



GL BAJAJ

Institute of Management & Research
Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.)–201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2018-20) MID TERM EXAMINATIONS (TERM -V)

Subject Name: **Service Operations Management**
Sub. Code: **PGO-03**

Time: **01.30 hrs**
Max Marks: **20**

Note:

1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.
2. All questions are compulsory in Section A, B & C. Section A carries 1 Case Study of 8 marks. Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.

SECTION – A

04+04 = 08 Marks

Q. 1: Case Study: Barbeque Nation

Barbeque Nation is now 140+ Outlets strong in India, 4 outlets in UAE, 1 outlet in Malaysia & 1 outlet in Oman. The real secret behind the Barbeque chain's growth is the philosophy of always putting the customer first. Barbeque Nation is a company that values relationships and satisfaction, both among its customers and employees. Barbeque Nation was rated as the 17th Best Places to work for in India by Great Place to Work – India in 2018.

From Where It Started

Just another day for a restaurant manager serving grills in a hotel by the poolside. It was a cold November night at Sayaji Hotel where Prosenjit Choudhury noticed that customers were not satisfied with the grills reaching them cold. He then recollected of something that he had witnessed on television earlier. Keeping in mind the lifestyle of nomads and camp style cooking he brought to the table a grilling machine and the idea was an instant hit. The people loved it.

After that, there was no looking back. Sajid Dhanani, then MD of Sayaji Hotels gave him a thumbs up to open his own food chain. Choudhury went on to open the first one at Mumbai in 2006. "I wanted to see if the hoopla around the live-grill would wear off. But after six months, we had 50 percent return customers," shared Sajid Dhanani.

They started to grow in other cities. In a short span of time almost 9 outlets were opened. But it got tough for Choudhury to maintain all these on his own so he had put trust on managers and staffs. Times have changed so does the customers demand. The man and the lady in the house both are working, building their career and hardly gets time to talk to each other. And, that's when Restaurant becomes a place to actually unwind. Restaurants owners today have to understand this logic that customers are giving them one and half or two hours of their precious time to unwind that tiring experience they had throughout the week. Now, that's where experience counts.

The One after That

Barbeque Nation over the period of time introduces 100 dishes variety being served in the menu both Indian and international. The live grill on the table meant that one's kebabs never got cold as one could take one's time to enjoy the flavours of veg and non veg. Barbeque Nation's format of offering an elaborate menu at fixed price has positioned it well to capitalise the robust growth of casual dining restaurant segment in India. The brand has successfully established itself as a popular choice, not just for family dinners, but also corporate lunches, owing to strategic locations of outlets, fine ambience, and competitive pricing.

Inside Barbeque Nation and its operation

The restaurant has been carefully designed keeping in mind the heritage and the philosophy of Barbeque Nation. It sports orange logo, with a crown atop the brand name on all the furniture, signs

and fixtures. Every outlet has colour schemes, seating arrangement and ambience, and the uniforms of service executives create a modern and upbeat atmosphere at the outlet.

The main concern is the customer satisfaction. If you ever have visited their outlet or plan to visit in future, you will notice that they actually don't receive tips but instead long for customer feedbacks. The reason is their call center in Indore gathers customer feedback every day and feeds it into something it calls the Guest Satisfaction Index(GSI). We keep saying our staff that if your GSI and consumer satisfaction is extremely high all this will go as a bonus. High employee engagement drives the employee to provide great customer experience. The way GSI works is that about 100 odd people in their call centres talk with 20% per cent of our guests daily who have dined and try and understand how the experience was and these are very open ended questions. In the restaurant, If the customer doesn't like the food they can call the chef and say they didn't like our food today and he will make especially for them. So, there is no inhibition for a customer. Getting out of the formalness is very important in the restaurant business today. Every table had a member of the waitstaff catering exclusively to them. The restaurant manager made it a point to visit each table and ensure that his customers were having a good experience as well. The ambience and overall dining experience also gave Barbeque Nation a lot of positive word of mouth promotion, resulting in increasing footfall to the restaurant chain. When customer called to make a reservation, the restaurant asked if customer is coming in for any celebration. Also when customer reach to restaurant they were asked this question again. They arrange a little cake with a candle to the nearby table where a the celebration like Birthday or Anniversary is organized and waiters sing a birthday song accompanied by a little jig.

The selection of employees is very different. HR's are kept to take an interview before they are recruited also there is three-hour psychometric test that all employees have to clear. "Almost 18,000 people have taken our psychometric test over the years, only 15 percent have passed," says Choudhury. We have got a very homely culture and the seniors in the organisations are like the elders in the family. We groom our staffs like the way parents groom their kids. I think there is no magic to it. One of the perk that we give them is empowerment. There is no question asked to make it right for the guest. If our team feels the customer is not happy they would go any mile to make them happy. And, we encourage our business managers to come with innovation and that's the difference.

Given the high relevance and popularity with the audience, they regularly organize food festivals like Punjabi Food Festival. They offers the brand an effective platform to promote new dishes and trends to the masses through various channels. In the food festivals they do colourful décor and ensemble of the waiters - traditional Punjabi clothes of colourful lungis, jackets and turbans. They are also using influencer's marketing like blogging another digital marketing channels like social media, real-time google reviews to enhance their visibility.

Q. 1(a): What are key highlights related service operations like inputs, processes to get the desired output in the Barbeque Nation?

Q. 1(b): How the facility design factors influencing visitor's satisfaction in Bar-Be-Que nation?

SECTION – B

02×03 = 06 Marks

Q. 2: What is role of technology in service encounter pertaining to banking service operations?

Q. 3: Explain the role of e- Servicescape with example and its importance in today's environment

Q. 4: What are the challenges a service organizations face while planning human resources? Give examples.

SECTION – C

03×02 = 06 Marks

Q.5. 6. What are the managerial elements in the Service Design system? Explain with example

Q. 6. Describe the service value chain model of your favorite e-commerce service?