

Re-engineering the service system by adopting service blueprint

-A case of Beijing Yansha Outlets Shopping Center

Summary

Similar to most retail enterprises in China, Beijing Yansha Outlets Shopping Center (Yansha Outlets) had problems such as poor service quality, lack of scientific service process and standards, and so on. The project team suggested re-building their service system in order to improve service quality and thus develop the competitive advantage.

The project was based on service blueprint (SB), combined with the concepts of process management, service quality management, leanmanagement and experience economy. The project was conducted by the methods of customer interview, Walking-through-audit, affinity diagram, brainstorming and benchmarking based on the philosophy of being customer-orientation.

The project involved in seven stages. One conceptual SB and 21 detailed SBs were firstly completed after analyzing the existing process based on the philosophy of customer-oriented. The next following three stages of the project worked mainly on improving and perfecting the blueprint, analyzing critical points, and formulating service standards. At the same time, new handbooks of "SB handbook", "SB handbook annotation" and "SOP handbook" were draw up. These three handbooks were the most core outcomes of the project. In order to properly adopt the outcomes of the research, the last three stages of the project were designed for promoting the implementation, evaluating the performance and establishing the safeguard mechanism.

After two years of research and subsequent application, the project achieved great results. The general customer satisfaction was 83.18 in October 2014 which had risen by 3.02% than 2012. The employees' service consciousness, professional skill and self-recognition and loyalty to Yansha Outlets were significantly improved. According to Nielsen's secret investigation, the total score of service performance was marked 76 in 2014 which was increased by 28.81% in 2012. Due to the great achievement and significance of the project, the project was awarded the first prize of 29th Beijing Enterprise Modern Management Innovation Achievement(2014).

Future plans are for the SB to be adapted from customer service levels into the management level. Therefore, the whole enterprise can become a service sector imbued with the philosophy of being customer-oriented.