Service Quality

A Model
The Service Quality Model

Consumer:
- Word of Mouth Communications
- Expected Service
- Perceived Service
- Service Delivery (including pre- and post-contacts)
- Translation of perceptions into Service Quality Design
- Management Perceptions of Consumer Expectations
- Past Experience

Marketer:
- GAP1
- GAP2
- GAP3
- GAP4
- GAP5
- Communications to the consumer (Advertising)
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)
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
Inappropriate Quality Service Standards

- Leadership commitment
- “Can’t be done” - create possibilities
- Standardise tasks
- Goal setting - based on service goals
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
Service Dimensions: The Long List

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