

## Whilst CMMI, SPICE model devoid gaps in services...

**Question:** What is strategy?

**Ans:** It's a plan to create value. The way that company plans to create value that's a strategy.

**Question:** How much value do we create?

**Ans:** We create value for customer,

Value for Employees,

Value for Supplier.

Value is the difference between willingness to pay and willingness to sell.

**Question:** What is willingness to sell, willingness to pay?

**Ans:** Willingness to Pay describes customers. It is the most a customer would pay for a product or service.

Willingness to sell is the least amount of compensation an employee would accept. Value for employees is the difference between compensation and my willingness to sell. It is the measure of quality between what person is looking for in work and what can company offer.

Customer delight: Customer delight is the difference between willingness to pay and price.

Margin: Margin is financial success

Employee satisfaction: Difference between willingness to sell and compensation.

In the end how profitable the organization is reflecting the amount of overall value creation.

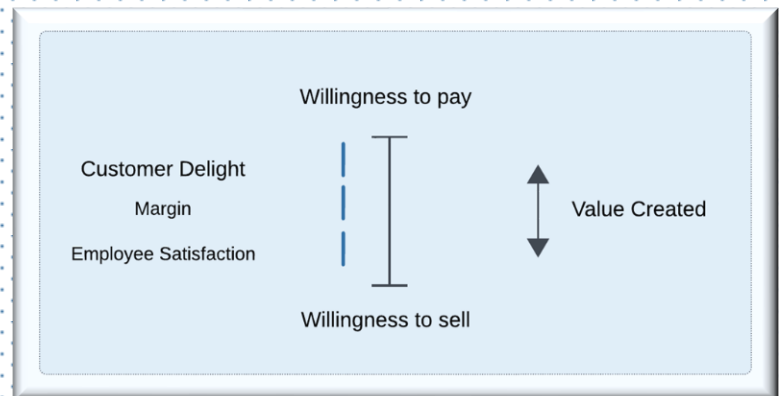


Figure 1: 'Value stick'

**Question:** What are the ways I can raise the willingness to pay?

- Product Quality
- Product Complement
- Network Effects

In a process of creating value, identifying and putting efforts to understand, deliver we often stumble up a situation, i.e a condition or capability needed by a user to solve a problem or achieve an objective or capability that must be met or possessed by a system or system components to satisfy a contract, standard, or specification, or other formally imposed documents, this counter balance this situation we, derive the requirement. It allows us to create value, to be accessible to the suppliers, customers, employees.

Four core activities of requirement engineering

- 1) Elicitation: To refine requirements to greater detail
- 2) Documentation: During documentation the elicited requirements are described adequately
- 3) Validation & Negotiation: To guarantee predefined quality criteria are met
- 4) Management: Requirement Management is orthogonal to all activities

These core activities can be applied for different levels of requirement abstraction like stakeholder's requirements, system requirements and software requirements. Their execution can follow different process such as process recommended in [ISO/IEC/IEEE 29148/2011] and [SEI 2006] or SPICE [ISO/IEC 15504-5]

CMMi (Capacity Maturity Model Integration) and SPICE (Software Process Improvement and Capability Determination) are both models used for assessing and improving software development process.

CMMi is a framework developed by the Software Engineering Institute (SEI). CMMi provides different maturity levels, ranging from initial to optimizing, to measure an organization's advanced and mature process capability.

On the other hand, SPICE is based on ISO/IEC 15504-5 standard and is an international model for assessing software processed. It aims to assess and improve the capabilities of organizations in developing high-quality software. SPICE offers a detailed assessment of process capacities in various areas, including project management, requirements management, design implementation, and testing.

Both models aim to assist organizations in improving their software development processes, but they have different focuses and approaches, CMMi (Capacity Maturity Model Integration) emphasizes overall maturity and processes optimization while SPICE (Software Process Improvement and Capability Determination) assesses specific capabilities and prices aspects.

To negotiate the requirements of system to be developed, it necessary to identify, conflicts and to resolve those conflicts this is done by means of systematic conflict management. The conflict exists because of the gaps. Once we identify conflict, document, analyse we understand there exists gap, if these gaps are resolved, it ensures minimal frictional losses. Let us understand different gap and how to recognize them.

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Each employee has its own expertise, some contribute to code cleanup, some to code XML markup, some identify the format and stored procedures that are not upto the standards, some bring expertise in SQL, let us see the Gaps in detail, continuous improvement on the Gaps, conflict resolution and value creation.

#### GAPs model for improving Retail Service Quality

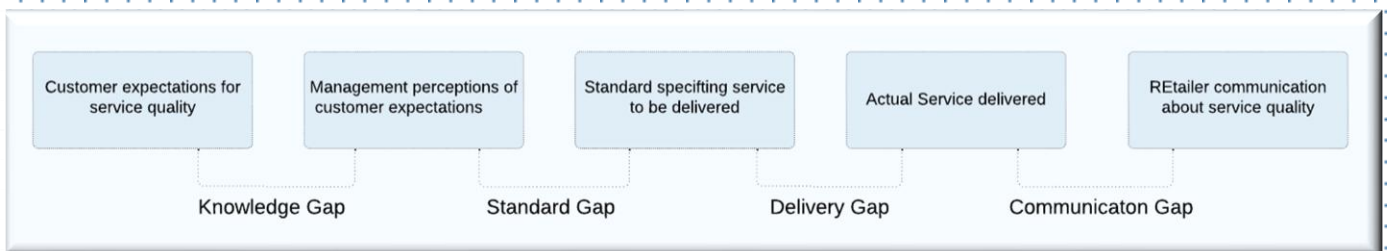


Figure 2: Gap model

I . **Knowledge Gap** reflects the difference between customer's expectations and retailers' perception. Retailers can close this gap by developing a better understanding of customer expectations and perceptions.

II . **Standards Gap** pertains to the difference, between the retailer's knowledge of customer's expectations and perceptions and the service standards it sets. By setting appropriate service standards and measuring performance retailers can close this gap.

III. **Delivery Gap** is the difference between the retailer's service standards and the actual service it provides to customers. This gap can be reduced by getting employees to meet or exceed service standards through training and appropriate incentives.

IV. **Communication Gap** is the difference between the actual service provided to customers and the service that the retailers promotion program promises. When retailers are more realistic about the services they can provide customers' expectations can be managed effectively to close this gap.

### i . Knowing what customers want - **Knowledge Gap.**

The first step to providing good service is to know what customers want, need, and expect and then use this information to improve customer service. When retailers lack this information, they make poor decisions. Retailers can reduce the knowledge gap and develop a better understanding of customer expectations by undertaking customer research, increasing interactions between retail managers and customers, and improving communication between managers and the employees who provide customer service. Retailers use a variety of approaches for assessing customer perceptions and expectations of customer service.

#### i . Gauging Satisfaction with individual transactions:

Many retailers survey customers immediately after a retail transaction has occurred. For example, Automobile dealers, electronic and inhouse appliances provider give customer surveys, or call them on the phone to ask them questions about their service experience, such as how helpful, friendly, and professional the employees were. Caribbean Licencing Group, the subsidiary of Unicomer and owner of CoSaCS application suite surveys at least 6 customers of every retail location daily. It then brings together top executives to discuss what customers are saying and how could service be improved?

Customer research on individual transactions provides up-to-date information about customer's expectations and perceptions. The research also indicates the retailer's interest in providing good service. Because the responses can be linked to specific encounter, this research provides a method for rewarding employees who provide good service and correcting those who exhibit poor performance.

#### ii . Customer Panels and Interviews

Rather than surveying many customers, retailers use panels of 10 to 15 customers to gain insight into expectations and perception. To reduce the knowledge gap, some retailers have consumer advisory boards composed of a cross section of their preferred customer to complete questionnaires three to four times a year on subject. Such as return & refund problems, service requests and processing time.

#### iii . Interacting with customers.

Regal worldwide trade works with a team of engineers and product owners from Samsung, Xerox, SanDisk and other leading companies. The team receives input from customers primarily through sales associates, about how they use consumer electronic product.

#### iv . Social Media

Social sites like Facebook, twitter are great sources of information that assists retailers in assessing customer expectations and perceptions of service quality. These social sites can provide insight into what customers are saying about the retailer offerings. Customers appear keen to submit their opinions about their purchases, interests through polls and blogs.

#### v . Customer Complaints

Complaints allow retailers to interact with their customers and acquire detailed information about their service and merchandise. Handling complaints is an inexpensive way to isolate and correct service providers. Catalogue and internet retailers keep track of all customer complaints and reasons for returned merchandise. These complaints and returns are reported daily retailers can improve their service. This information can also be used by buyers to improve vendor merchandise.

#### vi . Using technology

New, Affordable Information Technology Packages are enabling even small retailers to acquire knowledge about their customer service by maintaining customer information and providing it to sales associates.

#### vii . Feedback from Store Employees

Salespeople and other employees in regular contact with customers often have a good understanding of

customer service expectations and problems. This information can improve service quality only if employee is encouraged to communicate their experience to high level managers who can act on it.

Some retailers regularly survey their employees' asking questions like these:

**Question:** What is the biggest problem you face to delivering high quality service to your customers?

**Question:** Could make one change in the company to improve customer service what would it be?

#### viii. Using Customer Research

Collecting information about customer expectations and perceptions isn't enough. The Service Gap is reduced only when retailers use information this improve service.

Feedback on service performance needs to be provided to employees in a timely manner. Feedback must be prominently presented so that service providers are aware of their performance.

#### ii. Establish Service Standards - The Standard's Gap

After Retailers Gather information about customer service expectations and perceptions, the next step is to use this information to set standards and develop systems for delivering high quality service. To close the standards gap. Retailers need to,

- Commit their firms to providing High-Quality service.
- Define role of service providers
- Set service goals
- Measure service performance

#### i. Commitment to service quality

Service Excellence is achieved only when top management provides leadership and demonstrates commitment. Top management must be willing to accept the temporary difficulties and even the increased costs associated with improving service quality.

Top management's commitment sets service quality standards, but store managers are the key to achieving those standards. Store Managers must see that their efforts to provide service quality are noticed and rewarded. Providing incentives based on service quality makes service an important personal goal.

#### ii. Defining role of service providers.

Managers can tell service providers that they need to provide excellent service but not clearly indicate what excellent service means. Without a clear definition of the retailer's expectations service providers are direction less.

#### iii. Setting Service Goals

To deliver Consistent high-quality service, retailer need to establish goals or standards to guide employees. Retailers often develop service goals that are based on their belief about the proper operation of the business rather than the customer needs and expectations.

**example:** A retailer might set a goal that all point of sales reports are to be mailed five days before the end of the month. These goals ensures retailer's consistent for service goals to be met.

#### iv. Measuring Service Performance:

Retailers need to assess service quality continuously to ensure that goals will be achieved. Many retailers conduct periodic customer surveys to assess Service Quality.

Customer service representative analyse sales data to determine how often servers sell particular items like optical, electronics and furniture. They analyse stores identify servers that have never sold a menu item such as fitness equipment. The analysis reveals opportunities for training service providers and increasing sales.



### iii. Meeting and exceeding service standards: **Delivery Gap**

To reduce the delivery gap and provide service that exceeds service, retailer must give service providers the necessary knowledge and skills, provide instrumental and emotional support, improve internal communications, reduce conflicts, and empower employees to act in the customer's and firms best interests.

Giving information and training service providers need to know about the retailer's service standards and the merchandise it offers. With this information, employees can answer questions and suggest product. This knowledge also instils confidence and sense of competence, which is needed to overcome service problems.

Mersys hires knowledgeable service providers to close the delivery gap. Over the last five years it hired more than 3000 licensed electricians and plumbers to offer expert service to customers. It uses interactive distance learning to train its employees to develop the knowledge needed to provide high quality service.

Service Providers need training in interpersonal skills dealing with customer is hard particularly with customers are upset and angry. Through training, employees can learn to provide better service and cope with the stress caused by angry customers. Microsoft provides four days of training for its maintenance works, monthly.

Supplying Instrumental and emotional support service providers need to have appropriate system and equipment to deliver service desired by customers. For instance, many retailers have connected their POS terminals to the internet so that sales people can help customers order a size of style not found in their store. Similarly other retailers have computer kiosks in stores so that customer and employees can order out of stock furniture items.

In addition to adding instrumental support service providers need emotional support from their coworker s and supervisor. Emotional Support involves demonstrating a concern for the wellbeing of others. Dealing with customer problems and maintaining a smile in difficult and stressful situations can be psychologically demanding. Service providers need to maintain the supportive understanding atmosphere and attitude to deal with these demands effectively.

When providing customer service, service providers often must manage the conflict between the customers and retail firms needs. The sale associates therefore may be conflicted between meeting corporate and customers goals. Retailers can reduce such conflicts by issuing clear guidelines and policies concerning service and explaining the rationale for these policies. For instance, employees may be taught to apologize for a service failure even if the failure was caused by some one else in the organization or was a result of something the customer did.

### IV. Communicating the service Promise: The Communication Gap

The fourth factor to a customer Service Gap is the difference between the service promised by the retailer and the service delivered. Overstating the service offered raises customer expectations. Then if the customer doesn't follow through by improving actual customer service the expectations exceed perceived service and customers are dissatisfied. The communication gap can be reduced by making realistic commitments and managing customer expectations.

i. **Realistic Commitments:** Promotion programs are typically developed by the marketing department, whereas the store operations division delivers the service. Poor communication between these areas can result in a mismatch between an ad campaign promises and the service that store can offer:

#### ii. **Managing Customer Expectations.**

How can a retailer communicate realistic service expectations without losing to a competitor that makes inflated service claims? Information presented at the point of sale can be used to manage expectations.

Retailers tell their customers whether merchandise is in stock and when customer can expect to receive it. Providing accurate information can increase customer satisfaction even when customer must wait longer than desired. Sometimes Service problems are caused by customers. Communication programs can inform customers about their role and responsibility in getting good service and give tips on how to get better service, such as the best times of the day to shop and retailer's policy and procedure for handling problems.

### iii. Service Recovery

The delivery of customer service is inherently inconsistent so service failure are bound to arise. Rather than dwelling on negative aspects of customer problems, retailers should focus on the positive opportunities in the problems generate service problems and complaints are excellent source of information about retailers offering (its service and merchandise. With this information retailers can make changes to increase their customer's satisfaction.

Service Problems also enable a retailer to demonstrate its commitment to providing high quality customer service by encouraging complaints and handling problems. A retailer has an opportunity to strengthen its relationship with its customers. Effective service recovery efforts significantly increase customer satisfaction, purchase intentions, and positive word of mouth. However, post recovery satisfaction generally is less than the satisfaction level before the service failure.

Most retailers have standard policies for handling problems if the correctable problem is identified such as defective merchandise, many retailers will make a restitution on the spot and apologize for inconvenience of the customer. The retailer will offer replacement merchandise a credit toward future purchases or a cash refund.

In many cases the cause of the problem may be hard to identify, (did the salesperson really insult the customer?) uncorrectable (the store had to close due to bad weather). In these cases, service recovery might be more difficult. The steps to effective service recovery are:

- 1) Listen to the customer.
- 2) Provide a fair solution.
- 3) Resolve the problem quickly.

### iv. Listening to customers

Customer may become very emotional about their real or imaginary problems with a retailer.

Store employees should allow customers to air their complaints without interruptions. Interruptions can further irritate customer who may already be emotionally upset. Customers want sympathetic response to their complaints. Thus, store employees need to make it clear that they're happy the problem has been brought to their attention.

### v. Providing a fair solution

Customer like to feel they are being treated fairly evaluations of complaint resolutions this are based on disruptive fairness and procedural fairness.

### vi. Disruptive Fairness

Disruptive Fairness is a customer's perception of benefits received compared with his or her costs in terms of inconvenience or monetary loss. What seems to be fair compensation for a service failure for one customer may not be adequate for another. Customer typically prefer tangible than intangible resolution to complaints.

### vii. Procedural Fairness

Procedural Fairness is the perceived fairness of the process used to resolve complaints. Customers consider three questions when evaluating procedural fairness.

- 1) Did the employee collect information about the situation?
- 2) Was the information used to resolve the complaint?
- 3) Did the customer have some influence over the outcome?

Customers typically feel they have been dealt with fairly when store employees follow company guidelines.

#### viii Resolving Problems quickly.

Customer satisfaction is affected by the time it takes to get an issue resolved.

As a rule, store employees who deal with customers should be made as self-sufficient as possible to handle problems. Customers are more satisfied when the first person they contact can solve the problems. When customer is referred to several different employees, they waste a lot of time repeating their story. Retailers can minimize the time needed to resolve complaints by reducing the number of people customer must contact and providing clear instructions. Resolving customer complaints increases satisfaction.

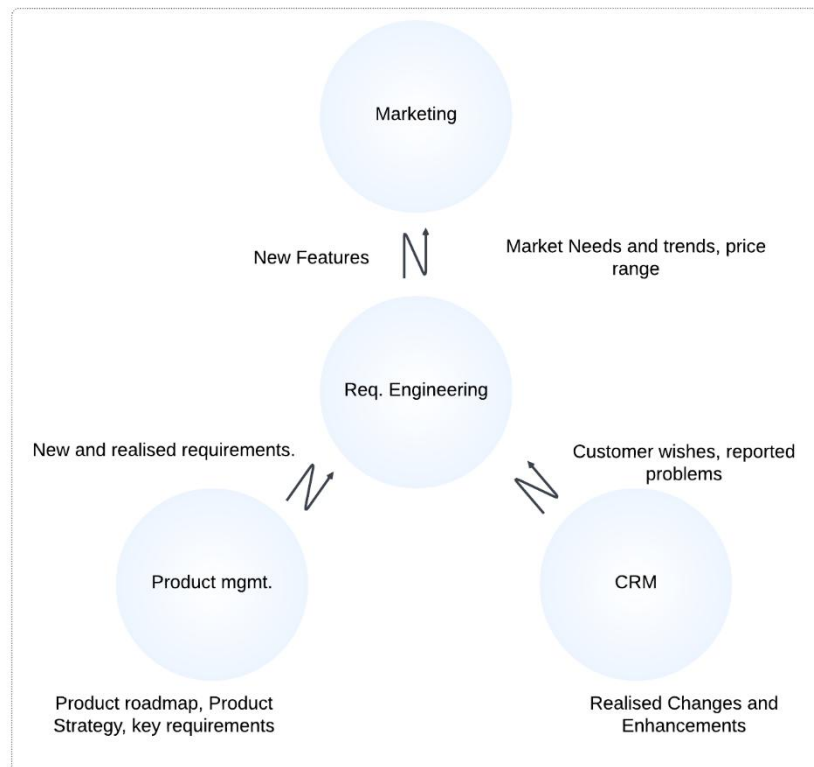


Fig. 3. Inter relation between requirement engineering and other processes in the organization.

Value creation is a process to set in order Customer delight and Satisfaction. It helps organization grow with exceptionally well. Requirement engineering and value creation advance towards Customer delight together. Requirement engineering simulates the position of organization in the market place. It allows contribution to the industry autonomously. It allows to integrate the current and future state of business requirements. With help of elicitation, It helps to predict Market trends; price range and KPIs and with the help of Validation & Negotiation, we manage customer wishes, reported problems.

Thorough analysis and supervision from the expert suggests to devoid the gaps within organization.

#### Knowledge Gap

- Devoid by applying Requirement Engineering
- Standards Gap - Devoid by implementing ISO/IEC 15504-5 and SEI 2006
- Delivery Gap - Devoid by continuous learning and training employees
- Communication Gap - Devoid by timely interaction with best medium possible to the customer

The retail sectors demands synchronization of business values from many different layer - Service layer, Client layer, Batch layer through reports and data storages. ISO/IEC 15504-5 and SEI 2006 can be implemented together to boost efficiency of business functions through all the maturity levels.

To bring value to the customer using these practices contributes to the profit of the company. This enables the stakeholder to evaluate the performance at process dimension and capability dimension. To adapt to these changes is crucial.

- 1) [ISO Org IEC 1550402-5:2012 Assessment](#) - Link to ISO/IEC 155402-5:2012 An exemplar software life cycle process assessment model
- 2) [ISO Org IEC 29148:2011 Assessment](#) - Link to ISO/IEC 29148: 2011 Systems and software engineering - Life Cycle processes - Requirement Engineering
- 3) [SysML Diagrams in Use!](#) New and existing requirement realisation using SysML diagrams Integration



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