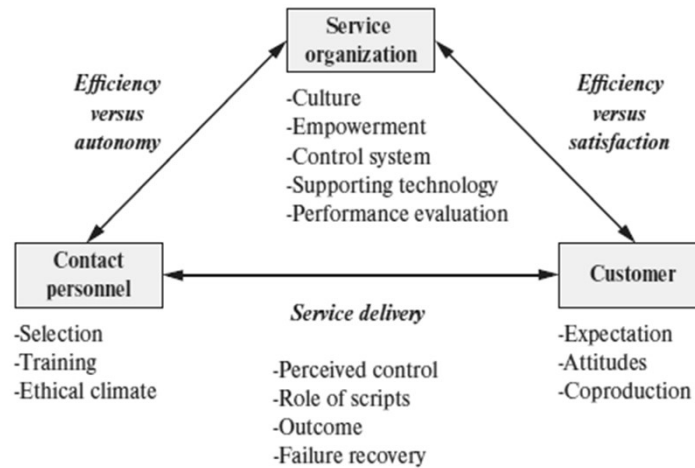


## The Service Encounter Triad



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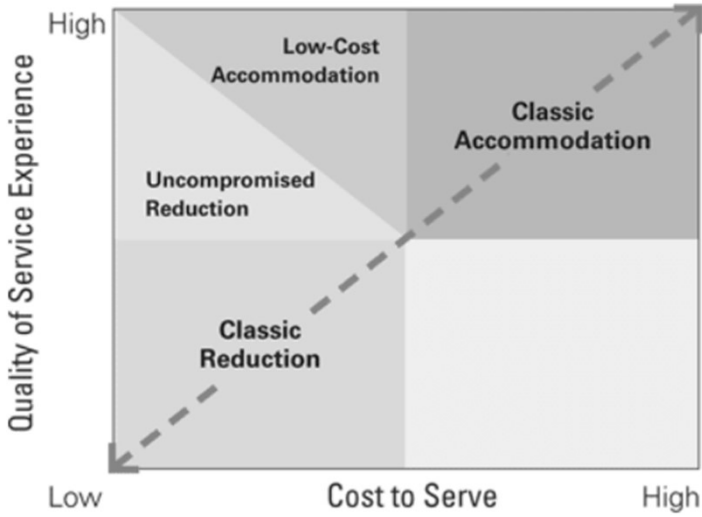
## Where does variability come from?

- Arrival variability
  - Provide generous staffing or require reservations
- Capability variability
  - Adapt to customer skill levels or target customers based on capability
- Request variability
  - Cross-train employees or limit service breadth
- Effort variability
  - Do work for customers or reward increased effort
- Subjective preference variability
  - Diagnose expectations or persuade customers to adjust

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