



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	
F E G C 4 6		- 0 0 1 2 - F N J	
Provbemärkning / Exam name			Öanmäld
Service management			
Kurskod / Course code	Provkod / Exam code	Tentamensdatum / Examination date	
F E G C 4 6	0 0 0 1	2 0 1 9 - 1 0 - 3 1	
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		1 4 ✓	

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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
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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



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Uppgift nr /
Question no:

1.A

Poäng / Points
awarded:

0

Lärens
anteckning
Examiner's remarks:

A) Service processes can be visualized through a service blueprint, which is a detailed tool to visualize the service process and analyze possible fail-points and excess wait. In the service blueprint, you section up the service process in three stages: pre-process (right before the customer enters the service), in-process (when the customer is using the service), and post-process (when the customer is about to finish the service and leave).

The key principles in the service blueprint is:

◦ Physical evidence: physical elements in the servicescape, for example furnishing, goods used in the service like an hair dryer at a hair dresser

◦ Customer action: what the customer do with the physical evidence, but also their interaction with front-line-employees
For example, try on shoes in a shoe store

- Line of interaction: where the interaction between the front-line employees and the customers happen.

◦ Front-line employee action: How the front-line staff interacts with the customer, for example greeting them when they arrive or help them in the service, for example find the right shoe size and get it for the customers. Here the front-line employee can really affect the customers experience, both negatively and positively, a failpoint can be if the staff miss out greeting the customer, the whole experience for the customer could be dragged down, but also if the staff cant help right away and the customer has to wait or solve the problem by themselves.



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- Line of visibility: here where the interaction between front-line employees and back-stage employees happen

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1A

Poäng / Points
awarded:

1

Lärarens
anteckning
Examiner's remarks:

• Back-stage employee action: either you have both front-line and back-stage employees or if the same staff acts for both. For example can a front-line employee go back-stage to get a certain product for a customer, and since the customer doesn't see it, it is back-stage action. For example get a t-shirt in a size that was out, from the back-stage storage.

- Line of internal interaction: Where the interaction between the back-stage employees and the support team is

• Support processes: the support does even more back-stage tasks than the employees, for example call someone if a system is down or looks over that new orders for t-shirts happens regularly.

/0

not
answering
questions



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B) Advantages:

◦ Controll - if my bank introduce some parts that are SST, the company can have full controll of what is communicated to the customer, and narrow down more exactly the tasks that can be made in that station. In contrast to if we just had employees doing everything, we cant controll that to 100% since employees can say different things and act certain ways out of our controll, because they are humans. For example if an employee would hand out queuing numbers to every entering customer, the employee can greet in a bad way if he/she have a bad day, or the employees starts asking for the toilet everytime instead of looking at the signs. With SST you have full controll that the greeting is always the same by type the text "welcome!" and instructions of what you can do by the station.

◦ Lower costs and fees: Less staff means less costs for the firm, we can save money by taking away staff from where it's not needed (and replace with SST) and use the labor where it's needed and cannot be replaced with SST

◦ Convenience: It's more convenient to have selfservice sometimes because, like mentioned above, employees cannot be controlled to 100% while technology can be more trustworthy, specially in a bank where you want to have full controll and transparency in your banking.

Disadvantages

◦ High frustration if fail: When you meet a problem in the SST that the machine cant fix, you dont always have someone near to help you fix the problem directly. For example if the take a number machine stops working, you need an employee

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1B

Poäng / Points
awarded:

5

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anteckning
Examiner's remarks:



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to fix the problem, and if they aren't near, the customer can get dissatisfied.

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1B+C

Poäng / Points
 awarded:

◦ Resistance to adopt: Mostly older people can have a problem not want to adopt to technology because they don't understand it that well. For example if remove some ärenden from the physical bank to only be able to do it online, people who don't want to adopt will be dissatisfied.

Lärarens
 anteckning
 Examiner's remarks:

◦ Difficult to understand: If the bank is going to have SST, it has to be so clear that a 5 y/o would understand. Because they make no nytta if no one understands how they work. It has to be easy to find where you switch language for example and clear instructions, but also easy access for blind or deaf people so they also can understand.

5

C) Like aforementioned, a take a number - machine when the customer arrives, because it's unnecessary to have an employee for that, but also it is simple to make understandable. Also to make an online bank for easy access to less complicated services in the bank, like transfer money, check the account, pay bills and so on, so that the physical bank can handle more difficult tasks like take a big loan or transfer a much bigger amount of money. This to have higher productivity in the service and make it easier for customers.

You can also have some kind of registration system that you can use before going to the counter or to be directed to a special queue or room with employees that is inriktad on that special case.

You can have an ATM machine so you can take out your cash by yourself so that the bank don't have to do such simple tasks.



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Forts C) A credit /debit card can also be an SST
where you can use your money by yourself and
directly in the store and not have to be independent
of the bank to get access to your money.

You can also have an app as complement to the
online bank where you can get easy access to your
accounts and do simpler tasks on the go.

Uppgift nr /
Question no:

1 C

Poäng / Points
awarded:

6

Lärarens
anteckning
Examiner's remarks:

6
lacks analysis
and answer
to integration



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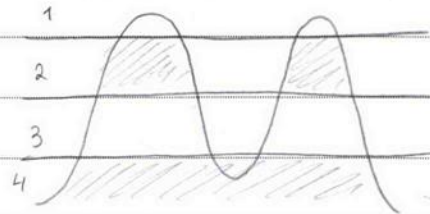
Poäng / Points
 awarded:

24

Lärarens
 anteckning
 Examiner's remarks:

17

1a) Balancing demand and capacity is important for the firm to stay profitable in the long run. Fluctuations in demand or capacity can get the firm out of balance and not be prepared for when the demand is low or high and waste excess capacity or not have enough when needed. If the demand and capacity is balanced, the firm can save money by preparing when they need more or less capacity. For example if they are not prepared for a high demand period and don't have enough staff ready, they can be forced to fix parttime employees fast which is much more expensive than planning a good employee schedule for high demand periods so that the full capacity of labor is used. If the company can identify their time cycles, they can be prepared and try to always have optimum capacity. If not, they will have excess



1: Excess demand: when the demand is higher than the

capacity and we can not take care of all customers

2: Demand exceeds optimum capacity: when we have a little bit more demand than capacity but we can stretch the capacity to fit all, but to a lower quality. For example if the park has a water slide and the boat takes 4 people but you squeeze in 6 people.

3: Optimum capacity: When you have the perfect amount of demand that balances the capacity. You have the highest quality to the highest productivity.

4: Excess capacity: When you waste värdefull capacity because there is no demand to use it on. This expensive for the firm if they aren't prepared for this.



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1b) Product capacity in services can be categorized into:

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Question no:

2

◦ Physical facilities designed to contain customers

Poäng / Points
awarded:

Which can be all the houses in the park, the wagons in the rollercoasters that people sit in, if there is a restaurant / food place you can sit inside, ticket-booth

Lärarens
anteckning
Examiner's remarks:

◦ Physical facilities designed to store goods / possessions.

Like all the places where you can win candy or toys, the kitchen where you store the food you sell

◦ Physical equipment used to process people, possessions, info

Speaker system over the park where information can reach all or music can be played. The cashier and ticket machines at every station in the park.

◦ Labor

Employees, in ticket-booths and games, they can go around in costumes, staff that drives the rollercoasters. But also back-stage staff who cooks food and refills candy in the games

◦ Infrastructure

Parking lots by the park, also roads to the park. The buses that goes all the way to the park.



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1c) Demand is not random, it is driven by patterns

Uppgift nr /
Question no:

2

Poäng / Points
awarded:

◦ Seasonal: in the winter the park might be closed because you can't go on the rollercoasters and the park is not then attractive in the winter. Probably higher demand in the summer

Lärarens
anteckning
Examiner's remarks:

◦ School hours / Work schedule: In the weekdays there is less demand because everyone is at school or work, but at weekends when people are free, they are more likely to visit the park.

◦ Natural cycles: When it rains, no one will visit the park. Or in the middle of the night, the demand is almost zero and that's why it's closed during the night compared to daytime

◦ Pay days: When the monthly salary has hit the bank account, it's more likely that the demand increases compared to the days just before payday when no-one can afford taking the whole family to the park.

◦ Public / Religious holidays: days when the whole country is free from work or days we celebrate things, the demand can increase, but also decrease (like Christmas day).



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2) A firm can either manage demand or manage capacity to keep the balance between them.

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2

Poäng / Points
awarded:

Manage demand

Lärens
anteckning
Examiner's remarks:

◦ Take no action and let the customer "solve" it by themselves, which is not always a good idea for any firm but can happen without notice, for example in the line into the park, that people who thinks it's too much people will leave the line. A small action is to put live signs of how many is in the park of the max capacity, or show minutes left in the line

Is this your recommendation?

◦ Reduce/Increase demand by higher price, and the ones who is willing to pay will pay and the rest will leave, or lower the prices and have bonuses and erbjudanden to attract customers in low demand.

◦ Inventory demand by formalized queuing or reservation systems. Reservation systems can be hard for an amusement park but have good queues to make the people stay, higher the productivity and the parks can handle higher demand.

Manage capacity

◦ Stretch the capacity when the demand exceeds the optimum capacity, like mentioned before if you have a waterslide with boats that usually takes 4 people but you can fit 6 people, and the quality can be a bit lower. They can also use capacity for a longer time, for example change the opening hours when high/low demand in special occasions.

◦ Adjust the capacity in both high and low demand. They can use part-time employees, give the staff vacation when needed



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or cross-train them to make them able to do different tasks when needed, they can rent facilities like extra chairs and tables in the food area that they can use if demand is high, they can ask customer to share seating places if you only have big tables or big wagons and there is a lot of small groups / pair, you can have flexible facilities like only have small tables that you can make bigger

Uppgift nr /
 Question no:

2

Poäng / Points
 awarded:

Lärens
 anteckning
 Examiner's remarks:

2

◦ Create alternate use of capacity like in low demand, you can wow the customers with superior service, you can also reward loyal customers that visits in low demand periods

2

I asked for 5 recommendations, which are they?



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The gap model contains 6 different gaps that a service firm has to focus on and narrow down as much as possible to deliver high quality service. The six gaps are:

- The knowledge gap
- The policy gap
- The delivery gap
- The communications gap
- The perceptions gap
- The service quality gap

Chosen service firm: restaurant

The menu in a restaurant and also the employees can make some misunderstanding considering the service quality.

The delivery gap is about the difference between what the company thinks the deliver and what they actually deliver.

The communications gap is similar, it's the different between what the company think they communicate and what the customer understand.

In a servicescape, many things can be uppfattade in different ways. In a restaurant where they maybe want to communicate themselves as a clean modern restaurands, the customers can have a whole different picture of it, maybe the customers just thinks it looks exclusive and expensive instead of modern and wont go because they think they cant afford. Or if the servicescape signal that they have exclusive and nice food but when you order, you get a sloppy mcdonalds burger on the plate - then the communication and delivery is unclear and makes a gap in the service quality. It can also be miscommunication with the menu and the staff if its not clear enough what the different differnt dishes include, it can be everything from

Uppgift nr /
 Question no:

3.

Poäng / Points
 awarded:

5 -

Lärarens
 anteckning
 Examiner's remarks:



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allergies and what the food contains, to an explanation of what the food actually is if it has different names, or size of the food for a piece of meat or just a dessert. The staff can also have a lack of knowledge about the food and maybe say things that isn't right. |

Uppgift nr /
 Question no:

3

Poäng / Points
 awarded:

Lärens
 anteckning
 Examiner's remarks:

To close the gaps, a firm has to think from a customer perspective and see what the customer really wants and try to make everything as clear as possible.

They can train staff in knowledge about the service and reconsider their language in the menu. |

The service quality gap is dependent of that the other gaps are closed or narrow. A firm can not have a good service quality and narrow down that gap if the other five gaps aren't closed or narrow. |

OK.



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4

Poäng / Points
 awarded:

Lärens
 anteckning
 Examiner's remarks:

Services can be delivered in three different ways:

- Service comes to customer - for example home cleaning when the service comes to your house.

What the firm needs to think about then is that customers think of the employee when using a service and that the frontline employee need to show the the firms image to the customer so that they dont get dissatisfied and connects the whole firm to that specific employee.

- Customers comes to the service - for example a hair dresser. The firm needs to think about the servicescape that the customer will enter and that it matches expectations, but also employee actions.

- No interaction (eg online) for example online shopping. the firm has to think about the communication and that the customer understands without any help from employees, the website must show company image in a clear way and the firm has to include everything important and have a transparency.

Services can also be delivered through different types of communications, for example:

- Service outlet - intended and unintended communication through banners, posters, video screens etc

- Front-line employees - since the frontline employee is a boundary spanner it can communicate a firms image and service through interaction with the customer

- Self-service stations - like ATM machines the firm can communicate to the customer through instructions and video

Häftområde

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