

Quality in the service encounter





Defining quality

- The non-inferiority, superiority or usefulness of something. Customers define these characteristics and elements.
- Customer satisfaction with a service can be defined by comparing perceptions of service received with expectations of service desired.
- Five dimensions are needed to define quality: reliability, responsiveness, assurance, empathy and tangibles.



The power of perception

- ◆ Perception: the way people see something based on their experiences
- ◆ Scope of influence: ability to influence others based on one's perceptions and experiences.
- ◆ Expectation: personal vision of the results that will come from one's experience
 - Primary expectations: customer's most basic requirements of an interaction
 - Secondary expectations: expectations based on previous experiences that enhance the primary expectations.



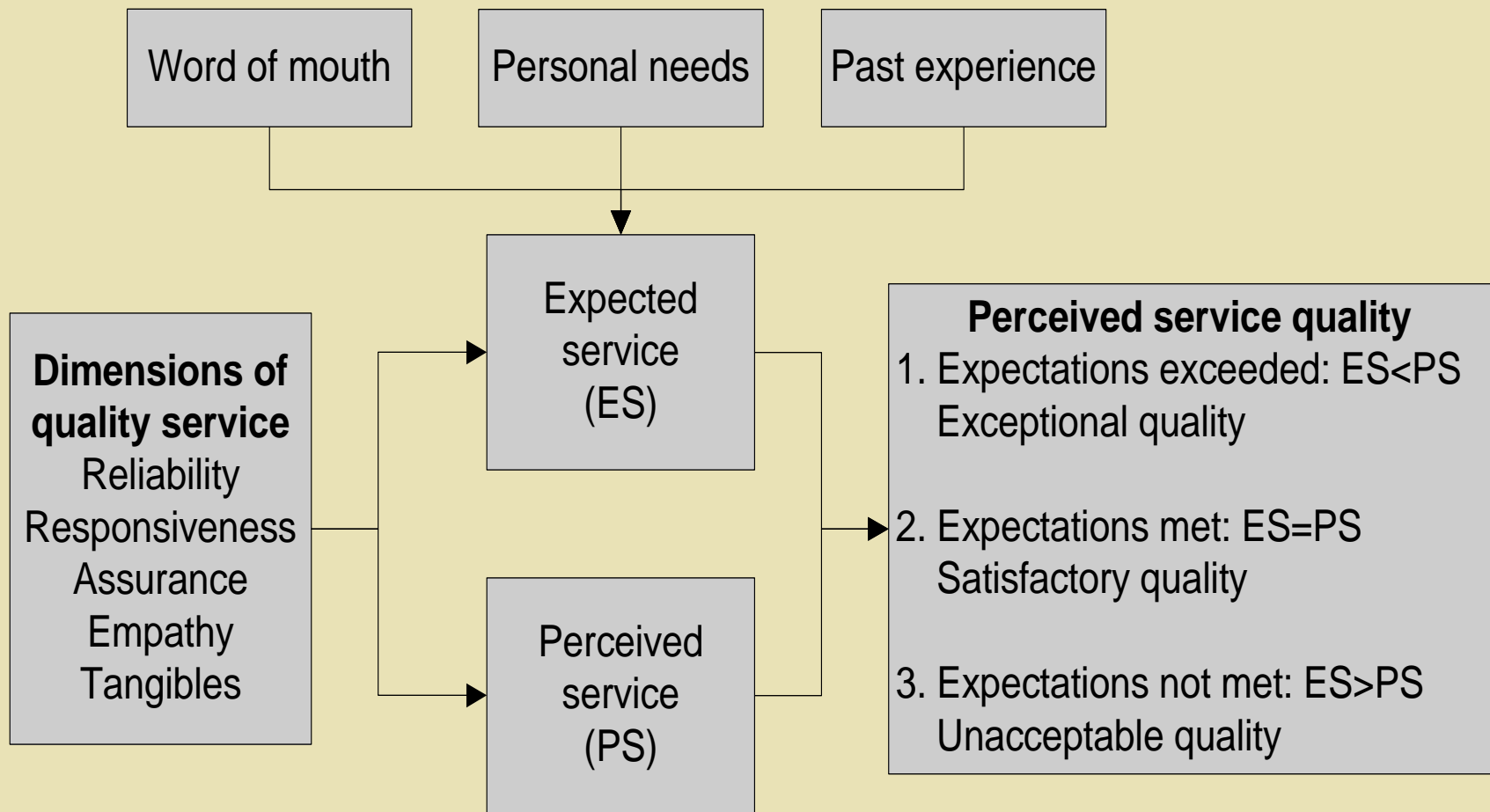
How to exceed expectations

- ◆ Become familiar with customers
- ◆ Ask customers about their expectations
- ◆ Tell customers what they should expect
- ◆ Live up to their expectations
- ◆ Maintain consistency




Credibility

- ◆ Confidence that the service is constant and consistent
- ◆ Is made up of a combination of current knowledge, reputation and professionalism
 - Consistency
 - Expertise
 - Team effort
 - Respect
 - Trust



Dimensions of quality

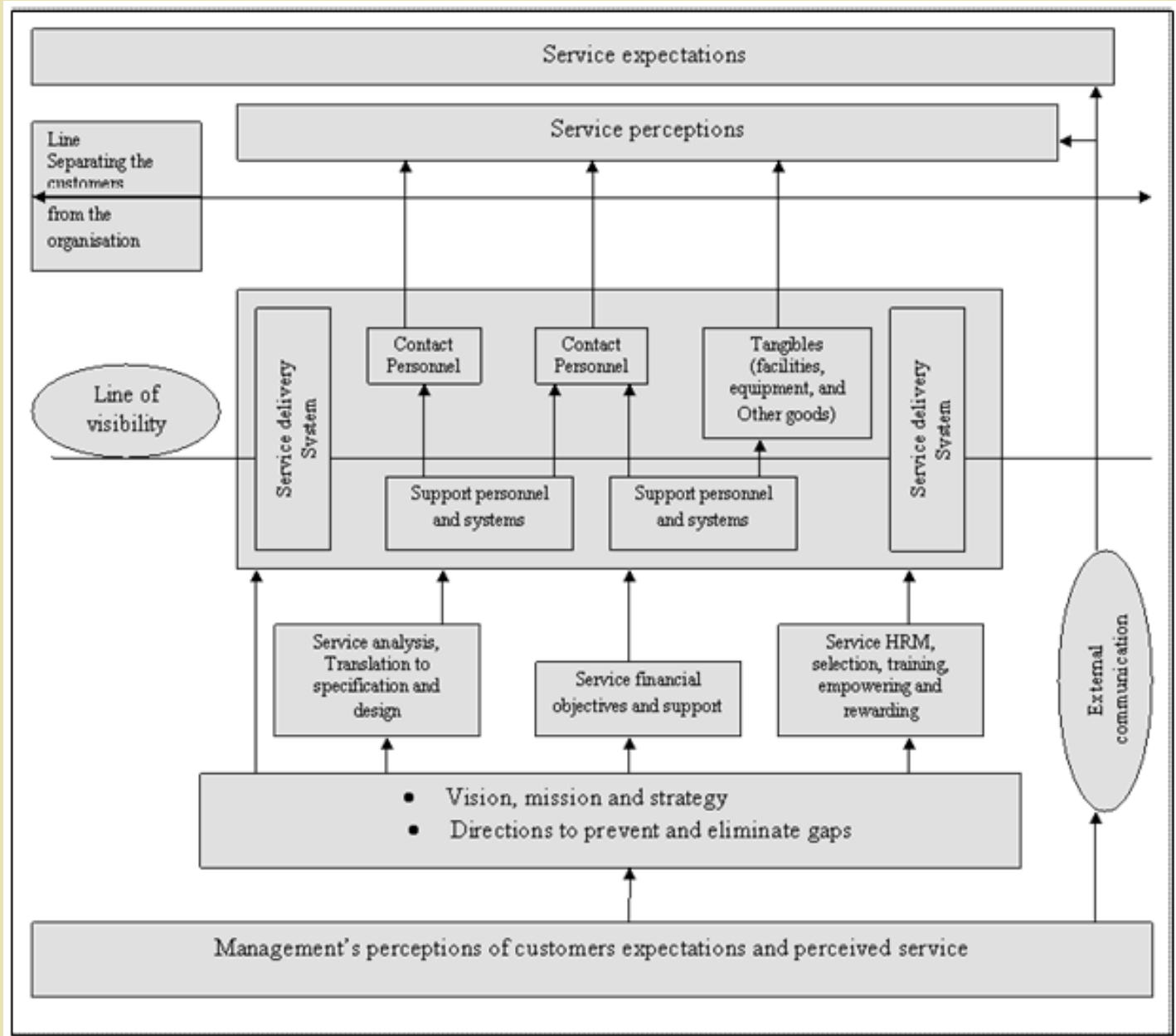
- ◆ **Reliability:** The ability to perform the promised service both dependably and accurately. It means that the service is accomplished on time, in the same manner, and without errors every time.
- ◆ **Responsiveness:** The willingness to help customers and to provide prompt service. It includes the ability to recover quickly and with professionalism when a failure appears
- ◆ **Assurance:** The knowledge and courtesy of employees as well as their ability to convey trust and confidence. This dimension includes aspects such as: competence to perform service, politeness and respect, effective communication, the attitude that the customer's best interest is at heart
- ◆ **Empathy:** The provision of caring, individualized attention to customers. It includes approachability, sensitivity and effort to understand customer needs.
- ◆ **Tangibles:** the appearance of physical facilities, equipment, personnel, and communication material. This dimension also can extend to the conduct of other customers in the service.



Perspective in measuring and achieving quality

- ◆ **Content:** Are standard procedures being followed?
- ◆ **Process:** Is the sequence of events in the service process appropriate?
- ◆ **Structure:** Are the physical facilities and organizational design adequate for the service?
- ◆ **Outcome:** What changes in status has the service caused?
- ◆ **Impact:** What is the long-range effect of the service in the consumer?

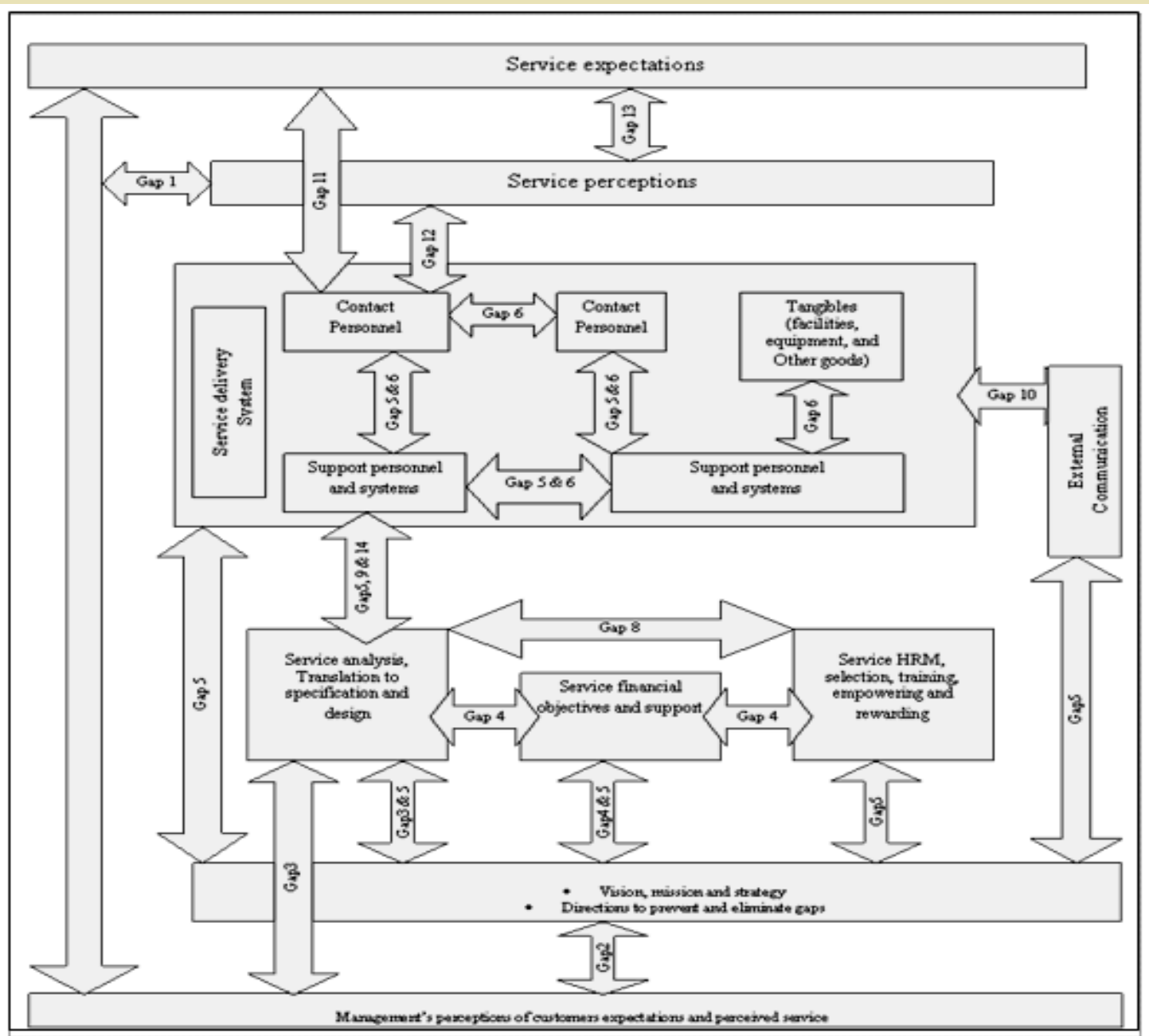
Service Quality Gap Model



Service Quality Gaps

Gap Number	Inconsistency Gap	Gap Number	Inconsistency Gap
1	Management perceptions	8	Selection, training, and adequate levels of autonomy, power and rewards to personnel
2	Service quality strategy	9	Service delivery
3	Service design and specifications in terms of customer expectations	10	External communication
4	Quality supportive financial function	11	Contact personnel's perception of customer expectations
5	Internal communication	12	Contact personnel's perceptions of customers experiences
6	Integration/coordination	13	Consumer perceptions
7	Coordination of other people and/or organizations in the value system	14	Service quality evaluation

Gaps 1 to 7 might occur while discerning customer's needs and strategy. Gaps 3 to 8 can occur during development of the organization's capabilities. Finally, gaps 5 to 14 can occur during day-to-day delivery activities.



SERVQUAL

- E1. They should have up-to-date equipment.
- E2. Their physical facilities should be visually appealing.
- E3. Their employees should be well dressed and appear neat.
- E4. The appearance of the physical facilities of these firms should be in keeping with the type of services provided.
- E5. When these firms promise to do something by a certain time, they should do so.
- E6. When customers have problems, these firms should be sympathetic and reassuring.
- E7. These firms should be dependable.
- E8. They should provide their services at the time they promise
- E10. They shouldn't be expected to tell customers exactly when services will be performed. (-)
- E11. It is not realistic for customers to expect prompt service from employees of these firms. (-)
- E12. Their employees don't always have to be willing to help customers. (-)
- E13. It is okay if they are too busy to respond to customer requests promptly. (-)
- E14. Customers should be able to trust employees of these firms.
- E15. Customers should be able to feel safe in their transactions with these firms' employees.
- E16. Their employees should be polite.
- E17. Their employees should get adequate support from these firms to do their jobs well.
- E18. These firms should not be expected to give customers individual attention. (-)
- E19. Employees of these firms cannot be expected to give customers personal attention. (-)
- E20. It is unrealistic to expect employees to know what the needs of their customers are. (-)
- E21. It is unrealistic to expect these firms to have their customers' best interests at heart. (-)
- E22. They shouldn't be expected to have operating hours convenient to all their

- P1. XYZ has up-to-date equipment.
- P2. XYZ's physical facilities are visually appealing.
- P3. XYZ's employees are well dressed and appear neat.
- P4. The appearance of the physical facilities of XYZ is in keeping with the type of services provided.
- P5. When XYZ promises to do something by a certain time, it does so.
- P6. When you have problems, XYZ is sympathetic and reassuring.
- P7. XYZ is dependable.
- P8. XYZ provides its services at the time it
- P9. XYZ keeps its records accurately.
- P10. XYZ does not tell customers exactly when services will be performed. (-)
- P11. You do not receive prompt service from XYZ's employees. (-)
- P12. Employees of XYZ are not always willing to help customers. (-)
- P13. Employees of XYZ are too busy to respond to customer requests promptly. (-)
- P14. You can trust employees of XYZ.
- P15. You feel safe in your transactions with XYZ's employees.
- P16. Employees of XYZ are polite.
- P17. Employees get adequate support from XYZ to do their jobs well.
- P18. XYZ does not give you individual attention. (-)
- P19. Employees of XYZ do not give you personal attention. (-)
- P20. Employees of XYZ do not know what your needs are. (-)
- P21. XYZ does not have your best interests at heart. (-)
- P22. XYZ does not have operating hours convenient to all their customers. (-)