


Chapter 25

The Culture of Customer Service as a Strategy and Competitive Differentiator in Service Companies

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ABSTRACT

This chapter discusses the distinction between goods and services, highlighting their tangible and intangible features and their importance in society. It examines the service sector's growth, driven by the addition of services to goods as a strategy for market differentiation and new revenue generation. The relationship between service providers and clients is emphasized, showcasing benefits such as personalization and efficiency, along with challenges like quality control. Systematic, client-oriented relationships are crucial for business growth, building customer fidelity based on trust and loyalty rooted in deep emotional connections. Additionally, the text highlights organizational culture's role in shaping employee motivation, satisfaction, and performance, which strengthen internal and external bonds. It concludes by discussing globalization's impact on competitiveness and how service quality functions as a strategic differential to enhance customer experience and satisfaction.

SECTION 1: INTRODUCTION AND LITERATURE REVIEW

1.1 Service Concept

Schüritz, Seebacher & Dorner (2017) explain that service models are based on or driven by data and analytics, the goal of which is to transform them into revenue. Data analysis methods became popular in the 1990s, based on statistical models and data mining techniques, and evolved from the traditional (internal) perspective to help create value for customers, enriching products and services through the

DOI: 10.4018/979-8-3373-0149-5.ch025

exploration of this data. From that point on, data became the main resource of business models and companies gradually began to offer data-driven services.

From an academic point of view, the concept of service is observed in the basic moral values of people who dedicate their lives to social ideals, charity and benevolence. Defined as a type of attitude of a person who feels responsible and obliged to carry out their work, consciously and continuously, regardless of the conditions and superior management, whether through altruism, commitment and dedication or citizenship explains Moiseenko (2019).

Public services, which are the responsibility of the State, are guaranteed by direct provision or by private companies. History shows that the relationship between politics and administration has gone through several models of public administration, since the separation of powers between politics and administration, when politics was responsible for legislating and developing objectives, and administration was subordinate to the law and had to find ways to execute these projects. Since the Industrial Revolution and economic growth, the efficiency of an organization combined with an impersonal system guided by rules, hierarchy and specialized professionals has allowed the State and managers to work together on agendas, political plans and interference between themselves. The current model of public management understands the complexity of public services, their central role in meeting the needs and experiences of citizens, providing quality services and keeping citizens increasingly informed, attentive and aware of their rights (Correia et al., 2020).

In recent years, subscription-based services have been used in a variety of sectors, including manufacturing, telecommunications, entertainment, and healthcare. The energy sector is no exception, as energy provision can provide customers with widespread environmental, economic, and social benefits: lower consumption, lower energy costs, and greater access to energy-efficient technologies. The benefits to energy providers can include alternative revenue streams, competitive differentiation, and simplification of future energy markets (Gillham et al, 2023).

Takano et al. (2024) described a mobility service model with electric cars designed to significantly reduce road traffic congestion and greenhouse gas emissions in the city of Bangkok (Thailand), considered one of the cities with the worst levels of congestion in the world. According to the results, it was possible to reduce congestion and carbon dioxide emissions (primary effects). Among the secondary effects, there was an improvement in air quality and a reduction in local temperature, allowing people to walk outdoors. Vehicle control with locator and greater stability allowed for increased road safety, as well as monitoring driver behavior and identifying unsafe practices. In the future, the goal is to make this mobility service public, sustainable without affecting profits, and expandable to other cities.

1.2 Concept of Customer Service and its Importance

Companies with an efficient communication system where employees, managers and administrators work in alignment ensure increased efficiency, productivity, reduced internal costs, expansion into new markets and excellent customer service. Consumers who are satisfied with the service they receive are important allies in the fight against competition and are the result of the corporate strategy of the company that invested in the technical training of its employees, added value, innovation, cordiality,

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