A Deming Cycle as a Tool of Improving
A Continuous Service Quality

M. Nur Nasution
STIE Bisnis Indonesia Jakarta

Abstract: Every industry or organization must commit to make a change or improvement due to the pressure from the internal and external environment. If not, the existence of its industry will be threatened to collapse. There are six steps in improving a quality of dynamic management. A Deming cycle is a model for continuing improvement comprising four main components that are planning, doing, checking or studying and acting. In planning, the improvement is based on the strategic planning. Doing it is based on the change of management, and the checking is based on the culture of organization, and the acting is based on the qualified leader. It is acknowledged that all methods and work process improvement will provide a variety of benefits or outcomes namely; quality improvement, low costs, high productivity, low price, high market shares, guarantee of survival industry, a wide work field in cremate and work satisfaction.

Key words: A Deming cycle, continuous improvement and dynamic quality management, service quality Improvement strategy, and a customer's satisfaction strategy.

I. Introduction

At this time Service section has significantly increased its role compared to the previous decade. It can be clearly seen from its contribution to the world economy dominating most of them. In Europe, for example, it has contributed 60% of PBD, and in Indonesia it has also contributed 30% of its existence. This contribution can be seen from either the point of Income or its ability to empower the supply of manpower.

The Dynamic of Service section can be clearly seen from the development of various service industries such as Banking, Insurance, Air flights, Telecommunication, tourism, and professional service companies such as accountants, consultants, and lawyers. Besides, it can also be seen from the growth of non-profit organization such as “LSM” or non-profit society organization, Government organization, Hospitals, Universities, realizing more and more the importance of service element and its products to increase the competitive
advantage of its business. The important implication of these phenomena is the higher and higher of competition, which needs a qualified management of distinctively marketing service compared to the traditional one.

In the globalization era and Trade Liberalization, there are some changes of all aspects such as in politics, social, culture, economy, technology, security and laws, which are because of the higher competition. The changes are happening both in the form of macro and micro ones. According to Ross (1994: 66) there are nine trends in industrial environment. The future industry, having implication on quality, namely: focus on the industrial strategy, products with high quality, just in time, strict product schedule, joint venture and product variation, otomatization of machines, reproduction of products, organization changes and technology of information.

The existence of organization mostly depends on its ability to response for the changes effectively. Generally, the changes happening are because of various strengths either the internal one or external one. The need of changes pushed by the internal strengths is because of human resource and behavior or managerial decision. The problems of human resource is closely related with the perception of employees of how they are treated after doing their job based on their personal need and their will, and the need of organization. Generally, in the problems of behavior there is an interpersonal conflict of the leaders, which is unfair based on an unfair appreciation and restructurization of organization. The need of changes pushed by the external strengths refers to a demographic characteristic, ethology development, market changes, social and political depression, and an internal depression referring to the problems of human recourse (Kreitner & Kinicky, 1994: 728).

II. Steps of Improvement

For responding the above various changes and for fulfilling the customers' needs, the improvement of the service processes is carried out through six steps, namely:

1. Identifying the Problems of Service Processes

The improvement of service processes is begun from the decision or system specification having the problems in order to be able to be defined or formulated, and what process problems which will be improved. The specific activities in this step cover: process identification and output, identification of customers and defining the need of customers.
2. Identification and process documentation

A current diagram is a tool to describe a service process, which will make the improvement activities possible to happen. This current diagram will give some information such as: to identify participants in the process based on names and position, all process participants are given a general understanding about all steps in the service processes and their role individually, to identify inefficiency, extravagance, useless activities unnecessary in the processes, and to offer a framework to define the process measurement. The processes having been identified should be well documented to be useful as the information used in the process improvement continuously.

3. Measuring process working

The measurement of service process working is to quantification whether a system being applied is good or bad. The working measurement should be defined and evaluated in the term of customer's hope. Basically, the working measurement can be done on three levels, namely: a process, an output, and outcome.

4. Understanding why a problem of service process happens

A problem of service process happens if there is a deviation between the working expected and the actual working. For understanding why a problem happens and to get the improvement of effective and efficient service processes, there are three basic questions, namely: what is the main problem of a process? What is the main cause of a problem? And what is the variation source of the processes?

5. Developing and examining the ideas

The ideas of improving the service processes are directly aimed at the main cause of the problem. In order the ideas to be chosen for effective process improvement, the ideas should be firstly tested before being implemented. The experiment of those ideas will help prevent the failure when the chosen ideas are implemented.

6. Implementation of Solution and evaluation

This step is to arrange the implementation plan of chosen improvement ideas. Then, measuring and evaluating the affectivity of improved service processes. The information obtained becomes the feedback of the next process improvement in order to get a continuously process improvement.
III. The use of a deming cycle of “pds/ca and sdca”

A Deming cycle is developed to connect a product activity related with the customer's needs, and to focus all resources of all departments of the company (marketing, products, designs, and research) as a whole and sinergically. To meet the customers' needs (Ross, 1994: 237). A Deming cycle is a continuously improvement model developed by W. Edward Deming, consisting of four numerically main components as in the following picture 1:

![PDCA Cycle Diagram]

**Picture 1; “PDCA” Cycle (plan-do-check-sct)**

**The explanation of each “PDCA” Cycle as follow:**

1. **Developing improvement plans**

Developing improvement plans is the sixth step of the improvement steps explained above after doing the test of problem improvement ideas. The improvement plans are arranged based on the principle of 5W (what, why, who, when, and where) and 1H (how) clearly and details made based on the targets. All targets and points should be based on the principle of SMART (specific, measurable, attainable, reasonable and time).
2. Doing plans
The plans having been arranged are periodically implemented, beginning from a small scale with the fair assigned assignment matched with each personal' skills and capacity. Controlling should be carried out during the planning, namely all planning should be carried out as good as possible in order to get the target.

3. Checking or studying the result obtained
Checking or studying refers to the decision whether the application carried out is matched with the plans, and to control the progress planned. The tools, which are usable for checking, are Pareto diagram, histogram, and the other checking pieces.

4. Doing an Action when it is necessary
The change is carried out when it is necessary based on the above analysis result. The change is related to a newly standardization procedure to avoid the same problems or to determine a new target for the next improvement. The PDCA cycle runs continuously as soon as there is an improvement, and the improvement can give a new inspiration for the next one. Therefore, the management should formulize the objectives and targets of the new improvement. At the beginning, all new work processes do not work stable enough yet, before doing the next PDCA cycle, this process should be stabilized by SDCA cycle (Standardized-do-check-act) shown in the following picture 2:

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CHECK

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Picture 2: SDCA Cycle (standardize-do-check-act)
If anytime an abnormality happens in a process, the question should be proposed as a correction, namely: Did it happen because of having no standard or was there any deviation or was the standard not detail enough or was it incorrect? After determining the standard clearly, it should be obeyed. Then, it will make the process stable. After that it goes to a PDCA cycle. It means that a SDCA cycle is the standardization for getting process stability. While a PDCA cycle functions to apply the change for the improvement. Therefore, a SDCA cycle functions for the maintenance, and a PDCA cycle functions for the improvement and control.

If there is a mistake such as in a bad service, it should be analyzed to identify the main problem and the main cause. Then, using SDCA cycle can do the improvement. By using the detail and clear service procedure standard of service procedure. If everything goes well based on the standard, applying a PDCA cycle can do a new improvement. After doing the improvement, a new standard of improvement can be determined, and an effort to stabilized a new procedure. Thus, this is the beginning of function to keep the next one. The picture below shows how the improvement activity can be applied in a company between a SDCA cycle and a PDCA cycle (Masaaki, 1999: 59).

**Picture 3: How the improvement activity is applied between a SDCA cycle and a PDCA cycle.**
Modification of a PDCA cyclic for a service industry is illustrated in the next picture.

Through a service marketing strategy 7P (Product, price, place, promotion, physical evidence, process design, and participants) can be arranged a Total Quality Service Management, through a Deming Cycle can be seen the following picture.
IV. The Dynamic of Quality Management Improvement in A Deming Cycle.

Based on A Deming Cycle, every improvement of method and work process will give a related result, namely: quality improvement, cost reduction, productivity increase, price reduction, market-interest increase, existence of the company is more guaranteed, more job opportunity and there will be satisfaction and proud of work. Those results are the reaction of a Deming Cycle such as in the following picture:

![Diagram of Deming Cycle Chain]

According to Juran and Gryna (1993) the commitment of management to carry out the improvement is necessary, but that is not enough yet. To apply an action of commitment in a company needs a quality management element, and the most important one is a quality leadership through a real fact in applying the commitment. If the dynamic of quality management improvement of a company is analyzed by using a PDCA Deming Concept, it can be seen that the quality leadership management is an element of the action

Cycle (to act), as it is shown in the following picture
Picture 7: The Dynamic of Management Improvement of PDCA Deming Concept

From the picture above it is clear that the quality management improvement begins with the existence "A Strategic Planning" related with a Plan Element of the PDSA Deming Cycle Concept. Then, based on the strategic Planning, system changes are carried out following the strategic planning. In this case, "management changes" are needed to apply the changes happening to be able to be applied effectively and efficiently. The change management element of improvement dynamic of quality management is related with a do element. Then, through the changes a continuous quality improvement there will be a company culture caring and making the quality as the main objective of the company. The element of "company culture" in the quality management improvement dynamic is related with a study element (S). Finally, for carrying out the commitment of quality management improvement in an organization "quality leadership" is needed in this case matching with an Act element (A). The implementation of quality management improvement dynamic elements and a PDCA concept consistently is important to avoid the main problem of management attached by a Nato virus (no action talk only).

V. The Strategy of Increasing Service Quality

Increasing or improving service quality is not easy because many factors should be considered. It has a wide impact especially on the organization culture as a whole. Among various factors which should be noticed are to identify the main determinant of service quality, to manage the customers' hope and a service quality
proof, to develop a quality culture, to create automating quality; to continue service, and to develop a service quality information system (Fandy, in Nasution, 2004: 71).

1. Identifying the main determinant of service quality

Every service company tries to give the best for its customers. Therefore, it is needed to identify the main determinant of service quality of the customers. Thus, the first thing, which should be done, is to do a research of the satisfaction of the customers to identify the service determinant, which is the most important one for the target market. The next step is to predict the evaluation done by the customers for the company and its competitors based on those determinants. It will be able to be known a relative position of the company for the customers compared to other companies, which can help the company focus, its effort to increase the quality of those determinants. However, the company needs to monitor every determinant continuously because the market priority might change.

2. Managing the Customers' Expectation

Sometimes the company overreacts its communication messages to the customers to attract them. It will be dangerous for the company. The more promise the company offers, the more the customers need expectation, which might not realistic and it will be more difficult for the company to meet the customers' need. Therefore, there is one thing which can the slogan “Do not promise anything which cannot the reality, but it should be able to give better than what has been promised.”

3. Managing the proof of service quality

Managing the proof of service quality is to strengthen the customers' perception for all and after the service is given. It is because the service is a work and it cannot be seen or held, therefore, the customers tend to notice a tangibles fact related with the service as the proof of quality. From the company point of view, the quality proof covers everything which the customers consider as an indicator “like what service will be accepted (pre-service expectation)” and “like what service has been accepted (past service evaluation).” Service quality proofs can be service physic facilities, performance of service providers, facilities and tools used, financial reports and the company's logograms. Besides, various factors such as music, colors, air conditioners, location, and reposition can also create certain perception for the companies such as friendliness, quietness, accuracy, authority, rationality, stability and flexibility.
4. Teaching consumers

Helping the customers to understand the service is a positive effort to deliver the service quality. The better education customers will be able to make better decision. Therefore, their satisfaction will be much better. The efforts of teaching the customers can be done by: (1). Teaching the customers to provide a certain self-service by filling in a registration form, and carrying shopping goods and others. (2), Helping the customers to know when they can have the service in order to avoid a very busy period and to use a normal period. (3), Teaching the customers how to use the service. (4), Increasing the perception of service quality by giving an explanation to the customers why the companies use certain reasons to avoid dissatisfying them.

5. Developing the Quality Culture

The culture quality is an organization evaluation system producing a conducive environment for perfecting the quality continuously. The culture quality consists of Philosophy, belief, attitudes, norms, values, tradition, procedures, and expectation of increasing the quality. In order to create a good quality culture, it needs the commitment of all members of the organization. There are some factors which can influent and be the problem of the development of quality service, namely:

(1) Employees, such as selection, training, job description, salary/ wages, career lines, (2) Organization or structure, such as covering integrity or coordinating all functions and report systems, (3) Measurement such as work evaluation, complain control, and customer satisfaction, (4) System supports namely, technical factors, computers, database, (5) Service covers additional scores, quality rates, work standard, need satisfaction, and expectation, (6) Programs covers complain management, sale tools or promotion and management tools, (7) Internal communicating, consisting of procedures, and returned policy, (8) External communication consisting of customer education and to create expectation and company image.

6. Creating an Automatic Quality

The existence of automatization can solve service quality variabilities caused by the limited human recourse numbers. Therefore, before doing automatization, the company needs to do a careful research to decide the department needing human recourse touch and the department needing automatization. The automatization covering all sectors should be avoided.
7. Applying Services

Applying services can help separate service aspects to needs improving. The company should initiate to contact part or all customers to know the satisfaction level and their perception of the service given. The company can also give facility to the customers to communicate either their needs or their problems.

8. Developing Service Quality Information Systems

The Quality Information Systems are a system using various research approaches systematically to collect and spread the quality to support decision-making. The information needed covers all aspects namely: present past data, qualitative and quantitative data, internal and external data, and the information of the company and customers. The development of quality information systems is not limited for big companies only. Listening to the customers is a must for the companies. Therefore, it needs a research of the customers' expectation and perception. Through this research, the information of the strength and service weakness will be available from the customer's point of view. Generally, the quality information system will provide some benefits such as: (1) Management department will consider the customer's idea in taking decision. (2) The service priority of the customers can be recognized. (3) The process of quality improvement priority identification can be eased, and it can be the principle of making decision the source allocation. (4) The work ethic of the company and rivals can be controlled any time. (5) It can give the perception of initiative impacts and the investment of quality improvement. (6) It can give the performance-based data for evaluation to give honor to the prominent service and to correct the bad service.

VI. Strategy of the Customers' Satisfaction

Generally, every company applies a business strategy, which is the combination of offensive and defensive. The offensive Strategy is mainly objected to get new customers. Through this strategy, the companies hope that they can get a market point, sales and customers. Until now the main objective of the companies is generally pointed to the offensive strategy. If the companies focus on the offensive strategy and ignore the defensive one, the existence of the companies is threatened every time. The picture below shows the business strategy of the companies:
Picture 8: Strategy of Companies' Business

The defensive strategy refers to an effort to reduce the possibility for the customers to remove to other competitive companies. The defensive strategy objective is minimizing the alization of customer turnover or to maximize the customer retention by protecting the products and market from the threat of competitors. One way of obtaining this objective is by increasing the customers' satisfaction at this time.

An empirical research has proved that that the strategy of market point has a very close relation with the strategy of customers' satisfaction and both of them will increase he companies' profit, however, there are differences between the two of them. Getting and increasing the market point refers to the offensive strategy, in which the failure and success are mainly evaluated through its relation with its competitors. In the mean time, increasing the customers' satisfaction and creating challenges for the competitors refers to the defensive strategy in which its success and failure are evaluated through the change of the customers' retention.

The defensive strategy consists of two forms in which they are turning problems and customers' satisfaction. In the strategy of turning problems, the company tries to create certain turning challenges to make the customers reluctant to lose or to spend more cost to change suppliers. Returning handicaps refers to the cost of finding and transaction, price reduction for loyal customers, emotional costs, customers' habits and cognitive efforts, and financial, social and psychological risks. Besides, there are some other costs, such as the training cost of new
Employers, changing and new equipment costs. All of these can be obtained if there is harmony relationship, and profitable for the customers.

The efforts to create the customers' satisfaction totally is not easy, and Mudie and Cottam (1993) said that the total customers' satisfaction was impossible to get, although it was for the time being. However, using various strategies can carry out the efforts of improvements or perfecting satisfaction. The customers' satisfaction strategy causes the competitors to work harder and need more costs to get their customers. One point, which should be noticed, is that the customers' satisfaction is a long-term strategy needing a good commitment concerning with human resources. At least there are eight integrated strategies to get and to increase the customers' satisfaction (Chandra & Tjiptono, 2005), namely: marketing relationship & management, after marketing, customers' retention, superior customer service, infusion technology, unconditional guarantee, system of managing complains, and improving service. These strategies are not mutually exclusive because some of them are related and overlapped; therefore, the implementation should be revised based on the specific contacts of the companies. The integrated strategies are:

1. Marketing Relationship and Management

In this strategy, the transaction relationship between a service provider and customers happens continuously, and it never ends. In other words, there must be a long-term cooperation between the companies and customers, so that there will be a repeating business.

One factor needed to develop the marketing relationship is to create a customer database referring to the list of customers needs guiding, but it also covers other important points such as the frequency of buying goods, preferences, and others. By having these, the is expected to be able to satisfy the customers better, and later the companies can make the customers loyal to them, which make buy the goods again and again. Besides, the companies can also create a specific service for the needs of specific customers. For getting more effective results, the good relationship with the customers must be well kept, and so must competitors and distributors.

Berry (1983) proposed 5 main strategies of related marketing relationship, and they are simultaneously used: (1). A core service strategy refers to design and to market core services, which can basically create the growth of the customers' relationship. This ideal service is the one, which can create new customers, strengthen business relationship, and give a base for additional sales. The core services are mainly focused on the need of target market subjects. (2). Customization Relationship refers to adapt the services offered based on the
characteristics and needs of the customers individually. This strategy will be more effective if the capability of personal services is combined with the capability of information technology. (3). The Service Augmentation refers to provide additional services, which are more valuable for the core services to have differentiation of the companies' services of competitors. (4). Price Relationship refers to the use of price as an incentive to have a long-term relationship. (5). Internal Marketing refers to ability to create an organization climate, which can ensure the employers to deliver the services exactly. The companies use the internal marketing to make the employees interested, to protect, and to motivate employees in order to be able to offer the services consistently, and fulfill the need of target market.

The measurement of application of marketing relationship according to Sin, et al (2002, see Chandra & Tjiptono, 2005) covers six key components such as: trust, bonding, communication, shared value, empathy and reciprocity. If the satisfaction of services and customers are discussed, there should be creativity because it is possible for the organization to manage and to solve the problems happening or the ones, which will happen to business practice everyday. To realize and to defend the customers' satisfaction, four items should be carried out: (1) To identify the customers, (2) To understand the level of the customers' expectation, (3) To understand the strategy of the quality of the customers' service (4) To understand the measurement cycle and the feedback from the customers

2. After Marketing

The concept of Tery Vavra (1994, see Chandra & Tjiptono, 2005) about after marketing mainly refers to emphasize the importance orientation on the customers at this time as a system of reducing the effective cost create a profitable business. He has described the importance of concept of customer lifetime value, in which sooner or later the companies will be able defend the customers. The customer lifetime value can grow through various ways. The longer the customers buy the service of certain companies, the more the customers depend on those companies. Later on it is impossible for those customers to be interested to move to other companies, offering the lower price. Besides, because of the customers' loyalty, the loyal customers will support their friends, sisters and brothers, and their relatives to buy those companies' services.

Terry Vavra has also emphasized the importance of marketing activity and communication after the process of buying, especially in an effort to provide after purchase reassurance, and to build the brand marking loyalty. It will be wiser if the marketers are able to inform the customers actively about the benefits of the services they have bought. The attention and effort of marketing focused on to maximize the customers' satisfaction of the companies mentioned after marketing. The After marketing has the same objectives with the marketing relationship referring to the
effort to build a long relationship with the customers, and to increase customer lifetime value.

The success of the program after marketing depends on five factors namely: (1) Acquainting refers to an effort to identify the customers, their behavior, the customers' needs, including to identify high value customer; (2) Acknowledging refers to an effort to show to the customers that they are personally recognized. There is another way of doing to response every communication or to correspondence from the customers as soon as possible, (3) Appreciating refers to the appreciation of the customers and their business, (4) Analyzing refers to analysis of information delivered by the customers through communication and their correspondence, (5) Acting refers to an action to follow out every input of the customers and to show them that the companies are ready to listen to them, and to change the procedure of operation and services to satisfy the customers more effectively.

3. Strategy of the Customers' Retention

Some researches show how important the retention of strategy of customers is. According to Dawkins & Reichheld (1996), the increase of customers' retention as much as 5% contributes to the increase of Net present value of the customers as much as 25% - 85% in some industries, beginning from the service providers of credit cards of insurance brokers, car operation services, and management of office buildings. The research carried out by Bain & Company to some service industries had found out that the loyalty of the customers had a positive relation with the profit of the company (Reichheld, 1996). Averagely, the profit of every customer increased as the time went on because of six factors namely: acquisition costs, basic profits, and income growth, economizing costs, referral and price premium. These six factors are the economic benefits to keep the customers loyal to the companies.

The customers' retention is as the reflection of the defection or customer defection, in which the high retention level is the same with the low retention level. Its implication refers to an effort to increase the customers' retention, needing the understanding of factors causing the customers to move to other companies. De Souza (1992) identify six types of defection, namely: Lower price, better competitive products, better services, moving to another market, better sophisticated technology, a the political pressures. In the mean time, Keaveney(1995) has grouped eight factors causing behaviors to change, namely: 1) expensive prices or price increase, 2) unresponsive staff on the customers' complain, 3) the quality of better competitors' services, 4) being unethical or unsafe (5) the customers change their addresses, (6) the failure of interaction such as lack of attention, being impolite and incompetent (7) the failure of core services such as unprofessional services or unprofessional debts, (8) inconvenience,
especially the ones connected with location and operation hours, waiting time served and waiting time based on the promise made

4. Superior Customer Services

Offering a better service compared with the competitors makes this Strategy available. The forms of customers' services might be developed by the companies covering: the guarantee, a training for the ways of using services, technical consultation, suggestions to use alternative services, the chance of changing unqualified products, reparation of damaged components, providing spare-parts, continuing contracts with the customers, regular information of the companies, clubs of service users, monitoring and fixing services to fulfill the changes of the customers' needs, and others. These efforts fund, commitment, personal competence, and extra efforts to be able to be reached to create superior services.

With the high quality of services, the customers are ready to pay the higher price. At the end, the level of the companies' growth will be high with better profits.

To increase the customers' satisfaction, the service companies can develop an augmented service to the core service, for example, by designing certain guarantees or by providing a good sale service. The service of post-sales should also provide an effective and efficient media to manage complain. Although the customers are let express their emotion, that is good enough. At least the perception of satisfaction and obligation will increase if the companies admit their mistakes and apologize, and give the substitute of lose for the customers.

5. Strategy of Using Technology (Technology Infusion Strategy)

In the global competition era, and free trade, almost all companies compete in the service and offering services. The interaction between the customers and companies (service encounter) has a very crucial role in industries. The Service encounter can go on face to face, via telephones, through letters or Internet. Every encounter is a chance for the companies or the sources for the customers' dissatisfaction. The technology can be effectively used to increase and satisfy the experience of service encounter of the customers. According to Bitner et al (2000) technology has a big potentiality as a tool to create satisfaction of service encounter either for the customers or employees. They formulate technology infusion matrix functioning as a concept of strategy development to make use of technology to create the customers' satisfaction.

The technology can also provide substantial benefits for the companies and customers. However, not all customers will be antithetic with the increase of technology in a direct service (service encounter). Many other customers like social aspects in doing an interaction directly. The issue of privacy, secrecy, level of higher technology, and access costs of technology should be considered effectively.
Therefore, the customers should be involved in the process of designing the services. Besides, there should be freedom and ease for the customers to choose between technologically based encounters or interpersonally based encounters. It will help the companies to serve and satisfy the needs of different segment customers.

6. Unconditional Guarantees/Extraordinary Guantarees

This Strategy is one of the services for superior customers. The Strategy of unconditional guarantees is mainly based in the commitment to provide the satisfaction for the customers, which will be the source of dynamic perfection of the service quality and the companies' work ethics. Besides, it can also increase the employees' motivation to have better work ethic than before. Insurance guarantee or special guarantee must be designed to enlighten the customers' lost because the customers are unsatisfied because of buying the products. This promises the best quality and the customers' satisfaction. Its main role is to reduce the lost risk of the customers before and after buying the services, and it forces the companies to give the best services to have the customers' loyalty. Another function of it is as a positioning tool to differentiate the companies and their competitors. This guarantee is given two forms based on the customers' namely: external and internal guarantee.

A good guarantee needs some requirements namely: (1) reality specifically mentioned, for example, the time to test a free course is two weeks, (2) it is simple, commutative, and easy to understand, (3) it is easy to be understood by the customers, (4) it not to be a burden for the customers, (5) it is credible. There are two meaning containing in this criteria. First, the guarantee itself must have a structure, so that the potential customers will believe it. For example, the guarantee says, "We guarantee that you will lose your weight 30 kg in two weeks, but it doesn't happen, we will return your money;" "it is difficult to believe." Second, the guarantee can also reflect the credibility or the companies' reputation providing, (6) the companies must focus on the customers' needs. (7) It makes sense, referring to the payment must be based on the problem, and the perception of the customers must well managed and fair based on theirs. (8) It must provide a clear work-ethic, for example, 'the credit provided is within less than 25 minutes.'

7. Managing The Customers' Complain

The customers' complain because of unsatisfaction, and unprofessional treatment. Therefore, the higher the expectation of the customers, the worse the satisfaction they might get. Thus, the best management of the service marketing depends on the management of how to manage the customers' expectation.

Analyzing the unsatisfied customers, designing the management system of handling an efficient complain, and the requirements of good guarantees are effective strategies to create the customers' satisfaction. Generally, there are only
few unsatisfied service customers compared to the ones dealing with goods namely: 61%: 76% (Mudie and Cottam, 1993). If there are complains of the customers buying goods, it is usually only a little proportion and it can be managed in a short time. The customers' complain dealing with the unsatisfaction is grouped into three categories:

1). Voice response.

This category refers to the direct complain and or asking for the lost what they have spent to the companies dealt with. If the customers do it, so the companies might still get some benefits. First, The customers will give one more chance to those companies to satisfy them. Second, The risk of publicity can be reduced, publicity of recommendation from a mouth to a mouth and through newspapers. The third, giving inputs is about the unsatisfied service, which should be improved by the companies. Through the service improvement, the companies can keep the relationship and loyalty of the customers.

2). Private response

Some of the actions done are to warn or to inform colleges, friends or families about a service experience or the companies dealt with. Generally, this action is often done, and its impact is very influential for the companies' prestige.

3). Third-party response

The action done covers an effort to ask for the lost based on the law, to make a report to newspapers or to visit the customers directly, to visit a law board, etc. These frighten most of the companies, which do not provide good services to the customers or the companies, which do not serve the customers professionally, or the companies, which do not have the good procedures of the customers' complain. Sometimes, the customers prefer to publish their complain to the society because psychologically it will satisfy them better. Moreover they are sure that they will get respond from the companies related faster.

8. Recovering Services

Many experts say that the first law of quality is “to do something correctly since the beginning”. If it can be done, the customers' satisfaction can exist. However, if a company has done its obligation well, there are still some customers feeling unsatisfied or disappointed. There are two reasons: (1). Internal factors which are relatively controllable by the companies, such as rude employees, "being late", making a mistake of noting a transaction, etc., (2) External factors, which cannot be controlled by the companies such as climates (floods); disturbance of general infrastructure (electricity, roads); criminal activities, (burning, vandalism), and personal problems of the customers (losing wallets). Recovering service is closely related with the customers' satisfaction, and generally it can be created based on
three main points: (1) trying to improve service for the unsatisfied customers better to make them loyal to the companies, (2) service providers should be able to provide an unlimited guarantee to the ones who have ever got bad services, (3) Service providers should meet the customers' needs or manage the customers' complain professionally.

VII. The Factors of Service Success Keys

The observation result and watch done by researchers and watchers in the service sector propose five steps, which can be done to be successful in the service sector (Lupiyadi: 2001: 7), namely: Renewing the service offering, localizing the point-of-service systems, leveraging the service contract, using an information power strategically, and determining the strategic value of service businesses.

1. Renewing the service offering

One important point is that the adaptation and service improvement offered instead of doing a "packet" design, which is very perfect on the first Performace. This is based on the economic theory of service sector, namely: the change of the curve of the customers' needs, and from the needs of doing a service expansion to be multiple segments. The technique of detecting problems can be developed through some ways wit different levels, namely: (1) a survey, done during the use like Domino's Pizza around 40-50% per year. By using this technique, Domino's Pizza proposed direct questions to the customers about Pizza Domino they had had. (2) In depth problem detection, they detected the problems deeper, and the customers were asked to make a range of problems, which might appear and exist in the list of problems with the industry level, and also the problems thought by a company. (3 Computer content analysis, namely: the development of research of the customers' behavior, it must be deeper, and the interview is structurally carried out, so that it will produce thousands of words and ideas. (4) Answering services has developed very fast as a result of the increase of relationship between the companies and their customers; they not only answer the questions, but also make a record and an analysis of the problems happening to their customers.

2. Relocating System Point of Service (location the point of service system)

The availability is crucial, meaning that the service users are very important because the services cannot be hidden. Therefore, their use must be carried out as soon as possible. However, if the customers cannot get the services, the moment might lose later. Furthermore, the producers must always increase their ability to provide the services they have, so that the customers have various choices, especially the location of the service providers in order to help the customers to get and to increase
the service quality. This is which has made Mc Donald, Benetton, the Limited, and Mariott successful to be the problems for other companies such as Sears, Woolworth, Avon, Hertz, and others.

3. Carrying out a Service Contract as a Handicap of losing the Customers (leveraging the service contract)

The companies having the service business try to interest and keep the customers by having a contract system or providing certain member cards for the customers. By having member cards for various facilities and certain easiness, the companies will be able to get other profits, for example, the products can be identified, and the other customers' loyalty of other service companies can be built. This is beneficial to reduce or to avoid the customers to move to other competitive companies. For example, the smart shopping program of a Lipposhop helping its members buy their daily needs by providing the repeating confirmation for any purchase schedule.

4. Using Information Power Strategically

A service business is a very sensitive one for the progress of information and technology because in its operation the service data of the customers, transaction and employees are very essential. Besides, all of these can differentiate those services with the competitors', and they can increase the service quality and the services themselves.

5. Determining the Strategic Value of a Service Business

The strategy value is a function of business design, and an evaluation of methodology to explain the above issues. For example, how much is the growth of the service effort sub-segment; how is its demand? How is the level of competition? Does over supply happen? Has the business shown the power of service quality improvement? How good is the system of point of service allocated? Has the trend of switching become a certain handicap? Is it needed a service contract to anticipate it? Can the information power become a potential thing or a threat? The answers given to the issues might become a potential strategy and significant to increase the business and service provided by the companies.

VIII. Closure

Various internal and external powerful supports and nine future industrious trends will support the industrious environmental changes. To respond those changes, it needs Total Quality Management (TQM) and Total Service Management (TQS), a modern management concept, which is the principle of TQM to do a continuous improvement to make the quality products become better and the companies' satisfaction, which can increase the power of the companies' competition.
A Deming Cycle is an approaching tool to do a continuous improvement, covering A Plan, Do, Check/Study and Act (PDCA). If the improvement has been done, the service of stability is needed through the cycle of Standardized, Do, Check, and Act (SDCA). This means that SDCA Cycle is the standardization to reach process stability, but PDCA Cycle applies the changes for improvement. Every improvement method and work process will provide a range of results, namely; quality improvement, cost decrease, increase of productivity, price decrease, a market share increase, the continuity of the companies becomes guaranteed, more work opportunities, and satisfaction and proud of work.

The dynamic of management improvement in the concept of Deming Cycle (PDSA) is related with the strategic planning of a plan cycle, of change management in a do cycle, 'companies culture, a study cycle, and quality leadership in an act cycle. The improvement steps of service process consist of: identifying the problems of service processes, identifying and documenting the service processes, measuring work-ethic processes, understanding why a problem of the service processes can happen, developing the ideas of improvement processes, and implementing solution and evaluation. The strategy of increasing the service quality should focus on the eight main factors, namely: Identifying the main determinant of service quality, managing the customers' expectation, managing the service quality proofs, educating the customers, developing the culture of quality, creating automating quality, processing the service quality, and developing the information systems service quality.

There are eight strategies of the customers' satisfaction carried out to reach and to increase the customers' satisfaction, namely: Relationship marketing & management, after marketing, the customers' retention, superior customer service, technology infusion, unconditional guarantees, the systems of managing the customers' complain, and covering the services. The companies should do some efforts to be successful in the service part (Rambat Lupiyadi: 2001: 7), namely: Renewing the service offering, localizing the point-of-service system, leveraging the service contract, using information power strategically, and determining the strategic value of service business.
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A Deming Cycle
as a Tool of
Improving A Continuous
Service Quality