Best Operational Processes for an Organization

Ankita Sikdar [1], Surendra Kansara [2], Aasha Sharma [3]

[1] Symbiosis Institute of Operations Management, Nashik, Symbiosis International (Deemed University), Pune, India

[2] Assistant Professor, Symbiosis Institute of Operations Management, Nashik, Symbiosis International (Deemed University), Pune, India

[3] Assistant Professor, Symbiosis Institute of Operations Management, Nashik, Symbiosis International (Deemed University), Pune, India

ABSTRACT

This paper investigates the role of the operational process structure in process-based organizations. In-depth research and analysis have been carrying out to find what different procedures are followed by different industry sectors to develop their best operational process in general. The paper focuses on the general implementation of process-based organization structures of different industries and their results. This paper also discusses the behavior of consumers and how industries operate with respect to it. A thorough study was also done on how to acquire consumers, how to provide the best service and experience, how to handle customer complaints and give them resolutions, and how to go ahead with post-purchase services.

1. Introduction

An Operational Process is an organized set of tasks or activities that produces a specific product or service. These are the sequence of tasks or activities that generates value-added product or service offered by the companies as a final result.

The main objective of an operational process is to convert inputs into valuable outputs. Things such as raw materials, labor, money, facilities, and information are considered as Inputs whereas goods, services, levels of satisfaction of the customer after purchasing from the company are considered as Outputs.

Operational processes are different for different industries. Though the processes used by industries like manufacturing, construction, retail, e-commerce, IT, hospitality, Electric Power, etc. differ from each other but the underlying idea for all businesses whether big and small is always the same.

The primary purpose of any organization is to create the best processes that can produce products and services which will help to make the consumers happy and gain their trust and loyalty. This not only helps in gaining loyal customers but also helps in maximizing profits for the owners and the stakeholders.

Understanding consumer behavior requires thorough research on the psychological, motivational, and behavioral aspects of a consumer. It requires the organization to understand consumers' wants and needs and determine how consumers select, buy, use, and dispose of products and services. By learning about the cause and pattern of buying, an organization is able to determine which product and services are needed by the consumer, and according to that study, relevant goods and services are presented to the consumers. This eventually helps the business in retaining old customers and getting new ones easily.

2. Literature Review

The operational processes are perhaps the most frequently used and the most critical kind of processes in any organization. They define the primary activities that an organization needs to carry out for the successful execution of its business.

To understand on what basis an organization should prepare its processes it's crucial to

understand the buying and consuming behavior of the customers. By understanding how consumers decide to zero-in on a product, businesses are able to identify which products have a demand and which products are obsolete, which products need to be produced in high amount and production of which product needs to be reduced, which add-on services will play a major role when trying to sell the product in the market and what assistant can be provided to the customer which can help in consumer retention.

Before starting to build organizational processes it's very crucial to grasp the meaning of the value stream and map it these organizational processes since the processes are designed keeping in mind the point of view of the customer/client because they are the ones that are going to finance the entire project.

As we are aware of the fact that processes can be defined with the help of inputs, outputs, sequential activities, or tasks and an objective, the following methods are followed to manage and improve business processes.

2.1. Role of Inputs
Every process requires inputs for carrying out the work. They can be in the form of money, men, material, machinery, information, and knowledge. It is important to note that certain inputs such as men, money, and material are roughly proportional to their use which implies that the more it is used, the more will be the cost. Hence the aim of any operational process is to ensure that resources are used as cautiously as possible. At the same time, other inputs such as information and knowledge cost less and can dramatically increase the efficiency of the process. Therefore the aim is to use knowledge and information as much as possible which will help minimize the amount of inputs needed thereby lowering the cost.

2.2. Search for the Best Alternative
Processes follow the equifinality concept which means that the same process can be designed in "n" number of ways. To find the best alternative, it is important to explore all the possible alternatives.

Freeing oneself from the traditional way of thinking and using some creative thinking to develop alternatives is a must before making a choice. The aim is to choose the best practice that suits the company's goals. It is important to remember that an organization needs to be constantly on the lookout for other better alternatives even when the best practice decision has been made. This is done to ensure the organizational process doesn't become outdated. Technologies tend to evolve over time and so best practices have to shift along with them, or else there's a risk of the processes becoming obsolete and taken over by a well-informed competitor.

2.3. Standard Operating Procedure
Once all the alternatives are determined and the best process is decided, it must be recorded and converted to a manual. All employees must then receive this manual during their training. It must ensure that the process is designed in such a way that only best practices are implemented. If the employee has choices for an alternate course of action, the design is incorrect. The point of testing alternatives and finding the right one is so that the employees follow the best processes in a structured and consistent way. This standardization ensures the uniform quality of operation and standardized functionality regardless of where the service or product is being distributed.

A process determines the approach to conducting a given task. Even the smallest organization, based on their own time-cycles, would have a range of concurrent operations. Although most everyday activities should not be recorded as a formal process, once planning to work on a long-term basis starts, the major activities that are crucial to the ongoing success and should be clearly outlined and written down. This helps the organization to lay down best practices in the manual and allow others to follow it.

Whether it's a manufacturing industry, construction industry, hospitality industry or retail industry, following the above three steps always helps in making excellent operational processes which not only prepares smooth and seamless flow of all the internal industry processes but also helps in generating profits by providing value-added products to the consumers.

3. Methodology

The operational processes used by different industries can be classified in several ways. Whether big or small, the underlying idea of business processes belonging to the same industry is more or less the same. In order to test ideas about how different processes, we will dig deep into what different approaches are followed by different industries for providing the best operational processes for their business.

This research paper will also investigate different techniques used by industries for consumer acquisition, consumer service, and consumer experience. We will also discuss the process of handling customer complaints and providing resolutions and what post-purchase service approaches are followed by businesses.

3.1. Manufacturing Industry

In the Manufacturing Industry, there are multiple ways of manufacturing a product. Different manufacturing processes are specifically designed to manufacture different types of products demanded by the consumer. When a company starts manufacturing a product, the method they are going to use will be dictated by factors such as market demand of goods, the manufacturing technique of the finished product (assembled or converted from raw material), the amount of product required, etc.

There's a different manufacturing process administered for different demands. All these processes are different and have their own advantages and disadvantages while completing a particular task.

Let's understand each manufacturing process in more detail.

3.1.1. Repetitive Manufacturing

A repetitive manufacturing process is used for repeated productions, that commits to a production rate. In this type of manufacturing process, the same type of product or collection of products is manufactured 24*7 and thus they require a dedicated production line.

Since the requirements for setups are minimal and there is a little changeover, thus operation speed can be increased or decreased based on the customer demand and requirement.

3.1.2. Discrete Manufacturing

A discrete manufacturing process is used for the production of distinct items. Since this type of manufacturing process is extremely diverse and products manufactured using this process can be similar or different in design, there's a variation in setups and changeover frequency also. This is the reason the products manufactured using discrete manufacturing requires more time.

Similar to the repetitive manufacturing, a discrete manufacturing process also requires a dedicated production or assembly line.

3.1.3. Job Shop Manufacturing

A Job Shop Manufacturing process is used for manufacturing small amounts of custom products, namely Made-to-Order (MTO) products, and Made-to-Stock (MTS) products. Since they do not require a large space for manufacturing, they use production areas instead of an assembly line.

In the Job Shop Manufacturing process, only a small batch of custom products are manufactured. If the demand increases, then the operation becomes a discrete manufacturing process with a few selected manual operations being replaced by automated equipment.

3.1.4. Continuous Manufacturing

Continuous **Manufacturing, which is also known as Process Manufacturing (Continuous) is similar to that of the Repetitive Manufacturing process since it too runs 24*7, requires a dedicated production line, and produces the** same type of product or collection of products**. One of the key differences between the two is that this type of manufacturing process uses raw materials such as gas, liquid, powder, granules, or slurries whereas a repetitive manufacturing process uses the more physical component.**

3.1.5. Batch Manufacturing

A Batch Manufacturing, which is also known as Process Manufacturing (Batch) shares

similarities with the Discrete Manufacturing Process and Job Shop Process. In this type of manufacturing process, different components of a product are compiled through step-by-step processes. The raw materials travel in batches through the assembly line, where there is a pause in each stage as a batch goes through.

3.1.6. 3D Printing

A 3D printing process, which is also known as the Additive Manufacturing process is used for the construction of a three-dimensional solid object from a digital model.

3.2. Construction Industry

Construction is the process of turning imagination into reality by the means of proper planning, analyzing, designing, and finally executing at the site. Each stage of the construction process has some steps and processes which need to be executed for a successful transaction.

Though construction projects can vary depending on their size, budget, date of delivery, supplier, stakeholders involvement, etc., however, construction projects are often a long and challenging operation and follow these basic operational process steps while constructing.

3.2.1.Conception Stage

In this stage, the client gives a brief idea of the design that he has in mind for the construction project and the location where he wants the project to be constructed. The specifications and standards of the construction project are also conveyed by the client to the construction company by the client.

The stage of conception may differ as per the project. It may take anywhere from a couple of days to a couple of months or more, depending on how urgent the need for project completion is.

3.2.2. Design Stage

Once the conception stage finishes and the idea of the design is conveyed by the client, the next step is to discuss and present the architecture/design of the construction project to the client.

The design team, led by an architect or an engineer, will need to ensure that all state laws and regulations are complied with while preserving the vision of the project owner and ensuring that the newly built structure is functional.

Other decisions like – the objective of the project, size of the building, how much space is needed, how many rooms are required, what kind of materials, colors, texture are to be used, what kind of special features are required, etc. are also discussed in this stage. Cost estimation is also provided by the construction company in this stage.

Once everything is discussed and architecture is finalized, a contract is signed between the construction company and the client and a contractor is chosen to do the work.

3.2.3. Pre-Construction stage

This first step of this stage is the creation of the project team. It typically consists of - Contract administrator, Project manager, Superintendent, Field Engineer, and Health and Safety manager.

The primary task of a project team in this stage is to do site examination and prepare the construction site before the actual work begins.

3.2.4. Procurement stage

This step involves ordering and receiving materials, equipment, and workforce for the project.

3.2.5. Construction stage

This is the stage where the actual construction work starts.

3.2.6. Final Inspection stage

After completion of the construction work, a final inspection is done by the construction company and then by the client.

Once that is complete and the final payment is cleared, the client is given training by the project team on how to operate and maintain the newly built structure.

3.2.7. Handover stage

The final stage of the construction process is handing over where the client takes over the building.

3.3. Retail Industry

Supermarkets, grocery stores, department stores, specialty shops, franchise stores, chain stores, mail-order houses, online retailers, and door-to-door sales services are all a part of the Retail Industry. Their job is to purchase the products from wholesalers, store them, and resell them in limited quantities to customers.

The operation of the Retail Industry includes all the processes organization carries out to keep the store running efficiently. Even though the working of different shops might vary but the underlying objective of these retail processes is the same.

3.3.1. Store Management Process

The store management process involves ensuring store staff carry all the activities related to storekeeping and stock control economically and efficiently. The activities mainly include –

- Keeping the store neat and clean
- Maintain ample stock of goods in the store
- Effective planning to keep store staff available during working hours
- Preventive measures to protect goods and property of the shop from stealing
- Organizing productive meetings with employees to strengthen their confidence and inspire the workforce to achieve sales targets
- Communication with consumers to recognize their requirements, concerns, and complaints
- Ensuring store employees are compliant with employment laws about wages, working hours, and equal opportunities for jobs.

3.3.2. Premises Management Process

Premises Management Process involves the range of activities needed to ensure the safety, maintenance, and seamless operation of the store. The activities mainly include –

- Based on the target audience, location of the store, and selling product category, determining store operating hours
- Ensuring product security by installing CCTV camera or putting anti-theft tags on products and placing theft detection sensors at store entrance and exits

3.3.3. Inventory Management Process

Inventory management means ensuring the right stock is present, at the right levels, in the right place, at the right time, and at the right price. The activities of this process include –

- Receiving goods from the vendor
- Recording the goods received
- Checking the quality of the goods received
- Segregating and Recording the defective/damaged item
- Marking goods which have to be returned
- Placing the goods in such a way that gains customers attention

3.3.4. Receipt Management Process

Receipt Management involves all the processes by which the store retailer gets the amount against the sold goods. For small retailers, the mode of receipt is generally cash whereas, for retails of large retail stores, the mode can be cash, debit card, credit card, online payment, gift card, etc.

3.3.5. Supply Chain Management Process

Supply Chain Management (SCM) is the management of the flow of goods and services, information, and finances when moving from manufacturer to wholesaler to retailer to customers. The activities **of this process include the task of coordinating and integrating these flows within and out of a retail business.**

3.3.6. Customer Service

The customer Service process involves assistance and advice provided by the retail staff to the customers who are buying their products. Activities of this process include –

- **Civility, speed, and punctuality of the staff**
- **Product knowledge**
- **Manner of speaking**
- **Potential to solve problems**
- **The pace at the billing counter**

3.4. Hospitality Industry

The hospitality industry is a large service industry category that includes accommodation, food and beverage services, event planning, theme parks,

and transportation. Usually, it consists of hotels, restaurants, and bars.

The main goal of any hospitality industry is to satisfy its customer's needs. This is achieved by following the three basic business processes –

3.4.1. Managerial Process
Developing and managing human resources, finances, and IT, controlling physical resources, and maintaining reputation, change, and quality of the hotel are all part of the managerial process of the hospitality industry.

3.4.2. Supporting Process
Supporting Process of a Hospitality Industry are those processes which do not directly involve the hotel guests but are necessary to start the hotel business. These include activities like – understanding the markets and services, developing the vision and mission of the business, and designing, marketing, and selling hotel products and services.

3.4.3. Operating Process
The operating Process of a Hospitality Industry is the processes that are produced and serviced as and when asked by the guests. Production activities include services like - preparing foods and drinks whereas Service activities include services like – providing guests with accommodation, meals and beverages, transportation, laundry service, entertainment, medical assistance, etc.

The operating process is further divided into four different processes, which are –

3.4.3.1. Housekeeping process
The housekeeping process is an essential and crucial part of the experience and satisfaction of hotel guests. The objective of this process is to make the guests feel comfortable and at ease which will help in enhancing guest satisfaction and an increase in the use of the hotel services and frequent check-ins.

The housekeeping process is responsible for maintaining the hygiene of the hotel rooms and other public areas, providing necessary supplies for the room, making beds, decorating the interior

of the hotel, laundry and dry cleaning service, maintenance, and security services.

3.4.3.2. Input Supply process
The Input Supply process helps in providing different kinds of goods and materials like raw, canned, and dry food items and beverages for the hotel and storing them.

The activities of this process include selecting the best food and beverage supplier, ordering and purchasing food from them, keeping a track of the receipts of the received food and beverages, storing them in appropriate areas, and testing, reviewing, and comparing the taste and quality of the food and drink items and conveying issues to the supplier if any.

3.4.3.3. Food and Beverages production and service process
The food and Beverages production and service processes are responsible for preparing and providing food and beverages to the hotel guests according to their demand.

3.4.3.4. Guest Arrival and Departure process
The guest arrivals and departures process is the main point of contact for guests at all points of their stay at the hotel (from reservation to hotel bills payment). This process is broadly divided into five stages –

- Pre-arrival (Pre-booking of rooms by guests)
- Arrival (guest details registration and room assignment)
- Occupancy (guest check-ins to the room)
- Departure (guest check-out and bill clearance)
- Post-arrival (Feedback for customer service)

3.5. Electric Power Industry
Electric Power Industry is typically highly regulated, often with price controls, and is also owned and controlled by governments. It is divided into four processes - electric power generation, transmission, distribution, and sale to the general public and industry.

3.5.1. Electric Power Generation Process

Electricity generation is the method of producing electricity from primary energy sources. There are several methods to convert other forms of energy into electric energy. Some of them are –

- Electric Generators – Transforms kinetic energy into electricity
- Electrochemistry – transforms chemical energy into electricity, as in a battery
- Photovoltaic Effect – Transforms light into electrical energy

3.5.2. Electric Power Transformation Process

The process of transmission of electric power is the method of transportation of large-scale electrical energy from a generating site, such as a power plant, to an electrical substation. The interconnected lines that facilitate this step are known as the transmission network.

3.5.3. Electric Power Distribution Process

The final stage in the delivery of electric power is the Electric Power Distribution Process. It helps in transporting electricity from the transmission system to electric retailers.

3.5.4. Electric Retailing Process

Electric Retailing Process is the final step of the electric power industry process. In this process, the electricity is supplied to the end-users from the electric retailers according to their demand.

3.6. Organization & Consumer Behaviour

Consumer purchasing behavior applies to the study of consumers and how they act as they decide to buy a product that suits their needs. It's an analysis of the actions of customers that causes them to buy and use a particular product or service.

Since the process of thinking and attitude towards buying a given product varies from person to person, it is necessary for an organization to plan, manufacture, and launch a product according to the consumer's liking. If this is not done in a proper way then there's a high chance of product failure.

Consumer purchasing behavior helps us find answers to – what consumers buy? Using what mode do they buy? When do they buy? How often do they buy? Why do they buy? and many more and by finding answers to these questions the organization is able to find the correct way to acquire, retain, and satisfy the consumers.

Even though the consumer purchasing behavior approach varies from industry to industry, company to company, the underlying idea of acquiring, retaining, and satisfying the consumers are the same. The following are the basic strategies that are followed by every company in every industry.

3.6.1. Consumer Acquisition

The method of attracting new customers for business or turning current prospects into new customers is client acquisition. The value of customer acquisition varies depending on an organization's business situation.

Consumer Acquisition deals directly with issues such as acquiring customers at a reduced rate, acquiring as many customers as possible, acquiring indigenous and market-oriented customers, acquiring customers that use newer business networks, etc.

Any organizations generally concentrate on the following consideration while trying to acquire new consumers.

- Psychology of consumer – how consumers feel, perceive, and then choose a product

- Consumer Behaviour – how consumers behave and what pattern they follow when purchasing a particular product range

- Surrounding Environment – how consumers are affected by the world around them, such as the market, community, technology, media, etc.

- Convincing Power – Implementing best practices to successfully attract potential consumers and enhance marketing campaigns is extremely necessary

- Information Processing Capacity – Studying the limitation of the information

processing capacity by the customer which affects the ability to make decisions.

It has been noted that techniques for acquiring customers changes with improvements in technology. Thus there's always a need to update the techniques of acquiring new customers. It is important to stay in the competition and explore new methods of entertaining customers to have a high consumer acquisition rate.

3.6.2. Consumer Service

Customer service is a set of rules and procedures which ensure that customers are responded to and supported in a timely manner. The number one objective of a successful customer service process is the experience of the customer being of paramount importance.

All the business follow these basic steps to ensure their customer service stays top-notch.

- Hearing the customer – Listening to their customers and understanding their requirements or complaints.

- Serving customers need – Understanding and providing the best possible solution to their problem.

- Customer Satisfaction – Not settling for "Above Average" customer satisfaction rating and always aiming for a 100% customer satisfaction rating

- Respecting Customer – Always respecting the customer and their query/complaints and ensuring that their query/issue is fully answered/resolved by the means of a follow-up call or SMS or email

- Other Postulates – Being patient with the customer, staying calm and composed, making sure support representative is fully aware of the product, always being polite and using positive language, being cheery to grumpy customers

3.6.3. Consumer Experience

Consumer experience is described as the customer's interactions and experiences with the organization during the entire consumer journey, that is, from the first contact to becoming a satisfied and loyal consumer. It can be defined as the impression the consumer has on the brand as a whole based on their journey of buying.

It is important for an organization to provide a positive consumer experience because it guarantees repeated and loyal customers. And in order to achieve that businesses all around the world, follow these simple five steps to improve their consumer experience.

- **Generate a clear consumer-focused vision - Generating a strong consumer-focused vision helps the consumer connect with the organization. A collection of statements that serve as guiding principles is the best way to describe this vision. Once these values are created, they will guide the organization's behavior.**

- **Understand the consumer's problem/query - Thoroughly understanding the consumer's problem/query by going in-depth of the problem/query, finding the root cause of the issue, finding out the best ways to resolve/answer the issue/query, and providing solutions/answers in such a way which the consumer can easily follow**

- **Establish an emotional connection with the consumer - Best customer service is accomplished when there's an emotional bond between the consumer and customer service representative. Consumers become loyal when they are emotionally attached to the organization and remember them while using the product or service. A simple way to achieve this is by sending mail to their loyal customers on their birthdays or anniversaries.**

- **Take customer feedback - Getting Customer feedback is always encouraged since the feedback acts as a gliding resource which helps in**

- **determining the growth of the organization.**

- **Capture frequent feedback from employees - Instead of taking annual feedback from the employees, some organizations take regular feedbacks from employees. This helps the organization get inputs from their employees on how to improve the customer experience and based on those inputs and ideas changes are made to make the customer experience better.**

3.6.4. Post-Purchase Services

The final stage of a consumer's decision-making process is the post-purchase stage where the consumer assesses if he is happy or sad about the purchase. There are strategies that successful organizations apply to make a consumer happy about his purchase and helps in convincing the consumer to buy more products or services from the organization in the future.

The following 8 post-purchase services by the organization helps in getting the consumers to buy from them again.

- Showing appreciation for buying - Showing appreciation for buying the product or using their services by the means of a 'Thank you' mail/call/message can really help in building long term relationship with the consumer. This small gesture not only helps make the consumer happy but also helps them feel that the organization cares for its customers.

- Returns and Refunds - Consumer might face post-purchase anxiety after buying a product or service by questioning himself/herself if the decision to buy the product was the right decision. By providing post-purchase services like returns and refunds, organizations help the consumers get rid of post-purchase anxiety and also helps them believe the organization is not all about sales, they understand their customers' needs.

- User guides - Once a product is purchased, sending the consumer a user guide so as to reduce returns and ensure the consumers enjoy it and not give up trying to work it out. This can be done in multiple ways - by the means of written user manuals with the product or by sending emails containing infographic or video guide to the consumer or directing them to the website containing user guides.

- Provide Care Tips - Just like user guides, sending them tips to care for the purchased products. This helps the consumer get all the values from their purchase and ensure that the product doesn't wear out quickly. This too can be conveyed to the customer by the means of user manual with the product, email, or link to the website containing all the information.

- Get feedback – Getting customer feedback for their purchase is another way to improve customer experience. Letting the customer know that their feedbacks matter not only help them feel special but also helps the organization improve its product line.

- Sending reminder notification - Sending consumers replenishment alerts when their products are about to get expired or run out so that they can re-order. This helps in enhancing the customer experience and helps to make the brand a reliable one.

- Loyalty benefits, cashback, scratch cards, and coupons - Some organizations go the extra mile and show their appreciation by providing loyalty benefits (exclusive offers, VIP access, bonus points), scratch cards (cash prize, free items), cashback (on current purchase or next purchase) and coupons (discount on next purchase, discount on a purchase of some other item)

- Product recommendation - Another post-purchase service is recommending products complimentary to the product that was bought by the consumer or recommending something the organization

considers the consumer might be interested in after reviewing all the details of the consumer that is present with the organization. This helps the consumer with convenience and inspiration for the next buy.

3.6.5. Consumer complaints and resolution

Getting complaints from consumers is often an indication that there has been some disconnection between what consumers expected and what was delivered to them. There are times where this disconnection is induced by unrealistic expectations and wrong assumptions from a consumer's end but often it's triggered by something that the organization is doing wrong.

A consumer complaint can be a result of the organization's marketing copy driving the consumers to believe something incorrect about the product or service or sometimes it may represent a problem that exists outside the direct control of the organization like a third-party shipping issue.

Customer complaints can arrive in via various mediums, have varying degrees of dissatisfaction, and need different approaches to solve the problem. That being said, organizations generally set up guides and depend on them to respond to these concerns, then they customize the approach to suit the complaint that has been made by the consumer.

Organizations generally provide resolution to consumer's complaints using these recommended processes.

- Read/listen to the complaint made by the consumer - When an organization receives a consumer complaint, the first task is to read/listen to the issue, focus on the issue that is being faced by the consumer and show empathy towards the consumer's story.

- Take a moment to formulate the disapproval - Sometimes realizing that a consumer has shared his/her disapproval for some product or service can actually hit hard. During those moments, it's

recommended to take a moment to digest the complaint and compose yourself before jumping into solving the issue.

- Dictate what steps will be taken to deal with the problem - Generally, consumer complaints are more or less the same and chances are the service representative of the organization is well aware of how to resolve the issue almost immediately after listening to the complaint made by the consumer. But sometimes some complaints come which are not so common and requires time for analysis to get to the root cause. During these situations, the representative can ask for time from the consumer and figure out how the issue can be solved.

- Show appreciation for the feedback - The feedback which has been provided by the consumer contains valuable insights about the products or the services that the organization is providing which can help in identifying the pain points of the product or the service which in turn will help the organization to rectify the issue and avoid further customer dissatisfaction. Thus thanking the consumer for their valuable feedback is always important no matter how harsh their comments are.

- Apologize and reiterate the understanding of the issue - After thanking the consumer for the feedback, the representative should apologize for the issue that the consumer is facing and express empathy by repeating the understanding of the issue, the consumer has just explained. This will ensure the consumer that the representative understood the whole issue and the complaint has been taken into account and will be resolved as soon as possible.

- Provide inputs on how the issue will be resolved - The next step is to clearly dictate the remedy plan to the consumer. This helps the customer to be sure of the fact that necessary actions have been taken by the organization to rectify the issue and stop it from recurring. This kind of

response helps in getting customer feedback and make it more likely for the customer to share his opinion again.

- Share assistance information - Once the issue is resolved and the consumer is happy with the result, show appreciation to the consumer by again thanking the consumer for the feedback and offer to follow up information in case the person wants to reach out to the service desk again for any other issue in the future.

- Verify with the consumer to check if he's satisfied with the outcome - After a few days or weeks, check in with the consumer to see if there were any recurrence of the issue. This helps the consumer understand that their feedbacks are taken seriously and the organization actually cares for their satisfaction which in turn will help in getting more feedback from them.

- Make changes based on customer feedback - If multiple complaints are getting registered for a particular product/service, the matter is escalated to the higher authority and necessary rectification is made for that product/service.

4. Conclusion

The operational processes of an Industry can be categorized in multiple ways. Despite various different forms of business processes and several variations of process structures, all business processes have the same backbone structure in any specific industry. The best operational processes for industries like manufacturing, construction, retail, hospitality, and electric power have been discussed in this research paper. A thorough study was also done on how industries acquire consumers, how they provide resolution to consumer complaints, and what actions are taken by industries to gain consumer base by the means of consumer service, consumer experience, post-purchase service.

5. Scope for further research

This research involved finding the general flow of processes followed by five major industry sectors and the process they follow to build a relationship with their customers. Further study can be done on the day-to-day processes followed by other industries and other strategies that are followed to develop a customer base and retain customers as well.

Acknowledgment

References

[1] Bandić, M., Orešković, M., & Izetbegović, J. (n.d.). AN APPROACH TO THE BUSINESS PROCESS IMPROVEMENT PROJECT IN CONSTRUCTION COMPANY. Retrieved from https://www.irbnet.de/daten/iconda/CIB16215.pdf

[2] Barden, P. P. (2013). Decoded: The science behind why we buy. John Wiley & Sons.

[3] Beltis, A. (n.d.). How to respond to customer complaints. HubSpot Blog | Marketing, Sales, Agency, and Customer Success Content. https://blog.hubspot.com/service/respond-to-customer-complaints

[4] Customer acquisition - Meaning and its process. (n.d.). Management Study Guide - Courses for Students, Professionals & Faculty Members. https://www.managementstudyguide.com/customer-acquisition.htm

[5] Davies, C. (n.d.). The ultimate guide to creating a sales process [Web log post]. Retrieved from https://blog.hubspot.com/sales/sales-process-

[6] Debevoise, T. (2007). Business process management with a business rules approach: Implementing the service oriented architecture. BPM/Business Rules Approach.

[7] Dhangal, A. (2017, July 10). 14 ways to create a customer experience strategy. Acquire. https://acquire.io/blog/customer-experience-strategy/

[8] The five types of manufacturing processes. (n.d.). https://katanamrp.com/blog/types-of-manufacturing-processes/

[9] Garner, S. (2012, April 28). What is an operations process? Retrieved from https://canadianentrepreneurtraining.com/what-is-an-operations-process/

[10] Garvin, D. A. (1998, July 15). The processes of organization and management. Retrieved from https://sloanreview.mit.edu/article/the-processes-of-organization-and-management/

[11] Gleeson, P. (2019, February 6). Standard operating procedures of customer service. Small Business - Chron.com. Retrieved May 11, 2020, from https://smallbusiness.chron.com/standard-operating-procedures-customer-service-2054.html

[12] Graves, P. (2013). Consumerology: The truth about consumers and the psychology of shopping. Hachette UK.

[13] Juneja, P. (n.d.). Operational / Transactional processes. Retrieved from https://www.managementstudyguide.com/operational-processes.htm

[14] Koutsogiannis, A. (n.d.). 6 stages of a project in construction. LetsBuild. https://www.letsbuild.com/blog/6-stages-of-a-project-in-construction

[15] Krstic, B., Kahrovic, E., & Stanisic, T. (2015). Business process management in hotel industry: A proposed framework for operating processes. Ekonomika, 61(4), 21-34. https://doi.org/10.5937/ekonomika150402 1k

[16] Kumar, A. (2018). Business process management. Routledge.

[17] MacDonald, S. (2020, September 14). 7 ways to create a customer experience strategy. SuperOffice CRM (Customer Relationships Matter). https://www.superoffice.com/blog/customer-experience-strategy/

[18] Mishra, G. (2012, January 23). Construction processes. The Constructor. https://theconstructor.org/construction/const-management/construction-processes/416/#:~:text=Construction%20has%20two%20phases%2C%20one,the%20construction%20depends%20on%20this

[19] Mola, D. (n.d.). Operational processes, systems and infrastructure | Learning area | UnLtd |. Retrieved from https://www.unltd.org.uk/our-support/learning-area/operational-porcesses-systems-and-infrastrcuture

[20] O'Connell, J., Pyke, J., & Whitehead, R. (2006). Mastering your organization's processes: A plain guide to BPM. Cambridge University Press.

[21] Parker, G. G., Tan, B., & Kazan, O. (2019). Electric power industry: Operational and public policy challenges and opportunities. Production and Operations Management, 28(11), 2738-2777. https://doi.org/10.1111/poms.13068

[22] Pearson, S. (2020, February 26). Step-by-step guide to business process mapping [Web log post]. Retrieved from https://tallyfy.com/business-process-mapping/

[23] Retail management - Business operations. (n.d.). RxJS, ggplot2, Python Data Persistence, Caffe2, PyBrain, Python Data Access, H2O, Colab, Theano, Flutter, KNime, Mean.js, Weka, Solidity. Retrieved May 4, 2020, from https://www.tutorialspoint.com/retail_management/retail_business_operations.htm#:~:text=The%20retail%20business%20operations%20include,a%20perception%20about%20the%20store

[24] RoomkeyPMS. (2017, October 12). The 5 operational activities that impact your hotel business the most (and how tech can help). RoomKeyPMS. https://roomkeypms.com/blog/5-operational-activities-impact-hotel-business-tech-can-help/

[25] Rouse, M. (2020, February 11). What is process manufacturing? Definition and examples. SearchERP. https://searcherp.techtarget.com/definition/process-manufacturing#:~:text=Within%20the%20manufacturing%20industry%2C%20various,job%20shop%20manufacturing

[26] Scout, H. (2020, July 30). Step-by-step guide: How to handle customer complaints. Help Scout | Simple Customer Service Software and Education. Retrieved July 30, 2020, from https://www.helpscout.com/helpu/customer-complaints/

[27] Sharp, B. (2017). Marketing: Theory, evidence, practice. Oxford University Press, USA.

[28] What is consumer behavior and why is it important? (2020, February 14). Clootrack. https://clootrack.com/knowledge_base/what-is-consumer-behavior/

[29] Wilson, C. (2018, February 26). 8 ways to improve your post-purchase customer experience. Brandwatch. https://www.brandwatch.com/blog/ways-to-improve-post-purchase-customer-experience/