

The Basis of the Servqual Model

The Gaps

The Key Service Dimensions

Causes & Solutions to Gaps



The Make-up of Servqual

GAPS

P-E SCORES

QUESTIONNAIRES

DIMENSIONS

WEIGHTINGS

What are the Servqual Gaps?

- Gap 1: The difference between management perceptions of what customers expect and what customers really do expect
- Gap 2: The difference between management perceptions and service quality specifications - the standards gap

What are the Servqual Gaps?

- 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?

- 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

The Five Key Service Dimensions

- **TANGIBLES** - the appearance of physical facilities, equipment, personnel and information material
- **RELIABILITY** - the ability to perform the service accurately and dependably
- **RESPONSIVENESS** - the willingness to help customers and provide a prompt service

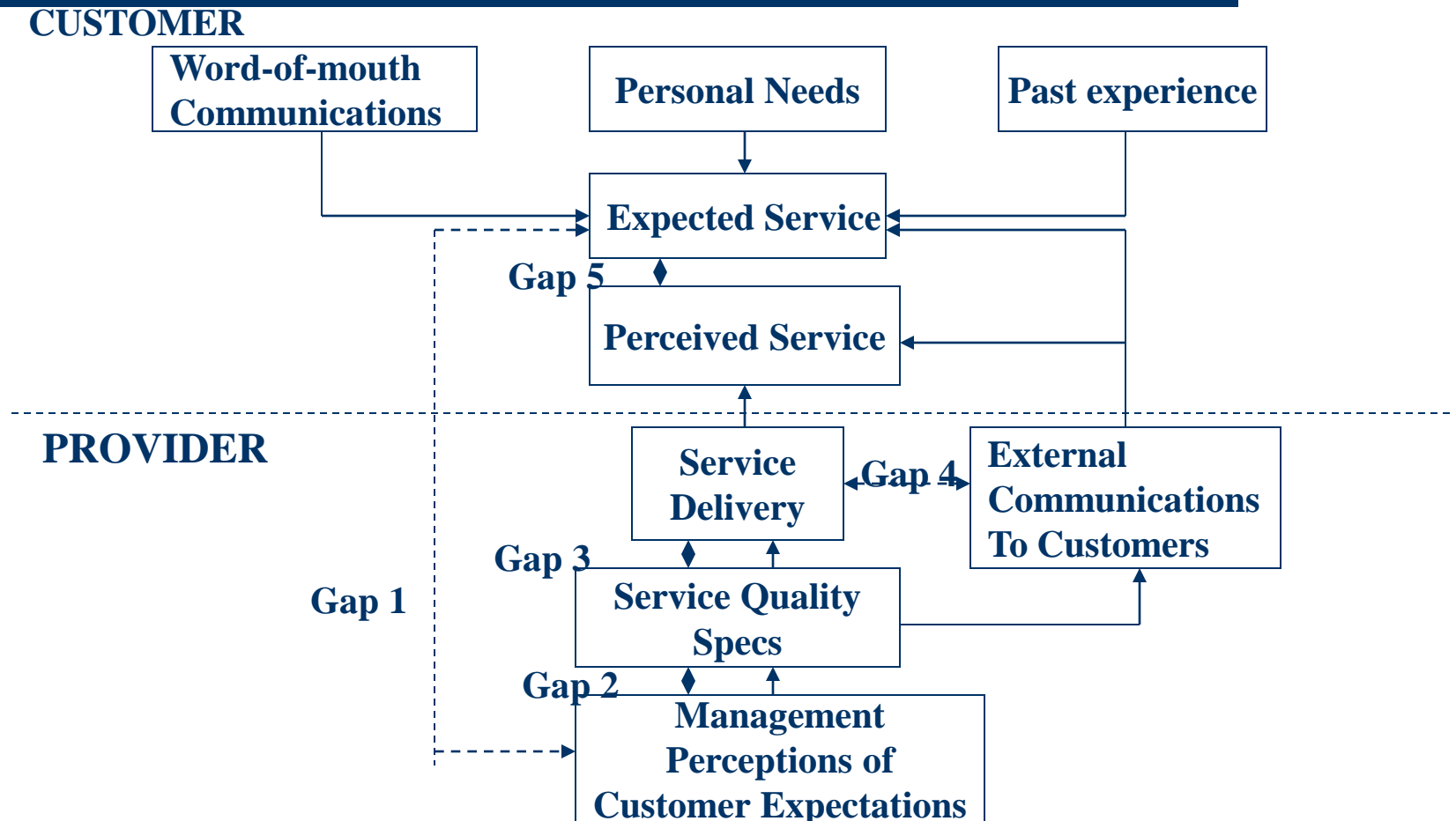
The Five Key Service Dimensions

- **ASSURANCE** - a combination of the following
 - Competence - having the requisite skills and knowledge
 - Courtesy - politeness, respect, consideration and friendliness of contact staff
 - Credibility - trustworthiness, believability and honesty of staff
 - Security - freedom from danger, risk or doubt

The Five Key Service Dimensions

- EMPATHY - a combination of the following:
 - Access (physical and social) - approachability and ease of contact
 - Communication - keeping customers informed in a language they understand and really listening to them
 - Understanding the customer - making the effort to get to know customers and their specific needs

Conceptual Model of Service Quality



Reasons for the Gaps

GAP 1 Not knowing what customers expect

GAP 2 The wrong service quality standards

GAP 3 The service performance gap

GAP 4 When promises do not match actual delivery

GAP 5 The difference between customer perception and expectation

Reasons for the Gaps

- GAP 1 - not knowing what customers expect
 - lack of a marketing orientation
 - inadequate upward communication (from contact staff to management)
 - too many levels of management

Reasons for the Gaps

- GAP 2 - the wrong service quality standards
 - inadequate commitment to service quality
 - lack of perception of feasibility - 'it cannot be done'
 - inadequate task standardisation
 - the absence of goal setting

Reasons for the Gaps

- GAP 2 - the wrong service quality standards
 - inadequate commitment to service quality
 - lack of perception of feasibility - 'it cannot be done'
 - inadequate task standardisation
 - the absence of goal setting

Reasons for the Gaps

- GAP 3 - the service performance gap
 - role ambiguity and role conflict - unsure of what your remit is and how it fits with others
 - poor employee or technology fit - the wrong person or system for the job
 - inappropriate supervisory control or lack of perceived control - too much or too little control
 - lack of teamwork

Reasons for the Gaps

- GAP 4 - when promises made do not match actual delivery
 - inadequate horizontal communication - between departments or services
 - a propensity to overpromise

Servqual Data - How Useful is it?

- We can assess service quality from the customer's perspective
- We can track customer expectations and perceptions over time and the discrepancies between them
- We can compare a set of Servqual scores against those of competitors or best practice examples

Service Data - How Useful is it?

- We can compare the expectations and perceptions of different customer groups - this is particularly useful in the public sector
- We can assess the expectations and perceptions of internal customers - eg other departments or services we deal with

Servqual Data - What can we do with it?

- We can use data on customer priorities to feed into the House of Quality (QFD)
- Customer priorities and their ranked order of importance can become the WHATS
- These WHATS can then be compared with the HOWS (key business processes) and relationships matched to check service design and provision according to key requirements