

## 2. Calidad de Servicio

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# Gestión de servicios





## Cultura de servicio

"A culture where an appreciation for good service exists, and where giving good service to internal as well as ultimate, external customers, is considered a natural way of life and one of the most important norms by everyone in the organization."

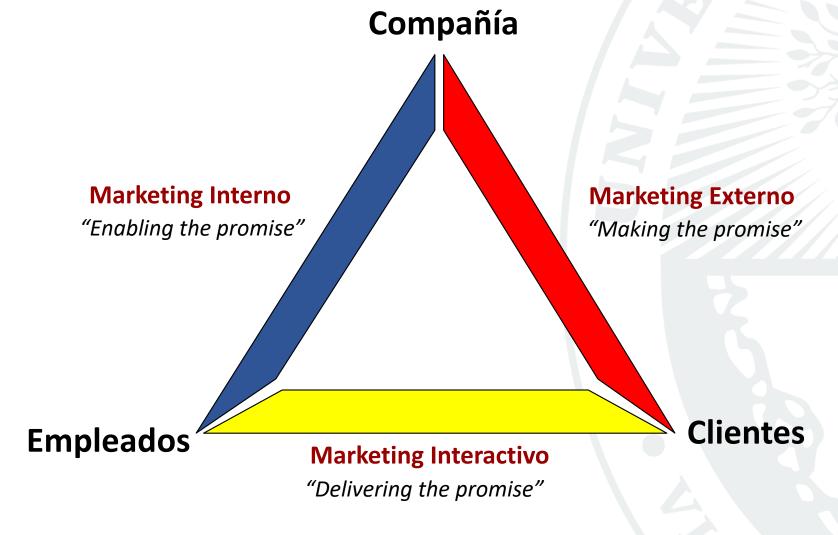
- Christian Grönroos

Professor of Service and Relationship Marketing at Hanken School of Economics, Finland.





## Triángulo de servicio



Fuente: Adaptado de Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services marketing: Integrating customer focus across the firm. McGraw-Hill Education.



## Triángulo de servicio

Para lograr y mantener excelencia en el servicio, se deben alinear los 3 lados del triángulo.

### **Marketing Interno**

"Enabling the promise"

#### Compañía **Empleados**

- ✓ Contratando las personas adecuadas
- ✓ Capacitando y desarrollando a quienes proven el servicio
- ✓ Empoderando a los empleados
- ✓ Apoyando con tecnología y procesos de gestión
- Motivando e incentivando

## **Marketing Externo**

"Making the promise"

#### Compañía



#### Clientes

- ✓ Entendiendo las necesidades del cliente
- ✓ Manejando las expectativas
- ✓ Definiendo la propuesta de valor y potenciando la marca
- ✓ Realizando campañas comunicacionales y de venta
- ✓ Interactuando a través de redes sociales

### **Marketing Interactivo**

"Delivering the promise"

#### **Empleados** $\Longrightarrow$



#### Clientes

- ✓ Gestionando los GAPs y la calidad de servicio
- ✓ Gestionando la experiencia y el recorrido del cliente
- Manteniendo interacciones adecuadas con clientes a través de distintos medios
- Gestionando los reclamos de clientes y la recuparación del servicio



## Pirámide de servicio

Fuente: Adaptado de:

Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services marketing: Integrating customer focus across the firm. McGraw-Hill Education.

Parasuraman, A., & Grewal, D. (2000). The impact of technology on the quality-value-loyalty chain: a research agenda. Journal of the academy of marketing science, 28(1), 168-174.

Compañía **Marketing Externo Marketing Interno** "Enabling the promise" "Making the promise" Tecnología **Empleados** Clientes

**Marketing Interactivo** 

"Delivering the promise"



## Actividad de Aplicación

Tendencias en ventas y gestión de clientes en B2B

### En base a las tendencias discutidas:

- Identifique y explique brevemente EL mayor desafío que enfrentan en la empresa en que usted trabaja.

- Proponga y explique brevemente UNA acción que podría

ayudar a su empresa a enfrentar tal desafío.

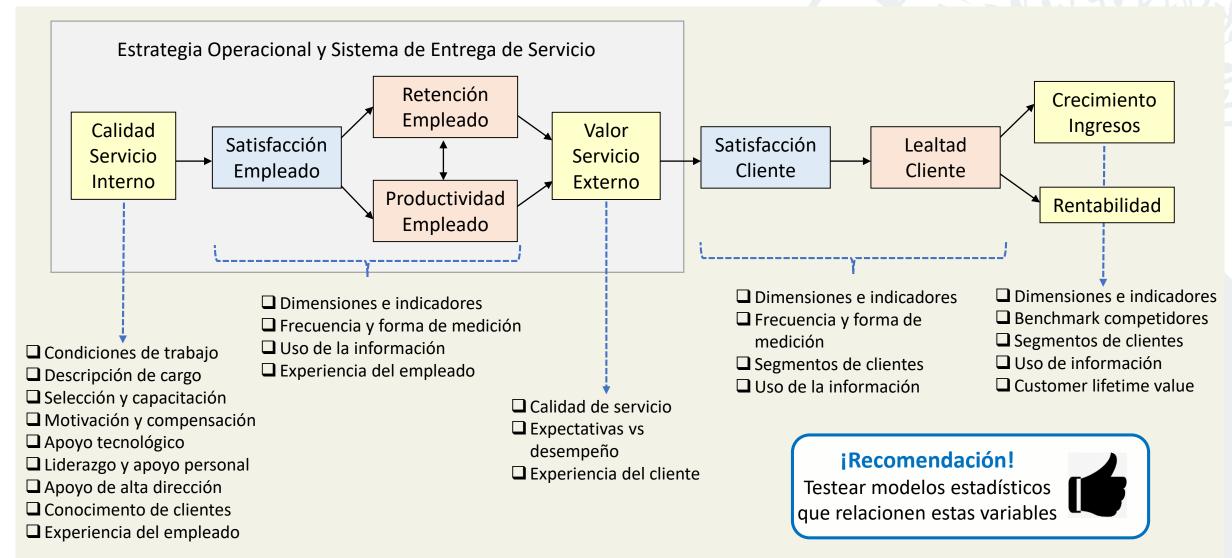
#### Las temáticas de tendencias son:

- 1. Los clientes y el proceso de compra
- 2. El uso de tecnología en ventas
- 3. La nueva fuerza de ventas





## Service-Profit Chain



Fuente: Adaptado de Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, W. E., & Schlesinger, L. A. (2008). Putting the service-profit chain to work. Harvard Business Review.



## Service-Profit Chain

Ejemplo: Estudio publicado en 2019

# QUALITY PAPER Extending the service profit chain: the mediating effect of employee productivity

#### Iman Adeinat

Department of Business Administration, Faculty of Economic and Administration, King Abdulaziz University, Jeddah, Saudi Arabia, and Norizan Kassim

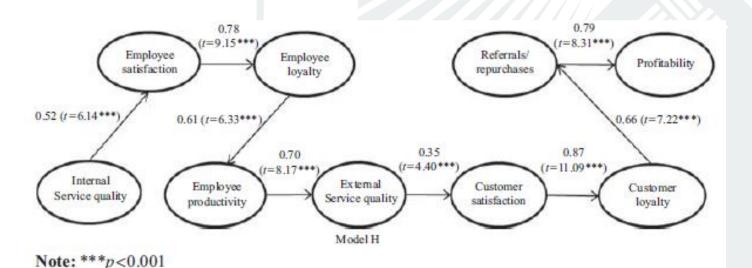
College of Economics, Management and Information Systems, University of Nizwa, Nizwa, Oman

#### Encuesta a supervisores y empleados de 186 tiendas:

Type of service/shop	Supervisors (Employees)	% of sample
Agency service	16 (48)	8.6
Beauty care shop	19 (87)	10.2
Catering service	23 (69)	12.4
Fashion shop	60 (180)	32.3
Optician	14 (42)	7.5
Health care product	6 (18)	3.2
Jewelry shop	17 (51)	9.1
Other	31 (93)	16.7
Total	186 (558)	100

#### **HYPOTHESES**

- H1. Internal service quality positively influences employee satisfaction.
- H2. Employee satisfaction positively influences employee loyalty.
- H3. Employee loyalty positively influences employee productivity.
- H4. Employee productivity positively influences external service quality.
- H5. External service quality positively influences customer satisfaction.
- H6. Customer satisfaction positively influences customer loyalty.
- H7. Customer loyalty positively influences sales via repurchases and referrals.
- H8. Sales from repurchases and referrals positively influence organizational profitability.



Fuente: Adeinat, I., & Kassim, N. (2019). Extending the service profit chain: The mediating effect of employee productivity. International Journal of Quality & Reliability Management.



## Service-Profit Chain

## Ejemplo: Estudio publicado en 2019

Employee internal quality (EIQ)	There is a certificate of recognition to acknowledge achievement.				
Resp: Employee	There is regular expression of appreciation by managers to acknowledge achievement.  There are celebrations to acknowledge achievements (such as lunch, dinner).				
	The pay increases are based primarily on individual achievements.				
	The bonuses are paid based primarily on individual achievements.				
	Promotions are based primarily on individual achievements.				
	Overtime is paid wherein workers are given additional pay for overtime hours worked.				
Employee satisfacton (ESAT)	am satisfied with the salary of this company.				
Resp: Employee	I am satisfied with the promotion opportunities within this company.				
	I am satisfied with the nature of my job within this company.				
	I am satisfied with my relationships with my fellow workers within this company.				
	I am satisfied with the supervision of my supervisors within this company.				
	I am satisfied with the job security I have.				
Employee loyalty (ELOY)	I intend to be present for work.				
Resp: Employee	I intend to continue my employment in this company.				
	I intend to contribute extra effort for the sake of this company.				
	I intend to become a part of this company.				
	I intend to turn down other jobs with more pay in order to stay with this company.				
	I intend to take any job to keep working for this company.				
Employee productivity (EPROD)	I can handle the job at a high level of effectiveness.				
Resp: Employee	I can handle the job at a high level of efficiency.				
Service quality (SQ)	Our appearance is neat and appropriate.				
Resp: Employee	We provide service at the time we promised to do so.				
	We provide prompt service to our customers.				
	We can be trusted by our customers.				
© Podrigo Guesalaga	We understand our customers' needs.				

Customer satisfaction	Our customers are satisfied with the price of their			
(CSAT)	purchased product(s) sold by this company.			
Resp: Supervisor	Our customers are satisfied with the inquiry service			
	provided by this company.  Our customers are satisfied with the customer service in the transactions.			
	Our customers are satisfied with the service of handling customer dissatisfaction in this company.			
Customer loyalty (CLOY) Resp: Supervisor	Our customers intend to do more transactions with this company in the coming years.			
	Our customers intend to consider this company as their first choice for purchases.			
	Our customers intend to recommend this company to people who seek their advice on purchases.			
	Our customers intend to say something good about this company to others.			
	Our customers intend to encourage their friends and relatives to purchase from this company.			
Sales growth (SALES) and Firm profitability (PROFIT)	Changes in sales and financial performance of their respective companies relative to competitors on the			
Resp. Supervisor	basis of sales volume of customer repurchases, profit gained from customer repurchases, profit gained from customer referrals, return on asset, return of sales and return on investment.			

Fuente: Adeinat, I., & Kassim, N. (2019). Extending the service profit chain: The mediating effect of employee productivity. International Journal of Quality & Reliability Management.

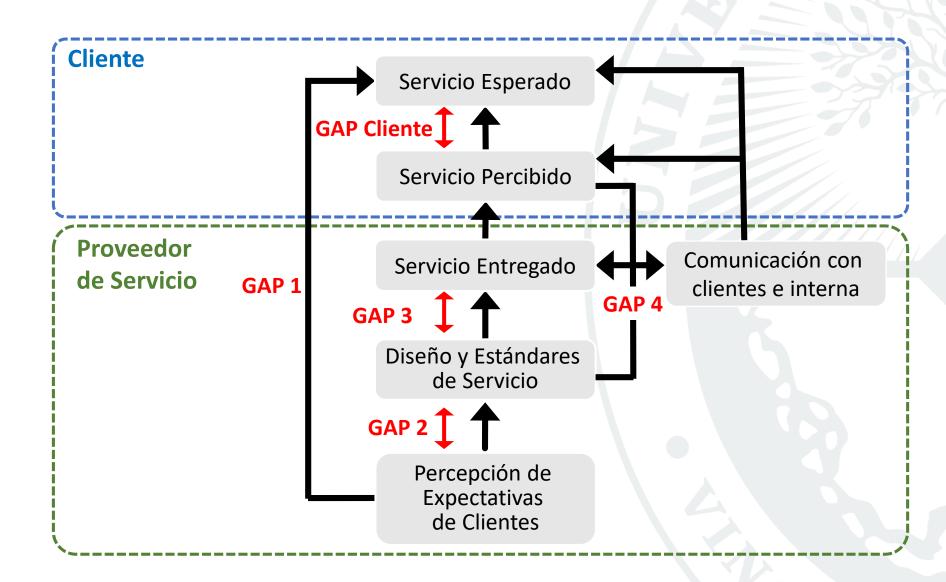


# GAP Model y SERVQUAL



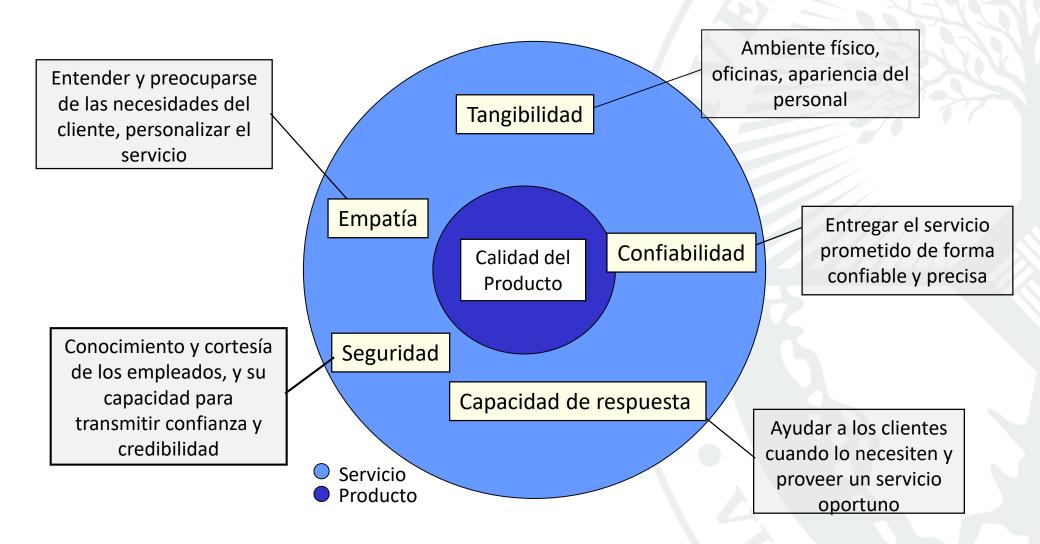


## Calidad de Servicio: Análisis de GAPS (brechas)





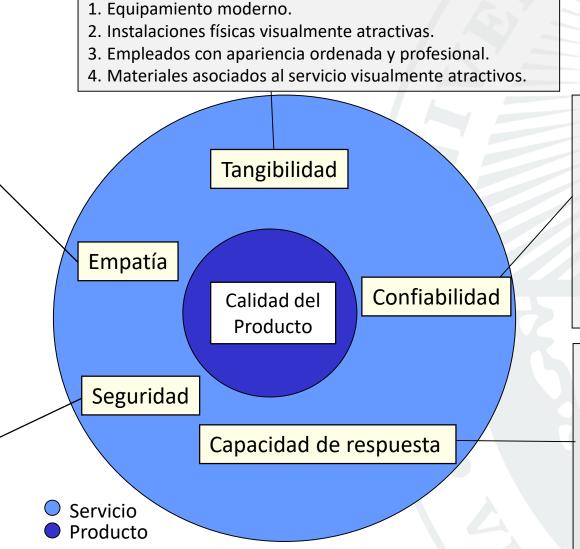
## Calidad de Servicio: Modelo SERVQUAL





## Calidad de Servicio: Modelo SERVQUAL

- 1. Dar a los clientes atención personalizada.
- 2. Empleados que se relacionan con clientes de manera amable y preocupada.
- 3. Querer lo mejor para el cliente, de corazón.
- 4. Empleados que entienden las necesidades de sus clientes.
- 5. Horarios de atención convenientes.
- 1. Empleados que dan confianza a los clientes.
- 2. Hacer sentir seguros a los clientes en sus transacciones.
- 3. Empleados que son atentos de forma consistente.
- 4. Empleados que tienen el conocimiento para responder preguntas de los clientes.



- 1. Proveer el servicio tal cual se prometió.
- 2. Manejo confiable de los problemas de servicio de clientes.
- 3. Realizar el servicio correctamente la primera vez.
- 4. Realizar el servicio en el tiempo prometido.
- 5. Mantener antecedentes de clientes sin errores.
- 1. Mantener a los clientes informados sobre cuándo se realizará el servicio.
- 2. Dar un servicio rápido a clientes.
- 3. Buena disposición para ayudar a los clientes.
- 4. Prontitud para responder a solicitudes de clientes.

<u>Fuente</u>: Parasuraman, Zeithaml & Berry (1988), "SERVQUAL: A multi-item scale for measuring consumer perceptions of service quality", Journal of Retailing



## Finis Terrae EJEMPLO: Calidad de Servicio - Modelo SERVQUAL

#### Cultural influences on expectations and evaluations of service quality in emerging markets

Service quality in emerging markets

Rodrigo Guesalaga Department of Marketing, Pontificia Universidad Católica de Chile, Santiago, Chile

Meghan Pierce Department of Marketing, La Salle University, Philadelphia, Pennsylvania, USA and Escuela de Administración, Pontificia Universidad Católica de Chile, Santiago, Chile, and Daiane Scaraboto

Department of Marketing. Pontificia Universidad Católica de Chile, Santiago, Chile

Purpose - The purpose of this paper is to explore cultural sources of variation on consumers' expectations and evaluations of service quality within local emerging markets.

Design/methodology/approach - The authors employ a multi-method approach. The multi-method research design utilizes; first, netnography to examine foreign consumers' blogs and online communities; second, interviews with local and foreign consumers to unveil critical incidents in service encounters; and third, an online survey of 139 foreign consumers living in Chile and 460 Chilean consumers to map differences in their expectations and evaluations of services.

Findings - A general analysis of local and foreign consumers living in an emerging market reveals that these two groups do not differ significantly in their expectations of service quality. The authors also find that differences in expectations and evaluations of service quality within a local emergent market are only partially explained by aggregating consumers according to their country or region of origin. Finally, the findings demonstrate that examining cultural differences at the individual level generates a better understanding of how cultural factors impact consumer expectations and evaluations of service quality within emerging markets.

Research limitations/implications - The research is limited to one emerging market (Chile) and focusses largely in one industry (banking). Further research should be conducted to examine the findings in other contexts, including developed markets, and to identify how other cultural differences (e.g. language mastery) within local markets may impact consumer expectations and

Practical implications – Service companies operating in emerging markets should account for cultural differences when determining service standards and protocols. These differences may cut across the local-foreign divide and suggest that profiling foreign customers depending on their country of origin is not the most adequate approach for providing excellence in service and enjoying the

Social implications - Foreign consumers living in a local market are frequently considered a homogeneous group distinct from local consumers, and are treated as such by public and private service providers. The study demonstrates that foreign consumers may be more or less 

Racewood 19 August 200 18 February 2015 Pregunta de investigación:

¿De qué manera la cultura influye en las expectativas y evaluaciones de servicio?

¿Qué tanto influye el país de origen, versus variables culturales específicas?



Vol. 22 No. 1, 2006



# EJEMPLO: Calidad de Servicio - Modelo SERVQUAL

Influencia de la cultura en las expectativas y evaluaciones de calidad de servicio.



<u>Fuente</u>: Guesalaga, Pierce & Sacaraboto (2016). International Marketing Review.

Cluster Analysis	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Average	p-value
Size (%)	22,5%	19,4%	14,4%	25,0%	18,7%		
Cluster Centroids							
Power distance	-0,329	-0,336	-0,441	1,226	-0,559	0,000	
Uncertainty avoidance	-1,208	0,145	0,071	0,313	0,833	0,000	
Collectivism	0,047	0,421	-1,625	0,245	0,427	0,000	
Masculinity	-0,566	1,185	-0,397	0,373	-0,740	0,000	
Service Quality	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Average	p-value
Expectations							
Tangibles	5,612	6,126	5,817	6,157	6,152	5,978	0,000
Reliability	6,656	6,808	6,823	6,755	6,781	6,758	0,016
Responsiveness	6,664	6,854	6,823	6,795	6,845	6,790	0,001
Assurance	6,676	6,882	6,824	6,835	6,823	6,805	0,005
Empathy	6,385	6,615	6,524	6,522	6,567	6,518	0,021
Evaluations							
Tangibles	5,222	5,620	5,254	5,454	5,238	5,365	0,006
Reliability	4,984	5,297	4,763	5,387	5,091	5,134	0,003
Responsiveness	4,812	5,228	4,722	5,369	4,933	5,042	0,001
Assurance	5,036	5,517	4,913	5,601	5,343	5,310	0,000
Empathy	4,573	5,065	4,324	5,102	4,699	4,789	0,000
Other variables	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Average	p-value
Gender							0,020
Male (%)	42,2%	60,3%	40,7%	46,7%	42,9%	0,467	
Female (%)	57,8%	39,7%	59,3%	53,3%	57,1%	0,533	
Age							0,081
Mean age	35,0	32,5	35,1	35,8	34,4	34,6	
Chileans vs foreigners							0,000
Chileans (%)	63,0%	93,1%	66,3%	83,3%	75,9%	76,8%	
Other Latin (%)	8,9%	3,5%	15,1%	8,7%	15,2%	9,9%	
Non Latin (%)	28,2%	3,5%	18,6%	8,0%	8,9%	13,4%	
Bank experience							0,247
Mean experience	4,037	3,793	3,953	3,82	3,625	3,846	
Number of products							0,208
Mean number	3,319	3,638	3,558	3,66	3,268	3,491	
Channel usage							0,186
Mean usage	3,231	3,338	3,320	3,374	3,364	3,325	



# Finis Terrae EJEMPLO: Calidad de Servicio - Modelo SERVQUAL

Cluster	Cultural profile	SERVQUAL profile	Other characteristics	Managerial implications
1 Virtual cosmopolitans	Very low uncertainty avoidance, low masculinity.	Lowest expectations on average, especially in tangibles; lower than average evaluations, especially in assurance and responsiveness.	Higher proportion of women, and Non-Latin foreigners (with the lowest proportion of Chileans, relative to other groups).	Investigate which specific aspects of a service protocol connect the most with the assurance and responsiveness that this segment requires. Emphasize online channels and communication, and evaluate how the company's website and other online resources support this group's service requirements.
2 Local demandings	Very high masculinity.	Highest expectations, on average.	Mostly men, and Chilean.	Analyze the profitability and lifetime value of each of these customers, and provide superior service (as "prime" clients) to those that are most valuable. Shape expectations for those who are not as valuable.
3 International self confidents	Very low collectivism.	Highest expectations on reliability, and higher than average in all dimensions except tangibles; greatest gap, on average.	Higher proportion of women, and foreigners (both Latin and Non-Latin).	Investigate this group's needs and service quality expectations in depth, to understand what aspects of a service protocol could be more meaningful to them. Then assess how likely and convenient could be to implement a tailor-made service protocol to this segment.
4 Sensory seekers	Very high power distance.	Highest expectations on tangibles; highest evaluations on all service quality dimensions except tangibles; smallest gap on average, especially in responsiveness and empathy.		Emphasize and strengthen the tangible aspects of the service protocol to these customers. Evaluate potential opportunities to reduce the cost to serve them while keeping low gaps. This group may be a good target for referral campaigns.
5 Latin unconfidents	High uncertainty avoidance, low masculinity, and low power distance.	High expectations (and lower than average evaluations) on tangibles, responsiveness and empathy; greatest gap in tangibles.	Slightly higher proportion of women; more Latin than Non-Latin within foreigners.	Focus on delivering high service quality on elements that emphasize tangibles, responsiveness, and empathy. Investigate them further, not only to obtain feedback but also to communicate commitment and increase their confidence.



## E-SERVQUAL y E-SERVREC

#### **Efficiency**

This site makes it easy to find what I need It makes it easy to get anywhere on the site It enables me to complete a transaction quickly Information at this site is well organized

It loads its pages fast

This site is simple to use

This site enables me to get on to it quickly

This site is well organized

#### **System Availability**

This site is always available for business

This site launches and runs right away

This site does not crash

Pages at this site do not freeze after I enter my order information

#### **Fulfillment**

It delivers orders when promised

This site makes items available for delivery within a suitable time frame

It quickly delivers what I order

It sends out the items ordered

It has in stock the items the company claims to have

It is truthful about its offerings

It makes accurate promises about delivery of products

#### **Privacy**

It protects information about my Web-shopping behavior

It does not share my personal information with other sites

This site protects information about my credit card © Rodrigo Guesalaga

**Electronic Service Quality** 

### **Electronic Service Recovery**

#### Responsiveness

It provides me with convenient options for returning items.

This site handles product returns well

This site offers a meaningful guarantee

It tells me what to do if my transaction is not processed

It takes care of problems promptly

#### Compensation

This site compensates me for problems it creates

It compensates me when what I ordered doesn't arrive on time It picks up items I want to return from my home or business

#### Contact

This site provides a telephone number to reach the company This site has customer service representatives available online It offers the ability to speak to a live person if there is a problem

Parasuraman, A., Zeithaml, V. A., & Malhotra, A. (2005). ES-QUAL: A multiple-item scale for assessing electronic service quality. *Journal of service research*, 7(3), 213-233.



## EJEMPLO: Calidad de Servicio en T-Mobile



### Página web:

https://www.t-mobile.com/

VIDEO: Campaña 5G

https://www.youtube.com/wat
ch?v=PytZdVW6d18



## **Contexto:**

- ✓ Bajos niveles de satisfacción de clientes
- ✓ Largos tiempos de espera, y baja tasa de solución de problemas
- ✓ Altos niveles de rotación de empleados de servicio
- ✓ Unidad de servicio al cliente era como una fábrica antigua, en que cada ejecutiva(o) trabajaba sola(o)

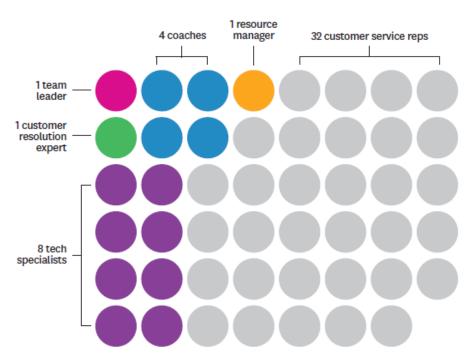


## EJEMPLO: Calidad de Servicio en T-Mobile

## ¿Qué hicieron?

## A Team of Experts

T-Mobile's cross-functional customer-service TEX teams each serve a specific pool of customers in a given market and operate like a small business, with members collaborating to improve financial and operating performance.





## Rewarding Team Performance

Traditional customer-service performance-management schemes measure only individual performance. To encourage teamwork and innovation, compensation for TEX team members is variably weighted according to both individual and team performance.

	TEAM PERFORMANCE	INDIVIDUAL PERFORMANCE
Customer service rep	50%	50%
Senior customer service rep	60%	40%
Coach	70%	30%
Team leader	100%	0%



## EJEMPLO: Calidad de Servicio en T-Mobile



¿Qué lograron?

## Satisfied Customers, Happier Staff



In the three years since T-Mobile introduced its customer service teams, performance has improved on a host of measures.

71%

decrease in transferred customer calls (from 14% to 4%)

31%
reduction in calls
escalated to supervisors
(from 2.9% to 2.0%)

25% drop in postpaid customer churn (from 1.27% to 0.95%)

56% increase in Net Promoter Score (from 43% to 67%)

48%

decrease in annual rep attrition
(from 42% to 22%)



## Conclusiones



La gestión de servicios requiere un foco no solo en los clientes, sino que también en los empleados.



El triángulo de servicios, y el enfoque service-profit chain nos ayudan a entender y gestionar el proceso de entrega de servicios.



La calidad de servicio es un ingrediente clave para lograr satisfacción y lealtad de clientes, y su medición es muy importante.