

Service Marketing: Integrating People, Technology, Strategy

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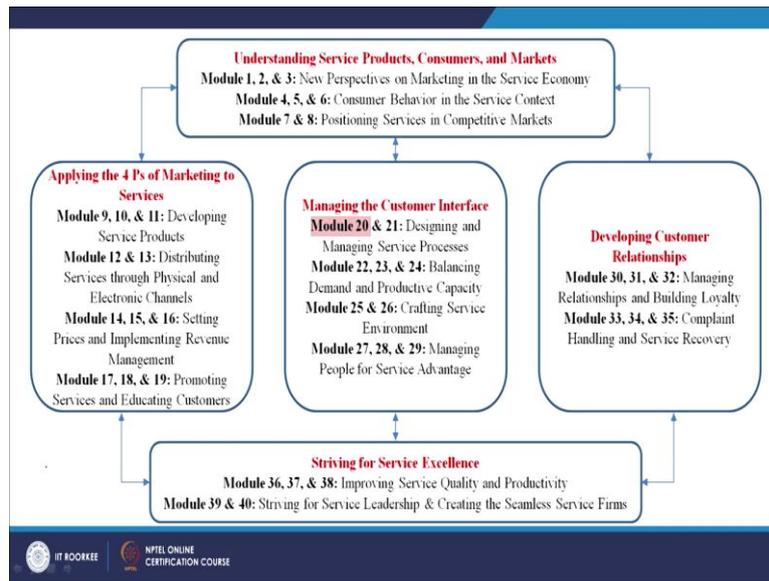
Indian Institute of Technology, Roorkee

Lecture 20

Designing and Managing Service Processes - Part 1

Welcome to this course on service marketing and now we will talk about module 20.

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Now, you see that now we have moved on to the third section, that is managing the customer interface and in this, managing the customer interface, we have these two modules that are module 20 and 21, and in these two modules, we will be discussing about designing and managing the service processes.

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MODULE OVERVIEW

- Know difference between a service experience and a service process.
- Differentiate between flowcharting and blueprinting.
- Develop blueprint for service process with all typical design elements in place.
- Understand how to use fail-proofing to design fail points from service processes.
- Know how to set service standards and performance targets for customer service processes.
- Appreciate importance of consumer's perceptions and emotions in designing service processes.

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Now, let us look at what are the things that we will talk about in this module. So, we will try to understand the difference between a service experience and a service process. So, keep in mind that these are two different things, service experience, and the service process. Then, we will again try to differentiate between flowcharting and blueprinting. Then, we will develop a blueprint for the service process with all typical design elements in place.

Then, we will understand how to use fail-proofing and design fail points from service processes. Know how to set service standards and performance targets for customer service processes and appreciate the importance of consumer's perceptions and emotions in designing service processes.

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INTRODUCTION: WHAT IS A SERVICE PROCESS

- Service Process vs. Service experience
- From the customer's perspective, services are experiences. From the organization's perspective, services are processes that have to be designed and managed to create the desired customer experience.
- Processes are the architecture of services.

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Now, to start what is a service process, so we will try to distinguish between the service process and service experience. From the customer's perspective, services are experiences. And from the organization's perspective, services are processes that have to be designed and managed to create the desired customer experience.

So, now you see that the same thing when it is looked by the customers, they are experiences. When it is looked by the company, they are processes and the job of the company is to design these processes and deliver, manage these processes so as to create the desired customer experience.

So, processes are the architecture of these services. Processes describe the method and sequence in which service operating systems work. So, now we are looking at a service from the organization's point of view and we are talking that, we are using the term processes and

these processes, they describe the method and sequence in which service operating systems work.

Poor processes make it difficult for front-line employees to do their jobs well, thus, resulting in low productivity, and increasing the risk of service failures. So, this processes are very important, obviously in delivering the desired customer experience because, if the processes are not properly designed then, the front-line employees, those employees who are in touch with the customers, they are not able to do their jobs well.

And that results in lower productivity, lower productivity is the problem for this company and increasing the risk of service failures again, that will lead to customer dissatisfaction and they may not return back to this company.

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DESIGNING AND DOCUMENTING SERVICE PROCESSES

FLOWCHARTING

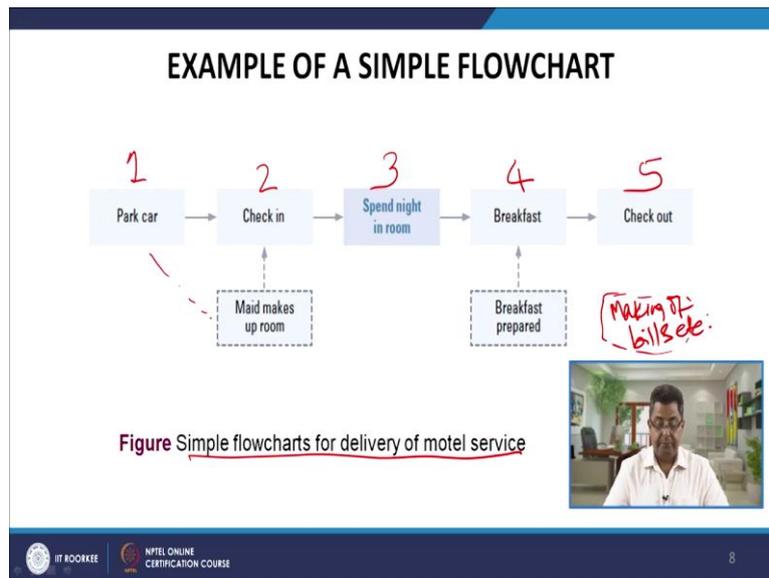
- A technique for displaying nature and sequence of different steps involved when a customer “flows” through the service process.
- Describes an existing process in a fairly simple form.
- An easy way to quickly understand the total customer service experience.

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Now, how to go about Designing and Documenting Service Processes, so that is what we are talking about is Flowcharting. A technique for displaying nature and sequence of different steps involved when a customer flows through the service process. So, when the customer is flowing through the service process, so what are the nature and sequence of this various steps. So, this describes an existing process in a fairly simple form. An easy way to quickly understand the total customer service experience.

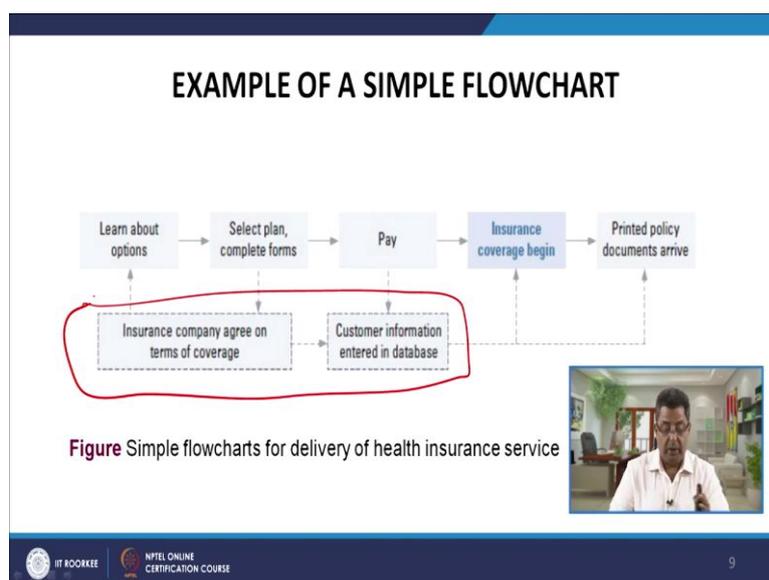
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Now, this is an example of a simple flowchart, for example we are talking of delivery of motel service. So, this person comes, he parks a car first. Then, he checks in, then the third is he spends the night in the room and in the morning he takes breakfast and then he checks out. Now, these are the two activities that the customer goes through, but then there are two other activities that are happening and which the customer may not see.

One is this, the maid makes up the room and then someone is preparing this breakfast, before it is being served to the customer. Then, he checks out so again there may be a thing that is making of this.

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This is an example of a simple flowchart for the delivery of health insurance services. Let us start from left and we will move on to the right, so in the first step the customer learns about the options, various options that are there. Then, second, he selects the plan and then he fills up the various forms that are needed.

The third step he pays for the insurance and after he has paid, the insurance coverage begins. And then that printed policy document, it arrives. Now, these are the things that customer is passing through. But, then there are two other activities that are happening with the customer, may not be able to see.

So, the insurance company is agree on the terms of coverage and then, this customer information is entered in this database. Now, it is not important, the company also have to keep in mind, what time will be taken for each activity, and which activity will follow? What will be the time period that elapses between these two activities?

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DESIGNING AND DOCUMENTING SERVICE PROCESSES
- *BLUEPRINTING*

- Map customer, employee and service system interactions.
- Show full customer journey from service initiation to final delivery of desired benefit.
 - For example, in the context of a cable service, it may involve a sales agent, an installation team, a call center employee to do the scheduling, and the back-office officers to set up the billing and payment; all are equally responsible for a trouble-free installation.

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So, another thing that we will talk about is blueprinting. So, that is map customer, employee and service system interactions. So, we were talking about flowcharting earlier and now we are talking of blueprinting. In this blueprinting, we map customers, employees and service system interactions. How these three are interacting? These three customers, employees, and service system and it shows full customer journey from service initiation to final delivery of desired benefits.

So, it depicts the full customer journey, for example, in the context of a cable service, it may involve a sales agent, an installation team, a call center employee to do the scheduling and the

back-office officers to set up the billing and payment, all are equally responsible for a trouble-free installation. So, some of them may be visible to the customers, some may not be visible to the customers. But, then all are equally responsible and equally important in this process.

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DESIGNING AND DOCUMENTING SERVICE PROCESSES
- BLUEPRINTING

- Show key customer actions, such as how customers and employees interact (the line of interaction), front-stage actions by service employees and how back-stage activities and systems support these.
- Show interrelationships among employee roles, operational processes, supplies, IT and customer interactions.

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So, it shows key customer actions, such as how customers and employees interact that is the line of interaction, where the customer and the employees, they are interacting. The front-stage actions by service employees and how back-stage activities and systems support these activities. So, it shows the interrelationships among employee's roles, operational processes, supplies, IT and customer interactions.

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DESIGNING AND DOCUMENTING SERVICE PROCESSES
- BLUEPRINTING

- Help bring together marketing, operations and HRM within a firm.
- Consequently develop better service processes, including designing fail points and excessive customer waits out of processes and setting service standards and targets for service delivery teams.

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And it helps bring together marketing, operations and HR within a firm and it Consequently, develop better service processes, including designing fail points and excessive customer waits out of processes and setting service standards and targets for service delivery teams.

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DEVELOPING A SERVICE BLUEPRINT

1. Identify all key activities involved in creating and delivering service.
2. Specify linkages between activities.
 - develop a simple flowchart documenting process from customer’s perspective.
 - add more details (design characteristics of a service blueprint).



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Now, let us look at how to go about developing a service blueprint, so all of us are aware of the blueprint of a house. So, now we are talking of a blueprint of a service, so it identifies all key activities involved in creating and delivering service. All key activities that are involved in creating and delivering service. In the second step, specify linkages between activities, so we develop a simple flowchart documenting the process from the customer’s perspective and add more details that is design characteristics of a service blueprint.

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DEVELOPING A SERVICE BLUEPRINT

For example, in an **airline context**, the passenger activity of “boards aircraft” actually represents a series of actions and can be broken down into such steps as:

- wait for seat rows to be announced,
- give agent boarding pass for verification,
- walk down jetway,
- enter aircraft,
- let flight attendant verify boarding pass,
- find a seat,
- stow carry-on bag, sit down (last step) →



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For example, in an airline context, the passenger activity of boards aircraft actually represents a series of actions and can be broken down into such steps as wait for seat rows to be announced, so when you are to board the aircraft, so they say that people from 1 to 20, they will board first and then 21 to 40. Give agents boarding pass for your verification, so that they can record how many people have boarded in the plane.

Then, you walk down the jet way, enter the aircraft, let the flight attendant verify the boarding pass, find a seat and then stow carry-on bags, sit down and that is the last step. So, this is what they are doing inside the aircraft, so they are giving the baggage to the communal air belt and then there is baggage's, they go to the aircraft. On the other side the customer is going to board to the aircraft.

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DESIGN CHARACTERISTICS OF A SERVICE BLUEPRINT

- 1 • **Front-stage activities-** maps overall customer experience.
- 2 • **Physical evidence of front-stage activities-** involves what customer can see and use to assess service quality.
- 3 • **Line of visibility-** distinguishes between what customers experience (front-stage) and activities of employees and support processes (back-stage).
- 4 • **Backstage activities-** that must be performed to support a particular front-stage activity.

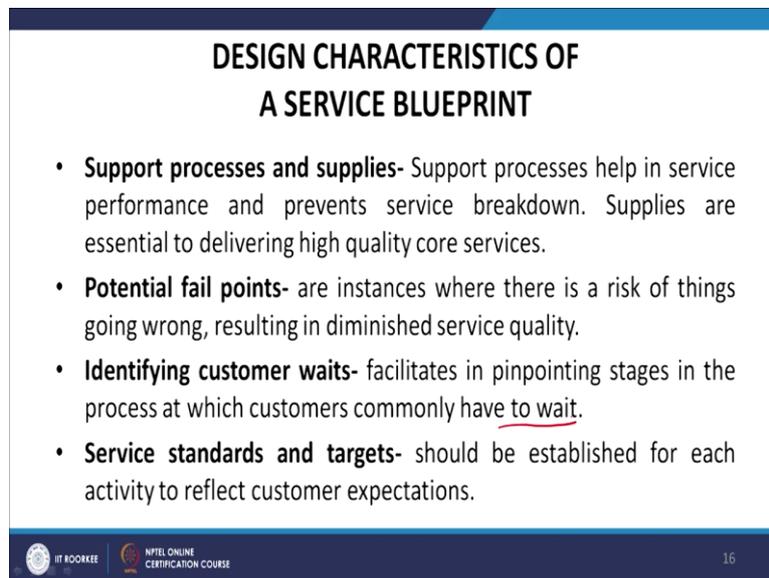
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So, what are the design characteristics of a service blueprint? There are front stage activities that map overall customer experience. So, that is one thing, the second thing is the physical evidence of front-stage activities that involve what customers can see and use to assess service quality. So, that is also carefully managed, that is the physical evidence of the front-stage activities.

So, because now we want customers, we will decide what we want customers to see. So, that they can assess our service quality. The third thing is this line of visibility, it distinguishes between what customer experience that is the front-stage and the activities of employees and support processes that is the back-stage. So, beyond this line of visibility, customers are not able to see as to what is happening.

Then, beyond this line of visibility are the back-stage activities which are not seen by the customers, which is not important to be shown to the customer. So, these backstage activities must be performed to support a particular front-stage activity.

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**DESIGN CHARACTERISTICS OF
A SERVICE BLUEPRINT**

- **Support processes and supplies-** Support processes help in service performance and prevents service breakdown. Supplies are essential to delivering high quality core services.
- **Potential fail points-** are instances where there is a risk of things going wrong, resulting in diminished service quality.
- **Identifying customer waits-** facilitates in pinpointing stages in the process at which customers commonly have to wait.
- **Service standards and targets-** should be established for each activity to reflect customer expectations.

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Then, there are some support processes and supplies. So, support processes help in-service performance and prevent service breakdown. So, supplies are essential to delivering high-quality core services. Then, we have to identify potential fail points, so these are the instances where there is a risk of things going wrong, resulting in diminished service quality.

So, it is important to identify this potential fail points, so that the service quality does not go down. Next thing to do is to identify customer waits that is, it facilitates in pinpointing stages in the process at which customers commonly have to wait. So, these are something that are to be identified, the fail points and where the customer has to wait and the last thing.

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DESIGN CHARACTERISTICS OF A SERVICE BLUEPRINT

- **Support processes and supplies**- Support processes help in service performance and prevents service breakdown. Supplies are essential to delivering high quality core services.
- **Potential fail points**- are instances where there is a risk of things going wrong, resulting in diminished service quality.
- **Identifying customer waits**- facilitates in pinpointing stages in the process at which customers commonly have to wait.
- **Service standards and targets**- should be established for each activity to reflect customer expectations.

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And the another thing is to look at the service standards and targets, should be established for each activity to reflect customer expectations. So, for example how much time your bank, when you call the call center of your bank, how much time it takes to put you through to the customer service executive? So, there sometimes you may have to wait for 15 minutes, so that is what is a problem.

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STAGES IN SERVICE PROCESSES: RESTAURANT EXPERIENCE

Most service processes can be divided into 3 main steps:

1. **Pre-process stage** - the preliminaries occur
 - E.g. making a reservation, parking the car, getting seated, and being presented with the menu
2. **In-process stage** - main purpose of service encounter is accomplished
 - E.g. enjoying the food and drinks in a restaurant

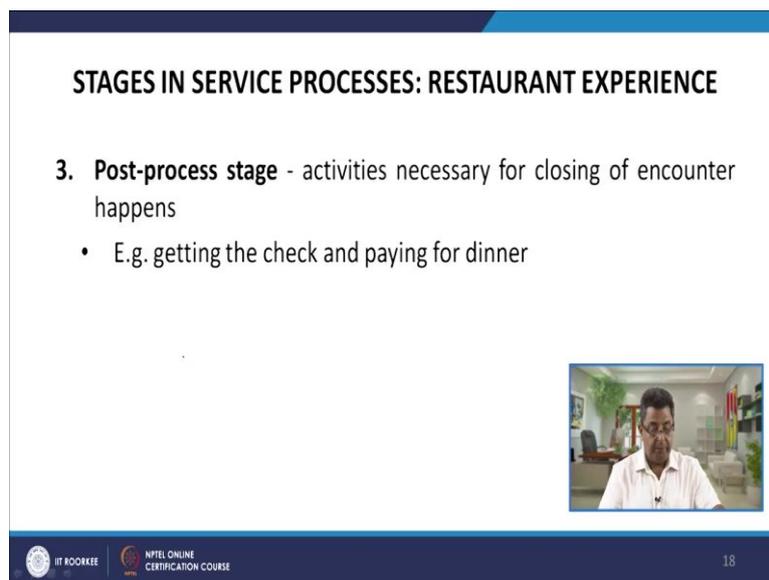
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Now, let us look at stages in service processes and we are giving our restaurant examples. Let us look at the stages in the service processes from the restaurant experience. Most service processes can be divided into 3 main steps, the first step is the pre-process stage, the

preliminaries occur. For example, the customer makes a reservation, comes to the restaurant, parks his car, gets a seat and being presented with the menu.

Then, the second thing is the in-process stage, so till now he is in a pre-process stage, till the time he is giving the menu. The next stage is the in-process stage, so the main purpose of the service encounter is accomplished here. For example, enjoying the food and drinks in a restaurant. So, that is the in-process stage.

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The slide is titled "STAGES IN SERVICE PROCESSES: RESTAURANT EXPERIENCE". It lists three stages, with the third stage being the focus. The third stage is "3. Post-process stage - activities necessary for closing of encounter happens". A bullet point below it says "• E.g. getting the check and paying for dinner". In the bottom right corner of the slide, there is a small video inset showing a man in a white shirt speaking. At the bottom of the slide, there are logos for "IIT ROORKEE" and "NPTEL ONLINE CERTIFICATION COURSE", and the number "18" in the bottom right corner.

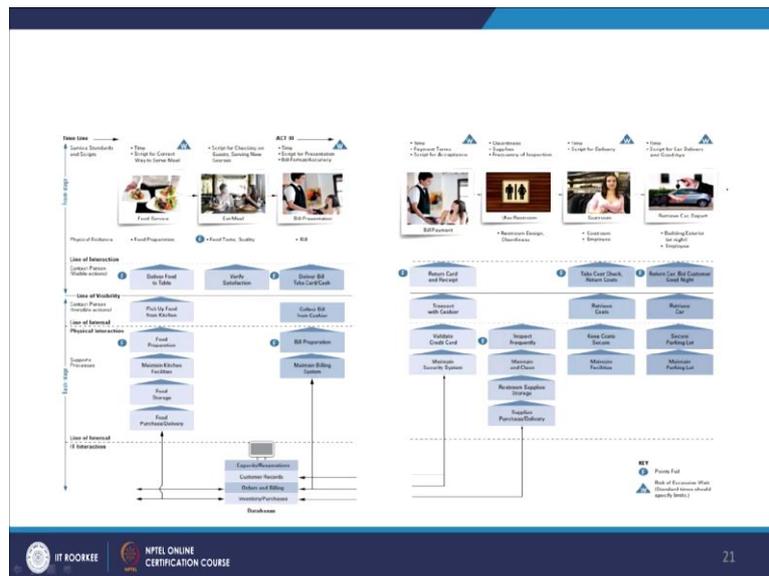
And the third is the post-process stage. Now, the person has come and parked his car, he was given as menu, he selected things from the menu. And he was delivered those and he has eaten all the things that he wanted and now this is the last stage, that is the post-process stage, so activities that are necessary for the closing of encounter happen here that is getting the check and paying for the dinner. And then, he walks out and takes his car, so there may be valet parking and then, he goes back. So, that is the post-process stage.

lady is making the reservation and then, they come to the restaurant, there is valet parking, then there is a coatroom where the coats are hanged.

And these are something that are happening and in this is the line of interaction where the customer and the service, and the frontline employees they meet and this line of visibility, beyond this the customer is not able to see. So, now this frontline employee they accept the reservation. They confirm the date and the time, before that they check the availability and then, they insert the booking.

And then they maintain the reservation system, so all the things they are happening. So, this is the blueprint of the Restaurant Drama and at the end, so they are talking of the food order and the wine, then the wine quality, etc. Now, you see that lots of things are happening and customers may not be able to see all these things, from where he is standing and several things are happening beyond this line of visibility. But, these activities are also equally important, so as to deliver on this experience drama or the restaurant drama.

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Again, the whole thing is being carried forward, now at the end the lady goes to the coatroom and there are employees and she gets the coat. Then, the car is delivered to him and he goes out. So, this is how, this whole service processes, they are blueprinted from the start to the end. And each activity is clearly mapped, flowcharted.

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KEY COMPONENTS OF BLUEPRINT EXAMPLE

1. Definition of standards for each front-stage activity(only a few examples are actually stated in the figure)
2. Principal customer actions(illustrated by pictures)
3. Physical and other evidence for front-stage activities(stated for all steps)
4. Line of interaction



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So, this key components of a blueprint example are, first is the definition of standards for each front-stage activity and there only a few examples are actually stated in this figure. The second is principal customer actions that is illustrated by the pictures. The third is physical and other evidence for front-stage activities that is stated for all the steps. The fourth is the line of interaction.

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KEY COMPONENTS OF BLUEPRINT EXAMPLE

5. Front-stage actions by customer-contact personnel
6. Line of visibility
7. Back-stage processes by customer-contact personnel
8. Support processes involving other service personnel
9. Support processes involving IT

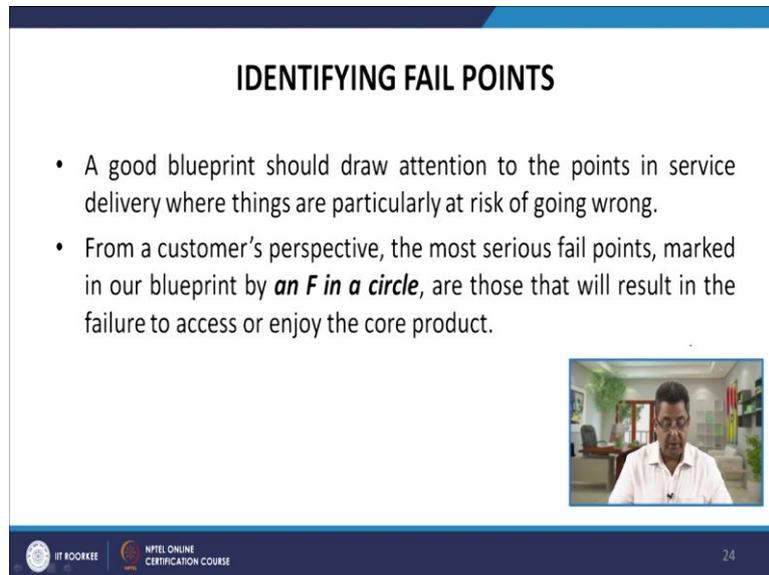


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Then, the fifth is front-stage actions by customer-contact personnel. The sixth is the line of visibility. The seventh is the back-stage processes by customer-contact personnel. The eighth is the support processes involving other service personnel and the ninth is support processes involving IT. So, now every activity is identified and blueprinted and is outlined, that these

activities are to be carried out in sequence or in parallel. So, that the total service drama can be enacted in front of the customer.

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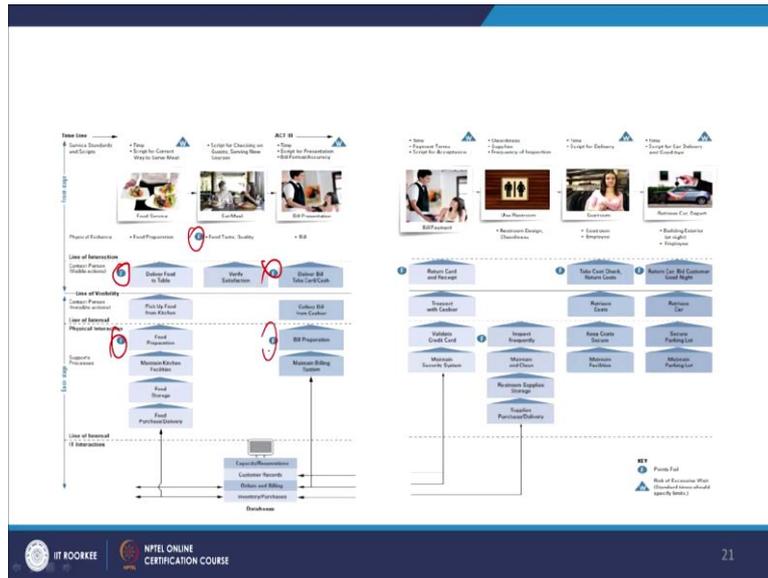


The slide is titled "IDENTIFYING FAIL POINTS" in bold black text. It contains two bullet points: "• A good blueprint should draw attention to the points in service delivery where things are particularly at risk of going wrong." and "• From a customer's perspective, the most serious fail points, marked in our blueprint by *an F in a circle*, are those that will result in the failure to access or enjoy the core product." In the bottom right corner of the slide, there is a small video inset showing a man in a white shirt speaking. The slide footer includes the IIT KOOEREE logo, the text "NPTEL ONLINE CERTIFICATION COURSE", and the number "24".

Another thing, that we need to study is to identify the fail points, a good blueprint draws attention to the points in service delivery where things are particularly at risk of going wrong. So, there are certain fail points in every service drama, all points may not be the fail points and the same fail points may not be there for all the companies.

So, for some companies, some points can be fail points and for other companies, another points can be fail points. So, that depends upon, that will change from company to company, so from a customer perspective, the most serious fail points marked in our blueprint by F in a circle, are those that will result in the failure to access or enjoy the core product.

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So, these are potential fail points F, F, F, F, F. So, these the company had already marked them as the fail points.

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IDENTIFYING FAIL POINTS

- They involve items such as the:
 - reservation (“Could the customer get through by phone?”, “Was a table available at the desired time and date?”, or “Was the reservation recorded accurately?”) and
 - seating (“Was a table available when promised?”).

So, they involve items such as reservation, could the customer get through by phone? Was a table available at the desired time and date? Or was the reservation recorded accurately and seating, was the table available when promised?

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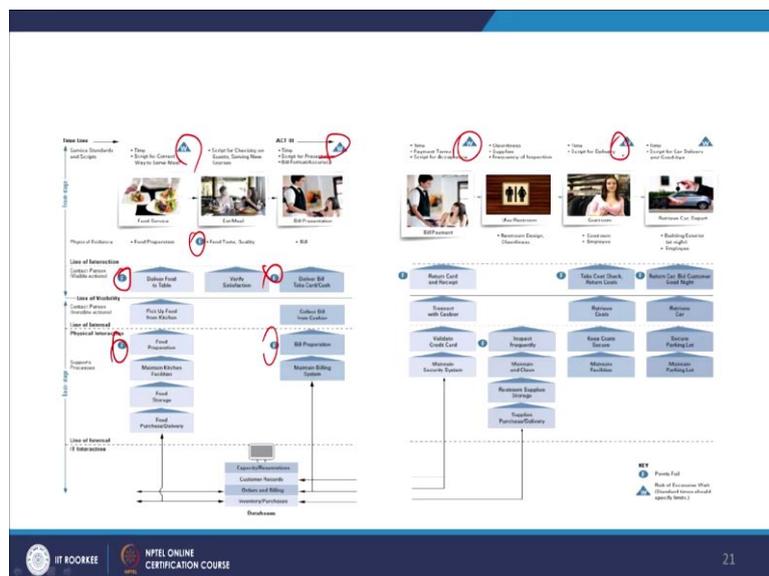
IDENTIFYING FAIL POINTS

- Since service delivery takes place over time, there is also the possibility of delays between specific actions that require the customers to wait.
- Common locations for such waits are identified on the blueprint by a **W within a triangle**.
- David Maister coined the acronym OTSU (“opportunity to screw up”) to stress the importance of thinking through all the things that might go wrong in the delivery of a particular service.


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Since service delivery takes place over time, there is also the possibility of delays between specific actions that require the customers to wait. So, because, obviously the service delivery has to be delivered over, a service delivery takes time and it happens over a period of time. So, obviously there are the customer, there may be situations where customers are supposed to wait. So, common locations for such waits are identified on the blueprint by a W within a triangle.

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These are the wait points where the customer may have to wait.

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IDENTIFYING FAIL POINTS

- Since service delivery takes place over time, there is also the possibility of delays between specific actions that require the customers to wait.
- Common locations for such waits are identified on the blueprint by **a W within a triangle**.
- David Maister coined the acronym OTSU (“opportunity to screw up”) to stress the importance of thinking through all the things that might go wrong in the delivery of a particular service.

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David Master coined the acronym OTSU that is an Opportunity to Screw Up to stress the importance of thinking through all the things that might go wrong in the delivery of a particular service. So, this OTSU is important, so that you are able to identify where things can go wrong. How to go about fail proofing?

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FAIL-PROOFING

- Tools commonly used for fail-proofing: poka-yokes
- Poka-yokes or fail-safe methods are Total Quality Management (TQM) methods in manufacturing to prevent errors in the manufacturing processes.
- Derived from the Japanese words *poka* (inadvertent errors) and *yokeru* (to prevent).
- Richard Chase and Douglas Steward introduced this concept to fail-safe service processes.

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So, tools commonly used for fail-proofing, one such tool is poka-yokes. So, this poka-yokes or fail-safe methods are Total Quality Management that is TQM methods in manufacturing to prevent errors in the manufacturing processes and they are derived from the Japanese words poka that is inadvertent errors and yokeru to prevent. So, to prevent in advertent errors, Richard Chase and Douglas Steward introduced this concept to fail-safe services processes.

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FAIL-PROOFING

- Server(service provider) poka-yokes ensure that service employees do things correctly, as asked, in the right order and at the right speed.
- Examples include **surgeons** whose surgical instrument trays have individual indentations for each instrument.
- For a given operation, all of the instruments are nested in the tray so it is clear if the surgeon has removed all instruments from the patient before closing the incision.

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So, a server that is the service provider poka-yokes ensure that service employees do things correctly, as I asked in the right order and at the right speed. Examples, include surgeons whose surgical instrument trays have individual indentations for each instrument. For a given operation, all of the instruments are nested in the tray so it is clear of the surgeon had removed all instruments from the patient before closing the incision.

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FAIL-PROOFING

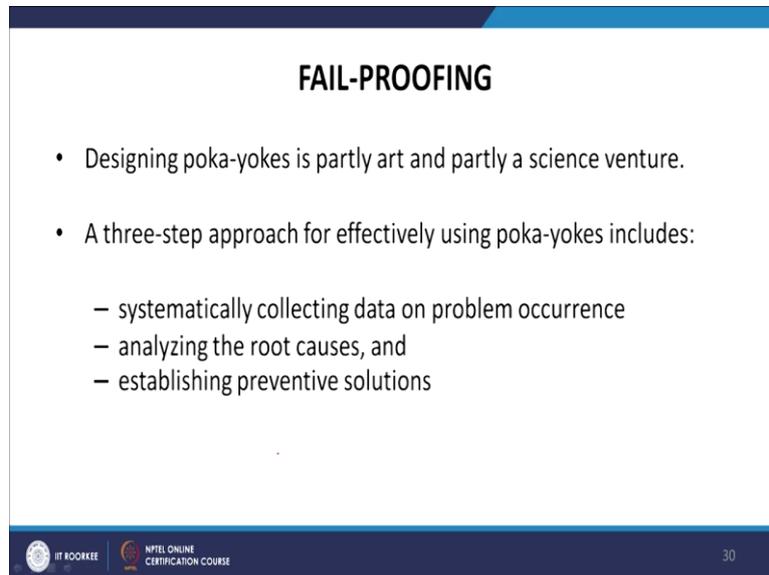


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Now, this is what we are talking about, so there is this operation happening and there are four people who are conducting this operation and you see that there is a whole lot of things that they are using for this operation. Now, there is always a chance that something is left inside, when it is, where it is not supposed to be. So, in this case, this poka-yokes can be used so as

to fail-proof and retrieve all those instruments from the patients which were used during the operation.

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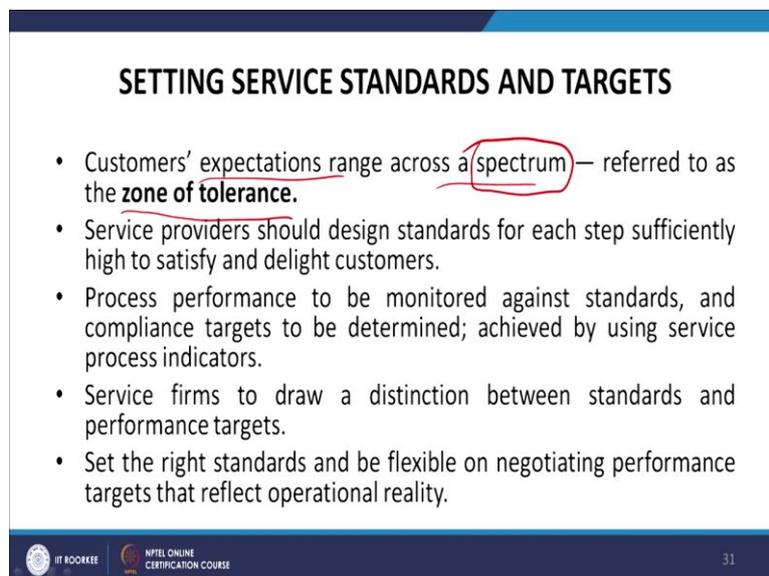
FAIL-PROOFING

- Designing poka-yokes is partly art and partly a science venture.
- A three-step approach for effectively using poka-yokes includes:
 - systematically collecting data on problem occurrence
 - analyzing the root causes, and
 - establishing preventive solutions

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So, designing poka-yokes is party art and partly a science venture. A three-step approach for effectively using poka-yokes includes systematically collecting data on problem occurrence, then analyzing the root causes establishing preventive solutions.

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SETTING SERVICE STANDARDS AND TARGETS

- Customers' expectations range across a spectrum— referred to as the **zone of tolerance**.
- Service providers should design standards for each step sufficiently high to satisfy and delight customers.
- Process performance to be monitored against standards, and compliance targets to be determined; achieved by using service process indicators.
- Service firms to draw a distinction between standards and performance targets.
- Set the right standards and be flexible on negotiating performance targets that reflect operational reality.

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The next thing is about setting service standards and targets. So, the customer's expectations range across a spectrum referred to as the zone of tolerance. So, these customer expectations, they range and this zone of tolerance is a spectrum. Service providers should design standards for each step sufficiently high to satisfy and delight customers. Service performance to be

monitored against standards, and compliance targets to be determined, achieved by using service process indicators. The service forms to draw a distinction between standards and performance targets.

And then, they set the right standards to be flexible on negotiating performance targets that reflect operational reality. So, what does a company is supposed to do is to keep their standards and targets within this zone of tolerance which is a spectrum.

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SETTING SERVICE STANDARDS AND TARGETS

- As the axiom goes, “What is not measured is not managed”, standards must be expressed in ways that permit objective measurement.
- Process performance needs to be monitored against standards, and compliance targets need to be determined.
- For example, in a **retail banking context**, the attribute “responsiveness” can be operationalized as “processing time to approve a loan application”.

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As the axiom goes, ‘what is not measured is not managed’ standards must be expressed in ways that permit objective measurement. So, process performance needs to be monitored against standards, and compliance targets need to be determined. For example, in a retail banking context, the attribute responsiveness can be operationalized as processing time to approve a loan application.

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Now, let us look at this flowchart, so here you have service attributes, then there are service process indicators. The service process standards and then the performance targets and these are the attributes of these services, so there is responsiveness, reliability, competence, accessibility, courtesy, communication, credibility, confidentiality, listening to the customer. The service process indicators include processing time to approve this application. Now, the service process, what is the standard for that, it is 24 hours.

And performance targets, 80 percent of all applications within 24 hours. So, create a base to measure customer satisfaction, then define service quality goals for the staff. And then, define process departmental service quality goals. So, now how to measure the performance of the system, of this blueprint of the service delivery and as well as the employees. So, there are various kind of measures that can be instituted in order to measure the various targets that were set.

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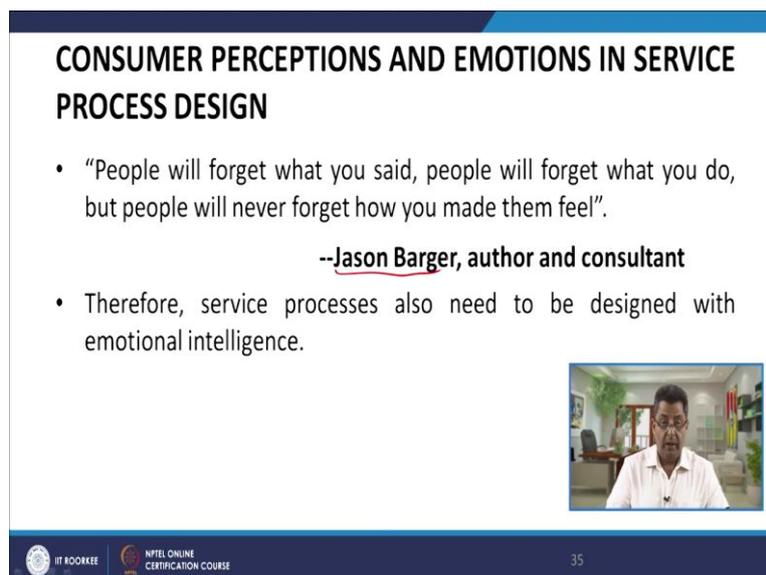
IMPORTANCE OF SEPARATION OF STANDARDS AND TARGETS

1. The correct standards (i.e., customer-driven) get communicated to and are internalized by organization.
2. When implemented well, process owners and department or branch managers will raise their performance levels through continuous and incremental improvements to be more in line with customer expectations.
3. It facilitates buy-in and support for the (tough) service standards as it also provides latitude to management and staff.

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So, what is the importance of the separation of standards and targets. The correct standards that is customer-driven, so keep in mind that we are talking of customer-driven standards. They get communicated to and are internalized by the organization. When implemented well, process owners and department or branch managers will raise their performance levels through continuous and incremental improvements to be more in line with customer expectations. And it facilitates buy in and support for the tough service standards as it also provides latitude to management and staff.

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CONSUMER PERCEPTIONS AND EMOTIONS IN SERVICE PROCESS DESIGN

- “People will forget what you said, people will forget what you do, but people will never forget how you made them feel”.

--Jason Barger, author and consultant

- Therefore, service processes also need to be designed with emotional intelligence.

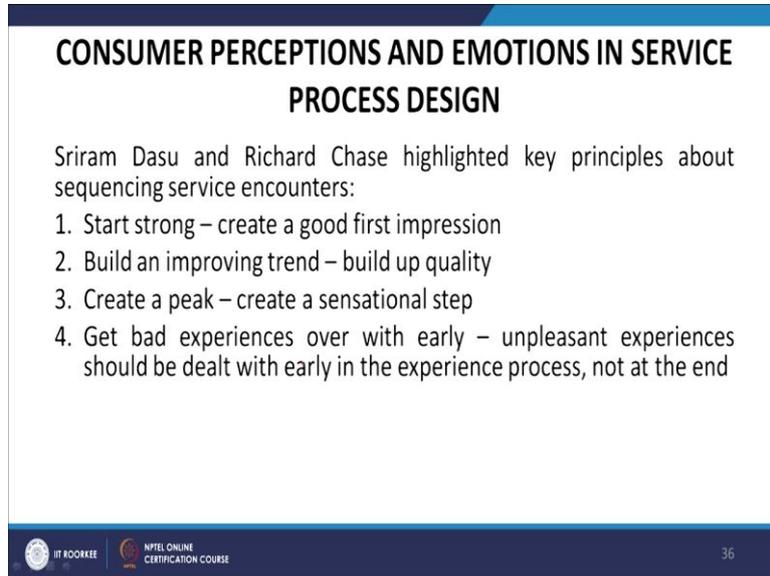


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Now, let us look at the consumer perceptions and emotions in service process design. People will forget what you said, people will forget what you do, but people will never forget how

you made them feel so that is said by Jason Barger, he is an author and a consultant. Therefore, service processes also need to be designed with emotional intelligence.

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CONSUMER PERCEPTIONS AND EMOTIONS IN SERVICE PROCESS DESIGN

Sriram Dasu and Richard Chase highlighted key principles about sequencing service encounters:

1. Start strong – create a good first impression
2. Build an improving trend – build up quality
3. Create a peak – create a sensational step
4. Get bad experiences over with early – unpleasant experiences should be dealt with early in the experience process, not at the end

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Sriram Dasu and Richard Chase highlighted key principles about sequencing service encounters. So, the first thing to do is to start strong, create a good first impression. So, as they say, that the first impression is the last impression. So, we have to start strong so as to create a good first impression.

The second is to build and improving trend, build up quality. The third is create a peak, create a sensational step that is what is called as the climax and the fourth is get bad experiences over with early, unpleasant experiences should be dealt with early in the experience process, not at the end, so there should be somewhere in between neither at the beginning nor at the end.

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**CONSUMER PERCEPTIONS AND EMOTIONS IN SERVICE
PROCESS DESIGN**

5. Segment pleasure, combine pain – divide pleasurable and unpleasant experiences and combine them.
6. Finish strong – ending on a high note is an important aspect of every service encounter.
7. Emotion prints – map the expected associated emotions at each stage of the service processes.



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Next is to segment pleasure, combine pain, divide pleasurable and unpleasant experiences and combine them. The sixth is to finish strong, ending on a high note is an important aspect of every service encounter. And then, emotion prints, map the expected associated emotions at each stage of the service processes.

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**CONSUMER PERCEPTIONS AND EMOTIONS IN SERVICE
PROCESS DESIGN**

For example, it can be anticipated that expectant mothers will feel happy and excited when they first see the ultrasound photo of their baby.



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So, let us look at this example, it can be anticipated that expectant mothers will feel happy and excited when they first see the ultrasound photo of their baby. So, now this mother is looking at the ultrasound photo of this baby that is the first photo. Obviously, they will feel happy about it.

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CONCLUSION

- Started with the differentiation between service experience and service process. → *Company*
- Defined the concepts of flowcharting and blueprinting.
- Characteristics of a service blueprint were also discussed.
- Fail-points identification and application of fail-proofing to design fail points out of service processes was also emphasised upon.
- Finally, we discussed the consumer perceptions and emotions in service process design.

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Now, in order to conclude we started with the differentiation between service experience and service process. So, the service experience is for customers and the service process is for the company. We defined the concepts of flowcharting and blueprinting. Then, we have talked about the characteristics of a service blueprint.

And then fail-points identification and application of fail-proofing to design fail points out of service processes were also emphasized upon and finally, we discussed the consumer perceptions and emotions in service process design. These are the three books from which the material for this module was taken, thank you.