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STRATEGIC MANAGEMENT OF SERVICE QUALITY: ADAPTING THE GAP MODEL TO SERVICE ENTERPRISES

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Abstract. The article examines strategic management of service quality based on the gaps model. Five gaps of the model are analysed and their interrelation revealed: the final gap perceived by the customer is formed as a function of the other four. This relation is decisive for management - the final result cannot be influenced directly and is managed through eliminating internal gaps. An assessment methodology across five service quality dimensions is adapted and applied to a worked example.

Key words: service quality, gaps model, strategic management, customer expectations, quality dimensions, assessment methodology, service enterprise.

Annotatsiya. Maqolada xizmat sifatini strategik boshqarish masalasi tafovutlar modeli asosida tadqiq etilgan. Modelning beshta tafovuti tahlil qilinib, ularning o'zaro bog'liqligi ochib berilgan: mijoz tomonidan qabul qilinadigan yakuniy tafovut qolgan to'rttasining funksiyasi sifatida shakllanadi. Ushbu bog'liqlik boshqaruv uchun hal qiluvchi ahamiyatga ega - yakuniy natijaga bevosita ta'sir ko'rsatib bo'lmaydi, u ichki tafovutlarni bartaraf etish orqali boshqariladi. Xizmat sifatining beshta o'lchovi bo'yicha baholash metodikasi moslashtirilib, shartli misolda qo'llanilgan: umumiy baho - 0,66 ballni tashkil etib, eng katta tafovut javobgarlik o'lchovida (-1,0 ball) qayd etilgan. Tafovutlarni bartaraf etishning boshqaruv choralari tizimlashtirilgan.

Kalit so'zlar: xizmat sifati, tafovutlar modeli, strategik boshqaruv, mijozlar kutishi, sifat o'lchovlari, baholash metodikasi, xizmat ko'rsatish korxonasi.

Аннотация. В статье исследован вопрос стратегического управления качеством услуг на основе модели расхождений. Проанализированы пять расхождений модели и раскрыта их взаимосвязь: итоговое расхождение, воспринимаемое клиентом, формируется как функция остальных четырёх. Данная зависимость имеет решающее значение для управления - на итоговый результат нельзя воздействовать напрямую, он управляется через устранение внутренних расхождений. Адаптирована методика оценки по пяти измерениям качества услуг.

Ключевые слова: качество услуг, модель расхождений, стратегическое управление, ожидания клиентов, измерения качества, методика оценки, предприятие сферы услуг.

INTRODUCTION

The concept of service quality differs fundamentally from that of tangible product quality. Product quality can be objectively measured through technical parameters and assessed before purchase. Service quality, however, is based on the customer's subjective evaluation, which is formed only during the consumption process.

This distinction creates a significant challenge from a management perspective. If quality is determined by the customer's subjective evaluation, how can it be managed? The approach used in manufacturing, which involves establishing standards and verifying compliance with them, is not fully applicable in this context.

In practice, attempts are made to address this problem in two inappropriate ways. In the first approach, quality is regarded as entirely subjective, and efforts to manage it are abandoned. In the second approach, only technical parameters-such as service delivery speed and the number of errors-are monitored, while customer evaluations are overlooked.

The Gap Model provides a solution to this problem. It breaks down the customer's final evaluation into manageable components within the enterprise, thereby transforming service quality into an object of strategic management.

The aim of this study is to adapt the Gap Model to service enterprises and substantiate a mechanism for the strategic management of service quality based on this model.

LITERATURE REVIEW

The conceptual foundation of this study is the Service Quality Gap Model. The model identifies five gaps and establishes the relationships between them.

Five dimensions are used to measure service quality: tangibles, reliability, responsiveness, assurance, and empathy. For each dimension, two assessments are obtained: the customer's expected level of service and the perceived level of service.

The gap is calculated as the difference between these two assessments:

$$G(j) = P(j) - E(j)$$

Here, $G(j)$ represents the gap for the j -th dimension; $P(j)$ denotes the perceived level; and $E(j)$ represents the expected level. A negative value indicates that expectations have not been met, whereas a positive value indicates that the service has exceeded expectations.

The overall score is calculated as the average of the gaps across the dimensions. A five-point scale is used for assessment.

A limitation of the study is that the calculations are based on a hypothetical example. To apply the methodology in practice, it is necessary to conduct a customer survey and ensure the representativeness of the sample.

The service quality measurement methodology was developed by A. Parasuraman, V. Zeithaml, and L. Berry. The authors defined service quality as the gap between customers' expectations and perceptions and proposed an instrument for measuring it across five dimensions.

The central idea of the model is that the gap perceived by customers is not an independent phenomenon; rather, it results from four internal gaps within the enterprise. This relationship makes it possible to manage service quality.

Critical analyses of the methodology are also available in the literature. J. Cronin and S. Taylor questioned the necessity of measuring expectations separately and proposed an alternative approach based solely on measuring perceived performance. This debate continues to the present day.

The relationship between service quality and financial performance is explained in the Service-Profit Chain concept developed by J. Heskett and his co-authors. According to this model, service quality determines customer loyalty, which, in turn, influences revenue stability.

International standards for quality management systems also serve as important methodological sources. The ISO 9001 standard establishes a process-oriented approach that is directly relevant to the second and third gaps of the Gap Model.

RESEARCH METHODOLOGY

This study employed a systems approach, comparative analysis, generalization, and expert assessment methods to examine the strategic management of service quality. The Service Quality Gap Model was adopted as the conceptual framework, and differences between customer expectations and perceived service performance were analyzed across five main dimensions.

During the assessment process, expected and perceived service levels were compared using the criteria of tangibles, reliability, responsiveness, assurance, and empathy. For each dimension, the gap was calculated as the difference between the perceived and expected levels. The results were evaluated using a five-point scale, and the overall indicator was calculated as the average value of the gaps across the individual dimensions. The findings were used to identify the main internal gaps contributing to reduced service quality and to determine management measures aimed at addressing them.

ANALYSIS AND RESULTS

The main challenge in managing service quality lies in where the object of assessment is located. Quality is formed not within the enterprise but in the customer's mind: customers compare the service they expected with the service they received and evaluate it accordingly.

This situation creates a management paradox: if the outcome is formed outside the enterprise, how can the enterprise influence it? The Gap Model provides an answer to this question by breaking down the customer's final evaluation into several internal components within the enterprise.

The practical value of the model lies in transforming service quality from an abstract concept into a set of clearly defined management tasks. Each component is measured separately and requires specific measures (Figure 1).

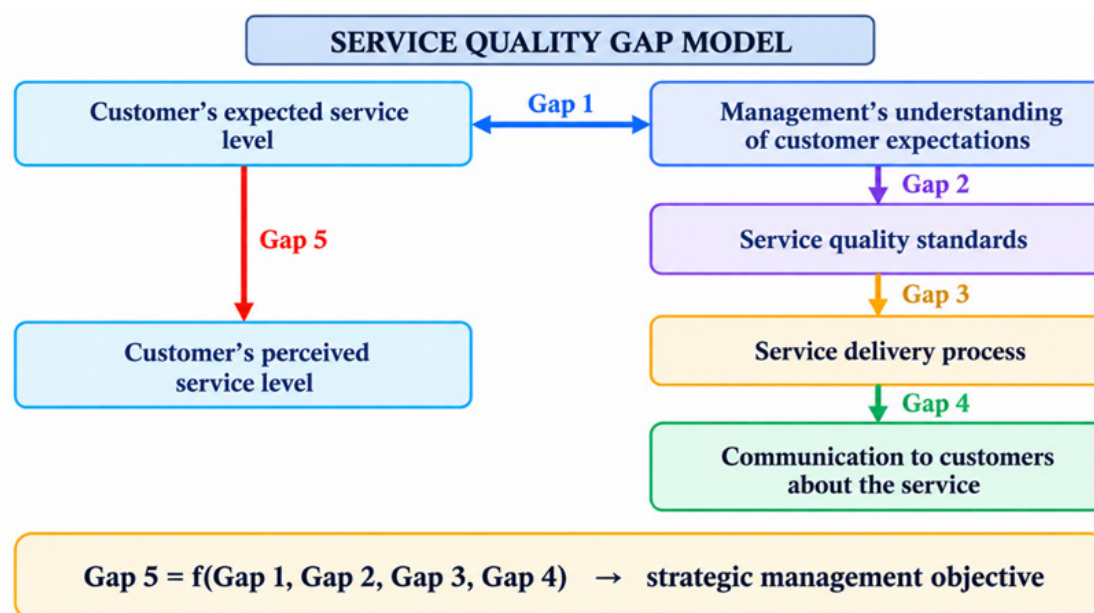


Figure 1. Service Quality Gap Model and the Relationships Between the Gaps¹

The figure identifies five gaps. The first represents the extent to which management correctly understands customer expectations. Its sources include insufficient market research or a lack of direct communication with customers.

The second gap arises between management's understanding of customer expectations and the established service standards. Even when customer expectations are correctly understood, they are not always translated into clearly defined standards.

The third gap exists between service standards and their actual implementation. This is one of the most common problems in the service sector because compliance with standards depends directly on the employees responsible for delivering the service.

The fourth gap represents the discrepancy between the service provided and the information communicated to customers about that service. When advertising claims and promises exceed actual service capabilities, customer expectations are artificially raised, resulting in lower final evaluations.

The fifth gap represents the outcome directly experienced by customers. As illustrated in the lower part of the diagram, it is formed as a function of the other four gaps.

This relationship is of decisive importance for management. The final outcome cannot be directly controlled, as customer evaluations cannot be changed through managerial orders. The only way to manage this outcome is to eliminate the internal gaps.

The sources of the gaps and the measures for addressing them are systematically presented in Table 1.

Table 1. Sources of Service Quality Gaps and Management Measures for Addressing Them²

Gap	Description	Main Cause	Management Measures for Addressing the Gap
Gap 2	Between customer expectations and management's understanding of those expectations	Insufficient market research; lack of direct communication with customers	Regular surveys; complaint analysis; direct communication between management and customers
Gap 3	Between management's understanding and service quality standards	Unclear standards; resource constraints	Documenting service standards; establishing measurable criteria
Gap 4	Between service standards and actual service delivery	Insufficient employee qualifications; weak monitoring	Employee training; process standardization; implementation of a monitoring system

¹ Prepared by the author based on the research data.

² Source: Developed by the author based on Parasuraman, Zeithaml, and Berry (1985) [2], with reference to ISO 9001:2015 [5].

Gap 4	Between the service delivered and the information communicated to customers	Excessive advertising promises; lack of coordination between departments	Aligning marketing communications with actual service capabilities
Gap 5	Between customer expectations and perceived service performance	The result of the other four gaps	Cannot be managed directly; managed through the internal gaps

The analysis of the table shows that the gaps differ in terms of their degree of managerial controllability. The first four can be directly managed at the enterprise level, whereas the fifth can only be influenced indirectly.

The third gap is considered the most serious in the service sector. In manufacturing, compliance with standards is ensured through technology; in service delivery, however, compliance must be achieved anew by the service provider each time. Therefore, this gap requires continuous monitoring.

The fourth gap is often overlooked because it is regarded as the responsibility of the marketing department. In practice, however, it is an integral part of quality management: excessive promises raise customer expectations, causing the same level of service to receive a lower evaluation.

This situation leads to an important practical conclusion: one of the least expensive ways to improve service quality is to align promises with actual capabilities. This requires no additional expenditure but significantly improves the final evaluation.

The application of the service quality measurement methodology is illustrated through a hypothetical example (Table 2 and Figure 2).

Table 2. Assessment of Service Quality Dimensions (Hypothetical Example)³

Dimension	Description	Expected Level	Perceived Level	Gap	Priority
Tangibles	Buildings, equipment, and employees' appearance	4,2	3,9	- 0,3	Low
Reliability	Delivering promised services accurately and on time	4,6	3,7	-0,9	High
Responsiveness	Willingness to provide prompt assistance to customers	4,5	3,5	-1,0	High
Assurance	Employees' knowledge and ability to inspire customer confidence	4,4	4,0	-0,4	Medium
Empathy	Providing individualized attention to customers	4,1	3,4	-0,7	Medium
Average		4,36	3,70	-0,66	

The analysis of the table shows that the gaps are negative across all dimensions. This is a common situation in service delivery, as customer expectations are generally higher than actual service capabilities.

The largest gap was recorded in the responsiveness dimension (–1.0 points). This dimension reflects the willingness to provide prompt assistance to customers and is often associated with delays in organizational processes.

The gap in the reliability dimension was also substantial (–0.9 points). Notably, this dimension had the highest expectation score (4.6 points), indicating that fulfilling promises is the most important factor for customers.

The smallest gap was observed in the tangibles dimension (–0.3 points). This is a natural outcome, as improving the physical environment is relatively straightforward and is often the first area to receive managerial attention.

This distribution leads to an important managerial conclusion. Enterprises typically allocate more resources to visible aspects of service delivery, such as buildings, equipment, and physical appearance. However, the dimensions of reliability and responsiveness, which are more important to customers, often receive insufficient attention.

³ Source: Author's calculations based on the SERVQUAL methodology developed by Parasuraman, Zeithaml, and Berry (1988) [1]. The numerical values are hypothetical.

Figure 2. Expected and Perceived Service Levels and Gaps Across the Dimensions⁴

The chart in the left panel illustrates the differences between the two sets of bars. The dimension with the smallest gap is positioned on the left, while the dimension with the largest gap is located in the center.

The chart in the right panel ranks the gaps by magnitude and serves as a direct tool for setting priorities. Resources should be allocated to the dimensions with the largest gaps.

The practical value of the methodology lies precisely in identifying these priorities. The overall score (−0.66) expresses the enterprise's condition as a single numerical value; however, it does not indicate which areas require improvement. Analysis across individual dimensions provides a clear answer.

CONCLUSIONS AND RECOMMENDATIONS

First, although service quality is based on customers' subjective evaluations, it is not an unmanageable phenomenon. The Gap Model breaks down the final evaluation into manageable components within the enterprise.

Second, the final gap perceived by customers is a function of the other four gaps. It cannot be directly influenced; it can only be managed by eliminating the internal gaps.

Third, the third gap is considered the most significant in the service sector because compliance with service standards must be achieved anew by the service provider each time and requires continuous monitoring.

Fourth, the fourth gap is often overlooked, although addressing it does not require additional expenditure: aligning promises with actual capabilities significantly improves the final evaluation.

Fifth, in the hypothetical example, the largest gaps were recorded in the responsiveness (−1.0) and reliability (−0.9) dimensions. At the same time, customer expectations were highest for reliability.

Sixth, enterprises generally allocate more resources to visible aspects of service delivery, while dimensions that are more important to customers often receive insufficient attention. It is recommended that resources be reallocated to the areas with the largest gaps.

Future research is intended to involve practical testing of the methodology across a group of service enterprises and an assessment of the impact of service quality gaps on financial performance.

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⁴ Prepared by the author based on the research data.

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