

Part I Basics of Quality Management for Services

1	Importance of Quality Management for Service Companies	3
1.1	Competitive Advantages through Service Quality	3
1.2	Success Chain of Quality Management for Services	6
1.3	Service Quality as an Empirical Success Factor	12
1.4	The Central Paradigms of Quality Management	14
	References	17
2	Conceptual Basics of Service Quality	21
2.1	Term and Systematization of Services	21
2.2	Approaches to the Term of Quality	29
2.3	Term of Service Quality	33
2.4	Determinants of Service Quality	34
2.5	Dimensions of Service Quality	41
2.6	Effects of Service Quality	45
2.6.1	Psychological Effects of Service Quality	46
2.6.2	Behavioral Effects of Service Quality	49
2.6.3	Economic Effects of Service Quality	52
	References	53
3	Conceptual Basics of Quality Management for Services	59
3.1	Concepts of Total Quality Management (TQM)	59
3.2	Terminology of Quality Management for Services	70
3.3	Standards and Principles of Quality Management	71
3.4	Components of a Quality Management System for Services	73
3.5	Excursions: Current Conceptual Topics of Service Management	76
3.5.1	Management of Customer Contact Points in the Context of Customer Integration	76

3.5.2	Management of Customer Experiences	81
3.5.3	Management of Processes of Service Transformation	87
References		93

Part II Analysis of Service Quality

4	Models of Service Quality	103
4.1	GAP Models of Service Quality	104
4.1.1	GAP Model by Parasuraman/Zeithaml/Berry	104
4.1.2	Variations of the GAP Model	112
4.2	Grönroos' Service Quality Model	120
4.3	Service Quality Model by Meyer and Mattmüller	121
4.4	Dynamic Process Model by Boulding et al.	123
4.5	Relationship Quality Model by Liljander and Strandvik	125
4.6	Qualitative Satisfaction Model by Stauss and Neuhaus	128
4.7	Model of E-Service Quality	129
4.8	Model of E-Health Service Quality	134
References		136
5	Measuring Service Quality	141
5.1	Customer-Oriented Measurement Approaches	142
5.1.1	Objective Measurement Approaches	142
5.1.2	Subjective Measurement Approaches	151
5.2	Company-Oriented Measurement Approaches	202
5.2.1	Management-Oriented Measurement Approaches	203
5.2.2	Employee-Oriented Measurement Approaches	208
References		219

Part III Planning the Quality Management for Services

6	Strategic Orientation of Quality Management for Services	229
6.1	Requirements for Quality Management for Services	230
6.2	Tasks and Instruments of Planning a Quality Management System for Services	233
6.3	Quality Management Strategies	248
6.3.1	Significance and Types of Quality Management Strategies	248
6.3.2	Expectation Oriented Strategies	249
6.3.3	Performance Related Strategies	260
References		264
7	Operational Design of Expectation Management for Services	267
7.1	Tasks of Expectation Management	267
7.2	Determinants of Customer Expectations as a Starting Point for Expectation Management	269

7.3	Instruments of Expectation Management	271
7.3.1	Measuring and Analyzing Customer Expectations	271
7.3.2	Control of Customer Expectations	276
	References	284
8	Operational Design of Quality Management for Services	287
8.1	Quality Management Loop	287
8.2	Instruments of Quality Planning	291
8.2.1	Overview of the Instruments	291
8.2.2	Integration of Instruments for Quality Planning	306
8.3	Instruments of Quality Control	309
8.3.1	Employee Related Instruments of Quality Control	310
8.3.2	Culture Related Instruments of Quality Control	329
8.3.3	Organization Related Instruments of Quality Control	332
8.3.4	Integration of Instruments for Quality Control	340
8.4	Instruments of Quality Auditing	344
8.4.1	Instruments of Internal Quality Auditing	344
8.4.2	Instruments of External Quality Auditing	349
8.4.3	Integration of Instruments for Quality Auditing	359
8.5	Instruments of Quality Management Documentation	363
8.5.1	Overview of the Instruments for Documentation	364
8.5.2	Integration of Instruments for Quality Management Documentation	371
8.6	Integration of the Phases into a Comprehensive Quality Management System	373
	References	384

Part IV Implementation of Quality Management for Services

9	Implementation of Quality Management for Services	395
9.1	The Need for a Systematic Implementation of Quality Management	395
9.2	Barriers to the Implementation of Quality Management	397
9.3	Approaches to Implementing Quality Management	398
9.3.1	Structure Oriented Approaches	399
9.3.2	System Oriented Approaches	405
9.3.3	Culture Oriented Approaches	409
9.4	Design of the Implementation of Quality Management	413
	References	415

10	Importance of Quality Awards for Service Companies	419
10.1	Characteristics and Systematization of Quality Awards	420
10.2	Overview of Selected Quality Awards and Quality Prize Models	423
10.2.1	The EFQM Excellence Model as the Starting Point	423
10.2.2	The European EFQM Global Award	449
10.2.3	The German Ludwig-Erhard-Preis	454
10.2.4	The Swiss ESPRIX Swiss Award for Excellence	456
10.2.5	The Austrian National Award for Corporate Quality	458
10.3	Use of Quality Award Models to implement quality management	459
10.4	Critical Assessment of Quality Awards	460
	References	462
11	Certification of the Quality Management of Service Companies	467
11.1	Term and Framework Conditions of Certification	467
11.2	Goals of Certification	470
11.3	Process of Certification	473
11.3.1	Selection of the Certification Body	473
11.3.2	Decision on the Certification Standard	475
11.3.3	Preparing for Certification	478
11.3.4	Course of Certification	480
11.4	Benefits of Certification	484
11.5	Critical Assessment of Certification	489
	References	492

Part V Quality Controlling for Services

12	Concept of Quality Controlling for Services	497
12.1	Concept and Functions of Quality Controlling	497
12.2	Components of Quality Controlling	502
	References	516
13	Process Controls in Quality Management	521
13.1	Basics of Process Controls in Quality Management	521
13.1.1	Concept of Process Controls	521
13.1.2	Goals of Process Controls	524
13.2	Types of Processes in the Context of Quality Management	526
13.2.1	Performance Processes (Core Processes)	527
13.2.2	Support Processes	530
13.2.3	Leadership Processes	531
13.3	Methods of Process Control	533
13.3.1	Methods for Controlling the Schedule	533
13.3.2	Methods for Controlling Activity Planning	537

13.3.3	Methods for Controlling Resource Planning	541
13.4	Critical Assessment of Process Controls in Quality Management	547
Referenes		548
14	Effectiveness Controls in Quality Management	551
14.1	Basics of Effectiveness Control	551
14.1.1	Effect Components of Effectiveness Control	551
14.1.2	Instruments of Effectiveness Control	553
14.2	Effectiveness Controls by Success Chain Controlling	565
14.2.1	National Customer Barometers as a Conceptual Basis	565
14.2.2	Effectiveness Controls Through Company Specific Customer Barometers	575
14.3	Critical Assessment of Efficiency Controls	585
Referenes		586
15	Efficiency Controls of Quality Management	589
15.1	Costs of Quality Management	590
15.1.1	Concept of Quality Costs	590
15.1.2	Activity Oriented Classification of Quality Related Costs	591
15.1.3	Effect Oriented Classification of Quality Related Costs	595
15.1.4	Failure Cost Accounting	598
15.1.5	Determining the Costs of Quality Management	599
15.1.6	Critical Assessment of the Concept of Quality Related Costs	604
15.2	Benefits of Quality Management	605
15.2.1	Internal Benefit of Quality Management	606
15.2.2	External Benefit of Quality Management	606
15.2.3	Determining the Benefits of Quality Management	607
15.3	Cost-Benefit Analysis of Quality Management	609
15.3.1	Static Efficiency Key Figures	611
15.3.2	Dynamic Efficiency Key Figures	619
15.4	Critical Assessment of Efficiency Control	625
Referenes		626
16	Summary: Ten Steps to Successful Quality Management for Services	629