



End Term (Even) Semester Examination May-June 2025

Roll no.

Name of the Program and semester: MBA II

Name of the Course: ServicesMarketing

Course Code: MBA 205 MK1

Time: 3 hour

Maximum Marks: 100

Note:

- (i) This question paper contains two Sections-Section A and B
- (ii) Both Sections are compulsory
- (iii) Answer any two sub questions from a, b & c in each main question of Section A. Each sub question carries 10 marks.
- (iv) Section B, consisting of a case study, is compulsory. It is of 20 Marks.

Section A

Q1.

- a. Explain how the intangibility of services affects customer perception in health care marketing. CO1 (2X10=20 Marks)
- b. Apply the 7Ps framework to design a marketing plan for a new online counseling platform for students. CO2
- c. A new digital payment app wants to build trust. Apply service marketing principles to create its go-to-market strategy. CO2

Q2.

- a. Explain the concept of service intangibility using an example from the tourism industry. CO1 (2X10=20 Marks)
- b. As a service marketer, how would you apply customer co-creation in designing a personalized learning experience for MBA aspirants? CO3
- c. How can AI be used to innovate the customer experience in banking services? CO4

Q3.

- a. Analyze the customer journey of an e-commerce grocery app and identify service touchpoints that impact retention. CO3 (2X10=20 Marks)
- b. Analyze how Airbnb's service model disrupts traditional hotel services using the concept of service innovation. CO4
- c. Break down how Swiggy uses technology to enhance customer experience across the service delivery chain. CO2

Q4.

- a. Evaluate the pricing strategy of a premium fitness app. Is the value communicated effectively to the target audience? CO3 (2X10=20 Marks)
- b. Judge the success of Tata Neu as a bundled service platform. What worked, what didn't? CO4
- c. Compare the service delivery strategies of Dominos and Pizza Hut in India. What differences can be seen in operations and customer experience? CO5



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Section B

Q5. Case Study

(20 Marks)

CO4; CO5

UrbanCare Diagnostics – Navigating the Service Experience Gap in a Digital Age

Background:

UrbanCare Diagnostics is a rapidly expanding diagnostic laboratory chain headquartered in Delhi, with a presence in over 40 Indian cities, particularly in Tier-1 and Tier-2 locations. Established in 2015, the company earned its reputation through affordable pricing, accurate diagnostics, and home collection services—making healthcare more accessible to working professionals and senior citizens alike. In its initial years, UrbanCare focused on operational efficiency and word-of-mouth marketing. The brand did not heavily invest in technology, branding, or customer relationship management. However, with the rise of well-funded competitors like RedLab, ThyroNet, and Healthify+, the diagnostic market in India has become highly competitive. These brands are now leveraging digital tools like AI-driven mobile apps, tele-consultations, real-time lab tracking, and wellness dashboards to enhance customer experience.

The Problem:

In early 2024, UrbanCare started witnessing a noticeable dip in its Net Promoter Score (NPS) and an increase in customer complaints. Common grievances included:

- Long waiting times for home sample pickups.
- Missed appointments by phlebotomists with no real-time updates.
- Delays in report delivery.
- Unresponsive customer service lines.
- Lack of digital convenience (no mobile app or live tracking of service).

An internal audit revealed that while UrbanCare was operationally efficient, it lacked a formal service blueprint and did not track customer journey metrics beyond basic satisfaction surveys. Competitors, on the other hand, had mapped the entire customer journey—offering seamless app-based bookings, WhatsApp updates, chatbot assistance, and predictive health analytics.

To address the growing dissatisfaction, UrbanCare's leadership is now contemplating a digital transformation strategy. However, they are cautious about the cost, scalability, and the impact on their existing operations.

Strategic Dilemma:

UrbanCare has two proposed paths:

1. **Invest in Technology:** Develop a full-fledged digital platform with features like app-based bookings, live tracking, AI chatbots, and automated report delivery. This approach is capital-intensive and would require process reengineering and staff reskilling.
2. **Enhance Human Touch:** Expand call center staff, add more phlebotomists for timely home



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collection, and continue using phone-based appointment systems, with improvements in call management and follow-up.

The leadership is torn between providing a tech-enabled seamless experience vs. sticking to a more traditional, human-led service model that has worked so far.

Meanwhile, customer loyalty is shifting, and online reviews show customers praising competitors for their digital ease and proactive communication.

Questions:

1. UrbanCare wants to improve its customer journey. As a services marketing expert, how would you apply the concept of *service blueprinting* to identify failure points and redesign their service delivery system (both online and offline)?
2. Evaluate the two strategic options before UrbanCare—investing in digital transformation vs. expanding human touchpoints. Which path should they pursue in the short and long term, considering cost, scalability, competitive pressure, and evolving customer expectations?