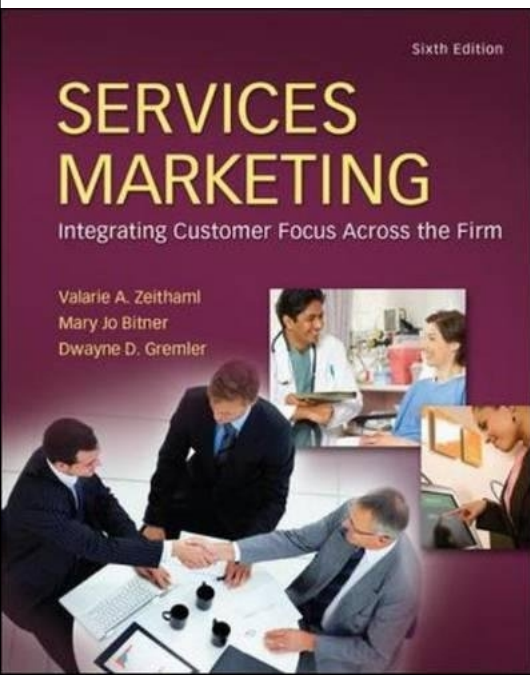


# Services Marketing

Mamurjon Rahimov  
[mrahimov@wiut.uz](mailto:mrahimov@wiut.uz)  
[mamurjon@gmail.com](mailto:mamurjon@gmail.com)

# Customer-defined Service Standards (Chapter 9)



# Objectives for Chapter 9: Customer-defined Service Standards

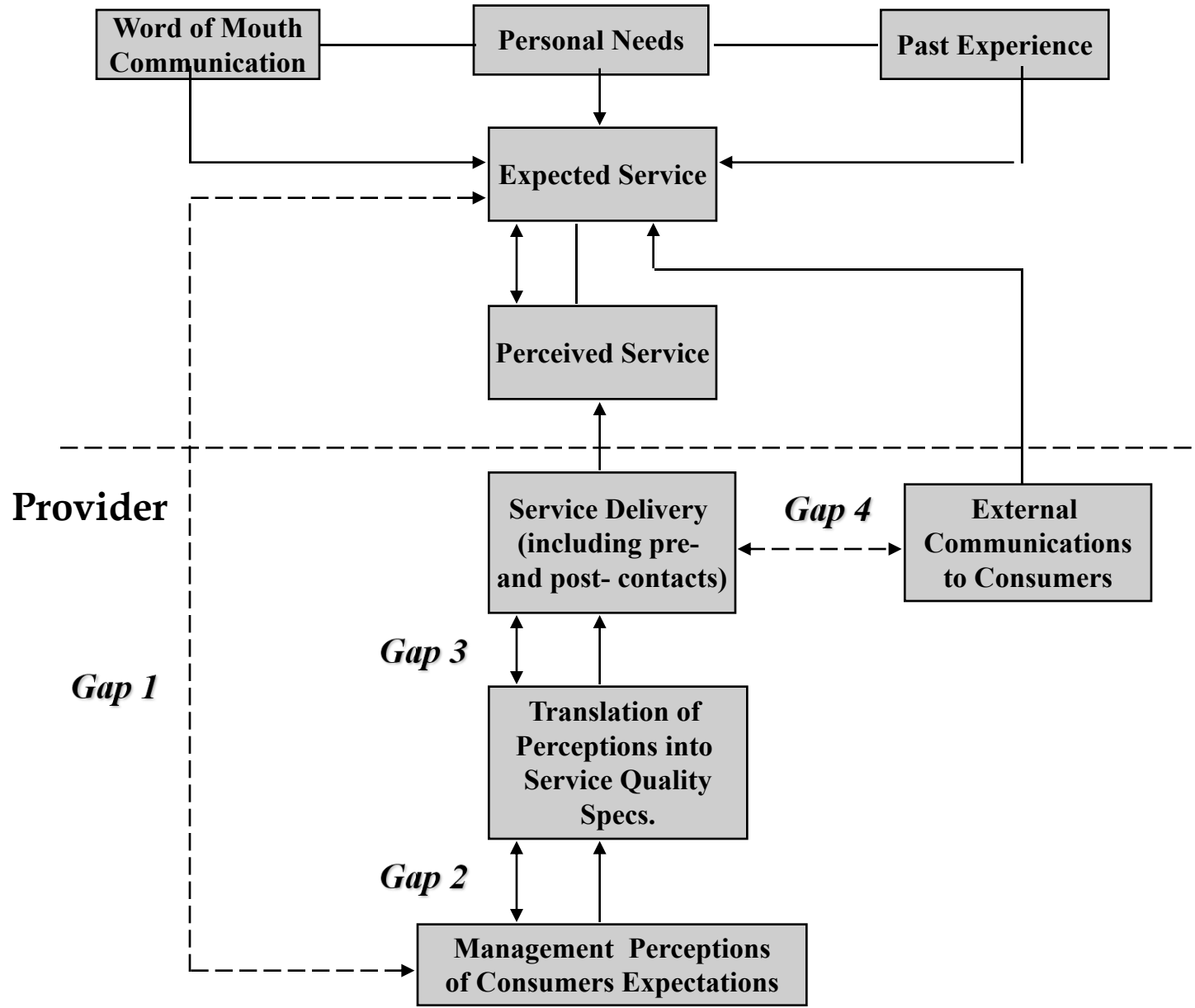
- Differentiate between company-defined and customer-defined service standards
- Distinguish among one-time service fixes and “hard” and “soft” customer-defined standards
- Explain the critical role of the service encounter sequence in developing customer-defined standards
- Illustrate how to translate customer expectations into behaviors and actions that are definable, repeatable, and actionable

# Customer-defined Service Standards

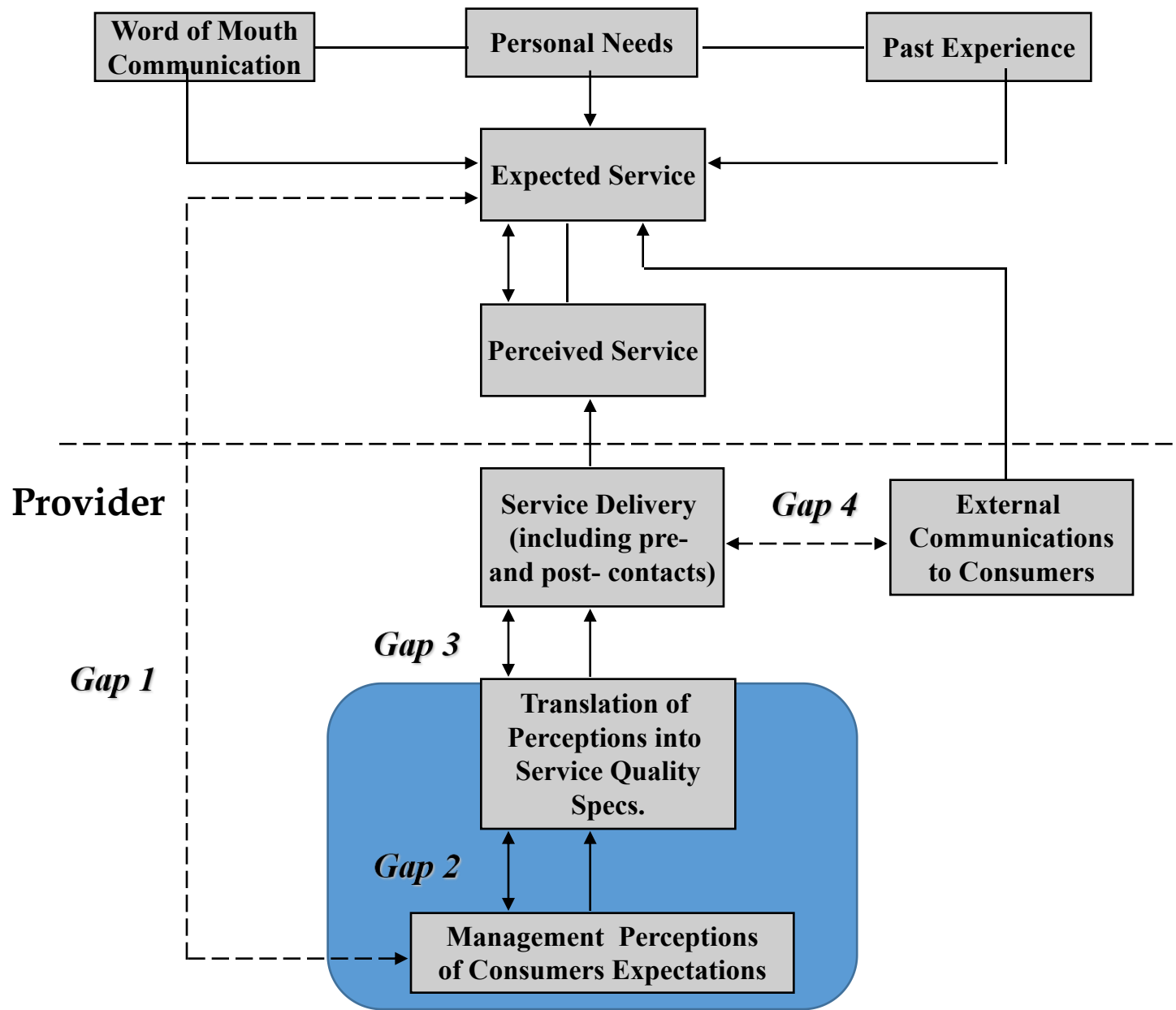


*Don't make customers wait too long for you to return their call. And "too long" is defined by them, not by you.*

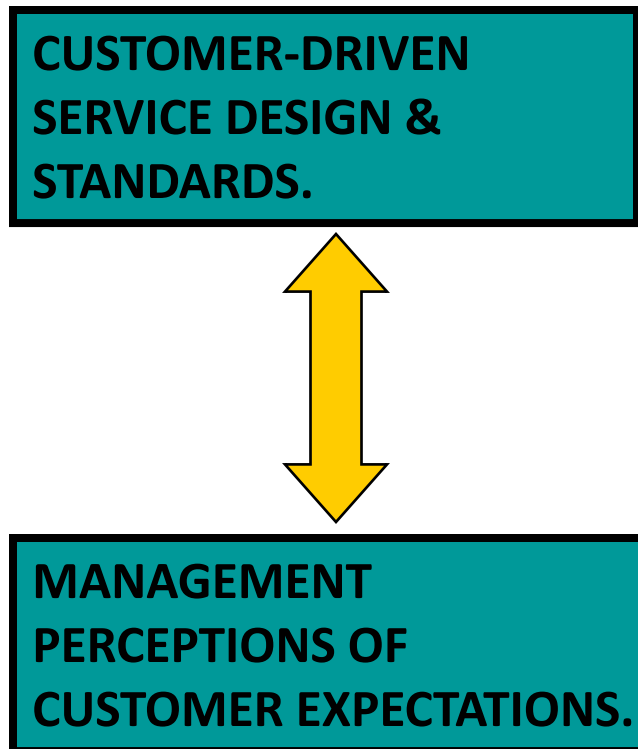
# THE GAPS MODEL OF SERVICE QUALITY



# THE GAPS MODEL OF SERVICE QUALITY

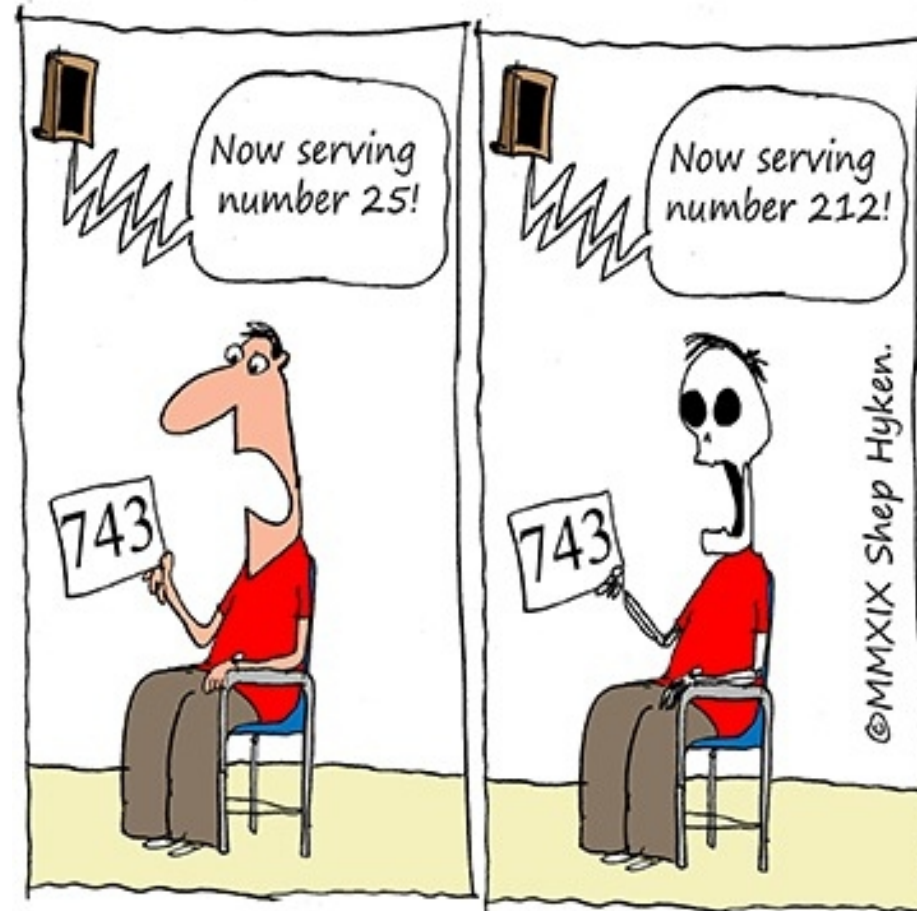


## GAP # 2: Not selecting the right service designs and standards



- **KEY FACTORS LEADING TO GAP #2:**
  - *Poor Service Design:*
    - ✓ **Unsystematic new-service development process.**
    - ✓ **Vague, undefined service designs.**
    - ✓ **Failure to connect service design to service positioning.**

## Gap #2 happens a lot...



Waiting is friction. Don't make your customers wait "forever."

# Key factors leading to Gap #2 (continued)

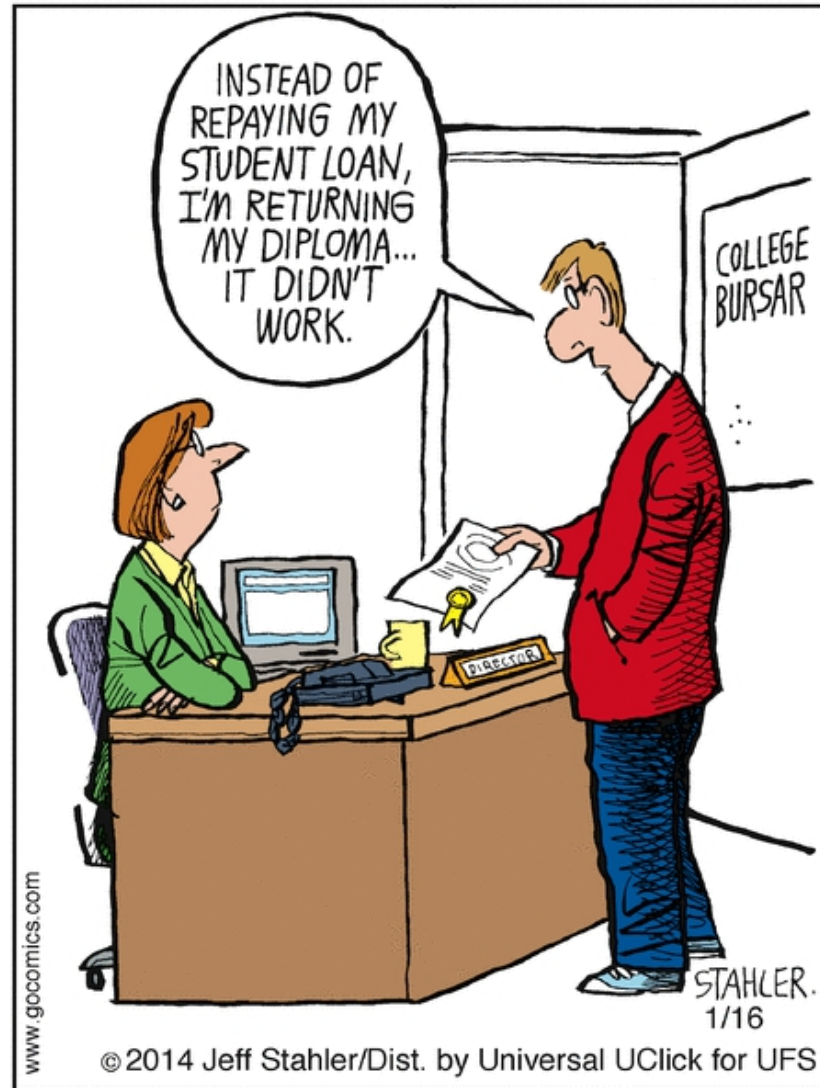
## ***- Absence of Customer-Defined Standards:***

- ✓ **Lack of customer-defined 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.***

- ✓ **Visual.**
- ✓ **Aural.**
- ✓ **Olfactory.**
- ✓ **Tactile.**

# Lack of customer-defined service standards...



# AT&T's Process Map for Measurements

<u>Business Process</u>		<u>Customer Need</u>		<u>Internal Metric</u>
<b>Total Quality</b>	<b>30% Product</b>	Reliability	(40%)	% Repair Call
		Easy To Use	(20%)	% Calls for Help
		Features / Functions	(40%)	Functional Performance Test
	<b>30% Sales</b>	Knowledge	(30%)	Supervisor Observations
		Responsive	(25%)	% Proposal Made on Time
		Follow-Up	(10%)	% Follow Up Made
	<b>10% Installation</b>	Delivery Interval Meets Needs	(30%)	Average Order Interval
		Does Not Break	(25%)	% Repair Reports
		Installed When Promised	(10%)	% Installed On Due Date
	<b>15% Repair</b>	No Repeat Trouble	(30%)	% Repeat Reports
		Fixed Fast	(25%)	Average Speed Of Repair
		Kept Informed	(10%)	% Customers Informed
	<b>15% Billing</b>	Accuracy, No Surprise	(45%)	% Billing Inquiries
		Resolve On First Call	(35%)	% Resolved First Call
		Easy To Understand	(10%)	% Billing Inquiries

Source: AT&T General Business Systems

# Exercise for Creating Customer-Defined Service Standards

- Form a group of four people
- Use your school's undergraduate or graduate program, or an approved alternative
- Complete the customer-driven service standards importance chart
- Establish standards for the most important and lowest-performed behaviors and actions
- Be prepared to present your findings to the class

# Customer-Driven Standards and Measurements Exercise

	<u>Service Encounter</u>	<u>Customer Requirements</u>	<u>Measurements</u>
Service Quality			

## **GAP # 2 Prescription: Establish the right service quality standards**

- ✓ Ensure that top management displays continuing commitment to quality as defined from the customers' point of view.**
- ✓ Get middle management to set, communicate and reinforce customer-oriented service standards for their work units.**
- ✓ Train managers in the skills needed to lead employees to deliver quality service.**
- ✓ Become receptive to new ways of doing business that overcome barriers to delivering quality service.**

Ensure that top management displays continuing commitment to quality as defined from the customers' point of view.



Get middle management to set, communicate and reinforce customer-oriented service standards for their work units.



*Don't stop if there is a chance to enhance the customer experience by following up with more than expected.*

# Train managers in the skills needed to lead employees to deliver quality service.



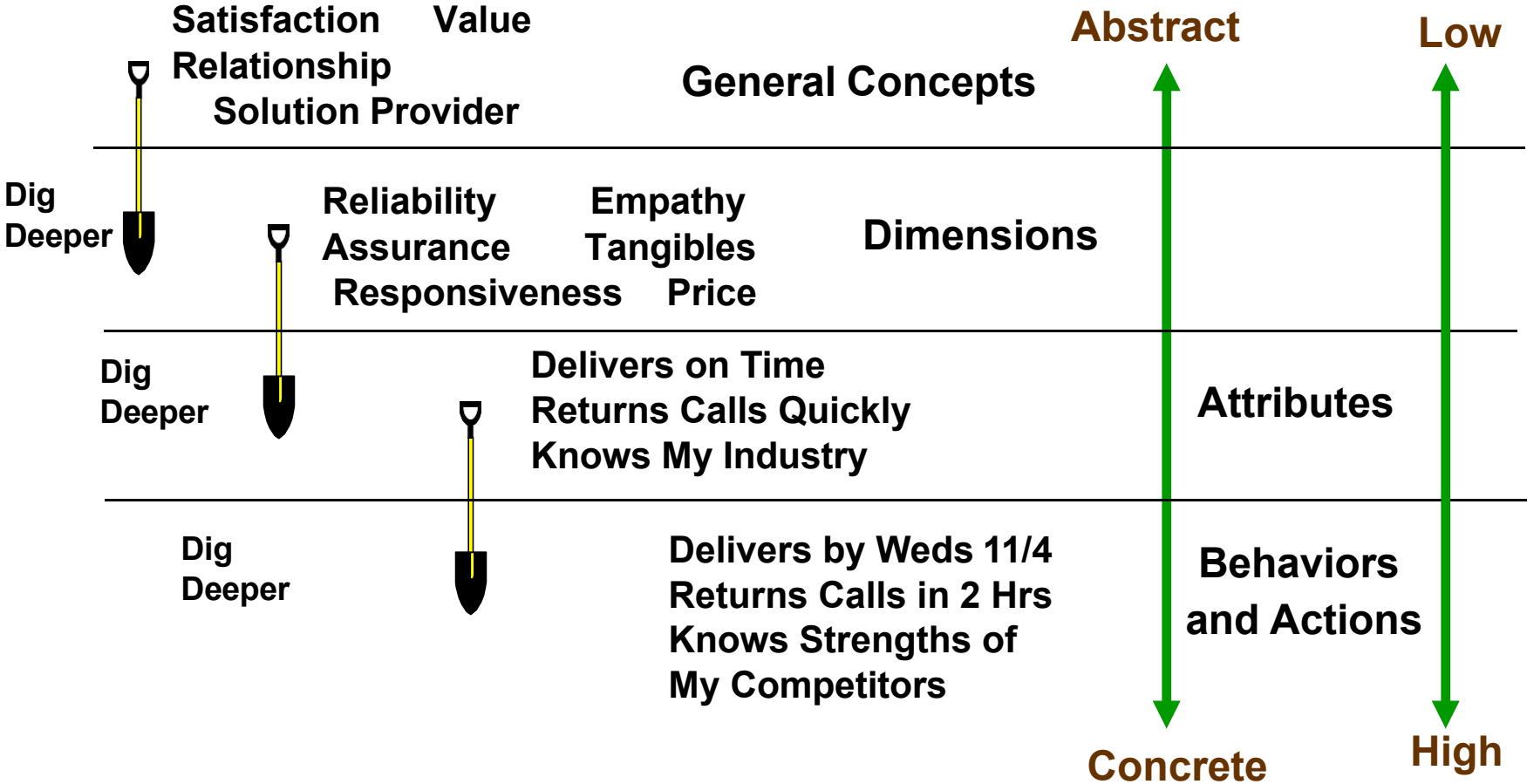
*Train employees to avoid the kind of answers your customers hate to hear.*

Become receptive to new ways of doing business that overcome barriers to delivering quality service.



# Getting to Actionable Steps

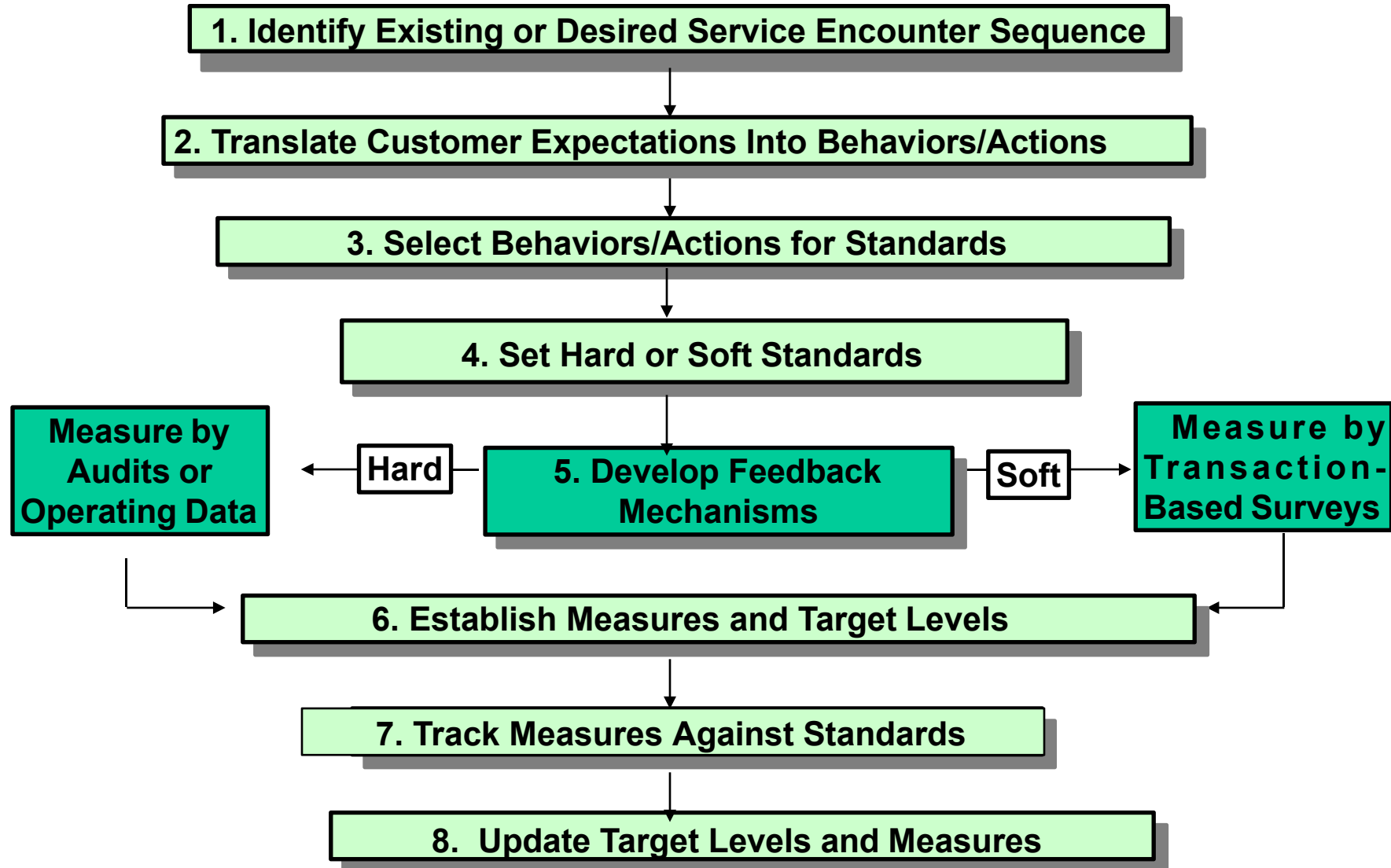
Requirements: Diagnosticity:



# Getting to Actionable Steps



# Process for Setting Customer-Defined Standards



# Importance/Performance Matrix

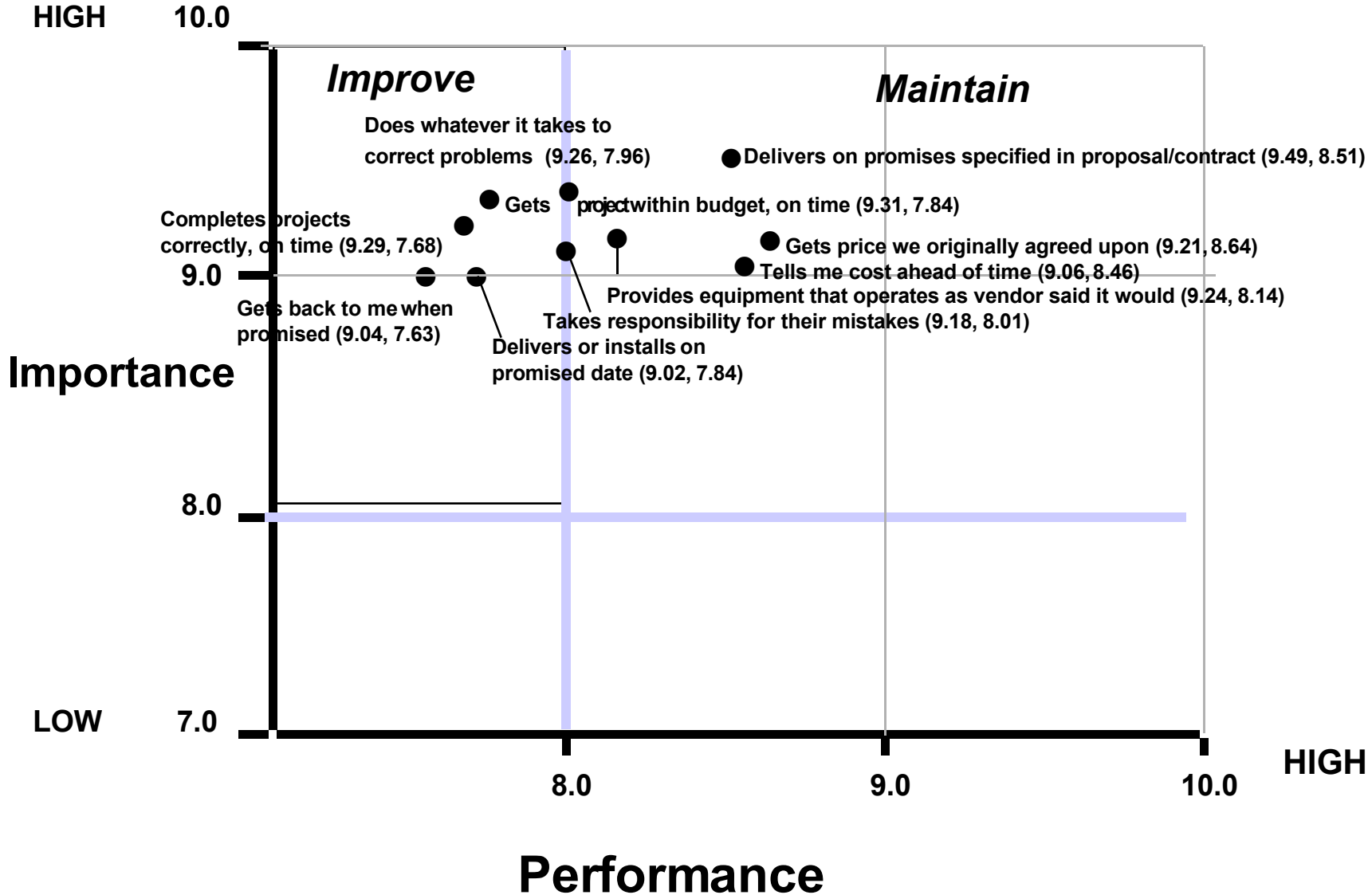


Figure 9-5

# Linkage between Soft Measures and Hard Measures for Speed of Complaint Handling

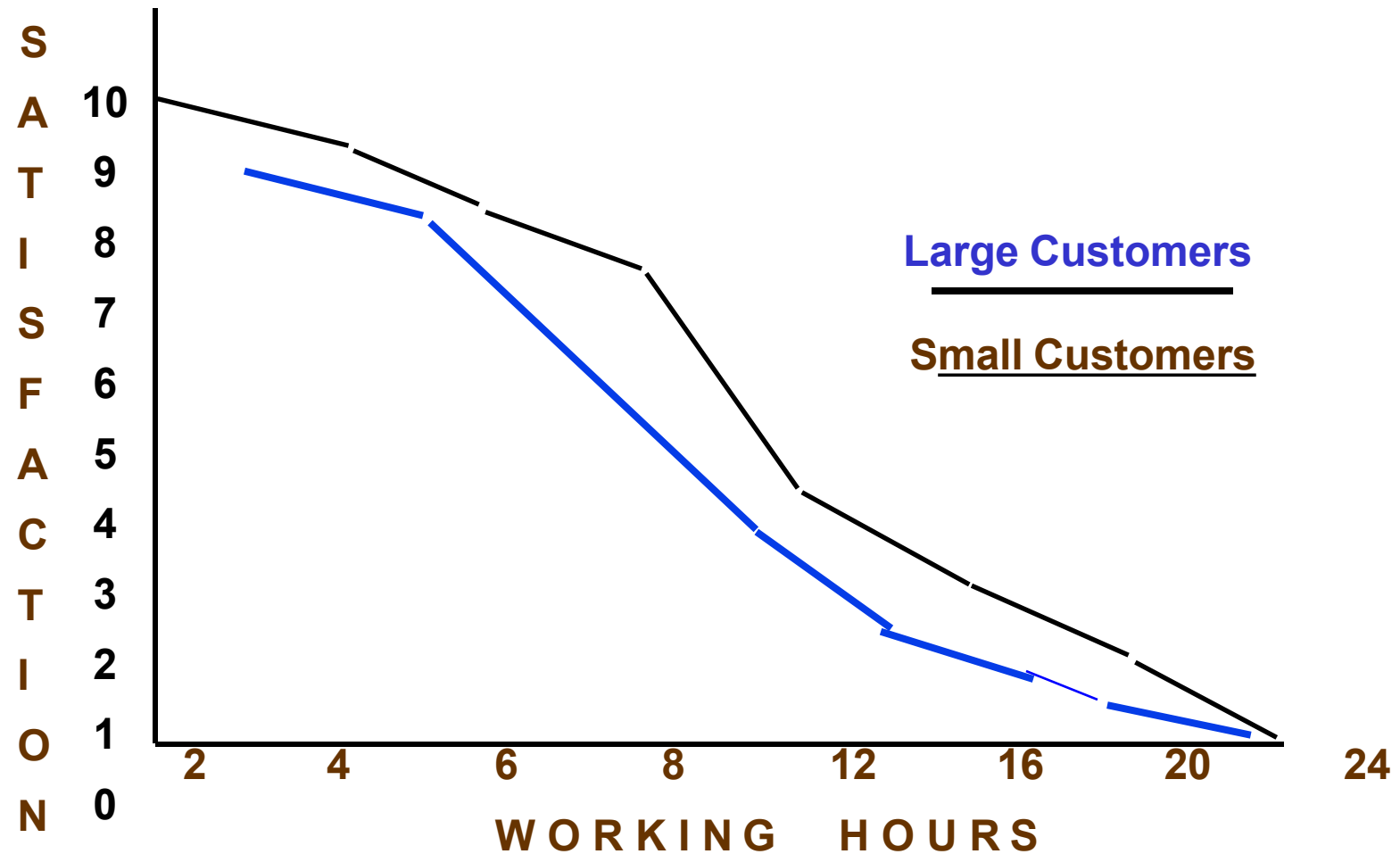
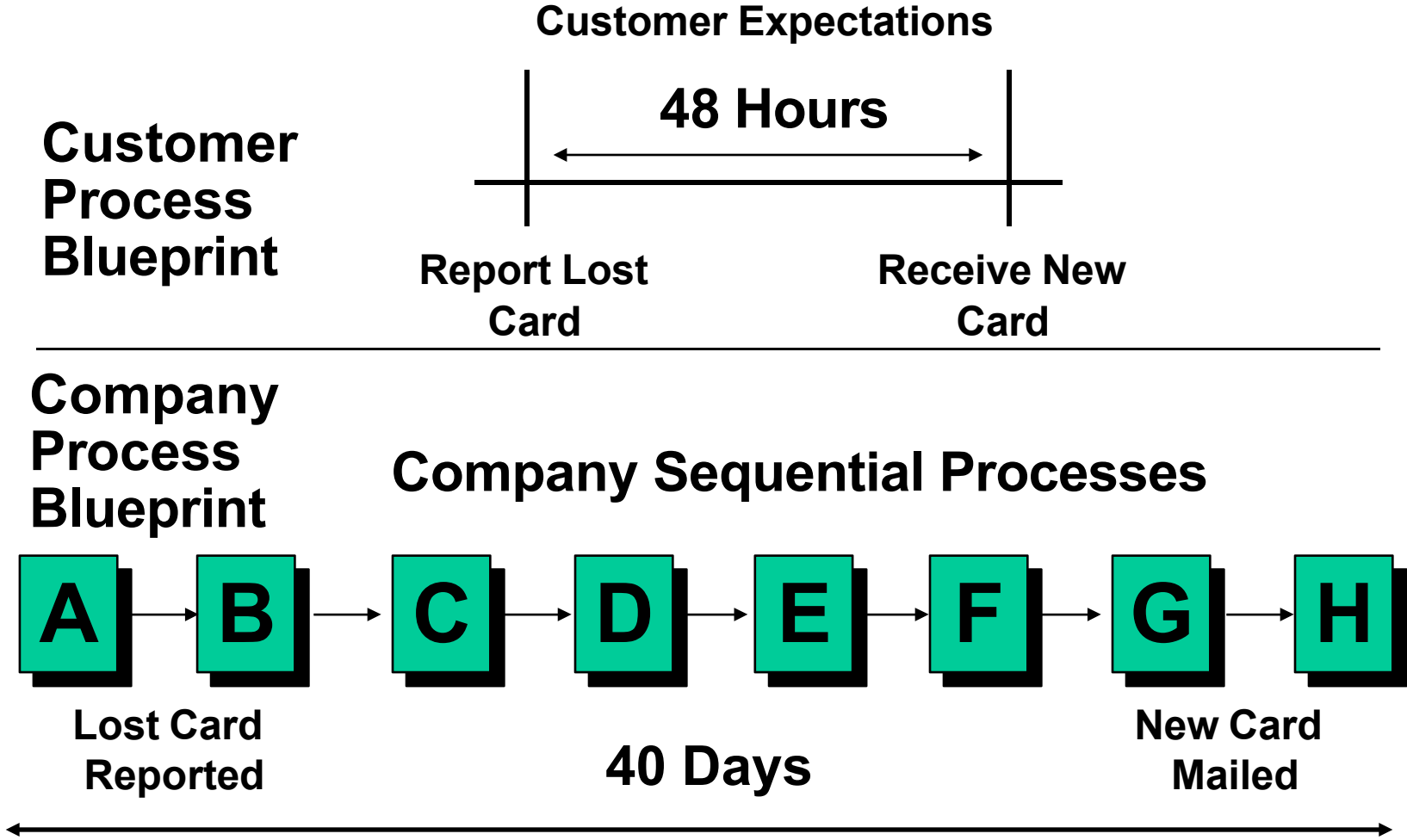


Figure 9-5

## Linkage between Soft Measures and Hard Measures for Speed of Complaint Handling



# Aligning Company Processes with Customer Expectations



# Aligning Company Processes with Customer Expectations

Your time is important, so we want to give you the gift of time. Do business with us and you'll never have to wait. We value your time!



Copyright © MACTV Shop Hykon

# Aligning Company Processes with Customer Expectations

Copyright 2006 by Randy Glasbergen.  
[www.glasbergen.com](http://www.glasbergen.com)



**“Thank you for continuing to hold. Your call is very important to us. So important that someday we may actually hire enough people to answer our phones.”**

# No comment...

© 2000 Randy Glasbergen.  
www.glasbergen.com



**"Thank you for calling Customer Service.  
If you're calm and rational, press 1.  
If you're a whiner, press 2.  
If you're a hot head, press 3...."**

# 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!**



# WESTMINSTER

INTERNATIONAL UNIVERSITY IN TASHKENT

