“Being the provider of electricity and water for major centres of Rwanda, we are aware of the crucial role we play in sustaining growth, development and quality of life for the people of Rwanda,” said Muyange.

“We are therefore committed to provide the highest quality of service, on a sustainable basis, so as to meet the needs and expectations of the people we serve. To this end we are pleased to report that in the year 2010, we have been able to achieve improved results towards efficient service delivery,” he added.

Muyange also added that in the year 2010, the firm did not ignore the social dimension as an integral part of EWSA achievements in line of corporate social responsibility. The company supported a lot of community projects, ranking from cultural events to sports.

To sustain service to the growing customer base, EWSA has made significant investments in the

infrastructure including expansion of water production systems and power transmissions around Kigali and in other parts of the country.

The firm has also put in efforts to improve its customer care and to ensure that services are delivered efficiently.

“In that regard, we have established a number of power selling points around Kigali and in other Provinces, which operate until late hours of the night. This has made it easy for customers to access the power,” Muyange says.

In its efforts to accomplish its mission assigned by the government, EWSA has started a rural electrification program which will contribute significantly on the country vision.

An affordable and reliable energy source is crucial for economic transformation. Vision 2017's energy target is to have at least 50% of the population connected to electricity.

To mitigate the gap of limited source of energy, the company is promoting Diversification of Energy sources

Renewable energies by introducing solar water heater, improving cooking stoves to reduce the dependency of charcoal, and promoting the use of compact fluorescent lamp which consumes less than incandescent lamps; and sustainable use of biomass.

For water and sanitation, the company reveals its plan to increase access to safe drinking water by 6% of national water coverage from 80% to 86% and increased access to improved hygienic sanitation facilities from 60% to 67%. **TSM**



INSTITUTE OF NATIONAL MUSEUMS OF RWANDA

RAISING AWARENESS ABOUT RWANDA'S HISTORY AND HERITAGE

By David Kezio-Musoke

Museums are meant to enable people explore collections for inspiration, uplifting, learning, provide enjoyment and build confidence for wide future prospects. They are meant to be institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust for society. In striving to deliver these standards and fostering international culture exchange, Rwanda museums are preserve, archive and display a historical collection of signs in their many types and forms. David Kezio-Musoke talked to Alphonse Umuliisa, the chief custodian of the Institute of National Museums of Rwanda on what is being done to serve this purpose. Below is the verbatim.



A BRIEF HISTORY OF MUSEUMS IN RWANDA

Museums came to Rwanda in August 1989. There was one that was referred to as the National museum of Butare and was offered to Rwanda by the King of Belgium King Baudouin. In 2007 there was a plan to expand it and have more museums however this plan was implemented in 2008 and as a result we have five museums right now and we are building environmental museum in western province. We have introduced another museum which is called the 'Mobile Museum' of Rwanda.

THE UNIQUENESS OF THE 'MOBILE MUSEUM' IN RWANDA

This project is meant to educate the young generation on Rwandan Culture. Institute of National Museums of Rwanda goes out in different communities or schools. Mobile Museum reaches out to the community and to schools. With this kind of museum, we started what they call the 'art of conversation'. We reach out to people who really can not physically access the museum.

The art of conversation was stopped in 1959 after the miscellaneous death of King Rudahigwa. Anything to do with traditions back then was perceived to be divisive and anything to do with the kingdom was not good. With the art of conversation Rwandans would gather and talk together and resolve their conflicts together.

Every Rwandan would talk about cows and poetries among neighbouring families and villages, this was entertaining and very informative. Since 1959 when "the centre could not hold, things fell apart" then Rwandans wouldn't talk about their own traditions, would not look at a culture together. Many historical sites were abolished or changed, 'Inyambo' traditional cows were not talked of, and they were rather

perceived as of one group. Young men and women brought up with the aid of the 'Art of Conversation,' referred to as 'invugo nziza'.

THE TRADITIONAL COWS 'INYAMBO' AS A UNIQUENESS OF RWANDA MUSEUMS

Cows are traditionally for wealth, marriage, friendship, christening, knowledge, friendship, dancing, entertaining thru poems...this is all embodied in the 'Art of Conversation' 'invugo nziza'. Cows every where are important, but for Rwanda are much more than just a treasure. People were named after cows even when they did not have them. Names like Kalisa, Mulisa or Kabalisa, Murore Unkwere, 'see her and bring cows' and many more were derived from the tradition of breeding cows. The beautiful girls of Rwanda are named after cows and milk for example Gilamata, Zaninka which literally means, 'give me cows,' even traditional dances.

All this tells a lot about the Rwandan culture in relation to cows. So basically at the moment where we are climaxing on receiving revenue from trekking Gorillas, we can look at other animals which also has a lot to do with our culture. Introducing Cows and all necessary traditional skills in museums make our museums and heritage generates revenues as such traditions create employment and add value to our nation. Its another way of communicating knowledge and ideas.

In UK, Hyde Park there are snakes and in our museums we do not have them. Such animals are so entertaining but this is not limited to the West only, we should have these different animals in accessible areas for our children and families to learn? More objects and images are on the way for people and families' entertainments and education. In museums with research teams we always look out for kind of objects that will attract individuals and there is none other than 'Inyambo'.

BRIEF BIO OF ALPHONSE UMULIISA

Born in Congo, lived and studied in Uganda and the later moved to the UK
1985: Studied Business Studies at Uganda College of Commerce Nakawa and thereafter worked for Joint Medical Missionary Stores in Kampala
1990: Joined Plater College, Oxford where he studied Social Psychology
1994: Joined Sussex University studying Social Anthropology
2003: Joined University College of London studied Museum Studies and Cultural Heritage
 Worked for British Refugee Council (UK)
 Worked as Adviser to the Director of Museum of London
2010: Joined Institute of National Museums of Rwanda as Director General

ARE THERE OTHER MUSEUMS IN RWANDA?

Currently we have five museums: Presidential palace museum, Former presidents Pasteur Bizimungu and Juvénal Habyarimana lived in this house in Kanombe. This museum was established in 2008. It is very important for the history of Rwanda.

It has the flight debris of the plane that was shot on April the sixth. We are working on the preservation of these debris although there still open to the public. With one of the best gardens in the country, we have now introduced weddings in the gardens of the museums. Almost a half of those attending weddings end up visiting the museum, as result, this museum itself generates over Rwf 500, 000 every Saturday only.

IS THERE COLORATION BETWEEN RWANDA'S MUSEUMS AND THE COUNTRY'S ANCIENT HISTORY?

Yes of course! We have the ancient history museum which to me is very special for every Rwandan and of course for international visitors. Expedition to this museum becomes another teaching method for the society to learn the history that was kept away or distorted. This museum brings objects whose figures can never be tampered with. Visual images and their stories help people make their own analysis of such objects and images. When people visit here they see the way the Kings of Rwanda lived. They get to understand the scramble for Africa as our special tourist guides take them through these images, they may even realise the Rwandan expansion and the Kings sufferings that lead to their killings by colonials, even to the recent king Rudahigwa who was killed in 1959.

They will discover various heroes of the country and how such people were eliminated, up to the recent Queen Gicanda. The queen was moved from her palace to and put somewhere else in 1962. She was removed from her palace in a way of erasing and distorting the history, and make people forget about it their own past. She was taken to Huye where we are hoping to gather some funding and acquire the house she lived in. Our intention is to acquire her former residence and turn it into a museum. Whilst living in Huye, she remained the Queen of the people and was known for one particular thing - giving milk to people regardless of their walks

A BRIEF ON RWANDA'S NATIONAL MUSEUMS

►Ethnographic museum – Huye

The Ethnographic museum was inaugurated on September 18 1989 in Huye – Southern Province of Rwanda. This Museum was the first Museum to be opened in Rwanda and is mainly known for its collection on the everyday way of life of Rwandans before the coming of modernisation.

►Rwanda ancient history museum – Rukari / Nyanza

Under the reign of King Yuhi V Musinga in 1899, Nyanza became the royal capital of the country. Today at the site, visitors enjoy the Royal Traditional Palace of the Rwandan King the 'Inyambo'/ Royal traditional cows and the residence of King Mutara III Rudahigwa that was built in 1932.

On the neighbouring hill Mwima, visitors are able to visit the Royal burial site of King Mutara III (1811-1994).

►Art Museum – Rwesero /Nyanza

This museum displays contemporary artwork, which testifies to the originality of Rwandan creativity, without overlooking either Rwanda's tradition of national history. The building which hosts the art museum was to be the new palace of King Mutara III Rudahigwa, but he unfortunately died before occupying it. The art museum and the Rwanda ancient history museum are located at 2km from Nyanza town.

►Presidential Palace museum – Kanombe /Kigali

Located 4 kilometres from Kanombe airport at the residence of the former president of Rwanda J. Habyarimana (1973-1994). The presidential palace museum is mostly known for its flight debris which is the remains of the flight that went down on April 6th 1994.

►Natural history museum – Nyarugenge/ Kigali

The Nyarugenge residence of Richard Kandt the first German Imperial Resident in Rwanda which now hosts it. This museum is mostly known for display of Rwanda's physical and geological elements which include land formation, evolution, soils, rocks, plant and animal life and around Rwanda.

of lives different from what governments then were preaching. This is rich ancient history which needs to be documented in our museums.

This house, Queen Gicanda's palace harbours a lot of ancient history and we are using all opportunities to secure it as a museum. So we are working so hard to see that we acquire it before it is purchased by private entities.

PROMOTION AND AWARENESS OF THE MUSEUMS

I need to pick every one's interest in Rwandan heritage. People are interested in their cultural backgrounds but unfortunately they lack direction. So the purpose of Rwanda museums is to take a stand. Awareness in partnership with government is very important. The time is now when we need high government support.

We have to create awareness and deliver in partnership with other agencies. We have signed a Memorandum of Understanding with the Royal Central African Museum in Belgium. We are also in partnership with the Scottish Museum galleries and a discussion

with Smithsonian Museums in US. We also signed the International Board of Advices in June, Who were with us at the Launch of Cultural tourism. We are partnering and collaborating internationally with these museums to raise culture awareness as we promote cultural tourism.

ANY OTHER UP-COMING PROJECTS....

Prospects ... we have the 'Environment Museum' coming up. This is one of the institute's ongoing projects. The museum is expected to be opened to the public around March /April 2012 with the objective of increasing the public's sensitiveness in the protection of Rwanda's natural environment.

This 'Environment Museum' is being built in the Western Province in Karongi, in the vicinity of Lake Kivu. We are building it using local materials and we are going to use solar energy all through. The special Rwandan plants are going to be on the top of the structure. This is an exciting project and the museum is actually going to be the best museum any one has ever seen, certainly the best in Africa. I am looking at ways of raising funds besides government's support. **TSM**

ESE UMUKIRIYA AHORA ARI MU KURI

Byanditswe na RUGIRA Patrick

Ahanini, duhura n'abantu batandukanye kandi bafite imico itandukanye ndetse bafite ni Uburyo bakira ibintu mu buryo butandukanye yaba mu guhabwa serivisi cyangwa ibindi bijyanye.

Umukiriya rero, usibye no kuba umwami ni umuntu ukwiye kwitabwaho waba umuzi cyangwa utamuzi kuko ni we utuma ubona umugati wawe wa buri munsu.

Umukiriya ni we mucamanza wa serivisi utanga buri munsu

ni ukuvuga, uburyo utangamo serivisi umukiriya ni we uha amanota ibyo ukora bigatuma akugwizaho abakiriya bandi cyangwa akaberekeza ahandi abona bakora neza.

Ibi ndi umuhamya wabyo kuko byambayeho ubwo unyobora mu kazi (Boss) yambwiye ko dushaka aho tujya kurya saa sita maze mubwiye resitora nizeraga ko yakataje ambwira ko ibiryo byaho bitinda abantu batanu bose tujya ahandi kubera ko serivisi y'aho atayishimye birababaje!

Icyanteye agahinda, nuko yanenze imikorere yaho kandi abahakuriye ari inshuti ze za hafi. Uko yabakosoraga, babifataga nk'ibisanzwe gusa ku ruhande rwe anenga serivisi. Muhishurirwe ko mu gihe cyose uri mu kazi, inshuti zawe ziba zifite



umwambaro w'umukiriya kuko ku ijanisha 55% by'abakiriya umuntu abona aho akorera ziba yaharangiwe n'inshuti. Gusa aho tugira intege nke nk'abatanga serivisi ni aho twirara iyo umubare w'abakiriya uba umaze

kwiyongera bityo bigatangira gusubira iburyasazi.

Igihe umukiriya atangiye kunenga serivisi ahabwa cyangwa igicuruzwa icyo aricyo cyose umushyikirije, ikibazo twibaza aba ari kimwe; Ese uriya ashinzwe iki? Ni nde

kugira ngo anyigishe uko ngomba gukora? Nashaka yigendere abakiriya sibo babuze.

Iyo utangiye gutekereza utoyo, uba uri guta umurungo kuko uba uri kwiyibagiza igituma ukora ndetse n'utuma

utera imbere cyangwa utuma uhembwa mu gihe uri umukozi uhembwa ku kwezi.

Ariko reka dutondagure interuro UMUKIRIYA

biduhe ishusho y'uko tugomba kujya dufata abatugana aribo bakiriya;

Ibi tubizirikanye, ndababwiza ukuri impinduka zaba mu gihugu cyacu.

Kandi na none umukiriya ahora mu kuri kubera ko ni we uba uzi uko igicuruzwa kimeze nk'urugero, niba ncuruza televiziyo cyangwa ikintu icyo ari cyo cyose umukiriya akakigira ari wowe ugicuruzwa cyangwa we ukiguze ugikoresha cyane ni nde?

Reka turebe mu ngero zitandukanye maze mumbwire niba atari ukuri;

Njyewe ngemurirwa amata mu rugo buri muni nk'abandi bose aho dutuye. Rimwe nigeze gushaka kuyanywa atari icyayi hanyuma nikubita itama numva amata aramanuka mu muhogo ukwayo n'amazi ukwayo. Nahise mbaza umukozi niba abizi arahakana hanyuma mubwira gusomaho arumirwa

kuko yasanze ari impamo. Mbibwiye uyagemura, aratsembe nyuma aza kwemera ko ayatubura kugira ngo abe menshi. Umukiriya aba afite ishingiro, kuko ariwe ukoresha umunsi ku wundi ibyo ducuruza mu mpande zose ndetse hari nuwavuze ngo umukiriya cyangwa umufatabuguzi amenya igicuruzwa kurusha uwagihanze cyangwa ugikora.

Impamvu nyinshi zakwerekana ibimenyetso simusiga byerekana ko umukiriya ahora mu kuri gusa ibi ntibibuza ko hari aho tubyitiranye nk'abakiriya.

Nabajije umwe mu nshuti zanjye niba umukiriya ahora mu kuri ambwira ko bidashoboka ampaye Impamvu nza gusanga koko Abakiriya hari aho barenganya abatanga serivisi, nk'urugero ubwo nakoraga muri resitora yacuruzaga ikawa umukiriya araza rwose aricara njya kumwakira ambwira ko ashaka inzoga ndihangana sinamuseka mubwirana ikinyabupfura ko tudacuruza inzoga atangira kumbwira ngo ariko abanyarwanda mwabaye mute ubu ahantu nkaha mwabuze amafaranga yo gucuruza inzoga mwarahaze.

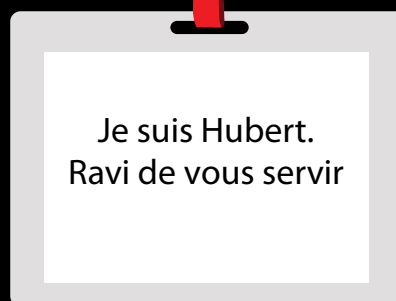
Nahise nibaza, ubu se aho aje arahazi kweri cyangwa? Koko rero bakiriya beza mugomba kuzirikana kumenya ibyo aho mujya bacuruza.

Mu gusoza, twese tugomba kwemeranya hamwe ko abakiriya bari mu kuri kandi ko tugomba guha agaciro ibyo batubwira kuko aribo babikoresha cyane. **TSM**

rugirapatricks@yahoo.com

Le Port du Badge, Toujours Utile.

Par Hubert Ruzibiza



J'entre dans cette entreprise dont j'utilise les services depuis près d'une année. Je ne connais pas tout le monde mais les visages me sont plus ou moins familiers.

Cependant, je me sens mal à l'aise en m'adressant à une personne sans savoir comment il ou elle se nomme. A chaque fois, c'est le même scénario, « Bonjour comment allez vous? Pourriez-vous m'aider à faire ceci? Excusez-moi mais j'aimerais bien obtenir tel document, etc » Et ... je ne connais toujours pas le nom des employés.

C'est le même cas quand je vais au restaurant. Je me retrouve à siffler les serveurs pour les appeler, ce qui est pourtant mal poli. Une part importante du service client est de connaître son client mais l'inverse est aussi important car cela permet de renforcer le lien entre client et fournisseur de service.

C'est pourquoi, je préconise le port de badge, pour la bonne conduite des affaires, ne serait-ce que pour mettre un nom sur les visages.

Le badge fait aussi partie de l'image d'une entreprise, le respect que l'employeur porte à ses employés mais aussi la fierté de l'employé d'appartenir à une entité digne de ce nom. De plus, cela aide lors des promotions ou des plaintes contre un mauvais service, car cela permet d'identifier l'agent.

Par conséquent, nous exhortons les chefs d'entreprise à rendre le port du badge obligatoire pour un meilleur service client. **TSM**

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UUmushyitsi
MMukuru
UUkwiriye
KKwakirwa neza
IW'Imena
RRero
IItonde
YYagucika
AAkajya ahandi



Ese Abakozi ba Leta Bashobora Gutanga Serivisi Nziza?

Byanditswe na Eddie Heh

Ushobora kuba uri umukozi wa leta rimwe na rimwe ukibwira ko nta bakiriya ugira mu kazi ukora. Ungera ubitekerezeho ushobora

gusanga wibeshya. Niba ugomba kwita ku barwayi kwa muganga, kwikira abantu mu biro, mu karere n'ahandi, aba bantu bose wakira ni abakiriya bawe. O Nubwo abo bakiriya nta mafaranga bakwishyura ku buryo butaziguye, ikikubesheje aho ni ukubaha serivisi. Nk'umukozi wa leta uhembwa n'abasohesha, abo baturage usabwa guha serivisi.

Dukurikije ibisobanuro duhabwa na TenSteps, abakiriya ni "umuntu cyangwa itsinda ry'abantu bagenerwa ibikorwa by'umushinga cyangwa serivisi. Abantu bakorerwa umushinga (abagenerwabikorwa ku buryo buziguye ni abafatanyabikorwa)". Ibi bisobanuro bigaragaza ko umuntu ugura si we mukiriya wenyine, umukiriya wa serivisi na we ni ngombwa nko mu bigo bya leta.

Iyo tugiye mu bigo bya leta tuba dushaka kwinjira mu biro tugahabwa serivisi tudasiragiye. Ni ngombwa rero ko buri wese ahindura imyumvire n'umyifatire.

Birababaje cyane kubona umukiriya uganywe inzego za leta afatwa nk'igiteshamwanya. Abenshi muri twe dusigaye twumva ko serivisi nziza ari inzozo zidashoboka mu nzego za leta. Birakwiye ko ibi bihinduka. Dore ibintu by'ingenzi bishobora gufasha abakozi ba leta gutanga serivisi nziza:

1. Ugomba kwakira umuturage neza mu cyubahiro nk'umukiriya. Ugomba kumufata neza kuko ari we uguhemba.
2. Ugomba kubahiriza amasaha yo gutangira akazi. Niba utaribukorere mu biro, ugomba kumenyesha abaturage bakugana igihe uribugarukire.
3. Fata umwanya wo kumva ibibazo by'abaturage kandi ubishakire ibisubizo.
4. Jya wihangana kandi wishyire mu mwanya w'abakugana. Wibuke ko icyakuzanye aho ari ugutanga serivisi. " Ntukigere uhagarika guha serivisi abakiriya bawe, na bo bazabigukundira."
5. Jya wishyira mu mwanya wabo kugira ngo umenye icyo abakiriya bawe bakeneye. Rimwe na rimwe usanga ukabya kugendera ku mabwiriza, ibyo bishobora gutuma udafasha neza umukiriya.

Muri iki gihe hari ikoranabuhanga rimaze gusakara hose, ibigo bya leta bishobora kugira amhirwe bitari bifite mbere yo gutanga serivisi nziza. Bishobora gushyiraho imbuga za interineti aho ushobora gukura urupapuro rwo kuzuza. Urugero twatanga ni nka serivisi y'abinjira n'abasohoka aho ifasha abakiriya gukurikirana viza zabo kuri interineti. Upfa gukanda gusa kuri urwo rubuga ukamenya niba wabonye viza cyangwa utarayibona. Bituma ababagana badatakaza amafaranga, igihe n'imbaraga zabo bajya kuri icyo kigo kureba niba ibyangombwa byabo byabonetse. Guha umukiriya serivisi akeneye ni ikintu cy'ibanze, abakozi ba leta mu Rwanda ntibagomba gutangwa muri icyo migirire myiza. **TSM**

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Creating a Conducive Working Environment

By Muthoni Mbua

As an employee, are you happy at your workplace? Now let's pose the question to an employer; do you think your company or institution is pleasant to work in? I would guess that most of you, irrespective of which side of the table you are at, would point out some much-needed changes. This is normal as more often than not, nothing is ever really what it is supposed to be.

I've however realized that often we want someone else to implement the change. Sometimes we even console ourselves by saying it's not part of our job description; yet that particular change could just be waiting for us to implement it. Picture this scenario; you realize there's a particular way you can file documents that would facilitate access but since that is not primarily your work in the organization, you ask yourself why bother when somebody else is employed to retrieve the file for you. You forget that retrieving the file will take time, not to mention that your secretary or administrator is also serving other staff members. Avoiding the task will definitely impact on your work in terms of time and may just

cause you problems with your client.

It would greatly help if you took time to share this advice and sort out the filing system. There are many situations whereby one can pitch in and make a real difference. At times members of your team may be overwhelmed by their tasks; it doesn't hurt to help them out if most of your tasks are achieved or not as urgent. They could, in turn, come to your rescue when you are in dire need of assistance.

The following targets employers; employees don't have to remind you to fix the air conditioner when you walk through the hall everyday and can sense it, too. You should avoid intimidating employees by pulling a 'can't deal with your issues right now' face whenever you are around them.

Your employees should not be obliged to seek an audience with you every time a company issue comes up. As an employer, you should take the initiative to communicate to the employees any changes taking place within the company, or problems the company might be facing. Such communication goes a long way towards strengthening your relationship with your employees.

Thus the employer and employee both need to implement a favourable working environment. Only when we stop shifting responsibility or blaming the other party can the working environment be pleasant, or at the very least, bearable. **TSM**

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Social Media, The New E-Suggestion Box!!

By Peninnah Gathoni

It's Monday morning and I am seated with one of my clients for the weekly status meeting, this time the demand is slightly different but very clear, "we want our customers' feedback digitalized." Apparently one of the employees has visited a local bank that has a touch screen feedback platform and they want a replica. According to them this would not only be trendy and user friendly but also very efficient for their customers. They desire an immediate implementation despite the costs involved.

Now, as their Public Relations Manager my work is not to argue but to get it done, a compromising situation but one I am determined to argue with facts. I could get them the machines and increasingly improve the feedback rates, but I could also save them a lot of money by implementing a relevant social media campaign. I choose the latter because though new, it is cheaper and most effective.

Like my client today, many businesses are faced with this same problem, they ask, how can we get our customers talking back to us? How do we respond at the same rate and speed? The solution being social media, or as they are known Facebook, Twitter, linkedIn, Google Plus and many others available online.

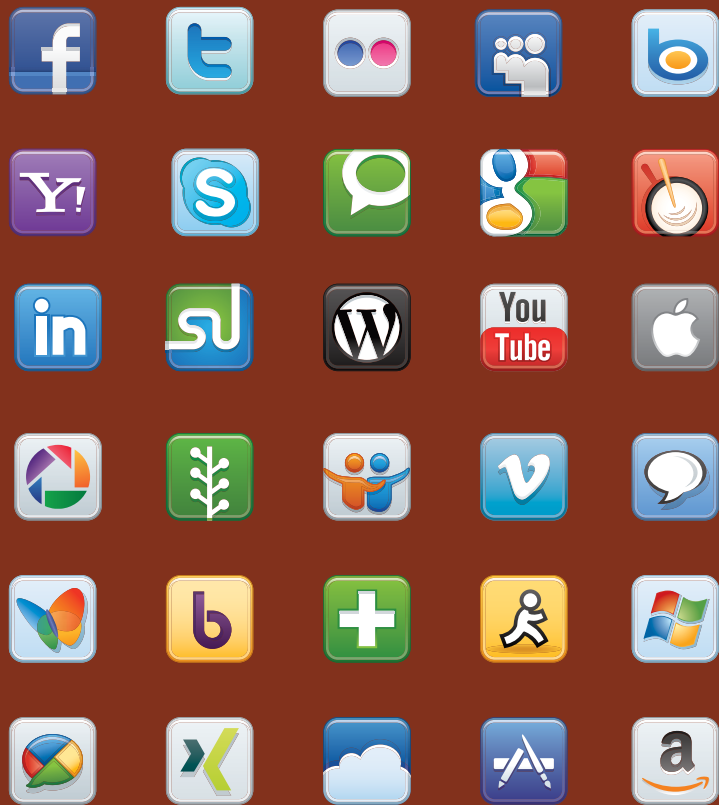
Businesses today have created fan pages, feedback pages linked to their blogs and websites pages as well as profiles in emerging social media avenues. Instead of building that new glass suggestion box you may want to create an interactive profile on facebook or Twitter to encourage your customers to talk to you.

Businesses grow through feedback, but getting feedback from customers in person can sometimes prove to be cumbersome and tough. With social media, you can find out

With social media, you can find out the boldly good, beautiful, and the ugly about your products and services

the boldly good, beautiful, and the ugly about your products and services easily and promptly.

Media has evolved and with it new platforms for firms to transform the way they do business. Today's customer is more involved, active and they continue to interact with brands more so online. When thinking about transforming your business and growing sales you must for the first time also consider how to move



along with your customers. It is no longer just enough to have a suggestion box in your office because sales are happening online, services rendered even in remote locations. So why not move the suggestion box to all the avenues your business sells or operates in. This means as you think of a new fan page, think also of availing a comment platform to collect feedback.

As more people move to online and to a digitalized market place our services feedback avenues have to move along as well. Social media is unique from any other traditional medium, in that it allows your customers to talk back and to share their experience with your brand. You can link social media platforms with your websites to encourage further feedback. Add that "like" "comment" buttons on your website and sit back as responses trickle in. Take it even further by allowing your users to tell others about your products. In addition your business can use social media platforms to introduce and test new products or better yet take surveys on your Facebook, Twitter pages or business blog. Consider a reward system to see if customers love new products or new service format. Feedback will allow you to make necessary changes before rollout and give you insights on best avenues for marketing.

Finally as you continue to use all available social media avenues to collect desired feedback, have a staff on board to monitor them and to respond to customers' queries or outsource the service to a trusted PR firm. Customers desire interaction and your business has to provide a voice to address their needs. As you respond remember though the avenue has changed, the art of customer service is still consistent, be polite, informative and address all the queries raised. Learn to deal with negative comments by providing insight and details information of your company and encouraging further customer engagement.

So like my client, take up the courage to do something different, something that will ensure your customer's voice is heard, and that a fluent conversation brews between you and them. I wish you well as you interact with social media and learn to exploit all opportunities within it. **TSM**

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Ibitaro byitiriwe Umwami Fayisari

Byanditswe na Denise Umunyana



PHOTO: Malik Sharif

Bavuga ko ibi ari byo bitaro bya mbere by'icyitegererezo mu Rwanda; ariko ibi binyuranye n'uko bakira abarwayi/abakiriya.

Umwaka ushize nari nahawe randevu yo guca mu cyuma saa moya. Nari nahisemo randevu ya mu gitondo kare kugira ngo nshobore kujya ku kazi saa mbiri. Nahageze 6h 50 noneho bansaba kujya ku murongo. Naricaye ndategereza kugeza saa 10h30 nishyize mu mutuzo kuko numvaga wenda hari indembe zagombaga kwitabwaho mbere! Byageze saa saba ntarakirwa! Nakomeje kwihangana noneho njya aho bakirira abakiriya kubaka indi randevu kuko amasaha 6 namaze ntegereje yari menshi cyane!

Bongeye kumpa indi randevu mu cyumweru cyakurikiye. Narongeye ntegereza icyumweru cyose kugira ngo nce mu cyuma. Narongeye mbasaba ko bampa randevu ya saa mbiri za mu gitondo, kandi ubwo nariteganyirije nsaba uruhusa rwa mbere ya saa sita. Nageze kwa muganga mbere ho iminota 30 nizera ko ibintu bitagenda uko byagenze. Bampaye agatebe ndicara ntegereje ko bangeraho. Nari nazanye igitabo cyo gusoma, amasaha ane yose ashira ntabizi kuko nari mpugiyeye kuri icyo gitabo! Bigeze saa tanu ntangira kugendagenda, ngize amahirwe mpura n'ushinzwe kumenya ibibazo by'abakiriya. Namubwiranye ikinyabupfura ikibazo mfite guhera ubushize, ngiyeye kubona, sinzi uko yabigenye ako kanya numva barampagaye ngo nce mu cyuma ubwo hari saa sita. Sinzi igihe abandi nasize ku murongo batigeze bavugana n'ushinzwe

ibibazo by'abakiriya bategereje.

N'ubwo nkora uko nshoboye kose sinjye kwivuriza mu bitaro by'icyitegererezo kubera ko usanga batita kuri buri muntu ku giti cye, ibitaro byitiriwe umwami Fayisari ni byo nikundira cyane cyane iyo ngiyeye guca mu cyuma kuko ibikoresho byabo bigezweho. Mu kwezi kwa gatanu 2011, umuhungu wanjye ufite imyaka ibiri yagombaga guca mu cyuma saa moya za mugitondo. Bari batwijeje ko abana bato bavurwa mbere y'abantu bakuru kuko bisaba ko baba nta kintu bariye amasaha 10 mbere y'uko basuzumwa. Umuhungu wanjye nari namubyukije kare cyane kandi nta kintu yagombaga gufata muri icyo gitondo. Twageze kwa muganga iminota 15 mbere y'isaha bari baduhaye, nuko umuntu ushinze kwakira abakiriya (utazi neza umurimo akora) adusaba ko tujya ku murongo. Yabusabye kwicara tugategereza ko basukura ibitaro?! Ntiyigeze atubwira ibya randevu twasabye.

Maze kubona ko nta cyo yamarira, negereye mugenzi we bicaranye ambwira ko ntacyo batumarira mbere ya saa mbiri kuko ubwishingizi nari mfite ari ubwa AAR dore ko ngo batangira akazi saa mbiri. Nubwo randevu yanjye ya saa moya yari imbere ku meza yabo narakomeje nishyira mu mutuzo ntegereza indi saha imwe. Umukobwa ukora muri AAR yaje saa mbiri noneho aduha ibyo dukeneye mu minota 30. Sinari nazanye igitabo kuko nari kumwe n'umwana sinari kurambirwa. Ngiyeye kubona mbona amasaha atatu ararangiyeye bataraduhamagara! Nuko mbabaze niba nshobora guha umwana wanjye umutobe kuko nta kintu cyo kunywa cyangwa kurya yari yafashe mu

ijoro ryahise. Ndongera njya kureba wa mukozi ushinze ibibazo by'abakiriya wari warigeze kumfasha. Ariko nta cyo byatanze. Ndategereza ndamanjirirwa kuko nta muntu n'umwe watwerekaga ko ari butwakire. Ubusanzwe ndi umuntu utuje kandi wihangana; mfata icyemezo cyo kwitura ku baganga n'abaforomo, kuko nabonaga hari abantu bakirwaga batagiye ku murongo. Nuko umwana wanjye bamusuzuma saa 12h 30. Nizeye rwose ko Imana izandinda kongera kwivuriza ku bitaro byitiriwe umwami Fayisari!

Ntabwo ibyambayeho ari byo byatumye nandika iyi nkuru. Nabitewe n'ikibazo cy'uko akenshi abakozi usanga batita ku gutanga serivisi nziza, kudakora umurimo wabo neza no kutagira umuco wa kimuntu. Nubwo nzi neza ko ku bitaro byitiriwe umwami Fayisari hari abaganga n'abaforomo b'abahanga, abashinzwe imiyoborere y'ibitaro bagomba guhugura abakozi babo mu gukorana ubuhanga imirimo bashinzwe, gutanga serivisi nziza, kuba inyagamugayo no kubahiriza igihe. Hari abantu bake bitabye Imana kuri ibyo bitaro, naho abantu bahaherewe serivisi mbi, tubyitirira ko biterwa no kudakorana umutima kw'abakozi no kutita ku bakiriya. **TSM**

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Mr. Chips, Downtown Bar, Bank of Kigali and Khana Khazana

By Rob Guerin

While I will agree that I have experienced poor service more than once during my time in Rwanda (and elsewhere in the world for that matter), lately I have had nothing but good experiences with the businesses I have worked with. This doesn't mean I had no customer service concerns; I just want to share some good experiences and shed some positive light.



I visited **MR. CHIPS** and was extremely pleased with the prices and overall service. Upon another person's recommendation I ordered for fish and chips while my friend ordered for the cheese burger. The food was great! It came with a soda, condiments and was steaming hot while the chips were crispy. Ten minutes after we had placed our order, our food arrived and our waitress was at our table several times throughout the meal to wait on us. The price of the meal for two was less than that of one meal at many other restaurants I know of. The owner, Paul, introduced himself to us and we ended up chatting. Paul purchases the meat every morning so the ingredients are as fresh as you can get without owning your own farm. He is extremely knowledgeable about the hospitality industry, funny and good natured. Paul, it was a pleasure and I'll be back tomorrow. The benchmark has been set for fast food and takeaway food.

DOWNTOWN BAR is another Kigali benchmark. Their prices and service are above average and they now have Lebanese food prepared by a Lebanese chef on site. The bar has a great lounge atmosphere that is laid back and semi-casual but upscale enough to prompt you to dress for a night out. The crowd is friendly, not pretentious and as a result, lively times and conversation are guaranteed. Downtown bar has become our "one stop shop" for entertainment in Kigali. You can go in during lunch and relax, come back with your family for dinner or stay all night for a reasonably priced evening that may last until well after midnight. The parking is secure and the patrons are respectable folk that don't bring drama to your night out. The place is happening 7 days a week without being crowded or stressful. Thanks guys, see you tonight!



I eat at **KHANA KHAZANA** at least twice a week. I have visited India twice and Indian cuisine is one of my favourites. Khana Khazana has provided exceptional service to me, my friends and colleagues for the past 18 months. The owners of Khazana could very well transplant this restaurant in New York, Jo'burg or Paris and be very successful. I recommend the restaurant to visiting tourists and take guests there knowing that the level of quality and service is well above the average anywhere in the world. I have nothing but good things to say about Khazana. The owners of Khazana are also good people who are welcoming and genuine should you be fortunate enough to make their acquaintance. Keep up the good work, guys!

Lastly I would like to include **BANK OF KIGALI** for providing me with a secure method of accessing my money. After a security breach at a certain financial institution, I was very hesitant to allow my personal details to be utilized. Someone recommended Bank of Kigali for foreign currency withdrawals. I now use this institute several times a month with excellent results. Their service is good, the rates are reasonable and they are reliable and secure. **TSM**

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Aéroport de Johannesburg

Par Diana Ramarohetra

En bonne francophone que je suis, mon arrivée à l'aéroport de Johannesburg m'a mise dans tous mes états. « Vous parlez français? Et vous? » Que des non, partout. Cette fois, je suis perdue. Dans les parages, aucun écran pour me renseigner ou juste m'indiquer où nous sommes.

PREMIÈRE MISSION: TROUVER L'ÉCRAN QUI INDIQUE LES HEURES ET LA SALLE D'EMBARQUEMENT.

Je m'approche d'une dame de la sécurité et essaye tant bien que mal de m'exprimer. Comme par miracle, tous mes cours d'anglais du secondaire semblent refaire surface mais à faible débit. « Euh, I want to know ...where is ... euh, where we are? » La dame sourit et comprend mon désarroi et me répond tranquillement, de manière à ce que je comprenne bien chaque mot. « Where are you going? You want to go out or you are just in transit? » Le mot transit est le mot magique. « Yes, transit. » A l'aide de grands gestes bien coordonnés et toujours très lentement, la dame m'explique. « You go straight on. One ... Two ... and you will see a lift. And go to Departure, you will see a screen with flight details ». Là, les choses se compliquent, dans ma tête, les mots résonnent et mon cerveau essaie tant bien que mal de se transformer en « Google Translate ». Alors, le « One two, j'ai compris. Mais lift? » Je souris à la dame et feins d'avoir tout compris, «

Thank you so much ». Après réflexion et surtout après avoir arrêté de paniquer, j'ai finalement compris la signification de toute sa phrase. Le problème lorsqu'on ne parle pas une langue, c'est que l'on a tendance à être bloqué sur de simples détails. Finalement, j'arrive à trouver le « screen with flights details ».

PREMIÈRE MISSION ACCOMPLIE.

Deuxième mission: acheter de l'eau pour le petit.

Je m'avance vers un des comptoirs. Derrière le vendeur et sa caisse, rien que des bouteilles d'eau.

« Could I have bottle of water please? – Yes, which one? » Et là, il se met à prononcer des mots que je suppose le nom ou les indicatifs des différentes bouteilles derrière lui. « Euh, what's the difference? » Et il se lance dans des explications, tellement rapides pour mon cerveau en mode « Google Translate » que je suis plus que perdue. Je n'ai strictement rien compris. Comment expliquer à ce jeune homme que chez moi, quand tu demandes une bouteille d'eau, on vous demande « Petite ou grande? » Alors que là, les bouteilles ont le même format, la même marque, seules les étiquettes sont différentes. « Hein?

Sorry. – Oh, you don't speak english? – Yes. – Oh, I'm sorry. » Il s'empare alors des bouteilles et m'explique dans un français approximatif, mais d'un ton très calme, tout en faisant des gestes avec des mots comme « gaz, lemon ». Cette fois, j'ai compris. Soit c'est eau simple, gazeuse ou fruitée. « Ah ok! Now, I understand. Ok, just this one ». Le vendeur est ravi et continue « Something else? – Hein? » Il a oublié que je ne comprenais pas l'anglais apparemment. « I said: do you want this or that? » continue t-il dans un grand sourire en m'indiquant les pâtisseries, les jus et glaces. « No, thank you. Just water. »

Deuxième mission réussie. Mais je n'aurais jamais cru que cela aurait été toute une épopée.

Comme quoi, la barrière linguistique peut s'avérer très difficile à surmonter. Mais ce que j'admire c'est que malgré leur incapacité à parler, ils ont réussi à me mettre en confiance et répondre à toutes mes questions. Comme quoi, avec un peu de bonne volonté, on finit toujours par y arriver. **TSM**

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Eye2Eye The event

On the morning of 27 August 2011, some people woke up and found business cards in their pockets and, had no recollection about how they got in there. But after a quick "Where was I last night?" their memory brought the great time they had at the first "Eye2Eye" session held at the Creative Eye's office premises. There was the cool, the awesome and the great... you can add "the hot" to the list.

Here they come...



Excuse me ladies, did you say whisky or cheese?



O yes, we have an office bar. What would you like to drink?



Yum-yum! I'll take another one. Don't know why I keep saying that



Surprise! You just won a prize. Please, don't... it and drive



Stop the shuffle. Time for the raffle. And the lucky the lucky winner is...



Our VJ spun and we rocked!



Tous avec Solid'Africa!

Ne les jugez pas à leurs apparences cool ni à leurs poses façon "people". Car derrière leurs blue jeans et tee-shirt stylés, ces jeunes sont là pour la cause. Objectif: récolter le maximum de fonds pour venir en aide aux malades qui n'en ont pas les moyens. Grâce à leur engagement citoyen et responsable, les membres de Solid'Africa ont aujourd'hui mis en place 4 projets qui répondent aux besoins les plus pressants des malades des 4 hôpitaux publics: paiement des frais médicaux, distribution de nourriture pour les plus vulnérables, etc.

Solid'Africa, car chacun a besoin du soutien de son prochain, il suffit juste d'ouvrir son cœur. (Photos Gaël Vande Weghe)



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



Expo 2011 Et un de plus pour SORWATHE!

Mr. Calles a de quoi être fier. Pour la 2ème année consécutive, Sorwathe remporte l'award le plus convoité de l'Expo. Pour 2011, l'entreprise rentre avec le trophée du Meilleur Expositant et du Meilleur Service Client. Explosion de joie des employés. (Photos Sorwathe)



Le DG de la BCR, le Ministre de l'Economie et le Gouverneur de la BNR, tout sourire!



Quelques clients de la BCR prêts pour un toast.

Banque Commerciale du Rwanda Une soirée rien que pour ses clients

Un moment d'échanges mais surtout de détente malgré le costume cravate affiché par ces messieurs. Après tout, le service client ne se limite pas aux heures de bureau et l'ambiance professionnelle. C'est cela aussi l'innovation et le suivi client. (Photos BCR)



Selling our Rwandan Coffee

ABDI SIMWAYA

Abdi Simwaya works as Manager of Bourbon Coffee Kigali International Airport branch. Simwaya joined the hospitality industry in 2003 after being trained by Southern Sun Group of Hotels – South Africa.

He first worked at the International Hotel as a bar attendant. Eight months later, he was promoted to Bars Supervisor which meant he was in charge of all the bars in the hotel. Thereafter there was no stopping him. In 2005, Simwaya became the Beverage Manager overall manager for both Bars Catering and Hotel Services.

But bars did not seem to give him the fulfillment he wanted since Simwaya had a desire to promote Rwandan coffee across the globe. In 2007 he was hired as overall Manager of Bourbon Coffee. He was involved in training staff and setting up the Bourbon shop at the MTN Centre – Nyarutarama. He was then promoted to Chief Operations Manager. In September 2008 however, he resigned and worked with Simba Café as a Consultant and Overall Manager for a while. The year 2009 saw the rekindling of

previous embers as Bourbon offered to hire him again and he returned as Branch Manager Bourbon UTC. About a year ago, he was transferred to the Kigali International Airport Bourbon Coffee Branch as the Overall Manager and is still enjoying serving in that position.

Simwaya's dedication to and love for Rwandan coffee has only grown and in March 2011, he represented Bourbon Coffee as well as Rwandan Coffee in Cannes/France during the MIPIM Exhibition (The world's premier real estate event for professionals) of which was a great success and Rwandan Coffee was appreciated and rated the best coffee within the MIPIM Exhibition which held more than 4000 potential Investors from different countries.

Indeed Simwaya seems to have found his specific place in the vast hospitality industry. He says he was inspired by Mr. Aage Hansen who worked as Food and Beverage Manager at the Southern Sun Group of Hotels. 'Mr. Hansen, told me I had the potential to work in any department in this industry,' Simwaya says. He adds that his desire is to learn more, improve, and do even better. His present job

affords him the opportunity to learn from others since he meets many people from different cultures. His joy is complete when he is able to deliver service as the customers expect it. He wants to achieve his business goals and making the customer happy is one of them. He is also keen to increase profits for his company.

He starts off his work day with a staff meeting where the day's plan is discussed.

They go through previous work and then present the work schedule, go through all paper control system (Profit Sales verses previous day Inventory Count, to be sure of what was sold), daily Food and Beverage reconciliations and documentations.

Banking procedures are then undertaken and he is then able to make a report to the Supervisor. Throughout the day, Simwaya is at hand to support staff and ensure that clients are being served well and have no reason to complain.

His advice to any young people with a desire to work in the hospitality industry is get training and work hard. He adds that in terms of personality, the flexible kind is best suited for hospitality; they must be hard working and able to work fast too.

Apart from his passion for coffee and his love for the hospitality industry, Simwaya prays and spends time researching in order to improve. He enjoys sports, music and news of the world. **TSM**

“His joy is complete when he is able to deliver service as the customers expect it.”

PHOTO: Malik Shaffiy



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