



Achieving Customer Retention: Emphasizing Strategic Operations on Quality Service and Maximizing Value

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ABSTRACT

In today's competitive business landscape, organizations recognize the importance of service quality, value maximization, and customer retention. Strategic operations play a vital role in achieving these goals. By aligning operational strategies with customer-centric objectives, organizations can enhance service quality and maximize customer value, thereby fostering strong customer relationships and increasing customer retention rates. For the purpose to investigate these concepts a qualitative study was conducted in order to explore the relationship of each construct defined in prior literature, journals, articles, books and academic publications. There are sufficient resources available to determine how strategic operations affect service quality, and by maximizing value, there is increased capacity for customer retention. Further, this study examines the impact of strategic operations on service quality and value maximization. It explores theoretical frameworks that shed light on how operational strategies influence service quality outcomes. The study emphasizes the significance of factors such as process design, technology adoption, quality management systems, employee training, and customer-centricity in improving service quality and creating value for customers.

1. INTRODUCTION

Organizations in a variety of industries are constantly struggling to draw in new clients and keep existing ones loyal in today's cutthroat business environment. High-quality service delivery and maximising client value have become increasingly important in this effort to find long-term success. In order to guarantee service quality and value maximisation (Yeung, 2008), which eventually results in higher customer retention

rates, strategic operations are crucial. Businesses can develop a long-lasting competitive edge and forge enduring relationships with their client base by successfully integrating their operational plans with customer-centric objectives (Hammoud et al., 2018).

The foundation of client retention and satisfaction is service quality. Customers are becoming increasingly demanding, expecting flawless

interactions, individualised care, and quick responses to their needs. Supply chain management, production procedures, service provision, and customer support are just a few of the operational processes that are integrated into a strategic operations approach. Organizations may streamline their processes, reduce errors, and consistently provide high-quality services that meet or exceed consumer expectations by strategically managing these activities (Alkitbi et al., 2020).

Businesses can maximise customer value through strategic operations, which goes beyond simply providing adequate services. Customer value includes all of the advantages and benefits that customers believe they receive for the price they pay. It entails comprehending and meeting the wants, tastes, and desires of the consumer in a way that exceeds their estimation of the worth of the service. Organizations may stand out from rivals and increase customer loyalty by integrating operational strategy with value creation for their customers (Nurova and Freze, 2021).

Additionally, customer retention has emerged as a crucial indicator for companies looking for long-term growth. In general, acquiring new clients is more expensive and time-consuming than keeping the ones you already have (Bhalerao and Sharma, 2017). By concentrating on providing constant service quality, boosting client value propositions, and cultivating long-term connections, strategic operations can play a key part in creating customer retention strategies. Organizations can modify their operational strategies to proactively satisfy those criteria by studying the demands, preferences, and behaviours of their customers (Kassem and Martinez, 2022).

This study focuses into how strategic operations affect customer retention by maximising value and providing high-quality services. It looks at several operational tactics and techniques that businesses can use to raise the calibre of their services, increase client value, and foster enduring client relationships. It also provides actual instances and case studies that show how strategic operations may be successfully implemented to increase client retention.

2. LITERATURE REVIEW

The impact of strategic operations on service quality is a topic that has received significant

attention in the literature. Scholars and researchers have explored various theoretical perspectives and frameworks to understand the relationship between strategic operations and service quality outcomes.

2.1. Strategic Operations relationship with Service Quality

Understanding how organizations match their operational activities with more general company aims and objectives is made possible by the concept of operations strategy. Designing, organising, and controlling operational processes to gain a competitive edge includes using operations strategy. Operations strategy directs businesses in creating and implementing procedures that improve service delivery, responsiveness, and dependability from the perspective of service quality.

2.1.1. Strategic Operations

Strategic operations play an important role in corporate methodology. Analysts recommend that the operations blueprint should be designed in such a way that not only its emphasis on the product output but also on the quality output (Muhammad Turki Alshurideh et al., 2022a). However, the main operational strategic decisions which include that decision regarding the product's design, quality management, location, capacity, etc. are required that their supervisors work in their full capacity and lead the managerial processes (Ahmad Ibrahim Aljumah et al., 2022a). As strategic decisions making should cumbersome and meet the requirements of the service that the organization wants to provide. These managers should make acknowledge and realize that all the decisions that they make will directly reflect the quality of service (Al-Kassem et al., 2022).

2.1.2. Service Quality

Quality services are providing the type of service that meets the expectations of the customers and the values of the organization. It is based on the true quality of the services and products that are provided by the company that increases the satisfaction level of the consumer (Bawaneh et al., 2023). It means adopting such practices that vastly increase the value of the customer (Almasaeid et al., 2022). The importance of strategic operations and the necessity of quality products makes it

crucial for the organization to make good strategic decisions (Mohammed T. Nuseir et al., 2022). Therefore, the concept of strategic management in providing quality service helps in building responsiveness that decreases the uncertainty methods of direct positive impact within the product and management of the quality (AlDhaheiri et al., 2023). It increases a higher level of customer satisfaction and organizational performance (Stephens, Liz. 2009).

Strategical operations overlook that process, procedure, and the way things will be done in an organization (H. M. Alzoubi et al., 2022c). As IT systems have taken over most of the work, these segments of the organization rarely interact with the customers (Akour et al., 2023). That's why organizations need to make sure that they much such strategies and policies that whenever their employees interact with the customers, they give the best quality service possible (Akour et al., 2022; A I Aljumah et al., 2022a; Hani Al-Kassem, 2021). For example, in a hotel, every room needs special cleaning and attention by the employee for the next customer. So, the Hotel management puts in place a list of things to do and check before handing the room over to the customer, such lists and techniques are designed by strategical operations (Gulseven and Ahmed, 2022; M. El Khatib et al., 2022b). These are the areas where the relationship between the strategical operations and the quality of service crossroads as it is the hotel's goal to utilize their resources and time as efficiently as possible (Louzi et al., 2022).

Through this process, there are several advantages such a giving excellent service keeping the response, and understanding the environmental changes in the business. This explains the association of the strategy in the services to give competitive behavior in the industry (Alshawabkeh et al., 2021; M. El Khatib et al., 2022a). It also proves the smart decisions taken resulting in improved product quality with products and services, cost management, and reduced processing (Abudaqa et al., 2022; H M Alzoubi et al., 2020). This explains the ties between strategic decisions and efficient quality and services is explained by (Khan et al., 2022). Also, this method proves the advancement in business activity through the method of various strategies by providing effective ideas to understand changing patterns in ideas and wants (Ahmed and

Nabeel Al Amiri, 2022; Nadzri et al., 2023). A differentiation method is effective for figuring out the most valuable practices and in making them better through satisfying consumers through efficiency in the performance of the business (M T Alshurideh et al., 2022). This technique is useful for keeping consumer satisfaction as a priority by using the best quality products (Nuseir and Aljumah, 2020).

To implement such strategies, various factors must be kept in mind such as tangibles, reliability, responsiveness, assurance, and empathy (El Khatib et al., 2021). This means that between making any decision or strategy it is important to see that the communication materials, its ability to perform its task, and the willingness to provide a good service and convey the trust to the consumer are present efficiently and effectively (Al-Kassem, 2017; H. M. Alzoubi et al., 2022g; Mohammed T. Nuseir et al., 2022). Many organizations adopt strategies that give them a competitive advantage in the market while shaping their future (M. Alshurideh et al., 2023).

This indicates that the manager's focus is to develop core competencies to provide a better-quality service by differentiating their goods and services and balancing their efficiency with responsiveness (Aityassine et al., 2022; El Khatib and Ahmed, 2020). This shows the relationship that strategical operations have with quality service (Aziz et al., 2023; Sakkthivel et al., 2022). Some of the methodologies used to study these strategies and make the service better could be the research approach as it is a systematic approach to solving any problem (H. M. Alzoubi et al., 2022e). It can also in detail analyze the issues, consequences, impacts of any decision, and combine quantitative and qualitative methods to make a case (Al-Dmour et al., 2023; Aljumah et al., 2020; Khatib and Oplencia, 2015).

The second methodology used could be data collection and questionnaire design while lastly a research population sampling can also be used by the organization before making any decisions (El Khatib, 2015). The success of the quality service depends on the core principles and the efficiency levels in the strategical operations. According to (Abudaqa et al., 2021; Al-Awamleh et al., 2022) organizations should use all sorts of operations improvement methods to gain not only a competitive advantage but also provide better

customer satisfaction.

2.2. Impact of Strategical Operations on Quality Service

The impact of strategical operations on the quality of service relies on the business performance the types of decisions made in the operations decision-making process (H. M. Alzoubi et al., 2022f). When the strategical operations are efficient and effective, the quality service excels and is excellent according to (Aljumah et al., 2022b; Muhammad Alshurideh et al., 2022; Mubeen et al., 2022). It improves customer satisfaction hence increasing the brand image and the sales of the organization which in return increases the revenue of the company (Al-Kassem, 2014; Lee et al., 2023). It also provides the customers with flexibility, dependability, and accessibility of reliable goods and services and makes the customer feel that he has got goods and services worth his money (Amiri et al., 2020; El Khatib et al., 2019). It also helps the company to conduct more R&D and develop better services and products for the customers (Gaytan et al., 2023; Taher M. Ghazal et al., 2023). Once the customer is completely satisfied and trusts the company. The company can easily introduce more products and sell it to the customers with more confidence thus creating leverage for more experimenting new products (Aljumah et al., 2021a; Khatib et al., 2022). For example, before introducing the iPhone. Apple introduced its iPod and made the right strategical decisions and made sure their customers were satisfied and trusted the company (Alshurideh et al., 2022; Nuseir, 2021). Then, seeing that the customers were happy with Apple, they introduced the first-ever smartphone, the iPhone (Al-Marroof et al., 2022a; Khatib et al., 2016). This is a perfect example of the impact of strategic operations on quality service (Yasir et al., 2022). Other than that, when quality service is provided to the customers, they tend to spend more time shopping at the store and spend more money (H. M. Alzoubi et al., 2022a; Blooshi et al., 2023).

According to (Akour et al., 2022; Aljumah et al., 2021b; M. T. Alshurideh et al., 2023a), quality service distinguishes a company's products from its competitors and when a customer is satisfied, he will tell everyone about the company, therefore, increasing the customer base. According to (Arshad et al., 2023; El Khatib and Ahmed, 2019)

data, 60% of customers forgive and overlook the mistakes made by the company. As quality service needs planning, it is the strategical operations that look over this and continuously improves it and make changes (Aljumah et al., 2023; H. M. Alzoubi et al., 2022d).

2.3. Relationship of Strategic Operation on Value Maximizing and Customer Retention

According to (Al-Kassem et al., 2013; R. S. Al-Marroof et al., 2021b), the goal of strategic operations is to improve productivity and efficiency across a range of operational procedures. Organizations can save money by optimising workflows, removing bottlenecks, and cutting waste (Haitham M. Alzoubi et al., 2020; Kurdi et al., 2022; Nuseir et al., 2021). These savings can then be passed on to customers in the form of cheaper prices or better value offers (Mat Som and Kassem, 2013). Operational efficiency aids businesses in maximising resource allocation and achieving economies of scale, increasing value for both the business and its clients.

As Highlighted by (A. Al-Marroof et al., 2021; T M Ghazal et al., 2023a), strategic operations are essential for raising the quality of goods and services, which raises customer value (M T Nuseir et al., 2022a). Using quality management methods like Total Quality Management (TQM) or Six Sigma, businesses can methodically find and get rid of flaws, lower variability, and improve the general quality of their goods or services (H. M. Alzoubi et al., 2022b). In addition to raising consumer satisfaction, higher quality enables businesses to command premium rates and set themselves out in the marketplace, maximising value (Varma et al., 2023).

(Al-Marroof et al., 2022b; M T Nuseir et al., 2022b) demonstrated how strategic operations contribute to value creation by enhancing operational effectiveness. Effective operations boost productivity and cut costs through reducing costs, allocating resources optimally, and streamlining procedures (H. Alzoubi et al., 2022; Alzoubi and Ahmed, 2019; El Khatib and Ahmed, 2018). Organizations can maximise value by passing on these advantages to customers in the form of competitive price, improved product features, or higher-quality services (Alzoubi, H M Alhamad et al., 2021).

Strategic operations are closely tied to quality

improvement initiatives, which contribute to value maximization (M. Alzoubi et al., 2021; Nuseir and Elrefae, 2022). Studies emphasize that operational excellence, driven by quality management practices, enhances product or service quality, leading to higher customer satisfaction and perceived value (Al-Kassem et al., 2012; M. T. Alshurideh et al., 2023d; E. Khatib et al., 2021). By investing in quality improvement programs such as Total Quality Management (TQM) or Six Sigma, organizations can reduce defects, enhance reliability, and differentiate themselves in the market, ultimately maximizing value for customers (R. S. Al-Marouf et al., 2021a). The literature emphasizes the connection between strategic operations and value generating innovation (T M Ghazal et al., 2023c). Organizations that place a high priority on strategic operations encourage innovation, which enables them to create distinctive value offers (Nuseir et al., 2020). Organizations can launch new products, services, or features that address new customer demands, set themselves apart from the competition, and increase market value by integrating innovation into their operational processes (Muhammad Turki Alshurideh et al., 2022b; Haitham Alzoubi et al., 2020; Nuseir, 2020).

Strategic operations encompass effective supply chain management, which significantly impacts value maximization (Akour et al., 2021; El Khatib et al., 2020b). Prior studies demonstrate that organizations can create value by managing their supply chains efficiently (M. T. Alshurideh et al., 2023b). By optimizing sourcing, production, and distribution processes, organizations can reduce lead times, improve responsiveness, and minimize costs (Ahmad Ibrahim Aljumah et al., 2022b; M. El Khatib et al., 2021; Tariq et al., 2022b). Effective supply chain management enables organizations to deliver products or services to customers in a timely and cost-effective manner, enhancing overall value (T M Ghazal et al., 2023b). (M. T. Alshurideh et al., 2023c; Alzoubi et al., 2019) illustrates the strong relationship between strategic operations and value maximization. Through operational effectiveness, quality enhancement, innovation, supply chain management, and customer relationship management, strategic operations help to maximize value (El Khatib et al., 2020a; Farrukh et al., 2023; Tariq et al., 2022a). Organizations can

improve their competitiveness, boost customer happiness, and achieve long-term success by integrating operational strategies with value creation goals.

3. METHODS

This investigation was carried out using the systematic review methodology to acquire an objective and comprehensive search of the existing information of the relationship between strategic operations to improve service quality and maximizing value. A systematic literature review, which normally comprises three phases: planning, conducting, and reporting, is a recognised technique for identifying the essential ideas in academic literature. To investigate the body of literature pertaining to the four construct strategic operations, service quality, value maximizing and customer retention, a search string was created for this study. SCOPUS and Web of Science were chosen as the two literature databases because they both contain pertinent business management publications with high academic standards and cover various types of articles.

4. EMPIRICAL ANALYSIS

First Source

Dr. Richard Schonberger is known for his contributions to the field of operations management. Although he has not specifically proposed "The 16 Principles of Operations Management," he has authored books and articles that outline key principles and concepts related to operations management. Here is an overview of some principles and concepts that Dr. Richard Schonberger has discussed.

Table 1 : Sixteen Principles

1	Total Quality Management (TQM)	Emphasizes a company-wide commitment to delivering high-quality products or services to customers. TQM involves continuous improvement, customer focus, and employee involvement.
2	Lean Manufacturing	Focuses on eliminating waste and improving efficiency in production processes. It involves identifying and eliminating non-value-added activities while maximizing value-added activities.
3	Just-in-Time (JIT) Production	Aims to reduce inventory levels by delivering materials and components just in time for production. JIT helps in eliminating waste and enhancing responsiveness to customer demands.
4	Kaizen	This principle encourages continuous improvement in all aspects of operations, from processes to products. It involves empowering employees to suggest and implement small, incremental improvements regularly.
5	Continuous Improvement	The idea that organizations should constantly seek ways to improve their processes, products, and services. Continuous improvement involves identifying opportunities for enhancement and implementing changes.
6	Value Stream Mapping	A visual tool used to identify and analyze the flow of materials and information through a process. It helps in identifying areas of waste and inefficiency for improvement.
7	Six Sigma	An approach that aims to reduce defects and variations in processes. Six Sigma involves statistical analysis and rigorous problem-solving methodologies to achieve near-perfection in operations.
8	Supply Chain Management	The coordination and integration of all activities involved in the flow of products, services, and information from suppliers to customers. It emphasizes efficient procurement, production, and distribution processes.
9	Customer Focus	Placing the customer at the center of all operations. This principle emphasizes understanding customer needs and expectations, and aligning processes and products to meet those needs effectively.
10	Employee Involvement	Encouraging employees to actively contribute ideas, suggestions, and improvements to operations. It involves empowering employees, promoting teamwork, and fostering a culture of engagement.
11	Standardization	The process of creating and implementing standardized work processes to ensure consistency and efficiency. Standardization helps in reducing variations, enhancing quality, and improving productivity.
12	Waste Reduction	The principle of identifying and eliminating waste in all its forms, such as overproduction, excess inventory, waiting time, unnecessary motion, defects, and unused talent.
13	Continuous Flow	Promoting smooth and uninterrupted flow of materials, information, and processes through the value stream. Continuous flow helps in reducing lead times, improving

		efficiency, and minimizing bottlenecks.
14	Pull Systems	Using customer demand as a signal to initiate production or supply. Pull systems help in reducing inventory levels and improving responsiveness to customer requirements.
15	Cross-Functional Collaboration	Encouraging collaboration and communication between different functional areas within an organization. Cross-functional collaboration helps in streamlining processes, resolving issues, and improving overall performance.
16	Performance Measurement and Metrics	Implementing key performance indicators (KPIs) and metrics to monitor and evaluate the performance of operations. This principle emphasizes the importance of data-driven decision-making and performance tracking.

While these principles are not explicitly listed as "The 16 Principles of Operations Management" by Dr. Richard Schonberger, they represent some of the core concepts and ideas he has contributed to the field. It is important to note that the specific number and categorization of principles may vary depending on the context and interpretation.

presents at events held by the American Production and Inventory Control Society (APICS), a prestigious American organization for supply chain and operations management. At the 2007 APICS conference, he discussed the 10 operations management concepts. He claimed that because American manufacturers disregarded these rules, they were having trouble.

Second Source

An expert in manufacturing and operations management, Randall Schaeffer. He frequently

Table 2 : Ten Principles by Randall Schaeffer

1	Reality	Because no instrument can offer a universal solution, operations management should not concentrate on tools and procedures. It should instead concentrate on the issue.
2	Organization	There are connections among the manufacturing processes. These procedures need to be put together into a logical whole. To provide a same level of profitability, each component of these processes must be predictable and consistent.
3	principles	Strict commitment to the principles through the keeping of records and disciplines accounts for 80% of success. Only 20% of processes are improved by using new technology.
4	Accountability	Holding employees accountable is important. The duties of the staff should be outlined by rules and metrics. Additionally, managers need to frequently assess if objectives are accomplished and employees are performing their tasks properly.
5	Variation	Variation, or the existence of various processes, should be encouraged. It has the potential to be a great source of creativity if properly controlled.
6	Causality	Issues are just the outward manifestations of hidden causes. Find the underlying issue and resolve it. If not, the issues will come back.
7	Managed passion	Workers that are passionate about their work can spur business expansion. Watch out for employees who are passionate. If it does not come easily, the operations manager can teach it.

8	Humility	Instead of wasting money on time-consuming trial-and-error procedures, managers should accept their limitations and seek assistance when necessary.
9	Success	Because the market is constantly changing, success will also evolve over time. Regularly review your procedures, and make sure your outcomes correspond to the period's accepted benchmark for success.
10	Change	New approaches, methods, technology, etc. will always be developed. Don't continue doing things the same way you always have. Accept change when it comes and make efficient use of it in your business.

4. FINDINGS AND DISCUSSION

In order to explore the relationship and impact between the study construct, the findings from previous studies declared organizations must carefully assess how strategic operations will affect customer retention goals such as service quality and value maximization. Although strategic operations may have a beneficial impact on service quality and value maximization, that has identified with help of prior studies.

4.1. Strategic Operations achieving Service Quality and Maximizing Value to gain Customer Retention

Managing intricate processes, integrating several tasks, and coordinating them with organizational objectives are all aspects of strategic operations. It can be difficult to achieve seamless integration across many departments and functions, which could result in inconsistent service delivery and value. To maintain consistent service quality and maximize value for consumers, organizations must ensure excellent communication, coordination, and collaboration among operational units.

Moreover, making compromises and choosing some aspects of value creation and service delivery over others are necessary components of strategic operations. To maximize value and guarantee customer happiness, organizations must carefully balance cost effectiveness, quality improvement, customization, and innovation. For instance, putting too much emphasis on cost savings may undermine service quality, while too much customization may tax available resources. To maximize client retention through efficient strategic operations, the proper balance must be struck.

4.1.1. Evolving Customer Needs and Market Dynamics

Customers' needs and market dynamics are continually evolving, posing challenges for strategic operations to adapt and meet changing expectations. Organizations must proactively monitor market trends, gather customer feedback, and invest in market research to stay ahead of evolving customer demands. Failure to respond to changing needs and preferences may result in declining service quality and decreased customer retention. Flexibility and agility in strategic operations are crucial to meet evolving customer expectations

4.1.2. Technology and Digitalization

The impact of technology and digitalization on strategic operations cannot be overlooked. While technology advancements offer opportunities for enhancing service quality and value maximization, they also present challenges. Implementing new technologies and adapting to digital transformations require significant investments, training, and change management. Organizations must carefully integrate technology into operational processes to ensure it enhances service quality and value, rather than being a hindrance or source of frustration for customers.

4.1.3. Employee Engagement and Empowerment

Strategic operations heavily rely on the engagement and empowerment of employees. Organizational culture, training programs, and employee involvement in decision-making significantly impact service quality and value maximization. Employees who feel empowered and valued are more likely to deliver excellent customer service and contribute innovative ideas. Organizations must prioritize employee satisfaction, provide adequate training, and create a supportive work environment to maximize the

impact of strategic operations on service quality and value.

5. CONCLUSION

Organizations need to understand how crucial strategic operations are to maximizing customer value and service excellence. Businesses can build solid customer connections, increase customer happiness and loyalty, and gain a competitive edge in the market by coordinating operational goals with customer-centric objectives. Moreover, organizations can establish a positive feedback loop through strategic operations that maximizes value and improves customer retention, which in turn promotes further business growth and success.

While strategic operations have the potential to positively impact service quality and value maximization for customer retention, organizations must be aware of the challenges and limitations that may arise. Managing complexity, making trade-offs, adapting to evolving customer needs, leveraging technology effectively, and empowering employees are critical factors to consider in achieving the desired outcomes. A comprehensive and holistic approach to strategic operations, addressing these challenges, will enhance service quality, maximize value, and ultimately contribute to customer retention and organizational success.

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