

THE IMPORTANCE OF CUSTOMER SERVICE AS A FACTOR OF BUSINESS GROWTH

A IMPORTÂNCIA DE ATENDIMENTO AO CLIENTE COMO FATOR DO CRESCIMENTO EMPRESARIAL

LA IMPORTANCIA DEL SERVICIO AL CLIENTE COMO FACTOR DE CRECIMIENTO EMPRESARIAL

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Manuscript information:

Recebido/Receiver: 11/08/2025

Revisado/Reviewed: 14/01/2026

Aceite/Accepted: 06/02/2026

ABSTRACT

Keywords:

customer service, business growth and market.

This scientific article aims to analyze the contribution of customer service to the business growth factor in actual context, for that a theoretical framework is presented in order to identify types of customer service, to know the profile of the negotiator, the steps and strategy in attendance. To emphasize the importance of customer services in the business process, present the importance of ethics where its use can influence on the source of profit for organizations and finally present a quick approach to customer services. How can customer service contribute to an organization's sales increase? In order to achieve the outlined objectives, the work had as a research methodology, as for the embrodering it was qualitatives, as for the type it was descriptive. The study had 15 participants, being 5 service professionals and 10 clients. A semi-structured interview was used for data collection, the data were analyzed content analysis using categories, subcategories, which allowed us reach the conclusion that customer services do have a great contribution to the increase in sales in the organizations, as it was found that their employees have knowledge and skills in customer services, and they are aware that poor offered may bring negative consequences to the sales process and thus compromising the company's success.

RESUMO

Palavras-chave:

atendimento ao cliente, crescimento empresarial e mercado.

Este artigo científico tem como objetivo analisar a contribuição do atendimento ao cliente para o fator de crescimento empresarial no contexto atual, para o qual é apresentado um referencial teórico a fim de identificar os tipos de atendimento ao cliente, conhecer o perfil do negociador, as etapas e a estratégia, no atendimento. Para enfatizar a importância do atendimento ao cliente no processo

comercial, apresentar a importância da ética onde seu uso pode influenciar na origem do perfil para as organizações e por fim apresentar uma abordagem rápida ao atendimento ao cliente? Como o atendimento ao cliente pode contribuir para aumentar as vendas de uma organização? Para atingir os objetivos enunciados o trabalho teve como metodologia de pesquisa, em termos de bordado foi qualitativo, em termos de tipo foi descritivo. O estudo contou com 15 participantes, sendo 5 profissionais do serviço e 10 clientes. Para a recolha de dados foi utilizada uma entrevista semiestruturada, os dados foram analisados através de análise de conteúdo através de categorias e subcategorias, o que nos permitiu chegar à conclusão de que o atendimento ao cliente tem sim um grande contributo para o aumento das vendas nas organizações, uma vez que se constatou que os seus colaboradores possuem conhecimentos e competências no atendimento ao cliente, e estão conscientes de que uma má oferta pode ter consequências negativas para o processo de vendas e, portanto, comprometer o sucesso da empresa.

RESUMEN

Palavras Chave:

Atención al cliente, Crecimiento empresarial y Mercado.

Este artículo científico tiene como objetivo analizar la contribución del servicio al cliente como factor de crecimiento empresarial en el contexto actual. Para ello, se presenta un marco teórico con el fin de identificar los tipos de atención al cliente, conocer el perfil del negociador, así como los pasos, estrategias y prácticas utilizadas en la atención. Asimismo, se enfatiza la importancia del servicio al cliente en el proceso comercial y se destaca el papel de la ética, cuyo uso adecuado puede influir en la imagen y el posicionamiento de las organizaciones. El estudio también busca responder a la siguiente interrogante: ¿cómo puede el servicio al cliente contribuir al aumento de las ventas de una organización? Para alcanzar los objetivos propuestos, la investigación adoptó una metodología de enfoque cualitativo y de tipo descriptivo. El estudio contó con la participación de 15 personas, de las cuales 5 eran profesionales del área de servicios y 10 clientes. Para la recolección de datos se utilizó la entrevista semiestructurada, y los datos obtenidos fueron analizados mediante el análisis de contenido, a partir de categorías y subcategorías. Los resultados permitieron concluir que el servicio al cliente aporta significativamente al incremento de las ventas en las organizaciones, ya que se constató que los empleados poseen conocimientos y habilidades en atención al cliente y son conscientes de que una oferta deficiente puede generar consecuencias negativas en el proceso de venta y, por consiguiente, comprometer el éxito empresarial.

Introduction

In recent years, the customer service industry has become increasingly competitive, with customer service being one of the key factors that set organizations apart. In the context of Água da Região do Norte–Nampula (AdRN), where the supply of drinking water is an ongoing challenge, the company has a responsibility not only to provide an essential service but also to ensure that customers feel valued and satisfied.

Customer service involves providing guidance to consumers and plays a key role in building customer loyalty, ensuring the continuity of the relationship between the organization and its customers. Therefore, the way a customer is treated directly affects their level of satisfaction. Assessing customer satisfaction with water supply services is essential for guiding improvements in service providers' performance, taking into account factors such as availability, quality, and management responsiveness, which directly influence overall user satisfaction (Timilsena, 2024).

In this context, customer service has gained importance within organizations and is now viewed as a channel for implementing techniques to build customer loyalty. You should offer a benefit or a perk—one that builds relationships—that will attract, convert, build loyalty, and retain customers for the business.

In this context, customer service has come to be seen as a strategic channel for implementing customer loyalty strategies by building lasting relationships. The increasingly competitive market requires organizations to offer unique advantages that go beyond simply providing products, with customer service being a key factor in justifying the choice of a particular company.

Dissatisfaction with the services provided can have serious consequences, such as an increase in complaints and a loss of public trust. Investigating customer service practices and their impact is essential for identifying gaps and opportunities for improvement. Customer dissatisfaction negatively influences future consumption behavior and can result in lost revenue and damage to the organization's reputation (Lu, Chang & Zhou, 2025).

The relevance of this study stems from the fact that efficient and customer-centered service can contribute significantly to the growth of Água da Região do Norte–Nampula by fostering customer loyalty, reducing dissatisfaction, and strengthening acceptance of the services provided. Thus, this study is relevant in analyzing the importance of customer service as a factor in business growth, taking into account the specific circumstances of Água da Região do Norte – Nampula, and seeking to contribute to strengthening the relationship between the company and its customers, as well as to organizational sustainability and development.

Customer Service

Customer service refers to an organization's ability to identify and meet customer needs through an appropriate range of products and services, combined with clear, respectful, and efficient communication. This is an institutional responsibility that is reflected in the way the organization interacts with its customers at all touchpoints (Kotler & Keller, 2022).

The customer service process requires attention, active listening, and proper handling of requests, and is a key factor in perceived satisfaction. A customer feels satisfied when the performance of the service received meets or exceeds their initial expectations (Zeithaml, Bitner & Gremler, 2023).

Customer service is essential to the survival of organizations, since failures in this process create opportunities for competitors. The quality of customer service shapes the public's perception of the company, so it is essential to avoid mistakes that undermine trust and customer loyalty. Satisfied customers tend to become brand advocates, strengthening the institutional relationship.

Customers

A customer is an individual or organization that purchases products or services in exchange for value and is the primary focus of organizational strategy (Kotler & Keller, 2022). The customer is at the heart of our business philosophy, as they are the foundation of sustainability and organizational success.

To serve customers properly, professionals must know how to listen, understand their needs, and offer appropriate solutions. Organizations that have a deep understanding of their customers are able to develop products and services that meet their expectations, thereby increasing their share of the market and fostering long-lasting relationships (Zonone, 2010).

Customer loyalty depends, above all, on the quality of customer service provided. A customer who receives good service is more likely to remain loyal to the organization and less likely to seek out other suppliers.

Customer Service

Customer service is based on the ability to make each customer feel valued by building empathy and trust. Customer service representatives play a strategic role, as they represent the organization in direct contact with customers and are responsible for conveying credibility and professionalism (Kotler, Kartajaya & Setiawan, 2021).

The relationship between customers and organizations is essential in today's business environment, requiring ongoing efforts to attract, retain, and create value for customers. Satisfaction is directly related to service performance compared to consumer expectations, making customer relationship management a fundamental process for building long-term relationships.

Excellence in customer service depends on organizational commitment, employee training, and the existence of appropriate systems and procedures that promote service quality (Bee, 2000).

Business Growth

Business growth refers to the process by which an organization increases its ability to generate revenue, expand its operations, and increase its market share (Kotler & Keller, 2022). This growth can be achieved through innovation, the expansion of services, and continuous adaptation to customer needs.

Innovation is a key driver of organizational growth, enabling companies to stand out in the market and expand their competitive advantage. Understanding customer needs and continuously adapting products and services is essential for driving business growth (OECD, 2023).

Customer service is a critical step in an organizational relationship; it can either undermine or enhance the investments made in product, pricing, and marketing. Thus, customer service is not merely a differentiation strategy, but a necessary condition for the survival of organizations.

The Relationship Between Customer Service and Business Growth

Customer satisfaction is essential to organizational performance, as sales success depends both on attracting new customers and retaining existing ones (Kotler & Keller, 2022). Customer service must be aligned with organizational goals, ensuring quality, trust, and credibility.

Dissatisfied customers tend to leave the organization, reducing sales and jeopardizing business growth. On the other hand, quality customer service creates competitive advantages and contributes to organizational success.

Satisfaction

Customer satisfaction results from the assessment of perceived value, which combines tangible and intangible elements of the service. It is an essential factor for the organization's continued presence in the market, requiring an understanding of customers' expectations and needs (Zeithaml, Bitner & Gremler, 2023).

Satisfied customers tend to maintain their relationship with the organization and recommend it to other consumers. Implementing ongoing customer satisfaction assessment mechanisms makes it possible to turn complaints into opportunities for improvement.

Customer satisfaction is crucial to organizational success, and excellent customer service provides a competitive advantage over the competition. To this end, companies must establish systematic customer satisfaction survey programs and respond effectively to complaints.

General Objective

Analyze customer service as a factor in the growth of the Northern Region Water Company–Nampula.

Specific Objectives

- Identify the customer service channels at Água da Região do Norte–Nampula;
- Describe the current service models in place for Água da Região do Norte–Nampula;
- Identify and propose ways to link customer service with customer satisfaction at Água da Região do Norte–Nampula.

Methods

Description of the Research Site

The study will be conducted by Água da Região do Norte–Nampula (AdRN), a public company committed to providing high-quality drinking water to the population of northern Mozambique. As a company dedicated to providing high-quality, reliable service that is accessible to the public and committed to sustainable development, Água da Região Norte–Nampula ensures a continuous supply of drinking water in the city of Nampula, contributing to the well-being of communities and the preservation of water resources.

Drawing

In conducting this study, the approach—that is, the method chosen—was qualitative research, since this method guides research procedures for subjects that

require non-numerical descriptions and analyses of a given phenomenon. . The qualitative approach allows for the analysis of the meanings, perceptions, attitudes, and behaviors of the subjects involved in the phenomenon under study (Lakatos & Marconi, 2017).

Qualitative research focuses on interpreting deeper aspects of social reality, describing the complexity of human behavior, and providing detailed analyses of practices, habits, attitudes, and trends (Minayo, 2014). Furthermore, this type of research is characterized by the flexibility of its design, allowing the research questions to be adjusted throughout the data collection and analysis process, based on the empirical evidence found (Malhotra, 2019).

Participants

Research participants are individuals who provide information relevant to the study and are considered active participants in the research process (Caetano, 2020). The study included 15 participants, 5 of whom are AdRN customer service representatives and 10 of whom are the company's customers.

Participants were selected using non-probability, purposive sampling, based on the subjects' relevance to the research objectives and their direct experience with customer service at AdRN (Gil, 2019).

Data Collection Techniques

Data collection for this study was conducted using semi-structured interviews, questionnaires, non-participant observation, and document analysis. These techniques are widely recognized in qualitative research for enabling a deeper understanding of the phenomena under study, as well as for allowing for the triangulation of information, which strengthens the validity of the results. The choice of these techniques is justified by the fact that they allow for greater flexibility in gathering information, enabling the researcher to explore in greater depth the meanings that participants attribute to the phenomenon under study (Lakatos & Marconi, 2017).

Technical Procedures

With regard to technical procedures, this research is structured as a case study, as the aim is to conduct an in-depth, detailed, and contextualized analysis of customer service as a factor in business growth at AdRN, in the city of Nampula.

The case study allows for a holistic understanding of the reality under investigation, taking into account its multiple dimensions and relationships; it is particularly well-suited for investigating contemporary phenomena within real-world contexts (Yin, 2015).

According to Pradanov and Freitas (2013), the case study is based on the practical application of scientific knowledge to a specific reality, contributing both to an understanding of the phenomenon and to theoretical development.

Data Analysis

Data analysis is one of the most important stages of research, as it is through this process that results are organized, interpreted, and presented, thereby enabling the study's conclusions to be drawn (Lakatos & Marconi, 2017).

To analyze the collected data, a combination of techniques was used, allowing for the triangulation of information from different primary and secondary data sources. Consequently, we relied on document analysis and content analysis.

Document analysis was used to examine financial reports, regulatory documents, administrative records, and other institutional documents relevant to the study. Content analysis, on the other hand, enabled the systematic coding, categorization, and interpretation of textual data, identifying relevant themes, patterns, and meanings (Bardin, 2016).

The content analysis technique was also applied to the data from the semistructured interviews, providing insight into the different perceptions, challenges, and opportunities related to customer service at AdRN.

Result

1st question: Frequency of service use

Table 1

Describes the frequency of use of AdRN's services

Use of AdRN Services	Percentage
Every day	30%
Weekly	40
Monthly	20%
Rarely	10%

The prevalence of weekly (40%) and daily (30%) use indicates that a significant portion of customers consider AdRN's services essential to their daily routines. This suggests that the company offers a service that is perceived as necessary, especially in a sector as essential as water supply. According to the study by Kotler and Keller (2016), frequency of use is an important indicator of customer loyalty, and frequent use can lead to increased loyalty.

The 20% monthly usage rate may indicate that, while some customers rely on AdRN's services regularly, others may not need them as often. This may be due to factors such as different consumption patterns or places of residence. AdRN should investigate the reasons behind this less frequent use, which may include alternative supply options or dissatisfaction with the service.

With 10% of respondents indicating that they use the services rarely, it is important to understand who these customers are and why their usage is low. According to a McKinsey study (2017), customers who use services only occasionally may represent a growth opportunity if the company identifies and addresses their specific needs. This analysis can help AdRN develop strategies to increase the frequency of use among these customers.

The frequency of use can directly impact marketing and customer service strategies. As Solomon (2018) noted, understanding consumption patterns can help companies tailor their offerings and communications. For customers who use the services daily or weekly, AdRN can implement loyalty programs or incentives, while for those who use them rarely, the company can develop re-engagement campaigns or specific promotions.

2nd question: Service Method**Table 2***It illustrates the workflow for using customer service methods at AdRN*

Methods	Percentages
In-person	30%
Telephone	25%
Online	35%
Apps	10%

The highest percentage of customers using online customer service (35%) indicates a growing trend toward digital solutions. This is consistent with what Deloitte (2020) states about digitization, which has become a key factor in the consumer experience. AdRN should, therefore, invest in improving its digital platforms, ensuring that they are intuitive and effective in meeting customer needs.

Although online customer service is the most widely used, in-person customer service still accounts for a significant share (30%). This suggests that many customers value face-to-face interaction, which can provide a level of trust and clarity on issues they consider important. As the Harvard Business Review (2017) points out, personal interaction can be key to building relationships and brand loyalty.

The use of telephone support (25%) is also significant, indicating that many customers prefer a more traditional form of communication that offers the opportunity for direct interaction. The preference for phone support may be related to the desire for quick answers and immediate solutions. This is consistent with a 2018 PwC study, which suggests that consumers still value human interaction.

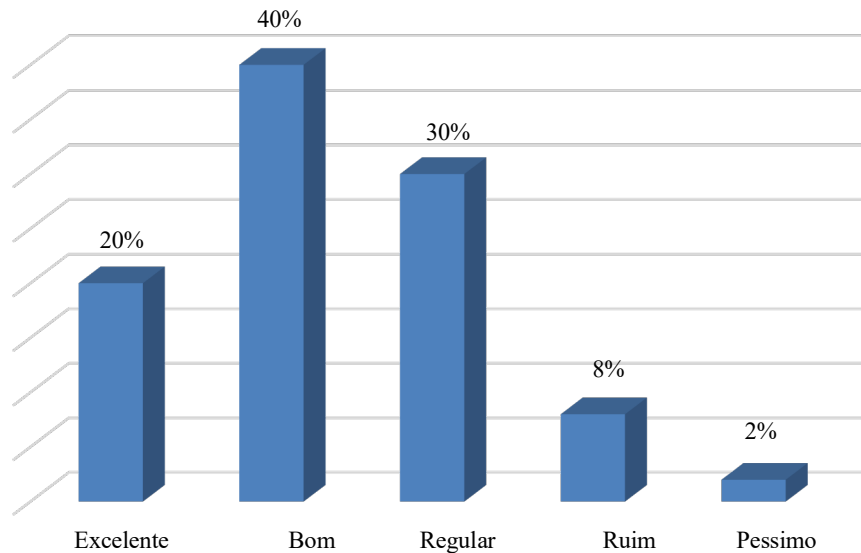
The use of customer service apps (10%) is the lowest among the methods listed. This may indicate a lower level of familiarity with or acceptance of app platforms, or it may suggest that AdRN still has room to develop its digital offerings in this channel. Nielsen (2019) points out that the user experience in apps must be optimized in order for them to become a viable and attractive option for customers.

With a diverse range of service methods, AdRN should consider a multifaceted approach that caters to the preferences of different customer groups. According to Solomon (2018), a customer service strategy that recognizes and values customer preferences can increase satisfaction and loyalty. The company can implement improvements to its online customer service channels and apps, while maintaining and enhancing the effectiveness of in-person and telephone customer service.

3rd question: Quality of service

Figure 1

It illustrates opinions regarding the quality of service provided by AdRN



The combined percentage of "Excellent" (20%) and "Good" (40%) ratings totals 60%, indicating that most customers consider the service to be satisfactory or better. This positive perception is crucial, as satisfied customers are more likely to become loyal to the brand and recommend it to others, as noted by Kotler and Keller (2016). AdRN should continue to strengthen the practices that lead to these positive results.

A significant portion of the respondents (30%) rated the service as "Fair." This suggests that, although there is satisfaction, there is considerable room for improvement. According to an Accenture survey (2016), customers who rate the service as average often feel dissatisfied with specific aspects, which can lead to a loss of loyalty if these issues are not addressed. AdRN should investigate the reasons behind this assessment and implement changes.

The negative reviews, which account for 10% (8% "Bad" and 2% "Terrible"), are a warning sign. Customers who rate customer service as poor or terrible may have had frustrating experiences that affect their perception of the brand. According to Solomon (2018), a customer's negative experience can be amplified on social media, leading to repercussions for the company's image. AdRN should monitor these situations and take steps to resolve complaints effectively and proactively.

AdRN should use this data as the basis for corrective actions. Customer feedback should be collected on an ongoing basis to identify areas for improvement, as suggested by McKinsey (2017). Implementing an effective feedback system can help you better understand your customers' needs and concerns, enabling a more responsive and accurate response.

4th question: Speed and Efficiency of Service**Table 3***Describes the speed and efficiency of customer service at AdRN*

Speed and Efficiency	Percentages
Always	25%
Most of the time	35%
Sometimes	25%
Rarely	10%
Never	5%

The combined total of the responses "Always" (25%) and "Most of the time" (35%) is 60%. This indicates that a substantial portion of customers recognize that the quality of customer service has a positive impact on their decision to continue using AdRN's services. This correlation is supported by studies showing that good customer service can be a crucial factor in building customer loyalty (Kotler & Keller, 2016).

The "Sometimes" responses (25%) are also significant, as they indicate that a considerable portion of customers may be influenced by factors other than customer service, such as price or service quality. This suggests that AdRN should continue to strive to improve its service, but also consider other factors that may influence customers' decisions.

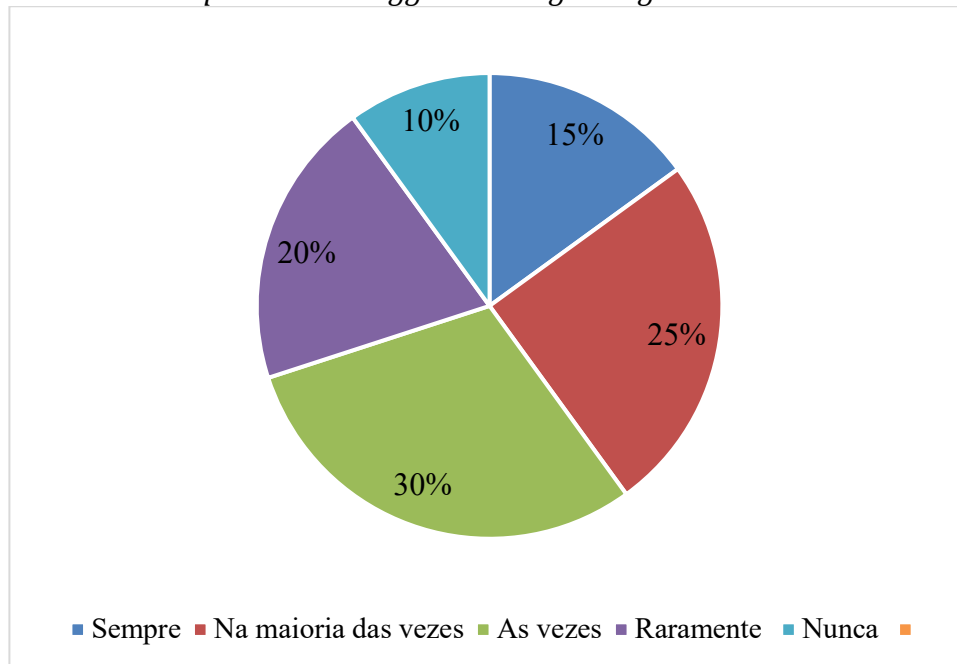
With only 10% of respondents stating that customer service is "rarely" influential and 5% stating "never," the data shows that most customers see some value in customer service. However, the fact that 15% of customers feel that customer service has little or no influence is a warning sign. This may indicate areas where AdRN can still improve or where perceptions of the service do not match reality.

AdRN should focus on maintaining and improving the high standards of service that are already recognized by a significant portion of its customers. Investing in employee training and customer service processes can have a positive impact on customer satisfaction and loyalty. In addition, the company should seek to better understand the factors that influence the 25% who answer "Sometimes" in order to tailor its offering more effectively.

5th question: Complaints or Suggestions

Figure 2

Describes customer complaints and suggestions regarding customer service at AdRN



The combined total of the responses “Always” (15%) and “Most of the time” (25%) comes to 40%, indicating that a significant number of customers believe their complaints and suggestions are, in fact, being heard. This recognition is essential, as the perception that the customer’s voice is valued can increase customer loyalty and satisfaction (Solomon, 2018).

The response “Sometimes” (30%) suggests that there is a considerable group of customers who feel that their concerns are acknowledged, but perhaps not as often as they would like. This points to an opportunity for AdRN to implement more robust customer service and feedback processes. The Accenture study (2016) highlights that companies that actively respond to feedback tend to have more engaged customers.

The combined total of the responses “Rarely” (20%) and “Never” (10%)—which amounts to 30%—is a cause for concern. This means that a significant number of customers do not feel that their complaints or suggestions are being handled properly. This lack of communication can lead to dissatisfaction and a decline in trust in the brand. As noted by McKinsey (2017), a lack of response can result in a negative perception of the service, leading to potential criticism or the loss of customers.

AdRN should consider implementing a more effective feedback system, ensuring that all complaints and suggestions are recorded, reviewed, and, whenever possible, addressed. Ongoing training for the team in communication and problem-solving can help foster a culture of active listening and responsiveness.

6th question: Overall satisfaction with AdRN's services**Table 4***Measures overall satisfaction with AdRN's services*

Very satisfied	15%
Satisfied	45%
Neutral	25%
Dissatisfied	10%
Very dissatisfied	5%

The combined percentage of "Very satisfied" (15%) and "Satisfied" (45%) responses totals 60%. This result indicates that a majority of customers view AdRN's services positively. Customer satisfaction is a critical factor for customer loyalty and business growth, as highlighted by Kotler and Keller (2016), who note that satisfied customers tend to be more loyal and to promote the brand.

The "Neutral" rating (25%) represents a significant portion of customers who do not express a clear opinion about their satisfaction. This may suggest that these customers are dissatisfied with certain aspects of the service, but have not yet reached a level of dissatisfaction high enough to classify them as "dissatisfied." According to Accenture (2016), neutral customers may be vulnerable to competition because they are not necessarily engaged. AdRN should investigate the reasons behind this neutrality in order to improve the customer experience.

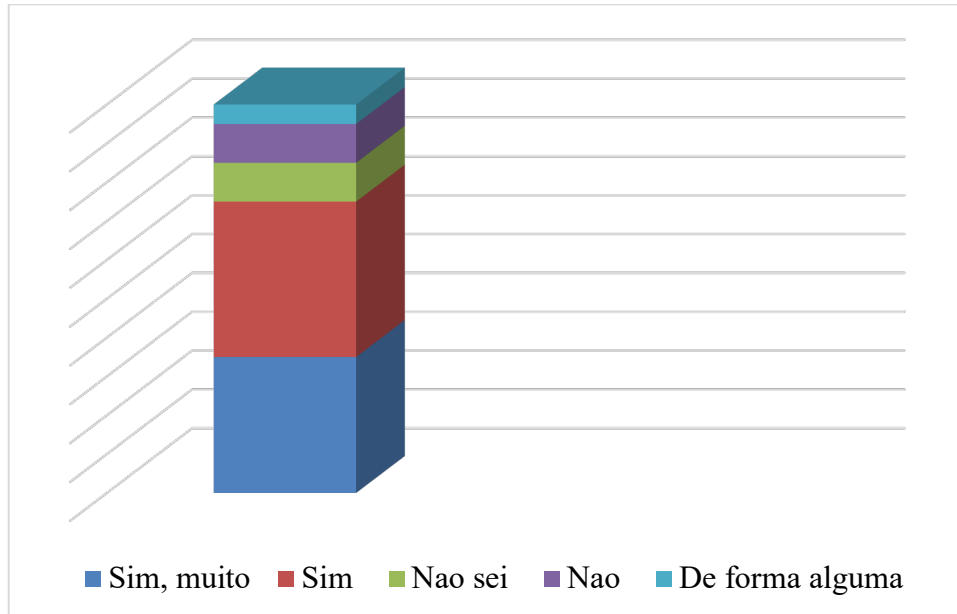
The "Dissatisfied" (10%) and "Very dissatisfied" (5%) ratings total 15%. Although this percentage is smaller, it is significant and must be addressed urgently. The presence of dissatisfied customers can negatively impact a company's reputation, as noted by Solomon (2018) and McKinsey (2017). It is essential that AdRN identify and address the causes of dissatisfaction, as reports of negative experiences can spread quickly, especially on social media.

AdRN should use this data to better understand the areas where it can improve. Implementing a feedback system that allows for the collection of additional information about the causes of dissatisfaction and neutrality can be vital to the continuous improvement of services. In addition, loyalty programs and active communication with customers can help turn neutral customers into satisfied ones.

7th question: The Influence of Customer Service on the Decision to Continue Using the Services

Figure 3

Describes the influence of customer service on the decision to continue using AdRN's services



The combined total of the responses "Yes, very much" (35%) and "Yes" (40%) is 75%. This indicates that a large majority of customers recognize that the quality of customer service has a positive impact on their decision to continue using AdRN's services. This insight reinforces the idea that good customer service is a critical factor in building customer loyalty, as noted by Kotler & Keller (2016).

The "I don't know" response (10%) suggests that some customers may be unsure about the impact of customer service on their decision. This uncertainty may be a sign that these customers are not having a clear or impactful enough experience, which may prevent them from forming a definite opinion. According to Accenture (2016), a lack of clarity in the customer experience can lead to a decline in engagement.

The responses "No" (10%) and "Not at all" (5%) total 15%, indicating that a minority of customers do not consider customer service to be a relevant factor in their decision to remain with AdRN. The presence of customers who feel that customer service does not influence their decision may suggest that they are already dissatisfied or that they are looking for other factors, such as price or service quality. The company should investigate these opinions to identify potential areas of dissatisfaction.

AdRN should focus on further strengthening its customer service, since most customers view its influence as crucial to building customer loyalty. Implementing a regular feedback system can help the company better understand its customers' needs and expectations, allowing it to adjust its strategies. For those who do not view customer service as an important factor, AdRN can explore other elements that influence satisfaction and loyalty, such as competitive pricing or service innovation.

8th question: I would recommend AdRN's services to others**Table 5***Represents the level of recommendation for AdRN services*

Definitely	30%
Probably	40%
Maybe	20%
Probably not	5%
Not at all	5%

The combined total of the responses "Definitely" (30%) and "Probably" (40%) is 70%. This suggests that a large proportion of customers are willing to recommend AdRN's services, which is a strong indicator of satisfaction and loyalty. Studies such as those by Kotler and Keller (2016) show that recommendations are one of the best indicators of service quality and customer experience, reflecting the trust customers have in the brand.

The "Maybe" response (20%) represents a group of customers who are not entirely convinced by the recommendation, suggesting that, although they are satisfied, they may have some reservations. This uncertainty may stem from varied experiences or from expectations that have not been fully met. According to an Accenture survey (2016), customers who do not feel fully engaged may be open to alternatives, which poses a potential risk to AdRN.

The combined total of the responses "Probably not" (5%) and "Not at all" (5%) amounts to only 10%. This low percentage suggests that most customers do not have a strongly negative opinion of AdRN's services. However, it is important for the company to investigate the reasons why these customers would not recommend its services, since even a small fraction of dissatisfied customers can negatively impact the brand's reputation, especially in a world where word of mouth and online reviews are increasingly influential.

AdRN should focus on strengthening the areas that are already leading to a high recommendation rate and addressing the concerns of customers who express uncertainty. Implementing loyalty programs and soliciting ongoing feedback can help identify and resolve issues that could affect customers' willingness to recommend the company.

Discussions

1st question: Position and Responsibilities

Answer: I am the Director of Operations at AdRN. My main responsibilities include overseeing daily operations, implementing customer service policies, ensuring the quality of the services provided, and leading the team in the pursuit of continuous improvement.

The fact that the interviewee is the Director of Operations indicates a leadership position that shapes the quality of customer service. This responsibility suggests that he is directly involved in defining policies and strategies, reflecting the importance the company places on the customer experience. According to Kotler and Keller (2016),

leadership plays a vital role in defining a company's service culture, suggesting that effective management is essential to shaping the customer experience.

2nd question: Experience at the company

Answer: I've been working at AdRN for seven years. My experience has been very rewarding; I've seen the company grow and improve, but I've also faced significant challenges, especially during periods of high demand.

In this case, seven years of experience suggests a deep understanding of the inner workings of AdRN. The mention of challenges and growth reflects a journey of learning and adaptation, which may indicate an organizational culture that values progress and resilience. According to Senge (2006), "organizational learning intensifies with experience," suggesting that long-tenured employees can contribute significantly to continuous improvement.

3rd question: Quality of service

Answer: I rate the quality of service as good, but there is room for improvement. We have a dedicated team, but there are times when the workload can affect the quality of our service.

Rating the quality of service as "good, but with room for improvement" reflects a realistic view of the situation. This suggests that, while the team's efforts are recognized, there is also an awareness of the areas that need attention, reflecting a commitment to continuous improvement. The "SER-QUAL" service quality model, developed by Parasuraman, Zeithaml, and Barry (1988), suggests that the perception of quality can be improved by identifying gaps between expectations and actual service delivery.

4th question: Challenges in Customer Service

Answer: The main challenges include managing customer expectations, dealing with pressure during peak periods, and the need for quick solutions to complex problems. In addition, effective communication among the team is crucial.

Identifying challenges such as managing expectations and communication demonstrates a critical awareness of the customer service environment. As Zeithaml and Bitner (2016) state, "Effective management of customer expectations is essential to preventing dissatisfaction," highlighting the importance of clear communication.

5th question: Service Methods

Answer: I believe that in-person and online consultations are the most effective. In-person service allows for a more personal interaction, while online service offers convenience. Telephone support, while useful, often results in long wait times.

The preference for in-person and online service reflects an understanding of customers' needs for convenience and personalization. Recognizing the limitations of phone support suggests an opportunity for the company to innovate in its customer service channels. The McKinsey study (2017) emphasizes that "the customer experience is enhanced when a variety of service channels are offered," corroborating the interviewee's view.

6th question: Customer Service Processes That Can Be Improved

Answer: Yes, I believe the phone support process could be improved. Implementing a more efficient triage system would help reduce wait times and direct customers to the most appropriate staff members.

The suggestion to optimize telephone customer service reflects a proactive approach to improving efficiency. Screening can improve the customer experience, highlighting the importance of call flow management and prioritizing needs. According to Blazevic and Lievens (2008), "operational efficiency in customer service can lead to greater customer satisfaction," suggesting that process improvements can have a positive impact.

7th question: Training and Development

Answer: I received initial training on customer service policies and conflict resolution. However, the training was limited to a single session, which could be improved through ongoing training.

Criticism of the inadequacy of training points to a gap in the ongoing professional development of employees. A lack of regular training can affect the quality of service, indicating that the company should invest more in professional development. According to Brinkerhoff (2003), regular training is crucial for retaining knowledge and improving skills, which can be essential to the effectiveness of customer service.

8th question: Receiving and Handling Feedback

Answer: We receive feedback from customers on a regular basis, mainly through satisfaction surveys. This feedback is reviewed monthly during meetings, but I feel we could act more quickly in the areas that need attention.

The frequency of customer feedback suggests that AdRN is attentive to users' opinions. However, the perception that the team could act more quickly reveals a possible disconnect between gathering feedback and implementing improvements, which could impact customer satisfaction. According to McKinsey (2016), "customer feedback should be a driver of continuous improvement," emphasizing the importance of swift and targeted actions based on customer feedback.

9th question: The Relationship Between Customer Service and Growth

Answer: I believe there is a strong correlation. Good customer service not only builds loyalty among existing customers but also attracts new ones. Satisfied customers tend to recommend AdRN, which is essential to our growth.

The belief in the correlation between quality service and company growth reflects a strategic understanding of the importance of the customer experience. This is consistent with marketing theories that argue that customer satisfaction is essential for building customer loyalty and expanding the customer base. Oliver's (1999) theory of customer satisfaction argues that high satisfaction leads to loyalty, which is essential for the sustainable growth of companies.

10th question: Organizational Culture

Answer: AdRN's organizational culture regarding customer service is focused on enhancing the customer experience, but it is still evolving. There is a clear understanding of the importance of quality service, and the team is committed to providing service that meets customers' expectations.

The description of the organizational culture indicates a recognition of the value of customer service, but it also suggests that there is still room for improvement. The transition to a customer-centric mindset requires deliberate efforts to integrate this vision at all levels of the organization. According to Heskett et al. (1994), "organizational

culture is a key determinant of service quality," indicating that cultural changes are necessary to achieve excellence in customer service.

11th question: Inspiring Practices from Other Companies

Answer: Yes, companies that use real-time feedback platforms, such as chatbots for initial customer service, are inspiring. In addition, some companies implement recognition programs for employees who excel in customer service, which could be a best practice for us.

The mention of practices used by other companies, such as chatbots and recognition software, indicates a willingness to embrace innovation. This suggests that the interviewee is aware of market trends and believes in the importance of learning from others to improve AdRN's performance. According to Christensen (2003), "innovation is vital to the survival and growth of companies," which suggests that AdRN could benefit from adopting successful practices from other organizations.

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