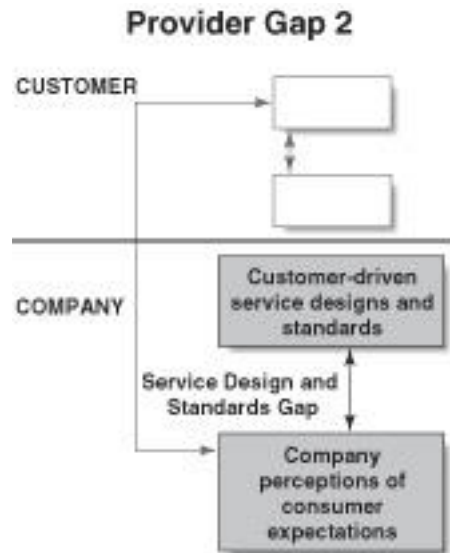


Part 4

ALIGNING SERVICE DESIGN AND STANDARDS

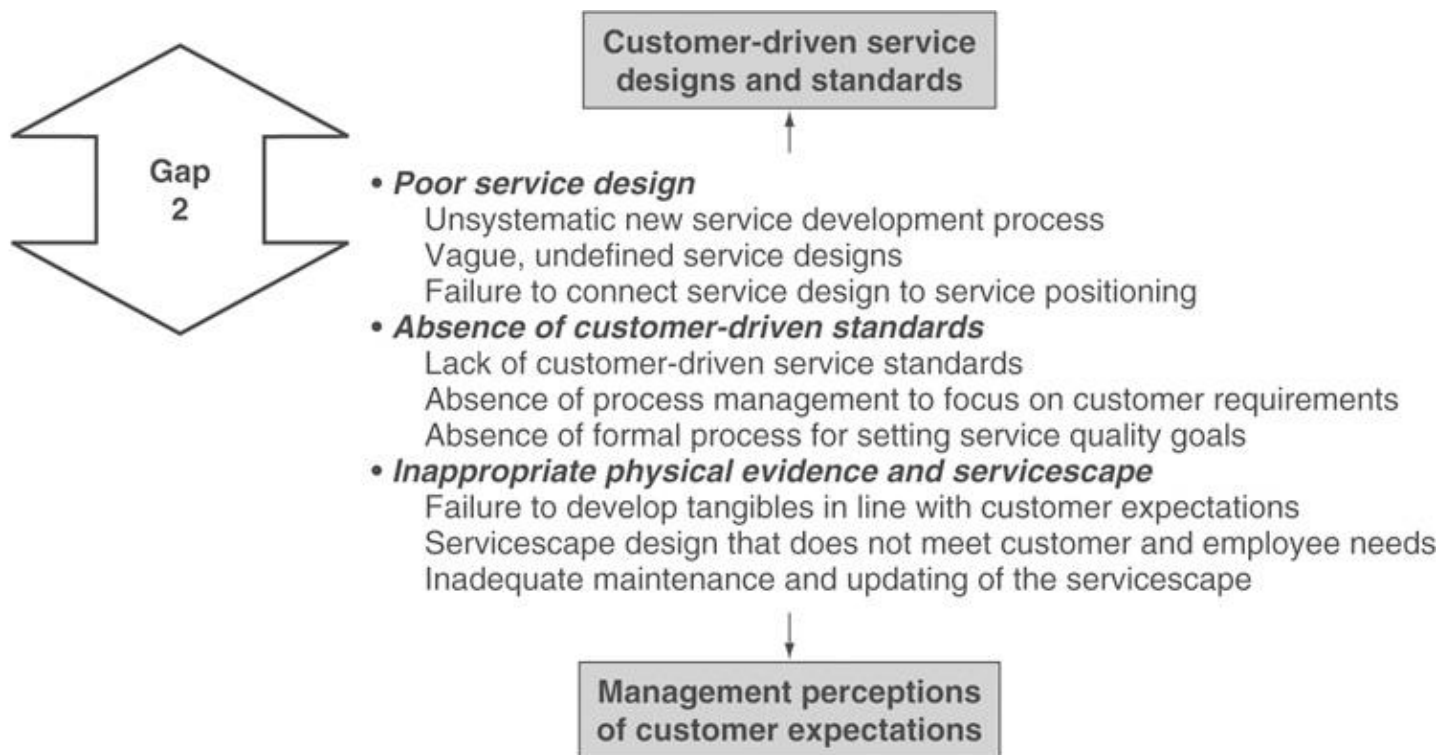
Provider Gap 2



Key Factors Leading to Provider Gap 2

FIGURE 2.3

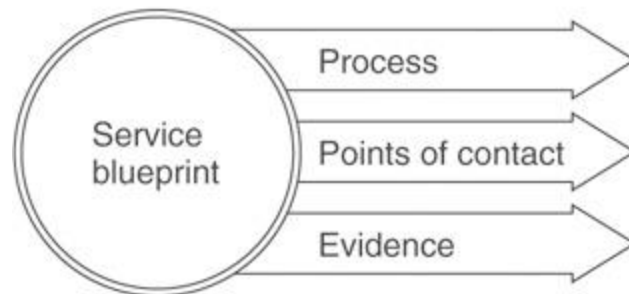
Key Factors Leading to Provider Gap 2: The Service Design and Standards Gap



Service Blueprinting

- A tool for simultaneously depicting the service process, the points of customer contact, and the evidence of service from the customer's point of view.

FIGURE 9.3 Service Blueprinting



Service blueprinting

A technique for simultaneously depicting the service process, the points of customer contact, and the evidence of service from the customer's point of view.

Service Blueprint Components

Customer Actions

line of interaction

Visible Contact Employee Actions

line of visibility

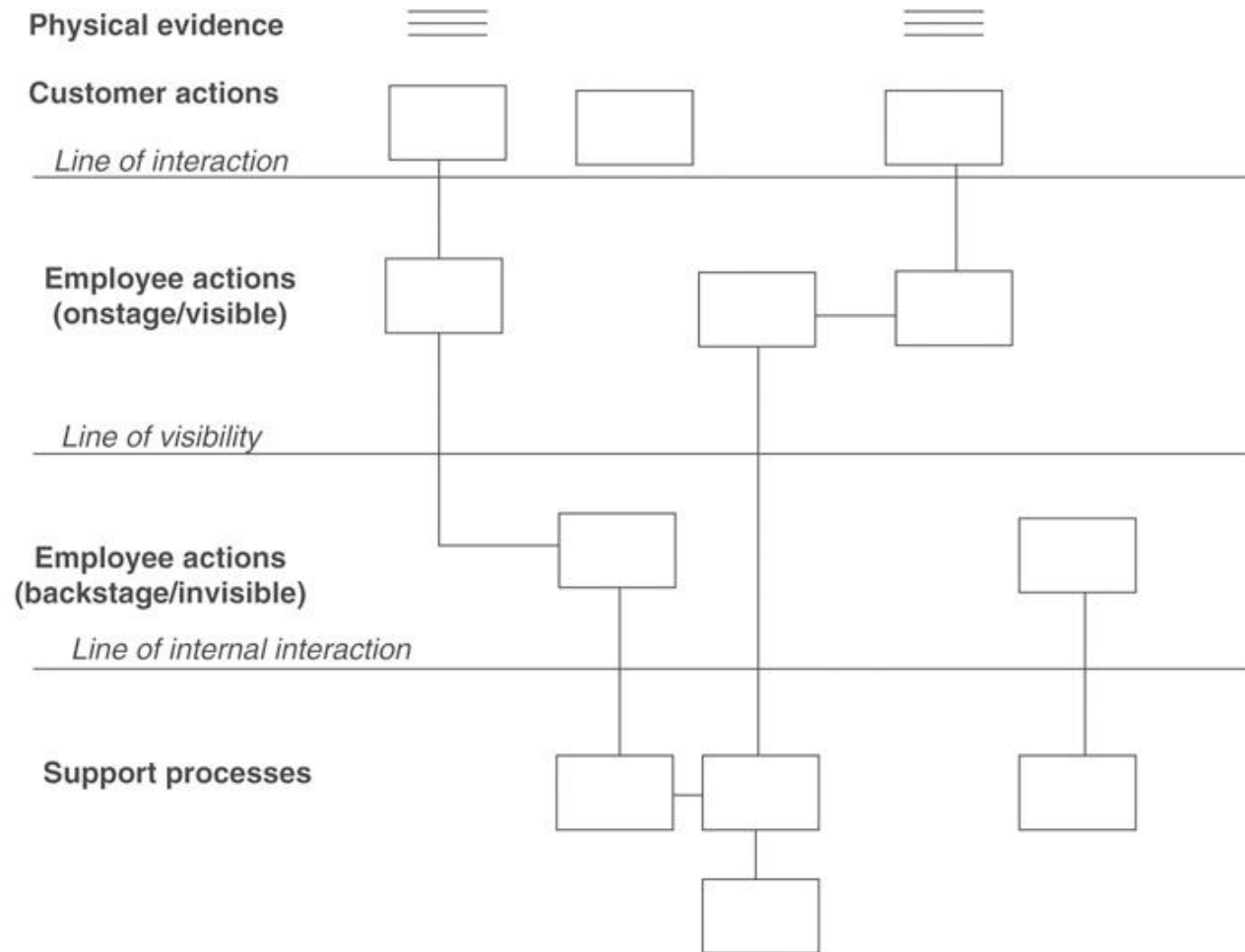
Invisible Contact Employee Actions

line of internal interaction

Support Processes

Service Blueprint Components

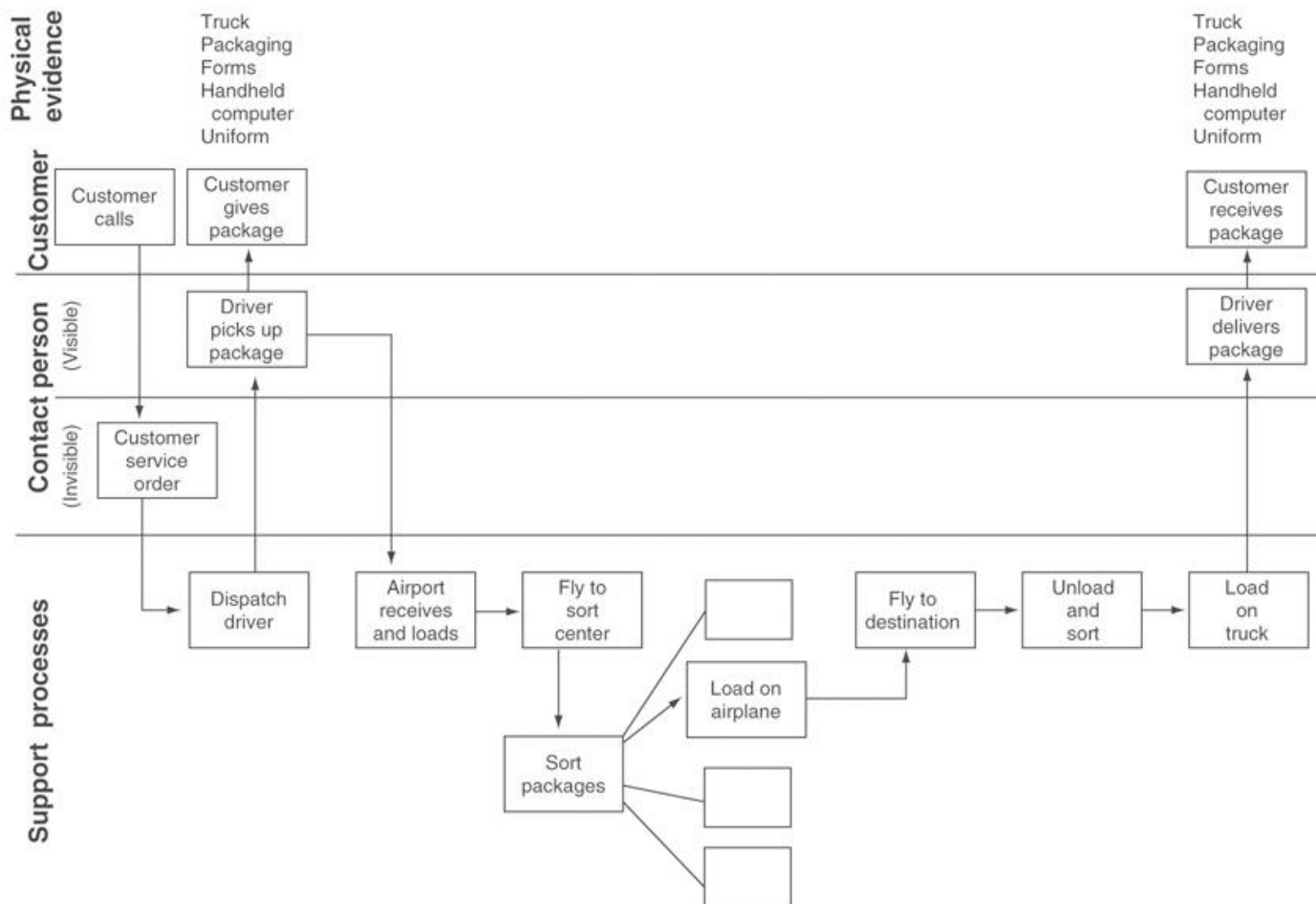
FIGURE 9.4
Service Blueprint
Components



Blueprint for Express Mail Delivery Service

FIGURE 9.5 Blueprint for Express Mail Delivery Service

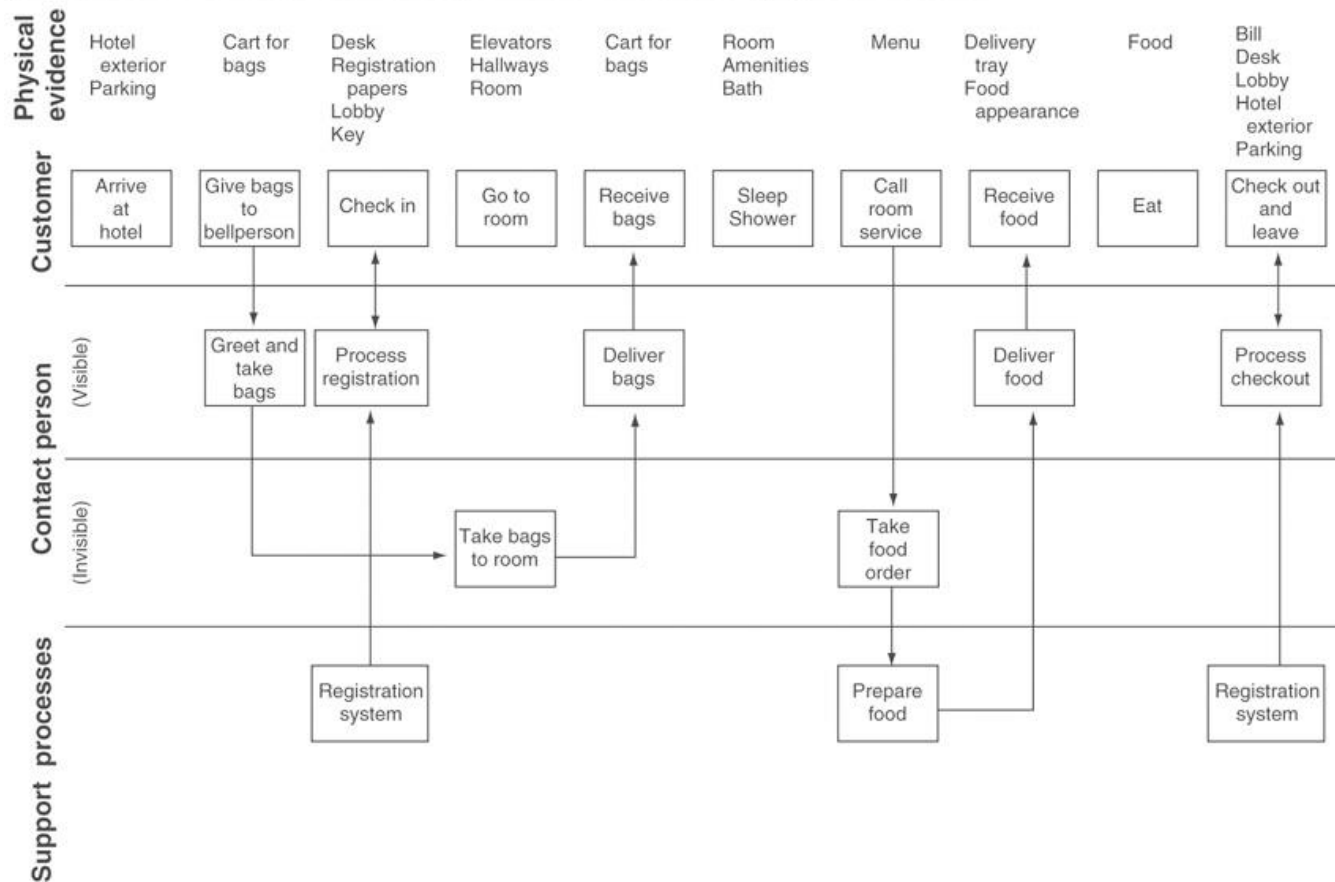
Source: *Service Quality Handbook* by E. E. Scheuing and W. F. Christopher (eds). Copyright 1993 by AM MGMT ASSN / AMACOM (B). Reproduced with permission of AM MGMT ASSN / AMACOM (B) in the format Textbook via Copyright Clearance Center.



Blueprint for Overnight Hotel Stay Service

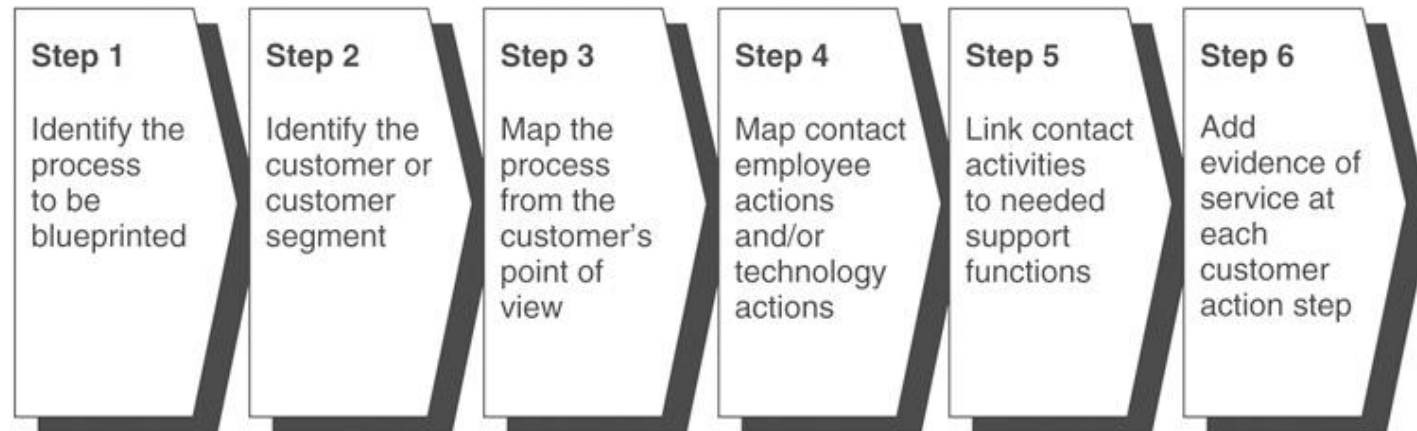
FIGURE 9.6
Blueprint for Overnight Hotel Stay Service

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Building a Service Blueprint

FIGURE 9.7
Building a Service
Blueprint



Application of Service Blueprints

- New Service Development
 - concept development
 - market testing
- Supporting a “Zero Defects” Culture
 - managing reliability
 - identifying empowerment issues
- Service Recovery Strategies
 - identifying service problems
 - conducting root cause analysis
 - modifying processes

Blueprints Can Be Used By:

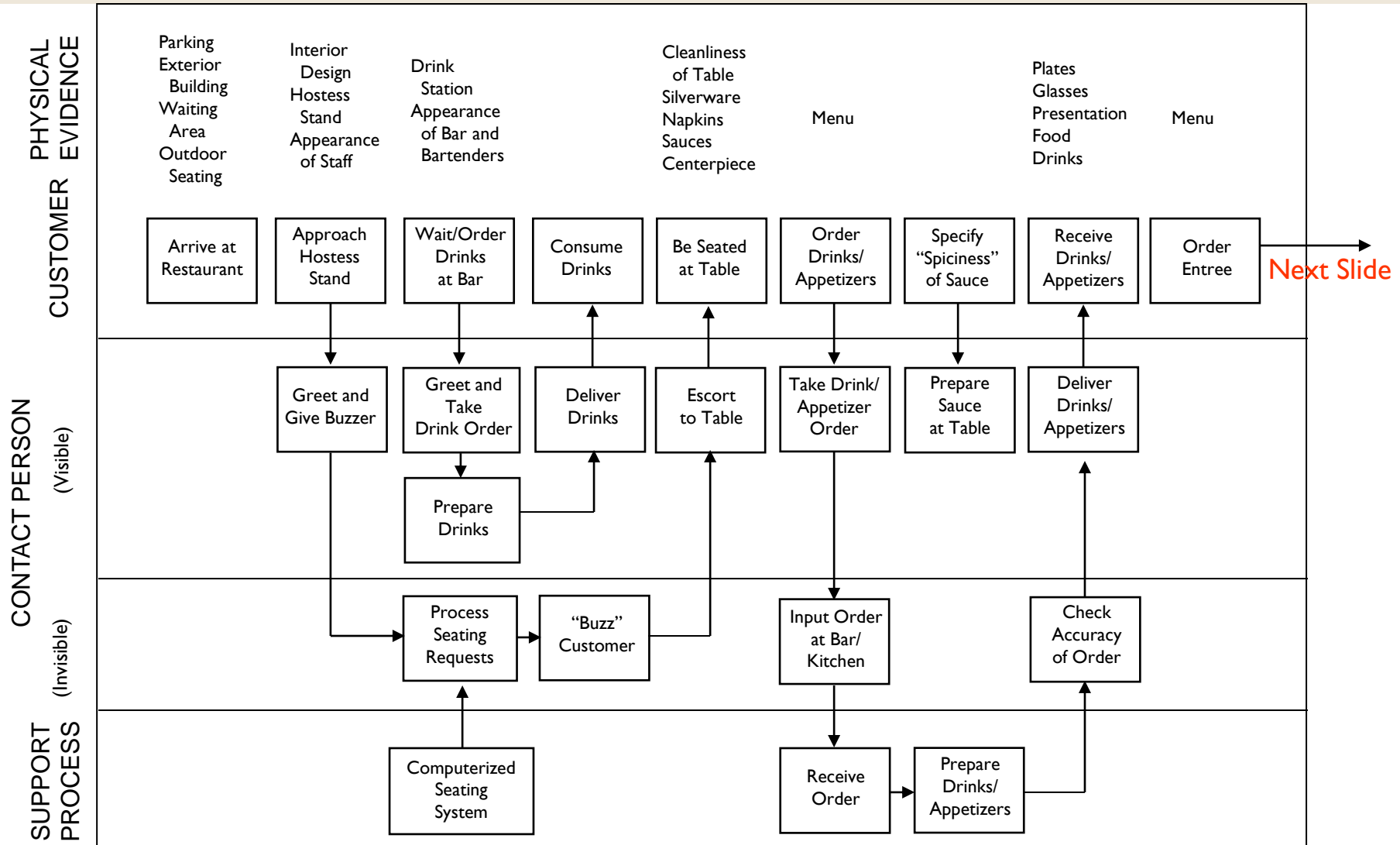
- **Service Marketers**
 - creating realistic customer expectations:
 - service system design
 - promotion
- **Operations Management**
 - rendering the service as promised:
 - managing fail points
 - training systems
 - quality control
- **Human Resources Management**
 - empowering the human element:
 - job descriptions
 - selection criteria
 - appraisal systems
- **System Technology**
 - providing necessary tools:
 - system specifications
 - personal preference databases

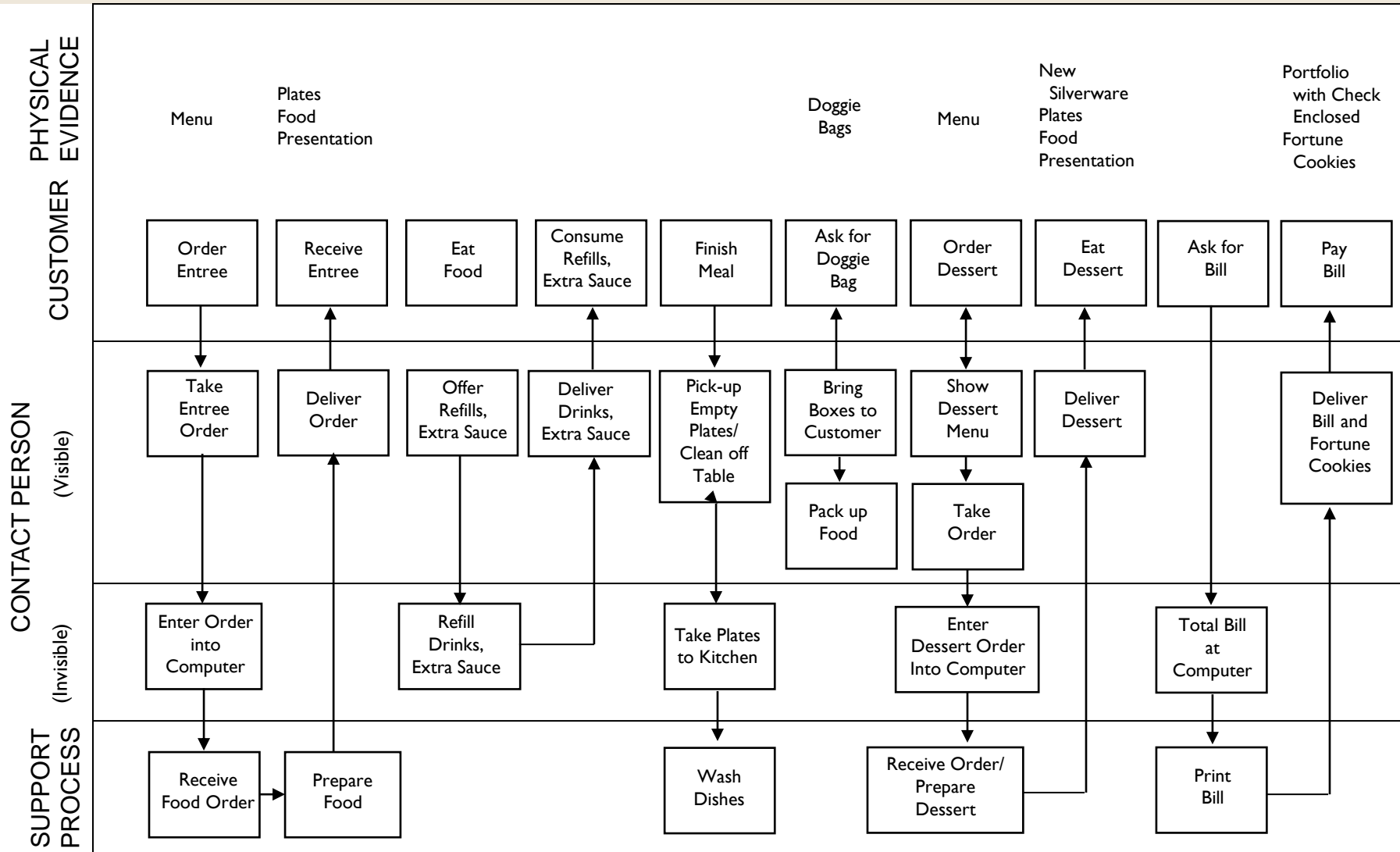
Benefits of Service Blueprinting

- Provides a platform for innovation.
- Recognizes roles and interdependencies among functions, people, and organizations.
- Facilitates both strategic and tactical innovations.
- Transfers and stores innovation and service knowledge.
- Designs moments of truth from the customer's point of view.
- Suggests critical points for measurement and feedback in the service process.
- Clarifies competitive positioning.
- Provides understanding of the ideal customer experience.

Common Issues in Blueprinting

- Clearly defining the process to be blueprinted
- Clearly defining the customer or customer segment that is the focus of the blueprint
- Who should “draw” the blueprint?
- Should the actual or desired service process be blueprinted?
- Should exceptions/recovery processes be incorporated?
- What is the appropriate level of detail?
- Symbology
- Whether to include time on the blueprint





Tangible Cues or Indicators of Quality



- Exterior and Interior Design
- Presentation of Food/Drinks
- Appearance of Staff
- Cleanliness of Tables, Utensils
- Cleanliness of Restrooms
- Location of Restaurant
- Appearance of Surrounding Customers

Possibility of Standardization



- Hostess Greeting
- Pre-Prepared Sauces (Mild, Medium and Hot)
- Time Standards
- Food and Drink Quality Standards
- Bill Standards

Potential Fail Points and Fixability

The logo for P.F. Chang's, featuring the brand name in a stylized, red, hand-drawn font.

C H I N A B I S T R O SM

- Bar
 - train to make drinks; create ample seating space for wait area overflow
- Food
 - revise food presentation; create quality control checks to ensure order is correct before delivering to customer
- Staff
 - training; set number of times to check-in on customers; behavioral and attitude guidelines; dress code
- Billing
 - standards for when to bring bill, how to deliver, when to pick-up, how quickly to process transaction; ensure one fortune cookie per customer
- Cleanliness
 - standards for amount of time it takes to clear and clean tables; regular restroom checks