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What are the fundamental features supporting service quality?

Abstract

Purpose – There are many features that have been regarded as having a critical role in supporting service quality. The purpose of this article is to identify those features that are fundamental in supporting service quality.

Methodology/Approach – A literature review was conducted covering TQM, internal marketing, and the service quality literature, especially the study of service quality gaps. All of these are concerned with the search for service excellence.

Findings – From a comparative study of these three areas of the literature, it was found that there are seven common features: recruitment & selection, training, teamwork, empowerment, performance appraisals & reward, communication, and culture of the organisation. Each of them is argued to be critical for the management of service quality.

Practical implications – Although there are other factors that can influence service quality, the identification of fundamental features provides managers and academics with a valuable framework with which to start in pursuit of service quality across a variety of service businesses.

Originality/value of the paper – Although, management of service quality has been regarded as notoriously difficult due to the characteristics of services, by identifying

fundamental features supporting service quality, this article provides focal points for the management of service quality.

Keywords – Service Quality, Total Quality Management, Internal Marketing, Service Quality Gaps

Classifications – Literature review

Introduction

The purpose of this article is to identify fundamental features that support service quality by means of a literature review. Issues concerning service quality appear in a variety of literature, in particular Total Quality Management (TQM), areas of service marketing, including internal marketing and the study of service quality gaps – the conceptualisation of service quality as the gap between customer expectations and perceptions of performance. Those three areas were chosen, firstly, because each area of literature provides a variety of features that can support service quality, and overviews of research typically focus on only one of these areas. Hence, it becomes very difficult, both for academic researchers and for practitioners, to identify those features that are crucial for underpinning service quality. Secondly, because it has been acknowledged that there are certain similarities between TQM and internal marketing (Rafiq and Ahmed, 1993), and because internal marketing has been seen as vital for strategies to close Gap 3 – the differences between customer driven service designs/standards and service delivery – as one of the service quality gaps (Zeithaml and Bitner, 1996; Grönross, 1990). However, no link between TQM and the study of service quality gaps has been established. In this article, a comparative study of the literature in these three areas is carried out revealing

those features that have been focused on by all three areas of literature and hence enables those features that are crucial in supporting service quality to be identified. This article begins with general descriptions of TQM, internal marketing and service quality gaps, and identifies critical issues for the management of service quality in each area of the literature.

Total Quality Management

Total Quality Management (TQM) first appeared in the manufacturing sector around the mid-1980s (Martinez-Lorente et al., 1998), and it has since developed rapidly as a business philosophy emphasising continuous improvement of quality in order to achieve maximum customer satisfaction via the development of a quality organisation (Kanji, 1990). A number of definitions are found in the literature, and it is clear that customer satisfaction or meeting customer needs, and continuous improvement are widely regarded as the central issues of TQM (Garvin, 1988; Koller and Albert, 1990; Searstone, 1991; Wilkinson, 1992; Brown, 1994; Lakhe and Mohanty, 1994; Price and Gaskill, 1994; Braver, 1995; Omachonu and Ross, 1994; Collinson et al., 1998; Gunasekaran, 1999).

Principles of TQM

TQM consists of a set of principles for managing a company. However, the definition of these principles varies among different authors. Kanji (1990) and Kanji and Barker (1990) present the seven basic roles of TQM. Bertram (1991) considers the requirements for starting a TQM programme. Bank (1992) studies the core concepts of TQM. Brocka and Brocka (1992) discuss the pillars of TQM or the primary elements of Quality

Management. Dale and Cooper (1992) indicate the key elements of TQM. Oakland (1993) provides the steps for the implementation of TQM. Ross (1993) investigates the criteria for a TQM programme with regard to the Malcolm Baldrige National Quality Award. Beaumont et al. (1994) list the elements of TQM. Brown (1994) states the main features of TQM. Anjard (1995) reports the factors contributing to the success of TQM. Powell (1995) proposes 12 factors by reviewing the integration of the TQM literature. Gatchalian (1997) considers the guiding principles of TQM. Goetsch and Davis (1997) highlight the key elements of total quality. Laszlo (1998) makes clear the three critical factors needed to implement TQM successfully. Gunasekaran (1999) illustrates the vital factors in the TQM implementation. Some authors use the same terminology to explain different principles whereas others apply different terms in discussing what are fundamentally the same principles.

Because there are differing definitions of TQM, and because of the varied and wide-ranging discussions of the concept, as Wilkinson et al. (1992, p2) point out, 'one of the problems in the discussion of TQM is the apparent lack of a generally accepted description of what it actually is'. This clearly makes it difficult to categorise the main principles of TQM by means of a literature review. Authors tend to phrase their principles of TQM in different ways, and they place distinctive emphases on different aspects of TQM. Therefore, in setting out the main components of TQM, separate categories were constructed when two or more authors examined the same principle, and a principle of TQM that was mentioned by only one author was not given a category. On

this basis, the principles most commonly discussed are the fifteen listed below, and these are presented in full in Appendix A.

(1) Employee selection, commitment, involvement and participation; (2) Training and education; (3) Teamwork; (4) Empowerment; (5) Performance appraisals/measurement, recognition and reward; (6) Communication; (7) Cultural change; (8) Management style, understanding, commitment, involvement and leadership; (9) Designing; (10) Planning; (11) Measurement; (12) Cost of quality; (13) Tools and techniques; (14) Internal and external customers focus; (15) Continuous improvement.

These fifteen principles are identified as requirements for starting TQM or contributing to the successful implementation of TQM.

Although TQM was originally developed in the manufacturing sector (Saunders and Preston, 1994; Braver, 1995), there is some support for the idea that TQM can also be applied to the service sector (Beaumont et al., 1994; Anjard, 1995; Cowling and Newman, 1995; Singh and Deshmuch, 1999). Since there are a wide range of distinctive versions and methods that have been practised for implementing the basic principles and techniques, TQM is not identical in all places (Beaumont et al., 1994) and does not need to be confined to particular sectors (Anjard, 1995). However, the nature of service characteristics: intangibility; heterogeneity/variability; simultaneity/inseparability; and perishability means that the transfer of quality management practices developed in the manufacturing sector is very problematic and challenging for service operations (Singh

and Deshmuch, 1999). Some of the principles of TQM may therefore not be entirely relevant to the service sector.

Hard and soft aspects of TQM

It has been claimed that TQM comprises two aspects, the 'hard' and the 'soft' (Wilkinson and Allen, 1991;Wilkinson, 1992; 1994; Rees, 1995; Thiagarajan and Zairi, 1997; Collinson et al., 1998). The hard aspects of TQM, quantifiable techniques and tools, tend to be most characteristic of manufacturing whereas the soft aspects that are intangible and difficult to measure, such as human contact between employees and customers, customer care, and internal marketing have attracted much attention in the service sector.

Within the principles of TQM listed above, internal marketing is discussed by authors as part of work on the 'internal and external customer focus'. Rafiq and Ahmed (1993) acknowledge that there are certain similarities between TQM and internal marketing, and state that the idea of internal marketing means seeing employees as customers so that it is applied distinctively to the concept of TQM. However, Gilmore and Carson (1995) argue that the conceptions of the internal customer in TQM and in internal marketing are different, because, unlike internal marketing, the TQM approach does not concentrate on the relationships between an organisation and the employees, but on the relationship between employees themselves. TQM may partly adopt internal marketing, but the concept of internal marketing seems to be broader.

Internal Marketing

The concept of internal marketing was developed in the 1980s when service quality began to receive much attention (Rafiq and Ahmed, 1995). Although internal marketing has been discussed, defined and conceptualised in a number of ways, it has been agreed that successful internal marketing is a key to delivering superior service and thus, to successful external marketing (Barnes, 1989; Berry and Parasuraman, 1992; Greene et al., 1994).

The fundamental focus of internal marketing is on 'employees' whose function is to provide, produce or perform services to internal and/or external customers. Internal marketing enables employees 'to do the best possible work' (Greene et al., 1994) and to provide 'the best possible customer treatment' (Barnes, 1989) by developing and enhancing a service culture (Grönroos, 1990b) and/or an internal environment (Caruana and Calleya, 1998). Zerbe et al. (1998) assert that the ultimate goal of internal marketing is to create a service culture, and that in turn will help to establish customer consciousness among employees (Grönroos, 1990b; Rafiq and Ahmed, 1993; Varey, 1995b; Hogg et al., 1998).

There are, broadly, two different approaches to internal marketing. On the one hand, internal marketing means to treat employees as customers; therefore, the marketing concepts and methods such as the traditional marketing mix of the 4Ps including additional 3Ps are applicable within a firm (Barnes, 1989; Collins and Payne, 1991; Rafiq and Ahmed, 1993; Varey, 1995a/b).

Other commentators have maintained that although marketing mix contributes a useful framework to internal marketing, it is unlikely to cover all the internally related issues needed in order to succeed in the external environment (Gilmore and Carson, 1995). Specifications of internal marketing with less adherence to the framework of marketing mix, but more emphasis on the importance of individual elements of the mix have been discussed.

Elements of internal marketing

The elements of internal marketing are described in various ways. Grönroos (1990b) presents 'prerequisites' for successful internal marketing and 'internal marketing programmes'. Berry and Parasuraman (1992) label them as the 'seven essentials'. Joseph (1996) describes 'internal marketing programmes'. Taylor and Cosenza (1997) highlight them as the 'internal marketing considerations'. Kasper et al. (1999) identify four groups of 'internal marketing tools'.

The named elements of internal marketing vary, and different authors seem to have a distinctive emphasis on different elements of internal marketing. Nonetheless, all components of internal marketing discussed by the authors above can be categorised in terms of 12 elements and are presented in full in Appendix B, and can be summarised under the following headings.

(1) Recruitment and selection; (2) Training; (3) Teamwork; (4) Empowerment; (5) Performance measurement and reward systems; (6) Communication; (7) Culture; (8) Top

management commitment, involvement and leadership; (9) Employee commitment and involvement; (10) Internal marketing segmentation and targeting; (11) Internal marketing research; (12) HR issue including motivation and job satisfaction.

These 12 elements have been identified as contributing to successful internal marketing. In turn, they lead to successful external marketing, and are also seen to play a role in the development of a service culture through facilitating and enhancing quality service delivery.

Service Quality Gaps

The gap model of service quality was first developed by Parasuraman, Zeithaml and Berry (1985). They state that the service quality gaps model is the conceptualisation of service quality as the gap between customer expectations and perceptions of performance. The model focuses on strategies and processes for companies to use in pursuit of service quality (Zeithaml and Bitner, 2000). There are four major discrepancies contributing to service quality gaps, and each of the four gaps in turn contributes to the existence of gap 5 (the differences between customer expectations and perceptions: the actual service received). However, internal marketing is referred to as the 'strategies to close Gap 3' (Zeithaml and Bitner, 1996), and it is also argued that the issues of internal marketing have been seen as vital for closing Gap 3 (Grönroos, 1990b). Hence, only Gap 3 will be considered.

Gap 3 is the differences between customer-driven service designs/standards and service delivery. There are four categories of cause for the existence of Gap 3: employee roles; customer participation; intermediaries; and demand and supply (Zeithaml and Bitner, 1996). Here, only employees' roles are considered since the major concern of internal marketing is internal customers, i.e., employees. First of all, the reasons for Gap 3 occurrence are briefly examined in order to identify the critical importance of service providers. Subsequently, strategies for closing Gap 3 are discussed in detail.

The reasons for Gap 3 occurrence

A fundamental reason for the occurrence of Gap 3 stems from HR issues, because the service is delivered or performed by employees. The importance of service providers, as stated by Zeithaml and Bitner (1996, pp304-6), is that, in order for a service firm to be successful, service providers, both customer contact employees and the back office staff, are vital, because they are the service and the organisation in the customer's eyes and are also part-time marketers. Gap 3 appears when service providers are unable or unwilling to meet the service quality specifications/standards (Grönroos, 1990b; Zeithaml, Parasuraman and Berry, 1990; Kasper et al., 1999).

Strategies for closing Gap 3

In order for service providers to be able and willing to meet service quality specifications/standards and to deliver quality service as well as to perform or deliver quality service continuously, strategies that can close Gap 3 are crucial. Grönroos (1990b) proposes cures for Gap 3 reduction and elimination. Zeithaml, Parasuraman and

Berry (1990) offer suggestions for closing Gap 3. Zeithaml and Bitner (1996) discuss a complex combination of HR strategies for closing Gap 3.

Different terminologies are used by different authors to discuss some of the same strategies, and some of the strategies are applied to similar terms. Overall, these strategies are identified as possessing 12 factors. All of these strategies for closing Gap 3 are presented in detail in Appendix C, and can be summarised under the following headings:

(1) Recruitment and selection; (2) Training; (3) Teamwork; (4) Empowerment; (5) Service performance measurement and reward; (6) Two-way communication; (7) Service culture; (8) Service oriented internal process; (9) Technology and equipment; (10) Internal marketing; (11) Internal service quality; (12) Managing external customers.

These 12 strategies develop service providers' capability and willingness to meet the service quality specifications/standards in order to minimise and eliminate Gap 3. This in turn plays a role in the extinction of Gap 5.

Corresponding features

Within the TQM literature, the soft aspects of TQM have been seen as vital to the service sector, work on internal marketing has highlighted its role as a means to developing a service culture and to encouraging quality service delivery, and from the service quality literature, the study of strategies to close Gap 3 has also contributed to the debate on the improvement of service quality. There are several features in common among the

principles of TQM, the elements of internal marketing, and the strategies to close Gap 3. Table 1 brings TQM, internal marketing and the strategies to close Gap 3 together. First of all, the principles of TQM are displayed at the top of the table, the elements of internal marketing are presented on the left hand side, and the strategies to close Gap 3 are illustrated on the right hand side. A tick is placed in a category only when TQM, internal marketing, and the strategies to close Gap 3 correspond to each other. As can be seen from the table (large font size), the *'corresponding features'* are:

(1) Recruitment and selection; (2) Training; (3) Teamwork; (4) Empowerment; (5) Performance appraisals/measurement, recognition and reward; (6) Communication; (7) Culture.

Table 1.   *'Corresponding features'*

1. Employee selection, commitment, involvement and participation 2. Training and education 3. Teamwork 4. Empowerment 5. Performance appraisals/measurement, recognition and reward 6. Communication 7. Cultural change 8. Management style, understanding, commitment, involvement and leadership 9. Designing 10. Planning 11. Measurement 12. Cost of quality 13. Tools and Techniques 14. Internal and external customers focus 15. Continuous improvement

Internal marketing	**TQM**															**Strategies to close Gap 3**
	1	**2**	**3**	**4**	**5**	**6**	**7**	8	9	10	11	12	13	14	15	
Recruitment & selection	√															**Recruitment & selection**
Training		√														**Training**
Teamwork			√													**Teamwork**
Empowerment				√												**Empowerment**
Performance appraisals & reward					√											**Service performance measurement & reward**
Feedback & two-way communication						√										**Two-way communication**
Culture							√									**Service culture**
Top management commitment & involvement																
Employee commitment & involvement																
Internal marketing segmentation																
Internal marketing research																
Motivation & satisfaction																
																Service oriented process
																Technology & equipment
																Internal marketing
																Internal service quality
																Managing external customer

These *'seven corresponding features'* can be seen to match many practices within HRM. This may not be an entirely surprising finding since a number of authors stress the importance of HRM in order to achieve successful TQM implementation (Walker, 1992; Schonberger, 1994; Brown, 1994; Snape et al., 1995; Smyth and Scullion, 1996; Chen, 1997) especially the soft aspects (Wilkinson, 1992; 1994; Collinson et al., 1998). Moreover, it has been highlighted that the essential functions of HRM for internal marketing (Collins and Payne, 1991; Gilmore and Carson, 1995; Varey, 1995a/b; Joseph, 1996; Caruana and Calleya, 1998; Varey and Lewis, 1999). Only the strategies to close Gap 3 do not seem to refer to HRM. Yet, a fundamental reason for the occurrence of Gap 3 stems from HR issues. Furthermore, the critical importance of HRM to the pursuit of service quality has been widely acknowledged (Schneider and Bowen, 1985; 1993; Bowen and Lawler, 1992; Lewis, 1994; Baron and Harris, 1995; Lovelock, 1995; Yavas and Shemwell, 1997; Lewis and Gabrielsen, 1998; Redman and Mathews, 1998; Bowen et al., 2000). Due to the characteristics of services, it has been regarded as vital to ensure service quality and to maintain quality standards in service providers' behaviour/performance. Hence, *'the seven corresponding features'* could be seen as the predominant attributes in the promotion of service quality.

Conclusion

There are many features that have been regarded as having a critical role in supporting service quality in the academic and practitioner oriented literature. This article has clarified focal points in the management of service quality by identifying seven features common to three areas of literature. All of these are concerned with the search for service

excellence in a wide range of service industries. Although there are other factors that can influence service quality, the identification of *'the seven corresponding features'* provides managers and academics with a valuable framework with which to start in pursuit of service quality across a variety of service businesses.

Managerial implications

The large and ever-growing research literature has identified a number of factors that may potentially impact on service quality. It is therefore very difficult for practitioners to decide which features most significantly influence service quality. By reviewing research across three broad areas of the literature and finding out what is common across these three fields, this article simplifies the task of determining the features most crucial for the management of quality in service businesses, and hence provides several important lessons for managers in the service industry. Seven features have been identified as crucial for underpinning service quality:

- *Recruitment and selection* of the best possible staff since a major cause of poor service quality is that the wrong people are recruited (Berry and Parasuraman, 1992);

- *Training* will be able to minimise the risk of service failure since poor training is one of the reasons for a lack of quality in human service (Joseph, 1996);

- *Teamwork*: weak service performance is strongly associated with a lack of teamwork; therefore, service failure can be minimised by effective teamworking (Redman and Mathews, 1998);

- *Empowerment* can play a key role in enhancing the level of service quality (Berry and Parasuraman, 1992). Simultaneity of production and consumption in service delivery

frequently require staff to be flexible and have scope to use their discretion in meeting customer demands (Rafiq and Ahmed, 1998);

- *Performance appraisals and reward*: performance appraisals could give direction to the workforce (Nevling, 1992) via communicating managerial expectations to employees (Elmuti et al., 1992), and top management could guide employees' behaviour (Palmer, 2001) via rewarding outstanding employee behaviour (Parasuraman, 1986);

- *Communication:* a lack of communication will result in frustration when important information is not transferred and this in turn could cause customer dissatisfaction and poor service quality (Grinstead and Timoney, 1994a/b; Ingram and Desombre, 1999);

- *Culture:* since management in the service sector do not have direct control over quality (Grönroos, 1990a) nor over employees' behaviour (Schneider and Bowen, 1995), a strong service-oriented culture which truly inspires employee behaviour and give guidelines for right and proper behaviour toward customers (Siehl, 1992; Zerbe et al., 1998) is crucial for the successful management of service quality (Grönroos, 1990b).

As the three areas of literature under consideration do not focus on any particular type of service business, the *'seven corresponding features'* are likely to be applicable across a wide range of service industries.

Implications for further research

Although this article has identified fundamental features, the literature does not state which features are more important to service quality than others. Hence, further research could be aimed at ranking *'the seven corresponding features'* in terms of the contribution they have made to support service quality.

Appendix A.   Principles of TQM

1. Employee selection, commitment, involvement and participation   2. Training and education   3. Teamwork   4. Empowerment   5. Performance appraisals/measurement, recognition and reward   6. Communication   7. Cultural change   8. Management style, understanding, commitment, involvement and leadership   9. Designing   10. Planning   11. Measurement   12. Cost of quality   13. Tools and Techniques   14. Internal and external customers focus   15. Continuous improvement

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Kanji (1990); Kanji and Barker (1990)															
Management led								√							
Company wide														√	
Everyone is responsible for quality	√						√								
Prevention not detection		√													
Right first time												√			
Cost of quality												√			
Continuous improvement							√								√
Bertram (1991)															
Top management commitment								√							
Encourage employee involvement in continuous improvement	√														√
Satisfying customer needs														√	
Internal customer supplier														√	
Measurement of quality												√			
Maximum involvement of middle, junior management and union officials								√							
Training		√													
Attitude and cultural change							√								
Continuous improvement															√
Bank (1992)															
Right first time											√		√		
Cost of quality												√			
Competitive benchmarking											√				
Everyone is involved	√	√	√											√	
Synergy in team work			√												
Ownership and elements of self-management	√		√												
Managers as role models						√		√							
Recognition and rewards					√										
The quality delivery process			√				√		√		√	√	√	√	
Brocka and Brocka (1992)															
Organisational vision							√								
Barrier removal							√								
Communication						√									
Continuous evaluation															√
Continuous improvement															√
Customer/vendor relationship										√				√	
Empowering the worker	√			√											
Training		√													

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Dale and Cooper (1992)															
Commitment and leadership of the CEO								√							
Culture change							√								
Planning and organisation										√					
Education and training		√													
Involvement	√		√	√											
Recognition					√	√									
Measurement													√		
Oakland (1993)															
Understanding quality							√	√						√	
Commitment and leadership							√	√							
Design for quality									√						
Planning for quality										√					
Systems for quality (documentation)															
Measurement											√				
Costs of quality												√			
Tools and techniques for improvement													√		
Capability and control (everyone in the firm)															
Organisation for quality	√				√		√								
Communications for quality						√									
Teamwork for culture change			√	√											
Training for quality		√													
Implementation of TQM														√	√
Ross (1993)															
Leadership						√	√	√							
Information and analysis									√	√	√	√	√		
Strategic quality planning							√			√					
HR development and management	√	√	√	√	√										
Management of process quality									√	√			√		√
Quality and operational results										√	√				
Customer focus and satisfaction														√	
Beaumont et al. (1994)															
Continuous problem-solving activity			√												√
A quality organisation or structure							√								
Statistical control and measurement of quality											√		√		
Identification of internal and external customers														√	
Extensive training		√													
Brown (1994)															
Customer satisfaction														√	
Continuous improvement															√
Employee involvement through teamwork	√		√												
Management by data and facts											√				
Organisational culture							√								

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Anjard (1995)															
Employee involvement	√														
Recognition and reward system					√										
SPC usage/monitoring													√		
Designing for quality									√						
Rapid, easy communication achieved by flattening management structure						√									
Internal supplier														√	
Continuous improvement															√
Emphasis on using standard set of procedures at workplace									√						
Continuous training		√													
Supplier partnerships										√					
Powell (1995)															
Committed leadership								√							√
Adoption and communication of TQM						√	√								
Closer customer relationships													√		
Closer supplier relationships										√					
Benchmarking											√				
Increased training		√													
Open organisation			√	√		√	√								
Employee empowerment	√			√											
Zero-defects mentality							√								√
Flexible manufacturing									√				√		
Process improvement												√	√		
Measurement					√								√		
Gatchalian (1997)															
Customer satisfaction													√		
Communication and co-ordination of all activities						√									
Commitment and co-operation to continuous improvement	√						√	√							
Empowerment				√											
Problem-solving tools			√										√		
Training for quality		√													
Quality leadership which maintains continuous improvement								√							√
Goetsch and Davis (1997)															
Strategically based							√								
Customer focus														√	
Obsession with quality															√
Scientific approach											√				
Long-term commitment								√							
Teamwork			√												
Continual improvement of systems															√
Education and training		√													
Freedom through control	√			√											
Unity of purpose							√								
Employee involvement and empowerment	√			√											

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Laszlo (1998)															
Commitment	√							√							
Culture			√				√								√
Cost of quality												√			
Gunasekaran (1999)															
Vision/mission and the goal							√								
Internal and external customer satisfaction														√	
Teamwork			√			√									
Training	√	√						√							
Appropriate recognition and reward					√										
Employee empowerment	√			√											
Cultural change							√								
Continuous improvement															√
Total	**17**	**13**	**14**	**10**	**7**	**10**	**23**	**14**	**7**	**9**	**10**	**10**	**11**	**16**	**17**

Appendix B.   Elements of internal marketing

1. Recruitment & selection   2. Training   3. Teamwork   4. Empowerment   5. Performance measurement & reward   6. Feedback & two-way communication   7. Culture   8. Top management commitment, involvement & leadership   9. Employee commitment & involvement   10. Internal marketing segmentation   11. Internal marketing research   12. HR issue including Motivation and Job satisfaction

	1	2	3	4	5	6	7	8	9	10	11	12
Grönroos (1990b)												
Top management involvement and leadership								√				
Entire workforce commitment									√			
Training		√										
Management support		√				√			√			
Communication						√						
HRM	√				√							√
Market research											√	
Segmentation										√		
Empowering and enabling				√								
Service culture							√					
Berry and Parasuraman (1992)												
Compete for talent	√											
Offer a vision							√	√				
Prepare people to perform		√										√
Stress team play			√		√							
Leverage the freedom factor				√								
Measure and reward					√	√						
Know the customer											√	
Joseph (1996)												
Recruitment	√											
Training		√										
Motivation			√	√	√	√					√	√
Communication						√						
Co-operation									√			
Taylor and Cosenza (1997)												
Corporate culture							√					
Market segment										√		
Training and reward		√			√							
Job satisfaction												√
Recruitment and selection	√											
Empowerment				√								
Attracting, selecting and retaining	√											
Two-way communication						√		√	√			
Kasper et al. (1999)												
Personnel management tools	√	√			√							
Organisational tools						√	√					
Internal market tuning tools						√				√	√	
Management tools						√						
Total	**6**	**6**	**2**	**4**	**6**	**10**	**3**	**3**	**4**	**3**	**4**	**4**

Appendix C.   Strategies to close Gap 3

1. Recruitment and selection   2. Training   3. Teamwork   4. Empowerment   5. Service performance measurement and reward   6. Two-way communication   7. Service culture   8. Service oriented internal process   9. Technology and equipment   10. Internal marketing   11. Internal service quality   12. Managing external customer

	1	2	3	4	5	6	7	8	9	10	11	12
Grönroos (1990b)												
Changes in employee treatment					√		√			√		
Remove role ambiguity		√			√					√		
Improve recruitment routines	√											
Changes in the technology and systems or improve training and internal marketing		√								√		
Zeithaml, Parasuraman and Berry (1990)												
Providing role clarity		√				√						
Eliminating role conflict					√							
Improving employee-technology-job fit	√	√							√			
Measuring and rewarding service performance					√							
Empowering service employees				√								
Building teamwork			√									
Managing external customers												√
Zeithaml and Bitner (1996)												
Hire the right people												
- Compete for the best people;	√											
- Hire for service competencies and inclination;	√											
- Be the preferred employer.	√											
Develop people to deliver service quality												
- Train for technical and interactive skills;		√										
- Empower employees;				√								
- Promote teamwork.			√									
Provide needed support systems												
- Measure internal service quality;											√	
- Provide supportive technology and equipment;									√			
- Develop service oriented internal process.								√				
Retain the best people												
- Include employees in the company's vision;						√						
- Treat employees as customers;										√		
- Measure and reward strong service performance.					√							
Service culture							√					
Total	**5**	**5**	**2**	**2**	**5**	**2**	**2**	**1**	**2**	**4**	**1**	**1**

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