

Quality planning and analysis: Identifying and ranking customer needs through techniques: Mystery Shopping and Critical Incidents

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Background (1/2)

- The quality planning process and its methods, tools, and techniques have been developed because organizations have rather universally demonstrated a consistent failure to produce the goods and services that unerringly delight their customers
- Quality planning is a structured process for developing products (both goods and services) that ensures that customer needs are met by the final result.
- Standard ISO 9000:2015 defines **quality planning** as the part of quality management focused on setting quality objectives and specifying necessary operational processes, and related resources to achieve the quality objectives.
- Quality management is the management with regard to quality.



Background (2/2)

·To determine customer needs, there are a lot of tools and techniques:

SERVQUAL - proposes a gap based conceptualization of service quality where the gap indicates the extent to which the service obtained conforms to expectations

KANO model - is used to determine the customer expectations regarding product and for analyzing customer needs and determining product requirements

Quality Planning Spreadsheet - The quality planning process makes use of several kinds of spreadsheets. Used for facilitating the stepwise conversion of customer needs into product features and then product features into process characteristics and plans

Mystery Shopping Technique

- The mystery shopping technique involves putting a person in contact (e.g. visit, telephone call) with an organisation to evaluate the quality of service
- To conduct the evaluation, several conditions must be met:
 1. Mystery shopping must preserve the ethical duty of confidentiality of the customer
 2. Specific scenario must be written and scrupulously followed by the customer during their mission
 3. The evaluation must take place immediately after the mission
- This method was conducted in four most crowded watch stores in Belgrade that was visited by four different mystery shoppers. They filled the reports in which they wrote about their observations.

Critical Incidents Technique

- Qualitative research method that is used to obtain a depth of knowledge and understanding of subjects' responses to selected situations
- Set of procedures for collecting direct observations of human behavior
- Applicable to a range of contexts
- Detailed analysis of critical incidents enables researchers to identify similarities, differences and patterns

Critical Incidents extraction

Experience	Critical incident	Positive/Negative
The shop window was clean at first sight. When I came near the window, I could see a few stains and scratches. The part of the window with men's watches looked nicer than the women's – better lighting and prettier watches. All additional services were transparently highlighted and visible.	I could see a few stains and scratches	-
	The part of the window with men's watches looked nicer than the women's	-
	All additional services were transparently highlighted and visible.	+

Quality characteristic categories

Quality Characteristic Category	Critical Incidents
Staff member behavior	As soon as I came in the store the staff members greeted me
	When I came to one of the shelves, a staff member asked me if I wanted anything in particular
	The staff tries their best to adapt to customer preferences.
	They also take the price range into consideration
	When I asked about additional services I didn't get the answer the answer the first time
	The staff came to me as soon as I entered the store
	The staff member was sitting and looking at phone
	She didn't ask me about preferences and didn't help me choose
	One of the staff members greeted me as soon as I came close.
	Staff members were very polite and answered all my questions
They looked bored and disinterested.	

Customer requirements

Customer requirements		
Primary requirements	Secondary requirements	Tertiary requirements
Adequate behavior of staff members	Politeness	Polite staff members
	Hospitality	Staff members greet customers upon entrance
	Competence	Staff members recognize customer preferences
	Behavior	Staff members behave pleasantly
	Responsiveness	Staff members deliver in short time

Analysis

- **Two-dimensional questionnaire** – Question about importance and satisfaction for every recognised customer requirement (1-4)
- **Data analysis** - IBM SPSS Software V23
- **Total sample size** - 101 respondents

*Gender * age crosstabulation*

			Age					Total
			18-25	26-30	31-40	41-50	51+	
Gender	Man	Count	13	5	2	4	1	25
		% within Gender	52,00%	20,00%	8,00%	16,00%	4,00%	100,00%
	Woman	Count	62	3	5	5	1	76
		% within Gender	81,60%	3,90%	6,60%	6,60%	1,30%	100,00%
Total	Count	75	8	7	9	2	101	
	% within Gender	74,30%	7,90%	6,90%	8,90%	2,00%	100,00%	

Results (1/2)

Criticality indicators for every variable

Variable	Mean - importance	Mean - satisfaction	Criticality indicator	Rank
Kindness	3,62	2,96	1,222973	4
Preferences	3,64	2,88	1,263889	3
Additional services	3,38	2,58	1,310078	1
Assortment	3,49	2,95	1,183051	5
Visible prices	3,88	3,01	1,289037	2
Shop window	2,87	3,17	0,905363	8
Neatness	3,72	3,5	1,062857	7
Waiting time	3,64	3,17	1,148265	6

Criticality indicator = Mean of importance/mean of satisfaction (0,25-4)

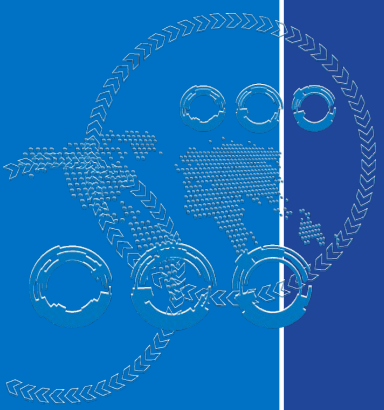
Results (2/2)

Criticality indicator for every variable based on the age

	Kindness	Preferences	Additional services	Assortment	Visible prices	Shop window	Neatness	Waiting time
18-25	1,20	1,26	1,32	1,17	1,27	0,85	1,05	1,14
26-30	1,36	1,29	1,40	1,19	1,43	0,96	1,11	1,17
31-40	1,19	1,37	1,28	1,25	1,44	1,08	1,17	1,18
41-50	1,29	1,16	1,12	1,25	1,36	1,18	1,07	1,30
51+	2,00	2,00	1,60	1,40	1,14	1,00	1,00	0,86

Summary

- Understanding the customer's situation and need together with the right offering of products leads to high customer satisfaction
- These techniques are very suitable for using because they are generic and can be used on all B2C organizations
- Link between customer needs and customer satisfaction which affects the profitability of a business



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