

Gaining Competitive Edge through Service Excellence

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Service Definition

*A service is a time –
perishable, intangible
experience performed for
a Customer acting in the
role of a co-producer”*

by James Fitzsimmons

Product quality
vs.
Service Quality

1

Tangible
vs.
Intangible

2

Non perishable
vs.
Perishable

3

Standardized
vs.
Heterogeneous

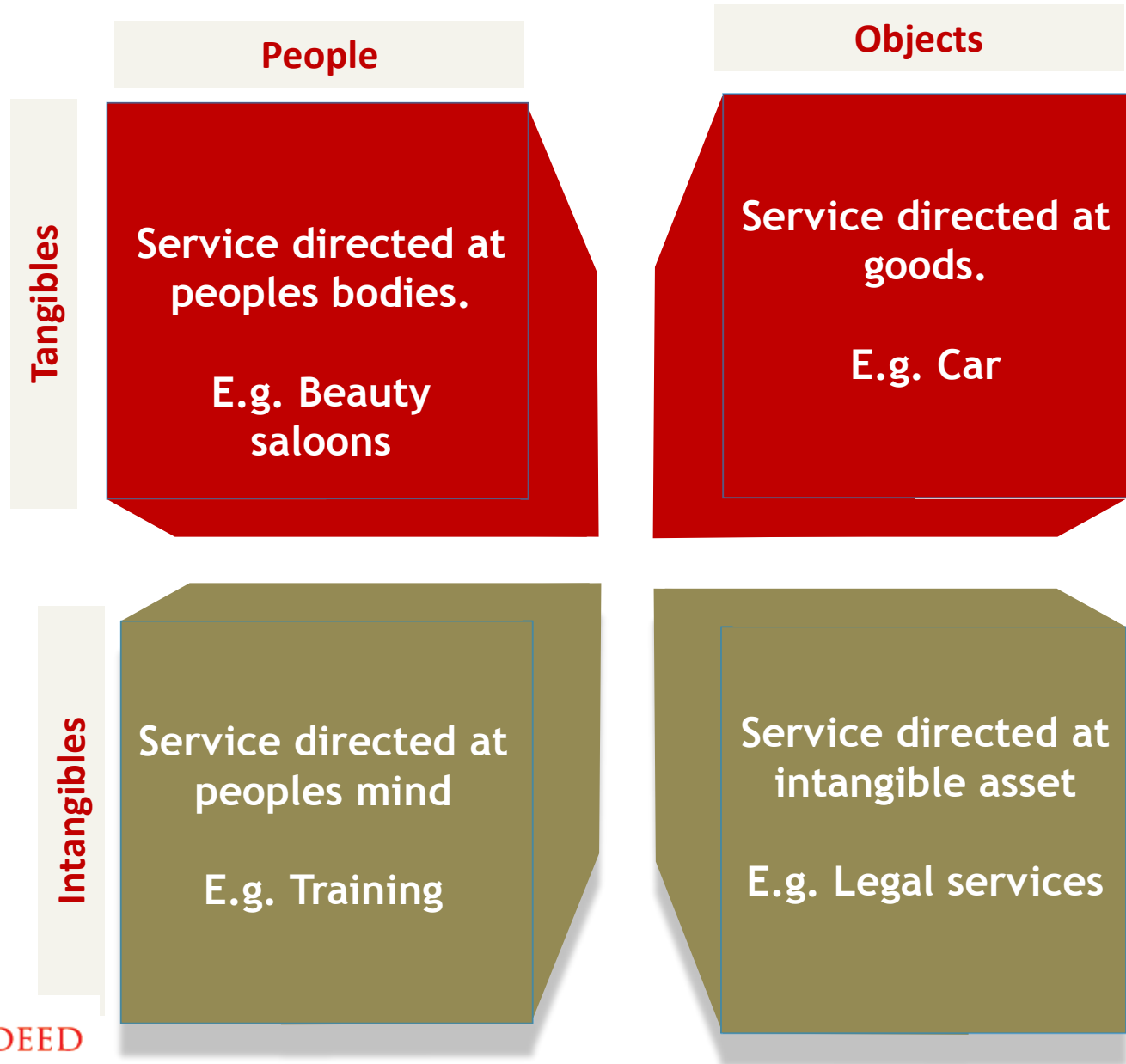
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Inventoried
vs.
Simultaneous Consumption

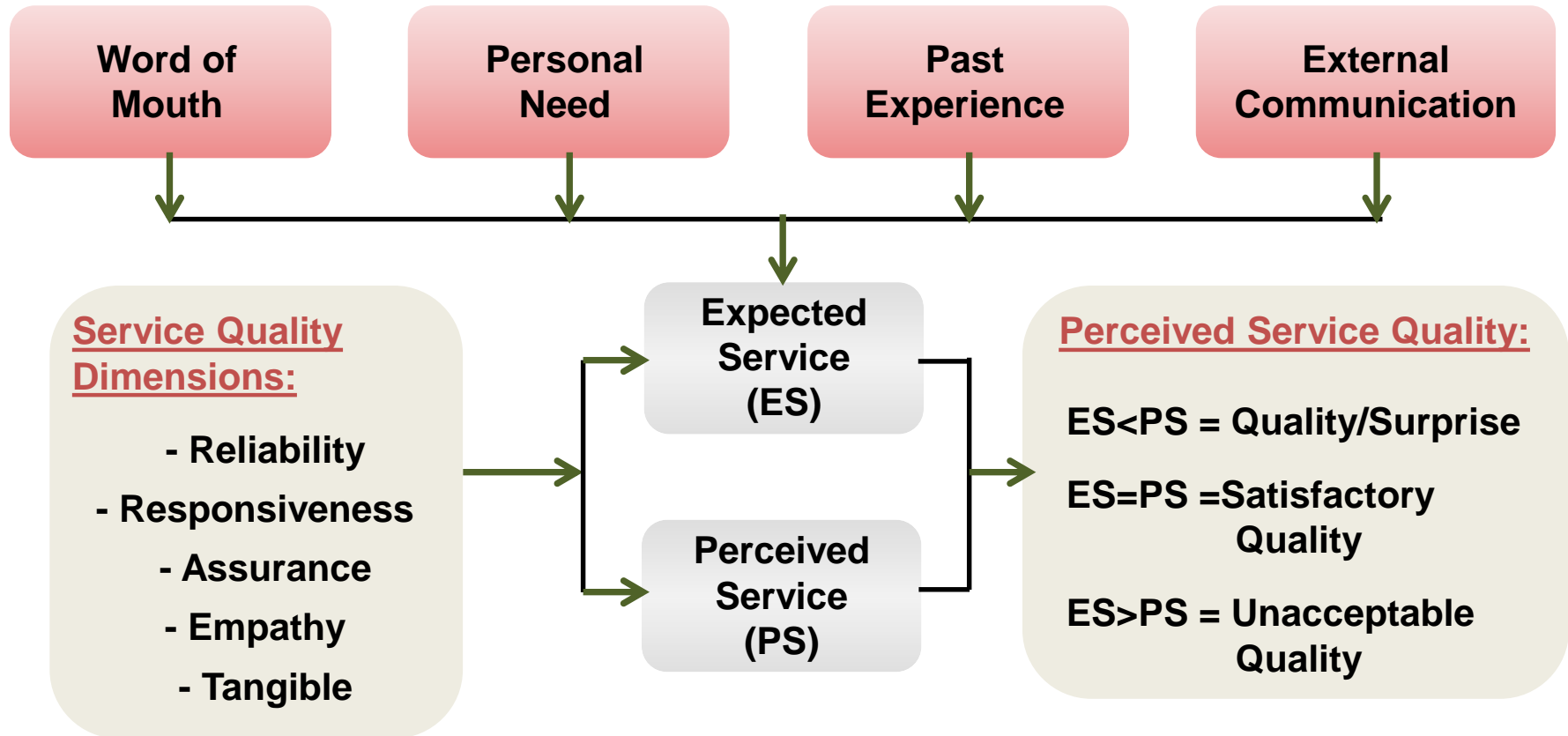
Goods vs. Services

Goods	Services	Implications
Tangible	Intangible	<ul style="list-style-type: none"> • Services cannot be inventoried and patented. • Services cannot be readily displayed or communicated. • Services are intangible. The intangibility of service heightens customers' sensitivity to fairness.
Standardized	Heterogeneous	<ul style="list-style-type: none"> • Pricing the service is difficult. • Service delivery and customer satisfaction depend on employee and customer actions. • Service quality depends on many uncontrollable factors.
Production separate from consumption	Simultaneous production and consumption	<ul style="list-style-type: none"> • Customers participate in service and affect the transaction. • Employees affect the service outcome. • Mass production of service is difficult.
Non-perishable	Perishable	<ul style="list-style-type: none"> • Service cannot be returned or resold. • It is difficult to synchronize supply and demand with services.

Relationship with Customer



ServQual Model for Achieving Service Excellence



Service Quality Model is the industry standard for measuring service quality.

Dimensions of Service Quality – RATER Model

1

Reliability

- ▶ Ability to perform the promised service dependably & accurately.

2

Responsiveness

- ▶ Willingness to help customers, provide prompt service and solve problems. If service failure occurs, need to respond quickly

3

Assurance

- ▶ Employees knowledge and courtesy and their ability to inspire trust and confidence. Competence, Politeness, Respect, Effective communication

4

Empathy

- ▶ Caring, individualised attention given to customers.
- ▶ Approachability, sensitivity & effort to understand customer needs

5

Tangibles

- ▶ Appearance of physical facilities, equipment, personnel and communication material.

Challenges of Delivering Service – People Aspect

Inconsistency in service delivery

- Human beings deliver a more variable service.
- People differ from one another in their attitude, personalities, and skills.
- Same service provider may provide **varying** levels of service quality **from one customer to the next**.

Service Challenges – People dimension

1

▶ Service work is emotional.

2

▶ Excellence in serving requires listening, helping, caring.

3

▶ Service work can be demanding, exhaustive & repetitive.

4

▶ Many service jobs are dead end, low wage and low skill.

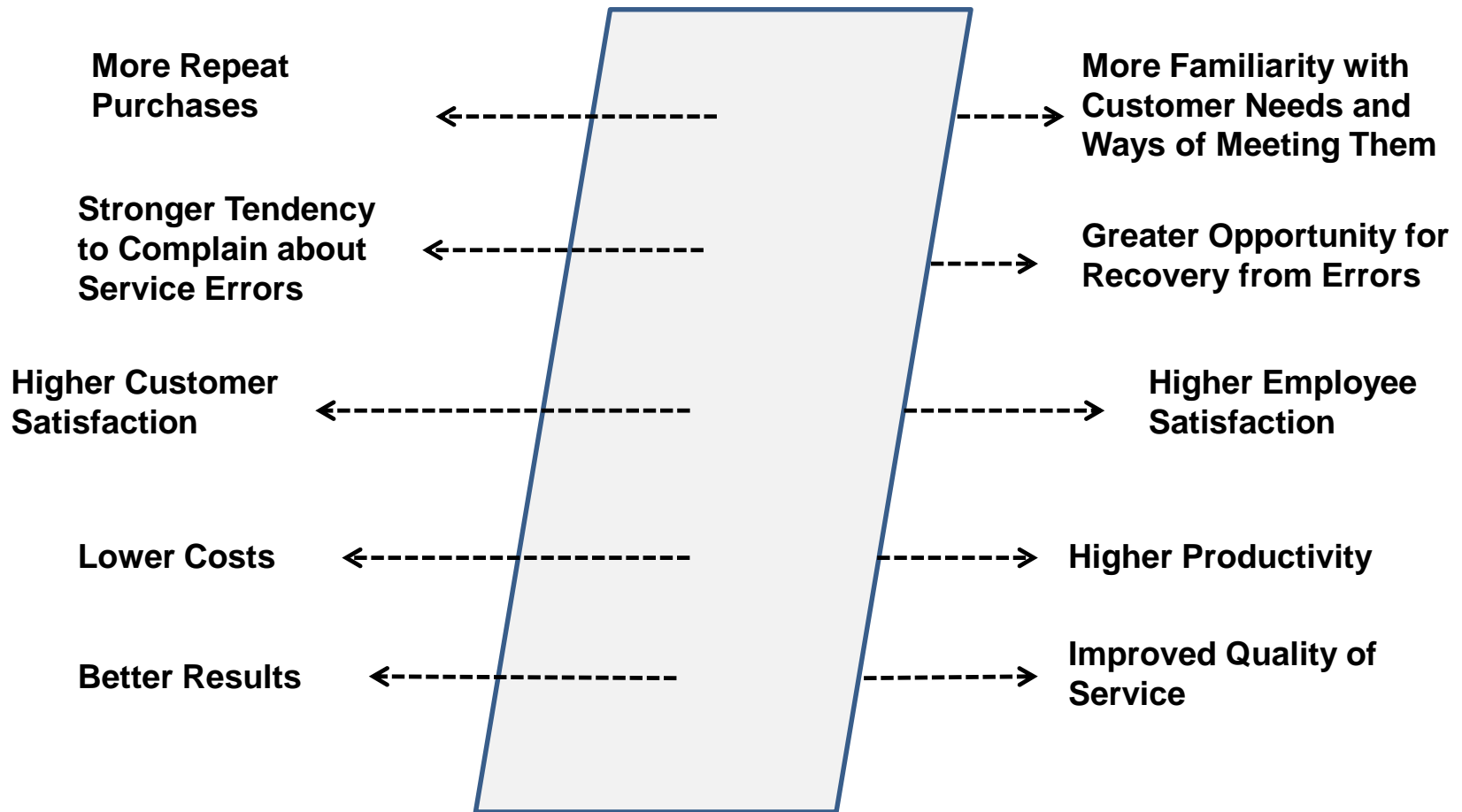
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▶ Requires performing at a high level of discretionary effort despite fatigue, inappropriate customer behavior.


The Satisfaction Mirror

Customer

Employee



Concluding Thoughts

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1. Service quality is different than product quality.
 2. Classify your services.
 3. Design & deliver customer centric services.
 4. Use ICT where feasible.
 5. Inspire your Service Providers
 6. Adopt service excellence framework.
 7. Adopt multiple channels of customer listening.
 8. Establish key measures of service delivery & measurement systems.
 9. Continually improve customer experience
 10. Share best practices.



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