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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.”

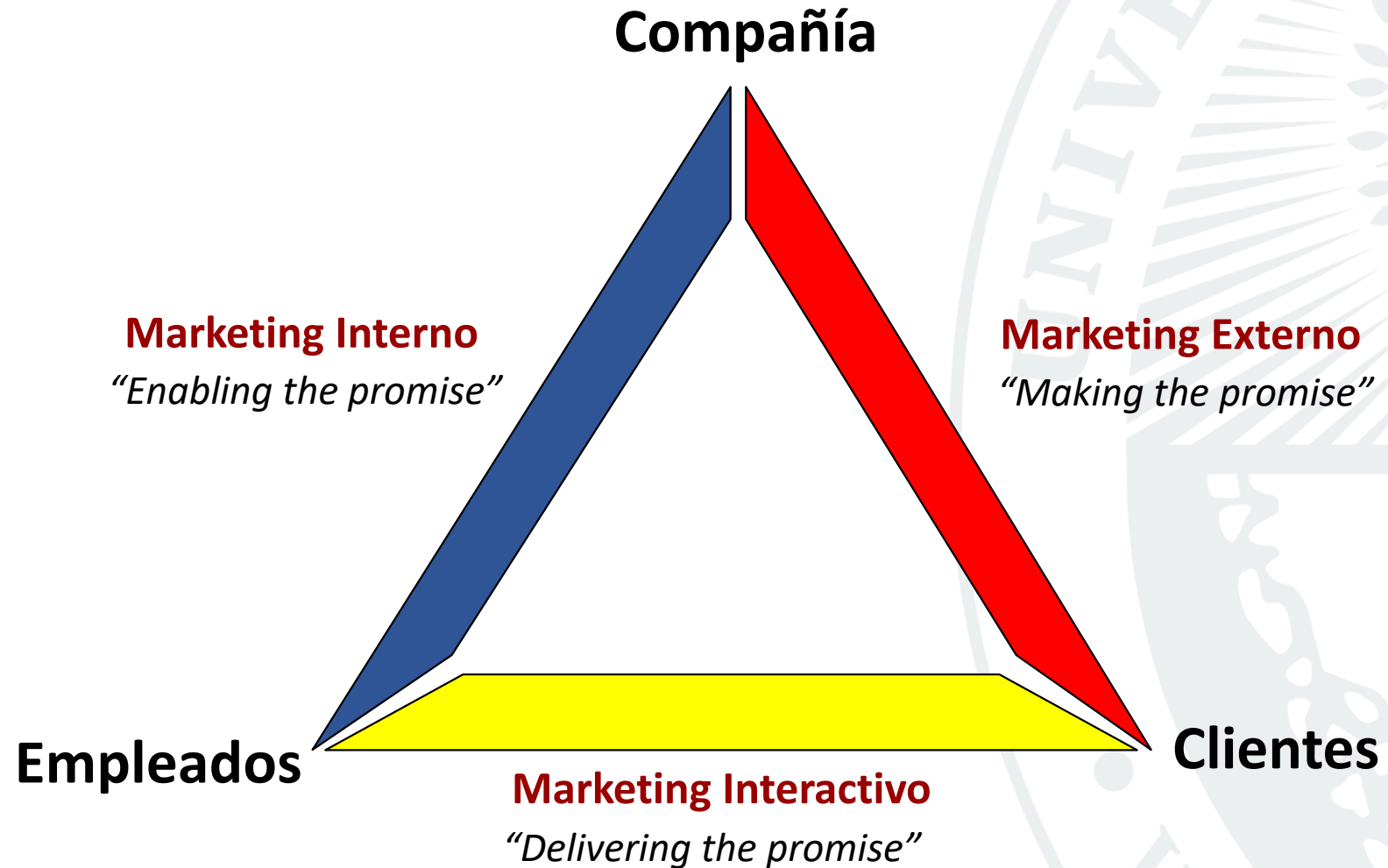
- Christian Grönroos

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 proveen 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 → 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 recuperación del servicio

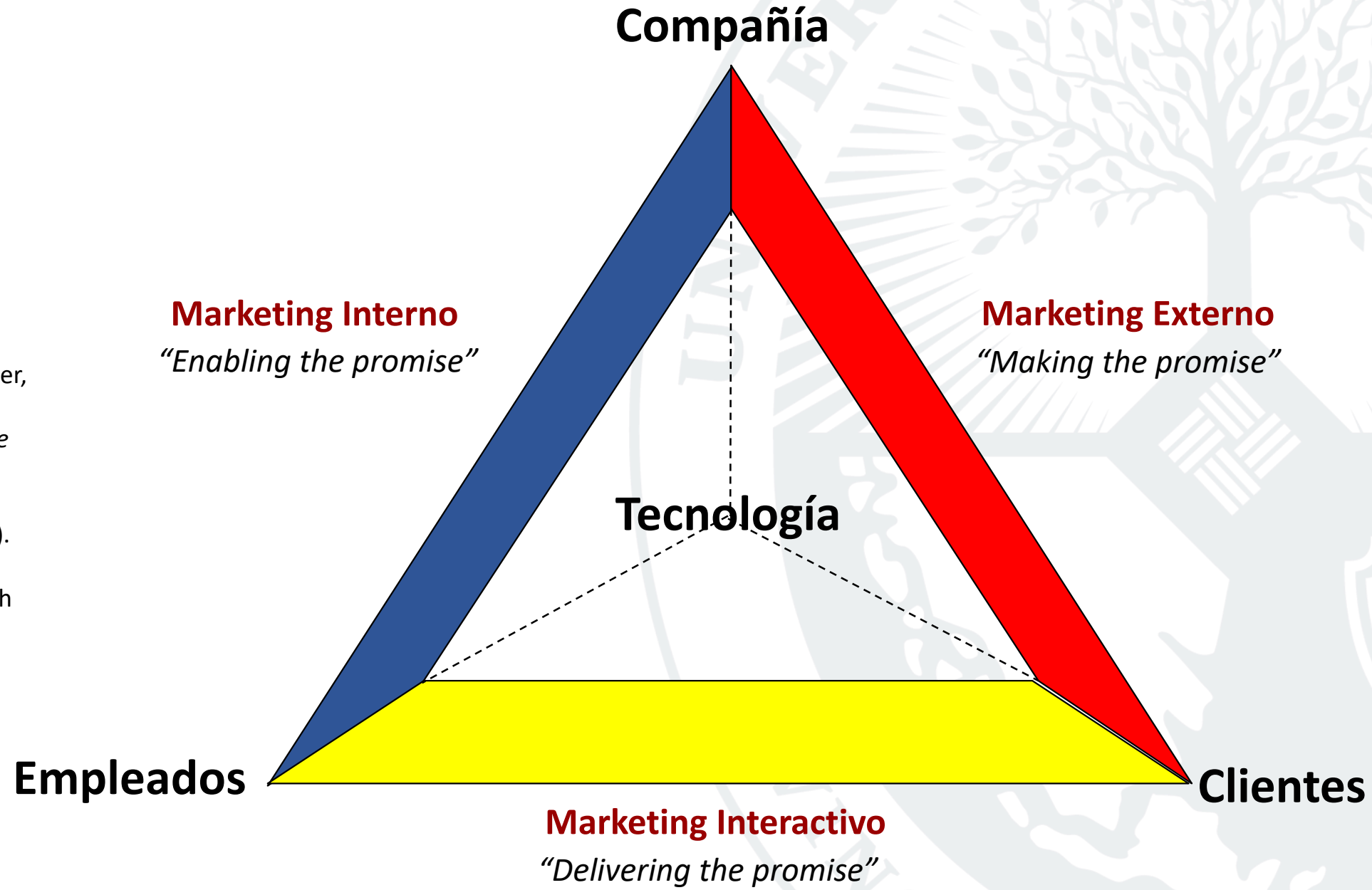


Pirámide de servicio

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.





Actividad de Aplicación

Tendencias en ventas y gestión de clientes en B2B

En base a las tendencias discutidas:

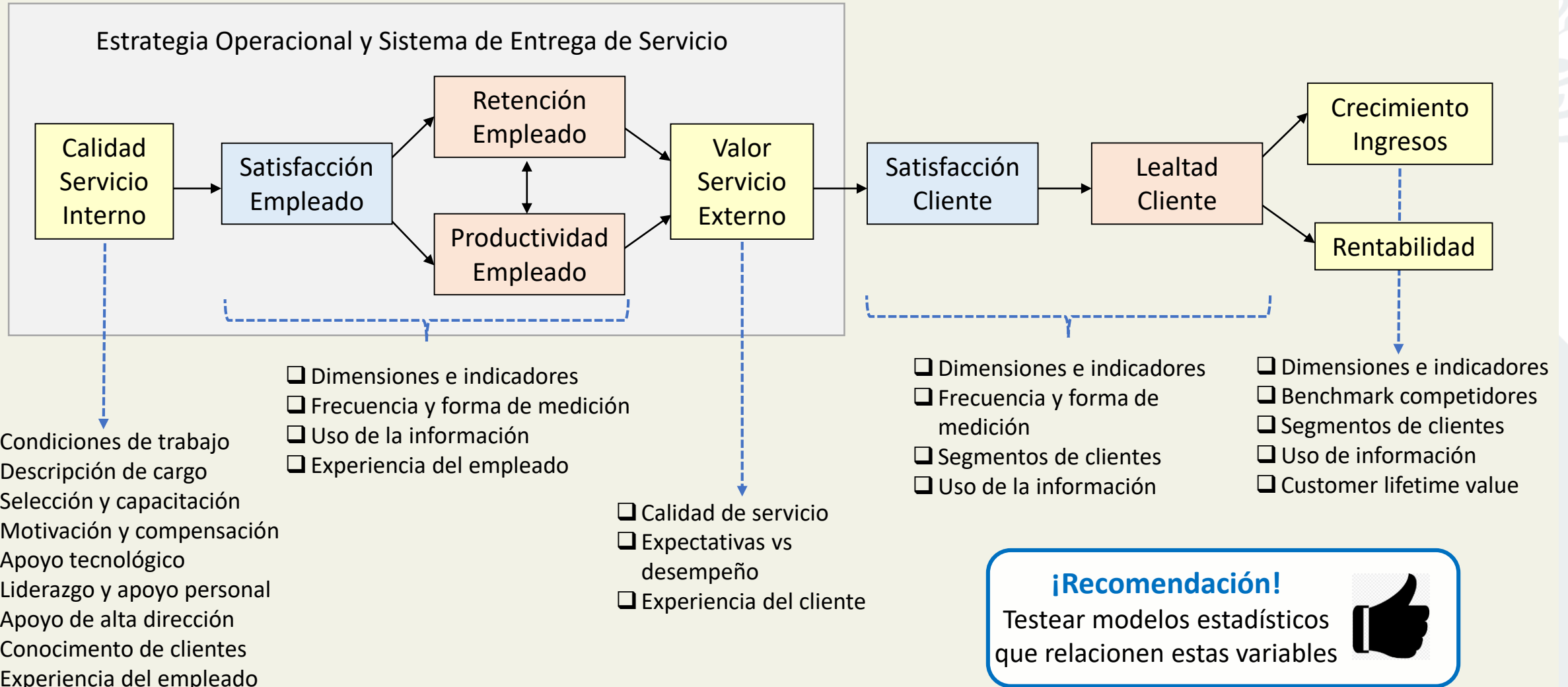
- Identifique y explique brevemente EL mayor desafío que enfrentan en la empresa en que usted trabaja.
- Proponga y explique brevemente UNA acción que podría ayudar a su empresa a enfrentar tal desafío.

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

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.

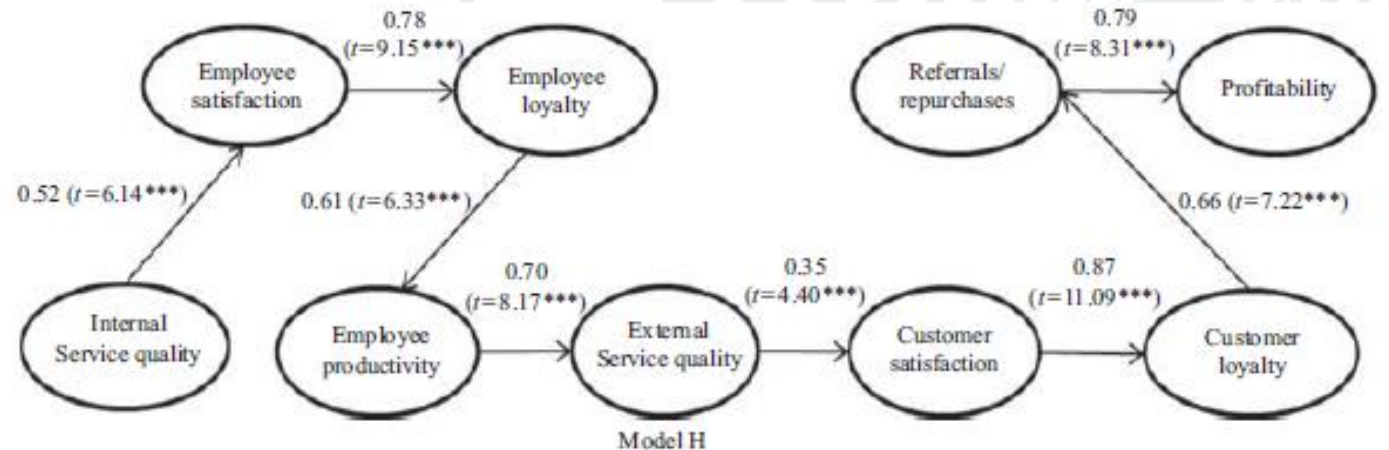
H6. Customer satisfaction positively influences customer loyalty.

H7. Customer loyalty positively influences sales via repurchases and referrals.

H8. Sales from repurchases and referrals positively influence organizational profitability.

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



Note: *** $p < 0.001$



Service-Profit Chain

Ejemplo: Estudio publicado en 2019

Employee internal quality (EIQ) Resp: Employee	There is a certificate of recognition to acknowledge achievement.
	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) Resp: Employee	I am satisfied with the salary of this company.
	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) Resp: Employee	I intend to be present for work.
	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) Resp: Employee	I can handle the job at a high level of effectiveness.
	I can handle the job at a high level of efficiency.
Service quality (SQ) Resp: Employee	Our appearance is neat and appropriate.
	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.
	We understand our customers' needs.

Customer satisfaction (CSAT) Resp: Supervisor	Our customers are satisfied with the price of their purchased product(s) sold by this company.
	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) Resp. Supervisor	Changes in sales and financial performance of their respective companies relative to competitors on the 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.

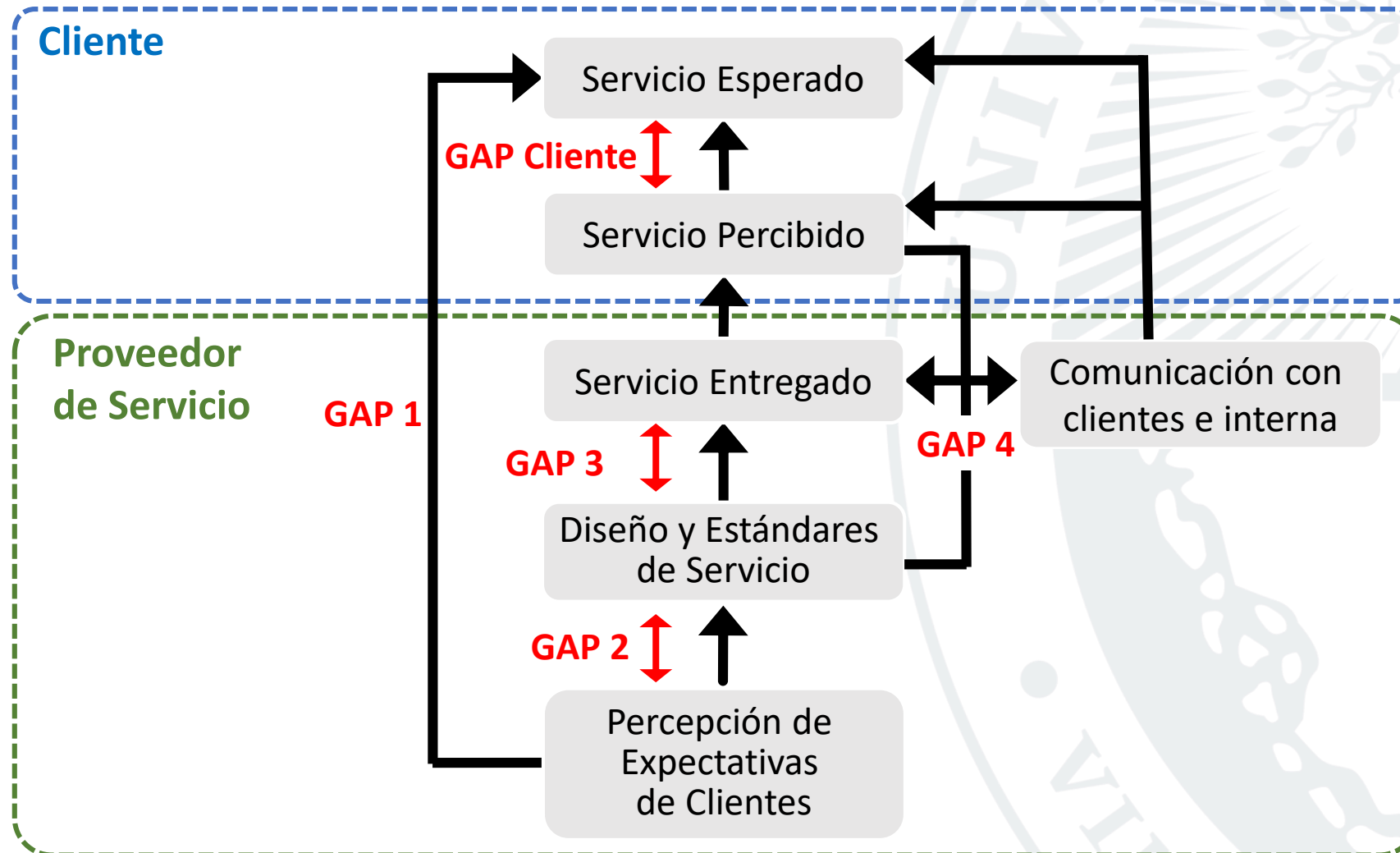


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GAP Model y SERVQUAL

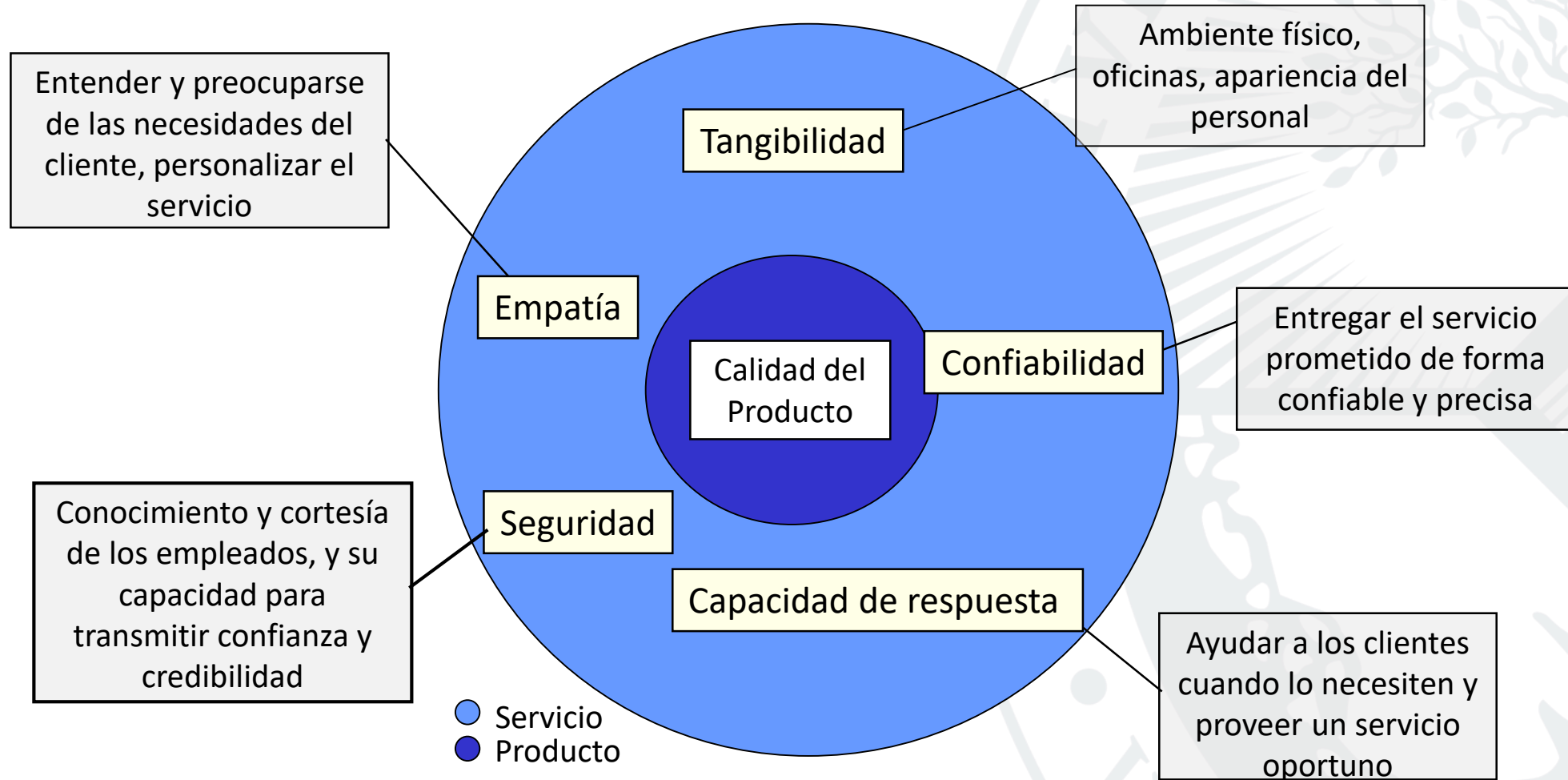


Calidad de Servicio: Análisis de GAPS (brechas)





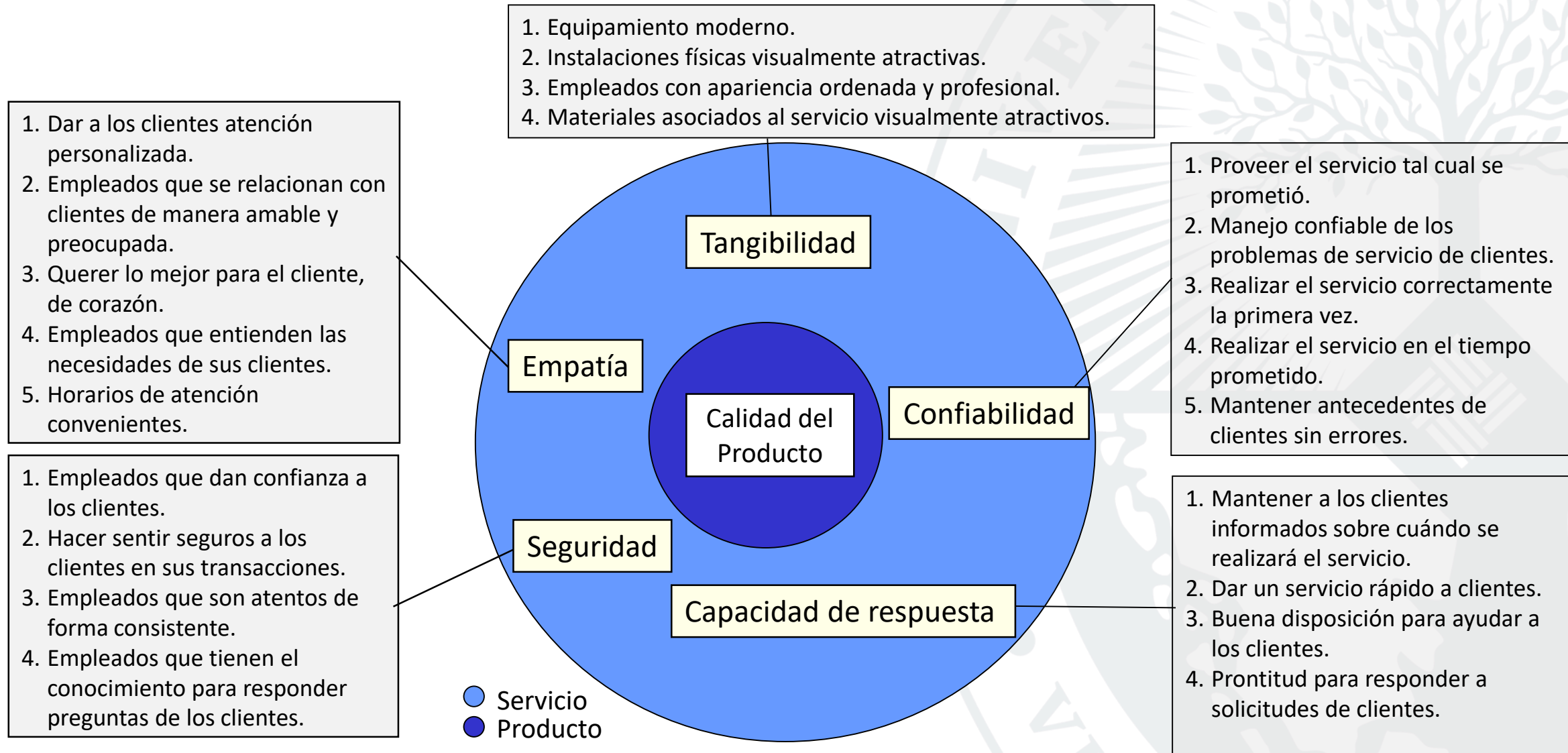
Calidad de Servicio: Modelo SERVQUAL



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



Calidad de Servicio: Modelo SERVQUAL



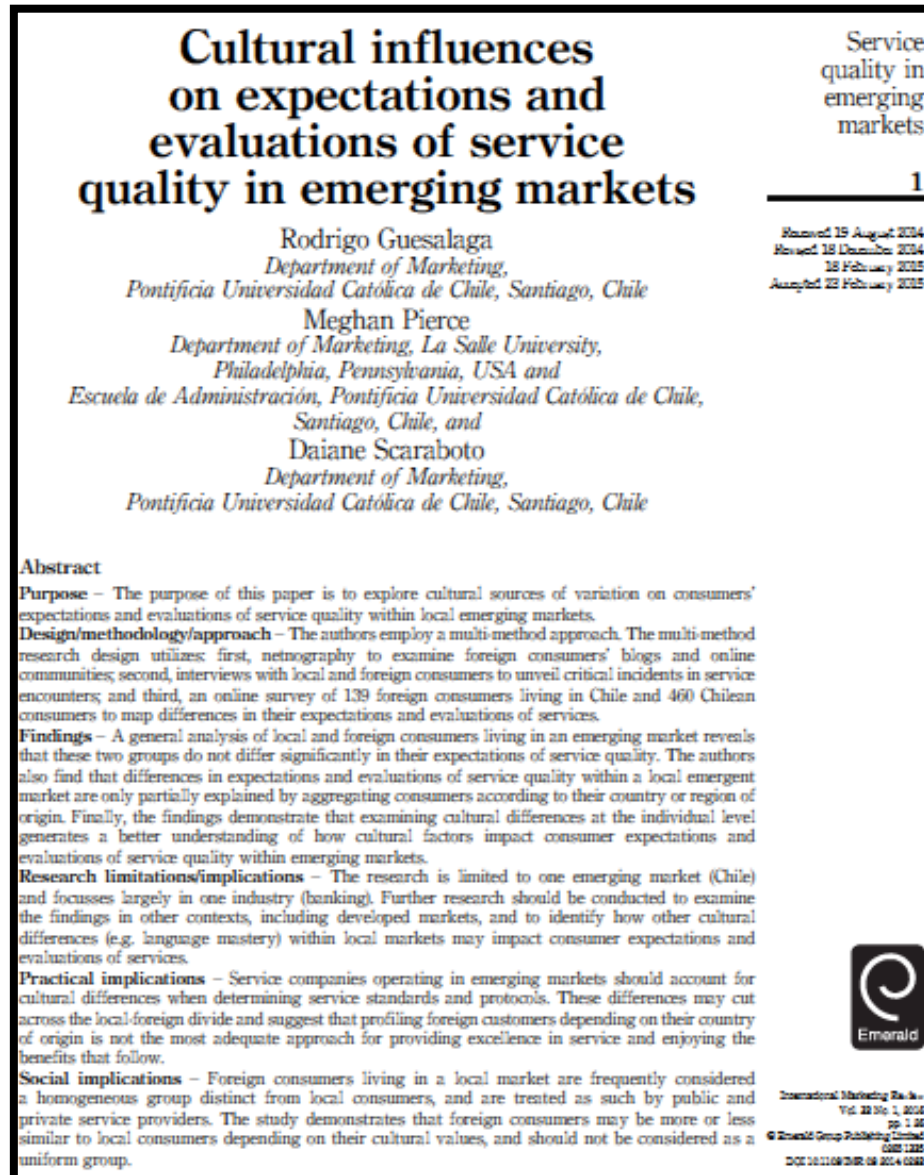
Fuente: Parasuraman, Zeithaml & Berry (1988), "SERVQUAL: A multi-item scale for measuring consumer perceptions of service quality", Journal of Retailing



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EJEMPLO: Calidad de Servicio - Modelo SERVQUAL



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?

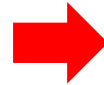


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EJEMPLO: Calidad de Servicio - Modelo SERVQUAL

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



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	

Fuente: Guesalaga, Pierce & Sacaraboto (2016).
International Marketing Review.



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 demanding	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 confidants	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.	Higher proportion of Chileans.	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 unconfidants	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

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/watch?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)

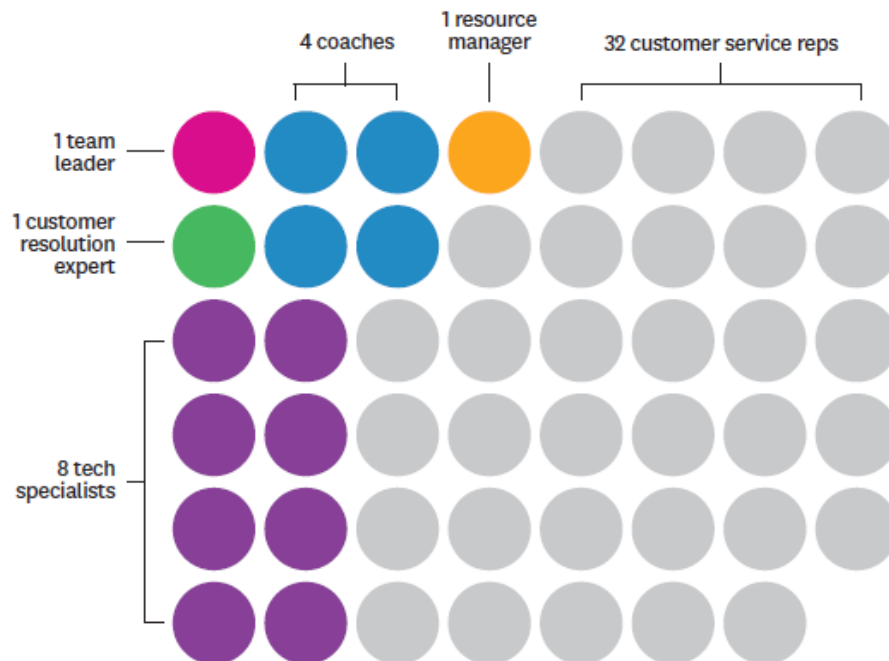


EJEMPLO: Calidad de Servicio en T-Mobile

¿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.