

THE IDEA OF GRÖNROOS - ICEBERG OF NEEDS

Darina Mineva

National Health Insurance Fund, Sofia, Bulgaria, dariamineva@abv.bg

Abstract: The aim of the article is to determine where the true needs of the user and the service provider are in the Grönoros model. To demonstrate that quality characteristics are lost in favoring functional quality. He tries to focus quality control in the non-profit sphere on quality features such as healthcare.

It analyzes the technical and functional quality in terms of the needs of the manufacturer and the user. A comparison is made of the two types of quality, describing the capabilities of each. Emphasizes the economic nature of technical quality and its tendency to reproduce more than the functional one. He presents a scheme of the Grueroos model in terms of needs called "Iceberg of Need".

It proves that the functional quality is favored at the expense of the technical. He tries to focus quality control in the non-profit sphere on quality features such as healthcare.

The main conclusion required by the article is "More production and less marketing in the social sphere".

Keywords: functional quality, technical quality, added value, needs, Grönoros model.

INTRODUCTION

There is confusion about qualitative qualities. In Germany, it behaves on "hard" aspects of quality, without paying attention to what price and emotions to satisfy consumers. In America, the understanding of quality is aimed at satisfying consumer wishes. In Japan, the qualifiers include consumers, but they rely on statistical control to reduce long-term costs with reliable, affordable products. In science these aspects are at the heart of the concept of total quality. Total Quality Control (TQC) and Total Quality Management (TQM) - control and management. Control is linked to how to develop quality features while managing is flexible, according to the situation that is always dictated by users. The term "total" requires a "top down" approach, which should start with the true quality characteristics defined by consumers before defining the technical quality characteristics. Researchers' efforts have been aimed at understanding how the user perceives the product and / or the service. In this sense, Christian Grönroos's idea of the essence of the service is fundamental to managing the quality of the service. In order to understand how control is linked to the quality characteristics of services that are part of social marketing - education and health care, the question should be answered: "Where in the Grönroos's model the real need of the consumer and the producer of services ? Are not the quality characteristics lost in favoring functional quality"? The aim of the article is also to analyze the content of the two aspects of service quality - technical and functional in relation to the needs and to answer the questions.

1. THE CONCEPTION OF GRÖNDROOS ON THE NATURE OF THE SERVICE

The concept of Grönroos considers the quality of services in two aspects - technical and functional. Technical quality is the key benefit to the consumer or what consumers receive or the technical outcome of the process, and the functional quality is the way consumers receive the technical result called Grönroos expression of the performance of the service.

Grönroos proves that there is a gap between consumer expectations and what they actually get. The service received is marked as an experience the user receives at the time of delivery of the service. The rift is determined by factors influencing expectations and experience. Expectations are a function of market communications, word of mouth, consumer needs, and the image of the vendor, while the experience is a product of the technical (what) and functional (how) quality that are filtered through the vendor's image (which) [1], (Fig. 1).

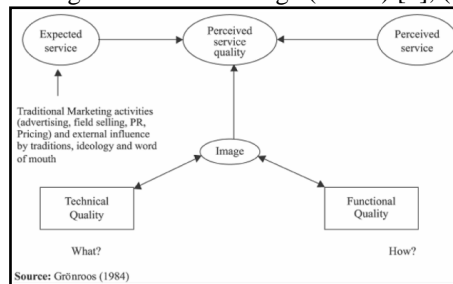


Fig. 1 Concept of Grönroos, Source: Grönroos (1984)

The production and presentation of services is a two-way process. Grönoroos's model puts the consumer in the center, but not the manufacturer - the one who creates the technical quality, its needs and motives?

2. THE IDEAS OF GRÖNDROOS - ICEBERG OF NEEDS

To meet the needs of a person, a given product or service should have certain properties. The degree of correspondence between the properties of the product / service and the "ability" to meet certain needs is the quality.

A key element in Grönroos's concept is the need - the client / patient's need, defined as "a key consumer benefit". The key benefit for the manufacturer and the user is different. In literature, it is referred to as "value", and the cost of it as - value. For the producer, the production that does not contain any defects has value. The value includes internal and external defects of the product. For the consumer value only have those output properties that match his expectations. Unauthorized properties, external defects, unsatisfied needs form the value for the user. [3]

Consequently, the manufacturer 's needs are the raw output from which comes the profit associated with lower costs of poor quality. To achieve profit, the manufacturer invests in new technologies, invests in human capital. This process is "invisible" to the user of the products / service. The user only sees the properties of this product / service that resolve its need. These properties are the result of the manufacturing process. It reflects the transferred value of the machinery (equipment, equipment) of the workforce. Given these facts, we could present the idea as an iceberg model to needs (Fig. 2).

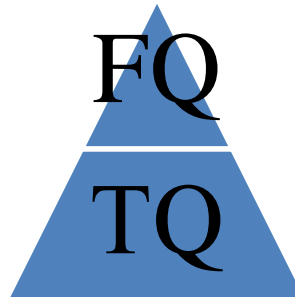


Figure 2 Iceberg Model of Needs (TQ - Technical Quality; FQ - Functional Quality)

The key benefit for the user is technical quality. From the point of view of the product, the key benefit matches the actual product. The key benefit is the consumer's motivation to purchase a product or is driven by an unmet need. Therefore, the invisible part corresponds to the technical quality and the actual service that is identical to the needs of both the service provider and the client / patient. There are different accents, which are presented as features of technical and functional quality [Table 1].

Type of Quality	Characteristics
Functional quality	Visible, tangible part
	Unstable part
	Organization - timeliness, access
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	Human Resources
	It influences the culture of the service provider
	It is influenced by the user's psyche - perception
	Contact between manufacturer and user
	Advertising - can be advertised
	Part of the production process
Supported product	
Technical quality	Aninvisible, intangible part
	Stable part - all resources
	Slightly variable part

Part of the production process
Needs - producer, user
Real service
Human Resources
Apparatus and equipment
It is planned
It has added value
Training - prepares specialists - investing in people
Investments
Strategy - Plan and Policy
It is controlled

Table 1 Functional and technical quality, comparative characteristic

The technical quality is the intangible, invisible part of the iceberg, but it concentrates on the whole arsenal of resources needed to produce the service. The technical aspect is the stable part of quality because it includes all the material resources: equipment, equipment, specifications, standards and strategic plans of the organization to be able to produce the service. Consequently, the technical aspect of quality can be planned. Relatively variable, because it should be influenced by market competition and new technologies. Therefore, ensuring the technical aspect of quality is long-term, for 5-10 years. This is the investment part of quality management.

The technical aspect is commensurate with the production process. This means that the value of "machinery" and human resources is accumulated in the service - the technical part of the quality is an added value. This should include the training of specialists (in healthcare). It is not influenced by advertising. The technical aspect can be measured quantitatively and has a numerical expression. Consequently, it can be controlled.

Functional quality is *tangible, visible* to the user, the top of the iceberg, because it is formed in the user / patient's contact with the service provider - hospital medical center, medical practice. It reflects the whole process of "producing a service.

Functional quality is the *unstable part* of quality because it focuses on the relationship between the supplier and the user - the relationship between people.

It's hard to control because it depends on the individual - the one who provides the service. It depends on the one who receives it. These are above all individuals - natural variations that can not be 100% standardized.

Influenced by advertising. The person who receives the service has no information about it. This is also the rule for health care. Those who provide the service have different professional backgrounds such as knowledge, experience. Communication includes factors such as personal qualities, communications technology, environmental factors such as quality of life, and others. Functional quality is a stretchable part - elastic, blurred / opaque /.

Functional quality should be the function of technical quality. Functional quality is the result of the technical quality, but it actually "passes" through the physician and patient analysis.

The real needs of the manufacturer and the consumer are reflected both in the content of the technical quality and in the content of the functional quality resulting from the fact that at the level of the production process the two types of quality are merged. Therefore, both aspects are part of a production process [Mineva, D.] [4]

3. IS NOT LOSS OF QUALITY CHARACTERISTICS IN FUNCTIONING FUNCTIONAL QUALITY?

According to Gronoros, the assessment of both types of quality is subjective because it is influenced by the level and the ability of a qualified user to evaluate the "key" benefit of the product and the degree of contact between itself and the service provider. *Thus, the poor ability to evaluate and high contact emphasize the quality of the process.*

If a service is highly specialized and consumer information is low, the weight of the assessment should shift to a greater extent to the functional quality, ie. to the user's contact with the service provider. Thus, the lack of awareness of what we receive as a benefit remains constrained by the perception of the user during the contact between the service provider and the user of the service. The quality of the process - the organization of receiving the service - is crucial.

Subjectivity, individual needs and the organization of the process of providing the service are the factors that contribute to favoring functional quality.

However, quality control in the non-profit sphere, particularly in healthcare, should be directed both to the creation of technical quality characteristics, such as new equipment and technology, professionals, and to functional quality, which is linked to elements such as access and timeliness, which in the provision of healthcare, in emergency conditions, are decisive for the outcome of the diseases. In healthcare, functional quality is identified with the organization of the system as a whole, with the organization of medical practice, for example: hospital, emergency care. The links between the different levels of healthcare: general practice, emergency care, specialists and hospitals as well as between different hospitals are also a functional part of quality (health service).

CONCLUSIONS

1. Functional quality is the visible, tangible and unstable quality, difficult to control and elastic due to variations in human factor.
2. Technical quality is the invisible, intangible, stable part of quality that provides the technical aspect of quality, can be planned for long-term and reproduced and controlled.
3. Functional and technical quality are parts of a production process but the subjectivity, the individual needs of organizing the process of providing the service are the factors that contribute to favoring the functional quality.

Functional quality is a function of technical quality. The real needs of producers and consumers are inherent in both the technical quality and the functional content resulting from the fact that both qualities are merging at the level of the production process.

Insufficient information and human psyche are two reasons for the consumer not to see the whole process, but only the properties that satisfy his own needs. Therefore, Grönoros's concept can be presented as a new iceberg model of needs. "

Quality management in the non-profit sphere (healthcare) should aim at creating new and improved old features of functional quality in the context of organization such as accessibility and timeliness to healthcare that are vital to a given population (for example: Bulgaria - with unsatisfactory health and demographics) at a given time, and in the long run - to improve the features of functional quality.

LITERATURE

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