

Assignment 1 - SOM

Q1. If you are purchasing a set of electronic goods, what are the criteria to select a service provider?

- I. Reputation:** Look for service providers with a good reputation in the market. Check online reviews, ratings, and feedback from previous customers to ensure that they have a track record of providing quality services.
- II. Expertise:** Look for service providers who have expertise in handling the specific type of electronic goods you are purchasing. For example, if you are buying a laptop, you may want to look for service providers who specialize in laptop repair and maintenance.
- III. Quality of Service:** Consider the quality of the service provided by the service provider. Look for providers who offer fast and reliable service, use high-quality components, and have good customer service.
- IV. Pricing:** Compare pricing among different service providers. Look for providers who offer competitive pricing without compromising on the quality of their services.
- V. Warranty and Guarantees:** Look for service providers who offer warranties and guarantees on their services. This will give you peace of mind knowing that your electronic goods are covered in case of any issues.
- VI. Convenience:** Consider the convenience of the service provider's location and availability. Choose a provider that is easy to access and has flexible hours of operation to accommodate your schedule.

Q2. Which principles of service design you will use to design a new range of mobiles?

- I. User-centred design:** The design of the mobile phones should be centred around the needs and preferences of the users. This can be achieved by conducting user research to understand the needs, habits, and expectations of the target audience.
- II. Co-creation:** Involve users in the design process to ensure that the phones are designed to meet their needs. This can be done by creating user forums, conducting focus groups, or using social media to gather feedback and ideas from users.
- III. Service blueprinting:** Develop a blueprint of the entire service experience, including the user journey, touchpoints, and interactions with the phone. This will help identify areas for improvement and ensure that the overall service experience is seamless and enjoyable for the user.
- IV. Prototyping:** Create prototypes of the mobile phones to test and refine the design. This will allow for early identification and resolution of any design issues or usability problems.
- V. Continuous improvement:** Continuously monitor and improve the design of the mobile phones based on user feedback and market trends. This will ensure that the phones remain relevant and competitive in the ever-changing mobile phone industry.

Q3. What is inventory? explain role of inventory in services.

Inventory refers to the stock of goods or materials that a business or organization holds in order to meet customer demand. Inventory includes raw materials, work-in-progress products, and finished goods that are ready for sale.

In the context of services, inventory refers to the stock of resources, such as human resources and equipment, that are used to deliver the service. For example, a restaurant may hold inventory of food and beverages, while a hospital may hold inventory of medical supplies and equipment.

The role of inventory in services can vary depending on the type of service being offered. However, in general, inventory plays the following roles in services:

1. **Ensuring timely service delivery:** By holding inventory of resources, a service provider can ensure that they have the necessary resources to deliver the service in a timely manner. For example, a hospital may hold inventory of medical supplies to ensure that they can quickly respond to emergency situations.
2. **Meeting customer demand:** Holding inventory of goods or resources can help service providers meet customer demand. For example, a restaurant may hold inventory of popular dishes to ensure that they can quickly serve customers during peak hours.
3. **Reducing service delivery time:** By holding inventory of resources, service providers can reduce the time it takes to deliver the service. For example, a car repair shop may hold inventory of common replacement parts to reduce the time it takes to repair a customer's car.
4. **Managing uncertainty:** Holding inventory can help service providers manage uncertainty in demand or supply. For example, a hotel may hold inventory of extra rooms in case of unexpected demand, while a transportation company may hold inventory of spare vehicles to ensure continuity of service in case of breakdowns.

Q4. State and explain Complaint handling policy for a large hospital like NANAVATI hospital.

1. **Complaint Receipt and Acknowledgment:** The hospital should have a process in place to receive complaints from patients or their representatives, which can be done in person, over the phone, or through online platforms. Once a complaint is received, it should be acknowledged by the hospital staff, and the complainant should be informed of the next steps in the process.
2. **Investigation and Review:** The hospital should investigate the complaint thoroughly, including gathering all relevant information and reviewing the medical records and relevant policies and procedures. The investigation should be done by an impartial and objective team or individual.
3. **Resolution and Response:** Once the investigation is complete, the hospital should determine the appropriate response to the complaint, which may include corrective action, compensation, or an apology. The hospital should then communicate the resolution and response to the complainant in a timely and appropriate manner.

4. **Follow-up and Monitoring:** The hospital should follow up with the complainant to ensure that the resolution and response were satisfactory and to address any ongoing concerns. The hospital should also monitor the complaint trends to identify any systemic issues and take appropriate action to prevent similar complaints in the future.
5. **Feedback and Improvement:** The hospital should use the feedback received from complaints to improve its services and policies. The hospital should also communicate the actions taken to improve the services to the complainants and other stakeholders.

Q5. What is service recovery? What are different approaches of service recovery?

Service recovery is the process of resolving a customer's complaint or dissatisfaction with a service. It involves identifying and addressing the issue that led to the complaint, and taking corrective action to restore the customer's confidence in the service and the organization.

There are different approaches to service recovery, including:

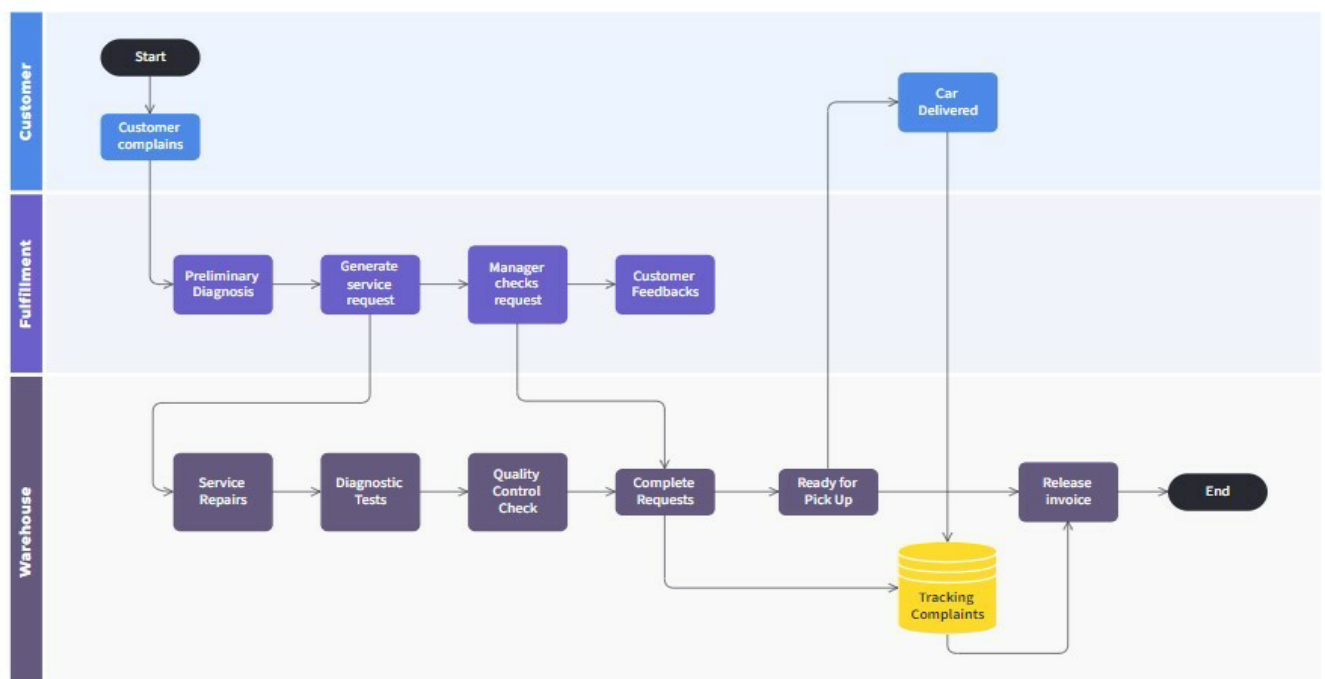
1. **Apology and Empathy:** This approach involves acknowledging the customer's complaint and expressing empathy for their situation. The service provider apologizes for the inconvenience or problem, and demonstrates a genuine interest in resolving the issue.
2. **Problem Resolution:** This approach involves addressing the specific problem or issue that led to the customer's dissatisfaction. The service provider works with the customer to identify the underlying problem and takes steps to resolve it.
3. **Compensation:** This approach involves offering the customer some form of compensation for the inconvenience or problem they experienced. Compensation can include refunds, discounts, free services or products, or other forms of restitution.
4. **Follow-up:** This approach involves following up with the customer after the issue has been resolved to ensure that they are satisfied with the service and to address any ongoing concerns they may have.
5. **Proactive Service Recovery:** This approach involves identifying potential problems or issues before they arise and taking steps to prevent them from occurring. This can include monitoring customer feedback, anticipating customer needs, and making improvements to the service based on customer feedback.

The choice of approach will depend on the nature of the complaint and the preferences of the customer. A well-designed service recovery strategy should be flexible and adaptable to different situations, and should be communicated clearly to all service staff to ensure consistency and effectiveness.

Q6. Draw and explain service delivery system for a 4-wheeler manufacturer. (The customer comes with a vehicle which is not working properly)

1. **Customer Reception:** The customer arrives at the service centre and is greeted by a service advisor. The advisor listens to the customer's complaint and fills out a service request form.
2. **Preliminary Diagnosis:** The service advisor performs a preliminary diagnosis of the vehicle to identify the root cause of the problem. This may involve running diagnostic tests or physically inspecting the vehicle.
3. **Service Request Review:** The service request form and preliminary diagnosis are reviewed by the service manager to determine the appropriate course of action. This may include authorizing repairs or recommending further diagnostic tests.
4. **Service Repair:** Once the repairs have been authorized, the vehicle is moved to the service area where the repair work is performed by a team of skilled technicians. The technicians use specialized tools and equipment to perform the repairs and ensure that the vehicle is restored to working condition.
5. **Quality Control:** After the repairs are completed, the vehicle is subjected to a thorough quality control check to ensure that the repairs were done correctly and that the vehicle is safe to drive. This may involve running additional diagnostic tests, test driving the vehicle, or inspecting the vehicle for any defects or issues.
6. **Customer Feedback:** The service advisor contacts the customer to inform them that the repairs have been completed and that the vehicle is ready for pickup. The customer is asked to provide feedback on the service experience and the repairs done to their vehicle.
7. **Payment and Follow-up:** The customer pays for the repairs and picks up their vehicle. The service advisor provides the customer with a detailed invoice and any necessary paperwork. The service advisor may also follow up with the customer after a few days to ensure that the vehicle is functioning properly and that the customer is satisfied with the service.

Service Delivery System



Q7. With an example differentiate between goods dominant logic and product dominant logic.

- Goods dominant logic (GDL) and product dominant logic (PDL) are two contrasting marketing concepts that describe how companies approach the design and delivery of their products and services.
- Goods Dominant Logic (GDL) is a marketing concept that focuses on tangible goods or products as the primary drivers of value creation. In GDL, products are viewed as the main value proposition, and services are seen as an extension of the product. For example, a company that produces smartphones would focus on designing and producing the product, while offering customer service and support as an additional service.
- On the other hand, Product Dominant Logic (PDL) is a marketing concept that focuses on the entire customer experience, from the pre-purchase stage to the postpurchase stage. In PDL, the focus is on understanding customer needs and creating value through the entire customer experience. For example, a company that produces smartphones using PDL would focus on not only designing and producing the product but also on providing additional services such as customized apps, software updates, and after-sales support.
- To illustrate the difference between GDL and PDL, let's consider the example of a car manufacturer. In GDL, the car manufacturer would focus on designing and producing cars that are well-engineered, aesthetically pleasing, and durable. The company would offer additional services such as warranties, repairs, and maintenance to support the car.
- In contrast, in PDL, the car manufacturer would focus on understanding the customer's needs and providing a complete experience. This would include offering personalized options such as color and upholstery choices, as well as providing aftersales services such as roadside assistance, car rentals, and insurance options. The focus is not only on the car as a physical product but on the entire customer journey.

Q8. What is a service blueprint? Draw and explain service blueprint for a 5 Star hotel.

A service blueprint is a visual representation of the service delivery process that shows the interactions between customers, employees, and service components. It provides a detailed view of the entire service process, including all the steps involved and the roles of each participant. Service blueprints are useful for identifying potential problems in the service delivery process and for improving service efficiency and effectiveness.

Here's an example of a service blueprint for a 5-star hotel:

Step 1: Reception and Reservation

- Customer arrives at the hotel reception desk and is greeted by a receptionist.
- Receptionist takes the customer's reservation and checks them in.
 - Receptionist provides the customer with room keys and information about hotel amenities.

Step 2: Room Service

- Customer contacts room service to order food or drinks.
 - Room service takes the customer's order and delivers the food or drinks to the customer's room.

Step 3: Housekeeping

- Housekeeping staff clean and prepare the customer's room for their stay.
- Housekeeping staff replenish towels, linens, and toiletries as needed. – Housekeeping staff perform daily housekeeping services.

Step 4: Food and Beverage Service

- Customer dines at the hotel restaurant or bar.
- Waitstaff take the customer's order and deliver the food or drinks to the table.

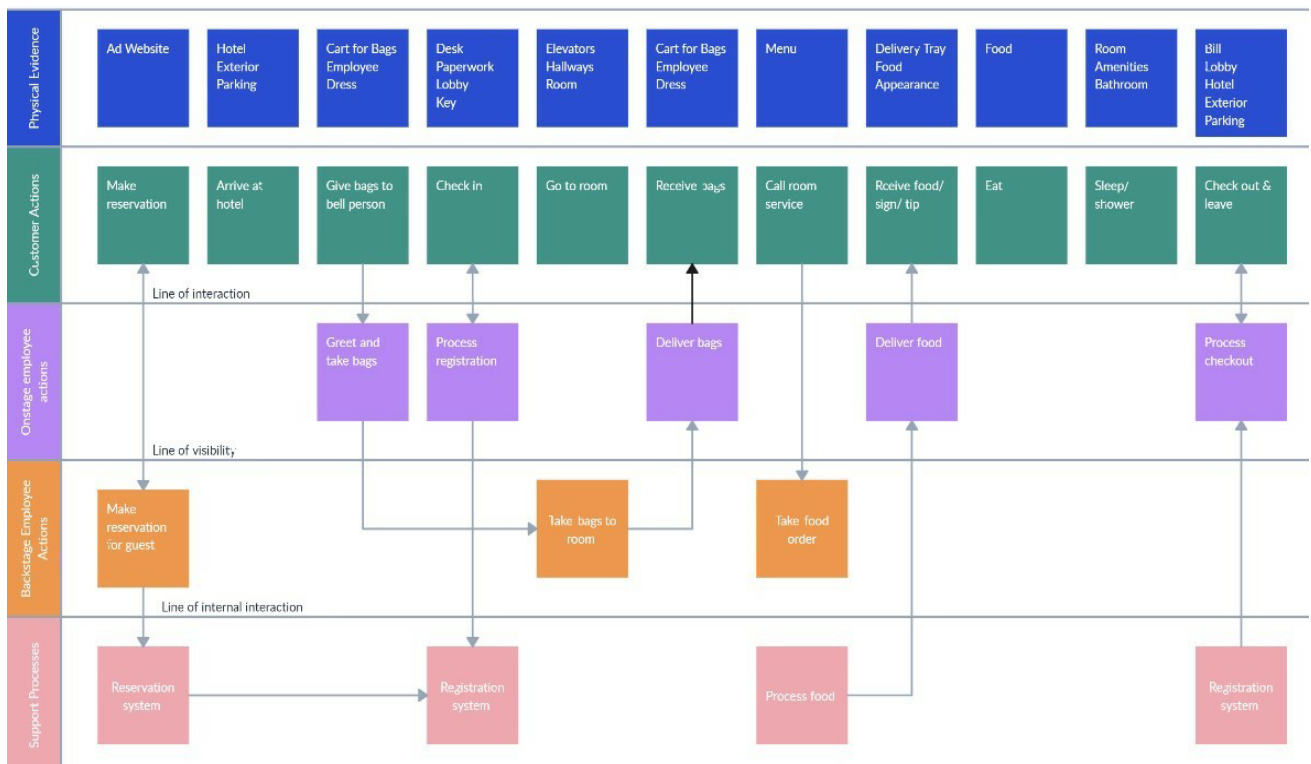
Step 5: Spa and Fitness Services

- Customer uses the hotel spa and fitness facilities.
- Spa staff provide various services such as massages, facials, and other spa treatments.
- Fitness staff provide personal training and fitness classes.

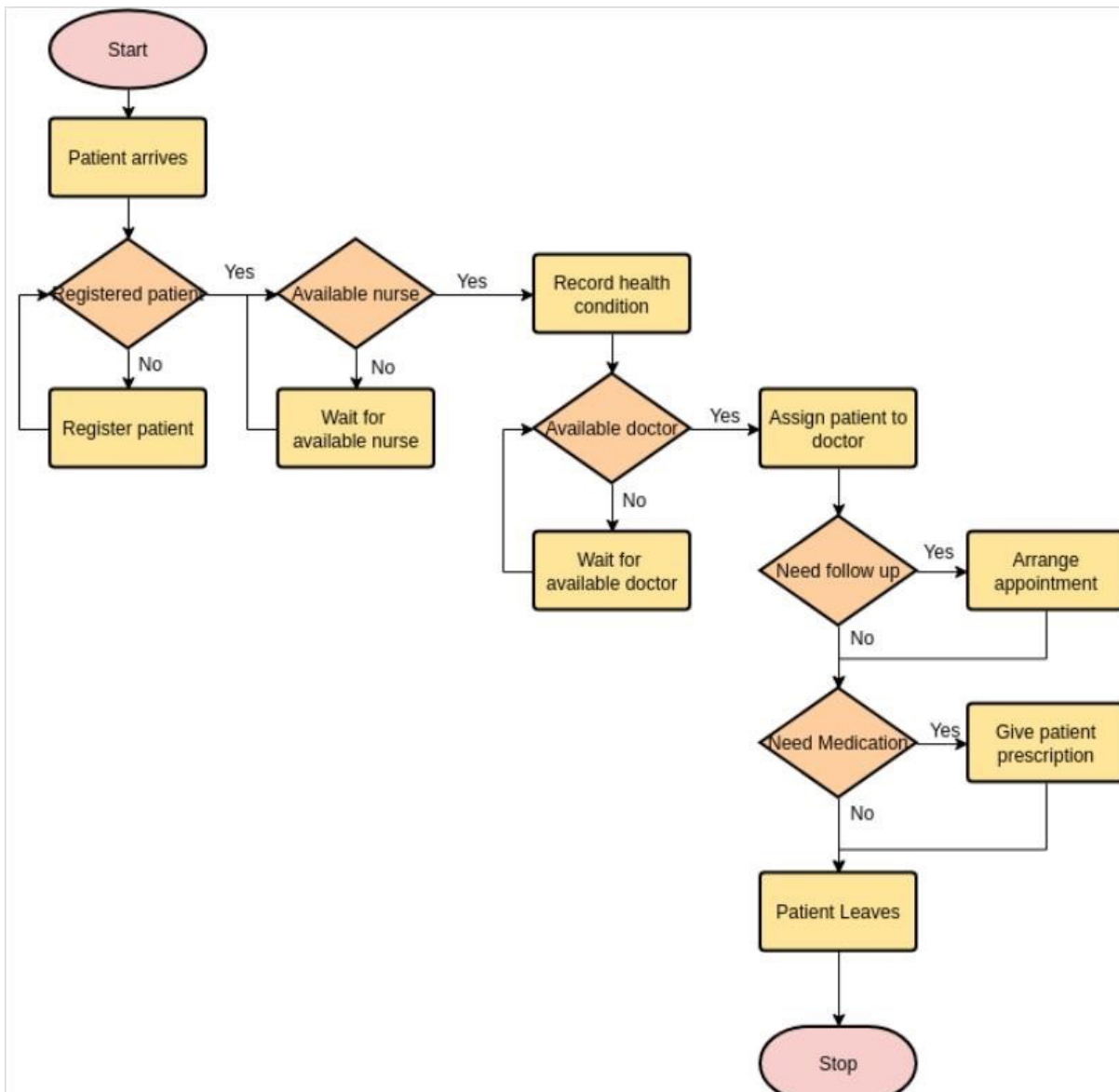
Step 6: Check-out

- Customer checks out of the hotel.
- Receptionist finalizes the customer's bill and processes payment.
- Bellhop assists the customer with their luggage and escorts them to their transportation.

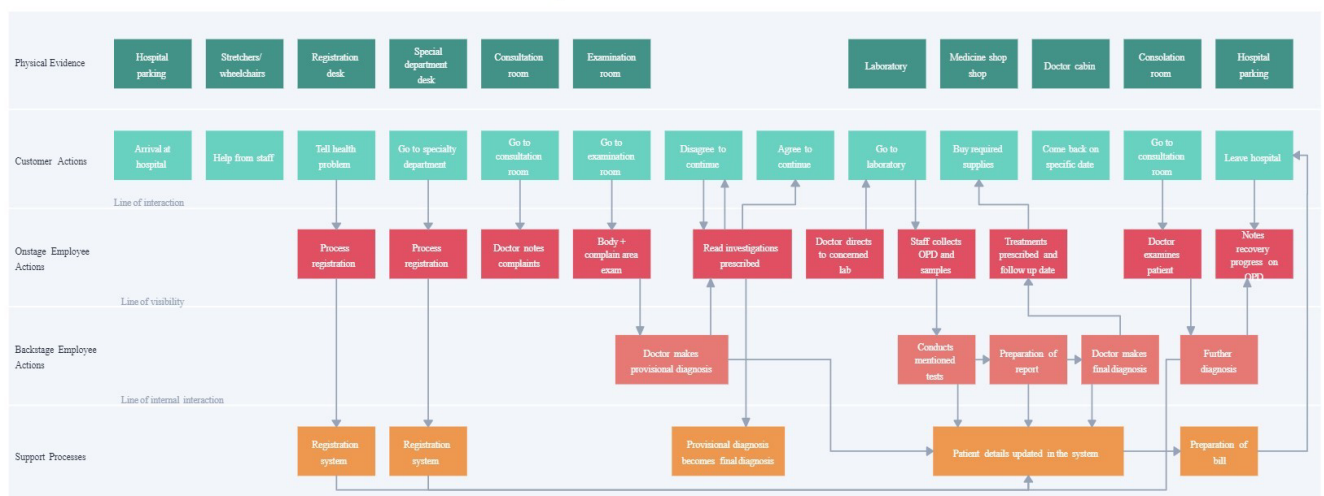
This service blueprint provides a detailed overview of the entire service process for a 5-star hotel. It highlights the key steps involved in the service delivery process and the roles of each participant, including the customer, receptionist, housekeeping staff, waitstaff, spa and fitness staff, and bellhop. By identifying potential issues and areas for improvement, this service blueprint can help the hotel improve its service delivery process and enhance the overall customer experience.



Q9. Draw and explain service delivery model for a large hospital like HINDUJA and give the service recovery process for this hospital.



Service Blueprint
Hospital



The service delivery model for a large hospital like HINDUJA typically involves multiple departments and teams working together to provide quality healthcare services to patients. Here's an overview of the service delivery model:

1. **Outpatient Services:** Patients visit the hospital for consultations, diagnostics tests, and minor procedures, which are performed in outpatient departments like radiology, cardiology, dermatology, and ophthalmology.
2. **Inpatient Services:** Patients who require hospitalization are admitted to wards and receive inpatient care from doctors, nurses, and support staff. The hospital typically has different wards for specialties such as cardiology, oncology, neurology, and pediatrics.
3. **Emergency Services:** The hospital has an emergency department where patients receive medical attention for acute conditions, injuries, and accidents. Emergency care is provided by a team of doctors, nurses, and paramedics.
4. **Intensive Care Units:** The hospital has intensive care units (ICUs) for patients who require specialized care and monitoring due to critical medical conditions. The ICU is staffed by doctors, nurses, and respiratory therapists.
5. **Support Services:** The hospital also has support services like laboratory, pharmacy, dietary, and housekeeping, which play an important role in the service delivery model.

Service Recovery Process for HINDUJA Hospital:

Despite the best efforts of the hospital, sometimes things can go wrong, and patients may have a negative experience. In such cases, the hospital needs to have a service recovery process in place to address the issue and regain the patient's trust. Here are the steps involved in the service recovery process for HINDUJA Hospital:

- **Acknowledge the Issue:** The first step is to acknowledge the patient's complaint and apologize for the inconvenience caused. The hospital staff should listen carefully to the patient's concerns and reassure them that their complaint will be addressed promptly.
- **Investigate the Issue:** The hospital should investigate the issue to determine the root cause and take corrective actions. The hospital staff should keep the patient informed about the progress of the investigation.
- **Resolve the Issue:** The hospital should take steps to resolve the issue and ensure that the patient is satisfied with the outcome. This may involve providing compensation, offering a follow-up appointment, or offering other forms of support.
- **Learn from the Issue:** The hospital should use the feedback from the patient to improve its service delivery processes and prevent similar issues from occurring in the future. The hospital staff should share the lessons learned with other staff members to improve the overall quality of service.

By following this service recovery process, HINDUJA Hospital can address patient complaints and maintain a high level of patient satisfaction.

Q10. What are different service innovations? Which are the various challenges for service innovation?

Different types of service innovations include:

1. **Service extension/Process innovation:** This type of innovation involves improving the service delivery process. For example, streamlining the check-in process in a hotel or hospital to reduce wait times and improve customer experience.
2. **Major/Product innovation:** This type of innovation involves developing new services or improving existing services to meet customer needs. For example, a bank introducing mobile banking services to make it more convenient for customers to access their accounts.
3. **Start-up/Service delivery innovation:** This type of innovation involves changing the way services are delivered. For example, using telemedicine to provide medical consultations remotely.
4. **Service improvement/Marketing innovation:** This type of innovation involves finding new ways to market and promote services. For example, using social media to reach out to customers and engage with them.

The challenges for service innovation include:

1. **Resistance to change:** Employees and customers may be resistant to new service innovations, making it difficult to implement them.
2. **Lack of resources:** Developing and implementing new services can be expensive and time-consuming, requiring significant resources.
3. **Complex service systems:** Service systems can be complex, involving multiple departments, teams, and stakeholders. Implementing service innovations can be challenging in such environments.
4. **Risk management:** Service innovations involve risks, including the risk of failure, which can be costly in terms of time, money, and reputation.
5. **Lack of customer involvement:** Customers play a crucial role in service innovation, and their input is essential in developing and implementing new services. However, it can be challenging to involve customers in the innovation process.

Q11. What are the structural and managerial elements of service design? Explain each one properly.

Structural Elements

The decisions pertaining to structural elements are of strategic in nature, which have to be planned considering long-time horizon while designing service delivery system.

These structural elements are presented below.

1. **Delivery System**
 - Front & back-office operations
 - Automation like self-service technologies
 - Customer participation

2. Facility Design

- Size of facility
- Aesthetics and ambience Layout and expansion consideration

3. Facility Location

- Single versus multiple sites
- Site characteristics
- Service concepts and objectives of service delivery
- Customer demographics

4. Capacity Planning

- Managing waiting lines
- Accommodating average and / or peak demand
- Service –line balancing

Managerial Elements

Once structural elements are in place, service organization take into account the activities require personal interaction or virtual interaction with the customer as a service encounter. It is important to consider managerial elements while designing service which can improve customer interaction and service quality at the same time provide hassle free service with less waiting time. Such elements are discussed below.

1. Service Encounter

- Characteristics of service provider, employees & customer

2. Quality

- Reducing gaps between customer expectation and perceptions

3. Managing capacity & demand

4. Information

Q12. In TATA hospital a new service is planned – Allot a room to the relative of a patient (as treatment takes 2 to 3 months). With a diagram explain how this new service can be designed?

- 1. Identify the need:** Determine the patient's expected length of stay and whether they have a family member or caregiver who needs to stay with them.
- 2. Determine availability:** Check the availability of rooms that are suitable for extended stays, such as those with en-suite bathrooms, comfortable furnishings, and amenities like TV and internet access.
- 3. Explain the service:** Explain to the patient or their family member the availability of rooms for extended stays, the cost, and any other details about the service.
- 4. Complete paperwork:** If the patient or their family member wishes to take advantage of the extended stay room service, complete the necessary paperwork, such as a registration form and agreement on room rates and terms.

5. **Assign the room:** Once the paperwork is complete, assign the patient or their family member to a suitable room and provide them with keys and any other necessary information about the room.
6. **Provide ongoing support:** Ensure that the patient and their family member have ongoing support during their stay, such as regular check-ins and access to services like laundry and meal delivery.
7. **Monitor satisfaction:** Regularly monitor the patient and their family member's satisfaction with the extended stay room service, and make improvements as needed based on feedback.

