

# Identification of main areas of customer service process improving in the cinema

## Identyfikacja kluczowych obszarów doskonalenia procesu obsługi klienta w kinie

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**Abstract:** The purpose of this paper is the identification of main areas of customer service process improving in the cinema with using the Servqual and the Importance-Performance methods. The first part of the article contains theoretical characteristic of the chosen research methods. Afterwards, there are presented the results of the empirical research conducted on the group of one hundred cinema customers which analysis contributed to the indication of the most important attributes of the process that require improving.

**Streszczenie:** Podstawowym celem artykułu jest identyfikacja kluczowych obszarów doskonalenia procesu obsługi klienta w kinie z wykorzystaniem metody Servqual i Importance-Performance Analysis. Pierwsza część opracowania zawiera teoretyczną charakterystykę wybranych metod badawczych. Następnie przedstawione zostały wyniki badań empirycznych przeprowadzonych na grupie stu klientów kina, których analiza przyczyniła się do wskazania najważniejszych cech procesu wymagających doskonalenia.

**Key words:** customer service process, improvement, the Importance-Performance Analysis, the Servqual

**Słowa kluczowe:** doskonalenie, Importance-Performance Analysis, proces obsługi klienta, Servqual

### 1. Wprowadzenie

The Servqual method, elaborated by A. Parasuraman, V.A. Zeithaml and L.L. Berry is the first and the most widespread method used for measuring service quality. It was created as a result of the practical use of quality gaps. This model assumes the identification of five gaps (four internal and one external) the removal of which increases perceived quality service (fig. 1).

An assumption of this approach is to compare customers' expectation and their perception of the actual quality level. The servqual is characterized by expanded diagnostic stage which contains the research with using specially prepared questionnaire [1]. Individually selected statements are included in the survey in five generic dimensions as follows [2]:

- tangibles (physical facilities, personnel's appearance, equipment),
- reliability (ability to accurately and dependably perform the service),
- responsiveness (willingness to help customers),
- assurance (employees' knowledge and courtesy),
- empathy (individualized attention and customer understanding).

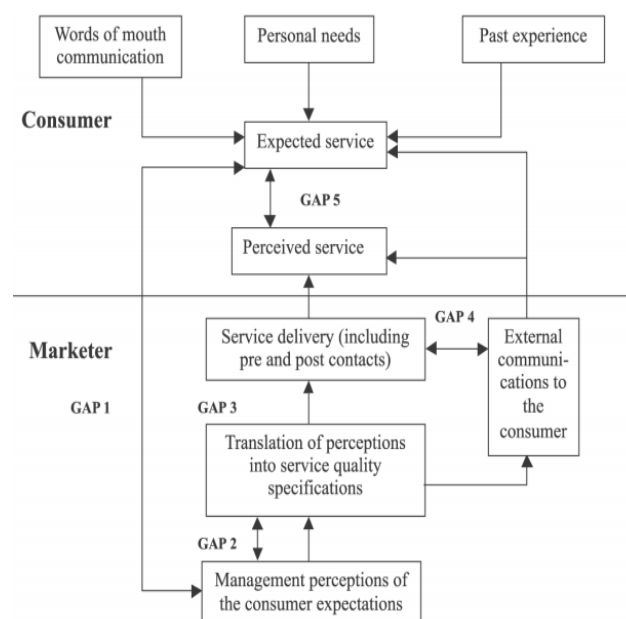


Fig. 1. Gap model [3]

Every statement of the expectation and perception forms should be rated by each customer using a seven point likert scale. It is also necessary to get information from the respondents on the validity of every dimension. Based on this data the performance's quality is determined. In business practice there may be three situations [4]:

- perceived performance = the expectations- which means that the service quality is satisfied,
- perceived performance > the expectations- quality of service exceeds customers' expectations,
- perceived performance < the expectations- quality of service does not meet customers' needs.

**2. The Importance-Performance Analysis**

The Importance- Performance Analysis was first introduced in 1977 as a method by which customers satisfaction with a product or a service could be measured. The approach of the IPA defined satisfaction as a function of the attribute importance and the effectiveness of enterprises by providing it in business practice. The study contains double evaluation of each quality attribute: how important is this feature and how is this process stage actually going. Obtained results are presented onto a two-dimensional matrix, where the y-axis includes importance and the x-axis includes performance (fig. 2) [5].

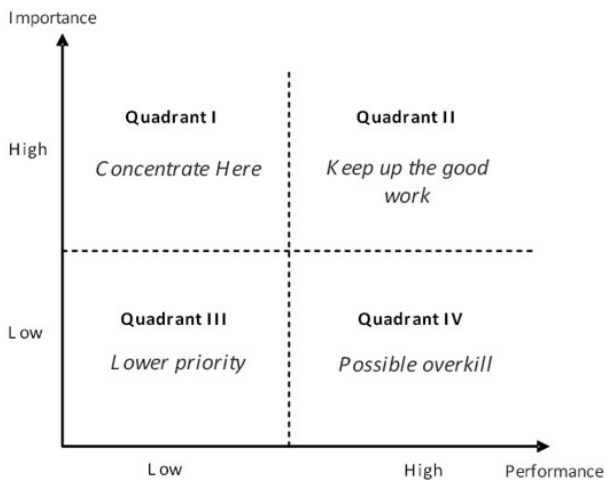


Fig. 2. The IPA matrix (<http://tiny.pl/g1rtd> [08.06.2017])

The most beneficial situation is when marked grades are covered with the matrix diagonal. Identified distance between the marks and the diagonal means the lack of the correlation of the stage's quality level and customers' needs. In addition, the most important is quadrant I that contains crucial attributes with low quality. The enterprise should maintain the quality of the attributes that are in the second quadrant. The third one contains the parameters that are not such important and their quality is low. The last area refers to loss of quality because the attributes also are not important but are rated high [6].

**3. Results and discussion**

Prepared servqual survey about customer service process' quality includes nineteen statements belonging to five dimensions. One hundred respondents- the cinema customers filled two sheets of questionnaire: the first about their expectations and the validity of each area of the customer service process and the second one

about perceived performance. The attributes of the dimensions are presented in the table 1.

Table 1. Attributes

Dimension	Symbol	Attribute
Tangibles	T1	modernity of equipment
	T2	attractiveness of the lobby
	T3	personnel's appearance
	T4	availability of advertising materials
Reliability	R1	punctuality of service delivery
	R2	faultlessness of service delivery
	R3	personnel's help in problem-solving
	R4	service compatibility with the offer
Assurance	A1	personnel's competence and knowledge
	A2	personnel's politeness
	A3	personnel's trust inspiration
	A4	sense of security
Responsiveness	RS1	efficiency of service delivery
	RS2	transmission of all the information
	RS3	immediate response to requests
Empathy	E1	individualized treatment
	E2	willingness to help
	E3	paying attention to customers
	E4	customers' needs understanding

The results of the study are presented as a summary statistical compilation in the table 2. There were calculated the differences between the expectations and the performance for each respondent and each statement and then the mean for all the statements for the entire sample.

Table 2. Gap score

Dimension	Attribute	Expectation score	Perception score	Gap score
Tangibles	T1	5,64	3,96	-1,68
	T2	4,98	4,02	-0,96
	T3	5,28	6,12	0,84
	T4	6,62	4,76	-1,86
Reliability	R1	6,02	5,12	-0,9
	R2	6,84	4,48	-2,36
	R3	5,94	5,64	-0,3
	R4	6,66	6,02	-0,64
Assurance	A1	5,24	5,24	0
	A2	5,24	6,36	1,12
	A3	4,96	4,82	-0,14
	A4	6,08	5,98	-0,1
Responsiveness	RS1	6,76	5	-1,76
	RS2	6,02	6,18	0,16
	RS3	5,32	5,84	0,52
Empathy	E1	4,82	4,78	-0,04
	E2	6,38	6,42	0,04
	E3	6,62	6,08	-0,54
	E4	5,46	5,8	0,34

The most important data is gap score. Only several of them are non-negative numbers which means that customers are not satisfied with the service quality level. The data from the table were used for calculation the average weighed servqual score (table 3).

Table 3. Servqual score

Dimension	Average of dimension	Importance weight	Weighed score	Average
tangibles	-3,66	0,22	-0,8052	-0,466
reliability	-4,2	0,36	-1,512	
assurance	0,88	0,18	0,1584	
responsiveness	-1,08	0,14	-0,1512	
empathy	-0,2	0,1	-0,02	

A negative value of average weighed servqual score means that the customers' expectations of the service have not been met and the process should be improved.

The next step is to choose the main areas of the service process that in case of being improved can influence on raising the quality and customers' satisfaction. The Importance-Performance Analysis allows for graphical indication of factors that are important for customers and marked low. The Servqual results are presented in the IPA matrix (fig. 3).

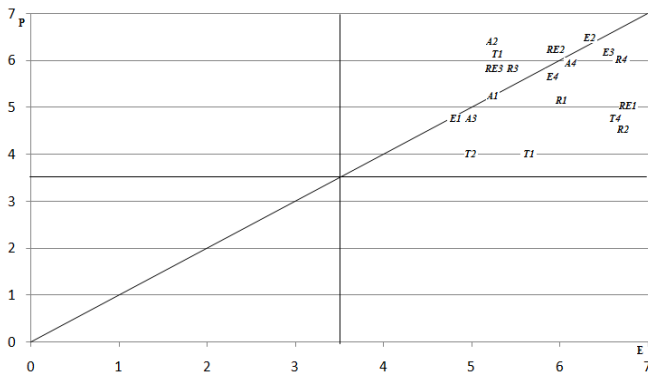


Fig. 3. The IPA matrix

The figure shows that the customers' expectations of service quality are very high and they opinion about actual service delivery is good enough. This is evidenced by the presence of all coordinates in the second matrix area. To indicate the key areas of improvement in the matrix there is also a diagonal. Marks that are occurred above or in the diagonal mean that the customers' expectations and needs of this process' stage are met. The greatest number of attributes are presented under the diagonal which means this group should be improved.

The division of customer service stages according to their level of satisfaction and improvement need is shown in the table 3.

The attributes presented in the third column are contained there in order to the most important factors (the most remote from the diagonal). The features at the bottom of that column are very close to the diagonal which means not a big difference between the customers' expectation and the perceived performance.

Based on this information, the improving actions should be undertaken primarily for the first four of attributes such as:

- faultlessness of service delivery,
- availability of advertising materials,
- modernity of equipment,
- efficiency of the service delivery.

Table 3. The classification of attributes

The assumptions for the second matrix quadrant		
perceived performance > the expectations	perceived performance = the expectations	perceived performance < the expectations
The current level of quality must be maintained	The current level of quality must be maintained	The quality must be improved
<ul style="list-style-type: none"> <li>• personnel's politeness</li> <li>• personnel's appearance</li> <li>• immediate response to requests</li> <li>• transmission of all the information</li> <li>• personnel's help in problem-solving</li> </ul>	<ul style="list-style-type: none"> <li>• willingness to help</li> <li>• personnel's competence and knowledge</li> <li>• individualized treatment</li> </ul>	<ul style="list-style-type: none"> <li>• faultlessness of service delivery</li> <li>• availability of advertising materials</li> <li>• modernity of equipment</li> <li>• efficiency of service delivery</li> <li>• attractiveness of the lobby</li> <li>• punctuality of service delivery</li> <li>• service compatibility with the offer</li> <li>• customers' needs understanding</li> <li>• paying attention to customers</li> <li>• personnel's trust inspiration</li> <li>• sense of security</li> </ul>

Source: own work

4. Summary and conclusion

Summing up the issues presented in the paper, customer service process' quality should be measured and improved as a important competitive tool. It can be generally told that customers of the chosen cinema are not satisfied with service's quality level because their experiences are not as high as their expectations. It means that their needs are not met, according to the Servqual results. In addition, using the Importance- Performance Analysis helped to indicate the most important attributes of the customer service process that need improving: faultlessness and efficiency of service delivery, availability of advertising materials and modernity of used equipment. That features' improving should increase the service process quality level, customers' marks and get their satisfaction.

Literature

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