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SERVICE QUALITY DIMENSIONS, MODELS, AND TOOLS

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SERVICE QUALITY - Dimensions & Best Practices

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BANK ALFALAH

CONTENT

- Introduction
- Dimensions of Service Quality
- Service Quality Model (SERVQUAL)
- Service Level Agreement
- Complaint Management System
“Do less than customers expect and service is perceived as bad. Do exactly what customers expect and service is perceived as good. ...But do more than customers expect and service is perceived as superior.”

John Tschohl
Relative Importance of Service Dimensions

- Reliability 32%
- Tangibles 11%
- Responsiveness 22%
- Empathy 16%
- Assurance 19%

Approaches of Customer Services

- High: Factory Approach
- Low: Freezer Approach
- Personal: Sincere Approach
- Personal: Friendly Zoo Approach
"FREEZER" APPROACH

Procedural  Personal
Slow       Insensitive
Inconsistent Cold
Inconvenient Uninterested

Message to Customer:
We don’t care!!

"FACTORY" APPROACH

Procedural  Personal
Prompt      Impersonal
Efficient   Aloof
Uniform     Uninterested

Message to Customer:
You are a number...
"FRIENDLY ZOO" APPROACH

Procedural  Personal
Slow  Friendly
Inconsistent  Pleasing
Chaotic  Interested

Message to Customer:
We are trying hard...

"SINCERE" APPROACH

Procedural  Personal
Prompt  Friendly
Efficient  Pleasing
Uniform  Interested

Message to Customer:
We care, & We deliver!
Model of Service Quality (SERVQUAL)

Word-of-mouth communication → Expected service → Perceived service

CLIENT

Past experience → External communications to clients

provider

Service delivery → Service quality specifications → Management perceptions of client expectations

Gap 1 → Gap 2 → Gap 3 → Gap 4 → Gap 5

TWO COLUMN FORMAT

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<thead>
<tr>
<th>Parameter</th>
<th>Expectation/Importance</th>
<th>Performance</th>
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<td>1. Timely Response</td>
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<td>2. Product Quality</td>
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<td>3. After-sales service</td>
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<td>4. Product Info</td>
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<td>5. Aesthetics</td>
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EXPECTATIONS VS. PERFORMANCE

THREE COLUMN FORMAT

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Expectation/Importance</th>
<th>Our Performance</th>
<th>Competitor's Performance</th>
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<tbody>
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<td>1. Timely Response</td>
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COMPETITORS’ ANALYSIS

Service Level Agreement

written agreement between a service provider and a customer that documents services and agreed service levels
SERVICE LEVEL AGREEMENT

- Types of Services
- Customer expectations
- Deliverables
- Service Standards
- Service Timings

SERVICE LEVEL AGREEMENTS

SUPPORT PROCESSES
- Procurement
- Finance

CORE PROCESSES
- Service Delivery Processes

SUPPORT PROCESSES
- MIS
- Human Resource Management

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MAINTENANCE & IMPROVEMENT OF COMPLAINT HANDLING PROCESS

- Auditing of Complaint handling process
- Collection of Information
- Monitoring of complaint handling process
- Analysis and evaluation of complaints
- Satisfaction with complaint handling process

Quality Maturity Journey

Performance
- High
- Internal function
- Certification
- Maturity
- Excellence

System Maturity
- Conformance driven
- Performance driven
- Business Excellence
"The single most important thing to remember about any enterprise is that there are no results inside its walls. The result of a business is a satisfied customer."

---Peter Drucker

Our #1 Goal!