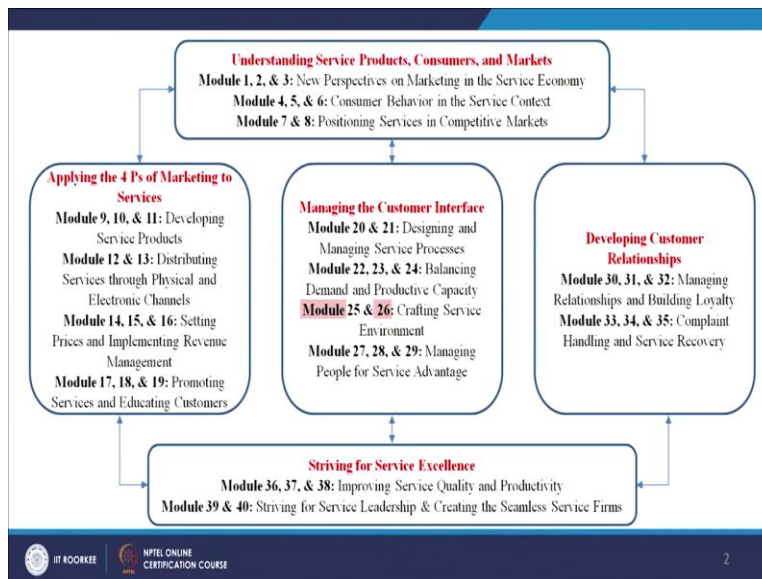


Services Marketing: Integrating People, Technology, Strategy
Professor Zillur Rahman
Department of Management Studies
Indian Institute of Technology Roorkee
Lecture 26
Crafting Service Environment Part II

Welcome to Services Marketing, now we will discuss module 26. So, we are talking about crafting service environment and module 25 and 26 are dedicated to this topic.

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We have talked about module 25 in great detail and now we will talk about module 26 and we will be talking about things like to understand the role of spatial layout and functionality. So, we have talked about several dimensions on the environment in module 25.

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MODULE OVERVIEW

1. To understand the roles of spatial layout and functionality.
2. To understand the roles of signs, symbols, and artifacts.
3. To know how service employees and other customers are part of the servicescape.
4. To explain why designing an effective servicescape has to be done holistically and from the customer's perspective.



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Now, we will talk about the role of spatial layout and functionality. And then we will try to understand the roles of signs, symbols and artifacts; to know how service employees and other customers are part of this servicescape. So, it is not only about the service, it is not only the about the customers, we will also try to understand the role of service employees and other customers who are present in the facility. And to explain why designing an effective servicescape has to be done holistically and from the customer's perspective. So, this design elements, the servicescape, the physical evidence etcetera, it has to be designed holistically and from the customer's perspective rather than the company's perspective. So, that will make it more effective and it will lead to increase in service quality and increase in productivity as well.

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INTRODUCTION

- In addition to ambient conditions, spatial layout and functionality are other key dimensions of the service environment.
- As a service environment generally has to fulfill specific purposes and customer needs, spatial layout and functionality are particularly important.

*Spatial layout & functionality ↔ Customer needs & specific purpose
↓
Service envt.*

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So, in addition to ambient conditions, that we have talked about in module 25 spatial layout and functionality are other key dimensions of the service environment. So, first dimension was ambient condition. The second was spatial layout and functionality, we have talked about ambient conditions in module 25th. Now, we will talk about in 26, we will talk about the spatial layout and functionality. As a service environment generally has to fulfil some specific purpose and customer needs, so spatial layout and functionality are particularly important.

So, now you keep in mind that the service environment has to be designed keeping in mind the customer needs and the specific purposes that the customer has. So, this customer needs and the specific purposes they have come for in this service factory as we call it, now that determines the service environment, so one environment will not be good for all kind of customer needs and different purposes. So, a particular service environment will be good for some time, some types of customer needs and the purposes. And therefore this spatial layout and functionality has to be kept in mind while designing the servicescape.

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SPATIAL LAYOUT AND FUNCTIONALITY

- **Spatial layout** refers to the floor plan, size and shape of furnishings, counters, and potential machinery and equipment, and the ways in which they are arranged.
- **Functionality** refers to the ability of those items to facilitate the performance of service transactions.



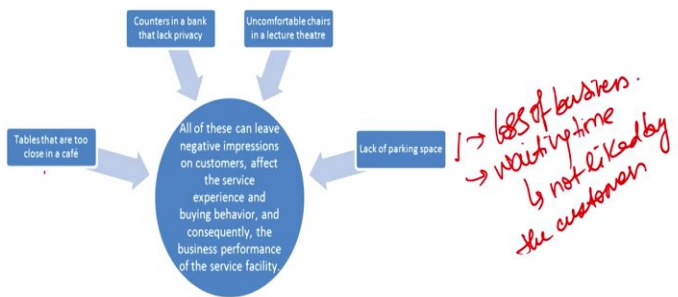
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Spatial layout refers to the floor plan, size and shape of furnishings, counters and potential machinery and equipment and the ways in which they are arranged. Functionality refers to the ability of those item to facilitate the performance of service transaction. Now, you see that in layout we will talk about the floor plan, the layout, etcetera of the machinery, etcetera and then this functionality refers to ability of the items, to facilitate the performance of service transaction. So, they are in line and whether they are facilitating the service transactions or not, so that is important, the layout and the functionality.

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SPATIAL LAYOUT AND FUNCTIONALITY

- Both dimensions affect the user-friendliness and the ability of the facility to service customers well.



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Now, both dimensions affect the user friendliness and the ability of the facility to serve customers well, here we are talking of tables that are too close in a cafe. So people, different group of people they are placed too closely. The second is the counter in the bank that lack privacy, so what I am talking with the personnel everybody else is able to hear, so that increases my discomfort. Then there are uncomfortable chairs in a lecture theatre. So, obviously the candidates are not able to sit for long. And then there is no parking space, so now people come in a car and they do not know where to put the car.

So, all of this can leave negative impressions on customers, affect the service experience and the buying behaviour and consequently the business performance of the service facility. So, although, so now you see that the effect of this parking space is that people are coming but they are not able to find the parking space, so obviously unless they park the car they will not be able to go into inside the facility, so that may lead to the loss of visitors, the customers will have to go back or that will increase your waiting time and you know that waiting is not liked by people by like by the customers.

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SIGNS, SYMBOLS, AND ARTIFACTS

- Many things in the service environment act as explicit or implicit signals to
 1. communicate the firm's image,
 2. help customers find their way (e.g., to certain service counters, departments, or the exit), and
 3. to convey the service script (e.g., for a queuing system).
- In particular, first-time customers will automatically try to draw meaning from the environment to guide them through the service processes.

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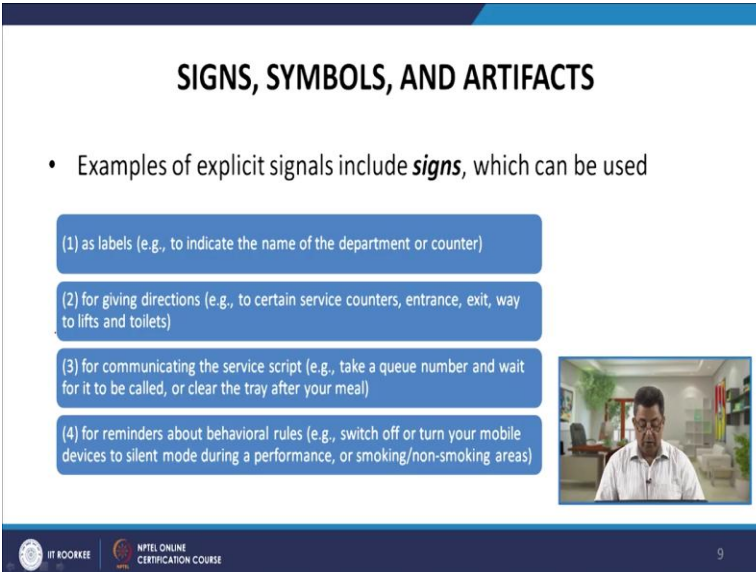
8

Let us, look at the signs, symbols and artifacts. So, many things in the service environment act as explicit or implicit signals, so we are talking of explicit as well as implicit signals to do what, to first is to communicate the firm's image, so many things of the service environment they may

explicitly or implicitly communicate the firm's image, they may explicitly or implicitly help customers find their way, to certain service counters, department or to exit.

So, now in malls we look for where the restrooms and the washrooms are and from where to exit, so if they are clearly marked then it becomes easier for us to find a find our way. And the third thing is to convey the service script for a queuing system, in particular first time customers will automatically try to draw meaning from the environment to guide them through the service processes, so once you and when you become a regular customer in a mall or a shopping complex then it becomes easier for you to understand or to remember what is where, but for the first time customers, it becomes difficult for them, so it is important that everything is clearly marked.

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SIGNS, SYMBOLS, AND ARTIFACTS

- Examples of explicit signals include *signs*, which can be used
 - (1) as labels (e.g., to indicate the name of the department or counter)
 - (2) for giving directions (e.g., to certain service counters, entrance, exit, way to lifts and toilets)
 - (3) for communicating the service script (e.g., take a queue number and wait for it to be called, or clear the tray after your meal)
 - (4) for reminders about behavioral rules (e.g., switch off or turn your mobile devices to silent mode during a performance, or smoking/non-smoking areas)

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So, examples of explicit signals include signs, which can be used, first, as labels to indicate the name of the department or counter, so you will find that this is the kids area, this is woman is area, this is men area, this is eating. The second is for giving directions to certain service counters, entrances, exit, way to lifts and toilets. The third thing is for communicating the services script take a queue number and wait for it to be called. So, how do you wait in a queue? You just go there, or just go and stand there, or you have to take a number and wait and the number will be called and then you come in and clear the tray after the meal, so are you supposed to clear the tray? And where to put the tray after you have used? For reminders about

behavioural rules switch off or turn your mobile devices to silent mode during a performance or smoking or non-smoking areas.

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SIGNS, SYMBOLS, AND ARTIFACTS

- Signs are often used to teach behavioral rules in service settings.
- Singapore, which strictly enforces rules in many service settings, especially in public buildings and on public transport, is sometimes ironically referred to as a “fine” city.


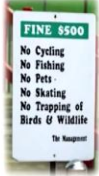



Figure: Singapore is a “fine” city

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Now, signs are often used to teach behavioural rules in service settings. So, this is important that we are educating customers on how to behave in a service setting, because obviously this customer the employees and other customers are there, so Singapore, which strictly reinforced, Singapore which strictly enforces rules in many service settings, especially in public buildings or on public transport is sometimes ironically referred to as a fine city. So, now in this, this, that is an example of Singapore is a fine City. There is a fine, fine of 500 Singapore dollar because so you are not supposed to do cycling, or fishing, do not bring pets or skating, trapping of birds and the wildlife. So, this is the board there, otherwise if you do this, then you will find 500 Singapore dollars.

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SIGNS, SYMBOLS, AND ARTIFACTS

- Contrast these signs to the more creative and perhaps equally effective signs used by Singapore's Changi Airport at the entrance of its butterfly garden.

→ Rules for behavior expected from the visitors / customer





Figure: Changi Airport uses a creative sign to manage visitor behavior in its butterfly garden



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SIGNS, SYMBOLS, AND ARTIFACTS

- Signs are often used to teach behavioral rules in service settings.
- Singapore, which strictly enforces rules in many service settings, especially in public buildings and on public transport, is sometimes ironically referred to as a "fine" city.

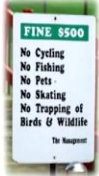



Figure: Singapore is a "fine" city



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Now, contrast this signs to the more creative and perhaps equally effective signs used by Singapore's Changi airport at the entrance of its Butterfly garden. So, now instead of writing things they have used symbols take nothing but photographs, leave nothing but footprints, so that is the creative sign to manage visitor behaviour in its Butterfly garden. So, there is a Butterfly garden in the, near this airport and this is how they want people to behave. So, these are some rules for behaviour expected from the visitors or the customers, so obviously you can understand which one is better this one or the next one.

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SIGNS, SYMBOLS, AND ARTIFACTS


Potential Benefits of Well-developed Signage

For Customers

1. Be informed, up-to-date, oriented, free to move about, guided along prepared paths, emotionally stimulated
2. Creates familiarity with the servicescape
3. Helps to participate with greater ease in the service process
4. Increases confidence and reassurance while following signage, provides higher levels of perceived control during the service encounter
5. Reduces tension, confusion, feeling lost, wrong turns and requests for information
6. Reduces time to reach the desired goal as efficiently as possible

For the Service Organization

1. Direct, inform and manage the flow and the behavior of customers
2. Improve the quality of service provided and increase customer satisfaction
3. Reduce information-giving by frontline employees
4. Help frontline employees to work with fewer interruptions
5. Attract and excite curiosity, help to strengthen the corporate image
6. Differentiate the firm from the competition



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Now, let us look at the potential benefits of a well-developed signage, what does what is the meaning of this well-developed signage for the customers. Be informed, up-to-date, oriented, free to move around, guided along prepared path, emotionally stimulated. The second is to create familiarity with the servicescape. The third is that helps to participate with greater ease in the service process. The fourth one is, increased confidence and reassurance while following signage, provide higher levels of perceived control during the service encounter. The fifth is that it reduces tension, confusion, feeling lost, wrong turns and request for information. And the sixth one is reduces time to reach the desired goal as efficiently as possible.

So, for the service organization, the advantage of well-developed signage is, it direct, inform and manages the flow and the behaviour of the customer. The second is it improves the quality of service provided and increase customer satisfaction. The third is that it reduces information given by frontline employees. The fourth one is it helps frontline employees to work with fewer interruptions. The fifth is to attract and excite curiosity, help to strengthen the corporate image. And the sixth is to differentiate the firm from the competition. So, you see that these signages are used to differentiate this firm from the competition.

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SIGNS, SYMBOLS, AND ARTIFACTS

- The challenge for servicescape designers is to use signs, symbols, and artifacts to guide customers clearly through the process of service delivery, and to teach the service script in as intuitive a manner as possible.
- This task assumes particular importance in situations in which
 - there is a high proportion of new or infrequent customers (e.g., airports and hospitals), and/or
 - a high degree of self-service with no or only a few service employees available to guide customers through the process (e.g., a self-service bank branch).




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The challenge for servicescape designers is to use signs, symbols and artifacts to guide customers clearly through the process of service delivery and to teach the service script in as intuitive a manner as possible. So, the challenge, this is the challenge of the for the servicescape designer, the how to use the signs and symbols and artifact, so that they can they can easily and correctly guide customers through the process of service delivery. This task assumes particular importance in situations in which there is high proportion of new or infrequent customers, for example, airports and hospitals. So, you see that at airports people keep on coming and going, so this is particularly important in hospitals and airports and when a high degree of self-service with no or only a few employees available to guide customers through the process, for example, self-service bank branch. So, there are several self-service bank branches. So, how do customers carry out, what they have come here for? Unless there are clear signs and symbols there.

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SIGNS, SYMBOLS, AND ARTIFACTS

- Customers become disoriented when they cannot derive clear signals from a servicescape, leading to anxiety and uncertainty about how to proceed and how to obtain the desired service.
- Customers can easily feel lost in a confusing environment and experience anger and frustration as a result.
 - Think about the last time you were in a hurry and tried to find your way through an unfamiliar hospital, shopping center, or a large government office where the signs and other directional cues were not intuitive to you.



→ dissatisfaction


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So, customers become disoriented when they cannot derive clear signals from a servicescape leading to anxiety and uncertainty about how to proceed and how to obtain the desired service. So, that will become that will lead to disorientation of the customers and this is the first step towards dissatisfaction, because they are not able to know, not able to carry out what they have come here for, they do not know what to do, how to do it, so customers can easily feel lost in confusion environment and experience anger and frustration, because of that. Think about the last time you were in a hurry and try to find your way through an unfamiliar hospital, shopping centre or a large government office where the signs and other direction cues are not intuitive to you. So, you keep on losing your way and moving here and there then you catch hold of someone and ask them for the way and maybe they are also new and they also do not know, so then there is a chaos and confusion all around.

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PEOPLE ARE PART OF THE SERVICE ENVIRONMENT TOO

- The appearance and behavior of both service personnel and customers can strengthen or weaken the impression created by a service environment.
- These social dimensions should be explicitly considered when assessing the quality of servicescapes.
 - Employees at Disney theme parks are called **cast members**. Whether the staff are acting as Cinderella, one of the seven dwarfs, or as the park cleaner, these cast members must dress up and look the part. Once dressed up, they must “perform” for the guests.




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Now, people are part of the service environment too. The appearance and behaviour of both service personnel and customers can strengthen or weaken the impression created by the service environment. So, we are talking about the appearance as well as behaviour of whom the service personnel and the other and customers both of them. These social dimensions could be explicitly considered when assessing the quality of servicescape, employees at Disney theme park are called cast members. Whether the staff are acting as Cinderella, one of the seven dwarfs or the park cleaner, these cast members must dress up and look the part of this whole drama. Once dressed up, they must perform for the guests.

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PEOPLE ARE PART OF THE SERVICE ENVIRONMENT TOO

- Likewise, marketing communications may seek to attract customers who will not only appreciate the ambience created by the service provider but will actively enhance it by their own appearance and behavior.
 - In hospitality and retail settings, newcomers often survey the array of existing customers before deciding whether to patronize the establishment.




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Likewise marketing communication may seek to attract customers who will not only appreciate and the ambience created by the service providers, but will actively enhance it by their own appearance and behaviour. So, now people are also expected the guests are also expected to play the role in hospitality and retail settings, newcomers often survey the array of existing customers before deciding whether to patronize the establishment or not.

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PUTTING IT ALL TOGETHER

- *Why designing an effective servicescape has to be done holistically and from the customer's perspective?* 1
- Although individuals often perceive particular aspects or individual design features of an environment, it is the total configuration of all those design features that determines consumer responses.
- That is, consumers perceive service environments holistically.



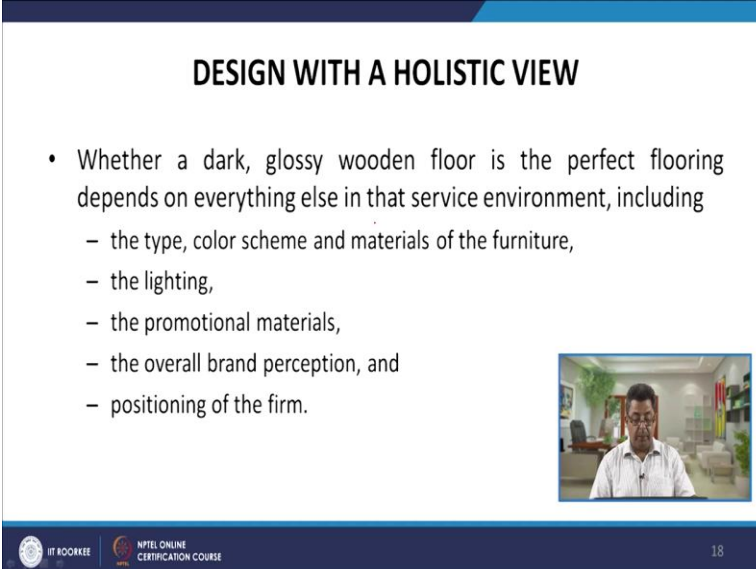
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Now, how to go about putting all of it together, why designing an effective servicescape has to be done holistically and from the customer's perspective? So, this is important that how and why

it is important to design an effective servicescape holistically and also from the customer perspective. So, there are 2 objectives of this whole exercise, one is that the servicescape, effective servicescape has to be drained holistically and also from the customer's perspective.

Although individuals are often perceived particular aspects or individual design features of an environment, it is a total configuration of all these design features that determine customer responses. So, now you have you must understand that individually they may have some kind of effect on the customer but it is the combine affect that, that is more important and which is what we are trying to design. That is consumers perceived service environment holistically.

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DESIGN WITH A HOLISTIC VIEW

- Whether a dark, glossy wooden floor is the perfect flooring depends on everything else in that service environment, including
 - the type, color scheme and materials of the furniture,
 - the lighting,
 - the promotional materials,
 - the overall brand perception, and
 - positioning of the firm.


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Whether a dark, glossy wooden floor is the perfect flooring depends on everything else in that service environment. Because what will happen is that if you are choosing 2 different things than they have to be in they have to give a holistic picture, they have to be in sync, otherwise things will stand out and people may not like that. So the type, colour scheme and material of the furniture. Now, you see that, whether if you have a glossy wooden floor or have a different kind of floor that will depend upon the type, the colour scheme and material of the furniture the lighting, the promotional material, the overall brand perception and the positioning of the firm.

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DESIGN WITH A HOLISTIC VIEW

- As the design of the environment needs to be planned as a whole, it is more like an art. Therefore, professional designers tend to focus on specific types of servicescapes.
 - For example, a handful of famous interior designers do no other projects but create hotel lobbies around the world.
 - Similarly, there are design experts who focus exclusively on restaurants, bars, clubs, cafes and bistros, or retail outlets, or healthcare facilities, and so forth.




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As the design of the environment need to be planned as a whole, it is more like an art. So, all these things are to be put together, they should be speaking the same thing given a soothing pictured of the customers, so that becomes an art. Therefore, professional designers tend to focus on specific types of servicescape. For example, a handful of famous interior designers do knows other projects but create hotel lobbies around the world. So, now you see that there are these interior designers and they are just creating hotel lobbies around the world. Similarly, there are design experts who focus exclusively on restaurants, bars and clubs, cafes and bistros or retail outlets or health facilities and so forth. So, now these people these interior designers they have, they have specialized. So there are interior designers of airports who are different from interior designers from the hotels or the hospitals. Because, now you see how important this interior designs are from the customer's point of view.

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DESIGN FROM A CUSTOMER'S PERSPECTIVE

- To design servicescapes from the customer's perspective, managers have to understand how their customers use it.
- Servicescapes should be designed to support customers to attain their consumption goals by making the designs-
 - 1- intuitive (i.e., easy to sense), — look
 - 2- meaningful (i.e., easy to understand), and
 - 3- easy to use.



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And this design all of them are to be from the customer's perspective from where the customers enters and what he does and where does he go. So, to design the servicescape from the customer's perspective, managers have to understand how their customers use it. Servicescapes should be designed to support customers to attain their consumption goals by making the design first, intuitive that is easy on the senses, 2 is, meaningful easy to understand and the third is easy to use. Now, you see that we are making this servicescapes from the customer's point of view. And so that the customers are easily able to experience the service to carry out their goals, so for that purpose, it should be easy on the senses, easy to understand and easy to use, so it is easy to look at, then easy to understand and easy to use.

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DESIGN FROM A CUSTOMER'S PERSPECTIVE

- For hedonic services, customers use the service environment for additional objectives; they want to experience what they came for when they entered the servicescape (e.g., have fun, relax, or socialize).



Figure: Badly designed shopping centers affect the shopping experience



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For hedonic services, customers use the service environment for additional objectives, they want to experience what they came for when they entered the servicescape, for example, having fun or relaxing or socializing. So, this is a badly designed shopping centre, it affect the shopping experience. So, this is not for hedonic purposes. Now, you see that how crowded this shopping centre is and obviously people will not be able to have fun or relax in this kind of shopping complex.

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DESIGN FROM A CUSTOMER'S PERSPECTIVE

- **Environmental aspects that irritate shoppers**

Ambient conditions (ordered by level of irritation):	Environmental design variables:
<ul style="list-style-type: none">• Store is not clean.• Too hot inside the store or the shopping center.• Music inside the store is too loud.• Bad smells in the store.	<ul style="list-style-type: none">• No mirror in the dressing room.• Unable to find what one needs.• Directions within the store are inadequate.• Arrangement of store items has been changed in a way that confuses customers.• Store is too small.• Losing one's way in a large shopping center



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Now, let us look at the environmental aspects that irritate the shopper. The first let us look at the ambient conditions that is ordered by the level of irritation. The first is, the store is not clean. The second is it is too hot inside the store or the shopping centre, so people will continue to sweat all around, music inside the store is too loud, so people are not able to talk to each other and bad smells in the stores obviously that keeps on irritating you and you would like to get out over this facility. Let us, look at the design, environmental design variables, no mirror in the dressing room, then what is the dressing room for, unable to find what one needs, directions within the stores are inadequate, so you do not know where to find what, arrangement of store items has been changed in a way that confuses the customer, the store is too small or it is too crowded, losing one's way in a large shopping centre.

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TOOLS TO GUIDE SERVICESCAPE DESIGN

- **Keen observation** of customers' behavior and responses to the service environment by management, supervisors, branch managers, and frontline staff.
- **Feedback and ideas from frontline staff and customers** using a variety of research tools ranging from scanning social media, using suggestion boxes, focus groups, and surveys.



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Now, what are the tools to guide the servicescape designs? The first is the keen observation of customer behaviour and responses to the service environment by management supervisors and the branch managers and the front line. So, they have to observe the customers behaviour, how do they behave, how do they response, how do they move around, the feedback and ideas from frontline staff and customers using a variety of research tools, arranging, ranging from scanning social media using suggestion boxes, focus groups and surveys.


Now, you see that in order to design a servicescape, the first is, we have to we have to observe how customers they move around in a store or in hospital or at the airport and then there are

various research tool, for example, we keep on scanning or companies keep on scanning the social media, they install suggestion boxes, they conduct focus groups and they carry out surveys, for feedbacks and the ideas from the frontline and customers, so that they can make this servicescape more easy for the customers.

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TOOLS TO GUIDE SERVICESCAPE DESIGN

- **Photo audit** is a method of asking customers (or mystery shoppers) to take photographs of their service experience.
 - These photographs can later be used as a basis for further interviews of their experience, or included as part of a survey about the service experience.
- **Field experiments** which can be used to manipulate specific dimensions in an environment so that the effects can be observed.




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Then there are certain photo audits, it is a method of asking customers or mystery shoppers to take photographs of their service experience. These photographs can later be used as a basis for further interviews of their experience or included as part of a survey about the service experience. Another way another tool to guide servicescape design is to, is the field experiments, which can be used to manipulate specific dimensions in an environment, so that the effects can be observed.

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TOOLS TO GUIDE SERVICESCAPE DESIGN

- For instance, researchers can experiment with various types of music and scents, and then measure the time and money customers spend in the environment.
- Laboratory experiments using pictures or videos, or other ways to simulate real-world service environments (such as virtual tours via computers) can be effectively used to examine the impact of changes in design elements that cannot be easily field experiment.
 - Examples include testing of different color schemes, spatial layouts, or styles of furnishing.



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For instance, researchers can experiment with various types of music and scents and then measure the time and money customers spend in the environment. So, now you see that what types of music, what is the volume, which scent, how much, they these can be experimented and then seen the effect on how this how much time and money customer is spends, in which kind of combination. Laboratory experiments uses pictures, or videos, or other ways to simulate real world service environment, such as virtual tours, tours via the computers and can be effective effectively used to examine the impact of changes in design elements that cannot be easily manipulated in a field experiment, for example, including testing of different colour schemes, spatial layout and styles of furnishings. So, now what are the various kind of colour schemes and the layout and the styles of furnishings and the employees and the customers they move around and then they find out whether it is correct combination or not.

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TOOLS TO GUIDE SERVICESCAPE DESIGN

- **Blueprinting** or flowcharting (as described in earlier chapter) can be extended to include the physical evidence in the environment.
- Design elements and tangible cues can be documented as the customer moves through each step of the service delivery process.
- Photos can supplement the map to make it more vivid.



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Another thing that we have already talked about earlier is the blueprinting or flowcharting that we have talked about somewhere earlier and can be extended to include the physical evidence in the environment. Design elements and tangible cues can be documented as the customer moves through each step of the service delivery process. Then photos can supplement the map to make it more vivid. So, on the blueprint if you have a huge this blueprint is made on a huge chart, then photos can be placed and that will make it more-lively.

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TOOLS TO GUIDE SERVICESCAPE DESIGN

- *Table (next slide)* shows an examination of a customer's visit to a movie theater, identifying how different environmental elements at each step exceeded or failed to meet expectations.
- The more a service company can see, understand, and experience the same things as its customers, the better equipped it will be to realize errors in the design of its environment and to further improve what is already functioning well.

improvement in the servicescape design is a continuous thing

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And the table which will come up in the next slides next slide shows an examination of a customer visit to a movie theatre, identifying how different environmental elements at each step exceeds or failed to meet the customer expectations. The more a service company can see, understand and experience the same thing as its customers the better equipped it will be to realize errors in the design of the of its environment and to further improve what is already functioning well. So, this improvement is continuous, improvement in the servicescape, in the servicescape design is a continuous thing.



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TOOLS TO GUIDE SERVICESCAPE DESIGN

Steps in the Service Encounter	Design of the Service Environment	
	Exceeds Expectations	Fails Expectations
Locate a parking lot	Ample room in a bright place near the entrance, with a security officer protecting your valuables	Insufficient parking spaces, so patrons have to park in another lot
Queue up to obtain tickets	Strategic placement of mirrors, posters of upcoming movies, and entertainment news to ease perception of long wait, if any; movies and time slots easily seen; ticket availability clearly communicated	A long queue and having to wait for a long while, difficult to see quickly what movies are being shown at what time slots and whether tickets are still available
Check tickets to enter the theater	A very well-maintained lobby with clear directions to the theater and posters of the movie to enhance patrons' experience	A dirty lobby with rubbish strewn and unclear or misleading directions to the movie theater
Go to the restroom before the movie starts	Sparkling clean, spacious, brightly lit, dry floors, well-stocked, nice décor, clear mirrors wiped regularly	Dirty, with an unbearable odor; broken toilets; no hand towels, soap, or toilet paper; overcrowded, dusty and dirty mirrors
Enter the theater and locate your seat	Spotless theater, well designed with no bad seats; sufficient lighting to locate your seat, spacious, comfortable chairs, with drink and popcorn holders on each seat; and a suitable temperature	Rubbish on the floor, broken seats, sticky floor, gloomy and insufficient lighting, burned-out exit signs
Watch the movie	Excellent sound system and film quality, nice audience, an enjoyable and memorable entertainment experience overall	Substandard sound and movie equipment, uncooperative audience that talks and smokes because of lack of "No Smoking" and other signs; a disturbing and unenjoyable entertainment experience overall
Leave the theater and return to the car	Friendly service staff greet patrons as they leave; an easy exit through brightly lit and safe parking area, back to the car with the help of clear lot signs	A difficult trip, as patrons squeeze through a narrow exit, unable to find the car because of no or insufficient lighting

Table: A Visit to the Movies: The Service Environment as Perceived by the Customer





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Now, these are this table show a visit to the movies, the service environment as the as perceived by the customer. So, on the left hand side, we have steps in the service encounter and then we on the right we have this design of the service environment, where it exceeds expectation and where it fails the expectation. So, let us start with locating a parking lot. So, how does it exceed expectations? So, there is ample room in a bright place near the entrance with a security officer protecting your variables. And when it there is insufficient parking space, so patterns have to park in another lot, so that fails their expectations.

Next the customer after parking he moves onto to the queue to obtain the tickets. So, when this is strategic placement of mirrors, posters of upcoming movies and entertainment news, to ease perceptions of long wait if any movies and time slots easily seen, easily seen, tickets availability clearly communicated that exceeds the expectations while if there is a long queue and having a

wait for a long while. Difficult to see quickly what movies are being shown at what time slots and whether tickets are still available, that fails the expectations. After that you check ticket to enter the theatre. A well-maintained lobby with clear directions to the theatre and posters of the movie to enhance pattern of experience, it exceeds expectations, a dirty lobby with rubbish is strewn and unclear or misleading directions to the movie theatre, that fails the expectation.

The third is after you have taken the ticket, then you go to the restroom or the customer may go to the restroom before the movie starts, so what exceeds the expectations is the sparkling, clean, spacious, brightly lit, dry floors, well-stocked, nice décor, clear mirrors, wiped regularly. When it is dirty with an unbearable odour, broken toilets, no hand towels, soap or toilet papers, overcrowded, dusty or dirty mirrors, then it fails expectation. After that you enter the theatre and locate your seat.


Now, if the theatre is spotless, well designed, with no bad seats, sufficient lighting to locate your seat, spacious comfortable chairs with drinks and popcorn holders on a seat and a suitable temperature, it exceeds your expectation, while if there is rubbish on the floor, broken seats, sticky floor, gloomy and insufficient lighting and burned out exit signs, then it fails your expectations. Then you start watching the movie. So, excellent sound system and film quality, nice audience and enjoyable and memorable entertainment experience overall, it exceeds expectations.

While if it is substandard sound and movie equipment, uncooperative audience, that talks and smokes, because of lack of no smoking and other signs are disturbing and unenjoyable entertainment experience overall, so that obviously fails your expectations. After that you leave the theatre and return to your car, friendly services staff greet patrons as they leave and easy exit through brightly lit and safe parking areas, back to the car with the help of a clear lot signs, so that exceeds your expectations while if it is a difficult trip as pattern squeeze through a narrow exit, unable to find the car because of no or insufficient lighting, then it fails your expectations.

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CONCLUSION

- The service environment plays a major part in shaping customers' perception of a firm's image and positioning.
- As service quality is often difficult to assess, customers frequently use the service environment as an important quality signal.
- A well-designed service environment makes customers feel good and boosts their satisfaction and allows the firm to influence their behavior (e.g., adhering to the service script and impulse purchasing) while enhancing the productivity of the service operation.



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Then to conclude the service environment, in order to conclude this module, the service environment we have, in order to conclude this module we have seen that the service environment plays a major part in shaping customers perception of the firm's image and positioning. So, we have talked about in detail how the service environment it shapes the customer if perception of the firm's image and positioning.

The second thing that we have talked about is the service quality, it is often difficult to assess, so customers frequently use the service environment as an important quality signal. So, this service quality obviously is important for the customer, so they use the service environment as a signal of service quality. A well-designed service environment makes customer feel good and boosts their satisfaction and allow the firm to influence their behaviour that is adhering to the service script and impulse purchasing while enhancing the productivity of the service operations.

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These are the three books from which the material for this module was used. Thank you.