



JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM (SM)
SECOND TRIMESTER (Batch 2017-19)
END TERM EXAMINATION, JANUARY-2018

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|-------------|---------------------|-------------|--------|
| Course Name | Services Management | Course Code | MKT204 |
| Max. Time | 2 hours | Max. Marks | 40 |

INSTRUCTIONS: *Answer the following questions.*

1. Prepare a service blueprint for the complete service process of your visit to a amusement park where you reach by car, buy tickets, go for various rides, have snacks from the stalls and after going through the rides go back home. **7 marks**
2. You have been approached by a
 - (a) Music School in your Locality
 - (b) The owner of a BoutiqueSuggest appropriate promotion options for the respective organizations. Provide them with suitable advice on which promotional tools to use. **(3.5 + 3.5) 7 marks**
3. Assume that you manage a 3 star hotel in Leh Ladakh (J&K). Explain how you might use both demand-oriented and supply-oriented strategies to smooth the fluctuations of demand during peak and slow periods. **7 marks**
4. A high level of customer participation is necessary for going through various procedures and exercises in a slimming centre to achieve the desired results. Comment and suggest some strategies that the provider may use to encourage effective customer participation. **7 marks**
5. Read the case given below and answer the questions that follow :

Jumbo is one of the stores in era of organized retailing with foot prints in all the metros. It retails a large number of life style items including the apparels, electronics, decorative items, furniture, kitchen ware, watches, cosmetics and music. The store is positioned as the one that offers great value in all kinds of its assortment. This does not mean that it is a discount or economy store given to price-sensitive and economy-conscious buyer. Instead, the value at Jumbo is holistically defined. The prices at the store are competitive but it seeks to create value by its service orientation. The prices at the store are competitive but it seeks to create value by its service orientation. The top management of the store lays stress on non-price value drivers. Customer courtesy, care and service orientation can go a long way in cultivating ties instead of price focus. "Excessive focus on price degenerates market and eventually creates conditions of collective decline. Focus instead on service," says often Mr Kapoor, the CEO.

Mr Kapoor is in receipt of the following letter written by a disgruntled customer. This has set him thinking that despite all his investments in systems and employee training there is always a possibility of things getting goofed up. The letter said,

Dear Mr Kapoor,

Let me first congratulate you for having given us a store that resembles the one that are found retail destinations like Hong Kong, Malaysia, Singapore and Dubai. The façade and signage were inviting. I did not hesitate to give Jumbo a try. My daughter Suman visits your store frequently. She often suggested to me that it is a good place to hangout.

But as the saying goes that the taste of pudding lies in its eating. The pudding looked good but tasted bad. It has left a very sour taste in my mouth. When I was checking the jackets and suits I thought I would be able to make my choice, but your sales person stood right next to me without having an iota of feeling that I was getting a little uncomfortable by his presence. He continued to ask me whether I needed his help. I conveyed my thanks for his gesture and also politely told him I shall summon him when needed. Apparels involve very personal and often idiosyncratic choices. This he would never understand. All the time he kept standing on my shoulder and often making unsolicited suggestions.

After some time of deliberation and self-talking, I managed to narrow down my choice to two suits in blue and black colors. Though I intended to buy only one, he instead pushed me into buying two. Often in social interactions, situations could easily be transformed into a challenge by involving ego. This is what happened with me. He drew me into a kind of game where in not get over at this point rather, it started. To fit my size, some alterations had to be carried out. I inquired if the suits could be altered, and altered fast, for I did not have enough time. He answered in positive and promised a quick job. First I was made to pay and at this stage he was very kind and helped with the payment. But once the payment was made, he directed me to go to alterations department. I had to carry my suits in person to the alteration section only to discover a huge crowd in that section.

After jostling around for while I managed to reach your staff. He looked very harassed. And I felt my suits would increase his burden. I requested him to alter my suits fast. To that he pointed at other people and said all of them wanted the job to be done fast for none had time. In response I told him the promise that attendant in the suit section had made. "These guys create problems for us. They push up buying and promise without any iota of knowledge of our constraints," he replied. He raised his hands in despair and asked me to come back again. Since I had to leave the country next morning, I took a flight to Hague and requested Suman to collect my suits.

But as the luck would have, the real axe fell on me when I discovered the suits that I had ordered were not the same what Suman had brought home. I went back to store to find out. The person manning the alteration section had no time to listen to my problem. He initially tried to convince me that probably I had forgotten the colors. Upon finding me too demanding, he directed me to customer relations department. There also the situation was no different. He expressed his helplessness since suits were already cut to my size, apologized; but did nothing.

Now, I am afraid of visiting your store. The agony of all this is so much that I don't think I can ever be happy in these suits".

Sincerely yours

Vishal Bhardwaj (Vice President, Digi Marketing Solutions, New Delhi)

Q5a. Comment on statement: 'I am afraid of visiting your store. The agony of all this is so much that I don't think I can ever be happy in these suits'? What went wrong from service marketer's point of view?

3 marks

Q5b. Explain in detail all four services gaps in reference to Jumbo. What would you do to help Mr.Kapoor so as to plug in service provider gaps?

9 marks