

MEASURING SERVICE QUALITY

Quality of service remains a central factor of success for service enterprises. It becomes even more important when it is reported directly to the customer.

Industry: Financial services – Cooperation

The customer's problem

In the scope of a cooperation, the customer had contractually agreed to maintain the quality of cooperation at a mutually agreed level. However, the customer lacked a measuring instrument capable of generating the required key performance indicator.

Theoretical principles

Quality of service is a critical factor for success in banking.¹ This necessitates consistent quality of service management on three levels:

- Recruiting and training qualified staff
- Standardization of service process organization
- Quality controlling

Quality must always be evaluated from the customer's viewpoint.²

Against the background briefly described here, effex's task was to establish a tool to measure the staff's quality of service.

Practical implementation

The development and implementation of an online tool by effex allowed uncomplicated measurement of service quality customer side. Based on a suggestion by effex, the customer survey was at the same time used to acquire other strategically relevant information. The figures were also used by effex to provide evaluations to management that served as a basis for activity-oriented management.

¹ Al-Hawari, M., Hartley, N., & Ward, T. (2005). Measuring banks' automated service quality: A confirmatory factor analysis approach. *Marketing Bulletin*, 16, 1-19; Bahia, K., & Nantel, J. (2000). A reliable and valid measurement scale for the perceived service quality of banks. *International Journal of Bank Marketing*, 18, 4-91; Soteriu, A. C., Stavrinides, Y. (1997). An internal customer service quality data envelopment analysis model for bank branches. *International Journal of Operations & Production Management*, 17, 780-789.

² Haller, S. (1993). Methoden zur Beurteilung von Dienstleistungsqualität – Überblick zum State of the Art. *Zeitschrift für betriebswirtschaftliche Forschung*, 45, 19-39.

CASE STUDY
CHANGING ENTERPRISE SITUATIONS - KNOWING WHAT

Impact

Measuring quality of service proved valuable in the following areas:

- Continuous, contemporary measurement of quality of service;
- Management reporting with additional, strategically relevant information;
- Detailed evaluations for individual customer advisors, which are integrated into feedback meetings (example).

Excerpt from feedback example for Mr. XY

