

Contribution to the continuous improvement of after-sales processes in small business

Contribución a la mejora continua de los procesos de Post-venta en las pequeñas empresas

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Abstract

According to Santos (2010) he say that customer loyalty is to measure, manage and create value and Furnell C. (2008) say that for a customer to be satisfied it has the consequence that they can buy more in the future, in our work the objective is to know the importance of satisfaction and loyalty, where companies in the restaurant business guarantee their point of view, comparing it with the opinion of the clients of Colonia Narvarte through a mixed investigation where it was an interview with the restaurateurs with a sample of 15 high-quality restaurants with a quantitative investigation and 1,924 inhabitants of the same neighborhood and that meets the characteristics that interest us and that is shown in this document where a confidence interval up to 95% and an error of 5% were expected and the results were very interesting where thanks to these results the companies before starting to implement a strategy, they should read this article so that they can implement either satisfaction or loyalty strategies in order to contribute to the continuous improvement of the processes of the companies so that they give an accurate follow-up to their clients.

Prospect, Customer, Satisfaction, Loyalty, Loyalty

Resumen

Según Santos (2010) nos dice que la lealtad del cliente es medir, gestionar y crear valor y Fornell C. (2008) menciona que para que un cliente sea satisfecho tiene como consecuencia que puede comprar más en el futuro, en nuestro trabajo tiene como objetivo conocer la importancia de la satisfacción y de la fidelización en donde a las empresas en el giro restaurantero nos proporcionan su punto de vista comparado con la opinión de los clientes de la Colonia Narvarte a través de una investigación mixta en donde se realizó una entrevista a profundidad con una muestra de 15 expertos de alta calidad en el giro restaurantero contra una investigación cuantitativa con un universo de 1,924 habitantes de la misma colonia y que cumple las características que se observa en este documento, en donde se consideró un intervalo de confianza hasta el 95% y un error del 5%, los resultados fueron muy contundentes y es preciso que antes de implementar una estrategia deben de leer este artículo para que implementen ya sea estrategias de satisfacción o de fidelización con el fin de contribuir a la mejora continua de los procesos de las pequeñas empresas para que les den un seguimiento certero a sus clientes.

Prospecto, Cliente, Satisfacción, Fidelización

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Introduction

Which is more important for companies: customer loyalty to keep customers coming back, or customer satisfaction to keep them happy, or both; which strategies should companies consider? according to Kotler P. (2008) in his book "Marketing Management" tells us that satisfaction leads to loyalty and that there is a strong correlation between both strategies, not forgetting that for us to reach that tenor must be a total satisfaction of our employees, also this same author but in his book Fundamentals of Marketing (2008) mentions that to capture the value of the customer involves first identify it to generate special strategies for him and feel important in the company and become a loyal customer, But in order to bring these terms to the company after the confinement it is important to know if we can still rely on these concepts after the important changes that have been shown in the population, especially in their behaviour, where it indicates that every business must consider the importance of health because it is now one of the most relevant points for the population.

Therefore, this research will help companies to raise awareness through knowledge and the experiences of other companies in the application of satisfaction measurement and loyalty strategies during the after-sales period so that they can continue to grow. For this reason, this document shows the mixed research in which both entrepreneurs and their customers and prospects are studied in order to make a comparison if both audiences have to do with the subject and how important it is to consider it for the growth of companies, taking into account the experiences of companies that are still standing and with good results, Therefore it is important to consider a methodology through market research for an intervention you will see, therefore the phases of the methodology of mixed research are shown where the problem is posed, the objective is shown and the possible answer to the problem that leads us to this work so that later a qualitative research was carried out where the experts informed us the experts from their experience in relation to the subject as well as the population was studied taking into account a quantitative approach where interesting results are shown where both have many coincidences and at the end the conclusions of this document are shown.

Description of the method

Problem Statement

One of the problems today in small businesses after the confinement Becker S, At: (2020) tells us that most of them have suffered a very strong economic fall that drops up to 50% in sales because it indicates that the majority of the population is choosing to avoid buying food and as a consequence, for example in the United States up to 7 million employees could have been left without employment, according to the National Restaurant Association of the aforementioned country.

On the other hand, it is important to mention that for this business to be a better option, it is necessary that the strategies applied in your business are appropriate to the needs of the company and therefore it is important to know the strategies that can be applied not only before the purchase but also in the Post-sale where the ideal is that the population returns to consume again with the same restaurant and the following questions are formulated in this way.

- How important is it to implement strategies in a company?
- Do companies apply satisfaction measurement?
- How important are loyalty strategies?

Objective

To determine the degree of importance of implementing satisfaction and loyalty strategies for the restaurant sector in order to guide them and increase their sales according to each business in the sector.

Specific objectives

1. To find out the importance of implementing satisfaction and loyalty strategies or the most important one.
2. To find out if they apply satisfaction measurement or implement loyalty strategies according to the mixed research.

Hypothesis

According to the documentary research and past experiences, it is considered that it is of great importance to measure satisfaction so that the organisation can achieve total satisfaction for its customer and this, in turn, when the customer is satisfied, will surely be a frequent customer, but in order for the customer to be loyal to our brand, it is important to generate loyalty strategies as long as it has been detected that the customer is a natural or legal person who frequently buys from the company.

Theoretical framework

This document shows the importance of customer satisfaction and there are measuring instruments that allow us to know their point of view, as indicated by Pozo J. from the website El viaje del cliente, where it represents the degree of compliance with the expectations of the population and the company seeks that its customers have a good experience in order to know if they reach these. or if the organization has areas of opportunity to continue working on them and solve them in order to find a total satisfaction and can begin to consider frequent customers.

A loyal customer according to the writing of Cabrera S. (2013) mentions that it is that person who is first a prospect (potential customer) which becomes a customer and if it is completely satisfied or pleased becomes a frequent customer and to become a loyal customer should be applied loyalty strategies, such as reward plans.

Research process

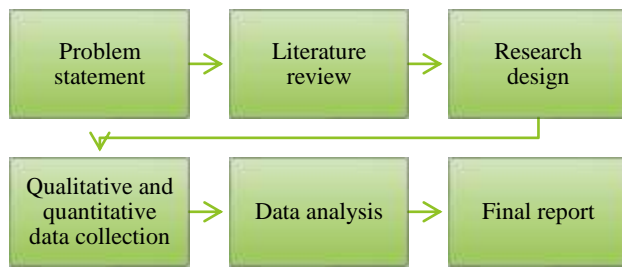


Figure 1 Phases of the mixed research methodology

These phases are the steps to follow to develop this research according to the book Metodología de la investigación, by Hernandez S. (2014).

Data analysis

For the realization of this article a qualitative research was initiated in order to know more in depth in Mexico City especially in the colonia Narvarte Poniente, in the Alcaldía B nito Ju rez, where it is delimited in an area of 160 hectares and a total of 1, 900 commercial establishments in operation, as public and private with the presence of 15 restaurants that have been in operation for more than 20 years according to the website EL DeFe of the "Mexico City through the colonies (October, 2013) as shown in the following figures:

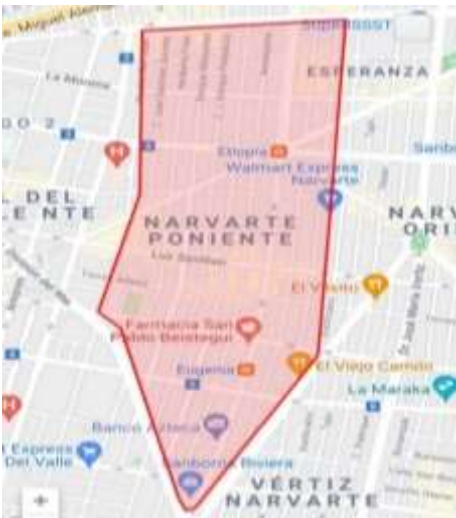


Figure 2 Map of Colonia Narvarte Poniente

As shown in the figure it contemplates the colonia Narvarte Poniente, EL DEFE "La ciudad de M xico a trav s de sus colonias" (October, 2013).



Figure 3 Location of Restaurants in the Narvarte Poniente neighbourhood

This figure shows the locations of the restaurants that were selected according to the specifications described above, EL DEFE "La ciudad de México a través de sus colonias" (October, 2013). For the research design, a non-probabilistic sample of experts was considered, where an in-depth interview was taken into account according to the specified sample. The collection instrument for this qualitative research was an open and structured questionnaire because it served as a guide according to the objectives to be pursued, the results are shown in Table 1 "Comparison of qualitative data" by Luna K & Garrido E. (shown in the Annexes section).

On the other hand, in order to carry out the quantitative research, a survey was applied to the inhabitants of the Narvarte neighbourhood with a finite population of 24,800, where INEGI indicates that only 13% of the population meets the selected profile, i.e. 1,924 people are 37 years old on average, with an average schooling of 14 years on average.

To determine the sample it was necessary to consider the general formula for finite populations according to Market Research.

$$(\frac{e^2 \cdot p \cdot q \cdot N}{(e^2 (N-1) + e^2 \cdot p \cdot q)})$$

Where according to the Universe (N) was 1,924, with a confidence interval of 95% and an error of 5% with a probability for and against of 50% and as a result the following should be surveyed. A total of 364 inhabitants of the place where the sampling method is probalilistico by clusters because all have the same possibility of response, the results were collected through a survey with closed questions with dichotomous items and Likert scales, as the most important results are shown in the Annexes, see Annex 2 "Comparison of quantitative data" The sample was conducted digitally through the TEAMS platform.

Conclusions

Final Report

According to the results of the mixed research it was found that through the consumption of a tangible or intangible product can generate a satisfaction according to the expectations that the customer has and from that point will determine whether it will be a better customer, ie constantly come to the company.

It is also important to mention that in order to be a loyal customer of the company, i.e. a conditional customer who only comes to our company, loyalty programmes are required, so that this can happen, one of the important points is that there is good control, especially in the attention provided.

Now, to determine loyalty strategies it is necessary to carry out a satisfaction measurement so that the company can objectively know the degree of satisfaction and what type of customer it is to determine who will be the ones to generate loyalty strategies mentioned, such as the tangible rewards program as a prize or an intangible as a birthday greeting, these are exclusive strategies only for customers who require and must be loyal for their good purchase history.

As demonstrated in the companies are of great importance such strategies after the purchase if they want customers to return because today's population changes their habits and in this way the restaurants must consider the total and integral quality of the experience for successful results.

Annexes

Appendix 1

Questions	Answers
Since the opening after confinement, has the flow of people improved?	<ul style="list-style-type: none">- Yes, it has improved by 80%.- Yes, the number of visitors has improved.- The changes in the flow of diners have been noticeable.- We have done well since we were able to reopen.- Little by little we have recovered our clients.- Not at first, but now it has improved- Yes, in the last few months it was more noticeable
If so, what actions have you put in place to improve it?	<ul style="list-style-type: none">- Certain offers have been established to help the customer's economy, but respecting the quality standards of the product.- Providing promotions on strategic days, now orders can be placed from the car.- Comply with all government measures to the letter.- Promote on social networks- We provide all the sanitary measures and promotions.- Deliveries are made by means of apps- Implement strict hygiene protocols- Promotion and advertising on social media
What are the benefits of establishing an appropriate strategy for the achievement of objectives?	<ul style="list-style-type: none">- Increased customer frequency, customer recommendation- No financial loss- The increase of visits and the important thing is the economy- There are many, but the main thing is growth

	<ul style="list-style-type: none">- Providing a good service- No economic losses, know what we have to do to avoid problems.- Establish clear actions and goals to meet these objectives.- Focus on resources- Have a broader picture of the situation
Being in a sector of this nature where you deal directly with the customer, is customer service and treatment considered more important than even your own product? Why?	<ul style="list-style-type: none">- Yes, in one part it is true to consider the customer first as it is the source of income, but the quality of the product must always be maintained as this is what makes the customer come to the establishment.- We believe that no, both are fundamental for the customer.- No, because, even if the treatment is good, if the product does not meet or satisfy the customer's needs, they will not return.- No, we believe that, for everything to work, the service, the treatment and the product are a combination.- Having a good product and providing a good service is important because they go hand in hand.- Yes, customer service represents the image of the company and is the main way in which it communicates with the public.- Yes, being the first contact with the customer, good customer service is key for the consumer to prefer you.- Attention and quality of service are the first impression the customer gets of the company.- Yes, you don't just sell products, you sell experiences and that can only be achieved if the quality of service is excellent.
Marketing experts say that it is easier and cheaper to retain existing customers than to acquire new ones, seen from a practical point of view.	<ul style="list-style-type: none">- It is true, because the old customer knows our product and the quality we handle and that is why it is easier to retain them.- It is very true that with customers who already know us, we no longer need to invest to keep them coming back.- Yes, because customers are sure to come back at any time, but new customers do not satisfy their taste or preference.- It is much easier, because the customer already knows us.- It is easier and cheaper to retain customers.- Yes, you save on advertising
Is it important to implement a programme or series of actions that will keep the customer for the long term?	<ul style="list-style-type: none">- Yes, it is important because for some reason the customer is frequently coming back for the product or the treatment.- Everything is important so that the customer always comes back.- Yes, to ensure that their interest is always awake.- It is fundamental and even more so with social networks- Yes, to build trust and establish yourself in the market against the competition.- It is necessary if you want to be one of the best in the market.
What are the benefits of having frequent customers when consuming in the restaurant?	<ul style="list-style-type: none">- The establishment's membership, people's economic- There are many benefits, such as economically, preferential in status- They are customers who will advertise us when recommending us.- Economic benefits- That the place remains open
Do you measure satisfaction and what tools do you use?	<ul style="list-style-type: none">- We do a digital survey if the diner so wishes- Yes, a brief consumer survey at the end of their meal.- We conduct surveys from time to time

Do you monitor satisfaction with your products or services? What tools do you use?	<ul style="list-style-type: none">- Yes, with the pandemic we conducted a small survey using a QR code.- Yes, a tasting of the products to know the quality standard of the product to offer.- We use a digital application when the customer leaves to fill it in.- Every so often we do a control to improve what the customer tells us.
How do you identify them as loyal customers?	<ul style="list-style-type: none">- By frequency and choice- They are regular attendees who interact with us through social networks- They attend continuously, recommend the place and share it via social networks.- They are customers who visit us frequently, order quickly and do the same.
Do you think you have more loyal or satisfied customers?	<ul style="list-style-type: none">- Is 60% Loyal- 40% satisfied
From your point of view and based on your experience, which strategy do you think is more important for a company, customer satisfaction measurement or customer loyalty?	<ul style="list-style-type: none">- Most of the interviewees tell us that the most important ones are the loyal ones, because they have to come back, while the satisfied ones sometimes do not return to their business.
According to your experience in this branch, what are the characteristics of your customers that you know will come back to this place?	<ul style="list-style-type: none">- They are people who look for quality in the product, in the price and in the treatment of their people.- That they have a good treatment with the workers, a good tip.- They have a positive attitude, satisfactorily answer the surveys and are grateful to the staff who attended them.- They are people who leave the establishment happy- They are customers who are seen to enjoy their meal.
How do you identify that it will come back again?	<ul style="list-style-type: none">- By the fact of the response with which they withdrew.- Their attitude towards us could be their activity on our social networks.- They are delighted with the tastings of their dish and the service they are given from the moment they enter and taste an appetizer.- For their attitudes towards the workers- For the good treatment we receive, at every moment we ask if they are well or if they are missing something.
Would you agree to implement a new strategy to have better results in the restaurant?	<ul style="list-style-type: none">- For the better, everything is welcome- Yes, as long as it is for improvement- Yes, as long as my company requires it.- We agree
What kind of strategy would you or did you implement?	<ul style="list-style-type: none">- Offers and giving the best service to each customer- A strategy to improve the service, to attract customers- A dynamic strategy to save money- We have implemented promotions

Table 1 Comparison of qualitative data

Appendix 2

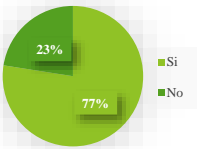
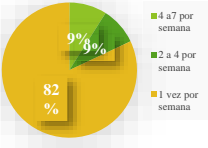
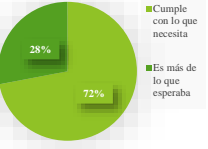
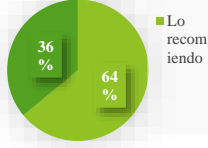
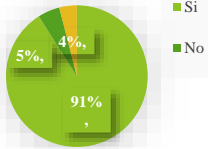
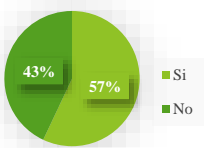
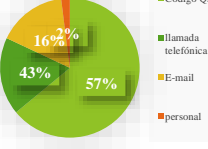

Have you ever eaten in a restaurant since the opening after confinement?	 <p>■ Si ■ No</p>	77% of the Narvarte population go to restaurants after the confinement to eat..
How often do you visit such an establishment?	 <p>■ 4 a 7 por semana ■ 2 a 4 por semana ■ 1 vez por semana ■ 0 a 3 por semana</p>	It shows that 82% attend once a week.
To satisfy your consumption needs, would you frequently go to the same place, because...?	 <p>■ Cumple con lo que necesita ■ Es más de lo que esperaba</p>	As shown, 72% do meet the customer's needs but only 28% feel that the company cares about them and as a result they return to the site.
If you like the restaurant in all its aspects	 <p>■ Lo recomiendo ■ No lo recomiendo</p>	As the results show, 64% recommend it and become loyal customers, but when they are only satisfied they rate it well but it is not certain that they will return, and this is the opinion of 36%.
When consuming at the restaurant, if it meets or exceeds your expectations, would you return to consume?	 <p>■ Si ■ No ■ No sé</p>	91% of customers said they would return as long as it meets or improves on their expectations, 5% said it would not and 4% said they might return.
When you have been to a restaurant, have you ever been asked a survey to find out how you liked the food and the service?	 <p>■ Si ■ No</p>	57% of customers have asked them to carry out a satisfaction survey, while the other 57% indicate that they have not been asked to do so.
What kind of survey have you been asked?	 <p>■ Código QR ■ llamada telefónica ■ E-mail ■ personal</p>	As shown, 57% of the respondents prefer the QR code, followed by a phone call (43%) to find out if they were satisfied with the service provided.
What is more important to you:	 <p>■ Que me atiendan como lo espero ■ Que superen mis expectativas</p>	57% decide that it is better to meet what the customer wants and if it can exceed what they require it is better.

Table 2 Comparison of quantitative data

Acknowledgement

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