



UNIVERSITY OF COLOMBO, SRI LANKA  
FACULTY OF MANAGEMENT AND FINANCE  
**Postgraduate & Mid-career Development Unit**

Master of Business Administration Examination (Semester III Second Half) - July 2016

**MBA MK -612 – Customer Service Management**

Three (03) Hours

Answer **four (04)** question in all including question **One (01)**

Open Book Test

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1. Read the case “Walt Disney Theme Parks” and answer the questions below, based on the class-room discussion.

**Walt Disney Theme Parks**

Walt Disney Parks and Resorts Worldwide, Inc., also known informally as Walt Disney Parks and Resorts or Disney Parks, is one of The Walt Disney Company's four major business segments and a subsidiary. Originally known as Walt Disney Outdoor Recreation Division then Walt Disney Attractions, it is responsible for the conception, building, and managing of the company's theme parks and vacation resorts, as well as a variety of additional family-oriented leisure enterprises. It was founded in 1971, after the opening of Magic Kingdom at Walt Disney World in Florida, joining the original Disneyland in California, which opened in 1955. In 2014, the company's theme parks hosted approximately 134 million guests, making Disney Parks the world's most visited theme park company (Wikipedia).

Walt Disney Theme parks themselves are renowned for many aspects, the magic they create in the hearts and minds of its visitors of all ages and the sheer life time experiences that

makes many of the customers keep coming back again many times more to savour more are just a couple of them.

The parks are famous for their pristine cleanliness and exceptional customer service. This is indeed a surprising factor considering the millions of visitors who patronize the theme parks and considering that majority of the employees who are outsourced.

- I. What strategies does Walt Disney adopt in its Theme Parks to create exceptional customer service throughout the world? Discuss them in detail using the Gap Model.

(10 Marks)

- II. Discuss five (05) key changes in the social, economical and technological environments that would affect the behaviour of its visitors where service is concerned in the next few years. Please explain your answer briefly.

(10 Marks)

- III. Creating Sustainability in all aspects is a must when setting up Theme Parks across the globe. State three such important aspects that Walt Disney Theme Parks need to consider in expanding globally. Discuss in detail with examples.

(10 Marks)

- IV. Explain the key steps in Customer Experience Management using examples from Walt Disney theme Parks.

(10 Marks)

**(Total 40 Marks)**

2. Virgin Atlantic, a trade name of Virgin Atlantic Airways Limited, is a British airline founded by Sir Richard Branson. The Airline is known for exceptional service and unique approach to its servicing and products on offer.

I. Explain briefly as to how the key constructs in the customer profitability chain affect air travel taking Virgin Atlantic as an example .

(10 Marks)

II. How would you use social media to increase customer experience Management? Explain by drawing two (02) examples that you believe Virgin Atlantic can adopt.

(10 Marks)

**(Total 20 Marks)**

3. Travel and tourism Industry is growing globally at a phenomenal level as more people across globe seek new experiences.

The European market for outbound tourism offers good opportunities for tourism companies from developing countries. Recovering economies and the vast expansion of long-haul airlines offering new routes at favourable rates create new impulses for tourism, although growth might be tempered by the increasing impact of incidents and catastrophes. **The search for exclusive, authentic, personalised and sustainable experiences and the rise of new target groups are creating demand for new products.** Advances in technology are providing new tools for marketing and customer relationships. ( [www.cbi.eu](http://www.cbi.eu))

I. In your opinion what can be the most significant Service Gap that a global traveller can encounter in developing countries, with regard to the above explanation.

(10 marks)

- II. How can a country like Sri Lanka reduce such service Gaps? Support your answer using the Gap model.

(10 Marks)

**(Total 20 Marks)**

4. "Organisations need to consider their customers not only in terms of demographics but also in terms of behaviour based on the groups they belong to, i.e. generation Y, Millennials as their choices, decision making, communication and interactions are widely influenced by their time of birth."

- I. What challenges are likely to occur globally in the Service industry in terms of service delivery to millennials? Elaborate your answers with examples.

(05 Marks)

- II. Explain why green consumerism is not as popular as it is expected to be.

(05 Marks)

- III. Explain how green consumerism can be made popular to different generational groups. Use examples to support your answers.

(10Marks)

**(Total 20 Marks)**

5. Understanding customer experience and the customer journeys over time is critical for organizations. Customers now interact with firms through myriad touch points in multiple channels and media and they tend to be more social in nature. These changes require firms to

integrate multiple business functions, and even external partners, in creating and delivering positive customer experiences. A greater understanding of customer experience and the customer journey is increasingly difficult due to complex customer behaviour.

- I. Explain the steps that an organization can take to implement a Customer Experience Management programme in the service industry. Select an example from an organization of your choice.

(10 Marks)

- II. What can a firm adopt to motivate its employees to improve the customer's journey?

(10 Marks)

**(Total 20 Marks)**