

The mapping of operations management in customer service for a security products company

Tonny Kerley de Alencar Rodrigues

COPPEAD Graduate Business School / Federal University of Rio de Janeiro lrakt@ig.com.br

Evaniele Barbosa Ferreira

Faculdade Santo Agostinho / Teresina, Brazil
niellyb99@hotmail.com

Aldemi Severino da Silva

Faculdade Santo Agostinho / Teresina,
Brazil aldemisilva@hotmail.com

Cícero Tadeu Tavares Duarte

Paulista University – UNIP
tadeu@tdca.com.br

Abstract

This research aimed to map the operations management in customer service for a security products company. The main findings discuss flaws in operations management system, the delivery of products, customer flow management and the availability of products in stock.

Keywords: Operations Management, Delivery, Stock, customer service.

INTRODUCTION

In the present scenario the market is increasingly fierce, which has led organizations create strategies and to undertake continuous improvement actions, not just for competitiveness, but also ensure the survival of businesses. All the organizations should be dealt with jointly, for through this integration of all activities of the company, from management to front-line professionals, it is possible to achieve success in customer service (Gerson 1999). Everyone should aim to exceed the expectations of consumers, taking responsibility and taking necessary decisions. Certainly one of the elements that hinder the practice of ideas management operations services, is the lack of a specific approach (Santos et al. 2004).

According to Ferreira (2000) customer satisfaction Regarding the quality can be portrayed in the view point of three key elements: delivery, service and stock. When the delivery is done in a timely manner and flawless in quantities or descriptions, satisfies the consumer. According to

Kotler (2000) the goods need to reach the client, but in addition, the delivery must be made Within the deadline given Beheerde to the consumer required. É that the customer is heard constantly by the company to assess whether the delivery process is being satisfactory, also providing a link between the company and the consumer.

It is essential that organizations know how to deal with the flow of customers for that it is necessary to know the days and times a week, where the number of consumers is higher, in order to facilitate planning on the scale of employees and, Therefore, provide a customer service which, according Detzel and Desatnick (1995) is the kickoff for the company's success. A satisfied customer with the care received in any organization feels convinced to return. And without customers, any company would close the doors (Bogmann 2002).

The company can improve performance through stock as it will enable a call more quickly. As production and consumption are not always equal, companies need to store your products until they are sold (Kotler and Keller, 2002). However, it is necessary to control the level of storage, so that there is excess nor lack of stock. It is also necessary that the system used allows the seller to know what products are available in stock for that they will not sell products that are unavailable as this creates a lack of trust and dissatisfaction in the consumer.

When reviewing the management operations, developed with the need to solve problems that arise in business (Filippini, 1997), we can see that there is still embezzlement, as the research and teaching in most studies are of overwhelmingly they focused on manufacture (Santos et al. 2004).

Based on field research (Yin 2001), this paper aims to map the management of operations in customer service for a security products company. According to Lima (1991, p.21), there are numerous advantages to direct attention to consumers. And often these advantages become decisive when choosing a supplier. Thus, it sought to analyze the speeches of 40 customers considered loyal consumers. Kotler (2003) reports that, important as it is well treat all customers, one should not treat everyone the same way, because despite all have importance to the company, there are some that are more important than others. Therefore, the choice of this customer class is justified by the fact that these consumers are responsible for the largest share of profit of the company in which the study was conducted.

Consumer satisfaction is directly connected to the quality of the offered products and / or services (Bogmann 2002). For the company to continue profiting or even survive in the market, need to be aware of the views and customer insight. Importantly, this study also sought to understand the view of consumers as the company has made to meet customer needs and achieve customer loyalty.

This article first presents the methodological approach of the study and its methods. Then discusses the case study and its stages, as well as some suggestions of recommendations to the company Finally, some concluding remarks, including the contributions of research and suggestions for future work.

METHOD

This work was developed in a company of security products in the city of Teresina / PI in the month October 2015. Interviews were made to the company's customers through phone calls

made with 40 customers considered loyal consumers. It was noticed that in the analyzed questions found a good level of satisfaction suggesting that the company has been able to achieve customer satisfaction, but must seek further decrease the amount of dissatisfied customers.

To obtain these results, this research had a qualitative approach in the collection and analysis Rodrigues data (2012), through a semi-structured interview guide for the analysis of satisfaction attributes like product quality, delivery time, service, prices and other. The choice of this approach is justified by achieving greater customer responses for analysis, as this script resembles an everyday dialogue in consumer vision being interviewed (Suarez et al. 2012). Nevertheless, a first quantitative question was used to assess customer satisfaction.

The interviews ended when it reached the amount of information needed for estudio. As interviews were recorded, only to be faithfully transcribed dialogues, serving for exploratory purposes (Dellagnelo and Silva, 2005, Vergara 2008). After this step, the data was organized into spreadsheets and structured to provide a better view. To preserve the identity of the customers surveyed, they were listed and identified by binding order.

For the analysis of the speeches of consumers we used the method proposed Spiggle (1994); Thus, the answer given by customers to each question was read and analyzed several times until you find the point where the answers had the same argument thus made it possible to separate them and thereby check the points that maximize and minimize the company under investigation.

DISCUSSION AND RESULTS

As a starting point, customers were questioned on that note would 1-5 in relation to the satisfaction of the same with the company. In it, the data show that 3% of those surveyed customers gave a rating of 3 because of failures in care. Some criticisms were found. In them, it became clear that one of the reasons was the delay in the delivery and issuance of invoice by lack of available staff.

"Oh boy, you have a very bad service, for me. For me it's bad. They are very tangled, got it? They are very slow in a matter of invoice issue with delivery of merchandise. Delivery of it there is, for me does not exist. They do not deliver. It takes too long, does not always have one available, that's all. Every time you turn it go: now not ta delivery, the delivery went out and everything. It has delivery that way ". (Client 22).

Still on the level of satisfaction 4, there was an abuse by the customer 15:

"Because you never of 100% right. It is to improve. It is the issue of there service at the counter there is, they have to redesign the service there, maybe. Ali afternoon seller has very little to meet at a certain time, you know? The sometimes checkout line is great. But this is a matter of day-to-day even". (Cliente 15)

Peak hours to question the service is a little bit flawed right. Has very little seller at peak times to many people that go". (Client 15)

Notes a failure in service at the counter. It is important that the company establish a framework with priorities during peak hours and dividing employees for embezzlement and those that meet the client is well attended, quickly, regardless of the time that it is making the purchase. The company can use waiting time indicators, availability of employees for care. Through these indicators, the organization identifies problems of day-to-day and make decisions that improve these flaws.

Finally, regarding the level of satisfaction, 53% of consumers surveyed gave note 5, it is associated with the fact that the company serve well, with professionalism, seriousness and offering a quick return.

"Because every time when I ask the staff is very efficient, it serves us well professionalism and note that I take is 5 same." (18 Customer)

"Because whenever there'll agent, agent is well attended understood, the personal agent serves very well, treat me well, there's no problem, always well attended." (Client 35)

"Because they meet right, meets with readiness, I have no issues with wrong products, with care, always when our driver will then he is well attended, the seller comes along, the note for me would be 5." (Client 23)

And another factor that has been cited in connection with the delivery, which is made on time and quickly. But even on delivering some customers even giving full marks, they stressed that it was not made on time, always being justified by the company.

"[...] They always deliver on time, very difficult, it may be a fact or one that did not deliver within more is always justified." (11 Customer)

"Yeah ... they always responded in the best way, matter of delivery of materials, quotes this question." (28 Customer)

Following the interview script, by asking consumers about what they thought when talking about the company, it was realized that the key descriptions were related to "store with reference", "Corporate responsibility" and "good service". These results show how the company remains competitive for some of its customers.

"I think the company that serves me regarding the request of right tools, meets me with quality that meets me promptly, I think about quality of care, you know, their after sales is also very good ta, basically it." (customer 11)

"Look they are agile, it has a good relationship with agent into actual customer and supplier, is I have nothing to complain about them not, I'm very satisfied." (Customer 8)

To ask how when customers buy the company, had answers like "good service, fast", "quality in product diversity," "price" and "vendors that serve well." This shows that the company prioritizes the satisfaction of some customers.

"Now the service is good, very good, I feel good, service is good there is a boy who meets super agent and there is a, a have to complain about the service not." (Customer 6)

"No, I have readiness, I have excellence in products, I have no complaint, are quality products." (Client 23)

"I feel good when I make the request there is well attended, has no problem, the staff caters agent as well, always has what agent looks understood, the service is all right, being well attended to me." (35 Customer)

And others spoke of negatives that are related to a delay in the output of invoices and failure to answer the requests via email. There is a lack of commitment to customers, generating frustration and lack of confidence by the customer.

"The boys caters well, too. The only problem I see well because it takes a while to leave a note, but the boys said they're changing the right system. Before warns not delay with notes. "(Client 24)

"[...] They are very tangled, got it? They are very slow in a matter of invoice [...] "" Boy there is the following, it will only when we have not. I am also dealer, is a very kind, like an escape, you know? You do not have here, you go there it's Pertin then you send someone there to solve soon, eh no? "(22 Customer)

The company can be used simple tools to remedy this failure, using, for example, the automatic responses with generic texts, but that appeal. Thus, communication with the customer is immediately making the customer feel confident that it will be met, and thus can increase their level of satisfaction. After all, the customer must always be heard, no matter what medium he chooses to do so. So that the client does not feel forgotten, emails can not wait.

When asked about what they like most in the company, there is a lot of delivery assigned answers which is good and fast. This shows satisfaction by customers in relation to the receipt of the products.

"It's ... it's the service, in the delivery because they deliver fast." (Client 1)

"The delivery of the material, they are very helpful in delivery, and when agent calls as well, if not the agent to pick up very quickly they bring it." (Customer 6)

"[...] I like the service, delivery, vendors, everything." (29 Customer)

"The convenience we have that is easy to ... is always the parts that we want the staff is always ask. These things. "(Client 15)

The service was one of the factors discussed among the company's customers. It is known that the unsatisfied customer does not return to do business. Thus provide a good shopping experience, ensuring good service, it makes all the difference and is fundamental to win customers. It was felt the satisfaction of some customers to sellers.

"I felt super comfortable with there staff always serves me well, that is all I come in contact with him always looking ta opining the best possible way, today I had contact with the seller just now, I need a material there with a certain urgency and provided for us to leave here immediately understood now, we just need to issue the purchase order, the staff always ta serving agent here in the best possible way. "(7 Client)

"I like the service, are very attentive [...]" (Client 13)

"Boy, what I like best is when we go there personally care there with the right person. Both customers, as not only do we feel satisfied, reach an establishment be well attended and well recognized. "(Client 18)

"It's a quality professional. The difference is that one. They solve. Give a solution to the problem. "(Client 22)

"Boys think the service to the staff, the treatment has to agent, I think that there is important." (35 Customer)

When asked what they liked least the company can be seen, according to the reports, many dislike factors related to delivery, service, lack of items, car, stock, among others. One of the most cited factor was the delay in the delivery of materials.

"[...] What I like was not certain if that agent was there with regard to delivery, but it was justified in so have a lot of complaints regarding after sales service not there were any problems they promised to deliver today and could not and handed in at a later day in the morning, that's right, he there already have programming then I also can not require them to change his route to meet me right, unless it is in the specific case. "(11 Customer)

"Is this part of care there, delivery that does not exist and they are also not very flexible for negotiation." (22 Customer)

"What I like least is when we share certain products when it is issued the request and will collect merchandise and has not prompt delivery, it causes us annoyance." (Client 37)

Another factor that can be detached when asked about what they like least was related to failures in stock, which the customer receives information that the company has a product and

when you move up to the company to make the purchase, the seller informs that is no longer in stock.

"[...] What about also the stock of logistics right, many sometimes we are, what stock there an example of them include two unit trusts and agent making the request and when it gets there on time in has unfortunately not have, our stock here not ta beating, agent will not have to meet, so ends up creating a small inconvenience, but only because of that."

"Man is like I told you, the issue of ... just ... a lot of time just is not the seller's fault, you know, sometimes you can give some do not know, there's a low in stock, something like that is the issue of this, this agent disorder has the goods they say they have to meet, and when it comes time says he has, that there was a failure in inventory understand, more so, this hardly happens, just that. "(customer 31)

Control the stock is very important for the company does not lose money and still offer a quality service. After all, when there is any deficiency or excess of products, the risk of injury is great. So it is necessary to have a control of what goes in and left, with daily updated data if possible. This will avoid situations hassles and improves the quality of care.

CONCLUSION

Therefore, this study aimed to find out the customer's opinion about the company, through qualitative script. The research was satisfactory because it was noted that the interviews had few flaws, therefore, took a lot of speech user, making it possible suggestions for improvement, just as it was possible to highlight positive features and problems that need attention the company.

These are some points that may contribute to a quality customer service. The layout of the organization's customers to answer the questionnaire, was of great importance for the purposes of consulting. Through this analysis method, the company was able to better understand their customers and the need for them and seek continuous improvement in management development company.

Thus, the main findings were discussed flaws in the operations management system, the delivery of products, customer flow management and the availability of products in stock, the results of this study can help business owners to focus on quality management, avoiding the client to unlink the company and thus be successful when it comes to customer loyalty and aumento da profitability.

In general, it is considered the limited study due to the fact it has been answered by forty clients of the company, which does not allow generalization of results. From this first study on mapping the operation management in customer service, it is possible to further studies that can bring other discussions to complement other gaps.

Acknowledgments

Faculty St. Augustine (St. Augustine College), Teresina, Piauí, Brazil
The COPPEAD Graduate School of Business, the Federal University of Rio de Janeiro

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