# CHAPTER 4 REVIEW OF LITERATURE

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REVIEW OF LITERATURE

4.1 Introduction:

New Economic policy in 1991; the Government of India launched a series of reforms over the years in an effort to boost the growth of the capital goods Industry. Political combustions; union troubles and bureaucratic resistance caused the government to slow trend on its policy of liberation. As outcome the process of opening of industries, hitherto reserved for the public sector was done in a series of steps, which is still continuing. The process of opening of industries was carried out in the hope of jump-starting the economy through a spate of foreign investment goals: technology transfers and utilizing the expertise global industries have gained over the years.

This study set it aims to do a complete analysis of after sales service of elevators industry with an aim to highlight the paradigm shift needed to improve services. In addition it will serve as a blueprint for subsequent studies in capital goods industry.

Plethora of books and articles on services available. The literature survey comprises of 29 journal articles and various books on services and marketing. The articles are from various journals specified at appropriate place:

4.2 Books Review:

Marketing of a product and the associated concepts has been an issue of conflict in management with a wide variety of views on the
topic. Several authors have given different treatment to this issue and several concepts have been advocated which, though similar, differ slightly in their coverage. Thus we have the production concepts; the product concept; the selling concept; the marketing concept, where companies have to more effectively integrate their marketing activities to determine and satisfy needs and wants of target markets and to deliver the desired satisfaction more effectively and efficiently than competitors. Michael Porter views marketing activities as directed towards creating value. His value chain concept has been used as the basis for several studies about forms creating competitive advantage by enhancing value through value activities. The business system concept developed by the McKinsey and Company captures the idea that a firm is a series of functions (e.g., R&D, manufacturing, marketing, channels), and that analyzing how each is performed relative to competitors can provide useful insight. The business system concept addresses broad functions rather than activities, however does not distinguish amongst type of activities or show how they are related. This study has developed the genesis of this approach and modified it to make it applicable for industry or sector analysis. It is proposed that each industry is essentially a combination of firms involved in production. Marketing is essentially the process of creating value for the target customers such that this value exceeds the economic costs the customer pays for it. The value cost–payoff is essentially the result of a host of function carried out by the firm or industry and any change in these functions till the value cost payoff accordingly. These functions and activities are involved in the creation of the product and its sale and transfer to the buyer as well as after sale assistance. These activities and functions are thus the discreet building blocks of the marketing process and will be treated as such. How each activity and function is performed and its economics determine the position of the industry as regards to a host of parameters. How any stimuli impacts the industry can best be studied by comparing the change in all these activities and
functions both before and after the stimulus. Traditional market analysis concentrate on activities associated with providing a means by which buyer can purchase the product and inducing them to do so, such as advertising, promotion, sales force, quoting, channel selection, channel relation and pricing. They use these marketing and sales activities as the focal point for marketing analysis because these were viewed as an area in which a firm can affect its sales. However while undertaking an industry or sectoral analysis, which deals with aggregate of these almost similar activities. Summed up for various firms the scope of the study becomes very narrow. Departing from traditional theory, marketing for the industry is developed as a culmination of all the various activities and functions, which results in creating value in excess to economic costs required for creating it. Thus this research has incorporated additional concepts like Quality enhancements, costs changes, Productivity management etc.

The services marketing literature is a phenomenon driven by a rapidly growing population of services marketing scholars and the loose-knit system of publication outlets that has emerged to publish their works. Both the scholars and the publications have been influenced by the changing nature of the economy and the needs of management, especially during the last 10 to 15 years. Not since the strong emergence of interest in consumer behavior in the 1960s has a field developed within the marketing discipline with the passion and determination of services marketing.

Academia by its nature is conservative and hidebound. New ideas and concepts gain acceptance slowly. In this context, the early services marketing scholars were true risk takers. They found relatively few publication outlets enthusiastic about their work, and they confronted a discipline debating whether services marketing was significantly distinctive. Today services marketing scholars work in a far more receptive environment. Between 1990 and 1992,
for example, 20 books and more than 150 scholarly papers and journal articles were published on the general topic of services marketing—with a number of them in the top marketing journals. This tally does not even begin to include the myriad publications in every subfield of services marketing (such as health care, financial, professional, non-profit, education, hospitality, government). And now numerous conferences and symposia are held annually in Europe and the United States, allowing services researchers to present and publish their work.

4.3 General Observations

The early history of the marketing discipline focused on selling agricultural products. Subsequently, the discipline's scope expanded to marketing physical goods. Services were given relatively little attention in this early literature as illustrated in the following quote: Still the main function of "business" is to market goods. Accounting, banking, insurance, and transportation are only aids, very important aids it is true, to the production and marketing of goods. The focus on marketing physical goods was pervasive. In textbooks and other publications, the accepted wisdom that marketing meant goods marketing was rarely challenged.

As the industrialized nations began the transition to service economies, the development received little notice in the marketing discipline. Although some of these nation's economies were dominated by services as early as the mid-1940s, some time elapsed before marketing scholars began to discuss and study service economies and the marketing that occurred within these settings.

When the early services scholars chose to pioneer their area, however, they put themselves in the difficult position of developing new knowledge with virtually no research model. They found themselves
"seeking to be giants". The personal challenges these early scholars faced are documented by Berry and Parasuraman (1991). (Ref. 1)

a. Customer retention and relationship marketing: Services researchers since the early 1980s have drawn attention to the need to retain, as well as attract, customers (Berry, 1991 Ref. 2). Relationship marketing recognizes the value of current customers and the need to provide continuing services to existing customers so that they will remain loyal. For marketers, this is a definite shift away from more traditional marketing approaches. Since the late 1980s, even more research has been directed at customer retention issues (e.g. Grönroos, 1990, Ref. 3). The research on relationship marketing and customer retention has taken various forms. For example, some research focuses on constructs, such as trust and relationship commitment and how these constructs relate to customer satisfaction and loyalty (Ref. 4)

b. Internal marketing: Two basic ideas underlie the concept of internal marketing, and kernels of both ideas emerged in the early services literature. First, "everyone in the organization has a customer" (Ref. 5) It is not just contact personnel who need to be concerned with satisfying their customers. Everyone in the organization has someone whom he or she must serve. The second basic idea is that internal customers must be sold on the service and happy in their jobs before they can serve the final customer effectively. This idea suggests that marketing tools and concepts (e.g. segmentation, marketing research) can be used internally with employees (Ref.6)

The basic promise of internal marketing is that satisfied employees (or well served internal customers) will lead to satisfied customers (or well-served external customers). George (Ref. 7) provides an excellent review of internal marketing. The terminology and concept of internal marketing has quickly pervaded the business community. A few years ago, no one used the term, but now it is commonly discussed and written about in the business press. A number of recent contributions
on internal marketing have appeared in both the marketing and management literature (Berry and Parasuraman, 1991; Grönnroos, 1990; Gummesson, 1987; Schlesinger and Heskett, 1991a,b; Tansuhaj et al., 1988). Empowerment is highly relevant to internal marketing, and this topic has received solid and thought-provoking coverage in a recent services management publication by Bowen and Lawler (Ref. 8)).

c. Service Recovery: Despite TQM's call for "zero defects" and "doing it right the first time", service providers typically cannot meet these high expectations. Unlike tangible goods, 100 per cent quality cannot be engineered into a service, especially when even the definition of the service is in the eyes of the beholder. This recognition indicates special needs and opportunities for research on topics such as consumer complaining behaviour, managerial responses to these behaviours, and employee-customer complaint interactions and resolution. (Ref. 9)

4.4 Technology Infusion.

The current services literature is implicitly mired in the paradigm of "low tech and high touch". The typical need for high levels of human interaction has even led some writers to downplay explicitly the potential contributions of technology to services marketing. In the workplace, however, new technology is helping empower service employees by giving them more information more quickly for use in deciding how best to serve customers. Technology can also help organizations design and engineer services processes. The impact of technology on the entire service industry and organizational structures and business methods demands further research as well (Ref. 10).

❖ In the words of Theodore Levitt: ".. There is no such thing as service industries. There are only industries where service
components are greater or less than those of other industries.(Ref. 11)

❖ Rathmell (1966) introduced the idea of services being – (Ref. 12)

❖ "activities, benefits or satisfactions which are offered for sale, or are provided in connection with the sale of goods".
❖ Someone has jokingly defined a service as "anything which cannot be dropped on your foot".
❖ Rathmell (1963) introduced the characteristics of services that...Item is not easy to evaluate prior to purchase. – It Cannot be
❖ touched,
❖ seen
❖ tasted
❖ heard
❖ felt

Marketers often use tangible clues to communicate service nature and quality. Need to use promotion to help customers perceive a service as highly tangibility, develop tangible representation of the service, develop a brand image-- Environment Atmosphere at facilities Uniforms Paperwork.

4.5 The Parasuraman, Zeithami and Berry model (Ref:13)

❖ Originally identified 10 dimensions of quality and developed a list of 97 items on a seven point scale.
❖ After testing and subsequent refinement (i.e. factor analysis) the list was collapsed into a 22-item questionnaire covering 5 dimensions...) called SERVQUAL
❖ These factors would differ in importance from service to service e.g. reliability is more important in a bank, empathy in a hospital etc.
• Gap 1: Discrepancy between customers' expectations and managers' perceptions of those expectations.
• Gap 2: Discrepancy between managers' perceptions of customers' expectations and service quality specifications.
• Gap 3: Discrepancy between service quality specifications and the service delivered.
• Gap 4: Discrepancy between the service provided and the service promised.
• Gap 5: Discrepancy between customers' expectations and their perceptions of service received.
• From the Customer's perspective, Gap 5 is the one that matters. However, Gap 5 is a consequence of Gaps 1 - 4.
• Parasurman, Zeithamel, and Berry to assess services quality developed this tool.
• SURVQUAL instruments are a series of questions that deal with tangibles, reliability, responsiveness, assurance, and empathy.

4.6 SAGA – Self Assessment Gap Analysis (Ref. 14)

• This method of Gap Analysis was designed by AMP Inc.
• Rather then sending out a survey, SAGA is a process used to take a good, close look at an organization's operations.
• Much like a Baldrige assessment, it gives nearly everyone associated with an organization (employees, customers, partners and suppliers) an opportunity to participate.

4.7 Journal review:

4.7.1 “Planning for service quality: an integrative approach”

F. Ian Stuart  
University of Bath, Bath, UK and  
Stephen S. Tax  
The University of Victoria, Victoria, Canada
According to F. Ian Stuart University of Bath, Bath, UK and Stephen S. Tax The University of Victoria, Canada International Journal of Service Industry Management, Vol. 7 No. 4, 1996, pp. 58-77. © MCB University Press, 0956-4233 in his research article “Planning for service quality: an integrative approach that service firms may be spending too little effort on service planning development.

A distinguishing feature of successful and unsuccessful new service introductions includes the extent of planning activities undertaken although the detailed descriptions of what constitutes good planning and critical planning tools are not well defined. Because services entail the interaction of personnel (human resource management), delivery processes (operations), marketing and information technology (IT), inadequate integrative planning for service quality contributes to what refer to as the “cycle of service failure”.

This article examines how a well-known quality technique can be adapted for use in a service environment to identify potential problems and their root causes before they occur. While other sources have recognized the importance of top management leadership in a firm’s quality programme, here focus is primarily on the planning processes involved in the successful execution of services. Our research study of after sales services is beyond planning and aiming to analyze present trends and suggest detail process to achieve service excellence in elevator industry.

4.7.2 “Customer Satisfaction during the Service Delivery Process”

Peter J. Danaher
According to Peter J. Danaher, customer satisfaction is distinct from service quality. Satisfaction is thought to result from the comparison between predicted service and perceived service, whereas service quality refers to the comparison between desired service and perceived service. However, affective states and perceived performance have been shown to be strong and direct determinants of both customer satisfaction and service quality of the service encounter.

This article establishes reasons to believe that the customer and not just the interaction with the service provider evaluate the summation of all the service encounters. Therefore the process as such may play a greater role than the actual outcome in determining the overall satisfaction. Our research is in direction of going further to encounters and work out findings and recommendations to have effective after sales services of capital goods.

4.7.3 “Measuring service quality: current thinking and future requirements”

According to Stewart Robinson, expectations be relevant to service quality, which form(s) of expectations are relevant? Again, this is part of the debate on the nature of service quality. Finally, of the
Various formats that have been suggested for measuring service quality, which is most reliable and valid? Indeed, what other approaches could be adopted? This may again depend on the service context and the purpose of the measurement instrument. Certainly, developing separate instruments depending upon the purpose and context of the measurement may be the most fruitful way forward. Since the understanding of service quality is so limited it seems unrealistic to be aiming for a global measurement approach until a much better understanding is obtained. Indeed, it may be that the service quality construct is quite distinct in different domains, and as such it is impossible to obtain a global measurement approach.

Following a decade of measurement with SERVQUAL is it possible that another decade will follow? The answer is to recognize that SERVQUAL has been just one contribution, albeit an important one, in the evolution of an understanding of service quality and its measurement. Our research in direction of after sales service of capital goods industry and especially in elevator segment is aiming to integrate management tools available and suggest recommendation on after sales services of elevators.

4.7.4. "Measuring and managing service quality":

According to Marco Antonio Robledo: There can be little doubt that quality is, nowadays, among the most critical aspects for the strategic management of service firms. Customer satisfaction and loyalty - secured through high-quality products and services providing value for money for the consumer - are essential for long-term survival. The
underlying premise of article is that, if service quality assessment and management depends on customer expectations, as other research has suggested, then a strategic effort should be made at company level to monitor and manage those expectations.

This article provides a concise, synthesis of the extant literature on the multi company examination and comparison of the different service quality assessment models. Our research study in elevator field is to see and analyze ignored area and workout effective after sales service process.

4.7.5 “The Internal Service Encounter”

Dwayne D. Gremler, Mary Jo Bitner
College of Business, Arizona State University, USA, and Kenneth R. Evans College of Business and Public Administration,
University of Missouri at Columbia, USA,
International Journal of Service Industry Management,
Vol. 5 No. 2, 1994, pp. 34-56.
© MCB University Press, 0956-4233

According to Dwayne D. Gremler, successful service organizations understand well the importance of carefully monitoring and managing customer satisfaction. The service encounter, in particular, can play a prominent role in determining a customer's satisfaction with the firm. The general consensus is that the satisfaction of these internal customers (i.e. employees) is also important to the success of a service firm. As with external customers, an internal customer's satisfaction with the firm can be significantly influenced by service encounters experienced with internal service providers.

This article provides many tips that internal customers constitute a market inside the firm and this market has to be reached efficiently in order to satisfy the needs of external customers. He argues that know-
how from external marketing can also be applied to the internal marketing. This study provides a step in that direction of our research on after sales services on elevator industry.

4.7.6 Internal marketing: “A review and some interdisciplinary research challenges”

Richard J. Varey University of Salford, Salford, UK

According to Richard J. Varey there is need for real improvement in organizational capability for, and the delivery of, valuable customer service, which matches customer needs, as a basis for competitive strategy and competitive advantage. This article brought home points that a service-centered business philosophy is called for and competitive advantage is increasingly achieved through the mobilization of the accumulated “know-how” of individual employees to create value for customers through processes (service activities) which are not easily imitable. Our research in after sales service based on detail analysis of these knowledge available and capitalize further to contribute knowledge of elevator after sales service to capital goods industry.

4.7.7 “A comparison of service delivery processes of different complexity”

Peter J. Danaher, Department of Marketing, University of Auckland, New Zealand, and Jan Mattsson, Department of Social Sciences, Roskilde University, Roskilde, Denmark.
International Journal of Service Industry Management,
According to Peter J. Danaher high customer satisfaction and service quality result in higher customer loyalty and willingness to recommend the firm to another person. As a result, managers are keen to know which service attributes are the most important, so as to concentrate their improvement efforts on the key attributes, thereby sustaining or increasing customer perceptions of quality and satisfaction.

Almost all customer satisfaction/service quality surveys ask respondents to evaluate the service they have just received (Rust et al., 1994) that is they evaluate the observed service delivery most recently experienced. This approach, however, is affected by the occurrence of unusual service problems. Indeed, different service attributes may be important for customers under specific conditions.

This article provides reason to believe that, rather than just one interaction, the summation of all the service encounters with the service provider are evaluated by the customer. Therefore, the character of the process as such may play a greater role than the actual outcome in determining the overall evaluations. This study provides a step in that direction of our research on after sales services on elevator industry.

4.7.8 “Managing customer expectations in the service encounter”

Ray W. Coye, DePaul University, Chicago, Illinois, USA.
International Journal of Service Industry Management,
Vol. 15 No. 1, 2004, pp. 54-71, q
Emerald Group Publishing Limited,
0956-4233, DOI 0.1108/09564230410523330
According to Ray W. Coye, DePaul the concept of expectations plays an important role in most contemporary discussions of service quality. Despite this widespread use of the term, there is still much to learn about exactly what expectations are, what role they play, and how managers can best address their influence. The concept of expectations has been applied in a variety of areas in the study of organizational activity. Unmet expectations have been argued to be important in such areas as job satisfaction, satisfaction with leader performance, and satisfaction with product performance.

This article establishes role of expectations in influencing customer satisfaction at the point of delivery and the potential for managing those expectations during the delivery process. Our research in after sales service based on detail analysis of these knowledge available and capitalize further to contribute knowledge of elevator after sales service to capital goods industry.

4.7.9 “Service encounter dimensions - a dyadic perspective: Measuring the dimensions of service encounters as perceived by customers and personnel

Jean-Louis Chandon, Pierre-Yves Leo and Jean Philippe, University of Aix-Marseille, Aix-en-Provence, France.
© MCB University Press, 0956-4233, July 1996

According to Jean-Louis encounters between customers and employees are a critical component of service quality. This is specially true for services characterized by a high degree of person-to-person interaction and by the absence of an exchange of tangible goods. The client comes away from service interaction with feelings of satisfaction.
or frustration. For contact personnel, encounters may be a gratifying experience or a painful event.

Service firms share the same interest in service encounter as customers and employees: good encounters may give them a competitive edge and will most likely result in repeat purchases and positive word of mouth. This article emphasis the need to study service encounters much more precisely, analyzing the various components of the interaction and the ways in which they work together. The purpose of this article is to explore the multiple dimensions of encounter quality and their evaluation. Our study on after sales service of capital goods industry with special reference to elevator industry is to go deeper on encounters and suggest the road ahead for service excellence.

4.7.10 “The measurement of service quality: a new P-C-P attributes model”


According to George Philip and Shirley-Ann service quality, is coming to be viewed as the “major strategic variable in the battle for market share” and “excellence of service is the critical corporate priority”. Indeed, one of the strategic routes seen to be the answer in gaining a competitive edge has been through an increased concentration on customer satisfaction – courting and delighting the customer through a focus on service quality. Companies providing high service quality as perceived by their customers, tend to be the most profitable
companies. On the other hand, poor service has been identified as the primary reason why customers switch to competitors.

This article has focused heavily on one of the most renowned service quality measurement tools that has been developed namely SERVQUAL, in order to assess the problems that exist in trying to develop one emphatic measurement tool for the service industry as a whole. The model (Pivotal-Core-Peripheral model) which we believe has the ability to span any service sector. Our study on after sales services of elevator is to analyze users and service providers pivotal points and workout future blue print to have service excellence.

4.7.11 “Application of root cause analysis in a service delivery-operational environment A framework for implementation”


According to Jeffrey J. Dorsch, Mahmoud M. Yasin and Andrew J. Czuchry in today’s highly turbulent, extremely competitive global business environment, the modern organization faces considerable pressure to meet or exceed customer expectations by delivering products and services that are of the highest quality. As a result, customer-oriented organizational processes such as total quality management (TQM) and continuous improvement (CI) have been introduced and implemented within many firms as a way of dealing with these complexities. And while these initiatives have been utilized to varying degrees of success.
This article provides many tips and application of Root cause analysis (RCA) within a service environment provides a fact-based, structured approach to problem identification and correction that focuses on finding and addressing root causes, rather than simply dealing with symptoms. The contribution of this study is two fold. First, a conceptual methodology has been put forth and described. Second, the practicality of this conceptual approach has been examined in the context of a real world service operational setting. The framework will be useful to our research study on After sales services and can workout mistake proof solution based on root cause analysis.

4.7.12 “Service quality: perceived value, expectations, shortfalls, and bonuses”


According to John C. Groth and Richard T. Dye service quality, Perception, Value, Bonuses, Customers Focuses on the perceived value of a service by a customer, the perceived quality and value of a service, and the role of expectations, shortfalls, and bonuses in the valuation process. Considers on the implications of key relationships in the marketing and delivery of services. Characterizes customer perception of the perceived value of a service and quality of service in multivariate space.

This article relates service delivery to customer expectations. In this context, illuminates important issues related to ex ante versus ex post expectations. Introduces the concept of expectations delivery variance (EDV). Examines the concept of delivery shortfalls as well as delivery excess, with excess leading to bonus fulfillment. Shortfalls and bonuses have residual effects. Asserts that shortfalls and bonus effects have asymmetric affects in terms of residual influence on future
perceptions of customer expectations of service value. Our research is in direction of going further to expectation turn backs and workout clinical findings and recommendations proactively to improve after sales services in elevator industry.

4.7.13 ”Efficient internal exchanges A chain of individual functional units”

By Jungki Lee, Assistant Professor of Marketing, Alabama A&M University, Normal, Alabama, USA, Arthur Allaway, Assistant Professor of Marketing, The University of Alabama, Tuscaloosa, Alabama, USA.

http://www.emeraldinsight.com/0887-6045.htm

According to Jungki Lee the role of self-service technologies (SSTs) such as airline ticketing machines, automatic teller machines, and computer-based shopping services is the strategic offering of service providers. SSTs allow (or force) consumers to help produce their own service encounters via machine interaction rather than by interacting with a firm’s service personnel. Firms which introduce SSTs wish to gain rapid acceptance and usage of these technologies by potential consumers.

This study investigates whether the provision of more personal control to consumers can reduce their perceived risk, enhance the perceived value of the SST, and induce greater adoption intention associated with the innovation. Our research study is in direction of working out standardization in providing elevator service and with less numbers of turn backs.

4.7.14 “Options of strategic decision making in services Tech, touch and customization in services “

By Raija Ja¨rvinen and Uolevi Lehtinen,
According to Raija Jaärvinen and Uolevi Lehtinen service-marketing literature has traditionally built upon the combination of low technology and high interaction between service providers and customers in service delivery. However, many service organizations have started to utilize high-technology in their operations. More specifically, they are considering how to make their services available to a wide range of customers with the aid of technology. This article focuses on lesson-learned calls for more customer orientation when planning high-technology solutions in service operations, and taking a new attitude to segmentation. Our research on after sales services in elevator industry can explore some automation in elevator to facilitate service providers.

4.7.15 “Proactive Customer Service Seizing The Initiative To Exceed Customer Expectations, Cut Costs, And Out-Service The Competition”—by: Greg Gianforte* (Ref.29)

According to Greg Gianforte a proactive approach to customer’s services delivers many benefits such as – improves the quality of customer service, reduces the costs and makes sure that human resources are used efficiently.

In business, as in life, it’s often wise to seize the initiative. Reacting to the problems after they occur is usually more expensive than addressing them proactively. It also usually means that the problem gets bigger than it would have been if it got nipped in the bud.
This paper describes the mechanisms and techniques companies are using to deliver proactive customer service. It also details the benefits that these companies are experiencing as a result of going proactive. These benefits – including stronger customer relationships, lower operating costs and better use of human resources – are available to any customer service organization (CSO) that follows their example and seizes the initiative. Our research is in direction of identifying complaints of elevator service users and to provide suggestion to improve the after sales service.

4.7.16 “Products to services: why it's not so simple”

By SARABJIT SINGH BAVEJA, JIM GILBERT AND DIANNE LEDINGHAM
2115 Words, 04 August 2004,
Business Times Singapore, English
(c) 2004 Singapore Press Holdings Limited

According to SARABJIT SINGH BAVEJA, JIM GILBERT AND DIANNE LEDINGHAM the expansion of services may be the most important business trend of the past two decades. But trying to grow new services can create a series of unexpected obstacles.

This article focuses; when services get disconnected from the products they are meant to complement and support, tension can erupt between a base product business and a new service business. Companies expanding into services must take care to move at the right pace and within clear boundaries so as not to upset the base business. The same clear positioning needs to occur externally so that customers and business partners understand the rules of engagement.- when products will take the lead and when it will be services that drive the relationship. Our research is in direction of capturing unemotionally customer problem data, prioritize and develop recommendations to improve service provides job and make it easier.
4.7.17 “International services: perspectives at century’s end”

By: Terry Clark, Goizueta Business School, Emory University, Atlanta, Georgia, Journal of Services Marketing Volume 13 Number 4/5 1999 pp. 298-310
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According to Terry Clark, as the twentieth century draws to a close, trade in services has begun to dominate the economies of many nations. International trade in services has also grown significantly, yet little research has been undertaken to understand international services. This paper examines the international trade and services marketing literature, develops a definition and classification scheme of four types of international services, discusses recent trends in international services data and presents some perspectives on the future of international services. This article supports our research study in after sales services of capital goods.

4.7.18 “How service users become empowered in human service organizations: the empowerment model”

By: Chael J. Holosko, Donald R. Leslie, D. Rosemary Cassano International Journal of Health Care Quality Assurance Volume 14 Number 3 2001 pp. 126-133
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Chael J. Holosko, Donald R. Leslie, D. Rosemary Cassano presented an empowerment model (EM) to operationalize a process that can be incorporated structurally into HSOs (Human Service Organizations) in order for service users to input policy and decision making in
meaningful ways. It requires administrators to attend to all areas of HSO functioning and develop facilitative mechanisms in order for the EM to be used. To maximize service user empowerment and its impact on administrative processes, administrators must view their traditional role of liaison with all levels of the organizational domain to now include collaboration and partnership with service users. Successful implementation of the EM will lead to direct benefits for service users and in turn, increased organizational effectiveness and the development of a creative alternative approach to service delivery.

This article helps us to better understand employee empowerment vs., service quality. Our research studies is in further understanding of elevator service engineers and integrate understanding to recommend improving elevator after sales service.

4.7.19 “Customer and employee views of critical service incidents”

Beth G. Chung-Herrera, Nadav Goldschmidt, K. Doug ; examined perceptual similarities and differences between customers and employees in terms of critical service incidents. Specifically explored the extent to which customers and employees were similar or different in summary perceptions of service failures and recovery.

Overall, this study helped to reveal the nature of perceptual similarities and differences between service providers and customers. Employee perceptions tended to be more aligned with customer perceptions when the overall outcome was good. Conversely, employees tended to diverge from customer views when the overall outcome was poor. Our research study in elevator after sales services is to develop recommendations to improve poor service outcome in elevator field.
4.7.20 "Service failure and recovery: the impact of relationship factors on customer satisfaction"

Hess R L, Ganesan S, Klein N M
Journal of the Academy of Marketing Science, (USA), Spring 2003 Vol 31 No 2
Start page: 127

Hess R L, Ganesan S, Klein N M; considers how customers respond when a service failure takes place, even when the recovery is regarded as adequate. Accepts that such failures take place in any company and will affect relationships between customers and the company. Constructs a conceptual framework based on past encounters with the company and quality of past performance, the severity of the failure and the quality of recovery performance. This article concludes that good relationships can shield a company from the negative effects of failure on customer satisfaction, that women had higher expectations of relationship continuity than men, that customers with long relationships had higher tolerance about failure and saw reparation over the longer term, and that such customers expected more stability from the company. Raises the challenge to managers that they need to know what customers regard as ‘adequate’ action for recovery. Our research study is to review these service failures and derive recommendations for elevator after sales service.

4.7.21 " Is loyalty past its sell-by?"
Hiscock J Marketing, (UK), 14 Sep 2000; page: 36

Hiscock J Marketing research questions the effectiveness of relying on loyalty cards and point schemes to win over and retain consumers. Illustrates how quality of staff, followed by prices and trust, affect consumer choice more than loyalty schemes or rewards. This article describes very clearly that one cannot rely only on customer incentives
to retain and grow service business; as our research study in elevator after sales services is beyond customer incentives.

4.7.22 "An attitudinal model of technology-based self-service: moderating effects of consumer traits and situational factors"
Dabholkar P A, Bagozzi R P
Journal of the Academy of Marketing Science, (USA), Summer 2002
Vol 30 No 3 page: 184

Dabholkar P A, Bagozzi R P offers a conceptual framework of consumer traits and situational factors likely to define and explain consumers’ attitudes and responses to technology-based self-services like touch screens and self-scanning in grocery stores. Defines technology acceptance in terms of ease of use, usefulness, and enjoyment, classifies consumer traits as self-efficacy and novelty seeking, need for interaction and self-consciousness, and identifies key situational factors in the form of perceived waiting time and social anxiety.

This article pins down managerial implications as promoting ease of use; especially if the target audience has high suspicion or low self-esteem with regard to technology-based self-service facilities. As our research study in elevator after sales services is beyond technology-based self-service.

4.7.23 "A marketing-relevant framework for understanding service worker productivity"

By: Dawn Dobni, Associate Professor in the Department of Management and Marketing, College of Commerce, University of Saskatchewan, Saskatoon, Saskatchewan, Canada, Journal of Services Marketing
Volume 18 Number 4 2004 pp. 303-317
Copyright © MCB University Press ISSN 0887-6045
According to Dawn Dobni the definition of productivity may vary across service jobs, acknowledges that there are different levers for maximizing productivity in different contexts, and indicates that managing productivity needs to be viewed as a task for marketing, not just the organization's internal functions.

This article provides many tips to look at service productivity. As our research is beyond productivity in after sales services of elevator and focus is on deriving findings and recommendations to reduce gaps in elevator service field.

4.7.24 “From Scientific Management to Service Management” -A Management Perspective for the Age of Service Competition

© MCB University, September 1993
Press, 0956-4233

According to Christian Grönroos service management is more a perspective than one discipline or one coherent area of its own. It is a perspective that gives firms that face service competition, i.e. that have to understand and manage service elements in their customer relationships in order to achieve a sustainable competitive advantage, more or less similar guidelines to the development of such separate areas as management, marketing, operations, organizational theory and human resources management as well as quality management including service quality management.

This article provides understanding that focus shifts from products and firms as units of analysis to people, organizations, and the social processes that bind actors together in ongoing relationships. Our
research in elevator after sales services is to analyze present focus of service providers.

4.7.25 New Service Development and Competitive Advantage: A Conceptual Model

By: Jay Weerawardena & Janet R. McColl-Kennedy, 
Australasian Marketing Journal 10 (1), 2002

According to Jay Weerawardena & Janet R. McColl-Kennedy during the last decade the literature on new service development (NSD) has increased in significance, reflecting the rapidly increasing contribution of services to the economy. A growing number of researchers suggest that NSD leads to service firm competitive advantage. However, the literature on NSD-based competitive strategy is fragmented. This paper attempts to model the antecedents of NSD-based competitive strategy. Specifically, the framework presented in this paper argues that entrepreneurial intensity, distinctive learning capabilities and NSD comprise key components of a model that examines the role of NSD in gaining sustained competitive advantage in service firms. Key theoretical constructs within the model are explored and research propositions presented. Our research in elevator after sales services is to analyze present focus of service providers.

4.7.26 “Assessing the Effects of Quality, Value, and Customer Satisfaction on Consumer Behavioral Intentions in Service Environments”

BY: J. JOSEPH CRONIN, JR., Florida State University, 
MICHAEL K. BRADY, Boston College 
G. TOMAS M. HULT, Florida State University, 
Volume 76(2) pp. 193–218, ISSN: 0022-4359,
J. JOSEPH CRONIN, reported that empirical verification that service quality, service value, and satisfaction may all be directly related to behavioral intentions when all of these variables are considered collectively. Further suggest that the indirect effects of the service quality and value constructs enhanced their impact on behavioral intentions.

The article helped to better understand empirical relationship among service quality; service value and customer satisfaction. As our research study is on developing recommendations to improve after sales services in elevator industry.


Tech-Clarity Associates reported that customers get invoices for service that should be covered under warranty. Out of warranty work is not billed. Sales opportunities for supplies, additional products and services are not being recognized. Upgrade and replacement opportunities are not offered to the right customers. Service contracts lapse without renewal notices or attempts to upgrade. Costs are high because of unnecessary paperwork, duplication of efforts and poor service call scheduling.

Profitability in the services business comes from developing and maintaining long-term customer relationships. Unfortunately for many companies, providing service to customers is an afterthought and hasn’t gotten the attention that it deserves. Strategic approach to service, known as Service Lifecycle Management (SLM), holds significant, untapped business improvement opportunities.
This article provides valuable insight into problems of service industry, as our research study is to capture all these insight and analyze further to improve after sales services in elevator industry.

4.7.28 “Mind the gap- an analysis of service provider versus customer perceptions of market orientation and the impact on satisfaction”


Areti Krepapa and Pierre; suggests that strategic insights may be gained when firms take into account their customers’ view on the organization’s level of market orientation.

This article reviews a number of theoretical viewpoints as to why multiple perspectives should be sought when assessing organizational phenomena such as market orientation. Then tests the impact that a perceptual market orientation gap between business service providers and their customers has on customer satisfaction.

Our research study is in line with recent thinking of taking multiple perspectives when assessing the market orientation level of an organization. ’Mind the gap” arising from inconsistencies in market orientation assessments between the firm’s self-reports and their customers’ evaluations, because it is related to customer satisfaction.
4.7.29 “An Assessment of the Relationship Between Service Quality and Customer Satisfaction in the Formation of Consumers’ Purchase Intentions”

By: STEVEN A. TAYLOR, Illinois State University, THOMAS L. BAKER, The University of North Carolina- Wilmington, Journal of Retailing, Volume 70, Number 2, pp. 163-178, ISSN 0022-4359, 1994

According to STEVEN A. TAYLOR; service quality and customer satisfaction are widely recognized as key influences in the formation of consumers’ purchase intentions in service environments. The study reported here was designed to aid in the understanding of these relationships by empirically assessing the nature of the relationship between service quality and consumer satisfaction in the formation of consumers’ purchase intentions journey to analyze service quality: service environment; customer purchase intentions and develop tangible tools to improve after sales services in elevator segment of capital goods.

4.8 Usefulness Of Research to Indian Elevator Industry:

Elevators are large machines or equipment whose unit Purchase Prices are high so expenditure for them charged to Capital Account. The cost of such items therefore becomes part of the buying firm’s Capital Structure rather than a current expense. Demand for such equipment is often confirms to few industries or customers, because much of it is made to the buyer’s specifications. The Field Service Persons are trained in both Technical and Commercial aspects of Servicing and Selling are require to establish a rapport with various departments, such as Purchase / Materials, Quality, Maintenance Department etc. in customer’s organizations. The company could, therefore, maintain a leadership position in the competitive market due
to its strategy of Customer Satisfaction through superior Quality Performance, Delivery dependability, Competitive Prices and Excellent Customer after Sales Service.

4.9 Conclusion:

The existing literature is replete with unsubstantiated principles about service excellence, service quality and related topics. Yet too little evidence exists to substantiate whether these principles result in outcomes such as long-term customer satisfaction and profitability. Understanding the linkages between customer satisfaction and employee satisfaction also demands further research. Furthermore, alternative measures and methods for understanding these principles and related factors still need to be developed and refined. For example, while SERVQUAL is a popular measure for service quality, refinements and alternative approaches are needed in measuring this important construct.

In conclusion it can be said that the most important prerequisite for after sales service in capital goods sector is to have. ...Right kind of people, attitude, skills, and should positioned at rightly. These articles serves to recognize the importance of the topic of study and it's relevance to the industrial sector.
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