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Abstract: Best catering company has been offering catering services since 1999. The company has its presence in all major cities in Tanzania and it is a well renowned company in its field of operation. Competition in the industry is very stiff to the fact that retaining the clients is hard than even obtaining the new customers. Despite its experience in serving foods and beverages in many high profile occasions the company has never conducted any customer satisfaction survey to gauge for the level of services quality and customer perception. Most recently, Mr. George Avvit the CEO of the company managed to design a questionnaire which he used to collect and analyze data of outlets operated by the company in Arusha-Kilimanjaro international Airport and Dar Es Salaam-Julius Nyerere international Airport. The company is operation 5 outlets in these two major airports of the country namely; Transit, Airport staff-Dar, Airport staff-Arusha, Snacks bar-Arusha & Snacks bar-Dar. The survey findings revealed that some outlets are doing better than others and major management innervations are required in some cases. However, given the nature of the survey questionnaire designed and the sample involved the CEO is in a dilemma on what the management actions should be taken on poorly performing outlets. This case draws the way the survey was conducted and provides the results for more academic and managerial discussions

THE CASE STUDY

George Avitt has recently been promoted to the job of the managing director of the company responsible for five catering outlets at Julius Nyerere International airport in Dar es Salaam and Kilimanjaro International airport in Arusha. The competition to win the tender of running these confectionaries is very intense as other service providers are also interested in this kind of business.

The two airports are situated in the strategic regions and they are ones of the big cities of the country which depends on agriculture as the major means of economic production, mining

and tourism. Dar es Salaam is the commercial city of the country and the centre of trade and Business. Major businesses have their headquarters located in this region. In essence, the city is attractive to business people, tourists and travellers. Major offices, ministries, directorates and embassies are also available in this region. (TIC 2013).

On the other hand, Arusha is the largest city in the northern zone and is the centre of tourism in the northern zone. Many tourism attractions are located in this city and nearby towns making the area so popular to tourists who come to visit these natural attractions (Charnley, S. (2005). Thus, the two regions are important to the

country in many aspects. As the result even the airports in the two regions received good number travellers in both local and foreign destinations. (TIC 2013)

Those who win the tender to run these outlets are facing competition from other service providers at the two airports. The service provided is almost similar in many aspects making the business volatile and competitive. According to George Avitt as quoted in the renowned weekly business newspaper as saying “serving the needs of customers in this business is very difficult as you need to keep abreast with all information of you customers. Essentially, customers from different backgrounds have different ways of looking at the quality of service provided; something makes the whole process a bit complicated (Qin, H., Prybutok, V. R., & Zhao, Q. (2010). Service unlike physical product is potentially difficult to measure its quality and therefore making the process of marketing it a bit fragmented. (Varnali, K., & Toker, A. 2010). It can be noted however, that different people measure quality and customer satisfaction different and there is no single universally acceptable method of measuring the quality of services in all industries. (Chen, C. F. (2008).

From Mr. Avitt’s words these confectionaries are serving people from different countries that used the two airports to fly to various destinations. The CEO then realized the need of gathering information as

the company had no any insight regarding the performance of these outlets in meeting customer expectations. He decided to gather information from the customers after developing a questionnaire (see appendix 1). Having emulated examples from competitors who have conducted a series of surveys, Mr. Avitt decided to distribute the developed questionnaires to

the customers who purchase services from the outlets owned by BEST AIR CATERING SERVICES LTD.

The outlets

The following is a brief description of the five outlets at Best air catering service Ltd at both Dar es Salaam and Kilimanjaro international airports.

1. The transit passengers Restaurant- Dar es Salaam

This is the busiest outlet owned by the company serving transit passengers who are flying to different destinations. On average the outlet serve 650 passengers who eat at this outlet everyday.

2. Airport staff bar- Arusha

This outlet serves a total of 150 staff of all levels at the airport. On average the outlet serves 120 staff everyday.

3. Airport Staff bar-Dar es salaam

This outlet serves a maximum of 450 staff working at different capacities at the airport. The outlet also serves taxi drivers and other service providers at the airport.

4. Departure snack bar- Dar es Salaam and Arusha

The two outlets in both airports are serving passengers departing on all domestic and international flights. The two outlets serve the maximum of 1500 passengers everyday.

Survey results

Altogether a total of 420 questionnaires were completed and the CEO analysed the results to find

out for the first time what customers thought of BEST AIR CATERING SERVICES LTD. The table

below shows an average score for all five outlets.

Number of respondents=420,
 maximum score= 5

category	Transit	Airport-staff arusha	Airport staff Dar.	Snacks bar-arusha	Snacks bar-dar
Food	4.21	3.23	4.25	4.08	3.45
Menu	3.90	2.97	4.20	3.86	3.07
Services	4.52	4.07	4.09	3.52	3.87
staff	4.59	3.90	4.16	4.24	3.94
Cleanliness	3.82	3.23	4.34	4.22	3.33

References

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Appendix 1 Customer Satisfaction survey

PLEASE RATE THE PERFORMANCE BY PUTTING X FOR EACH OF THE FOLLOWING QUESTIONS

Very good Good Average Poor Very poor

1. FOOD

How do we rate for?

1.1 Taste of food?

1.2 Quantity of food?

1.3 Overall quality of food?

2. MENU

How do we rate for?

2.1 Range and variety of food?

2.2 Range and variety of drinks?

3. SERVICE

How satisfied were you with:

3.1 Being able to order quickly?

3.2 Our speed of services?

3.3 Overall quality of services?

4. PERSONNEL

How satisfied were you with our staff:

- 4.1 Being friendly smiling and courteous?
- 4.2 Suggesting buying our food and drinks?

5. CLEANLINESS

How satisfied were you with:

- 5.1 Cleanliness inside the outlets
- 5.2 Cleanliness outside the outlets

6. HOW DO YOU RATE YOUR VISIT TO THIS FOOD SERVICE OUTLETS

OVERALL?

SUGGESTIONS/COMMENTS

What do you think we should be concentrating on most to improve our operations?

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.....
.....
.....
.....

Name:Nationality.....

Age:.....Occupation.....Date.....Time.....

Your favourite food.....Your favourite drink.....

APPENDIX 2-SERVQUAL QUESTIONNAIRE-EXPECTATION

	Strongly Disagree						Strongly Agree
	1	2	3	4	5	6	7
Statement							Score
1. Excellent Companying companies will have modern looking equipment.							
2. The physical facilities at excellent Companies will be visually appealing.							
3. Employees at excellent Companies will be neat in their appearance.							
4. Materials associated with the service (pamphlets or statements) will be visually appealing at an excellent Company.							
5. When excellent Companies promise to do something by a certain time, they do.							
6. When a customer has a problem, excellent Companies will show a sincere interest in solving it.							
7. Excellent Companies will perform the service right the first time.							
8. Excellent Companies will provide the service at the time they promise to do so.							
9. Excellent Companies will insist on error free records.							
10. Employees of excellent Companies will tell customers exactly when services will be performed.							
11. Employees of excellent Companies will give prompt service to customers.							
12. Employees of excellent Companies will always be willing to help customers.							
13. Employees of excellent Companies will never be too busy to respond to customers' requests.							

Statement	Score
14. The behaviour of employees in excellent Companies will instil confidence in customers	
15. Customers of excellent Companies will feel safe in transactions.	
16. Employees of excellent Companies will be consistently courteous with customers.	
17. Employees of excellent Companies will have the knowledge to answer customers' questions.	
18. Excellent Companies will give customers individual attention.	
19. Excellent Companies will have operating hours convenient to all their customers.	
20. Excellent Companies will have employees who give customers personal service.	
21. Excellent Companies will have their customers' best interest at heart.	
22. The employees of excellent Companies will understand the specific needs of their customers.	

APPENDIX 3 -SERVQUAL QUESTIONNAIRE-PERCEPTION

Strongly
Disagree

Strongly
Agree

1 2 3 4 5 6 7

Statement	Score
1. The Company has modern looking equipment.	
2. The Company's physical features are visually appealing.	
3. The Company's reception desk employees are neat appearing.	
4. Materials associated with the service (such as pamphlets or statements) are visually appealing at the Company.	
5. When the Company promises to do something by a certain time, it does so.	
6. When you have a problem, the Company shows a sincere interest in solving it.	
7. The Company performs the service right the first time.	
8. The Company provides its service at the time it promises to do so.	
9. The Company insists on error free records.	
10. Employees in the Company tell you exactly when the services will be performed.	
11. Employees in the Company give client prompt service.	
12. Employees in the Company are always willing to help client.	
13. Employees in the Company are never too busy to respond to client's request.	
14. The behaviour of employees in the Company instils confidence in client	
15. clients feel safe in your transactions with the Company.	

Statement	Score
16. Employees in the Company are consistently courteous with clients.	
17. Employees in the Company have the knowledge to answer clients' questions.	
18. The Company gives clients individual attention.	
19. The Company has operating hours convenient to all its customers.	
20. The Company has employees who give clients personal attention.	
21. The Company has clients' best interests at heart.	
22. The employees of the Company understand clients' specific needs.	