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The 9th International Conference on Marketing and Retailing**REVOLUTIONIZING CUSTOMER SERVICE IN A DNA-BASED
NUTRITION AND WELLNESS CENTRE [DNA HQ]**

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Abstract

This qualitative case study aims to investigate the efficiency of customer service at a DNA-based Nutrition and Wellness Centre, with a specific focus on the reception counter. The study utilizes a Why-Why Analysis and Fishbone Diagram to identify the causes of inefficiencies in customer service and explore potential improvements. The findings reveal that the inefficiencies arise from the lack of a proper shift schedule for staff, staff shortages, and the absence of guidance from a guard during specific times. The study concludes by presenting the pros and cons of each alternative solution identified. One alternative benefit the customers, while the other benefits the department. However, the generalizability of the findings is limited, and additional case studies would contribute to a better understanding of the findings' applicability to other customer service settings or similar service industries. The objective of this study is to enhance the efficiency of customer service at the reception counter of the DNA-based Nutrition and Wellness Centre through process observation and the application of a fishbone diagram. By identifying areas for improvement, such as enhancing the management system and increasing staff numbers, the study suggests better alternatives for addressing the identified problems. This research contributes to the literature on customer service efficiency within DNA-based Nutrition and Wellness Centres and offers practical insights for enhancing service quality.

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1. Introduction

In recent years, the demand for personalized DNA-based nutrition and wellness services has been on the rise. As more individuals seek customized approaches to improve their health and well-being, DNA-based Nutrition and Wellness Centres have emerged as key players in providing tailored programs and services. Customer service plays a crucial role in ensuring a positive and efficient experience for clients at these centres. Efficient customer service is essential for customer satisfaction, retention, and overall business success. The reception counter serves as the initial point of contact for customers, making it a critical area for delivering exceptional service.

However, despite the importance of customer service, there is limited research focusing specifically on the efficiency of customer service at DNA-based Nutrition and Wellness Centres, particularly at the reception counter. This study aims to fill this gap by investigating the efficiency of customer service at a DNA-based Nutrition and Wellness Centre, with a particular focus on the reception counter. Understanding the factors that contribute to inefficiencies in customer service is crucial for identifying areas of improvement and enhancing the overall customer experience. The study adopts a qualitative case study approach, which allows for an in-depth exploration of the issues surrounding customer service efficiency at the reception counter. The Why-Why Analysis and Fishbone Diagram will be used as tools to analyze the causes of inefficiencies and identify potential solutions.

By conducting this research, valuable insights can be gained regarding the challenges faced by the DNA-based Nutrition and Wellness Centre in providing efficient customer service at the reception counter. The findings will contribute to the existing body of knowledge on customer service in the context of DNA-based wellness services and help inform practical strategies for improving customer service efficiency. Moreover, the study's findings can have implications beyond the specific DNA-based Nutrition and Wellness Centre under investigation. The insights gained can be valuable for other similar service industries and organizations seeking to enhance their customer service effectiveness (Högnäs, 2015). This research will thus provide a foundation for future studies and encourage further exploration of customer service efficiency in related settings. In summary, this study addresses the need for research on customer service efficiency at DNA-based Nutrition and Wellness Centres. By investigating the reception counter as a critical touchpoint, the study aims to identify causes of inefficiency and propose practical solutions to enhance the overall customer service experience in this specialized industry (Nurul Syakirah et al., 2020).

2. Problem Statement

The reception counter at DNA HQ, which serves as the main point of contact for customers and guests, has been experiencing inefficiencies in customer service. These inefficiencies have led to customer complaints and demands for improved performance, which have the potential to negatively impact the image of DNA HQ (Astuti et al., 2018). The identified problems at the reception counter include staff inefficiency in addressing customer issues, the absence of a proper shift schedule, staff shortages, lack of friendly attitude toward customers, and security concerns related to adherence to

pandemic protocols (Ali, 2010; Dominici & Guzzo, 2010; Gumaste et al., 2015; Nicolajsen & Scupola, 2011; Sivan et al., 2023)

These issues pose significant challenges to the efficient delivery of customer service at the reception counter, impacting customer satisfaction and the overall reputation of SADA. The lack of awareness among staff regarding customer problems leads to unsatisfactory resolutions and dissatisfaction with the services received (Nicolajsen & Scupola, 2011). The absence of a systematic shift schedule further compounds the inefficiency, leaving gaps in staffing and affecting the consistent availability of assistance to customers. Additionally, the shortage of staff and the workers' unfriendly attitude toward customers contribute to a subpar customer service experience (Dominici & Guzzo, 2010). Furthermore, the security aspect is compromised when there is no guard present at the front desk during specific times, leading to non-compliance with pandemic protocols and potential risks to public health (Gumaste et al., 2015).

Addressing these problems is crucial to enhance customer service efficiency and improving the overall experience at the reception counter of DNA HQ. It is essential to establish effective measures to ensure prompt and satisfactory resolution of customer issues, implement a systematic shift schedule to optimize staff availability, address the staff shortage, cultivate a customer-centric attitude among workers, and strengthen security protocols to adhere to pandemic guidelines. By addressing these issues and implementing improvements, DNA HQ can enhance its customer service performance, meet customer expectations, and maintain a positive brand image.

3. Literature Review

The DNA HQ reception counter serves as a vital point of contact for customers or guests, playing a crucial role in creating a positive first impression and facilitating effective operations. The knowledge and skills exhibited by reception counter staff directly impact customer perceptions of the business. Customers often gauge staff knowledge based on their handling of inquiries via calls and emails, which influences their expectations for future interactions (Högnäs, 2015). In various organizations, the reception counter holds immense significance as it acts as the face of the company (Mkumbo et al., 2019; Selvaraju et al., 2019).

. The behaviors displayed by staff members at the reception counter have a direct impact on customer perceptions, which, in turn, affect the overall efficiency of the reception counter's operations (Premanand et al., 2018). Positive communication behaviors exhibited by reception staff can have a profound impact on customer satisfaction and the smooth functioning of the reception counter (Högnäs, 2015).

Service quality issues at the reception counter can result in dissatisfied customers, ultimately affecting the profitability of DNA HQ. By improving the efficiency and effectiveness of customer service, organizations can increase their overall profits. Providing superior service not only results in repeat purchases but also leads to positive word-of-mouth advertising, thereby enhancing profitability (Poor et al., 2013). Against this backdrop, this study focuses on investigating the inefficiencies in customer service at the DNA HQ reception counter. The primary objective is to identify the underlying causes of these inefficiencies and propose effective solutions to enhance customer service efficiency. To

achieve this objective, the researcher will employ the Why-Why Analysis and Fishbone Diagram tools. These analytical tools will facilitate a comprehensive examination of the factors contributing to inefficiencies at the reception counter, aiding in the identification of root causes.

Through this research, we aim to enhance the efficiency and effectiveness of customer service at the DNA HQ reception counter. The findings of this study will provide valuable insights to DNA HQ, enabling them to improve service quality, strengthen customer satisfaction, and optimize operational performance. By utilizing the Why-Why Analysis and Fishbone Diagram tools, this research will uncover key factors impacting customer service efficiency, such as staff knowledge, communication behaviors, and service quality. Addressing these factors will enable DNA HQ to enhance reception counter operations, thereby improving customer experiences, boosting profitability, and cultivating a positive brand reputation. In conclusion, this research is dedicated to investigating the inefficiency of customer service at the DNA HQ reception counter. Through a literature review and the utilization of analytical tools, this study aims to identify the causes of inefficiency and propose strategies for enhancing customer service efficiency (Siti Noor Roseamirah et al., 2020). The research findings will contribute to the existing knowledge on improving customer service within reception counter settings and provide practical recommendations for DNA HQ to optimize their operations.

4. Research Methods

The methodology of this study involves a qualitative case study approach. In addition to conducting a literature review on customer service efficiency, the researcher will utilize the Why-Why Analysis and Fishbone Diagram as analytical tools to investigate and address the issues identified at the DNA HQ reception counter.

To enhance the methodology, a structured approach will be adopted. The research process will involve the following steps:

- i. Data collection: The researcher will collect data through direct observations of the reception counter, interviews with reception staff, and feedback from customers. This information will provide insights into the existing customer service efficiency and highlight areas that require improvement.
- ii. Why-Why Analysis: The researcher will utilize the Why-Why Analysis to systematically explore the root causes of inefficiencies at the reception counter. By repeatedly asking "Why?" and delving deeper into each answer, the underlying causes can be identified.
- iii. Fishbone Diagram: The Fishbone Diagram will be used to visually represent the identified causes and their relationship to the inefficiencies at the reception counter. This diagram will aid in organizing the causes into different categories, such as staff, processes, and communication.
- iv. Analysis and findings: The researcher will analyze the data collected and the insights gained from the Why-Why Analysis and Fishbone Diagram. This analysis will provide a comprehensive understanding of the issues and identify potential solutions to enhance customer service.

5. Findings

5.1. Step 1 The study of information

In this study, the Why-Why Analysis theory is employed to identify the problems that need improvement at the DNA HQ reception counter. The analysis is illustrated in Figure 1, where each step delves deeper into the underlying causes of inefficiency in customer service.

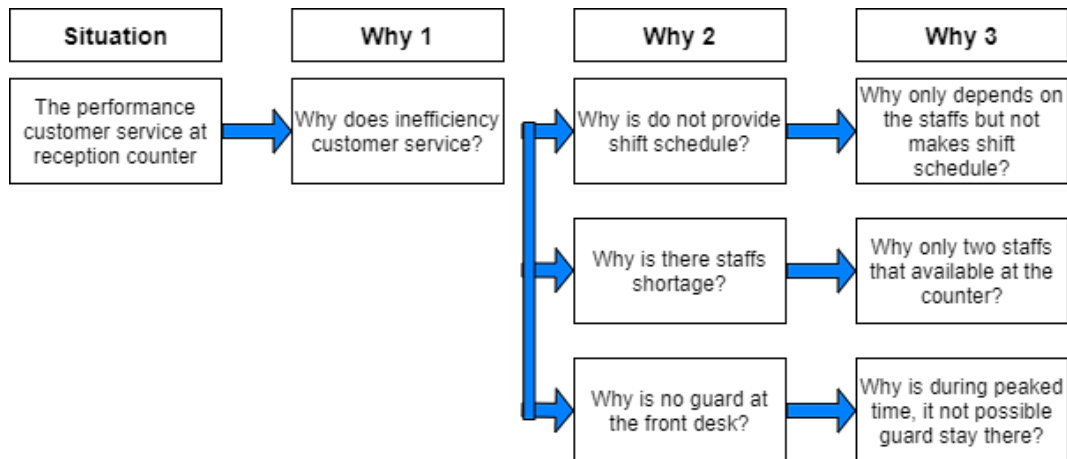


Figure 1. Identify the problems with Why-Why Analysis

Step 1: Why does inefficiency in customer service exist? The answer to this question reveals that there are certain aspects lacking systematic management at the reception counter.

Step 2: Why is there no shift schedule, staff shortage, and no guard at the front desk? This step uncovers that the shortage of staff is the primary reason for the absence of a shift schedule.

Step 3: Why is there no shift schedule, why are there only two staff members at the reception counter, and why is there no guard during peak times? Through further analysis, it is found that the lack of a shift schedule is attributed to staff shortages. Additionally, there are no complaints from the staff themselves regarding the absence of a shift schedule. Finally, the absence of a guard during peak times is due to the lack of a shift schedule for the guard.

By utilizing the Why-Why technique, a comprehensive understanding of the problem and its causes is achieved. This analysis enables the identification of the specific areas impacting the service and helps prioritize the improvement measures (Raman, 2019). The advantage of employing the Why-Why technique is the clarity it provides in understanding the problem and its underlying causes, facilitating targeted solutions for enhancing customer service efficiency.

5.2. Step 2 Finding the cause of the problem

Using the Fishbone Diagram to find the cause of the problem has analysis form, as shown in Figure 2.

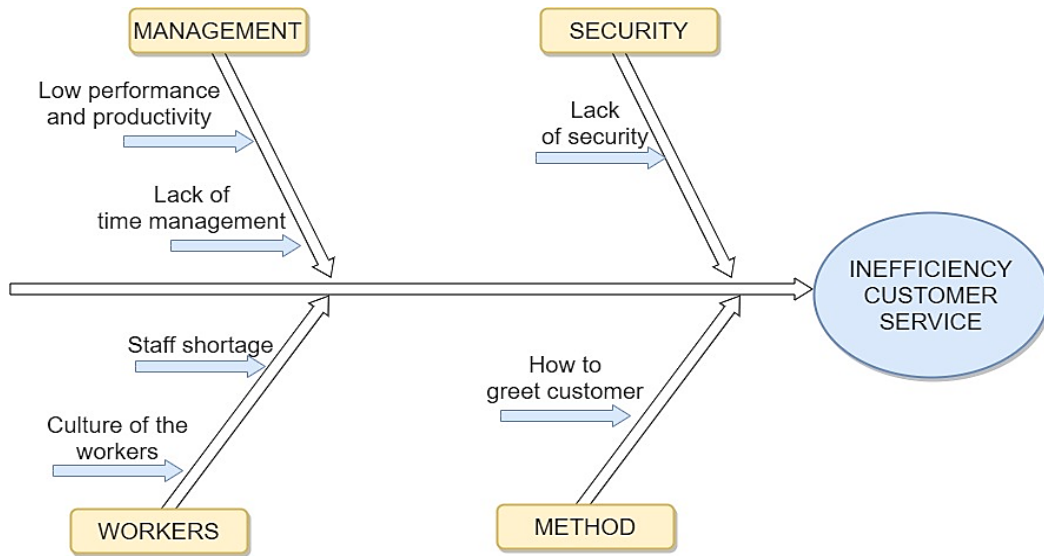


Figure 2. Finding the cause of the problem with Fishbone Diagram

The causes of inefficiency at the reception counter can be categorized into management, workers, security, and method, as identified in previous studies (Raharja & Arifianti, 2018). These causes can be further described as follows:

i. Management System:

Low performance and productivity from the management contribute to the service not meeting staff and customer expectations (Darmawan, 2017).

Lack of systematic shift management leads to inefficiencies in scheduling and allocation of staff resources.

ii. Workers:

Staff shortage at the reception counter, with only two staff members handling customer inquiries at certain times, results in a lack of guidance and support for customers or guests (Jahanshahi et al., 2011).

Unfriendly attitude and behavior of workers towards customers create a negative customer experience and reduce customer satisfaction.

Inadequate greeting methods, where staff only engage with customers when they approach the counter with specific questions, hinder proactive customer service (Alshahran et al., 2017).

iii. Security:

In the context of the ongoing pandemic, the absence of a guard at the front desk poses challenges in enforcing safety protocols, such as scanning QR codes and temperature checks. This non-compliance by customers compromises staff and customer safety and increases the risk of potential emergencies.

Addressing these causes is essential to enhance the efficiency and effectiveness of customer service at the reception counter. Improving management performance, implementing a systematic shift schedule, addressing staff shortages, fostering a customer-centric service attitude, and ensuring proper security measures will contribute to enhancing the overall customer service experience (Raharja & Arifianti, 2018; Vatumalae et al., 2022, 2023). The descriptive statistics are presented in the Table 1.

5.3. Step 3 Designing Efficiency Enhancement Guidelines

To address the inefficiency in customer service at the reception counter, the researcher has designed efficiency enhancement guidelines based on the Why-Why Analysis theory and analyzed the issues using the Fishbone Diagram. Additionally, a flowchart (Figure 3) was created to illustrate the existing process and identify areas for improvement.

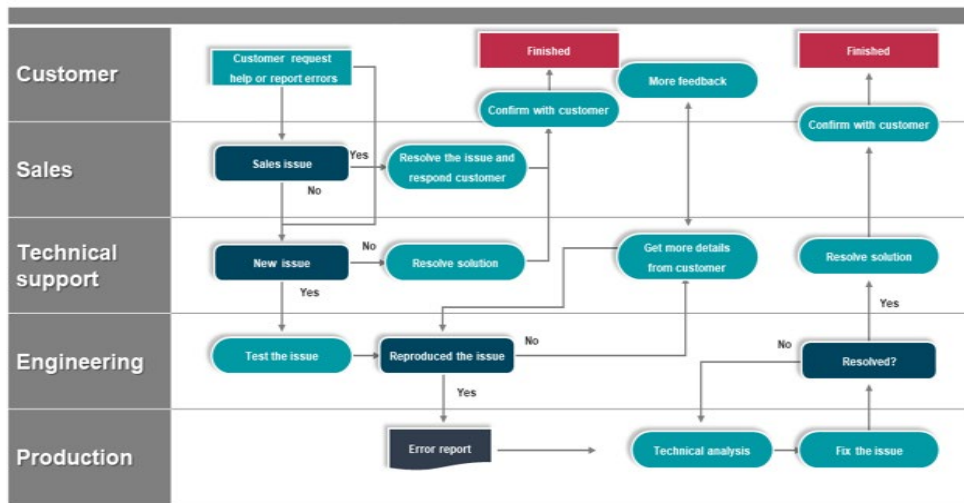


Figure 3. Identify the flow of services in a process with a Flowchart for Improvement

The customer journey at DNA HQ begins with their arrival at the HQ, where they are required to scan their MySejahtera code and have their temperature checked at the main door. Subsequently, most customers proceed to the reception counter to seek assistance from the staff regarding their problems or inquiries. Depending on the nature of their needs, there are two possible paths for customers:

- iv. Meeting staff from other departments: In this case, customers may require an access card to enter specific office areas. The reception staff will facilitate the process and provide them with the necessary access card, ensuring a smoother and more efficient experience (Miski, 2014).
- v. Counter payment or inquiries: Some customers may have payment-related matters or general inquiries. They will approach the reception counter to address their concerns, either by making payments or seeking information to resolve their issues. By streamlining this process, customer service can become more efficient and effective.

Once the customers have completed their interactions at the reception counter, they may proceed to leave the system.

By mapping out the customer journey and identifying potential bottlenecks or areas of improvement, the efficiency of customer service at the reception counter can be enhanced. The guidelines and flowchart serve as valuable tools to guide the staff and ensure a smoother and more satisfying experience for the customers at DNA HQ.

6. Findings

The fishbone diagram and flow chart were utilized to analyze the reception counter and identify areas for improvement in customer service (Ilie & Ciocoiu, 2010). Based on the findings, the researcher has provided recommendations using a checklist diagram (Figure 4) to facilitate the understanding and implementation of improvements (Liliana, 2016). To address customer complaints, it is crucial for management to enhance performance and productivity, ensuring that services are delivered efficiently and effectively by staff members to meet customer satisfaction (Pandey & Raut, 2017). The quality of service plays a significant role in satisfying customer needs and demands, focusing on the processes and interactions with staff members (Poor et al., 2013).



Figure 4. The improvement customer service of reception counter

To streamline operations, it is advisable to establish an official shift schedule for staff members. Additionally, hiring more staff and providing them with appropriate training will equip them with the necessary skills to greet customers effectively and meet their satisfaction. The quality of service from the company is paramount in meeting customer satisfaction, and it involves comparing the results of customers' perceptions with their expectations (Tao, 2014). Furthermore, as a large company, it is recommended to deploy security guards at the main entrance to ensure the safety of both staff members and customers. By implementing these recommendations, the DNA HQ can improve customer service, enhance efficiency, and meet customer satisfaction, ultimately strengthening its reputation and relationship with customers.

7. Discussion

The reception counter serves as the initial point of contact for customers and guests at DNA HQ, making it a critical area for ensuring excellent customer service. This case study aims to investigate and improve the efficiency of customer service at the reception counter through the utilization of the fishbone diagram. By using this tool, we can identify specific areas that require focus and determine where

improvements should be made (Coccia, 2017). Engaging customers consistently and involving them in various aspects of the company helps to enhance the customer experience and foster loyalty (Querin & Göbl, 2017). Customer satisfaction and effective response management are crucial to meet customer expectations and improve related processes. Since the reception counter is often the first point of contact for customers, it significantly influences their initial impression and shapes the company's overall image (Park, 2005).

Furthermore, employees play a vital role at the reception counter, as they directly interact with customers (Selvaraju et al., 2017; Zulfakar et al., 2019). Therefore, it is imperative to provide proper training and guidance to new hires and existing staff members. This training should focus on developing their skills in handling transactions, addressing customer complaints, and meeting the evolving demands of today's more discerning and less loyal customers (Karimi & Walter, 2015). The reception counter at DNA HQ faces several challenges that hinder efficient customer service. These problems directly impact customer satisfaction and need to be addressed promptly. One of the primary issues is the lack of efficiency in customer service, leading to a subpar experience for customers. This inefficiency may arise from factors such as poor time management during peak periods, inadequate staff training, and a lack of standardized procedures (V. P. Sundram et al., 2022).

To improve customer service efficiency at the reception counter, it is essential to manage time effectively, particularly during peak hours when customer traffic is high (V. P. K. Sundram & Jaafar, 2021; Zarina et al., 2020). Implementing strategies such as assigning additional staff members or adjusting shifts can ensure prompt and satisfactory service. By analyzing customer traffic patterns and anticipating peak times, DNA HQ can optimize staffing levels to meet customer demand effectively. Investing in comprehensive training programs for both new hires and current staff members is crucial. Training should encompass various aspects of customer service, including transaction handling, problem-solving, and complaint resolution. Equipping employees with the necessary skills and knowledge will enable them to meet customer expectations and deliver a superior customer experience. Furthermore, implementing standardized procedures and guidelines can streamline operations at the reception counter. Clearly defining protocols for handling different scenarios, such as customer inquiries, complaints, and special requests, can eliminate confusion and ensure consistency in service delivery. This will enhance efficiency and minimize the chances of errors or inconsistencies in customer interactions.

8. Conclusion

Efficiency enhancement in customer service at the reception counter of DNA HQ is crucial for creating a positive first impression and maintaining customer satisfaction. By utilizing tools like the fishbone diagram, the specific areas requiring improvement can be identified, leading to targeted solutions. Engaging customers and involving them in the company's processes fosters loyalty and improves the overall customer experience. To address the inefficiencies, DNA HQ should focus on effective time management during peak periods, provide comprehensive training for staff members, and establish standardized procedures. By implementing these strategies, DNA HQ can enhance customer service efficiency, meet customer expectations, and foster long-term loyalty. Ultimately, a well-managed

reception counter will contribute to the positive image and reputation of DNA HQ in the eyes of its customers.

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