

## Identification of gaps among manufacturing and service industries

**Bhupender Singh**

YMCA University of Science and Technology, India

### **Abstract:**

There is an increased blurring of manufacturing and service activities that impacts on the industrial performance, their business and differentiates their offering. Naturally, services are described as comprising two elements, i.e. process and outcome, where both impact on consumer's assessment of quality with the involvement of customers in the service delivery process and the well-recognized need to define service quality from the perspective of the consumer. While the manufacturing has been developed by the full cycle of activities from research and development, through design, production, logistics and services, to end of life management, within an economic and social context. In this paper, the authors have identified the gaps between manufacturing and service sectors on the basis of literature. Filling of these gaps will help the better involvement of the industries with each other which offer a rapid growth towards overall market. This thesis project is aimed to investigate how gaps in the form of mistakes and flaws can be identified and minimized during customer service interactions. The Service Concept model by Goldstein et al. (2002) is used to create strategic alignment and to minimize the gap between customers' needs and the company's intentions of the delivered service. Also, Watkinson's (2013) principles on how to create satisfied customers and enhancing the customer experience is used as well as Chien et al. (2002) framework for customer satisfaction. The GAPS Model by Parasuraman et. al. (2004) is also used to identify service quality gaps. The study is designed following the case study methodology. Data was collected through a qualitative means, interviewing a mix of employees at three levels (back-office, front-end and managers) at the service department at company Services1. Major findings were that customer expectations, quality and objectives, alignment of service strategy and execution, communication, relationships, customer satisfaction knowledge, motivation and engagement, and sharing

customer feedback of the customer service were not unified and clear for all the levels. There are mismatches in the previous topics at Services1 that influence performance in customer satisfaction. Facility management is a relatively new industry, which has root since 1970. Nonetheless, facility management is understood differently by academic and professional institutions; the key focus is on meeting the expectation of customers. Despite a vast number of works of literature generated on service quality in the facility management industry, the available works of literature of facility management related to oil & gas industry are not many. Though the facility management function does not have a direct impact on the core business of an organization, it has a significant role to create a productive working environment, which subsequently will lead towards a profitable business. FM department is responsible for providing facility management services for its sister departments in ABC (Oil & Gas company), such as the provision of facility services, facility maintenance services, recreation services, and HSE & security services according to the mandate of FM department. The objective of this study is to assess the effectiveness of facility management services delivered and examine the service quality gap. Self-administered questionnaires were used to have feedback from ABC employees on the services offered by the FM department. The outcomes of this study reflect the service quality gaps of Facility Management in the Oil & Gas industry. The comments received, along with the feedback, were analyzed and revealed five key factors influencing the facility management service quality. A model is uncovered to illustrate the factors influencing Service Quality in Facility Management. Hence, the Facility Management Operators working Oil & Gas industry in particular and other industry, in general, can benefit from the outcomes of this study.