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Differentiation Strategy to Improve the Level of Customer Satisfaction. Case: Industrial Process Company, Peru.



Abstract: - Today the experience we provide to customers is very important for the company, a good shopping experience allows for a happy customer, generate benefits for the company such as increased sales. Customer satisfaction is the way in which we have been treated as consumers when making a purchase, this depends both on the treatment and on the product that the consumer receives. Maintain that "Multiple studies indicate a significant relationship between the perception of the quality of services and customer satisfaction." On the other hand, when a customer is in a state of "customer satisfaction" they tend to repeat their purchasing behavior, generating a state of "customer loyalty". Therefore, customer satisfaction and loyalty maintain a strong link. Getting customers to feel happy with the company's products and for them to return to make new purchases requires time and dedication, since the sale does not end when the product is delivered, quite the contrary, the customer must be followed up. after the sale, this will allow the customer to be satisfied and expand that list of customers in the company. As indicated above, services or products are intangible entities, for which it is important to know customer satisfaction in order to analyze them. The general objective of the research was to propose a Differentiation Strategy to improve the level of Customer Satisfaction in the Industrial Processes Company. The research was descriptive and the non-experimental design, descriptive cross-sectional, it was used as a technique to the survey and as an instrument the questionnaire that measured Customer Satisfaction through the Likert Scale. Crombach's alpha test was used to determine the validity and reliability of the instrument. Likewise, an interview guide was applied to the business administrator to carry out the qualitative analysis of customer satisfaction. The theoretical precedents that support the present investigation are based on the theories that, according to Lovelock and Patterson, maintain that service is any act, performance or experience that one party can offer to another and that it is essentially intangible and does not result in ownership. you're welcome, but nevertheless create value for the recipient. Its production may or may not be linked to a physical product. essful in any business. The results allowed to know the level of customer satisfaction, which is at a high level which is equivalent to 37.71%, which means that the company has acceptable strengths regarding the level of customer satisfaction such as variety of products, prices according to the market, among others, it was also possible to design the differentiation strategy, validated through the expert judgment technique.

Keywords: Customer satisfaction, Differentiation strategy, Level of satisfaction

INTRODUCTION

Nowadays, the experience that we provide to customers is very important for the company, because thanks to a good shopping experience, a happy customer can be achieved, which brings benefits for the company and why not increase sales. Customer satisfaction is the way in which we have been treated as consumers when making a purchase, this depends on both the treatment and the product that the consumer receives. On another aspect, it is

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important to indicate that organizations must be aware of the customer's perspective to achieve their satisfaction. (Mural. 2016). At the same time, the consumer demonstrates a positive behavior when he feels satisfied with the product or brand, the tendency is to duplicate his behavior at the time of purchase, which implies generating an encouragement of loyalty towards the client. (Ahrholdt et al., 2017). Thus demonstrating that customer satisfaction and loyalty maintain a strong link (Silva-Treviño, JG, Macías-Hernández, BA, Tello-Leal, E., & Delgado-Rivas, JG, 2021).

Making customers feel happy with the company's products and making them return to make new purchases requires time and dedication, since the sale does not end when the product is delivered, quite the contrary, the customer must be followed up After the sale, this will allow the client to be satisfied and expand that list of clients in the company. Mauricio (2017), Starbucks Brand Manager, in the study carried out on Customer Satisfaction at Starbucks Peru, maintains that the cafeteria's priority is to demonstrate a pleasant experience to the customer, as well as the care process provided to the customer and the kind of coffee, what matters to us is to make customers feel like they are at home, consolidate customer satisfaction and loyalty at all times. The workers must demonstrate energy and passion in everything they do, this has led to the success that has been achieved today throughout Peru in its different locations.

The Harvard Business School (2019), carried out a study detailing that good customer service positively impacts the income of the cafeteria, this study was carried out at Starbucks cafeterias in the USA, where it was shown that satisfied and highly satisfied, they used more than seven times a month, that is, they returned to buy in the establishment, one of the reasons why the client felt satisfied is because of the confidence with which they attended him, since the clients at the moment of being attended are called by name, generating trust in them, to improve the attention that employees show to customers, since a happy employee is the one who transmits an energetic, positive and welcoming atmosphere towards their customers. Pizza Hut (2021), a fast food restaurant that offers the sale of pizzas nationwide by delivery, through its website has implemented the survey called "Customer Experience", it wants to know the level of experience that the customer has had in the time of your attention. Arnecke (2015) in the Marketing América Economía magazine argues that every client must receive fair and adequate treatment, when organizations provide inadequate treatment to the client they could put their business at risk and lose their clients. It is necessary to know how to focus our respect on the client, making him feel that he is right to achieve his satisfaction. Customer service is a process of improving both customer service and the products and services offered. The strategies are established within the improvement process, we could copy a strategy, however, the important thing is that the client achieves his attention in our brand, as well as the satisfaction of the service, in turn he indicated that "People should not be afraid to try something new", "You are probably going to have bad results, there is a 90% chance of doing it, but failure is where you can generally improve". (Arnecke, 2015)

The problem that companies face at the national level is the lack of customer satisfaction, as they may lack training in customer service, every company must address this principle that the customer must be treated at all times in the best way, the the marketing area has the function 2 of establishing strategies in companies that achieve satisfaction and benefits for the client towards their satisfaction.

Companies with projects locally establish strategies in order to meet the demands and needs of their customers, seek alternatives to be competitive and achieve economic performance, where they develop a process of continuous improvement, both in quality, production and adequate time. Companies seek to be competitive in the market, showing their customers better treatment and differentiated prices.

At the national level, Arellano (2016), in the supported research, arrived at clear and interesting results, through a report carried out, clear and precise measures of expectations, quality and perceived value were established, where pharmacy chains and movie theaters in our country lead satisfaction in their commercial sectors. The study involved the analysis of 1194 shopping centers in different categories such as shopping centers, supermarkets, mobile telephony. At the same time, the investigation reported important characteristics in the Peruvian market, consumers present a growing demand, there is significant growth among suppliers, the market is demanding, fickle, changing and has not achieved its loyalty, but it evolves satisfactorily. This information details how important the service provided to the customer is and for this reason current preferences indicate that the

performance of companies is directly linked to the identification that customers have towards the product they use and the degree of satisfaction. The company is oriented towards the production and sale of products such as breads, sweet and savory cakes, snacks, biscuits, donuts, among others, it is observed that there is a lack of adequate control in the sales process, warehouse, customers, lack of a control mechanism and registration of their sales and customers, which has caused the owner concern and annoyance. Another discomfort identified was the complaints that customers have presented due to the delay in service, since due to the pandemic products are served by delivery, which due to the lack of staff there are delays in the delivery of orders, due to regulations and the security protocols that must be taken into account for the attention, standards have been implemented that must be met, as well as the scarce training of the personnel, on the other hand the consumption preferences in the clients have changed, the clients expect a product of quality that meets your expectations, the competition has implemented its control and protocol standards, for which the company must take care of the hygiene and presentation of its products, another of the problems that arise is the lack of labor, excessive costs of the ingredients, the lack of raw material and supplies, since there is no control in the warehouse stock, has caused delivery of orders with delays and delays in deliveries, there is a loss of contracts due to delays in the delivery of the requested products, as well as a low salary for the workers. In the company under study, the scenarios changed when customers increased, previously manual control and notes were enough to have updated stock control, however, when customers increased, production increased and this has prevented adequate control. Customers are dissatisfied with order delivery processes and the lack of timely delivery of their products. Continuing with the investigation, the formulation of the problem was raised through the question: How will the Differentiation strategy improve the level of Customer Satisfaction in the Company Procesos Industriales having defined as a general objective Propose a Differentiation Strategy to improve the level of Customer Satisfaction in the Company Procesos Industriales, which we will achieve through the following specific objectives: (1) Determine the level of customer satisfaction in the Company Procesos Industriales, (2) Determine the level of satisfaction of the perceived performance of the clients in the Company Procesos Industriales, (3) Determine the level of satisfaction of expectations of the clients in the Company Procesos Industriales, (4) Design the proposal of differentiation strategy to improve the level of customer satisfaction of the company Procesos Industriales (5) Validate the proposal of 4 differentiation strategy to improve the level of customer satisfaction of the company.

Continuing with the present investigation, the justification of it is presented, where it was established taking into account the methodological aspect, instruments and techniques were used to collect the necessary information on the subject investigated, the information collected and consulted on the subject in the field of study was valued through the various antecedents, considered in the investigation, as well as the instrument used has the necessary validity for the realization of the present study; Regarding the theoretical justification, documents, theories, books, bibliographies, articles, magazines and scientific articles were used to emphasize the research, and in terms of social justification, the study allowed us to identify the level of customer satisfaction and propose strategies with the purpose of satisfying the client, and achieving their loyalty to the company, in addition to improving the work commitment, where the collaborators achieve a better performance with the clients of the Company.

Therefore, the general research hypothesis is raised as follows Ho: The differentiation strategy will significantly improve the level of customer satisfaction in the Company Procesos Industriales.

METHODOLOGY

Research type and design

Approach

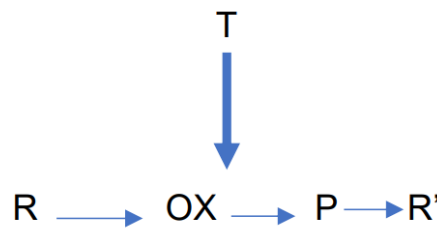
It is of a quantitative approach, where numerical results were developed from those obtained in the questionnaire. According to Hernandez et al. (2014) this approach is used in data collection so that the hypothesis based on numerical measurement and statistical analysis, in order to implement behavior patterns and test theories (p.4)

Type

According to the knowledge, the research is descriptive According to Hernández, et al. (2014) refers that: "descriptive studies specify significant properties and characteristics of the phenomena that are analyzed", that is, they describe substantial particularities of people, groups, etc., require the analytical and synthetic methods.

Design

The design of the present investigation responds to a non-experimental design of a descriptive cross-sectional type, Hernández, et al. (2014) Negative customers will not hesitate to take the services of the competition, they will be able to establish value links with the business, but dissatisfaction will cause the same customer to discredit the company, product before others. (p.6) Customer satisfaction will be the result of comparing their expectations with the perception of the product or service received. (Pérez 2006, p.30) The dimensions considered for the customer satisfaction variable are: Performance obtained, refers to the behavior (in terms of value delivery) that the customer must have obtained after purchasing a product or service. Otherwise, the "result" that the customer "perceives" they got in the product or service they received. Expectations, which refers to the "expectations" that consumers expect to get something or what the company can offer them. It is of a quantitative approach, where numerical results were developed from those obtained in the questionnaire. According to Hernandez et al. (2014) this approach is used in data collection for the hypothesis based on numerical measurement and statistical analysis, in order to implement behavior patterns and test theories (p.4) 11 TR OX P R' Where: T= Grounded theory R= Observed reality. (Current Customer Satisfaction Level) OX= Analysis of reality (Diagnosis of Customer Satisfaction) P= Proposal (Differentiation Strategy) R'= Expected reality. (Improve Customer Satisfaction) 3.2. Variables and operationalization Independent Variable: Differentiation strategy Conceptual definition: The differentiation strategy is to define the company that is going to differentiate itself from the rest of the competencies it has, thus giving us a value that is perceived as superior by the public it serves . (Porter, 2007) Operational Definition: Made up of three dimensions, cost leadership, product differentiation, and focus on a segment. In the independent variable, the dimensions are found in order to achieve the stated objective of the research, information refers to the fact that: "a design is a strategy or plan developed to search for the required information..." According to Hernández, et al. (2014) In his non-experimental research it is: "one that is focused without deliberately manipulating variables". That is, it is an investigation where there are no changes in intentionally varying the independent variables. According to Hernandez, et al. (2014) is transversal because: "data is extracted at an appropriate moment, in a single time", that is, it is one where data is collected in a single moment, in a single moment. Being the schema:



Where:

T= Grounded theory

R= Observed reality. (Current Customer Satisfaction Level)

OX= Analysis of reality (Diagnosis of Customer Satisfaction)

P= Proposal (Differentiation Strategy)

R'= Expected reality. (Improving customer satisfaction)

Variables and operationalization

Independent Variable: Differentiation Strategy Conceptual definition: The differentiation strategy is to define the company that is going to differentiate itself from the rest of the competencies it has, thus giving us a value that is perceived as superior by the public it serves. (Porters, 2007)

According to Hernandez, et al. (2014) is transversal because: "data is extracted at an appropriate moment, in a single time", that is, it is one where data is collected in a single moment, in a single moment. Being the scheme: 12 activities integration of an induction program, mission and vision, review of the history of the company of the organization, manual of the job, facilities of the work personnel, regulations, orientation and execution of activities.

Dependent Variable: Customer satisfaction Conceptual definition: Consumer satisfaction depends on the perceived performance of the product with respect to buyer expectations, studies have shown that their level of consumer satisfaction can generate increased loyalty and, in turn, generate better customer performance. the company. (Kotler and Armstrong, 2018)

Population. Sample and sampling, unit of analysis

Population: According to Baptista (2018) When the population is small, it studies all its members that make it up and when it is large, a representative sample is chosen based on "(p.134). The population of the current investigation consisted of 175 clients.

The sample consisted of an intentional non-probabilistic sample of all the study units belonging to the 13 population, that is, the entire population was considered as a sample of 175 clients.

Sampling

According to Gómez (2016) he tells us that it is a very useful tool in research, where the researcher selects the subjects to be investigated from a sample. (p.43). For the present investigation, an intentional non-probabilistic sampling was used. $M = 175$ clients.

Analysis unit

The research analysis unit was made up of the clients of the company Procesos Industriales Roma SAC - Chiclayo during the period January to April 2021, during 7 days of service a total of 25 daily clients resorted to the company, which were the same, considering this period for the investigation.

Data collection techniques and instruments

According to Hernandez, et al. (2014), this period consists of collecting exact data on the attributes, concepts, qualities and variables of the participants or specific objects in the research. (p.274)

Validity and Reliability

Validity; According to Hernandez, et al. (2014), define the validity of an instrument as "the real degree of measurement of the variable through it".

Content validity consists of validating the instrument by 03 subject experts through expert judgment.

Reliability; It was obtained in Cronbach's alpha coefficient to determine the internal consistency of the items, which is a means to estimate the internal consistency of the scores of a set of items. (Hernandez, et al. 2014)

The value of the Cronbach's Alpha coefficient ranges between 0 and 1. The closer it is to 1, the more consistent the items will be among themselves (and vice versa).

Table 1 Reliability by dimensions

Dimensions	Crombatch Alpha
perceived performance	0.852
Expectations	0.869
Total	0.861

Note: Table 1 shows the values obtained from Cronbach's Alpha according to dimensions. Data obtained from the applied questionnaire database.

RESULTS

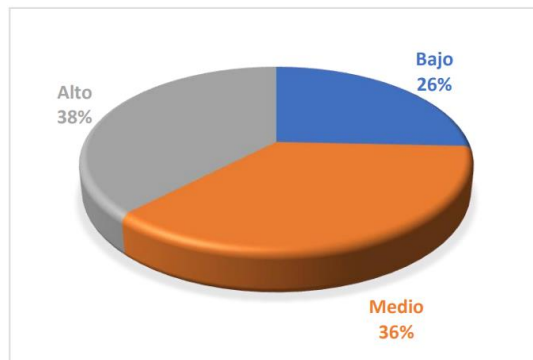
The results will be expressed taking into account the objectives set out in the investigation. General Objective: Determine the level of customer satisfaction in the Company Procesos Industriales, the following results are detailed:

Table 2 Satisfaction level

Dimensions	No.	\$
Low	45	25.71
Half	64	36.57
High	66	37.71
Total	175	100

Note: The table 2 shows the level of satisfaction of the customers surveyed, according to the low, medium, high category. The data were obtained from the applied questionnaire.

Figure 1: Customer Satisfaction Level



Source: Table 2

Note. That is at a high level, which is equivalent to 37.71%, compared to the average level that was obtained 36.57%, which means that the company has acceptable strengths regarding its level of customer satisfaction as a variety of products , prices in line with the market, and products offered are of good quality, however there is an average level of customer satisfaction since the company does not have the use of digital media such as a web page, there are complaints regarding customer service in customer service, as well as delays in the delivery of orders, which causes customer satisfaction to be at a medium level. Obtained from table 3.

Specific Objective 1: Determine the satisfaction level of the perceived performance of the clients in the Company Procesos Industriales, the following results are detailed:

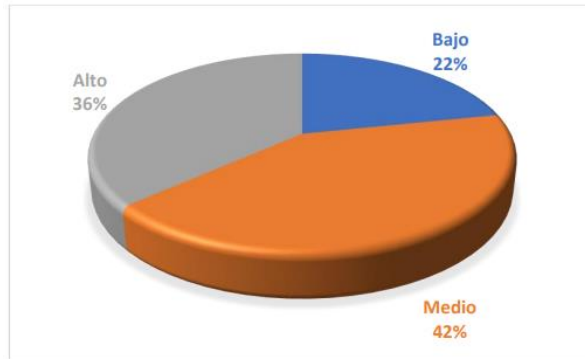
Table 3 Level of Satisfaction of the Perceived Performance Dimension

Dimensions	No.	%
Low	38	21.71
Half	73	41.71

High	64	36.57
Total	175	100

Note: Data obtained from the questionnaire applied.

Figure 2: Customer Satisfaction Level of the Perceived Performance Dimension.



Source: Table 3

Note. The figure shows the level of customer satisfaction Low 22% Medium 42% High 36%

Specific Objective 1: Determine the level of satisfaction of the perceived performance of customers in the Company Procesos Industriales, the following results are detailed; regarding the perceived performance dimension in the Company Procesos Industriales, where an average level of satisfaction of the perceived performance was obtained with respect to the clients who were surveyed, having obtained an average level of 42%, compared to the high level where obtained 36%, and a low level of 22%, which means that the perceived performance with respect to the facilities is pleasant for customers since they suggest an extension for better service, the prices of the products are acceptable with respect to the competition, however it offers a variety of its products such as: types of bread, cakes, good quality alfajores, however it was possible to determine that the staff that attends are not very attentive regarding the attention they provide, which has caused an average level in customer satisfaction regarding perceived performance, which also implies delays in customer service.

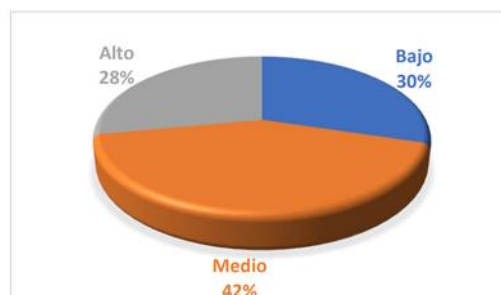
Specific Objective 2: Determine the level of satisfaction of customer expectations in the Company Procesos Industriales, the following results are detailed:

Table 4 Satisfaction level of customer expectations

Dimensions	No.	%
Low	52	29.71
Half	74	42.29
High	49	28.00
Total	175	100

Source: Data obtained from the database

Figure 3: Satisfaction level of customer expectations



Source: Table 4.

Note. In the figure, it can be seen that the level of customer satisfaction with respect to the expectations dimension is located at a medium level, taking into account that, of the total number of customers surveyed, a medium level was obtained in the expectations dimension with a value of 42.29%, compared to the 28% obtained in the high level category. Which implies that the expectation regarding the quality of the Product, customer service, product, speed of service, empathy does not show in customer service, for which Kotler and Armstrong (2018), argue that the impact of the customer They are those desires that the buyer, new or regular, hopes to please thanks to what the company offers, the products it sells, and also includes the experience that it expects to have a great purchase impact. It is at a medium level.

Specific Objective 3: Design the differentiation strategy proposal to improve the level of customer satisfaction of the company Procesos Industriales, the design of the differentiation strategy was carried out, as shown below.

Table 5 Strategy design

Strategy	Objective	Activity	Resources and Materials
Strategy 1: Corporate WhatsApp	Implement a corporate WhatsApp with the aim of keeping customers in touch and building loyalty.	<ul style="list-style-type: none"> - Designate the person responsible for managing whatsapp. - The person in charge will permanently coordinate with the packaging and service areas - Permanently inform customers about the method of payment, date and order delivery. 	Online posters. E-mail. Internet.
Strategy 2: New customer rewards program.	Motivate customers to hire our service. Improve business relationships. Attract new customers.	<ul style="list-style-type: none"> - Categorize clients according to payment compliance as gold client, silver client, copper client. - Increase discounts through purchase vouchers according to the frequency of purchase. - Establish special discounts for new customers. 	Promotions online. Internet.
Strategy 3: Empowerment: Internal Customer Training.	Develop an increase in the confidence, authority, commitment and responsibility of employees towards the company.	<ul style="list-style-type: none"> - Analyze employee profiles to train them. - Strengthen the skills of employees so that they can delegate other functions that make them feel like part of the company. - Customer Service Workshop aimed at company workers. 	Internet Zoom Slides E-mail.

<p>Strategy 4: Social media management and empowerment</p>	<p>Increase the loyalty of potential customers. Design the Website and Social Networks.</p>	<ul style="list-style-type: none"> - Design profiles on social networks such as (Facebook and Instagram with the aim of communicating information regarding the company and its products. - Design advertising campaigns on Social Networks. - Design the company website. - Invest in advertising on Social Networks. 	<p>Internet</p>
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Specific Objective 4: Validate the differentiation strategy proposal to improve the level of customer satisfaction of the company Procesos Industriales, the validation was carried out through expert judgment. The validation of the Differentiation Strategies Proposal for the company Procesos Industriales was carried out by 03 experts on the subject who have the experience required for this purpose. The evaluation obtained through Expert Judgment was the evaluation of very adequate (MA), which means that the proposed strategies were evaluated according to the aspects of the structure of the proposal, theoretical foundation, writing, bibliography, and foundation and feasibility of the proposal. proposal.

CONCLUSIONS

- o A Differentiation Strategy was proposed with which the level of Customer Satisfaction was improved.
- o The satisfaction level of the perceived performance of the customers in the enterprise was determined, having obtained an average level of 42%, compared to the high level where 36% was obtained and a low level of 22%, which means that the performance perception regarding the facilities is low.
- o It is determined that the satisfaction level of customer expectations in the enterprise, the level of customer satisfaction with respect to the expectations dimension where it is located at a medium level, taking into account that, of the total customers surveyed, obtained a medium level in the expectations dimension with a value of 42.29%, compared to 28% obtained in the high-level category.
- o It was possible to design the differentiation strategy to improve the level of customer satisfaction at the enterprise.
- o The differentiation strategy proposal to improve the level of customer satisfaction of the enterprise was validated through expert judgment.

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