Gaps in Quality of Service

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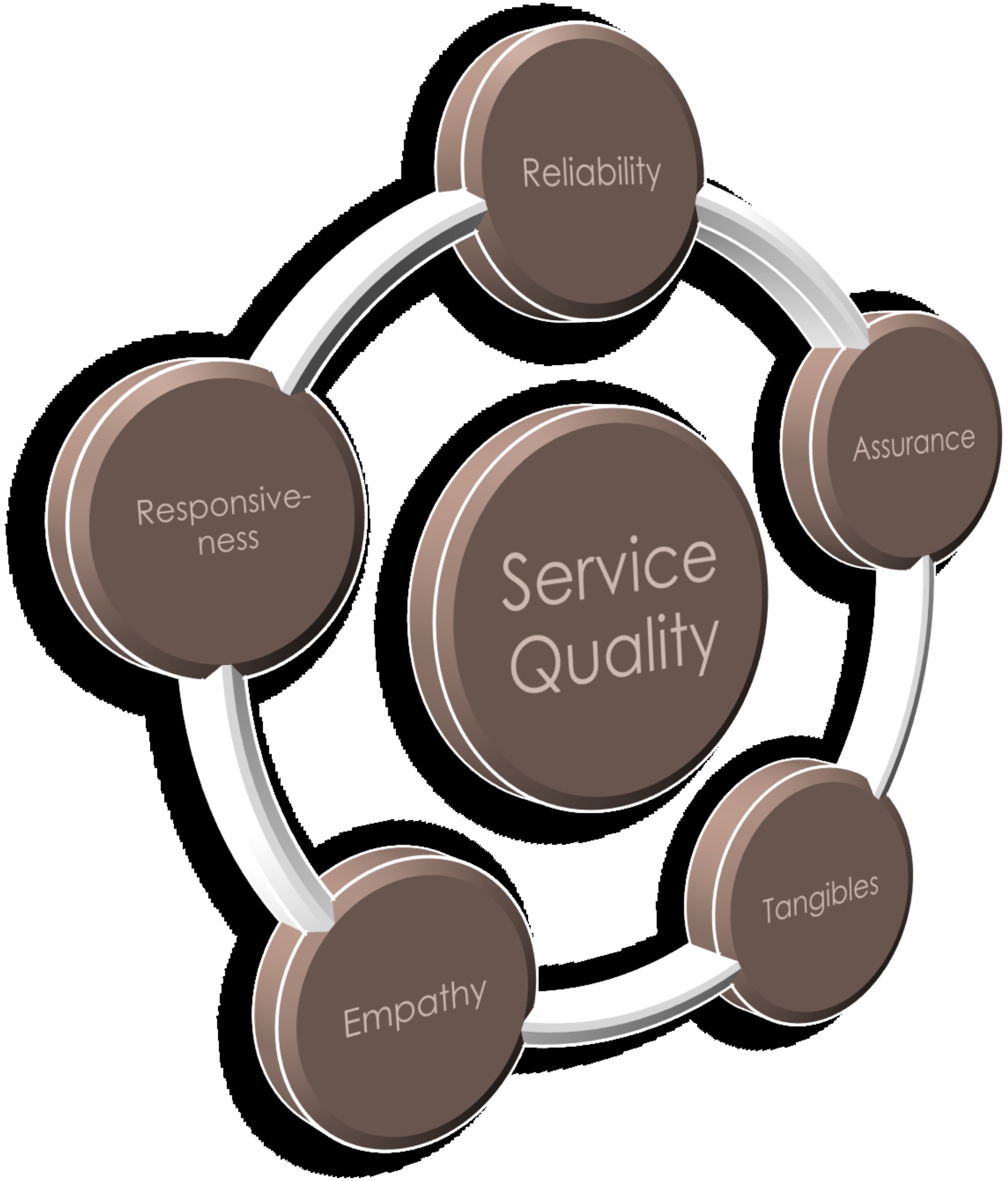
PA181 SERVICES - SYSTEMS, MODELLING AND EXECUTION

Learning objectives

- Re-cap the SERVQUAL model
- Understand the gaps in quality of service
- Understand how to improve quality of service


Reliability
Assurance
Responsive-ness
Service Quality
Tangibles
Empathy

SERVQUAL

SERVQUAL Attributes

RELIABILITY

- Providing service as promised
- Dependability in handling customers' service problems
- Performing services right the first time
- Providing services at the promised time
- Maintaining error-free records

RESPONSIVENESS

- Keeping customers informed as to when services will be performed
- Prompt service to customers
- Willingness to help customers
- Readiness to respond to customers' requests

ASSURANCE

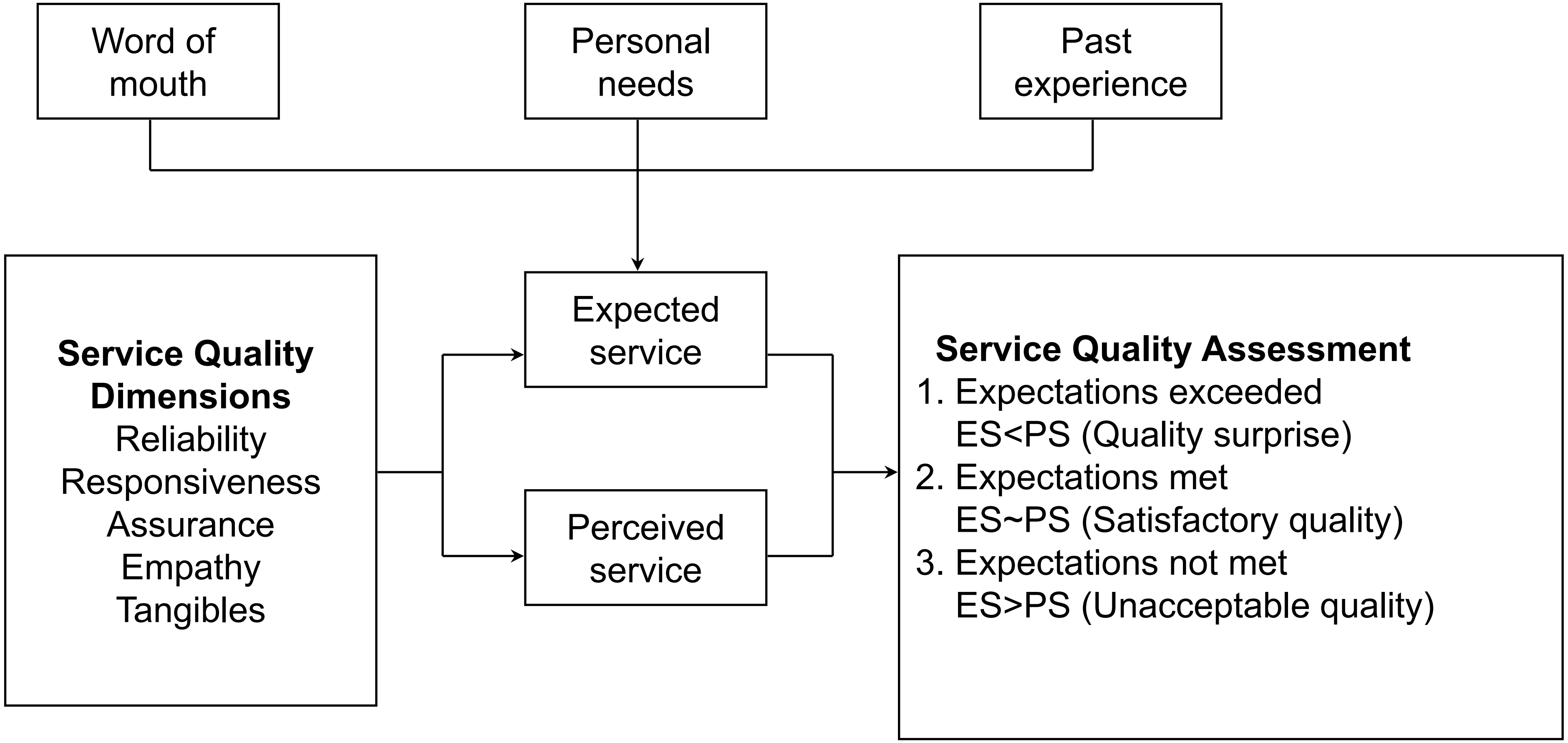
- Employees who instill confidence in customers
- Making customers feel safe in their transactions
- Employees who are consistently courteous
- Employees who have the knowledge to answer customer questions

EMPATHY

- Giving customers individual attention
- Employees who deal with customers in a caring fashion
- Having the customer's best interest at heart
- Employees who understand the needs of their customers
- Convenient business hours

TANGIBLES

- Modern equipment
- Visually appealing facilities
- Employees who have a neat, professional appearance
- Visually appealing materials associated with the service



Word of mouth

Personal needs

Past experience

Expected service

Perceived service

Service Quality Dimensions

Reliability

Responsiveness

Assurance

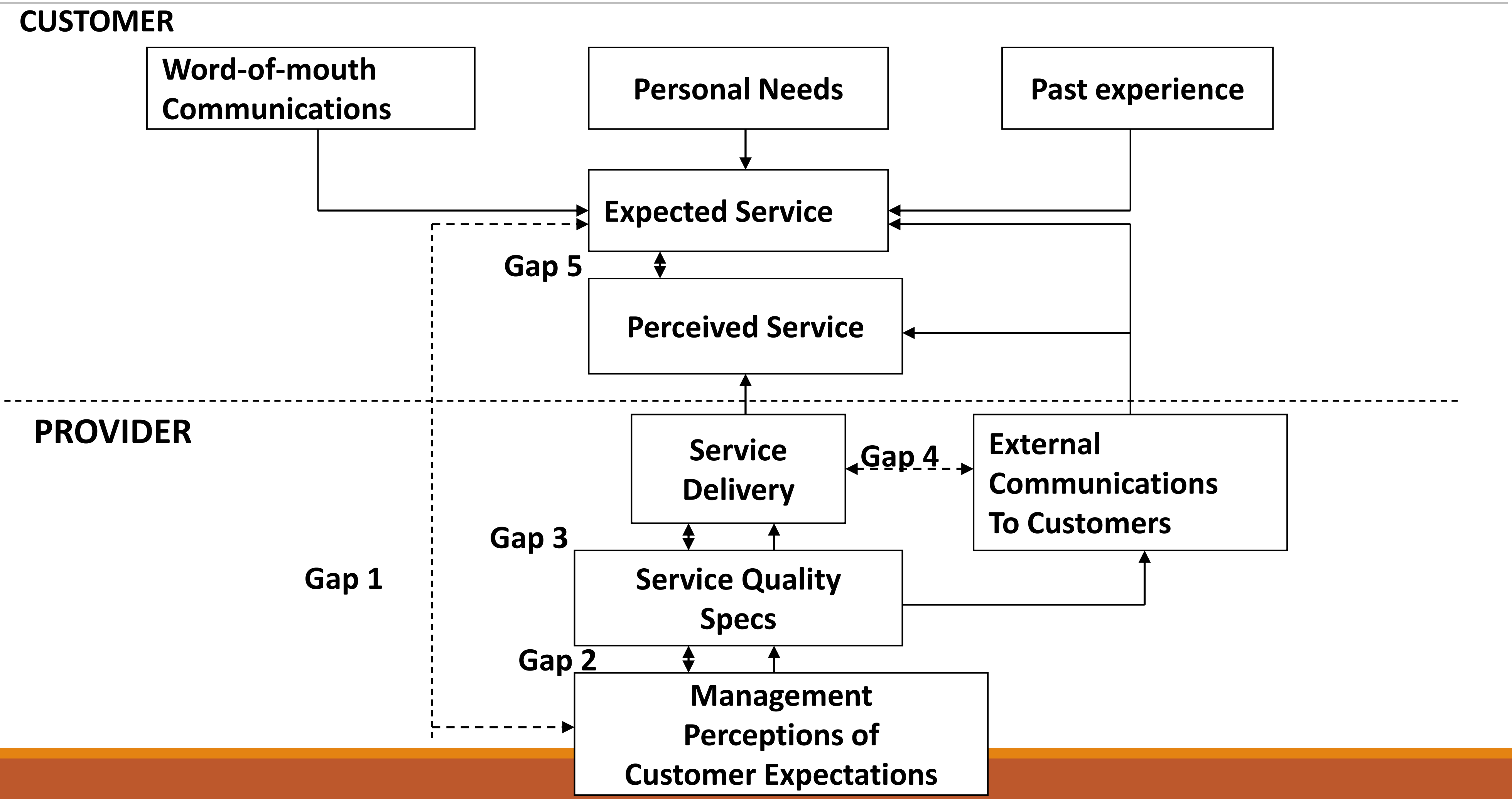
Empathy

Tangibles

Service Quality Assessment

1. Expectations exceeded
   ES<PS (Quality surprise)
2. Expectations met
   ES~PS (Satisfactory quality)
3. Expectations not met
   ES>PS (Unacceptable quality)

Conceptual Model of Service Quality


CUSTOMER
Word-of-mouth Communications
Personal Needs
Past experience
Expected Service
Gap 5
Perceived Service
PROVIDER
Service Delivery
Gap 4
External Communications To Customers
Gap 3
Gap 1
Service Quality Specs
Gap 2
Management Perceptions of Customer Expectations

What are the Servqual Gaps?

Gap 1: The difference between management perceptions of what customers expect and what customers really expect

Gap 2: The difference between management perceptions and service quality specifications - the standards gap

What are the Servqual Gaps?

Gap 3: The difference between service quality specifications and actual service delivery - are standards consistently met?

Gap 4: The difference between service delivery and what is communicated externally - are promises made consistently fulfilled?

What are the Servqual Gaps?

Gap 5: The difference between what customers expect of a service and what they actually receive

- expectations are made up of past experience, word-of-mouth and needs/wants of customers
- measurement is on the basis of two sets of statements in groups according to the five key service dimensions

Problems with Gaps in Service Quality

- Gap1: Market research gap
  - Management may not understand how customers formulate their expectations from past experience, advertising, communication with friends
    - Improve market research
    - Foster better communication between employees and its frontline employees
    - Reduce the number of levels of management that distance the customer

- Gap 2: Design gap
  - Management is unable to formulate target level of service to meet customer expectations and translate them to specifications
    - Setting goals and standardizing service delivery tasks can close the gap

Problems with Gaps in Service Quality

- Gap 3: Conformance gap
  - Actual delivery of service cannot meet the specifications set by management
    - Lack of teamwork
    - Poor employee selection
    - Inadequate training
    - Inappropriate job design

- Gap 4: Communication gap
  - Discrepancy between service delivery and external communication
    - Exaggerated promises in advertising
    - Lack of information provided to contact personnel to give customers

Problems with Gaps in Service Quality

- Gap 5: Customer expectations and perceptions gap
  - ✓ Customer satisfaction depends on minimizing the four gaps that are associated with service delivery

Conclusion

Understand the gaps in quality of service

User the gap model to improve service quality