

- customer responses to the service environment?
- (b) What is the role of blueprinting in designing, managing and redesigning service processes? **07**
- OR**
- Q.3** (a) What is meant by distributing services? Determine the type of contact options for service delivery? **07**
- (b) Identify the gaps that can occur in service quality and the steps that service marketers can take to prevent them. **07**
- Q.4** (a) What are the five key processes involved in a C.R.M strategy? **07**
- (b) What is tiering of services? Explain the rationale and strategic implication. **07**
- OR**
- Q.4** (a) Explain the distinction between core, facilitating and enhancing services. Give examples too. **07**
- (b) Why evaluating a service is considered difficult? **07**
- Q.5** Discuss the case study with answers of following questions. **14**

Skyway Airline: People Problems

Skyway Airlines is a new domestic airline floated by a group of NRIs with an Indian businessman as an equal partner. It wants to enter the Indian skies in competition with the current domestic airlines.

Mr. Wadhwa, the General Manager (H.R) appointed by Skyways, has a daunting task ahead of him. He has to find pilots, cabin crew and ground handling staff for the airline in four months flat. The dilemmas before him are many.

Skyway has aloe Brand Equity, therefore it would be tough to attract the best talent. Its capacity to pay high wages is not questionable, but whether business will be bright enough to sustain the high wages in future is a question that is unanswered as of now. Secondly, if new recruits are hired for the cabin crew and ground handling positions, they have to be trained adequately, and given the time constraints that looks like a tough task. May be training can be outsourced or temporary help can be summoned from some foreign country airline.

But most of all, Mr. Wadhwa is wondering what kinds of criteria he should look for in selecting the frontline staff who will interact with customers on a regular basis, and may determine the success or failure of the airline. Should he focus on good looks and personality, or a good school and college and communication skills, or was it high IQ that was needed ? His past stint in the hotel industry had given some ideas, but he was not sure if any different skill sets were needed in the airline industry.

Q.1. Can you help Mr. Wadhwa with his immediate dilemma, and enumerate the skills sets needed by (a) The cabin crew (b) The ground staff handling check-in and customer interactions.

Q.2. In what way would they differ from the skill sets needed in the hotel industry?

OR

- Q5** Discuss the case study with answers of following questions **14**

Moti Restuarant

Amol booked a table in a restaurant for 15 people at the beginning of Diwali to celebrate the festival season with his family and friends. He had been a regular visitor to Moti Restaurant and had developed loyalty for this place famous for South Indian food. Most of the friends were from the North who liked to eat South Indian food once in a while. Moti Restaurant served authentic South Indian fare. This was the reason Amol preferred to treat his family and friends at Moti. The patron of Moti Restaurant Mr. Rajkumar Pai was someone whom Amol knew well. Since Amol was a regular visitor to the restaurant, he was confident that the dinner party would be a great

success. Four days prior to the scheduled get-together dinner Amol spoke to Rajkumar and asked him to increase the booking to 20. Amol told Rajkumar, “ Raj, I am meeting some of these friends after a long time. So, the party has to be really rocking. Are you sure you can accommodate 20 of us?” Rajkumar, though busy, informed Amol that there was nothing to worry and that all the arrangements would be in order. He also added that he looked forward to seeing Amol and his friends at the party. On the scheduled day, Amol’s friends met at his residence at 7 pm on the appointed day and after having a cup of coffee left for Moti to be present at the restaurant at 8.30 pm sharp. They were relaxed and were cracking jokes and reached the restaurant at 8.20 pm. With some difficulty, they were able to park all their cars in the close vicinity. Though it took some time, Amol told them that these were minor glitches in comparison to the quality of food served by Moti. The guests arrived at the restaurant on time. Amol was taken aback to find that the table was booked only for 15 persons. Seeing them, Rajkumar came forward. Amol reminded Rajkumar that four days ago, he had informed him about the increase in the number of guests. He had called on Rajkumar’s mobile but as there was no response, he had asked him to be connected to Raj via the board. Amol told Raj, “ May be there has been an oversight. Can you reset the table for 20 persons please ?” The guests were waiting and Amol found it embarrassing. Amol was out of his wits when Rajkumar feigned ignorance about the whole telephonic conversation that they had. He argued with Amol that he had received no such phone call from Amol requesting for amendments in the booking. “ Mr. Amol, you must have been mistaken” , said Rajkumar. A red-faced Amol tried to explain things to Rajkumar Pai but Pai was too stubborn and continued to insist that he had not received any such call and that the booking was for 15 people only. The restaurant was full and Amol asked Rajkumar to resolve the matter as his guests had been waiting for some time. Rajkumar pleaded helplessness and said that there was nothing that he could do at the moment. There was a lawn outside the restaurant (but within the restaurant campus) which was quite neat and well illuminated. It was getting late. Left with little choice, Amol & his family along with another couple opted to wait even as his friends protested. The 15 members of the group began having their lunch squirming at the thought of the hosts having to wait to join the group. At 930 pm, after some of the other guests in Moti Restaurant left, Amol & the other members could be accommodated with the group. All of them settled for the dinner but the focus of discussion remained the service at the hotel. After the dinner was over, Amol settled the bill but did not leave any tip for the waiters. Amol met Rajkumar Pai on his way out and explained to him that this was his last visit to the restaurant. Rajkumar admitted that he may have been hasty but felt Amol was being unreasonable as it was his busiest evening and that Amol should make allowances. Amol and his friends never visited Moti Restaurant ever again. They also posted their feedback on Face book and spread word about their experience to all their colleagues, friends and associates.

Q.1. Was there a service failure ? How could there have been a service recovery ? If you were in Rajkumar’s place, list at least two ways in which you would have triggered a service recovery.

Q.2. What was the main reason for the service failure ? If you were Amol, how would you have reacted to Rajkumar’s behavior ?
