

# Gaps in Quality of Service

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PA181 SERVICES - SYSTEMS, MODELLING AND  
EXECUTION

# Learning objectives

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



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

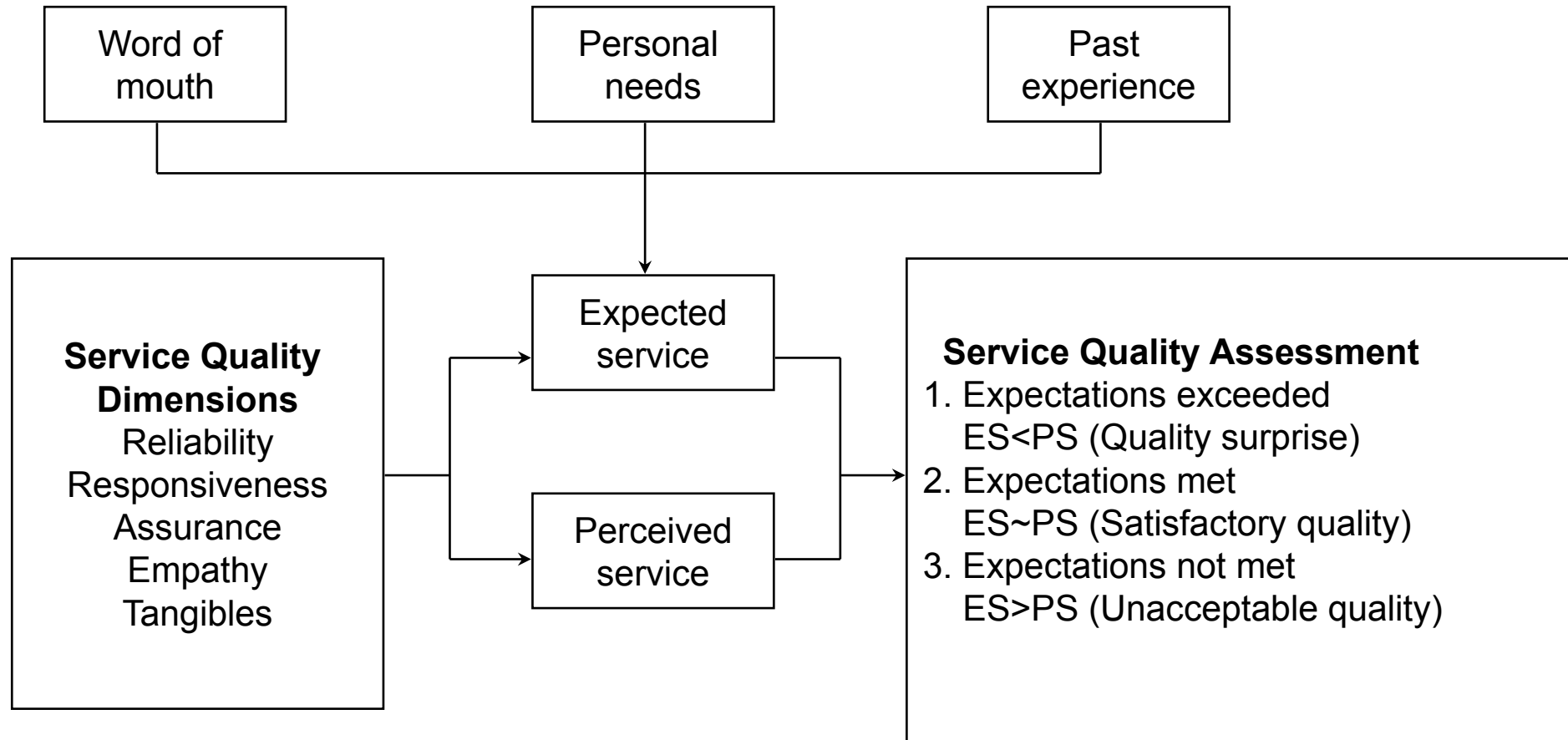
- Employees who instill confidence in customers
- Making customers feel safe in their transactions
- Employees who are consistently courteous
- Employees who have the knowledge to answer customer questions

## EMPATHY

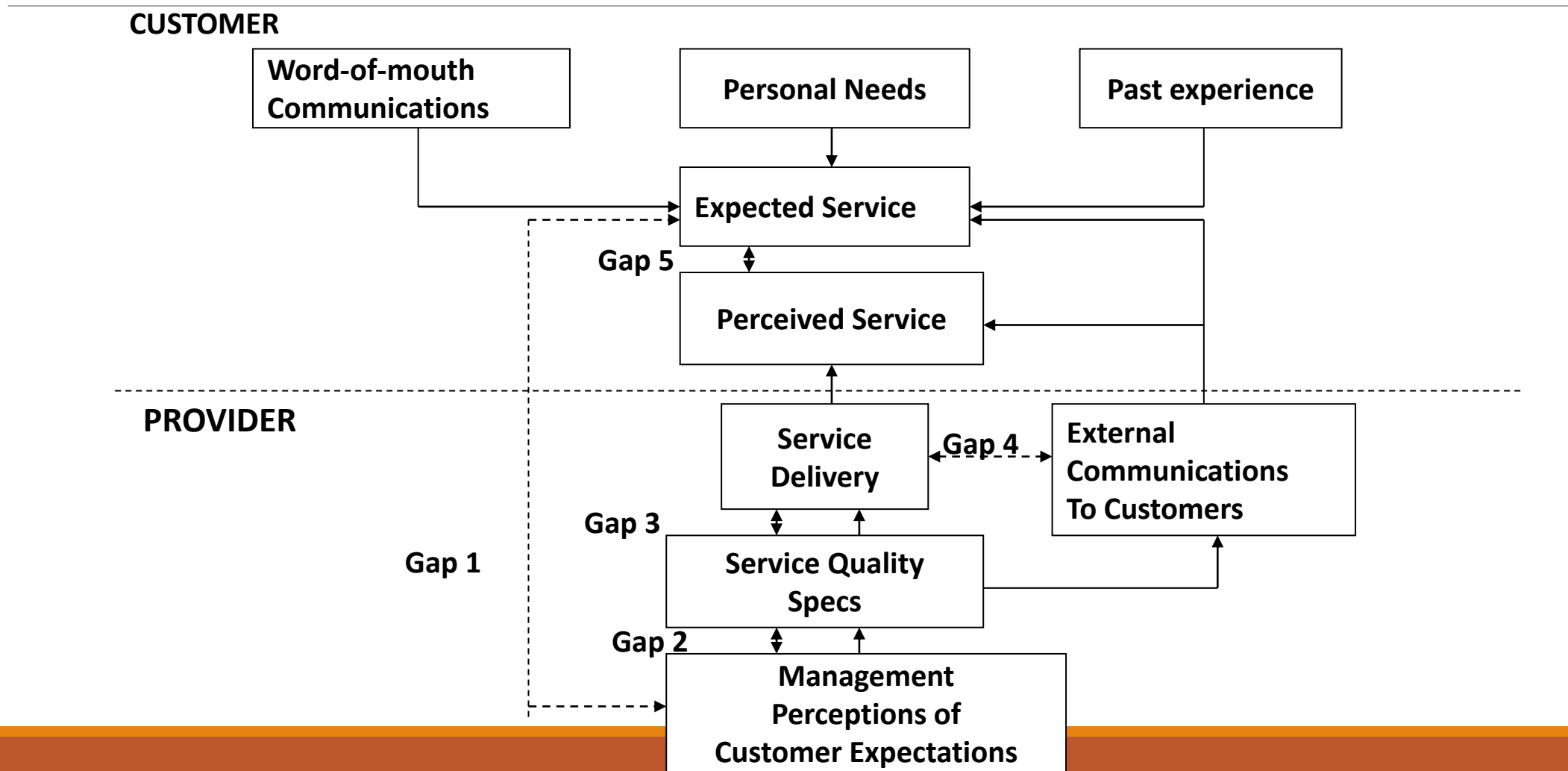
- Giving customers individual attention
- Employees who deal with customers in a caring fashion
- Having the customer's best interest at heart
- Employees who understand the needs of their customers
- Convenient business hours

## TANGIBLES

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



# Conceptual Model of Service Quality



## What are the Servqual Gaps?

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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?

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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?

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### 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

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## ➤ 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

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## ➤ 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

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

# Conclusion

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Understand the gaps in quality of service

User the gap model to improve service quality