

Service Marketing: A practical approach
Prof. Dr. Biplab Datta
Vinod Gupta School of Management
Indian Institute of Technology-Kharagpur

Lecture-20
Designing the Services Process-II

Hello! there. Welcome to this session on services marketing with a practical approach.

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Lesson 20 Designing the Service Process - II

Understanding Customer Expectations

Preparing the Service Script

Today now we will discuss the lesson number 20 that is designing the service process part 2. Here we have 2 parts, one is understanding customer expectations, and the second part is preparing the service script.

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Understanding Customer Expectations

In the previous lesson, we have discussed that on-stage contact personnel would actually deliver parts of the service to customers during the moments of truth.

Who decides what to perform and what to deliver? If your answer to this question is, that, the customer decides what has to be delivered at each moment of truth, then you are quite right.

Service personnel have to deliver what the customer expects at each moment of truth of a particular service. In case we are wrong about what customers expect, and, we deliver something that is unpleasantly different from their expectations, customers would get dissatisfied with our service and refuse to purchase the same. Therefore, we have to learn about what customers could expect from the service that we wish to deliver.

So coming to understanding customer expectations, in previous lesson, we have discussed that on-stage contact personnel would actually deliver parts of the service to customers during the moments of truth. Who decides what to perform and what to deliver?. If your answer to this question is, that the customer decides what has to be delivered at each moment of truth, then you are quite right.

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Understanding Customer Expectations

Customer expectations can be either in the form of their prediction as to what they are likely to receive from the service personnel, or what they desire they can and should be receiving from the latter.

For instance, customers would expect that the postal service will deliver their mail someday, but they might desire that the mail be delivered next day.

The first category of expectations is called 'would' expectations while the second category of expectations are called 'should' or 'desired' expectations. As a customer focused service provider, we will be more interested in the 'should' expectations of the customer as fulfilment of those expectations is likely to satisfy the customer.

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While customers have their desired expectations, they are normally prepared to change the level of their expectations depending upon previous experiences, information captured from various sources or the current situation. Accordingly, they would settle for a minimum or adequate level of service that could satisfy them for that instance of services.

For example, when customers find that the service facility is crowded with other customers, they would start expecting lower levels of service from what they ideally desire from the service personnel. It is important for us to know the minimum level of the service that could satisfy customers, as they would be dissatisfied if the services fell below this minimum level.

This could motivate them to leave the service without purchasing it. They are likely to talk ill about the services to others as dissatisfied customers tend to talk more to people about their frustration while satisfied people talk to relatively lesser number of people about their positive experience.

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Understanding Customer Expectations

Customer expectations could have the following orientations:

Outcome orientation, i.e., customer expectations of what (e.g. a haircut) he/she should receive from the service,

Process orientation, i.e., customer expectations of how (e.g. smoothly or happily) he/she should receive the outcome of the service, and

Relationship orientation, i.e., customer expectations about how he/she can relate (e.g. as a non-intrusive friend) to the service personnel.

Customer expectations could have the following orientations: Outcome orientation, that is customer expectations of what example a haircut he or she should receive from the services. Process orientation that is customer expectations of how example smoothly or happily or pleasantly he or she should receive the outcome of the service and relationship orientation, that is customer expectations about how he or she can relate example as non intrusive friend etc. So these are the 3 orientation of customer expectations that is outcome orientation, process orientation, and relationship orientation.

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Understanding Customer Expectations

How will we find out what customers desire from our service personnel at each moment of truth, depicted in blueprints discussed earlier? If your answer is that you will take a representative, yet random sample of customers from our target market and ask them, you are on the right track.

We must ask our customers to imagine the situation from their past experience of the moment of truth in a same or similar service. Then we must ask them to write down *not* what happened, *instead* their desire as to what service personnel should be doing during the particular moment of truth and how he/she should be doing it. Thereafter we must collate the customers' desired expectations at each moment of truth in order to serve them better.



Understanding customer expectations, so how will we find out what customers desire from our service personnel at each moment of truth, depicted in blueprints discussed earlier?. If your answer is that you will take a representative, yet random sample of customers from the target market and ask them, then you are on the right track. We must ask our customers to

imagine the situation from their past experience of the moment of truth in a same or similar service.

Then we must ask them to write down not what happened, instead their desire as to what service personnel should be doing during the particular moment of truth and how he or she should be doing it. Therefore we must collate the customer's desired expectations at each moment of truth in order to serve them better.

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Understanding Customer Expectations

It is possible that the desired expectations vary, both with respect to their content, and the level of intensity for different customers. For example, at the entry to a restaurant, some customers may desire a smooth door which they can operate themselves, others might wish that the door is opened for them by the doorman, still others may wish that they be greeted by the doorman while opening the door while some customers might desire that they be greeted with a rose at the time of entering the restaurant.

Which of these desires are to be acceded to? One simple way is to provide what most of the customers want. However, the expectations may not point towards a single mostly demanded desire in some cases.

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Which of these desired are to be acceded?. One simple way is to provide what most of the customers want. However, the expectations may not point towards a single mostly demanded desire in some cases.

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Kano's Model

There is a more sophisticated method of choosing which of the above desires should be satisfied at the moment of truth. Noriaki Kano and his colleagues developed a method around 1979 by which various requirements of customers could be classified into three categories as follows:

1. Must-be requirements: Take the example of the provision of soap in the washroom of a restaurant. Customers would be dissatisfied if these requirements are not fulfilled but would take it for granted when these are provided.
2. One-dimensional requirements: Take the case of the speed with which food is served at a restaurant. Customers would be more satisfied with faster service and less satisfied with slower service. In general, customers' satisfaction would be proportional to the level that their requirement is fulfilled.
3. Attractive requirements: Imagine the example of receiving a rose at the time of entering a restaurant. Customers would be delighted, when such requirements are fulfilled, but will not be dissatisfied when these are not fulfilled.

So we move on to the Kano's model which is the sophisticated method of choosing which of the above desires should be satisfied at the moment of truth. Noriaki Kano and his colleagues developed a method around 1979 by which various requirements of customers could be classified into 3 categories that is the must be requirements, one-dimensional requirements and attractive requirements. Now what are must be requirements?.

Take the example of the provision of soap in the washroom of a restaurant. Customers would be dissatisfied if these requirements are not fulfilled but would take it for granted when the requirement is provided. One-dimensional requirements: Take the case of the speed with which food is served at a restaurant. Customers would be more satisfied with faster service and less satisfied with slower service.

In general, customers satisfaction would be proportional to the level that their requirement is fulfilled. Then comes to the attractive requirements: So imagine the customer example of receiving a rose at the time of entering a restaurant. Customers would be delighted, when such requirements are fulfilled, but will not be dissatisfied when these are not fulfilled.

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Kano's Model

Kano's model has been depicted pictorially in the next figure. In order to categorise desired customer expectations into the above three categories, the customers would have to be asked a pair of functional and dysfunctional questions. In order to categorise customers' wishes to be greeted with a rose at the time of entry, the pair of questions would be as follows:

Functional: How would you feel if you are given a rose at the time of entry?

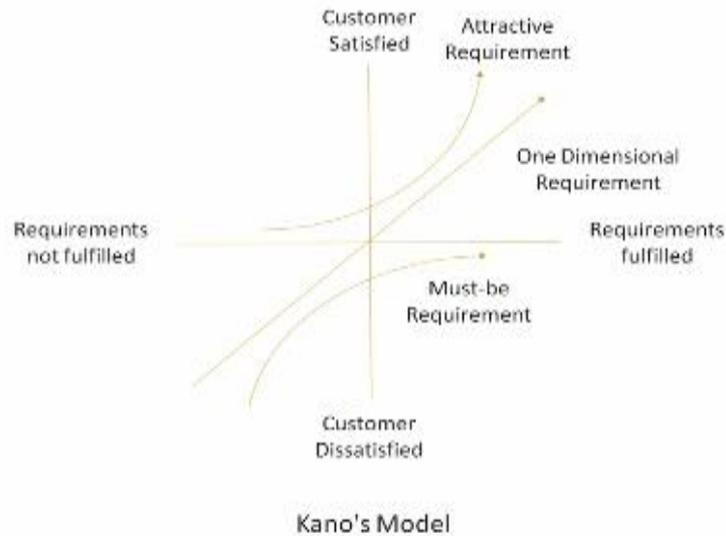
Dysfunctional: How would you feel if you are not given a rose at the time of entry?

Customers would be asked to answer each of the above questions in terms of the following options: 1. I like it that way 2. It must be that way 3. I am neutral 4. I can live with it that way 5. I dislike it that way. Now the mean value of the answers of all the respondent customers are plotted on the Kano Evaluation Table and the requirements classified into each of the three types, attractive, must-be or one-dimensional.

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And dysfunctional: How would you feel if you are not given a rose at the time of entry?. Customers would be asked to answer each of the above questions in terms of the following options. Option number one I like it that way, 2, it must be that way, 3, I am neutral, 4, i can live with it that way and fifth I dislike it that way. Now the mean value of the answers of all the respondent customers are plotted on the Kano evaluation table and the requirements classified into each of the 3 types, attractive, must be or one dimensional.

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So this is the Kano's model or a pictorial representation of Kano's model. Here we see that there are these requirements which have not fulfilled on the left and requirements fulfilled at the right. So this is the fulfilment of requirements in the x-axis, and then there is the customer satisfaction, so customer is satisfied towards the top and the customer is dissatisfied towards the bottom.

So this is the y-axis which talks about the satisfaction or dissatisfaction of the customer. Then we have the one dimensional requirement which is very easy. We have given the example of the speed with which the food arrives to the customer's table. So more these speed is better is the satisfaction, less the speed less is the satisfaction. Then we have the must be requirements, must be requirements are something which should be done, otherwise the customer would be greatly dissatisfied.

On the other hand it does not is just the fulfilment of requirements and therefore if it is provided the customer would take it for random. That is the example of soap in the restaurant. So if the soap is available, nobody would be very pleased with it, but they would use it anyway, but if the soap is not available then they would be extremely dissatisfied. Then we see this attractive requirement.

We get the example of giving rose to the customer when he enters this service facility, so if the rose is not given the customer will not mind it, but if the rose is given then the customer would be delighted and would be very happy with it and might come again and again to the

restaurant for this to enjoy the rose that is given at the door step of the restaurant. So this is called the Kano's model which was developed by Noriaki Kano.

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Kano Evaluation Table

Customer requirements		Dysfunctional				
		1. like	2. must-be	3. neutral	4. live with	5. dislike
Functional	1. like	Q	A	A	A	O
	2. must-be	R	I	I	I	M
	3. neutral	R	I	I	I	M
	4. live with	R	I	I	I	M
	5. dislike	R	R	R	R	Q

A = attractive
 M = must-be
 O = one-dimensional
 I = indifferent
 R = reverse
 Q = questionable req



Then we have the Kano evaluation table. So here we have this 2 questions that is the 2 questions that is the functional question and dysfunctional question. So how would you feel if the rose is given at the time of entry and how we do feel if the rose is not given at the time of entry. So those functional questions are these 5 choices that likes, in that way, it must be that way, it is neutral that way, he can live with it that way, or he dislikes it that way.

And dysfunctional also the same kind of options like must be neutral, live it or dislike. Now if the functional question that means would you like the rose at the time of how would you feel if you are given the rose at the time of entry, customer says like and dysfunctional he says that how would you feel if you do not get the rose and then he says that it is must be requirement or neutral requirements or he can live with that.

Then these are A and A means the attractive category of requirements and that goes here, so this is the attractive requirements. Next we have the must be requirements, which are there, that means the customer says that it must be given there neutral if it is given, they can live with it if it is given, but it is not given then they dislikes. They all process. And therefore this is called the must be requirements.

Then we have the one dimensional requirements that is the customer like if it is given, and dislikes it if it is not given. So these are one dimensional. And then there are some reverse

questions and some independent questions. So these area of the matrix is either reverse questions or indifferent questions, so the customer is reverse and independent. And then there are 2 Qs here and here.

So this Q means he likes it as a functional requirement and he also likes it as a dysfunctional requirement. So there is something questionable about the result which he can get and therefore it is represented by Q.

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Kano's Model

Now we must ensure that all must-be requirements are fulfilled, the one-dimensional requirements are fulfilled as much as possible with respect to what the competition does and the attractive requirements are fulfilled to distinguish our service from our competitors. In this way we can ensure that we are on the track of providing customers what they want so that they can be motivated to purchase our services.

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So the Kano's Model now we must ensure that all must be requirements are fulfilled, the one dimensional requirements are fulfilled as much as possible with respect to what the competition does and the attractive requirements are fulfilled to distinguish our services from our competitors. In this way we can ensure that we are on the track of providing customers what they want so that they can be motivated to purchase our services.

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Preparing the Service Script

Once we have decided what and how service personnel are going to perform at each moment of truth, we have to write down the service script. The service script would encapsulate the customer expectations in print that are to be met by our service offering, i.e. what and how service personnel would deliver the service at each moment of truth.

For instance, the script would mention how the door attendant would greet the customers, and open the door to let them in. It would also mention that if the capacity was full, the attendant would tell that to the customers, give them an estimate of the time they would have to wait for their turn, request them to sit down in the waiting area or advise them to visit another restaurant if other customers were already waiting in queue.

Similarly, the waiter would have to learn the script to take and confirm the order, to serve in the right manner, to take feedback and present the bill at the right time and the right way.



Then we come to preparation of the service script. Once we have decided what and how service personnel are going to perform at each moment of truth. We have to write down the service script. The service script would encapsulate the customer expectations in print that are to be met by our service offering that is what and how services personnel would deliver the service at each moment of truth.

For instance, the script would mention how the door attendant would greet the customers, and open the door to let them in. It would also mention that if the capacity was full the attendant would tell that to the customers, give them an estimate of the time they would have to wait for their turn, and request them to sit down in the waiting area or advice them to visit another restaurant if other customers were already waiting in the queue.

Similarly the waiter would have to learn the script to take and confirm the order, to serve in the right manner, to take feedback and present the bill at the right time and the right way. So everything that the service provider would have to do or have to communicate with the customer everything is written down in the service script and the service provider has to learn the servicescape and be able to enact this servicescape, so that he provides a reliable professional service each time and everytime.

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Preparing the Service Script

Collector	Patient
1. Greet care giver (s) and patient	
2. Make patient comfortable by conversing with him/her till he/she becomes ready to give the blood sample	Greets collector
3. Determine the site from where to draw blood	
4. Draw blood easily and carefully	Allows collector to draw blood
5. Tell patient / care giver the due date and time of the report	
6. Tell patient / care giver the price of the service and wait for acceptance	
7. Respond to patient / care giver, if any	
8. Prepare the bill and hand it over to the patient / caregiver	
9. Receive the money and return change, if any	
10. Say "bye – have a good day"	Bids "bye"

Service script for blood sample collection service from a patient's residence

So this is an example of the service script. Here we see that there is collector, and the patient. So this is the servicescape for blood sample collection service from the patient's residence. So the collector first greets the care giver and the patient. And the patient also greets the collector. Then step 2 make patient conformable by conversing with him or her till he or she becomes ready to give the blood sample.

Then the collector determines the site from where to draw blood. He draws the blood easily and carefully and the patient allows the collector to draw the blood. He tells the patient and care giver the due date and time of the report. He tells the patient and care giver the price of the service and waits for acceptance. He responds to patient and care giver, if any. He prepares the bill and hands it over to the patient and caregiver. He receives the money and return change if any and finally he says bye, have a good day and the patient also bids in bye.

So all these points from 1 to 10 has to be learnt by the blood sample collector and he has to converse with these points, so that neither does he communicate less than what is required to the communicator, not does he over communicate and over do things. So he should do such thing which satisfies the customer in a professional manner and if possible he delights the customer but these are the 10 points that the collector must remember and he must do them step wise so that the services provided both reliably and in a befitting manner.

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Preparing the Service Script

You must have noted that the script removes ambiguity about what and how the service has to be delivered at each moment of truth, ensures that the service is completely delivered without the customer having to undergo discomfort in fulfilling missing links like beckoning the waiter again and again to state his requirements.

The service script pinpoints the exact role each service personnel has to play in order to deliver the service correctly. Even when something goes wrong in the delivery and the customer complains, service personnel have to learn the script to be followed to handle the irate customer and make good or 'recover' the service!

The service script, is prepared in consultation with the service personnel, the service manager and a representative customer. The script is acted out a few times before being finalised and is used for training service personnel.



So, you must have noted that the servicescape removes ambiguity about what and how the service has to be delivered at each moment of truth. It ensures that the service is completely delivered without the customer having to undergo discomfort in fulfilling missing links like beckoning the waiter again and again to state his requirements in a restaurant. The service script pinpoints the exact role each service personnel has to play in order to deliver the services correctly.

Even when something goes wrong in the delivery and the customer complains, services personnel have to learn the script to be followed to handle the high rate customer and make good or recover the service. So there are service scripts which are made for customer for recovering a poor service and the services provider has to learn these scripts also by her, so that when somebody comes to return a particular object or particular product or somebody complains about the service.

He knows how to make good that service and how to recover that services, so that the customer is ultimately you know satisfied and delighted with whatever happened at the services facility. The service script pinpoints the exact role each service personnel has to play in order to deliver the services correctly. The services script is prepared in consultation with the service personnel, the service manager and a representative customer. The script is acted out a few times before being finalised and is used for training the service personnel. So that is all in this session, I hope it helps. Thank you.