World Conference on Social Sciences, Law and Public Policy
Hosted Online from Toronto, Canada
Date: 26th March 2026
Website: https://econferencia.com

FOREIGN EXPERIENCES OF QUALITY MANAGEMENT IN THE SERVICE SECTOR AND DIRECTIONS FOR THEIR DEVELOPMENT

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Annotation:
This article analyzes the existing experiences in service quality management in developed countries. The study studied modern models of service quality management in countries such as the USA, Japan, Germany and South Korea. It also analyzed the impact of digital technologies, artificial intelligence and service platforms on service quality monitoring and management. The results of the study made it possible to identify effective mechanisms for service quality management in the service sector and develop scientific recommendations for their development.

Keywords: service industry, service quality, foreign experience, digital technologies, service management.

Introduction.

In recent years, the service sector has become one of the most important drivers of economic growth in the world economy. The experience of developed countries shows that as the level of economic development increases, the share of the service sector in GDP also increases. In particular, in countries such as the USA, Japan, Germany and South Korea, the service sector is one of the leading

sectors of the economy. Therefore, the quality of service is considered one of the important factors of economic development in these countries.

In the service sector, the quality of services is determined by the level of customer satisfaction, speed, convenience and reliability of service provision. In modern economic conditions, the quality of services plays an important role not only in ensuring customer satisfaction, but also in increasing the competitiveness of enterprises and strengthening economic efficiency. Therefore, service quality management is one of the main directions in the strategic development of service enterprises.

In recent years, digital transformation processes have shaped new forms of service quality management in the service sector. Artificial intelligence, Big Data, CRM systems, mobile applications and digital platforms allow optimizing service processes, improving service quality monitoring and effectively organizing interaction with customers. These technologies are widely used in service enterprises in developed countries, significantly increasing service efficiency and customer satisfaction.

The experience of foreign countries shows that organizational and economic mechanisms play an important role in improving the quality of service. In particular, the efficiency of service services is being increased through the introduction of service standards, the use of digital management systems, the development of customer relationship management systems, and improved monitoring of service quality.

In this regard, it is of great scientific and practical importance to study the experiences of developed countries in service quality management and analyze their effective elements. The study of these experiences serves as an important basis for improving service quality management in the national service sector and increasing the competitiveness of service enterprises.

Analysis of literature on the topic.

The issue of service quality management in the service sector is a scientific direction formed at the intersection of economics, marketing and management. Many foreign scientists have conducted scientific research on service quality and service management.

Important scientific views on service marketing and quality management were put forward by the American scientist Christopher Lovelock. According to him, the quality of service services is determined by the speed, reliability of services provided to customers, and the effective organization of the service process. The scientist emphasizes the need to apply a customer-oriented management model for the effective organization of service quality management in service enterprises.

One of the scientists who made an important contribution to the theory of service quality management is Christian Grönroos. He argues that service quality is assessed through two main components - technical quality and functional quality. In his opinion, customers pay great attention to how the service process is organized, along with the result of the service. Therefore, the quality of the service process is also important in service enterprises.

James L. Heskett, a scientist who conducted scientific research on service management, studied the relationship between service quality and economic efficiency. According to the concept of the "service-profit chain" developed by him, improving service quality increases customer satisfaction, which in turn increases the economic efficiency of the enterprise.

One of the scholars who has studied service management in the context of digital transformation is Manuel Castells. He emphasizes that digital technologies play a significant role in the development of the service sector in the context of the information society and the network economy. In his opinion, digital platforms

allow for the automation of service processes and improved monitoring of service quality.

Thomas H. Davenport, who has studied the impact of artificial intelligence and analytical technologies on the service industry, emphasizes that data-driven management systems in modern service enterprises increase service efficiency. In his opinion, Big Data and artificial intelligence technologies allow identifying customer needs, optimizing service processes, and improving service quality monitoring.

The literature review shows that although the theoretical foundations of service quality management in the service sector have been sufficiently studied, an in-depth study of modern mechanisms for managing service services in the context of digital transformation and the experience of developed countries remains an urgent scientific issue. Therefore, it is important to analyze foreign experiences in service quality management and identify their effective elements.

Research methodology.

This study used a systematic approach to study foreign experience in service quality management in the service sector. The research used methods of analysis of scientific literature, comparative analysis and statistical generalization. Also, modern management models used in service quality management in developed countries - the USA, Japan, Germany and South Korea - were studied. Based on the data obtained, effective mechanisms for improving the quality of services in service enterprises were analyzed and scientific conclusions were drawn on their development.

Analysis and results.

The experience of developed countries shows that service quality management in the service sector is an important factor in increasing economic efficiency and competitiveness of enterprises. The service quality management system in these countries is formed on the basis of modern management methods, digital technologies and innovative approaches. In particular, artificial intelligence, CRM systems and digital platforms are widely used in the organization of service services.

In developed countries, service quality management is mainly organized on the basis of a customer-oriented management model. This model assumes taking into account customer needs at all stages of the service process. Automation of the service process allows for real-time monitoring of service quality.

Table 1 Service quality management practices in developed countries

Country	Basic management approach	Digital technologies	Results
USA	Customer-centric management	CRM, Big Data	Increased customer satisfaction
Japan	Kaizen and Quality Management	Automated systems	The speed of services has increased.
Germany	Innovative service model	Digital platforms	Increased operational efficiency
South Korea	Digital service ecosystem	AI and mobile apps	Improved service quality

Table 1 systematically presents the main approaches to service quality management in developed countries and their results. The data in the table

show that modern management models and digital technologies play an important role in improving the quality of service services.

First, the experience of the United States shows the priority of a customer-oriented management model in service quality management. In this country, CRM systems and Big Data technologies allow for in-depth analysis of customer needs and behavior. As a result, services are improved in accordance with customer requirements and the level of customer satisfaction increases.

Secondly, the Japanese experience in service quality management is based on the Kaizen philosophy. The Kaizen approach involves continuous improvement of service processes. Automated management systems are widely used in Japanese service enterprises, increasing the speed and efficiency of service provision.

Third, the German experience shows the importance of innovative approaches to service management. In this country, digital platforms and modern information systems are important tools for service management. As a result, service processes are optimized and operational efficiency is increased.

Fourth, the South Korean experience shows that a digital service ecosystem has developed in service quality management. Service processes are automated based on artificial intelligence and mobile technologies. This allows for real-time monitoring of service quality and significantly improves service quality.

In general, the analysis of Table 1 shows that in developed countries, service quality management is organized on the basis of modern digital technologies, innovative management methods and customer-oriented strategies. These experiences are important for improving service quality management in service enterprises and increasing economic efficiency.

Figure 1 depicts a foreign model of service quality management, which is presented as a cyclical process based on the principle of customer-oriented management. The diagram includes the main stages of service quality management: identifying customer needs, optimizing service processes,

evaluating service results, and monitoring service quality. These stages, being inextricably linked to each other, form a continuous system of service quality management.

At the center of the diagram is the concept of the "Customer-Centric Approach", which is the main principle of service quality management in service enterprises. According to this approach, all stages of the service process should be organized in accordance with the needs and requirements of the customer.

The first stage of the process is the identification of customer needs. At this stage, customer requirements and expectations are studied and the necessary information is collected to form service quality indicators. Identification of customer needs is an important factor in the effective organization of service services.

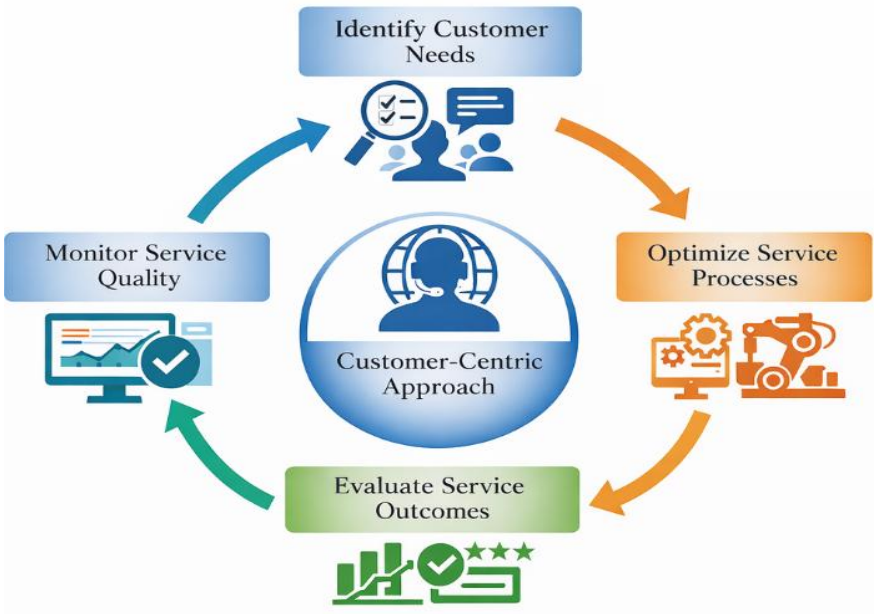

Figure 1. Foreign model of service quality management

The next stage is related to the optimization of service processes. At this stage, the processes of providing service services are improved, the speed of service

delivery is increased, and the quality of service is improved. In modern service enterprises, this process is often carried out using digital technologies.

The third stage is the evaluation of service results. At this stage, the efficiency of the service process, the level of customer satisfaction and the quality of services are analyzed. As a result, the opportunity to further improve service processes in service enterprises is created.

The final stage of the process is service quality monitoring. During the monitoring process, the quality of service is constantly monitored and any identified deficiencies are eliminated. This ensures the stability of service quality in service enterprises.

Figure 2 shows a step-by-step process of AI-based service quality management, which represents a model for organizing service quality monitoring in service enterprises using digital technologies. This model shows that the service process is a cyclical system of continuous improvement.

Figure 2. Service quality management process based on digital technologies

In the diagram, the process begins with the customer data collection stage. At this stage, information is collected about customer requests, feedback, service experience, and complaints. This data is an important source of information for monitoring service quality. In modern service enterprises, this process is often carried out through CRM systems and digital platforms.

The next stage is data analysis. At this stage, customer behavior, service speed, and service quality indicators are analyzed using artificial intelligence and Big Data technologies. Analytical systems are used to identify problems in the service process and determine the necessary measures to improve the quality of services.

The third stage is the optimization of service processes. At this stage, artificial intelligence-based systems allow for the automation and optimization of service processes. As a result, the speed of service delivery increases, errors in the service process are reduced, and the efficiency of service delivery increases.

The next stage in the diagram is quality monitoring. At this stage, service quality indicators are constantly monitored and the effectiveness of the service process is assessed. Based on KPI indicators, service results are analyzed and, if necessary, the service strategy is revised.

Conclusion

The results of the study showed that in developed countries, service quality management in the service sector has been formed on the basis of modern management methods and digital technologies. Service quality management in service enterprises is based on the principle of customer-oriented management and covers all stages of the service process.

The analysis showed that in countries such as the USA, Japan, Germany and South Korea, service quality management is carried out using modern technologies, in particular CRM systems, Big Data analytics, artificial

intelligence and digital platforms. These technologies allow optimizing service processes, organizing real-time service quality monitoring and increasing customer satisfaction.

Foreign experience shows that an effective model of service quality management in service enterprises consists of the following main elements: identifying customer needs, optimizing service processes, evaluating service results, and monitoring service quality. Continuous improvement of these stages contributes to an increase in the quality of service services and an increase in the economic efficiency of enterprises.

Thus, the experience of service quality management in developed countries shows that the introduction of modern digital technologies allows for the improvement of service delivery and the effective organization of service quality monitoring. Studying these experiences and implementing their effective elements into practice is of great importance in improving service quality management in the service sector..

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