

THE VALUE OF PERFORMANCE.

***NORTHROP GRUMMAN***

# Applying the Gaps Model of the Service Industry: Five ways that Prevent Test & Evaluation from Meeting Customer Expectations

National Defense Industrial Association  
32<sup>nd</sup> Annual National Test and Evaluation  
Conference

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Test Planning and Requirements

- How would I know that my program is delivering exceptional quality to my customer?
- How does my customer grade my performance?
- Is my organization covering everything it needs to do to succeed?
- Are tests and evaluations my only focus?



## The Top 5 Companies in 2016 According To Fortune Magazine

Companies	Revenues (\$M)
<b>1</b> Walmart	\$482,130
<b>2</b> Exxon Mobil	\$246,204
<b>3</b> Apple	\$233,715
<b>4</b> Berkshire Hathaway	\$210,821
<b>5</b> McKesson	\$181,241

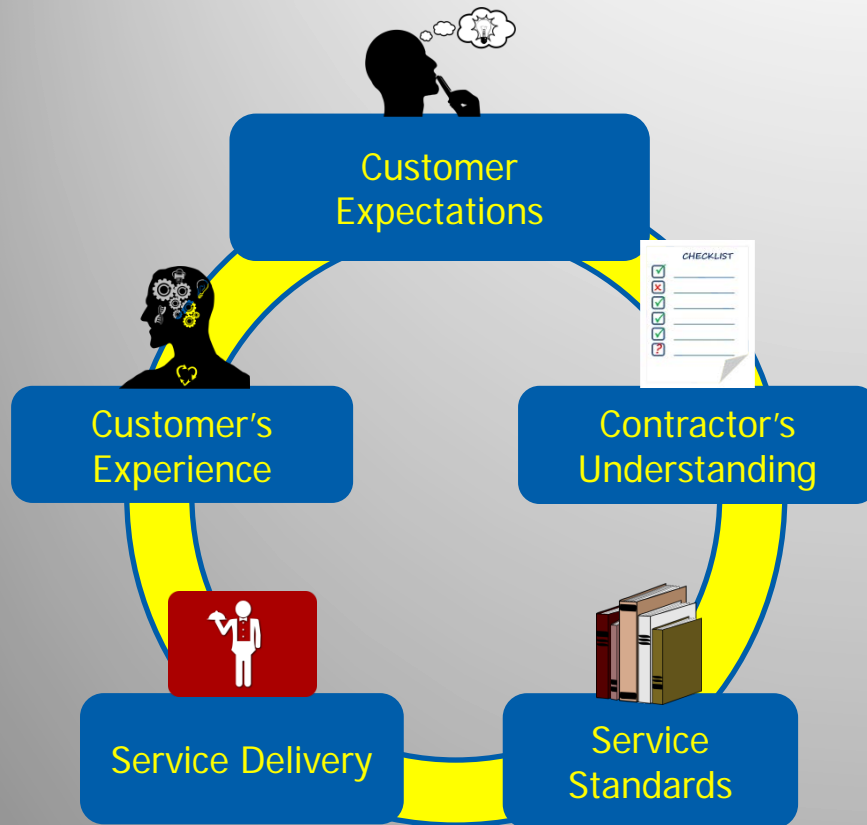
Retrieved from: <http://beta.fortune.com/fortune500/>

Service- Person or entity providing deeds, processes, and performances to another person or entity

- How is the service model applied to a test organization?

Descriptions	Causes	Solutions
<p>Descriptions of the 5 Service Gaps</p>	<p>Causes of the 5 Service Gaps</p>	<p>Solutions of the 5 Service Gaps</p>
<p>-Identify areas in your organization where quality is lacking</p>	<p>-Understand the conditions that lead to specific gaps</p>	<p>-Learn of preventions or remedies to close specific gaps</p>

Purpose is to provide an understanding of the service gap model to reflect on organizations in order to evaluate the quality provided to your customer whether internal or external



- **Gap 1: The Understanding/Knowledge Gap**
  - Disconnect between customer expectations and contractor's understanding of those expectations
    - Example: Customer wants a red apple, company thinks they want a green apple
- **Gap 2: The Service Design and Company Policy Gap**
  - Disconnect between contractor's understanding and company policy
    - Example: Employees are told customer wants a green apple and employees do not have standards and policies to define what a green apple is and how it is to be gathered
- **Gap 3: The Service Performance/ Delivery Gap**
  - Disconnect between company standards and actual service provided
    - Example: Lack of or abandoned company policies exists and employees deliver a green pear
- **Gap 4: The Communication Gap**
  - Disconnect between delivered service and external communication
    - Example: A green pear is delivered and apples are advertised
- **Gap 5: The Customer Gap**
  - Disconnect between customer's experience of the delivered service and customer expectations
    - Example: Customer thinks they received a green pear and customer expected a red apple

Descriptions

Causes

Solutions

## Gap 5: The Customer Gap

- Lack of updates with customer on how to perceive the product
- Lack of updates with customer on what to expect of the product
- Lack of feedback of customer's experience

## Gap 1: The Understanding/Knowledge Gap

- Lack of customer research to identify needs and past experiences
- Lack of focus on customer personal needs and personal past experiences
- Lack of upward communication
- Unable to recover from inadequate service



Customer Expectations



Customer's Experience



Contractor's Understanding of Customer's Expectations

## Gap 4: The Communication Gap

- Lack of integrated services marketing communications
- Ineffective management of customer expectations
- Overpromising
- Inadequate horizontal communications
- Inappropriate pricing

## Gap 2: The Service Design and Company Policy Gap

- Poor design in how service is performed
- Absence of customer-driven standards
- Inappropriate physical evidence and servicescape



Service Delivery



Service Standards

## Gap 3: The Service Performance/ Delivery Gap

- Deficiencies in human resource policies
- Failure to match supply and demand
- Customer not fulfilling their roles
- Problems with other IPTs

Descriptions

Causes

Solutions

## Gap 5: The Customer Gap

- Milestone reviews
- Working Groups
- Customer Surveys

## Gap 1: The Understanding / Knowledge Gap

- Aware of word of mouth
- Discuss customer experience and expectations
- Evaluate **Reliability, Responsiveness, Assurance, Empathy, Tangibles**
- Focus on vertical communication
- Sustain relationships with necessary IPTs
- Develop contingency plans



Customer Expectations



Customer's Experience



Contractor's Understanding of Customer's Expectations

## Gap 4: The Communication Gap

- Stay current with subcontractors
- Stay current with other IPTs
- Ensure policies and procedures are aligned across branches
- Resolve customer problems quickly
- Promise what can be delivered
- Good management of EVMS

## Gap 2: The Service Design and Company Policy Gap

- Voice any areas in process that cause concern
- Gather all applicable Policies
- Provide ensure contracted deliverables



Service Delivery



Service Standards

## Gap 3: The Service Performance/ Delivery Gap

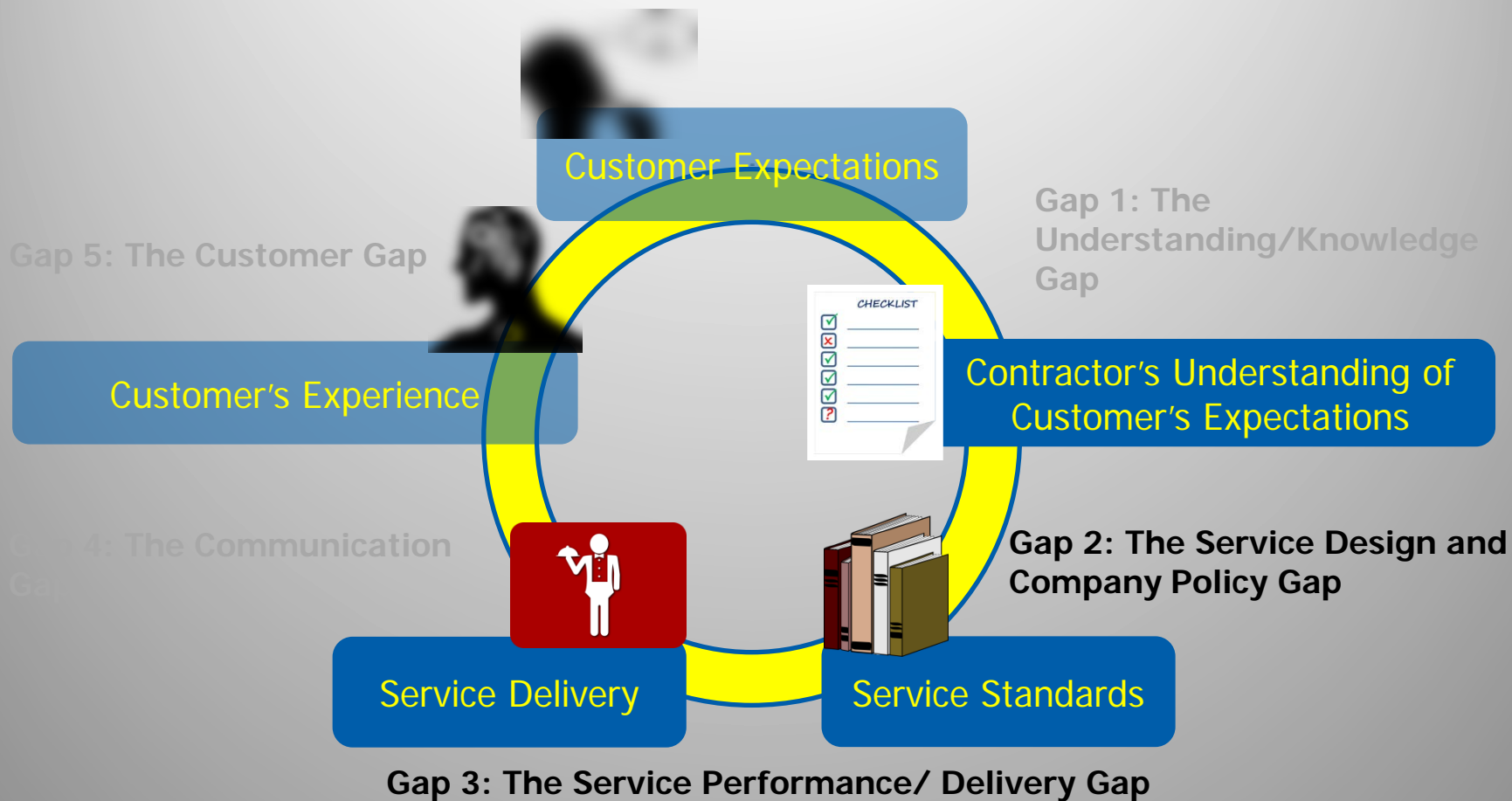
- Correct deficiencies in human resource policies
- Prevent members from being over tasked
- Ensure customers provide what they need to provide
- Communicate issues concerning other IPTs upward

Descriptions

Causes

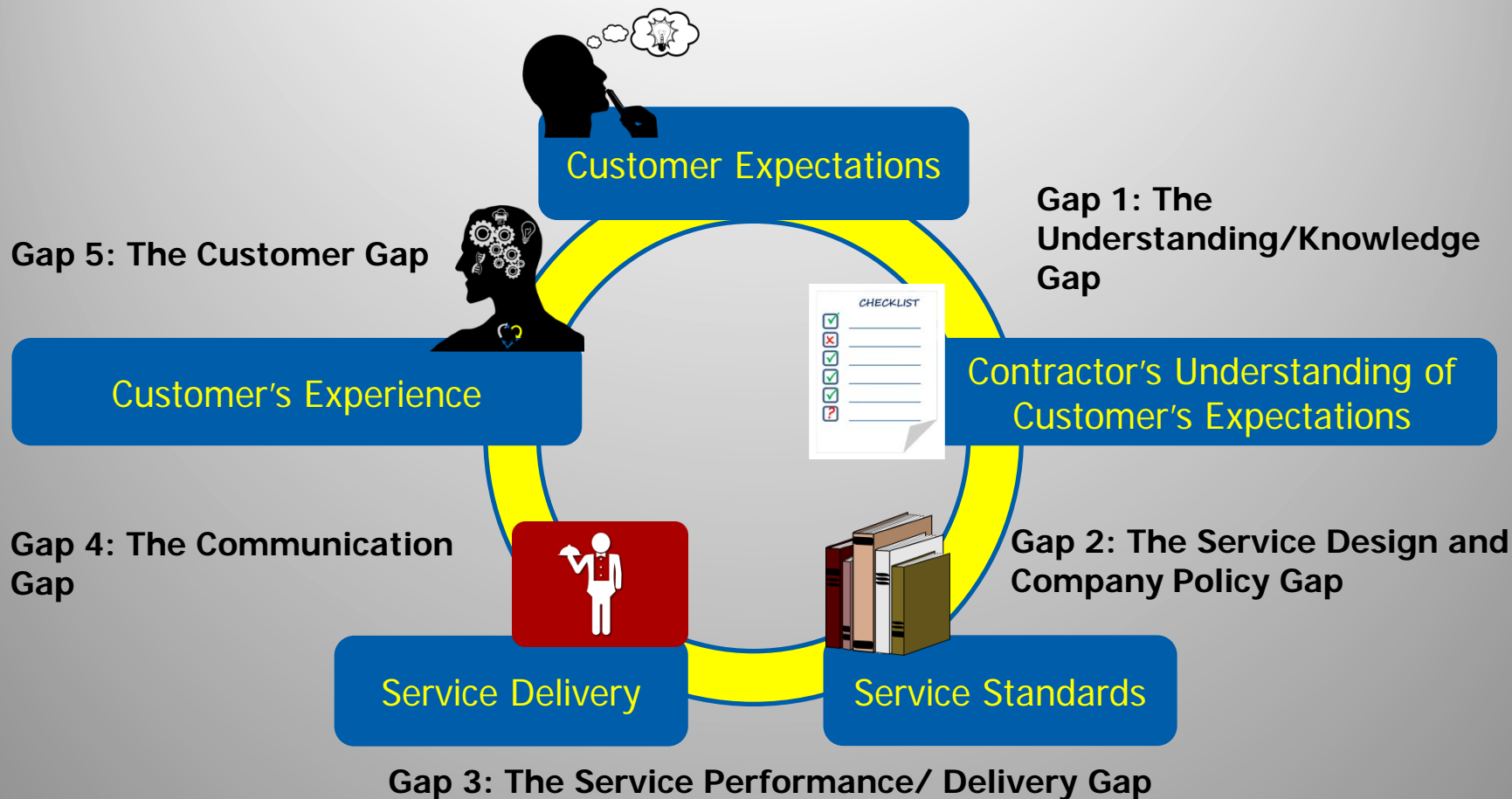
Solutions





Focus only on Test Design and Test Conformity,  
will not lead to full customer satisfaction





Awareness of all five gaps would decrease rework, increase customer validation, and lead to customer satisfaction



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