

# Services Gurukul

## Overview

Service businesses are faced with increasing competition and this has enhanced the choices for the customer, resulting in rising customer expectations.. Service organizations are now under constant pressure to retain customers and provide consistent customer driven services in order to achieve customer satisfaction through the overall service experience that they provide. Given the current global economic scenario, it is even more important for service organizations to design and deliver customer focused services and for manufacturing set ups to focus on differentiating on service.

Creating and marketing value in today's increasingly service and knowledge-based economy requires an understanding of intangible assets (including the powerful design and packaging of 'intangible benefits/products', high-quality service operation and customer information management processes, motivated and competent frontline staff, and a loyal and profitable customer base), and the development and implementation of a coherent service strategy to transform these assets into improved business performance. The Services Gurukul focuses on acquiring, serving and retaining customers - the most important of these intangible assets.

This course is the culmination of a diagnostic study across service businesses of Tata Group of companies and therefore is designed to address identified gaps. The programme will equip managers with the skills and understanding that will enable them to go back to their workplaces and go about in right earnest to building sustainable competitive advantage through value creation for customers.

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## Objectives

- To provide an appreciation of the unique challenges inherent in marketing, managing, and delivering service excellence at a profit
- To equip the participants with the tools and strategies that addresses these challenges
- To enable participants to understand and apply the extended marketing mix

- To enable a comprehensive understanding of service strategy (segmentation, targeting and positioning)
  - To help participants appreciate the fundamentals of service branding and positioning
  - To equip participants with the fundamentals of customer focused service design and delivery
  - To develop an understanding of the 'state of the art' of service management thinking
  - To promote a service-oriented mindset
  - To help participants gain an understanding of the dynamics of employee and customer loyalty
  - To equip the participants to use services management frameworks for sustainable competitive advantage
  - To help participants gain an understanding of synergies that run through the services system (marketing, operations and HR)
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## Curriculum

- Introduction to Services Marketing – Trends, Opportunities & Capturing Value
  - The Service-Profit-Chain framework
  - Service Strategy -Segmentation and tiering of Services and Targeting
  - Branding Service Experiences and Positioning Services
  - Understanding Service Quality and How to pin-point Quality Shortfalls
  - Models to measure and monitor Service Quality
  - Improving Service Quality, Complaint Management and Service Recovery
  - Designing Effective Customer Feedback Systems
  - The Wheel of Loyalty – Customer Asset Management and Customer Loyalty Programs
  - Customer Relationship Management
  - Churn Diagnostics and Churn Management
  - People Strategies that lead to high Customer Orientation
  - Fundamentals of Service Design – Service blueprinting (mapping service designs)
  - Characteristics of Breakthrough Service Firms - Cases
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## Faculty

The programme sessions will be facilitated by a mix of TMTTC faculty, eminent academicians, and industry experts.

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### **Who Should Attend**

The programme is designed for middle managers who are in decision making roles in service, retail and manufacturing companies with a service arm. We encourage participation from diverse companies to enhance learning through sharing of perspectives and experiences. We prefer cross functional teams composed of 3 to 5 members (senior-middle and middle managers handling the functions of Marketing, Operations and HR) who can derive enhanced value by working on real issues by applying the concepts to their own situations and organizations. A typical profile would be managers and executives responsible for service-related functions, such as Marketing, HR, Operations and Quality.

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### **Fees**

To be announced.

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