

MEASURING DESIGN SERVICE QUALITY

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ABSTRACT

The increased market growth of creative products and services in Indonesia affect the market's competition so that the industry players need to come up with strategies that can improve their competitiveness. One of many methods in designing competitive strategies is by measuring customer satisfaction. In the service industry, customer satisfaction is relatively harder to measure because of its intangibility. Professional design service, as one of many sectors in creative service industries, need to know their client satisfaction scores in order to give better services. In general, the method used to measure service quality is SERVQUAL, but measurement variables of the SERVQUAL method need to be adjusted for more specific service fields. This research will conduct in depth studies to find the variables that can be used to measure professional design service quality. Related variables was be founded through literature reviews on design fields and using the service touchpoints, discussions were also be held with experienced clients that resulted 60 SERVQUAL variables. Variables found in this research was used to measure the design service quality of a design firm to analyze how good was the performance of that design firm based on their clients perceptions.

Keywords: Creative industry, customer satisfaction, professional design service, service quality, SERVQUAL

Introduction

Design is an activity that aims to build and construct various quality elements on objects, processes, services and systems that includes on a product life-cycles. Design is also the main factor of human innovation in technology which within the process, it is integrated with social, cultural, and economic (Widagdo, 1993). On the process, design services have an intensive level if interaction with many touchpoints between clients and the design firms. It is confirmed by one of the design principles, co-creative (Stickdom & Schneider, 2011). Professional design firm's clients also have a wide variety of backgrounds, from personal to corporate needs and from commercial to a non-commercial needs. The provided design services also are diverse, from architectural design consultation, interior design, product development, graphic design and many other design services which always follow the client's or user's intentions. Because of diversity inside the design process, professional design firms must formulate strategies which can help them provide a high quality design to make sure client's satisfaction and also increase the firm's competitiveness. Measuring service quality is one to begin with if design firms want to map out their strategies. Knowing their service quality will also give the firm information about their client's satisfactoriness level, this information can be fundamental for the firm's improvement process. By measuring and improving service quality, design firms will not only reduce their development time by 40% but also decrease their operational costs by 60% along with the improvement of their design service quality.

Total contribution from the creative industry to the Indonesian GDP on 2016 was 7,44% with 4,38% growth rate on 2015. The percentage from the creative service industry still very low which was only 3,56% from the total contribution of creative industry to the national GDP (Badan Ekonomi Kreatif Republik Indonesia, 2017). Creative products were still dominate the market which was not bad but it would be better if the creative service sector was also had more contribution towards the increasingly fast creative economic growth in Indonesia. The service itself, is challenging to be measured and improved because of its intangible characteristic. Design service, as one of the service sector in creative industry, is far more challenging because of the whole process is also intangible and the consumers still had lack of experience in using this service. This is the motivation of the study, which is based on the curiosity of how can we improve the quality of design services.

SERVQUAL (Parasuraman, Zeithaml, & Berry, 1985) is used in many general service sectors, but as a measurement tools, the variables and dimensions are considered not specific enough to measure professional services. More specific adjustments are needed if it will be applied in more specific service areas (Baker & Lamb, Jr., 1994). From the past studies, Baker & Lamb have already developed the variables and dimensions of SERVQUAL to measure architectural design service quality. On the latest practices, design services now mostly provided a more integrated and complete design solutions, not to solve problems from only one field of design but to solve problems with more suitable design fields approaches. For example, nowadays design firms will not only provide interior design solutions for client who need to open a new restaurant, they also are able to provide branding and architectural consultation that will help the client's restaurant business to be more appealing and attract more targeted customers. Variables and dimensions to measure professional design service quality is still not found and uncommon in the extant literature. This research will conduct an in depth studies to find the SERVQUAL dimensions and variables that can be used to measure service quality in wider fields of professional design service areas. It can be further used as a tool for many professional design service provider to improve their design service quality by having more information about factors that matter to client's satisfaction.

Design as Professional Service

Design is considered as a professional service similar to medical, legal, accounting, and other consultation base services which fundamentally built by client's trust (Baker & Lamb, Jr., 1994). It is difficult to measure the performance from professional services because of the effect, as the end result, can only be felt after using the service. In general, professional services are less frequently being used by clients if compared to telecommunication or logistics services. This resulted the lack of experience and information that matters in client's expectation about the service (Freeman & Dart, 1993). From the process of design principles; user-centered, co-creative, sequencing, evidencing and holistic, it can be concluded that interactions between design firms and their clients are what matter the most and affect the whole process and the result of the design.

The Quality of Professional Services

Service can be defined as a combination of deeds, processes, and performance. It is not a tangible product, but much more leads towards intangible. The quality itself can be defined as a satisfaction to the needs of the customer (Ghobadian, Speller, & Jones, 1994). Customer satisfaction itself is a factor that affects the quality of services which can be categorized in three level (Oliver & DeSarbo, 1988); negative disconfirmation, when the level of service is worse than customer's expectation; positive disconfirmation, when level of service is better than customer's expectation; and simple disconfirmation, when the level of service meets the customer's expectation. Defining the quality of service is more difficult compared to the product's quality because the service quality definition is different from one person to another and there is no consensus about the real meaning of service quality (Daniel & Berinyuy, 2010). Service quality can only be known within or after the service is delivered (Paul, Mittal, & Srivastav, 2016) and it is shown as a gap contains five dimensions; tangibles, reliability, responsiveness, assurance, and empathy, which exist between customer's expectation and the service perception that they received (Parasuraman, Zeithaml, & Berry, 1985).

SERVQUAL which was developed by Parasuraman, Zeithaml, and Berry (1988), consists of 22 variables that can be used to measure customer's perception from a broad category of services such as; equipment service and maintenance, banking, telecommunication, and credit card services. These variables are still unsuitable in many service categories, so it is important to develop new variables and dimensions on some specific aspects, especially the one that matter for clients, which will result a more detailed construction of SERVQUAL that contains dimensions and variables specially tailored for specific services (Carman, 1990). According to the research conducted by Baker and Lamb (1994), quality of service from the customer can be divide into two dimensions; one which refers to the process of delivering services to the client, and one that relates with the outcome of the services. They have developed 88 new SERVQUAL variables which are designed to measure architectural design service quality (see Table 1). Baker and Lamb conducted in depth interview with 11 subjects who were the key decision makers in the selection process of commercial architectural design services.

Table 1. Architectural Design Service Quality Dimensions and Variables

I	Tangibles
A	The verbal presentation
1	The presenters have done their homework
2	Those who will actually be working on the project have a key role in the presentation
3	The presenters can display and communicate their ideas clearly
4	The presenters listen to and respect the client's input
5	The presenters can adjust their style of presenting if necessary to make the client feel at ease (e.g. formal vs. informal)
B	The design firm's physical facilities and staff
6	The appearance of the office shows creativity
7	There is quality apparent in materials and construction
8	The office appears organized
9	There is variety in the age of staff members
10	The staff dresses appropriately for their clients
11	They have enough full time permanent employees
12	A warm working atmosphere at the design firm that suggests good peer relationships and open communication
13	When I visit the firm, I am treated as if I am expected
C	Support materials
14	The design firm's client list/portfolio reflects experience in the client's industry

15	The design firm's reference list is up to date
16	The design firm's equipment is up to data
17	Brochures and promotional material provide pertinent information and are not just a collection of pretty pictures.
18	Drawings do not produce too many change orders and/or questions from contractors
19	There is good coordination between drawings
II	Reliability
A	Timeliness
1	When the design firm promises to do something by a certain time, they do it
2	If something does not get done, they don't focus on excuses, but on solutions
B	Budget
3	The design firm meets project budget requirement
4	When there are changes in the project, the client is informed on the budget implications
C	Accurate records
5	The design firm sends accurate invoices
6	They document changes in the project
7	A summary of all meeting notes is given to everyone involved
D	Dependable
8	They do things right the first time
9	They do what they say they will do
10	If a problem arises, they act graciously (e.g. sticking with the terms of the agreement, etc.) even if it costs them
11	Telephone messages get to the person for whom they were intended
12	The firm does a good job of follow-up with contractors and subcontractors
13	The firm does a good job of follow-up with the client when the job is finished
III	Responsiveness
A	Prompt service
1	The design firm responds to client requests promptly
2	They always return calls as soon as possible
B	Willingness to help
3	The firm goes out of their way to solve problems when they arise
4	The firm educates clients as to how the design process will work, so they know what to expect
5	The firm's employees respond to requests with an attitude that says, "this is what I'm here for" rather than one that says, "this is a burden"
6	Employees are available when you need them
C	Flexibility
7	They adapt to client's schedules as much as possible
8	They are cooperative in response to changes desired by the client
IV	Assurance
A	Knowledgeable
1	The firm has had past experience with projects in my industry (or a similar industry)
2	There is a high level of quality control (e.g. there is senior-level involvement throughout the process)

3	They pay attention to details
4	They understand who the customer is
5	The designers have researched products thoroughly
6	They know how to handle project management
7	They anticipate potential problems and head them off
8	The firm seeks out and uses "cutting edge" information
B	Inspire trust/confidence
9	The staff conveys an impression of confidence
10	The employees are polite and friendly
11	The client can trust employees of the firm to keep dealings confidential
12	The client can trust employees of the firm to be honest
C	Support of employees
13	There are no unwarranted layoffs of staff
14	There is little regular turnover of staff
15	Senior staff members show support of junior people
16	The firm provides enough tools for their staff to use to do the job well
V	Empathy
A	Listen to/communicate with the client
1	Designers listen to the client and react accordingly
2	Designers have respect for their clients
3	Implications of alternative design solutions are discussed
4	They use language the client can understand
5	They involve the client when in meetings together
6	Everyone in the design firm seems to understand the terms of the contract
B	Adaptability
7	Designers are team players
8	They do not use standardized design solutions (a "cookie cutter" approach)
C	Having the client's best interests at heart
9	They follow through on customer's objectives instead of coming up with their own
10	They keep client needs in mind that may be peripheral to the project, but that improve the quality of the end result
D	Giving individual/personal attention
11	They always have someone (not an answering machine) answer the phones
12	The client doesn't feel "screened" when she/he calls the firm
13	The telephone skills of the person answering the phone are good (e.g. diction, language, etc.)
14	They treat me as if I am their only client
15	The principal of the firm knows who the firm's clients are
VI	Outcome
A	Function
1	The space functions well over time
2	The space is flexible to allow for changing needs

3	Each individual has their own area in which to work
4	The space is organized well
5	Quality furnishings and finishes have been used
B	Appearance
6	The appearance of the space is satisfactory over time (not "trendy")
7	Good workmanship is apparent
8	There is continuity of design throughout the total space
9	The design is subtle - there is not an overbearing sense of trying to impress
10	There is window access
11	Creative use has been made of the space
C	Maintenance
12	Furnishings/materials are durable over time
13	The space is easy to maintain
D	Other
14	It meets the design objectives of the client
15	Attention has been paid to detail
16	The space is finished and useable when the client moves in
17	It is received well by others

Note. Rewritten based on Lamb and Baker (1994)

Methodology

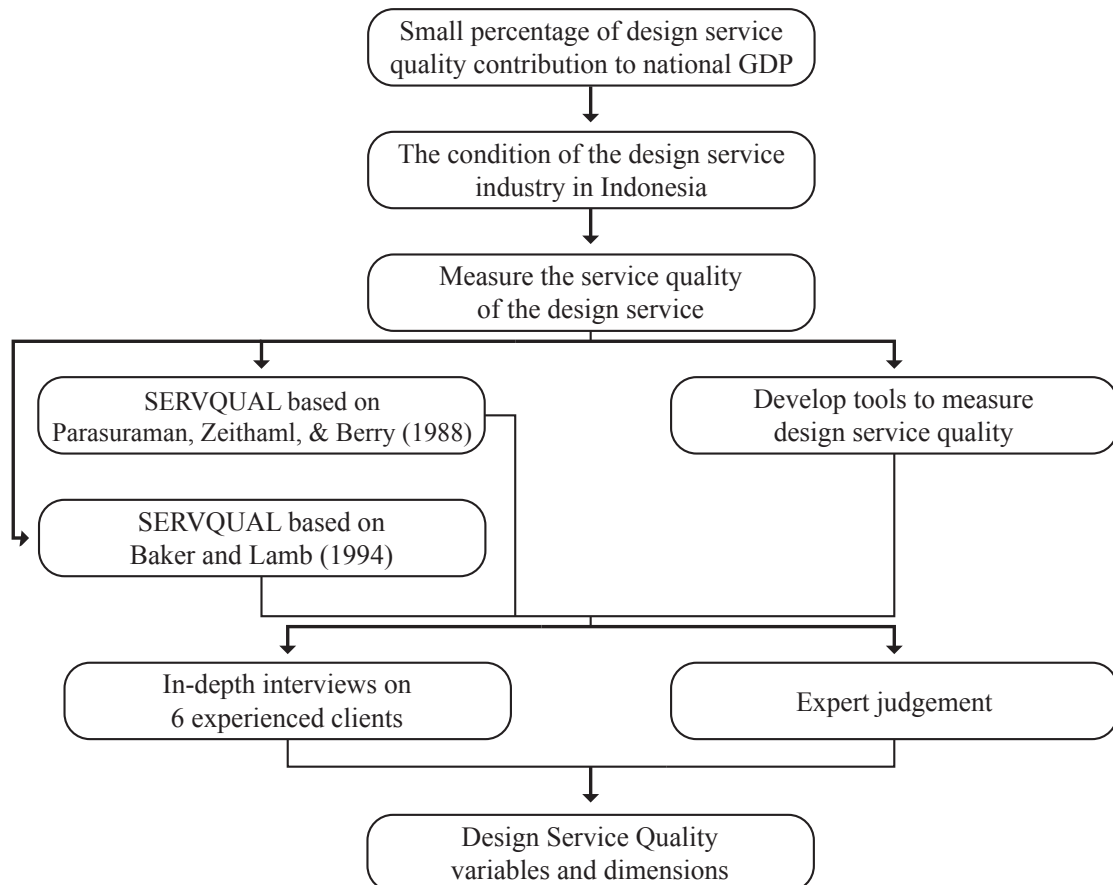
In order to have better perspective on how to collect and obtain suitable variables and dimensions of SERVQUAL on professional design service, literature reviews was conducted on papers which contain SERVQUAL variables and dimensions development process. Papers used on this research can be seen on Table 2.

Table 2. Past studies used on literature reviews

Author	Title	Method	Variables	Research Subject
Ramaiah Itumalla (2014)	Development of HospitalQual: A Service Quality Scale for Measuring In-patient Services in Hospital	SERVQUAL	Patient's satisfaction factor, professional service quality	Medical service in hospital
David Xin Ding, Paul Jen-Hwa Hu & Olivia R. Liu Sheng (2011)	e-SELFQUAL: A scale for measuring online self-service quality	e-SELFQUAL	User's satisfaction factor, professional service quality	Online Self-service Quality
Loiacono Eleanor T. & Hall Washburn (2002)	WebQual™: A Measure of Web Site Quality	WEBQUAL	Website user's satisfaction factor, professional service quality	Websites
Yoo Boonghee & Naveen Donthu (2001)	Developing a Scale to Measure the Perceived Quality of An Internet Shopping Site (SITEQUAL)	SITEQUAL	Customer satisfaction, professional service quality	e-Commerce
Baker & Lamb (1994)	Measuring Architectural Design Service Quality	SERVQUAL	Client's satisfaction factor, architectural service quality	Architectural service
Freeman & Dart (1993)	Measuring the Perceived Quality of Professional Business Services	SERVQUAL	Customer satisfaction, professional service quality	Accountant service

The research framework (see Figure 1) was adapted from the literature reviews that was designed to provide theoretical perspective for develop new components and dimensions to measure professional design service quality. Research that was conducted by Baker and Lamb on 1994 had the most relatable content which will be adapted in this research. Baker and Lamb found SERVQUAL variables and dimensions that can be used to measure service quality on architectural design service. Architecture is very related with design in general, it has similar process and end result characteristic with other design services.

Figure 1. Research Framework



In this research, direct interviews discussing the design service process were held to gain insight from 6 experienced clients from different backgrounds which are; culinary business, application developer, various retail businesses. Those respondents regularly use professional design services to support their business development process. Expert judgement and literature reviews on the fields of design and service were also used to assess the importance of respondent's opinions. Consumer journey canvas (Stickdorn & Schneider, 2011), consist of 12 touchpoints; initial contact, meet up, contract dealing, contract signing, referencing and scheduling, three phase of presentation and discussion, final preview, and finalization, were used during the interview to help respondents expressed their opinions about variables that they measure during the process in using professional design service.

Data Collections

Through the interviews, 176 variables related to the quality assessment of professional design service were found. Expert judgement and literature reviews were conducted to obtain more vivid result and to simplify the analysis process. Based on expert judgement and literature reviews, these variables were classified to match specific touchpoints. The research by Baker and Lamb on 1994 which titled "Measuring Architectural Design Service Quality" was used as a comparison because of the interrelation of the architectural field as one of the fields in the design services industry.

Variables to Measure Professional Design Service Quality

Based on the classification process, 60 variables and 15 sub-dimensions of SERVQUAL that can be used to measure professional design service quality were found. All of the variables found from this research are shown in the Table 3.

Table 3. Professional Design Service Quality Dimensions and Variables

I	Tangibles
A	Design aspects
1	The design firm's portfolio represents their level of experience in the industry
2	The design firm have the latest design references and understand about the newest trend
3	The design firm have an internet-based promotional media with attractive and updated visual content
4	They produces original and creative design
5	The final design is produced in accordance with the wishes of the client
6	The final design results meet the client's required functions
7	The design firm produces a complete and detailed design that is easy to understand and to be applied
B	Physical facilities of the firm and staff
8	The design firm have an office that worthy to be visited
9	The design firm have a comfortable meeting place
10	The design firm uses decent equipment
11	Staff wear appropriate clothes to clients
12	A warm working atmosphere in the design firm shows good employee relations and an open communication
13	When I visited the firm's office, or when we meet up, I was treated as if the firm was expecting me
C	Verbal presentation
14	The presenter mastered the material presented
15	The presenter can clearly display and communicate his or her idea
16	The presenter listens and appreciates the client's input
17	The presenter can adjust their presentation style for client's convenience (formal or informal)
II	Reliability
A	Timeliness
1	The entire design process is set in a timeline with a reasonable period of time
2	The design firm always keeps the agreed time
B	Budget
3	The total project cost is within the budget
4	The design firm actively provides information on potential project budget changes to clients
C	Accurate records
5	The design firm sends the bill accordingly
6	All the changes that took place during the design process are well documented
7	Summaries of all important notes from each meeting is shared with all who involved
D	Dependability
8	The design firm did the right thing from the beginning of the design process
9	The design firm do what they say they will do
10	If there are any problems that arise, they can be handled properly (e.g. referring to the agreement) even if it will harm them
11	The design firm actively monitors the design production process to ensure the best results (post-service period)
III	Responsiveness

A	Prompt service
1	The design firm responds to client requests quickly
2	The design firm is easy to contact
B	Initiative
3	The design firm tries its utmost to solve the problem immediately
4	The design firm provides information about the design process so that clients know what can they expect within the process
5	The design firm responds to clients' requests with a "wanting to help" attitude
6	The design firms are always available when clients need them
C	Flexibility
7	The design firm can arrange the time and place of meeting to suit the client's schedule
8	Be cooperative in response to any revisions that the client requests
IV	Assurance
A	Knowledge
1	The design firm have many experiences in the design fields that required by clients
2	The design firm always ensures the quality of the final design (e.g. senior designer involvement during the whole process)
3	The design firm pays attention to the details
4	The design firm understands who their clients are (e.g. they can provide design references to suit the client's taste)
5	The design firm conducts preliminary research on the subject of their design
6	The design firm applied project management
7	The design firm anticipates potential problems and overcomes them
8	The design firm always seeks and uses an innovative approach
B	Confidence
9	Their staff shows confidence
10	Their staff is polite and they also friendly
11	Clients believe that the design firm can keep confidential in their relationships
12	The client is sure that the design firm is being honest
C	Support to staff
13	There are no unwarranted layoffs of staff
14	Senior staff members show support of junior people
15	The design firm provide enough tools for their staff so that they can deliver maximum performance
V	Empathy
A	Communication with clients
1	The design firm listens and reacts according to what the client communicates
2	The design firm have respect for their clients
3	The implications of alternative design solutions are always first be discussed with clients
4	The design firm uses a language that can easily be understood by the client
5	The design firm always involve clients while be in a meeting together
6	All staff in the design firm understand about the contract agreed with the client
B	Understanding the clients

7	The design firm is able to adapt and work in accordance with the character of the client
8	The design firm carry out their work in accordance with the client's goals
9	The design firm notice client's needs which can be used to improve the final design quality

Compared to the variables found in Baker and Lamb's research (1994), these 60 variables obtained from this study has a wider scope and can be used by design firms in various fields with more efficient and effective statements which can be constructed to become Likert-scale perception and expectation questionnaires. The differences between these variables from Baker and Lamb's are the characteristic of the contents which does not use a specific term from any fields of design and it combines the outcome dimensions from Baker and Lamb's into statements that spreads along the suitable SERVQUAL dimensions. Within this research, it can be seen that variables and dimensions that can be used to measure design service quality had some similarities with variables and dimensions on Baker and Lamb's architectural design service research, but based from the interview process, adjustment was being done to make sure that variables and dimensions was related with the whole experience from using professional design service in Indonesia.

Measuring Design Service Quality on a Design Firm

To complete this research, one design firm was chosen to be measured using variables found in this research. This design firm was having an issue with their service delivery time with only 29% from the total project was being delivered on time. They had the importance in knowing their service quality in order to improve their performance. On this process, first all the 60 SERVQUAL variables were made into 2 sections questionnaires. One section is about their expectation in using design service firms, the choice of answers use 7-point likert-scale (Likert, 1932), 1 represent very unimportant and 7 represent very important. The other section is about what they perceived from using the service from the design firm, on this section, score 1 represent very bad and 7 represent very good. Every section has 60 statements about design service quality and all were combined into one questionnaire contained 120 statements. All clients of the design firm, as respondents, were filling the questionnaires formatted in online forms. After the filling process, the results then being processed using the gap analysis model (Parasuraman, Zeithaml, & Berry, 1985) to analyze the service quality of this design firm. The equation used in this process is:

$$Q = P - E$$

with
 Q = quality of service
 P = client's perception scores
 E = client's expectation scores
 (1)

The variables written on the analyzing process were also be coded as:

- *Tangibles* = TA
- *Reliability* = RL
- *Responsiveness* = RS
- *Assurance* = AS
- *Empathy* = EM

On Table 4, it can be seen that the quality of service from this design firm was not good enough based on their client's opinion because their SERVQUAL total score was -9,182. SERVQUAL score with numbers less than 0 can be categorized as bad service quality. For further analysis, their reliability score was very low which was -0.21, this meant that this design firm's client was feeling that the firm was not very reliable. To improve their service quality and improve their client's satisfaction, this design firm should come up with strategies that can overcome this problem.

Table 4. The Design Firm's Gap Analysis Scores

Variables	Expectation	Perception	Δ	Average	
<i>Tangibles</i>	TA-1	6.654	5.923	-0.731	-0.174
	TA-2	6.577	6.231	-0.346	
	TA-3	6.231	5.269	-0.962	
	TA-4	6.692	6.346	-0.346	
	TA-5	5.846	6.308	0.462	
	TA-6	6.500	6.231	-0.269	
	TA-7	6.615	6.077	-0.538	
	TA-8	6.000	6.538	0.538	

	TA-9	5.923	6.280	0.357	
	TA-10	6.154	5.846	-0.308	
	TA-11	6.231	5.923	-0.308	
	TA-12	6.269	6.192	-0.077	
	TA-13	6.000	6.192	0.192	
	TA-14	6.500	6.154	-0.346	
	TA-15	6.615	6.308	-0.308	
	TA-16	6.308	6.269	-0.038	
	TA-17	5.962	6.038	0.077	
Reliability	RL-1	6.423	5.885	-0.538	-0.210
	RL-2	6.462	5.962	-0.500	
	RL-3	6.308	6.115	-0.192	
	RL-4	6.462	6.038	-0.423	
	RL-5	6.385	6.269	-0.115	
	RL-6	6.231	5.962	-0.269	
	RL-7	6.269	6.231	-0.038	
	RL-8	6.423	6.077	-0.346	
	RL-9	5.962	6.269	0.308	
	RL-10	6.077	5.923	-0.154	
	RL-11	6.269	6.231	-0.038	
Responsiveness	RS-1	6.269	6.154	-0.115	-0.130
	RS-2	6.577	5.885	-0.692	
	RS-3	6.385	6.346	-0.038	
	RS-4	6.538	6.423	-0.115	
	RS-5	6.154	6.192	0.038	
	RS-6	5.923	6.000	0.077	
	RS-7	6.192	6.308	0.115	
	RS-8	6.346	6.038	-0.308	
Assurance	AS-1	6.308	6.308	0.000	-0.126
	AS-2	6.269	6.308	0.038	
	AS-3	6.346	6.538	0.192	
	AS-4	6.269	6.385	0.115	
	AS-5	6.192	6.308	0.115	
	AS-6	6.615	5.923	-0.692	
	AS-7	6.462	6.154	-0.308	
	AS-8	6.423	6.000	-0.423	
	AS-9	6.423	6.077	-0.346	
	AS-10	6.615	6.462	-0.154	
	AS-11	6.346	6.385	0.038	
	AS-12	6.423	6.500	0.077	
	AS-13	6.385	6.308	-0.077	
	AS-14	6.308	6.192	-0.115	
	AS-15	6.385	6.038	-0.346	

Empathy	EM-1	6.308	6.308	0.000	-0.111
	EM-2	6.654	6.462	-0.192	
	EM-3	6.385	6.462	0.077	
	EM-4	6.500	6.385	-0.115	
	EM-5	6.077	6.231	0.154	
	EM-6	6.423	5.769	-0.654	
	EM-7	6.346	6.115	-0.231	
	EM-8	6.346	6.385	0.038	
	EM-9	6.308	6.231	-0.077	
TOTAL				-9.182	

Conclusions and Recommendations for Further Research

The variables found from this research are divided into 15 sub-dimensions which are; design aspects, physical facilities of the firm and staff, verbal presentation, timeliness, budget, accurate records, dependability, prompt service, initiative, flexibility, knowledge, confidence, support to staff, communication with clients, and understanding the clients. Sub-dimensions that can be used to measure professional design service quality and sub-dimensions used on measuring the quality of architectural service has a few similarities which are; facilities of the firm and staff, verbal presentation, timeliness, budget, accurate records, dependability, prompt service, flexibility, knowledge, support to staff, and communication with clients. It can be concluded that aspects that matter for client to measure the quality of architectural service and professional design service are quite the same because 73% from professional design service sub-dimensions are also appeared on architectural service sub-dimensions. The similarities are also confirmed on tangibles dimensions which based on the interview result, tangibles has most of the variables if compared to other dimensions. It is also necessary to measure another design firm in order to develop more understanding about the variables used to measure design service quality.

This research was far beyond perfect because of some limitations which are; the characteristics of clients may be different with another country because it is very related with cultural and economical aspects. The number of client as respondent and the variety of client's background may also be widen up in order to gain more insight on the variables. These two factors will help this research to become more general and further can be used on professional design service globally. These findings hopefully are able to be used by professional design firms to measure their service quality and with the use of this study, the variables and dimensions will can also be assessed and be analyzed more detail. Measuring service quality is only a passive step on the service improvement process (Álvarez, López, & Perry, 2014). Further researches are required towards the active steps such as the use of Quality Function Deployment or Kano Model that can be combined with the dimensions and variables found on this research. This combination can be used as a framework for professional design firms to plan strategies that can improve their service quality and make their clients feel more satisfied.

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