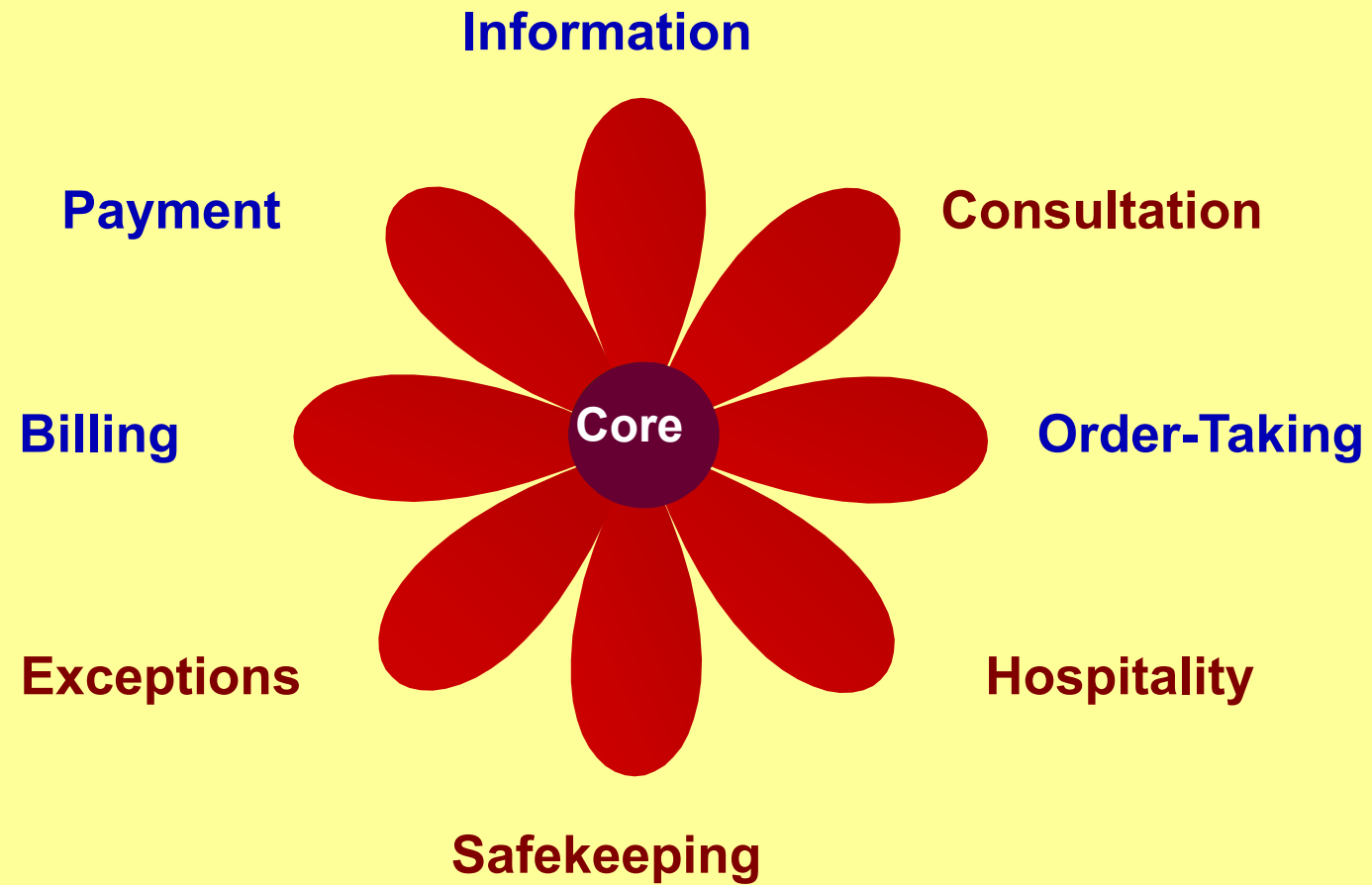
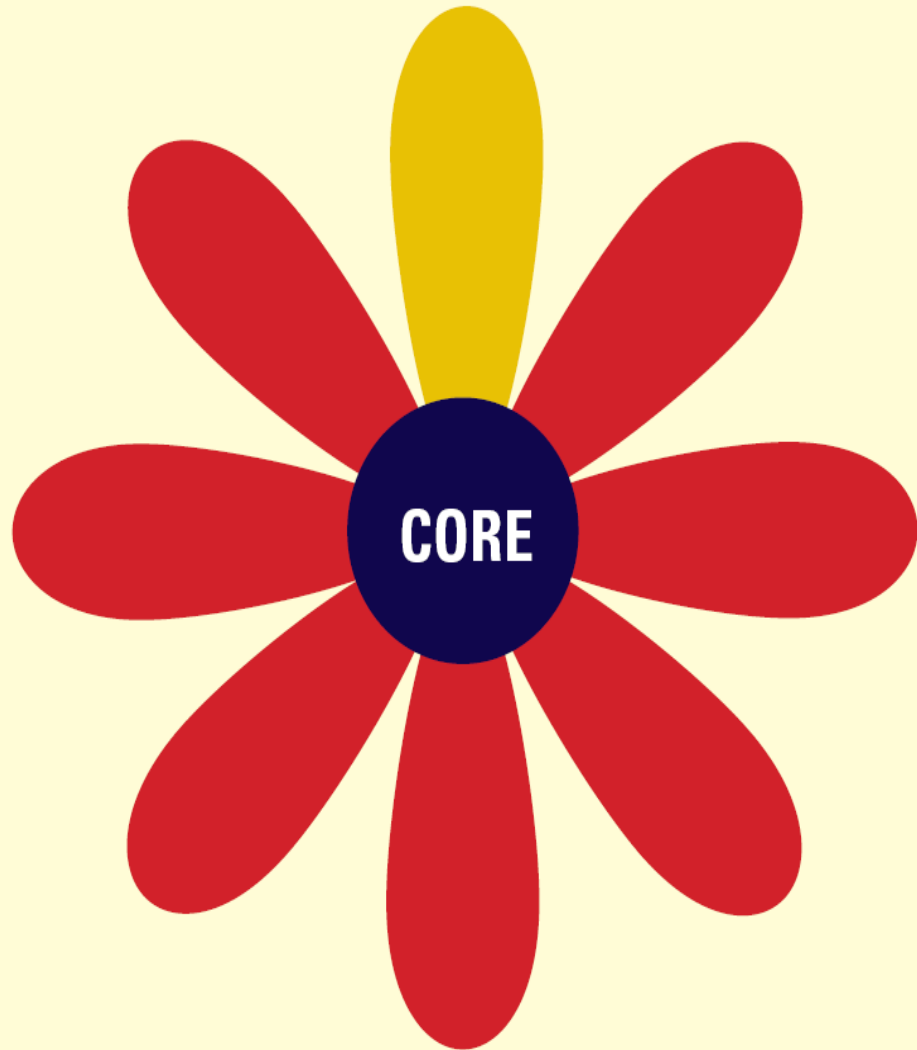


The Flower of Service

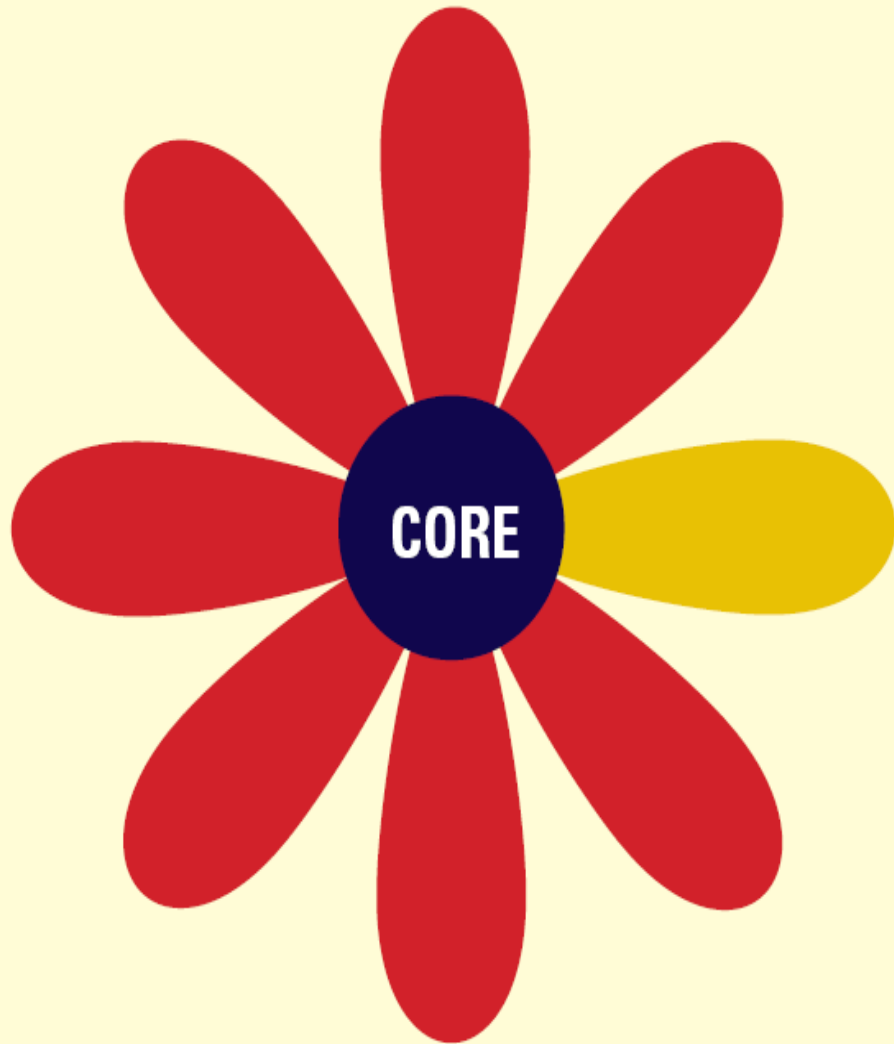
- **There are two types of supplementary services**
 - **1. Facilitating:** either **needed** for service delivery, or **help** in the use of the core product
 - **2. Enhancing:** add **extra value** for the customer
- **In a well-managed service organization, the 8 petals and core are fresh and well-formed, 租車，運輸年會，主題公園，歌劇院**
- **Market positioning strategy helps to determine which supplementary services should be included**



1. Facilitating elements
2. Enhancing elements



- Directions to service site
- Schedules/service hours
- Prices
- Reminders
- Warnings
- Conditions of sale/service
- Notification of changes
- Documentation
- Confirmation of reservations
- Summaries of account activities
- Receipts and tickets



Applications

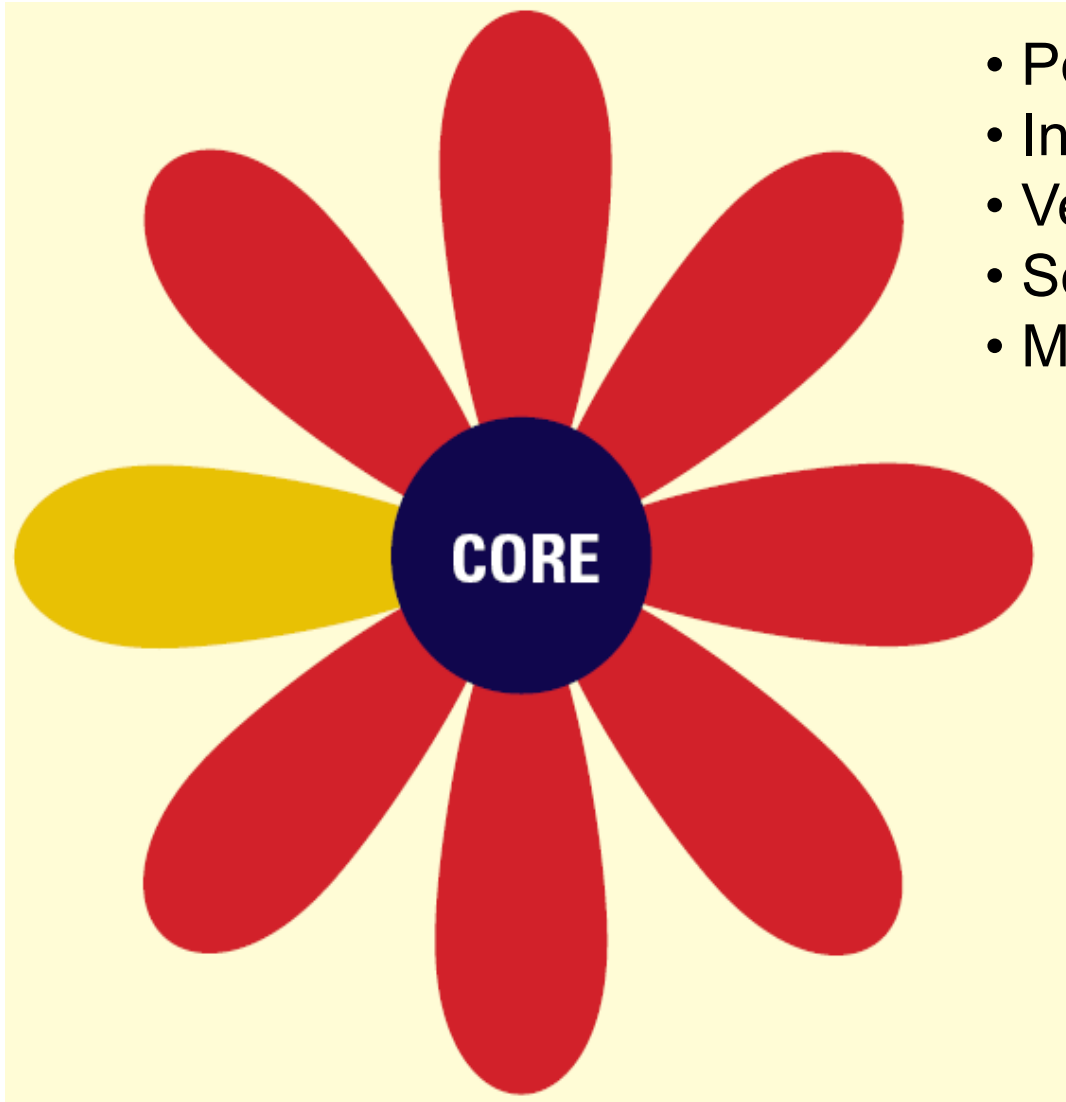
- Memberships in clubs/programs
- Subscription services (utilities)
- Prerequisite based services (financial credit, college enrollment)

Order Entry

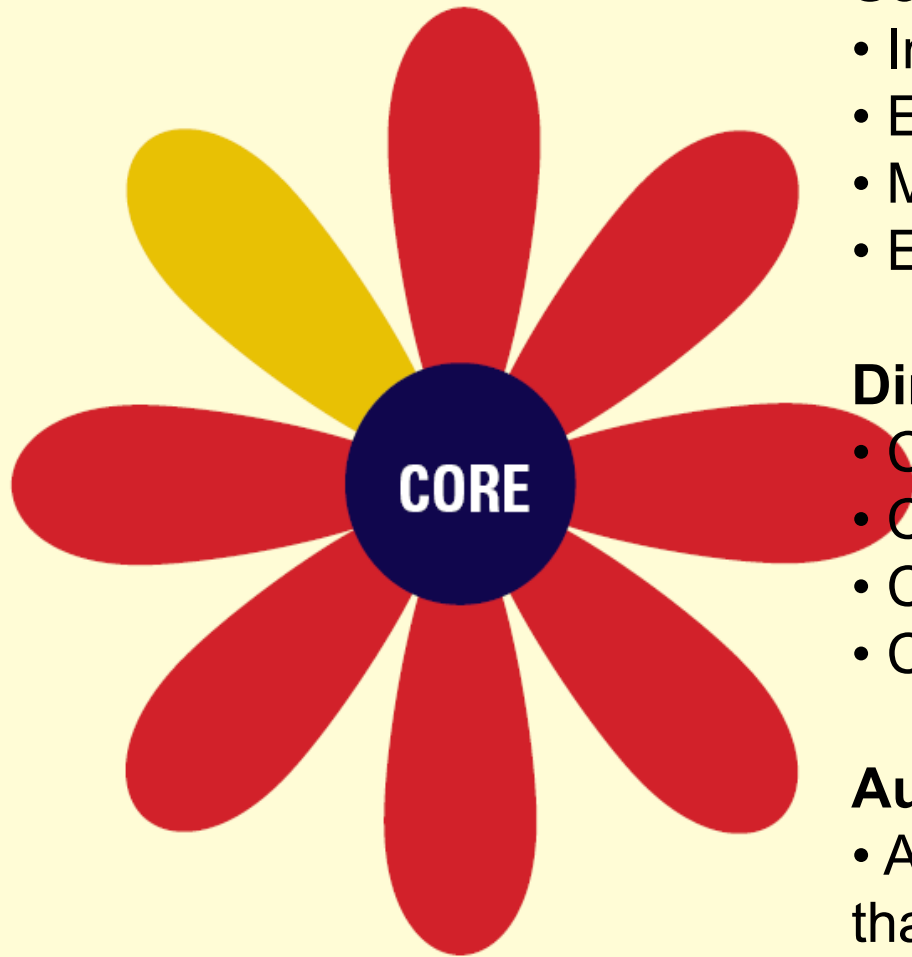
- On-site order fulfillment
- Mail/telephone/e-mail/web order

Reservations and Check-in

- Seats/tables/rooms
- Vehicles or equipment rental
- Professional appointments



- Periodic statements of account activity
- Invoices for individual transactions
- Verbal statements of amount due
- Self-billing (computed by customer)
- Machine display of amount due



Self-Service

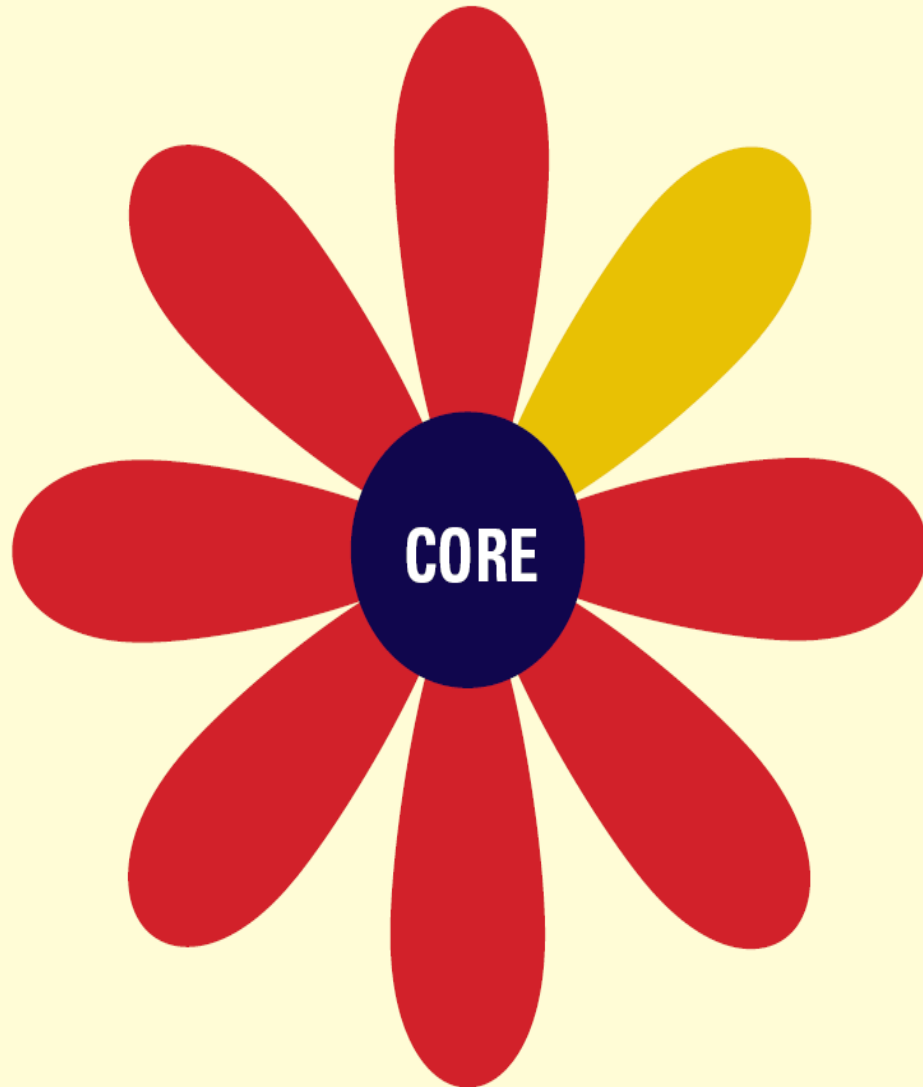
- Insert card, cash or token into machine
- Electronic funds transfer
- Mail a check
- Enter credit card number online

Direct to Payee or Intermediary

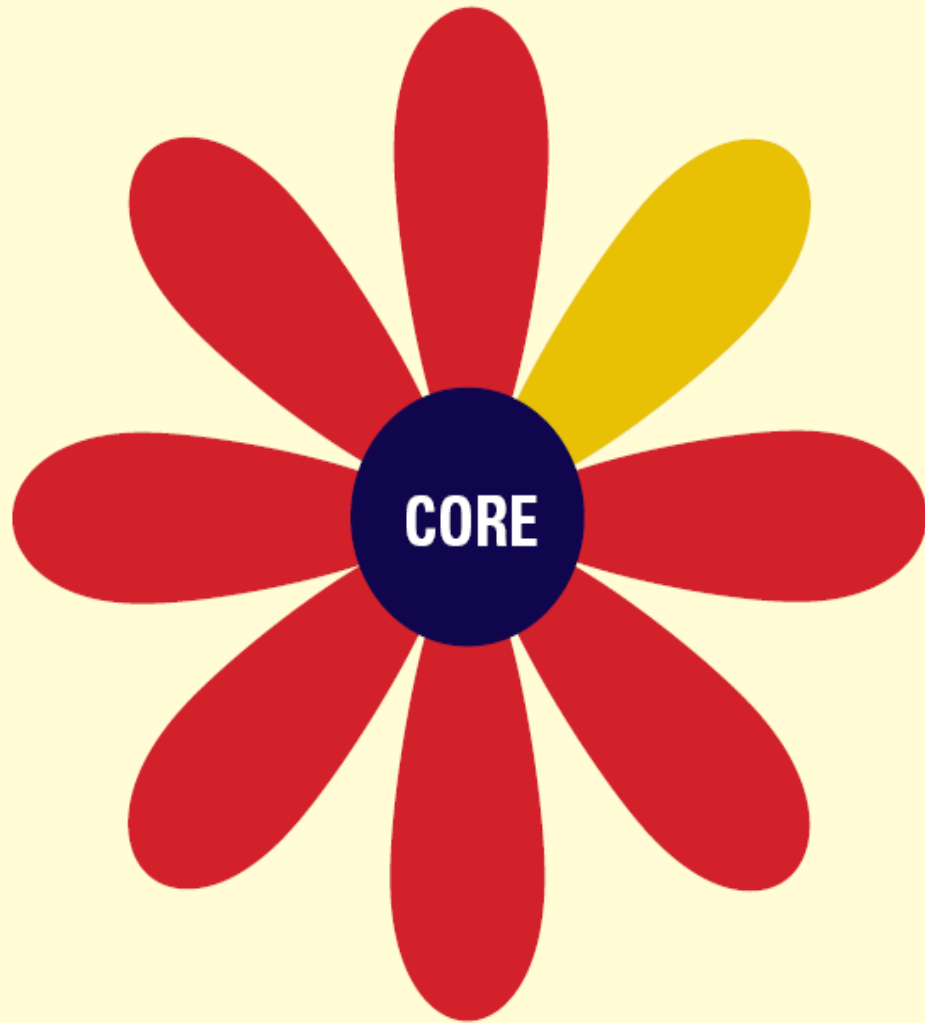
- Cash handling or change giving
- Check handling
- Credit/charge/debit card handling
- Coupon redemption

Automatic Deduction from Financial Deposits

- Automated systems (machine-readable tickets that operate entry gate)
- Human systems (toll collectors)



- Customized advice
- Personal counseling
- Tutoring/training in product use
- Management or technical consulting



Greeting

Food and beverages

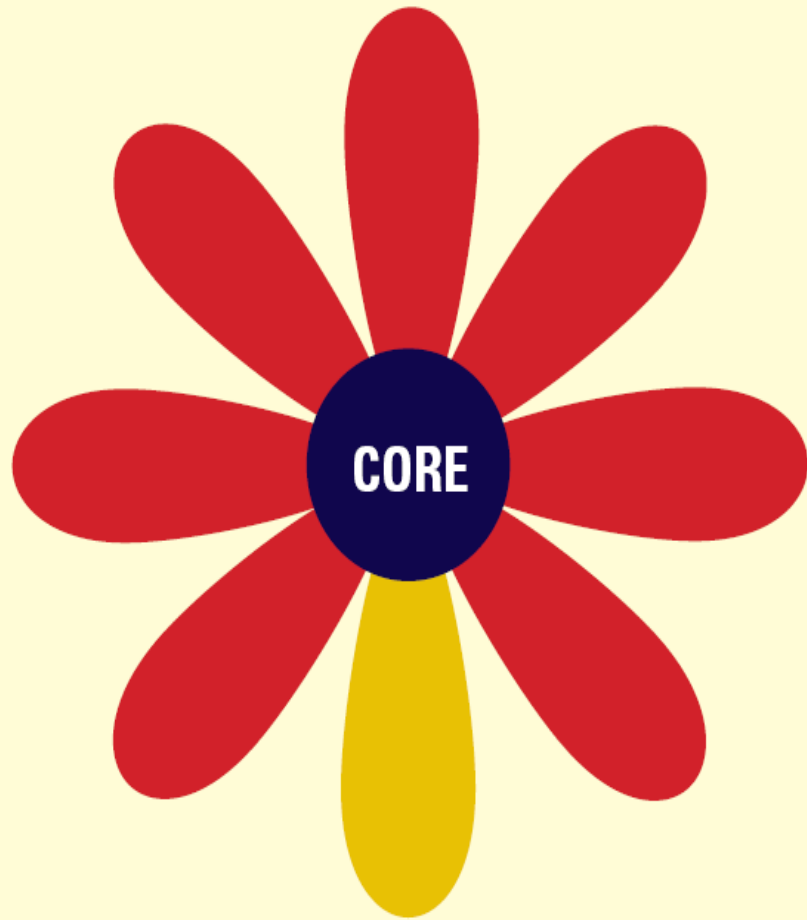
Toilets and washrooms

Waiting facilities and amenities

- Lounges, waiting areas, seating
- Weather protection
- Magazines, entertainment, newspapers

Transport

Security

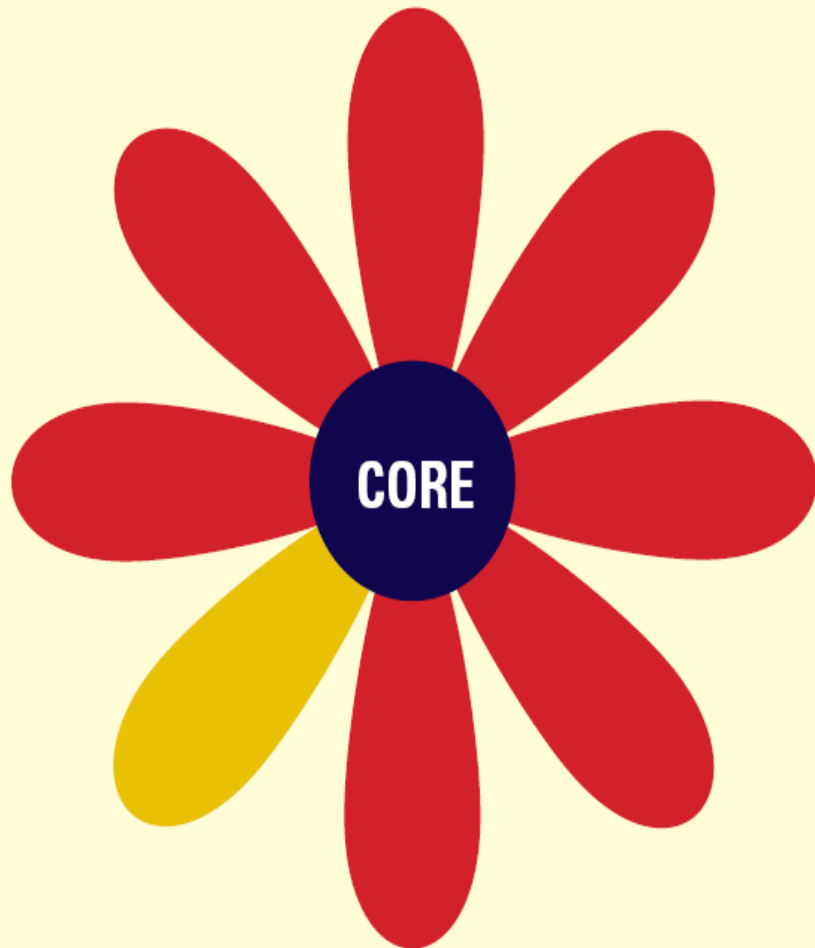


Caring for Possessions

- Child care, pet care
- Parking for vehicles
- Coat rooms
- Safe deposit boxes
- Security personnel

Caring for Goods Purchased

- Packaging
- Transportation and delivery
- Inspection and diagnosis
- Cleaning
- Refueling
- Preventive maintenance
- Repair and renovation



Special Requests in Advance

- Children's needs
- Medical or disability needs
- Religious observances, vegetarian meals

Handling Special Communications

- Complaints
- Suggestions

Problem Solving

- Assisting customers who have suffered an accident or a medical emergency

Restitution

- Refunds and compensation

- **Not every core** product is surrounded by all 8 petals supplementary elements.
- People-processing and high contact services have **more** supplementary services. Low-cost, no-frills basis firms needs **fewer supplementary** elements
- A company's market **positioning** strategy helps to determine which supplementary services should be included. Managers should **continually review** their own policies and their competitors.