


# GAPS MODEL OF SERVICE QUALITY

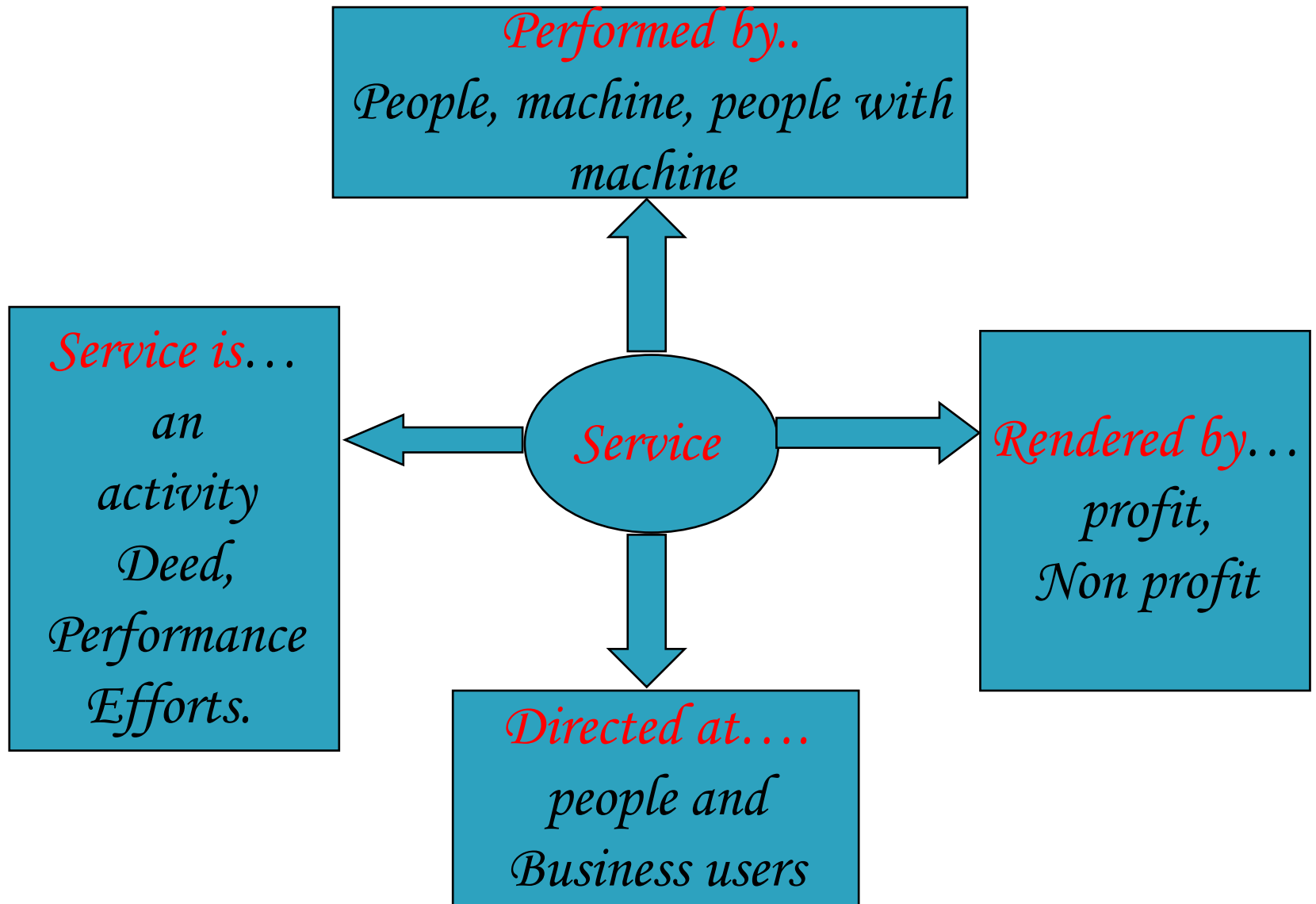


# *Definition of service*


*Berry define service as act, deeds, & performance.*

*AMA define service as activities, benefits or satisfaction that are offered for sale, or provided in connection with the sale of goods.*






# *What is quality*

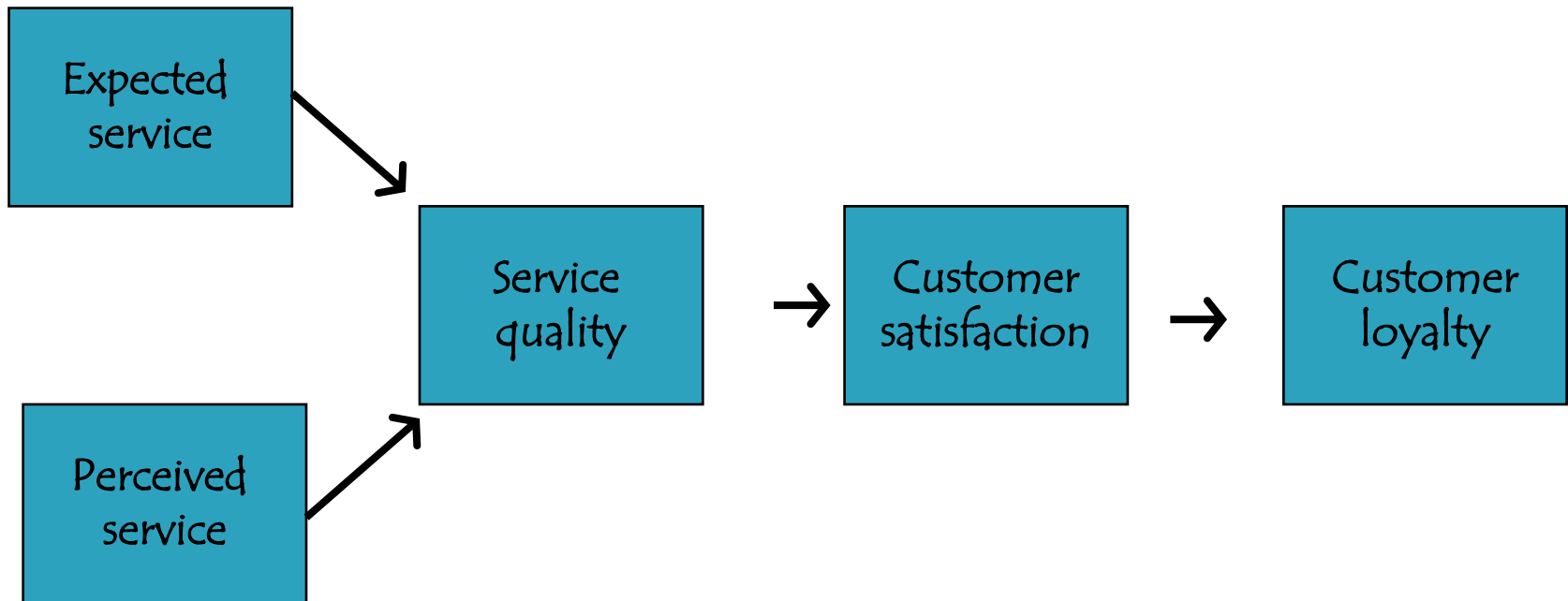
- ▶ *In the words of crosby:-* Quality is conformance to requirements
  - ▶ *ASQC Define:-* Quality is the totality of features and characteristics of a product, or service that bear on it's ability to satisfy stated or implied needs.
  - ▶ *Fully satisfy customer requirements at the lower cost.*
- 

# What is service quality?

An assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction.



# What is service quality?

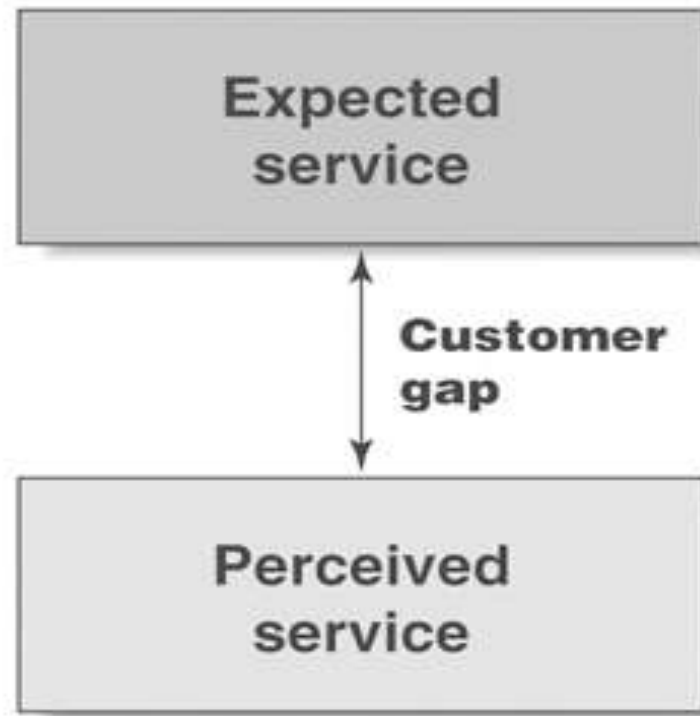


# GAPS MODEL OF SERVICE QUALITY




# The Customer Gap

## The Customer Gap





The Gaps Model was proposed by A Parasuraman, Valarie Zeithaml and LL Berry in 1985 in the Journal Of Marketing






**Professor A. Parasuraman**



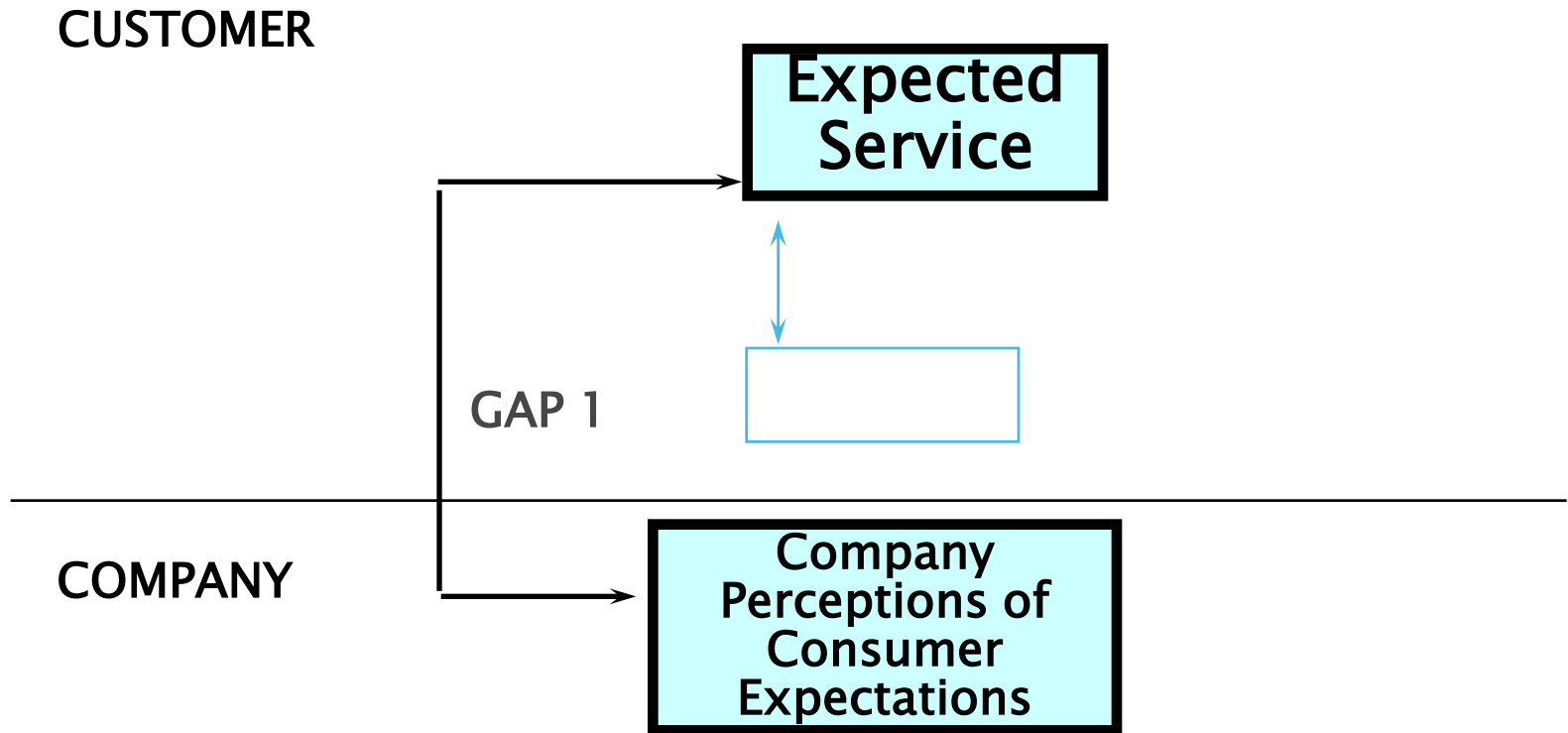
Dr. Valarie Zeithaml



Dr. Leonard L. Berry

- ▶ Customer gap:
    - Difference between expectations and perceptions
  - ▶ Provider gap 1:
    - Not knowing what customers expect
  - ▶ Provider gap 2:
    - Not selecting the right service designs and standards
  - ▶ Provider gap 3:
    - Not delivering to service standards
  - ▶ Provider gap 4:
    - Not matching performance to promises
- 

# Provider Gap 1



# GAP 1

Wi tribe: Was not offering usb dongle internet

Pizza hut: Was not offering Lemon pie and brownies

HBL: No online payment services

Ufone: Was not offering internet services

Apcoms: No management degree in start

The diagram illustrates the 'provider gap I' as the difference between customer expectations and company perceptions. A large purple double-headed arrow on the left is labeled 'Reasons for provider gap I'. To the right, a light blue rounded rectangle at the top contains 'Customer's expectations', and a green arrow points up to it from a light purple box. Below this, another green arrow points down to a light blue rounded rectangle at the bottom containing 'Company's perceptions of customer expectations'.

Customer's expectations

**Reasons  
for  
provider  
gap  
I**

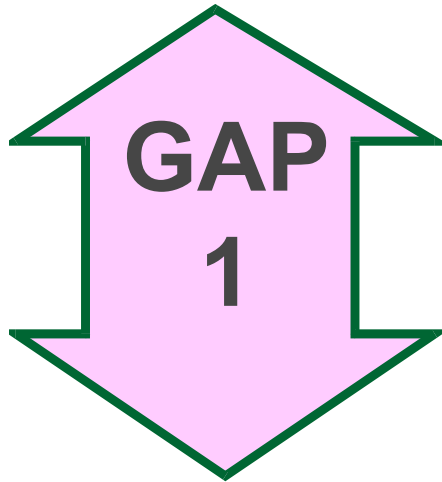
- ▶ Inadequate marketing research orientation
- ▶ Lack of upward communication
- ▶ Insufficient relationship focus
- ▶ Inadequate service recovery

Company's perceptions of customer expectations



# Key Factors Leading to Provider Gap 1

Customer  
Expectations

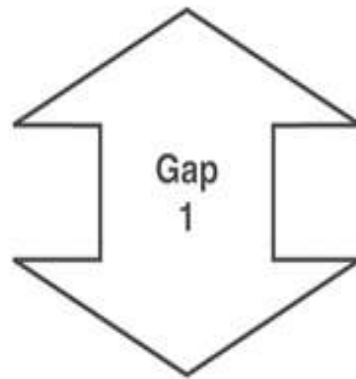


- ❑ ***Inadequate Marketing Research Orientation***
  - Insufficient marketing research
  - Research not focused on service quality
  - Inadequate use of market research
- ❑ ***Lack of Upward Communication***
  - Lack of interaction between management and customers
  - Insufficient communication between contact employees and managers
  - Too many layers between contact personnel and top management
- ❑ ***Insufficient Relationship Focus***
  - Lack of market segmentation
  - Focus on transactions rather than relationships
  - Focus on new customers rather than relationship customers

Company Perceptions of  
Customer Expectations

# Key Factors Leading to Provider Gap 1

**FIGURE 2.2**  
Key Factors Leading  
to Provider Gap 1:  
The Listening Gap



- ***Inadequate marketing research orientation***
  - Insufficient marketing research
  - Research not focused on service quality
  - Inadequate use of market research
- ***Lack of upward communication***
  - Lack of interaction between management and customers
  - Insufficient communication between contact employees and managers
  - Too many layers between contact personnel and top management
- ***Insufficient relationship focus***
  - Lack of market segmentation
  - Focus on transactions rather than relationships
  - Focus on new customers rather than relationship customers
- ***Inadequate service recovery***
  - Lack of encouragement to listen to customer complaints
  - Failure to make amends when things go wrong
  - No appropriate recovery mechanisms in place for service failures

Customer expectations

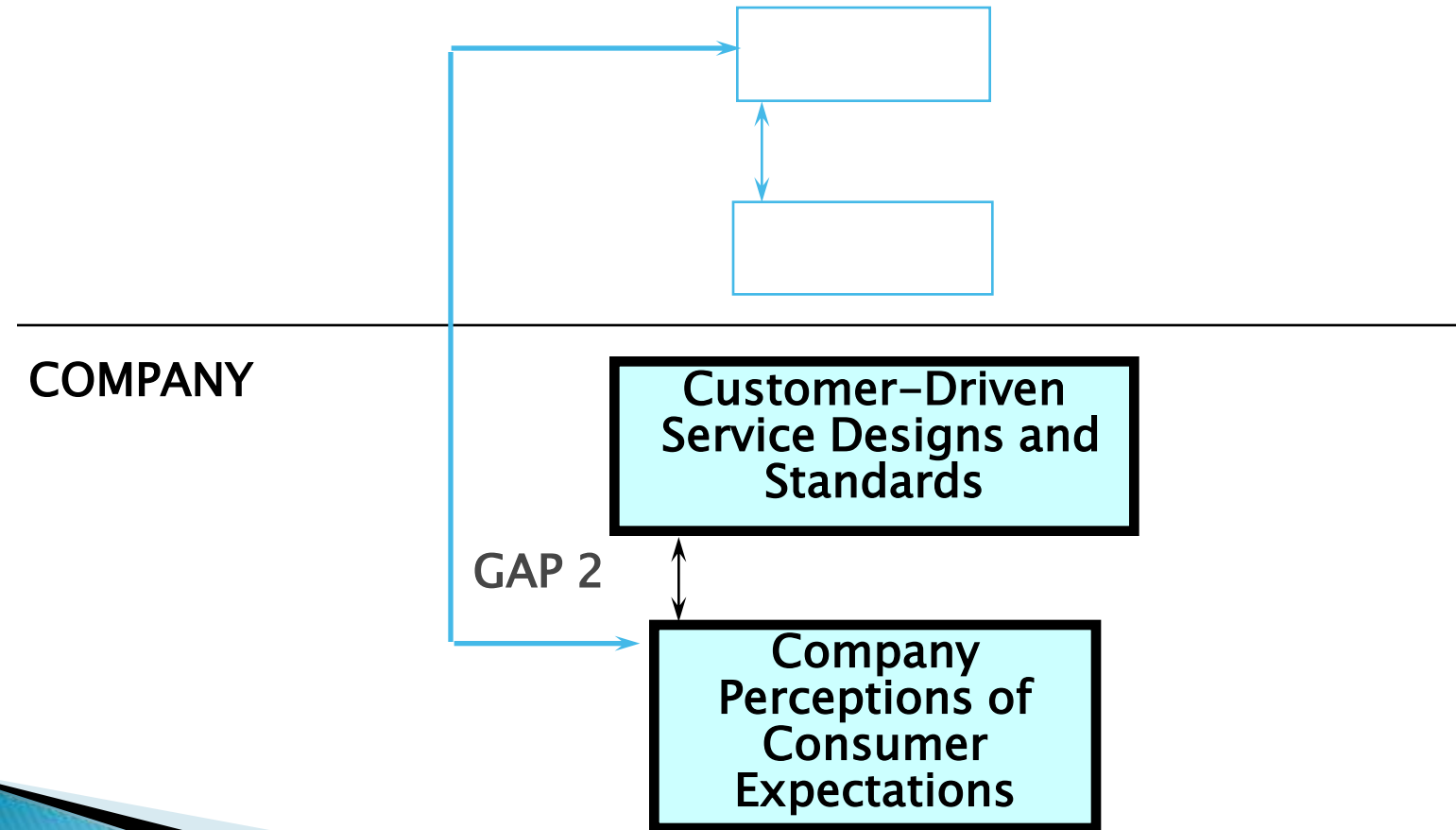


Company perceptions of  
customer expectations



# Provider Gap 2

CUSTOMER



# GAP 2

Wi tribe: It then started usb dongle but not up to standard

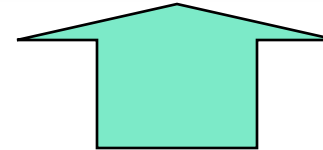
Pizza hut: Started offering Lemon pie and brownies but not of high quality

HBL: Started offering online payment but not of excellent quality

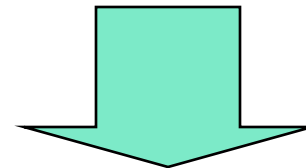
Ufone: started offering low quality internet services

Apcoms: Started offering management degree but not HEC recognized

Translation of perceptions into  
service quality specifications



- ▶ Poor service design
- ▶ Absence of customer-defined service standards
- ▶ Inappropriate physical evidence and servicescape



Management perceptions of customer  
expectations

**Reasons  
for  
provider  
gap  
2**

# Key Factors Leading to Provider Gap 2

Customer-Driven Service  
Designs and Standards

- 
- ***Poor Service Design***
    - Unsystematic new service development process
    - Vague, undefined service designs
  - ***Absence of Customer-Driven Standards***
    - Lack of customer-driven service standards
    - Absence of process management to focus on customer requirements
    - Absence of formal process for setting service quality goals
  - ***Inappropriate Physical Evidence and Servicescape***

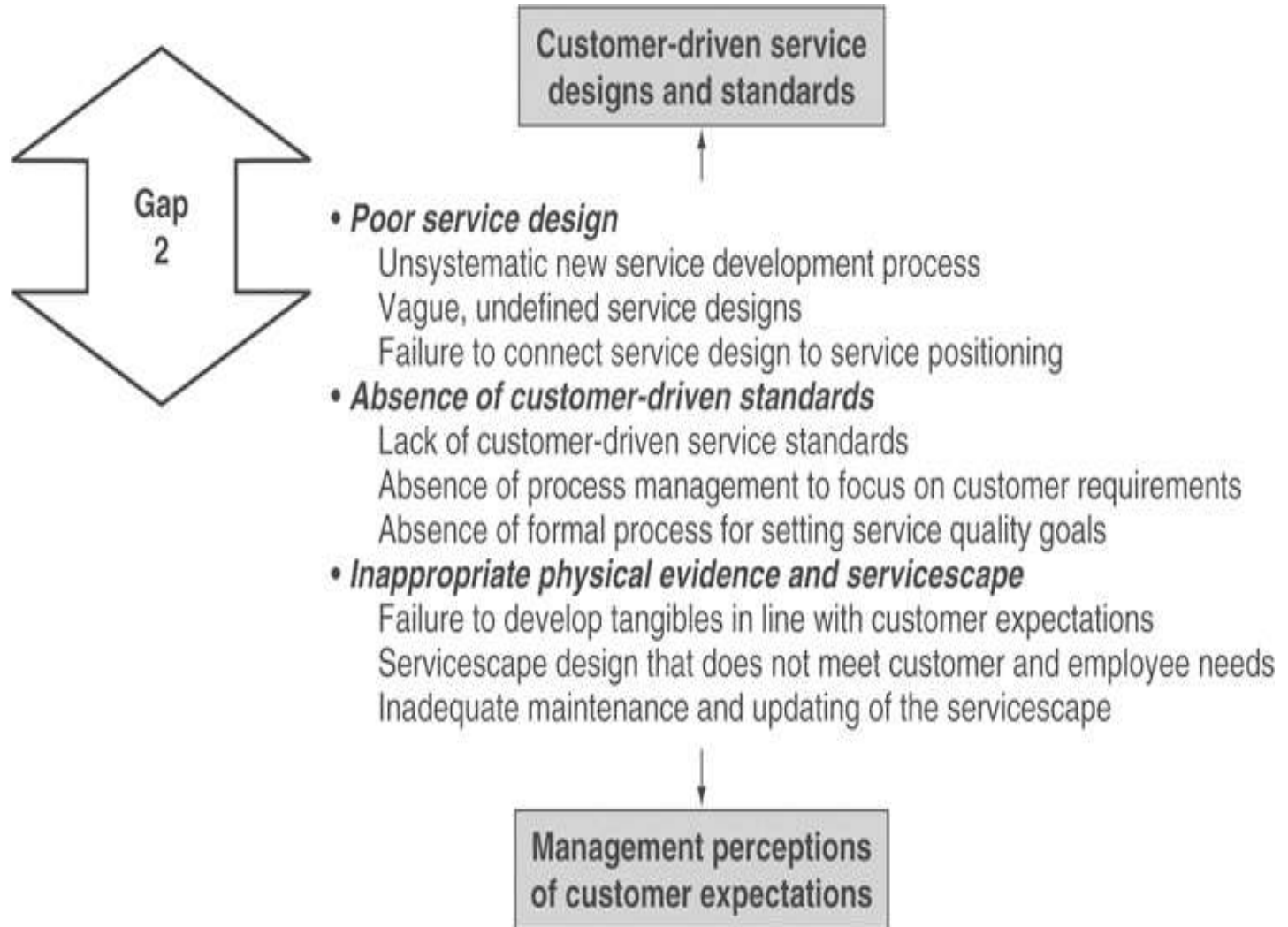
Management Perceptions  
of Customer  
Expectations



# Key Factors Leading to Provider Gap 2

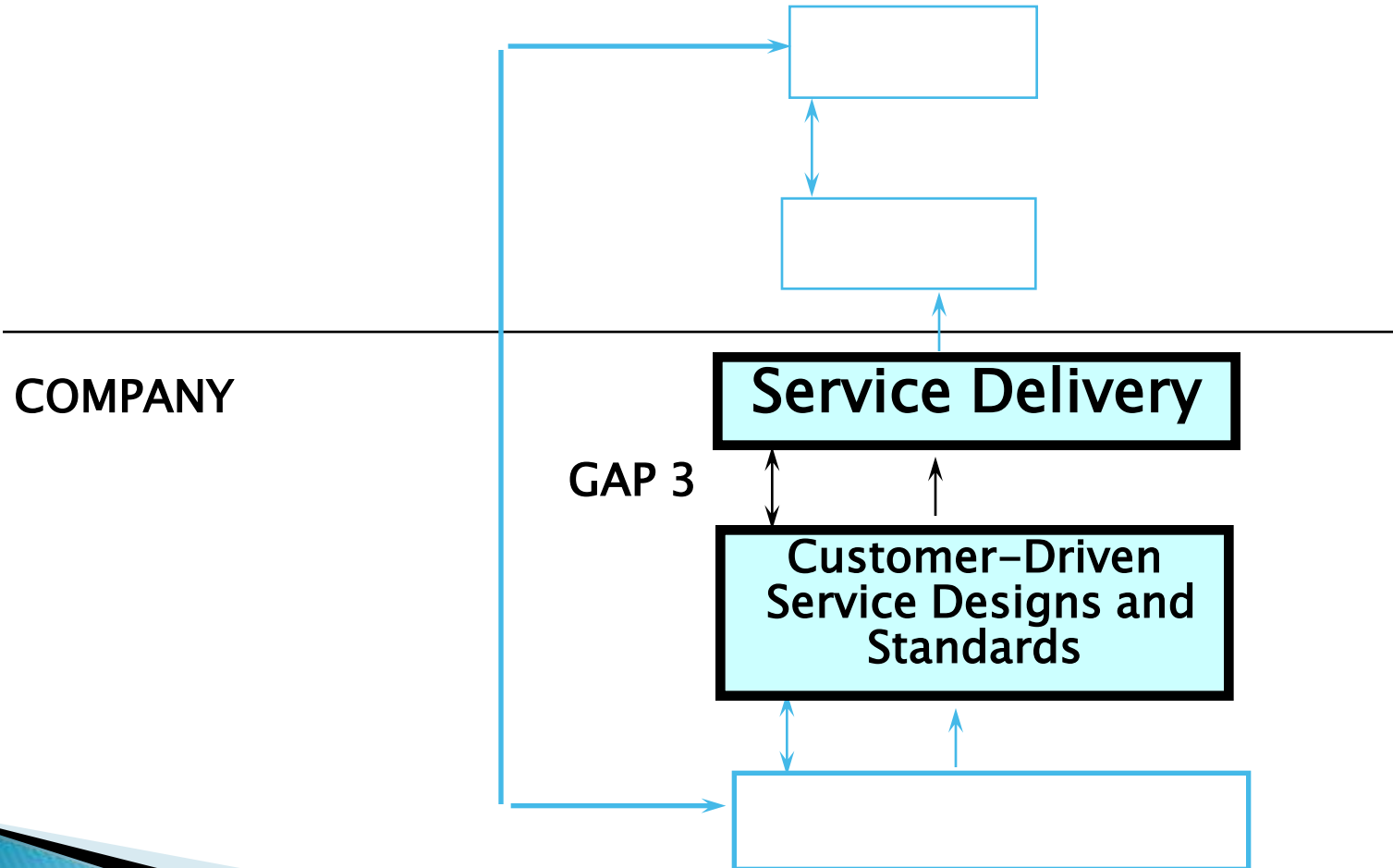
FIGURE 2.3

Key Factors Leading  
to Provider Gap 2:  
The Service Design  
and Standards Gap



# Provider Gap 3

CUSTOMER





# GAP 3

Wi tribe: no user guide given by Customer officer

Pizza hut: Unavailability of dessert

HBL: Not on time

Ufone: CSR is not much informed regarding service details

Apcoms: Teachers were not highly qualified

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graph TD; A[Customer-driven service designs and standards] --> B[Reasons for provider gap 3]; B --> C[Service delivery];
```

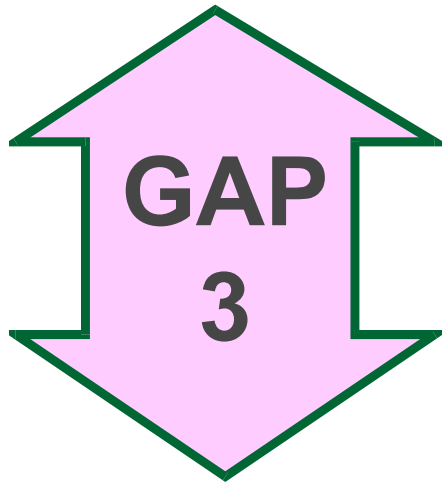
**Customer-driven service designs and standards**

**Reasons  
for  
provider  
gap  
3**

- ▶ Poor human resource policies
- ▶ Failure to match supply and demand
- ▶ Customer not fulfilling their roles
- ▶ Problems with service intermediaries

**Service delivery**

# Key Factors Leading to Provider Gap 3



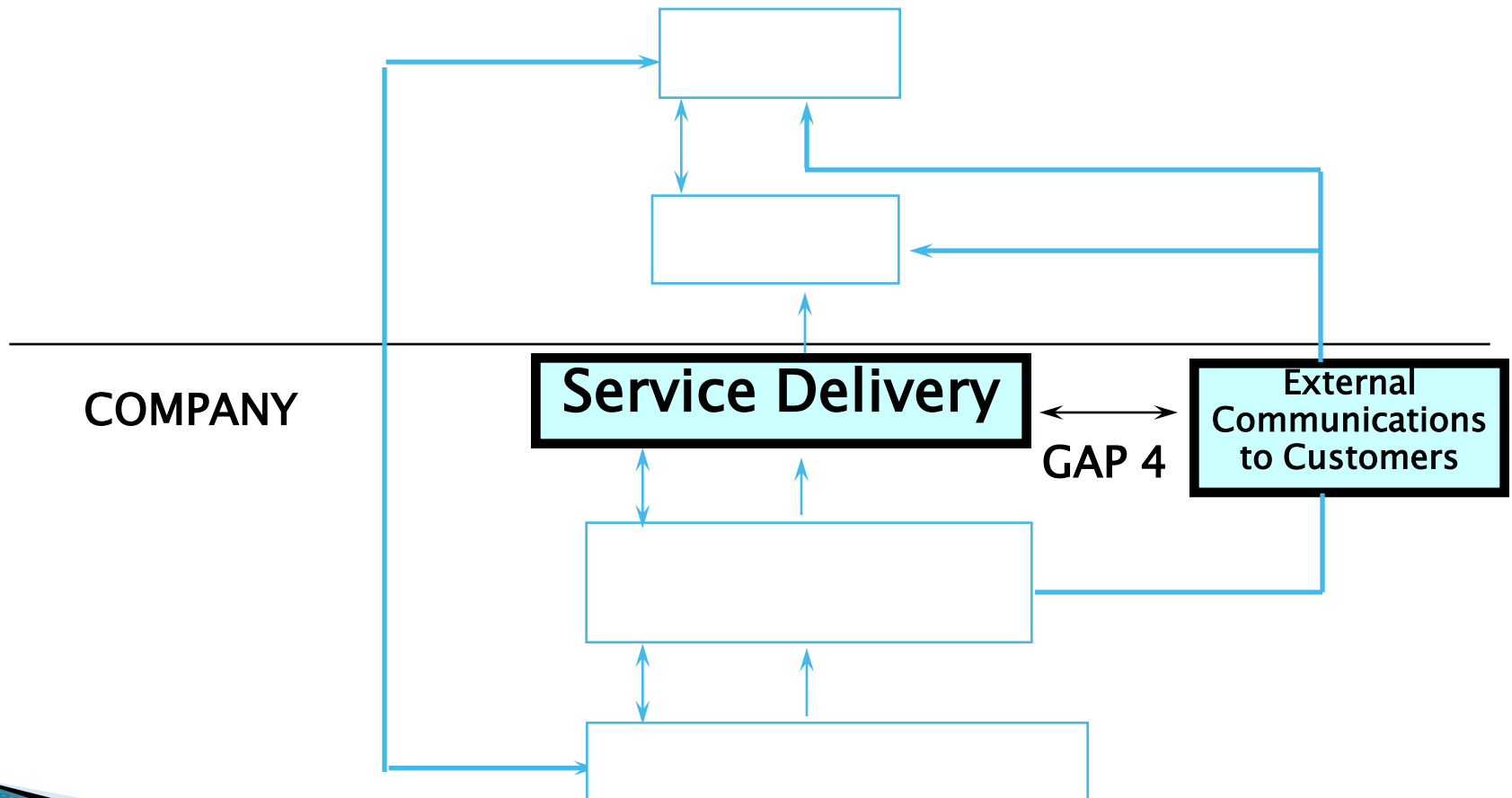
## Customer-Driven Service Designs and Standards

- ***Deficiencies in Human Resource Policies***
  - Ineffective recruitment
  - Role ambiguity and role conflict
  - Poor employee-technology job fit
  - Inappropriate evaluation and compensation systems
  - Lack of empowerment, perceived control and teamwork
- ***Failure to Match Supply and Demand***
  - Failure to smooth peaks and valleys of demand
  - Inappropriate customer mix
  - Over-reliance on price to smooth demand
- ***Customers Not Fulfilling Roles***
  - Customers lack knowledge of their roles and responsibilities
  - Customers negatively impact each other
- ***Problems with Service Intermediaries***
  - Channel conflict over objectives and performance
  - Channel conflict over costs and rewards
  - Difficulty controlling quality and consistency
  - Tension between empowerment and control

## Service Delivery

# Provider Gap 4

CUSTOMER



# GAP 4

Wi tribe: excellent services but not exactly what it advertises

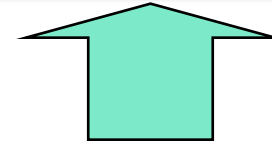
Pizza hut: it is good to eat but not as much as the mouth watering ad seems to be

HBL: delivered service is good but not exactly the same as depicted in ads

Ufone: Really good but not exactly according to ads

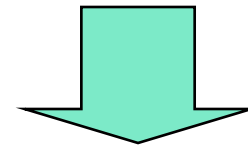
Apcoms: It is good but not as much shown in advertisements

**External communications to consumers**



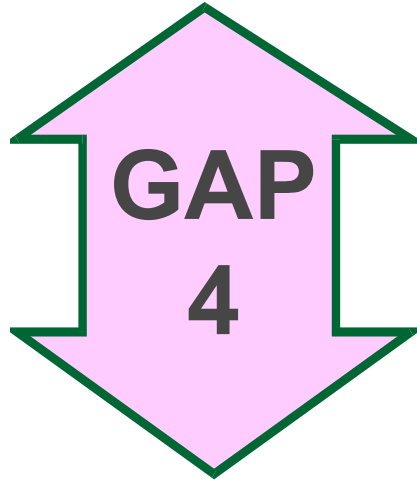
**Reasons  
for  
provider  
gap  
4**

- ▶ Lack of integration of marketing communications
- ▶ Inadequate management of customer expectations
- ▶ Overpromising
- ▶ Inadequate horizontal communications



**Service delivery**

# Key Factors Leading to Provider Gap 4



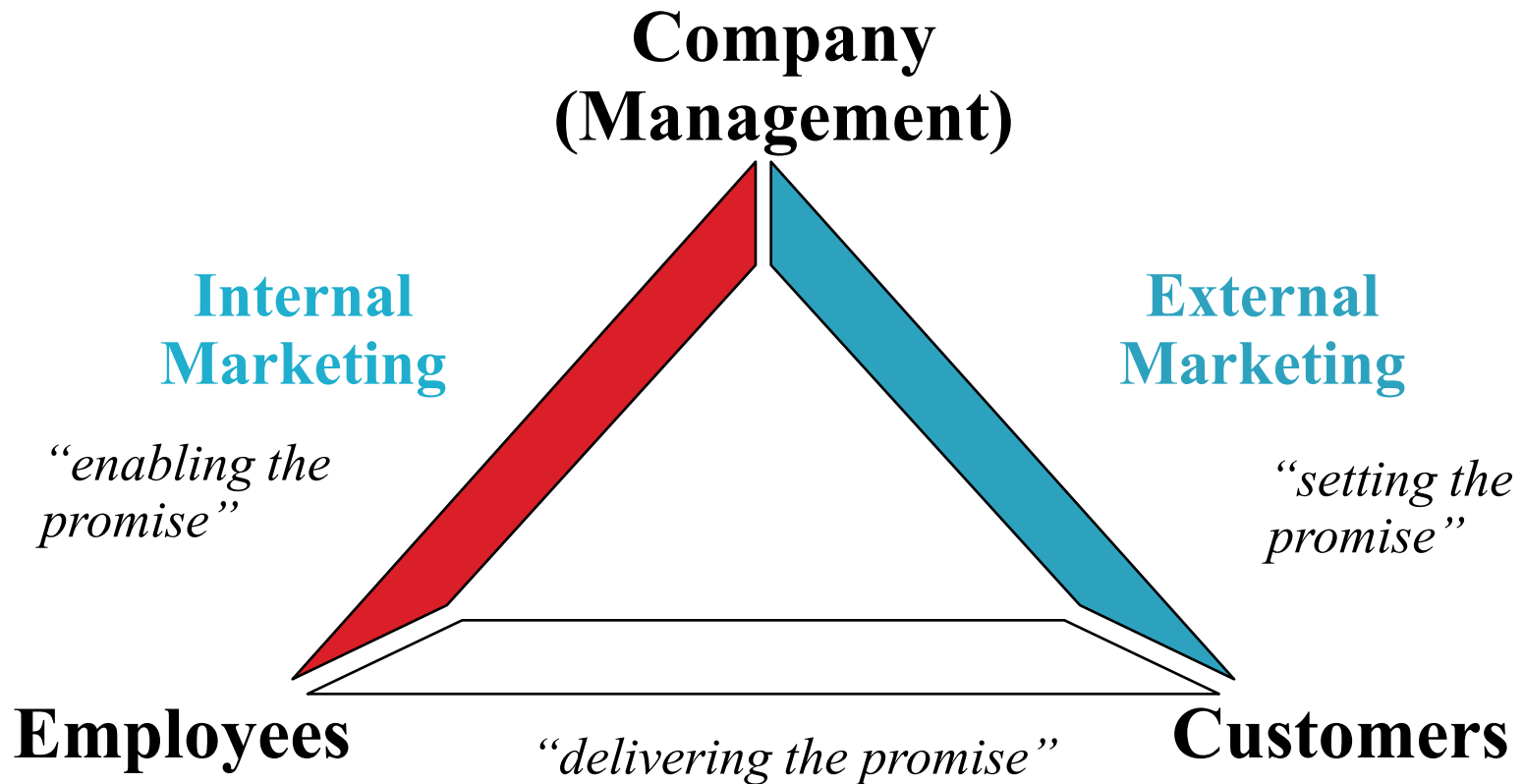
## Service Delivery

- ***Lack of Integrated Services Marketing Communications***
  - Tendency to view each external communication as independent
  - Not including interactive marketing in communications plan
  - Absence of strong internal marketing program
- ***Ineffective Management of Customer Expectations***
  - Not managing customer expectations through all forms of communication
  - Not adequately educating customers
- ***Overpromising***
  - Overpromising in advertising
  - Overpromising in personal selling
  - Overpromising through physical evidence cues
- ***Inadequate Horizontal Communications***
  - Insufficient communication between sales and operations
  - Insufficient communication between advertising and operations
  - Differences in policies and procedures across branches or units

## External Communications to Customers

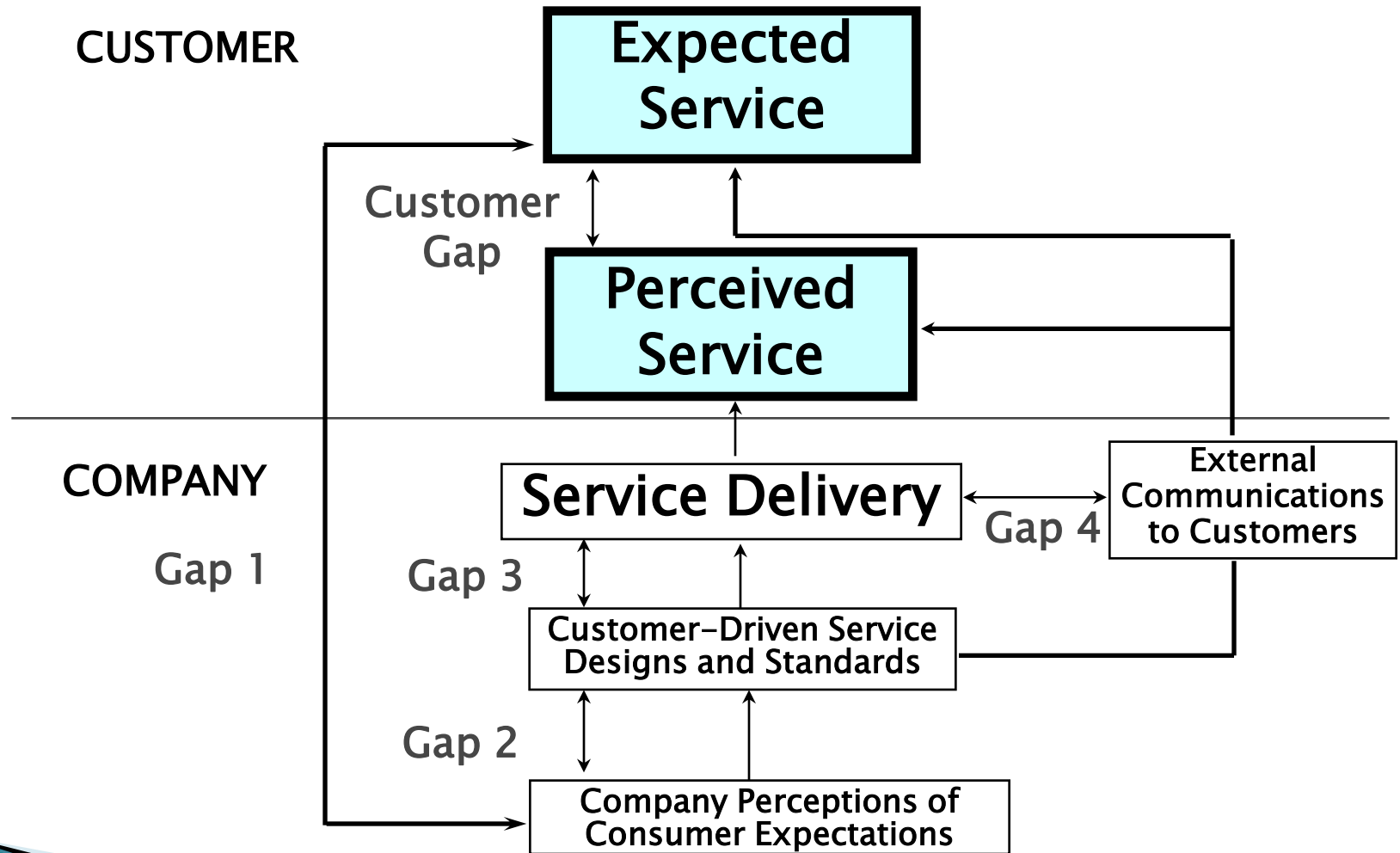


# The Services Marketing Triangle



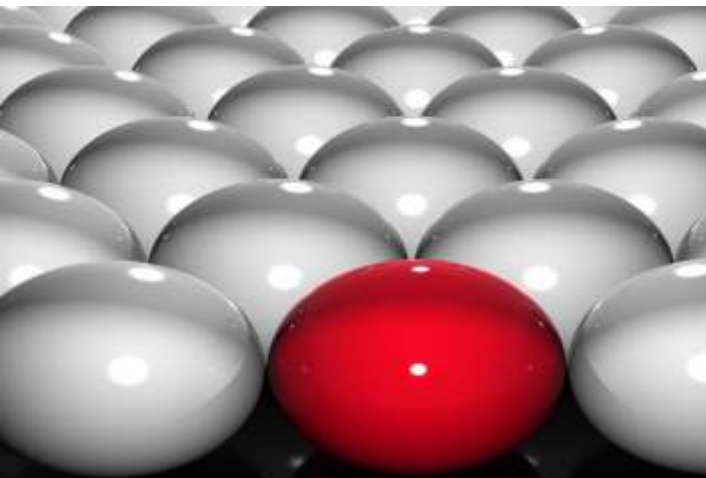


# Gaps Model of Service Quality



# Closing the gaps

- ▶ Gap 1: Learn what customers expect
- ▶ Gap 2: Establish the right service quality standards
- ▶ Gap 3: Ensure that service performance meets standards
- ▶ Gap 4: Ensure that delivery matches promises



# Closing gap 1: Learn what customers expect

- ▶ Use research, complaint analysis, customer panels
- ▶ Increase direct interactions between managers and customers
- ▶ Improve upward communications
- ▶ Act on information and insights

**listen to  
customers**

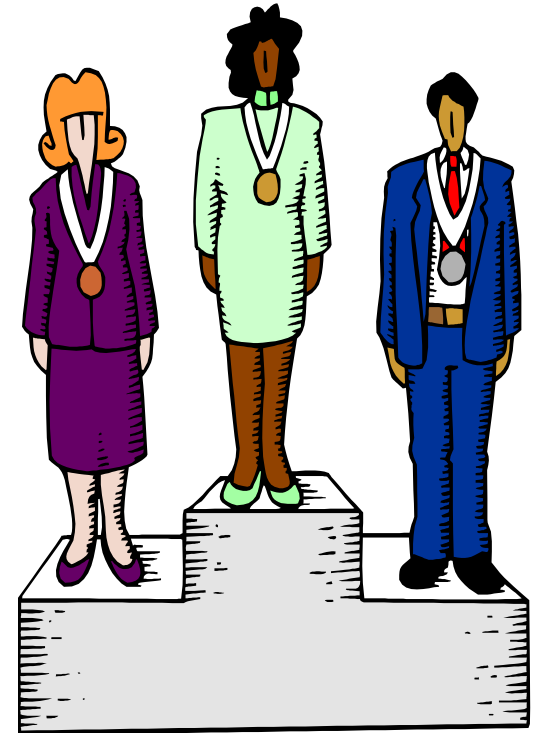


## Closing gap 2: Establish the right service quality standards

- ▶ Top management commitment to providing service quality
- ▶ Set, communicate, and reinforce customer-oriented service standards
- ▶ Establish challenging and realistic service quality goals
- ▶ Train managers to be service quality leaders
- ▶ Be receptive to new ways to deliver service quality
- ▶ Standardise repetitive tasks

## Service Quality Awards

- ▶ Prioritise tasks
- ▶ Gain employee acceptance of goals and priorities
- ▶ Measure performance of service standards and provide regular feedback
- ▶ Reward managers and employees for achievement of quality goals

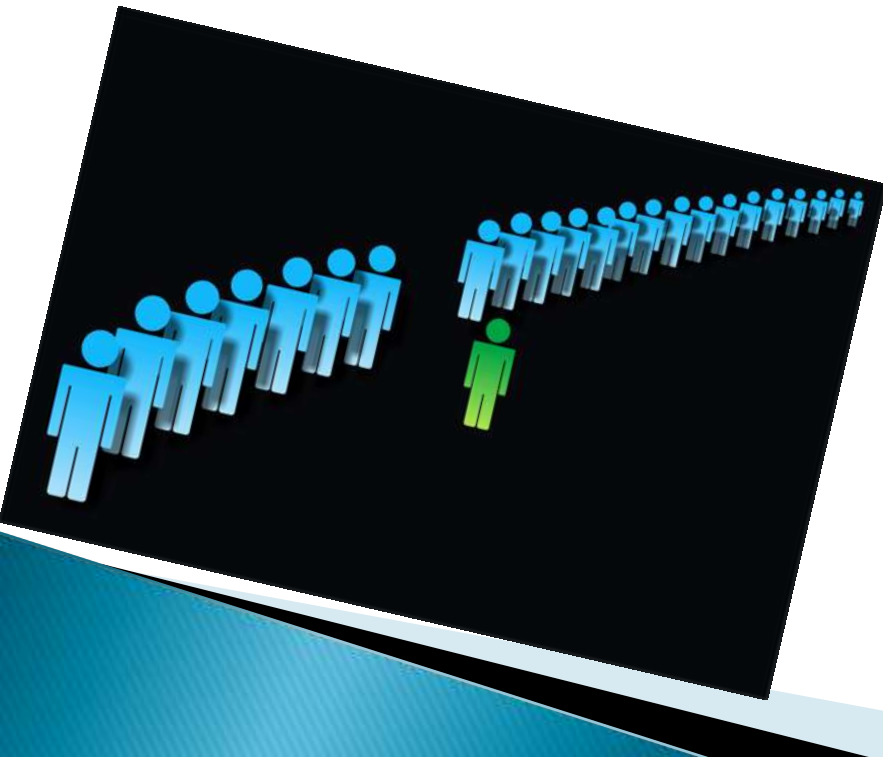


## Closing gap 3: Ensure that service performance meets standards

- ▶ Attract the best employees
- ▶ Select the right employees
- ▶ Develop and support employees
  - train employees
  - provide appropriate technology & equipment
  - encourage and build teamwork
  - empower employees
  - internal marketing



- ▶ Retain good employees
  - measure and reward service quality achievements
  - develop equitable and simple reward systems





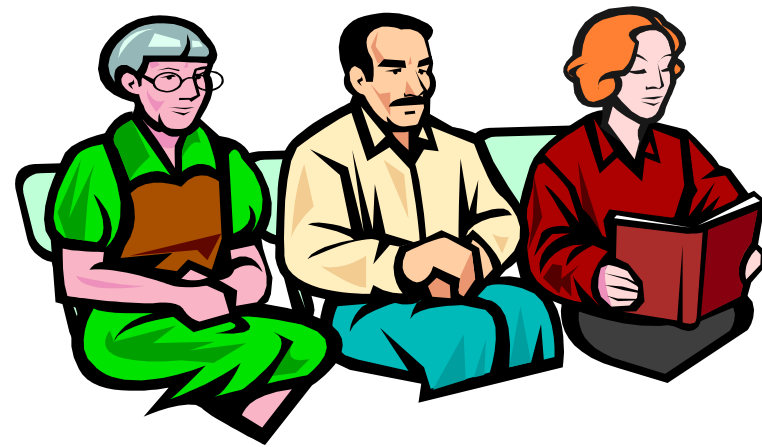
## Closing gap 4: Ensure that service delivery matches promises

- ▶ Seek input from operations personnel on what can be done
- ▶ 'Reality' advertising
  - real employees, real customers, real situations
- ▶ Seek input from employees on advertising
- ▶ Gain communications between sales, operations and customers
- ▶ Internal marketing programs



- ▶ Ensure consistent standards in multi-site operations
- ▶ In advertising, focus on service characteristics that are important to customers
- ▶ Manage customer's expectations
  - What are realistic expectations?
  - Explain industry realities
- ▶ Tiered service options
  - Offer different levels of service – user pays

Why do we always have to wait?



# Brief Summary Gaps in Service Quality

Gap	Problem	Cause(s)
1. Consumer expectation – mgmt. perception	The service features offered don't meet customer needs	Lack of marketing research; inadequate upward communication; too many levels between contact personnel and management
2. Management perception – service quality specification	The service specifications defined do not meet management's perceptions of customer expectations	Resource constraints; management indifference; poor service design
3. Service quality specification – service delivery	Specifications for service meet customer needs but service delivery is not consistent with those specifications	Employee performance is not standardized; customer perceptions are not uniform
4. Service delivery – external communication	The service does not meet customer expectations, which have been influenced by external communication	Marketing message is not consistent with actual service offering; promising more than can be delivered