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Step 4c—Service-Delivery System Design

The service-delivery system, as evidenced by the location and layout, servicescape, service processes, job designs, technology, and organizational structure, is combined into an integrated service-delivery system. LensCrafters' stores are located in high-traffic areas such as shopping centers and malls within 5 to 10 miles of the target market.

A typical store layout is shown in Exhibit 6.12. The servicescape is designed to convey an impression of quality and professionalism. The store is spacious, open, clean, carpeted, with professional merchandise display areas, modern furniture in the retail area, and modern equipment in the laboratory, technicians in white lab coats, shiny machines in the lab, and bright lights throughout. The store display cases, eye examination areas, and fitting stations are in the high-contact area where customers and service providers interact frequently. Optometry degrees, certifications, and

licenses hanging on the wall provide physical evidence of employees' abilities.

A greeter directs each customer to the appropriate service area as he or she enters the store. The low contact area of a LensCrafters store—the optical laboratory—is separated from the retail area by large glass panels. The optical laboratory becomes a “showroom” where the customer's perception of the total delivery process is established.

The store is a service factory. The typical service process begins when a customer makes an appointment with an optician and continues until the eyeglasses are received and paid for. Between these two events, the customer travels to the store, parks, receives a greeting from store employees, obtains an eye examination, selects frames, is measured for proper eyeglasses and frame fit, watches the eyeglasses being made in the laboratory, and receives a final fitting to make sure all is well. Information flow in the forms of prescriptions, bills, and receipts complements the physical flows of people and eyewear.

Exhibit 6.12 A Schematic View of a Typical LensCrafters' Store Layout

