GAP Analysis of consumer's expectation versus their perception of Sun Home Energy Ltd.'s Service

Internship Report On

"GAP Analysis of consumer's expectation versus their perception of Sun Home Energy Ltd.'s Service."

Prepared for

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LETTER OF TRANSMITTAL

August 26, 2018
Mr Hasan Maksud Chowdhury
Associate Professor
BRAC Business School

Subject: Submission of Internship Report on "GAP Analysis of consumer's expectation versus their perception of Sun Home Energy Ltd. Service"

Dear Sir

With this letter, I hereby submit my Internship Report titled "GAP Analysis of consumer's expectation versus their perception of Sun Home Energy Ltd. Service"

As I am working in Sun Home Energy Ltd. I have easily accessed all the necessary information I need. I have tried to present the overall operation process of Sun Home Energy Ltd. in this report. I have also tried to find out customers' expectations and what they actually get by conducting the field study. After that I have analyze the data and find out the gap. At the end of the report I have come up with some way forward to meet the customer expectation in the long run.

Very sincerely yours,

Md. Mahfuzur Rahman Talukder

ID: 15264064

ACKNOWLEDGEMENT

EXECUTIVE SUMMARY

Sun Home Energy Limited (SEHL) is a solar home system installation and service providing company started their business in Bangladesh in the last part of the year 2011. Currently they have seventy branches throughout the country. They offer a few types of service agreements based on the service period of their customers.

According to the information provided by the contact person of Home Energy Limited, we have observed a good rise in business from 2012-2014 but faced a major fall in 2016. From the GAP model analysis and customer expectation and perception research we come to know that there is a huge GAP between their customers' expectation and perception. To figure out where are the gaps that are mostly effecting, we did the gap analysis. Surprisingly, we had all the results in negative. This means, Sun Home Energy Ltd. needs to improve their service in every sector to retain their customers and attract new customer as well.

According to their customers, Sun Home Energy Ltd. is less reliable and responsive towards them. So, their main challenge is building relationship with the customer to acquire more customers, satisfy customers, retain customers and enhance them as well. These all are only possible if they improve their service the way customer want.

We include different aspects of service marketing in this report including customer relationship building, Service recovery, Service development and design, IMC. We also provide our suggested action plan which will be the way forward for the company to deliver best quality service and archive sustainability in this competitive market.

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1.0 ORGANIZATIONAL OVERVIEW

1.1 INTRODUCTION

Sun Home Energy Limited (SHEL) has been establish in November, 2011 to accelerate dissemination of Solar Home Systems (SHS) across the country. It became a supplier Partner Organization (SPO) of Infrastructure Development Company Ltd. (IDCOL) in 10 February, 2013 and became LSPO (Lander and Supplier Partner Organization) in 16th April, 2014. Sun Home Energy Ltd. is working mainly in the off grid areas for providing solar electricity to the disadvantaged people.

Their motto / slogan is "**Better life through renewable energy**". Sun Home Energy Limited provides the independent and fair electric supply system easily through solar home system without traditional electrical grid line facility.

At present they have 70 branch offices throughout the country. Every Branch office has 3 types of employees including Branch Manager, Field Supervisor, and Technician. All kind of reporting and performance monitoring work done by the manager, field supervisor mainly responsible for marketing and sales and technician is responsible for installing and servicing of the solar home system. Though they help each other in every task and everyone is responsible for marketing and sales.

1.2 HOW SOLAR HOME SYSTEM WORKS:

There are mainly 4 major components including solar panel, charge controller, battery and peripheral components like lights, fans, mobile charger etc.
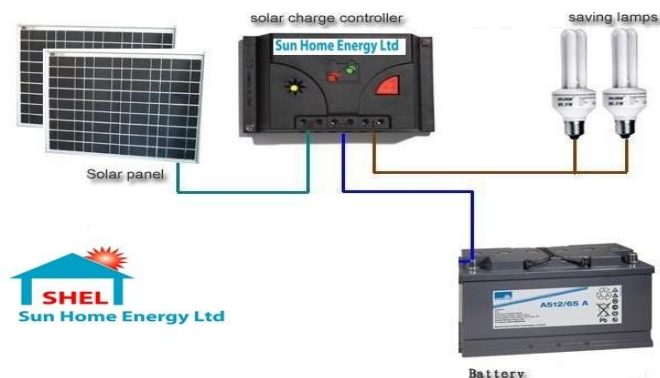
Photovoltaic (PV) cells of the solar panel convert sunlight to direct current (DC) electricity. It goes to a DC power system (charge controller) and the power stored in the battery. This DC electricity provide power to the DC home appliances supplied by the solar company. If someone wants to have AC electricity it is also possible through a DC to AC converter.
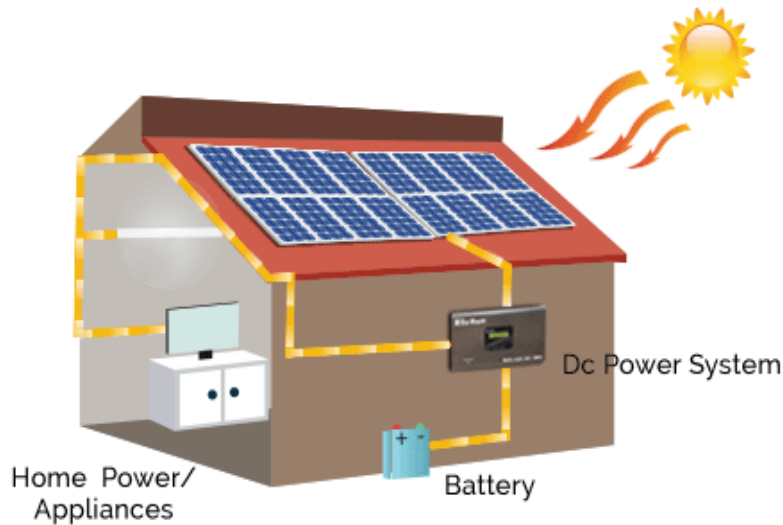
Sun Home Energy Ltd. has different type of service agreements based on the service period. They have a hotline number to response their customers queries. According to Sun Home Energy Ltd. their stuffs are highly skilled, experienced and always ready to provide service. They said they are committed to quick service and immediate trouble shoot. They also provide customer training to educate their customer how to use and maintain the solar home system properly. Sun Home Energy Ltd. only use IDCOL's approved equipment which ensure their quality service. Sun Home Energy Ltd. don't take any service charge if they install it in an educational institution or religious center. It's actually a provision of the partnership agreement of IDCOL.

Sun Home Energy also provide service in the remote areas where it's very tough to reach.

2.0 OBJECTIVES

2.1 BROAD OBJECTIVE

GAP Analysis of consumer's expectation versus their perception (what actually they are getting) of Sun Home Energy Ltd. Service.

2.2 SPECIFIC OBJECTIVES

- To analyze the customer's expectation from Sun Home Energy Ltd.
- To analyze customer's perception from Sun Home Energy Ltd.
- To analyze the gap between customer's expectation versus their perception of Sun Home Energy Ltd. Service.
- To come up with some effective recommendations to minimize the GAP.
- To measure the Service Quality Index (SQI) score by analyzing five quality dimensions reliability, responsiveness, assurance, empathy and tangibility.

3. SCOPE OF THE STUDY:

This study is done for academic purpose and study is limited within the territorial boundary of Bangladesh where Sun Home Energy Ltd. conducts its operation. In this research both the qualitative and quantitative data will be used. Customer expectation Survey and perception survey have been done in the field level. I have also do a service quality index analysis in this report. At the end by using all the tools we will come up with some findings and recommendations to match the service more to their consumer demand.

4. LIMITATIONS:

The population of interest for this research was vast; therefore there were some constraints to the research that limited the scope. Those limitations are mentioned here:

- The Sample size was small to represent the actual situation.
- The respondents were also not so interested towards the filling of the questionnaire. Some of them almost filled it just for the completion sake, not in a serious and thinking manner, which might affect the outcome.
- Many respondents were very reluctant to go through the questionnaire themselves and instead asked us to save them the trouble by filling it up based on their spoken opinion.
- Some of the respondents did not have a good understanding of aspects of the questionnaire (ranking, or in some cases continuums) despite explaining it to them multiple times and seemed to have provided faulty or random answers, which posed a problem.
- Environmental, locational and others limitations are not covered in our study.

5. WHY WE NEED TO DO THE GAP ANALYSIS?

We have an idea about the sales trend of Sun Home Energy Ltd. by the information provided by the organization. According to the data we get this underlying graph.

Sales Trend (Approximate)

Year	Sales Q.
2012	1100
2013	1800
2014	2500
2015	2300
2016	1800
2017	1400
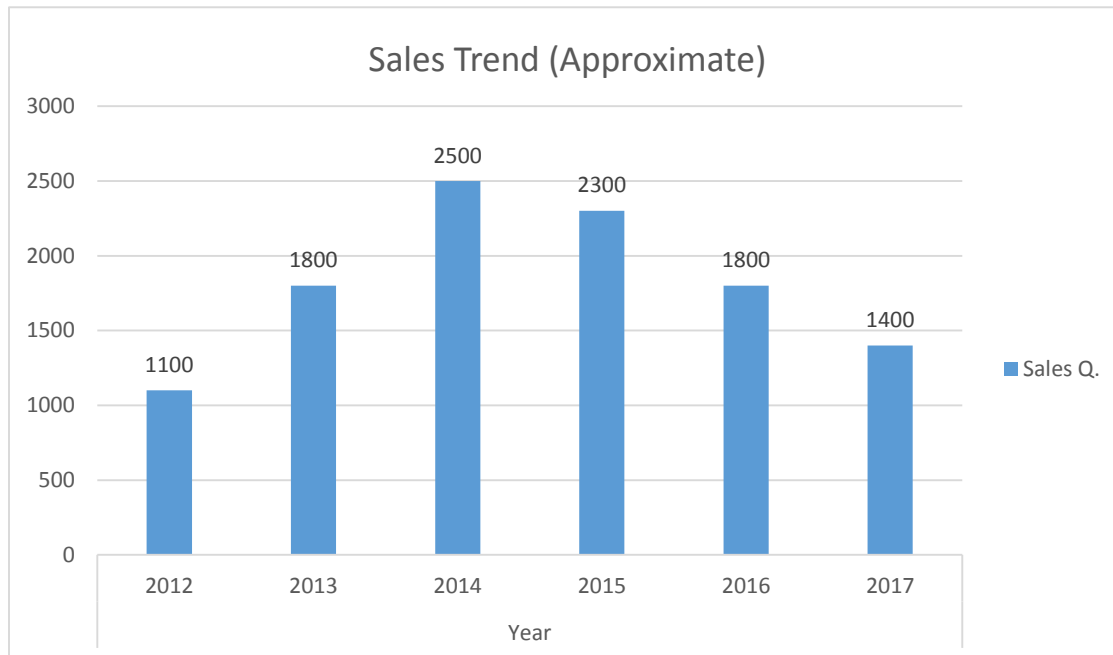
If we analyze the graph we can see that from 2012 – 2014 there is a rise in sales every year. In 2013 they were become the SPO of IDCOL and in the beginning of 2014 they were become the LSPO of IDCOL. But unfortunately 2014 is the highest selling year for Sun Home Energy Ltd till today. It starts declining in number of sales after 2014 and the major fall occurred in 2016 from 2300 unit of solar home system and service agreement to 1800 solar home system and service agreement.

As student of service marketing we know if there is no problem or issue there is no research. From this situation we come up with a problem and the problem is "Declining in Sales". We believe there is some GAP in between customer's expectation and perception for this problem. So, we do a GAP analysis and find out the reasons of this raised situation.

6.0 METHODOLOGY

An effective service research should include both qualitative and quantitative research method. Keeping this in mind, I have used both qualitative and quantitative method. I have also use some secondary data to have a proper idea of the business and the industry.

6.1 SECONDARY STUDY

Secondary data has been collected from the various departments of Sun Home Energy Ltd., journals, books, magazines, newspapers, internet etc. for the purpose of qualitative study.

6.2 PRIMARY STUDY

In my primary study I have include both the qualitative and quantitative research. In qualitative primary research I have taken interviews of Sun Home's officials and in Quantitative research I have done a random sample survey.

6.3 QUALITATIVE RESEARCH

Qualitative methods in the field of marketing research includes group discussions, diary and journal exercises and in-context observations. Sessions may be conducted in person, by telephone, via videoconferencing and via the Internet. By taking interview of Shohrab Hossain who is working as a Senior Executive in Admin Department of Sun Home Energy Ltd., we used qualitative method in our research. In the interview session Mr. Shohrab Hossain talked about the whole process starting from their product manufacturing, marketing, distribution, after sales service, customer's complains to the policies they handle customers and their feedbacks.

6.4 QUANTITATIVE RESEARCH

Survey is always one of the best way to get to know the actual perception and expectations of the customers. We prepared 20 questions each for expectation survey and perception survey and tried to take the most important 20 variables which will be helpful for our research results. By the expectation questionnaire we wanted to understand what customer of Sun Home Energy Ltd. want about the service and by the perception questionnaire we tried to understand their opinion about the service what they already received. Each variables that we chose, was related to our query of understanding the loyalty, behavioral intentions or actual behavior of the current and focused group customers of Sun Home Energy Ltd.

Sample Size	60
Number of Questions (Variables)	20
Question Type	Likert Scale Questions
Location of Study	All Over Bangladesh
Analyzing Tools	Expectation Survey, Perception Survey, GAP Model and Service Quality Index Analysis.

7. CUSTOMERS' EXPECTATIONS OF SERVICE

1. **How will be the call center support of Sun Home Energy ltd.?**

    Very poor (1)   Poor (2) No comments (3)   Fair (4)   Excellent (5)

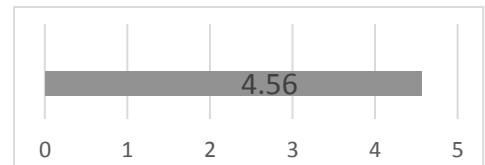   Weighted Average Score = 4.4 (closed to poor)
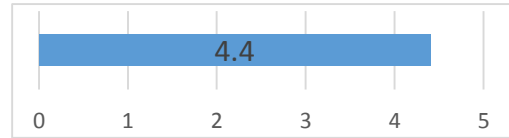
Analysis: In this question we can see that customers want to be happy with the support what they will get from Sun Home. The weighted average shows 4.4 which is in between fair and excellent.

2. **What should be the respond time to your queries of Sun Home Energy ltd. will?**

    Very Slow (1) Slow (2) No comments (3) Fast (4)   Very Fast (5)

Weighted average of Score= 4.56 (Closed to very fast)

Analysis: They expect very fast respond from Sun Home Energy Ltd. They will be satisfied by the quick respond. Customers always prefer fast response from any service provider. So, to remain competitive with other company's fast service is providing is necessary.
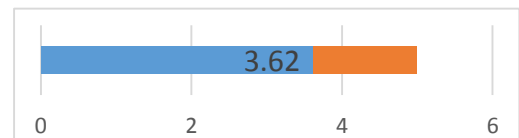

3. **Will their service constantly good?**

    Not at all (1) No (2)   No comments (3)   Good (4)   Very Good (5)

Weighted Average Score= 3.62 (Close to Good)

Analysis: Constant service development they expect from Sun Home Energy ltd as the average is close to 3.62 which recommend Goods. They have to work a bit to reach at least good or close to very good

4. How frequently they should perform service check-Ups to ensure smooth operation?

    Very Rarely (1)   Rarely (2)   No comments (3)   Often (4) Very Often (5)

   Weighted Average Score: 4.23 (Close to Often)
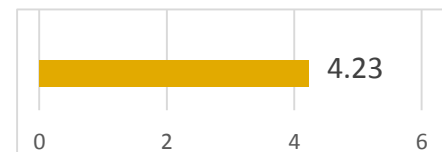
Analysis: Often they should check-up to ensure smooth operation which the point indicates for Sun Home Energy ltd. It is better to check-up on a continuous process so that customer will gain trust on SHEL service. Customer expectation is high at 4.23 in this issue.

5. What should be the behavior of the Customer service representative?

Very bad (1)   Bad (2) No comments (3)   Good (4)   Very Good (5)

Weighted Average score= 4.46 (lose to Good)

4.46
0   2   4   6
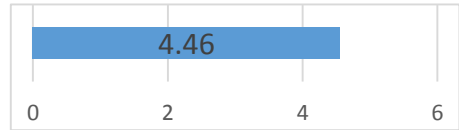
Analysis: Good behavior CSR should do while handling any query and complain which will boost up their satisfaction towards Sun Home Energy Ltd.

6. Would you recommend a friend or family member to take the service of Sun Home Energy Ltd.?

Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5)

3.1
0   2   4   6

Weighted Average Score: 3.1 (close to No comments)
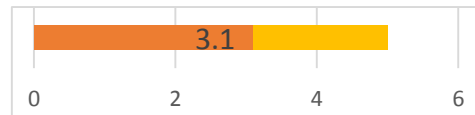
Analysis: People choose not to give any comment on reference Sun Home Energy ltd.'s service as score shows 3.1. They should be working on probably yes or close to definitely yes to refer friends and family.

7. Should Sun Home care about your feedback, comments and Enquiry?

Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5

Weighted Average Score: 4.64 (Close to Definitely Yes)

4.64
0   1   2   3   4   5
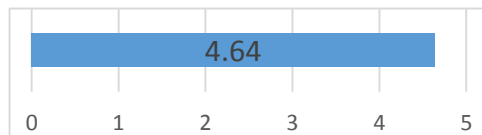
Analysis: Most of them expect to care feedbacks of customer as point indicates definitely yes. This also very important for SHEL to develop companies service level and to gain trust from customer.

8. Should Sun Home provide with sufficient technical support to install the system?

Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5)

Weighted Average Score: 4.5 (Close to Probably Yes)
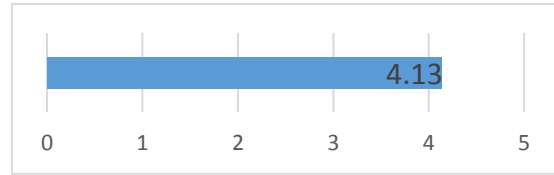
4.5
0   2   4   6
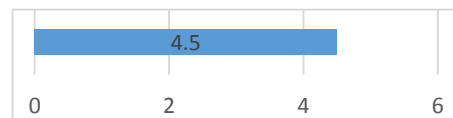
Analysis: Sufficient technical support customers are expecting from Sun Home. Without sufficient support it will take more time to open and customer dissatisfaction rate will arise.

9. What will be there service charge?

Very High (1)   High (2)   No comments (3)   Reasonable (4)   Very Reasonable (5)

Weighted Average Score: 4.13 (close to reasonable)

Analysis: Customer prefers reasonable price settings to maintain win situation for both parties. This pricing that SHEL is giving is quite good compare to competitors.

10. Will you be satisfied by the suggestion of Sun Home Energy ltd. to choose you the right system?

Highly Dissatisfied (1)   Dissatisfied (2)   No comments (3)   Satisfied (4)   Very Satisfied (5)
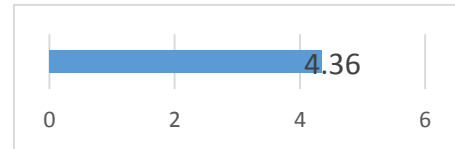
Weighted Average Score: 4.36 (close to Satisfied)

Analysis: They are satisfied with the suggestion of Sun Home Energy Ltd.'s. Showing right path to customer is one of the major function of SHEL's service provider.

11. Will Sun Home Energy Ltd. deliver the promised performance?

Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5)

Weighted Average Score: 4.13 (close to probably yes)
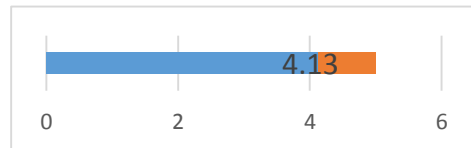
Analysis: They have high hopes towards Sun Home Energy Ltd that they will keep their promises. If the weighted average rate shows probably no then company existence would be in danger.

12. How quick any system troubleshoots will be completed?

Very Slow (1) Slow (2) No comments (3) Fast (4) Very Fast (5)
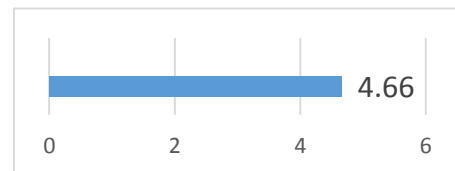
Weighted Average Score: 4.66 (close to very fast)

Analysis: Expectation is too high in these matters that troubleshoot will be completed within shortest possible time. That means very fast.

13. How much do you expect the training and guidance will be that Sun Home Energy will provide you to run the system optimally?

Not at all helpful (1)   Not much helpful (2)   No Comments (3)   Helpful (4)   Very Helpful (5)
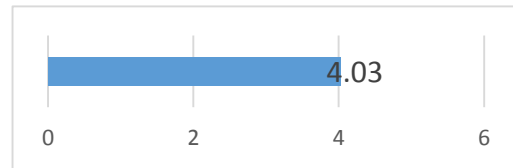
Weighted Average Score: 4.03 (Helpful)

Analysis: Customer expects a lot from the training and guidance team to help them to run the system optimally. Score is showing 4.03 which means Helpful.

14. What would be the respond when technicians come to install the system after ordering?
Very Slow (1) Slow (2) No comments (3) Fast (4)   Very Fast (5)

Weighted Average Score: 4.63 (close to very fast)

Analysis: Customers expect a very fast respond from the technicians of Sun Home Energy Ltd. And this is quite logical. For this they should extend man power for fast responding.

15. If you call for any queries or problem as a current customer how often they will pick your call and response properly?
Very Rarely (1) Rarely (2)   No comments (3)   Often (4)   Most of the time (5)

Weighted Average Score: 4.83 (Near Most of the Time)

Analysis: Customer expect from Sun Home Energy Ltd to be the best while giving service from customer manager. Customer satisfaction may very or all problem solution might not be the way customer wants but still customer want most of the time best quality service.

16. What should be the knowledge level of the service team of Sun Home Energy Ltd?

Very poor (1)   Poor (2) No comments (3)   Fair (4)   Excellent (5)

Weighted Average Score: 4.4 (Close to fair)
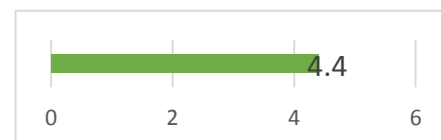
Analysis: A certain level of knowledge customer expect from service team from companies to deliver so that they can get trust on them. And customer has many queries regarding products and other things that service provider is needed to reply to show their knowledge.

17. Would you like to be with Sun Home Energy Ltd. again in future?

Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5)
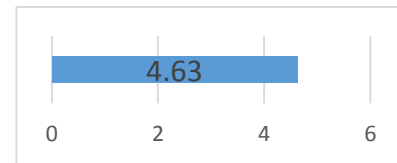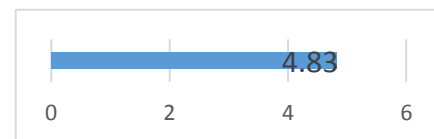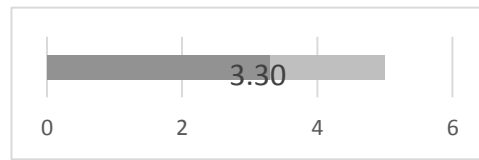
Weighted Average Score: 3.3 (close to no comments)

Analysis: In market new companies are coming with low cost product so they are not sure about whether they are going to stay with Sun Home or not. SEHL should work on to regain their old customer.

18. What do you think about getting the expected service from Sun Home Energy Ltd.?

Highly Dissatisfied (1)   Dissatisfied (2)   No comments (3)   Satisfied (4)   Very Satisfied (5)

Weighted Average Score: 3.64 (close to Satisfied)
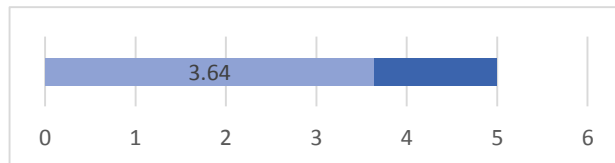
Analysis: Potential customers want to be satisfied with their expected service to ensure customer satisfaction and loyalty. It should be developed to close to satisfied or beyond.

19. How is the process of getting a new service in Sun Home Energy Ltd?

Very Complex (1)   Complex (2)   No comments (3)   Easy (4)   Very Easy (5)

Weighted Average Score: 3.50 (close to no comments)

Analysis: Regarding the process of Sun Home customer did not made any comment on that. Process should be more user friendly for the betterment of customer.

20. Will you be satisfied with the overall service of Sun Home Energy Ltd?

Highly Dissatisfied (1)   Dissatisfied (2)   No comments (3)   Satisfied (4)   Very Satisfied (5)
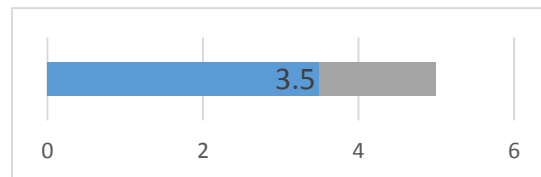
Weighted Average Score: 4.23 (close to satisfied)
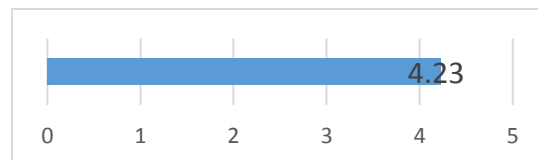
Analysis: Potential customers of the Sun Home Energy Ltd. want to be satisfied by the Overall performance of the Sun Home Energy Ltd. The score is 4.23 which is high enough.

8. CONSUMER PERCEPTION OF SERVICE

From our survey we found that customers are not much satisfied with Sun Home Energy Ltd. after sales support. We have also found there are 3 types of customers –

1. Very dissatisfied with their service
2. Dissatisfied but not very severely
3. Satisfied but more or less in the no comments segment

Here is the analysis of our perception survey result –

1. How is the call center support of Sun Home Energy ltd.?

Very poor (1)   Poor (2) No comments (3)   Fair (4)   Excellent (5)
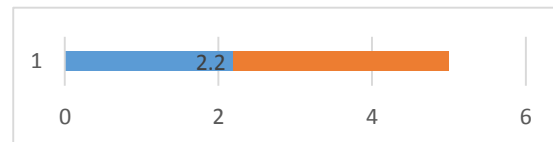
Weighted Average Score = 2.2 (closed to poor)

Analysis: In this question customers are tended to be dissatisfied with the service of Sun Home Energy Ltd. call center support. Their weighted average score is 2.2 which indicates almost poor call center support.

2. How fast Sun Home Energy ltd. responds to your queries?

Very Slow (1)   Slow (2)   No comments (3)   Fast (4)   Very Fast (5)

Weighted Average Score = 2.26 (closed to poor)
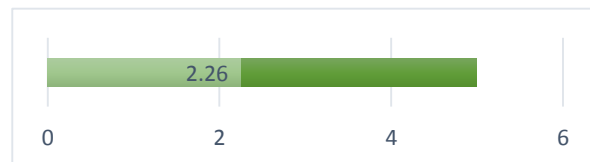
Analysis: The weighted average score is 2.26 which indicates practically slower response to their queries. It means customers are tended to be dissatisfied with Sun Home Energy Ltd. response time.

3. Is their service constantly good?

Not at all (1)   No (2)   No comments (3)   Good (4)   Very Good (5)

Weighted Average Score = 2.33 (closed to poor)
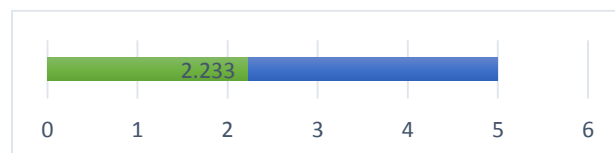
Analysis: Day by day their service is not improving as our respondents indicate. The weighted average score is 2.33 which refers "No", the service is not constantly good

4. **How frequently will they perform service check-Ups to ensure smooth operation?**

Very Rarely (1)   Rarely (2)   No comments (3)   Often (4)   Very Often (5)

Weighted Average Score = **2.63** (closed to no comments)

Analysis: The weighted average score is 2.63 which refers "No comments", that means consumers are in the mid-level of satisfaction in this matter. They are little bit of confused regarding their satisfactory level.

5. **How will be the behavior of the Customer service representative?**

Very bad (1)   Bad (2)   No comments (3)   Good (4)   Very Good (5)

Weighted Average Score = **3.2** (closed to no comments)
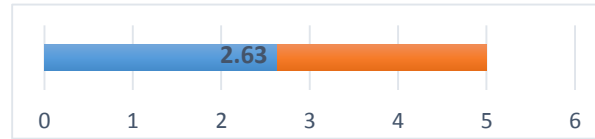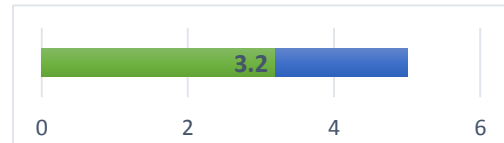
Analysis: The weighted average score is 3.2 which is also placed in the "No comments" section, but its more than 3 and that means consumers are tended to be happy with the behavior of the customer service representative.

6. **Would you recommend a friend or family member to take the service of Sun Home Energy Ltd.?**

Definitely No (1) Probably No (2)   No comments (3)   probably yes (4) Definitely Yes (5)

Weighted Average Score = **2.4** (closed to Probably No)
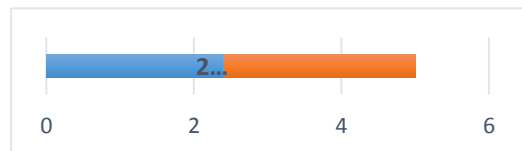
Analysis: This is very disappointing for any organization to not achieve the recommendation of their existing customer. The weighted average score is 2.4 which refers consumers are not much pleased to recommend Sun Home Energy Ltd. to others.

7. **Do you think that Sun Home care about your feedback, comments and Enquiry?**

Definitely No (1) Probably No (2)   No comments (3)   probably yes (4) Definitely Yes (5)

Weighted Average Score = **2.3** (closed to Probably No)
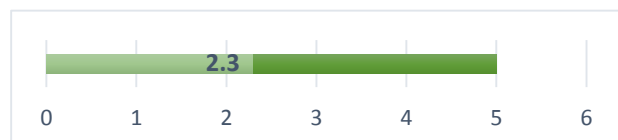
Analysis: The weighted average score is 2.3 refers that consumers thinks Sun Home Energy Ltd. is not much careful regarding their queries.

8. Do Sun Home Provide with sufficient technical support to install the system?

Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5)

Weighted Average Score = **2.6** (closed to no comments)
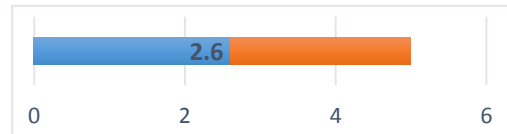
Analysis: The weighted average score is 2.6 refers that consumers don't have much idea about getting sufficient technical support to install the system. 4 consumers thinks probably yes on the other hand 17 consumers thinks probably no, whereas 9 consumers have no comments.

9. How is there service charge?

Very High (1)   High (2)   No comments (3)
Reasonable (4)   Very Reasonable (5)

Weighted Average Score = **2.5**
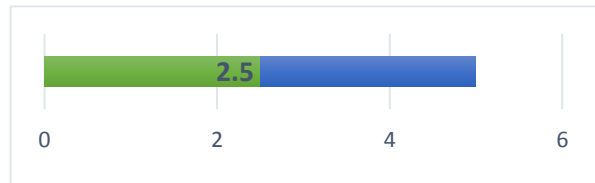
(In the middle of High and No comments)

Analysis: Most of the respondent indicates that the service charge is high. But some respondents (4 Person) also give positive response (Reasonable) as well. The Weighted Average Score 2.5 fall in the middle of High and No comments regarding their service charge.

10. Are you satisfied by the suggestion of Sun Home Energy ltd. to choose you the right system?

Highly Dissatisfied (1)   Dissatisfied (2)   No comments (3)   Satisfied (4)   Very Satisfied (5)

Weighted Average Score = **3.3** (closed to no comments)
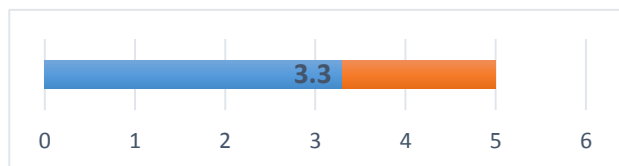
Analysis: The weighted average score is 3.3 which is placed in the "No comments" section, but most of the people (20 people) said that they are satisfied with their suggestion and 10 people said they were dissatisfied with it. So we can interpret that in terms of product suggestion Sun Home Energy Ltd. are almost in a favorable position.

11. Does Sun Home Energy Ltd. deliver the promised performance?

Definitely No (1)   Probably No (2)   No comments (3)   Probably yes (4)   Definitely Yes (5)

Weighted Average Score = **2.2** (closed to Probably No)

Analysis: It's very tough to deliver promised service but 2.2 is a very low score which indicates customers are much disappointed with their promised performance. Sun Home Energy Ltd. need to focus in this matter. Either they need to stop over promising or need to achieve promised performance very diligently.

12. How quick any system troubleshoot is completed?

Very Slow (1)   Slow (2)   No comments (3)   Fast (4)   Very Fast (5)

Weighted Average Score = **2.1** (closed to Slow)
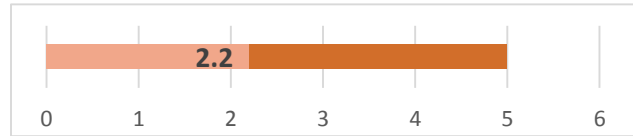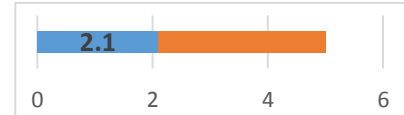
Analysis: One another disappointing score is their troubleshoot timing. Consumers response score is 2.1 which indicates slow nature of troubleshoot.

13. How much helpful the training and guidance that Sun Home Energy Provides you to run the system optimally?

Not helpful (1)   Not much helpful (2)   No Comments (3)   Helpful (4)   Very Helpful (5)

Weighted Average Score = **2.5**
(In the middle of not much helpful and No comments)
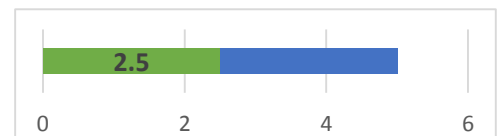
Analysis: Respondents are confused in terms of judging the need of training and guidance provided by Sun Home Energy Ltd. The weighted average score is 2.5 which is a little negative response. Sun Home Energy Ltd. is failed to realize their customer how helpful the training is or may be the design of their training in not appropriate.

14. How quick they come to install the system after ordering?

Very Slow (1)   Slow (2)   No comments (3)   Fast (4)   Very Fast (5)

Weighted Average Score = **3.2** (closed to no comments)
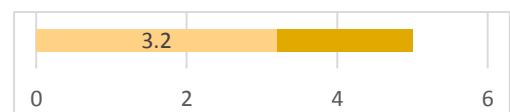
Analysis: In terms of quickness of installing new system is not much quick but its score is little better than the troubleshoot timing. The score is 3.2 which indicates people are actually in around the no comments region.

15. If you call for any queries or problem as a current customer how often they pick your call and response properly?

Very Rarely (1)   Rarely (2)   No comments (3)   Often (4)   Most of the time (5)

Weighted Average Score = **2.1** (closed to rarely)
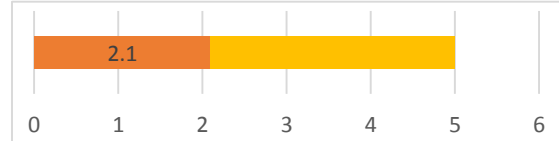
Analysis: This is score is also very disappointing that the CSR are not much responsive and give less response to their phone complains.

16. How is the knowledge level of the service team of Sun Home Energy Ltd?

Very poor (1)   Poor (2)   No comments (3)   Fair (4)   Excellent (5)

Weighted Average Score = 3.1 (closed to no comments)
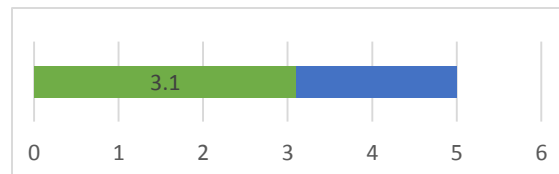
Analysis: Consumers are note much aware about the knowledge of the service team. The weighted average score is 3.1 which indicates most of the response come into the "No comments" section.

17. Would you like to be with Sun Home again Ltd. in future?

Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5)

Weighted Average Score = 2.5
(In the middle of High and No comments)
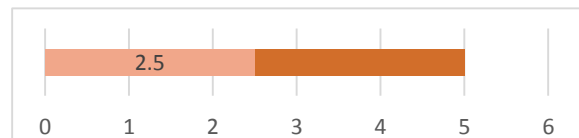
Analysis:

This question answer will reflects the sum of customer's emotional attachment, physical attribute-based satisfaction and perceived value of an experience, which includes the product or services. Unfortunately the score is low at 2.5 and respondent have shown negative response for Sun Home Energy Ltd.

18. What do you think about getting the expected service from Sun Home Energy Ltd.?

Highly Dissatisfied (1)   Dissatisfied (2)   No comments (3)   Satisfied (4)   Very Satisfied (5)

Weighted Average Score = 2.4
(Closed to Dissatisfied)
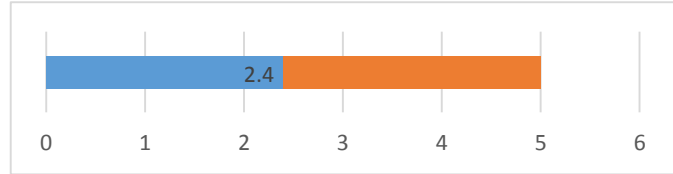
Analysis:

Sun Home Energy Ltd. has been failed to provide consumer's expected service. The score is 2.4 which is very disappointing.

19. Is Sun Home Energy Ltd. treat their customer as an individual?

Definitely No (1)   Probably No (2)   No comments (3)   Probably yes (4)   Definitely Yes (5)

Weighted Average Score = 3.4
(In the middle of probably yes and No comments)
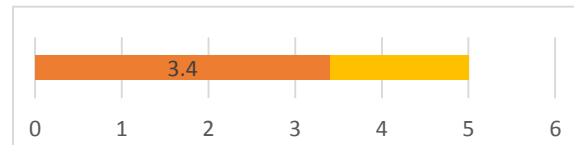
Analysis: In term of treating customer individually Sun Home Energy Ltd. has scored in a positive manner that is 3.4. The score is not very high but still considering the other score it's quite good. Their employees treat their customer individually, remember their name and address and try to behave according to their individual preference.

20. Are you satisfied with the overall service of Sun Home Energy Ltd?

Highly Dissatisfied (1)   Dissatisfied (2)   No comments (3)   Satisfied (4)   Very Satisfied (5)

Weighted Average Score = 2.5
(In the middle of Dissatisfied and No comments)
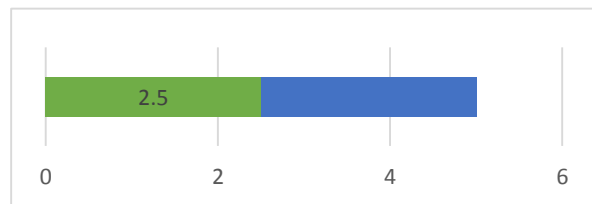
**Analysis:** The perception score of satisfaction with the overall service is very disappointing. The score is only 2.5 which is in the negative segment. People are not satisfied with the overall service of Sun Home Energy Ltd.

9. THE GAPS MODEL OF SERVICE QUALITY

Gap Analysis is the comparison of actual performance with potential or desired performance. Here we try to find out the GAP between customer's expectation and customer's perception of Sun Home Energy Ltd.

Q. No	Variable	Perception Score	Expectation Score	GAP
1.	Call center support	2.8	4.4	-1.6
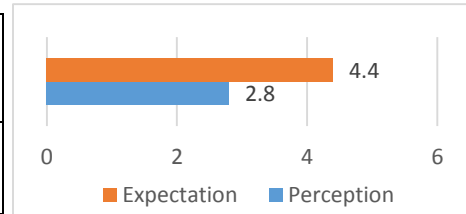
Call center support of Sun Home Energy Ltd. is not up to
the mark of their customer's expectations. As a result the GAP score is very high at -1.6. From our investigation we come to know that most of the branch offices don't have separate call center support person and the regular branch office stuffs are roaming around the remote places where telecom network is poor and also they are reluctant to give the call center support properly.

Q. No	Variable	Perception Score	Expectation Score	GAP
2.	Responsiveness	2.26	4.56	-2.3
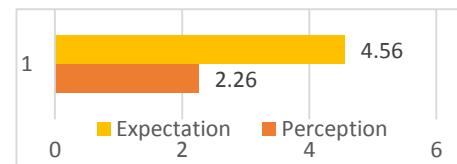
Responsiveness score is also very disappointing and the score is -2.3. Customers want quick solution of their problems where Sun Home Energy Ltd. field most of the time. In this regard Sun Home Energy Ltd. said that their staffs mostly busy with new service installment and marketing works. As a result they failed to provide instant service.

Q. No	Variable	Perception Score	Expectation Score	GAP
3.	Consistency	2.233	3.62	-1.387
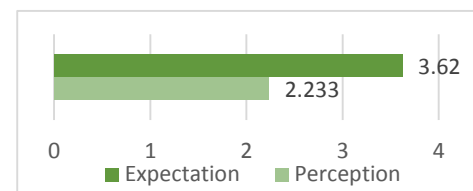
One of the greatest challenges of service firms is to ensure continuous quality services to the customers. The Gap in terms of consistency is also high -1.387. It will become higher if the expectation score would become more. Having a very low perception score the gap is not much higher as because the customers don't have much expectation regarding this factor.

Q. No	Variable	Perception Score	Expectation Score	GAP
4.	Regularity	2.63	4.23	-1.6
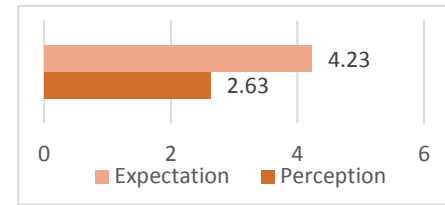
The Gap score of providing service in a regular basis is also high. Though the company's statement is that they provide service in a regular basis but may be customer want more frequent service checkups.

Q. No	Variable	Perception Score	Expectation Score	GAP
5.	Behavior	3.2	4.46	-1.26
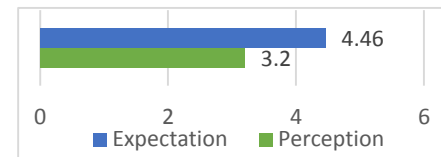
The perception score of service representative's behavior is not bad (3.2) but as we all know that sky is the limit for customer's expectation. So, there is also a negative gap score of -1.26 exist here.

Q. No	Variable	Perception Score	Expectation Score	GAP
6.	Referencing	2.4	3.1	0.7
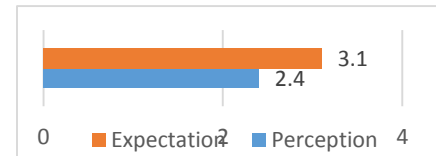
Most interestingly having a lot of high negative gap Sun Home Energy Ltd. have a low negative gap in terms of referencing or recommending. But it's also important that the gap is low only because the expectation score is low. Otherwise people don't show much interest to recommend their service.

Q. No	Variable	Perception Score	Expectation Score	GAP
7.	Response to the Feedbacks	2.3	4.64	-2.34
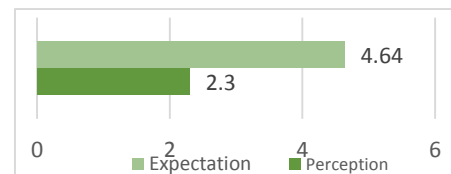
Response to the customer's complain or feedback have a high gap score of -2.34 just as like as the responsiveness gap score which was -2.3. Sun Home Energy Ltd. failed to provide expected response to their customers' feedbacks.

Q. No	Variable	Perception Score	Expectation Score	GAP
8.	Technical Support (Tangiables)	2.6	4.5	-1.9
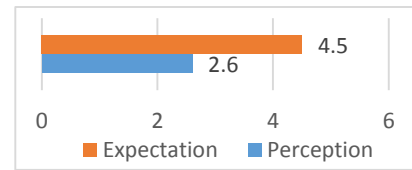
The gap score is high (-1.9) as because consumer expect highest level of technical support from Sun Home Energy Ltd whether they are little bit confused regarding what the get from them.

Q. No	Variable	Perception Score	Expectation Score	GAP
9.	Service Charge	2.5	4.13	-1.63
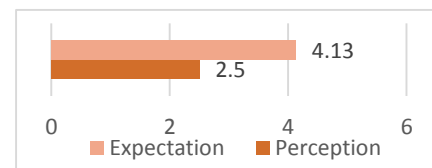
In terms of service charge consumer expect it will be very reasonable where they think Sun Home Energy Ltd. take little higher service charge. So there is a huge negative gap of 1.63. Sun Home Energy Ltd. says it's not possible to reduce their service charge as because it's accustomed with the industry standard and also lower than the competition.

Q. No	Variable	Perception Score	Expectation Score	GAP
10.	Technical Suggestion	3.3	4.36	-1.06
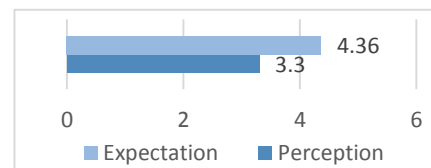
The gap score of providing technical suggestion is not enormous (- 1.06) like technical support. At least some people thinks their technical suggestion is valuable and close to their expectation.

Q. No	Variable	Perception Score	Expectation Score	GAP
11.	Promised Service Delivery (Reliability)	2.2	4.13	-1.93
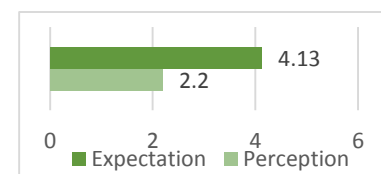
In terms of promised service delivery Sun Home Energy Ltd. failed to achieve customers' expectation level. Here the gap score is -1.93 which indicates a huge provider GAP-4.

Q. No	Variable	Perception Score	Expectation Score	GAP
12.	Trouble shoot Time	2.1	4.66	-2.56
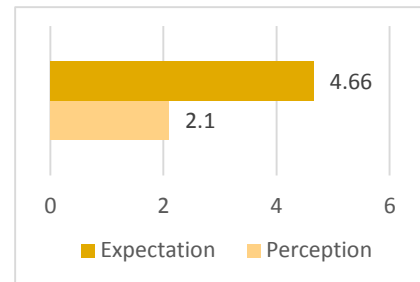
In terms of trouble shoot time customers' expectation score is very high where perception score is very low as a result the GAP is very high at – 2.56. They also agree that they are suffering from providing fast service as because different components and parties are involve in this process.

Q. No	Variable	Perception Score	Expectation Score	GAP
13.	Customer Training	2.5	4.03	-1.53
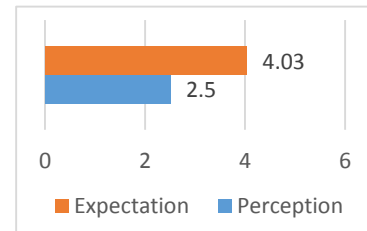
Consumers are not getting enough knowledge and benefit from the customer training program of Sun Home Energy Ltd. The GAP score is – 1.53 which indicates there is a big gap between customers' expectation and perception in this regard.

Q. No	Variable	Perception Score	Expectation Score	GAP
14.	New service installation time	3.2	4.63	-1.43
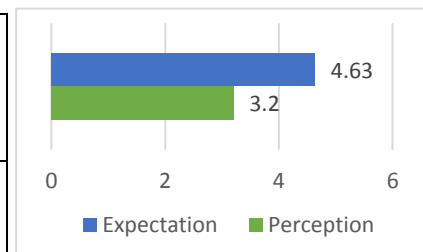
New service installation time is also not as expected which result a GAP score of – 1.43. Consumers have a high expectation regarding this issue. The perception score is also not very negative. But overall gap is little high in terms of new service installation time.

Q. No	Variable	Perception Score	Expectation Score	GAP
15.	Responsiveness (Call Center)	2.1	4.83	-2.73
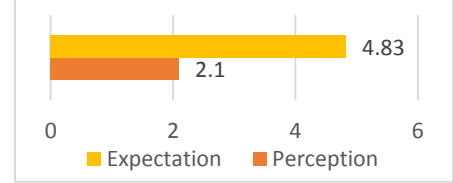
The expectation score for responsiveness of call center is very high at 4.83 where perception score is very low at 2.1. As a result the GAP is very high – 2.73 which means Sun Home Energy Ltd. is far away from the expectation level in terms of responsiveness of their call center support. They need to give serous focus in this large GAP area.

Q. No	Variable	Perception Score	Expectation Score	GAP
16.	Service Knowledge & Assurance	3.1	4.4	-1.3
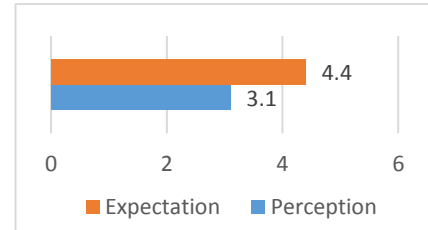
In terms of service knowledge the GAP is -1.3 which is high but not in an enormous way. Actually customers are in an unknown state to judge their knowledge as a result this score may diluted.

Q. No	Variable	Perception Score	Expectation Score	GAP
17.	Loyalty	2.5	3.3	-0.8
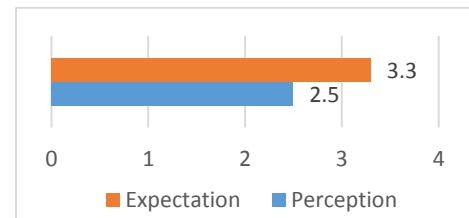
Customer loyalty is the result of consistently positive emotional experience, physical attribute-based satisfaction and perceived value of an experience. The GAP is not very high but it's a negative GAP and the score is -0.8. People are not expected to be loyal very much as because the expectation score is not very high and the GAP is narrower.

Q. No	Variable	Perception Score	Expectation Score	GAP
18.	Obtaining Expected Service (Reliability)	2.4	3.64	-1.24
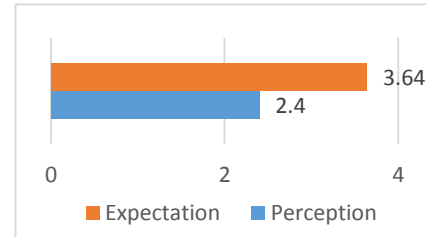
In terms of obtaining expected service though the consumer's perception is not very high but the GAP is high at -1.24. It indicates consumers are not getting their minimum expected service from Sun Home Energy Ltd.

Q. No	Variable	Perception Score	Expectation Score	GAP
19.	Empathy	3.4	4.36	-0.96
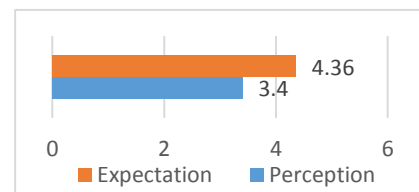
Sun Home Energy Ltd. more or less treat their customer as an individual which also reflected by the less GAP in empathy variable. The GAP score is negative as like as all the previous one but at least it is less than 1 and the score is -0.96. Service providers know their customers by their name, address and try to treat every customer specially.

Q. No	Variable	Perception Score	Expectation Score	GAP
20.	Service Scape	2.5	4.23	-1.73
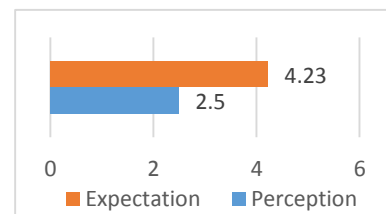
In term of the service scape GAP score it is much closed to the average GAP score of all the variables. Where the average gap score of all the variables is -1.6, the service scape GAP score is little bit above at -1.73. The GAP is really very high which indicates in general their clients are not getting an overall satisfactory service.

10. SERVICE QUALITY INDEX (SQI): SERVICE QUALITY DIMENSIONS

In our survey there are 7 questions related to the 5 service quality dimensions. In terms of testing reliability and responsiveness we have multiple questions to measure.

RELIABILITY is the ability to perform promised service dependably and accurately. The score is 46% which means Sun Home Energy Ltd. failed to provide promised service and customers' response indicates that they are not getting expected service from SHEL.

SQI Scores

- Reliability
- Responsiveness
- Assurance
- Empathy
- Tangibles
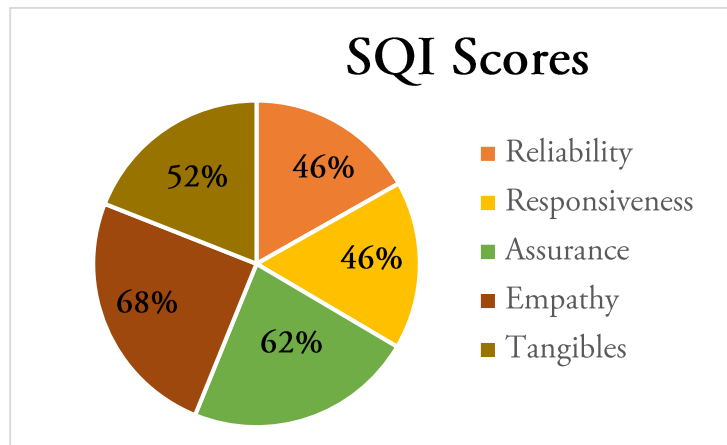
RESPONSIVENESS is the willingness to help customers and provide prompt service. It's also very disappointing that the score is as same as reliability which is just 46%.

ASSURANCE is the knowledge and courtesy of employees and their ability to convey trust and confidence where SHEL does little better than the reliability and responsiveness score. The score is 62% which is not very good but little positive may because of customers' don't have the ability to judge their knowledge and little bit confused about it.

EMPATHY is all about caring, individualized attention the firm provides its customers. In this case Sun Home score the highest in SQI with 68%. From our interview we come to know that Field stuffs (service providers) are very familiar with their customers and give individual attention to them. They are not only know their customers name and address but also know their family information and their current situation as well.

TANGIBLES is the appearance of physical facilities, equipment, personnel, and communication materials. This score is 52% that indicates respondents are in the unknown stage. They are actually not sure about the tangibles factors and mostly response as no comments.

11. SUMMARIZING THE FINDINGS OF GAP AND SQI SCORES

1. The Average GAP score is -1.6 which is high enough to become the cause of sales reduction of Sun Home Energy Ltd. in the recent years.

2. There is a positive co-relation between GAP score and Sales performance. When it's more negative it's hit the sales figure in a negative way.

3. In respect to the point 2 we can say it may possible to increase sales figure by reducing the GAP or by achieving positive GAP.

4. Sun Home Energy Ltd. mostly suffer for its reliability and responsiveness where we found the highest level of GAP.

5. SQI scores are also shows that reliability and responsiveness get the lowest SQI scores.

6. Empathy and Assurance will not work if there is lacking of reliability and responsiveness.
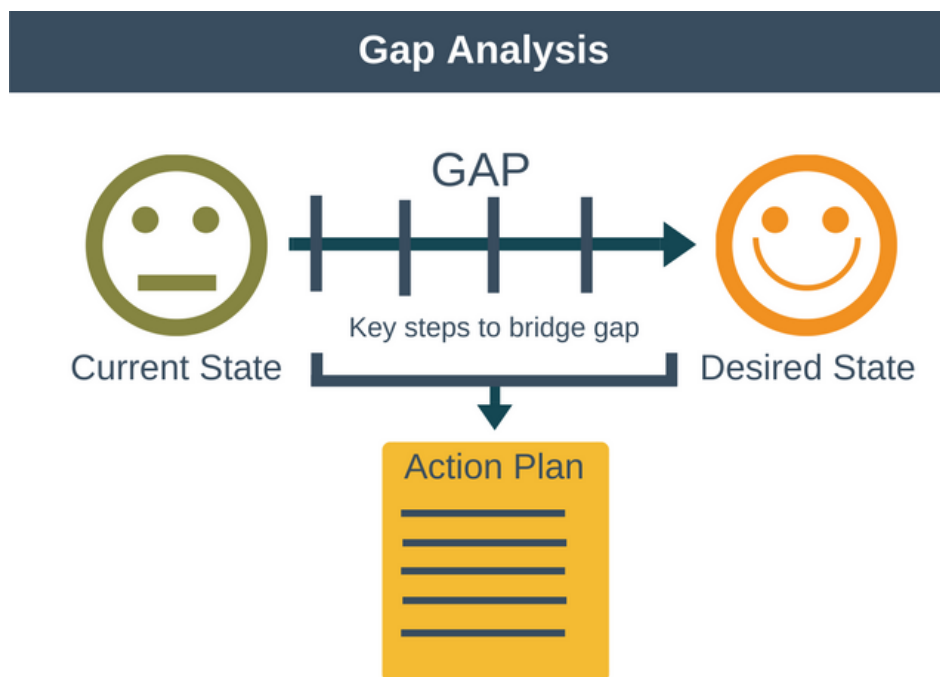
12. WAY FORWARD FOR THE COMPANY (RECOMMENDATIONS)

Bangladesh as many developing countries with shortage of electricity supply and possibilities of reaching out to customers in remote areas presents an enticing opportunity to expand SHEL's operation. Growth in customer size, operation area and competition from other Solar Energy Solution Providers will present various challenges. Improving and delivering best quality of services is essential for survival of the company. Thinking ahead and planning for possible changes in external environment of business is of utmost importance.

Way forward is the key action plan which lead the company to success. To be a better service provider SHEL needs to continuously improve their interaction with customers and service design. After doing the GAP analysis we also find out that there are various room for improvement.

Call Center Support and its Responsiveness
Customers' expectations are very high in terms of call center support and their responsiveness. Sun Home Energy Ltd. need to train the call center representative and also make the overall process very smooth and fast by which people can get a service through SHEL's call center quickly and efficiently.

Inspiring Complain and Feedbacks
If consumers can place complain comfortably to the provider, it gives a positive impression for the organization. But only inspiring complains and feedbacks will not going to work, they need to be solved quickly as well as properly.

Finding out the major complain areas and take precautions
SHEL can create a complain data base and find out the most common problems in their service. This will help them to take precautions and also train their people to solve those issues rapidly.
Responsiveness of the Service Representative
Customers are very disappoint in term of responsiveness of the service representative. Sun Home Energy Ltd. need to motivate their employees, monitor their activities and introduce new policies to improve the responsiveness.

Reduction of the Troubleshoot Time

Solar power service is a very crucial service to the remote area specially where there is no conventional electricity (Power Grid line) service. So consumers need any kind of trouble shoot very fast. It may very challenging but Sun Home Energy Ltd. need to accelerate their trouble shoot time and minimize it in a large scale. In this case Sun Home Energy can provide their stuff more bicycles or motor cycles if needed.

Customer Training in a more effective way

Customer Training is there but something is going wrong with their training program and the perception score is also not up to the mark. So, they need to revise their training program and make people realize its effectiveness.

Technical Support and Tangibles

Sun Home Energy Ltd. provides technical support but not in a formal manner. Filed stuff need to be dressed properly (always in uniform) and must have a tool kit with them and all the necessary resources they need to provide the proper technical support.

Service Recovery and Employee Empowerment

There are lot of service compromised situation occurred in providing any service and Sun Home Energy Ltd. is not any exception. Employee empowerment is very important and proper instruction, training to guide them in terms of service recovery.

Use of software (CRM)

Sun Home Energy Ltd. can introduce Customer Relationship Management (CRM) Software to improve their relationship with their customer and achieve long term goal.
Regular basis Customer Research

Track Performance and Research Regularly

To perform consistently and improve with the market demand it's very important to research regularly and track performance. The process should be done regularly to identify is Sun Home Energy in the right track or not.

These are the some action plans for Sun Home Energy Ltd. which can lead them to success and improve their customer satisfaction.

13. CONCLUSION

Renewable energy is a promising sector, especially in countries as ours where electricity is a scarce and expensive resource. Many firms as Grameen Shakti, RSF, Solar Land BD ltd, Solar IC, ESCE ltd, Nano Power Bangladesh ltd etc. are competing with each other, in this era of competitive marketing a superior service provider will win the war. The changes in customer's expectation and needs are always changing; this is why it is essential for SHEL to conduct regular market surveys to gain customer insights, market trends and changes in customer expectations. From the study above we learned that sales are declining for SHEL from 2014 and major fall from 2016 as they failed to keep up with the expectations of their customers.

We also discovered SHEL failed to deliver services with promised service dependability and accuracy; most of their customer representatives are not responsive and willing to help customers eagerly. To, survive the market and competition SHEL needs to improve their customer service dramatically and those improvements should fix these problems.

We believe there is no alternative to improving customer service and minimizing the gap between customer expectation and perception. In short, Sun Home Energy Ltd. at least need to implement these short listed actions to survive in the long run -

i.   Improve Call center Interactions
ii.   Regular field inspection of previously installed solutions
iii.   Train and Improve filed level interaction and responsiveness of Customer Executives
iv.   Train technicians to improve actual product installation and servicing as well.
v.   Try to achieve consistency in Service delivery in a fault freeway.
vi.   Educating customers to help them use the solar system properly.

In the end it all comes to a better customer service and winner will be the better one in market. Sun Home Energy Ltd. need to be very serious about their customer satisfaction to compete with the other companies. End of the day it's our customer who provide the fuel to run the organization.

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15. APPENDIX
Questionnaire

These data will be used for academic purpose only, please select the most suitable option according to your own judgment.

1. How will be the call center support of Sun Home Energy ltd.?

    Very poor (1)   Poor (2) No comments (3)   Fair (4)   Excellent (5)

2. What should be the respond time to your queries of Sun Home Energy ltd. will?

    Very Slow (1) Slow (2) No comments (3) Fast (4)   Very Fast (5)

3. Will their service constantly good?

    Not at all (1) No (2)   No comments (3)   Good (4)   Very Good (5)

4. How frequently they should perform service check-Ups to ensure smooth operation?

    Very Rarely (1)   Rarely (2)   No comments (3)   Often (4)   Very Often (5)

5. What should be the behavior of the Customer service representative?

    Very bad (1)   Bad (2) No comments (3)   Good (4)   Very Good (5)

6. Would you recommend a friend or family member to take the service of Sun Home Energy Ltd.?

    Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5)

7. Should Sun Home care about your feedback, comments and Enquiry?

    Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5

8. Should Sun Home provide with sufficient technical support to install the system?

    Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5)

9. What will be there service charge?

    Very High (1)   High (2)   No comments (3)   Reasonable (4)   Very Reasonable (5)

10. Will you be satisfied by the suggestion of Sun Home Energy ltd. to choose you the right system?

    Highly Dissatisfied (1)   Dissatisfied (2)   No comments (3)   Satisfied (4)   Very Satisfied (5)

11. Will Sun Home Energy Ltd. deliver the promised performance?

Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5)

12. How quick any system troubleshoots will be completed?

Very Slow (1) Slow (2) No comments (3) Fast (4)   Very Fast (5)

13. How much do you expect the training and guidance will be that Sun Home Energy will provide you to run the system optimally?

Not at all helpful (1) Not much helpful (2) No Comments (3) Helpful   (4) Very Helpful (5)

14. What would be the respond when technicians come to install the system after ordering?

Very Slow (1) Slow (2) No comments (3) Fast (4)   Very Fast (5)

15. If you call for any queries or problem as a current customer how often they will pick your call and response properly?

Very Rarely (1) Rarely (2)   No comments (3)   Often (4)   Most of the time (5)

16. What should be the knowledge level of the service team of Sun Home Energy Ltd?

Very poor (1)   Poor (2) No comments (3)   Fair (4)   Excellent (5)

17. Would you like to be with Sun Home Energy Ltd. again in future?

Definitely No (1)   Probably No (2)   No comments (3)   probably yes (4)   Definitely Yes (5)

18. What do you think about getting the expected service from Sun Home Energy Ltd.?

Highly Dissatisfied (1)   Dissatisfied (2)   No comments (3)   Satisfied (4)   Very Satisfied (5)

19. How is the process of getting a new service in Sun Home Energy Ltd?

Very Complex (1)   Complex (2)   No comments (3)   Easy (4)   Very Easy (5)

20. Will you be satisfied with the overall service of Sun Home Energy Ltd?

 Highly Dissatisfied (1)   Dissatisfied (2)   No comments (3)   Satisfied (4)   Very Satisfied (5)