



*INTERNSHIP REPORT*  
*ON*  
*SERVICE MARKETING*  
*ANALYSIS OF FANTASY*  
*KINGDOM COMPLEX*



Inspiring Excellence

**BRAC UNIVERSITY**

*INTERNSHIP REPORT*

*ON*

*SERVICE MARKETING ANALYSIS OF FANTASY KINGDOM  
COMPLEX*

**Submitted To:**

**Dr. Mohammed Tareque Aziz**

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**Date of Submission: 13<sup>th</sup> December, 2016.**

## SUPERVISOR'S CERTIFICATE

This is to certify that this internship report on “**Service Marketing Analysis of Fantasy Kingdom Complex**” has been prepared by Tanvir Ahmed Siddque, Id: 14364015, Masters of Business Administration, BRAC Business School, BRAC University under my supervision and guidance.

I wish him every success in his life.

Supervisor

---

Dr. Mohammed Tareque Aziz  
Associate Professor  
BRAC Business School  
BRAC University

## LETTER OF TRANSMITTAL

12th December, 2016

**Dr. Mohammed Tareque Aziz**

BRAC Business School

BRAC University

Dear Sir,

I am pleased to submit you this internship report on **“Service Marketing Analysis of Fantasy Kingdom Complex”**. Here is the report, which is the partial requirement of "Masters of Business Administration" degree. I was required to study and evaluate the service marketing of a service oriented organization operating in Bangladesh. For my internship, I have got a chance to work with the biggest service provider in the entertainment industry in Bangladesh named Fantasy Kingdom and have interpreted my findings accordingly.

I have tried my level best to fulfill the requirements of the report. The preparation of this report was interesting and challenging. It has provided me with a great scope of applying the gathered text and classroom knowledge in the practical field.

Sir, I sincerely hope that you will enjoy reading this paper. If you need any further information and clarification in interpreting my analysis, I will be available. I highly appreciate the opportunity you gave me.

Thanking You,

---

Tanvir Ahmed Siddque

ID: 14364015

Masters of Business Administration

BRAC Business School

BRAC University

## **STUDENT DECLARATION**

This internship report is the concluding formalities of the Internship program for the degree of Masters of Business Administration of BRAC University, 66, Mohakhali, Dhaka-1212. This report has been prepared as per academic requirement of BRACU after successfully completion of 3(three) months internship organized at Concord Entertainment Company Limited (CEnCL) at Gulshan 2, Dhaka. With the view to make acquainted the students with the realistic implementations of the knowledge provides the theoretical aspects of practical life.

It is my gratification and great privilege to submit my report titled **“SERVICE MARKETING ANALYSIS OF FANTASY KINGDOM COMPLEX”**, during my successful internship period from August 16, 2016 to November 16, 2016.

As a presenter of this report I have tried my level best to gather as much as acceptable information to enrich the report while working at Sales Marketing department, of CEnCL. It was a fascinating experience to work in this section and it has enriched both of my knowledge and experience.

However, there might have problems regarding lack and limitation in some aspects and also some minor error such as syntax error or typing mistake or lack of information. Please pardon me for mistakes and errors.

---

**Tanvir Ahmed Siddque**

ID: 14364015

Program: MBA

BRAC Business School

BRAC University

## SUPERVISOR'S (ORGANIZATION) CERTIFICATE

This is to certify that **Tanvir Ahmed Siddque, Intern of Concord Entertainment Co. Ltd.**, has been completed his 03 months duration internship program from here successfully under my direct supervision.

I wish him every success in his life.

Supervisor

---

Mr. Arif K Nowshad  
Senior Manager-Sales & Marketing  
Concord Entertainment Co. Ltd.  
Concord Group

## **ACKNOWLEDGEMENT**

Preparing this report has been an amazing learning experience for me all the way through. I am highly indebted to academic supervisor **Dr. Mohammed Tareque Aziz** Sir for giving me the opportunity to do this report. His advice, guidance, and support helped me enormously. Without his contribution and help I could not have finished this report successfully. While working on this report, I have gathered valuable knowledge which will also help us in the near future. I would also like to thank **Mr. Anup Kumar Sarker** (Executive Director), **Mr. Arif K Nowshad** (Senior Manager-Sales & Marketing), **Mr. Iftekhar Sarwar** (Senior Executive), **Mr. Sharif** (Senior Executive), **Medhad Nasser Chowdhury** (Senior Executive), **Swandipon Mallik** (Executive) and all other staffs of Concord Entertainment Co. Ltd and Fantasy Kingdom as well for their valuable time and for cooperating with me whole heartedly in providing us with the necessary information. Without their contribution and help I could not have finished this report successfully.



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## Executive Summery

This report on the service marketing analysis of Fantasy Kingdom Complex was prepared as part of the completion of 'Masters of Business Administration' degree from BRAC University. This report, which extensively explores the service delivery process of Fantasy Kingdom Complex, was prepared using different service marketing theories learned during the course of the previous academic semesters.

In order to make my report more effective I conducted two Survey Questionnaires to analyze and better comprehend the factors that influence the service quality of Fantasy Kingdom Complex. The survey questionnaires were prepared online in Google doc form and covered both customer expectation and perception of Fantasy Kingdom Complex. My survey had a sample size of 60 respondents. The objective of the survey was to determine the quality of Fantasy Kingdom Complex provides to its customers in order to increase the level of customer satisfaction. The survey results were then interpreted and the findings were used in preparing the various concepts that are discussed in the report.

I analyzed The Gaps Model of Service Quality of Fantasy Kingdom Complex, using the provider gap 1, 2, 3 and 4. Based on survey conducted, I have deduced some points imposed on each service aspect for both expectation and perception.

Then I analyzed customer expectation and perceptions of services from Fantasy Kingdom Complex. Here it was found that the service experience often did not live up to the expectation.

In the Listening to Customers through Research section I basically discussed my method of survey, the type of questions, sample size, and etc. The survey results were interpreted and the findings were summarized. I also looked at Fantasy Kingdom Complex recovery strategies, as well as the process by which the company designs and develops new services.

My overall findings appear to indicate that Fantasy Kingdom Complex is surviving on the strength of its reputation. As an old and established company it manages to attract new customers largely through word of mouth. This would indicate that it has a decent number of repeat customers. However, this is not a sustainable strategy, and it Fantasy Kingdom Complex is to remain relevant in a rapidly changing business landscape, it must evolve and adapt. It must learn how to leverage new technologies and media to increase customer awareness, and more importantly it must focus more on improving customer satisfaction and loyalty in the long run

# CHAPTER 01

## ORGANIZATION

### PART

## 1.1 BACKGROUND OF THE ORGANIZATION

Concord Engineers & Construction Ltd. Concord Centre was set up in 1972 as a small Engineering and Construction firm. Currently the address of the corporate office of the company is 43 North Commercial Area, Gulshan, Dhaka-1212, Bangladesh. In time, Concord has grown to be one of the largest Construction and Entertainment Conglomerates in Bangladesh. Their capability and dedication to quality is well established and has won them some of the most prestigious and technically challenging projects in Bangladesh. Concord is Bangladesh's leading construction conglomerate with over 500 well known projects to their name (Commercial, residential and big government projects) in the last 30 years). Concord has undertaken some of the most prestigious and technically challenging projects in the country, and is known for setting standards in their field. Concord has one aim- to improve the quality of life of the people of Bangladesh. Concord Group is one of the largest Bangladeshi construction and real estate conglomerates. The industries under this conglomerate include construction, real estate, architecture & design, communication, entertainment, hospitality, garments etc. Concord Group was established the by Bangladeshi entrepreneur SM Kamaluddin. It has built more than 1000 technically challenging construction projects in Bangladesh and abroad.

### **List of companies under Concord group of Companies Ltd:**

- Concord Engineers & Construction Ltd.
- Concord Real Estate & Development Ltd.
- Concord Entertainment Ltd.
- Concord Condominium Ltd.
- Concord City Development Ltd.
- Concord Consortium Ltd.
- Concord Lands Ltd.
- Concord Ready-mix and Concrete Products Ltd.
- Concord Architects and Engineers Ltd.
- Concord Architects and Interior Decor Ltd.
- Concord Pre stressed Concrete and Block Plant Ltd.

Mr. S. M. Kamaluddin, the chairman of Concord Group is the founder of Concord Entertainment Company Limited. Concord Entertainment Company Limited has established in 2002. Concord Entertainment Company Limited have big projects such as Fantasy Kingdom(2002), Water Kingdom(2005), Heritage Park(2005), Resort Atlantis (2006), Foy's Lake Concord (Amusement World)(2004), Sea World (2007) and Foy's Lake Resort. All the projects of Concord Entertainment Company Limited have gained the popularity among our country people. They are visiting Concord Entertainment Company Limited projects and enjoying a lot. In Concord Entertainment Company Limited projects they have some exciting rides in Fantasy Kingdom, some water rides in Water Kingdom, some famous replicas and rides in Heritage Park, some exciting rides in Foy's Lake (Chittagong), some exciting water rides in Sea World (Water park in Chittagong) and this company also have to two world class luxury resort one is Resort Atlantis (at Water Kingdom) and another one is Foy's Lake resort (Chittagong).

Concord Entertainment Company Limited sometimes arrange big event at Fantasy Kingdom Complex, Water Kingdom and Foy’s Lake. They are arranging concert, fashion Show, annual corporate picnic and picnic for student, DJ Show, Scholarship program for student and some CSR activities for people.

**Services of Concord Entertainment Company Limited:**

- Fantasy Kingdom: Inaugurated on 19th February, 2002.
- Heritage Park: Inaugurated on 13th January, 2005.
- Water Kingdom: Inaugurated on 17th June, 2005.
- Foy’s Lake Concord: Inaugurated on 12th November 2004.
- Sea World Concord: Inaugurated on 31st August, 2007.
- Resort Atlantis: Inaugurated on 7th July, 2007.
- Foy’s Lake Resort: Inaugurated on 17th January, 2009

**1.2 CORPORATE INFORMATION OF THE ORGANIZATION**

The corporate information of the Concord Entertainment Company with the specific personnel and number are showing below in a summery.

| Particulars                        | Information  |
|------------------------------------|--|
| Parent Company                     | Concord Group of Industries Ltd.   |
| Established                        | 1972   |
| Type of service (When established) | Construction & Development Company Ltd.  |
| Head Office                        | Concord Centre<br>43 North Commercial Area<br>Gulshan-2, Dhaka 1212<br>Bangladesh  |
| Web-Site                           | www.concordgroup.net   |
| Organization                       | Concord Entertainment Co. Ltd. (CEnCI)   |
| Established                        | 2002   |
| Type of service                    | Provide Entertainment through The Number 1 Largest theme park in Bangladesh.<br>❖ Fantasy Kingdom Complex<br>❖ Foy’s Lake Park |
| Location                           | <b>Fantasy Kingdom Complex</b><br>Jamgora, Ashulia, Savar, Dhaka, Bangladesh   |
|                                    | <b>Foy’s Lake Park</b><br>Chittagong, Bangladesh   |

|                       |   |
|-----------------------|---|
| <b>Total Employee</b> | 56  |
| <b>Service Detail</b> | <ul style="list-style-type: none"> <li>✓ Fantasy Kingdom Complex</li> <li>✓ Water Kingdom</li> <li>✓ Heritage Park</li> <li>✓ Xtrem Racing</li> <li>✓ Resort Atlantis</li> <li>✓ Lia Convention Hall</li> </ul> |
| <b>Competitors</b>    | <ul style="list-style-type: none"> <li>▪ Nandan Park</li> <li>▪ Jamuna Future Park</li> <li>▪ Dream Holyday Park.</li> </ul>  |

### 1.3 CORPORATE GOVERNANCE

**Corporate governance** is the system by which companies are directed and controlled. It involves regulatory and market mechanisms, and the roles and relationships between a company’s management, its board, its shareholders and other stakeholders, and the goals for which the corporation is governed.

**Board of Directors:**

**Concord Entertainment Ltd.** is directed and controlled by the Chairman and the Managing Directors of the Concord Group Ltd. They are directly and indirectly involved in making organizational strategies and policies.

- ◆ Engr. S M Kamaluddin -- Chairman
- ◆ Shahriar Kamal – Managing Director

**Chain of Command:**

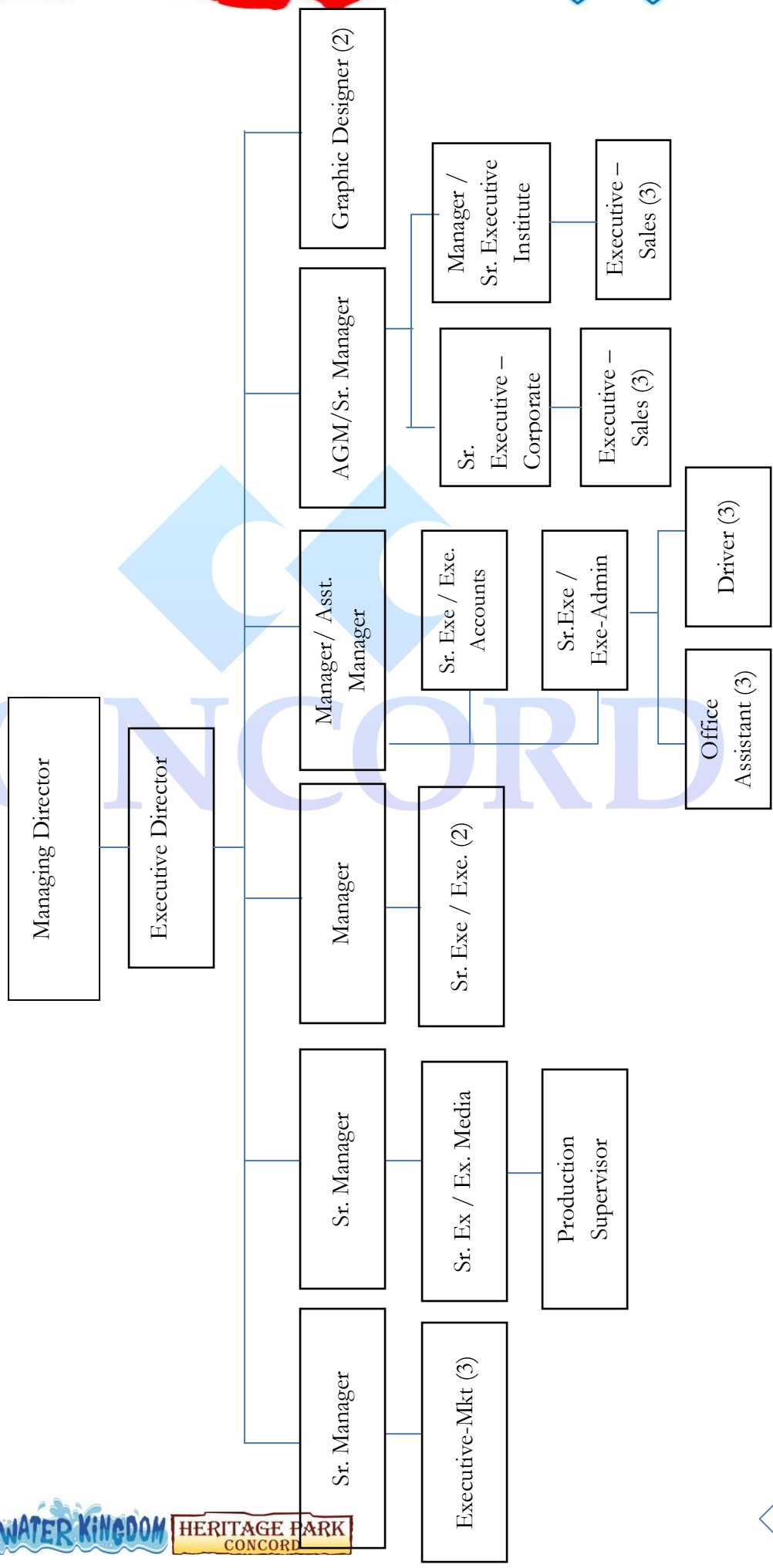
The chain of command of Concord Entertainment ltd is designed with some highly qualified and experienced managers and executives for the better performance. As concord is a well known group of companies and Fantasy Kingdom is country’s first and only theme park they are not compromised with their quality. For maintaining this high quality they always work hard and follow the chain of command regularly and in a much disciplined way. The chain of command of Concord Entertainment Co. ltd is as follows...

| Designation        | Name               |
|--------------------|--------------------|
| Executive Director | Anup Kumar Sharkar |
| Senior Manager     | Arif K Nowsad      |
|                    | Uzzal Kumar Basak  |

|                   |                       |
|-------------------|-----------------------|
|                   | Mahfujur Rahman       |
| Deputy Manager    | Shayed Anamul Hossain |
| Assistant Manager | Md. Nuruzzaman        |
| Senior Executive  | Iftekhar Sarwar Imon  |
|                   | Md. Sharif Hossain    |
| Executive         | Sowndipon Mollik      |
|                   | Md. Arman Mahmud      |
|                   | Mehnaz Mannan         |
|                   | Antora Akter          |
| Sales Associate   | Sanjoy Kumar Basak    |
|                   | Mirza Galib           |
|                   | Meshkat Ahmed Noor    |
|                   | Mr. Anowar Parvez     |



**1.4 COMPANY ORGANOGRAM**



### 1.5 MISSION STATEMENT

**“Develop products, services, and entertainment which fulfill the ever-changing needs of customers.”**

Concord group of companies provide the development and architectural service, building construction material and entertainment service. Their mission is to become a number one company of Bangladesh in the development and entertainment industry. They always work according to their mission. As a result, today they are one of the biggest developer company and they have the number one and largest theme park (Fantasy Kingdom Complex) in Bangladesh.

### 1.6 VISION STATEMENT

**“To Improve the Quality of Life of the People of Bangladesh”**

The Company’s vision is to be a leading Lifestyle & Entertainment provider through the development and deliver quality building construction material product with variety and entertainment to create and fulfill the lifestyle of all customers.

### 1.7 SERVICES OF THE ORGANIZATION

Concord has created a new destination in the entertainment & Hospitality industry in Bangladesh. Concord has many firsts in this sector: the country’s first world class theme park, water park, go-kart track, theme hotel and full scale luxury resort. Concord set up Fantasy Kingdom in 2002. It is the only world class theme park in Bangladesh. Since then concord has set up 7 such installations and 2 destination resort hotels in Dhaka and Chittagong.

Concord Entertainment Company Ltd is a service providing company. Its main product is the two largest amusement parks.

1. Fantasy Kingdom Complex
2. Foy’s Lake Park

Both of the park consisted with various entertaining and refreshing services. There are Dry Park, Water Park, countries one and only go cart racing, resort and hotel and convention hall in both the park. The service details of the concord entertainment ltd are as follows.

#### ❖ Fantasy Kingdom Complex

Concord set up Fantasy Kingdom in 2002 in Ashulia, Dhaka in a record breaking period of only 10 months. Fantasy Kingdom is Bangladesh’s first world-class theme park. The Fantasy Kingdom entertainment complex now consists of Fantasy kingdom, water kingdom, Heritage Park, Xtreme Racing go-karting & the Resort Atlantis. Fantasy kingdom was designated a “Tourist Spot” by the government of Bangladesh in 2002.

| Sl. No | Departments     | Services  |  |
|--------|-----------------|---|--|
|        |                 | Rides   | Restaurant                                     |
| 01     | Fantasy Kingdom | Giant ferries wheel<br>Zuzu train<br>Bumper car<br>Vortex tunnel<br>Magic carpet<br>Roller coaster<br>Santa Maria<br>3D cinema<br>Giant splash<br>Bumper boat | Ashulia Castle<br>Water Café<br>Lia Restaurant |
| 02     | Water Kingdom   | Wave pool<br>Slide world<br>Family pool<br>Tube slide<br>Multi slide<br>Lazy river  | Aqua Restaurant                                |
| 03     | Heritage park   | Coffee cup<br>Family roller coaster<br>Pirate ship<br>Family train<br>Dry slide<br>Paddle boat<br>Battery car<br>Igloo house                                  | Lalbagh Restaurant                             |
| 03     | Xtreme Racing   | Sodi Kart-10 nos<br>J&J Kart-8 Nos<br>Billiard  | Food Corner                                    |
| 04     | Resort Atlantis | Economy<br>Deluxe<br>Exclusive Deluxe<br>Super Deluxe<br>Suite<br>Exclusive Suite   | Aqua Restaurant                                |

### ❖ Foy's Lake

Foy's lake is a large man-made lake in the heart of Chittagong. It is surrounded by scenic forests and sprawling green hills and covers over 350 acres. The theme park has many rides and attractions as well as boat rides on the lake, landscaped surroundings, restaurants, and concerts on floating stage, scenic walking trails and many other fun activities. It even boasts a resort hotel. The biggest attraction, however, is the beauty of the lake and the surrounding hills.

Sea world Water Park is located in the Foy’s Lake complex and was set up in 2007. Sea world has all the attractions of a world class water park (Bangladesh’s largest wave pool, a thrilling choice of slides, splash pools, family pools, splash zone and a water disco zone with regular DJ events). The biggest attraction of this beautifully designed park is, however, the wonderful setting between the lake hills of Foy’s Lake. Sea world also has its own theme resort hotel.

The services and the ride details of the Foy’s Lake complex are as follows...

| Sl. No | Departments           | Services   |                      |
|--------|-----------------------|--|----------------------|
|        |                       | Rides  | Restaurants          |
| 01     | Foy’s Lake Theme Park | Ferris wheel<br>Durbin<br>Family roller coaster<br>Bumper boat<br>Yellow dry slide<br>Red dry slide<br>Speed boat<br>Big boat<br>Paddle Boat<br>Battery Boat<br>Racing Boat<br>Sampan<br>Pirate ship | Lake view restaurant |
| 02     | Sea World Water Park  | Wave pool<br>Slide pool<br>Family pool<br>Multi slide<br>Waterfall<br>Doom slide<br>Dancing zone   | Resort Restaurant    |
| 03     | Foy’s Lake Resort     | Superior (10)<br>Deluxe (10)<br>Super Deluxe (12)<br>Suite (4)<br>Honeymoon Chalet (3)<br>Gold (4)<br>Platinum (4)   | Resort restaurant    |

# **CHAPTER 02**

# **INTRODUCTORY PART**

## 2.1 INTRODUCTION

The internship program of Masters of Business Administration (MBA) is a partial requirement to take check of real life challenge conducted by the intern. It is the important part of MBA program. This program is three month duration. During this period I have worked closely with the employee of Head office of Concord Entertainment Company Limited. This report presents the result of the study during the internship of Concord Entertainment Company Limited. I was assigned to the topic of ‘Service Marketing Analysis of Fantasy Kingdom Complex’.

As the requirement of a report for completing the MBA program I have prepared this report on “Service Marketing Analysis of Fantasy Kingdom Complex”. Fantasy Kingdom Complex is a sister concern of the Concord Group. This is the first and still number 1 entertainment park in the Bangladesh. There is some other entertainment park also like Nandan Park, Dream Holiday Park etc. Due to increased competition of the increased number of entertainment sector & the growing economy, the expectations of the customers have also increased than ever before. Realizing the present condition, especially the private entertainment sectors are trying to elevate their best service as much as reachable to the customers. The most serious difficulty faces the marketing sector people who work with various customer of various demand. So, it is duty to top management of the company to work with the situation.

Concord Entertainment Company Limited (CEnCL), a concern of Concord Group, has started its journey in 2002. It started its journey with an exclusive idea of making a theme park in Bangladesh. Concord is the largest real estate, engineering and construction conglomerates in Bangladesh. Concord has established its engineering and construction sector in 1973. Concord is the leading engineering and construction company in Bangladesh with some most prestigious and most technically challenging projects in the country to our name. Concord Entertainment Company Limited is a sister concern of Concord Group. Mr. S. M. Kamaluddin, the chairman of Concord Group is the founder of Concord Entertainment Company Limited (CEnCL).

Fantasy Kingdom is the first and only one theme park in Bangladesh. The Fantasy kingdom entertainment complex now consists of four parks named Fantasy Kingdom, Water Kingdom, Heritage Park, Xtreme Racing & the Resort Atlantic. Fantasy Kingdom was designated as a "tourist spot" by the government of Bangladesh in 2002. Another addition to Concord Entertainment is the Foy's Lake. The Foy's, lake entertainment complex is set over 350 acres of beautiful lakes & hills in the hearts of Chittagong. It consist Foy's lake amusement world, Sea World and Foy's lake resort. Concord's parks are visited by over 2 million guests annually.

Just the way of 20 minutes from the city, on the Dhaka- Ashulia highway at a place called Jamgora, the Fantasy Kingdom is a magical kingdom of fun and excitement. The landscape and the look of the parks convey an ancient but colorful world. The main entrance of the parks is the biggest of its kind in the subcontinent. Inside the park gardens, fountains, statuettes, pillars and walkways radiate the lost look of the kingdom. The overall look of the park has an alluring charm. The dreamland Fantasy Kingdom is to build on approximately one hundred bigha as of land at Ashulia the glorious natural beauty of capital Dhaka. This is a 130 core taka venture in which some rides were imported from the Mega rides, the Netherlands based company.

American renowned architecture company KTGy and other Italian firm also contributed in layout, architectural design, setting up the big and technologically sophisticated entertainment machines with the help of local experts. Mr. S. M. Kamaluddin, the chairman of Concord Group is the founder of Concord Entertainment Company Limited. Fantasy Kingdom is his relatively latest venture. He is the first person to bring and establish theme park concept in Bangladesh. This is also a pioneering project among Concord Group's many pioneering projects.

At present Fantasy kingdom is the only theme park in Bangladesh. There are other entertainment parks in the country such as, Shishu Park, Wonderland, ShishuMela etc. These parks are the contenders of each other. But Fantasy Kingdom stands out among them for its theme concept, for its rides, and for various other reasons which are completely new to the people of Bangladesh. Hence, no other entertainment park in Bangladesh even dares to claim that it is the contender of Fantasy Kingdom. So, Fantasy Kingdom is enjoying monopoly over these parks.

## 2.2 OBJECTIVES OF THE STUDY

This report is preparing on the basis of internship activity. The objective of the study on this topic is classified in two parts. These are –

- i. Broad Objective
- ii. Specific Objective

### **Broad Objective:**

The overall objective of this study is to find out the GAP between the customers' expectation and perception regarding the service delivery of Fantasy kingdom Complex and to find out is Fantasy Kingdom Complex able to meet the customers' expectation.

### **Specific Objective:**

Specific objectives are those small parts of the broad objective that are necessary to accomplish the broad objective. The specific objectives of this study are-

1. To find out the GAP model of Fantasy Kingdom Complex
2. To find out the service recovery process
3. To establish the new service development process
4. To find out the effectivity of the IMC
5. Make a decision regarding the expectation fulfillment
6. And to find out the feedback of customers through a sample survey.

## 2.3 METHODOLOGY OF THE STUDY

### Sources of Data

#### **Primary Sources of Data**

- > Officers
- > Clients
- > Customer

#### **Secondary Sources of Data**

- > Different books
- > Official website
- > Official files and document
- > Unpublished Data
- > Different journals and publications

#### **Target Population**

Officers and clients of Concord Entertainment Company Limited are the target population. And the visitors of the FKC are also the target population of this study.

#### **Sampling Size**

The sampling size is of total 60 visitors. For the small survey for this report the sampling size is also small.

#### **Method of Data Collection**

Face to face conversation with the Customers and officers. Generally the primary data are collected by face to face conversation. But the other secondary information is collected from different sources like website, official documents and different offer letter of brushes. For survey I have chosen the Google Doc survey format to collect the survey data.

## 2.4 SCOPE OF THE STUDY

The research work is covering the whole country, because all prospective and average people are the customer of CEnCL. Concord Entertainment Company Limited is the most prominent native corporate in Bangladesh. The purpose of the study to contemplate the knowledge and experience accumulated from the internship program according the set guidelines. This study comprises of an organization part and a project part. The purpose of the first part is to study and analyze the organization with special emphasis on its background. On the other hand the project part enables the intern to study a problem and to arise at a feasible and implemental solution with the help of different analytical tools. All of the above should observe properly to measure the efficiency of the institution.



## 2.5 LIMITATION OF THE STUDY

Though I worked hard to prepare this report but there is still some limitation of this study. These limitations are stated below

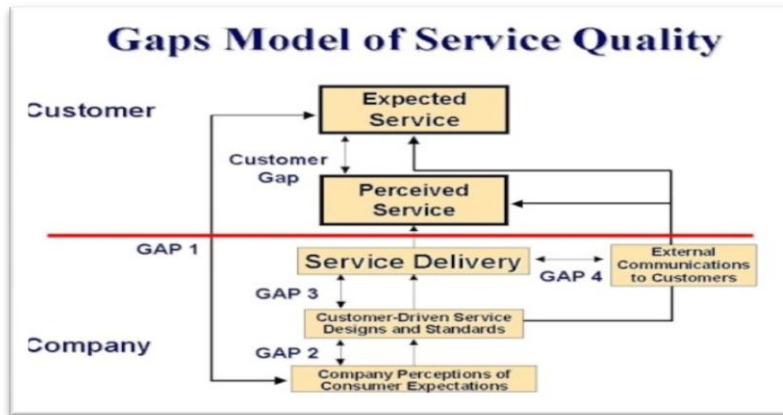
- ✓ This type of study requires a wide range of knowledge about Service sector in entertainment. But as a student of MBA. I don't have a vast knowledge about this sector of our country.
- ✓ As a new comer in this sector I don't have a clear idea about the activity of the Service sector in entertainment. But to make a solid report I need to talk with the high official of the sector. But due to their busyness in their regular activity they are not able to give me adequate time.



**CHAPTER 03**  
**GAPS MODEL OF**  
**SERVICE QUALITY**

**3.1 THE GAPS MODEL OF SERVICE QUALITY OF FANTASY KINGDOM COMPLEX**

The fundamental focus of the gaps model is the customer gap, the difference between customer expectations and perceptions. Expectations are the reference point's customers have coming in to service experience.



*Figure 01: The GAPS Model of Service Quality*

Perceptions reflect the service as actually received. In "A conceptual model of service quality and its implications for future research" (The Journal of Marketing, 1985), A. Parasuraman, VA Zeithaml and LL Berry identified this gap model, through which organizations seeking to meet customer's expectations of the customer experience can successfully achieve its target.

To gain an understanding of Fantasy Kingdom Complex's gaps, I conducted two short surveys on customer expectations and perceptions of Fantasy Kingdom Complex service. In the survey, around 60 respondents were asked questions of Fantasy Kingdom Complex's key service attributes. The responses were converted, and every attribute has been measured on a 5 point scale.

| Attributes                     | Perception | Expectation | Gap |
|--------------------------------|------------|-------------|-----|
| Delivering promises            | 3          | 4           | -1  |
| Willingness to help            | 4          | 5           | -1  |
| Recommend to others            | 4          | 5           | -1  |
| Customers thinking or feeling. | 3          | 4           | -1  |
| Find ability of location       | 2          | 4           | -2  |

There are basically four gaps available and those should be measured, managed and minimized by any kind of service organization.

The Gaps are:

- ❖ Provider Gap 1 (the knowledge gap)
- ❖ Provider Gap 2 (the service design and standard gap)
- ❖ Provider Gap 3 (the service performance gap)

- ❖ Provider gap 4 (the communication gap)
- ❖ **Provider Gap 1 (The Knowledge Gap)**

The gap between consumer expectation and management perception arises when the management or service provider does not correctly perceive what the customers wants or needs (Boundless Marketing, 2015).

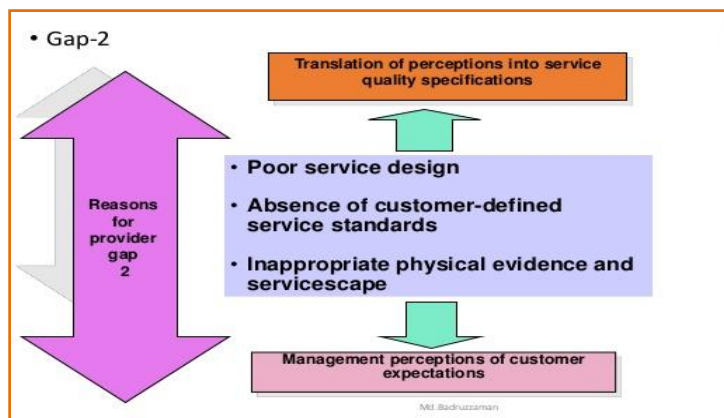


*Figure 02: Provider Gap 1*

Fantasy Kingdom Complex’s market research is only getting a certain group of target buyers’ opinions rather than a broad sample so they are not really able to carry out an effective market research which ultimately resulted in failure to develop an effective business strategy. Therefore, they seem not to have carried out a study on customer’s expectations and finally resulted in having the negative gap in customer’s expectation and perception.

- ❖ **Provider Gap 2 (the service design and standard gap)**

Gap between management perception and the actual specification of the customer experience - Managers need to make sure the organization is defining the level of service they believe is needed (Cardozo, 1965).

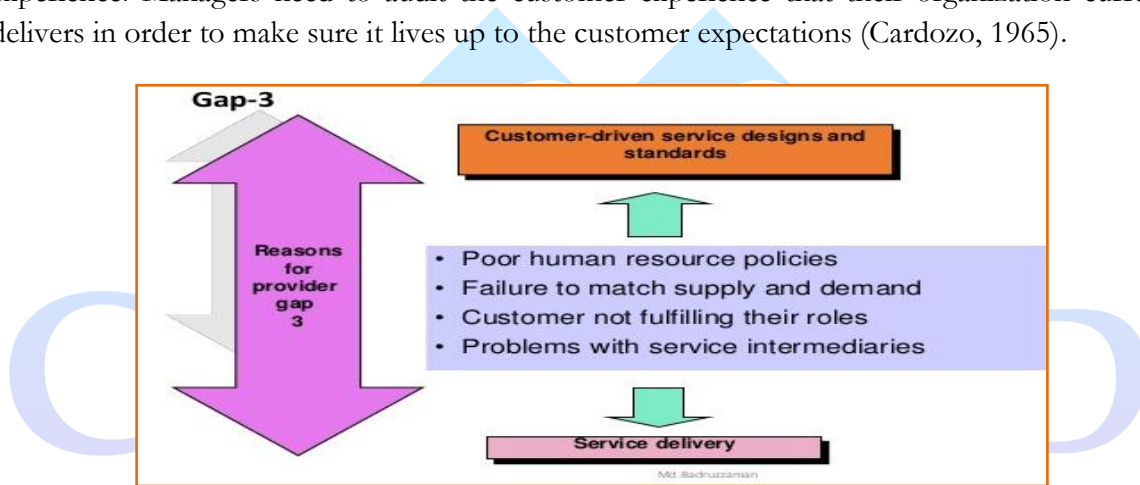


*Figure 03: Provider Gap 2*

After 2002 Fantasy Kingdom Complex is consistently delivering the service to the people. It has been already 14 years. A lot of things have changed already like the way of delivering the service, the service standards etc. On the other hand some other parks have been established as well though they are not in the same standard. Fantasy Kingdom Complex itself has created some obstacles to its business through its company’s terms and conditions. Individually Fantasy kingdom Complex cannot do anything where infrastructure changes by nationally. Due to strong company guideline of Concord Group of Companies, if any necessity needed for customer Fantasy Kingdom Complex unable to provide instantly and require longer period of time to provide standard of customer service. So here absence of customer-define service standard.

❖ **Provider Gap 3 (the service performance gap)**

This gap arises from a discrepancy between the experience specification and the delivery of the experience. Managers need to audit the customer experience that their organization currently delivers in order to make sure it lives up to the customer expectations (Cardozo, 1965).



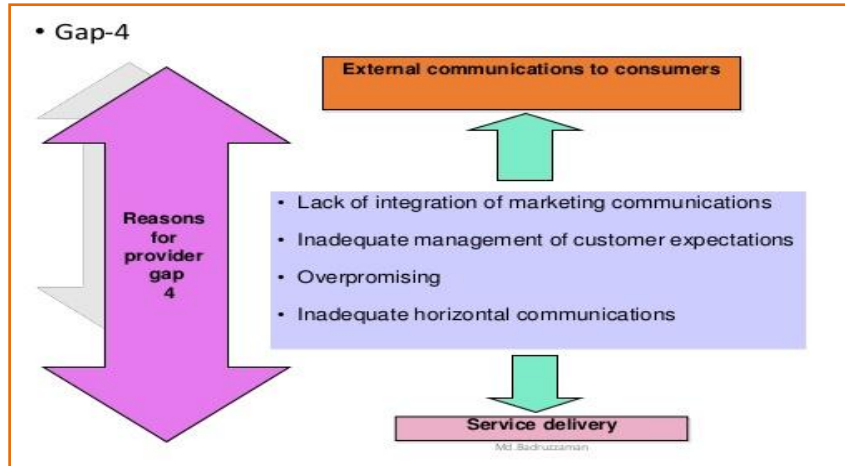
*Figure 04: Provider Gap 3*

Fantasy kingdom Complex has high-quality people working within the organization in many different roles. These qualities vary from the front-line sales team to marketing team, accounts and admin team, information team, food and beverage team and other core employees. However, in places, Fantasy Kingdom Complex may require supplementary skills like Persuasion Skills, Willingness to learn and help, accuracy, providing complete information and Tenacity Skills to Bridge the gap between its existing human resources and those required to implement the plan completely.

❖ **Provider gap 4 (the communication gap)**

All too often, organizations exaggerate what will be provided to customers, or discuss the best case rather than the likely case, raising customer expectations and ultimately harming customer perceptions (Cardozo, 1965).

Fantasy Kingdom Complex doesn’t go for aggressive media coverage or promotion or campaigns.



*Figure 05: Provider Gap 4*

Though they have an official Face book page, but they have very less promotional campaigns over there to notify customers. As a result, due to ignore mass consumer group unable to communicate with the customers in proper way because usually less quick in responding to changing customer needs and wants. The main strength of Fantasy Kingdom Complex is its best quality service and the ride quality which is still unique than most of the entertainment park.

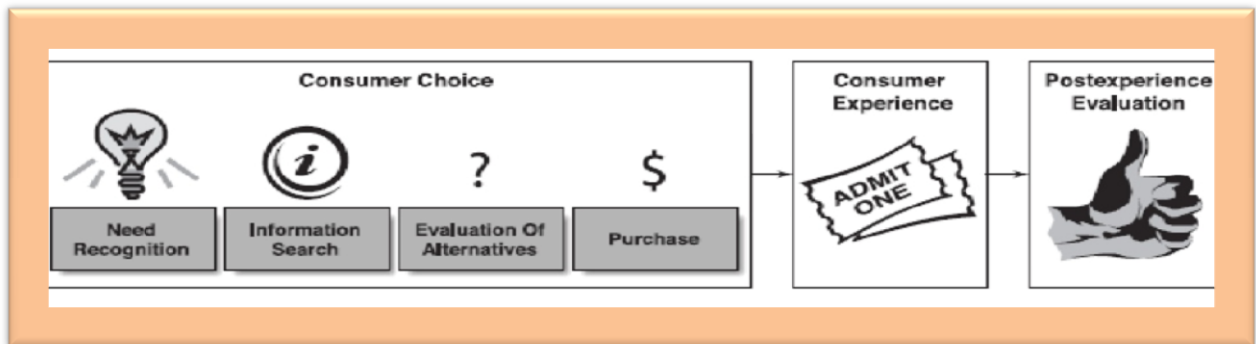
CONCORD

**CHAPTER 04**

**CONSUMER  
BEHAVIOR IN  
SERVICE QUALITY**

**4.1 CONSUMER BEHAVIOR IN SERVICE QUALITY**

Service cannot be delivered; when we consume the service at that point service is being delivered. While consuming any service there are some factors consider for consumer behavior. The behavioral pattern of the consumers, which the marketers are concerned with that lead to a purchase of a particular service, divided into five categories:

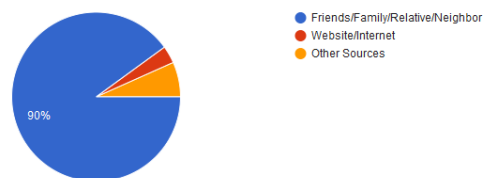


*Figure 06: Purchasing Behavior*

- **Need Recognition:** Need recognition comes from what actually consumer can achieve. For example a safety & security need of the consumers is to enjoy the fun and excitement with completely safe and secured rides, place and area, surrounding people and etc. Fantasy Kingdom Complex always try to deliver the service by fulfilling all those stated criterion.
- **Information Search:** Once customers have recognized the needs, they start gathering information about the services that might satisfy this need.
  - **Personal & Non-Personal Sources:** Customers take suggestion from family, friends, and colleagues as a part of information search.

From this survey I come across around 90% responds know about Fantasy Kingdom from family, friends, colleagues, relatives, neighbors and non-personal sources can be internet/service providers and other sources respectively 3.3% and 6.7%.

How do you come to know about "Fantasy Kingdom Complex"? (30 responses)



*Figure 07: Consumer to know the Fantasy Kingdom*

So Customer will take suggestions from family, friends, colleagues, relatives, neighbors as a part of information search. While non-personal sources can be internet & service providers.



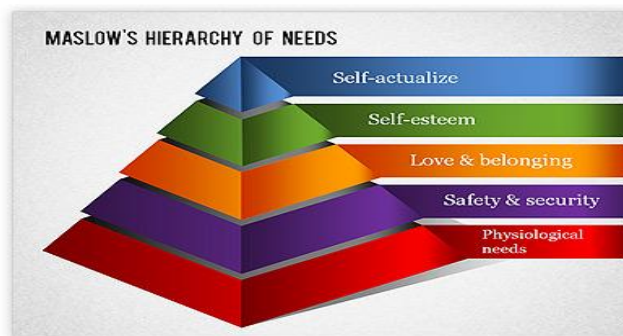
- **Perceived Risks:** Risk can come in the form of time risk, financial risk, social risk, performance risk or psychological risk.

For example in the context of choosing Fantasy Kingdom Complex for travelling consumer may face risk of opening and closing time scheduling or entry and ride fee.

- **Evaluation of Search Alternatives:** After the information search customers create a list of theme park among what they tend to evaluate against one another option. Among all the names consumer considers their acceptance or rejection.
- **Service Purchase:** Finally consumers make the decision to choose the most competent theme park for visiting considering the aforementioned behavioral aspects.
- ❖ **Post Purchase Evaluation:** After taking service there are four ways consumer evaluate service- word of mouth communication, attributes of dissatisfaction, positive or negative biases and brand loyalty. After consuming the service of Fantasy Kingdom Complex, consumer might be pleased and might not be and may regret for not going to a competing service this type of behavior is called cognitive dissonance or conflict.

**4.2 MOTIVATION THEORY AND MARKETING STRATEGIES**

According to Abraham Maslow’s “Need Hierarchy Theory”, there are basically five stages:



*Figure 08: Abraham Maslow’s “Need Hierarchy Theory”*

❖ **Physiological needs**

Physiological needs are the mental needs that motivate a person to achieve goals and perform certain activities. There are some basic needs for people like air, water, food, clothing, shelter, education, health etc. In other words, physiological needs are the needs for fundamental services of life. Fantasy Kingdom Complex satisfies the basic need of delivering the fun and excitements to consumers which help them to fulfill their physiological needs like prosper the health condition, being customers educated and remove the mental stress. Now a day entertainment can be considered as a basic amenity of life.

#### ❖ Safety needs

Safety needs include physical, environmental and emotional safety and protection. For instance- job security, financial security, protection from animals, family security, health security, etc. Fantasy Kingdom Complex always tries to ensure security and safety of its deliverable services thus it satisfies the safety needs. It uses the best and most safely and secured rides and instruments for delivering fun and excitements.

#### ❖ Social Needs

Social needs include the need for love, affection, care, belongingness, and friendship. Fantasy Kingdom Complex is such a place where people find the most loveable, caring and friendly environment. It provides exciting services with utmost care which satisfy caring and friendship need.

#### ❖ Esteem Needs

Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admire). Fantasy Kingdom Complex is able to fulfill both the esteem needs. After visiting Fantasy Kingdom the confidence level and self-respect of customers' increase automatically and they focus on the services allow Fantasy Kingdom Complex to satisfy the need of confidence and freedom. On the other hand Fantasy Kingdom Complex helps consumers to show off their power, status, attention and admiration to the society

#### ❖ Self-actualization Needs

It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social- service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing. Fantasy Kingdom is not only a theme park to the customer but also it describes about a lost land of Ashu and Lia to the consumers. Basically in this part consumers not only come here to ride but also come for listening the amazing story of Ashu and Lia which fulfill their self-actualization need.

# **CHAPTER 05**

# **CUSTOMERS' EXPECTATIONS OF SERVICE**

**5.1 CUSTOMER EXPECTATIONS OF SERVICES**

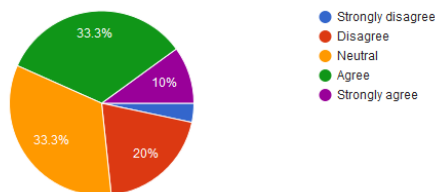
Customer’s expectation is customer’s beliefs about service delivery. It is the standard against which service performance is judged .Customer compares their expectation with perception to evaluate the actual quality of service. Fantasy Kingdom Complex has a strong market attendance and a strong brand awareness toward the general people because of Fantasy Kingdom’s strong points are based on attracting and developing the best quality rides and staff which and who are able to exceed customer expectations so that customers stay loyal to the business. However, customer expectations are always changing and this is something Fantasy kingdom Complex should consider. In this regard there are certain factors to focus on.

**❖ Sources of desired service expectation**

There are two important factors which influence that desired level of service. These factors are:

- **Personal needs:** Personal needs are those states which are essential to physical and psychological aspects of human being. These factors given a shape what customer’s desire in service Personal needs can fall into many categories including physical, social, psychological, and functional. In the survey I have asked the respondents about the kind of service quality they expect from Fantasy Kingdom Complex based on the need theory of Maslow, most of the people replied that they want high social support, very positive, innovative, complete and dependable quality service needs from Fantasy Kingdom Complex.
- **Lasting service intensifiers:** Lasting service intensifiers refer to the stable service factors that allow the customer to have a higher understanding of the service (Liu, et al., 2000). This may be happened when customer expectations are driven by another person or group of people.

They always try to improve their services. (30 responses)



*Figure 9: Improve quality of service*

As an entertainment service provider in our country I asked 30 respondents about the quality of service and majority of them expects that is 43% Fantasy Kingdom always try to improve service quality. Basically they are agree and strongly agree with this issue.

❖ Sources of adequate service expectation

A different set of determinants affect adequate service, the level of service the customer finds accepted. There are five factors that influence adequate service.

- **Temporary service intensifier:** This is short-term individual factors that make a consumer more of the need for service. In the survey there are several questions regarding individual factors. One is Fantasy Kingdom Complex promised about accuracy and completeness of delivering the service. The majority of the respondents, 60%, answer that Fantasy Kingdom is good and 10% said excellent about delivering the service with accuracy and completeness.
- **Perceived service alternatives:** It means other service provider from whom the customer can obtain service. I asked people about perceived service alternatives. In this case Fantasy Kingdom is not doing well. Most of the respondents, 50% replied that the location of a Fantasy Kingdom is not to be easily findable
- **Customer’s self-perceived service role:** It means customer perceptions of the degree to which customers apply an influence on the level of service they receive. In case of Fantasy Kingdom Complex they can’t influence on the level of service they receive.
- **Situational factors:** It means service performance conditions that customer view as beyond the control of the service provider. I asked 30 respondents about the ability of the desk staff/information staff is quite good to answer all your questions before you purchase the tickets. Majority of them (36.7%) provide good response about that service.
- **Predicted service:** It means the level of service that customers believe they are likely to get. Customer of Fantasy Kingdom Complex does not estimate the service that a customer will receive in an individual transaction rather than in the overall relationship with a service provider.

❖ Services encounter expectations versus overall service expectations

Here service encounter means communication or interaction with company which can be direct, physical or using any media can be .Whether overall service expectation means that a customer can be get from the company.

What is your first expectation towards the service quality of "Fantasy Kingdom Complex"?  
(30 responses)

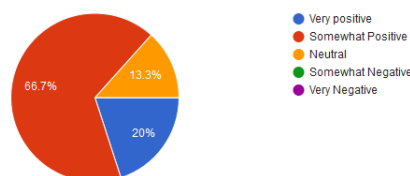


Figure 10: Overall service quality expectation

About the overall service expectations, we asked that what is their first overall expectation towards the service quality. 66.7% said they are somewhat positive and 20% said they are very positive regarding this issue.

#### ❖ Sources of both desired and predicted services expectations

Desired expectation compare with predicted expectation. This section discusses one internal and three external factors that influence both desired service and predicted service expectations. These are described below:

- **Explicit service promises:** These promises are personal and no personal statements about the service made by the organization to customers. It would be personal when sales person or anyone from the company direct communicates with people. It would be non-personal when company communicates using web page, print media, brochures or other written publications. Fantasy Kingdom Complex both personal and non-personal statements. The official's employees of Fantasy Kingdom Complex make personal statements. Through web sites, brochures, and other written publications Fantasy Kingdom Complex make non personal statements.
- **Implicit service promises:** These promises are service related cues other than explicit promises that lead to inferences about what the service should and will be like. These quality cues are dominated by price and the tangibles associated with the service. As Fantasy Kingdom Complex is a business organization there is price associated with their services. There are tangibles associated with the services like the ride quality. 33.3% respondent said that the charge of Fantasy kingdom is good and excellent and 60% respondent fully satisfied with the ride quality of Fantasy.
- **Word of Mouth:** Importance of word of mouth communication in shaping expectations of service is well documented. Through my survey I found that most of people (90%) know about Fantasy kingdom from family members, friends and neighbors. So for Fantasy kingdom the word of mouth plays a very important role for expected and desired service.
- **Past experience:** A customer's previous service experience influences his/her future service expectations, and determines if they will go back to the service provider. In the case of Fantasy Kingdom Complex my survey responses appeared to indicate a positive service experience.

# **CHAPTER 06**

## **CUSTOMERS'**

## **PERCEPTION OF**

## **SERVICES**

**6.1 CUSTOMERS' PERCEPTION OF SERVICES**

Perception is an image that creates in mind of customer, created through reference and actual consumption of this service by the consumer himself. Perception is created in the mind of customer through service differentiation that's going to help them "Turmoil". Each individual interprets the meaning of stimulus in a manner consistent with his/her own unique biases, needs and expectations. Three stages of perception are exposure, attention and interpretation. In this regards, they must focus on the five dimensions of service quality: Reliability, Responsiveness, Assurance, Empathy and Tangibles.



*Figure 11: Customer Perception of Services*

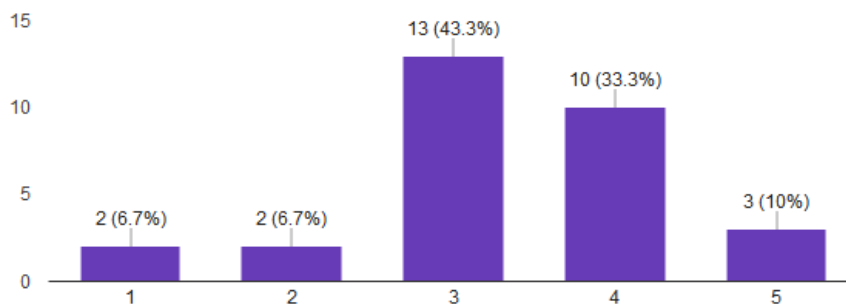
❖ **Reliability:**

It is statistical term which is based on past experience. It means ability to perform the promised service dependably and accurately.

In my perception survey, from 30 respondents a majority of respondents 43.3% believed that Fantasy Kingdom Complex is average but not excellent when it comes to service delivery. On the other hand 33.3% said that it is good but not excellent regarding the issue of reliability. Fantasy Kingdom Complex maintains customer data base on the basis of that they manage customer requirement.

**Fantasy Kingdom Complex keeps their words whatever they promise to you regarding their delivery of service.**

(30 responses)



*Figure 12: Delivering on promises*

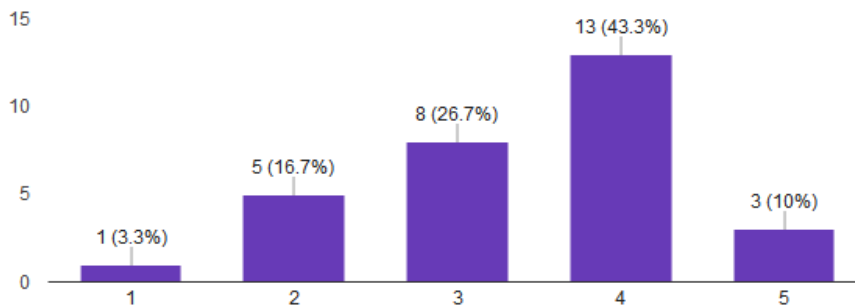


❖ **Responsiveness:**

It means willingness to help customer and provide prompt service. A majority of respondents around 43.3% said that Fantasy kingdom Complex is good at the issue of willingness to help and 26.7 % said that it is average regarding service provider’s willingness to help of Fantasy kingdom. Provider concern about customer complains enquiry and feedback.

**Fantasy Kingdom Complex has the willingness to help you to get the actual excitement and fun at the park.**

(30 responses)



*Figure 13: Service provider’s willingness to help*

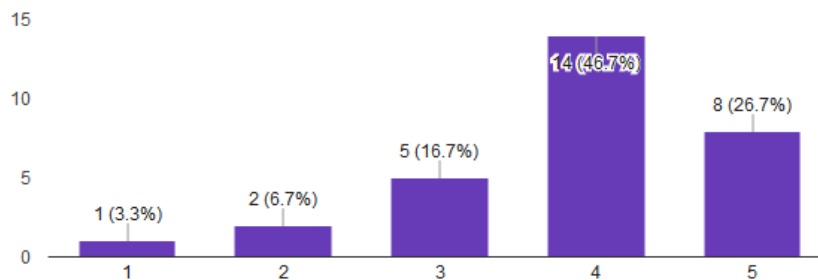
❖ **Assurance:**

Assurance means Referrals, to refer others to take this service. Consumers are giving assurance to others to take this service with referral. It has ability to inspire trust and confidence.

In my survey around 46.7% of respondents said that the staffs or representatives of Fantasy kingdom Complex are good in terms of helpful, dependable so consumers are giving assurance to others to take this service. So the assurance is quite high for this company.

**How likely is that you would recommend Fantasy Kingdom Complex to your friends, colleagues or any other know person.**

(30 responses)



*Figure 14: Recommend to others*

❖ **Empathy:**

Empathy means understanding customer situation, caring, individualize attention which is given to customers from company.

From 30 Respondents about 63.3% of the survey respondents said that Fantasy Kingdom Complex took neutral position regarding customers' thinking and feelings, which indicates a not so good level of empathy. Though they believes that people are their asset rather than service and flexible as pioneer theme park brand company of where client get service at any time.

**Customer service representatives of Fantasy Kingdom Complex understand and acknowledge your feelings and needs.**

(30 responses)

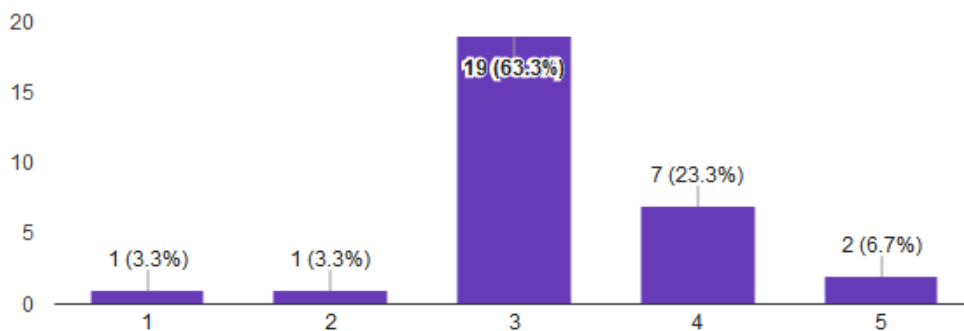


Figure 15: Customers' Empathy.

❖ **Tangibles:**

Tangible refers to the appearance of physical facilities, equipment, personnel and written materials.

In our survey among 30 respondents over 50% of the respondents rated Fantasy kingdom's location find ability to be of below than average quality. In this aspect we can find that overall service tangible service of Fantasy kingdom is not enough for customer.

**The location of the biggest brand among amusement industry like Fantasy Kingdom Complex is easily find-able.**

(30 responses)

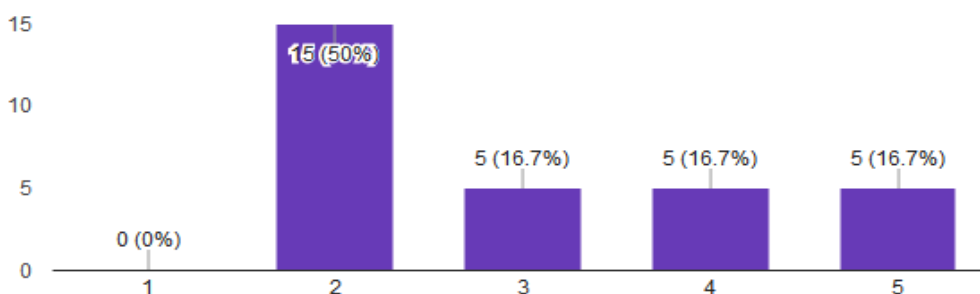


Figure 16: The location of a Fantasy Kingdom Complex to be easily find-able

# **CHAPTER 07**

## **LISTENING TO**

## **CUSTOMERS**

## **THROUGH**

## **RESEARCH**

## 7.1 OBJECTIVE OF THE RESEARCH ON FANTASY KINGDOM

There are basic 10 (ten) research objectives for service sectors. Among all the objectives the main objective for our research is to assess gaps between customer expectation and perception.

As per the requirement of the internship project report on Fantasy kingdom Complex, I have conducted 2 (two) survey on the general people. I have done this survey based on the two categorized customers. One category is based on the potential customers who do not still use the service of Fantasy Kingdom Complex. I have tried to find out their expectation from the Fantasy Kingdom Complex.

Another category, I have chosen, is based on the existing consumers of Fantasy Kingdom Complex. From this survey I have tried to extract their perception on the service delivery of Fantasy Kingdom Complex.

So the basic and prime objective for my research is to find out the gaps between customer expectation and perception. And from my survey report I have successfully assess the required gap.

## 7.2 CRITERIA FOR THE RESEARCH ON FANTASY KINGDOM

There are seven basic criteria for an effective service research program. All the criteria are effectively being maintained for the heavy consumer research and by the organization itself who normally conduct the research.

But I have conducted the survey as per the project requirement. So naturally the sample size of my survey is too short and the question pattern is quite different from them who are professional. But I have tried to maintain and balance some of the criteria among the seven.

For example I put some questions based on the expectation and perception of the consumers and I prioritized on some key attributes of Fantasy Kingdom Complex on the questionnaire.

## 7.3 FEEDBACK OF THE RESEARCH AND INTERPRETATIONS

As I have said before, as per requirement for this project report I have conducted a survey among the consumers, based on 2 (two) main categories: expectation and perception, to compare the expectation along with the perception of the consumers regarding the service quality of Fantasy kingdom. The main purpose of this survey is to find out the gap and Service Quality Index for Fantasy kingdom and for that reason I put some several key attributes into the questionnaire.

The sample size of the respondents is 60. Among these 60 respondents 30 were selected for the expectation category who did not take any kind of service from the Fantasy Kingdom yet. The reason behind selecting these 30 is to extract and gather their expectation from Fantasy Kingdom.

And the rest 30 respondents were chosen for the perception category that have already taken the service from Fantasy kingdom and tried to find out their actual perception.

In the perception section, I mainly tried to assess that what customers actually want and what are their expectations from Fantasy Kingdom. And for this reason I have asked different types of questions regarding the service charge, service recovery, customer support, ride quality, accuracy and completeness of the delivered service etc. the basic reason for asking these questions is to know that what should be the quality of Fantasy Kingdom Complex in the eye of customers.

On the other hand in the perception part, I mainly tried to focus on the actual perception of the Fantasy Kingdom based on the same attributes so that I can compare the result with the result of expectation. In this section the respondents were asked by almost same questions from expectation part but just in different way and meaning. Also they were requested to share their feelings with a 5 point “liker scale” from 1-5 where 1-poor, 2-below than average, 3-average, and 4-good, 5-excellent. From the perception survey I actually wanted to know the actual service quality Fantasy kingdom delivered in the eye of their consumers.

However, when I have interpreted the results of the survey I tried to focus on some key issues those are much more relevant with my project report.

First, the basic information of Fantasy Kingdom Complex, consumers generally may gather for their use, could be collected through friends/family/relatives/neighbors, website/internet or other relevant sources. It's really shocking that from the expectation survey all of the respondents, 100%, said that they came to know about Fantasy Kingdom through friends/family/relatives/neighbors and from the perception survey the percentage is 90%. This result specifically indicates that the source of information and the issue of awareness are fully depended on the word-of-mouth communication.

According to the marketing division of Fantasy kingdom Complex, they are not currently communicating with their target customers through any other options of TVC, billboard or print ads or others. They try to focus on the website or online communication to reach their customers. When I go for matching the survey result with the information I have gathered from the office of Fantasy kingdom Complex, I saw that the result is almost same. However word-of-mouth is a good technique for communicating with the people but it has some bad side as well. If Fantasy kingdom is able to keep their promises and meet the expectations of the consumers then it's ok. But in case of any chance, if things go with wrong direction then it would be a disaster for them and the customers who are dissatisfied will discourage others to take the service of Fantasy kingdom.

However, when I asked our respondents about their first impression, expectation and quality regarding the service of the Fantasy kingdom, according to the data from the expectation part, 66.7% and 20% of the respondents said that the expected service should be somewhat positive and very positive respectively and 13.3% stated that the service should be neutral. But from the data of perception part, in terms of the quality, the maximum respondents, 53.3%, go with the option of somewhat positive and 33.3% go with very neutral option and only 10% respondents go with the very positive option. This outcome is really not good sign for the Fantasy Kingdom authority as they are not able to meet the expectation in terms of quality.

Again, when the issue of service charge or the pricing issue came into the point, 56.7% and 40% respondents stated that they expect Fantasy kingdom will offer good and excellent service charge

respectively. Again the consumers who already took the service from Fantasy kingdom, the result is also almost opposite with the expectation. Compared with the other available entertainment park, 33.3% and 33.3% respondents stated that the price of Fantasy kingdom is poor and average respectively. Only 30% stated that the pricing strategy is good. It means they charge higher price than the other available park but honestly speaking as I have done my internship here I know they charge higher because they provide the best quality service than others.

In terms of improving and innovativeness the service, 80% of the 30 respondents expect that Fantasy kingdom will try to innovate their service and on the other hand in actual scenario I see that 53.3% stated that Fantasy Kingdom is somewhat innovative and 26.7% stated very innovative and 16.7% stated Fantasy kingdom is not so innovative. In the issue of improving the service, from the expectation survey I have found that 56.7% respondents agree with the question of improving the service and 40% are strongly agree. On the other hand, from my perception survey I have found that 33.3% and 33.3% respondents are agreeing and neutral respectively regarding this issue.

Against the question to the respondents of the expectation part regarding the quick response of customer service representative to handle customers' queries, 70.1% stated that Fantasy kingdom Complex or the representatives might be quick regarding response and the expectation from 16.7% is the response time will be very quick. And for the same question in the perception survey, the result is somewhat same with the expectation. 56.7% and 26.7% respondents stated that they are somewhat quick and quick with the question of response time from the company representatives.

Service recovery is an important aspect for both of consumers and organizations. In this section, Fantasy kingdom Complex is able to handle the situation creatively and tactfully and they may even meet the expectations of customers almost successfully. From the 30 respondents, who even do not take any services from the Fantasy Kingdom Complex, 73.3% stated that their expectation regarding service recovery is Fantasy Kingdom Authority will charge less money than regular, 13.3% stated that Fantasy Kingdom will offer discount on regular price for future one time entry and the expectation of 10% is just saying sorry for their failure. But from the result of perception based survey, I see that 53.3% said Fantasy kingdom apologized for their failure and give them a handsome discount for the next time visit, 33.3% stated that they did nothing for their service recovery and 10% stated about saying sorry just.

I have asked a question regarding the behavior of the park representatives and authority to the respondents. From the expectation survey I have found that 60%, 26.7% and 10% stated that they expect caring, extremely well and polite behavior respectively from the representatives at the time of angry and sad situation of the customers. On the other hand, for the same question, from the perception survey I have found that 56.7% stated that the behavior is polite and 16.7% and 13.3% said that the behavior is caring and aggressive at the sad or angry situation.

Whenever I asked question on the quality of the ride of the park to our target people, from both sector: expectation and perception, the maximum response was positive. In expectation sector, 70% and 23.3% stated that, their expectation is, the ride quality will be high and very high

respectively and in the perception sector, 50%,33.3% and 10% stated that the ride quality is actually high, neither high nor low and very high quality respectively.

Again in terms of offering differentiated service I have found that from the expectation survey 50% and 43.3% respondents are agree and strongly agree with this issue. And on the other hand from the perception survey I have found that 30% and 10% respondents are agreeing and strongly agree with this issue. But a big proportion from these respondents, around 46.7 are neutral and 13.3% are disagreeing with the issue of offering differentiated service.

From the overall survey interpretation we may say that the though Fantasy Kingdom Complex may not able to meet the customers’ expectation in some part but they are on a good and positive track in some context. But one thing should be remembered by the Fantasy Kingdom is that there is no specific limit of good and positive and there are some alternatives available in Dhaka city as well.

### 7.4 SERVQUAL GAP

As I have said before, the main purpose of our research is to assess the gap between the expectations and perceptions of the consumers and find out the five dimensions of SQI. For calculating the SERVQUAL GAP of Fantasy Kingdom Complex, some related questions were being asked to the respondents on both expectations and perceptions part based on the following dimensions: reliability, responsiveness, assurance, empathy and tangibles. From the outcome of my survey I assess the following SERVQUAL GAP.

| Attributes:  | Perception | Expectation | Gap (Perception - Expectation) |
|--|------------|-------------|--------------------------------|
| <b>Delivering on promises</b>                        | 3          | 4           | -1                             |
| <b>Willingness to help</b>                           | 4          | 5           | -1                             |
| <b>Recommendation to others</b>                      | 4          | 5           | -1                             |
| <b>Imagination of customers thinking or feeling.</b> | 3          | 4           | -1                             |
| <b>Find ability of location</b>                      | 2          | 4           | -2                             |
| <b>Total</b>   |            |             | -6                             |
| <b>Average Gap</b>                                   |            |             | -1.2                           |

Form this table I have try to extract some findings which I have described in my findings part. But here in a short summary we can say that-

- The overall gap average for all dimensions is -1.2.

- From the part of find ability of location it can be seen that the Fantasy Kingdom is not able to meet the expectation of the customers and it's a big negative issue for them. But for other section the Fantasy Kingdom may not be able to meet the expectation but the gap is too close.





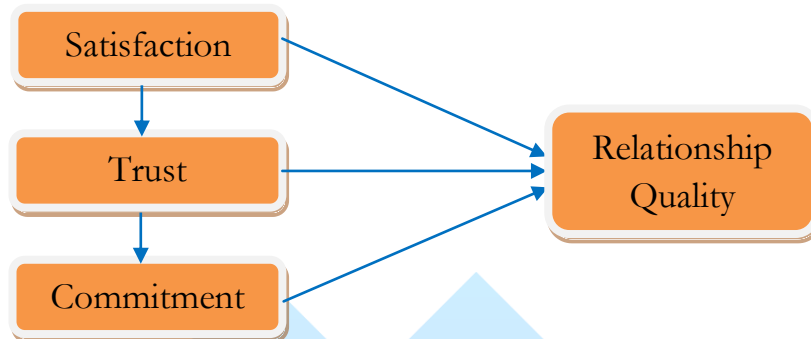
# **CHAPTER 08**

## **BUILDING CUSTOMER**

## **RELATIONSHIP**

**8.1 BUILDING CUSTOMER RELATIONSHIP WITH FANTASY KINGDOM COMPLEX**

Relationship marketing is defined as a form of marketing development tool from direct response marketing campaign which emphasizes customer retention and satisfaction rather than focus on the sales transaction.



*Fig 17: Universal Model of Relationship Marketing*

The more satisfaction of consumers on a service tends them on lead them to the trust on the firm. The more trust leads them to the loyal consumers to the service.

As a service provider company, Fantasy Kingdom Complex is completely dedicated and committed to understand and fulfill consumers’ need and whatever it takes to provide customers with highest level of reliability and service quality. According to one of the senior manager, sales and marketing, Mr. Arif K Nowshad, the top management authority of Fantasy Kingdom has already decided to focus on the customers acquiring, satisfying them and retaining them as well through creating professional and in some context personal relations rather than focusing on the sales volume.

According to the HR Manager of fantasy Kingdom, they already organized different training program for the employee on regarding how to make and maintain very smooth and effective relation with the customers. In this regard it would appear that fantasy Kingdom has been successful in achieving the following through relationship marketing.

- ❖ **Attract New Customer:** As I have previously said that Fantasy Kingdom Complex basically depends on the word-of-mouth communication strategy to attract new customers. But beside this side they have strong base of sales employee also. Their main duty is to attract new customers through making relations. And for this reason they frequently visit to the potential customers and try to make them understandable to take the service from Fantasy Kingdom. To attract new customers they sometimes offer different promotional tools like discount, package offering and also they offer the consumers of other brand like Banglalink and Grameen phone and some big corporate house users to take their service with the MOU.
- ❖ **Customers Satisfaction:** Happy customers are loyal customers and also they offer positive word of mouth advertising which can be invaluable. Making customer

satisfaction is the primary goal of the relationship marketing which is the surest way to improve the bottom line. To satisfy the customers Fantasy Kingdom has some specific dimensions like the service charge, after sales support, easy service recovery process, customer care representative, different cultural program with customers etc. their service charge is competitive than others. Their after sales support was fantastic. After taking the service from Fantasy Kingdom the concerned representative always stay with the package customers all the time of enjoying the service. Also if any service is being compromised the consumers can easily recover it from the company. The most charming part of their customer satisfaction part is customer night. Fantasy Kingdom often organizes dinner program at its own place with some special and big clients and take their feedback.

- ❖ **Build Trust on Consumers' Mind:** At first Fantasy Kingdom is one of the biggest name and national brands all over the country. They successfully operate their business in this most competitive and tough sector from 2002. Over the period of this time being they have successfully established a brand image into the mind of customers. This brand image builds trust on consumers' mind. Their recovery option is also make them trustworthy to the consumers.
- ❖ **Promise Fulfillment:** Promise fulfillment is one of the most important dimensions of relationship marketing. Just making promises is not enough, but delivering them by action is also very important. Fantasy Kingdom is not such an organization who just not only promises to the customers but also keep it with cent percent honesty. According to the marketing manager of Fantasy Kingdom they promise to the consumers that the customers can enjoy their moment with full fun and excitement at fantasy. Unless in any case of natural and unusual disaster the customers can enjoy the moment with the promised fun and excitement. Otherwise they compensate against any legal and logical complaints. Fantasy Kingdom also keeps promises about their recovery option. Whatever Fantasy Kingdom promises against the compromised service, they keep the promise.
- ❖ **Retaining Customers:** Relationship marketing helps to retain the existing customers who already and want to leave the firm. According to retaining process of the existing customers of Fantasy Kingdom is confidential. However they stated a process of retaining like first they find out the customers who left the firm through some internal and external research. Then they try to know the reasons of leaving them and go for some compromising situation with the customers.

**CHAPTER 09**  
**SERVICE RECOVERY**

## 9.1 SERVICE RECOVERY

For any kind of business organizations customers are the king. But for any reason or without any reason if these kings are dissatisfied upon the organizations there will be created a disastrous situation for those firms. So to satisfy the dissatisfied customers there is a term available in service marketing called service recovery. In a simple meaning service recovery refers to the compensation to consumers if any service taken by the consumers is being compromised. It looks like a very easy process but honestly this is one of the greatest challenges for any service provider to design a method for proper service recovery. It is more important for the service provider that they should extremely focus on the factor of service recovery rather than ensuring the flawless service because it has been proven that it is technically not possible to satisfy all the customers no matter how hard one tries. Additionally, while delivering service, there is always a very high risk of the service being compromised. Keeping that in mind it is essential to focus on the measure which will be taken to compensate the customer when the service is being compromised.

While any kinds of services taken by consumers are being compromised the first reaction from the consumers is anger. The angry customers may leave the organization if the problem is not being resolved. There are basically six ways of getting angry customers down with success. Those ways are apologize, kill them by using diplomacy, go into computer mode, transfer or shift the responsibility to the company, show empathy and last one show appreciation. In case of Fantasy Kingdom uses the ways of apologize, show empathy and show appreciation. According to a marketing executive of Fantasy Kingdom if any kind of problem arises from the customer regarding service failure we first apologize to him and feel and show some empathy for the problem and lastly we appreciate him for coming front.

## 9.2 CUSTOMER RECOVERY EXPECTATION

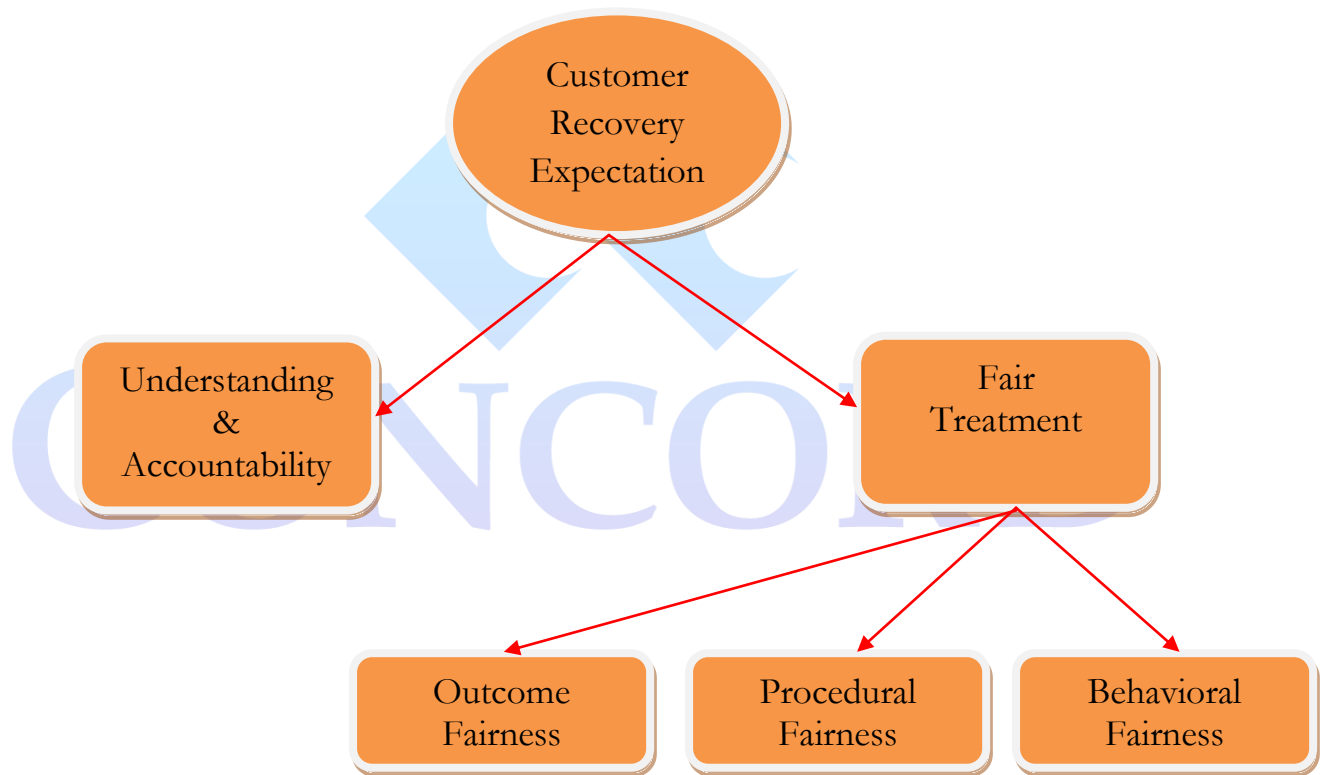
When any service is being compromised the consumer expects that the service firm will understand the situation of the customer and the firm will take the accountability and responsibility for the loss.

When I conducted the survey of expectation I saw that 83.3% of the total respondents stated that their taken services were being damaged or compromised by Fantasy Kingdom. It refers that the service failure rate is high. And this situation is natural because in the overall entertainment service industry the service failure rate is naturally high. But when we saw the portion of recovery in the survey we found out that 63.3% of the respondents said that their problem was being resolved by anyway through the representatives or the company. This number clearly indicates that the Fantasy Kingdom understands the problematic situation of the consumers and they take the accountability for the losses without any hesitation.

In terms of fair treatment the Fantasy Kingdom also plays a very effective role. Fair treatment is the combination of three terms named actual recovery, procedural fairness and the behavioral fairness. From the survey we found out that 53.3% of the respondents stated that Fantasy Kingdom apologizes for their loss and gives discount for the next visit. It's a big favor for the consumers. 10% of the respondents said Fantasy Kingdom apologized for their failure and 33.3% stated that they did nothing regarding this issue. Well 33.3% is a big amount but honestly

providing entertainment is such kind of service where the compromising situation cannot be counted. For this reason sometimes service recovery may not be successfully implemented and it's a natural issue. This overall scenario clearly indicates that the Fantasy Kingdom heavily practice the fair outcome of the losses of customers.

Then the procedural fairness of getting the recovery is very easy. According to the given information from the Fantasy Kingdom office, I saw that Fantasy Kingdom try to resolve the problem immediately or within 2-4 hours. So I can say that without very easy procedure it cannot be possible to resolve the problem within very short moment.



*Fig 18: Customer Recovery Expectation*

And finally in case of behavioral fairness the manager behave like a cordial and accountable person. The service representative is also very knowledgeable here. The data from the survey indicate that the service representatives are also very careful for the consumers.

**9.3 SERVICE RECOVERY STRATEGIES**

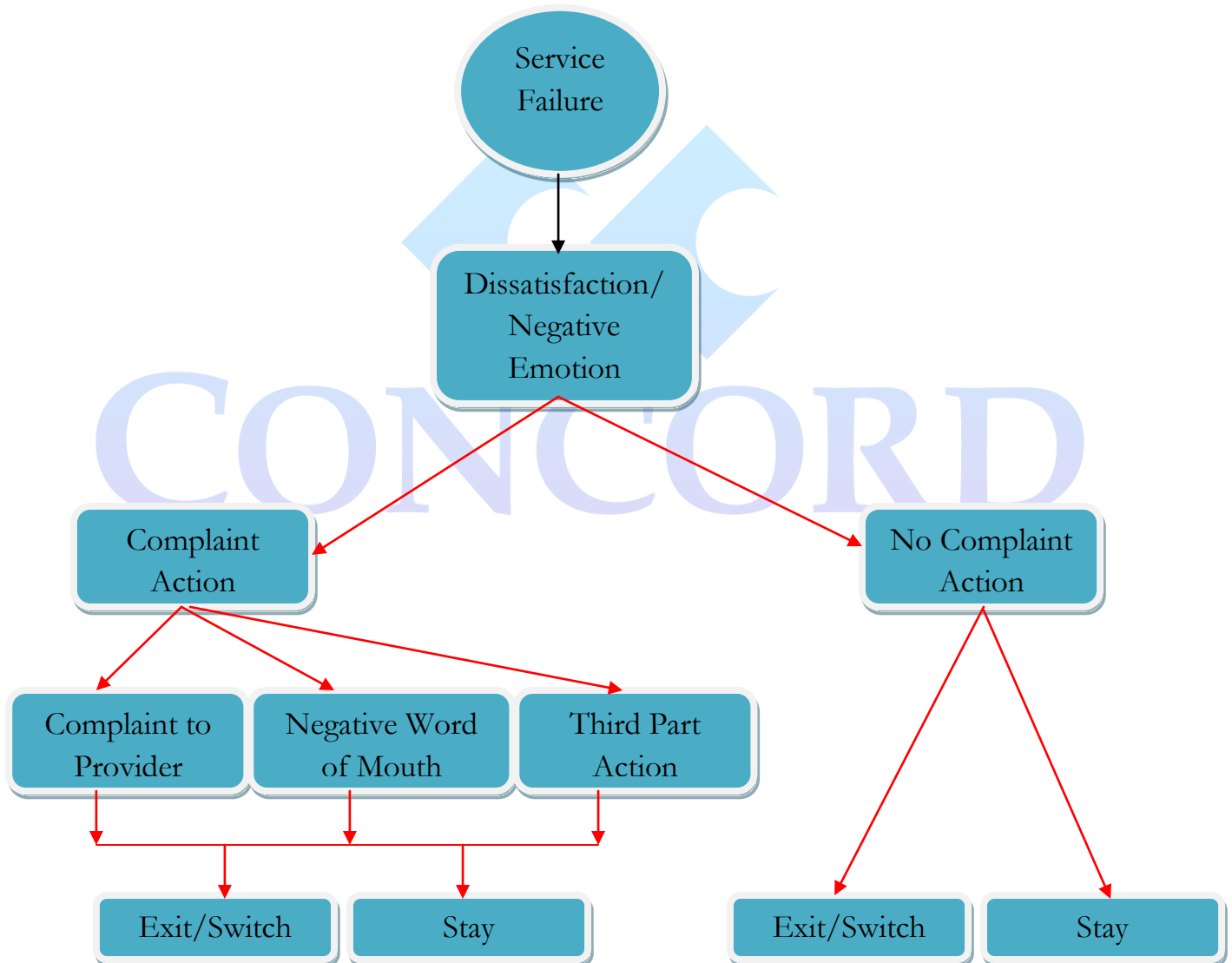
Fantasy Kingdom is one of the Country's largest renowned entertainment park brands in this service industry. They are very conscious about the customer satisfaction and try cent percent about the accuracy of service delivery. Though they are very careful about their service delivery, sometimes service failure happened here also. To recover the service failure the Fantasy kingdom has service recovery strategy. By following this strategies the Fantasy Kingdom try to resolve the problem.

- **Make the Service Fail Safe:** The best strategy for the service recovery is to make the service fail safe. The Fantasy kingdom tried their best to make the service very effective and efficient for the customer so that any kind of failing situation does not arise. However if any service is being compromised then the Fantasy Kingdom's complaints resolving department find out the problem and help the consumers to go to the concerned department. Then the concerned department hear the problem of consumers and within a very short time the employee try to resolve the problem if the problem is legal and logical.
- **Encourage and Track Complaints:** Fantasy Kingdom always encourage the consumers to say about their problem as they concerned about the consumers' satisfactions. For encouraging and tracking complaints the Fantasy Kingdom often arrange different program with the customers i.e. musical dinner with VIP customers, different tournamnets etc and try to extract the inner words form the consumers' mind to know the actual scenario of the firm.
- **Act Quickly:** This is the best part for the Fantasy Kingdom. While working with the Fantasy Kingdom, I saw that the team of Fantasy Kingdom try to resolve the problem within a minute or maximum within a hour. As this kind of service is instant taken service so the problem must be resolved within this short moment. These situation clearly indicates that how Fantasy Kingdom act quickly.
- **Provide Adequate Explanation:** Whatever the situation arises regarding the service failure the Fantasy Kingdom first gives the proper and adequate explanations to the consumers for the loss. Then they go for the service recovery process. However sometimes for different conditions, rules and regulations they cannot provide any compensation to the consumers. In this situation they try to make them understandable the situation of the company and give them proper explanation.
- **Treat Customers Fairly:** To some extent service failure means unfair treatment of customer and justice should be restored from customer prospective. But in case of Fantasy Kingdom, they always treat all the consumers at a same manner. Even Fantasy Kingdom organize different training program for the employee on the behavior with the consumers.
- **Learn From the Recovery Experience:** This is the most important strategy for the service recovery because in the service organizations service failure must be occurred. Fantasy Kingdom always try to learn new from each of the service failure and try to implement some new ideas regarding the service delivery so that the same types of service failure does not happen again.

As far as Fantasy Kingdom is concerned, they are dealing with such a critical service where the chances of service failure are much higher than any other service. Not delivering excitement on promised way, poor ride quality and poor quality food and beverage issue, the consequences are unimaginable. That's why for an organization like Fantasy Kingdom, service recovery strategies are just as important as providing flawless service.

9.4 CONSUMERS' RESPONSE TOWARD SERVICE FAILURE

As I have said before when a service taken from any service firm is being compromised then the service recovery option comes in front of the organization and customers as well. In case of service failure there will two types of reactions may appear into consumers mind. I am just trying to relate this theory with the case of Fantasy Kingdom.



*Fig 19: Consumers' Response toward Service Failure*

For example if any services taken from the Fantasy Kingdom by a consumer is being compromised then the dissatisfaction or negative emotion must be created into consumers mind about the service delivery of Fantasy Kingdom. From the dissatisfaction the consumer may or may not complaint to the Fantasy Kingdom. If the consumer does not submit any complaint

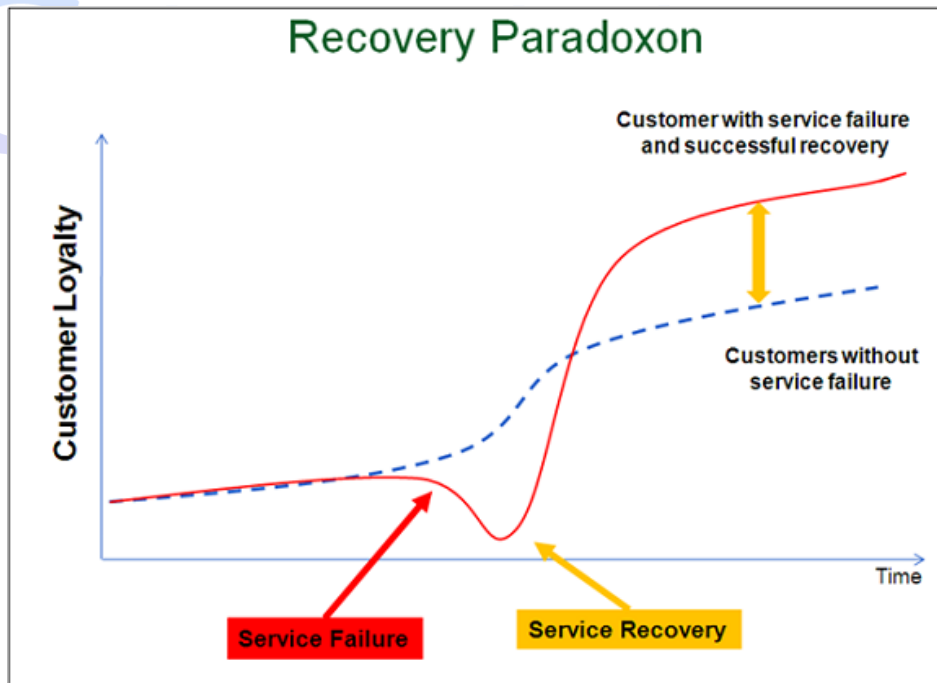


against his loss then there has been a major chance of leaving or switching from the Fantasy Kingdom without notifying them. On the other hand the consumer may stay with Fantasy Kingdom but the chance of staying in this situation is rare in this industry because there are available competitors in this sector who will take care of him better than Fantasy Kingdom.

On the contrary the consumer may complaints against his loss directly to the provider and demands the compensation from them. If this situation occurs then the firm will be lucky having such type of consumers. But if the consumer starts negative word-of-mouth communication along with the complaints then the situation will be dangerous for the firm. In this case the consumer may exit the firm. Another option could be the third party action. The consumer may go to the court for his compensation if the loss is much bigger.

**9.5 SERVICE RECOVERY PARADOX**

The service recovery paradox (SRP) is a situation in which a customer thinks more highly of a company after the company has corrected a problem with their service, compared to how he or she would regard the company if non-faulty service had been provided. The main reason behind this thinking is that successful recovery of a faulty service leads to increased assurance and confidence among customers.



*Fig 20: Service Recovery Paradox*

As the Fantasy Kingdom is a service provider firm so there has been a high chance of service failure. For the service failure Fantasy Kingdom has a system or process of the recovery. From the survey report I see that maximum respondents gather their information through word-of-mouth communication. And the information I collect from the office of Fantasy Kingdom, from there I see the same scenario. The Fantasy Kingdom mostly communicates with its

customers through the same communication. So I can say that if any customer does not get the proper recovery from the firm for his loss then he will start the negative word-of-mouth. In this situation the service recovery paradox may help Fantasy Kingdom for better recovery option.

SITUATION 1: For example, a customer took the service of Fantasy Kingdom to spend some wonderful moments with his family. The Fantasy Kingdom promised to that customer about the best car quality at the Xtreme racing track and they successfully kept the promises by delivering the fun with the best Xtreme racing go-cart car. This is a normal situation and the customer may happy about the promise.

SITUATION 2: For example, a customer used the service of Fantasy Kingdom to spend some wonderful moments with his family. The Fantasy Kingdom promised to that customer about the best car quality at the Xtreme racing track. But one car at Xtreme racing track may slip due to rain then the problem must arouse. Then the customer called to the Fantasy Kingdom Head office and the representative said politely 'SORRY' to the customer and gave him a proper explanation. After that the Fantasy Kingdom gave him a special offer for recovering the loss like he can ride the car for next 20 minutes at his next visit to the Fantasy with 50% discount. Now the situation is different from the situation 1.

The customer in situation 2 is much happier than the person in situation 1. Because in service sector if anyone is able to keep his promise with the customer then it's good and fantastic and the customers become happy with the firm. But if any service is being compromised and the customers get the full support from the firm and the successful recovery for his loss then the consumers will be happier than the happy customer. But the noted point is that there are lots of debates available regarding this theory.

# **CHAPTER 10**

# **SERVICE DEVELOPMENT AND DESIGN**

### 10.1 SERVICE DEVELOPMENT AND DESIGN

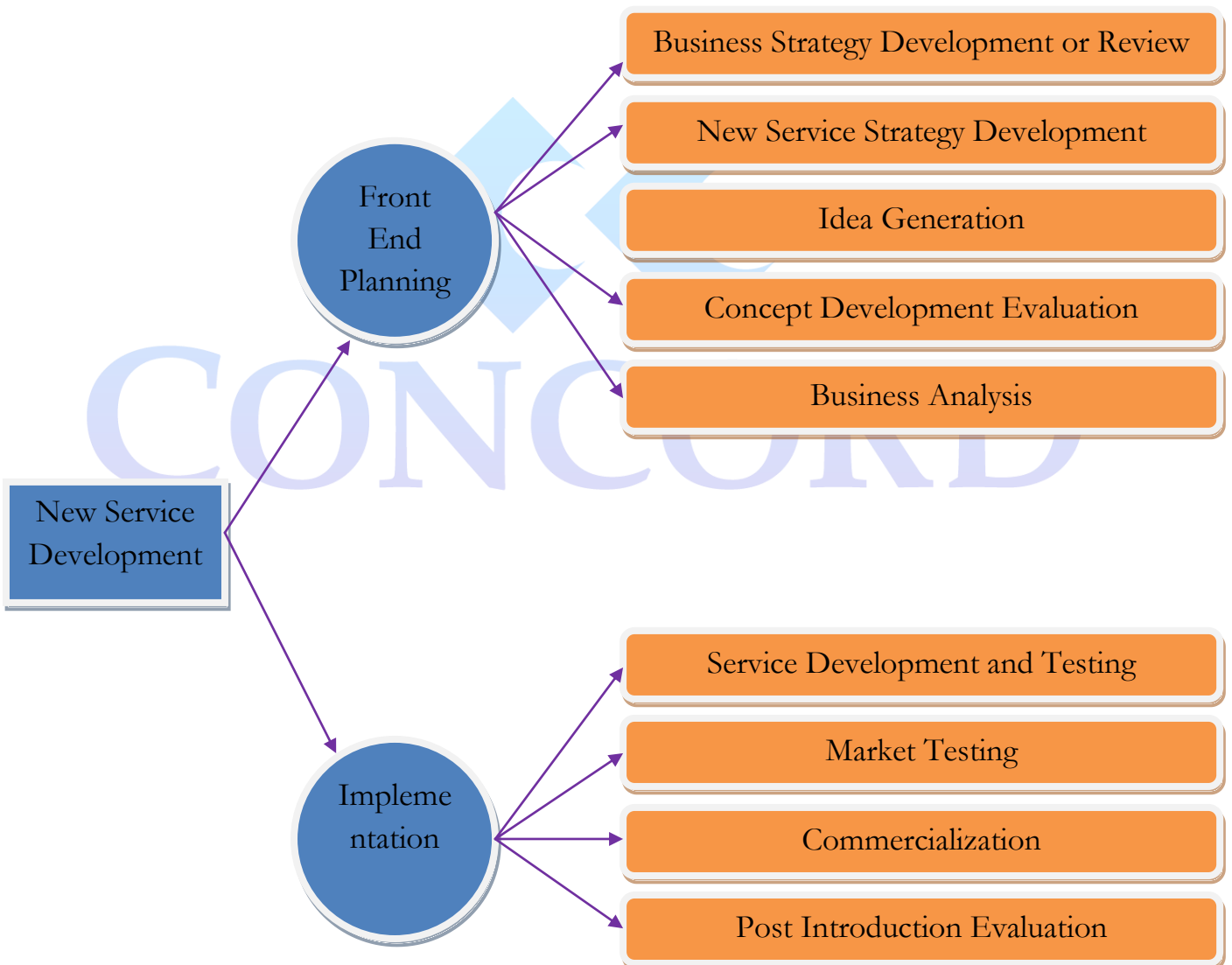
Service design and development is one of the core important sectors in the service marketing as well as the service firms. It's not easy to develop and design a new service in the related service sectors. History says billions of dollars had been spent for developing a new service but the projects never reach to a successful end. And of course for the entertainment service industry it's tougher than other industry to develop a new service.

However the Fantasy Kingdom also tried before and successfully designed and developed new service in this industry and still now trying to design a new service in entertainment industry sector. Fantasy kingdom is such an idea which was never available before it was established. In this criterion Concord Group was designed, developed and implemented this new service for the first time in 2002. There are six types of new service available in the service industry. I am trying to relate these types with my project on Fantasy kingdom.

- **Major or Radical Innovation:** Basically it's impossible to create a new major service or a radical innovative service product. But honestly it relates with money, people, experience and above all the brave and opportunity. Because if the project fails then all the related issues with the project will face difficult situation. In case of Fantasy Kingdom the situation is not different but honestly speaking Fantasy Kingdom own itself is a major or radical innovation in the entertainment service industry in bangladesh and right now they are trying to innovate something different which is not available in the market through R&D department.
- **Start up Business:** It relates with the new geographical area coverage by the firm. Fantasy kingdom has expanded its business in 'Chittagong' division in 2008 namely "Foy's Lake" where there was no any entertainment park service available at that time. For Fantasy Kingdom it's a new start up business on Chittagong Division.
- **New Services for Currently Served Market:** This factor is quite related with the introduction of new service for the currently served market at a same service line. Fantasy Kingdom has launched the Xtreme Racing Go-Cart track opportunity for the exiting customers and it's a new service for them and till now this service is not available at any other entertainment providing organization.
- **Service Line Extension:** It's related with the establishment of various services related with the same category service. Fantasy Kingdom Complex introduced a new entertainment service of Heritage Park for their consumers.
- **Service Improvement:** Service improvement refers to the numerical improvements of any service. Before 2010 Fantasy Kingdom was able to arrange a package of maximum 6000 to 9000 people at a time. But after 2010 it is now able to arrange a package of maximum 16000 to 20000 people at a time.

- **Style Change:** It's very difficult to change the style and design the service for any service provider because the service is invisible. But it can be possible to change the way of delivering the service, change the design of the infrastructure etc. Fantasy kingdom changes the decoration of the outlook of the park frequently. They change the outlook of their website sometimes.

**10.2 NEW SERVICE DEVELOPMENT PROCESS**



*Fig 21: New Service Development Process*

There are lots of structured and unstructured ways of developing a new service. Among all the theories of developing new service the best and the most certified way is the following.

Fantasy Kingdom Complex partially follows this process to develop any new service. However if any kind service is needed to be developed the authority of this park in the head office has the

power only to decide about it. After testing for certain period if the new service is not being financially profitable they just close the project. Any kind of formal review is not needed to certify the service.

This is my limitation about not to collect and gather more brief information regarding new service development process from the Fantasy Kingdom office.

However as this is the project report under the internship program and I must to have to develop an effective service development process, I have just tried to relate the concept with the theory. This is my own and imagined service development process.

For example the Fantasy Kingdom is deciding to develop a new service in park. They just need to follow the above steps in the figure.

- **Front End Planning:** The front end planning is fully related with the service concept and the people who will work for the project and also the idea generation and the analysis of the concept.
- ✚ **Business Strategy Development and Review:** When just a concept is created by any of the employee of the Fantasy Kingdom Complex without any research and development then the concept are being presented in front of the board through a memo and explain the board about the importance of the concept.
- ✚ **New Service Strategy Development:** This is one of the most important parts of the new service development. Here the committee forms a team of the people who will work under the project and define some responsibility about the contribution of them. It clearly defines who will do what for developing the concept and how individual member will do what.
- ✚ **Idea Generation:** The team leader of the project calls for a meeting with all the team members and try to extract the related idea about the concept from the members. The related idea will be the name of the concept, in which service line category it should be applied, the price strategy and all other related idea. Then the project leader gives a formal presentation in front of the board without reviewing any other facts except the idea of the concept.
- ✚ **Concept Development Evaluation:** In this part the concept and idea get a proper shape. Here the concept is being reshaped with some extra and brief facts like the new pricing strategy, the core target people and the way of delivering the new service etc. the is the pre step of before checking the board.
- ✚ **Business Analysis:** This is the final step of front end planning. Here the project go through some feasibility test like the financial test, market test, operation test and etc. once the project is passed successfully then it is ready for the communication. As Fantasy Kingdom does not go for any other communication option like TVC, Print Ads or any other media so it is quite tough for them to

implement the IMC. Fantasy Kingdom Complex circulates their new project through their website and leaflet and all other options.

➤ **Implementation:** In this part all activities are related with the service implementation and certification.

✚ **Service Development and Testing:** It's all about the core materials related with the project. Banner, festoon, flyers and all other material are needed to develop but in a small sample size. Because still now the project is not successfully completed and all the materials for small target customers.

✚ **Market Testing:** In this part the company representatives go to the core targeted customers with the materials and try to convince them to take the new service. It's about the soft launching of the new service in the core areas where the targeted customers are available and the success rate is being determined.

✚ **Commercialization:** In this part the Fantasy Kingdom Complex completely launched the project among the big group of target customers. This is for the time being of six months because one step is ahead to complete the process.

✚ **Post Introduction Evaluation:** This is the final step of completing the project successfully. All the report that were collected from the commercialization and the overall documents of the project must have to submit to the high authority in the main head office once again. Once they approved the project, the Fantasy Kingdom Complex successfully transformed the concept in to the new service.

**CHAPTER 11**  
**INTEGRATED**  
**MARKETING**  
**COMMUNICATION**



### 11.1 INTEGRATED MARKETING COMMUNICATION

Integrated Marketing Communication (IMC) is a communications strategy used by service providers, which integrates all relevant media and communications channel to establish a uniform message in the mind of the customer, within a specific time period. The three most important components of an IMC are:

- *Message* – one consistent message that the service provider is trying to communicate to the customers
- *Media* – the channels and outlets through which the message is to be communicated/delivered to the customer
- *Time* – the time period over which this communications campaign will last

A successful IMC integrates these three elements to communicate a clear consistent message that is intended to establish the service provider as a viable option in the mind of the customer. Nowadays, customers are bombarded with a wide variety of communication from different sources; therefore, in order to differentiate itself from all the other messages out there, Fantasy Kingdom Complex must continue its IMC where each communication channel/outlet reinforces its intended message.

### 11.2 COMMUNICATIONS AND SERVICE MARKETING TRIANGLE

The Service Marketing Triangle is a marketing model that outlines three key categories of marketing and communication; internal marketing, external marketing and interactive marketing. These three stages represent the process by which a company creates, develops and delivers on its message, or “promise” to its customers. As an entertainment provider service, Fantasy Kingdom Complex promises to deliver fun for whole family. This promise is the message it wants to deliver fun to its customers. In order to do so, it must execute the three elements of the service marketing triangle.

#### ➤ **Internal Marketing (Enabling the promise)**

Marketing to the employees Information from the company to employee must be accurate, complete & consistent. It involves training, motivational, and teamwork programs. It enables employees to perform the service effectively, and keep up the promise made to the customer. From the study point of view, Fantasy Kingdom has some periodical training program to enhance their employee’s efficiency. Their employees are well educated and smart enough to handle the customers and deliver the service as promised.

#### ➤ **External Marketing (Making the promise)**

This is marketing to end-users. It includes promotions, advertising, public relations & so on. External marketing is performed to capture the attention of the market. From the study point of view, in external marketing Fantasy Kingdom apparently does not use any tool to reach the customers other than an official website and Facebook page, website and some of business

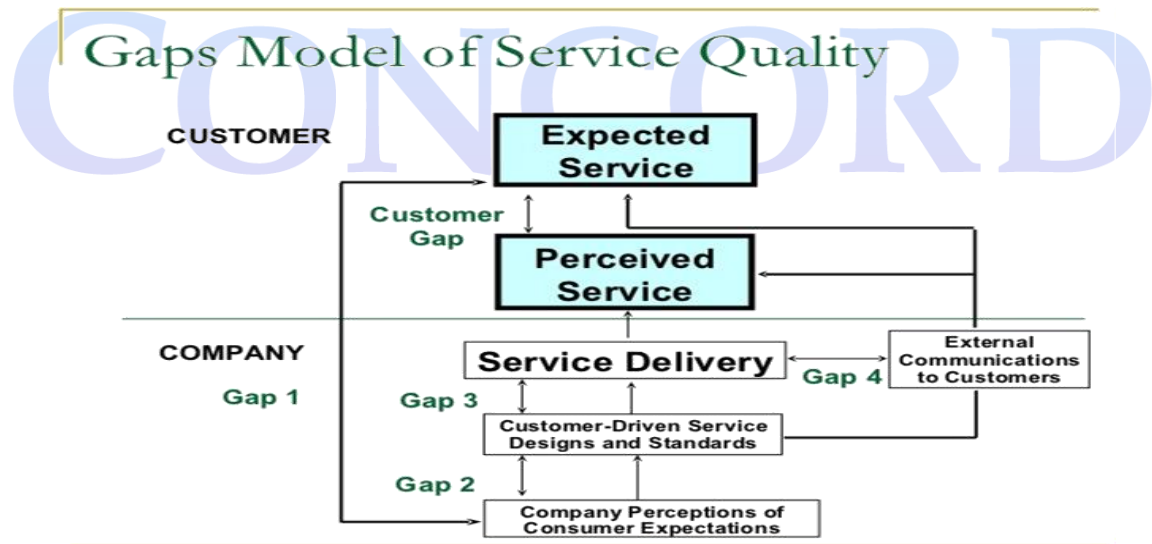
magazines. Therefore, they should consider their clients as a marketer or promoter since better services induces customers to promote your product at least by word of mouth. Sometimes Price is used as a promotional tool in the market. Once the awareness spreads to the potential customers, automatically the footfall increases.

➤ **Interactive marketing (Delivering the promise)**

This is real time marketing and known as moment of Truth and Service Encounter. This refers to the decisive moment of interaction between the front-office employees and customers, i.e. delivery of service, service escapes etc. From the study point of view, in interactive marketing real service delivery takes place. This is the time when employee get in touch with potential customers. This is the most critical and significant step when it comes to assess the quality of services. When I have conducted survey on perception regarding service quality I have got the following data.

I have found that 53.3% of the respondent said they are somewhat positive with the quality of Fantasy Kingdom service. When we have asked our respondent about delivering on promises 43.3% respondents said they are neutral regarding the issue of delivering on promise.

**11.3 SERVICE COMMUNICATION CHALLENGE: THE COMMUNICATION GAP**



This is a gap that is created when the service provider fails to perform or deliver to the customer’s expected standards. The communication gap arises from a discrepancy in what was communicated to the customer about a service and the actual service that the customer receives.

The communications gap presents a major challenge for any organization running an IMC. It can arise from the following key factors:

➤ **Inadequate management of service promise**

As mentioned before, when a service provider communicates to the customer, it makes a promise to deliver. When it cannot fulfill this promise, it loses the trust of the customer

➤ **Inadequate management of customer expectations**

Customers form certain expectations based on the communication they receive from service providers. However when the actual service experience does not match the customers' expectations, the service provider can expect customer perception of service to shift unfavorably.

➤ **Inadequate customer education**

Service providers have to educate their customers appropriately on how to access and enjoy their services. Lack of education can lead to a negative service experience for the customer, for which they will blame the service provider.

➤ **Inadequate internal marketing communication**

If a service provider expects its employees to provide the best service, it must ensure that they have been properly oriented with its messages, and have bought in to the service philosophy. Inadequate internal marketing can lead to service compromise and lost business.

**11.4 DESIGNING AN EFFECTIVE INTEGRATED MARKETING COMMUNICATION (IMC) CAMPAIGN**

➤ **Managing Service Promise**

In order to deliver on its service promise, a service provider must focus on building a strong brand identity, and coordinating all external communication. Fantasy Kingdom Complex has a strong presence in terms of word of mouth marketing/communication. Most the respondents of our survey had come to know of the brand through a friend, family member, colleague or some other acquaintance.

➤ **Managing Customer Expectations**

The 'promise' made by the service provider creates expectations from the customers. Fantasy Kingdom promises to deliver fun for the whole family. Its service delivery must live up to this promise. Managing the customers' expectations requires the following:

1. **Making realistic promises:** Fantasy Kingdom appears to make realistic promises and deliver on them. The results of the expectations and perceptions survey indicate that for a majority of the respondents, the service perception was quite close to their service expectation for Fantasy Kingdom.
2. **Offering Service Guarantee:** Fantasy Kingdom has to provide a guarantee to its customers that they can enjoy their whole day with full safety, security and obviously with full satisfaction. This is also a guarantee they must deliver on.
3. **Offering Choice:** By offering choice to their customers, Fantasy Kingdom can alter their expectations. This might even help in creating more realistic expectations from customers.

➤ **Improving Customer Education**

There are certain aspects of Fantasy Kingdom service delivery process that are dependent on customers playing certain roles. Customers must therefore be educated on their roles. For Fantasy Kingdom, this means properly preparing their customers for using Fantasy Kingdom’s services. Customers should be properly educated for example, before riding on the track of Xtreme Racing go cart the operator describes all the requirements to the customers like helmet, seat belt and speed controlling systems and all others so that the customers can be educated and enjoy the ride safely.

➤ **Managing Internal Communication**

Fantasy Kingdom must improve its vertical and horizontal communication, so that all its employees are on the same page. Internal coordination is necessary to prepare Fantasy Kingdom staff so that they are knowledgeable and helpful, and able to provide the best customer service experience.

❖ **Developing Integrated Marketing Communications Campaign for Fantasy Kingdom Complex**

➤ **Message:**

1. Fun for the Whole Family.
2. Recharge Yourself.
3. Discover our Heritage.
4. Refresh Yourself.
5. Ride like the Wind.

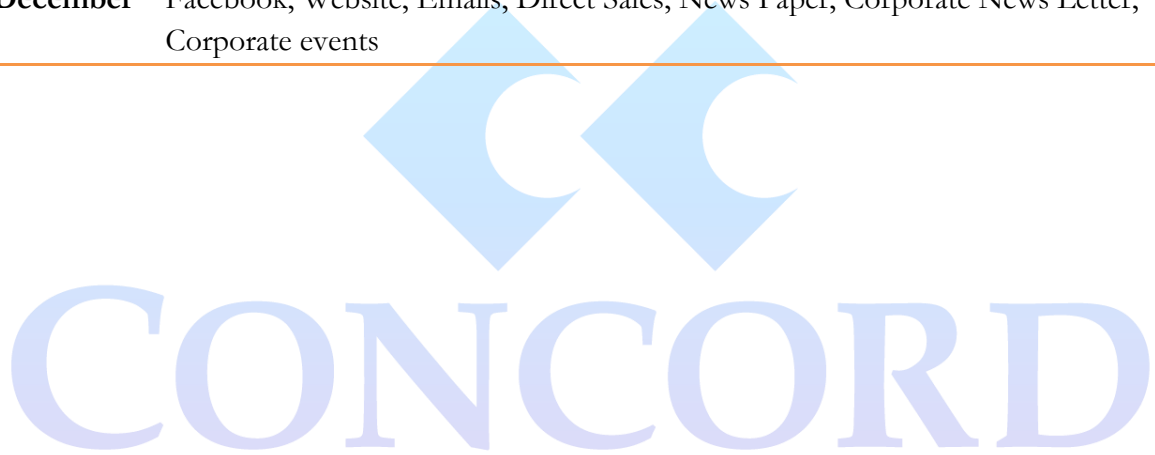
➤ **Media**

1. Facebook
2. Website
3. Email
4. News Paper
5. Corporate News letter
6. Direct Sales visit to corporate clients
7. Sponsorship to various corporate events.

➤ **Time:**

| Month    | Type of Media  |
|----------|--|
| January  | Facebook, Website, Emails, Direct Sales, News Paper, Corporate News Letter, Corporate events |
| February | Facebook, Website, Emails, Direct Sales, News Paper, Corporate News Letter, Corporate events |

|                  |  |
|------------------|--|
| <b>March</b>     | Facebook, Website, Emails, Direct Sales, News Paper, Corporate News Letter, Corporate events |
| <b>April</b>     | Facebook, Website, Emails, Direct Sales, News Paper, Corporate News Letter, Corporate events |
| <b>May</b>       | Facebook, Website, Emails, Direct Sales, News Paper, Corporate News Letter, Corporate events |
| <b>June</b>      | Facebook, Website, Emails, Corporate News Letter   |
| <b>July</b>      | Facebook, Website, Emails, Corporate News Letter   |
| <b>August</b>    | Facebook, Website, Emails, Corporate News Letter   |
| <b>September</b> | Facebook, Website, Emails, Corporate News Letter   |
| <b>October</b>   | Facebook, Website, Emails, Corporate News Letter   |
| <b>November</b>  | Facebook, Website, Emails, Corporate News Letter   |
| <b>December</b>  | Facebook, Website, Emails, Direct Sales, News Paper, Corporate News Letter, Corporate events |



# **CHAPTER 12**

## **FINDINGS**

## 12.1 FINDINGS

- Fantasy Kingdom's market research is only getting a certain group of target buyers' opinions rather than a broad sample so they did not really carry out an effective market research
- The service of Fantasy Kingdom may not so innovative in today's market. A big proportion of respondents said that they are not so much or somewhat innovative regarding the service delivery.
- Fantasy Kingdom doesn't go for aggressive promotion or campaigns
- Fantasy Kingdom heavily depends on the word-of-communication method.
- From the survey on the quick response time we found that the customer service representative is knowledgeable but not up to the mark because a big proportion of our respondents, 17, stated that the customer representatives are somewhat quick to answer the queries of the clients. Again on another question I have found that 14 respondents stated that they are at the neutral position regarding the issue of delivering all the necessary information accurately
- Fantasy Kingdom Complex may not offer any differentiated service all time. From the survey I found that 14 respondents have taken to the neutral and 4 have taken to the disagree position regarding the delivery of differentiated offer.
- For research and develop a new service Fantasy Kingdom does not follow the thumb rule of new service development process.
- IMC Program is not up to the mark. They have huge lacking in the communication strategy portion.
- The biggest brand among the entertainment industry in Bangladesh, Fantasy Kingdom Complex, has the negative issue of easily findable location. 15 respondents from 30 said that they have given mark to the Fantasy Kingdom below than average against easily findable location issue.

**CHAPTER 13**  
**WAY FORWARD**



### 13.1 WAY FORWARD

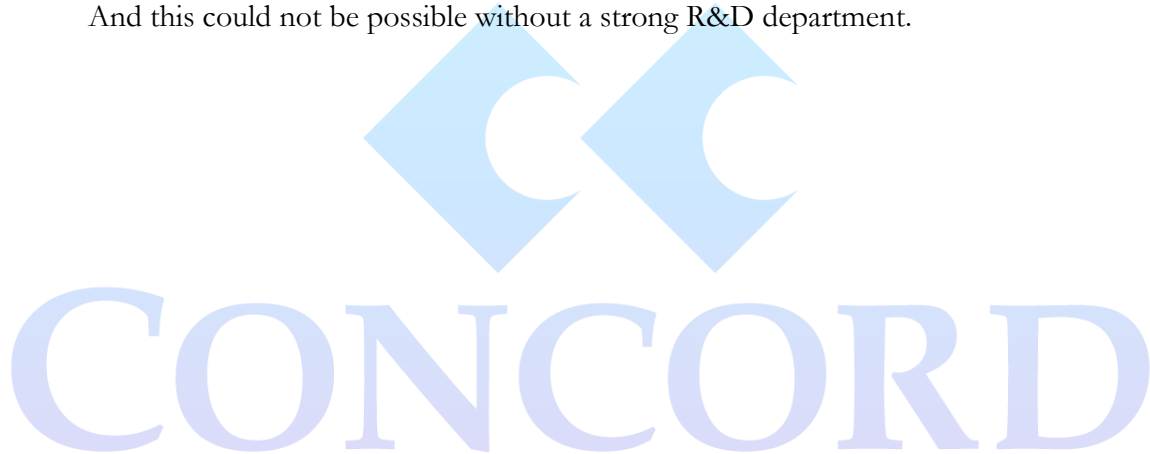
Customer loyalty is an important factor influencing the long term survival and success of a business. This is particularly true in the service industry, where the human element is very important. Fantasy Kingdom Complex has been in business for 14 years. During this time, it has established a reputation as a reliable service provider that provides fun and excitement to a wide range of people all over Bangladesh and offer corporate package to more than 134 national and multinational companies in Bangladesh. While Fantasy Kingdom Complex has been successful, customer expectations are always changing and evolving. In order to remain relevant, Fantasy Kingdom Complex must also adapt with the times and learn to evolve. This means an increased focus on customer satisfaction and service improvement.

As Fantasy Kingdom Complex moves forward, some key points it might consider include:

- Sometimes Fantasy Kingdom Complex fails to keep promise regarding delivering fun and excitement. In some cases, Fantasy Kingdom Complex may not so much innovative to the target customers. They are boring by enjoying the same fun. Well this is not so much easy to find out some new and innovative ideas in this industry. In this case, I would suggest Fantasy Kingdom Complex to promise according the actual delivering fun. Beside this they must have to innovate new ideas and rides in this park because this industry is much more growing and some good competitor already came into this market. It would further enhance Consumer's trust on Fantasy Kingdom Complex.
- Fantasy Kingdom Complex in Bangladesh should go for Research in the market that is to be conducted locally and should be face to face with the local clients. It would make Fantasy Kingdom Complex Understand customer's expectations even better. The gap between the Management's perception and customer's expectation can be reduced this way.
- Upon discussion with Fantasy Kingdom Complex; I found the service recovery procedure from Fantasy Kingdom Complex is easy but there has an issue that recovery is given only when customer asks for it. I think, when ever Fantasy Kingdom Complex goes at fault; Fantasy Kingdom should admit it to its client and talk about service recovery which can be settled quickly with small hassle from the client's side.
- Although Fantasy Kingdom Complex does not go for mass promotion. But the promotions they have are not clear about what service they are offering. The management of Fantasy Kingdom Complex should take it into consideration.
- Improve External communication – Good External communication is essential in presenting a united image in front of the customer, and in providing them with the best possible service.
- They should boost up their social networking communication and advertise themselves through different media so that more people know about them or click a bell to their

mind that they can enjoy their best time with more fun and excitement at Fantasy Kingdom Complex.

- A unique experience to the customers should be provided as it would be a way to increase the success. As a result there would be more customers happily choose the Fantasy Kingdom Complex for spending their time. Alternatively it would be a competitive advantage to Fantasy Kingdom Complex and hence it could forward itself more in the business market while enhancing its relation with the customers.
- Fantasy Kingdom Complex should follow the thumb rule to launch any new service in the market.
- Research and development sector of the Fantasy Kingdom Complex should be more strong as they have to deliver more innovative and differentiated service to the people. And this could not be possible without a strong R&D department.



**APPENDIX I:**

*Survey Question (Expectation)*

1. Gender     Male     Female
2. Age         Below 16     16-25     26-35     36-45     46-55     Above 55
3. Education Level     Below Secondary  
                                   Secondary/Higher Secondary  
                                   Graduate  
                                   Post-Graduate
4. Current Status     Unemployed  
                                   Employed  
                                   Self-employed  
                                   Student  
                                   Retired  
                                   Homemaker
5. How do you come to know about “Fantasy Kingdom Complex”?  
                                   Friends/Family/Relative/Neighbor  
                                   Website/Internet  
                                   Other Sources
6. What is your first expectation towards the service quality of “Fantasy Kingdom Complex”?  
                                   Very positive  
                                   Somewhat Positive  
                                   Neutral  
                                   Somewhat Negative  
                                   Very Negative
7. What is your expectation towards the service charge/pricing strategies of “FKC”?  
                                   Poor  
                                   Average  
                                   Good  
                                   Excellent
8. What is your expectation regarding the innovativeness of the service of Fantasy Kingdom Complex?  
                                   Extremely Innovative  
                                   Very Innovative  
                                   Somewhat Innovative  
                                   Not so innovative  
                                   Not at all innovative
9. How quickly do you expect the customer service representative to handle your call?  
                                   Very quickly  
                                   Quickly  
                                   Somewhat quickly  
                                   Slowly  
                                   Very Slowly

10. What is your expected behavior from the customer service representative or the FKC staff when you are getting angry or sad at the time of service failure?

- Extremely well
- Caring
- Polite
- Aggressive
- Rude

11. Do you expect that your taken service may be or can be compromised by the FKC?

- Yes
- No

12. If your service is being compromised then how do you expect the service provider will take initiative to recover the service?

- Apology for their failure
- Charge less money than regular
- Offer discount on regular price for future one time entry
- Offer gifts on any other promotional activities
- Others

13. What is your expectation regarding the quality of the ride of FKC?

- Very high quality
- High quality
- Neither high nor low quality
- Low quality
- Very low quality

14. What is your expectation regarding the accuracy and completeness of delivering the fun and excitement?

- Poor
- Average
- Good
- Excellent

15. What is your expectation regarding the trustworthiness and dependable of FKC in terms of delivering the fun and excitement.

- Poor
- Average
- Good
- Excellent

**Based on your expectation please rate how much do you agree or disagree with the following statements regarding “FANTASY KINGDOM COMPLEX”**

16. The ability of the desk staff/information staff is quite good to answer all your questions before you purchase the tickets.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

17. The behavior of ticket selling staff, information staff and all other guards of FKC is very polite.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

18. They offer differentiated service from others.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

19. They always try to improve their services.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

**Please rate your expectation from "FANTASY KINGDOM COMPLEX" in terms of the following attributes**

**1-poor, 2-below than average, 3-average, and 4-good, 5-excellent**

- 20. Fantasy Kingdom Complex will keep their words whatever they promise to you regarding their delivery of service. 1-2-3-4-5
- 21. FKC has the willingness to help you to get the actual excitement and fun at the park. 1-2-3-4-5
- 22. How likely is that you would recommend FKC to your friends, colleagues or any other know person. 1-2-3-4-5
- 23. Your expectation regarding the understanding and acknowledging of Fantasy Kingdom Complex's Customer service representatives to your feelings and needs. 1-2-3-4-5
- 24. Your expectation regarding easily findable location of the biggest brand among amusement industry like Fantasy Kingdom Complex. 1-2-3-4-5

**APPENDIX II:**

*Survey Question (Perception)*

1. Gender     Male     Female
2. Age         Below 16     16-25     26-35     36-45     46-55     Above 55
3. Education Level     Below Secondary  
                                   Secondary/Higher Secondary  
                                   Graduate  
                                   Post-Graduate
4. Current Status     Unemployed  
                                   Employed  
                                   Self-employed  
                                   Student  
                                   Retired  
                                   Homemaker
5. How do you come to know about “Fantasy Kingdom Complex”?  
                                   Friends/Family/Relative/Neighbor  
                                   Website/Internet  
                                   Other Sources
6. How do you rate the service quality of “Fantasy Kingdom Complex”?  
                                   Very positive  
                                   Somewhat Positive  
                                   Neutral  
                                   Somewhat Negative  
                                   Very Negative
7. What is your perception towards the service charge/pricing strategies of “FKC”?  
                                   Poor  
                                   Average  
                                   Good  
                                   Excellent
8. How innovative is the service of Fantasy Kingdom Complex?  
                                   Extremely Innovative  
                                   Very Innovative  
                                   Somewhat Innovative  
                                   Not so innovative  
                                   Not at all innovative
9. How quickly do response the customer service representative to handle your call?  
                                   Very quickly  
                                   Quickly  
                                   Somewhat quickly  
                                   Slowly  
                                   Very Slowly

10. What is the actual behavior of the customer service representative or the FKC when you are getting angry or sad at the time of service failure?

- Extremely well
- Caring
- Polite
- Aggressive
- Rude

11. Have you ever been compromised your taken service with the FKC?

Yes  No

12. If yes then what did they do to recover your loss?

- Apology for their failure
- Apologized and give you discount for the next visit
- Apologized and give you full refund of the service charge
- Apologized and took a note of the compromising issue
- Others or did nothing

13. How do you rate the quality of the ride of FKC?

- Very high quality
- High quality
- Neither high nor low quality
- Low quality
- Very low quality

14. What is your perception regarding the accuracy and completeness of delivering the fun and excitement?

- Poor
- Average
- Good
- Excellent

15. What is your perception regarding the trustworthiness and dependable of FKC in terms of delivering the fun and excitement.

- Poor
- Average
- Good
- Excellent

**Based on your experience please rate how much do you agree or disagree with the following statements regarding “FANTASY KINGDOM COMPLEX”**

16. The ability of the desk staff/information staff is quite good to answer all your questions before you purchase the tickets.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

17. The behavior of ticket selling staff, information staff and all other guards of FKC is very polite.

- Strongly disagree
- Disagree
- Neutral
- Agree
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18. They offer differentiated service from others.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

19. They always try to improve their services.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

**Please rate your experience from "FANTASY KINGDOM COMPLEX" in terms of the following attributes**

**1-poor, 2-below than average, 3-average, and 4-good, 5-excellent**

- 20. Fantasy Kingdom Complex keeps their words whatever they promise to you regarding their delivery of service. 1-2-3-4-5
- 21. FKC has the willingness to help you to get the actual excitement and fun at the park. 1-2-3-4-5
- 22. How likely is that you would recommend FKC to your friends, colleagues or any other know person. 1-2-3-4-5
- 23. FKC's Customer service representatives understand and acknowledge your feelings and needs. 1-2-3-4-5
- 24. The location of the biggest brand among amusement industry like FKC is easily findable 1-2-3-4-5



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