

# Pressed for Solutions: The Clezo Suit Crisis

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**Abstract.** Clezo Dry Cleaning & Laundry Services, a rapidly expanding premium laundry chain in India, confronts a critical moment when a loyal executive client's expensive suit needed for an imminent board meeting is irreparably damaged under the company's care. This propels CEO Prachi Bhoir into a high-stakes crisis management that tests her recovery capabilities after years of carefully building brand equity and customer trust. The case dissects a preventable service failure within an otherwise seamless operation. The incident exposes the fragility of service excellence and the risks inherent in operational gaps, however small they may be. Students must analyse the service blueprint to identify systemic weaknesses, evaluate the strategic trade-offs inherent in various recovery approaches and devise a comprehensive Premium Garment Protocol. The case emphasises that in premium service sectors, operational resilience and relationship capital are inseparable - and that crisis moments can destroy brands or define them.

**Keywords:** service failure, service blueprint, service recovery, premium services, laundry operations.

It was Wednesday morning in Mumbai on November 23<sup>rd</sup>, 2024, when Ms. Prachi Bhoir, the CEO of Clezo Dry Cleaning & Laundry Services, glanced at her buzzing phone. She was preparing for the day's tasks. The caller ID flashed "Hiranandani Powai Outlet"—one of Clezo's busiest and most prestigious locations in the heart of the city, nestling amidst a residential and corporate hub. Prachi answered, expecting a routine update. She would be doing a routine round along with her husband, Mr. Nilesh Bhoir (Founder), during the day anyway. Instead, the urgency in the store manager's voice was unmissable. Viraj, the store manager, said, "Ma'am, we have an emergency. Mr. Arvind Mehra's suit has been damaged during processing. He's our regular client and is a VP at a major multinational company. The suit is a Ralph Lauren bespoke collection worth \$4,183.00 or more, and he needs it for a critical board meeting next Thursday. With her team awaiting instructions and the clock ticking toward Mr. Mehra's all-important meeting, Prachi reached the store and sees a crowd gathered with a noisy customer. She is on the forefront of how to settle this incident and avoid it happening again.

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## **1. About the Company**

Clezo Cleaning & Laundry Services was a trusted name in the laundry and cleaning industry, offering reliable and affordable services across Mumbai and Thane in India. Established in 2015, the company had grown steadily over the past decade, building a strong reputation for quality, convenience and professionalism. Clezo specialized in premium laundry, dry cleaning and cleaning solutions, catering to both individual and corporate clients.

The company was led by Ms Prachi Bhoir, the CEO and Mr Nilesh Bhoir, the Managing Director. Both hailed from respected Maharashtrian families and brought strong educational and professional backgrounds to the venture. Under their leadership, Clezo had expanded its presence across key locations in Mumbai and Thane, offering reliable doorstep laundry services to busy urban households and professionals.

## **2. Journey of the Company**

The journey of Clezo Cleaning & Laundry Services began in 2015, born out of personal circumstances, entrepreneurial vision and family inspiration. After a career break due by motherhood, Ms. Prachi Bhoir, an M.Com graduate, turned a simple conversation with their relative into a business vision, founding Clezo Cleaning & Laundry Services near Mumbai's Hiranandani hub. Supported by her husband Nilesh, an MBA and ex-banker, and guided by family expertise, Prachi launched Clezo in 2015 with one outlet that quickly earned a reputation for professional, customer-focused laundry solutions. Through relentless dedication and a sharp awareness of urban market needs, Clezo expanded rapidly, establishing eight outlets across Mumbai and Thane within five years. By 2023, Clezo had grown into a leading organised laundry provider with 22 outlets serving Mumbai and Pune, transforming a single-store vision into a major player in Maharashtra's laundry service industry.