

Guidelines for optimizing the work of ceremony teams using the quality engineering

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Abstract. Currently, growth in the service sector is notable, and therefore competitiveness expands. For companies to be prepared, it is necessary to work with a focus on quality, and for that, it is important to seek the ideal quality with the customer's vision, and thus achieve consumer loyalty. This descriptive case study deals with the analysis of the service provided by a company called Alpha. That offers advisory and ceremonial services for events in the city of Crato, Ceará, Brazil. The objective of this research is to map the process using the "service cycle" and the "5 GAP'S" method. As a result, the company finds GAP 1 as the main problem, which is the failure in management's perception of consumer expectations and GAP 3, which is the failure to provide services in relation to delivery. In the improvement proposals, the 5W2H tool is used to assist in the construction of an action plan for the optimization of the process.

Keywords: Service Quality, 5 GAP'S, Ceremonial.

1 Introduction

The research was motivated due to the current competition in the consumer market, considering that companies seek to reevaluate production methods. In addition to implement improvements in order to establish themselves in the market and thereby win customers through better services and with high standards of quality [11].

The competitive strategy is the method used by the company to achieve favourable market positioning and long-term profitability. The key to developing a strategy is to research and analysis each competitive strength [13].

It is known that in the market of events, protocols and ceremonies this does not differ. Given the context existing in the history of the world since antiquity about ceremonies, being they religious rituals (weddings, baptisms) or festive ceremonies (legal events and festive, among others) that took place in all civilizations as a custom

and that last until the present day. That happened in all civilizations as a custom and that last until today. These rituals are of great importance for the culture and customs of civilizations, one of these great rituals revolving around the nuptial union [6].

The need to simplify the processes was realized, based on order and description. Currently, there are companies that provide ceremonial services, which have the role of planning, organizing and supervising such ceremonies and / or events.

Studying the teachings of quality engineering, we can then realize that it is possible to apply tools to examine and improve these services. The study of methods was developed to observe and develop the way in which the work is performed. In the light of method engineering, we can study the process completely and subdivide it into sections to facilitate analysis [8].

The research used the theory of GAP's to analyze the quality of services in order to propose improvements to optimize services for Ceremonials. With the knowledge of quality engineering in services and their tools, the processes are studied to allow proposals for new methods for service optimization.

2 Method

The research deals with a case study, which analyzed the work of a ceremonial team while providing service at a wedding ceremony. This research is characterized as descriptive from the point of view of its objective, as it searches for possible quality failures when registering actions and analyzing processes.

The case study is a research method that has a better understanding of a phenomenon in its real context. In addition to being a fundamental method in the construction of new theories in operations management. In the qualitative approach, several interpretation techniques seek to describe, translate and decode any other term related to understanding [5]. Furthermore, individual interpretations are important parts in the organization of your research [4].

Initially, the processes of a service provided by the ceremonial team is analyzed. From the knowledge of this stage and the collection of information, it was possible to obtain the details of the process and a total overview of the service.

There was a survey of the main methods that are used to improve the service. Thus, the most appropriate method for identifying and analyzing problems would be the "Service Cycle" and then the use of "5 GAP'S".

During the "5 GAP'S" service quality assessment, it was possible to identify "gaps" where errors were found, their causes, consequences and possible methods to solve them. After this stage, the 5W2H tool was applied, which helped in the elaboration of an action plan to block such identified problems and their vital causes.

3 Literature Review

3.1 Quality Management

Quality management is a system approach that is part of the organizational strategy. There is the participation of all members of the company with a management culture focused on continuous improvement [1].

For the good functioning of quality management, practices such as: leadership, customer focus and supplier management are necessary. In addition, there are elements of quality such as data, reports, product / service design, process management that is important elements for good management [9].

The quality does not only involve the absence of defects. However, it perfectly meets, reliably, affordably, safely and at the right time to the customer's needs [2].

There is an evolution in the awareness that high quality goods and services can bring a considerable competitive advantage to the organization. The Good quality reduces costs of repair, scrap, returns, and generates satisfied consumers [14].

3.2 Service Quality

Service Quality is the impression of the customer's judgment of the service provided. One can see that the service evaluation is affected by expected and perceived expectations. If the service is as expected, the quality is satisfactory, or if they exceed their expectations, customers will perceive the service quality as excellent and vice versa [10].

There is what is called a service cycle, which is a chain of events in which the customer has direct contact with the service provider [3].

For the analysis of this service cycle, the 5 GAP'S were created, which are basically the steps of a method used to compare customer expectations and the perception of the service provided. The customer's perception helps in identifying the causes of some quality problem [3].

3.3 Evaluation model of the 5 GAP'S

We can conceptualize the 5 GAP's as a division into stages, each with the objective of separately analysing the operation of the service provided defined as a comparison between the customer's expectation and the customer's perception of the service provided. The study of GAP's helps identify quality problems.

There is studies, lecture on the use of Gap 1, which is the identification of a failure in the comparative perspective of management in relation to customer expectations about the expected service [3].

The GAP 2 is the difference between the specifications between the quality of the service and the perceptions of the management about the customer's expectations [3].

Still in this context, GAP 3 discusses the difference in the comparison between the service provided and the quality specifications of the services, which is about the aspect that employees, highlighting those who work in the service sector, have a great influence on the quality perceived by the customer.

GAP 4 defines the discrepancy between the service provided and communication with customers (Marketing). The way in which the company is committed to providing a service has the power to affect customers' expectations.

Finally, the identification of Gap 5 established, which in this case is the divergence between the expected service and the service provided [7].

3.4 5W2H

The 5W2H is described as a tool that indicates priority actions through questioning, seeking solutions to the problem on the following questions: What (steps), How (methods), Why (justification), Where (local), When (time); who (responsibility); and How much (cost) [12].

4 Application Case

The company under study, called Alfa *Cerimonial e Assessoria* (fictitious name) has been in the business for approximately 25 years. The company has a staff of five permanent employees, which are scaled according to the need of the event.

4.1 Presentation of the service

The service provided by the leader of the ceremonial begins with direct contact through calls and / or telephone messages. Based on the client's positive decision, the leader arranges meetings to understand the needs and organize the event according to the client's expectations and desires.

In the week before the event, the master of ceremonies holds a meeting with the participants of the ceremony, so that they are already aware of their roles. During this period, the master of ceremonies also contacts the rest of the team to inform about the date and time of the ceremony. He also to warn on the necessary number of assistants, in view of the size of the event.

The object of study of this work was a wedding that took place at a buffet located in the city of Crato, Ceará, Brazil, scheduled for 8:00 pm. On the day of the event, the master of ceremonies gathers her assistants and heads to the event location. Arriving at the buffet, the team heads to a table that is reserved for organizing work material.

Soon after the organization of the work materials, the team comes together to organize the place where the ceremony will take place. They organize the place and number of seats that should be available for the participants of the ceremony. After that, the master of ceremonies explains the script of the ceremony to the assistants.

With approximately 30 minutes to go before the event begins, the bridesmaids and groomsmen and family starts arriving. The assistants who perform the presence check direct them to the master of ceremonies welcome them.

The master of ceremonies gets in touch with the bride and thus begins the preparation of the ceremonial to begin the entrance cortege. The participants are divided and organized into categories. At this point, one can see the importance of standardizing processes and managing people.

With the end of the organization of the participants and with the confirmation that the bride is already in the place of the ceremony, the cortege of entrance begins. In Fig.1, we can see the layout of the ceremony.

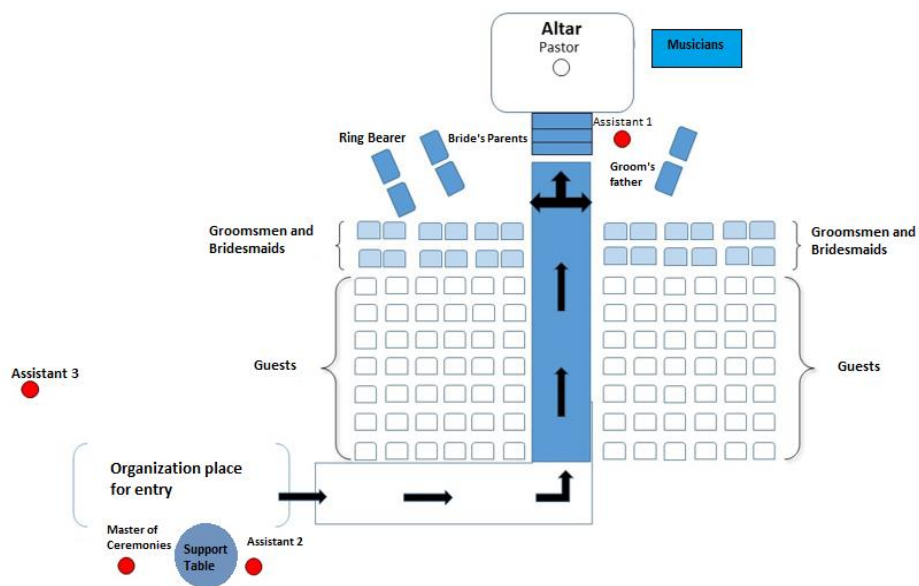


Fig.1. Layout: before cortege and cortege

At that moment, the guests should already occupy the reserved seats, only the participants of the cortege will be at the organization's place for entry since they will enter and occupy the spaces reserved for them after the cortege.

To start the ceremony, the Assistant 1 will be responsible for informing the musicians about the exchange of songs that will occur at each entry category change along the cortege and ensuring that each category is fixed after entering the location that was previously reserved for each one of them.

The master of ceremonies is at the place of organization with the map in hand. She informs and directs the assistants through the broadcast radios the beginning of each stage and the change of categories of the cortege. It is also the responsibility of the master to inform the participants of the exact moment of entry for each of them.

Assistant 2 has the responsibility to deliver the work materials, and to assist the master of ceremonies if any need arises. Assistant 3 is responsible for providing all the support that the bride needs during the entry act, it is her responsibility to help her out of the car, organize her dress and veil, as well as to check for damages that may have occurred in the process of transporting the bride. Assistant 3 will remain with the bride until the moment of entry and will also accompany her throughout the cortege to ensure that nothing prevents or impairs the bride's entry.

There is a new positioning of the members of the ceremonial; the assistants 1 and 3 will have the function of assisting any eventual needs of the ceremony and of the participants. The master of ceremonies will be similarly forwarding the processes. Assistant 2 has the responsibility to store the work materials back in the trunk.

At this point in the ceremony, Assistant 3 directs the ring bearer to the side table. Assistant 2 will hand over the rings so that the cortege of entering the rings occur.

5 Diagnostic Analysis

5.1 Service Cycle

For the detailed analysis of the services already described in this work. It will be necessary to create service cycles for the different types of clients that are served during a ceremonial.

According to the perception of the bride (main client), the first moments of truth perceived are inserted in the period in which we call assistance, where the client comes into personal contact with the master of ceremonies..

At this moment, the client will perceive the agility, commitment and to organization of the company, as well as the dominance over the market in which it operates. This

moment of perception will last throughout the period in which the company will assist the client in event planning.

Given the cycle of service provided to guests during the ceremony, it is clear that this category is the one that has less direct contact with the company. However, maintains a broad response to the service. The vision of this category becomes one of the most important in view of the image.

5.2 Application of the 5 GAP'S model in the Alpha company

Having discussed service cycles and their details, we will use the 5 GAP'S method, so that it is possible to identify possible causes of quality problems.

Gap 1: Consumer expectations vs Management's perception of consumer expectations

Regarding Gap 1, we can emphasize that the company seeks to innovate according to suggestions received from the main customers, in order to reach the customers' needs. It also looks for innovations in social networks and information from partner companies.

The company discloses its work only on social networks through photos of the services provided, being one of the most effective tools today. However, it is clear that there is a lack of professionalization in the dissemination of the services provided. Thus, we found a flaw that could jeopardize the decisive moment that registers the reliability that the company gives future customers.

Another point that can be highlighted is the way the budget and contract are made. The executive reports that she has standard documents in which she changes only some information according to what the contractor requests. Verbal information also helps in the perception of the company's reliability and performance.

The method most used by the company to check customer satisfaction with the quality of the service provided is feedback from the main consumers (brides). The company to identify failures uses the information received after the day of the event, but these criticisms are not documented.

Only the master of ceremonies performs the assistance service, thus there is no hierarchy that can be considered. During the provision of ceremonial service, there are only two hierarchical levels: management (master of ceremonies), and the assistants.

Gap 2: Consumer expectation vs Management's perception of this expectation

About Gap 2, we can assess that the concern of the service provided is of the management. The ceremonial leader seeks to understand customers' wishes. On the day of the event, these wishes are passed on to the assistants.

The master of ceremonies does the setting of objectives in a standard way; she adapts a pre-existing document with the steps of the processes that will take place in the ceremonial. In addition to the entire script to be followed, this document also contains all information about the bride, groom and participants of the ceremony. All the

material that the ceremonial will have under their responsibility. Thus, it can be seen that the standardization of processes exists in the company, but often needs to adapt the script to what the customer wants.

Gap 3: Quality specifications vs Quality obtained

With Gap 3 we can specify the way that customers see the service provided by the company. Each category has distinct moments shared directly with employees, so each category has similar perceptions, but at different times.

A moment that draws a lot of attention from all categories is the punctuality of the event. A factor that brings losses for the main customer, the bride and groom since they can be harmed by the loss of time in the buffet service.

In addition, the master of ceremonies has difficulties to provide services to several people at the same time, which damages the quality of the service provided.

The only technological material used during the provision of services are high frequency radios, one of the assistants is responsible for maintaining the radios, making them available for use. Radios are an effective means of communication and are hardly defective to prevent or impair the service provided.

The company has a staff of five permanent employees who are summoned according to the event need. The employees have master the steps and needs of the service provided, and are evaluated according to the following criteria: attention, agility, promptness, courtesy, responsibility and reliability.

The team knows how important it is to treat customers. They always seek to treat them with courtesy, empathy and calm. Important fact because it is a requirement observed that occur throughout the demonstrated service cycles.

Teamwork is essential for the service provided since the functions divided for the provision of the service end up complementing each other. So one member depends on another member to perform his activity well so that his activity also occurs in the planned manner.

Still about the processes, the collaborators affirm that no matter how much they know the service's pattern, changes in the process are common. What hinders the effectiveness and quality of the service, in addition there was an attempt to obtain the script of the ceremonial in hand. However, it is not possible to have your hands occupied during the entire event.

Regarding information requested at the ceremonial, it is something that can be easily solved. Since all the people on the team are connected by high frequency radio, this facilitates the information given to customers.

Gap 4: Quality obtained vs communicated quality

In Gap 4 we will identify whether there are discrepancies between the expectation caused by consumers by the company and the service provided. Thus, we can highlight that the company only discloses its services through social networks. These advertisements made mainly through photos of events promoted by the company itself, so it does not compromise the expectation of the service itself because of the information disclosed.

One of the main forms of disclosure is information made verbally. The internal communication between the master of ceremonies and the assistants are easily. Both in the passage of preliminary information about the event, and through the radio frequencies during the event.

Gap 5: Expected service vs service provided

In general, the total lack of quality was not identified, the company is already taking measures to avoid some errors, however, given the evaluated GAP's, there are still problems in the process that can be harmful to the company.

6 Action plan for service optimization

Seeking the highest level of service quality we use the 5W2H tool, which can assist in organizing proposals for possible solutions to problems encountered.

The first topic is about the punctuality of the ceremonial. The proposal is that the assistants contact the participants in the ceremony, with the aim of reducing delays. The amount stipulated for the application of this proposal was a total of R\$ 200.00. The amount R\$ 50.00, which would refer to the value of a monthly plan of the cellular operator. The remainder for R\$ 150.00 for the monthly payment of the assistant who will make the calls. This would be a preventive method in order to avoid the occurrence of the registered problem, information can be seen the Fig. 2.

The solution to another problem related to the direction of the ceremonial, would first be the availability of the script in advance of the day of the event. This way, the assistants would have more time to absorb the processes. Another simple proposal is the use of radio frequency, one of the assistants will direct the activities. That should take place during the ceremony, with no costs for the company, as it already has the necessary employees and material.

Another proposed topic would be the search for an outsourced company to professionalize the method of publicizing the services provided by the ceremonial. In order to improve the company's image in the job market, being a way to acquire more visibility and reliability for future clients. The current proposal is the one that demands the highest investment cost for the company. These costs are around R\$ 500.00 per month, but it is of fundamental importance for an enterprise that aims at growth and establishment in the current market.

In relation to the last problem found, the proposal is to conduct opinion polls in order to collect information from guests and participants on the quality of the service provided. With that, document the results obtained so that it is possible in the future to study negative and positive points for the improvement of the service.

This research can be through telephone calls in the days after the event. A company employee will ask standard questions to all contacts provided by the main customer, the total cost would be around R\$ 200.00 in which R\$ 50.00 would be for the payment of a monthly plan for the telephone operator and R \$ 150.00 monthly referring to the payment of the person responsible for the calls. Fig. 2 shows a summary of the problems encountered and their possible solutions.

ITEMS	WHAT	WHY	HOW	HOW MUCH
Punctuality	Ceremony delay	Reduce complaints	Through telephone calls	R\$ 200.00 / month
Direction of the ceremonial	Lack of guidance in the stages	Direct the ceremonial at each stage of the event	Use of frequency radios	R\$ 0.00
Professionalism in disclosures of the company	Creation of the professional disclosure	Need to professionalize the disclosure of the company	Hire a company specialized in advertising	R\$ 500.00/month
Opinion poll	Do opinion poll and document	To identify negative and positive points and document them	Through telephone calls	R\$ R\$ 200.00/month

Fig.2. 5W2H

7 Conclusion

The research checked possible errors that the company presents in the provision of its activities. Problems that can be directly link to the lack of quality in processes and actions. This research, identified through the model of quality evaluation in services of the “5 GAP'S” that one of the main problems found is one related to the marketing category. Another problem encountered was the delay in starting the ceremony.

In view of the aforementioned situation, it is propose through the 5W2H tool that the company carries out opinion surveys and record these opinions in order to be able to carry out studies. That hires an outsourced company with experience in advertising, targeting social networks. In addition, it is necessary for the company to make telephone calls, alerting the participants of the ceremony to the importance of arriving at the scheduled time.

Still on the problems identified at work, the importance of directing the ceremonial is emphasize. Thus, the script is made available to assistants in previous days to facilitate

the assimilation of specificity of the stages of the event. Another proposal to block this problem, also developed by the 5W2H tool, is the routing performed via radio frequency during the event.

Finally, the present analysis and research, carried out through a case study, shows the importance of assess the quality of service provision. In addition to being a great practical and academic contribution as a production engineer.

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