

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES & RESEARCH
Vidyavihar, Mumbai- 400077

Program: PGDM - IB (Batch 2017-19)
Subject: Services Marketing (Elective)
(End Term Examination)

Maximum Marks: 50
April'19
Duration: 3 Hours

Date:15th

Instructions

1. **Question No. 1 is compulsory**
2. Attempt any **FOUR** from Question no. 2 to Question no. 6
3. State relevant examples wherever applicable

QUESTION 1 Basis the given case answer the question below:
Marks)

(10

CASE: CENTAUR CONSULTING

Many executives believe that the key to successfully developing differential advantage in the future will be intellectual capital and the firm's human-resource assets. It follows that providing employees with learning and development opportunities like team effectiveness, leadership, diversity, coaching and counseling, and overall management expertise will be critical for business success. In addition, learning and development can be an excellent tool for firms to retain their most valued employees.

However, the pressures of justifying every budget request, a sluggish economy, constant merger and acquisition activity, downsizing, and many other forces that firms face can easily lead to reduced training and development budgets. Centaur Consulting Co. (www.centaurconsulting.com) is an established national learning and development organization. It focuses in three key areas: customer service, management/ employee development, and business systems/methods. Centaur sees its marketing challenge as defining appropriate segments to target, developing positioning for each segment — including customer and competitor targets, value proposition, reason to believe, and defining an implementation plan.

Questions:

- (a) What recommendation do you have for establishing Centaur Consulting's brand?
- (b) Should Centaur develop and market unique offers, or a complete package of Instructional Design and Training courseware? Suggest strategic decisions regarding branding, positioning, and competitive strategy for Centaur Consulting?

QUESTION 2

(10

Marks)

Answer the following Any One:

- (a)** Describe the consumer's decision process in the purchase of healthcare services.
- (b)** What are the possible differentiating factors that can create a unique position for Amazon in Indian consumers' mind?

QUESTION 3

(10 Marks)

Answer the following Any One:

- (a)** Operational efficiency is one of the most crucial elements for the success of catering organizations. How far do you think this statement holds good? What aspects should a food delivery company "SWIGGY" keep in mind to effectively manage its operations?
- (b)** Why are ethical concerns important issues when designing service pricing and revenue management strategies? What are potential consumer responses to service pricing or policies that are perceived as unfair?

QUESTION 4

(10

Marks)

Read the case and answer the questions given at the end. Use suitable tools to analyze the case.

CASE: HOUSING.COM

Housing.com was a Mumbai-based online real estate listing company that verified the authenticity of every property listing on its website. Despite proving itself as a threat to big players in India's online property portal space, it was struggling to establish itself as a preferred option among brokers. Conflicts of interest between sellers (i.e., brokers, builders, developers, and landowners who listed property online) and buyers (i.e., end-users who searched the website for property) were a matter of concern, with the industry characterized by information asymmetry and a lack of transparency. With the verification of listings, Housing.com was adding value for buyers but also compromising on time and the number of listings on the portal. Property dealers (sellers) were complaining that the procedure for getting properties listed on the site was long and tedious compared to competitors' sites.

The sellers were not happy about the photographs taken of their properties. A broker said, "Every year I pay at least \$ 4,800 to these web portals as subscription fees, but the leads generated are very small in number, especially on Housing.com. In fact, it has been eight months since I got registered on Housin.com, and I have not been able to generate

many leads. “When asked whether he would like to renew his subscription, the broker said, “we get a greater number of leads from 99acres.com and Indiaproperty.com, and they are more approachable, convenient and fast. Hence, I might not re-subscribe (to Housing.com) for the next year.” Value-added services - such as verifying property listings - needed to be backed up with an emphasis on listings and an increase in traffic.

- (a) What should Housing.com do to increase the listings on the website? Highlight the gaps in current services offered to the seller segment by Housing.com and how the gaps can be filled.

QUESTION 5

(10

Marks)

Answer the following Any One:

- (a) How did Club Mahindra reach an upscale positioning and achieve excellence in the quality of service?
- (b) The human interface is critical for many service firms. Sometimes customer loyalty to employees is greater than loyalty to the firm. How would you minimize customer defections to departing employees?

QUESTION 6

(10

Marks)

Write Short Note on Any Two of the following:

- (a) Dimensions of Service Quality
- (b) Blueprinting – A Powerful Tool for Identifying Fail Points
- (c) Customer as Service co-creators

******* End of Paper*******