

NAVIGATING CUSTOMER SERVICE CHALLENGES AT SAGACIOUS (2013)

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INTRODUCTION

The starting year of 2013 was a busy year for startups, and Sagacious stood out as a potential business (Möller & Törrönen, 2003) full of passion and inventiveness. But even in its early steps, there was a clear obstacle in its way: there was no specialized customer support staff (Goffin & New, 2001). This lack of assistance was similar to being disappointed when you open a new toy and discover that important instructions are missing. Sagacious struggled with the consequences; not having a dedicated crew to support clients caused a number of problems similar to trying to address complicated problems without the required resources. comprehensive toolkit—a difficult undertaking with insufficient funding. As difficulties grew, Sagacious made the decision to face them head-on in an effort to raise the bar for its customer service. The appointment of Mr. Sajjad as Sagacious's new CEO in 2017 marked a turning point. He steered a ship through new waters, and his tenure represented a transformational age. Mr. Sajjad's leadership served as a catalyst for change after he realized how urgently the company's customer service environment needed to be changed. His strategic vision and unwavering dedication gave Sagacious new life and revolutionized the company's approach to customer relationships.

Background of Company

Sagacious (Pvt) Ltd. Is a private limited company incorporated under the company's ordinance of 1984. It is operated and managed by professionals with years of experience who have worked in various organizations at senior management level and have worked in different environments. Sagacious focuses on its Dignity and career development of employees. Sagacious System is a company dedicated to producing exceptional products while maintaining a keen focus on clients' business needs and goals.

Overview of Offerings

Erie's Promising Perfection - Sea Freight Services Sagacious System's subsidiary, Erie, specializes in unparalleled sea freight services. They provide comprehensive and cost-effective solutions for worldwide shipping needs. Erie's commitment to excellence ensures reliable and efficient transportation of goods across the globe Purika - Water Purification Plants Another arm of Sagacious System, Purika, focuses on water purification solutions. They offer a wide array of purification plants catering to diverse commercial, industrial, and large-scale applications. Purika's technology aims to ensure access to clean and safe water, thereby contributing significantly to enhancing the quality of life. Hatim's Loyalty Card Program Sagacious System extends its services through Hatim's loyalty card program This initiative targets Erie's customers, offering them exclusive benefits such as special discounted prices, loyalty points, and giveaways. The program is designed to foster customer loyalty and satisfaction (Bowen & Chen, 2001). Client-Centric Approach Sagacious System stands out due to its client-centric approach. It prioritizes understanding and addressing the unique business

needs and goals of its clients (Refer to Exhibit 1, Figure 1 & Figure 2). The company's highly-engaged environment fosters continuous improvement and innovation in its product offerings.

Key issues faced in the absence of customer care center

Under the guidance of Mr. Sajjad, Sagacious started a reforming path. In an attempt to close the gaps preventing it from providing excellent customer service, the corporation mobilized. A specialized customer care department was to be established; it was like trying to discover the last piece missing from a jigsaw puzzle. But this was only the beginning of Sagacious's metamorphosis. Obstacles continued, requiring the business to adopt new practices and accept technology developments. Sagacious jumped into using cutting-edge technology to speed up customer care procedures, much like a craftsman embracing new tools to increase efficiency.

Sagacious's story is an embodiment of flexibility and resiliency. Its journey from a business that found it difficult to help consumers to one that is leading the way in customer-centricity is evidence of its tenacity and dedication to quality. The chapters that came after Mr. Sajjad's appointment signaled a new age of creative customer care techniques in addition to fixing previous flaws. The tale of Sagacious's return evolved as it overcame these difficulties, presenting a picture of tenacity, inventiveness, and steadfast commitment to centering its business around its clients. The subsequent chapters delineated the course of Sagacious's rise to prominence in the realm of customer service excellence. Before joining of Mr. Sajjad company was facing a lot of problems which include;

Absence of a Dedicated Customer Care Department (Bakker et al., 2003) (Refer to exhibit 2) The company didn't have a special team just for helping customers. Because of this, solving customer problems or answering their questions was harder. Different parts of the company handled customer issues, which sometimes made things slower and less organized, affecting how happy customers were. Due to this it leads to a lack of communication between the customer and the company, which can result in a loss of trust and loyalty. Additionally, without a dedicated customer care department, company was not be able to identify and address customer complaints and issues in a timely manner, which leads to negative reviews and a damaged reputation. Company was relying only on a call center that uses manual ways (not using computers or machines) to help customers caused some difficulties. which means people at the call center did things by hand, without using technology to make things faster or easier when assisting customers. There was Poor Customer Support because there was no proper management team for customer support system Without a dedicated customer care center, customers were struggling to find assistance or support where they faced inquiries, issues, or complaints. This lack of support was leading to frustration, dissatisfaction, and a negative perception of the company. Because of this problem company was facing negative impact on brand reputation.

Inadequate customer support (Refers to exhibit 2) was significantly tarnishing a company's reputation. Dissatisfied customers were share their negative experiences with others, which was impacting the company's brand image and potentially deterring new customers. There was another problem which was the improper use of technology in their departments of customer care due to this problem most of the employes needs to take the review or feedback for their customers by hand or to go at the doors of the customers which was making their customers frustrated and they were totally irritated for the company behavior.

This problem was also damaging the company reputation. Because of this problem they need a proper trainer for the company who can handle the problems of company effectively.

Strategies implemented by Mr. Sajjad

Mr. Sajjad was appointed as the CEO sagacious Pakistan a company struggling with customer service inefficiencies due to the absence of a dedicated customer care department and outdated support systems. They struggled a lot for the company for there come back they applied there strategies on the basis of their experience which include.

Establishing a Dedicated Customer Care Department: Sajjad recognized the need for a specialized team solely focused on customer inquiries. He spearheaded the creation of a dedicated customer care department, comprising skilled individuals trained to handle customer concerns promptly and effectively. Sajjad Ahmed made a special team just for helping customers. This team's job is to listen to and solve any problems or questions customers have. This shows that Mr. Sajjad Ahmed wants to make customers happier by giving them better service. The formation of this specialized department was carefully curated with a set of clear objectives: The main goal is to quickly help customers with their questions or problems. This team wants to solve issues as soon as possible. Everyone in the team knows a lot about different customer problems. They want to understand customers better to fix any issues they have (Refer to Exhibit 3).

Training Employees in Customer Service: Sajjad prioritized comprehensive training on customer service skills for all departments. Even non-customer-facing teams were equipped to handle basic queries, empowering them to escalate issues appropriately (Refer to Exhibit 3).

Utilizing Technology for Feedback Collection: Recognizing the value of feedback, Mr. Sajjad introduced digital feedback collection methods, including online surveys and automated follow-ups after customer interactions. This facilitated streamlined feedback gathering for continuous improvement (Refer to Exhibit 3).

Improving Communication Channels, (Gruber et al., 2017) Sajjad revamped communication channels by establishing a centralized helpline, email support, live chat on the website, and active social media interaction. These channels were made easily accessible and responsive to customer needs (Refer to Exhibit 3).

Hiring a Customer Service Trainer: Recognizing the need for skilled personnel, Mr. Sajjad hired an experienced customer service trainer. This trainer developed and implemented programs focused on effective communication, problem-solving, and conflict resolution (Refer to Exhibit 3).

Monitoring and Improving Reputation Management: Sajjad initiated active monitoring of online reviews and feedback. He ensured prompt responses to negative reviews, publicly addressing grievances to showcase the company's commitment to customer satisfaction and improvement (Refer to Exhibit 3).

Addressing Customer Complaints Proactively: Sajjad implemented a robust system to track and address customer complaints promptly. He emphasized the importance of prioritizing customer satisfaction by actively resolving issues and ensuring follow-ups for resolution (Refer to Exhibit 3, Table 1).

Operational Achievements

The establishment of a dedicated customer care department led to a notable reduction in response times. The dedicated customer care department drastically improved response times through specialized expertise and optimized workflows. Implementing advanced

ticketing systems and training staff in efficient query handling contributed to a substantial reduction in response times (Refer to Exhibit 4). This initiative not only streamlined processes but also showcased the company's commitment to prioritizing swift and effective customer service, resulting in heightened customer satisfaction levels. Customers experienced faster resolutions, enhancing overall satisfaction. Customers' expedited issue resolution stemmed from streamlined processes and empowered frontline support. Access to centralized information databases and swift decision-making authority enabled prompt solutions, significantly reducing resolution times. The resultant boost in customer satisfaction, (Refer to Exhibit 4). evidenced by positive feedback, underscored the company's commitment to efficient service delivery, further solidifying its reputation for reliability and customer-centricity. Technological integration brought about increased adaptability to diverse customer needs. Technological integration facilitated a dynamic approach in tailoring products and services to diverse customer preferences. Through AI-driven analytics and CRM systems (Wilson et al, 2002), the company gained insights that allowed for agile customization and timely adjustments, ensuring offerings aligned closely with evolving customer demands. This adaptability across multiple touchpoints enhanced customer engagement and satisfaction, reinforcing the company's reputation as a responsive and customer-focused entity.

The company became more agile in responding to evolving customer expectations. The company's enhanced agility stemmed from iterative processes integrating customer feedback in real-time. Agile methodologies enabled rapid adjustments to products, services, and strategies, fostering a culture of adaptability and responsiveness. Cross-functional collaboration and data-driven decision-making further empowered swift adaptations, ensuring the company remained attuned to changing customer needs, thereby sustaining customer satisfaction and loyalty.

Comprehensive training programs ensured a consistent and high-quality service delivery. Comprehensive training programs instilled a deep understanding of company values, standards, and service protocols among employees. These programs integrated real-life scenarios, role-playing, and continuous assessments to ensure consistent service excellence, fostering employee confidence in delivering high-quality support across diverse customer interactions (Refer to Exhibit 4). As a result, the standardized training approach cultivated a cohesive service culture, elevating the overall customer experience and reinforcing the company's reputation for reliability and expertise.

The uniform and well-informed support provided to customers significantly contributed to a positive brand image. This consistency in support was evident across all communication channels, ensuring that customers received accurate and reliable assistance regardless of the platform they chose. As a result, positive feedback from satisfied customers highlighted the company's commitment to delivering a seamless and knowledgeable support experience, reinforcing the brand's reputation for reliability and customer-centricity.

Improved Efficiency in Issue Resolution (Refer to Exhibit 4). with a specialized team and proactive complaint resolution systems in place, the company resolved customer issues more swiftly and effectively. This efficiency led to a reduction in the time taken to address concerns, thereby enhancing overall operational efficiency.

Enhanced Operational Efficiency and Cost Savings (Refer to Exhibit 4, Figure 1). Through streamlined processes and efficient complaint resolution, the company reduced operational inefficiencies, potentially leading to cost savings. Resolving issues promptly also

prevent escalations that was requiring more resources to rectify later(Refer to Exhibit 5, Figure 1 & Figure 2).

CONCLUSION

The transformative journey of Sagacious under Mr. Sajjad Ahmed's leadership epitomizes a paradigm shift towards customer-centricity and operational excellence. The company's evolution from grappling with challenges like the absence of a dedicated customer care department and reliance on outdated support systems to becoming a trailblazer in customer service excellence speaks volumes about its resilience and adaptability. Analyzing the growth and operational achievements from 2017 to 2023 reveals a significant turnaround propelled by strategic initiatives implemented under Mr. Sajjad's guidance. The establishment of a dedicated customer care department led to remarkable reductions in response times, showcasing the company's commitment to swift and effective customer service. The initial years witnessed substantial improvements, paving the way for consistently high standards in later years. Sagacious's progression from moderate to extremely high levels of technological integration signify a strategic shift towards embracing cutting-edge tools. This transformation facilitated increased adaptability to diverse customer needs and substantially enhanced operational efficiency. Moderate improvements gradually transitioned to very high levels of impact, emphasizing the pivotal role of training in cultivating a cohesive service culture. These programs instilled a deep understanding of company values, standards, and service protocols among employees, elevating the overall customer experience. The company's journey from low to extremely high levels in utilizing data analytics and proactive measures underscores the strategic shift towards data-driven decision-making and proactive customer service strategies. The progressive increase from moderate to extremely high levels of customer satisfaction across the years signifies Sagacious's relentless dedication to meeting and exceeding customer expectations.

In summary, Sagacious's transformation under Mr. Sajjad Ahmed's stewardship showcases a remarkable evolution marked by customer-centricity, technological innovation, and operational excellence. The strategic initiatives spearheaded by Mr. Sajjad not only addressed existing challenges but also positioned the company as a frontrunner in delivering exceptional customer experiences within its industry.

This case study portrays Sagacious's journey as a testament to the power of visionary leadership, strategic adaptability, and a steadfast commitment to centering the business around its clients. The outcomes-improved response times, data-driven decision-making, and personalized customer service-underscore Sagacious's remarkable evolution and firm commitment to exceeding customer expectations, establishing itself as an industry leader in customer service excellence.

EXHIBIT 1



**Figure 1
PRODUCTS /SERVICES**



**Figure 2
PRODUCTS /SERVICES**

EXHIBIT 2

Table summarizing the growth and operational achievements of Sagacious from 2017 to 2023 based on the provided information in Table 1:

Table 1 GROWTH TABLE							
Operational Achievements and Strategies Implemented	2017	2018	2019	2020	2021	2022	2023
Response Times Improvement	High	Moderate	Moderate	Moderate	Low	Very high	High
Technological Integration and Efficiency	Moderate	High	High	High	Very High	Very High	Extremely High
Impact of Comprehensive Training Programs	Moderate	Moderate	High	High	High	High	Very High
Data Analytics and Proactive Measures	Low	Moderate	Moderate	High	High	Very High	Extremely High
Customer Satisfaction	Moderate	High	High	Very High	Very High	Very High	Extremely High

EXHIBIT 3

Table 1 APPENDIX TABLE	
Strategies Implemented by Mr. Sajjad	Operational Achievements
Establishment of a Dedicated Customer Care Department	Notable reduction in response times
Technological Integration for Enhanced Efficiency	Faster resolutions and increased adaptability to diverse customer needs
Comprehensive Training Programs for Customer Service Representatives	Consistent and high-quality service delivery
Introduction of Robust Data Analytics	Forecasting future trends and anticipating customer needs
Implementation of an Organized Feedback System	Heightened customer satisfaction and proactive decision-making

EXHIBIT 4



**Figure 1
CERTIFICATE**

EXHIBIT 5



Figure 1
CUSTOMER SATISFACTION SURVEY 2022

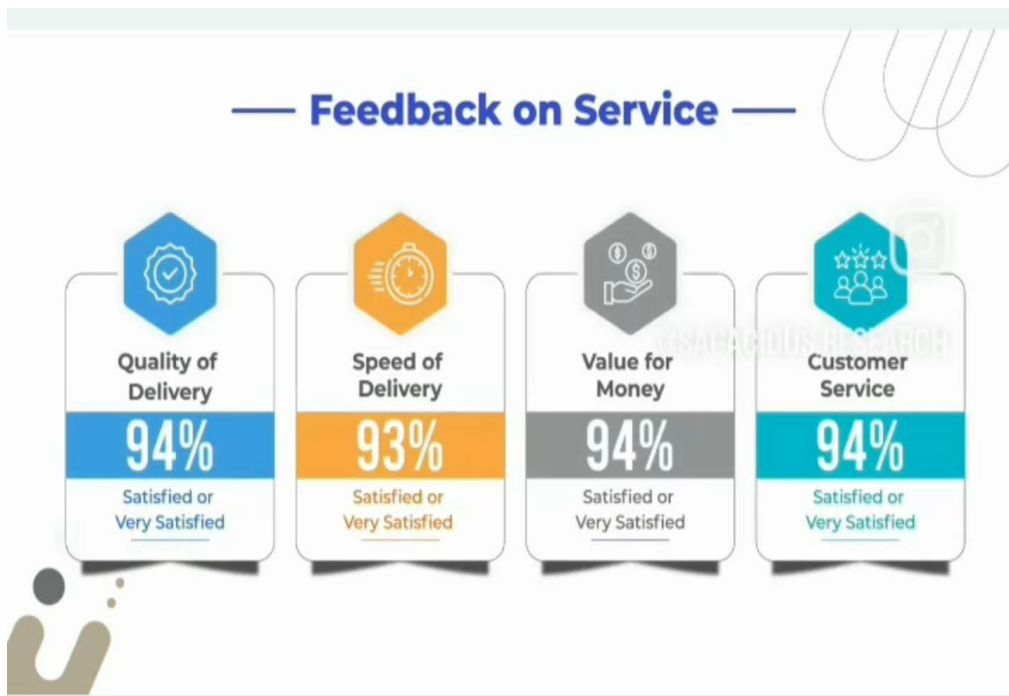


Figure 2
CUSTOMER SATISFACTION SURVEY 2022

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