

**TABLE 3**  
**AN OVERVIEW OF HOW TRAINING OBJECTIVES MEET THE CORE COMPETENCIES OF CUSTOMER CARE BEST PRACTICE**

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
<b>1. Culture, people and management</b>	<b>1.1 Culture: leadership and mission statement</b>	There is a clear sponsor of customer satisfaction and care within the organisation, preferably at board level	<b>People &amp; organisational skills</b>	Corporate value & leadership	The organisation understands the need for a customer satisfaction sponsor, preferably at the board level	Does the organisation understand the definition of customer care within the context of their business - shopping centre  How is the need for customer satisfaction and care defined within the organisation  Who at board level in the organisation is being tasked with customer care
		Customer care objectives are communicated to all members of staff	<b>People &amp; organisational skills</b>	Corporate value & leadership	The organisation has clearly defined customer care objectives and establishes formal processes to communicate these objectives to all levels on regular basis.	Has the organisation clearly defined their customer care objectives  What is the formal process for communicating these objectives to staff at all level  How often does somebody from the upper managerial level hold lectures on customer care for staff at all level
		Delivering customer service to meet consumer needs is written into the corporate value statement	<b>People &amp; organisational skills</b>	Corporate value & leadership	The organisation understands the importance of delivering customer service for the success of their shopping centre, and translates this into a clear, well-defined corporate value statements.	Does the organisation have the understand the importance of delivering customer service for the success of their shopping centre  Does the corporate value statement already include a mission statement relating to the delivery of customer service  How is this corporate mission being communicated to staff at all level  What is the assessment procedure on staff's knowledge and understanding of the customer care objectives  Is there a clear definition and practical implementation of 'customer care performance' based on the written objectives  Is the reporting of customer care performance done transparently and regularly to staff at all level

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		Exceeding customer expectations is a primary goal within the business strategy	<b>People &amp; organisational skills</b>	Corporate value & leadership	The organisation understands that successful shopping centres exceeded customer satisfaction, and makes sure that this is included in their business strategy	<p>Does the organisation understand the importance of listening to and exceeding customers expectations for the success of their shopping centre</p> <p>Is there a corporate mission statement with the aim of exceeding customer expectation included in the business strategy</p> <p>What procedures have been developed and implemented to gain insight from customers regarding their expectations</p>
<b>1.2 Performance measurement and reward</b>		Customer care performance targets are written into business plan	<b>People &amp; organisational skills</b>	Business plan implementation & monitoring	The organisation incorporates customer care performance targets into their business plan and develops a system whereby all staff can view, monitor and understand customer care targets	<p>Are customer care performance targets included in the business plan</p> <p>Are there any well-defined criteria for measuring the customer care performance targets</p> <p>What kind of information systems are available whereby staff at all level can view, monitor and understand customer care targets</p> <p>How regular are customer care performance targets communicated to staff at all levels</p>
		Customer care performance targets are filtered through the organisation hierarchy	<b>People &amp; organisational skills</b>	Business plan implementation & monitoring	The organisation disseminates customer care performance targets through the organisation hierarchy	<p>Are there a well-defined service delivery objectives embedded into each job description and area of responsibility</p> <p>Are there well-defined criteria to measure customer care performance targets within the scope of each job description and area of responsibility</p> <p>Are customer care performance targets included in the staff performance objectives and are there filtered through the organisation hierarchy</p>

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		<p>Good customer service is rewarded financially and/or within performance reviews.</p> <p>Outstanding customer service is singled out for praise and is additionally rewarded.</p>	<b>Managing people and measuring performance</b>	Performance assessment & reward system	The organisation establishes structured reward system to motivate staff and departments to consistently succeed.	<p>What kind of structured performance assessment and reward systems are being implemented to motivate and empower staff to consistently succeed</p> <p>Have performance measurements and reward systems been implemented to achieve and exceed customer satisfaction targets</p> <p>Do the performance measurement and reward system recognise both individual and team achievements</p>
<b>1.3.1 People development: recruitment</b>		The selection of staff is based on their ability to relate to customers	<b>Managing people and measuring performance</b>	Building your team	The organisation establishes a selection process which select candidates possessing the right attitude to deliver customer service	<p>Are there clearly-defined requirements for staff to deliver exemplary customer service</p> <p>Is the recruitment process being developed and implemented to select new employees that meet those requirements (eg. using attribute analysis, team assessment process etc)</p>
<b>1.3.2 People development: training</b>		All personnel, whether employed or subcontracted, go through an induction and customer care training programme which is updated annually	<b>Managing people and measuring performance</b>	Training & development programme	The organisation establishes specified induction programme on customer care to all personnel (including the subcontracted ones) then following it up with regular 'refreshment' courses	<p>Is there an induction programme on customer care that educates staff at all levels</p> <p>Is the induction programme compulsory for all sub-contracted personnel working within the shopping centre premises</p> <p>How often is the material for induction programmes updated and delivered through 'refreshment' courses</p>

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
			<b>Managing people and measuring performance</b>	Training & development programme	The organisation ensures all personnel involved in daily operation of shopping centre are included in the customer care induction programme and training/'refreshment' courses	Does the shopping centre management collaborate with their service contractors and tenants to ensure that they meet the customer care targets written in their business plan  Is induction programme and the refreshment courses made compulsory for all sub-contracted personnel working within the shopping centre premises
		There is a mystery guest experience audit to evaluate the effectiveness of training and job performance	<b>Managing people and measuring performance</b>	Performance assessment & reward system	The organisation establishes an audit process to measure staff performance and evaluate the effectiveness of the induction programme, training/ 'refreshment' courses on customer care. This would be done through mystery guest experience	What are the criteria to measure staff performance on delivering customer care service  Is a mystery guest audit being developed and implemented as a way to measure staff performance and assess the effectiveness of the induction programme or the need to update courses materials on customer care  How often this type of audit process is undertaken
	<b>1.3.3 People development: responsibility</b>	Customer service is embedded within each role	<b>Managing people and measuring performance</b>	Building your team	The organisation incorporates customer service delivery into each job description and area of responsibility	Are there well-defined customer service delivery objectives embedded into each job description and area of responsibility
		Delegated authority is given to all staff members to resolve customer issues immediately	<b>Managing people and measuring performance</b>	Building your team	The organisations educates all staff in resolving customer issues immediately and gives them the authority to implement this daily operation	Is there practical guidance outlined to resolve customer issues in a prompt manner (on the spot)  Does this guidance clarified responsibility and authority for all staff  Is this practical guidance being communicated to staff at all level through proper training  What formal process has been undertaken to monitor and assess the implementation of the given responsibility and authority to resolve customer issues on the spot

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
<b>2. Understanding customer</b>	<b>2.1 Understanding consumer needs through research</b>	Shoping centre management teams must undertake regular research to understand customers	<b>Consumer and shopping centre research</b>	Market research: design, data collection & analysis	The organisations establishes a structured regular research in their shopping centre to get the grasp of what their customer are like	Does the organisation understand the benefit of regular research to get the grasp of their customer  What type of research that would give an insight of their shopping centre customers  How often does the organisation carries out research programme in their shopping centre
		Shopping centre management teams need to record and analyse customer complaints and outcomes	<b>Consumer and shopping centre research</b>	Market research: design, data collection & analysis	The organisations establishes a structured documentation process to record customer complaints where they would be analysed and solved	Are there efforts to generate comments from the customers on regular basis  Is there a documentation procedure to capture customer complaints and positive feedback  What is the follow-up procedure to respond to all customer complaints and positive feedback
		There must be a process in place to encourage all staff to provide suggestions as to how to improve customer service and to meet consumer needs	<b>Managing people and measuring performance</b>	Building your team	The organisation establishes an effective 'suggestion box' mechanism to encourage staff suggesting the improvement in customer service	Does the organisation recognise the importance of staff direct participation in improving their customer care  Is there any process in place to encourage all staff to contribute their suggestions related to customer care  What are the most effective 'suggestion box' mechanism that would encourage staff to suggest improvement in customer service
			<b>Managing people and measuring performance</b>	Building your team	The organisation establishes an effective 'suggestion box' mechanism where suggestions are being acknowledged	Is there any effective mechanism to ensure that the organisation acknowledges all inputs submitted to the 'suggestion box'

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
			<b>Managing people and measuring performance</b>	Building your team	The organisation establishes an effective 'suggestion box' mechanism where contributors are aware that there is a possibility that action may be taken to follow up the suggestion	Is there any policy to ensure that staff suggestions from the 'suggestion box' scheme are also being reviewed for the possibility of being implemented
			<b>Managing people and measuring performance</b>	Building your team	The organisations establishes an effective 'suggestion box' mechanism where suggestions that benefit the organisation are being rewarded	Is there any policy to ensure that the staff that contribute best input into the 'suggestion box' scheme are being rewarded
			<b>Managing people and measuring performance</b>	Building your team	The organisation establishes an effective 'suggestion box' mechanism where suggestions are being evaluated and/or trialed	Is there any policy to ensure that staff suggestions generated from the 'suggestion box' scheme are also being reviewed and/or trialed
	<b>2.2 Measuring consumer perceptions</b>	Customer perception of their 'experience' are monitored through focus groups and mystery shoppers at least twice a year	<b>Consumer and shopping centre research</b>	Market research: design, data collection & analysis	The organisations establishes a structured regular consumer research through focus group and mystery shoppers to monitor the perception and expectations from their shopping experience	Does the organisation recognise the importance of capturing customers comments to understand their emotional responses, perceptions and expectations  What research methods have been implemented to regularly monitor the customers responses, perceptions and expectations  How often is research conducted through customer focus group and mystery shoppers experience are being undertaken in the shopping centre. Are they undertaken at least twice a year
		Trends in performance are monitored to assess whether delivery is improving, static or declining and why	<b>Consumer and shopping centre research</b>	Market research: design, data collection & analysis	The organisation monitors the results of performance audit to assess whether staff delivery is improving/declining/static	What is the criteria to measure staff performance in delivering customer service  Is there a research and documentation process that follows these criteria  Are the results of the research and documentaton process mentioned above being monitor to assess whether staff performance in delivering customer service is improving/ declining/ static

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		There is a process in place to capture verbal customer feedback which is communicated to the team on a weekly basis	<b>Consumer and shopping centre research</b>	Market research: design, data collection & analysis	The organisation establishes a 'customer feedback' mechanism that captures verbal comments from customers, which being communicated to staff on weekly basis	<p>Is there any effort to generate verbal comments from the customers on regular basis</p> <p>Is there a mechanism to capture customer verbal comments?</p> <p>How often is the 'customer feedback' mechanism being undertaken</p> <p>How are the results from this 'customer feedback' mechanism being utilised as inputs for staff meetings</p> <p>How often are these inputs from customer feedback being communicated to staff</p> <p>What are the practical responds expected from the staff from these inputs</p>
		There is a process to capture examples of customer expectations being exceeded	<b>Consumer and shopping centre research</b>	Market research: design, data collection & analysis	The organisation establishes a 'customer feedback' mechanism that captures verbal comments from customers, which include when their expectations being exceeded	Is the 'customer feedback' mechanism also incorporated customers exceeding expectations
<b>2.3 Analysing product attributes</b>		Product attributes are analysed in terms of how they affect levels of satisfaction	<b>Consumer and shopping centre research</b>	Quantitative analysis	The organisation is capable to undertake analysis on product attributes in the shopping centre related to customers' satisfaction	<p>Does the organisation undertake analysis of customers' satisfaction related the product attributes of the shopping centre</p> <p>What are the identified product attributes that affect customers' satisfaction when visiting the shopping centre</p>

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
	<b>2.4 Research partners</b>	Shopping centre management should involve its local educational community in annual projects to research consumer needs and experience	<b>Consumer and shopping centre research</b>	Market research: design, data collection & analysis	The organisation is made aware of the benefits of having available resources from the local educational community to conduct consumer research, then involves them in annual projects	<p>Is the organisation aware of its local educational community</p> <p>Is the organisation aware of the benefit of having available resources from the local education community to conduct their consumer and shopping centre research</p>
<b>3. The consumer shopping experience (the journey)</b>	<b>3.1 Deciding to go</b>	Before the physical visit, shoppers may view a centre through the website which must give clear comprehensive information as to location, shop mix, leisure and facilities and a three month schedule of events	<b>Marketing of shopping centre</b>	Web design	The organisation establishes/ improves their website design to ensure that potential shoppers can gather an overall information they need prior to visiting the shopping centre	<p>Has the centre management identified what information potential shoppers may need before visiting the shopping centre</p> <p>Is there a website available for the shopping centre</p> <p>What information does the website give; does it provide clear, comprehensive information as to location, tenant mix, leisure, facilities and 3-month schedule of events</p>
		The website has an easy to use 'contact us' facility, which has a response time of less than 24 hours	<b>Marketing of shopping centre</b>	Customer service information	The organisation complements their website with 'contact us' facility that gives response time of less than 24 hours to inquiries	<p>Has the website been audited for functionality and clarity by a third party service</p> <p>In addition to the information provided, does the website provide a 'contact us' facility that gives response time of less than 24 hours to incoming inquiries</p>
		The shopping centre has a clear marketing strategy, highlighting to the target audience its advertising message with differentiates its market position	<b>Marketing of shopping centre</b>	Developing brand strategy	The organisation has clear understanding of who their target audience are and adjusts their marketing strategy accordingly through their advertising messages	<p>Who are the target audience for the shopping centre: income group, age group, lifestyle group etc</p> <p>What are the clear marketing strategies of the shopping centre to address different target market groups</p> <p>What are the clear marketing strategies to advertise the shopping centre through variety of media either for local or regional audience/circulation</p>

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		Consumers are able to telephone (preferably on a freephone number) the shopping centre, where enquiries regarding opening hours, store locations and special services are answered promptly, efficiently and personally	<b>Marketing of shopping centre</b>	Customer service information	The organisation establishes customer-response function either through the website or customer hotline to respond to enquiries promptly (via telephone) or less than 24 hours (via internet)	Is there a freephone number where customers are able to call to enquire on information regarding opening hours, location and special services
		Event notices are clearly displayed in the centre, at the information kiosks and in other forms of marketing communications. Staff are fully aware of all these events.	<b>Marketing of shopping centre</b>	Events marketing	The centre management conducts audit process on how shopping centre events are being communicated to costumers and also whether staff are fully aware of all events Based on the audit result Improvement would be undertaken for the procedure of communicating/ marketing events to staff at all level and costumers	How are the shopping centre events communicated to the staff  Are all staff fully aware of 3-month schedule of events in the shopping centre  How are the shopping centre events communicated to the customers in shopping centres or potential visitors  Has centre management developed and implemented a procedure of communicating/ marketing events to staff at all level and customers
<b>3.2 Getting there</b>		There is clear signage to the centre which is easy to read, with simple graphics (I.e. a pictorial representation of the centre), on all access routes to the shopping centre, repeated at regular intervals and at junction points	<b>Marketing of shopping centre</b>	Information & media	The centre management conducts audit process on the existing signs on all access routes to the shopping centre, examine the frequency, location for visibility, location at junction points etc Based on the audit result improvements would be undertaken for clearer, easy to follow signages directing customers to the centre	What is the centre management's current strategy in terms of placing signage along all access routes towards the shopping centre  Is there an audit process in place to assess the signage on the incoming routes to the centre  Are the signage clearly visible and easy to follow

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		In the case of public transport this includes signage at the main departure points and on all forms of transport	<b>Marketing of shopping centre</b>	Information & media	The centre management conducts audit on existing signs on all access routes to the shopping centre which also include those located at the main departure points and all forms of public transport Based on the audit result improvement would be undertaken to make sure that the centre is represented in main departure points and all forms of public transports	Is there an audit process in place to assess the signage on all access routes to the shopping centre, include those located at the main departure points and all forms of public transport  Is the shopping centre being well-represented through the signage in main departure points and all forms of transports
		The environment in which the shopping centre is located reflects the brand image of the shopping centre	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management reviews the environment surrounding the shopping centre to acknowledge the need for improvement that would reflect the brand image of the centre Following the review necessary improvements would be undertaken to ensure that the centre's image is reflected in the surrounding environment	What constitutes the environment surrounding shopping centre  What image is the shopping centre trying to portray  Does the centre management have policy to maintain or improve the environment surrounding their shopping centre  Does the environment surrounding the shopping centre reflect or project different (if not the opposite) image of the centre  What improvement need to be undertaken in order to ensure that the environment surrounding the shopping centre could reflect the image of the centre
<b>3.3 Arrival - car park entry</b>		Entry is easy (with no barriers, if possible)	<b>Shopping centre management &amp; facility</b>	Car park management	The centre management conducts survey on customers' perception as to the ease of entry into the shopping centre Following the survey findings necessary improvement would be undertaken to make the centre more accessible	How accessible is the shopping centre from the transport links  How many public entry points available for vehicle to enter the shopping centre area  Has the centre management surveyed their customers on their perception of the ease of vehicle entry into the shopping centre

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		Entry has no queues, but if there are any, visible efforts to reduce the waiting time and some distraction is provided to ease the wait	<b>Shopping centre management &amp; facility</b>	Car park management	The centre management establishes system for vehicle flows to/from the shopping centre where length of queues and waiting time at peak periods can be reduced.	<p>How does the centre management manage vehicle flows to/from the shopping centre area (including parking area and drop-off point)</p> <p>What is the standard queue-and-waiting time during peak periods for vehicle to enter the shopping centre</p> <p>Is there a policy in place to improve the vehicle flow to/from the centre and minimise the length of queues and waiting times during peak periods?</p> <p>Are there strategies to ease customers while queueing and waiting to get into the shopping centre area</p>
		Location of available spaces is signalled through an interactive display	<b>Shopping centre management &amp; facility</b>	Car park management	The centre management improves the flow of vehicle entrance into the shopping mall where signage to indicate space availability is made available	<p>Is there signage to indicate space availability in the shopping centre's car park</p> <p>At which location points are the signage allocated - just before entrance, along access routes towards the shopping centre, etc</p>
		The environment of the car park and public arrival points match the brand value of the centre and are well lit and dry	<b>Shopping centre management &amp; facility</b>	Car park management	The centre management conducts audits on car park environment and public entry points where the major basic functions such as light, colour, ambience etc match the brand image of the shopping centre and are working properly Actions of improvement then would be undertaken according to the audit	<p>What image is the shopping centre trying to portray</p> <p>Are the functional and decorative features of car park and public entry points (such as good light, colour, overall ambience etc) befitting the brand image of the shopping centre</p> <p>Are the customer surveyed for their perception of the car park and public entry points in the shopping centre in terms of their ambience, functionality, security etc and whether they are provided in the way that portrays the shopping centre image</p>
		All car park facilities are clearly sign-posted, including those for special needs, or different customer types	<b>Shopping centre management &amp; facility</b>	Car park management	The centre management conducts regular audit on car park facilities and whether they are clearly marked Actions of improvement then would be undertaken according to the audit, making sure facilities are clearly marked to meet those with special needs	<p>Are there any other facilities provided in car park areas (such as specific areas for disabled customers, vehicle cleaning service, access into shopping centre etc)</p> <p>Are these facilities clearly marked for the customers where they can easily spot them from any points in the car park area</p>

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		Access to the centre is clearly marked and the exit from the car park is distinctive for later recognition	<b>Shopping centre management &amp; facility</b>	Car park management	The centre management conducts audit on car park to evaluate whether entrance, exit and parking space allocation are clearly marked Actions of improvement then would be undertaken according to the audit	Are car park clearly marked for entrance/exit and vehicle flow (one-way/two-way)  Are car park spaces clearly marked including those for specific needs - named/bays numbered/colour coded etc
		There is an audit process in place to ensure that arrival point standards are maintained and improved	<b>Shopping centre management &amp; facility</b>	Car park management	The centre management conducts audit on car park to assess whether there are clear signages directing visitors from the car park to the shops Actions of improvement then would be undertaken to make sure that entry signs are as good as the ones inside the centre	Where are the entry points from the car park into the shopping centre  Are these entry points clearly marked for the customers where they can easily spot them from any points in the car park area  Are there floor plan information provided at these entry points to assist with customer's orientation before entering the shopping centre
		Public transport services, running to and from the shopping centre, are frequent and punctual	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management surveys the public transport services running to and from the shopping centre for their frequency and punctuality Following the survey the organisation would take necessary steps such as collaborating with the local transport companies to improve the access to the shopping centre	What type of and how many public transport services that currently run to and from the shopping centre  How frequent and punctual are these transport services  Has the centre management conducted a study to get the estimated percentage of customers generated from using these public transport service  What kind of collaboration with local transport company that the centre management can initiate to enhance the accessibility of the shopping centre through public transport
	<b>3.4 Entering the shopping centre</b>	All entry points have information kiosks with customer service open-plan desks or user friendly maps. These information kiosks must be clearly and boldly signposted.	<b>Marketing of shopping centre</b>	Information & media	The centre management conducts audit of entry points into the shopping centre related to their availability of service (customer service open-plan desks, floor maps) and whether they are clearly signposted Actions of improvement would be undertaken based on the audit	What strategy does the centre management undertake to provide best customer information and service for visitors in the shopping centre  How many floor maps and open-plan desks are available in the shopping centre and where are they allocated  Are all entry points in the shopping centre equipped with information and service functions - open-plan desks, user-friendly floor map etc  Are the information and service points boldly signposted and therefore easy to spot

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
			<b>Marketing of shopping centre</b>	Information & media	The centre management conducts survey on customers' perception on the convenience and usability of the service points (customer service open-plan desks, floor maps) Following the survey improvements would be undertaken to ensure that service points are easy to find	Has the centre management surveyed their customers regarding the convenience (easy-to-spot and easy-to-reach location) and usability of floor plan and customer information service desk in the shopping centre
		There are plasma screens to provide information and entertainment	<b>Marketing of shopping centre</b>	Information & media	The centre management improves their shoppers information system by providing plasma or interactive screen for information and entertainment	Has the centre management incorporated ICT to improve the customer information system in their shopping centre  Are there interactive plasma screens available in the shopping centre  Are these plasma screens provided for information, entertainment purposes or both
	<b>3.5 The shopping centre experience</b>	Consumers are well satisfied with the mix and freshness of the retail offer	<b>Shopping centre management &amp; facility</b>	Tenant mix & brand positioning strategy	The organisation conducts survey on consumers' perception and expectations about the standard and variety of retail mix. The centre management commissions retail estate specialist to identify potential gaps in retail mix and establish specific policy to trail new retail format Findings from the survey and the commissioned research would be implemented accordingly	Is the organisation well-informed with the latest trend in retail format in shopping centre  Is there a policy to trail new retail format in the market to maintain the competitiveness of the shopping centre  Has the organisation recognise the gap between the current retail format in their shopping centre with the latest trend and demand in the market  Are the customers surveyed for their perception of new retail format and how satisfying is current tenant mix in the shopping centre
		The shopping centre appeals to the senses: touch, smell, light and sound and consumers unanimously respond to questionnaires with a positive response to the centre	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management conducts survey on consumers' perception of the appeal of the shopping centre in terms of smell, sound, light, touch, heat, environment The centre management uses the feedback from the survey to undertake improvements in the shopping centre	Is there a policy to conduct regular assessment on the internal features of the shopping centre  Have the customers surveyed as to the appeal of the shopping centre in terms of: - smell - sound - light - touch (floor) - heat - environment (greenery)

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		The shopping centre is clean at all times	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management develops strict monitoring system of the cleanliness within the shopping centre	Is there a strict monitoring system of the cleanliness state within the shopping centre
		There are sufficient waste bins and they are emptied regularly to ensure no litter is visible	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management conducts audit on the provision and the state of waste bins within the centre followed by undertaking actions of improvement accordingly	Is the provision of waste bins and their status (full and need emptying etc) checked  What are the daily procedure to ensure that no litter is visible within the shopping centre
		All staff have a responsibility to centre cleanliness	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management enforces policy where all shopping centre staff are responsible for clearing litter and also are required to empty full bins immediately.	Who are responsible of emptying full bins and clearing litter in the shopping centre area  Has the policy to ensure a 'litter-free' shopping centre involved the participation of all centre staff
<b>3.6 Food and drink experience</b>		There is a wide range of quality foods and beverages available and facilities offered exceed the expectations of the target consumer and are tailored to meet the specific consumer group of the shopping centre	<b>Shopping centre management &amp; facility</b>	Tenant mix & brand positioning strategy	The shopping centre offers wide range of F & B that exceeds the expectations of target customer and also meets the specific consumer groups	Who are the target audience for the shopping centre: income group, age group, lifestyle group etc  Does the centre management choose and allocate F & B operators in their tenant mix according to their target audience, or are there any other considering factors  Are the customers surveyed for their perception of the range of available F & B facilities in the shopping centre
		The service levels give exceed the expectations of the consumer	<b>Shopping centre management &amp; facility</b>	Tenant mix & brand positioning strategy	The centre management surveys costumers on their perception and expectation of the level of services in the F&B facilities within the shopping centre  The survey findings then would be communicated to the F&B operators in the centre accompanied with targets to improve service	Are the customers surveyed for their perception of the level of services in the F & B facilities within the centre  Does the centre management collaborate with their F & B tenants to deliver a level of service that exceeds their customers' expectation

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		The environment similarly works to exceed the expectations of the consumer	<b>Shopping centre management &amp; facility</b>	Tenant mix & brand positioning strategy	The centre management surveys costumers on their perception and expectation of the environment in the F&B facilities within the shopping centre The survey findings then would be communicated to the F&B operators in the centre accompanied with targets to improve service	Are the customers surveyed for their perception of the environment in the F & B facilities within the centre  Does the centre management collaborate with their F & B tenants to provide an environment that exceeds their customers' expectation
		Staff greet and engage in a dialogue with the customer	<b>F &amp; B hospitality</b>	Serving your customer	F & B tenants within the shopping centre follow a well-defined procedure of delivering 'F & B hospitality'	How do F & B staff acknowledge and engage with their customers
		Staff ask appropriate questions and answers are acted upon promptly	<b>F &amp; B hospitality</b>	Serving your customer	F & B tenants within the shopping centre follow a well-defined procedure of delivering 'F & B hospitality'	How do F & B staff ask appropriate questions to their customers  Do F&B staff act upon the answers from their customers
		The menu choices are easy to understand and the options are clearly indicated	<b>F &amp; B hospitality</b>	Serving your customer	F & B tenants within the shopping centre follow a well-defined procedure of delivering 'F & B hospitality'	What are the menu choices like  How do F&B staff indicate the options from the menu
		The food and drink order is taken promptly and there is evidence of menu/product knowledge	<b>F &amp; B hospitality</b>	Serving your customer	F & B tenants within the shopping centre follow a well-defined procedure of delivering 'F & B hospitality'	How do F & B staff take food orders  Do F & B staff have knowledge of menu/product
		The order is delivered promptly with condiments and napkins freely available	<b>F &amp; B hospitality</b>	Serving your customer	F & B tenants within the shopping centre follow a well-defined procedure of delivering 'F & B hospitality'	What are the standard timing for delivering customers' orders  Are incoming orders automatically complemented with main necessities such as condiments and napkins
		The appearance of the meal meets the customer's expectation, and dishes are cleared away within a reasonable time-frame	<b>F &amp; B hospitality</b>	Serving your customer	F & B tenants within the shopping centre follow a well-defined procedure of delivering 'F & B hospitality'	Are customers' orders meet their expectation  What are the standard timing for celaring away the table

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		The bill is offered and the customer's payment transaction is handled promptly and competently	<b>F &amp; B hospitality</b>	Serving your customer	F & B tenants within the shopping centre follow a well-defined procedure of delivering 'F & B hospitality'	How do F & B staff handle billing and payment transactions
		The departure is handled effectively, ensuring the customer has everything they need that they are verbally thanked for their custom as they depart	<b>F &amp; B hospitality</b>	Serving your customer	F & B tenants within the shopping centre follow a well-defined procedure of delivering 'F & B hospitality'	How do F & B staff handle their customers' departure - from making sure that they have everything they require to thanking them as they leave
		There is an incentive to revisit the venue	<b>Marketing of shopping centre</b>	Events marketing	The centre management collaborates with their F & B tenants to provide incentives for customers to revisit the F & B venues in the centre	Is there any collaboration between centre management and their F & B tenants to provide incentives for customers to come back (discount coupons etc)
	<b>3.7.1 Facilities - toilet</b>	Customer expectations for toilet facilities are exceeded	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management surveys the customers on their perception and expectation of the toilet facilities. Based on the survey findings actions of improvement would be undertaken accordingly	Are the customers surveyed for their perception (expectation and satisfaction level) of the toilet facilities within the shopping centre

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		There is a comprehensive audit of toilet facilities to ensure customer expectations are met	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management conducts regular audit on the state of the toilets within the centre (cleanliness, smell, drying facilities, soap availability, toilet paper) Actions of improvement would be undertaken accordingly based on the audit	How often regular audit is undertaken to check the state of the toilets within the centre - cleanliness, smell, drying facilities, soap availability, toilet paper
		Toilets are in working order, unless clearly signposted for maintenance	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management conducts regular audit on the working order of the toilets within the centre (door lock, taps, hand dryers, toilet flushes, lights) Actions of improvement would be undertaken accordingly based on the audit	How often regular audit is undertaken to check whether toilets are in working order - door lock, taps, hand dryers, toilet flushes, lights  How often regular maintenance is undertaken to ensure toilets remain in working order
		Toilets are located on each floor	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centres allocate toilets within walking distance on all floors	Are toilets allocated within acceptable walking distance on all floors in the shopping centre
		Toilets are clearly signposted with an acceptable walking distance	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management makes sure that all toilets are clearly signposted within an acceptable walking distance	Are all toilets in the shopping centre clearly signposted and easy to spot
		The toilets have a choice of dryers and hand towels	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management ensures that the toilets have a choice of dryers and hand towels	Do the toilets have a choice of dryers and hand towels
		Consumers are surveyed within focus groups about their expectations	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management survey their customers on their perception and expectation through focus group Based on the survey findings actions of improvement would be undertaken accordingly	Are the customers surveyed for their perception (expectation and satisfaction level) of the toilet facilities within the shopping centre  Is this survey undertaken through focus group

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
	<b>3.7.2 Facilities - children</b>	There is a reasonably priced creche conveniently located where consumers can leave children, which does not require pre-booking and has qualified staff	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides nursery facility within the centre supported by qualified staff The centre management surveys their customers on their perception on the location and the price of the facility	Is there a conveniently located creche in the shopping centre where shoppers can leave their children without pre-booking arrangement  Does the centre management employ qualified personnel to run the creche  Are customer surveyed to see if the creche is conveniently located and reasonably priced
		There are baby changing facilities with sufficient space for comfortable use	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management conducts audit on the provision of the baby changing facilities through mystery shopper (size, comfort, cleanliness, bottle warming facility, wet wipe towels, automated door facility, nappy vending machine)	Is there a regular audit in place through mystery shopper experience on the provision of the baby changing facilities in the shopping centre - size, comfort, cleanliness, bottle warming facility, wet wipe towels, automated door facility, nappy vending machine
		There are pushchairs for children	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides pushchairs for children	Does the shopping centre assist parent-shoppers by providing pushchairs for their children
		There is video entertainment for children (under 5's and 5-11's)	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides video entertainment for children	Does the shopping centre assist parent-shoppers by providing video entertainment for children under 5 and between 5 - 11 years
	<b>3.7.3 Facilities - special needs</b>	There are sufficient facilities to cater for special needs	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management identifies special needs that their customers may have Following that, shopping centre provides sufficient facilities to cater those needs	Have the definition of 'special needs' been well-defined  What are special needs that the customers may have when visiting the shopping centre  Does the shopping centre provide facilities to cater those special needs of their customers

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		The escalators and elevators are in full working order	<b>Shopping centre management &amp; facility</b>	Health & safety	The centre management conducts regular audit on escalators and elevators to check if they are in working order Maintenance or repair works would be undertaken based on the audit	How often are the escalators and elevators in the shopping centre audited to check if they are in full working order  How often are the maintenance/repair undertaken for the escalators and elevators in the shopping centre
		Customer lockers are available	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides customer lockers which are clearly signed	Does the centre management recognise the need to complement their facilities with customer lockers  Are customer lockers provided in the centre, and are they are clearly signposted
		There are public telephone boots	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides public telephone booths which are clearly signed	How many telephone boots provided in the shopping centre  Are the telephone boots allocated in convenient location within walking distance  Are the telephone boots clearly signposted and easy to spot
		The shopping centre offers free hire of powered scooters and/or wheelchairs	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre takes another step further to cater for customers with disability by providing free hire of powered scooters and/or wheelchairs	Has the centre management clearly identify the special needs their customer may have when visiting the shopping centre  Does the shopping centre cater for their customers with disability by providing free hire of powered scooters and/or wheelchairs
		There is a dedicated shopmobility centre	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre takes another step further to cater for customers with disability by providing shopmobility centre within the premises	Has the centre management clearly identify the special needs their customer may have when visiting the shopping centre  Does the shopping centre cater for their customers with disability by providing dedicated shopmobility centre within the premises  Does the centre management employ qualified personnel to run the shopmobility centre

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		Special needs consumers are surveyed as to their level of satisfaction with the services provided	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management surveys their customers with special needs as to their level of satisfaction with the current services Action of improvement then would be undertaken based on the findings of the survey	Are customers with special needs surveyed for their satisfaction levels with current services provided in the shopping centre
		Special needs facilities meet statutory requirements	<b>Shopping centre management &amp; facility</b>	Health & safety	The centre management conducts audit on facilities for special needs against statutory requirements Following the audit actions of improvement would be undertaken to ensure that all facilities comply with statutory requirements	How often the special needs facilities in the shopping centre audited to see if they still meet the health & safety statutory requirement  How often the maintenance/repair of the special needs facilities in the shopping centre is undertaken
<b>3.7.4 Facilities - entertainment and leisure</b>		There is entertainment for the non-shopper and other family/party members	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides entertainment for the non-shopper and other family/party members The centre management surveys their customers on their satisfaction with such facility Actions of improvement or provision of such facility (if not yet present) would be undertaken based on the survey	What type of entertainment facilities provided by the shopping centre that can cater for non-shopping family/party members  Are the customers surveyed for their satisfaction with such facility
		There is seating located throughout the centre to cater for the footfall and customer mix	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management surveys their customers on the adequacy of seating (number, comfort, location) Actions of improvement or provision (if not yet adequate) would be undertaken based on the survey	How many seating are provided by the shopping centre to cater for their shoppers wanting to rest or their non-shoppers waiting for their family/party members  Where are the seating facilities allocated in the shopping centre  Does the centre management consider factors such as peak hours when allocating the seating facility  Are the customers surveyed for their perception of the adequacy of the seating in the centre in terms of number, comfort and convenient location

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		The quality of the seating 'surprises' the customer	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides seating facility that exceeds customers' expectation	Has the shopping centre manage to provide seating facility that actually exceed their customers' expectation (based on the survey)
		There is a regular schedule of events involving the local community	<b>Marketing of shopping centre</b>	Events marketing	The centre management holds regular schedule of events that involve the local community	How often does the centre management hold events that involve the local community
		There are free internet facilities	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides free internet facilities	Are free internet facilities provided in the shopping centre
		TV/plasma screens are available in seated areas which play a selection of entertainment for all ages	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides TV/plasma screens in seated area for entertainment of all ages	What type of entertainment facilities for all ages provided in the seating area
	<b>3.7.5 Facilities - other</b>	There are number of cash points (non-fee paying), conveniently located in the main areas of the shopping centre	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre allocate cash points in convenient parts of the main areas within the shopping centre	<p>How many cash points are provided in the shopping centre</p> <p>Where are they allocated</p> <p>Are they free of charge</p> <p>Are they conveniently located within acceptable walking distance</p> <p>Are they clearly signposted and easy to spot</p>
		Customers are surveyed for their satisfaction with cash point facilities	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management surveys their customers on their satisfaction with the current cash point facilities Actions of improvement or provision would be undertaken based on the survey	Are the customers surveyed for their satisfaction with current cash point facilities in the shopping centre
		There is a post box and, preferably, a post office	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides postal service as additional service to the customers	<p>What other complementary services the shopping centre can provide to increase their customers' shopping convenience</p> <p>Does the shopping centre provide postal service facilities in the shopping centre</p>

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		There are car wash facilities	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides car wash facility as additional service to the customers	<p>What other complementary services the shopping centre can provide to increase their customers' shopping convenience</p> <p>Does the shopping centre provide car wash facility as additional service to the customer</p>
		There are mending/tailoring facilities	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides mending/tailoring facilities as additional services to the customers	<p>What other complementary services the shopping centre can provide to increase their customers' shopping convenience</p> <p>Does the shopping centre provide mending/tailoring facility as additional service to the customer</p>
	<b>3.8 Communication and interaction with shopping centre staff</b>	Customers are able to quickly find assistance either from a member of staff (including all functions - security, cleaning, customer service desk etc) or from an information/map point	<b>Communication &amp; interaction</b>	Professional customer service	The centre management allocate more staff, managed through clear schedule, to be present at the premises	<p>How many staff are allocated for daily operation in the shopping centre and where are they stationed</p> <p>Are staff present at the premises easy to allocate by the customers, apart from the ones working at the customer service desks</p> <p>Are there enough staff present at the premises (eg. at every floor or main escalator points in the shopping centre)</p>
		The shopping centre staff are easily recognisable and smartly attired	<b>Communication &amp; interaction</b>	Professional customer service	The centre management ensures that shopping centre staff would be easily recognised and approachable by the customers	<p>How does the management differentiate staff working for the centre management with the sub-contracted personnel (such as security personnel hired by tenants)</p> <p>Do all the shopping centre staff working on the premises wearing uniform</p>
		The shopping centre workforce acknowledge customers around them	<b>Communication &amp; interaction</b>	Professional customer service	The centre management requires their staff working in the premises to acknowledge their customers	How do staff working at the premises acknowledge their customers
		Assistance is give in a friendly and confident manner, taking care to listen to customer needs	<b>Communication &amp; interaction</b>	Professional customer service	The centre management requires their staff to provide assistance to their customers in a friendly, caring and confident manner	How do the staff of all function provide assistance to the customers in the shopping centre

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		There is a mystery shopping programme which surveys the performance of all staff who have customer interaction	<b>Communication &amp; interaction</b>	Professional customer service	<p>The centre management conducts audit on staff performance in handling customers through mystery shopper exercise</p> <p>Actions of improvement then would be undertaken accordingly based on the audit</p> <p>The centre management conducts performance audit through mystery shopper exercise to all sub-contracted staff (shopkeeper, security) on how they handle customers</p> <p>Actions of improvement then would be undertaken accordingly based on the audit</p>	<p>Are staff of all functions (security, cleaning, customer service, maintenance etc) equipped with sufficient knowledge about the shopping centre facilities and events</p> <p>How often is mystery shopper audit undertaken to assess staff performance in handling customers with any form of inquiries</p> <p>Does the mystery shopper audit on staff performance include the sub-contracted staff who are likely to interact with the customers (shop keeper, security personnel)</p> <p>How do the sub-contracted staff interact with the customers in the shopping centre - is it in line with the centre management's policy on delivering customer care</p> <p>How does the centre management communicate and follow up the results of this performance audit to their tenants</p>
		Wherever possible the staff engage with the customer personally to make the experience memorable	<b>Communication &amp; interaction</b>	Professional customer service	The centre management encourages their staff to engage in more personal approach with their customers	How do the shopping centre staff engage with the customers - personal/official approach
		The responsibility to deal with a problem is taken on board by the recipient	<b>Communication &amp; interaction</b>	Professional customer service	The centre management requires their staff to take the responsibility of dealing with the problem instead of passing it other colleagues	How do the shopping centre staff take up the responsibility of dealing with problems on site - do they tend to pass it to other colleagues
		Any complaint is dealt with promptly, courteously and in accordance with shopping centre policy	<b>Communication &amp; interaction</b>	Professional customer service	<p>The centre management requires their staff to deal with complaints in prompt, courteous manner and in accordance with the shopping centre policy</p> <p>Training would be undertaken to ensure that all staff are capable to provide the same level of service</p>	<p>How do the shopping centre staff deal with customer complaints - are they dealt with promptly, courteously and in accordance with the centre management's policy</p> <p>How does the centre management ensure that all staff are capable to provide this same level of service</p>

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		Policy includes giving staff the authority to deal with issues immediately and to use their initiative	<b>Communication &amp; interaction</b>	Professional customer service	The centre management issues policy that gives staff the authority to deal with issues immediately and to use their initiative Training would be undertaken to ensure that all staff have the same capabilities The centre management establishes customer feedback system within the centre to ensure that customers can address their complaints/ comments easily	Are all staff given the authority to deal with issues on the spot immediately  Are all staff required to use their initiative to deal with issues on the spot immediately  What kind of documentation system implemented in the shopping centre where customer can address their complaints/comments easily  How does the centre management ensure that all staff are capable to provide this same level of service
		Communication of equipment failure is dealt with comprehensively and helpfully with an apology for the inconvenience caused  The nature of the problem is explained on a temporary notice  The estimated time to rectify the problem is given  The consumer is advised what to do to overcome the problem	<b>Communication &amp; interaction</b>	Professional customer service	The centre management ensures that when there is equipment failure or maintenance requirement, the management addresses their customers on the situation (nature of the problem, estimated time to rectify, what to do)	When there is an equipment failure or maintenance requirement in the shopping centre, how are these being communicated between the centre's facility management and the centre's customer information services  Is there a notification system in place to inform customers when there is an equipment failure or maintenance requirement in the shopping centre  Is the notification explains the nature of the problem, the estimated time to rectify the problem, alternative for the customers  Is the notification also states apology for any inconvenience caused
	<b>3.9 Signage</b>	The signage is clear and consistent and uses colour and/or recognisable graphic images	<b>Marketing of shopping centre</b>	Information & media	The centre management surveys their customers on their perception of signages within the centre (clarity, consistency, frequency, color differentiation, graphic images) Actions of improvement would be undertaken accordingly based on the survey findings	What type of signs are installed in the shopping centre according to their purposes (navigation, announcement etc)  Are the customers surveyed for their perception of signages within the shopping centre - clarity, consistency, frequency, colour differentiation, graphic images
		The signage is in keeping with the centre's image	<b>Marketing of shopping centre</b>	Information & media	The centre management ensures that the signages within the centre is in keeping with the centre image	What image is the shopping centre trying to portray  Are the current signages in the shopping centre in keeping with the centre's image

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		The signage is frequent enough to be able to navigate all the way to the destination when a consumer wishes to use a basic service (e.g. WC, exits, public transport, telephone, a specific car park, etc)	<b>Marketing of shopping centre</b>	Information & media	The centre management surveys their customers on how the signages are navigating them easily to use the basic service (toilets, exits, public transport, telephone, car park) Actions of improvement would be undertaken accordingly based on the survey findings	Are the customers surveyed to see whether the current signages in the shopping centre can effectively navigating customers towards the location of basic services such as toilets, exits, publi transport, telephone, specific car park etc
		The signage is comprehensive in highlighting the location of all features throught the shopping centre. The signage is flexible so that changes to bring them up to date can be implemented immediately	<b>Marketing of shopping centre</b>	Information & media	The centre management ensures that the signages within the centre is comprehensive to highlight the location of all features throught the centre Signages are also designed to be flexible for constant updating	What are the features in the shopping centre that need to be signposted  Does current signage system within the shopping centre manage to highlight the location of all features throughout the shopping centre  How flexible is the signage design so changes can be implemented immediately
		The functionality of the signage is surveyed annually	<b>Marketing of shopping centre</b>	Information & media	The centre management conducts annual audit on the functionality of the signages through consumer focus group	Is there audit in place through focus group to assess the functionality of the signage in the shopping centre  How often does the centre management undertake this type of audit
	<b>3.10 Leaving the centre</b>	There is a clear signage for all forms of transport and recognisable features are highlighted	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management provides clear signage for customers leaving the centre	Does the signage system include clear signages along the exit route for customers when leaving the centre, such as signages indicating all form of transport or highlighting some recognisable city features
		Anyone waiting for public transport is in a well-lit, clean and sheltered area	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management ensures the waiting area for public transport are comfortable, well-lit, clean and sheltered	Has the centre management conducted a study to get the estimated percentage of customers generated from using these public transport service  Is there survey in place to assess the waiting area outside the centre for public transport - whether they are comfortable, well-lit, clean, and sheletered  What kind of collaboration with local council that the centre management can initiate to enhance the quality of the waiting area for public transport

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		The car parks are clearly differentiated	<b>Shopping centre management &amp; facility</b>	Car park management	The shopping centre has clearly differentiated car parks to assist customers leaving the centre	How are the centre's car parks differentiated to assist customers leaving the centre
		The exits to car parks are clearly indicated	<b>Shopping centre management &amp; facility</b>	Car park management	The shopping centre provides clearly indicated exit signs from inside the centre to car parks	Does the signage system include clearly-indicated exit signs from inside the shopping centre to the car parks
		The directions to principal routes are highlighted  The ease of exiting from the shopping centre is audited twice a year	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The centre management highlights direction to principal routes on the exit route from the car park The centre management conducts biannual audit on the easiness and functionality of leaving the shopping centre through mystery shoppers experience	Does the signage system include clearly-indicated signages along the exit ramp from the car park/shopping centre area  Are the directions to principal routes clearly highlighted through the signages  Is there audit in place through mystery shopper experience to assess the functionality and ease of leaving the shopping centre  How often does the centre management undertake this type of audit
<b>4. Retailers</b>	<b>4.1 Retailer relationship</b>	Shopping centre management and retailers work together to satisfy the needs of the consumer through a transparent exchange of information and views, and through joint initiatives	<b>Consumer and shopping centre research</b>	Communicating research results	The centre management has an understanding of retailers drivers and performance indicators	Does the centre management have an understanding of retailers drivers and performance indicators
			<b>Shopping centre management &amp; facility</b>	Tenant management	The centre management builds relationship with their tenants (retailers) The centre management collaborates with their tenants (retailers) to meet the common objectives of customer care and service	How does centre management involve their tenants in meeting the objectives of customer care and service in the shopping centre

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		There is a specific person who takes the responsibility of liasing with retailers and the shopping centre staff. There is a need to understand retailer drivers and key performance indicators (KPIs)	<b>Shopping centre management &amp; facility</b>	Tenant management	The centre management appoints specific person to take responsibility of liasing with retailers and the shopping centre staff The appointed person must posses the knowledge of retailers drivers and key performance indicators to help relating to the retailers strategically	Does the centre management implement clear-defined strategy on conducting their daily tenant management  Who is appointed by the centre management to take responsibility of liasing with retailers and the shopping centre staff  Is this person possess the knowledge of retailers drivers and key performance indicators
	<b>4.2 Retailer perception</b>	Annual surveys are made of retailers' perceptions of the shopping centre management	<b>Consumer and shopping centre research</b>	Market research: design, data collection & analysis	The centre management conducts annual survey of retailers on their perception of the shopping centre performance, centre management approach (usefulness of meeting, responsiveness, receptiveness, understanding of retail issues, openness), satisfaction with service charge, satisfaction with spend utilisation The survey findings would be used to measure the centre management's performance and improve the retailers' perception	Are retailers surveyed for their perception on shoping centre performance, usefulness of tenant meetings, management responsiveness and receptiveness, management's understanding of retail issues, satisfaction with service charges and spend utilisation, and management's openness  How often is survey undertaken by the centre management  What follow-up procedures does the centre management have to deliver improvements according to the survey results
		Retailers perceive that the local market knowledge collected by the shopping centre improves their ability to understand their consumers. It also helps them to understand their relative performance against other stores within the centre	<b>Consumer and shopping centre research</b>	Communicating research results	The centre management shares the findings from their regular consumer and local market research to their tenants (retailers) The retailers then would gain the understanding on their customers and their performance against other stores within the centres The retailers would be surveyed on the extent the local market data is useful for them	What media does the centre management use to communicate their regular research findings to their tenants/retailers  How often does the centre management communicate their research findings to their tenants/retailers  Are retailers surveyed for the usefulness of the research undertaken

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
	<b>4.3 Service delivered</b>	Regular meetings are hosted with retailers	<b>Shopping centre management &amp; facility</b>	Tenant management	The centre management hold regular meetings with their tenants (retailers), where attendance is monitored and action is taken if tenants fails to meet certain number of attendance The tenants would be surveyed to see if these meetings (the content/agenda) are useful Action of improvement would be undertaken based on the survey findings	How often does the centre management hold meetings with their tenants as a group  What issues are addressed during these regular tenant meetings  What policy does the centre management have in terms of monitoring and improving attendance for their tenant meetings  Are tenants surveyed for the usefulness of these meetings
		The shopping centre takes an active role in collating and providing useful data for the retailers	<b>Consumer and shopping centre research</b>	Market research: design, data collection & analysis	The centre management involves their tenants (retailers) in their regular consumer and market research The tenants would be surveyed for the usefulness of the research	Does the centre management involve their tenants/retailers in regular consumer and market research  Are tenants/retailers surveyed for the usefulness of these research for their business
		Shopping centre management provides an induction course for retailers, which includes customer care	<b>Managing people and measuring performance</b>	Training & development programme	The centre management provides induction course for retailers which includes customer care	What kind of information do new tenants/retailers need to know to comply with management policy and their targets of delivering customer service  Does the management policy require new tenants/retailers in the shopping centre to undergo an induction course on shopping centre policy and the targets of delivering customer service
		There is process of managing the approval process for shop fit-outs which meet the needs of the retailer for speed and clarity	<b>Shopping centre management &amp; facility</b>	Tenant management	The centre management runs a consistent approval process for shop fit-outs which is regularly monitored and communicated with the retailers	What is the procedure to manage fitting-out - does it include a consistent approval process from the centre management part  Is the fitting-out process monitored by the centre management to identify tenants/retailers' need for speed and clarity  How often is this monitoring of fitting-out process undertaken and communicated with the tenants/retailers
		All billing documentation of service charges is recorded in a clear and concise manner	<b>Shopping centre management &amp; facility</b>	Tenant management	The centre management establish clear and concise billing documentation of service charges	Does the centre management establish clear and concise billing documentation of service charges

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
		The shopping centre has facilities to look after the non-working needs of retailer staff	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides facilities that cater for the non-working needs of tenants' staff (eg. gym, lounges, eating areas)	What are the facilities available to look after the non-working needs of staff working in the shopping centre  Are these facilities also available to cater the needs of tenants/retailers' staff
		The shopping centre has sufficient car parking spaces conveniently located for retail staff	<b>Shopping centre management &amp; facility</b>	Facilities management: provision & maintenance	The shopping centre provides sufficient car parking space conveniently located for tenants' staff	Are there sufficient car parking space available located conveniently for staff working in the shopping centre  Are this car parking facility also available to cater the needs of tenants/retailers' staff
<b>5. Other stakeholders</b>	<b>5.1 Community</b>	Shopping centre management takes an active role within its community and holds regular events	<b>Marketing of shopping centre</b>	Public relations	The centre management takes an active role within its community by holding regular events	How does the management see the centre's role in/relationship with the community  Is there partnership between the centre management and local community where the management participates actively  Does the centre management hold regular events for the local community
		Shopping centre management recognises that partnerships with the community are mutually beneficial	<b>Marketing of shopping centre</b>	Public relations	The centre management is in partnership with the local community on frequent basis	Are there partnership projects taking place with the local community  How often do these partnership projects take place
		The shopping centre is involved with the local educational institutions to maximise mutually added value	<b>Marketing of shopping centre</b>	Public relations	The centre management conducts (research) project involving local educational institutions	Is the organisation aware of the mutual benefit of using resources from the local education community to conduct projects  Do partnership projects also involve the local educational institutions
		There is a monthly schedule of events within the community	<b>Marketing of shopping centre</b>	Events marketing	The centre management has monthly scheduled events held within the community	Does centre management have monthly scheduled events held within the local community

SHOPPING CENTRE MANAGEMENT / ORGANISATION			TRAINING PROGRAMME			
Delivering customer care through	BCSC's core competencies	Best practice/objectives	Potential training course	Example of training topic	Training objectives	Typical training outcomes
5.2 Town centre management		Shopping centre management takes an active role with town centre management and creates synergies between activities within the shopping centre and the town centre	<b>Marketing of shopping centre</b>	Public relations	The centre management regularly collaborates with the town centre management to create synergies between their activities The shopping centre is an active member of the town centre partnership	Does the centre management establish clear link between the shopping centre and the town centre  Is there a collaboration between the shopping centre and the town centre management  Is the shopping centre an active member of the town centre partnership
		Create necessary infrastructure link at the interface (signage, access points, interconnecting walkways etc) between the shopping centre and the wider community	<b>Marketing of shopping centre</b>	Public relations	The centre management collaborates with the council to create infrastructure link between the shopping centre and the rest of the town	Is there clear signage and infrastructure route that link the shopping centre to the rest of the town  Is there collaboration between the centre management and the local council to establish infrastructure link between the centre and the rest of the town
		Shopping centre management takes an active role in cross sectorial town centre initiatives (i.e. police, council, fire, planning, etc)	<b>Marketing of shopping centre</b>	Public relations	The centre management takes an active role in cross-sectorial town centre initiatives This includes regularly fund activities that target the whole town centre community	Does the centre management have the policy on taking an active role in cross-sectorial town centre initiatives  Does the centre management deliver specific fund in relation of their active role in these initiatives