Management model based on Relational Marketing to increase customer satisfaction through the implementation of the Knowledge Creation Model for medical clinic in Perú

Antonio Li-Campodonico[1], Bsc; Melanny, Martinez-Zapata[1], Bsc; Carlos Cespedes-Blanco[1] and Msc; Carlos Torres-Sifuentes, Msc[1]

[1]Ingeniería de Gestion Empresarial, Universidad Peruana de Ciencias Aplicadas, Perú, u201824268@upc.edu.pe; u201624055@upc.edu.pe; pcincces@upc.edu.pe and carlos.torres@upc.pe

Abstract– *The article focuses on the occupational health sector in Peru, where it faces a shortage of doctors compared to OECD countries. Research shows that, during the health crisis, patient satisfaction fell to 58%, generating a loss of profitability of 25%. The main contribution of the article is to highlight that the implementation of a management model based on relationship marketing, including the knowledge creation model, managed to significantly improve patient satisfaction, reaching 76%. In summary, it is concluded that relationship marketing can increase organizational satisfaction in the occupational health sector in Peru.*

Keywords-- Customer Satisfaction, Relationship Marketing, Healthcare Sector, B2B.

Management model based on Relational Marketing to increase customer satisfaction through the implementation of the Knowledge Creation Model for medical clinic in Perú

Antonio Li-Campodonico[1], Bsc; Melanny, Martinez-Zapata[1], Bsc; Carlos Cespedes-Blanco[1] and Msc; Carlos Torres-Sifuentes, Msc[1]

[1]Ingeniería de Gestion Empresarial, Universidad Peruana de Ciencias Aplicadas, Perú, u201824268@upc.edu.pe;
u201624055@upc.edu.pe; pcincces@upc.edu.pe and carlos.torres@upc.pe

Abstract– The article focuses on the occupational health sector in Peru, where it faces a shortage of doctors compared to OECD countries. Research shows that, during the health crisis, patient satisfaction fell to 58%, generating a loss of profitability of 25%. The main contribution of the article is to highlight that the implementation of a management model based on relationship marketing, including the knowledge creation model, managed to significantly improve patient satisfaction, reaching 76%. In summary, it is concluded that relationship marketing can increase organizational satisfaction in the occupational health sector in Peru.

Keywords-- Customer Satisfaction, Relationship Marketing, Healthcare Sector, B2B.

I. INTRODUCTION

The Pan American Health Organization announced that in Latin America, 60% of the total population's workforce consists of employees, and this working population is considered a source of production and development in economic sectors. Therefore, it is estimated that occupational health can be introduced with its services in any company, ensuring performance, capacity, and productivity due to the high number of employees these companies have. Therefore, occupational health clinics play a significant role in society. Moreover, several countries worldwide experience losses in their GDP, approximately around 6%, due to health problems affecting workers in different organizations [1]. The culture of occupational health and safety has been regulated and monitored for several years in Peru. By national law, private sector companies are required to hire the services of an occupational health center for their workers to undergo medical examinations before, during, and after work. However, being an open competitive market in the private sector, companies have the freedom to choose the occupational clinic that best suits their needs. Therefore, to retain clients in the long term, it is important to consider their satisfaction with the health services. In relation to this, the National Household Survey on Living Conditions and Poverty (ENAHO) employed data for a cross-sectional analytical study on user satisfaction with health services to describe the perception and satisfaction of users nationwide. The results showed that 74.3% of the surveyed population, from the perspective of user-clients, were satisfied with the services received at health facilities from the Offices of Comprehensive Health Insurance and Health Service Providers. These results reflect the reality and highlight the problem of the study in order to comprehensively understand customer loyalty regarding healthcare attention and services [2]. This document is based on information from an occupational health clinic that has low customer satisfaction. The analysis determined that since the onset of the health crisis, patient satisfaction reached 58%, representing a 25% loss in profitability.

The importance of having satisfied customers in a company is closely related to income and profitability. Furthermore, without a strategy that focuses on retaining customers and encouraging them to choose the service repeatedly, an organization will face long-term problems because the cost of acquiring new customers is much higher than retaining existing ones. In general, the healthcare sector has limited marketing frameworks as tools for customer acquisition and satisfaction. Literature review found a higher number of case studies related to B2C companies in sectors such as banking, restaurants, educational institutions, healthcare, among others. However, there is a gap when it comes to B2B companies in the healthcare sector, which is why this research takes advantage of this unexplored scenario as motivation for conducting the study.

Due to the described scenario, this research proposes to develop a management model based on relational marketing that also incorporates the knowledge creation model in order to increase customer satisfaction in the case study.

Likewise, it is expected to increase its long-term profitability as a result of customer satisfaction and relationship building. This will be achieved by providing training to its employees to enhance customer relations from the initial point of contact with the company.

This article consists of 5 sections. It begins with the introduction, which outlines the need to address the presented problem. Subsequently, the second section presents the state of the art, showcasing previous research that describes the

tools and techniques employed in various business sectors. Similarly, the third section proceeds to develop the contribution of the proposal, encompassing process improvements in the customer service area and its added value. In the validation of the model's implementation, covered in the fourth section, the process validating the proposed contribution is presented and detailed. This is where the validation scenario, initial diagnosis, validation design, and expected outcomes are illustrated. Finally, the fifth section delves into the relevant discussion and presents the conclusions drawn from the conducted research.

II. STATE OF ART

This section presents the state of the art, showcasing previous research that describes the tools and techniques employed in various business sectors. To achieve this, five categories have been established, which are classified as follows: articles supporting the low quantity of employee training, articles supporting the insufficient incentives for customer retention, articles supporting the measurement scale for diagnosis, articles supporting relational marketing, and finally, successful case studies.

A. Supporting the low number of employee trainings

Managers must constantly train their staff to create a competitive advantage in the sector market. It is not enough to simply overload employees with more work and tasks based on their skills and experience, as this can lead to fatigue and dissatisfaction in the long run for the worker [3]. Thus, a highly significant asset for companies is customer knowledge. By managing and leveraging this asset/resource, managers and the marketing department would optimize their work within the organization [4]. Additionally, the number of job postings in the US is approximately equal to the number of unemployed individuals, which may be due to organizations being unable to match these individuals to the available positions [5]. Top management must ensure that formal policies and rules are appropriate for employees [6, 7]. There is a positive relationship between job satisfaction and training transfer, and they are interconnected with job satisfaction, thus influencing the quality of customer service. Training and development are suggested to transfer new knowledge [8]. Employee training is significantly related to their capabilities and performance. This requires focusing on training, motivation, leadership, and person-job fit as predictive values of employee performance in their work sector [9]. Supervisor support reinforces motivation for learning, training, and job performance of workers. Human Resources Management experts should intervene in employee satisfaction and needs, and organizations must establish professional development programs for their employees [10]. Training, career planning, and job autonomy significantly impact employees' adaptive performance for organizational effectiveness; the more attention paid, the higher their adaptive performance. HRM practices were found to be key predictors of adaptive performance [11].

B. Supporting the low number of incentives for customer retention

A study presents the issue affecting companies, where on high-demand days with long waiting queues, workers decide to prioritize speed over quality, potentially neglecting and missing out on potential customers [12]. The design of the priority referral program consists of a technique applied to initial customers. They are guaranteed to be moved up in the waiting queue, resulting in reduced waiting time, on the condition that they refer the service to their contacts and generate new customers [13]. In recent years, technologies such as artificial intelligence and data analysis have been implemented. These tools have been greatly helpful in creating predictive models of customer behavior and identifying customer issues [14]. Additionally, providing credit facilities to B2B customers can be beneficial. In this regard, the stochastic demand and the private credit information of logistic services in China make it necessary for credit assessments to be conducted thoroughly before being granted by providers [15]. It is mentioned that examining customer commitment and trust, as well as e-commerce, regarding customer loyalty, is important to increase the profitability of the company [16, 17].

The loyalty of Generation Y customers is attributed to six factors: customer loyalty, service quality, customer engagement, trust, switching costs, and customer satisfaction. Research reveals that Generation Y customers are indeed loyal to their retail banking and feel satisfied with the quality of service. Furthermore, they maintain their loyalty to avoid wasting time switching to another bank [18]. Other authors investigated what stood out for customers and what they considered for their satisfaction. Among the responses were: promotional discounts and gifts that make their experience more exciting, trust, quality, adherence to established rules and security, personal recognition, trust, and reciprocity [19, 20]. The reaction of customers to cause-related marketing campaigns was also studied. Customers had the option to purchase discounted tickets while providing a donation to a charitable organization. The results indicate that there is no direct relationship between the demand for discounted tickets and the amount of money donated. In other words, the more money donated, the fewer tickets were sold [21].

C. Measuring scale support for diagnosis

They used the SERVQUAL model, methodology that is based on the idea that service quality can be measured through the gap between the customer's expectations and their actual perception of the quality received, along with its respective dimensions (tangibility, empathy, security, reliability, and responsiveness). The diagnostic survey was conducted based on the SERVQUAL model as a scale to identify customer expectations [22]. The dimensional structure of SERVQUAL was analyzed to evaluate quality and investigate the structural behavior of SERVQUAL dimensions [23, 24]. For the study, the five constructs of SERVQUAL were used with modifications and adaptation to the specific characteristics of

3rd LACCEI International Multiconference on Entrepreneurship, Innovation and Regional Development - LEIRD 2023
Virtual Edition, December 4 – 6, 2023

2

a hospital in Bangladesh [25]. The SERVQUAL model was employed to assess the quality and perceived satisfaction of outpatient medical services in a network of private clinics [26]. Other authors also confirm the impact of the five dimensions on perceived quality in the private clinics sector in Metropolitan Lima [27].

D. Supporting relationship marketing

The main contribution of the article focuses on highlighting the importance of Customer Relationship Management (CRM) as a tool based on relationship marketing, supported by information systems and updated technology [28]. It is highlighted that the proper implementation of CRM can generate significant benefits in terms of customer satisfaction and loyalty to the company [29]. However, it is noted that incorrect implementation can have negative effects [30]. The article also addresses the gap between the analytical and technological skills required in the field of marketing and their practical application at work [31,32].

Key dimensions of CRM, such as top management support, customer orientation and data management, are mentioned, which must be managed effectively to improve organizational performance [33]. Furthermore, the importance of measuring these dimensions is highlighted. of CRM through various performance indicators [34,35].

It is highlighted that customer orientation is the most influential dimension in customer satisfaction, and the need to build sustainable relationships between CRM and customer loyalty in different sectors, such as banking, is emphasized [36,37]. Ultimately, it is concluded that the proper implementation of CRM, supported by relationship marketing, can lead to better customer knowledge and value creation in business relationships [33].

E. Success cases

The main contribution of the article lays in the implementation of marketing strategies focused on customer value, supported by Customer Relationship Management (CRM) tools, to understand, attract and retain customers in various contexts, including banking and healthcare. [38,39]. The importance of using CRM to reduce operating costs, improve interaction with customers and strengthen loyalty is highlighted [40]. Furthermore, an integrative framework is proposed to define CRM dimensions in B2B business models, focusing on customer-centric management, operational CRM, and CRM organization [41]. The automation of processes and the use of technological tools in customer management are also mentioned [42].

The article highlights the relevance of client recovery and retention programs, as well as the analysis of motivating factors of international patients in the search for health services in different cultural and linguistic environments [43]. Ultimately, it is emphasized that the effective use of CRM tools implies a synergy between technology, people and customer-oriented processes to maintain long-term relationships and strengthen loyalty [44].

III. METHODOLOGY

This document's objective is to improving the management of the patient care method. To achieve this, two tools will be used: relational marketing and Customer Relationship Management (CRM). The model is structured based on the root causes obtained from the analysis conducted in the case study clinic.

A. Support for the low amount of training for employees

Human capital represents a type of resource within the organization. Managers must constantly train their staff to create a competitive advantage in the sector market. Overloading employees, who have greater skills and experience, with more work and responsibilities can be detrimental as it leads to fatigue and dissatisfaction in the long run. Experience is an important and highly valued factor for companies; however, it is important to recognize that it is not sufficient [3].

B. Support for the low amount of incentives to encourage customer return

A scenario has been described where service companies have been implementing strategies in recent years using technology such as artificial intelligence and data analysis. These tools have been helpful in creating behavior prediction models and identifying customer issues. To alleviate demand, methods such as scheduling can be used to ensure all customers receive the same quality of service. However, this also depends on the flexibility and willingness of the customer, considering that individuality and self-interest prevail in the purchase decision [14].

C. Support for the measurement scale for diagnosis

An study analyzed that consumer expectations regarding service quality are linked to the hospital's responsiveness and communication. The recommendation is for marketing managers to take action by hiring specialists to guide the professional and ethical behavior of medical staff, ensuring appealing and modern spaces and facilities for an enhanced visitor experience. Additionally, analyzing the measures from the study to inform healthcare provision and adjusting pricing policies transparently to achieve higher consumer satisfaction [25].

D. Sustaining relational marketing

Satisfying the customer is a challenge, and to achieve it, it is necessary to consider customer relationship management through the use of Customer Relationship Management (CRM). In fact, it states that the benefits of using this tool include improving customer loyalty, profitability, customer satisfaction, and organizational performance [36].

E. Specific description of the model

Solving the problem will allow the implementation of projects, processes, and information technologies that will greatly contribute to the company. Fig. 1 outlines the five phases for the effective implementation of the Organizational Knowledge Creation Model, which are explained below:

1) First Phase: Sharing Tacit Knowledge

On July 8, 2022, the implementation of the first phase began at the Clinic, which is based on socialization. In other words, all collaborators were actively involved in initiating the process of creating organizational knowledge. This phase was structured around the topic of common errors in medical report digitization. During the 1 hour and 45 minutes, experiences related to these errors in the reports were shared.
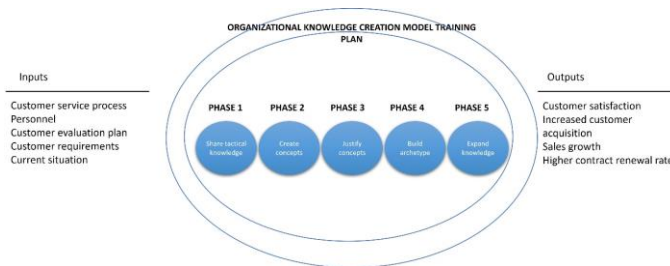

Fig. 1 Solution Model for the low quantity of training for employees.

This supports the sharing of experiences, ideas, and technical knowledge among clinic collaborators. Furthermore, it is concluded that establishing trust, sharing emotions, and feelings are also of utmost importance.

2) Second Phase: Creating Concepts

Subsequently, on July 15, 2022, the second training session took place, based on externalization. Each participant had to verbalize all the knowledge so that it could be shared with others. The topic for this session was related to the short and long-term consequences of errors in medical report digitization and delayed deliveries. Reasoning methods such as deduction, induction, and abduction were used to achieve this. Additionally, figurative language, such as analogies and metaphors, proved useful for better understanding of the intended content.

3) Third Phase: Justifying Concepts

The third session, held at the clinic on July 22, focused on filtering the concepts created in the second phase. The criteria for this concept filter can be qualitative and/or quantitative. Some examples include cost, impact on profits, and the level to which a concept contributes to the company. However, criteria can also encompass abstract values that the company wishes to convey, such as romanticism, adventure, or aesthetics. In this case, the economic criterion was chosen, and the topic discussed was the evaluation of the economic impact due to errors in medical report digitization and delayed deliveries. The task of selecting suitable criteria for the type of

business and market was performed by the clinic manager, although it is also valid for each department to have autonomy in choosing sub-criteria. This latter option can be considered for future training.

4) Fourth Phase: Building an Archetype

This phase was based on cooperation and took place on July 27, focusing on technological tools to prevent errors in medical report digitization and delayed deliveries. In this session, it was necessary for different collaborators with diverse disciplines within the company to contribute their knowledge to the construction of an archetype. For this reason, a dynamic based on creating a plan with technological tools was applied. This proposed plan followed the same process as when an architect designs a blueprint, and therefore, innovation and technology were indispensable. The plan had to be detailed and involve input from each team member. The information used was a combination of the data obtained in the third phase and the existing concepts within the clinic. This was done to leverage previous experience.

5) Fifth Phase: Expanding Knowledge

The fifth session took place on August 5. Once knowledge has been created, justified, and modeled, it must go through the phase of expansion at both intraorganizational and interorganizational levels. The topic discussed was how to expand and communicate the plan with technological tools. Firstly, to achieve intraorganizational knowledge expansion, a cross-method should be used, ensuring that the new concept is recognized vertically and horizontally throughout the company.
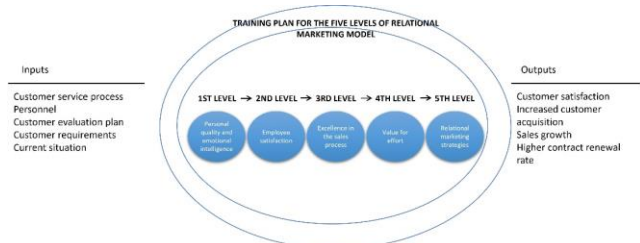

Fig. 2 Solution Model for the low quantity of incentives for customers.

Secondly, to achieve interorganizational expansion, sharing this concept with the company's relationships should be considered. These relationships can include subsidiaries, suppliers, clients, competitors, among others. Each of these recommendations was expressed to the training participants.

F. Levels of Relationship Marketing

Furthermore, Fig. 2 consists of five steps or levels for the proper application of the Five Levels of Relationship Marketing Model, which are explained below:

1) First Step: Personal Quality and Emotional Intelligence Simultaneously

On August 5th, the first level corresponding to this model was conducted, and the topic discussed was "Recognizing our ideal self to develop self-motivation and self-confidence at

3rd LACCEI International Multiconference on Entrepreneurship, Innovation and Regional Development - LEIRD 2023
Virtual Edition, December 4 – 6, 2023

4

work." The session aimed to explain how excellence in performing a job role must be based on emotional intelligence and personal quality. These qualities are essential for developing the self-motivation and self-confidence needed to convey to the organization's clients. Additionally, employees also identified that in their professional life, they adhere to Pareto's 80-20 rule, where 80% of their characteristics are focused on aptitude levels such as proactivity, creativity, ability to relate to others, while the remaining 20% corresponds to the attitudinal level, such as experience and technical skills required for their job performance. It is thus that a truly significant challenge for the clinic manager is to successfully enhance these soft skills within their team. The main focus should be on self-motivation and self-confidence.

2) Second Step: Employee Satisfaction

On August 12th, the second level of the model continued, and the topic discussed was how to motivate ourselves to motivate and satisfy the customer. The process of achieving long-term relationship marketing with the customer must focus on meeting the needs of internal customers, namely, the company's employees. A satisfied worker will generate a loyal worker, who in turn will generate a satisfied and subsequently loyal customer. The challenge for team leaders or managers is to efficiently define the following points: a policy of intelligent and professional selection, a policy of training and utilization of existing talents, clear and properly defined roles, transparent, agreed upon, and achievable objectives, active and non-repressive supervision, periodic evaluations conducted objectively and with criteria, a formal and informal communication policy, a stimulating remuneration policy, good career plans accessible through professional merits, among other types of motivation. Additionally, the company must consider salary. Likewise, the company should consider emotional compensation as a secondary salary that motivates its employees. To achieve this, it is necessary to identify what their main needs are and how to fulfill them.

3) Third Step: Excellence in the Sales Process

On August 19th, the session was resumed with the topic "Recognizing the segments of my customers to know which SSOMA, comprehensive and systematic approach that seeks to protect the integrity of workers and preserve the environment in the work environment, through proactive risk management and the promotion of a culture of safety, campaigns best suit them". To maintain a long-term relationship with the customer, it is necessary to build loyalty; however, this will not be achieved without first satisfying their needs. Thus, in the sales process, it is crucial to consider that closing or not closing the deal does not signify the end or the objective. Nowadays, salespeople should not only focus on the product/service and its price but also fulfill a consulting role in which the customer can trust and express all their doubts and requirements.

4) Fourth Step: Value for Effort

On August 26th, the fourth level was developed with the topic "Identifying market keys for SSOMA campaigns: price, service, and quality." The objective of this step is to offer the customer something proportional to the price and effort they are making to obtain the service. This approach is known as value for effort, which should be designed to provide more than what the customer expects. Whether the company sells products or services, it is vital that every sales process is supported by a customer service process. Additionally, for the company to defend itself in the market, these five keys are essential: enhancing the product and/or brand, providing excellent service related to treatment, processes, and details, competitive pricing, reducing and eliminating customer discomfort, and reducing and eliminating customer insecurities.

5) Fifth Step: Relationship Marketing Strategies.

On September 2nd, the topic "Evaluation of the economic impact due to customer attrition" was addressed. Most companies are not aware of the number of lost customers, the reasons behind it, the amount of money being lost, and the potential medium- to long-term effects. To address this, it is necessary for the company to have a monitoring plan that tracks these indicators. Additionally, there are five pillars that a company aspiring to implement relationship marketing must build: a stable and consolidated information system, communication actions that allow listening to and informing the customer, programs to prevent customer dissatisfaction and to recover those who have already churned, a plan for organizing events and special programs, and finally, the establishment of customer loyalty programs.

G. Implementation

In order to continue with the process, the action plan is carried out. Next, Fig. 3 and Fig. 4 illustrate how the prototype model will be executed in the methodology in order to address the identified gaps.
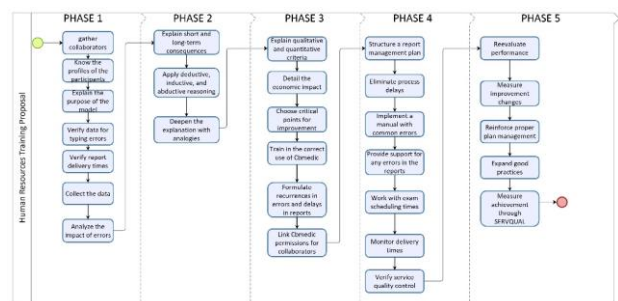

Fig. 3 Process Flowchart for the Implementation of Training based on the Organizational Knowledge Creation Model.
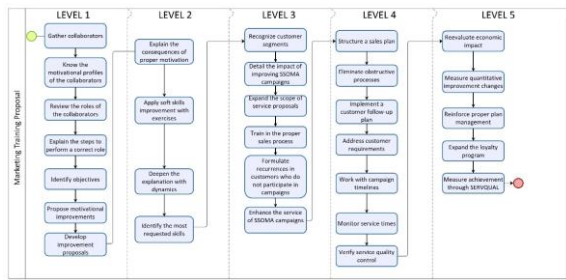
Fig. 4 Process Flowchart for the Implementation of Training based on the Five Levels of Relational Marketing Model.

H. Monitoring

To ensure proper control of the prototype model, four indicators will be applied.

1) Indicator 1

The efficiency indicator in customer service aims to measure the level of process execution. It focuses on how things were done and measures the performance of the resources used in a process. This indicator is related to the productivity that Respira SAC employees should achieve.

2) Indicator 2

The monthly evaluation of all customers served in person at the clinic is taken into account to obtain the results of satisfied customers, thus evaluating this percentage-based indicator. An upward trend should be observed based on each monthly evaluation in order to meet customer expectations to the fullest.

3) Indicator 3

The indicator of the percentage of completed trainings helps us understand the compliance with planned training and development activities. The study should be conducted based on quarterly data, aiming for an achievement rate of over 75%. The objective is to strengthen the performance improvement of Respira SAC employees.

4) Indicator 4

This indicator helps us understand the feedback that Respira SAC can obtain from its customers. To do so, it is necessary to have a measurement unit, in this case, the recommendation of highly satisfied customers, in order to compare it with the total maximum recommendation score of highly satisfied customers. The aim is to demonstrate a monthly percentage variation surpassing the established goal of >= 90% for 2022.

IV. VALIDATION

The models applied in the improvement plan for addressing the root causes of the issues occurring in the clinic were developed with the aim of having a positive impact on the company. After the ninth training session within a span of three weeks, a total of 150 companies visited the clinic, out of which 112 companies aligned with the previous study conducted before implementing the improvement plan. The SERVQUAL questionnaires were sent via email to the HR contacts of these companies, and responses were received from only 92 of them.

To validate the proposal's results, a simulation was carried out using the Bizagi Modeler software. In order to simulate the proposed model, a time study of the different subprocesses was conducted. After obtaining the times, they were entered into the Bizagi Simulator tool, which analyzed them and provided the average and percentage of completed instances for each activity.

Below, the obtained results are shown, along with the unit acquired in each process.

A. Analysis of Indicator Results

Indicator 1.

TABLE I
PERCENTAGE OF COMPLETED TRAININGS

	Value	Unit of measurement %
∑ Executed training activities	10	Calculation
∑ Planned training activities	13	77%

Indicator 2.

TABLE II
CUSTOMER SATISFACTION

Variables	NPS (Net Promoter Score)
Previous NPS	58%
Current NPS	76%
Evolution	18%

Indicator 3.

TABLE III
EFFICIENCY IN CUSTOMER SERVICE

	Value	Unit of Measurement
Timely delivered medical exams	679	Calculation
Performed medical exams	758	90%

Indicator 4.

TABLE IV
INCREASE IN SERVICE LOYALTY

	Value	Unit of Measurement
Number of satisfied customer recommendations	135	Calculation
Total maximum score of satisfied customer recommendations	150	90%

TABLE V
CUSTOMER SATISFACTION PERCENTAGES IN THE CASE STUDY

Referential Satisfaction (National Level)	Actual Satisfaction	Improved Satisfaction
74.30%	58%	76%

3rd LACCEI International Multiconference on Entrepreneurship, Innovation and Regional Development - LEIRD 2023
Virtual Edition, December 4 – 6, 2023

6

TABLE VI
SCENARIOS WITH IMPLEMENTED IMPROVEMENTS

SCENARIO 1	SCENARIO 2	SCENARIO 3
SMALL BUSINESSES	MEDIUM-SIZED BUSINESSES	LARGE BUSINESSES
58% of total customers	39% of total customers	3% of total customers
75.10%	73.50%	77.30%

V. DISCUSSION OF RESULTS

To validate the proposed model, an analysis and calculation were carried out using the Net Promoter Score indicator and also the Servqual measurement scale, which allowed validating that the perceptions of the dimensions improved compared to the initial results. Below, in Table V, the percentage of effectiveness of the proposed solution related to the customer satisfaction of the case study is shown.

It is at this point that it was found that the tools used can provide various scenarios with the implementation of the improvement. Therefore, one can appreciate the results obtained in Table VI, as well as the percentages achieved in each activity of the proposed solution.

With these displayed results, it is evident that the implemented improvement generates an 18% variation in customer satisfaction in the customer service process, with a satisfaction rate of 76%. Additionally, a first scenario is presented, representing 58% of the total customers. This group belongs to small businesses, and their satisfaction is 75.10%. Furthermore, a second scenario represents 39% of the total customers. This group belongs to medium-sized businesses, and their satisfaction is 73.50%. Finally, a third scenario represents 3% of the total customers. This group belongs to medium-sized businesses, and their satisfaction is 77.30%.

VI. CONCLUSIONS

Using the SERVQUAL tool, a thorough analysis was carried out to identify the dimensions that had received insufficient attention from the company, from the perspective and expectations of customers. This assessment process allowed for an accurate diagnosis of the root causes behind the identified customer service problem. The implementation proposal designed is especially suitable for a Business-to-Business (B2B) business context and is distinguished by not requiring a significant investment of resources. This confers a high potential for replication and benefit for other companies that face similar problems within the same industry. By directly addressing the root causes identified in a specific process, such as customer service, this action plan has the potential to generate a notable increase in customer satisfaction, estimated at an 18% increase. The training process conceived as part of the strategy was carried out comprehensively throughout the organization, although it was implemented in two different models. The first of them was aimed at personnel in charge of customer service, with the aim of strengthening their capabilities and skills in providing services. The second training model was designed more broadly, covering both administrative staff and customer service representatives, seeking a more holistic approach to improving the customer experience.

REFERENCES

[1] Organización Mundial de la Salud. 2017. Protección de la salud de los trabajadores. Oficinas regionales de la OMS

[2] Akram Hernández-Vásquez, Carlos Rojas-Roque, Francisco J. Prado-Galbarro and Guido Bendezu-Quispe. 2019. Satisfacción del usuario externo con la atención en establecimientos del Ministerio de Salud de Perú y sus factores asociados. https://doi.org/10.17843/rpmesp.2019.364.4515

[3] Huthaifa Al-Khazraji. 2022. Comparative Study of Whale Optimization Algorithm and Flower Pollination Algorithm to Solve Workers Assignment Problem. https://doi.org/10.4995/ijpme.2022.16736

[4] F. Khodakarami and Y. E. Chan, "Exploring the role of customer relationship management (CRM) systems in customer knowledge creation," Information & Management, vol. 51, no. 1. Elsevier BV, pp. 27–42, Jan. 2014. doi: 10.1016/j.im.2013.09.001.

[5] Martin J. Mckenney, Holly A. Handley. 2020. Using the DSRM to Develop a Skills Gaps Analysis Model, Vol. 48, no. 4, doi: 10.1109/EMR.2020.3011704.

[6] Ahmad Albloush, Azlinzuraini Ahmad, Yusliza Mohd and Nik Hazimah. 2019. The impact of organizational politics on job performance: Mediating role of perceived training opportunities. International Journal of Business and Society, Vol 20, 657-674

[7] B. Carrillo, C. Barbieri, W. Knollenberg, and M. B. Edwards, "The stress from my tour leading job: Differences between genders," Journal of Hospitality and Tourism Management, vol. 44. Elsevier BV, pp. 211–214, Sep. 2020. doi: 10.1016/j.jhtm.2020.06.013.

[8] Jie Shen and Chunyong Tang. 2018. How does training improve customer service quality? The roles of transfer of training and job satisfaction. Vol 36, 708-716. https://doi.org/10.1016/j.emj.2018.02.002

[9] Zahid H. Bhat and Riyaz A. Rainayee. 2019. Examining the Mediating Role of Person–Job Fit in the Relationship between Training and Performance: A Civil Servant Perspective, Vol 20, 529-548. https://doi.org/10.1177/0972150917743377

[10] Sunyoung Park, Hye-Seung T. Kang and Eun-Jee Kim 2018. The role of supervisor support on employees' training and job performance: an empirical study. European Journal of Training and Development, Vol 42. https://doi.org/10.1108/EJTD-06-2017-0054

[11] Abubakar Tabiu, Faizuniah Pangil and Siti Zubaidah-Othman 2020. Does Training, Job Autonomy and Career Planning Predict Employees' Adaptive Performance?, Vol 21. https://doi.org/10.1177/0972150918779159

[12] Sacha Kapoor 2020. Inefficient incentives and nonprice allocations: Experimental evidence from big-box restaurants. Vol 29, 401-419. https://doi.org/10.1111/jems.12346

[13] Luyi Yang. 2020. Invite Your Friend and You ' ll Move Up in Line : Optimal Design of Referral Priority Programs Invite Your Friend and You ' ll Move Up in Line : Optimal Design of Referral Priority Programs, Vol 23, 1139-1156. https://doi.org/10.1287/msom.2020.0868

[14] Kraig Delana, Nicos Savva and Tolga Tezcan 2020. Proactive Customer Service : Operational Benefits and Economic Frictions Proactive Customer Service, Vol 23,1-266. https://doi.org/10.1287/msom.2019.0811

[15] Kai Wang, Peiqi Ding and Ruiqing Zhao 2021. Strategic credit sales to express retail under asymmetric default risk and stochastic market demand. Vol 101. https://doi.org/10.1016/j.omega.2020.102253

[16] Achmad Supriyanto, Bambang Budi Wiyono and Burhanuddin Burhanuddin 2021. Effects of service quality and customer satisfaction on

loyalty of bank customers, Vol 8. https://doi.org/10.1080/23311975.2021.1937847

[17] V. B. Palomino, S. Raffo, and J. L. Fernando, "Agile Logistics Management Model to Reduce Service Times and Improve Processes Using Lean Service Methodology in Companies in the Electrical Sector," 2021 10th International Conference on Industrial Technology and Management (ICITM). IEEE, Mar. 2021. doi: 10.1109/icitm52822.2021.00022.

[18] V. A. Zeithaml, Marketing de servicios . McGraw-Hill Interamericana de España S.L., 2009.

[19] Hendler, F., LaTour, K. A., & Cotte, J. (2021). Temporal Orientation and Customer Loyalty Programs.

[20] E. Briones-Castañeda, G. Carlos-Ramon, C. Torres-Sifuentes, J. Rojas-García, and C. Raymundo-Ibañez, "Digital Transformation Model with a Focus on Total Quality Management and Lean Manufacturing to Increase Online Sales in Textile SMEs," Proceedings of the 5th Brazilian Technology Symposium. Springer International Publishing, pp. 411–419, Dec. 16, 2020. doi: 10.1007/978-3-030-57548-9_38.

[21] Dubé, J. P., Luo, X., & Fang, Z. (2017). Self-signaling and prosocial behavior: A cause marketing experiment.

[22] M. B. Galvão, R. C. de Carvalho, L. A. B. de Oliveira, and D. D. de Medeiros, "Customer loyalty approach based on CRM for SMEs," Journal of Business & Industrial Marketing, vol. 33, no. 5. Emerald, pp. 706–716, Jun. 04, 2018. doi: 10.1108/jbim-07-2017-0166

[23] C. Oraedu, "Structural Equation Test of Service Quality Dimensions on the Relationship Quality Construct: Evidence from an Emerging Telecom Market," Journal of Relationship Marketing, vol. 18, no. 2. Informa UK Limited, pp. 146–171, Apr. 2019. doi: 10.1080/15332667.2018.1534066.

[24] D. J. Vergara-Gonzalez, L. D. Villar-Ventura, M. Cano, C. Raymundo, and F. Dominguez, 'Analytical method of operational planning applying SERVQUAL for the reduction of non-compliant services in environmental sanitation companies; [Método analítico de planificación operativa aplicando Servqual para la reducción de servicios no conformes en empresas de Saneamiento Ambiental]', 2020, vol. 1, pp. 53–56.

[25] Shahidul Islam 2018. Understanding health consumer value: service marketing perspective. South Asian Journal of Business Studies, Vol. 7, 2-21. https://doi.org/10.1108/SAJBS-04-2017-0051

[26] Helden M. Chujandama-Torres, Cynthia Donayre-Pérbuli, Danitza L. Huamani-Rojas and Christian F. Rojas-Sagástegui 2020. Aplicación del Modelo SERVQUAL para Evaluar Calidad y Satisfacción Percibida de los Servicios Médicos Ambulatorios en la Red de Clínicas Privadas Los Álamo. Retrieved from http://hdl.handle.net/20.500.12404/17981

[27] Angelo R. Bardelli-Cruzado, Mayra V. Núñez-del-Prado-Zárate, Mitzy Y. Chávez-Morales and Juan C. Vela-Lostaunau 2017. Calidad percibida en el servicio: caso Clínica Delgado. Retrieved from http://hdl.handle.net/20.500.12404/9581

[28] Başar Öztayşi, Selime Sezgin and Ahmet Fahri Özok 2011. A measurement tool for customer relationship management processes. https://doi.org/10.1108/02635571111144982

[29] Dana E. Harrison and Haya Ajjan 2019. Customer relationship management technology: bridging the gap between marketing education and practice. https://doi.org/10.1057/s41270-019-00063-6

[30] A. Rafiki, S. E. Hidayat, and D. Al Abdul Razzaq, "CRM and organizational performance," International Journal of Organizational Analysis, vol. 27, no. 1. Emerald, pp. 187–205, Mar. 11, 2019. doi: 10.1108/ijoa-11-2017-1276.

[31] A. Garrido-Moreno, N. Lockett, and V. García-Morales, "Paving the way for CRM success: The mediating role of knowledge management and organizational commitment," Information & Management, vol. 51, no. 8. Elsevier BV, pp. 1031–1042, Dec. 2014. doi: 10.1016/j.im.2014.06.006.

[32] M. Nojavan, A. Heidari, and D. Mohammaditabar, "A fuzzy service quality based approach for performance evaluation of educational units," Socio-Economic Planning Sciences, vol. 73. Elsevier BV, p. 100816, Feb. 2021. doi: 10.1016/j.seps.2020.100816.

[33] Vicente Guerola-Navarro, Raul Oltra-Badenes, Hermenegildo Gil-Gomez and Jose A. Gil-Gomez 2021. Research model for measuring the impact of customer relationship management (CRM) on performance indicators, Vol 34, 2669-2691. https://doi.org/10.1080/1331677X.2020.1836992

[34] M. R. Sofi, I. Bashir, M. A. Parry, and A. Dar, "The effect of customer relationship management (CRM) dimensions on hotel customer's satisfaction in Kashmir," International Journal of Tourism Cities, vol. 6, no. 3. Emerald, pp. 601–620, Jun. 05, 2020. doi: 10.1108/ijtc-06-2019-0075.

[35] E. Ramos, J. P. Yanayaco, T. Hinostroza, and R. Mesia, 'Development of supply chain quality management in peruvian blueberry companies: A case study in Cañete, Peru', International Journal of Supply Chain Management, vol. 8, no. 3, pp. 795–808, 2019.

[36] Bader Almohaimmeed 2019. Pillars of customer retention: An empirical study on the influence of customer satisfaction, customer loyalty, customer profitability on customer retention. Serbian Journal of Management, Vol 14, 421-435. https://doi.org/10.5937/sjm14-15517

[37] M. M. Abbad, I. H. M. Magboul, F. Jaber, and W. Alrawabdeh, "User Antecedents, CRM Implementation, and Impact on Customer Outcomes in the Jordanian Service Industry," International Journal of Customer Relationship Marketing and Management, vol. 13, no. 1. IGI Global, pp. 1–24, Oct. 08, 2021. doi: 10.4018/ijcrmm.289208.

[38] Dora Simões and Joana Nogueira 2022. Learning about the customer for improving customer retention proposal of an analytical framework. Journal of Marketing Analytics, Vol 10, 50-63. https://doi.org/10.1057/s41270-021-00126-7.

[39] Abdelmageed Algamdi, Said K. Mokhtar-Brika, Imane Laamari and Khalil Chergui 2021. CRM system and potential customer loyalty trends: Some evidence of customer engagement, Vol 8, 44-52. https://doi.org/10.21833/ijaas.2021.05.005

[40] Gustavo A. Cordova-Castilla and Daniel Lujan-Chauca 2020. Análisis del marketing relacional como herramienta estratégica de fidelización de clientes en las Instituciones Prestadoras de Servicios de Salud (IPRESS) privadas de Lima Metropolitana. Retrieved from http://hdl.handle.net/20.500.12404/20343

[41] U. Zeynep Ata and Aysegul Toker 2012. The effect of customer relationship management adoption in business-to-business markets. Journal of Business & Industrial Marketing, Vol. 27, 497-507. https://doi.org/10.1108/08858621211251497

[42] G. K. Hunter, "On conceptualizing, measuring, and managing augmented technology use in business-to-business sales contexts," Journal of Business Research, vol. 105. Elsevier BV, pp. 201–213, Dec. 2019. doi: 10.1016/j.jbusres.2019.08.010.

[43] C. Yoo, K. C. Cha, and S.-H. Kim, "A quantile regression approach to gaining insights for reacquition of defected customers," Journal of Business Research, vol. 120. Elsevier BV, pp. 443–452, Nov. 2020. doi: 10.1016/j.jbusres.2019.10.068.

[44] H. Sethi, "Winning the Loyalty of International Customers: A Perspective from the International Patients in India," FIIB Business Review, vol. 10, no. 4. SAGE Publications, pp. 424–439, Jul. 01, 2021. doi: 10.1177/23197145211011004.

3rd LACCEI International Multiconference on Entrepreneurship, Innovation and Regional Development - LEIRD 2023
Virtual Edition, December 4 – 6, 2023

8