

Services Marketing

Academic Year:2014-2015

3rd trimester

Instructor(s): Prof. Rita Coelho do Vale (ritavale@ucp.pt)

Biographical Note:

Rita Coelho do Vale is Assistant Professor of Marketing and she is the coordinator of PAME- Advanced Marketing program for Executivos and the coordinator of LERNE- Laboratory of Experimental Research in Economics and Management. She holds a Ph.D. in Marketing from Tilburg University (the Netherlands), an MBA from Faculdade de Economia-UNL, and a 'Licenciatura' in Economics- specialization in Business Administration from Faculdade de Economia- Universidade Nova de Lisboa. Her research interests are on decision-making processes, self-regulation and its impact on choice and consumption decisions, impulsive buying behavior, and package formats. She teaches currently in the Masters of Science program, the Lisbon MBA program, as in several executive education courses.

Course Description:

This course aims to outline the importance of services management. Services dominate the majority of the economic transactions and are becoming critical for competitive advantage of companies across the globe and in all industry sectors. Even organizations that typically positioned their business as product manufacturers are increasingly changing its positioning, focusing in the offer of services as a differentiating factor. It is therefore of great importance to study services marketing as a separate field of marketing, analyzing in detail the specific characteristics of services and focusing in strategies that allow the overall quality improvement of services offered by organizations.

Course Content:

- **Session 1:** Introduction to Services Marketing
 - Challenges for the 4Ps
 - Services as a differentiating factor
- **Session 2:** Strategic Diagnosis Analysis: the GAPs Model of Service Quality
 - Case-study: "People, Service, and Profit at Jyske Bank"
- **Session 3:** Understanding Customer Requirements I
 - Expectations and Perception of Service Quality
 - Listening to Customers Through Research
 - Reading: "Understanding Customer Experience"
 - Case-study: "Dell Inc: Leveraging on Social Media Experience"
- **Session 4:** Understanding Customer Requirements II
 - Relationship Marketing
 - Importance of Customer Relationship Management
 - Reading: "Why CRM Fails- and How to Fix it"
 - Case-study: "TESCO: The Customer Relationship Management Champion" case-study
- **Session 5:** Aligning Service Design and Standards



- Service Innovation and Design
- Importance of Customer-Defined Service Standards
- Case-Study: “Zappos.com: Developing a Supply Chain to Deliver WOW”.
- Session 6: Closing the last two GAPs: Delivering and Communicating Services
 - Importance of Developing a Services Culture
 - Importance of an Integrated Marketing Communication
 - Case-Study: “The Ritz-Carlton: Managing the Mystique”.

Note: Classes will take place on Thursdays, from 9:30-12:30.

Course Objectives:

This course has the following specific objectives:

- To give an overview of challenges typically faced in services management.
- To teach a set of techniques and approaches to deal with services marketing problems/gaps.
- To outline the importance of an adequate customer relationship management system, highlighting the important role of employees on service delivery.
- Case-studies discussion that will allow the application of theoretical concepts discussed in the course

Grading:

The course will include both individual and group work:

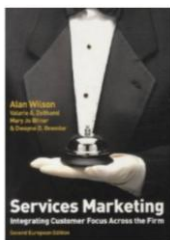
- Written exam: 60%*
- Class participation and case discussion***: 15%
- Group project written report: 25%**

*A minimum grade of 8.0 (scale 1-20.0) is required in order to be eligible for course approval.

**Working groups must have max 5 members. Please see session 1 for rules related with groups' composition. Assignments need to be posted via turn-it-in.

*** Students are expected to be prepared to take part in constructive class discussion. Class participation includes answering questions related to assigned problems, cases, or readings.

Bibliography:



Recommended Textbook:

Wilson, Alan, Valarie Zeithaml, Mary Jo Bitner and Dwayne Gremler (2012), *Services Marketing: Integrating Customer Focus Across the Firm*, 2nd edition (European edition), McGraw-Hill, ISBN: 9780 0771 31715

Case Studies and other compulsory readings:

Sessions will be complemented with a mix of case-studies discussion and articles' discussion. Students are expected to read class material in advance.



- Session 2: People, Service, and Profit at Jyske Bank, CBS-SIMI Executive, Ref 304-174-1**
- Session 3:
 - Meyer, Christopher e Andre Schwager (2007), "Understanding Customer Experience", *Harvard Business Review*, 117-126 *
 - "Dell Inc: Leveraging on Social Media Experience", IBS Center for Management Research, Ref 513-015-1**
- Session 4:
 - "Why CRM Fails- and How to Fix it" (2011), MIT Sloan Management Review, 52 (4), 77-85*.
 - *TESCO: The Customer Relationship Management Champion (2003)*, Ref 503-108-1***
- Session 5: "Zappos.com: Developing a Supply Chain to Deliver WOW", Stanford Business School, Ref GS-65.
- Session 6: "The Ritz-Carlton: Managing the Mystique", IMD International, IMD-6-0326

*Posted online; ** By following this link (you can enter the Services Marketing coursepack created at www.thecasecentre.org, where you can buy the case-studies and articles for the course: <http://www.thecasecentre.org/students/course/XX>

Alternatively, you can visit: <http://www.thecasecentre.org/students/course/registerForCourse> and enter the CoursePack code: [XXXXXXXXXXXXXXXX](http://www.thecasecentre.org/students/course/registerForCourse)

Teaching materials (slides, articles, work project description, etc) will be posted in the course website

Group Project Assignment:

Objectives:

Each group of students needs to choose one company to work with. The objective is that groups analyze carefully the way services are being offered, identify eventual GAPS that may exist (**part 1**) and write-up a detailed implementation plan for the companies to overcome their service quality gaps (**part 2**). Groups are expected to use the framework of analysis "Gaps Model of Service Quality" discussed in class. Please check the "group project syllabus" for more detail.

Despite the "practical" business oriented objective you need to justify carefully all your decisions and choices, using as much as possible existent knowledge (books and academic articles).

Delivery rules and dates:

All reports need to be submitted to instructor via turn-it-in (www.turnitin.com). A printed version of the final report should also be delivered to instructor.

Part 1: due on **20th February 2015**. **Feedback will given to each group until 25th February**

Final Group Project (part 1+ part 2): due on **15th March 2015**.

Students should sign in to the course in www.turnitin.com using the following information:

Class ID: XXXXXXXX, Password: XXXXXXXX

Contact(s) and Office hours:

Office hours: by appointment (ritavale@ucp.pt), reference hour: Tuesdays 11:30-12:30. But other office hours can be scheduled, under appointment.