

Business Skills Training for Latrine Entrepreneurs

Participant's Workbook



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BUSINESS SKILLS TRAINING FOR FRANCHISEES

This training module is part of a larger toolkit designed to teach you all the skills and knowledge you need to succeed as a latrine business. This training module will help you plan carefully and manage your business well.

AFTER THIS TRAINING, YOU WILL KNOW HOW TO PERFORM THE FOLLOWING TASKS:

1. Understanding the market
2. How to set prices based on cost of production and profit
3. How to set sales goals
4. How to set production goals to meet sales targets
5. How to calculate raw materials needed to meet sales goals
6. How to schedule delivery
7. How to manage your cash
8. How to provide good customer service
9. How to keep good sales records and financial records

This Latrine Franchisee Business Skills Participant's Workbook was adapted from the 'Business Skills' training module developed by iDE Cambodia as part of the Sanitation Marketing Scale-Up (SMSU) project funded by the Bill & Melinda Gates Foundation and the Stone Family Foundation, with technical support from the Water and Sanitation Program of the World Bank (WSP).

1. UNDERSTANDING THE MARKET

If you understand what your business does well and doesn't do well compared to other similar businesses, you can improve on your weaknesses and use your strengths to attract customers to your business.

WHY DO YOUR CUSTOMERS CHOOSE YOUR BUSINESS?

- v Location/convenience?
- v Products and services?
- v Relationship with you or your staff?
- v Your experience/expertise?
- v Quality of products or services?
- v Price?
- v Recommendations from family or friends?
- v Marketing and promotional materials?

WHERE ELSE DO YOUR CUSTOMERS GO?

WHY?

WHAT CAN YOU DO SO THAT THEY COME TO YOUR BUSINESS FIRST?

Fill in this table to help you understand your strengths, weaknesses, opportunities, and threats as well as how your strengths and weaknesses compare to those of your competition. This will help you identify things that you need to improve and things that you can continue doing to make sure people choose your business over any others.

You		Your Competition
External	Internal	Internal
<u>Opportunities:</u>	<u>Strengths:</u>	<u>Strengths:</u>
<u>Threats:</u>	<u>Weaknesses:</u>	<u>Weaknesses:</u>

It is also very helpful to understand how big the market is in your area. You can get this information by talking to your local government officials at Nam Saat. The market is the number of households without latrines. They keep up-to-date information on the number of latrine owners and non-latrine owners, and other helpful information for your business. Contact them to find out how you can work together to achieve your goals!

2. HOW TO CALCULATE PRODUCT COSTS, PROFIT, AND SELLING PRICES

This section is designed to help you calculate how much it costs to produce the latrine product. You can use this information to set prices for your products that allow you to cover all of your costs and make the profit that you want.

Follow these steps to arrive at your final selling price based on the cost of production and your desired profit:

1. List the costs of all raw materials you need to make a latrine
2. Calculate the cost of raw materials needed for one ring, then three rings, then four rings
3. Calculate the cost of raw materials needed for one slab (with and without tiles)
4. Choose your desired pricing strategy (low profit, high volume is recommended strategy)
5. Calculate final cost including profit, overhead, marketing and promotional costs, labor, and taxes
6. Calculate final cost to customer (selling price plus installation and transportation fees)

All calculations are based on the 1-2-3 ratio method for concrete mixing with standard cement and the costs laid out in the following tables.

STEP ONE

Fill in the “Input costs” table first. Use actual invoices and receipts from raw materials purchases to list the costs of each unit of raw materials you buy. The units may be different for each material depending on how much you buy each time.

The second table (“Material cost conversion”) will help you take the costs of the materials in table one and put them into the same unit in table two.

INPUT COSTS	
INPUT	COST/UNIT
Gravel	_____ LAK/M ³
Sand	_____ LAK/M ³
Cement	_____ LAK/M ³
Steel Bar	_____ LAK/M ³
Steel Wire	_____ LAK/M ³
Tax	_____ LAK/M ³
Tile	_____ LAK/M ³
Plastic Cover	_____ LAK/M ³

MATERIAL COST CONVERSION			
	LAK /M ³ (A)	Kg (B)	LAK/Kg (A÷ B)
Gravel			
Sand			
Cement			
Water			

STEP TWO

This step will help you calculate the cost of raw materials for one ring, three rings, and four rings. You will use the results in cells A and B again in Step Five.

No.	Material to Produce Ring 80x40x3cm	Unit	Volume	Price LAK/Unit	Cost
1	Gravel	Kg	21		
2	Sand	Kg	14		
3	Cement	Kg	7		
4	Water	Kg	5.4		
5	Steel Bar	Kg	2.4		
6	Wire	kg	0.1		
	Total for 1 ring		49.9		
A	Total to produce 3 rings				
B	Total to produce 4 rings				

← A
← B

STEP THREE

This step will help you to calculate the cost of raw materials for producing one concrete slab.

First you will calculate the cost of one concrete slab. Then you will use that result (C) in the next two tables to calculate the cost of one complete slab with tiles, and one complete slab without tiles.

The result in cells D and E will be used later in Step Five.

No.	Material to produce slab 100x100x4cm	Unit	Volume	Price LAK/Unit	Cost
1	Gravel	Kg	27		
2	Sand	Kg	18		
3	Cement	Kg	9		
4	Water	Kg	6.2		
5	Steel Bar	Kg	2.8		
6	Wire	Kg	0.1		
C	Total		63.1		

←c

	Full Slab Component With Tiles	Unit	Cost/Unit	Total
C	Cement slab	1		
	Pan	1		
	Seal Cement 5,000/box for 5 slab	1		
	Plastic Hole	1		
	Tile Thai	1		
D	Total			

←D

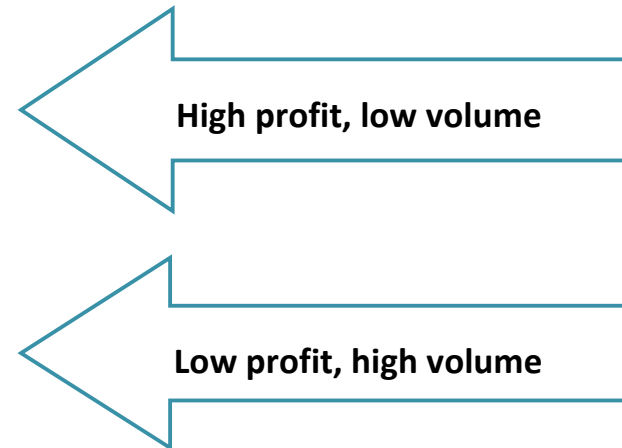
Full Slab Component Without Tiles		Unit	Cost/Unit	Total	
C	Cement Slab	1			←C
	Pan	1			
	Plastic Hole	1			
E	Total				←E

STEP FOUR

Most businesses try to charge a high price for their products so that they can make a large profit for each product sold. However, it can actually be much more profitable to make a low profit for each latrine, because you will sell many more! If you keep the price low, more people will buy your latrines. This is called a low profit, high volume strategy.

Take this example:

Profit per Latrine	Weekly Sales	Total Weekly Profit
250,000LAK	2	500,000LAK
200,000LAK	5	1,000,000LAK
150,000LAK	10	1,500,000LAK
100,000LAK	25	2,500,000LAK



IT IS IMPORTANT TO CAREFULLY CONSIDER YOUR PRICE. TO SELL MORE LATRINES, YOU WILL NEED TO THINK ABOUT HOW MUCH PEOPLE CAN AFFORD TO PAY, AND HOW MUCH THEY ARE WILLING TO PAY.

For example...

In Champasak District, about 47% of households are willing to pay over 300,000LAK for their latrine. However, in Sekong District, only about 21% of people are willing to pay over 300,000LAK for their latrine.¹

TAKE THIS INTO CONSIDERATION WHEN YOU SET A PRICE FOR YOUR PRODUCTS. EVEN IF PEOPLE HAVE A LOT OF MONEY, THEY MAY NOT WANT TO SPEND IT ON YOUR PRODUCT IF THEY DO NOT THINK IT IS IMPORTANT OR HIGH QUALITY. YOUR JOB IS TO CONVINCING PEOPLE THAT YOUR PRODUCT IS WORTH SPENDING MONEY ON!

¹ Pham Thi Hoang Van, ThatsaphoneSongbandith. WSP Baseline Survey: Scaling Up Rural Sanitation, Final Report. June 2012.

STEP FIVE

Now that you have the costs of each component of the latrine (rings and slab), you can plug in the numbers below in the spaces labeled A, B, D, and E. Add in costs for labor, overhead, marketing (printing promotional materials, commission for sales agents, etc.), and tax. This will give you the total cost of producing each of the four product options.

Once you have the total cost, you want to add in the profit you want to make. Choose this amount carefully by thinking about the strategies discussed in Step Four. Adding profit to your total cost will give you the final price for each product option. This is the price that you should use consistently with all customers to make a profit and cover all of your costs.

	TILE OPTION		NO TILE OPTION	
	3 rings	4 rings	3 rings	4 rings
Labor Input				
Loading Cost (In-Out)				
Rings	A	B	A	B
Slab	D	D	E	E
Overhead Cost Input 5%				
Promotional and Sales Materials				
Sales Agent Commission²	50,000	50,000	50,000	50,000
VAT 10% Input @ Input Cost				
Total Cost				
Profit				
Final Price				

² 50,000LAK is the recommended commission per latrine ordered. This amount may be split between two sales agents, as many decide to do sales activities in teams of two. 50,000LAK has been found to be the most motivating amount for sales agents, while still being affordable for business owners.

We recommend recalculating your production costs, labor costs, and marketing costs quarterly to make sure this price is still appropriate for your business. You can use the Cash Records in Section Seven (Managing your Cash) to make sure the price is still OK to cover costs, keep the product affordable for customers, and make a profit.

STEP SIX

Transportation and installation can be barriers for your customers to buy your products. Many of them do not have their own trucks to transport their latrines, and many would prefer to have professionals install their latrines. By offering these services, you can ensure that more people are able and willing to buy from you.

Most enterprises that offer these services calculate transportation fees by distance from the enterprise. Households within 10km of the enterprise are charged one price, usually around 50,000LAK. Households farther than 10km are charged the set fee plus a smaller fee (usually 3,000LAK) for each additional kilometer.

Most enterprises charge 100,000LAK for installation. You can try setting lower prices for these services as a promotion to sell more latrines, or as a way to gain an advantage over your competitors.

	TILE OPTION		NO TILE OPTION		
	3 rings	4 rings	3 rings	4 rings	
Transportation less than 10km					
Transportation more than 10km					← F
# kilometers over 10					
Added fee per km					← G
Total added cost (K)					← H
Total transportation cost over 10km (K + F)					← GxH=K ← K+F
Installation fee					
Final Price + Installation + Transportation (LAK)					

3. HOW TO MAKE SALES GOALS

Setting sales goals helps you to motivate yourself and your team to earn the money that you want. Setting goals based on the cost of producing the latrine and running your business helps you to sell enough to both cover your costs and make the profit that you want.

So, first you need to look at how much profit you can make per week and per month based on the profit per latrine.

HOW MUCH PROFIT DO YOU WANT TO MAKE THIS MONTH?

I want to make _____ LAK this month.

HOW MANY LATRINES DO I NEED TO SELL EACH WEEK TO MAKE THIS MUCH PROFIT?

_____ goal profit this month \div 4 weeks = _____ goal profit each week

_____ goal profit each week \div _____ LAK profit per latrine (calculated in section 2 above) = _____ weekly sales goal

At the beginning of each month, use the template below to set monthly and weekly sales goals for yourself and communicate these goals to your sales agents.³

Month:	Week 1	Week 2	Week 3	Week 4	Week 5	Month Total:
	Date:	Date:	Date:	Date:	Date:	
Profit goal						
Profit per latrine						
Latrine sales goal (profit goal/profit per latrine)						

³ Adapted from IDE's Business Skills Training Modules

HOW TO ACHIEVE YOUR SALES GOALS⁴

There are three things you need to consider in order to achieve your goals:

- 1) Can you produce enough latrines and keep them in stock ready for delivery?
- 2) How well-trained are your sales agents? How many hours and how hard are they working? How many are on your sales team? How well managed are they? Do they have personal weekly targets?
- 3) How quickly are latrines being delivered? Are they delivered on time? Are the customers receiving their correct orders?

The following sections will talk more about stock management and sales agent management to ensure that you can reach your sales targets.

⁴ Adapted from IDE's Business Skills Training Modules

4. HOW TO CALCULATE PRODUCTION NEEDED TO MEET WEEKLY SALES GOALS ⁵

Customers may cancel their orders if you don't deliver quickly. You will also get a bad reputation if latrines are delivered later than the customer has requested. You want to have more latrines in stock than your weekly sales target because:


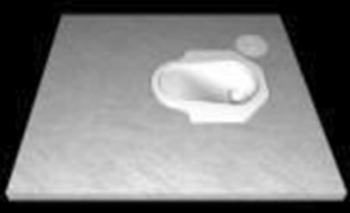
1. Rings and slabs often break while they are being transported on bad roads. (**Tip:** This is much less likely to happen if you give your products plenty of time to dry so that they become very strong!)
2. If you have very good sales agents, they might sell more latrines than you expected!

This section will help you to set weekly production goals to make sure you can build up enough stock to meet your incoming orders.

⁵ Adapted from IDE's Business Skills Training Modules

Use the from below to calculate how many latrines you can make in one week. If this number is lower than your sales target, you may need to buy more molds of equipment to be able to produce enough to reach your goals.

WITH THE MOULDS YOU HAVE NOW, HOW MANY SETS OF FOUR RINGS CAN YOU MAKE IN ONE WEEK? (# OF RINGS YOU CAN MAKE IN ONE WEEK (ABOVE)/4)= _____

Latrine Parts	Time to make one (before removing the mould)	How many can you make in one day with one mould?	How many moulds do you have?	How many can you make in one day? (# made with one mould x # of moulds)	How many can you make in one week? (# you can make in one day x # of working days)
Ring 					
Slab 					

HOW MANY COMPLETE LATRINE SETS* CAN YOU MAKE IN ONE WEEK? _____

*One latrine set = 4 rings + 1 slab

WHAT IS YOUR WEEKLY SALES GOAL? _____

CAN YOU PRODUCE MORE LATRINES IN ONE WEEK THAN YOUR WEEKLY SALES GOAL- YES OR NO? _____

IF YES, DO YOU HAVE ENOUGH LABOR TO PRODUCE THIS MUCH?

IF NO, HOW WILL YOU MAKE SURE YOU CAN PRODUCE MORE IN ONE WEEK THAN YOUR WEEKLY SALES GOAL?

5. HOW TO CALCULATE RAW MATERIALS NEEDED TO MEET SALES GOALS⁶

This section is designed to tell you how much raw materials you will need to meet your weekly sales and production targets. Refer to Section Two, Steps One through Three to see how these costs are calculated.

Raw Materials Needed For One Part	Ring	Slab
Cement		
Sand		
Gravel		
Wire		
Ceramic Pan		
Plastic pit access cover		
Tiles		

How many can you produce this week?		
Refer to table on page 15		

⁶ Adapted from IDE's Business Skills Training Modules

HOW MUCH RAW MATERIALS DO YOU NEED THIS WEEK?

Use the table below to calculate how much of each material you will need, and how much it will cost to buy or use that much material.

Refer to the first table on page 17 to fill in the amount of raw materials you will need for one ring or slab. Calculate the total raw materials needed to produce all rings and slabs for the week. Total the volume of all materials needed for the week to produce both rings and slabs.

Then refer to Step Two and Three in Section Two for cost of materials per unit to calculate the cost of each raw material for the week.

	Ring			Slab			Total volume (Add both C columns)	Total Cost (Total volume x cost per unit)
	Amount for 1 ring (A)	# rings produced each week	Total materials needed each week (AXB=C)	Amount for 1 slab (A)	# slabs produced each week	Total materials needed each week (AXB=C)		
Cement								
Sand								
Gravel								
Wire								
Ceramic pan								
Pit access cover								
How many tile slabs will you make this week? How many boxes of tiles do you need to buy? (1 box of tiles will cover 1 slab)								
Total raw materials for the week:								

DO YOU HAVE ENOUGH CASH OR CREDIT TO PURCHASE THE RAW MATERIALS YOU NEED?

IF NO – WHAT IS YOUR PLAN TO HAVE ENOUGH RAW MATERIALS TO PRODUCE THE LATRINES NEEDED TO MEET YOUR WEEKLY SALES TARGET?

6. HOW TO SCHEDULE DELIVERIES

Transporting latrine parts can be difficult, costly, and time consuming. So it's important to plan deliveries carefully in order to reduce the number of trips necessary.

TIPS FOR EASY AND CONVENIENT DELIVERY

- Give customers 2 options for delivery when they make their order. For example, 1 week from the time of order, and 1 month from the time of order. This way, you can deliver many latrines at once, instead of making many trips to deliver each latrine separately.
- Give your products plenty of time to dry so they do not break on the way. If many of your products break, your customers will consider them low quality, and it will also cost you extra time and money to replace the parts.
- Pack the truck according to the instructions in the production manual. This will help you optimize the space in your truck so you can deliver more at once, and help to reduce breaking along the way.

IN THE RAINY SEASON

Some customers prefer to have their latrines delivered 4-6 months from the time that they order so that they can save up the money to purchase and so that the ground is not flooded when they install the latrine.

Sales agents should encourage customers to have their latrines delivered sooner to reduce the chance of cancellation. If customers insist on the 4-6 month delivery date, sales agents should work with customers to decide together on a day (or days, depending on quantity) for delivery so that bulk deliveries can be made.

If this happens, you will have to plan very carefully and make sure to build up stock in the coming months in order to be able to deliver the high number of latrines at the same time to customers.

It's best to encourage customers to have their latrines ordered sooner because it gives them less opportunity to cancel, but it also helps you have the cash available to meet the large number of orders that will need to be filled during the harvest season.

FOR EXAMPLE

Say that your sales agents take 500 orders in July and August. All of those people want their latrines delivered in November.

Profit for each latrine: 100,000LAK

Potential profit in November: 50,000,000LAK

Great! But that also means that if each latrine costs 400,000LAK to make,

Cash needed to produce 500 latrines = 200,000,000LAK

So you can see how having a build-up of unfilled orders can be a problem for cash flow. BUT, if you can convince 100 of them to pay in August, 100 in September, and 100 in October, it will be much easier to save the money you need to fill the bulk order in November.

SO HOW DO YOU CONVINCe PEOPLE TO ASK FOR DELIVERY EARLIER?

- Make it a competition: "Who can get their latrine installed first?"
- Give people a time limit: "When would you like to have your latrine installed in the next three months."
- Give a discount: "We will take 50,000LAK off of the installation fee if you have your latrine delivered by the end of the month."

7. MANAGING YOUR CASH

INTRODUCTION

Do you know how much money you spend every day and how much you make every day? Every week? Every month?

Keeping a record of how much you spend and how much you make is important because it allows you to see if you have enough money to make investments in your business, pay your bills, and it shows you how much profit you are making.

If you can update your cash in and cash out records every day, you will be able to make important strategic decisions for your business.

CASH IN:

The money you make every day from selling your products.

CASH OUT:

The money that you spend every day on raw materials, bills, wages, loan payments, etc.

$CASH\ IN - CASH\ OUT = CASH\ REMAINING\ (PROFIT)$

When CASH IN is greater than CASH OUT, you have made a profit!

But sometimes when you need to make investments in your business (for example buying extra ring moulds so you can produce more rings), your CASH OUT might be higher than your CASH IN. So sometimes your records will show a zero or negative CASH REMAINING. But this is normal and you should see your profit come back in a number of weeks or months, depending on how big the investment was.

The form below will help you keep track of your daily cash flow.

At the end of each month, you can gather your daily cash records and see how much cash remaining you have for the month. At the end of each year, you can see how much cash remaining you have for the year. This will help you make long term plans for your business.

Daily Cash Record	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Week Total
Date								
CASH IN								
Cash received from latrine sales								
CASH OUT for latrine business								
Cement								
Sand								
Steel bars								
Tile								
Labor								
Water								
Fuel								
Commissions								
Promo materials								
Interest/loan repayment								
Other								
Total CASH OUT								
Cash Remaining								

Monthly Cash Record	Week 1	Week 2	Week 3	Week 4	Week 5	Month Total
Date						
CASH IN						
Cash received from latrine sales						
Cement						
Sand						
Steel bars						
Tile						
Labor						
Water						
Fuel						
Commissions						
Promo materials						
Interest/loan repayment						
Other						
Total CASH OUT						
Cash Remaining						

Keeping accurate records will not only help you manage your business, but it will also make you look good to banks when you apply for loans!

8. HOW TO KEEP GOOD SALES RECORDS AND FINANCIAL RECORDS

It is important to keep good records so that you can prevent problems, and quickly identify any problems and fix them.

GOOD FINANCIAL RECORDS HELP YOU TO MAKE SURE THAT YOU HAVE ENOUGH CASH COMING IN TO COVER YOUR COSTS AND MAKE THE PROFIT THAT YOU WANT

It can also help you to set prices and to lower costs.

For example, it can tell you how much you are spending on raw materials, and then you can think about whether or not you need to find a new supplier to reduce those costs.

You can use the financial records in Section Seven above (Cash IN and Cash OUT records).

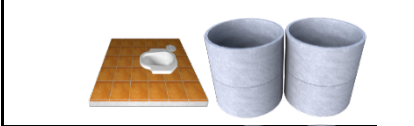
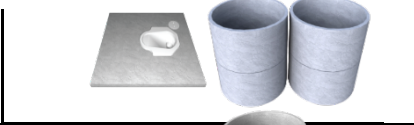
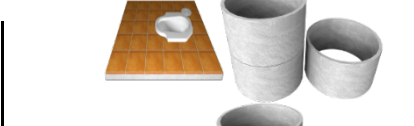
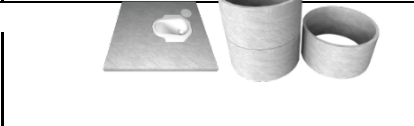
GOOD SALES RECORDS HELP TO KEEP CUSTOMERS SATISFIED BY MAKING SURE THAT YOU ARE DELIVERING THE PRODUCT THAT THEY WANT, WHEN THEY WANT IT. GOOD SALES RECORDS CAN ALSO TELL YOU:

- v Which type of latrine is most popular?
- v How can I organize bulk deliveries this week? v
- How can I contact my customer?

Below, you will find a checklist of all the important things that a good sales record should track and an example order form.

SALES RECORDS CONTENT: A CHECKLIST

- ___ 1. Customer contact information
- ___ 2. Product specifications and corresponding prices
- ___ 3. Optional services such as delivery and installation
- ___ 4. Method of payment
- ___ 5. Dates of order, delivery, and installation, if applicable
- ___ 6. Business contact information
- ___ 7. Signature or thumbprint of customer

Latrine Order Form				
Order number:.....				Date:.....
Enterprise name:.....		Tel:.....		
Village:.....		District:.....		
Sales Agent name:.....		Tel:.....		
Customer name:.....		Tel:.....		
Village:.....		Unit:		
Photo of product	Name	Price/Unit	Number of Units	Total
	Slab with tile including 4 rings	440,000 kip		
	Slab without tile including 4 rings	380,000 kip		
	Slab with tile including 3 rings	400,000 kip		
	Slab without tile including 3 rings	340,000 kip		
Installation		50,000 kip		
Delivery charge: 15,000 kip for deliveries within 10KM; if farther than 10km, charge will be 1,500kip/km/latrine (20% increase for 4 ring design)	kip		
Date of delivery:..... (deliver within 15 days)				
			Total:	
Deposit paid:			kip	
			Remaining Balance:	
Sale agent's signature:.....		Customer's signature:.....		
<p>Payment: The sales team or chief of village will visit and collect remaining balance 1 day before delivery. If the full balance is not received at this time, the latrine will not be delivered or installed. Deposits or advance payments will not be refunded if the buyer cancels. The buyer will receive a full refund if the enterprise cancels.</p> <p>Installation: The Enterprise will install the latrine if the full payment is obtained, as mentioned above. The buyer is responsible for digging the pit according to the following specifications: All pits should be 1 meter wide. Pits for 4 ring designs should be a maximum of 1.4 meters deep, and not over 1 meter deep for three ring designs. Pits should be located at least 15 meters from any wells. Two days after installation, the buyer may begin using the latrine and/or build a shelter.</p> <p>Warranty: The Enterprise will repair or replace latrines if there are any problems up to one year after installation.</p>				

9. PROVIDING GOOD CUSTOMER SERVICE

It is not enough to offer the latrine that your customers want. It is also important to provide good customer service. Once you attract customers because of the products and services that you offer, you want them to keep coming back and to refer their friends and family to you.

WORD OF MOUTH IS THE SINGLE MOST IMPORTANT FORM OF ADVERTISEMENT.

It is very important that quality is consistently high. If a customer receives a poor quality product or service once from a business, it is very difficult to regain his or her trust.

CUSTOMER SERVICE SKILLS

Customer service is provided by everyone who interacts with customers. That means that you, your sales agents, and any other staff that will interact with your customers should be well prepared to provide good customer service. It is your responsibility, as a business owner/manager, to make sure that all of your staff are trained to your standards.

GOOD CUSTOMER SERVICE

1. *Build Confidence:*
Customers need to have confidence in your ability to provide a product or service to them. That confidence comes from your technical ability and from your ability to explain things clearly.
2. *Show You Care:*
Show the customer that you care about their comfort, happiness, and health by using positive words and actions when you or your employees are talking with the customer.
3. *Make the Extra Effort:*
Make a special effort to make the customer happy to show that you care about them.
4. *Help Solve the Problem:*
Look for different, creative ways to help customers solve their problems. This requires good problem-solving skills from business owners and staff. For example, give customers a warranty so that if your product breaks within one year, you will replace it for free. The chance of this happening is low, but the promise will give the customer a good impression of your business.

BAD CUSTOMER SERVICE

1. Making the customer feel that the staff does not care about them.
2. Hostility, unfriendliness, and thoughtlessness, or any other behavior that says to the customer, "Go away!"
3. Misleading the customer about the quality, cost, or timing of a product or service.
4. Either ignoring phone messages, or responding too late or in a way that is unclear or incomplete.

CUSTOMER SERVICE CHECKLIST⁷

Are you and your staff doing the things in the list below to provide good customer service?

- Speaks clearly when talking to customers.
- Cares about the customer's feelings and opinions.
- Is alert and attentive when talking with customers.
- Follows through with promises made to customers in a timely manner.
- Maintains a neat appearance; makes a positive impression on the customer.
- Shows thorough understanding of the products and services.
- Develops effective solutions to customers' needs and problems.

⁷ Adapted from IDE's Business Skills Training Modules