

BO Strategy and RK Model Combined Together: Worth for Customers



Munish Kumar Tiwari, Amit Manglik

Abstract: *The organizations not only required to satisfy its customers but also required to satisfy all its customers. For this, organizations will receive value from all its customers. So a new category of customer value comes up in picture i.e. 'creative Value'. This research paper shows the thoughts inbuilt in RK Model and its relation with the BO Strategy. A combined model of 'Value with Creativity' is made and uses this model to enhance customer retention and customer value. The combined model is proposed by combining the BO Strategy, Fuzzy SERVQUAL, and RK Model.*

Keywords: *Customer value, BO Strategy, Creative value, SERVQUAL, Fuzzy, RK Model.*

I. INTRODUCTION:

It is there in many studies about a close association between loyalty of customer and satisfaction of customers. If there will be more customer loyalty then there will be more purchases in future. Customer retention and customer loyalty are essentially required for enhancement of performance of business. Now customers are showing more demand for requirements and they are continuously searching new suppliers who can enhance the supply of quality product with better check. Woodruff (1997) had stated these activities as a need for "Value of Perceived Customer". To get this customer perceived value, customer require products or services that have performance and attribute that will bring customers' getting their required reason by consuming the product or services. Lindgreen and Wynstra (2005) have said that the value perceived by customer depends ahead of the assumption that the customers wants towards enhancement of observed profits and observed give up. While knowing the concept of perceived value of the customer and the customers' worth, it is significant to know about customers financial worth is the output of the total process by value creating. So the supplier's aim is to provide worth to customers to attain financial worth from those consumers.

Value of Customer: During a relativistic, interactive experience, value is found to be judgement of first choice on the base of some point.

In the perceived sacrifices and perceived sacrifices, the trade off value are related with a given goods and services (Wynstra and Lindgreen, 2005). Browning (2002) states that value of customer depends upon (i) the product's or services intrinsic value in terms of how it addresses needs of customer; and (ii) product's value change due to the presence of alternating or competing solutions of customer needs. Due to the customer value, a firm designs marketing programs very effectively (Gupta & Lehmann, 2005). These programs identify the product's functional value, and psychological value. But these values do not tire out all probable basis of value to customers. Getz and Hamel (2004) states that a competitive advantage source can be, changed by innovations and ideas. Values are of four types like 'psychological thing', 'functional thing', 'creative thing', and 'economic thing'. 'Economic thing' and 'psychological thing' will directly influence the makeup of 'retention of customer', 'acquisition of customer', and 'margin of customer'; 'functional thing' and 'creative thing' will influence 'retention of customer' and 'acquisition of customer' directly. It will have a roundabout consequence on 'margin of customer'. Satisfaction and services may make a difference in competitive markets (Zeithaml et al. 1996). Many studies have given the details of service strategies and critical attributes. The SERVQUAL model is implemented to know significant features of different service and the development acts that depend upon gap count of perception & expectation (Parsuraman et al., 1988). SERVQUAL does not have consistency even after being refined, unlike questionnaire scales which measures quality of service. Our main thing is that it separates from 'static' scale perceptions and/or expectations. These scales don't find actual respond of a person's evaluation procedure since features which are determining the quality of service described by partisanship, ambiguity, ambiguity, and uncertainty (Lin, 2010; Benitez et al., 2007; Chien Tsai, 2000). This means that while choices are taken by respondents, they get subjective knowledge and fuzziness is remained (Chien and Tsai, 2000; Hu, 2009).

The system which is totally dependent upon fuzzy logic is linguistically is additionally purposive. This is dissimilar from normal study by means of the research on service quality with statistical methods. We should use fuzzy logic to investigate the population, the respondent's opinion of a subjective event more precisely (Benitez et al., 2007; Lin, 2010). The Fuzzy logic method makes the outcome on the issues of linguistic in SERVQUAL questions extra precisely (Lin, 2010; Tsai, 2000; Hu, 2009; and Chien 2000). Fuzzy number based logic theory is applied in the SERVQUAL questionnaires. To categorize the quality attributes as required customers used by many industries and researchers, K Model is the most powerful one (Kano et al., 1984).

Manuscript published on November 30, 2019.

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The group results cannot evaluate the quality attributes influencers. There is a weakness in the K Model and this weak point is a stoppage to consider into description of the level of significance agreement to convinced quality essentials by consumers (Yang, 2005). The K Model is advanced and presented by Yang (2005) to categorize the quality attribute very deeply.

Maximum strategy formulation methods focus on existing customers requirements. Now, these techniques and practices are not enough for surviving in the highly competitive market. So to tackle this, BO Strategy is utilized to get innovative market place value & makes rivalry totally inappropriate (Mauborgue and Kim, 2005). BO is possible marketplace anywhere there is no competition. But RO is a marketplace anywhere businesses contend strongly for a part of some space of market. BO Strategy gets the remedy by interpret the principles & pattern at the back of the triumphant conception of BO's. It furthermore gets the remedy by giving the systematic structures and equipments to take action on this area. For finding out the significant and proper service, it is required towards making of fuzzy SERVQUAL questions. Here there are explanations to know so as to there are junctions stuck between 2 triangular fuzzy numerals. So, between satisfaction degrees the divergence rates i.e. importance, expectation, and perception degree calculated and makes a refined K Model. Finally BO Strategy Model four action frameworks are applied to know accurate improvement actions depends on the attributes categories in the refined K Model.

Theoretical Composition:

Our aim is to find the theoretical composition which is also the objective of the study. Before coming up to integrated model, some critical methods are required in the integrated model.

1. SERVQUAL:

This method was found out by Parasuraman et al. (1985) and this model is also called as model of service quality. Model of conceptual service quality is developed between firms and consumers with proposed five gaps. The 5th gap is called as value that consumers get in a service is role of direction and extent of the break between perceived and service which are expected. Here the expected services means the customers' anticipations about what corporation gives and the services which are perceived shows customers' emotions concerning what consumers' receives delivery from service from the organization. On the basis of gaps in service excellence, the providers of checking can get the enhancement tactics of check excellence to improve consumers' contentment.

With the help of SERVQUAL service quality, it involves calculating the dissimilarity flanked by expectation count and perception count received from question's review made for clients (Parasuraman et al., 1985).

SERVQUAL count = Perception count – Expectation count

Parasuraman et al. (1985) proposed with the aim of when service excellence is mentioned then some dimensions come in our mind like reliability, competence, responsiveness, courtesy, access, credibility, communication, understanding, security, & getting the information about the consumers also real ones. Parasuraman et al. (1988) build up a multi-thing level

(SERVQUAL) designed for determining quality of service and ease the 10 measurements quality of services to 5 proportions. The 5 measurements are linked to equally the service procedure and its effect. SERVQUAL method utilizes the question's comprise of 22 pair off of excellence attributes depends on 5 measurements (Parasuraman et al. 1988):

- 1. Trustworthiness:** Capability to achieve the work accurately & dependably.
- 2. Concrete:** Manifestation of bodily equipments, features, human resources, and communiqué substances.
- 3. Guarantee:** Courtesy as well as knowledge of providers of service & their capability to pass confidence and faith.
- 4. Receptiveness:** Enthusiasm to assist consumers and offer them punctual service.
- 5. Empathy:** Individualized attention and care of its customers through firms.

2. Fuzzy Logic Theory:

This theory was started by Prof. Zadeh (1965) of California University, Berkeley. Mathematical methodology was started by him to present real life uncertainty. E.g. in language terms like unpleased, pleased, and light are called as customers' preferences natural representations or appraisal and also shows some level of ambiguity and indistinctness in individual's consideration. The answer of the problem through fuzzy approach in getting the preference structure of decision makers'. Fuzzy approach reduces the ambiguity of concepts which are linked to subjective judgements of human beings' (Lin 2010; Benitez et al., 2007). Fuzzy theory is also used in presentation measurement through analyzing the skewed judgements of evaluators' (Huang and Lee, 2009). Varying linguistics is word or even a whole sentence in an ordinary word. The presentation is treated as a changeable in a blocked period (Zadeh, 1965). E.g. the "a check excellence significance level" means a variable linguistics. The expression value's membership functions can be shown with fuzzy numbers which is triangular $\mu A(X) = (LV; MV; UV)$ with the range of scale of (0-100). Assumption by evaluators personal range of variable which is linguistic $\mu A(\text{fair}) = (20, 40, 80)$. As compared to traditional approach, the attribute degrees of services utilized in Likert scale points and fuzzy numbers of used triangle for use of variables which are linguistic (Benitez et al., 2007; Lin, 2010).

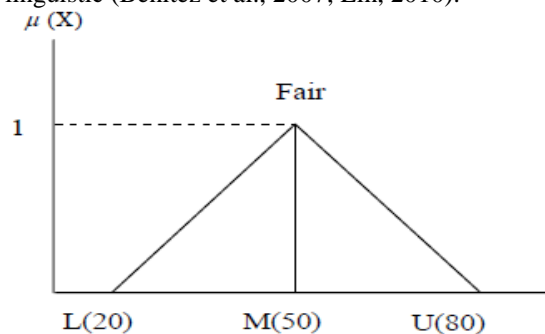


Fig. 1: Triangular membership functions of Fuzzy number

LV: lower level value, MV: medium level value, UV: upper level value.

Algebraic operations of the triangular fuzzy number byr

Zadeh (1965)

Addition Notation (+)

$$(LV1, MV1, UV1) + (LV2, MV2, UV2) = (LV1+LV2, MV1+MV2, UV1+UV2) \quad (2)$$

Subtraction Notation (-)

$$(LV1, MV1, UV1) - (LV2, MV2, UV2) = (LV1-LV2, MV1-MV2, UV1-UV2) \quad (3)$$

Multiplication Notation (.)

$$(LV1, MV1, UV1) \cdot (LV2, MV2, UV2) = (LV1/LV2, MV1/MV2, UV1/UV2)$$

$$LV1 \geq 0, LV2 \geq 0$$

(4)

So for real number like K,

$$K \cdot \mu_A(X) = (K^L, K^M, K^V) \cdot (LV, MV, UV) = (K^L LV, K^M MV, K^V UV) \quad (5)$$

3. The K Model

The Japanese Kano developed attractive quality theory to get quality i.e. K Model. The presumption was made for proper understanding about consumers evolving, perceiving, and evaluate attributes of quality. There is also need to focus on the awareness on the features which are more significantly by consumers for the improvement. This model describes while considering the customer's satisfaction, how the dissimilarities separates the level which is called as sufficient by excellent.

Importance of K Model application:

1. Product Design and service Design;
2. Manufacturing of products or services / Delivering of products and services;
3. Product/service characteristics analysis;
4. Knowing satisfaction of consumers;
5. Quality improvement done continuously.

This representation states that dissatisfaction and satisfaction are the two independent concepts present in the consumer's mind and it should be separately considered. Kano et al. (1984) Says about the link among need's presentation & dissatisfaction or satisfaction as a knowledge may not be linear. This K Model considers non linear link between satisfaction and performance. The quality attributes are:

1. Attractive attributes: These are very much important for consumer contentment. If they are there or have adequate level of presentation then it gives more contentment but if they are not there or the level of presentation seems very unfortunate then the customer would be totally discontented.

2. Must be characteristics: These characteristics are basic and most essential desires of the product's quality. If their performance is poor or they are not present then the customers will be totally dissatisfied but if they have enough level of sufficient level of performance, they will never be satisfied.

3. Performance attributes: Here satisfaction is proportional to the performance level. Generally, customers need attributes with explicit performance.

4. Neutral Attributes: These characteristics doesn't affect contentment or discontentment.

5. Overturned Attributes: These attributes gives maximum contentment if they aren't present means missing.

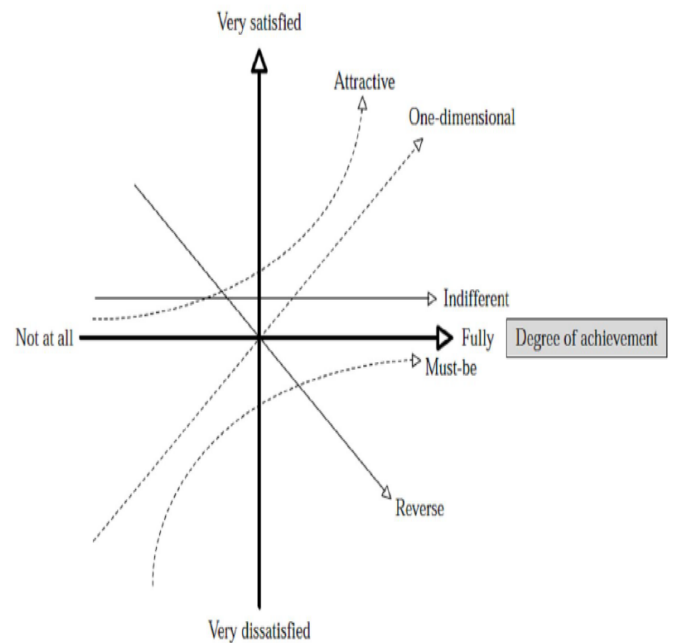


Fig. 2: K Model (Hogstrom et al., 2010)

The returns are as follow:

1. Quality of product descriptions is better specified & understood however it has greatest effect on satisfaction of customer;
2. Finding and filling attractive descriptions makes a different variety of differentiation potential. A product which fulfils the requirement can be perceived as a surroundings and can be exchangeable;
3. One can set priorities for product development. If they are already at a satisfactory level then there is no need to invest in improving necessities.

4. RK Model:

The K Model is for the area of class management. Kano et al. (1984) gave a replica which was encouraged from model from Herzberg's motivator-hygiene. A 2 dimension replica was constructed. It has five types such as:

1. Attractive: Characteristics that give fulfilment if it's there however if it is absent then no dissatisfaction to be there;
2. Single Dimension: Attributes that are defined by a single dimensional association between the insight of customer of contentment and fulfilment level of the features;
3. A Necessity needed: if the attribute is absent then it will bring dissatisfaction in customer but the presence of attribute does not provide any contribution to the satisfaction in the customer;
4. Indifferent: Attributes whether fulfilled or not fulfilled, does not gives contentment or discontentment.
5. Turn round: Attributes which gives discontentment when they all are satisfied and they got contentment while they are not fulfilled. As far as classifications of customer needs are concerned, K Model has an advantage (Yang, 1993, 2005). But sometimes the trade-offs are required. If any service attribute does not meet the requirement for financial or technical reasons, then it must think about other criterion which may include a greater impact on the fulfilment of customer.

So, Yang (2005) came with K Model which is refined and considers the level of significance of the particular attribute with assumed superiority by the consumers. The degree of significance can be divided into 2 fractions. As the attribute's level of significance is more than the mean of the level of significance for all of the characteristics of service quality then that characteristics will have a high level of quantity of significance. If below the mean of the degree of importance for all service quality characteristics then it has a low degree of significance.

By adding the level of significance, the RK Model can facilitate service donors in analyzing the affects of various characteristics of service quality. The replica sub divided Kano's first 4 parts and made 8 from 4 parts. Additionally, the reverse attributes ninth category must be taken care of. As per RK Model, the value characteristics category allows providers of service to take quality decisions more precisely (Yang, 2005).

Table 1. RK Model's class characteristics category

Categories of Kano model	High importance	Low importance
Attractive	Highly attractive	Less attractive
One-dimensional	High value-added	Low value-added
Must-be	Critical	Necessary
Indifferent	Potential	Care-free

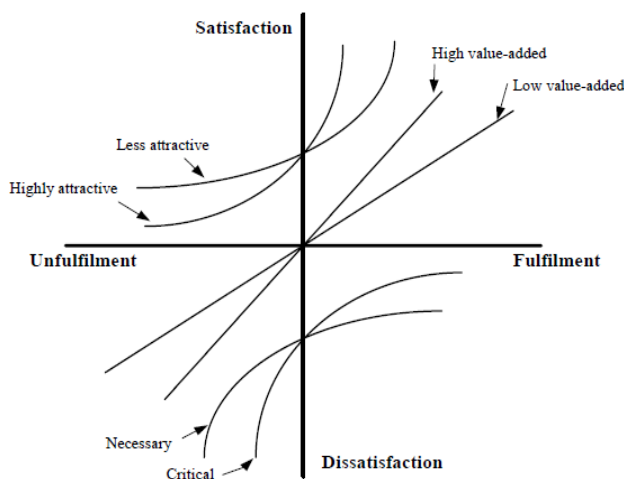


Fig. 3: RK Model of class characteristics

I - S Model:

RK Model gives rise to Importance-Satisfaction Model (I-S Model). Here the straight measurement demonstrates the level of significance of a characteristic with excellence, and the perpendicular measurement demonstrates the contentment level of the excellence characteristic. The pair of order (satisfaction range, importance range) is set up on the points. The satisfaction range & importance range is used to split coordinates in 4 areas like:

- 1. Excellent Area:** The attributes are considered as important one and the performance of the customer is satisfactory.
- 2. Enhanced Area:** The excellence characteristics of this region are significant to consumers but the performance has not been equal to the expectation.
- 3. Surplus Area:** These characteristics may not much significant to consumers, but insights of consumers are very much acceptable. The corporation keeps excellence characteristics apart. If a corporation wants to reduce expenses, then these characteristics can be removed with no

having a negative consequence on the consumer contentment.

- 4. Free with Care Area:** These excellence characteristics have low contentment level, but they also position for less significant. The corporation is not at all concerned of characteristics as they have least effect on class assessment procedure.

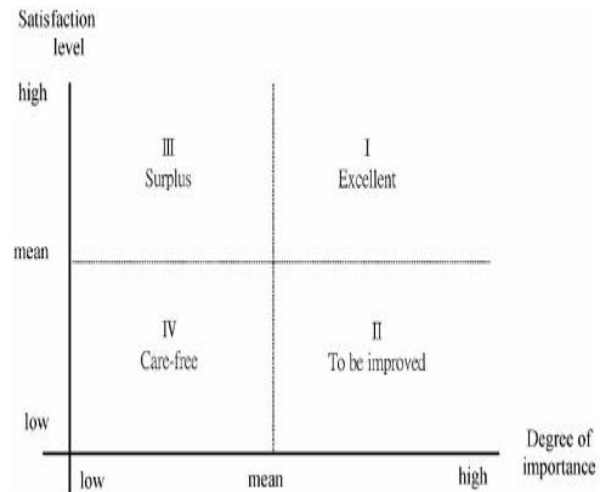


Fig. 4: I-S Model

5. BO Strategy:

Mauborgne & Kim (2005) recommended the BO strategy which highlights keep away from rivalry whereas creating worth improvement that reduces rates. Mauborgne & Kim (2005) understood that purchase choices taken by customers based on the contribution characteristics like Price, accessibility, & quality. They state to facilitate that administrators find their BO's by doing experiment through the initial characteristics with inventive collections. This can break the rate demarcation transaction acceptance (Vidyanathan & Sheehan, 2009). Mauborgne & Kim (2005) brought ERRC Grid to facilitate the managers to get and propose original characteristics. These four aspects of the grid are as follows (Yang and Yang, 2011).

- 1. Eradicate:** Elements which have less costs, or no value for their customers must be eliminated. These values might even distract from customer value;
- 2. Reduce:** A product or service's attribute which is over designed to the required level of competition and it is found to be less attractive for its customers, should be reduced. They are increasing the cost factor without any gain;
- 3. Raise:** Those attributes which has a value for its customers or a high level of attraction for its customers, should be raised after assessment;
- 4. Generate:** features that create new foundations of worth for its consumers or the features that generate fresh order and draw non consumers must be created.

Table 2: ERRC (Eliminate-Reduce-Raise-Create) Grid
6. Integrated Model:

Eliminate	Reduce
Those factors or elements that no longer have value or may even detract from value for customers	Those attributes that have been over-designed in the race of competition or those have little attraction of customers
Raise	Create
Those attributes that can result in significant value for customers or those that have high attraction to customers	Those factors that can discover new sources of value for customers or those that can create new demand and attract non customers

An incorporated model is projected for knowing the significant characteristics and their proper activities. To solve this issue, an incorporated model is made on the way to know the service characteristics for the suitable realistic performance. A categorization of method made depends on Fuzzy Logic Method. So the SERVQUAL, RK Model, and BO Model are incorporated keen on a step by step model to agree the authority of the consequence. It has 7 steps for formatting the significant service characteristics and their proper performance.

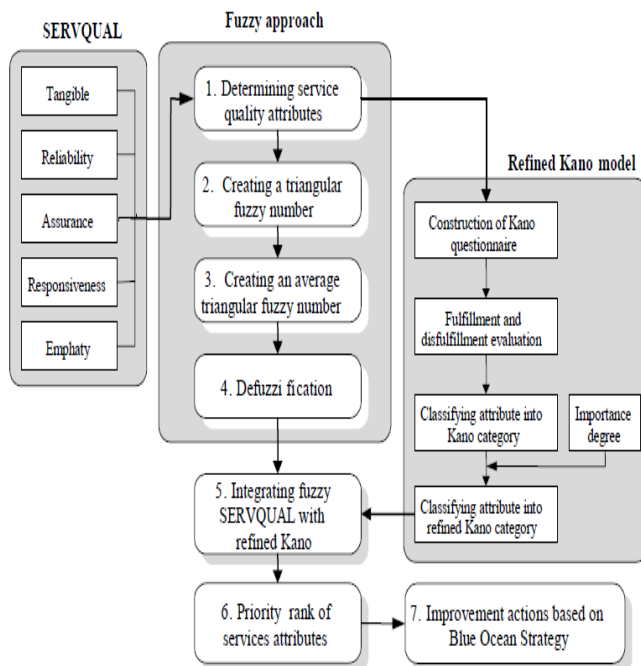


Fig 5: Incorporated Model

7. RK Model and 'BO' Strategy Model:

Kano et al. (1984) brought this incorporated model through 2 things of known value characteristic need appraisal. One is whether the known value characteristic is fulfilled and the second one is the subjective thing of the consumers' insight of satisfaction. Through this representation, five categories of value characteristics can be changed:

1. Value characteristics which are good-looking.
2. Value characteristic which is one measurement.
3. Essential value characteristics.
4. Value characteristics which are indifferent.
5. Value characteristics which are reverse.

In the K Model there is one weakness that the importances of different attributes were not considered. So, Yang (2005) brought RK Model, after considering attributes level of significance as received by customers. It has eight categories:

1. Quality attributes which are highly attractive and highly important.
 2. Quality attributes which are less attractive and less important. They can be reduced if cost is considered.
 3. Quality attributes with high value addition i.e. one dimensional quality attribute which is less important. These attributes makes less important.
 4. Quality attribute with low value addition.
 5. Quality attributes that are very critical and have high importance.
 6. Firms have necessary level of Value characteristics of less significance.
 7. Value characteristics which contain potential and have high importance.
 8. Value characteristics which are care free and of little importance.
- Mauborgne and Kim (2005a) framework.

Eliminate	Reduce
Those factors or elements that no longer have value or may even detract from value for customers.	Those attributes that have been over-designed in the race of competition, or those have little attraction of customers.
Raise	Create
Those attributes that can result in significant value for customers, or those that have high attraction to customers.	Those factors that can discover new sources of value for customers or those that can create new demand and attract noncustomers.

Fig 6: ERRC Grid

RK Model & BO Strategy incorporation:

The main thing using this framework of BO Strategy is to find out characteristics that have to eradicate, decrease, increase, and generate. The actions of following characteristics are coming up are:

- 1. Characteristics which are less attractive:** companies should maintain the current level of attributes but there can be attributes fulfilment level if cost is considered;
- 2. Characteristics which are highly attractive:** companies should increase these types of issues & generate fresh characteristics to get non consumers;
- 3. Characteristics with low value addition:** Companies be able to diminish the completion stages of these characteristics so as to diminish the cost factor;
- 4. Characteristics with high value addition:** The attributes fulfilment level should be increased. Reduction of attribute should be avoided because there will be more customer dissatisfaction;
- 5. Characteristics which are necessary:** The existed level should be maintained a proper concern should be taken to keep away from dropping these characteristics to a stage that can create consumer displeasure;
- 6. Characteristics which are critical:** These characteristics are important for customers; the attributes fulfilment levels should be increased;
- 7. Attributes which are care free:** These attributes must be removed due to cost considerations;
- 8. Attributes which have potential:** Companies should improve the attributes fulfilment level as they may get the potential to satisfy the customers in coming period;

9. Attributes which reverse in nature: These types of attributes should be removed as it dissatisfies customers.

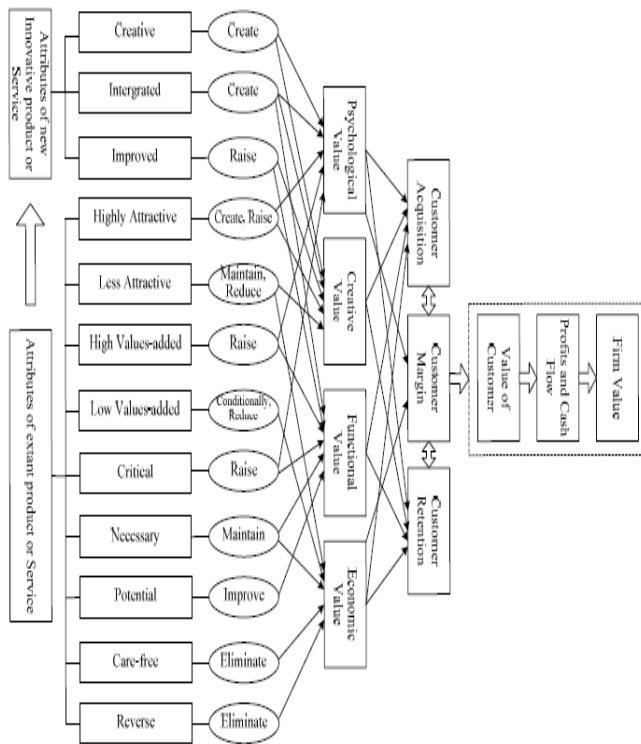


Fig 7: Incorporation of RK Model and BO framework with 'worth of consumer'

This diagram shows that the 'consumer value' different categories effects are as follows:

1. Attributes which are extremely striking should be increased to give towards 'psychological & imaginative worth;
2. The less striking characteristics will give very little addition to imaginative worth. By decreasing these characteristics one gets encouraging consequence;
3. The attributes which have high value addition, will add to psychological and functional value. It will also increase critical attributes which has same effects;
4. If attributes with low value addition is reduced then it will reduce costs i.e. economic value is reduced;
5. If necessary attributes are reduced then it is good intended for profitable worth. It can contain unenthusiastic effect on functional worth. By increasing essential characteristics there will be little involvement on the purposeful worth other than the cost factor will enlarge;
6. If potential attributes are improved then this will influence purposeful worth in close to outlook. It will not have major effect; and
7. If the worry free characteristics and overturn characteristics are removed then it will contribute to economic value.

There are 3 alternatives believed by corporate in the development of new products:

1. Product features should be improved: so the 'raise' action is matched it will have an effect on imaginative worth and purposeful worth.

2. New product should have critical characteristics: This strategy will match with the 'create' action. This will add to the creative value and the psychological value importantly.

3. Innovative products should be created: Development of innovative product is the best method to get new and non customers through 'generate' act of the BO Strategy.

IPA-K Model:

This model is a fresh instrument for knowing expertise and characteristics of service value characteristics offering exact strategy meant for every group. This replica keeps away from the restrictions of K Model observing the ignoring of the significance of characteristic presentation (IPA) & removes its faults.

The CKM-K Model:

CRM is organizational tool which is enabled by in sequence tool. It maintains a association through the consumers to find them, pull towards them, and target them for providing the satisfaction and retaining them for long duration. Their synergized potential makes them attentive and gives rise to (CKM) customer knowledge management. An important task in the knowledge management area is exchange of the implicit information to the open information. So the K Model is in requirement & gets consumer information for the creation of excellence inside the fresh projects of product development.

The Kano – QFD Model:

QFD-Quality Function Deployment is worn as excellence development & the growth techniques within different areas. This is attained by concentrating on the VoC-voice of customer. To get a total customer satisfaction, those who are practicing QFD should do more than knowing VoC. Tan & Shen (2000) gave combined method by getting K Model within the QFD preparation medium to appreciate properly the characteristics of VoC-voice of customer. An estimated conversion function is planned to regulate the each customer attribute development based on K Model analysis. To achieve the performance in customer satisfaction, customer's new priorities are adjusted properly. To know the customer needs and get maximum satisfaction, QFD and the K Model is implemented.

Kano's 3-facet Replica:

TRIZ and Taguchi Methods after combining quality with the synergistic effects, becomes quality's multi-dimensional model. The 3rd facet is additional to the excellence through the liveliness impact of Taguchi methods & TRIZ. K Model permits the investigation, proper development, the optimal impact of technical answers for all types of value.

BO Strategy and K Model application in Airlines Industry

In a extremely hard cut-throat environment everywhere all airline companies includes almost same charges and synchronizing extended standing consumer plans, airline's aggressive periphery comes within the facility value as obtained by the consumers (Yeh and Chang, 2002). Expected worth is very much necessary meant for consumer contentment (Parasuraman, 1988). The transportation of huge service turns keen on a plat forming initial element of promotion prerequisite due to rising rivalry in the airline business. By caring the peak indentation services one would assist airline industry to be safe & grip purchaser's consistency (Ostrowski, 1993).

The consumer's perception of quality of services depends upon the one-sided reconsiders purchaser appraisals with the purpose of infrequently carried out (Gursoy, 2005).

Purchasers' deal investigations have been carried out with separating the all-purpose provision into dissimilar provision components. It organized a review amongst the customers, & measured the importance of the service mechanisms towards the purchaser with result of the firm i.e. contentment (Huikonen & Pirttila, 1998). It is developed compute of end user preference. Purchaser service methods are collected by considering its examination. Airlines need to realize travellers' need and desires to convey better consumer service (Aksoy, 2003). The utilization of K Model in mainly of the aeroplanes compute work offerings is carried out towards know the organization's act stage, without apparent in order of explorer's desire meant for services (Chang & Chen, 2005).

II. CONCLUSION:

Organizations only required pleasing its consumers but a it should also find out value for all of its customers. By this, all the customers will get value. The quest for both, the value from customers and value for customers will be called as strategy of Win-Win. So this research study has made a combined model of value dependent upon K Model which is refined one (Yang, 2005) & the structure of different activities related to the BO Strategy (Mauborgne and Kim, 2005a; 2005b). This replica is able to start the companies towards find their method to get a strategy with be success - to - success situation.

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