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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**  Post Graduate Diploma in Management |
| **Course Title: Services Marketing, (Course Code: 40123)**  **Improvement Examination, Term - IV (November, 2024)** | |
| **Time Duration : 2 Hours Total Marks: 40** | |

***General Instructions*:**

1. *Answer the questions as directed. The break-up of the marks is given wherever necessary.*
2. *Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Answers should be brief and to the point.*
5. *Do not write on the question paper except your roll number.*

**AidKare – failing in emergency**

His wife's frantic calls woke up Rajesh. Dasu, their kid, had yet another asthma attack and needed emergency medical attention. Attempts at home-based treatments like nebulization, which his wife had been trying for the past half an hour, were not yielding any improvement. Since his car was out for service, he called the hospital, AidKare, where Dasu was regularly treated for an ambulance. No one picked up the phone that night, even after three full rings. Though Dr. Gopal, the pediatrician, was very skilled and managed Dasu's asthma well, AidKare was not a reassuring place. Rajesh then called up Dr. Gopal, who recommended immediate shifting of the child to the hospital and promised to talk to the duty doctor and prepare them for an emergency by the time they arrived. Rajesh hired an OLA and took Dasu to the hospital. During that time, Dasu could not be nebulized, and his condition deteriorated.

Upon arrival at the hospital, Rajesh met the duty doctor at the emergency but learned that he could not access the child's medical records immediately (as the system operator was on leave). However, he promised to start treating the symptoms (common when patient history is unavailable) and adjust the treatment as the history becomes available. Rajesh's request to shift the child to another hospital was also turned down, as the same procedure would have to be followed there due to the non-availability of patient records. Though well equipped, Rajesh was worried about Dasu's condition and the continuity of the treatment at AidKare. However, he later learned that but there was also no functional ambulance at AidKare to safely shift the child to another medical facility. The only consolation was that the duty doctor and the nurses continuously reassured him and his wife, keeping them updated on the progress. Things started to improve early in the morning with the appearance of Dr. Gopal, who knew Dasu's case and started the proper treatment.

Dasu was discharged on the third day after full recovery. However, the bill gave a shock to Rajesh. It had gone into hefty five figures, and he had to run around to arrange the finances before getting Dasu discharged and taking him home. Though his employer provided him with medical insurance, it could not be used at AidKare, as they did not accept insurance-based payments. Though he complained to the hospital PRO Admin and Dr. Gopal, there was no relief, in terms of either a discount or a flexible payment window, despite being an old patient whose entire family (about eight members) used the medical facilities at AidKare. Yet another issue Rajesh faced during the two days was constantly running around to get medicines and supplies needed for the treatment, as the hospital had no proper pharmacy or diagnostic support.

Rajesh did not make a big fuss about his experience and continued using Aidkare's services. Six months later, his neighborhood saw the opening of a new medical facility, ‘Susrusha.' It was a multi-specialty primary and secondary care hospital focusing on family care. They had a complete range of specialties needed to treat patients of all ages. They were a branch of a large and reputed corporate healthcare chain known for its trust, responsiveness, reliability, and empathy, which were part of its corporate culture. They provided a bouquet of healthcare-related services. Their initial enrolment drive in their catchment area promised a permanent 10% discount on healthcare bills for the first 1000 registrations. Needless to say, Rajesh and his family were among the first 1000 members.

**SECTION – A** (All questions carry 10 marks each)

* + - 1. Summarize the reasons for Rajesh’s switching his healthcare services provider based on facts provided in the case.
      2. Outline AidKare’s service quality performance on the five SERVQUAL parameters and comment on their overall performance considering the facts in the case.
      3. Based on the service recovery strategies, formulate a service recovery plan for AidKare
      4. Using the ‘flower of service’ concept, outline how AidKare can differentiate and enhance its services.

**Answer Key**

**Q1.** The student should be able to identify any of the five following reasons and briefly describe them

Pricing – high/ unreasonable

Inconvenience – undue service delay in emergency

Core service failure – service delay/ mistake

Service encounter failures – unresponsive/ lack of customer knowledge

Competition – new and reliable service provider

Ethical issues – over pricing

**Q2.** The student should be able to briefly comment/ describe the following

Reliability – poor due to lack of patient record

Responsiveness – poor due to employee/ record/ equipment like ambulance

Empathy – largely empathetic employees

Tangibility – acceptable

However, as responsiveness & reliability was poor and the firm is in healthcare, the overall service can be considered poor

**Q3.** They can recommend the following service recovery strategies (any five distinct ones)

Fixing the customer – proper response to service request like emergency calls, providing appropriate and timely communication, fair treatment of customer 9especially old), initiation of relationship management

Fixing the problem – track and act on complaints, learn from customer complaints to improve service design and delivery, ensure proper recovery in case of service failures

Service guarantee – provide meaningful guarantees to reassure customers

**Q4.** The student should briefly explain the concept of ‘flower of service’ and identify the following types of supplementary services for AidKare (any eight distinct supplementary services)

Facilitating services – pharmacy, diagnostics, ambulance, inpatient services…

Enhancing services – insurance, telemedicine, preventive healthcare, genome mapping, and stem cell banking…