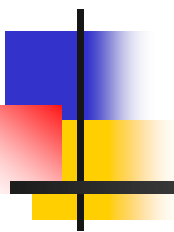


# IAQ Panel: Quality in Service

**Chair:** A. "Parsu" Parasuraman, University of Miami, USA

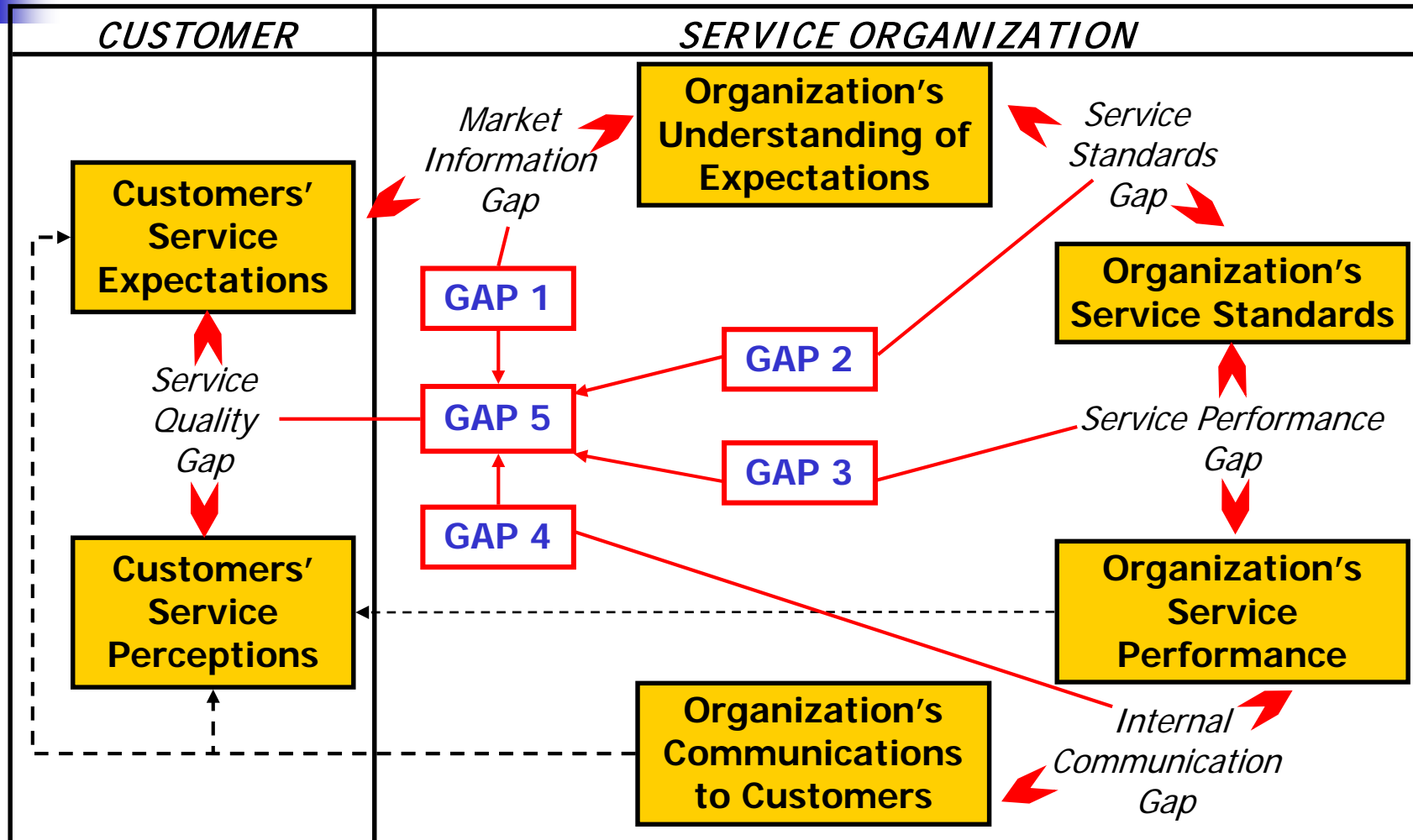
**Panelists:** Paul Lillrank, Aalto University, Finland  
Jamison Kovach, University of Houston, USA  
Anil Sachdev, TQMI, India



**Chair's Opening Remarks:** *The Quality-Productivity Link*

**World Quality Forum  
Budapest, Hungary  
27<sup>th</sup> October 2015**

# Conceptual Model of SQ – GAPS Model



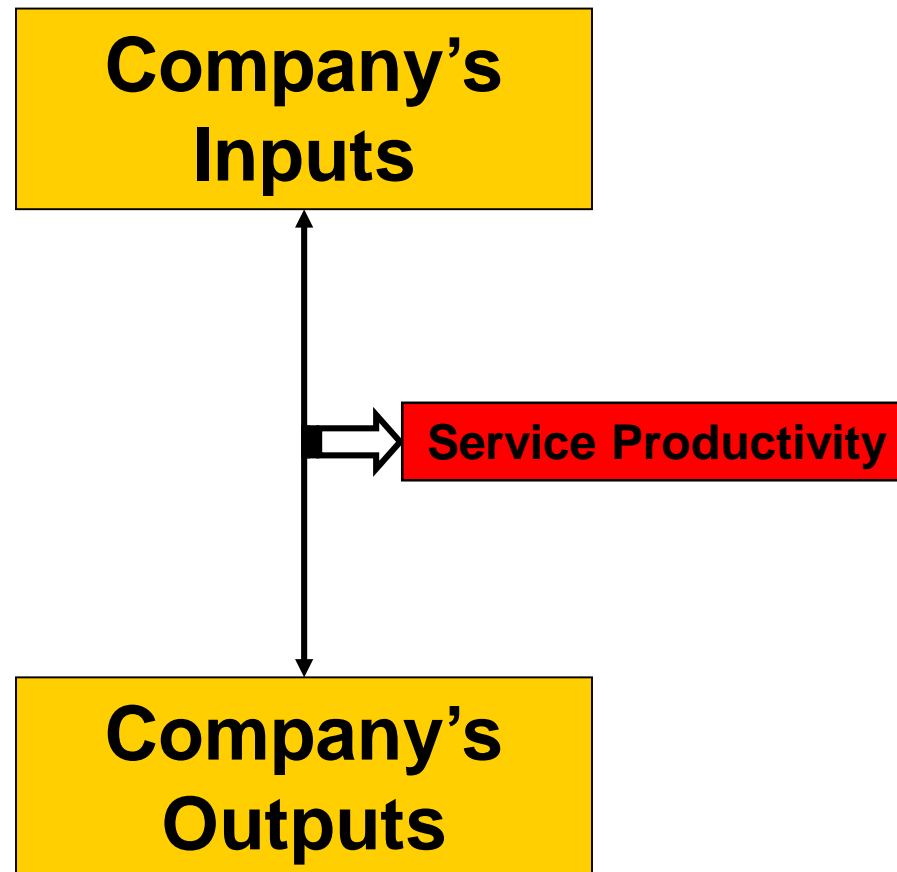


# Simple Definition of Productivity

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Output  $\div$  Input

# Traditional View of Service Productivity





# Proposed View of Service Productivity

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Service productivity can and should be evaluated from the perspectives of both *companies* and customers

# A Company-Customer Conceptualization of Service Productivity

## *Company's Perspective*

### Inputs

[Labor, Equipment, Technology, etc.]

Productivity

### Outputs

[Sales, Profits, Market Share, etc.]

Service Quality!

## *Customer's Perspective*

### Inputs

[Time, Effort, Emotional Energy, etc.]

Productivity

### Outputs

[Service Performance, Satisfaction, etc.]



# An Important Implication of Gaps 1-4 in the GAPS Model of SQ

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The internal organizational gaps not only lead to poor **service quality** but also adversely affect **service productivity!**

# The Dual Conceptualization of Service Productivity: A Closer Look

**Only if company inputs are aligned with customer expectations and abilities!**

## *Company's Perspective*

### Inputs

[Labor, Equipment, Technology, etc.]

Productivity

### Outputs

[Sales, Profits, Market Share, etc.]

## *Customer's Perspective*

### Inputs

[Time, Effort, Emotional Energy, etc.]

Productivity

### Outputs

[Service Performance, Satisfaction, etc.]

Service Quality

