



COMPETITIVE Advantage

a Service Quality Division Publication



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When we are talking about Quality, many people only focus on product quality. It narrows the definition of Quality just for manufacturing related or product related. In the Information Technology (IT) industry, the term “Software as a

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Quality as a Service: Testing and Certification Industry in Hong Kong

Service” (SaaS) was very famous that could be referred to as “on-demand software”. It is a software delivery model in which software and its associated information are hosted centrally, so-called “cloud computing” (Recently, Apple’s new service is called iCloud.). I believe that Quality is a kind of service. We always need to provide excellent service so that Quality is also on-demand by customers. Therefore, I propose the concept of “Quality as a Service”. How does the concept of goods quality convert to service quality from an objective measurement to more abstract and elusive service which is intangibility, heterogeneity and inseparability of production and consumption (Parasuraman, Zeithaml, and Berry 1985)? It definitely requires education of the public regarding Quality as a Service (QaaS).

Same as IT software in cloud computing, products quality assurance is centralized by different quality service providers such as internal quality assurance and control activities, internal and external quality consultancy, external testing laboratories, inspection bodies and certification bodies. It is similar to cloud computing. I call it Quality Cloud Servicing (QCloud). QCloud is a model of QaaS, indicating that Testing, Inspection and Certification service providers as centralized software database, provides quality service to different types of industry.

The Testing and Certification (T&C) Industry was identified by the Task Force on Economic Challenges (TFEC) as one of six economic areas which are high growth potential industries in Hong Kong, on 22 June 2009. From 2008 to 2009, T&C industry’s economic growth was about 13%. It was obvious in the mature economy of Hong Kong. Thus, Hong Kong Special Administrative Region (HKSAR) government established Hong Kong Council for Testing and Certification (HKCTC) on 17 September 2009. The vision of HKCTC is to develop Hong Kong into a Testing and Certification Hub in the region by reinforcing the branding of “Tested in Hong Kong, Certified in Hong Kong.”

In that case, Census and Statistics Department (C&SD) of HKSAR conducted a survey for collecting information and views on the profile of the testing and certification service in Hong Kong from December 2009 to January 2010. It demonstrated that private laboratories dominate in testing by comparison with in-house laboratories in different industries and government organizations. Moreover, it indicated Testing Service had 66% of business receipts in 2008 (Table 1). The testing service was found mainly in the four mature trades including Textile (28%), Toys (25%), Medical Testing (20%) and Electrical Products (14%). After that, HKCTC submitted the Report with all findings to

Chief Executive of HKSAR on 31 March 2011. The report finally recommended to enhance Hong Kong Accreditation System together with the Factors of Production including Manpower, Technology, Capital and Land. (Lai, 2011)

The government of HKSAR accepted the report and the suggestions, and took the following actions to enhance the development of T&C industry. For Accreditation System, the current mode of accreditation in Hong Kong should firstly be maintained. Then, manpower should be provided for establishing new accreditation service (e.g. ISO 22000 & ISO 27001). For doing this, universities, Vocational Training Council (VTC) and the industry would cooperate to organize seminars, workshops and career talks to enable students to have an understanding of the T&C industry, and to encourage the development of their career in this aspect in order to ensure adequate manpower supply. Regarding Technology, collaboration between institutions within the existing technology infrastructures such as Hong Kong Science and Technology Parks, Hong Kong Productivity Council and five R&D centres in Hong Kong are supported in order to have a wider use of Innovation Technology Fund provided by Innovation & Technology Commission (ITC) of HKSAR. Furthermore, the Small Entrepreneur Research Assistance Programme (SERAP) should be promoted extensively to build and preserve capital. Last but not least, Land is an important factor for developing the industry in Hong Kong. Industrial buildings could be revitalized for the T&C industry. It should also keep in view the Government’s plan on land supply for the industry such as Lok Ma Chau Loop development. The report further identified four trades which are considered to be good opportunities for new economic momentum, namely Chinese Medicine, Construction Material, Food and Jewelry (Lai, 2011).

Based on the HKCTC report, one of recommendations related to Hong Kong Science and Technology Parks Corporation (HKSTPC) is to magnify the promotion of their facilities available for shared use. Technology Support Centre of HKSTPC is focusing on this recommendation at present. HKSTPC provide R&D testing service for start-up R&D companies to assist their growth.

According to the concept of Quality as a Service (QaaS), a preliminary study was performed on the testing service by HKSTPC. SERVQUAL’s five dimensions suggested by Parasuraman et al. (1988) was adopted and the dimensions are shown as follows:

- Tangibles: Physical facilities, equipment, and appearance of personnel
- Reliability: Ability to perform the promised service dependably and accurately

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A LETTER FROM THE CHAIR

It was a pleasure to meet many of you, our members, in Pittsburgh at the ASQ World Conference on Quality and Improvement. The Division was proud to sponsor many activities including our exhibition booth and annual hospitality suite. Both were great opportunities to sit with our members and hear first hand about the challenges, innovations, and success stories related to Service Quality within a host of different industries.

The Division Leadership also met in May to develop and approve the strategic plan for the next two years. Highlights of the plan include activities and measures to ensure sound management of the Division, the development of value programs for you, our members, such as increased educational opportunities, the Service Quality Body of Knowledge, and increased collaborations with other Divisions, Sections, and Forums. These activities promise to keep our Division vital and valuable.

I hope that you will join us for our 20th Annual Service Quality Conference being held October 3-4 in Seattle, WA. This year, the theme is "Investing in the Future with Service Quality." This exceptional educational opportunity will once again bring you the latest topics in service quality. The two-day conference will provide how-to's, step-by-step advice, success stories, and implementation guidance on major organizational changes. Participants will learn how to improve customer service, reduce costs, and increase customer loyalty and satisfaction from leaders in the quality industry. Exhibitor and Sponsorship opportunities are still available and offer exposure to a variety of industries focused on service quality. Please visit our website www.asq.org/service for more details.

I hope you enjoy this issue of Competitive Advantage and, as always, please do not hesitate to contact us with your ideas, questions, and concerns.

Rob Houle
Chair, Service Quality Division

ASQ-China: Sino-America Quality Summit 2011

SHENZHEN, China – ASQ-China hosted a top level national quality summit in China on March 24th -25th, 2011 with AQSIQ (General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China), Shenzhen Municipality, Shenzhen Association of Quality, and the Hong Kong Society for Quality (HKSQ). The purpose of the summit was to improve quality management levels in China by encouraging the exchange of information between the U.S. and China. The summit seeks to enhance the methods and tools used in both countries and introduce advanced American quality management theories and practices to China. Ms. Lori Dellinger, incoming Chair, and Ms. Jan Peace, incoming Chair-Elect represented the Service Quality Division. As an invited guest speaker, Ms. Dellinger presented a case study on service quality in the financial services industry. She provided an overview of how she has implemented a quality program for over 400 Operations staff members. Ms. Peace, introduced the Service Quality Division to attendees with a brief history, membership, and current initiatives within the division. Both ladies invited participants and speakers to attend the 20th annual SQD Conference in Seattle on Oct. 3-4, 2011 in Seattle, WA. Over 200 officials, quality experts and corporate representatives from both countries attended the Sino-America Quality Summit.

During their visit, Lori and Jan met with some of the officers and leaders of the Hong Kong Society of Quality over dinner. Lori commented, "I was grateful for the hospitality of our sponsors and colleagues in quality. Being my first experience in China, our hosts made sure that it was memorable. Quality knows no borders, and I was appreciative of the opportunity to join Jan Peace in representing the Service Quality Division."

Mr. Ben Tsan, Dr. KS Chin, Ir. Dr. Lotto LAI,
Ms. Lori Dellinger, Ms. Jan Peace, Dr. Albert Tsang,
Dr. Richard Cheung, and Dr. Aaron Tong



Strategic Customer Service

by John A. Goodman

John Goodman is the founder of TARP. No, it does not stand for troubled asset relief program, rather in this case Technical Assistance Research Programs. This organization and much of Mr. Goodman's work detailed in this book, focuses on customer service. The book is an excellent and comprehensive study of customer service for companies who provide service as a core business. The book is organized into sections that define customer service as a strategy, identify and suggest fixes for problems, and highlight common features of excellent service organizations. Mr. Goodman, shares his experience working with and in some cases fixing some 800 different service based organizations. Throughout the book, his experience helps the reader identify pitfalls faced by all service organizations and provides strategies to move beyond these obstacles. The advice given addresses both the strategic and tactical levels often giving specific ideas and recommendations regarding implementation and interaction with customers. Each chapter ends with key points that help the reader assimilate the most important aspects of the prior discussion. The book is an excellent reference for those looking to build service as a strategic competence, or for those looking to benchmark their service organization against Mr. Goodman's blueprint for Strategic Customer Service.



2009-2010 Service Quality Division Leadership Team

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Quality as a Service: Testing and Certification Industry in Hong Kong

- Responsiveness: Willingness to help customers and provide prompt service
- Assurance: Knowledge and courtesy of employees and their ability to inspire trust and confidence
- Empathy: Caring, individualized attention the firm provides its customers

Questionnaires were sent out to all our existing users and finally 141 responses were confirmed valid. The survey pointed out that around 93% of customers were satisfied with HKSTPC laboratory service. Hence, it found the most important dimension was Responsiveness and HKSTPC best laboratory service level was Assurance. (See Figure 1)

QaaS is an important concern for Testing and Certification Industry. It not only ensures the Quality Service in T&C industry but also maintains the industry “Five High”. They are:

- High credibility of the Industry
- High profit margin
- High value added per person engaged
- High education staff needed
- High Potential Growth Industry

I expect that QCloud will further develop in Hong Kong, so as to support the international trades especially in China, successfully.

Reference:

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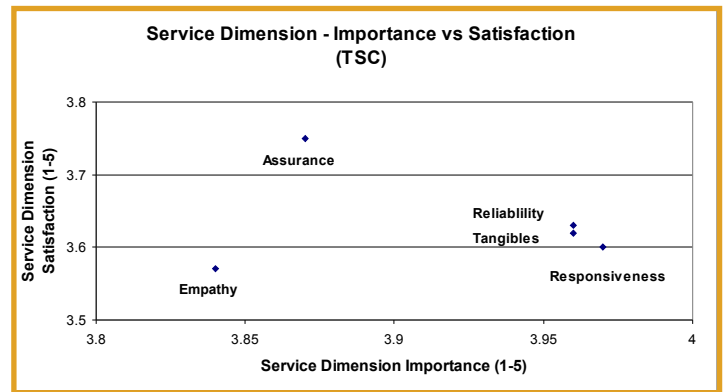
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Table 1 Value Added of the Six Industries (Census and Statistics Department, HKSAR, 2011)

表一 六項優勢產業的增加價值 ⁽¹⁾⁽²⁾ Table 1 Value Added of the Six Industries ⁽¹⁾⁽²⁾			
以當時價格計算的增加價值 Value added at current prices	2008 百萬港元 HK\$Mn	2009 百萬港元 HK\$Mn	按年增長率 Annual growth rate
1. 文化及創意產業 Cultural and creative industries	63,080 (4.0%)	62,935 (4.1%)	-0.2%
2. 醫療產業 Medical services	22,444 (1.4%)	24,077 (1.6%)	+7.3%
3. 教育產業 Education services	15,809 (1.0%)	16,386 (1.1%)	+3.6%
4. 創新科技產業 Innovation and technology	10,283 (0.6%)	10,733 (0.7%)	+4.4%
5. 檢測及認證產業 Testing and certification services	4,499 (0.3%)	5,090 (0.3%)	+13.1%
6. 環保產業 Environmental industries	4,178 (0.3%)	4,697 (0.3%)	+12.4%
六項優勢產業⁽³⁾ Six Industries⁽³⁾	120,293 (7.6%)	123,918 (8.0%)	+3.0%
本地生產總值⁽⁴⁾ GDP⁽⁴⁾	1,592,897	1,550,851	-2.6%

Figure 1 – Service Dimension Result on HKSTPC Laboratory Service Survey



Author **Lotto Lai** is currently a Fellow and Chairman of Hong Kong Society for Quality (HKSQ), Senior Member of America Society for Quality (ASQ) and Member in Hong Kong Institute of Engineer (HKIE) as well as, IRCA QMS Lead Auditor. He has been appointed as a member of Industry Training Advisory Committee (Testing, Inspection & Certification) of Qualification Framework under Education Bureau in Hong Kong. Lotto has more than fifteen years of experiences in scientific research and quality management. He is an expert of quality management, environmental & safety management and laboratory management. He has facilitated many organizations to achieve ISO 9001, ISO 14001, OHSAS 18001 and ISO/IEC 27001 certification, as well as ISO/IEC17025 (called The Hong Kong Laboratory Accreditation Scheme - HOKLAS) accreditation. He is Quality Manager in Hong Kong Science and Technology Parks Corporation.

The Performance Review as a Strategic Quality Tool

By Brian Gallipeau

ARGH, it is time for the dreaded mid-year performance review! I must admit to being a long time performance review skeptic and personally the experience conjures up all of the poorly executed reviews I have given, or been given, in my career. For most of us, it is difficult or even painful to give or receive criticism even when it is “constructive”. The guidelines often presented by human resources organizations are purposely vague and often provide little guidance that a manager can directly apply.

With over 20 years of giving or receiving reviews, I offer my experience to those who still struggle with this difficult but necessary task. The first point, I have come to realize, is that reviews and even more importantly setting and assessing goals is necessary. As a manager, every day in the middle of the interaction between executives and the front lines, it is very easy to assume that the information specifically regarding the strategic direction is obvious to everyone and they can interpret and act accordingly. I invite you to poll several of the front line employees in your company and after they regurgitate the corporate strategy to you, ask them how their job relates and what actions they have taken today to move the company toward satisfying the strategy. Most will quickly realize that ideals like world-class service provider, efficient service delivery, return on investment, etc. are meaningless when communicated without interpretation.

Therefore, the single most important aspect of the review process is developing effective performance review objectives that translate the high-level corporate strategies into specific goals that the individual can use to guide their everyday activities. It is imperative that managers take the time to analyze the daily activities of the individual and identify aspects that will contribute to achieving the strategy. The goals need to be objective and measurable. World-Class Customer Service may be a strategy at the corporate level, but how does this translate for an average field engineer? By analyzing

the individual's daily tasks, this strategy can be broken down into targeted goals. The common practices of maintaining car stock to prevent broken calls, hitting uptime targets for machines they are assigned, achieving call durations commensurate with the target task, etc. when targeted, will all contribute to achieving the strategy of a world class service organization. These practices can be measured with the simplest of tracking tools. Each targeted goal directly affects the corporation's ability to achieve the stated strategy.

A few words about ratings, many companies use a 1-5 rating scale with a “three” equating to “consistently achieves goals”. It is always easier to give a higher rating, because as human beings we want to make people happy. Beware of this trap; let the achievements based on the targets determine the rating objectively. A goal that has been satisfied \pm some percentage (I use $\pm 5\%$) is meeting the target and should rate a 3. This is explainable and the expectation can be set during the goal setting session. Achieving a goal by more than this percentage rates a 4 and the same applies for a 2 on the other side. It is also important to set the bar for the overachievement for the 5 level. This bar should be set very high so that it is difficult but not impossible to achieve (I use 25% or more) but it must be set in advance. This gives the individual the ability to plan for success.

Ratings are the second critical aspect of a performance review. The process should not be an annual or semi-annual event. Effective management and guidance of individuals is a continuous process. The worst review I ever received concluded with a “3” rating which took me totally by surprise. The upsetting aspect of this review was not the rating but that



it was a surprise to me. A review is fundamentally a failure if the individual being reviewed is surprised. If the goals were set using the method above and you are providing ongoing feedback, the review should be a thoughtful discussion on what went right and areas for improvement. If the individual is negatively surprised by the rating, the review immediately becomes a negative confrontational experience for both.

Written assessment should be kept succinct and specific to the goals and ratings. Unless there were major events that occurred during the rating period that need to be documented, commentary is better discussed orally. It is not fair and leads to confusion if the review contains discussions outside of the stated goals.

While I, like most others, will never look forward to review time, when reviews are put in the context of a tool used to increase managerial effectiveness versus a hurdle managers must clear they can be useful in moving the company toward achieving its strategic goals.

Brian Gallipeau is a Director of Technical Operations at Océ a Canon Group Company. He has held positions in R&D, Service and Manufacturing throughout his 22 year career. He holds a BS in Computer Engineering from Rochester Institute of Technology and Finance MBA from the University of Rochester. He is also an active member of the ASQ Service Quality Division and a ASQ Certified Six Sigma Black Belt.

20th Annual Service Quality Conference

Please join us for the 20th Annual Service Quality Conference held from October 3-4 at the Red Lion Hotel in downtown Seattle Washington. Our conference theme is “Investing in the Future with Service Quality”. Maintaining customer satisfaction and loyalty is critical to the future of your business. The work you put into these relationships today can provide a solid foundation for tomorrow. The 20th Annual Service Quality Conference will show you how to invest in your future with service quality.

The 2011 conference will provide how-to's, step-by-step advice, success stories, and implementation guidance on major organizational changes. Participants and presenters will discuss hot topics as you learn how to improve customer service, reduce costs, and build both customer loyalty and satisfaction. Join us in Seattle for two days of networking and discovery.

We are excited to announce that Joseph DeFeo and Rob Bryant have agreed to be our keynote speakers. Cyndi Laurin, author of *Catch!*, is our afternoon general session speaker. Our four conference tracks include Designing and Deploying Service Quality Programs, Cutting Edge Trends in Service Quality, Service Quality ROI and Quality Basics. Whether you are new to quality or have been involved in quality for years, the conference offers a variety of tracks and topics that everyone can benefit from attending.

Joseph De Feo is President and Executive Coach with Juran Institute . He is recognized worldwide for his training and coaching expertise which enables organizations to achieve superior results. His varied areas of experience include: coaching executives to understand key factors in driving organization-wide transformation programs, developing and deploying breakthrough management programs like Lean and Six Sigma, and aligning an organization's Strategic Plans. He has supported executives in many industries including health care, manufacturing, consumer products, defense, financial services, government, and education.

Rob Bryant is a Master Black Belt for Computer Sciences Corporation (CSC). Bryant is responsible for CSC's Six Sigma program; he has established GB, BB, and MBB training, as well as a Six Sigma award program; conducts Six Sigma analysis; and markets Six Sigma services to clients. He supervises more than 200 Six Sigma projects annually, which has resulted in more than \$200 million in reduced costs and increased revenue for CSC in the last seven years. Bryant is a renowned motivational speaker and Lean Six Sigma Master Black Belt who draws from his personal triumph of overcoming paralysis after a 55-foot fall in 1982 and subsequently achieving two world records: longest walk by a paraplegic (24 miles) and rowing 3,280 miles on a row machine (Guinness Book of World Records, 1992-2000).

Our Platinum sponsor is Juran Institute. In 1979, Dr. Joseph M. Juran founded Juran Institute, Inc., an organization aimed at providing research and pragmatic solutions to enable organizations from any industry to learn the tools and techniques for managing quality and performance excellence. Juran Institute is known worldwide for research, consulting, and training that enables organizations to increase product and service quality, streamline business processes, reduce costs, and heighten their competitive edge.

Minitab is also a conference lanyard sponsor. Minitab software is used most often in Six Sigma, the world's leading quality improvement methodology. More than 450 companies in the Fortune 500 use Minitab, and virtually all major quality improvement training and consulting organizations use and recommend the company's software.

TARP Worldwide is the world's premier customer experience agency. For more than 35 years, they have been doing one thing – improving the customer experience. TARP is providing prize giveaways to conference attendees that include an Apple iPad, Garmin GPS and Kindle.

Don't forget to sign up before August 15th to qualify for early bird pricing. Visit our web site for more information at <http://asq.org/conferences/service-quality/>

We look forward to seeing you in Seattle!

Alan Bruno and Lori Dellinger, Conference Co-Chairs

UPCOMING WEBINAR:

Employee Engagement - How to “Get” It

According to BLESSINGWHITE “Employee Engagement Report 2011”, on average (worldwide) only 1 in 3 employees are engaged in their work. Active employees who are disengaged have more illness and other issues impacting their well-being than unemployed persons - translating into lower productivity and more time off. Issues of engagement or disengagement impact productivity, customer service, and the “health and well-being” of companies, ultimately leading to issues of sustainability.

How does your company fare on employee engagement? Where would you rate your own level of engagement? What issues are impacting you and your company the most?

When you sign up for this webinar, you are given the opportunity to take a confidential online survey on employee engagement. Attendees to the webinar will receive a quick summary of the most revealing issues impacting engagement among those surveyed and then hear how the most pressing issues can be improved upon in a company setting.

Come learn how to improve your own engagement and that of others in your company.

Presenter: Cynthia J Stewart – Chief Advisor & GM, EverMore Services, LLC

Cynthia founded EverMore Services, LLC as a Strategic Business Partner of 360 Solutions in September 2010. EverMore Services facilitates high quality employee training and business consulting, offering corporate training topics that can be tailored to solve a company’s performance challenges, support organizational development, and meet specific business goals.

Prior to EverMore Services, Cynthia served American Electric Power (AEP), Public Service Company of Oklahoma, and the former Central & South West Corporation for twenty-four years in a variety of leadership and management roles. Her more recent work involved leading strategic initiatives to support change in business and management processes to improve cost, service and operational efficiencies and effectiveness.

Webinar date and registration information will be e-mailed to the SQD members and posted on ASQ calendar in the second party of August.

SHARE YOUR KNOWLEDGE

SQD is looking for volunteers to record webinars on topics interesting for the division members. If you have written a paper, delivered a presentation or know about some innovative, “best-in-class” service industry practice, share your knowledge with your fellow quality professionals. Please contact Maria Stoletova at m_stoletova@hotmail.com to discuss webinar opportunities.

PUBLISHER’S STATEMENT

Competitive Advantage is a newsletter published by the Service Quality Division of the American Society for Quality (ASQ). The Service Quality Division of ASQ does not necessarily endorse opinions expressed in **Competitive Advantage** by the Managing Editor, Features Editor, or contributors. Items and letters are chosen for their general interest to Division and Society members, but conclusions are those of the individual writers.

Submission of Articles Considered for Publication in **Competitive Advantage and All Other Communications Regarding **Competitive Advantage****

EXCLUDING CHANGE OF ADDRESS, contact Jen Piccotti, jen_piccotti@yahoo.com or Contributing Editors Holly Mensen, (850) 729-6287, holly.mensen.ctr@eglin.af.mil

Communications Regarding the Service Quality Division

Rob Houle, 781-844-1443 **Communications Regarding CHANGE OF ADDRESS and ASQ Membership**

Contact American Society for Quality, 600 North Plankinton Ave, P.O. Box 3005, Milwaukee, WI. 53201-3005, USA. Phone (414) 272-8575 or (800) 248-1946 (USA Only), Fax (414) 272-1734 For additional information visit ASQ Web Site <http://www.asq.org>.

Targeted Publication Dates

Competitive Advantage is published quarterly with targeted publication dates at the beginning of January, April, July and October. The actual dates may vary to coincide with Division and Society events. The cut-off date for article submission is 35 calendar days prior to above targeted publication dates.

Vision of **Competitive Advantage**

To be the highest value newsletter in the world on issues pertaining to Service Quality.

Division Website

www.asq.org/service

Upcoming Service Quality Courses

Scheduled courses (public and virtual instructor-led) coming up are as follows:

Public Courses

8/15/2011	8/16/2011	Lean Enterprise	Baltimore, MD
8/15/2011	8/19/2011	Introduction to Quality Management	Baltimore, MD
8/17/2011	8/17/2011	Lean Kaizen: A Simplified Approach to Process	Baltimore, MD
9/19/2011	9/21/2011	Root Cause Analysis	Indianapolis, IN
10/24/2011	10/25/2011	Lean Enterprise	Albuquerque, NM
8/15/2011	11/11/2011	Lean Six Sigma Black Belt Training (11SIX3)	Orlando, FL
8/15/2011	9/16/2011	Lean Six Sigma Green Belt Training (11GB3)	Orlando, FL
10/17/2011	1/13/2012	Lean Six Sigma Black Belt Training (11SIX4)	Dallas, TX

Virtual Courses

8/3/2011	8/4/2011	Measuring Process and Organizational Performance
8/18/2011	8/18/2011	Defining and Achieving the ROI of Quality
10/6/2011	10/6/2011	Corrective Action
10/13/2011	10/13/2011	Consultant's Boot Camp
11/8/2011	1/9/2011	Lean for Service

2011 ANNUAL SERVICE QUALITY DIVISION MEMBERSHIP SURVEY RESULTS

Earlier this year, the 2011 annual SQD membership survey was conducted. The Marketing and Membership committees collaborated to revamp the previous year's survey, reducing it to 16 questions and providing more room for free text comments.

Some highlights of the survey results...

- 67% of our members indicated overall they were satisfied or very satisfied with the division. 26% responded neutral, and 6% were dissatisfied.
- 14% of respondents indicated they were not aware of courses or training. Write-in comments also suggested an opportunity for more communication from SQD leadership.
- 31 out of 127 respondents expressed an interest in volunteering, writing an article, or serving on a committee.

Regarding the second bullet, beginning this July, quarterly the division chair will be posting on the website a letter to members discussing the latest activities of the division. In addition, an email will go out to all members with this information.

In response to the third item, all of those interested in participating to help the division have been contacted, and several are already serving on division committees. Thank you for your interest!

Members can view the complete results to the survey on website at <http://asq.org/service/>. Additional suggestions or questions are always appreciated.

Bob Barnes
Marketing Chair

SERVICE QUALITY AWARDS – CALL FOR NOMINATIONS

Do you know someone who has been an outstanding leader in service quality, has gone above and beyond to help the Service Division meet its goals, or has consistently worked on the behalf of the Division, despite obstacles that may have been perceived as insurmountable? Has your employer sup-

ported you or someone you know in their efforts to advance service quality? If so, nominating them for one of the Service Quality Division Awards is a wonderful way to recognize and honor all the effort and dedication they have shown. Awards include the A.C. Rosander Award, the Outstanding Service Award, Dedicated Service Award, and the Partners for Quality Award. Awards will be presented at the 20th Annual Service Quality Division Conference being held in Seattle, WA Oct 3-4, 2011. Don't miss the opportunity to recognize your friend, coworker or employer. Nomination deadline is August 5, 2011.

(NOTE: Award description and a link to the submission form can be found at <http://asq/service/about/awards-service.html>)

You Can Advertise in **COMPETITIVE ADVANTAGE**

The following are the advertising rates for **Competitive Advantage**.

Size of Ad	Single Issue	Four Issues
Full Page	\$425	\$1500
Half Page	\$225	\$800
Quarter Page	\$125	\$450
Business Card (1/8 Page)	\$65	\$200
Insert (Full Page)	\$275+	Call

Checks for payment should be made payable to ASQ, Service Quality Division, and full payment is due on receipt of ad copy.

The deadline for inclusion in the next issue of **Competitive Advantage** is 35 calendar days prior to the listed targeted publication months.
 Editor: Jen Piccotti (949) 677-3624 Or e-mail to jen_piccotti@yahoo.com.

VISION, MISSION AND GUIDING PRINCIPLES

- SERVICE QUALITY DIVISION

VISION - *The ASQ Service Quality Division will be the leading worldwide provider of knowledge resulting in the improvement of service quality operational performance excellence.*

MISSION - *The ASQ Service Quality Division addresses service quality globally by providing a body of knowledge to individuals, organizations, and communities through the creation, gathering, and exchange of information.*

GUIDING PRINCIPLES -

- *We exist to serve our customers, and value their geographic and occupational diversity.*
- *We strive for operational excellence and continuous improvement in our endeavors.*
- *We support ASQ and follow the ASQ Code of Ethics.*



This message is brought to you by the American Society for Quality (ASQ). We appreciate your membership.

Experience this NEW set of training courses

High quality service provides a competitive business advantage. Quality service results in:

- Repeat and additional purchases from existing customers
- References from satisfied customers
- Increased market share

This system of training provides a road map to achieving your organization's objectives. You will develop a practical plan to implement service quality in your organization.

[Service Quality Measurement: Planning](#) : This course helps you identify your organization's actual state of service quality, not just measure customer satisfaction. You will compare various improvement strategies and implement plans through analysis of existing service quality data. By the end of the course you will be able to recommend specific tactics and use the data for actual business decisions.

Course ID #2301

[Service Quality Measurement: Measuring](#) : Measurement allows you to obtain tangible and objective customer survey results that can be used for competitive analysis and/or strategic planning. This information can be used to improve customer satisfaction and loyalty while addressing identified concerns.

Course ID #2302

[Service Quality Measurement: Analyzing](#): In this course you will identify appropriate customer data, draw conclusions, and/or make recommendations for improvement. This includes the use of such tools as customer "listening posts" to spot market trends before your competitors do. You will also learn how to use the 7 Quality Tools for setting service quality priorities and improving loyalty and market share.

Course ID #2303

Please call 800-248-1946 for more information on these courses.

ASQ Links:

Training - <http://www.asq.org/learninginstitute/index.html>
Certification - <http://www.asq.org/certification/index.html>
Bookstore - <http://www.asq.org/store/>
ASQ Gear - <http://www.asq.org/store/>
ASQ - <http://www.asq.org>
Membership - <http://www.asq.org/membership/why-become-a-member/overview.html>
Career Center - <http://www.asq.org/career/>
Quality Info Search - <http://www.asq.org/knowledge-center/>