



TENTAMEN / EXAMINATION



8164617

Fylls i av **student** / To be completed by the **student**

Skriv anonymiseringskoden på samtliga svarsblad / Write your anonymity code on each sheet		Anonymiseringskod / Anonymity code	
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Provbenämning / Exam name			Oanmäld
Service management			
Kurskod / Course code	Provkod / Exam code	Tentamensdatum / Examination date	
F E G C 4 6	1 0 0 3	2 0 1 8 - 1 2 - 1 4	
Jag har tagit del av regler som gäller i tentamenssalen / I have read the current exam hall rules		Antal inlämnade blad / Number of sheets	
<input checked="" type="checkbox"/> Ja / Yes		6 + 45b <i>6 sid. utskr. Totalt 12</i>	

Fylls i av **skrivvakt** / To be completed by the **invigilator**

Kontroll av legitimation / Identification checked	<input checked="" type="checkbox"/> Ja / Yes	Härmed intygas att ovanstående kontroller utförts / This is to certify that the above mentioned checks have been carried out
Kontroll av inlämnade blad / Answer sheets checked	<input checked="" type="checkbox"/> Ja / Yes	
Inlämningstid / Time of submission	13 : 00	Tydlig sign. / Signature <i>[Signature]</i>

Fylls i av **lärare** / To be completed by the **examiner**

Bedömning av uppgifter / Questions attempted										
1	2	3	4	5	6	7	8	9	10	~
11	12	13	14	15	16	17	18	19	20	~
21	22	23	24	25	26	27	28	29	30	~
Totalt antal poäng / Total points					Examin. lärare / Kursansvarig signatur / Signature of the examiner					
Betyg / Grade					Namnförtydligande / Clarification of the signature					

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Försättsbladet ska alltid lämnas in även om ingen uppgift behandlats /
Examination should always be submitted even if no questions are answered

Question 1 (Kaisa Koskela Huotari): A)

- A) There are three key element in a positioning strategy and they are: segmentation, target, positioning (STP) (also, check the handwritten paper as well for figure 1.1).

There are also three tools for the customer market driven strategy and they are customer analysis, competitor analysis, company analysis (also known as "The 3C's")

What does segmentation mean?

Customer analysis

To get an overview of the markets overall characteristics and to understand what type of potential customer to target - we may use segmentation to understand the different segment. Customer analysis have two categories (market analysis and customer analysis).

Market analysis is an analysis of the market and customer analysis is more focused on the customer segments. There are four type of segmentation we can use to get an overview, and those four segmentations are:

Demographic segmentation: such as gender and age

Physiographic segmentation: are segments such as lifestyle

Behavioral segmentation: reflect on customers personality, if they are a light-user or a heavy-user for example.

Need-based segmentation: reflect to what customer really need or expect from the service delivery.

Then, after we established the four segmentation, we need to define what "Jobs-to-be-done". Meaning that customer wants their needs to be done as fast and smooth as possible, another example may be a new suit of luggage is lost etc. The restaurant need to hire service employee to get the job done for the customers. For an example: if me and my friend are hungry, we want the food fast and we want something good as well, we order hamburgers since it's fast and we expect friendly employees. Another example: if a customer loses its language they may want a new suit etc. And lastly, the customer is affected by different attributes such as **determine attributes and important attributes**. Determine attributes are those that literally determined a customer choice, for an example, I tend to take the bus close to "Stora torget" here in Karlstad (to the university), because they show digital timer on which time the bus comes (departure board). Finally, important attributes, a customer may want good food that have high quality or eat at a restaurant with good reviews from other previous customer - customer tend to avoid otherwise (bad reviews etc.).

Competitor analysis and company analysis

Here the restaurant will use a **competitor analysis**, which is an analysis help the restaurant to get a wider understanding of their strengths, weaknesses, opportunities and threats (SWOT) within their market. The restaurant needs to target the right customer for them and targeting means that the restaurant is choosing one or more segment to focus on. Also doing a **company analysis** is recommended, in order to see what they need to focus and priorities after choosing a target group, the restaurant may for an example have a few options on the menu in order *fully focus* (see figure 1.2) on its order, service and what type of food they want to serve (Thai food, Italian food etc.). Because having a huge variety can decrease the quality of the service which leads to unsatisfied customers (unfocused strategy). Having an unfocused strategy means we "jack of all things, masters at none".

Which phase?

Your answer focuses more on the 3Cs than the actual phases of the positioning strategy.

Question 1 (Kaisa Koskela Huotari): B)

- B) So I choose six restaurants since I'm not that familiar with many restaurants here in Karlstad. These five are, Napoli, Frost, Barón, Pinchos, Vedungnen. **(See handwritten paper, figure 1.3: positioning map)**

Four principle of a positioning:

- A company position needs to be established in the minds of customers
- The positioning need to be singular, having one and a simple consistence message
- The positioning needs to set apart from its competitors.
- The company cannot be all things at once, it needs to focus its efforts.

The reason why I choose price (expensive and less expensive) is because for many people, price can be a deciding factor for an individual when it comes to choosing a restaurant. A higher priced restaurant also signals a potential higher quality in food which can help them to evaluate the decision before going to the restaurant. Furthermore, I choose service quality, because having a high or low service quality can be a huge deciding factor if they want to return, service quality is defined as a service performance that meets and even exceeds customer expectations. Such as tangibles (physical environment), reliability (credibility), responsiveness (promptness to helpfulness), assurance (safety) and empathy (staff the understand customers' needs etc.).

good justification

So where should the upcoming restaurant position itself?

The upcoming restaurant should focus highly on its service quality and at the same time set a reasonable price (se figure 1.3: positioning map). Having a high quality service will mostly likely guarantee that the customer will return, having a high service quality will create a positive disconfirmation, which means that the service was better than they initially expected. Which will further create loyal customers and loyal customer is, according to the Wirtz et al. (2017), profitable in the long run. Moreover, since the resturant is new, they need to set a price that isn't that expansive (reasonable price), since customer have no knowledge about the new resturant (besides price, not many search attributes available), therefore they need to build up customer trust and the demand before they can increase the pricing.



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FEGC46-0008-WWL

Löpande sidnr
Consecutive
page no:

1

Uppgift nr /
Question no:

Poäng / Points for
the question:

Lärarens
anteckning / Notes
from the examiner:

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Answer

Course: FEGC46 Service Management

Question 1



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Positioning Strategy: key element

S T P

Poäng / Points
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Lärares
 anteckning
 Examiner's remarks:

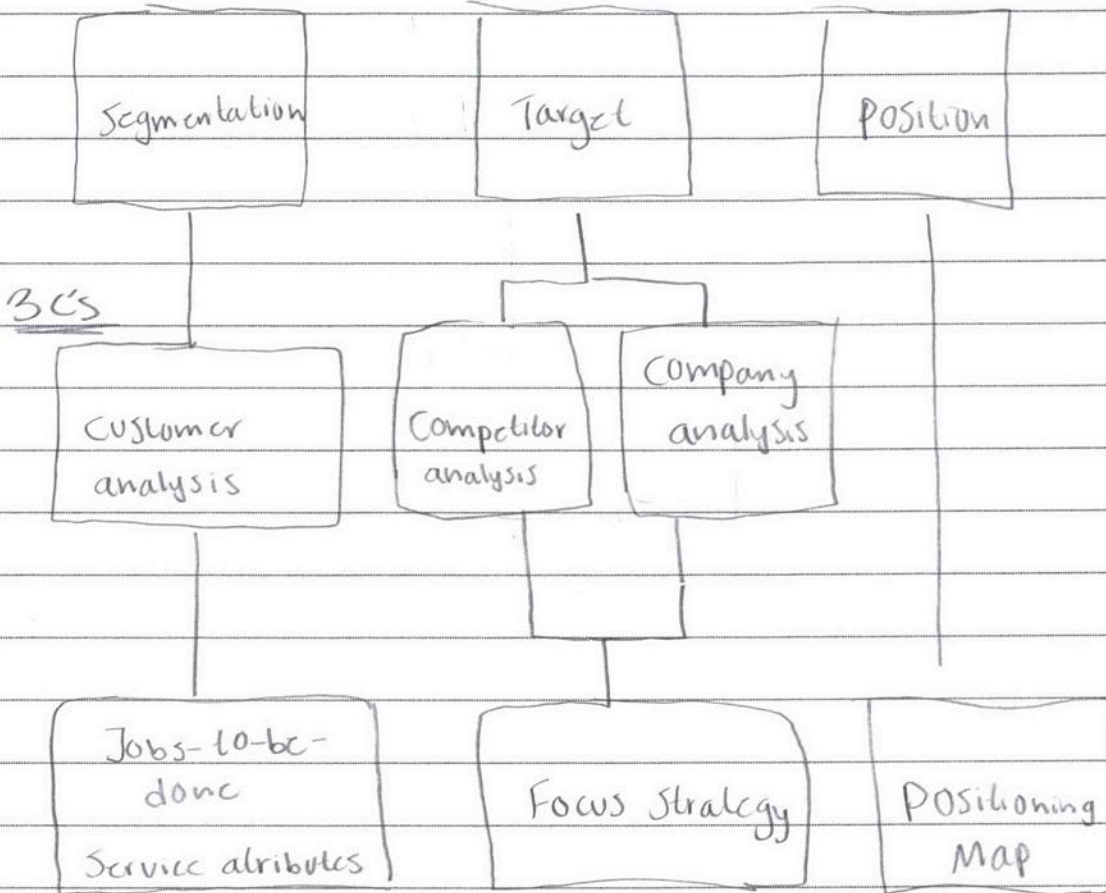


Figure 1.1

