NOTE: The following exercises should be completed using the same groups defined for the class project

Group participants (print name, USC id, and sign below):
Discuss and evaluate the zone of tolerance for three food service options on campus (follow the book example to define metrics and point scale):

1. California Pizza Kitchen
2. The Habit
3. Panda Express

As a reminder, you should discuss the following metrics:

- **Reliability** (Ability to perform a service accurately)
- **Responsiveness** (Willingness to help customers/prompt service)
- **Assurance** (Employees ability, knowledge, trust, etc)
- **Empathy** (Care about your customers)
- **Tangibles** (Appearance of the firm’s physical facilities)
When Wegmans earned *Fortune*’s coveted Best Company to Work For award, it noted that part of its success as a retailer stems from its success as an employer. In the past 20 years, Wegmans has awarded more than $54 million in college scholarships to both full-time and part-time employees. On a different educational front, employees who work in the meat and fish departments must graduate from a "university" program that takes between 30 and 55 hours and assists them in furthering their careers.

Furthermore, because Wegmans prides itself on its customer service and satisfaction, it encourages its employees to assist customers in any way they see fit, without the approval of a supervisor. For example, one customer purchased the largest turkey Wegmans had for Thanksgiving and then discovered it was too large to cook at home. A Wegmans employee cooked the turkey for the customer without charge. In another case, a woman was looking for a particular item in the store. When the employee could not find the item immediately, the customer said, "Go on back to whatever you were doing." A few minutes later, the employee found the customer in another section of the store and exclaimed, "There you are! I finally found it!" The employee took the time away from her current task to help a customer, even after she was no longer expected to be of assistance.

Wegmans offers far more than the traditional supermarket—a service bonanza. Drop off your child at the in-store daycare center. Saunter through the bookstore for Oprah's newest book club recommendation. Drop off your dry cleaning and overdue video rental. Visit the café, complete with a seafood bar where you can sip a glass of wine while your dinner is cooked to order. When you tire of browsing the flower and international newspaper sections, you can finally start on your grocery list. However, before you run through the checkout, do not forget to pick up that bottle of champagne the cheese shop attendant told you would complement the white Castello cheese she handpicked for you.

**Questions**

1. Wegmans' excellent ________ far exceeds customer expectations, especially for a grocery store chain.
   - [ ] instrumental support
   - [ ] customer tolerance
   - [ ] voice-of-customer program
   - [ ] customer service
   - [ ] customer allegiance
4. suggests that services are different from products because the consumption experience may be different every time. Wegmans is trying to reduce this by giving all customers positive experiences.

- Variability
- Separation
- Tangibility
- Perishability
- Empathy

3. Wegmans is developing a ________ compared with other grocery retail outlets based on its exceptional customer service.

- marketing plan
- sustainable competitive advantage
- service gap
- competitive orientation
- service promise

4. Wegmans sends the employees in its fish and meat department to a "university" program to become experts on the store's product categories. This helps to increase __________, one of the foundations of service quality.

- expectations
- assurance
- empathy
- tangibles
- perfection

5. The ambience of the cafe located inside Wegmans is an example of a ________ component of Wegmans' service quality strategy.

- reliable
- perishable
- tangible
- assurance
- production
NETFLIX: SERVICE EXCELLENCE 24/7

- Video Case

Questions

1. Netflix's recommendation feature attempts to close the _____ gap.
   - delivery
   - standards
   - communication
   - knowledge
   - service

2. By ensuring that the website is always available, Netflix closes the _______ gap.
   - delivery
   - standards
   - expectations
   - communication
   - knowledge

3. Netflix resolves problems quickly in order to _______.
   - increase its tangibles
   - be efficient
   - retain customers' loyalty
   - minimize the issue

4. Netflix makes it a point to inform its members that infrequent monthly DVD renters will receive priority over in-demand videos. By doing this, Netflix is closing the _______.
   - standards gap
   - service gap
   - knowledge gap
   - delivery gap
   - communications gap

5. What new challenges does Netflix face in delivering quality service, now that so much of its business involves streaming video instead of DVD shipments? What gap(s) do these challenges fall into? Mention a few
FEDEX: EXCELLENCE IN CUSTOMER SERVICE

- Video Case

Questions

1. FedEx has learned that its customers expect packages to arrive on time and in good condition, and that customers wish to have control over their orders. By seeking to understand customer expectations, FedEx seeks to close the ______ gap.
   - communication
   - experience
   - delivery
   - standards
   - knowledge

2. FedEx trains its employees in problem-solving skills so that they can provide competent, empathetic service recovery. The first step in service recovery is to
   - consult a manager for help.
   - clarify company policies.
   - identify a fair resolution.
   - listen to the customer.
   - provide a solution quickly.

3. FedEx gives its employees significant discretion in taking action to solve customer problems. This is referred to as
   - tangibility.
   - instrumental support.
   - procedural fairness.
   - empowerment.
   - heterogeneity.
4. If FedEx’s website and advertising promised package delivery by 9:00 a.m., but FedEx could only deliver packages that early about half the time, this would be an example of a(n) ______ gap.

- experience
- communication
- standards
- delivery
- knowledge

5. Suppose that you ship a package with FedEx and are anxious to ensure that it was delivered on time. You try to confirm delivery by calling FedEx, but you sit on hold for over an hour before finally learning that the package arrived on schedule. At which of the building blocks of service quality has FedEx failed to provide good service?

- Assurance
- Tangibles
- Responsiveness
- Reliability
- Empathy
SWEETWATER

- Activity Type: Video Case

Questions and Answers

1. Sweetwater places a high degree of importance on building a relationship with its customers. To deliver exceptional service, Sweetwater needs to first address the knowledge gap by understanding _____
   - [ ] industry trends
   - [ ] ethics
   - [ ] global markets
   - [ ] customer expectations
   - [ ] competitors

2. Building relationships to deliver individualized attention to customers is which dimension of service quality?
   - [ ] Assurance
   - [ ] Reliability
   - [ ] Tangibles
   - [ ] Responsiveness
   - [ ] Empathy

3. Hiring a knowledgeable staff helps Sweetwater deliver which dimension of service quality?
   - [ ] Empathy
   - [ ] Assurance
   - [ ] Reliability
   - [ ] Responsiveness
   - [ ] Tangibles
4. Comment cards are part of the ______ dimension of service quality.
   - empathy
   - tangible
   - responsiveness
   - assurance
   - reliability

5. Correcting mistakes after a service failure is an important part of ________.
   - VOC programs
   - service metrics
   - empowerment
   - service recovery
   - setting goals

6. The latitude Sweetwater gives its employees to make decisions is called ______.
   - responsiveness
   - voice of customer
   - empathy
   - service recovery
   - empowerment