



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate & Mid-career Development Unit

Master of Business Administration/ Master of Business Administration in Marketing

(Semester III Second- half) Examination- July 2017

MBAMK 612 – Customer Service Management

Three (03) Hours

Answer **Four (04)** questions including question number **One (01)**

This an Open Book Examination

This paper contains Five (05) questions printed on Four (04) pages

1. The Ritz-Carlton Hotel Company is the parent company of a number of luxury hotel chains. Ritz-Carlton operates 91 luxury hotels and resorts in cities around the world and resorts in 33 countries and territories. The current company was founded in 1983 when the previous owners sold the brand name to create The Ritz-Carlton Hotel Company, based in Boston, Massachusetts, which expanded the brand to other locations. The hotel company today is a subsidiary of Marriott International. Ritz Carlton is synonymous with the exemplary service it offers to the customers. Despite numerous challenges in the market, it has remained on the top of the list as a company that adds high level of value to its customers in a highly competitive hospitality market.

- i. Using the Gap model explain how Ritz Carlton provides exemplary service. (10 marks)
 - ii. How does the company carry out Customer Experience Management (CEM) programme with regard to its clients. Please explain your answer by taking three (3) key important characteristics of CEM. (10 marks)
 - iii. If you were the Operations Director who is responsible for service delivery, what measures will you take to manage the service profitability chain? (10 marks)
 - iv. What are the future challenges that Ritz Carlton is likely to face? Explain three (03) such challenges and the strategies that you will adopt to overcome such challenges. (10Marks)
- (Total 40 Marks)**

2. Vodafone is a company that operates in the telecom market globally by providing mobile voice and data services. The company faces challenges as the industry saturates and new indirect competition becomes a threat. Thus the need to provide excellent customer service is not a choice but an absolute must.

- i. Briefly explain how a customer experience management (CEM) programme can be implemented at Vodafone. (10 marks)
 - ii. Explain how data and analytics can be used at Vodafone to provide excellent service. (05 Marks)
 - iii. As the customer services manager of Vodafone, what will be your challenges in managing emotional labour? (05 Marks)
- (Total 20 Marks)**

3. Speaking of acquisitions, activity in the hospitality space was unprecedented in 2016, and is giving rise to a new breed of 'super-chains' with stronger negotiating powers to generate new and disruptive forces. Wyndham's McGuire believes this will "create new competitive sets and change the way hoteliers think about their business." Wyndham, for example, has long had alternative lodging inventory, mainly in Europe and in leisure areas. But now, thanks to the 'Airbnb' which has recognised the potential for growth in the US, where in the past people typically stayed in hotels. Wyndham believes it has an edge here because it offers services such as cleaning, transfers, key pick-up and even inventory revenue management to owners.

As described above, the landscape in the hospitality industry is changing fast. In addition travel industry is growing at faster pace than any other industry globally.

- i. In your opinion what can be the most significant Service Gap that a global traveller can encounter in using 'Airbnb' as opposed to conventional hotels? Explain with examples.
- ii. What can conventional hotels do in terms of service strategy in order to have an edge over alternative lodging?

(10 marks)

(10 Marks)

(Total 20 Marks)

4. Complexity and availability of a multitude of channels pose many challenges as well as opportunities for companies in the service industry. The need to omnipresent strategies for quick service recovery is amongst some of these challenges.

Choose an industry or a company in the service industry of your choice and use it as an example and answer the following questions.

i. Explain the steps that an organization can take to implement a customer experience programme (CEM) (10 marks)

ii. Explain the statement "internal customers play a vital role in the journey of customer experience" by quoting examples from an industry/company of your choice.

(10 marks)

(Total 20 Marks)

5. i. Millennials will be the biggest consumers and customers across the globe in a couple of years' time. Name three (03) service approaches that the service industry should take to reach this target consumers. (10 Marks)

ii. Although demographics are likely to change globally, baby boomers are yet to remain as the most affluent group. What would you do if you were in the hospitality and travel industry to cater to the service demands of this group? Explain by choosing two (02) distinctive strategies that will enhance the service delivery. (10Marks)

(Total 20 marks)
