

Chapter 6 Service Quality

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- ❑ Service Gaps
- ❑ Measuring Service Quality
- ❑ Service Recovery

Case: Hotel Shuttle Service

- A passenger called the hotel shuttle service at the airport and was told a shuttle was already on its way. 機場與旅館接送
- He made two more calls and finally checked into the hotel one hour later. 5分鐘變1小時
- The receptionist apologized and offered free breakfast. 早餐補償
- The next morning the passenger enjoyed the breakfast but was asked to pay when he checked out. 被要求付早餐費用

Q1: What went wrong in the service process?

Q2: How should the hotel manager recover from the service failure?

Dimensions of Service Quality

- **Reliability:** Perform promised service dependably and accurately. 不出錯
- **Responsiveness:** Willingness to help promptly. 快速回應
- **Assurance:** Ability to convey trust and confidence. 可信任
- **Empathy:** caring for customers, understanding customer's needs. 有同理心
- **Tangibles:** Physical facilities and facilitating goods. 有形服務

Quality may be designed into a service.

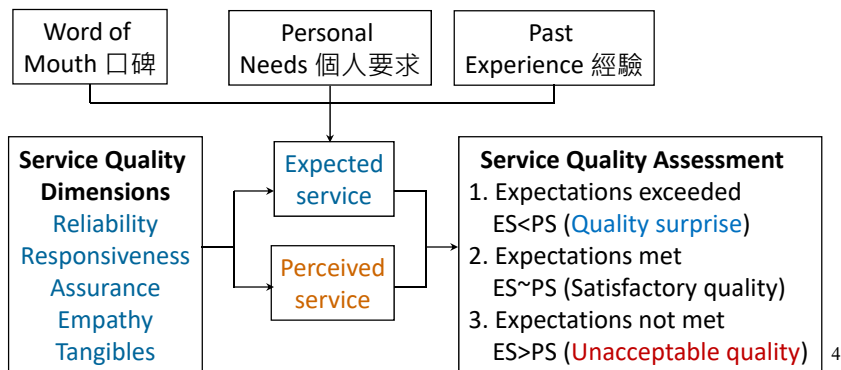
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Service Gap

= **Perceptions** 事後感受 - **Expectations** 事前期望

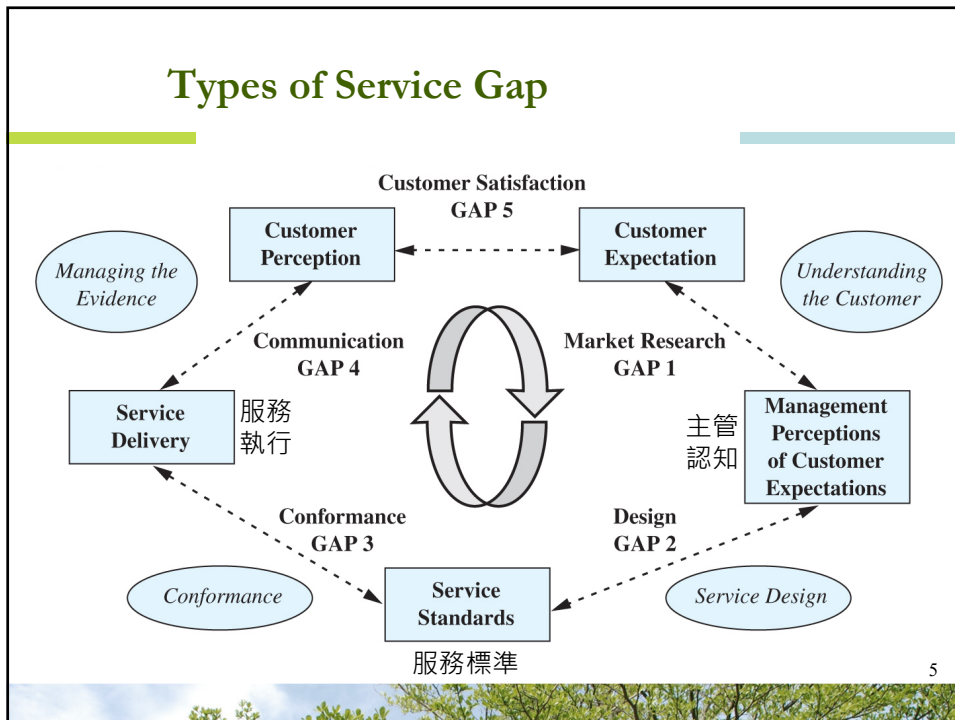
Does this bank
provide fast service?

Is speed of service important?



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Types of Service Gap



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Measuring Service Gaps

Measuring service quality is a challenge because customer satisfaction is determined by many **intangible factors**.

- **SERVQUAL**: a two-part instrument that pairs an expectation statement with a corresponding perception statement to measure the five dimensions of service quality. 認知與期望的差距
- **Walk-through Audit**: a operations oriented survey to evaluate service gaps between a customer's perception and a manager's perspective. To discover opportunities for improvement. 顧客與管理階層的認知差距



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SERVQUAL

EXPECTATIONS

This survey deals with your opinions of banks. Please show the extent to which you think banks should possess the following features. Please circle a number that best shows your expectations about institutions offering bank services

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

PERCEPTIONS

The following statements relate to your feelings about the XYZ bank that you chose. Please show the extent to which you believe XYZ has the feature described in the statement. Please circle a number that shows your perceptions about XYZ bank

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

Tangibles

E1. Excellent banking companies will have modern looking equipment. _____

E2. The physical facilities at excellent banks will be visually appealing. _____

E3. Employees at excellent banks will be neat appearing. _____

(E)

Tangibles

P1. XYZ bank has modern looking equipment. _____

P2. XYZ Bank's physical facilities are visually appealing. _____

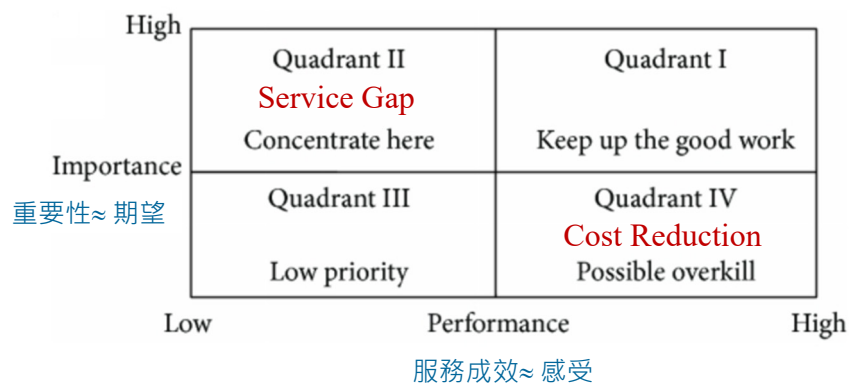
P3. XYZ Bank's reception desk employees are neat appearing. _____

(P)

Gap Score
P - E

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Importance-Performance Analysis

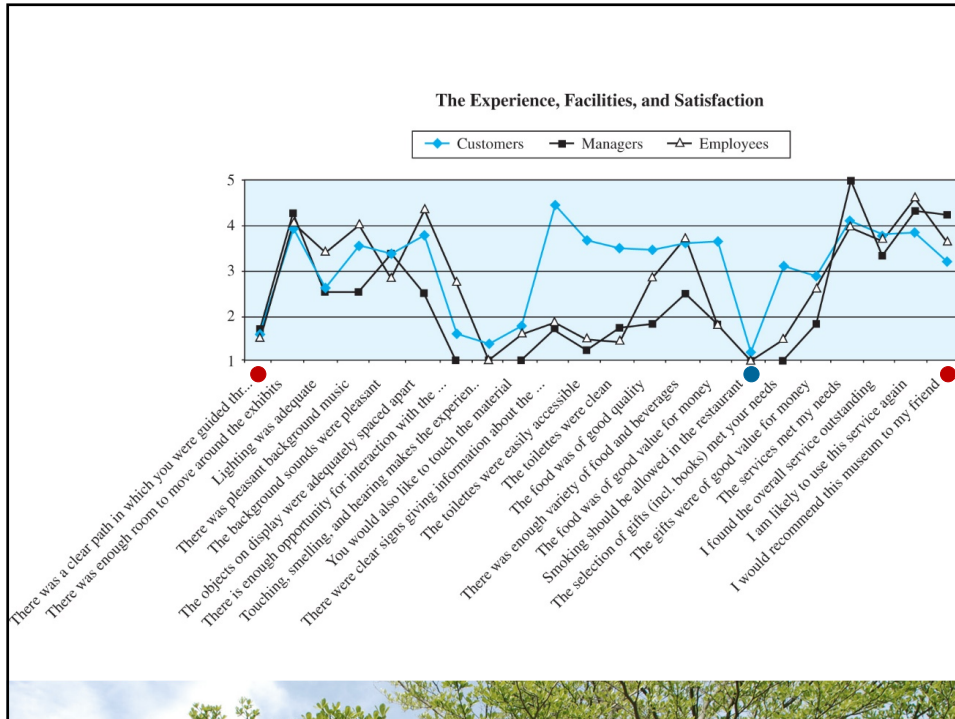


Walk-through Audit

≠ satisfaction survey

8. Ticketing	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
a. It is easy to find information about ticket prices.	1	2	3	4	5
b. The ticket price is a good value for the money.	1	2	3	4	5
c. You did not spend too much time by waiting in the ticket line.	1	2	3	4	5
d. You would like to purchase tickets ahead of time, via phone or Internet.	1	2	3	4	5
9. Information	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
a. Signs gave clear information about exhibits' locations.	1	2	3	4	5
b. After arriving at the exhibition, you found adequate information about the exhibition(s).	1	2	3	4	5
c. The information provided was in your language.	1	2	3	4	5
d. Guide services were available.	1	2	3	4	5
e. There was enough information about the objects.	1	2	3	4	5
f. The explanations provided on the objects were clear.	1	2	3	4	5
g. You would like to see a variety of media (video, etc.) providing explanations.	1	2	3	4	5
h. You would like to have access to self-guided material such as a cassette player.	1	2	3	4	5
i. You would like to have more information about the process for creating the objects.	1	2	3	4	5
j. You would like to learn more when visiting exhibits.	1	2	3	4	5
k. It was easy to get additional information from the staff.	1	2	3	4	5
l. The staff helping you was friendly.	1	2	3	4	5
10. The experience	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
a. There was a clear path in which you were guided through the exhibition.	1	2	3	4	5
b. There was enough room to move around the exhibits.	1	2	3	4	5
c. Lighting was adequate.	1	2	3	4	5





Measuring Service Quality

- Satisfaction/Success Ratio 滿意度
- Complaint Ratio 客訴率
- **Retention Ratio 續約率**
- **First Response Time**
- **Total Response Time**
- **Stock Out Ratio 缺貨率**
- Due Date Performance 準時交貨率
- Data Accuracy 資料正確率

Classification of Service Failures

Quality improvement should address both server and customer errors

Server Errors

Task 服務內容

- Doing work incorrectly
- Doing work too slowly

Treatment 態度

- Failure to listen to customer
- Failure to acknowledge customer

Tangible 有形服務

- Failure to clean facilities
- Failure to wear clean uniform

Customer Errors

Preparation 準備

- Failure to bring necessary materials

Encounter 互動

- Failure to follow system flow
- Failure to specify desires

Resolution 決心

- Failure to signal service failure
- Failure to execute post-encounter action

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Cost of Quality

Failure costs

內部與外部失敗成本

External failure:

- Loss of future business
- Negative word-of-mouth
- Liability insurance
- Legal judgments
- Interest penalties

Internal failure:

- Scrapped forms
- Rework

Recovery:

- Expedite disruption
- Labor and materials

Appraisal costs

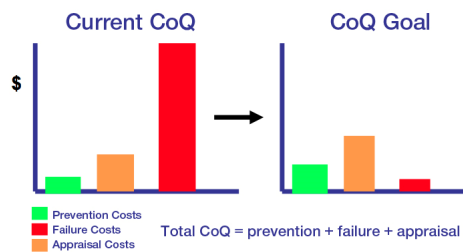
評量成本

- Process control
- Peer review
- Supervision
- Customer comment card
- Inspection

Prevention costs

預防成本

- Quality planning
- Training program
- Quality audits
- Data acquisition
- Recruitment
- Supplier evaluation



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Statistical Tools for Quality Control

Example: Pizza Delivery

- A pizza store offer delivery service to campus area. Student newspaper has just published an article that criticizes the store for **poor service**.
- The store has kept all customer complaint records. What should the manager do?



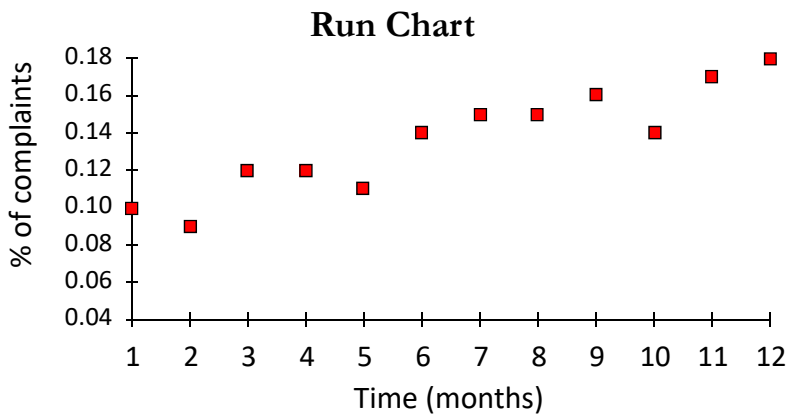
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Step 1: Define Critical Quality Characteristics

- **Reliability:** Wrong orders 訂單內容不對
- **Responsiveness:** Late Deliveries, Cold Food 延誤
- **Assurance:** Unable to answer questions 一問三不知
- **Empathy:** Forget to mention special deals 不主動提優惠
- **Tangibles:** Crunchy crust, Cheesy 外觀不良

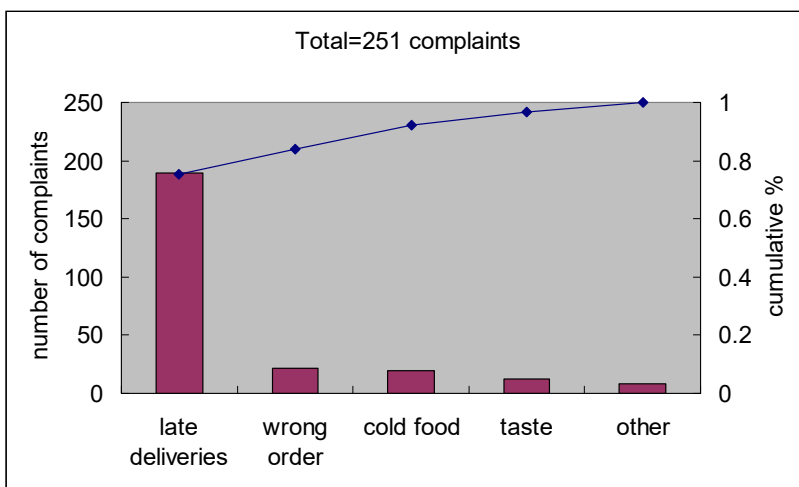
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Step 2: Measure the Process



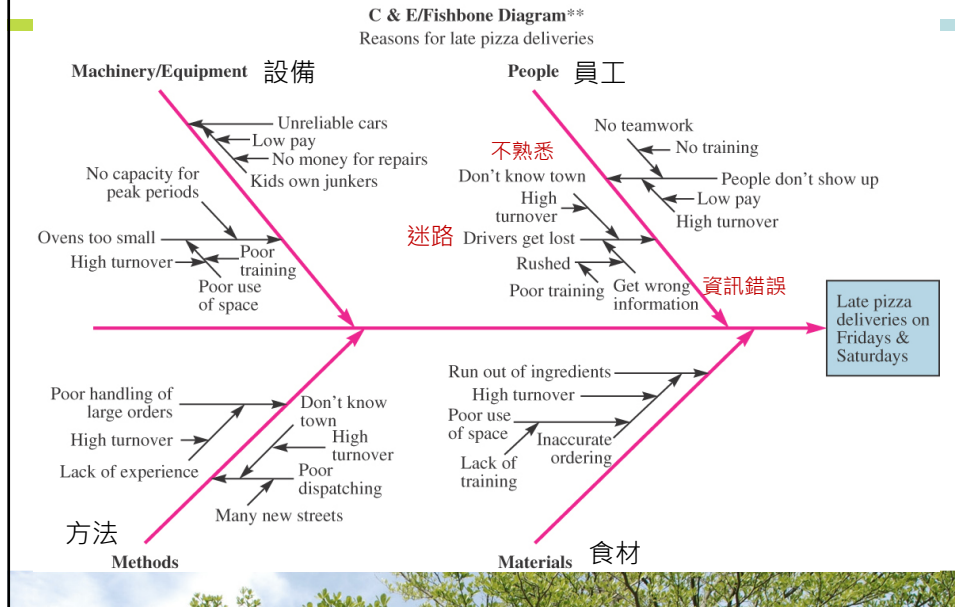
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Step 3: Analyze the Process (80/20)



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Step 4: Cause and Effect Diagram



Service Guarantee: Customer View

Service guarantee has marketing appeal and sets quality standards

- Unconditional (L.L. Bean) 無小字
- Easy to understand and communicate (Bennigan's) 易懂
- Meaningful (Mobile phone service) 有誠意
- Easy to invoke (Internet shopping)
- Easy to collect (Costco) 立即解決



Service Guarantee: Management View

Service Guarantees As Design Drivers for quality improvement

- Focuses on customers (British Airways) 了解顧客重視什麼
- Sets clear standards (FedEx) 制定明確標準
- Guarantees feedback (Proactive approach) 鼓勵顧客主動反映
- Promotes an understanding of the service delivery system (Bug Killer) 使顧客了解與配合
- Builds customer loyalty by making expectations explicit 顧客忠誠度

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Service Recovery

A *Service Recovery* is satisfying a previously dissatisfied customer and making them a loyal customer. 補救以留住顧客

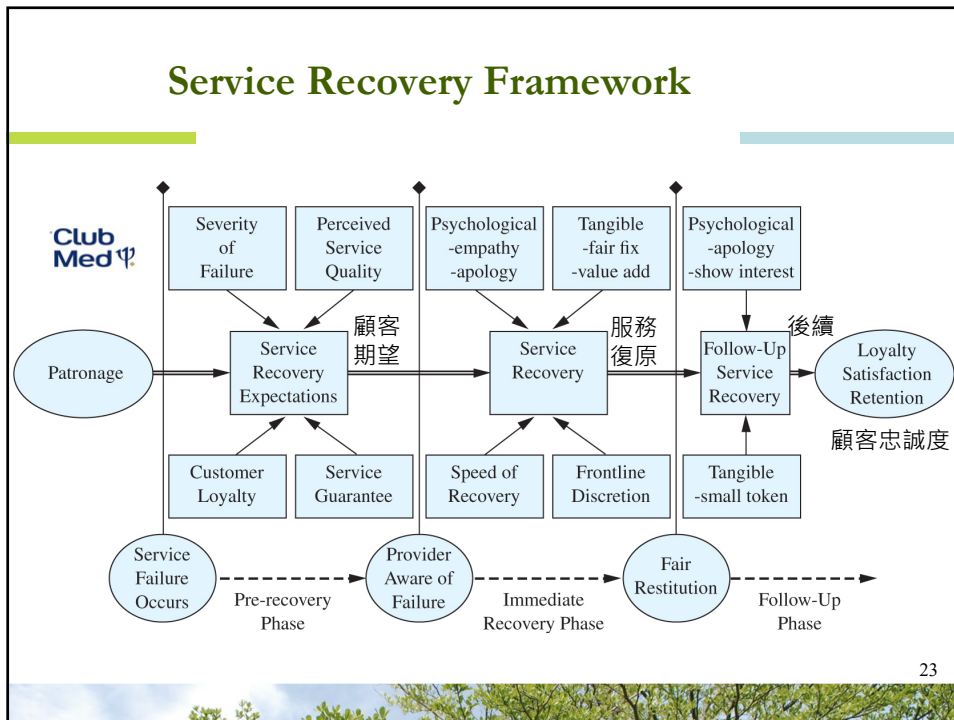
About 60% of the complainers would stay as customers if their problem was resolved and 95% would stay if the problem was resolved quickly.

A customer who has had a problem resolved by a company will tell about 5 people about their situation.

A dissatisfied customer will tell between 10 and 20 other people about their problem.

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Service Recovery Framework



Approaches to Service Recovery

- **Case-by-case** addresses each customer's complaint individually but could lead to perception of unfairness. 個案處理
- **Systematic response** uses a protocol to handle complaints but needs prior identification of critical failure points and continuous updating. 依規定
- **Early intervention** attempts to fix problem before the customer is affected. 儘早告知
- **Substitute service** allows rival firm to provide service but could lead to loss of customer. 替代服務

Summary

- Customers are the ultimate judges of a service's value.
服務價值由顧客決定
- A customer complaint is an opportunity for quality improvement. 顧客抱怨提供改善機會
- Designing and Training to anticipate possible situations.
- Most quality programs fail for one of two reasons: they have systems without passion, or passion without system. — Tom Peters 有制度而無熱誠、有熱誠而無制度
- Let the punishment fit the crime in service recovery
服務復原要合情合理

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