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Quality Management of Services

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Abstract

It is shown that services take the leading place in modern, post-industrial society. The world economy has passed the period of deindustrialization and became service economy. Fundamentals of service economy are not physical goods, but service. The special nature of service and its property demands the mechanism of management, other than physical goods. Ensuring necessary quality of the provided service is one of the main problems, which is put before the organization by peculiar properties of service. Therefore, quality management of service is the most important branch of management of the modern organization.

Keywords: service, consumer, production of service, service consumption, service, quality of service.

1. Introduction

The 21st century is a century of management, quality and ecology. Quality will be among the most important problems of a century, and cures of this problem should be looked for in modern management.

Growth of the world competition forces producers of goods and services to look for ways of improvement of their activities. After Japan, both the western, and developing Asian management adapted the concept of general quality management. This concept is recognized to the major component of corporate success now. And the concept extends not only to production of manufactured and production goods, but also to other spheres, first of all, on becoming the most important in life of the modern person, the sphere of service and services.

There is a number of unresolved problems in a quality management process of service of services. The most important of them - discrepancy between high-quality parameters of the provided services, which are rendered by the entities of an IT of the organization of service trade, and characteristics of demand. Characteristics of demand constantly change under the influence of some economic tendencies. It is possible to carry to them:

- enhancement of the labor market,
- emergence of the new developed market spheres on which intensive business processes are observed,
- aspiration of society to stabilization,
- the accruing globalization.

These and other similar tendencies stimulate development new and enhancements of the available methods of the analysis and quality management in system of marketing and service of services.

2. Materials and methods

It was used materials published in the works of modern Russian and foreign research scientists in the management of coastal regions. Information was collected in scientific publications, as well as in open Internet resources. Analyzed reporting metrics provided in the published literature.

This article was used scientific methods, such as the principle of comparison, analysis and synthesis of the results. The article is also based on the principles of objectivity and systematic. This article was used scientific methods, such as the principle of comparison, analysis and synthesis of the results. The article is also based on the principles of objectivity and systematic.

3. Discussion

Difference of services from goods and as it affects quality management in service organization

Services take the leading place in modern post-industrial society. The world economy passed the period of deindustrialization and became service economy. Fundamentals of service economy are not physical goods, but service. Today, in developed countries of service constitute бoльшую part of GDP and a share of services in GDP grows from year to year. So, today in the USA nearly 80 % of GDP make services, and in Russia – no more than 55%. At the same time 60% of the population of the USA work in service trade.

The modern companies live during an era of the service competition. Now it is simple to offer services or physical goods, there is already not enough to succeed in competitive struggle. The changing world of modern business forces the companies to look for new sources of competitive advantages and to apply new technologies of their forming. The main source of strategic competitive advantages is quality (Parasu-raman, A., Zeithaml, V., & Berry, L.L., 1988, 1990).

Services in the nature are other than physical goods. Therefore, quality management in services requires the, special approach.

Let's consider the main differences of services and physical goods.

It is known that any product of work made for sale is goods. Any services re-present separate and diverse group of goods. K. Gryonroos (Gronroos K., 2000) gives the following definition of service: «The service is the process consisting of a chain of more or less tangible actions which usually, but not always, are made during interaction between the consumer and service personnel and/or physical resources, products or systems of the producer of service which is provided as problem resolutions of the consumer».

It is possible to select the following three main characteristics of service from this determination:

- the service is process which consists of interactions;
- the service, at least, somewhat, is made and consumed at the same time;
- the consumer participates in a service production process.

Specifics of service consist that the consumer to some extent is present at a production process and service deliveries. However, the most important, the consumer participates in this process and perceives functioning of process in process of its development.

The service is process. A production process and consumption of service are inseparable. It is hard to control quality of the provided service. The production process of service has a visible and invisible part. A visible part is a part which directly sees and in which the client is directly involved. An invisible part – this that part of production of service in which the client isn't involved directly. Often the client doesn't know what occurs at the time of service provision. It is necessary to understand that only a visible part of production of service is significant for the client. Visible part is perceived and estimated by the client. In most cases, the consumer of service judges service quality not only by the received result. He estimates also interaction process. Proceeding from the aforesaid it should be noted that service quality is provided only when there is a constant control of

quality in a production process and service consumption (Parasuraman, A., Zeithaml, V., & Berry, L.L., 1988, 1990).

The third characteristic of service specifies that, the consumer of service is not simply the receiver of service, but with a certain activity rate, and the participant of process of its production.

Service quality is a set of characteristics of service, which give it a capability to satisfy the caused or estimated requirements of the consumer.

Summing up all aforesaid, it is possible to select the following five main characteristics of service:

Intangibility of service is its main feature, the service – is action or experience.

This property of service creates the following problems for the company of the producer:

- Service quality problem. First, it is heavy to register exact specifications of production of service. Unlike physical goods, also the pre-sale test of quality is impossible. Moreover, the consumer estimates quality of the provided service during its provision.

- The service can't be shown, so its acquisition is connected with risk for the client. The producer of service shall fill service with as much as possible tangible elements, for decrease in feeling of uncertainty at the client. It is also necessary to consider that for most of client's feedbacks of other clients are a source of information on service quality.

It is necessary for overcoming the above-stated problems of the company:

- to establish constant control of service quality in the course of its production and provision,
- to stimulate positive reviews and recommendations of clients to use company services,
- to fill offers with tangible components which would be specified the high level of service and quality of the provided services.

Heterogeneity of service. Heterogeneity means high degree of variability of service quality and its content. This property of service puts the following problems before service company:

- impossibility to standardize quality of interaction between service personnel of the company and the consumer, for providing a single, standard production process of service. It is also impossible to standardize and service as its many parameters are determined by the client in a service course of production;

- quality control problem. Participants of a production process of service, namely a service personnel and the client, cause quality of the provided service. Installations and behavior of people differ in high degree of unpredictability and inconsistency therefore also service quality is changeable.

It is necessary for overcoming the problems connected with heterogeneity of service:

- to invest in selection and personnel training;
- to give to personnel authority to cope with unpredictable requests of clients;
- to create an organization culture which indivisible element will be a high standard of customer service;
- as much as possible to automate service provision process. To create the effective systems supporting process of customer interaction;
- to individualize customer service.

Inseparability of a production process and consumption of service. The service is made and consumed in the course of interaction of provider of service and the consumer. Therefore, the factor determining satisfaction of the client is their interaction. In a production process and service consumption the service personnel also is service. Further, in the course of service provision, also other clients participate. Their behavior can affect the perceived service quality and satisfaction of the consumer of service. The property of service described above, and also its intangibility, put the following problems before provider of service:

- the problem of control of the production process of service and quality of the provided service is caused by participation of consumers and other clients of the company in service provision process,

- the service personnel of the company represents service and perception of service by the client for the client, in many respects depends on the client's attitude towards the staff of the company.

For reduction of negative effects of inseparability of a production process of service from process of its consumption of service company follows:

- to pay special attention to selection process and personnel training. To constantly improve skills of personnel. It is important to remember that the highest importance is purchased by effective communications with the client and empathy. Therefore, special attention should be paid to so-called “soft skills”, such as customer focus, ability to listen, resistance to stress, etc.;

- to prevent situations when presence of other clients leads to decrease in satisfaction of consumers of service;

- to increase efficiency of servicing: as much as possible to automate servicing process, to create effective systems of support, to exclude minor transactions from service provision process.

Service Not keeping. As it was stated above, the service can't be kept, and it leads to the following problems:

- considering “the fluktatsionny” nature of service, it's not keeping creates the problems connected with loading of capacities, especially in the period of peak demand;

- a problem of compatibility of high performance and high-quality servicing, especially in the period of peak demand.

It is necessary to take the following measures for overcoming problems:

- to apply the differentiated pricing. To establish higher price in the period of peak demand;

- to provide comfortable conditions of expectation for the client;

- to use systems of preorders;

- to stimulate accomplishment of a part of functions by clients.

It is necessary for reduction of the negative effects caused by fluctuation nature of service during a recession period of demand:

- to increase demand, to attract new clients;

- to redistribute works or to pass to part-time.

Lack of the property right to services. The client doesn't acquire the property rights to service unlike a physical product. The client pays for the right of temporary use something or access to something. This property of service complicates decision-making process about service purchase.

For overcoming the problems connected with this property of service, the company shall:

- to emphasize benefits, the property rights to services connected with absence. For example, to provide more advantageous financial conditions;

- to organize associations, forums of clients. It will allow creating visibility of ownership of services;

- to encourage regular customers, to stimulate service use.

Service of services

Service is a rendering service to the client. Service, which satisfies the requirement realized by the client (Belostotskaya A.A., Kruglov A.V., 2009).

According to this determination service of service is determined as activities (rendering service). However, any customer interaction can't be called service, the concept «service» includes only rendering service.

But the speech can go only about that service which satisfies the requirement realized by the client. It means that rendering services to the client, which he doesn't expect, or attempt, to satisfy those needs of the client which he doesn't realize at present, isn't service.

High-quality service is faultless service activities. It can be presented in the form of the scheme (Fig. 1) (Shokhov A., 2011, 2016).

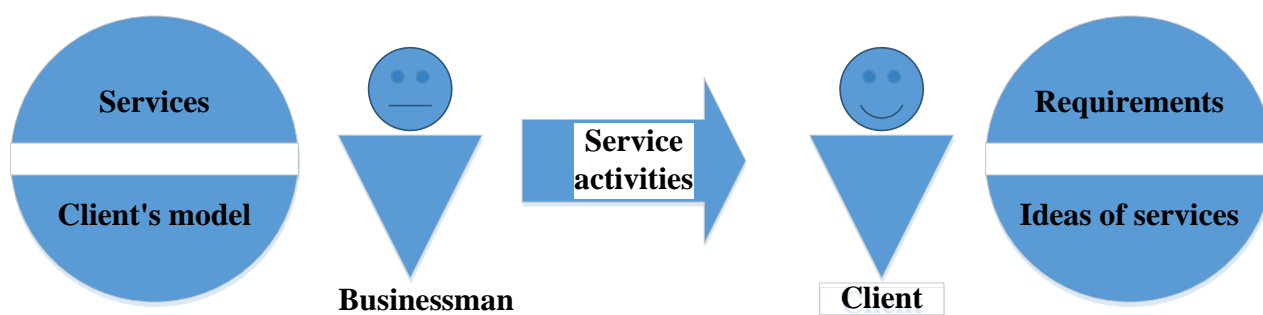


Fig. 1. Scheme of service activity

Service activities can be faultless, only when the service organization (business-man) has well worked model of the client and the thought-over range of services.

The client has needs for services, and there are ideas of those services which he expects to receive.

Service activities can be inefficient when (Belostotskaya A.A., Kruglov A.V., 2009):

1. Services don't satisfy need of the client.
2. The model of the client doesn't include need of the client.
3. The services offered the client are worse, than the ideas of services, which are available for the client.
4. The model of the client doesn't include idea of the client of services.

High-quality service of services is a service activity in which there are no listed mismatches.

To construct high-quality service, it is necessary:

1. To create a corporate culture.
2. To disaggregate the client's model.
3. To provide the maximum flexibility and adaptability service activities to a requirements satisfaction of clients (Belostotskaya A.A., Kruglov A.V., 2009).

Process of interaction of the consumer and producer of service is a basis for creation of consumer value and provision of high-quality service. Thus, the moments of contact of the buyer and service organization called by «moments of truth» determine an output product, its quality, satisfaction of the consumer and his further relations with the organization. «Moment of truth» represents an opportunity to show to the buyer service quality of the organization, but at the same time, and threat that the consumer will remain dissatisfied service quality.

Certainly, the production process and service provisions doesn't consist of one moment. As a rule, the consumer of service interacts with service organization in a production process and rendering service, and this interaction consists of a series of service contacts of representatives of service organization and the consumer of services.

Owing to intangibility of service, service contacts are the main source to information for the consumer on service quality. For service improvement of quality, it is necessary to control and increase quality of service contact. The service contact not necessarily requires presence of the person, but the person is the most «unmanageable» resource of service organization.

Considering everything told above, it should be noted that «moments of truth» are the central elements of management of service quality. Quality management of service requires knowledge and understanding of a production process and provision of specific service, careful planning of all production process and provision of service, and also the specific moments of truth.

4. Conclusion

Studying of modern concepts and quality management methods of products and services remains urgent for modern economy and, perhaps, will be even more urgent for economy of the near future.

The special nature of service and its property requires management, other than physical goods. One of the main problems, which is put before the organization by peculiar properties of service – ensuring necessary quality of the provided service therefore quality management of service, is the most important industry of management of the modern organization.

Service quality is created in the course of interactive marketing, and the main task of interactive marketing is a creation and maintenance of high-quality standards of field service.

Speaking about a quality problem, it should be noted that behind this concept there is always a consumer. He chooses the most preferable properties of products and service.

Quality assurance of service of services is one of the major tasks in the conditions of modern economy.

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Управление качеством услуг

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Аннотация. Показано, что в современном, постиндустриальном обществе, услуги занимают ведущее место. Мировая экономика прошла период деиндустриализации и стала сервисной экономикой. Основой сервисной экономики является не физический товар, а услуга. Особая природа услуги и ее свойства требует отличного от физического товара механизма управления. Обеспечение необходимого качества предоставляемой услуги – это одна из главных проблем, которую ставят перед организацией своеобразные свойства услуги. Поэтому управление качеством услуги является важнейшей отраслью управления современной организацией.

Ключевые слова: услуга, потребитель, производство услуги, потребление услуги, сервис, качество услуги.