

Importance of Quality in Service Companies to provide Excellent Customer Service

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Summary

Quality is very important when it comes to optimizing the products or services that companies offer to their customers. Hence the importance of knowing how to face and solve the problems or areas of opportunity that affect the quality of the products or services offered. In this work, the problems of a company were analyzed with the intention of detecting, correcting and preventing areas of opportunity that affect the performance of the company.

Key words: *Opportunity areas, Quality*

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I. INTRODUCTION

A Continuous Improvement project was carried out in a company that offers logistic services, in the distribution, warehouse and office departments, where the following areas of opportunity were located:

Inside the warehouse, there are many risk factors that endanger workers, who also do not have Basic Personal Protective Equipment. There is also poor planning in the arrangement of the areas within the warehouse and the merchandise, there is no procedures manual nor are the responsibilities and tasks corresponding to each position defined. As for the system, it has many flaws, the server crashes frequently, the interface is not very user-friendly, creating problems when the customer places orders or when the resend and returns area your registration of canceled products. When operators are on the road, exposure to theft is inevitable, they even have unforeseen events when delivering orders, since the customer cannot pay for the order, if there is too much or some product is missing, which implies canceling or rescheduling the delivery. of the order is a risk for the operator's return, having merchandise that could be stolen on its return to the Distribution Center and affecting the fuel performance of the unit.

DEVELOPMENT

For the development of this project, the activities carried out were carried out as follows:

1. Detection of opportunity areas: To detect opportunity areas, the supervisors were asked about the company's situation, in addition to observing and analyzing the situations that were happening in the company.
2. Documentation of the areas of opportunity detected: For this point, the different areas of opportunity were recorded to keep track of changes, but also to be able to propose some improvements to them.
3. Design of improvement proposals: To design the improvement proposals, the team met and discussed the different options to propose appropriate solutions for each problem using brainstorming.
4. Implementation of the selected improvement proposals: For this point, implementation was planned during the months of November and December 2024.
5. Review of results: To review the results of the project, this was carried out during each stage of the implementation of the selected improvement proposals.

From the analysis carried out, it was identified that the reason why the distribution, warehouse and office departments have the aforementioned problems are: Negligence on the part of the company's superiors, they do not have enough space, there is no budget to implement the departments missing, nor to train or hire more personnel. They are unaware of advances in technology that could be helpful in carrying out their processes and procedures.

GENERAL OBJECTIVE AND SPECIFIC OBJECTIVES

OBJECT OF STUDY

The general objective of this project is to detect, correct and prevent areas of opportunity that affect the performance of the company.

Particular objectives

The particular objectives of the project are the following:

1. Detection of opportunity areas.
2. Documentation of the areas of opportunity detected.
3. Design of improvement proposals.
4. Implementation of the selected improvement proposals.
5. Review of results.

II. METHODOLOGY

With this project, the aim is to solve the company's problems by detecting areas of opportunity, for which the two members of the team who are working in the company, through the daily tour they take in the company's facilities company to get to their workplace, they observed and asked each area manager about the processes they carry out, then the documentation of the problems found was carried out, subsequently, the team divided each problem and individually designed the improvement proposals that once established, are They will review the entire team. After the above, the implementation of the improvement proposals approved by the work team began once the company authorized it, to finally review the results of the implemented improvement proposals.

The above seeks to significantly improve the problems that currently affect the company, while at the same time preventing any negative events that arise as a result of poor management or administration of operations.

PHASES OF DEVELOPMENT

As mentioned in the particular objectives, the work was carried out in the following way: Detection of opportunity areas by the work team in interviews and direct visits to the work areas, Detailed documentation of the opportunity areas detected in order to determine Design appropriate improvement proposals for each problem, then implement the selected improvement proposals and review the results to detect any deviations from the improvement implementations.

The methods and instruments used are the following:

1. Company organization chart. This is a visual outline or diagram that shows the organizational structure. of a company.
2. Record of Current Situation and Improvement Proposals. This is a table that shows the opportunity or problem areas as well as the solutions that can be given to such opportunity areas.
3. Ishikawa diagram. It is a diagram that shows the possible causes of the problems detected.
4. Decision Tree Diagram. This is a diagram that shows the possible solutions that the detected areas of opportunity may have.
5. Gantt chart. It is a diagram to plan the activities to be carried out and the time they will take.
6. Pareto diagram. It is a distribution of the problems in order of importance.
7. Value Stream Mapping.(VSM). It is a scheme in which the activities that add or do not add value to a certain process or a set of processes are identified.
8. Thread Diagram (Lay Out). It is the distribution of the physical areas of the company.
9. Critical Path Method. It is a tool that identifies the time it takes to complete a task.
10. SIPOC diagram. This is a scheme that identifies the company's internal customers and suppliers, as well as the areas of the company that can improve their performance.
11. Work Study. It is the measurement of the times and movements carried out in the company.
12. 5 Esses. It is a quality tool that helps the company to order and classify activities and organize them more efficiently.

Figures 1 to 12 show an example of the instruments used in this work.

Figure 1. Company organization chart.

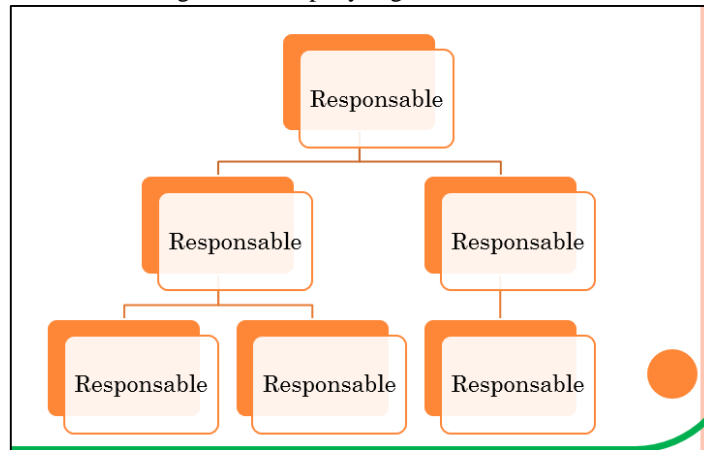


Figure 2. Record of Current Situation and Improvement Proposals.

ÁREA O DEPARTAMENTO	RESPONSABLE ACTUAL	SITUACIÓN ACTUAL	PROPUESTAS DE MEJORA	ASIGNACIÓN DE RESPONSABLES
Recepción de mercancías Cobranza	Juan López	1 mala documentación de materiales 2 pérdida de mercancías 3 mala atención del personal 4 5 6	1 Capacitación al personal 2 3 4 5 6 7 8 9 10	Juan López

Figure 3. Ishikawa diagram.

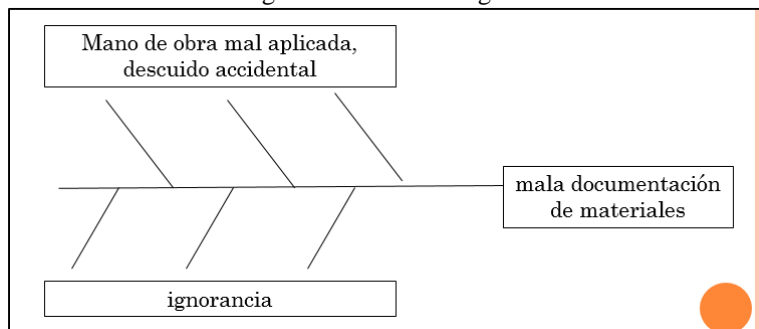


Figure 4. Decision Tree Diagram.

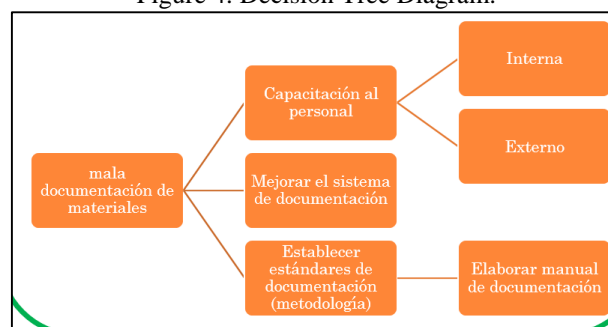


Figure 5. Gantt chart.

		Semanas															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Actividades	P																
	R																
Detección de áreas de oportunidad	P																
	R																
Documentación de las áreas de oportunidad detectadas	P																
	R																
Diseño de propuestas de mejora	P																
	R																
Implementación de las propuestas de mejora seleccionadas	P																
	R																
Revisión de resultados	P																
	R																

P = Tiempo programado para realizar la actividad
R = Tiempo real empleado para realizar la actividad

Figure 6. Pareto diagram.

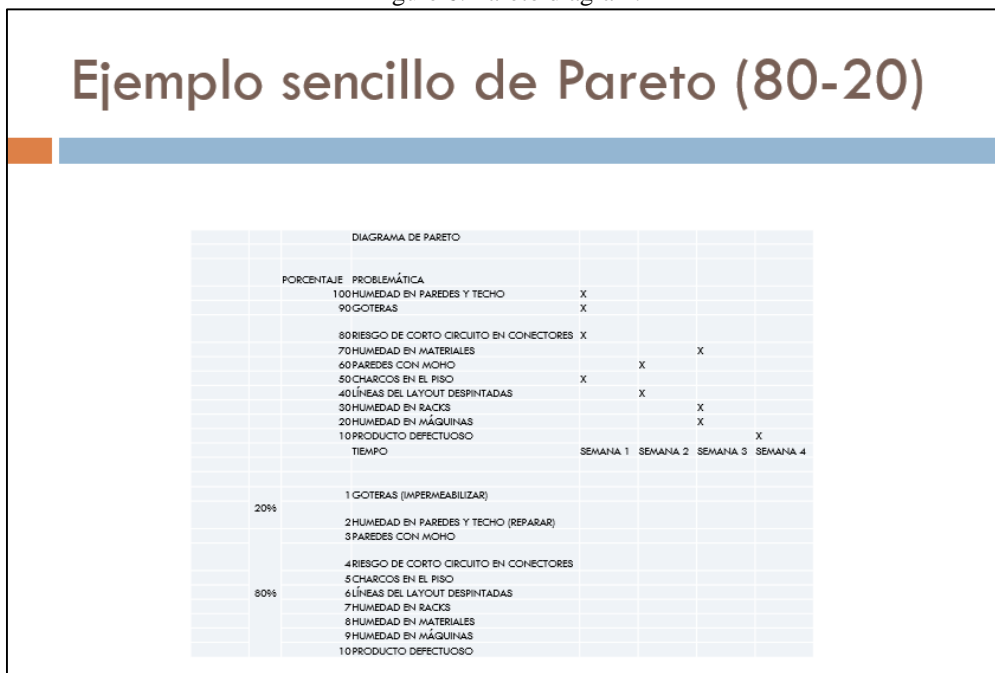
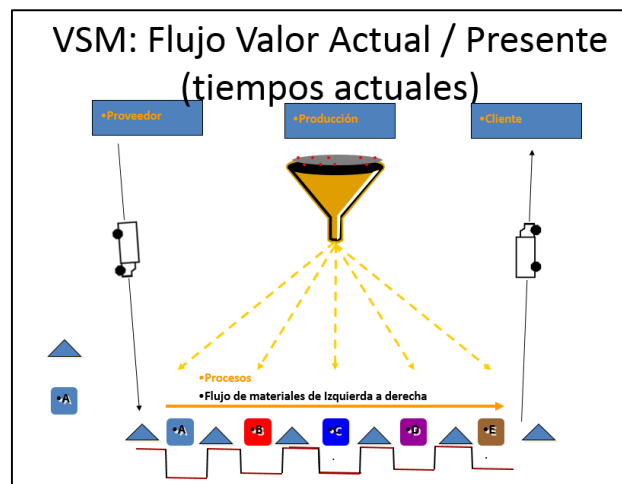


Figure 7. Value Stream Mapping (VSM).



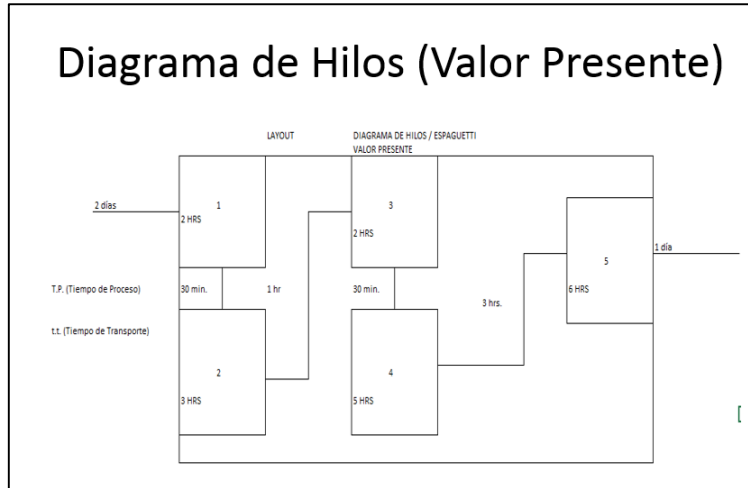


Figure 9. Critical Path Method

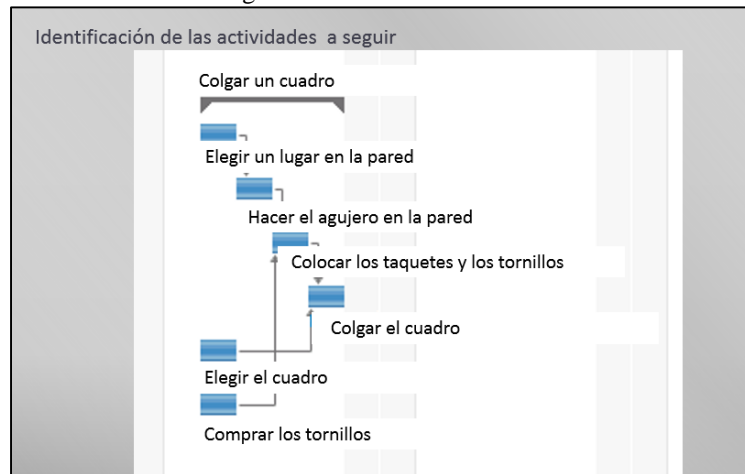


Figure 10. SIPOC diagram.

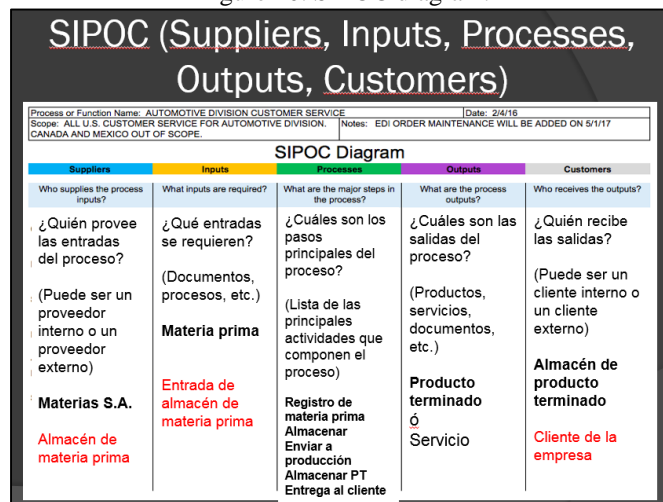
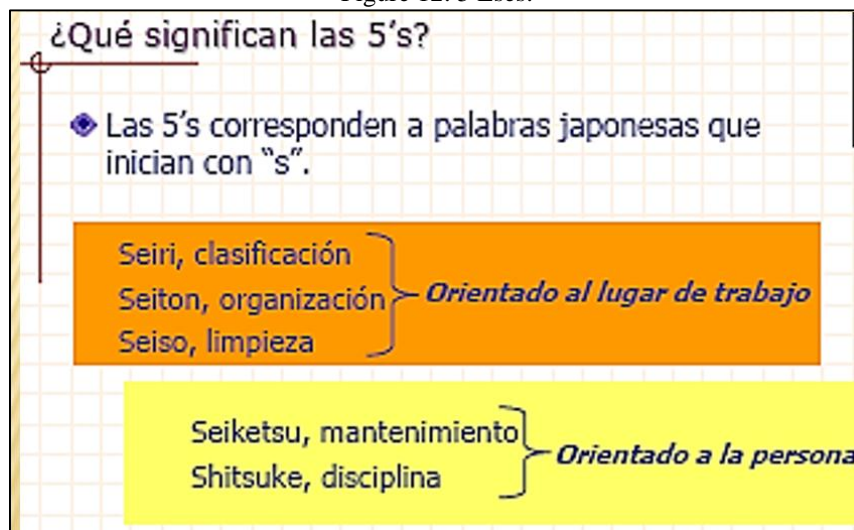


Figure 11. Work Study.

SIMBOLO	NOMBRE	DESCRIPCIÓN
○	OPERACIÓN	Indica las principales fases del proceso Agrega, modifica, montaje, etc.
□	INSPECCIÓN	Verifica la calidad y cantidad. En general no agrega valor.
→	TRANSPORTE	Indica el movimiento de materiales. Traslado de un lugar a otro.
D	ESPERA	Indica demora entre dos operaciones o abandono momentaneo.
▽	ALMACENAMIENTO	Indica depósito de un objeto bajo vigilancia en un almacén
⊗	COMBINADA	Indica varias actividades simultáneas

Figure 12. 5 Eses.



III. RESULTS AND DISCUSSION

As a result of the work carried out, it can be said that all the tools applied to continuous improvement are very useful, as long as we have the ability to use them correctly. And the external support given by the work team was necessary and well approached by the company.

IV. CONCLUSION

The general conclusion of the work team is that the general objective of the project was achieved since each of the problems within the company could be detected, where each of the tools learned during previous four months could be applied, such as; Ishikawa diagram, tree diagram, current situation record, thread diagram etc. Also new tools with which it was possible to make a better prepared project and improve each of the processes, each of these were, job description, SIPOC, DEMAIC, waste registration table among others. Through these, solutions could be found to the problems within the company and these problems could be prevented from occurring again.

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