

# THE V-MODEL OF SERVICE QUALITY

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An Exploration of African  
Customer Service Delivery  
Metrics

BY

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INVESTOR IN PEOPLE

To Chen,  
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A special thanks to our guests and keynote speakers in particular Professor Moira Clark and Howard Kendall. Clark is Professor of Strategic Marketing at Henley Business School, Head of Marketing and Reputation as well as Director of The Henley Centre for Customer Management (a consortium of organisations who are interested in leading-edge best practice in customer management). Kendall, who

founded the Service Desk Institute (SDI) in 1988, is recognised as a leading authority in Europe on Help Desks and IT Support. Kendall wrote a definitive book on customer service for the British Standards Institute (BSI).

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# PREFACE

A mild wet afternoon in November 2013 saw Professor Frank Witt and I playing host to Professors John Board and Jon Foster-Pedley of Henley Business School. The setting was Okapuka Game Ranch and the discussion was making business schools relevant to the communities and countries in which they operate. It was during this free-flowing discussion that the idea of studying and suggesting ways of improving customer service in Namibia was first conceived. A year later in November 2014, the first Namibia Customer Service Awards, Conference and Master Class was born. This fledgling movement hopes to make a contribution in changing attitudes towards customer service and basic service delivery (i.e. housing, water and sewerage), first in Namibia and eventually throughout Africa. We therefore hope this book will be the first of many from the Customer Service Management Africa (CSMA) organisation and be the first step in a long journey of service change in Africa.

We hope it will inspire you to be a part of this change!

Professor Grafton Whyte  
Director, Namibia Business School (NBS)  
in the University of Namibia (UNAM)  
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