How to improve Service Quality
Service Data as Service Intelligence

Stuart Henshaw

Business Development Director

What is Quality Service?

- Raising and maintaining service quality & communications
  - Contact is easy
  - Providing services people need/like
  - Provided regularly and reliably 'as expected'
  - Public know what and when to expect the service
  - Authority is responsive
  - 'More' information is available about the service they receive
  - Public are told if something will not happen or about changes
  - Performance indicators

Why is Quality Service Important?

Local Government Association

what drives public satisfaction with local government?

LGAresearch report 20/04

Implications for the LGA

The research highlights some key challenges facing the Local Government Association (LGA). The first is the need to formally agree, collectively, not only that the problem of poor perception exists, and damages the credibility of local government's arguments, but secondly that **collective** and **focussed** action is vital. While much has been achieved in the last seven years, only a radical shift has any chance of improving local government's reputation.

The obvious areas for focus in terms of building reputation among local communities are:

- streetscene and liveability services;

- communications - explaining effectively what is being delivered and how to get it;

- contact - exceeding expectations on responsiveness, empathy and getting things right first time; and

- perceived value for money, explaining clearly where money is going.

If local government collectively agreed to focus on delivering these services/aspects to a high standard, its reputation would improve.

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Why is Quality Service Important?

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- Parcel and delivery industry Technology is reshaping public expectations of quality service

ServQual

Dr. A. Parasuraman

Dr. A. Parasuraman ("Parsu") is Professor and Holder of the James W. McLamore Chair in Marketing (endowed by the Burger King Corporation) at the School of Business, University of Miami. He has received many distinguished awards and recognitions for his scholarly contributions including being named as one of the "Ten Most Influential Figures in Quality" by the editorial board of The Quality Review (1988); the American Marketing Association's "Career Contributions to the Services Discipline Award" (1998); the Academy of Marketing Science's "Outstanding Marketing Educator Award" (2001); being named to the Chartered Institute of Marketing (U.K.)'s "Guru Gallery" profiling the 50 leading marketing thinkers worldwide (2004); the IIT-Madras "Distinguished Alumnus Award" (2005); the establishment of "The Parasuraman Service Excellence Research Prize" at the Hamdan Bin Mohammed e-University in Dubai to foster more scholarly research throughout the Middle East region (2008): the Society for Marketing Advances' "Elsevier Distinguished Scholar" award (2009); an Honorary Doctorate from Maastricht University in the Netherlands (2011); the Paul D. Converse Award for significant scholarly contributions to marketing (2012); and the Gil Churchill Award for Lifetime Contributions to Marketing Research (2013). Dr. Parasuraman has published over 130 articles in scholarly journals and has served as editor of the Journal of the Academy of Marketing Science (1997-2000) and the Journal of Service Research (2005-2009). He has authored several books, consulted with many companies, and conducted dozens of executive seminars on service quality, customer satisfaction and the role of technology in service delivery in many countries.

SQ=P-E

Service Quality = perceived Performance– perceived Expectation

Service Quality – the difference between expectation and performance

Service Quality:
The difference between expectation and performance

Perceived expectation

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Perceived expectation

Perceived performance

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+ Ve Service Quality

5 Dimensions of ServQual

Reliability – doing the task accurately & dependably

ServQual 5 Dimensions   R.A.T.E.R

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- **Assurance** – knowledge & courtesy of employees, who convey trust and confidence

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- **Tangibles** – appearance of physical facilities, equipment, personnel, and communication materials

- **Empathy** – caring individual attention the organisation provides its customers

- **Responsiveness** – willingness to help customers and provide prompt service

Major on the Majors & Minor on the Minors

- Recognised 5 dimensions to service quality but not dimensions are all equal

- 100 points allocated to the 5 areas and found …

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DAVE MAJOR & THE MINORS

SERVICE QUALITY

Tangibles
11%

Reliability
32%

Responsiveness
22%

Assurance
19%

Empathy
16%

SERVICE QUALITY

Tangibles, 11%

Reliability, 32%

Empathy, 16%

Assurance, 19%

Responsiveness, 22%
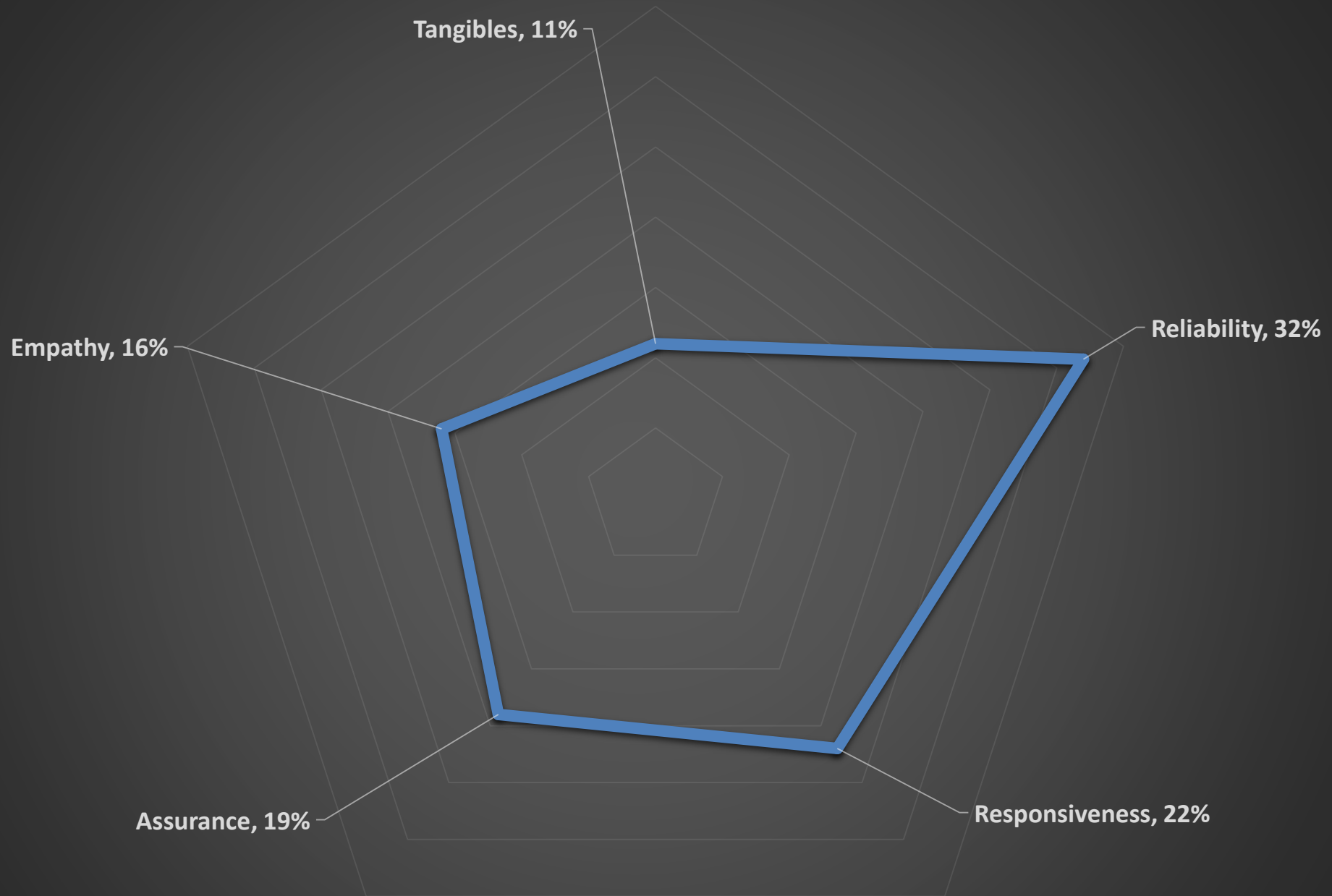
5 Dimensions of Service Quality

Reliability (32%)

Do what you say are going to do - when you say you are going to do it

"3 x more important than shiny equipment or flashy uniforms"

- Well-planned, achievable routes,
- Non-serviced bins should be reduced to zero – technology exists
- with changes made as required – assisted collections are up-to-date
- Communicated to everyone Back office, drivers, CRM, public
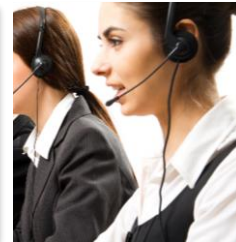
5 Dimensions of Service Quality

- Responsiveness (22%)

- Respond quickly, rapidly, promptly, immediately
- Waiting a day doesn't make it – this is 1/5 of service quality
- Customers expect you to respond quicker than they do
- CRMs set up for immediate response - many Waste Service Departments are not there yet
- CRM Department driving Waste Service Improvement Projects

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5 Dimensions of Service Quality

- Assurance (19%)

- You are expected to be experts

- Know what you are doing

Raising and maintaining service quality & communications both **internally** and to the public through Connected Technologies

- Does everyone know what should happen?
- Does everyone know that it happened?
- How would people know if it didn't happen?
- Who knows why it didn't happen?
- Is there any action to take next?
- Do we need to communicate anything with the customer as a result?

Raising and maintaining service quality & communications both **internally** and to the public through Connected Technologies

- Does everyone know what should happen?
- Does everyone know that it happened?
- How would people know if it didn't happen?
- Who knows why it didn't happen?
- Is there any action to take next?
- Do we need to communicate anything with the customer as a result?
- **Key visibility of service data/intelligence**

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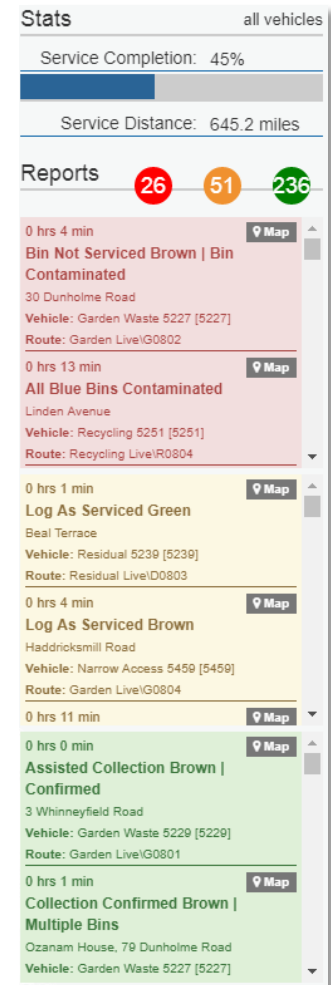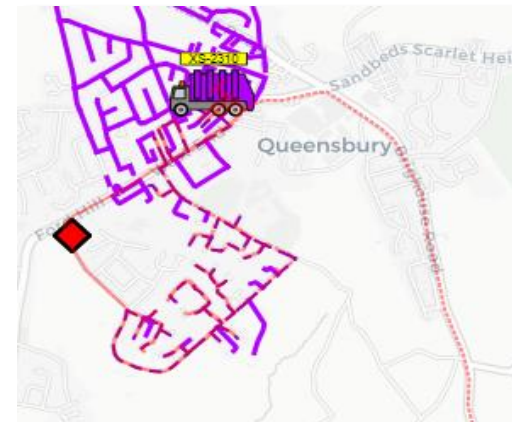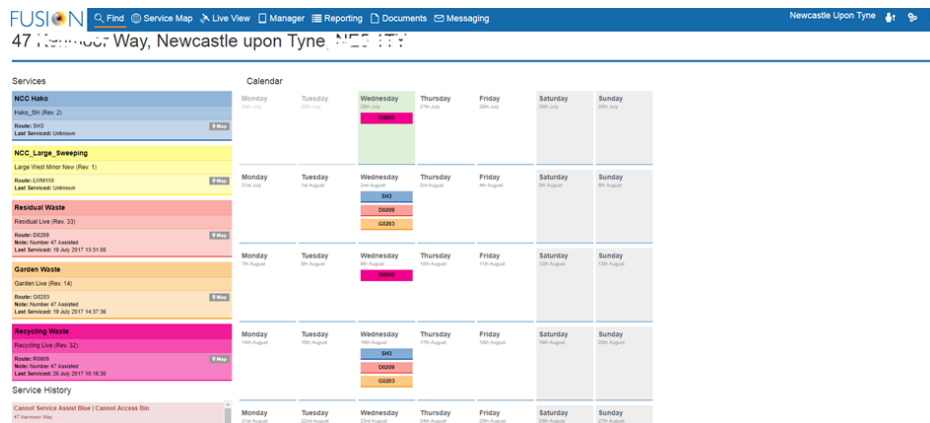
5 Dimensions of Service Quality

Empathy (16%)
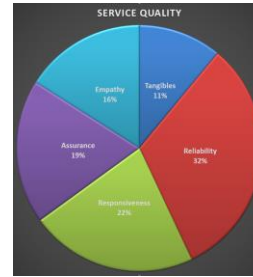
Frontline staff training – rare?

CRM staff training - standard

Real-time access CRM staff to service status/driver

reports allows staff to present full story

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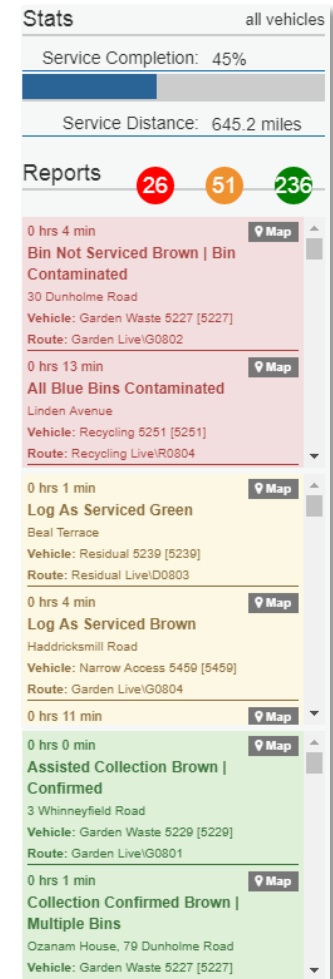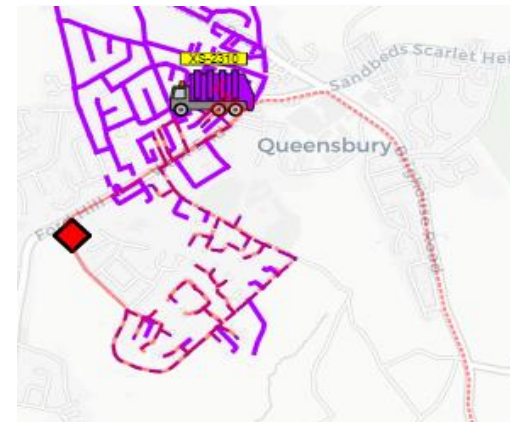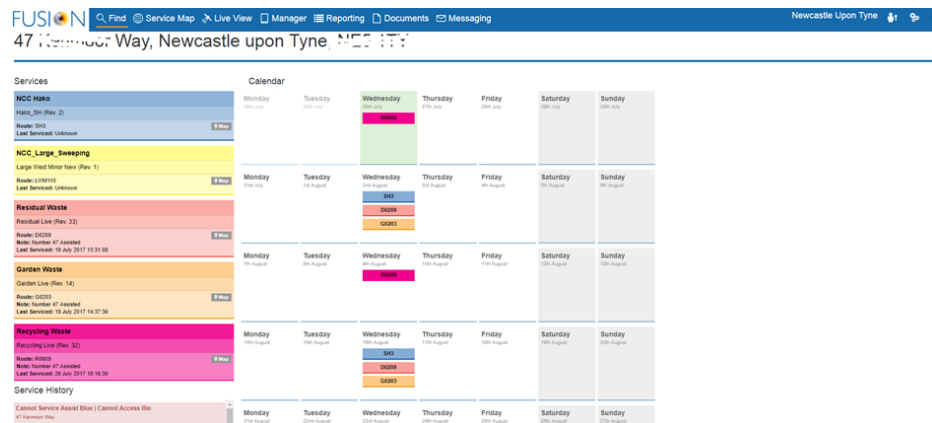
5 Dimensions of Service Quality

- Tangibles (11%)
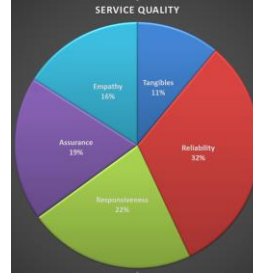
- Even though least important dimension – appearance matters

- Looking Sharp

- Smart vehicles, smart uniform, proper PPE

- Online presence now projects quality service cost effectively

  - Public know what is the service and when to expect the service

  - 'More' information is available about the service they receive

  - Public are told if something will not happen or about changes

Bin2Day Smartphone App

- Bin Collection Reminder
- 4 weeks collections
- More information on 'what goes in my bin'
- Multi-lingual
- URL links to Council website
  - "How are you performing?"
  - Garden waste payments due"

Impact

- Reduces missed bin costs
- Reduces contamination and costs
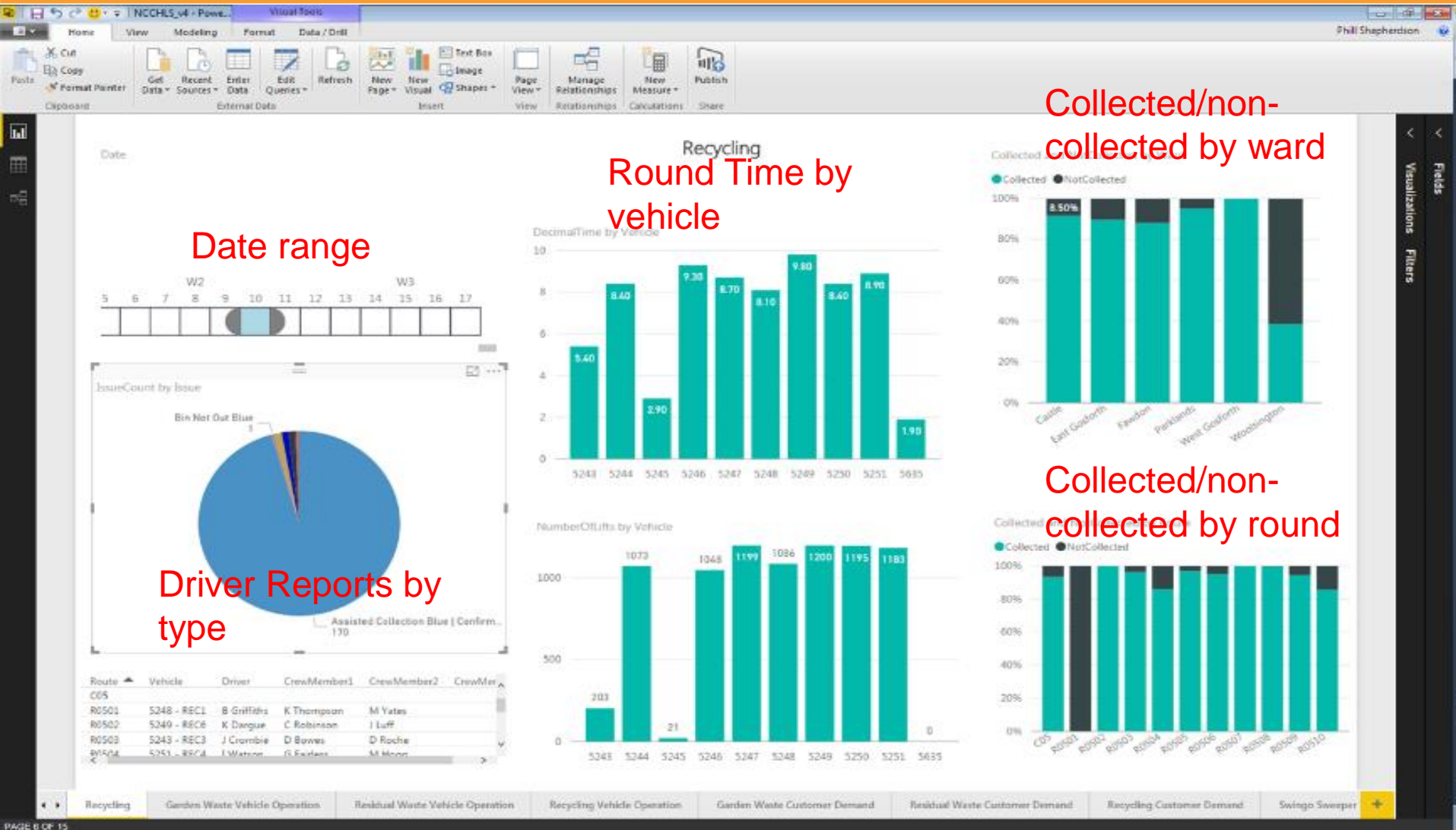
Public Facing Calendar

Public Facing Calendar

Communicating SQ to Elected Members

Fusion API providing Service Intelligence

Collected/non-collected by ward

Round Time by vehicle

Date range

Driver Reports by type

Collected/non-collected by round

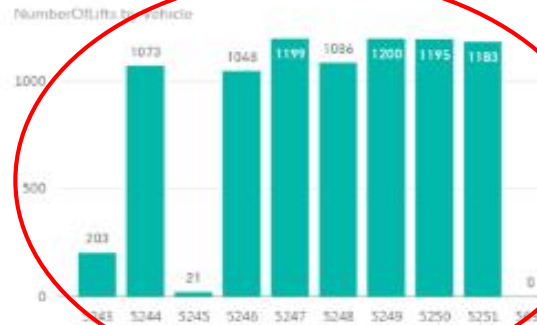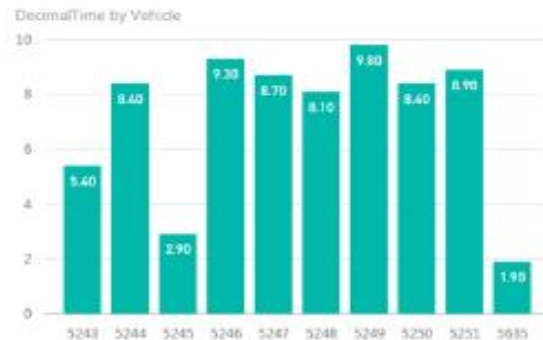www.ukisl.com
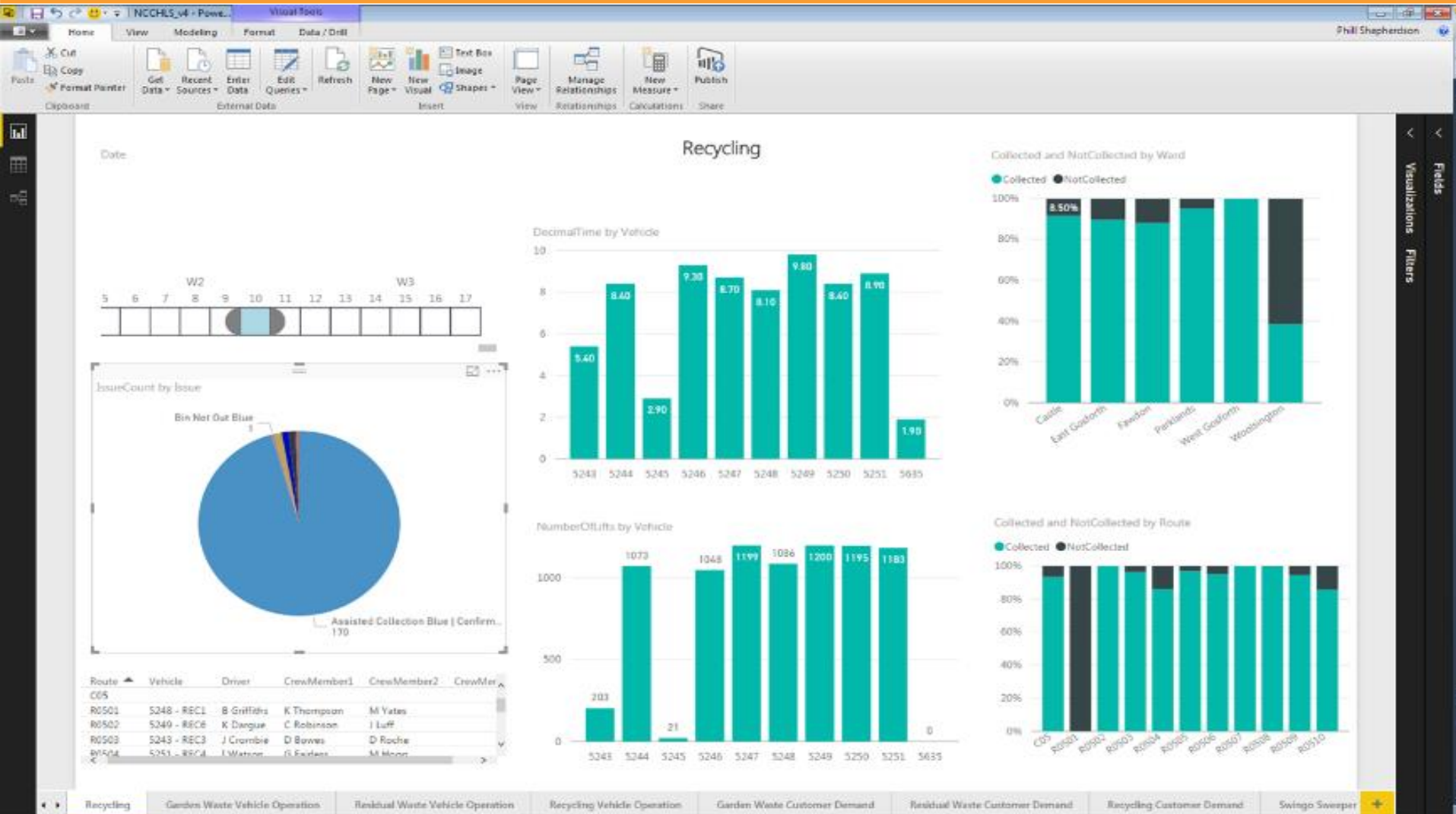
Fusion API providing service intelligence

Linking data from peripheral systems – bin lift data, crew records
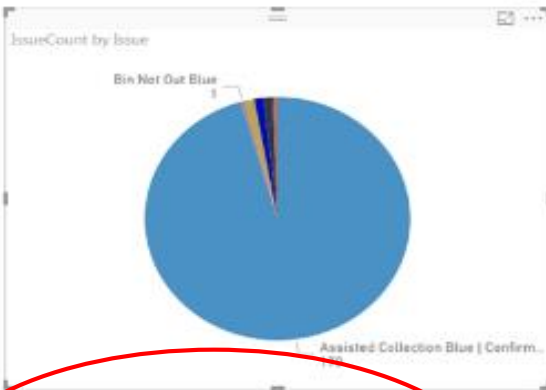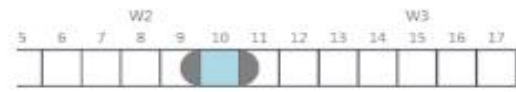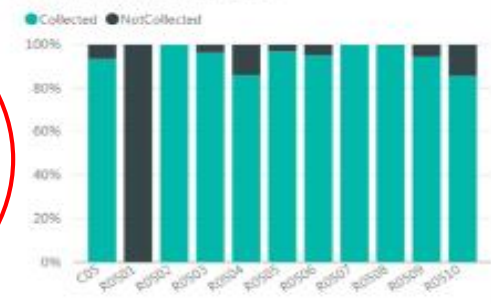
Quality Service - Summary
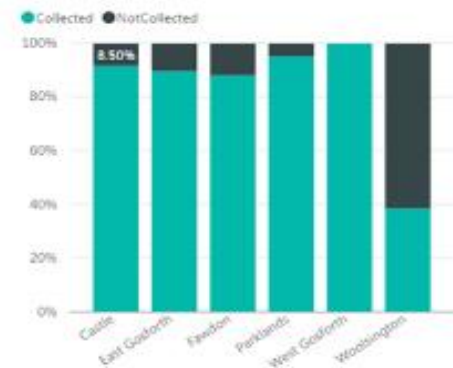
- Long term incentive to improve public satisfaction with Council – focus on street scene services

- There has been a revolution – rapid change in public expectation – delivery industry use of customer-faced technology

- Defining ServQual

- 5 dimensions are not all equal

- Your resources should be allocated in response to the reltive value of the 5 ServQual dimensions

- Key in delivering ServQual is visibility of service data/intelligence

Thank you

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