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EASTERN UNIVERSITY, SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT
FINAL YEAR FIRST SEMESTER EXAMINATION IN
BACHELOR OF BUSINESS ADMINISTRATION
(SPECIALIZATION IN MARKETING MANAGEMENT) - 2012/2013
(FEBRUARY/MARCH, 2015)
(PROPER)

MKT 4033 – MANAGEMENT OF CUSTOMER SERVICE

Answer all Questions

Time: Three Hours

Q1. You are required to read the Case Study carefully and answer the questions given below based on it.

CUSTOMER RELATIONSHIP MANAGEMENT

In 1950s, businesses depended on personal relationships with their customers to guide their product development, their marketing efforts, and their overall thinking. Whether it was a shopkeeper chats with customers or a salesperson wishes his best customers "happy birthday," this personal connection to customers was viewed as essential to success.

As technology expanded the scope of the business far beyond than before, the personal connection began to decrease rapidly. Customer Relationship Management (CRM) strategies including the development of online surveys to question customers on their suggestions and opinions were created to reverse this trend. Normally, customers were assumed technology-based. When talking about customers, the segment of customer base may not happen. As a result, organisations need to look for alternative means of allowing their customers to communicate with them if their results are unfairly unequal by technology. The fax provides a solution to this concern.

Since 2005, GlobalNet has been helping organisations develop CRM strategies. They allow these organisations to gain a deeper insight into customer demographics, needs, and preferences. GlobalNet's specialty is to help organisations communicate with their customers and allow the customers to communicate back to them. Then, organisations can set up customer care processes that take the raw data from these communications and extract information that helps make decisions.

One of the main areas of good CRM is to remember "customer base" that is made up of unique individuals including their own preferences and points of view. Many of them are visible when behavioural data is analysed. This information tells what the customer needs to know about current offering. But it does not consider what customers wish organisation was offering.

For example, if organisation offers red, blue, and green badges behavioural data will tell the customer red is the most popular. But it does not tell that organisation will sell a lot of badges if organisation can offer them in yellow. The best way to find out the information is to ask

customers' opinions directly. Most like to share their opinions if asked. It is important to make them provide the answers.

Online surveys are the most popular method used for information gathering. They immediately reach targeted customers, and they are easy for customers to use. GlobalNet often used this format to gather information.

However, one client was doubt about whether enough of organization's target demographic information will be online. The organisation asked GlobalNet to supplement the online survey with a mailing that allowed users to fax their answers back. Always focused on customer service, *Thilini Senenaik*, CEO of GlobalNet liked very much to accommodate this special request. However, there were two big questions.

The first problem was that a sudden attack of survey returns could connect with an office phone line for hours at time that not only prevented clients from using on this line but also prevented it from using for outbound calls to clients.

The second problem was with the inbound faxes. Only one fax could come into the fax machine at a time. Anyone else attempting to fax their surveys at the same time would receive a busy signal and would have to try again later. The chance of customers making another attempt to send the fax was severely affected with missed connection. It reduced the scope of survey, and made important feedback lost.

Since receiving a larger number of surveys made the conclusions more valid, *Thilini Senenaik* began looking for an alternative to the fax machine that removed the barrier to receiving returns. At the same time, the fax machine solved her internal logistics concerns.

Questions:

- a) Do you think why **fax** is a remarkable business solution? (09 Marks)
- b) If you were *Thilini Senenaik*, what **changes** would have you made? (07 Marks)
- c) Technical interruption and power-cut is common in Sri Lanka. Would it **fit** with her customer service for her clients? Why? (12 Marks)

(Total 28 Marks)

Q2.

- a) Why customers **choose and evaluate** services? Are all services judged in the same manner? (04 Marks)
- b) Do you think that evaluating services will be **difficult** to customers? If so how? And if not why? (07 Marks)

- c) You are the services marketer of a legal services company. The legal system in Sri Lanka tends to be very complicated. Also, lawyers tend to drag on legal service tasks, which contribute to clients' **time deficiency**. What remedy would you advise the company to pursue? Why?

(07 Marks)

(Total 18 Marks)

Q3.

- a) Do you think that a service marketer will try for **unrealistic** customer service expectations? Put forward your arguments. (03 Marks)
- b) In which situations a service company's explicit service promises are led to be **disappointed** with the service outcome? Describe. (07 Marks)
- c) As the student of a University, what the most important **factors** do you think influenced your teacher to adopt a text? Show your experience that you can associate with your expectations. (08 Marks)

(Total 18 Marks)

Q4.

- a) Explain the main factors for **service management** with appropriate examples. (04 Marks)
- b) "An organization wishes to establish a **level of customer service** which is appropriate to its markets". Show how such a service level can be employed to gain competitive advantage. (08 Marks)
- c) Think of a particular service market which requires a level of service that is expensive to the company. As the service marketing manager, what **service delivery system** would you advise to the company to possess? Describe. (06 Marks)

(Total 18 Marks)

Q5.

- a) Define the term "**interactive service skills**". Provide appropriate examples.

(04 Marks)

- b) Why is employee empowerment **controversial**? Is it effective approach for service? Justify your answer. **(08 Marks)**

 - c) Assume that the employees work over the phones at Dialog Telekom. They deal primarily with customer requests, questions, and complaints. As their supervisor, how might you deal with your employees' potential **conflicts**? Discuss. **(06 Marks)**
- (Total 18 Marks)**