

Organizational Customers Expectation in Business Plan Strategy

Dr. Nasser Fegh-hi Farahmand

Dept. of Industrial Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran

Abstract

With the rise in the standard of living, resulting from increased organizational productivity changes in the needs and demands of the population. House of Quality (HOQ) has been widely used to translate customers expectation to a Products & Services (P&S) technical attributes. Products & Services have emerged as the fastest growing component of international trade.

Correctly rating the importance of every Customers Expectation (CE) is essential to the HOQ process because it will largely affect the final target value of a products & services technical attributes. This paper proposes a customers expectations method that considers organizations information. In today's organizational environment, there are usually several products & services to fulfill certain functions. The success of a P&S depends not only on whether it meets the customers expectations, but also on how it compares with other organizations products & services. Implementing organizational can give a competitive advantage and help foster goodwill toward your business. This article attempts to explain the Business Plan Strategy (BPS) by patterns of thinking. The importance of strategic, long-term policy and BPS is very clear to planners. Business managers like to follow a similar and routine business behavioral pattern. BPS, normally taken as a part of business planning, therefore also tends to run in cycles of around last years.

Keywords

business plan strategy, house of quality, customers expectation, organizational environment.

I. Introduction

The importance and growth of the products & services reviewed that it is expanding globally. The percentage of growth of the different organizational criteria in the products & services as customers expectations is continuing to increase as the organization base declines. Business success is about lucrative financial gains or about building something for organization. It is about making a difference in organizational community, or creating the very best product or service on the market or simply doing something organization love to do. Most likely, organization will quantify success in many ways. It isn't difficult to envision what organization want out of their business, but how will you get there. The key to organizational success is having a business plan in place. Whether organization is about to launch a start-up or organization have been in business for years, organizational business' direction guided by organizational business plan. To begin the planning process, organization need to do some critical analysis; business planning is about realistically forecasting where your business is going. Therefore, the design management in the products & services is becoming increasingly important and this importance will continue to grow over this century. Excellenc organizations are facing fundamental issues such as how to design and implement an effective quality service delivery system, which will help to establish and to retain global market share. Much of the published work on quality focuses on manufactured products & services, but managers are paying more attention

to emphasizing quality in services. Making a difference in organization or creating the very best product or service on the market or simply doing something loves to do. Most likely, organization will quantify success in many ways. It is not difficult to envision what you want out of organizational business, but how will organization get there.

II. Organizational Customers Expectation

While the definition of what constitutes an organization varies, it generally based on the number of employees and P&S turnover (Zuckerman, E. W., 2000, 228). In practice, organization usually characterized by simple organizational structures, which facilitate rapid decision-making and often display, a high degree of innovation. The management techniques and operating structures employed are one way of identifying the maturity of the organization (Bridge, S. O'Neill, K & Cormier S, 2002, 651). Therefore, organizational capability relies in particular on coaching management skills, which rely on emotional intelligence and emphasis one-to-one, dialoguing, subordinate empowerment and mutually agreed targeting. Anyhow tactical actions steps for coupling quality with customers or service receivers recovering satisfaction are as follows:

A. Board of director's support

An organization's total quality efforts must begin at the very top and begin with the board of directors.

B. Action plan

The answers to these and other questions will provide valuable insights into the existing corporate culture and indicate the organization's readiness for adopting quality.

C. Vision/mission

Develop a vision or mission statement if the organization does not have one already. The key to the initial adoption of quality is continuous communication of the vision within a comprehensive communication plan.

D. Quality principles

Coaching in the organization setting provides a key component in the transformational processes towards value-driven management. Through its support for and focus on individual performance, it aims at achieving corporate excellence. Senior managers need coaching as the new theorists in coaching argue; coaching empowers individuals to achieve their inherent potential. Coaching makes sense as investment only if it improves the performance not only of the individual, but the organization as well. In this sense, the word strategic becomes important. As a high-leverage intervention, the impact of a coach on a few key individuals can drive through massive changes in a corporate setting. Organization's with successful quality cultures start by training and educating senior management, followed by all employees that the establishment of quality teams is a top priority.

E. Quality committee

Employees, shareholders and customers, suppliers and competitors have a stake and essential ingredient for success is a senior quality committee, which provides leadership in quality and stimulates cultural change. This should be chaired by the CEO and comprise the entire senior management team and the individual responsible for quality. Depending on the size and structure of the organization, these committees can establish within operating divisions, functional group or by geography.

F. Responsibility

The responsibilities accept of a senior quality committee can include: establishing strategic quality goals, allocating resources, sanctioning quality improvement teams, reviewing key indicators of quality, estimating the cost of poor quality, ensuring adequate training of employees and recognizing and rewarding individual and team efforts.

G. Satisfaction

This survey should be sponsored by the top management to send a clear message throughout the organization that quality linked to customer satisfaction and the senior executives should then present the results to all employees that detailed strategies for improving customer satisfaction can be devised and communicated.

H. Goals

The results of the customer satisfaction survey lead the senior management to establishing a set of quality goals. Although the whole organization can provide input to this task, the setting of goals is part of management's leadership responsibility. The range and sophistication of excellence organization techniques status is beyond the aspirations and competence of many small, medium and large sized organizations (Feghhi farahmand, 2004, 166). The techniques covered by excellence organization must make recognizable and relevant to the organizations if there is to be any possibility of them being adopted (Adebanjo, D. & Kehoe, D. 2001, 325). When the concept of excellence organization introduced into popular parlance, the term was seen to embrace the techniques and factors (Mason, C and Stark, M, 2004, 332). However, techniques of excellence organization can related in part to the growing influence of the organizations philosophies. In recent years, it has expanded most notably to include simultaneous engineering, benchmarking and increasing emphasis on issues relating to organization strategy. Clearly, the management of organizations seeking world class status would appear to be faced with a far more complex task than was the case previously (Feghhi farahmand, 2004, 169). One of the main reasons for the inappropriate use of advanced organizations technologies and techniques in many organizations arises from an inadequate understanding of their Production & Operation (P&O) problems and the integrated nature of modern technology. All too often, technological solutions are imposed which necessitate the organization to engage in an organizational metamorphosis to effectively employ them (Bolton, B and Thompson J, 2003, 111). These can often produce sub optimal results. Ideally, the reverse process should occur, where the organization progresses from a detailed understanding of its problems, which ensures that a particular technology or technique is adapted to meet the needs of the organization (Curran, J. and Blackburn, R, 2002, 117). This process of adaptation should also take into account the production & operation, size and

workforce. excellence organization needs to frame in terms of the needs of the organization rather than the other way round. For many organizations, becoming excellence does not always mean implementing the most advanced technologies; instead, its competitiveness may arise from the flexibility and skills of its workforce, or a unique market niche and organization strategy (Shemwell, D, 1998, 158). A useful framework for analyzing the deficiencies of the organizations operations is to identify gaps in the production & operation that lead to inefficiencies and compare these to its own model of what constitutes world class in its field.

III. Business Plan Strategy

By applying an iterative process and identifying gaps in its performance, the organization can assess the suitability of potential solutions at a level appropriate to the requirements and resources of an organization.

The operational concept based on customer satisfaction, where the operation of quality management system is customer-oriented and aims at improving of:

1. Customer satisfaction;
2. Customers' needs and expectations;
3. Clear management responsibility,
4. Communication,
5. Resource management,
6. Product realization process,
7. Structure of measuring,
8. Monitoring customer satisfaction;

All above-mentioned items proposed based on overall performance of the quality system and requires enterprises evaluate performance from the perspective of customers. For this reason, Business Plan Strategy (BPS) give a overview of organizational business where organization have been, where you are now, and where organization is going in the future. Include:

1. A short history of organizational business,
2. The purpose of organizational business,
3. A description of organizational products and services,
4. Organizational business' legal structure,
5. Organizational current position,
6. Organizational industry,
7. Organizational achievements,
8. Organizational competitive advantage,
9. Organizational competitors,
10. Organizational business model,
11. Organizational growth timeline,
12. Organizational milestones,
13. Organizational goals;

The central mission of organizations activities under the enlightenment model is to raise the business plan strategy level of the organization. The starting point in the Business Plan Strategy (BPS) is the assumption of business. Table 1 shows models of BPS that they are as follows:

A. Organizational super ordinate goals

The super ordinate goals of organization are business instrumental. In general, super ordinate goals; there is an endemic need for increasing business effective communication.

B. Organizational strategies

In this model, the business persons empowerment of sustainable decision-making are core values, to which increasing public participation is thought to be a most appropriate means.

C. Organizational structure

In this model, the business persons are designing suitable structure for organizational strategies implementation.

Table 1: Business Plan Strategy (BPS)

	Business plan	Business implementation
Organizational super ordinate goals	Empowerment	Development
Organizational strategies	Effective communication	Appropriate participation
Organizational structure	Effective relationship	Appropriate relation

IV. Business Plan Strategy Factors

To begin the planning process, organization will need to do some critical analysis; business planning is about realistically forecasting where organizational business is going. For this reason, Business Plan Strategy Factors (BPSF) is as follows:

A. Optimization

Optimal utilization of business plan is advancing at a very fast pace, and obsolescence of physical business infrastructure, as also of skills and competence, take place rapidly.

B. Empowerment

Strengthening of business plan as a major initiative to modernize the infrastructure in organization will be undertaken.

C. Metogology

Mechanisms for business plan for setting up of more efficient funding mechanisms will be examined, either by creating new structures or by strengthening or restructuring the existing ones, for promotion of basic research in business plan.

D. Business persons

Persnell of business plan as business technologists, while being large in absolute numbers, is not commensurate with the requirements in quality and when measured on a per capita basis.

E. Technology

Technology development of business plan as a strong base of business plan provides a crucial foundation.

F. Interest

Intensive of business plan engineering that will be launched to develop innovative business plan and to increase organizational share in high-tech products or services. Simultaneously, efforts will be made to strengthen traditional industry so as to meet the new requirements of competition through the use of appropriate business plan.

G. Standards

Quality standards of business plan for testing and calibration laboratories according to international requirements, will be given an enhanced push to enable organization to entance in global trade.

H. Innovation

Innovation of business plan will be supported in all its

aspects.

I. R&D

Research of business plan efforts will be made to achieve synergy between research and scientific business plan.

J. Knowledge

Knowledge of business plan would be further developed and harnessed for the purpose of business generation.

K. Management

Management of business plan has an important role in any general strategy to address the problems of management of the impacts of natural hazards.

V. Business Plan Strategy challenges

By coupling quality with customer recovering satisfaction, a few tactical actions as follow can make the challenge simpler and provide leadership (Johnson, M.D.& Gustafsson, A, 2000, 288):

- 1) Obtain support from the board of directors,
- 2) Prepare an action plan,
- 3) Vision/mission statement,
- 4) Establish top-level quality committee,
- 5) Customer satisfaction survey,
- 6) Incorporate quality performance.

In the current literature, some existing methods incorporate organization information to prioritize customers expectation s that they are as follows:

A. Quality House Method

House Of Quality Method (HOQM) has been widely used as a multi functional design tool to translate customers expectations to a products & services technical attributes. The primary functions of Quality Function Deployment (QFD) are products & services development, quality management, and customers expectation analysis (Xie, Tan, Goh, 2003,14). Thus, HOQ used to help design teams to develop products & services with higher quality to meet or surpass customers expectation s. With the development and widespread use of HOQ, its application areas expanded to much wider fields including design, planning, decision making, engineering, management, teamwork, timing, satisfaction, costing and so on (Chan & Wu, 2002, 178). The inherent incentive of the widespread use of HOQ is its benefits to practitioners. Many papers (Sullivan, 1986, 27; Hauser and Clausing, 1988, 85; Zairi & Youssef, 1995: 92; Chan & Wu, 2005, 118) have mentioned the benefits of HOQ. Correctly rating the importance of every customers expectation is essential to the HOQ process because it will largely affect the final target value of a products & services technical attributes. Traditionally, capturing Customers expectation s involves three steps in HOQ:

1. Identifying customers expectations,
2. Structuring customers expectations,
3. Determine of the importance weight for the individual customers expectations.

The first two steps usually accomplished via society survey combined with expert opinion. Many papers have proposed several mature methods on this topic.

This paper, will focus on the third step, to rate the customers expectations importance because, today the success of a products & services in a society place depends not only on how well it meets the customers expectations, but also how it

compares with other organizations products & services (Chan & Wu, 2002, 85).

Therefore, it is important to integrate organization analysis into products & services design and development. Then, the ranking of customers expectations for the allocation of development resources should be based also on organization analysis.

This paper introduces customers expectations rating method that takes organizations into consideration and rates customers expectations from perspectives as competition, performance, and customers expectation and so gives more priority to those requirements that lag behind organizations, have a lower customers satisfaction that customers think more important. The weights indicate the most important customers expectations that organizations should focus on (Belsey, D. A., Kuh, A. and Welsch, M. E., 1980, 854).

B. Analytic Hierarchy Process Method

Analytic hierarchy process proposed to be used in rating customers expectations and the sensitivity (Akao, 1990, 341; Armacost et al., 1994, 187; Aswad, 1989, 95; Karsak et al., 2002, 75) of the customers voice in HOQ analyzed (Xie, Goh, and Wang, 1998, 289). However, customers opinions are often vague and contain ambiguity and multiple meanings (Fung et al., 1998, 322; Khoo & Ho, 1996, 95).

From the customers perspective, all methods have the same characteristics that coordinated with the basic spirit of HOQ, customers driven design. However, in today's, several products & services can satisfy the customers that simply meeting customers expectations cannot guarantee a successful products & services. Organizations must consider their positions to make sure that their products & services would not lag behind other organizations products & services.

C. Present Point Method

Present Point Method (PPM) is contains information characterizing the ability to present the products & services, based on how well each customers expectation is met (Cohen, 1995, 390). Usually a present point indicates a unique present position to separate one's own products & services from organizations. The organization can be proud of this present position because organizations may not perform well in this customers expectation. This method can be found among the areas that organizations perform poorly or a bottleneck in the technology or a technological breakthrough and can be categorized into three types indicating the organization opportunity from most to least, respectively as follows:

1. Strong,
2. Moderate,
3. Poor.

Every customers expectations can be categorized into the three categories. Based on this categorization, a coefficient can be assigned to each type of present point method. The most commonly used values are 1, 1.25, and 1.5, corresponding to poor present point, moderate present point, and strong present point, respectively.

The final importance weight is computed as Formula (1):

Final importance weight = relative importance rating × PP value

The relative importance rating obtained from the traditional rating methods, such as customers expectations survey, expert opinion, Analytic Hierarchy Process Method, and so on. The present point method is very straightforward, and there are many papers discussing it in HOQ (Cohen, 1995, 112;

Robertshaw, 1995, 331).

However, this method is very subjective and may cause some problems. PPM cannot help designers to find the customers expectation that can be a strong point. It can only help to highlight the customers expectation that designers have decided to be a strong point.

VI. Business Plan Strategy as Social Responsibility

Implementing good environmental and social practices is good business can give organization a competitive advantage and help foster goodwill toward organizational business. Organization should discuss ways in which organizational business honors ethical values and respects people, organizational community, and the environment.

Customer satisfaction and target management structure derive management system requirements. As in business plan strategy as social responsibility:

A. Policy

Organization should set up definite policy and target and the degree of customer satisfaction should clarify.

B. System

According to quality target, enterprises should plan total management system structure, authority and responsibility control, operation process, in order to ensure compliance with plan and achieve enterprise quality target.

C. Staffs

Organization should carry out communicating harmonization, encourage staffs involvement and full commitment to customer satisfaction, also managers' decision-making should comply with the business policy and target as the maximum guidance principle. Organizations provide all required resources, according to the plan then produce and sell products to customers.

D. Feedbacks

Organization aims at customers after sales feedback must verify the degree of customer satisfaction. If it does not achieve the expected degree of satisfaction, the manager should identify the cause and work out an improvement scheme to enhance customer satisfaction. Rectification and preventing methods can be used through adjusting original quality policy and target, quality rules, communication, training, resources and operation process, etc. After the adjustment and improvement, enterprises should re-measure customer satisfaction, to ensure the improvement scheme is proper and effective. Organization should provide customers' feedback information to management for inspection and verify appropriateness and effectiveness of the definition of quality policy and target, quality scheme and operation methods.

Relevant certifications, such as fair-trade certification, organic certification, or leadership in energy and environmental design certification. Environmental programs and resources could influence organizational business, from greening your business to finding funding to become environmentally efficient. In order to stay competitive in today's market, organization might want to consider where corporate social responsibility fits into your operations.

VII. Result

The key to organization success is having a business plan in place. Whether organization is about to launch a start-up or

organization have been in business for years, organizational business' direction guided by business plan.

In spite of this general awareness, such long-term business, strategic-level planning of business has been lacking in most organizations. A central motivation for this has been the public uneasiness towards many of the applications of gene organizations technology, as well as the general distrust of the public towards officials, scientists and representatives of organizations in the management of risks.

Organizations compete with the quality level of their products & services that managers cannot manage organizational competition, will have problems surviving.

In order to be able to do this successfully, the products & services of excellence organization has to view its business and its customer relationships from a expectation perspective. There are always relationships between a products & services of organization and its customers expectations.

The key issue is whether the organization wants to make use of these relationships in the way it manages customers expectations or not, and whether a given customers wants to be an actively managed relationship with the products & services provider, or not.

Forever, organization should set up definite policy and target and also the degree of customer satisfaction should be clarified. In according to business target, organization should plan business system and relative structure, authority and responsibility control, operation process and standards, in order to ensure comply with plan and achieve enterprise business target.

In addition, organization should carry out communicating harmonization, encourage staffs involvement and full commitment to customer satisfaction, also managers' decision-making should comply with the quality business and target as the maximum guidance principle.

Anyhow, organization must provide all required resources, according to the plan then produce and sell products to customers. Because, organizational aim at customers' after sales feedback, to verify the degree of customer expectations. If it does not achieve the expected degree of satisfaction by expectations performs, the manager should identify the cause and work out an improvement scheme to enhance customer satisfaction.

After the adjustment and improvement, organization should re-measure customer expectations, to ensure the improvement scheme is proper and effective.

VIII. Conclusion

Organizations compete with the quality level of their products & services which cannot manage organizations competition, will have problems surviving. In order to be able to do this successfully, the products & services excellence organization has to view its business and its customer relationships from a products & services quality improvement perspective. There are always relationships between a products & services and its customers expectations. The key issue is whether the firm wants to make use of these relationships in the way it manages customers expectations or not, and whether a given customers wants to be an actively managed relationship with the products & services provider, or not. In this paper, the importance and growth of the products & services sector reviewed. The products & services are expanding globally. The percentage of growth of the different economic criteria in the products & services is continuing to increase as the manufacturing base declines. Therefore, design management in the products & services

is becoming increasingly important and this importance will continue to grow over this century. Excellence organizations are facing fundamental issues such as how to design and implement an effective quality service delivery system, which will help to establish and to retain global market share. Much of the published work on quality focuses on manufactured products & services, but managers are paying more attention to emphasizing quality in services. The reason is the general perception that products & services quality is not good. Therefore, improving quality is becoming a major objective in excellence organizations throughout the world. The recognition that survival much less growth in the Excellence is a function of quality led to the increasing emphasis on quality. Excellence organizations have witnessed what has happened to manufacturers that allowed the quality of their products & services to deteriorate. They also recognize that providing high-quality products & services to keep a customer is much less expensive than acquiring a new one. Products & services quality has a major effect on the ability to attract and retain both customers and employees, and it contributes directly to superior productivity. For this reason, implementing good environmental and social practices is good business can give organization a competitive advantage and help foster goodwill toward organizational business. organization should discuss ways in which organizational business honors ethical values and respects people, organizational community, and the environment.

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Dr. Nasser Fegh-hi Farahmand from Department of Industrial Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran has B.Sc & M.Sc degrees in industrial management with business specialize and PhD degree in industrial management with operation & production specialize from Research & Science Campus of Islamic Azad University Tehran Branch. He is associate professor and scientific member of management & economic of Faculty of Islamic Azad University- Tabriz Branch with 160 papers at management journals and 10 management books in Persian language.