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CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) The central focus of the gaps model of service quality is to close the gap between customer expectations and perceptions.
   - ◎ true
   - ◎ false

2) The sources of customer expectations are all controlled by the service provider.
   - ◎ true
   - ◎ false

3) The Customer Gap refers to the time between finishing serving one customer and attending to the next.
   - ◎ true
   - ◎ false

4) Services marketing bridges the gap between what customers expect to get and what they perceive they actually got.
   - ◎ true
   - ◎ false

5) Provider Gap 1 (The listening gap) is widened when the service provider promises delivery on Monday when in fact there is no way the service provider can deliver until the following Thursday.
   - ◎ true
   - ◎ false

6) Improved upward communication can be used to narrow provider Gap 1 (The listening gap).
   - ◎ true
   - ◎ false

7) The use of transactional marketing will tend to narrow provider Gap 1 (The listening gap).
   - ◎ true
   - ◎ false

8) Provider Gap 2 (The service design and standards gap) exists in service companies because of a failure of horizontal communication.
   - ◎ true
   - ◎ false

9) Inappropriate physical evidence can result in provider Gap 2 (The service design and standards gap).
   - ◎ true
   - ◎ false

10) The absence of customer-defined standards will broaden provider Gap 2 (The service design and standards gap).
   - ◎ true
   - ◎ false

11) Provider Gap 2 (The service design and standards gap) is the difference between development of customer-driven service standards and actual service performance by company employees.
   - ◎ true
   - ◎ false

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12) Deficiencies in human resources management policies will broaden provider Gap 3 (The service performance gap).
- ◎ true
- ◎ false

13) The synchronizing of supply and demand will narrow provider Gap 4 (The communications gap).
- ◎ true
- ◎ false

14) One of the major difficulties associated with provider Gap 4 (The communications gap) is that communications to consumers typically involve issues that cross organizational boundaries.
- ◎ true
- ◎ false

15) When the Federal Aviation Administration requires flight attendance to explain emergency procedures to passengers in both visual and oral demonstrations prior to take-off, they are attempting to narrow the Communications Gap.
- ◎ true
- ◎ false

16) Inadequate vertical communications will broaden provider Gap 4 (The communications gap).
- ◎ true
- ◎ false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

17) The central focus of the gaps model of service quality is the
- A) constant need to provide value for dollars spent.
- B) four dimensions of service.
- C) difference between customer expectations and perceptions.
- D) temptation to handle services as if they were tangibles.
- E) customer-employee-supplier triumvirate.

18) The sources of customer expectations are market-controlled factors such as
- A) the individual's innate needs.
- B) the individual's previous experiences.
- C) word-of-mouth communication.
- D) sales promises.
- E) what the competition is offering.

19) To close the customer gap, the gaps model of service quality suggests that the_____ gaps need to be closed.
- A) services marketing
- B) service dimensions
- C) 4 Ps
- D) provider
- E) value

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20) The_____ gap is the difference between customer expectations and perceptions.
A) customer
B) service
C) value
D) quality
E) delivery

21) Customer_____ are the standards for performance against which service experiences are compared.
A) perceptions
B) expectations
C) attitudes
D) judgments
E) wants

22) Which of the following is NOT a source of customer expectations?
A) word-of-mouth communications
B) advertising
C) pricing
D) sales promises
E) target market

23) The Provider gap that is the difference between customer expectations of service and company understanding of those expectations.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

24) When customers complain to frontline employees choose not to forward the source of the complaints to management can cause a widening of
A) Gap 1 (The listening gap).
B) Gap 2 (The service design and standards gap).
C) Gap 3 (The service performance gap).
D) Gap 4 (The communications gap).

25) Which of the following factors is NOT a factor leading to provider Gap 1 (The listening gap)?
A) inadequate marketing research orientation
B) over-promising
C) lack of upward communication
D) insufficient relationship focus
E) inadequate service recovery

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26) Which of the following would result in a broadening of provider Gap 1 (The listening gap)?
   A) The service intermediary for a cruise line wants to only sell those cruises on which it would receive the highest commissions.
   B) The ski resort has an over-reliance on price to smooth demand for its resort facilities.
   C) The marketing research done by the motel chain includes insufficient research about what its target market wants.
   D) The ads for the language program over-promise how quickly the average person will be able to learn a foreign language.
   E) All of these choices would result in a broadening of provider Gap 1 (The listening gap).

27) Enterprise Rent-A-Car closely ties customer service to employee success. With a tracking system called the Enterprise Service Quality Index (ESQi), the company routinely follows up with customers by phone to determine their level of satisfaction with the company. Only completely satisfied customers count toward an employee ESQi score, which is used to measure employee's potential for promotion. Enterprise closes provider_____ by using marketing research.
   A) Gap 1 (The listening gap)
   B) Gap 2 (The service design and standards gap)
   C) Gap 3 (The service performance gap)
   D) Gap 4 (The communications gap)

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28) The Oaks at Ojai is an award-winning destination spa in California. Two thirds of The Oaks' guests are repeat visitors who return to the spa for a fun and relaxing service experience unsurpassed by other spas. Just before heading home, each guest is asked to complete a questionnaire and provide feedback about his or her experience. Questions are specific and management meets weekly to review and discuss the improvements suggested by guests. Each guest who completed a questionnaire receives a letter of thanks with a promise to follow up on any issues mentioned. By conducting research and focusing on customer relationships, The Oaks is closing provider_____ of the gaps model of service quality.

A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

29) When IKEA, the world's largest furniture retailer, wanted to open a store in Chicago, the company asked groups of customers to dream up their ideal shopping experience and draw a design for a store that would satisfy their needs. IKEA subsequently incorporated the customers' ideas into the service design for the store. Instead of simply conducting surveys to determine customer expectations, IKEA put customers in a "wish mode" and successfully used an innovative approach to close provider_____ of the gaps model of service quality.

A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

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30) Telepizza S.A. is a Spanish pizza restaurant chain that offers children membership in its magic club. The magic club gives its members small prizes, usually simple magic tricks, with each order their parents place. Telepizza has 65 percent of the Spanish market as a result of using_____ marketing.

A) transactional
B) developmental
C) proactive
D) relationship
E) acquisition

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31) Companies that emphasize acquiring new customers rather than retaining current customers are using_____ marketing.
A) transactional
B) developmental
C) proactive
D) relationship
E) acquisition

32) Service providers like insurance companies that emphasize acquiring new customers rather than retaining current customers are broadening provider_____ of the gaps model of service quality.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

33) Hertz Car Rental has a customer loyalty program called Gold Plus Rewards that rewards members with one point per dollar spent on qualifying rentals. Free weekend rentals can be earned for as few as 500 points. By having a customer loyalty program, Hertz is using_____ marketing.
A) transactional
B) developmental
C) proactive
D) relationship
E) acquisition

34) The 25th Hour Inc. is a business that runs errands for people. Its employees have been called in to care for a toddler when her mother went into labor, to buying groceries for a mother who wanted to attend her child' soccer game, and to decorate for parties. If any customer is not completely happy with the service The 25th Hour provides, its employees are told to immediately refund the customer's money (less any expenses) as soon as the complaint is made known. This sort of service recovery policy helps to narrow provider_____ of the gaps model of service quality.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

35) Frequent travelers on airlines know one of the costs of traveling is damaged baggage, but they also know that each airline will either repair or replace any luggage damaged by its baggage handlers. The ability to count on this service in the event a handle is torn off or the side of a bag is gashed helps the airlines narrow provider_____ of the gaps model of service quality.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

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36) When a customer picks up a new prescription for a new medication but a pharmacist is unavailable to address concerns or answer questions from the customer, which gap is being most widened?
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

37) The Ritz-Carlton Hotel trains each employee to note the likes and dislikes of regular customers and record this information into a computerized guest history profile that provides information on the preferences of 240,000 repeat Ritz-Carlton customers. Through the use of this customer database, the Ritz-Carlton is able to provide more personalized service to its guests. If, for example, a guest prefers a feather pillow or always orders a glass of sherry before retiring, this information can be entered in the database and these needs can be anticipated and met. By providing more personalized service, the Ritz-Carlton is narrowing provider_____ of the gaps model of service quality.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

38) _____ standards are operations standards set by a service firm to correspond to customer expectations.
A) Company-driven
B) Competitor-driven
C) Contact employee-driven
D) Customer-driven
E) Management-defined

39) Which of the following factors leads to provider Gap 2 (The service design and standards gap)?
A) inappropriate physical evidence and servicescape
B) inadequate marketing research
C) lack of integrated services marketing communications
D) failure to match supply and demand
E) inadequate horizontal communications

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40) Service companies can close provider Gap 2 (The service design and standards gap) by doing all of the following EXCEPT
A) using a systematic new-service development process.
B) developing customer-defined service standards.
C) designing and using an appropriate servicescape.
D) improving communication between the marketing and operations departments.
E) creating formal process for setting service quality standards.

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41) FedEx developed a 12-item statistical Service Quality Indicator to measure customer satisfaction and service quality. The index is comprised of customer-defined performance standards such as number of missed pick-ups, number of lost packages, and number of late deliveries. Each of the performance standards is weighted based on the relative importance of each standard to customers. By developing a Service Quality Indicator that incorporates customer-defined performance standards, FedEx is closing provider_____ of the gaps model of service quality.

A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

42) The romantic mountain getaway seemed like the perfect Valentine's Day gift. The pictures in the brochure showed couples enjoying the amenities in their cabins. When the couple arrived, they found a cold, uninviting cabin with a shortage of creature comforts--no down-filled blankets, no wood for the fireplace, paper plates and cups, and a broken chair. In this service example, the_____ was not what the customers expected.

A) internal marketing
B) management-driven service
C) interactive communication
D) relationship marketing
E) servicescape

43) The Oaks at Ojai is an award-winning destination spa in California. Two thirds of The Oaks' guests are repeat visitors who return to the spa for a fun and relaxing service experience unsurpassed by other spas. The owner and staff of The Oaks are committed to delivering the best service possible. Each employee is carefully selected and trained, every event happens with precision, guest questionnaires are thoroughly reviewed, and improvements suggested by guests are implemented. By having service standards that reflect what customers expect, The Oaks at Ojai is closing provider_____ of the gaps model of service quality.

A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

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44) Home Design is a reasonably priced source for home decorating items like bronze bookends and silver candlesticks. Until its recent remodeling, customers who happened into the store were often disappointed because they expected the store to be a discount store. The front of the store had some masonry damage. Its parking lot needed repaving. Its store windows were stained and one was cracked. Now customers who enter the store expect to find unique decorating items because the outside of the store is so tastefully done. This change in servicescape was a way to narrow provider_____ of the gaps model of service quality.
   A) Gap 1 (The listening gap)
   B) Gap 2 (The service design and standards gap)
   C) Gap 3 (The service performance gap)
   D) Gap 4 (The communications gap)

45) When Queen Elizabeth II passed away in 2022, Foreign, Commonwealth, and Development Office (FCDO) of Great Britain sent to embassies and foreign heads of state a list of strict protocols and guidelines follow if they planned to attend the Queen's funeral. This was in accordance to tradition and for security of those attending. This was an attempt by the FCDO to close and minimize the
   A) Gap 1 (The listening gap).
   B) Gap 2 (The service design and standards gap).
   C) Gap 3 (The service performance gap).
   D) Gap 4 (The communications gap).

46) When the toddler's ball rolled under the motel bed, his mother was surprised to find a dirty sock and used crumbled tissues under the bed. This physical evidence of service was not what the mother expected to find in this luxury hotel and served to broaden the provider_____ of the gaps model of service quality.
   A) Gap 1 (The listening gap)
   B) Gap 2 (The service design and standards gap)
   C) Gap 3 (The service performance gap)
   D) Gap 4 (The communications gap)

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47) Provider_____ is the discrepancy between the development of customer-driven service standards and actual service performance by company employees.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

48) Which of the following factors does NOT cause provider Gap 3 (The service performance gap)?
A) ineffective employee recruitment
B) failure to match supply and demand
C) efficient marketing research systems
D) channel conflict over objectives and performance
E) lack of employee empowerment, perceived control, and teamwork

49) Service companies can close provider Gap 3 (The service performance gap) by doing any of the following EXCEPT
A) teaching customers to perform their roles appropriately.
B) synchronizing supply and demand.
C) motivating intermediaries to meet company service goals.
D) empowering employees.
E) developing customer-defined service standards.

50) The owner of a small but growing business, Terry Franklin was becoming overwhelmed with requests from his outside customer service representatives for decisions about solutions to customer problems. Noting the mountain of his own work that was piling up, he instituted a policy change and informed the representatives. "Keep the customers happy," he said. "If it's a problem that takes less than $100.00 to fix, there's no need to call me. Use your judgment and go ahead and fix it." Terry Franklin is using empowerment to narrow provider_____ of the gaps model of service quality.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

51) Amazon has been successful members-only program called Amazon Prime. Prime customers are guaranteed a particular delivery date that is fast and efficient. Prime customers also enjoy the benefit of staying informed by Amazon of actual delivery times for the items ordered. Amazon offers this as an attempt to close
A) Gap 1 (The listening gap).
B) Gap 2 (The service design and standards gap).
C) Gap 3 (The service performance gap).
D) Gap 4 (The communications gap).

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52) In India, weddings are timed to occur when Venus is in the ascendant and Jupiter is strong. This day is deemed lucky. In 2018, almost 200,000 couples in India had their wedding on April 18, the day astrologers announced would be the best day for a wedding. It is very likely that wedding planners in India have difficulty narrowing provider_____ of the gaps model of service quality due to their inability to match supply and demand.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

53) Jiffy Lube, a franchiser of 10-minute oil and lubrication services, has been plagued by a lack of consistency across franchise outlets. The lack of consistency has resulted from Jiffy Lube's failure to require franchisees to adhere to common service standards as it rapidly expanded its franchise business across the U.S. Jiffy Lube's failure to require franchisees to adhere to common service standards has led to provider_____ of the gaps model of service quality.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

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54) The New York Palace, an upscale hotel in New York City, synchronizes demand and hotel capacity by offering an attractively priced weekend package during the fall when demand for its rooms slows down. In addition to having a luxury-filled weekend at the New York Palace for $219 per night, guests enjoy very select privileges from Saks Fifth Avenue. Its weekend package provides a personal shopping coordinator, complimentary gift wrap and package delivery to the hotel, individual beauty consultation, and a 10 percent Saks discount. The New York Palace's weekend package closes provider____ of the gaps model of service quality.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

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55) Olivia and Ian were due to be wed last March when a tornado blew down the church where the wedding was to be held. Even though the wedding was postponed and they risked losing over one thousand dollars in deposits, they were not worried because they had purchased wedding insurance. The salesperson had guaranteed they would have a perfect wedding no matter what happened. When Ian called the insurance agent, he learned that the policy did not provide coverage if the wedding was postponed due to an act of nature such as a tornado. In this case, provider_____ of the gaps model of service quality was apparent as their "perfect wedding" did not happen as promised.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

56) Provider_____ is the difference between service delivery and the service provider's external communications.
A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 2 (The service design and standards gap)
D) Gap 4 (The communications gap)

57) Which of the following factors does NOT lead to provider Gap 4 (The communications gap)?
A) absence of strong internal marketing program
B) over-promising in advertising
C) insufficient communication between advertising and operations
D) differences in policies and procedures across company branches
E) creating clear standards

58) Service companies can close provider Gap 4 (The communications gap) by
A) improving communications between sales and operations departments.
B) using a systematic new-service development process.
C) eliminating employee role ambiguity and role conflict.
D) creating customer-defined standards.
E) making sure customers understand their roles and responsibilities.

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59) In order to get an accurate cholesterol reading, an individual must fast for at least eight hours before the test. When you schedule a cholesterol test at your doctor's office, you will receive a brochure that will explain the fasting and why it is so very necessary. Providing this sort of educational literature to patients is one way doctors try to narrow provider_____ of the gaps model of service quality.
   A) Gap 1 (The listening gap)
   B) Gap 2 (The service design and standards gap)
   C) Gap 3 (The service performance gap)
   D) None of these

60) When patients undergo a colonoscopy, gastroenterologists give detailed instructions prior to the procedure. These include providing prepping medicine necessary for the procedure, detailed instructions, and guidelines as to what foods must be avoided prior to the procedure. This is important for the procedure to be successful and these directives that must be followed by the patient are an attempt to close
   A) Gap 1 (The listening gap).
   B) Gap 2 (The service design and standards gap).
   C) Gap 3 (The service performance gap).
   D) Gap 4 (The communications gap).

61) Marriott had an advertising campaign with the following theme: "You can't be late for business appointments and neither can we. At Marriott, if your breakfast doesn't show up on time, it won't show up on your bill. That's because we take our business just as seriously as you take yours. And our business is service. The commitment is what makes Marriott the business traveler's first choice." If a business traveler, who saw this advertisement, stayed at a Marriott hotel and did not receive breakfast on time and was charged for that breakfast, Provider_____ of the gaps model of service quality would have occurred.
   A) Gap 1 (The listening gap)
   B) Gap 2 (The service design and standards gap)
   C) Gap 3 (The service performance gap)
   D) Gap 4 (The communications gap)

62) Service companies can close provider Gap 4 (The communications gap) by doing all of the following EXCEPT
   A) avoiding over-promising in advertising.
   B) conducting market research.
   C) adequately educating customers to use service appropriately.
   D) viewing all of its external communications as interdependent.
   E) including interactive marketing in communications plans.

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63) Extron Electronics sells coaxial cables for connecting computers to all types of peripheral devices like printers, modems, and fax machines. For the benefit of its customers, Extron provides a laminated card with pictures of all the possible cable connections that a customer could need. With this card, a customer can order from one to any number of connectors with as many feet of cable as is needed. Orders can be placed by calling a toll-free number, sending an email, or using the company's website. Company reps are also available 24 hours a day in case the customer is not sure which drawing on the card matches his or her needs. By integrating its services marketing communications, Extron is closing provider_____ of the gaps model of service quality.

A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

64) American Airlines pilots and crews are trained to inform customers immediately when flight delays occur and to keep customers advised at regular intervals about the changes in a flight's schedule. By keeping customers informed during a flight, American Airlines is closing provider_____ of the gaps model of service quality.

A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

65) The ads for a weight loss program that promised the program would change an individual's eating habits through hypnosis is probably overstating its usefulness because there are some people in the world that cannot be hypnotized. This sort of misleading advertising broadens provider_____ of the gaps model of service quality.

A) Gap 1 (The listening gap)
B) Gap 2 (The service design and standards gap)
C) Gap 3 (The service performance gap)
D) Gap 4 (The communications gap)

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66) The marketing that goes on between an insurance agent and a current customer that is buying car insurance for a new teenage driver is an example of_____ marketing.
A) formal
B) external
C) interactive
D) controlled

67) Traditionally, the service characteristic of inseparability usually meant providers and/or customers had to be physically present in an service encounter. Which has had the greatest impact on customer expectations and perception during Covid-19 when this was often not possible?
A) advertising
B) regulation
C) technology
D) servicescapes
E) quality measures

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

68) What is the central focus of the gaps model of service quality?

69) List three sources of customer expectations that are market-controlled factors.

70) List two examples of sources of customer expectations over which the marketer has limited control.

71) Give a brief generalized definition of a customer's perception of service.

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72) Briefly define customer expectations for a service.

73) Which provider gap is a company trying to narrow when it concentrates on developing a service recovery strategy?

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74) On which of the provider gaps does an inappropriate servicescape have the greatest impact?

75) What is provider Gap 3 (The service performance gap) of the gaps model of service quality?

76) On which of the provider gaps are deficiencies in human resources management policies most likely to have the greatest impact?

77) On which of the provider gaps do the actions of retailers, franchisees, agents, and brokers have the greatest impact?

78) What is provider Gap 4 (The communications gap) of the gaps model of service quality?

79) What is the key to closing the customer gap?

80) Briefly describe the four provider gaps that are the underlying causes behind the customer gap.

81) Byron Wheatley recently began teaching his tenth 2-hour wine-tasting seminar in the banquet hall of a restaurant that has a large and varied wine cellar. His class participants are complaining the class he is teaching is not what they expected. Some are leaving after the first hour without a word to Wheatley. No participant has ever taken another one of Wheatley's classes even though each class studies a different variety of wine. Which provider gap is causing Wheatley the most difficulty? List some possible strategies Wheatley can use to close or possibly eliminate this provider gap.

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82) A national cleaning service sent several crews to New Jersey and New York after Superstorm Sandy in 2012. The crews were trained to deal with mud, mildew, and all the problems of making a flooded home or building inhabitable again. The print and media ads that the cleaning service ran stated that the company had a patented system that would remove all unpleasant odors from flooded structures and leave a clean smell. Its sales reps who contacted owners of apartment complexes and shopping centers promised that the crews could come into an average size of apartment complex and have it looking and smelling like new in two weeks. Several people who rent apartments in the complexes that the service cleaned have commented unfavorably on the sweet smelling air freshener the company used to mask the smell and noted the moldy odor was still perceptible. Also, the time required to clean a complex was more like four weeks instead of the two as promised. Which provider gap does this example describe? List various strategies that can be used to narrow and possibly eliminate this provider gap.

83) Discuss the two major ways that technology has influenced the customer gap.

84) Think of a time when a service provider failed to close one of the gaps in a disappointing customer experience for you. What contributed to this from the service provider's role?

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Answer Key

Test name: Chapter 02

1) TRUE
2) FALSE
3) FALSE
4) TRUE
5) FALSE
6) TRUE
7) FALSE
8) FALSE
9) TRUE
10) TRUE
11) TRUE
12) TRUE
13) FALSE
14) TRUE
15) TRUE
16) FALSE
17) C
18) D
19) D
20) A
21) B
22) E
23) A
24) A
25) B
26) C
27) A
28) A
29) A
30) D
31) A
32) A
33) D
34) A
35) A
36) A
37) A
38) D
39) A
40) D
41) B
42) E
43) B
44) B
45) B
46) B
47) C
48) C
49) E
50) C
51) C
52) C
53) C
54) C
55) D
56) D
57) E
58) A
59) D
60) D
61) D
62) B
63) D
64) D
65) D
66) C
67) C
68) Short Answer
The customer gap.

69) Short Answer
Pricing, advertising, sales promises.

70) Short Answer
Innate personal needs, word-of-mouth communication, competitive offerings.

71) Short Answer

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A subjective assessment of an actual service experience.

72) Short Answer
Standards or reference points against which service experiences are compared.

73) Short Answer
Provider Gap 1 (The listening gap).

74) Short Answer
Provider Gap 2 (The service design and standards gap).

75) Short Answer
The difference between the development of customer-driven service standards and actual service performance by company employees.

76) Short Answer
Provider Gap 3 (The service performance gap).

77) Short Answer
Provider Gap 3 (The service performance gap).

78) Short Answer
The difference between service delivery and the service provider's external communications.

79) Short Answer
Close provider gaps 1 through 4 and keep them closed.

80) Short Answer
The central focus of the gaps model is the customer gap—the difference between customer expectations and perceptions. Firms need to close this gap in order to satisfy their customers and build long-term relationships with them. To close the customer gap, the model suggests the following provider gaps need to be closed. (1) Provider Gap 1 (The listening gap): Not knowing what customers expect. (2) Provider Gap 2 (The service design and standards gap): Not selecting the right service designs and standards. (3) Provider Gap 3 (The service performance gap): Not delivering to service standards. (4) Provider Gap 4 (The communications gap): Not matching performance to promises.

81) Short Answer

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The question describes provider Gap 1 (The listening gap)—not knowing what customers expect. Student answers will vary, but the following are some suggested answers. Wheatley has an inadequate marketing research orientation. He needs to do some marketing research to match his offering to customer expectations. He could survey the patrons of the restaurant. Once the research is complete, he must use it even if it does not agree with his image of the class. There is a lack of upward communications. Wheatley must make it easier for his class participants to give him feedback early in the class, so that he can modify it as needed. There is no indication that Wheatley has targeted any particular market segment--this might make it easier for him to match expectations and perceptions. Also, he doesn't seem to do anything about lost customers. He should focus on creating a service that attracts repeat customers. Finally, he needs to do some sort of service recovery strategy. Bad word-of-mouth from customers can kill any possibility of success unless he starts trying to make right what customers found so wrong. Students should have several possible strategies for this, such as refunds, apologies or a coupon good at the restaurant.

82) Short Answer

This is an example of provider Gap 4 (The communications gap) - there is a discrepancy between what is promised and what is delivered. In this example, there seems to have been ineffective management of customer expectations--the company promised two weeks on average. The two-week time frame apparently is correct when there is only one complex to clean, not several structures. The cleaning service should have made it clear that two weeks was not enough time given the situation. Also, it should have had examples of what it defined as a "clean smell." Customers should have been adequately educated. Furthermore, the company over-promised, which widened this gap. From the ads and the personal selling, the tenants expected their apartments to smell like they did before the flood--that didn't happen. Students may note that the gap could have been the sole result of inadequate horizontal communications. The marketing and sales department believed they were communicating what would happen and received no communications from the cleaning crews telling them differently.

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83) Short Answer

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First, the nature of services themselves has changed. Many services are now delivered by technology rather than in person by employees. The proliferation of self-service technologies has changed customers' lives. An example of this is the digital revolution in the personal photography industry. Individuals can now use digital cameras to take as many photographs as they like and they can print, manage, and share their photos online. The whole process is much easier and much less time consuming than it used to be. Second, technology has changed the way customers learn about service. The ability to search the Web and view photos of service locations, compare prices, and even experience services virtually has changed the amount and type of information customers have prior to purchasing services. This availability of information has influenced customer expectations and improved customers' ability to compare and judge services.

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84) Short Answer
Student answers will vary but should include at least one of the Provider Gaps discussed in the chapter.

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