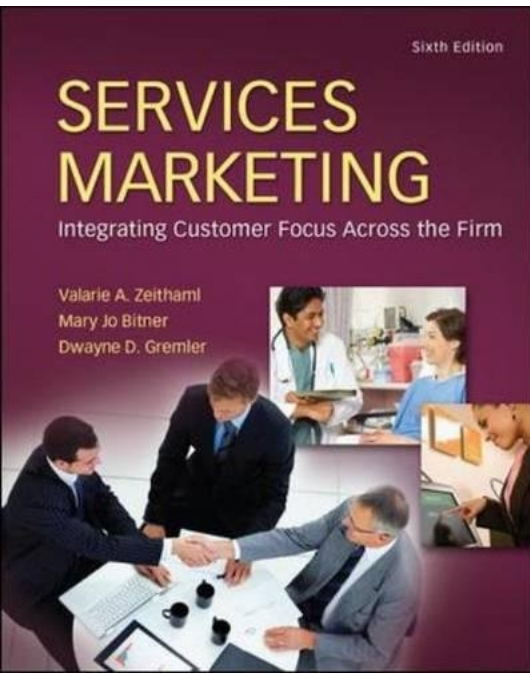


# Services Marketing

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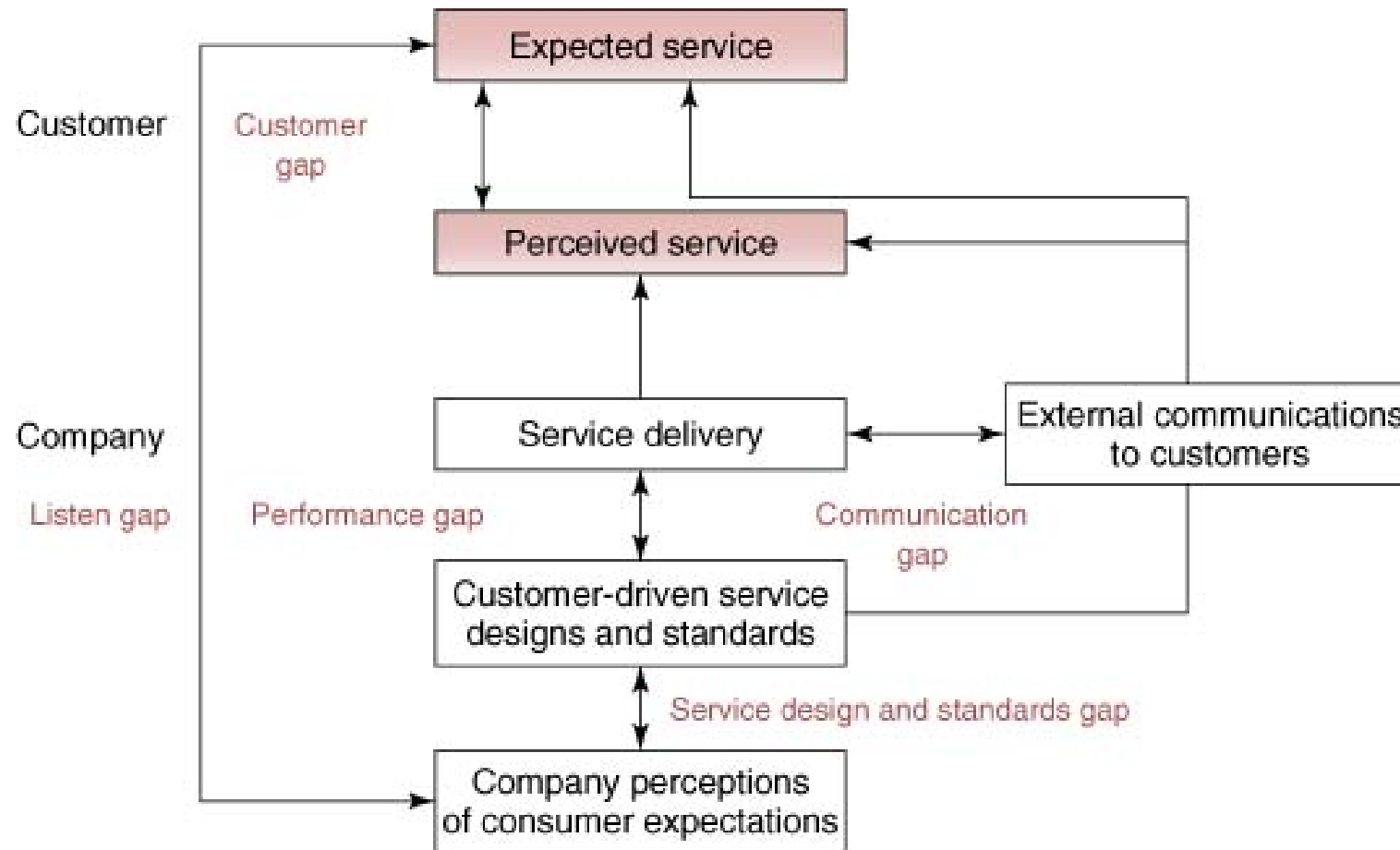
# Customer Perceptions of Service (Chapter 4)



# Objectives for Chapter 4: Customer Perceptions of Service

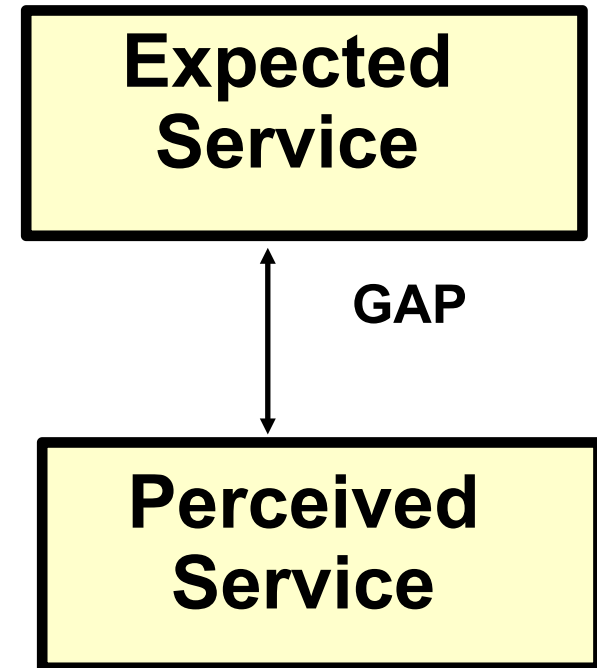
- Provide you with definitions and understanding of customer satisfaction and service quality
- Show that service encounters or the “moments of truth” are the building blocks of customer perceptions
- Highlight strategies for managing customer perceptions of service

# The Gaps Model of Service Quality

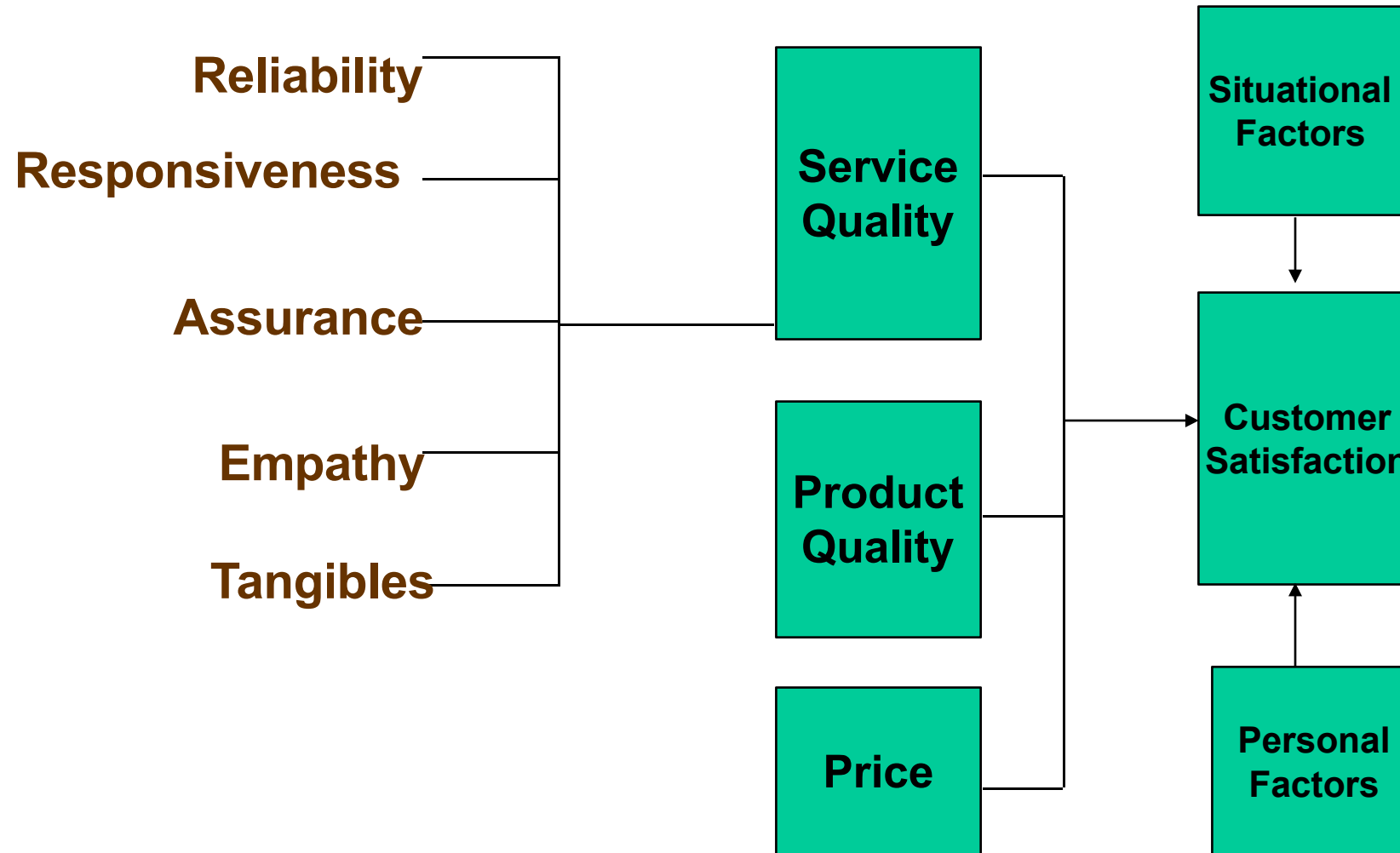


# The Customer Gap

- As depicted in the model, a firm's primary goal should be to meet or exceed customer expectations, and strategies used to achieve that objective (whether operations, human resource, or technology-based) are all focused on the customer.
- Every gap and every strategy used to close the gaps in the model retains a focus on the customer at its core.



# Customer Perceptions of Service Quality and Customer Satisfaction

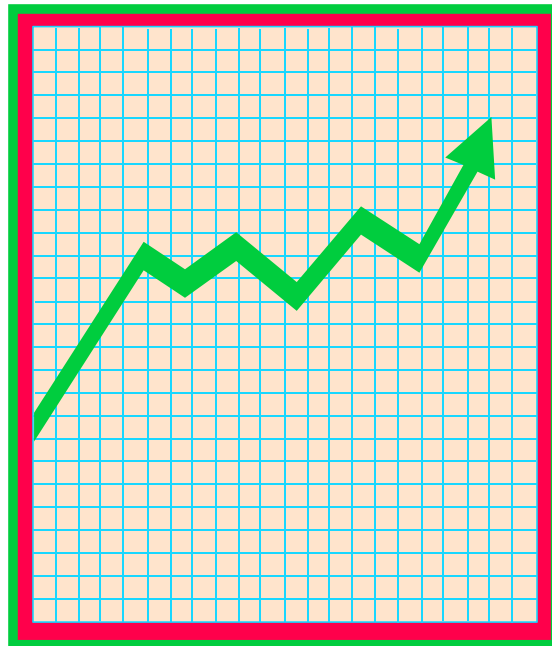


# Factors Influencing Customer Satisfaction

- Product/service quality
- Product/service attributes or features
- Consumer Emotions
- Attributions for product/service success or failure
- Equity or fairness evaluations

# Outcomes of Customer Satisfaction

- Increased customer retention
- Positive word-of-mouth communications
- Increased revenues



# Relationship between Customer Satisfaction and Loyalty in Competitive Industries



Source: James L. Heskett, W. Earl Sasser, Jr., and Leonard A. Schlesinger, *The Service Profit Chain*, (New York, NY: The Free Press, 1997), p. 83.

# Service Quality

- The customer's judgment of overall excellence of the service provided in relation to the quality that was expected.
- Process and outcome quality are both important.

# Service Quality



# The Five Dimensions of Service Quality

## Reliability

Ability to perform the promised service dependably and accurately.

## Assurance

Knowledge and courtesy of employees and their ability to convey trust and confidence.

## Tangibles

Physical facilities, equipment, and appearance of personnel.

## Empathy

Caring, individualized attention the firm provides its customers.

## Responsiveness

Willingness to help customers and provide prompt service.

# Exercise to Identify Service Attributes

In groups of five, choose a services industry and spend 10 minutes brainstorming specific requirements of customers in each of the five service quality dimensions. ***Be certain the requirements reflect the customer's point of view.***

**Reliability:**

**Assurance:**

**Tangibles:**

**Empathy:**

**Responsiveness:**

# Exercise to Identify Service Attributes

Example:



# SERVQUAL Attributes

## RELIABILITY

- Providing service as promised
- Dependability in handling customers' service problems
- Performing services right the first time
- Providing services at the promised time
- Maintaining error-free records

## RESPONSIVENESS

- Keeping customers informed as to when services will be performed
- Prompt service to customers
- Willingness to help customers
- Readiness to respond to customers' requests

## ASSURANCE

Employees who instill confidence in customers

Making customers feel safe in their transactions

Employees who are consistently courteous  
Employees who have the knowledge to answer customer questions

## EMPATHY

- Giving customers individual attention
- Employees who deal with customers in a caring fashion
- Having the customer's best interest at heart
- Employees who understand the needs of their customers
- Convenient business hours

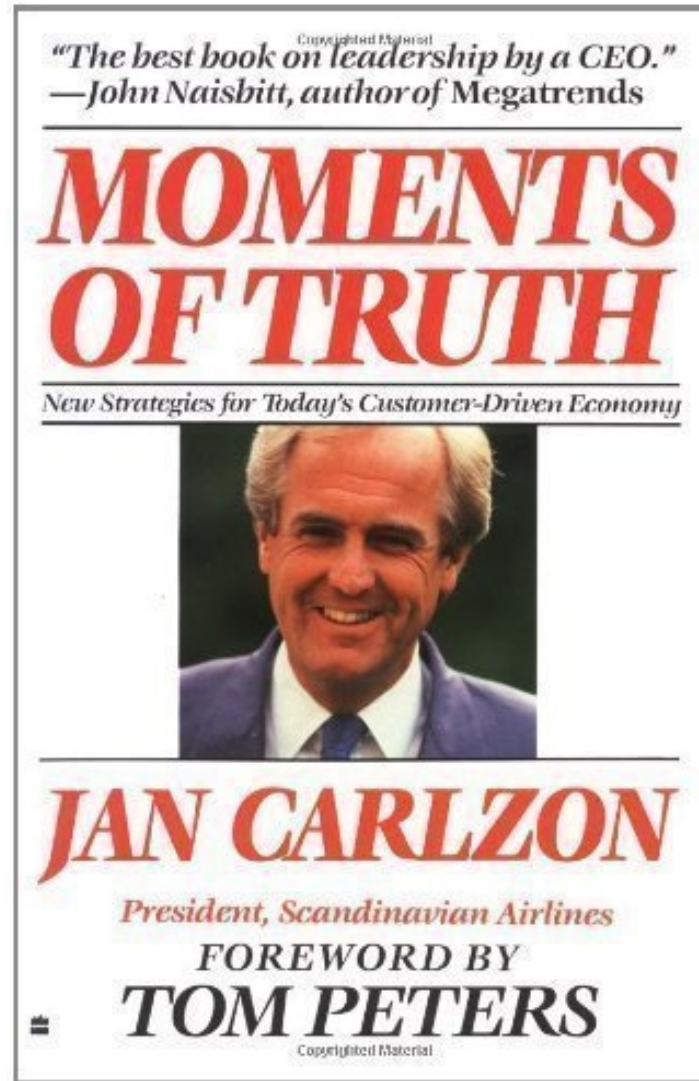
## TANGIBLES

- Modern equipment
- Visually appealing facilities
- Employees who have a neat, professional appearance
- Visually appealing materials associated with the service

# The Service Encounter

- is the “moment of truth”
- occurs any time the customer interacts with the firm
- can potentially be critical in determining customer satisfaction and loyalty
- types of encounters:
  - remote encounters
  - phone encounters
  - face-to-face encounters
- is an opportunity to:
  - build trust
  - reinforce quality
  - build brand identity
  - increase loyalty

# “Moments of truth”

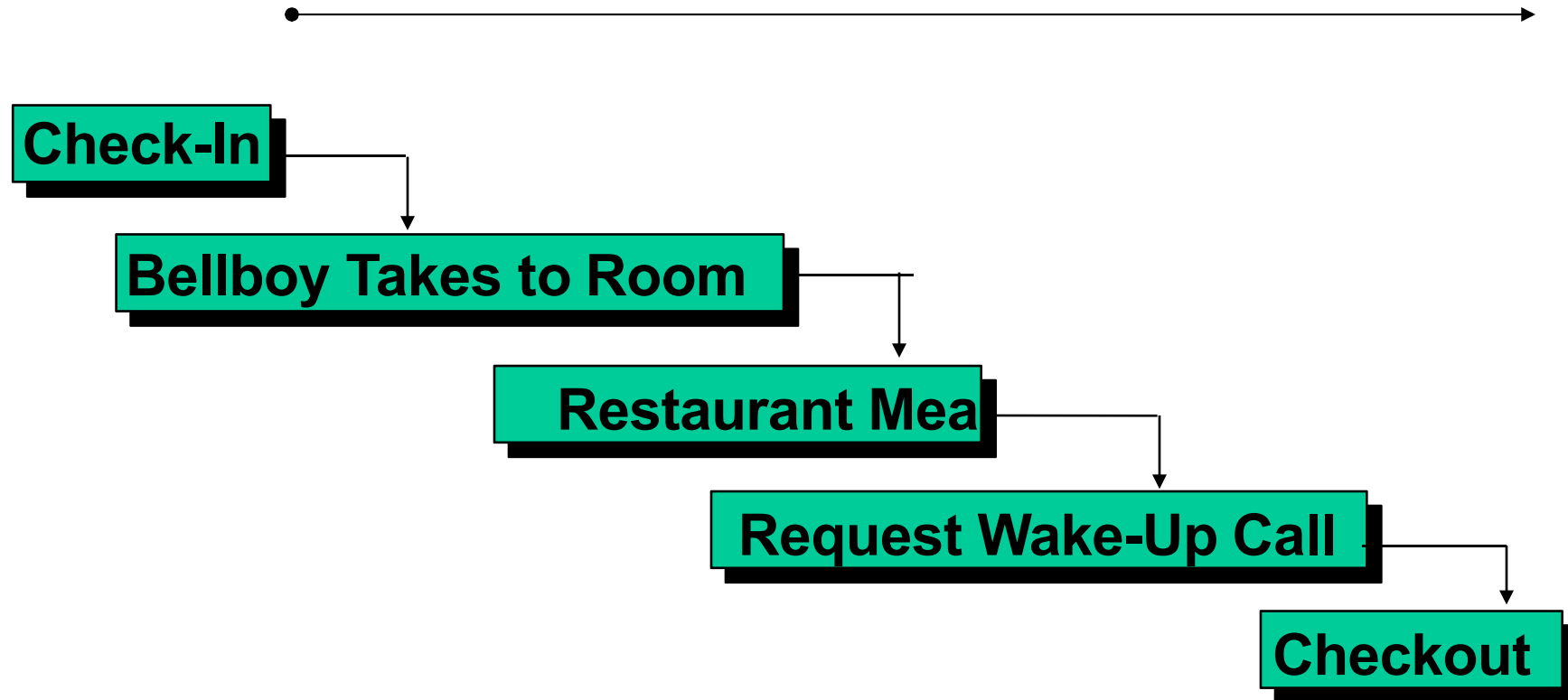


# “Moments of truth” defined

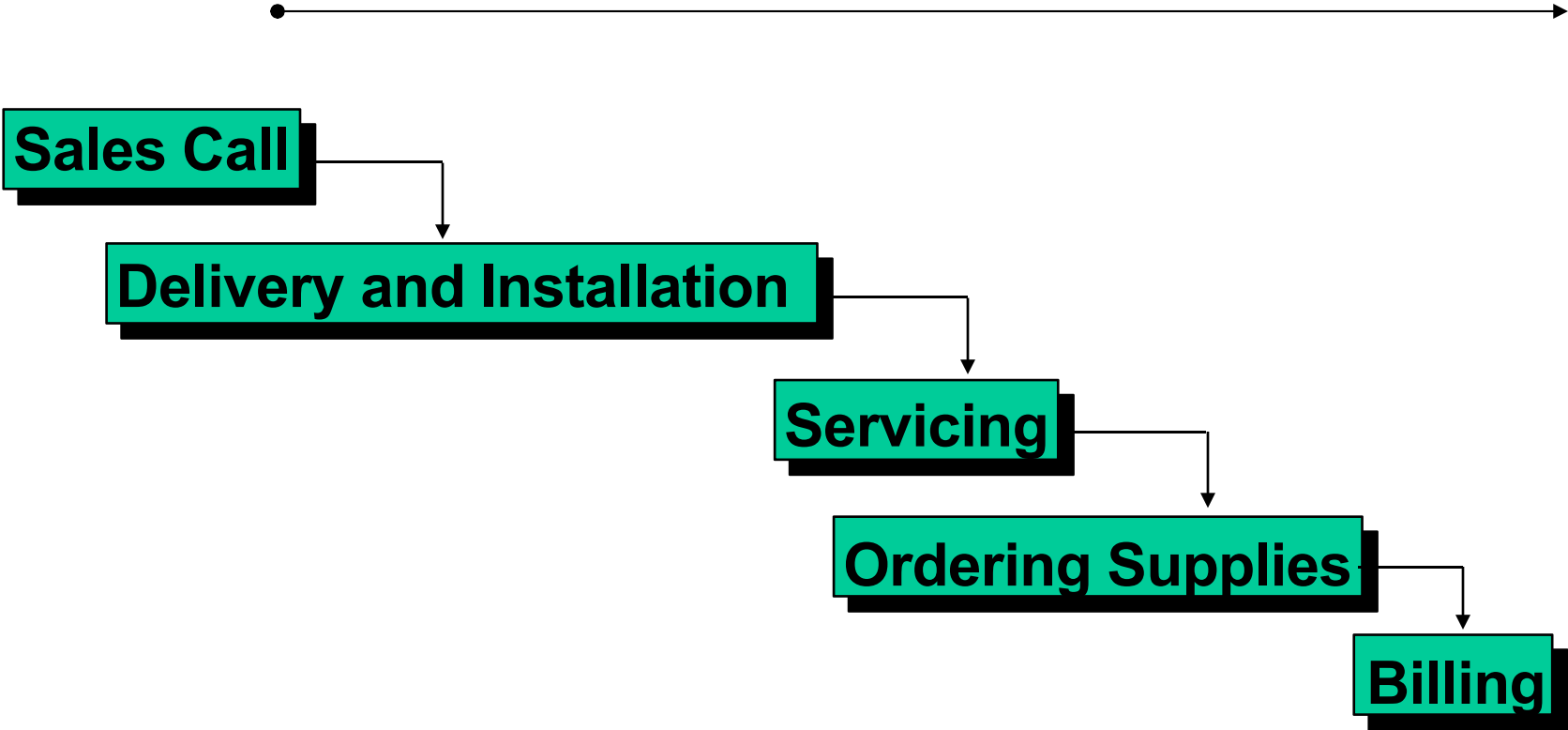
- Moment of truth (MOT) in marketing, is the moment when a customer/user interacts with a brand, product or service to form or change an impression about that particular brand, product or service.



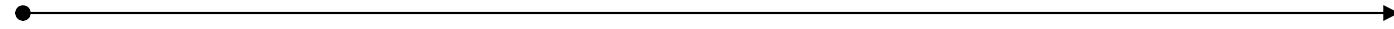
# A Service Encounter Cascade for a Hotel Visit



# A Service Encounter Cascade for an Industrial Purchase



# Critical Service Encounters Research

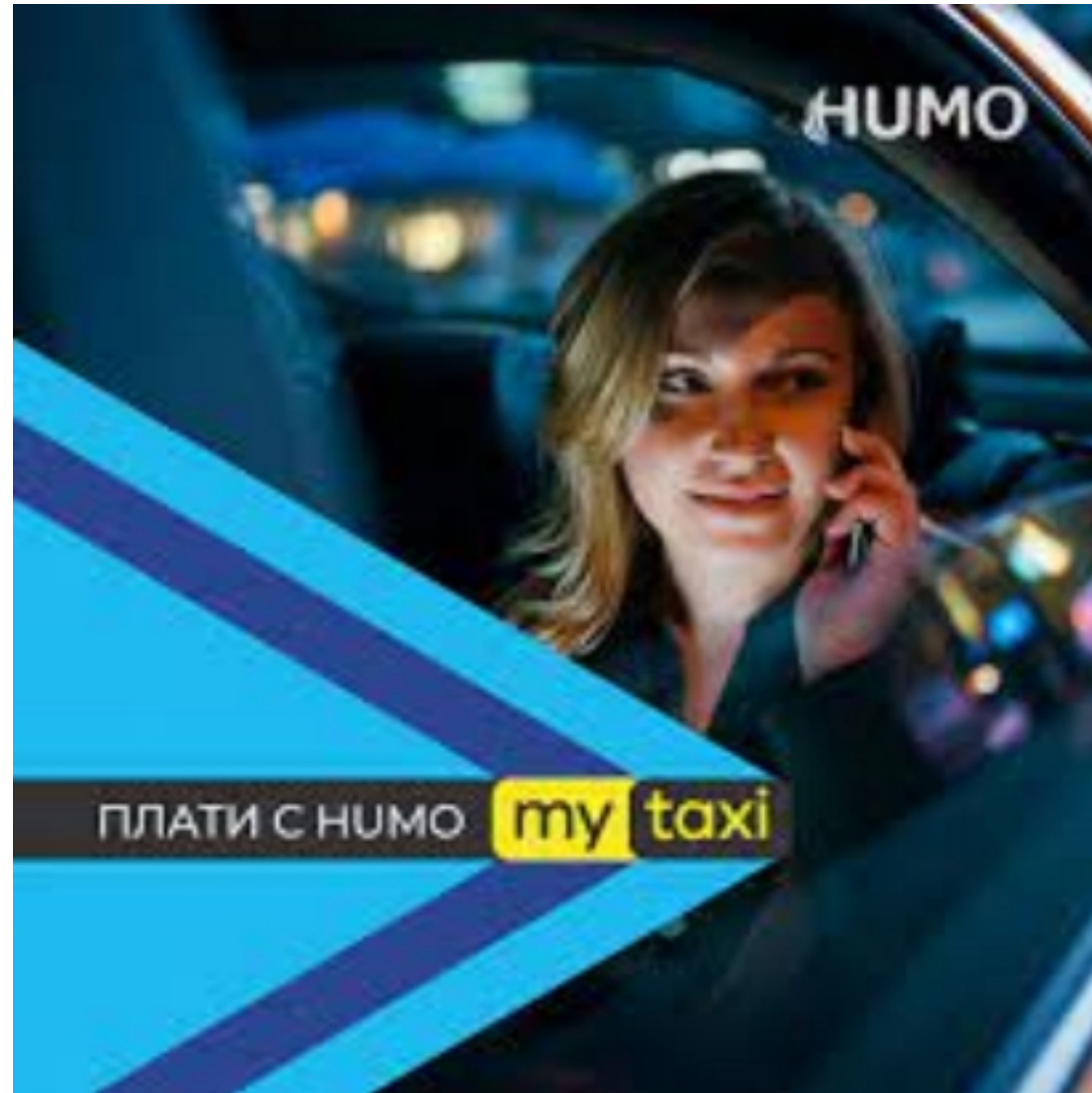


- **GOAL** - understanding actual events and behaviors that cause customer dis/satisfaction in service encounters
- **METHOD** - Critical Incident Technique
- **DATA** - stories from customers and employees
- **OUTPUT** - identification of themes underlying satisfaction and dissatisfaction with service encounters

# Sample Questions for Critical Incidents Study

- Think of a time when, as a customer, you had a particularly *satisfying* (*dissatisfying*) interaction with an employee of\_\_\_\_\_.
- When did the incident happen?
- What specific circumstances led up to this situation?
- Exactly what was said and done?
- What resulted that made you feel the interaction was *satisfying* (*dissatisfying*)?

# Sample Questions for Critical Incidents Study



# Common Themes in Critical Service Encounters Research

<b>Recovery:</b> Employee Response to Service Delivery System Failure	<b>Adaptability:</b> Employee Response to Customer Needs and Requests
<b>Coping:</b> Employee Response to Problem Customers	<b>Spontaneity:</b> Unprompted and Unsolicited Employee Actions and Attitudes

# Recovery

## DO

- Acknowledge problem
- Explain causes
- Apologize
- Compensate/upgrade
- Lay out options
- Take responsibility

## DON'T

- Ignore customer
- Blame customer
- Leave customer to fend for him/herself
- Downgrade
- Act as if nothing is wrong

# Adaptability

## • DO

- Recognize the seriousness of the need
- Acknowledge Anticipate
- Attempt to accommodate
- Explain rules/policies Take responsibility
- Exert effort to accommodate

## DON'T

- Promise, then fail to follow through
- Ignore
- Show unwillingness to try
- Embarrass the customer
- Laugh at the customer
- Avoid responsibility

# Spontaneity

## DO

- Take time Be attentive
- Anticipate needs
- Listen
- Provide information (even if not asked)
- Treat customers fairly
- Show empathy
- Acknowledge by name

## DON'T

- Exhibit impatience
- Ignore
- Yell/laugh/swear
- Steal from or cheat a customer
- Discriminate
- Treat impersonally

# Coping

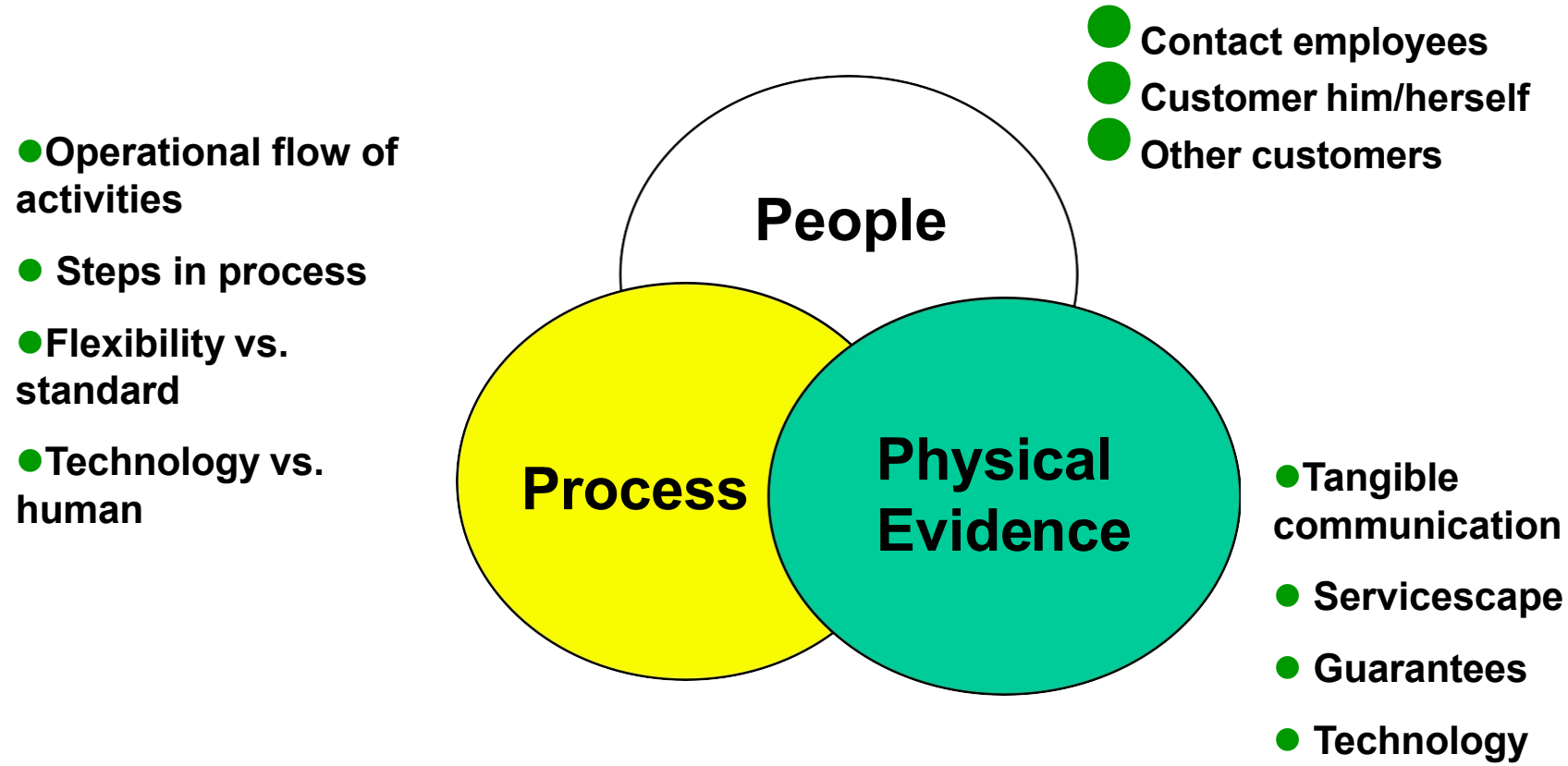
## DO

- Listen
- Try to accommodate
- Explain
- Let go of the customer

## DON'T

- Take customer's dissatisfaction personally
- Let customer's dissatisfaction affect others

# Evidence of Service from the Customer's Point of View



# References:

- **Textbook:** Zeithaml, Valarie, Mary Jo Bitner, and Dwayne Gremler (2013), **Services Marketing** 6th International Edition, Irwin/McGraw-Hill Publishing. (Other editions will also work, but you are responsible to compare your edition to the 6th - because the syllabus was written for the 6th edition.)
- Printed cases will be provided each week and also will be posted on the Module Intranet page prior to seminars.

**THANK YOU FOR YOUR  
ATTENTION!**



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