

GE1220 Enhancing Your SERVICE LEADERSHIP in the 21st Century

Course Highlights

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Teaching Team

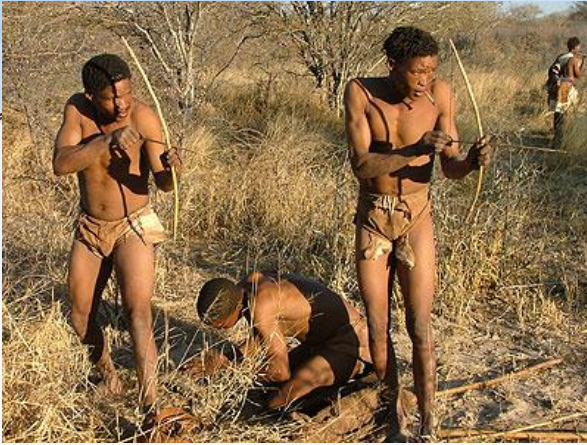


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Course Highlights

- Background
- Objectives/Themes
- Approaches & Facilities
- Assessments



The great shifts

- Hunting & gathering
- Agriculture era
- Manufacturing era
- Service era
- Service+++ era

High ratio of “services” in GDP: a trait of advanced economies



HK: 92%

US: 77%

Japan: 76%

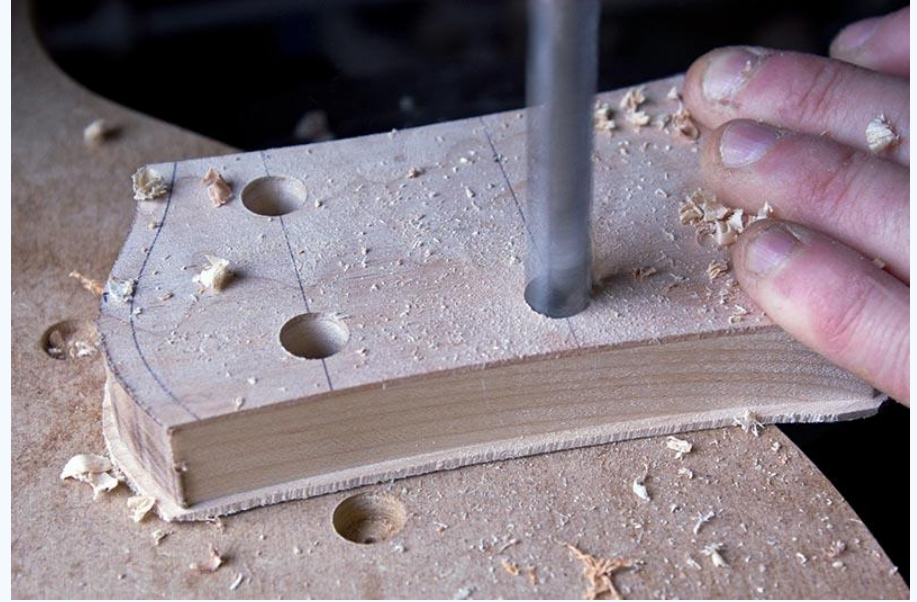
Germany: 72%

China: 43%

Source: Zeithaml et al., 2013; Chapter 1, page 7



Drills



Holes

Buying goods or the utility (benefits) of the goods?



Amazon Mobile
for iPad and iPad mini

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of products wherever you go

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Goods-dominant (GD) logic  Service-dominant (SD) logic

Every business is essentially service business



Service-oriented organizations

Goods Deals Goods Getaway Deals

\$188 Set of Korean Cheekroom BB Cream & Auto Makeup Foundation Device, \$368 for 2 (Up to \$996 value)

SoldOut!

Amount: HK\$188

Discount 62%	You save HK\$310
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Highlights

- Look gorgeous with a smoother, lighter and flawless makeup device
- Water-resistant
- Handy and easy to carry
- Comes with 5 washable and reusable refill pads

Fine Print

Self-collection between 15 Mar 2013 to 28 Mar 2013

Collect at Groupon Concept Store:
3/F, Soundwill Plaza (across from Times Square)
38 Russell Street, Causeway Bay
Mon-Sun & PH 11am-9pm

360° Macau Tower Revolving Restaurant Tea Set & Buffets
HK\$100 instead of HK\$329.80
[View](#)

HK\$1,128 instead of HK\$3,000: Macau Package w/ 5-Star Grand Emperor Hotel Stay
HK\$1,128 instead of HK\$3,000
[View](#)

HK\$125 instead of HK\$500: Chinese / Thai / Aromatic Massages & More
HK\$125 instead of HK\$500
[View](#)

HK\$990 instead of HK\$1,490: 4D3N Guilin Easter Tour w/ Hotel Stays, Feasts & More
HK\$990 instead of HK\$1,490
[View](#)

Service+++ oriented organizations

Service adds value, thus adds revenue

Some definitions

SERVICE

- The application of specialized competence (knowledge, skills, technologies) through deeds, processes and performances for the benefit of another entity or the entity itself (Vargo & Lusch, 2008)

SERVICE LEADERSHIP

- Satisfying needs by consistently providing quality service to everyone one comes into contact with, including one's self, others, communities, systems and environments (Chung, 2011)

The new world needs a new TYPE of LEADERS, a new APPROACH to solving “service” problems

SERVICE LEADERSHIP

- Leaders who has strong service innovation skills
- Not authoritarian but Einstein-ian
- Design thinking & systems thinking
- Personal operating system (soft, humanistic skills)
- Socially responsible attitude & actions

Personal operating systems



Personal software systems



Reference: Chung (2011)

Disneyland tackles major theme park problem: Lines



Insight:
there is a cultural
shift towards
impatience
(fed by videogames
and smartphones)

Visitors wait in line at the Space Mountain attraction at Walt Disney World in Orlando, Fla. Disney has installed 87 game stations along the way to entertain visitors while they wait. Games, about 90 seconds in length, involve simple things like clearing runways of asteroids.

Introducing a whole
new kind of change jar.

Keep the Change™

Spend with your debit card. Add to your savings.
Only from Bank of America.



Savings so simple your wallet won't miss it.

Here's how it works: every time you buy something with a Bank of America Visa® debit card, we'll round up your purchase to the nearest dollar amount — and transfer the difference from your checking to your savings account.* So you get to keep the change and grow your savings. What could be easier?

Save with everyday purchases, special purchases — all your purchases.

Using your Bank of America Visa® debit card is always a smart way to spend. The money comes directly out of your checking account with no charge to you for this service. And now with Keep the Change™, it's even smarter. Because every bag of groceries, every coffee and every tank of gas adds up to more savings for you, wherever Visa® debit is accepted.

We'll match, too.

For the first three months, we'll match your Keep the Change savings at 100%*. That means for every Keep the Change transfer, we'll contribute the same amount to your account. And when the three months are over, we'll continue contributing 5% a year, every year. To make it even easier to save, our reward will be paid annually to your savings account.

Track your Keep The Change™ transfers.

Sample Online Statement

Posted Transactions		View paper statements • Download		
Posting Date	Transaction	Debit (-)	Credit (+)	Balance
10/27/2005	CHECKCARD 1234 Coffee House	\$3.43		\$1,670.82
10/27/2005	CHECKCARD 1234 Sandwich Shop	\$4.50		\$1,666.32
10/27/2005	CHECKCARD 1234 Dry Cleaning	\$14.83		\$1,651.49
10/27/2005	Keep the Change transfer to Acct 5678	\$1.24		\$1,650.25

Total daily transfer to savings
from Visa® debit card purchases: \$1.24

Sign-up Today
Find a Banking Center near you >>

Here's how you Keep the Change.™

Typical daily debit card purchase. Round up amount automatically transferred from your checking to your savings account.* Amount charged to your checking account.



\$3.43 → \$0.57 → \$4.00



\$4.50 → \$0.50 → \$5.00



\$14.83 → \$0.17 → \$15.00



\$1.24
total transfer
to savings from
daily purchases.

Here's how you Keep the Change.™

Typical daily debit card purchase.

Round up amount automatically transferred from your checking to your savings account.*

Amount charged to your checking account.



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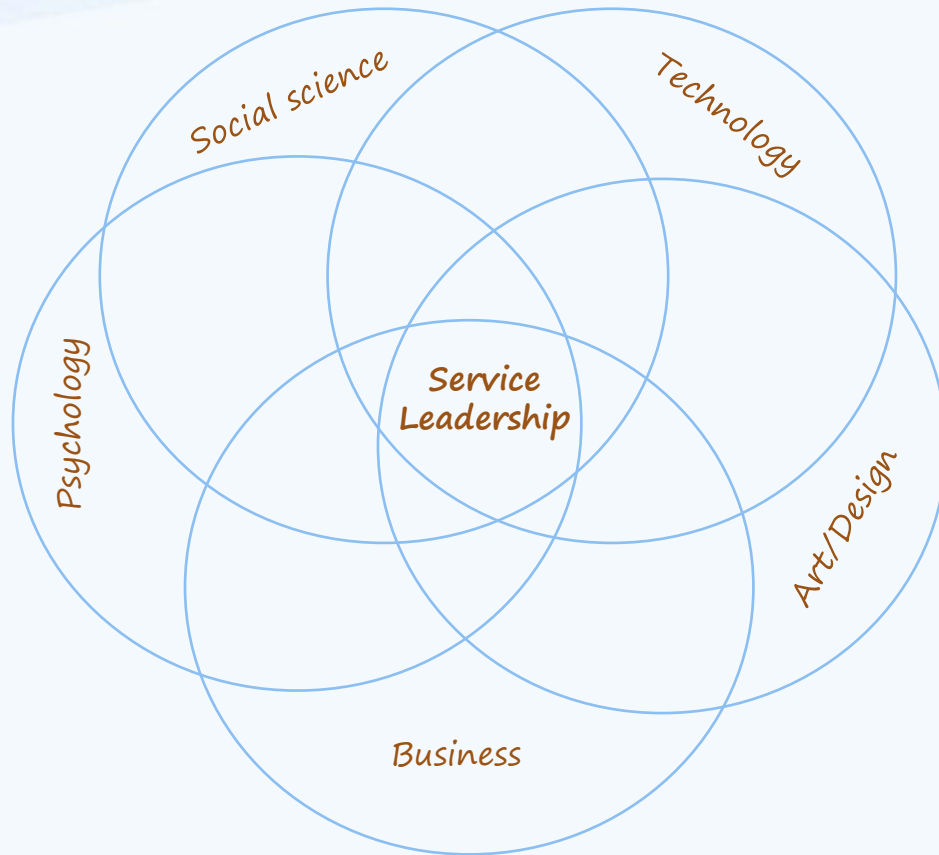
Insight:
Rounding off
daily
transactions
makes life more
convenient

Getting started is easy. Visit your nearest Banking Center to enroll today. [Click here to find a Banking Center near you.](#)

SERVICE LEADERSHIP

a multidisciplinary
area of study and
practice

suitable for
students from all
disciplines



Course Objectives

- Exposure to the latest thinking in Service Leadership
- Awareness and sensitivity towards “services” ecosystem
- Theory, tools, strategies to create Service Innovations
- Reflect on personal journey as service users
- Develop new, innovative services

Approaches & Facilities

- *Discovery oriented learning & practice*
- *Guest speakers (i.e. experienced practitioners)*
- *Self reflections & asking questions in class*
- *Applied games (e.g. Marshmallow Challenge, Leadership Game, etc)*
- *DIY sessions in the GE Lab*

Highlights of Lecture Topics

- Leadership & Service Leadership *concepts/theories*
- *Elements* of services management & gaps
- Service innovation *tools* (e.g. design thinking, exaptation, bricolage)
- Human-centric *user requirement* study
- Customer rights, Ethics, Integrity
- *Guest speakers* sharing their *service innovation models & tips*

Assessments

- **Service Diary:**

- Reflect your own two “critical incidents” in service encounters
- Incident, feelings/thoughts, expectation, reactions, referencing
- 400 – 500 words
- Dateline: **Week 7, Oct 22, at 15.30**
- Check the course outline for more details

Components	Weighting
Class participation	10%
Service Diary	20%
Group Project Presentation	15%
Group Project Report	25%
Short Test	30%
TOTAL	100%

Assessments

- Group Project Presentation
 - “show-and-tell” presentation on a service problems project of your choice
 - Length: max. 30 minutes (TBA later)
 - Submission dateline: Week 10, Nov 12th, 15.30.
 - Show-and-tell time/date: usual class time on Week 10, Nov 12th
 - GE Lab has been booked for you
 - Clarity, creativity/innovativeness, realism, use of relevant theories etc
 - Check the course outline for more details

Components	Weighting
Class participation	10%
Service Diary	20%
Group Project Presentation	15%
Group Project Report	25%
Short Test	30%
TOTAL	100%

Assessments

- **Group Project Report**

- Description of your service innovation project in written format
- Approx. 2000 words (excl. references, appendices)
- Submission dateline: Week 10, Nov 12th, 15.30
- Clarity, creativity/innovativeness, realism, use of relevant theories etc
- Check the course outline for more details

Components	Weighting
Class participation	10%
Service Diary	20%
Group Project Presentation	15%
Group Project Report	25%
Short Test	30%
TOTAL	100%

Assessments

- **Short Test**

- 3 short answered questions (approx. half a page per question)
- Theory/concept/exercise/tools
- Class revision on the same day

Components	Weighting
Class participation	10%
Service Diary	20%
Group Project Presentation	15%
Group Project Report	25%
Short Test	30%
TOTAL	100%

Assessments

- Criteria for Passing the course
 - Based on the final cumulative marks according to each component's weighting

Components	Weighting
Class participation	10%
Service Diary	20%
Group Project Presentation	15%
Group Project Report	25%
Short Test	30%
TOTAL	100%

DIY model of group membership (for GE1220)



- Students to create groups (no more than 12 groups in total)
- Be a “multidisciplinary” group, at least one engineering/science major per group
- Pick a “name” for your group
- Each group to report who’s present/absent in class every week

References

- Vargo, S.L. & Lusch, R.F. (2008). Why “service”?. *Journal of the Academy of Marketing Science*, 36: 25-38.
- Chung, P (2011). *Service Reborn: The Dignity, Design and Desire of Service Companies*. San Fransisco: Lexingford Publishing
- Zeithaml, V.A., Bitner, M.J., & Gremler, D.D. (2013). *Services Marketing: Integrating Customer Focus across the Firm* (6th Ed). New York: McGraw-Hill