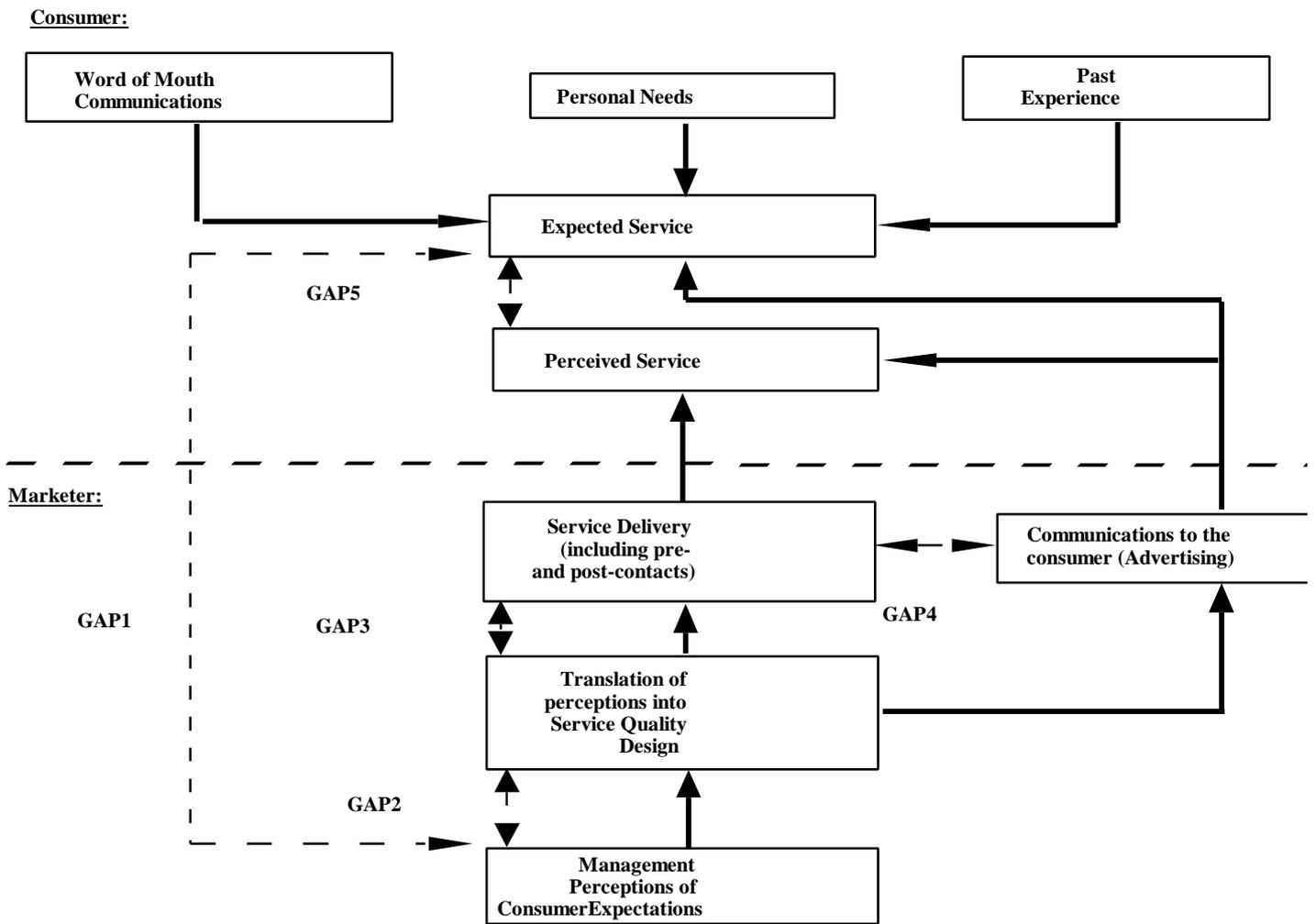

Service Quality

A Model

The Service Quality Model



The Gaps in the Model

- **Gap 1: Customer Expectations - Management Perceptions Gap**
 - **Gap 2: Management Perceptions - Service Quality Specifications Gap**
 - **Gap 3: Service Quality Specifications - Service Delivery Gap**
 - **Gap 4: Service Delivery - External Communications Gap**
 - **Gap 5: Expected Service - Perceived Service Gap (or the Service Performance Gap)**
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Customer Expectations - Management Perceptions Gap

- **Collect data on customer expectations**
 - **Relate customer data to overall service strategy**
 - **Increase management contact with customers**
 - **Increase internal communications**
 - **Track performance on satisfaction**
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Inappropriate Quality Service Standards

- Leadership commitment
 - “Can’t be done” - create possibilities
 - Standardise tasks
 - Goal setting - based on service goals
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The Service-Performance Gap.

- Provide data on performance, on definition of standards for excellent service
 - Provide opportunity to change and to grow
 - Provide training - educate employees about customers
 - Harmonise roles - define in customer service terms
 - Develop team environment - work together
 - Empower people to solve problems
 - Provide support to employees to create high performance service
-

The Promise-Delivery Gap

- Break down barriers between departments
 - Communicate freely
 - Understand and mentor internal customers
 - Standardise and communicate policies and procedures
 - Communicate standards, policies and procedures to customers
 - Emphasise primary characteristics
 - Manage customer expectations
-

Expected Service - Perceived Service Gap

- This gap is the result of the other gaps
 - This is the gap the customer notices
 - Feedback on this gap (complaints) is diagnostic of the other gaps
 - Here is where we obtain information that provides the imperative for improvement.

 - Proactively seeking feedback here is essential to improvement
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Service Dimensions: The Long List

- Reliability
 - Responsiveness
 - Competence
 - Access
 - Courtesy
 - Communication
 - Credibility
 - Security
 - Understanding/Knowing the customer
 - Tangibles
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