Customer service complex: three-stage model

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Abstract. Good customer service is not a new concept for the enterprises but the development of a holistic customer-oriented service model will be a critical way to increase the value of the business and promote products and services to achieve enterprise sustainability and innovation in the digital age. The article presents the results of research aimed at developing a modern model of integrated customer service. The idea to combine several marketing complexes to build a system of "customer acquisition" was presented. A three-stage model has been developed the use of which will allow the company to determine and understand the directions of development of its service and on this basis to achieve its goals. The conditions for the implementation of this model are discussed.

1. Introduction
The struggle for sustainable development of the enterprise in the digital era places some demands on the search for innovative technologies in marketing. In the conditions of the digital economy the use of digital Internet technologies in the production and trading of goods and services expands the key tasks facing all companies in all sectors of the business. The most important are relations with customers. Researchers and practitioners around the world recognize that the high pace of digitalization of the economy creates the conditions and opportunities for its growth. But here some collision exists. Such trends as cloud computing, the internet of things, artificial intelligence, robotics, blockchain are developing at a fast pace.

However, it is known that people adapt to them at a slower pace. In addition to this, the current crisis caused among other things by the coronavirus pandemic influences the relations between the companies and their customers. All this requires companies to improve the quality of services and customer maintenance. Changing realities, an increase in the rate of change, an increase in the complexity of professional tasks trigger processes of radical changes in the business environment and, accordingly, changes in consumer values, needs, and behaviour. Companies are increasingly focused on meeting customer needs and creating a profile of their unique customer service.

2. Literature review
The current state of marketing is associated with the development of new technologies, a change in the nature and degree of interaction between manufacturers, sellers, and consumers. This shifts the focus to researching consumer behavior and understanding his real needs. As early as the beginning of the 21st century, researchers noticed that managers began to understand the importance of focusing on customer experience. [1]. Traditional functional marketing integrates with different directions [2]. The desire to engage consumers in marketing processes is due to the ability to gain a competitive advantage on this basis [3]. The power of informational impact on a person, including a consumer of goods and services, increases with the rate of change [4].
The importance of companies moving toward customer-oriented behavior is also increasing [5]. Customer orientation determines the formation of their interests [6]. More and more attention is being paid to customer value management and customer satisfaction measurements. [7]. The article discusses the organization of long-term relationships with customers that allow the company to increase the value of their proposals [8]. The practice of mutually beneficial relationships with customers is analyzed [9]. Consumer Relationship Development Issues [10] and planning activities that create mutual values [11] become the basis for the development of mutual value propositions [12]. An analysis of the literature in this area allows concluding that modern customers want not only to get goods or services but also to satisfy their desires [13]. In this regard, the organization of support, unique customer service that a company can offer its customers, is critical for maintaining and expanding its customer base and developing its business. Creating the new system, it is necessary to consider that the preservation of already established structures is very important for effective interaction between all systems in the organization [14]. Since any activity is carried out by people who are part of a holistic and living organism of the company the maintaining of the customers' interest must increase the motivation of the staff, to make it interesting both for the company and for the benefit of staff [15].

3. Materials and methods

The profile design of the unique customer service is the compilation of the initial description, which allows creating an object that does not yet exist for certain given conditions. For the description, which can be realized in the future as a real object, we will use text records and tables, which will become the basis for translating the idea into reality.

3.1. Analysis of the line of expectations.

The team of developers must define the strategy in relation to the expectation line that has been developed in some (geographically, industry, segment) market:
- The company can be successful by working below the line of expectations, but then they must tune away from the product of competitors at the expense of price.
- The company can be successful by working on the line of expectations, providing stable, understandable service.
- The company can be successful by working above the line of expectations, producing the "wow", and providing business with non-price competitive advantages. However, not meeting customer expectations can confuse the purchaser too much and even scare him. The problem with the line of expectations is that it is constantly moving and what was exciting yesterday is the norm today. There is a need to audit the line of expectations periodically.

3.2. The first stage - Kano Modelling

The model developed in the 1980-s by Professor Noriaki Kano based on his “Attractive Quality Theory” is one of the tools of quality management and is used to develop organizational strategies and solve problems of ensuring customer satisfaction [16]. In his theory, the basic quality is identified: the required quality corresponding to the "mandatory" characteristics of the product; the required quality corresponding to the "quantitative" characteristics of the product; the attractive quality, corresponding to the "surprise" characteristics of the products that cause admiration. The main idea of the model is to determine the entire range of consumer requirements by identifying priority needs. This allows describing the qualities that leave the consumer indifferent, unsatisfied, or delights him. To develop a model, it is necessary to collect data on customer requirements; to analyse the needs, and to group them into three components of the underlined profile of qualities. If in one of the categories of requirements there are very few or no needs, then additional data on the consumer must be collected. After receiving additional data, it is necessary to complete the integration of customer requirements for the components of the quality profile; to highlight consumer needs of primary importance, which will then be used in the development of quality-critical characteristics.
The Kano model reflects the perception of quality by the consumer and contributes to his understanding as it shows the relationship between product quality and parameters of this quality. To determine the goals and priorities of the company it is necessary to clarify the requirements of consumers first. And only having a clear idea of the "quality profile" of the products being created the company can begin to form an imaginary quality. In order to understand better what the goals should be the company need first to consider the characteristics that correspond to the basic level of quality: if they are provided, then this will not cause enthusiasm for anyone, but the absence can lead to a negative reaction of the consumer. If the characteristics are corresponding to the required level of quality the satisfaction of the customer (the realized consumer value) grows with the quantitative improvement of the corresponding indicator. Characteristics corresponding to an attractive level of quality that the consumer simply did not expect, represent unexpected values for him even if the implementation of the concept is imperfect. The formation of attractive product quality by the manufacturer opens opportunities for a breakthrough into the market and leads this company ahead of competitors.

This model allows the customer service developers to focus on the 5 attributes that each product or service has, since the management for each of them should be different. A company can focus both on its service separately and on the whole product offer to see the place of the service in it:
- Identify the “mandatory” attributes, the presence of which does not please anyone and does not surprise anyone, but the absence disappoints everybody.
- Define the “improvable” attributes according to “the more the better”. It is necessary to choose such a "better and more" that has still not passed the point of utmost utility for the client and is economically beneficial for the company.
- Determine the “deteriorating” attributes and their minimum to which the company may sink.
- Define “indifferent” attributes so as not to waste resources on them.
- Identify “additional” attributes due to which the company will be able to differ.

Customer service cannot be regarded as a monolith. In the complex of customer service, it is important to find the point of the norm for each sphere, each industry. To recognize and describe the required attributes and to control them. It is good to find what can be given more if after that there are more customers or more calls. It is bad to turn customer service into pleasure only for the company itself. From an entrepreneurial point of view, it is better not to be included in where it is all the same; not to improve what does not affect anything; to minimize degrading lines.

3.3. The second stage – Complex 5P.
Using the marketing- mix 5P which is the main element of any business strategy describes the sequence of reasoning and simplifies the construction of a customer service complex:
- Product - highlighting "mandatory" and "improved".
- Place - something when choosing a place to provide a service is “mandatory”, something can be “improved”, something creates a feeling of “additional”.
- Personnel - “mandatory”, “additional”.
- Process - “mandatory” attribute, “additional” attribute.
- Physical evidence - is the most difficult element to analyse because it is entirely based on feelings, and it is not always easy to understand what causes these feelings exactly.

3.4. The third stage – Analysis of “additional” attributes
5C Analysis is a marketing framework connected tightly with P-matrix is used to analyse the environment in which a company operates and provides insight into the key drivers of Customer Service Complex success:
- Clients - they want something, they are interested in something - for each of the five characteristics of the “P” they may have some wishes.
- Company - it has the resources to produce some kind of "wow" for each of the seven “P” characteristics.
- Competitors - they are already doing something this way or another one for each of the characteristics.
- Collaboration - something for each of the characteristics can be changed with the participation of partners.
- Climate (technological, social, demographic) - it either makes "wow" in each of Marketing - Mix Complex or not.

4. Results

The combination of three described models will allow creating the 3-stage model of the Customer Service Complex. The task of the people using this Customer Service Complex model is to trace the suggestions by experts to achieve “WOW” at the intersection of cells. When filling out the cells with expert estimates, the company answers the questions: a) “What does an ideal service look like? b) What impresses the client? c) What is economically logical from the point of view of the particular business?”

Table 1. Three-stage model of Customer Service Complex.

| The first stage (Kano model) | The second stage (5P) | The third stage (5C) |
|-----------------------------|----------------------|---------------------|
|                             | 1. Product           | 2. Place            | 3. Personnel | 4. Process | 5. Physical Evidence | 1. Clients |
| 1. Mandatory                |                      | 1. Mandatory        | 2. Mandatory | 3. Mandatory | 4. Mandatory | 5. Mandatory       |
| 2. Improvable               |                      | 2. Improvable       | 3. Improvable | 4. Improvable | 5. Improvable | 1. Improvable      |
| 3. Deteriorating            |                      | 3. Deteriorating    | 4. Deteriorating | 5. Deteriorating | 1. Deteriorating | 2. Deteriorating   |
| 4. Indifferent              |                      | 4. Indifferent      | 5. Indifferent | 1. Indifferent | 2. Indifferent | 3. Indifferent     |
| 5. Additional               |                      | 5. Additional       | 1. Additional | 2. Additional | 3. Additional | 4. Additional      |

*Notes are referenced using the first stage criteria.

*Notes are referenced using the second stage criteria.

*Notes are referenced using the third stage criteria.

The modern economic environment is turbulent in nature and the dynamics of the development of the model in these conditions largely depends on the aspirations of the people who are engaged in its implementation. We can say that sellers themselves “transmit” to the model information about which attributes are most demanded by customers. This information is important because, without feedback not only from customers but also from those who provide services, meaning and targeting are lost. Highlighting such positions as “Faith of Success”, “Expectation of Benefits”, “More Pleasure” and “Cost of Action” to study the opinions of 6 employees of the company's sales department at every stage allowed monitoring the applicability of the attributes and hope for further development of the model.
5. Discussion
The essence of modeling is that the source of each result is the decision of those people who carry out this activity. It is based on the hypothesis, that sellers are more likely to believe in success if they benefit, reach a new personal level, enjoy the process, and all this will be more than the cost of implementing this model.

The program for involving personnel in the 3-stage model of the Client Service Complex should be based on certain actions. For example, to increase employees' faith in the success of customer service is to demonstrate the involvement of all authorities in the company; to prove this by money; to demonstrate the amount of investment in the establishment of the customer service; to illustrate with compelling examples and industry benchmarks. To increase the staff's expectation of personal benefits from working on customer service is to connect the quality of work in the service with the motivation system; to knit the quality of work in the service with career growth; to connect the quality of work in the service with a prestigious social role (to offer to the best to speak at internal events, to write materials about them on the intranet and newsletter, etc.); to popularize every case when a person was promised something and had received it; to demonstrate that the system works predictably and stably.

To increase staff's pleasure at work, it is necessary to add unexpected big and small, tangible, and intangible pleasures: a cake or a basket of fruits at the beginning of the week to the best team, a certificate for a restaurant, theater tickets, a yoga lesson, dancing, drawing ... It is important to show some sympathy and give people that are interesting to them, not to managers, and that requires them to spend minimal time (especially for the first-time touch). All other pleasures should also be encouraged. Mirror neurons make people predict and enjoy their own pleasure when they observe the pleasure of other people. From this point of view, it is important to trace a clear connection of everything that is done with the support service. It is necessary to clarify why these events and gifts are organized: they should be tied to achieving measurable milestones ("the ten first positive customer reviews in the new year", "customer return ratio increased by 20%.", "very touching customer's feedback," "an unusually high rate given by a secret shopper," etc.

However, it is necessary to reduce the price of these actions - costs, that is, the complexity of the work, the probability of making a mistake. To do this it is necessary to create a maximum of good readable instructional materials (checklists, tips, drawings “So it is right, but not so”, simple short plates for self-testing); to ensure that all materials are accessible, easy to find, and everyone knows
where they are; to start from the “zone of proximal development”, that is, to ask staff to improve their work in iterations; to try to achieve maximum standardization, to describe atypical cases, helping people to prepare for them.

In order for the majority of employees to pay more attention to customer service, it is necessary to increase their faith in the success of working according to the 3-stage model, which reveals the involvement of company’s authorities, demonstrates the amount of investment in the establishment of the service, illustrates the interaction of all interested parties and links the quality of work in the service with the prestigious social role of giving people “WOW – pleasure”.

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