

# ICT – A Key Enabler of Service Delivery

## ISACA Conference Bahrain

Sunil Thawani

Author, “Business Excellence Awards-Strategies for Winning”  
Fellow, American Society for Quality (ASQ) & ASQ Country Councilor, UAE  
Chairman, Continual Improvement Subgroup, DQG

# Agenda

- Our dependence on ICT
- Service and service quality
- Measuring service quality for improvement
- Defining a service
- Key challenges of delivering service
- Role of ICT in service delivery
- Experience of Australian public services
- Impact of ICT on service delivery
- Concluding thoughts

# Agenda

- Our dependence on ICT
- Service and service quality
- Measuring service quality for improvement
- Defining a service
- Key challenges of delivering service
- Role of ICT in service delivery
- Experience of Australian public services
- Impact of ICT on service delivery
- Concluding thoughts

# Our Dependence on ICT

- Traffic jams in Hong kong
- Transforming Swedish Government services
- Self Service Vignette.
- Welcome to Service economy
- Services are being revolutionized by ICT
- ICT is having profound effect on ways customer interact with service providers.
- Shift in service from labor intensive to capital intensive.

# Agenda

- Our dependence on ICT
- Service and service quality
- Measuring service quality for improvement
- Defining a service
- Key challenges of delivering service
- Role of ICT in service delivery
- Experience of Australian public services
- Impact of ICT on service delivery
- Concluding thoughts

## Service Defined

- “ Services are deeds, processes and performances.”
- “ Service companies sell a promise”.

## Experiencing a Service

- Customers experience tangible products (like wrist watch) differently than intangible services (like air transportation).
- Physical nature of tangible products help tell service story.
- Service story is told through tangibles e.g. Airline - the leather seats, meal menu, cutlery.
- Physical clues are reinforced by friendliness, competence and responsiveness of service providers.

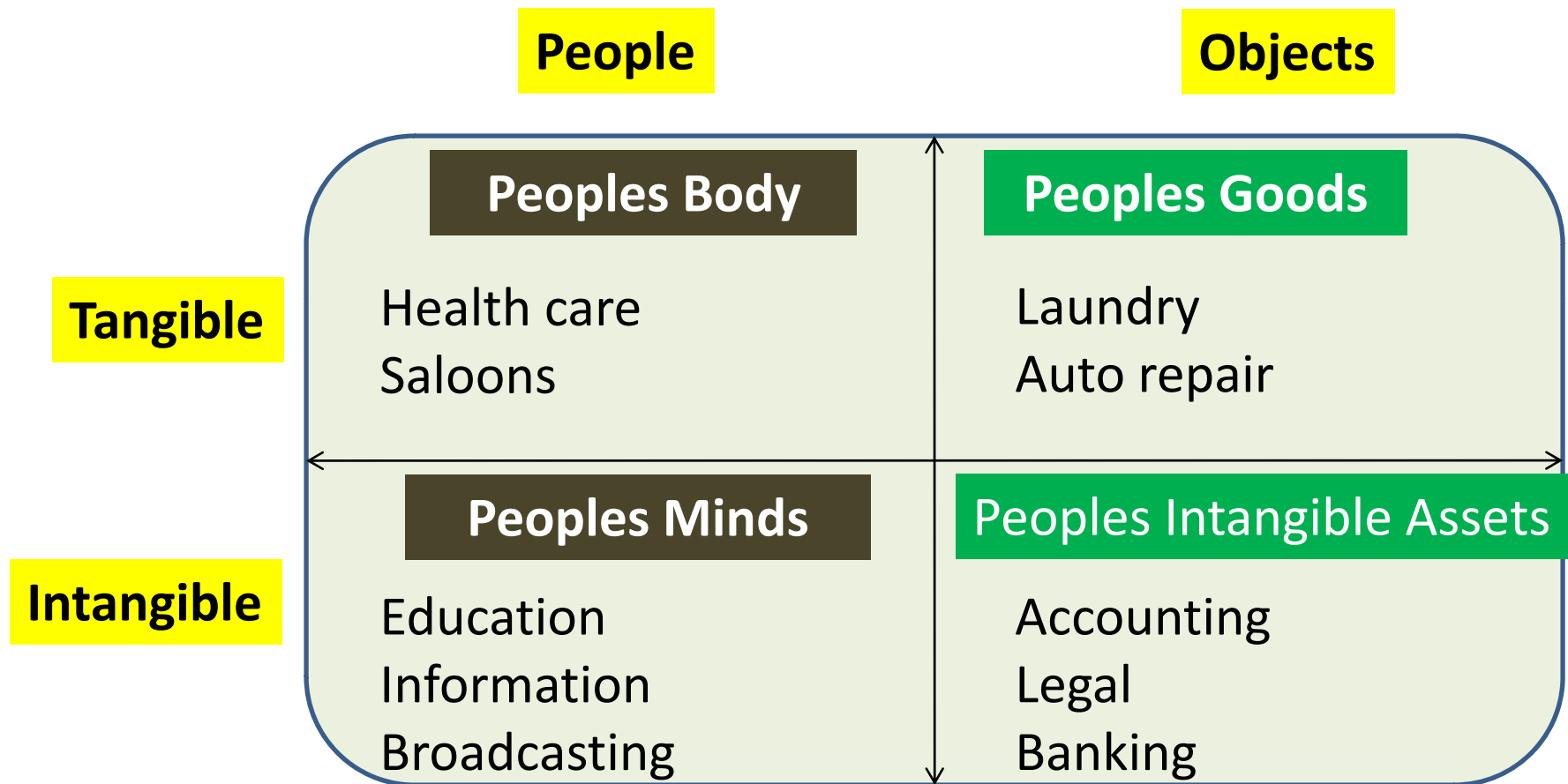
# Goods vs. Services

<b>Goods</b>	<b>Services</b>	<b>Resulting Implications</b>
Tangible	Intangible	<ul style="list-style-type: none"><li>• Services cannot be inventoried &amp; patented.</li><li>• Services cannot be readily displayed or communicated.</li></ul>
Standardized	Heterogeneous	<ul style="list-style-type: none"><li>• Pricing the service is difficult.</li><li>• Service delivery and customer satisfaction depend on employee and customer actions.</li></ul>

# Goods vs. Services

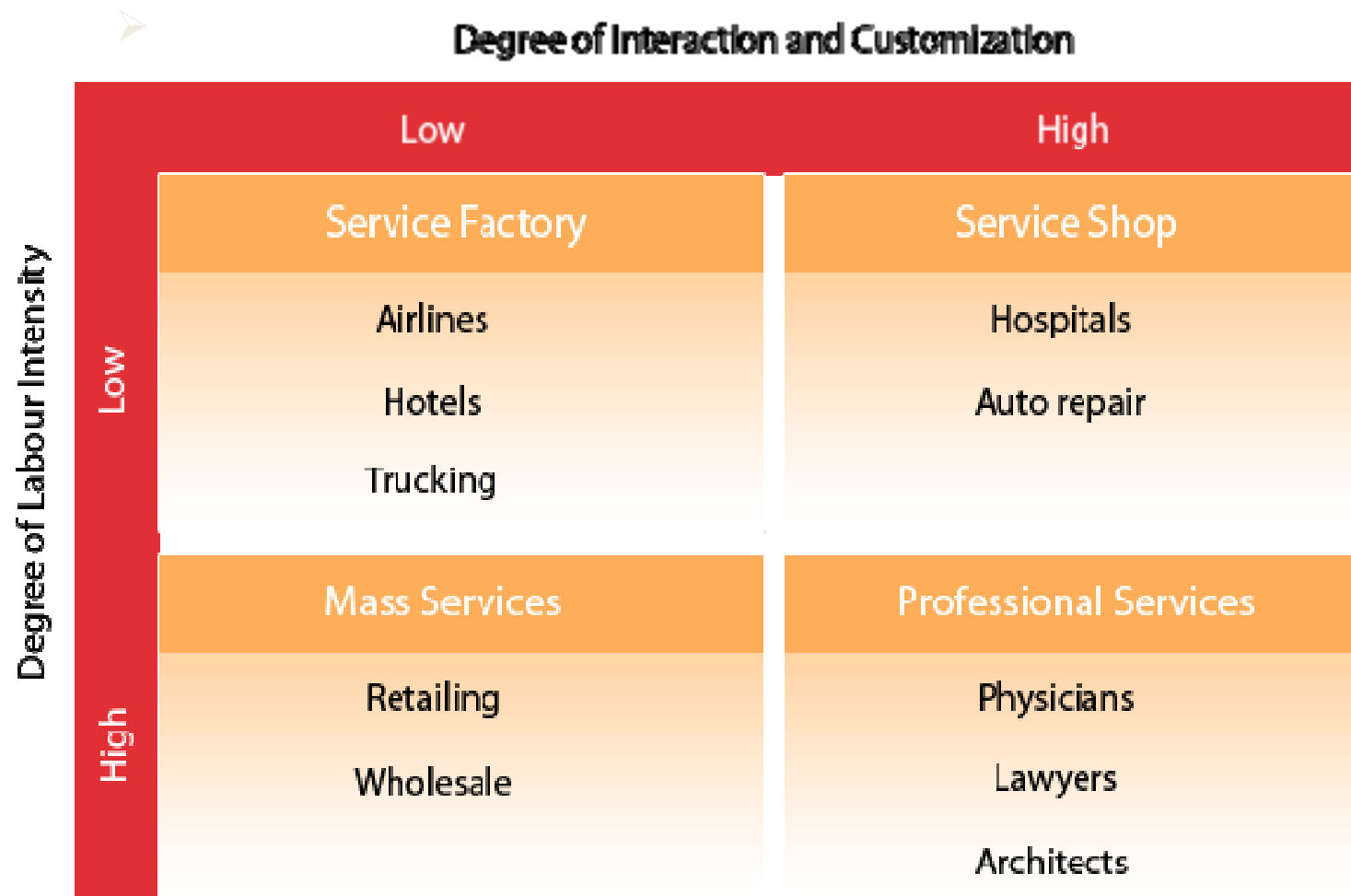
<b>Goods</b>	<b>Services</b>	<b>Resulting Implications</b>
Production separate from consumption	Simultaneous production and consumption	<ul style="list-style-type: none"><li>• Customers participate in service and affect the transaction.</li><li>• Employees affect the service outcome.</li><li>• Mass production of service is difficult.</li></ul>
Non-perishable	Perishable	<ul style="list-style-type: none"><li>• Service cannot be returned or resold.</li><li>• It is difficult to synchronize supply and demand with services.</li></ul>

# Classification of Services



Services performed directly for customers mostly require customer's participation during the performance.

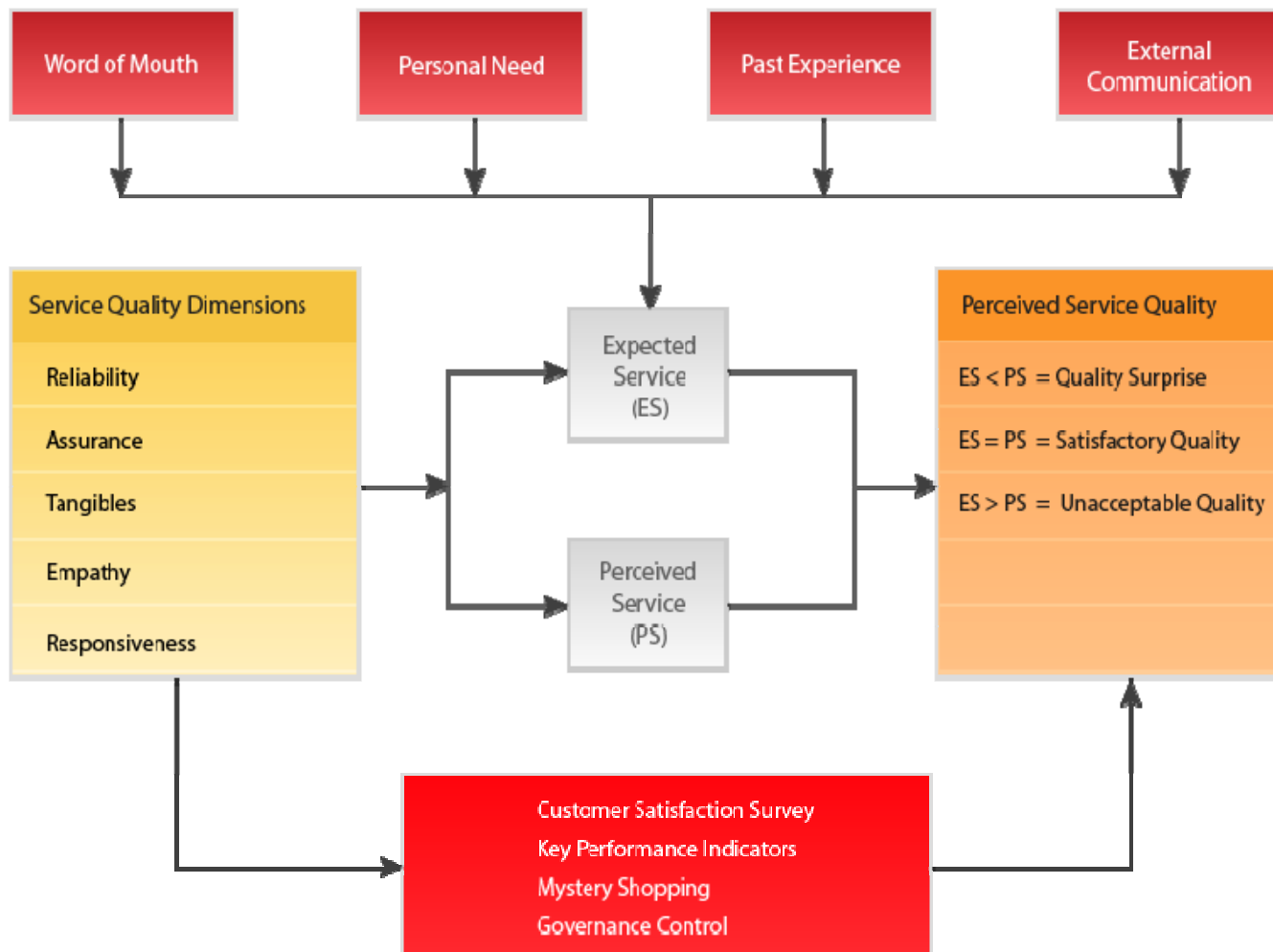
# Labour Intensity vs. Customization



# Agenda

- Our dependence on ICT
- Service and service quality
- Measuring service quality for improvement
- Defining a service
- Key challenges of delivering service
- Role of ICT in service delivery
- Experience of Australian public services
- Impact of ICT on service delivery
- Concluding thoughts

# Application of ServQual Model for Achieving Service Excellence



# Dimensions of Service Quality

Dimension	Definition
Reliability	Ability to perform the service dependably & accurately.
Assurance	Employees knowledge and courtesy and their ability to inspire trust and confidence.
Tangibles	Appearance of physical facilities, equipment, personnel and communication material.
Empathy	Caring, individualised attention given to customers.
Responsiveness	Willingness to help customers, provide prompt service and solve problems.

Service Quality Model is the industry standard for implementing, measuring and improving service quality.

Customers use the dimensions to evaluate service quality

# Agenda

- Our dependence on ICT
- Service and service quality
- Measuring service quality for improvement
- Defining a service
- Key challenges of delivering service
- Role of ICT in service delivery
- Experience of Australian public services
- Impact of ICT on service delivery
- Concluding thoughts

## Defining Your Service – Brief Exercise

# Defining a Service and Its Attributes

- Name of service
- Brief description of service
- Customers of services
- Channels of service delivery
- Service measurement

# Agenda

- Our dependence on ICT
- Service and service quality
- Measuring service quality for improvement
- Defining a service
- Key challenges of delivering service
- Role of ICT in service delivery
- Experience of Australian public services
- Impact of ICT on service delivery
- Concluding thoughts

## Challenges of Delivering Service – Human Aspect

- Service companies usually employ high labour
  - Inconsistency in service delivery as human beings deliver a more variable service.
  - People delivering services differ from one another in their attitude, personalities, and skills.
  - Same service provider may provide varying levels of service quality from one customer to the next.
  - Service firms cannot develop inventory as compared to manufacturing.

## Challenges of Delivering Service – Human Aspect

- Service work is emotional.
- Excellence in serving requires listening, helping, caring.
- Service work often is demanding, exhaustive and repetitive. Customer contact personnel are “on stage” / performing.
- Many service jobs are dead end, low wage and low skill.

## Challenges of Delivering Service – Trust Aspect

- Services difficult for customers to evaluate *prior* to purchase. Customers must buy the service to actually experience it.
- Most goods are manufactured *prior* to purchase, whereas most services are performed *after* the purchase.

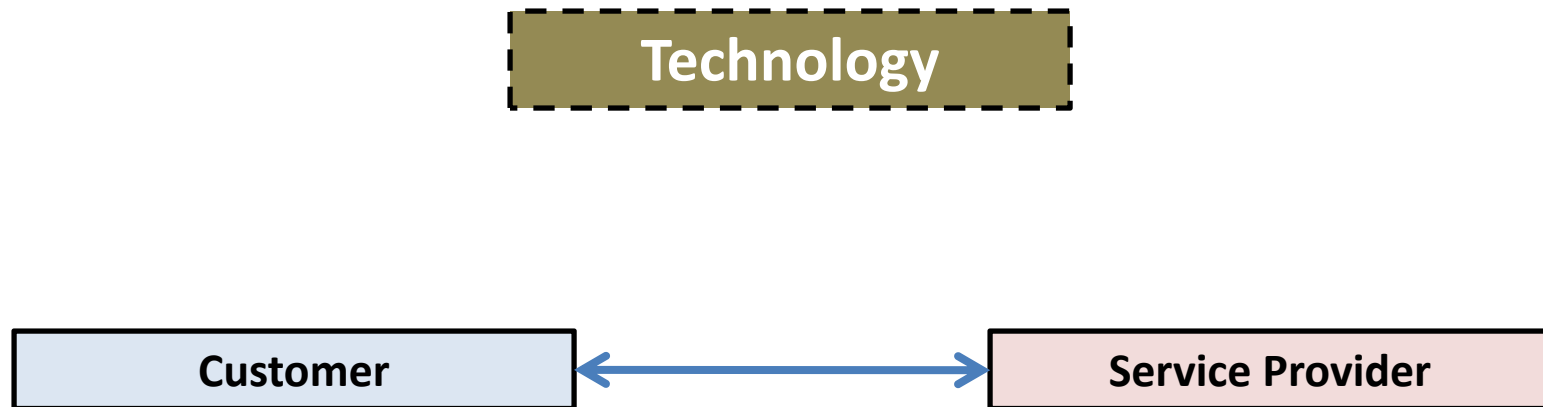
# Agenda

- Our dependence on ICT
- Service and service quality
- Measuring service quality for improvement
- Defining a service
- Key challenges of delivering service
- Role of ICT in service delivery
- Experience of Australian public services
- Impact of ICT on service delivery
- Concluding thoughts

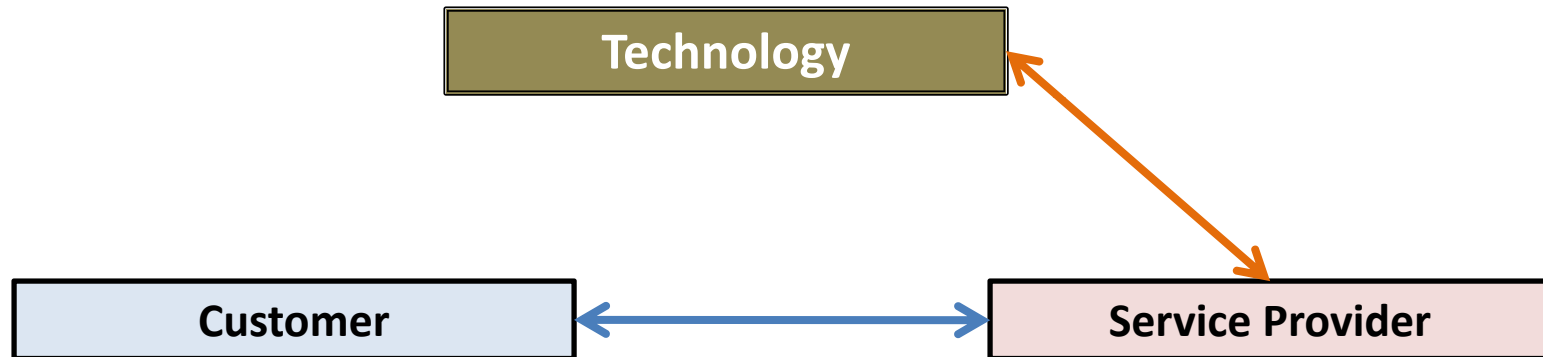
# Traditional Method of Service Delivery

	Transaction	Single Site	Multiple Sites
Nature of interaction between customer and service provider	Customer travels to service provider.	Theatre Saloon	Metro/ Bus Fast food chain
	Service provider travels to customer	Pest control Taxi	Courier delivery Car repair service

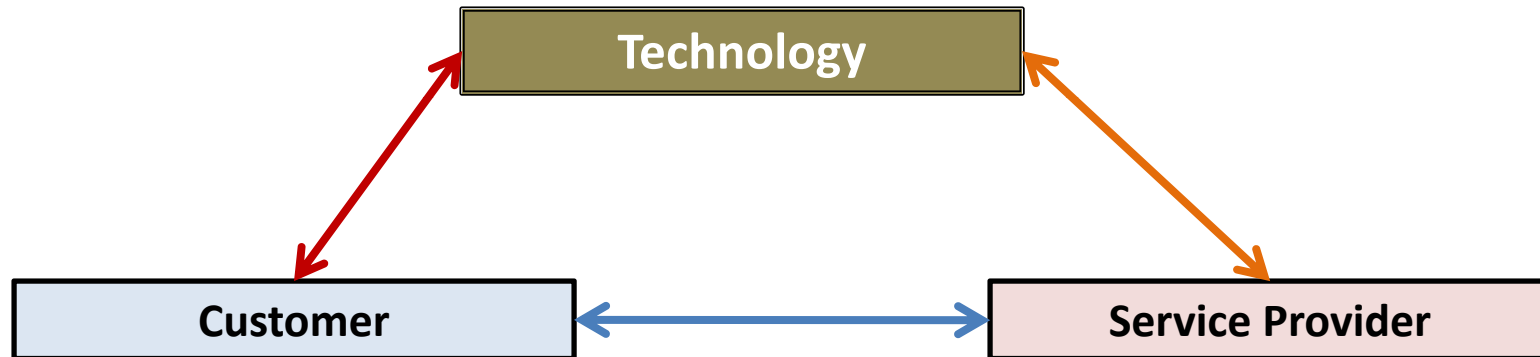
# Technology Free Service Encounter



# Technology Assisted Service Encounter



# Technology Facilitated Service Encounter



# Technology Mediated Service Encounter



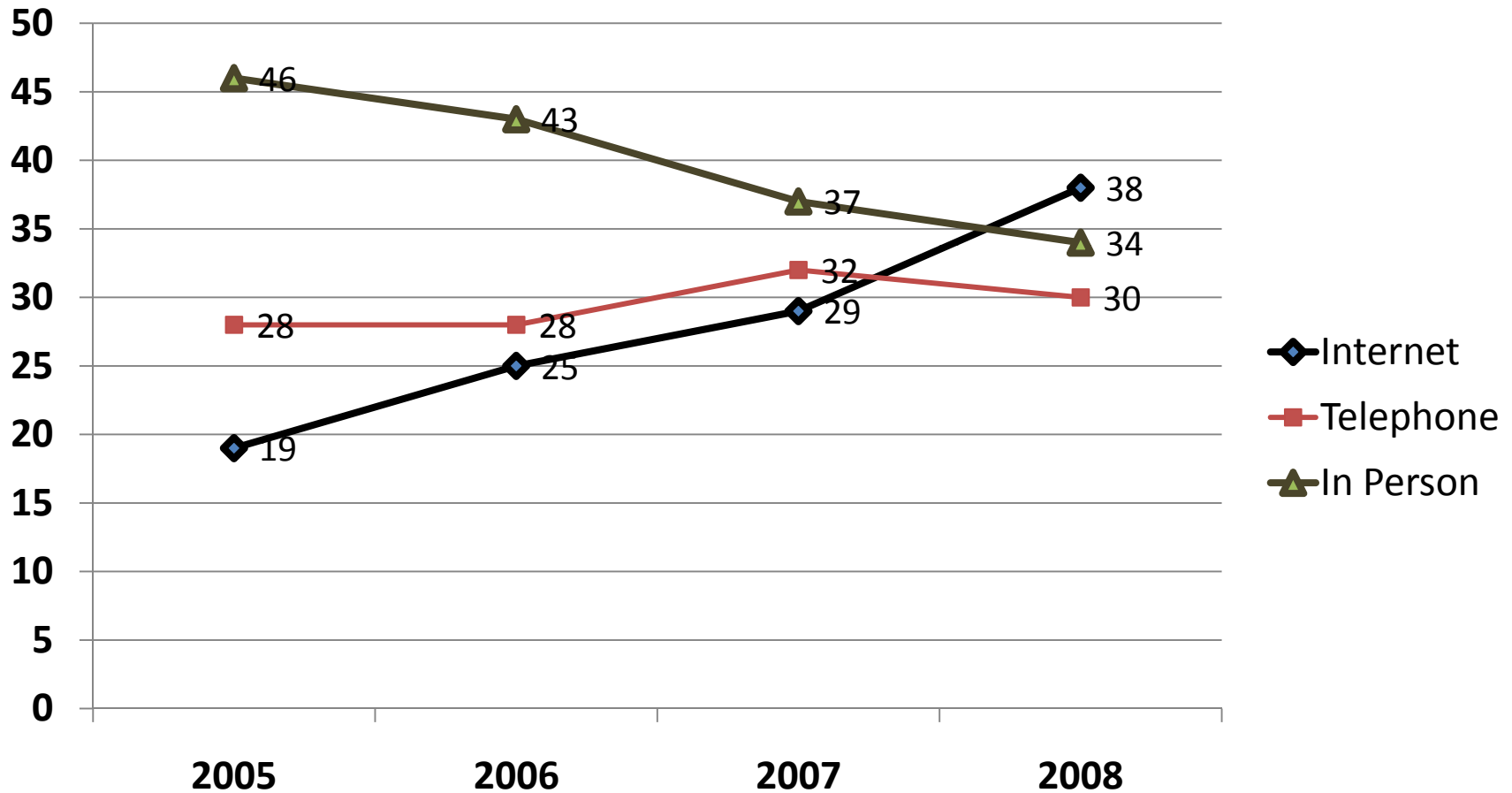
# Technology Generated Self Service



# Agenda

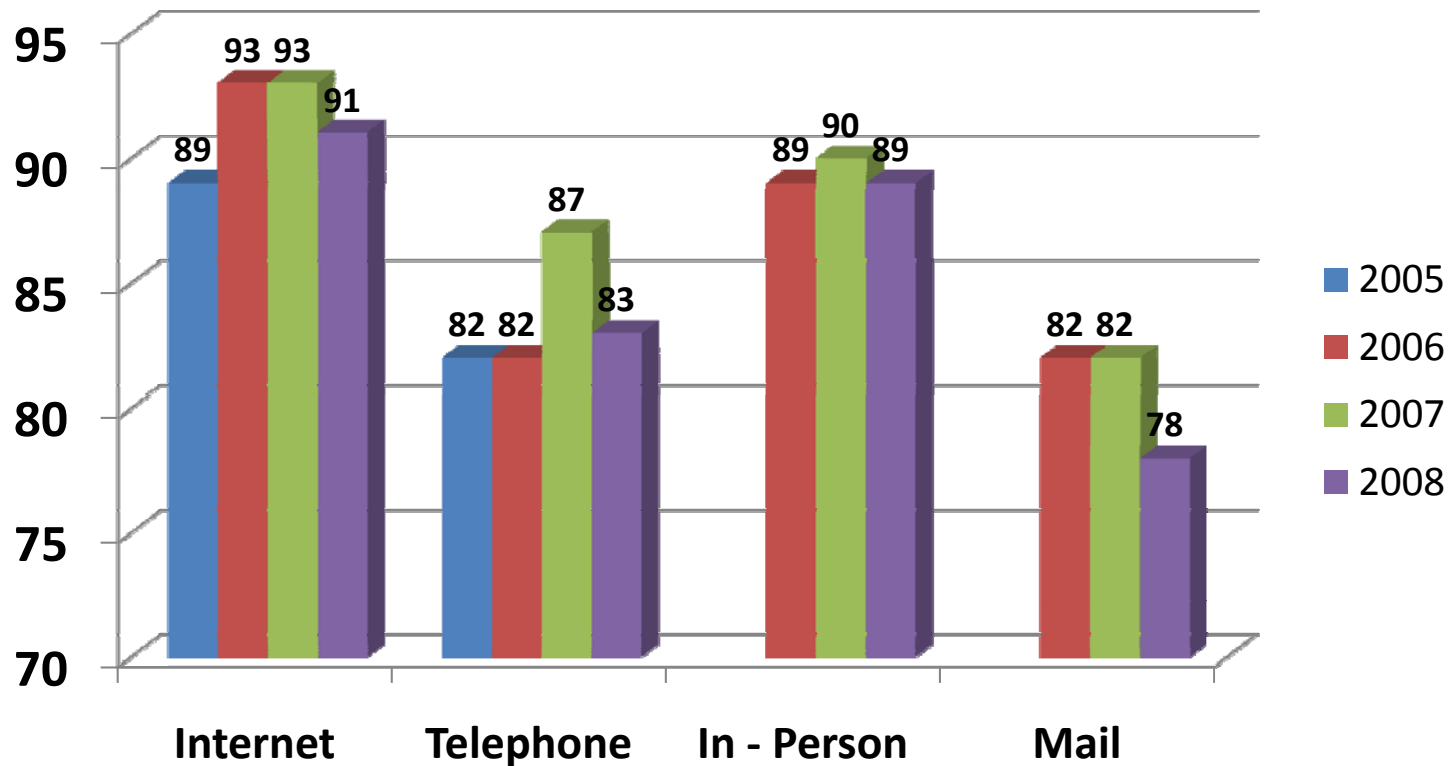
- Our dependence on ICT
- Service and service quality
- Measuring service quality for improvement
- Defining a service
- Key challenges of delivering service
- Role of ICT in service delivery
- Experience of Australian public services
- Impact of ICT on service delivery
- Concluding thoughts

# Use of Channel to Contact Government@



@ Australian Government – Interacting with Government

# Satisfaction with Government by Channel@



@ Australian Government – Interacting with Government

# Agenda

- Our dependence on ICT
- Service and service quality
- Measuring service quality for improvement
- Defining a service
- Key challenges of delivering service
- Role of ICT in service delivery
- Experience of Australian public services
- Impact of ICT on service delivery
- Concluding thoughts

# Impact of ICT on Service Delivery

## Increase

Convenience

Customer service

Discipline

Efficiency

Service quality

Transparency

## Decrease

Cost

Errors

Time

Variability in  
delivery

# Agenda

- Our dependence on ICT
- Service and service quality
- Measuring service quality for improvement
- Defining a service
- Key challenges of delivering service
- Role of ICT in service delivery
- Experience of Australian public services
- Impact of ICT on service delivery
- Concluding thoughts

# Questions and Answers

Wish you all the best in your Quest for  
Excellence

Thank You

Sunil Thawani

[qualityindeed@gmail.com](mailto:qualityindeed@gmail.com)

[www.qualitywaves.com](http://www.qualitywaves.com)