

**ADVANCED SUBSIDIARY GCE**  
**APPLIED BUSINESS**  
The Impact of Customer Service

**F243/CS**

**CASE STUDY**

**Monday 17 May 2010**  
**Afternoon**

**Duration:** 1 hour 30 minutes



**INSTRUCTIONS TO CANDIDATES**

- This is a clean copy of the Case Study which you should already have seen.
- You should refer to it when answering the examination questions which are printed in a separate booklet.
- You may **not** take your previous copy of the case study into the examination.
- You may **not** take notes into the examination.

**INFORMATION FOR CANDIDATES**

- This document consists of **8** pages. Any blank pages are indicated.

## Moreton Hospital Radio (MHR)

Moreton Hospital Radio (MHR) broadcasts from the basement of the Royal Moreton Hospital in the north of England. As a registered charity, *MHR* relies entirely upon volunteers to present its shows and, apart from a small grant from the local council each year, looks to local businesses and individuals for donations to keep the radio station running.

*MHR*'s shows cannot be heard on normal radios but are fed on special landlines straight to the bedsides of the patients in the hospital, together with other local and national radio stations. The radio station currently has 15 presenters who all work for free. They present programmes ranging in style from request shows to children's fun hours to a Sunday evening service which the local reverend presents. *MHR* broadcasts seven days a week from seven in the morning until ten at night. Requests for songs or dedications for patients are done via telephone directly to the studio which is only manned during broadcasting hours. At all other times requests can be left on the radio station's answer machine. 5  
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### Nobody Listening

Over the last few months Chris Rose, the chairperson of *MHR*, has been feeling that the radio station was not as popular with the patients as it used to be. He called a meeting with all the other presenters one evening to discuss his concerns. "I get the feeling no one's actually listening to *MHR* anymore", said Chris. "We used to be inundated with requests and dedications, so much so that we couldn't possibly play them all. Now we're lucky if we get one a day." He went on to explain that although he knew their programmes were competing with other radio stations also piped to the patients' bedsides, this had always been the case and requests had not suffered before. "We need to find out what's wrong with our broadcasting and change it fast," Mikey, a student from the local college and presenter of the rock show, said. "I'm quite happy to do a bit of market research around the place. I've never done any before, but I bet it'll be fun." Chris nodded. "Thank you, that would be really helpful." 15  
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### Technological Difficulties

The discussions then turned to the problems the volunteers had been having with the new answer machine which had been donated by a local electronics firm. There was currently one number for people to phone, whether they wished to place a song request, become a volunteer on the radio station or make a complaint. The equipment had been installed for two weeks and only a couple of volunteers knew how to use it. As a result, messages were not getting picked up until it was too late. "I used to work for a hospital radio station in Newcastle and they had a website that people could put their requests onto", said Sarah, presenter of the 'nice n easy' show and also deputy chairperson. "People were also able to select the time they wanted the song to be played which is a real benefit. We could really do with our own website." 25  
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### Listings

"And another thing," Sarah continued, "we don't have any way of letting the patients know what shows they can listen to. How about a poster in each ward advertising our programme schedule? Or, whenever a new patient is admitted to a ward, the nurses inform us and one of us can pop over and explain to them what *MHR* is all about." Chris could see the potential but also some issues with these ideas. Anna, the breakfast show presenter, said, "How about a one page leaflet left on every bedside, with our programmes for the day outlined? I'm quite happy to produce one and put them out before I start my show in the mornings." Chris thought that was a better idea and asked her to go ahead. "Let's see how these things go and we'll have another meeting in a couple of weeks to see if we need to do anything else." 35  
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## Informal Chats

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The next morning, Chris arrived at the studio ready to present his lunchtime show and found a copy of the daily schedule leaflet (**see Fig. 1**) on the mixing desk, with a note from Anna saying, "I've put one of these on every bedside in the hospital, hope you like it! I'm going to do one every day!" Chris had a quick scan through, and, overall, it looked OK. About an hour later, when Chris was halfway through his show, the studio phone rang. "Ah, a request! Anna's leaflet is working already!", he thought. Unfortunately, it was an irate nurse on the line. "One of your volunteers, Mikey, has been completely out of order!", she shouted. The nurse went on to explain that Mikey had been touring all the wards asking patients if they listened to *MHR*, and if not, getting annoyed with them and demanding to know exactly what their problem was. In addition, if any of the patients were asleep, he was leaning over them and retuning their radios to the *MHR* setting. Chris could only apologise and asked the nurse to send Mikey to him.

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## In Defence

Ten minutes later Mikey arrived in the studio. "I've been having a great time interviewing the patients", he announced. Chris put on an extended piece of music and told him about the nurse's complaint. "But look, Chris", said Mikey, "if you don't ask people face to face, how are you going to get an honest answer? You can't tell what people are listening to, and why, just by walking past. In fact, I've already got some really useful feedback on *MHR* see?" Mikey presented Chris with his notes (**see Fig. 2**). Chris could see Mikey had made an effort and, he had to admit, there were some good points made by the patients. As for retuning radios, Mikey simply said that it would be a lovely surprise for the patients when they woke up and they may become avid listeners as a result.

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## The Following Week

Over the next week, the number of songs requested rose, but so too, unfortunately, did complaints. *MHR*'s policy of playing 'absolutely anything requested' on its request shows was bringing with it some problems. Wilbur, the request show presenter, played a hip hop track with swearing in it which caused outrage across the wards. He also played random requests in any order; for example, during one show he played Nelly the Elephant, followed by a classical track, followed by a heavy metal tune, all of which had been asked for by various patients. "What am I supposed to do then?", asked Wilbur huffily when Chris pointed out that he needed to pay more attention to his playlist. "I'm only playing what the patients want to hear, and anyway, if they don't like it, they don't have to listen. It's not like we have to worry about providing good customer service – no one's paying for it." Chris was appalled at Wilbur's attitude. It seemed that *MHR* was struggling to cope efficiently with its own increased popularity. Wilbur's completely wrong, Chris thought. Providing a good service for our listeners is our duty. Unfortunately, at the moment, by trying to appeal to everyone, we're appealing to no-one.

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## Hospital Radio Awards

A few days later, Chris received an email (**see Fig. 3**). He showed it to Sarah. "What do you think? We've got nothing to lose! If we sort a few things out, I reckon we could win." Ever the pragmatist, Sarah sighed. "And if we did win, so what? How would it actually benefit the listeners? I'm not sure it's worth the effort. And anyway", she continued, "the way we are at the moment, we wouldn't win a single thing." Chris thought for a moment. Maybe Sarah was right, but he knew that if the radio station really focused on customer needs, *MHR* could be turned around.

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**Daily Schedule Leaflet**

**Tuesdays on Moreton Hospital Radio**

Channel 80 on your bedside radio

8am to 11am - The Breakfast Show with Anna  
 11am to 2pm - The Lunchtime Show with Chris  
 2pm to 3pm - Children's Fun Time with Bilbo and Smarty  
 3pm to 6pm - Tea Time Teasers with Ben and the Goon  
 6pm to 8pm - Wilbur's Request Show - He'll play absolutely anything! Try him!  
 8pm to 10pm - Manic Mikey's Evening Rock Out

Contact us on internal phone 72701

Fig. 1

**Notes on patients' feedback**

- Nothing is wrong with MHR at all - I love it
- Wish it was on 24 hours a day
- There should be more request shows
- Mikey is my favourite presenter! Could he do the weekend breakfast show too (and get paid for it)?
- My bedside radio is broken so I can't listen - and I really want to
- Can we have more rock music?

Fig. 2

**Dear Chairperson**

**The British Hospital Radio Awards 2010 – enter your station now!**

Big money prizes **plus** publicity in all major national newspapers! Simply send us your recordings of your three best shows, plus a copy of your weekly schedule. If shortlisted, we will send 'mystery listeners' out to your hospital to hear for ourselves just how good your radio station is. If interested, email us back now for further details!

**The Organisers**

Fig. 3







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