

Chapter 1 : CustomerServiceQuality: The Five Dimensions of Service Quality

After extensive research, Zeithaml, Parasuraman and Berry found five dimensions customers use when evaluating service quality. They named their survey instrument SERVQUAL. In other words, if providers get these dimensions right, customers will hand over the keys to their loyalty.

Definition[edit] From the viewpoint of business administration , service quality is an achievement in customer service. Customers form service expectations from past experiences, word of mouth and marketing communications. For example, in the case of Taj Hotels Resorts and Palaces , wherein TAJ remaining the old world, luxury brand in the five-star category, the umbrella branding was diluting the image of the TAJ brand because although the different hotels such as Vivanta by Taj- the four star category, Gateway in the three star category and Ginger the two star economy brand, were positioned and categorised differently, customers still expected high quality of Taj. The measurement of subjective aspects of customer service depends on the conformity of the expected benefit with the perceived result. Successful companies add benefits to their offering that not only satisfy the customers but also surprise and delight them. Delighting customers is a matter of exceeding their expectations. Pre-defined objective criteria may be unattainable in practice, in which case, the best possible achievable result becomes the ideal. The objective ideal may still be poor, in subjective terms. Individual service quality states the service quality of employees as distinct from the quality that the customers perceived [7] Evolution of service quality concept[edit] Historically, scholars have treated service quality as very difficult to define and measure, due to the inherent intangible nature of services, which are often experienced subjectively. In this approach, service quality was seen as having two basic dimensions: What the customer receives as a result of interactions with the service firm e. How the customer receives the service; the expressive nature of the service delivery e. However, difficulties arise when trying to evaluate functional quality. The expected service and the perceived service sometimes may not be equal, thus leaving a gap. If the experience does not match the expectation, there arises a gap. Parasuraman , Valarie A. These five dimensions are thought to represent the dimensions of service quality across a range of industries and settings. In spite of the dominance of the expectancy-disconfirmation paradigm, scholars have questioned its validity. In particular scholars have pointed out the expetancy-disconfirmation approach had its roots in consumer research and was fundamentally concerned with measuring customer satisfaction rather than service quality. In other words, questions surround the face validity of the model and whether service quality can be conceptualised as a gap. In both cases, it is often some aspect of customer satisfaction which is being assessed. However, customer satisfaction is an indirect measure of service quality. The next frontier[edit] Given the widespread use of internet and e-commerce , researchers have also sought to define and measure e-service quality. Parasuraman, Zeithaml, and Malhotra , p. The most important and most used method with which to measure subjective elements of service quality is the Servqual method. During primary processes, silent customers create test episodes of service or the service episodes of normal customers are observed. In secondary processes, quantifiable factors such as numbers of customer complaints or numbers of returned goods are analysed in order to make inferences about service quality. Approaches to the improvement of service quality[edit] In general, an improvement in service design and delivery helps achieve higher levels of service quality. For example, in service design, changes can be brought about in the design of service products and facilities. On the other hand, in service delivery, changes can be brought about in the service delivery processes, the environment in which the service delivery takes place and improvements in the interaction processes between customers and service providers. Various techniques can be used to make changes such as: Quality function deployment QFD ; failsafing ; moving the line of visibility and the line of accessibility; and blueprinting. Some of these include Guaranteeing ; Mystery Shopping ; Recovering; Setting standards and measuring; Statistical process control and Customer involvement. The results of most research studies have indicated that the service quality and customer satisfaction are indeed independent but are closely related that and a rise in one is likely to result in an increase in another construct.

Chapter 2 : Eight dimensions of quality - Wikipedia

Gronroos (b) identified two service quality dimensions the technical aspect that is "what" service is provided and functional aspect and "how" the service is provided. The customers perceive what he/she receives as the outcome of the process in which the resources are used that is the technical quality.

Appraise the dimensions of quality Give an example of a product or service in which each of these characteristics is important? What is a service quality? Service quality is the extent to which the company achieves the following: The definition of quality is often a hotly debated topic. While it may seem intuitive, when we get right down to it, "quality" is a difficult concept to define with any precision. The most fundamental definition of a quality product is one that meets the expectations of the customer. However, even this definition is too high level to be considered adequate. In order to develop a more complete definition of quality, we must consider some of the key dimensions of a quality product or service. Performance Does the product or service do what it is supposed to do, within its defined tolerances? Performance is often a source of contention between customers and suppliers, particularly when deliverables are not adequately defined within specifications. The performance of a product often influences profitability or reputation of the end-user. As such, many contracts or specifications include damages related to inadequate performance. Features Does the product or services possess all of the features specified, or required for its intended purpose? While this dimension may seem obvious, performance specifications rarely define the features required in a product. Reliability Will the product consistently perform within specifications? Reliability may be closely related to performance. For instance, a product specification may define parameters for up-time, or acceptable failure rates. Reliability is a major contributor to brand or company image, and is considered a fundamental dimension of quality by most end-users. Conformance Does the product or service conform to the specification? Durability How long will the product perform or last, and under what conditions? Durability is closely related to warranty. Requirements for product durability are often included within procurement contracts and specifications. For instance, fighter aircraft procured to operate from aircraft carriers include design criteria intended to improve their durability in the demanding naval environment. Serviceability Is the product relatively easy to maintain and repair? As end users become more focused on Total Cost of Ownership than simple procurement costs, serviceability as well as reliability is becoming an increasingly important dimension of quality and criteria for product selection. Aesthetics The way a product looks is important to end-users. Faults or defects in a product that diminish its aesthetic properties, even those that do not reduce or alter other dimensions of quality, are often cause for rejection. Perception Perception is reality. The product or service may possess adequate or even superior dimensions of quality, but still fall victim to negative customer or public perceptions. As an example, a high quality product may get the reputation for being low quality based on poor service by installation or field technicians.

Chapter 3 : The Five Dimensions of Service Excellence

Another dimension of service quality is the reliability of the service. Reliability refers to the ability to provide the service as it was promised on a regular basis.

This dimension of quality involves measurable attributes, so brands can usually be ranked objectively on individual aspects of performance. Overall performance rankings, however, are more difficult to develop, especially when they involve benefits that not every consumer needs. Performance is often a source of contention between customers and suppliers, particularly when deliverables are not adequately defined within specifications. The performance of a product often influences the profitability or reputation of the end-user. As such, many contracts or specifications include damages related to inadequate performance. The question of whether performance differences are quality differences may depend on circumstantial preferences-but preferences based on functional requirements, not taste. Some performance standards are based on subjective preferences, but the preferences are so universal that they have the force of an objective standard. Similar thinking can be applied to features, a second dimensions of quality that is often a secondary aspects of performance. Features are the "bells and whistles" of products and services, those characteristics that supplement their basic functioning. Examples include free drinks on a plane, permanent-press cycles on a washing machine, and automatic tuners on a color television set. The line separating primary performance characteristics from secondary features is often difficult to draw. This is a key element for users who need the product to work without fail. This dimension reflects the probability of a product malfunctioning or failing within a specified time period. Among the most common measures of reliability are the mean time to first failure, the mean time between failures, and the failure rate per unit time. Because these measures require a product to be in use for a specified period, they are more relevant to durable goods than to products and services that are consumed instantly. Reliability normally becomes more important to consumers as downtime and maintenance become more expensive. Farmers, for example, are especially sensitive to downtime during the short harvest season. Reliable equipment can mean the difference between a good year and spoiled crops. But consumers on other markets are more attuned than ever to product reliability too. Computers and copying machines certainly compare on this basis. Reliability may be closely related to performance. For instance, a product specification may define parameters for up-time, or acceptable failure rates. Reliability is a major contributor to brand or company image, and is considered a fundamental dimension of quality by most end-users. This dimension owes the most to the traditional approaches to quality pioneered by experts like Juran. When products are developed, these specifications are set and a target is set, for instance the materials used or the dimension of the product. Not only the target but also the tolerance the range of permitted deviation from the target is defined. One problem with this approach is that there is little interest in whether the specifications have been met exactly as long as the tolerance limits are met. When two or more parts are to be fit together, the size of their tolerances often determine how well they will match. Should one part fall at a lower limit of its specification and a matching part at its upper limit, a tight fit is unlikely. The link is likely to wear more quickly than one made from parts whose dimensions have been centered more exactly. Instead of measuring a simple conformance to specifications, the degree to which parts or products diverge from the ideal target is measured. Using this approach, process 1 see picture is better even though some items fall beyond specification limits. The traditional approach would have favoured process 2 because it produces more items within the specification limit. In service businesses, measures of conformance normally focus on accuracy and timeliness and include counts of processing errors, unanticipated delays and other frequent mistakes. When the product can be repaired, estimating durability is more complicated. The item will be used until it is no longer economical to operate it. This happens when the repair rate and the associated costs increase significantly. Technically, durability can be defined as the amount of use one gets from a product before it deteriorates. After so many hours of use, the filament of a light bulb burns up and the bulb must be replaced. Economists call such products "one-hoss shays" [5] Oliver Wendel Holmes poem. In other cases, consumers must weigh the expected cost, in both dollars and personal inconvenience, of future repairs against

the investment and operating expenses of a newer, more reliable model. Durability, then, may be defined as the amount of use one gets from a product before it breaks down and replacement is preferable to continued repair. This approach to durability has two important implications. First, it suggests that durability and reliability are closely linked. A product that often fails is likely to be scrapped earlier than one that is more reliable; repair costs will be correspondingly higher and the purchase of a competitive brand will look that much more desirable. Second, this approach implies that durability figures should be interpreted with care. An increase in product life may not be the result of technical improvements or the use of longer-lived materials. Rather, the underlying economic environment simply may have changed. Competence and ease of repair is the speed with which the product can be put into service when it breaks down, as well as the competence and the behavior of the service personnel. Consumers are concerned not only about a product breaking down but also about the time before service is restored, the timeliness with which service appointments are kept, the nature of dealings with service personnel, and the frequency with which service calls or repairs fail to correct outstanding problems. Some of these variables reflect differing personal standards of acceptable service, while others can be measured quite objectively. Customers may remain dissatisfied even after completion of repairs. Eventually, profitability is likely to be affected as well. Companies differ widely in their approaches to complaint handling and in the importance they attach to this element of serviceability. Some do their best to resolve complaints; others use legal gimmicks, the silent treatment and similar ploys to rebuff dissatisfied customers.

Aesthetics or Style [edit] The aesthetic properties of a product contribute to the identity of a company or a brand. Faults or defects in a product that diminish its aesthetic properties, even those that do not reduce or alter other dimensions of quality, are often cause for rejection. Aesthetics refers to how the product looks, feels, sounds, tastes, or smells. It is clearly a matter of personal judgement and a reflection of individual preference. A recent study of quality in 33 food categories, for example, found that high quality was most often associated with attributes such as "rich and full flavor, tastes natural, tastes fresh, good aroma, appetizing looks". The aesthetics dimension differs from subjective criteria pertaining to "performance" in that aesthetic choices are not nearly universal. Not all people prefer "rich and full" flavor or even agree on what that means. Companies therefore have to search for a niche. On this dimension of quality, it is impossible to please everyone. The functional requirement actually. For example, a wall or flooring in a house have functional parts in the house as a product; when the functionality is met, the "atarimae" quality requirement is met. The floor and wall example can be expanded to include the color, texture, shine, polish, etc. Such aspects comprise a very important part of the quality, and add value to the product.

Perceived Quality [edit] Perception is not always reality. In such circumstances, images, advertising and brand names -inferences about quality rather than the reality itself- can be critical. For this reason, both Honda -which makes cars in Marysville, Ohio- and Sony -which builds color televisions in San Diego- have been reluctant to publicize that their products are "made in America". Reputation is the primary stuff of perceived quality. Its power comes from an unstated analogy:

Chapter 4 : 8 Important Dimensions of Quality formulated by David A. Garvin

Eight dimensions of product quality management can be used at a strategic level to analyze quality characteristics. The concept was defined by David A. Garvin, formerly C. Roland Christensen Professor of Business Administration at Harvard Business School (died 30 April).

How to Measure and Manage It May 15, by Richa Managing the quality of products and services is very important to ensure that the business excels in meeting the customer requirements and achieves organizational goals. However, after the Second World War, it was Japan that emerged as the strongest proponent of Quality Management as they rebuilt their economy with the help of great statisticians and engineers like Shewhart, Deming and Juran. By combining quality control techniques and statistical process control methods, several quality management principles were formulated that are to this day used in industries across the world. The larger the gap size, the more improvements to be made. What is Service Quality Management? The process of managing the quality of services delivered to a customer according to his expectations is called Service Quality Management. It basically assesses how well a service has been given, so as to improve its quality in the future, identify problems and correct them to increase customer satisfaction. Service quality management encompasses the monitoring and maintenance of the varied services that are offered to customers by an organization. Whether you are in the software business offering services to clients or operate in the food, hospitality or travel industry, service quality management is integral to managing customer expectations and business growth. The service quality can either relate to the service potential qualifications of the persons offering service, service process quickness, reliability etc. Learn more about the different aspects of managing service quality with this course. The main dimensions of service quality determination are as follows: In software service, it would be the correct technical functioning of the application and various features such as GUI features, billing, product information etc. With respect to software services, it would be the ability to respond to customer problems or give solutions. Software assurance involves the amount of confidence the customer has in handling the software application or navigating a site, the belief he has on the information provided and its clarity, reputation etc. The software service would include customized applications, one-to-one customer attention, security privacy and understanding customer preferences. When we speak of software services, the tangibles would be aesthetics of the software application or website, navigation features, accessibility, flexibility etc. This Six Sigma Green Belt training course shows how all of these come together to define service quality. Measuring Software Quality Software quality measurement and assurance involves processes that check if the developed software meets the standardized specifications and works accurately. This way the businesses ensure that high-quality software services are delivered to the customer on-time. Quality control is achieved through software testing, verification and validation, and other processes to detect bugs or errors and fix them appropriately. Let us now look at some of the aspects of software testing, defect tracking and measurement for better understanding of software quality measurement. Software testing is the process of evaluating the performance of the software by providing inputs and observing the outputs thereby ensuring that the application meets the technical, functional, user and business requirements as specified. Testing is part of the software development cycle and involves verification of the code, identifying defects or bugs and evaluating the different functionalities like usability, security, compatibility, performance and installation etc. Syntax, code structure, data flow etc. This kind of testing is done even before the programming is complete so that sections of code are tested individually using tools like stubs or drivers and can be done manually or through automation. The different techniques of white-box testing include: API Testing – application programming interface; public and private APIs are used to test the applications Code coverage – test cases are developed to cover a certain criteria of coverage Fault injection methods – faults are injected into the system to measure the efficiency of the testing strategy Mutation testing methods – new software tests are developed to measure the performance of the existing tests and involves modification of the source code in small ways to assess the test cases This course on planning and conducting User Tests gives some unique insights. The user-end features are tested and several scenarios are tested for user acceptance or

integration etc. Compatibility testing ensures that these issues do not exist in the software developed. Regression testing is very helpful to find bugs after a major code change has happened or to uncover old bugs that might have crawled in. The common method to conduct regression testing is to use old test cases and check if faults that were fixed earlier have re-occurred. The different kinds of performance testing are as follows: Of course, this is just the tip of the iceberg, and there are many ways to customize these principles to suit different industries.

Chapter 5 : How To Measure Quality of Service | Service Quality

The techniques of measuring service quality and the dimensions of service quality have become a major area in the marketing literature during the past few decades because of the reasons above.

The dimension of service quality is listed below and Table The physical appearance of the facilities, staff, buildings, etc. Does the equipment appear modern? The ability to reproduce the same level of service again and again e. Is feedback regarding student progress always given? Are messages always passed on? The speed with which queries etc. Are letters replied to by return of post, or does it take a month? Is feedback on assignments given within a week in time for students to assimilate the information, or does the feedback come too late, after the examination has been taken? The clarity and understandability of the information given to the client, e. Does the doctor take the time to explain in terms the patient can understand, what is going to happen next? Does the solicitor explain clearly what the legal jargon means? The trustworthiness of the service provider, e. The physical safety of the customer or privacy of client information, e. Are the medical records of patients kept confidential? Are the stands in the football ground strong enough to support the weight of all the supporters? The actual technical expertise of the service provider, e. Is the doctor really qualified to perform heart surgery? The attitude of the service provider and manner adopted by the server, e. Is the receptionist friendly, helpful and polite? Does the doctor treat the patient as an inferior being? Does the bank recognize that most clients cannot get to the bank in working hours? Are there mirrors positioned in the hotel bathrooms which allow guests to see the back of their hair? How easy is it to reach the service provider, geographically or by phone, e. Does it always take five attempts to get the solicitor on the phone?

Chapter 6 : Service quality - Wikipedia

Broad Dimensions of Service Quality: n Reliability - perform promised service dependably and accurately n Responsiveness - willingness/readiness to provide prompt service.

Chapter 7 : Service Quality Management: How to measure and manage it

The dimension of service quality is listed below and Table gives example of how these are used by customers to evaluate service quality. The clarity and understandability of the information given to the client, e.g. Does the doctor take the time to explain in terms the patient can understand.

Chapter 8 : 10 Original Dimensions of Service Quality “ Explained!

Many researchers have struggled with the issue of how to measure service quality. Perhaps the most widely used measure is based on a set of five dimensions which have been consistently ranked by customers to be most important for service quality, regardless of service industry.

Chapter 9 : What are the five dimensions of service quality

Singapore should be aware of the service dimensions of service quality which have a causal relationship on customer satisfaction if this goal is to be achieved.