

CUSTOMER SATISFACTION IN THE RETAIL SECTOR: A COMPARATIVE BIBLIOGRAPHIC STUDY BETWEEN SERVICE MODELS



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ABSTRACT

Customer satisfaction in the retail sector is one of the pillars for the success of companies operating in this sector. This study sought to identify and analyze the most effective strategies to improve customer satisfaction in the retail sector, considering the diversity of service channels and the constant changes in consumer expectations. The research, of a qualitative nature, used the bibliographic review of authors such as Kotler and Keller, Bateson, Larentis and Sausen, and was based on relevant case studies. The overall objective was to understand how companies can integrate traditional and modern customer service models to increase consumer satisfaction and loyalty. The results indicated that employee training, personalization of services, and loyalty programs are essential to create positive experiences and promote customer loyalty. It is thus concluded that the adoption of an integrated approach, which combines technological innovation with traditional practices, is crucial to face contemporary challenges and ensure customer satisfaction, strengthening the competitiveness of companies in the market.

Keywords: Customer satisfaction. Retail. Technological innovation. Loyalty.

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INTRODUCTION

The search for customer satisfaction is an arduous and often overly costly task, however Kotler and Keller (2006) point out that globalization, digitalization and increased competition have raised the level of demand from consumers, who expect not only quality products, but also exceptional shopping experiences.

In this sense, customer service strategies, which encompass both traditional models, such as face-to-face service, and modern models, such as the use of artificial intelligence and omnichannel services, play a crucial role in building a positive and lasting relationship between the company and the customer (Laran and Espinoza, 2004; Hoffmann and Bateson, 2008).

Gianesi and Corrêa (1996) observe that, in addition to adapting quickly to innovations, companies need to deal with constant changes in the expectations of consumers, who are increasingly informed and demanding. Thus, the adoption of appropriate strategies, such as employee training, loyalty programs, and personalization of services, becomes, therefore, essential to maintain competitiveness and ensure customer satisfaction (Larentis, 2012; Sausen et al., 2018).

The central problem of this study was the difficulty faced by retail companies in effectively managing customer satisfaction, in a scenario of rapid technological changes and diversification of service channels.

According to Kotler and Keller (2006), companies often find it difficult to integrate traditional and modern service models, ensuring a consistent and satisfactory shopping experience for all customers.

Thus, the problem-question that guided this article was: How can retail companies improve customer satisfaction in the face of changing consumer expectations and the growing diversity of service channels? This problem is aggravated by the fact that, according to Pinheiro *et al.* (2011), companies need not only to adopt new technologies, but also to ensure that these technologies are accepted by consumers and employees, and that they bring real benefits to the customer experience. Thus, it becomes crucial to identify the most effective strategies to improve customer satisfaction in retail, considering both the opportunities and challenges imposed by the contemporary business environment.

This research was justified by the growing need of retail companies to develop effective strategies to increase customer satisfaction and ensure customer loyalty in a highly competitive market.

As highlighted by Kotler and Keller (2006), customer satisfaction is a direct determinant of customer retention and profitability in the long run. In addition, this study was relevant because it addressed the integration of traditional and modern approaches to customer service, offered a comprehensive and up-to-date view of best practices in the industry.

Sausen *et al.* (2018) emphasize that personalization and loyalty strategies, when well implemented, can significantly improve the customer experience, increasing brand loyalty and value.

The general objective of this research was to analyze the strategies that can be used by retail companies to improve customer satisfaction, considering the diversity of service channels and the constant changes in consumer expectations. It is intended to identify which approaches, between traditional and modern models, are most effective to achieve high levels of satisfaction.

The specific objectives were: (i) to investigate the impact of employee training on improving customer satisfaction, (ii) to analyze the effectiveness of loyalty programs as a strategy to increase customer loyalty, (iii) to explore the importance of service personalization in the context of modern retail, and (iv) to examine best practices for integrating traditional and modern service channels in a cohesive way.

As for the classification of the research, in relation to its nature, it can be classified as qualitative since it was necessary to have an in-depth understanding of the social and behavioral phenomena necessary to understand the nuances and complexities of customer satisfaction in the retail sector.

An exploratory research was carried out to identify trends and challenges in customer satisfaction management, based on the existing literature review, as suggested by Gil (2017).

The analysis was guided by recognized academic theories and models, seeking to provide practical *insights* that could be applied in the context of retail. In summary, this research sought to contribute to the understanding of how retail companies can improve their customer service strategies to achieve high levels of satisfaction, loyalty and competitiveness.

THEORETICAL FOUNDATION

DEFINITION OF CUSTOMER SATISFACTION

Customer satisfaction is a central concept in the field of marketing, defined as the customer's perception of the performance of a product or service compared to their expectations, and is therefore a direct indicator of perceived quality, according to Chiusoli et al. (2020), customer satisfaction occurs when perceived performance meets or exceeds consumer expectations, while other authors, such as Bezerra (2013), suggest that satisfaction is the degree of satisfaction or disappointment resulting from the comparison between the perceived performance of a product and the customer's expectations, these different understandings highlight the subjective nature of customer satisfaction, which is influenced by personal and contextual factors that vary from consumer to consumer.

In the exact words of Chiusoli et al. (2020, p. 108):

Satisfaction is a feeling of pleasure or disappointment resulting from the comparison of the expected performance of the product (or result) in relation to the person's expectations; That is, the consumer compares the amount paid for the product and the benefits acquired with it, this being the equation that will result in the consumer's satisfaction or dissatisfaction with the product purchased.

In the context of marketing, customer satisfaction is an essential metric for companies, as it reflects the effectiveness of their market strategies, products, services, and customer service, according to Raujo and Lopes (2019), customer satisfaction can directly influence consumer behavior, such as the repurchase decision, brand loyalty, and word-of-mouth recommendation, According to Berro (2010), satisfied customers tend to be more loyal, contributing to an increase in revenue in the long term, on the other hand, dissatisfied customers can disseminate negative opinions, damaging the brand's image and directly affecting its competitiveness in the market. Bezerra (2013, p. 16) adds that:

Having a satisfied customer is not an easy task, because what pleases one person may not be to the liking of another. Because each person has characteristics, opinion and taste, different from each other, so it is difficult to satisfy all customers, but it takes a great deal of effort to achieve the satisfaction expected by the consumer.

The importance of customer satisfaction for the success of retail companies is evident, as it is directly related to customer retention, reduced churn rate⁷ and increased sales, according to Rodrigues, Silva and Andrade (2011), satisfaction is an important antecedent of loyalty, which, in turn, generates positive results for the company, With greater market share and profitability, in a highly competitive environment such as retail, a company's ability to meet and exceed customer expectations can be a significant differentiator, directly reflecting on perceived satisfaction.

In addition, customer satisfaction in retail is also associated with value perception, which involves an evaluation of the benefits received compared to the total cost of the shopping experience, Chiusoli *et al.* (2020) point out that the perception of value goes beyond price, encompassing factors such as product quality, customer service, convenience, and overall shopping experience, when consumers perceive that they are receiving more value than they paid, their satisfaction tends to increase, making them more likely to repeat the purchase and become brand advocates.

According to Garcia (2011, p. 19):

(...) The customer makes a purchase after making a decision based on the thought, behavior, and feeling of what they want to buy. Thus, it is of paramount importance that the company understands these aspects related to the consumer's purchase decision so that it can define the strategies for operating in the market.

In this way, customer satisfaction can be seen as both an end and a means to achieve business goals, by being an end, it represents an indication that the company is on the right track to meet the needs and desires of customers, as a means, it facilitates the construction of a loyal customer base, who are less price-sensitive and more likely to forgive any failures or problems, this can provide a significant competitive advantage in a volatile and highly competitive market environment (Garcia, 2011).

It is important to highlight that customer satisfaction is not a static concept, but something that can evolve over time, being shaped by a variety of experiences and perceptions, Sampieri *et al.* (1991) argue that satisfaction is a cumulative construct that results from a series of experiences over time, so a single negative experience can significantly impact the overall perception of satisfaction, while multiple positive experiences can reinforce loyal behavior and increase customer retention.

⁷ The churn ratio is an express the average number of customers who stopped buying your products or using your services in a given period of time, compared to the total number of your customers in a previous period.

FACTORS INFLUENCING CUSTOMER SATISFACTION IN RETAIL

Customer satisfaction in the retail sector is influenced by several factors that interact in a complex way to form a general perception, among these factors, product quality plays a fundamental role, as it represents compliance with consumer expectations and needs, according to Brito, Vieira and Espartel (2011), the perception of quality is a crucial determinant of customer satisfaction, When a product meets or exceeds consumer expectations in terms of performance, durability, functionality, and design, satisfaction tends to increase, which can lead to repeat purchases and customer loyalty.

From the perspective of La Casas (2010, p. 114), the factors that influence are:

Consumption is directly influenced by factors such as age, education level, income level, tastes and preferences, among other factors. From the knowledge of such factors, it is possible for companies to outline strategies for market segmentation and carry out an analysis of consumer behavior in certain market niches. In this way, based on the analysis of the market and the consumption characteristics of customers, it is possible for organizations to develop new products and services, consistent with the needs of each type of consumer, or each consumption group.

Customer service is another essential factor that directly impacts satisfaction in retail, as argued by Camargo *et al.* (2018), effective service not only solves problems and doubts of consumers, but also creates a positive and memorable experience, cordiality, knowledge of employees, speed of service and the ability to customize service according to individual needs are aspects that contribute to greater customer satisfaction, when service is deficient, Customers may feel frustrated and discouraged from returning, negatively impacting their loyalty and brand image.

Price is a determining factor in customer satisfaction, especially in a competitive market such as retail, Castro (2012) states that the price should be perceived as fair in relation to the quality and benefits of the product or service offered, if consumers feel that the price is high compared to the perceived value, This can result in dissatisfaction, on the other hand, competitive prices combined with promotions and discounts can improve the perception of value and increase satisfaction, however, price alone does not guarantee customer satisfaction, as it is only one of the components of the perceived value equation.

That is why it is important to verify the impact of the atmosphere of retail stores on the perceptions of the quality of products and services, in addition to the prices charged to consumers, and the influence exerted on the perception of a store's intention to return and recommend (Espinoza; D'angelo; Liberali, 2005, p.102).

The store environment also plays a significant role in customer satisfaction, a well-designed, clean, safe and comfortable environment can improve the shopping experience and positively influence satisfaction, according to Eisner (2011), factors such as lighting, music, layout, product organization and signage can affect the mood and buying behavior of customers, Creating a welcoming and stimulating environment, when the store environment is neglected, it can generate discomfort and a negative experience, directly impacting customer satisfaction.

The shopping experience is a comprehensive factor that integrates several elements, such as product quality, service, price and store environment, as Dantas (2014) highlights that the shopping experience encompasses all points of contact between the customer and the company, from the first contact to the after-sales, a positive experience can generate high levels of satisfaction and loyalty, While a negative experience can have the opposite effect, the shopping experience, therefore, is multifaceted and includes both tangible aspects, such as the product, and intangible, such as the feeling of being valued by the company.

Each of these factors is interdependent and contributes in a unique way to the overall perception of customer satisfaction, the quality of the product can be valued, but without efficient service, the customer may not buy again, in the same way, good service can mitigate perceptions of high prices, thus, the integration of these elements into a cohesive strategy is essential for building a solid relationship with the customer and for maintaining of your long-term satisfaction.

In addition, it is important to consider that customer expectations are dynamic and change over time, Demo (2000) points out that past experiences, social interactions, and marketing communication can influence the formation of these expectations, which in turn directly affects satisfaction, understanding these expectations and adjusting them as necessary is essential to ensure that the company continues to meet the needs and desires of its customers effectively.

Therefore, for retail companies, the challenge lies in managing all these factors in an integrated way, ensuring that every aspect of the customer experience is considered and optimized, customer satisfaction in retail is thus the result of a careful balance between quality, price, service, environment and shopping experience, and understanding how these elements interrelate can be the differential for success in a highly competitive market.

Table 1: Factors that Influence Customer Satisfaction in Retail

Factor	Description	Impact on Satisfaction
Product Quality	Compliance with consumer expectations and needs in terms of performance and durability	Increases loyalty and repurchase likelihood
Customer service	Effectiveness in problem solving and creating positive experiences	Increases satisfaction and reduces the likelihood of dissatisfaction and churn
Price	Perception of fair price in relation to the value of the product or service	May increase satisfaction if perceived as fair; may cause dissatisfaction if high
Store Environment	Physical and psychological aspects such as cleanliness, comfort, organization and signage	Improves the shopping experience and increases customer satisfaction
Shopping Experience	Integration of all points of contact between the customer and the company, from pre-sales to after-sales	Determines the customer's overall perception and willingness to be loyal to the brand

Source: Adapted from Brito, Vieira and Espartel (2011),

This table summarizes the main factors that influence customer satisfaction in retail, showing how each element contributes to the formation of a positive or negative perception, highlighting the need for an integrated approach in customer experience management.

Theoretical Models of Customer Satisfaction Comiotto *et al.* (2014) explain that theoretical models of customer satisfaction are fundamental to understand how consumers perceive and evaluate their shopping experiences, as can be seen in Chart 2 below:

Table 2: Customer Satisfaction Expectation-Confirmation Model

Element	Description
Initial Expectations	Perceptions and expectations that the customer has before the purchase, influenced by factors such as advertising, feedback from other consumers and past experiences.
Perceived Performance	Customer evaluation of the product or service after purchase, comparing it with initial expectations.
Positive Confirmation	When perceived performance meets or exceeds expectations, resulting in customer satisfaction.
Negative Dissonance	When perceived performance falls short of expectations, leading to customer dissatisfaction.
Relevance in Retail	Application of the model in retail environments, where expectations are shaped by several factors, such as advertising, feedback and past experiences.

Source: Adapted from Comiotto et al. (2014) ,

Costa, Santana and Trigo (2015) highlight that the Expectation Confirmation model is widely applied to identify discrepancies between what the customer expects and what they actually receive. By understanding how these expectations are formed and modified over time, businesses can adjust their marketing and fulfillment strategies to align

perceived performance with customer expectations. This allows retail companies to improve critical points of their operation, offering a service that more effectively meets the needs and desires of the consumer.

Espinoza, D'Angelo and Liberali (2005) present another important theoretical model, the Performance versus Importance Model, which evaluates customer satisfaction considering two dimensions: the perceived performance of certain attributes of a product or service and the importance that the customer attributes to these attributes.

Silva *et al.* (2016) state that the Performance versus Importance Model is especially useful in retail, as it allows for a more detailed analysis of the factors that affect customer satisfaction. This model helps companies identify and prioritize the aspects of the service that are most valued by customers, such as quality of service, store environment, prices, among others. Thus, it is possible to optimize resources and efforts to improve the points that most impact the perception of value and consumer satisfaction.

Fonseca (2002) suggests that both models, Expectation, Confirmation, and Performance versus Importance, offer different ways of understanding and measuring customer satisfaction. The first model focuses on comparing perceived performance to customer expectations, while the second emphasizes the relative importance of specific product or service attributes.

Espinoza, D'Angelo, and Liberali (2005) emphasize that the application of these models allows retail companies to adopt more personalized approaches to increase customer satisfaction. The Expectation-Confirmation model, for example, can be used to adjust communication and marketing campaigns, ensuring that the expectations created are realistic and can be met. At the same time, the Performance vs. Importance Model helps identify which specific areas need improvement to optimize the overall customer experience.

Comiotto *et al.* (2014) point out that these theoretical models require a continuous collection of data on customer expectations and perceptions, using methodologies such as satisfaction surveys, feedback analysis, and direct observation of purchase behavior.

Finally, Fonseca (2002) reminds us that customer satisfaction models are not ready-made solutions for all problems, but tools that help in strategic decision-making. Each model has its limitations and strengths, and it is necessary to consider the specific context of the company and the profile of its consumers to apply the models effectively. By

combining different models, businesses can develop a more robust approach to measuring and improving customer satisfaction.

Therefore, Costa, Santana and Trigo (2015) state that understanding and applying different theoretical models of customer satisfaction, such as the Expectation-Confirmation model and the Performance versus Importance Model, is essential for retail companies seeking to improve their customers' experience and increase their loyalty.

COMPARATIVE ANALYSIS OF RETAIL SERVICE MODELS

TRADITIONAL CUSTOMER SERVICE MODELS

Silva, Da Silva and Quevedo (2016) describe traditional customer service models in retail as those that occur mainly in physical stores, where there is direct and face-to-face contact between the customer and the attendants. These models are characterized by personal interaction, which allows for direct, immediate, and often personalized communication. Face-to-face service in physical stores is a classic example of this model, in which the customer can obtain detailed information about products, services, and company policies directly from a representative or salesperson, in addition to being able to try or test products before making the purchase.

Garcia (2011) highlights that one of the main characteristics of face-to-face service is the need for personal interaction, which creates a stronger bond between the customer and the brand. This direct interaction is essential to quickly identify and resolve customer issues, as well as to personalize service according to individual needs and expectations. Through this contact, it is possible to generate a positive experience, increasing customer satisfaction and, consequently, their loyalty to the brand.

Table 3: Characteristics of Traditional Customer Service Models in Retail

Features	Description	Implications for Customer Satisfaction
Direct contact	Face-to-face interaction between the customer and the attendant in the physical store	Facilitates immediate problem resolution and increases customer confidence and satisfaction
Need for Personal interaction	Requires interpersonal skills, empathy and effective communication from attendants	Generates personalized experiences, increasing customer satisfaction and loyalty
Immediate Return	Allows the company to receive direct feedback from the customer about their experience	Provides rich and detailed data to improve service and adjust strategies
Access to Products and Tests	Allows the customer to see, touch, test and try products before purchasing	Reduces uncertainty and increases the likelihood of purchase
Valuing Customer Experience	Organized, clean and accessible environments contribute to a better shopping experience.	Positively influences the perception of quality and customer satisfaction
High Operating Cost	Requires maintenance of physical space and investment in trained staff	It can limit opening hours and increase costs for the company

Source: Adapted from Silva, Da Silva and Quevedo, (2016); Garcia (2011).

Hayes (1992) states that face-to-face service is highly valued by customers due to the possibility of solving problems immediately and personally, which is often not possible in other service channels, such as online or telephone. However, this model can also have negative implications for customer satisfaction if the service is slow, impersonal, or if there is a lack of empathy on the part of the agent.

Thus, studies of price management, variety and the quality and variety of the products offered and the service given to customers, have received greater emphasis since then when thinking about the attributes of a retail store that can generate loyalty (Lopes *et al.*, 2013, p. 55)

Morais et al. (2018) point out that, despite the growing digitalization and the adoption of online service channels, the traditional model is still essential in retail, especially for certain customer segments that prefer face-to-face interaction. This service allows for a more humanized and adapted approach, which often results in greater customer trust in the brand.

However, for face-to-face service to be effective, it is necessary that the physical store is prepared to receive the customer in a comfortable way, with well-organized, clean, and accessible environments, factors that also influence the perception of quality and customer satisfaction.

MODERN CUSTOMER SERVICE MODELS

Laran and Espinoza (2004) point out that modern customer service models, such as online service, chatbots, and self-service services, have become increasingly relevant due to the evolution of digital technologies and the increased use of the internet. Online service, for example, allows companies to stay in touch with customers anytime and anywhere, using channels such as email, social media, and live chats, eliminating the time and space limitations present in traditional models.

Pinheiro *et al.* (2011) state that chatbots, automated systems that use artificial intelligence to simulate a human conversation, are increasingly used as part of customer service strategy.

Chatbots are effective because they can quickly answer frequently asked questions, provide information, and perform simple tasks such as order tracking and basic technical support. They operate 24 hours a day, seven days a week, which increases service availability and reduces operational costs by minimizing the need for a large service team.

Rodrigues, Silva and Andrade (2011) explain that self-service services, such as Frequently Asked Questions (FAQs), tutorials and mobile applications, allow customers to solve problems and find answers on their own, without having to interact directly with an agent. This service model is advantageous because it reduces the pressure on the service team and provides a quick and practical solution for the customer. Additionally, self-service is often preferred by customers who value autonomy and agility in problem-solving.

Table 4: Advantages and Disadvantages of Modern Service Models to the Customer

Modern Model	Advantages	Disadvantages
Online Service	24/7 availability, cost reduction, accessibility anywhere, fast response	Can be impersonal, limitations in complex situations that require human empathy
Chatbots	Fast and automatic responses, reduced cost, continuous operation (24/7), efficiency in simple tasks	Lack of customization, limitations in complex problems, can generate frustration in customers with specific demands
Self-Service Services	Provides autonomy to the customer, reduces pressure on the service team, quick and practical solutions	It can be confusing or frustrating if the information is not clear, impersonal perception of

Source: Adapted from Laran and Espinoza (2004).

Gil (2017) observes that one of the main differences between modern and traditional service models is the personalization of the service. Face-to-face service allows for greater personalization and adaptation to the specific needs of each customer, which can significantly increase customer satisfaction and loyalty. In contrast, modern models of care often rely on standardized and automatic responses, which can be perceived as impersonal.

METHODOLOGY

For Fonseca (2002), a research can be classified according to its approach, its nature and its methodological procedures. This article is the result of a research of a basic nature and qualitative approach, and was conducted through scientific procedures that ensured the perfect achievement of the results and fulfillment of the proposed objectives.

As the main objective of the research was the analysis of the strategies that provide good service to the retail consumer, using exclusively bibliographies related to the theme, the research can be characterized, from the procedural point of view, as bibliographic and, from the point of view of the objective, it is purely exploratory. As already informed, only secondary data were used in view of their purely theoretical character.

. Due to this characteristic, it was possible to verify the current state of the art in which the theme of this article was found. In this way, it was possible to survey some concepts about customer service, in addition to confronting traditional models with contemporary models.

Regarding the data collection techniques, as already informed, the techniques used were, basically, bibliographic analysis and access to journals in databases such as scielo and google scholar. Regarding data analysis, the technique used was the interpretation and reflection of the data, through information contained in tables and charts, with the aim of trying to find plausible explanations for the research problem.

RESULTS AND DISCUSSIONS OR ANALYSIS OF THE DATA

The results show that there is no ideal model to be adopted by retail companies, what should occur, in fact, is an adaptation of the models to the desires of their target audience, that is, their customers.

Gil (2017) observes that both traditional and modern models of customer service in retail have the main objective of ensuring customer satisfaction, however, the approaches

used by each model are significantly different. Traditional models, such as face-to-face service in physical stores, are based on direct human interaction, where personalization, empathy, and interpersonal relationships play a central role. Modern models, such as online service, chatbots, and self-service services, use digital technologies to offer a faster, more efficient, and more accessible experience.

According to Camargo (2018), the effectiveness of both models depends on how they are implemented and managed. In the traditional model, effectiveness is directly linked to employees' ability to communicate clearly, resolve issues quickly, and create a positive customer experience.

Laran and Espinoza (2004) state that, in terms of impact on customer satisfaction, traditional models generally offer a higher level of satisfaction due to personalized human interaction, which allows the adjustment of service to the specific needs of each customer. This personalization can create an emotional bond between the customer and the brand, fostering loyalty and trust. However, in situations where the customer is looking for convenience, speed, and constant availability, modern models may be more satisfactory, especially for customers who prefer to solve problems autonomously or are familiar with digital technologies.

For Pinheiro *et al.* (2011) explain that modern models, such as chatbots and self-service, are best suited for consumers who value speed and convenience and are comfortable with using technology.

Rodrigues, Silva and Andrade (2011) state that, although modern models can be seen as more efficient and economical, they also present significant challenges. The lack of personalization and the possibility of standardized responses can lead to customer frustration in more complex cases, where a more empathetic and tailored approach is required.

Table 5: Comparison between Traditional and Modern Customer Service Models

Comparison Criteria	Traditional Service Models	Modern Service Models
Effectiveness	High effectiveness in complex situations that require empathy	High efficiency in simple, fast and large-scale tasks
Impact Satisfaction on	Greater satisfaction for customers who prefer human interaction	Greater satisfaction for customers seeking speed and convenience
Customization	High customization due to direct interaction	Low to medium customization; depends on technology used
Operating Costs	High, due to the need for qualified staff and infrastructure	Reduced, due to the use of technology to automate processes
Availability	Limited to store opening hours	24/7, available at any time through digital platforms
Customer Profile Adaptation to	Suitable for customers who value personal interaction and trust	Suitable for customers who prefer speed, autonomy and technology

Source: Adapted from Gil (2017).

Gil (2017) concludes that the choice between traditional and modern service models should be based on the company's strategy and the profile of its customers. While the traditional model may be better suited for businesses operating in markets with customers who value human contact and personalized experience, modern models are more suitable for businesses looking for efficiency, cost reduction, and serving a wider and more diverse customer base.

Kotler and Keller (2006) argue that in order to improve customer satisfaction in the retail industry, it is essential to adopt a strategic approach that includes various customer-oriented tactics, such as employee training, loyalty programs, and service personalization. Each of these strategies can be supported by academic theories and research that demonstrate their effectiveness in promoting a positive customer experience and increasing loyalty.

Sausen *et al.* (2018) propose the personalization of services as another crucial strategy to increase customer satisfaction in retail. Personalization can be achieved through various techniques, such as using customer data to offer product recommendations, tailor marketing messages, or provide unique shopping experiences.

According to Solomom (2016), the continuous evolution of the market and the emergence of new technologies are shaping the future of customer service in retail,

promoting a significant change in consumer expectations and experience. Among the emerging trends, the use of artificial intelligence (AI), omnichannel service, and the integration of digital technologies stand out.

FINAL CONSIDERATIONS

The research developed that originated this article highlighted the importance of effective strategies to improve customer satisfaction in the retail sector, considering both traditional service models and emerging technological innovations. As discussed, strategies such as employee training, loyalty programs, and service personalization are key to creating positive experiences and fostering customer loyalty.

It was observed that the contemporary retail scenario presents significant challenges, such as the need to quickly adapt to changing consumer expectations and the diversity of service channels, as well as the incorporation of new technologies to improve the customer experience.

The survey pointed out that, to face these challenges, it is crucial to adopt an integrated approach, which combines technological innovation with traditional service practices, always centered on customer satisfaction. In terms of future trends, the study identified the increasing use of artificial intelligence and the integration of digital technologies as elements that will shape customer service in the coming years.

The challenges identified, such as resistance to change and managing channel diversity, reinforce the need for agile and adaptive management, capable of responding quickly to market transformations and new consumer demands. To do this, companies must invest in advanced technologies, continuous training of their employees, and data analysis, seeking to deeply understand customer behavior and preferences. It is therefore concluded that customer satisfaction in retail depends on a balanced combination of traditional and modern strategies, aligned with emerging trends and consumer expectations.

The research suggests that by integrating personalized service practices with technological innovations, businesses can not only improve the customer experience but also strengthen their competitive position in the market. In this way, the study contributes to the development of a more effective and adaptable service model, capable of promoting high levels of customer satisfaction and loyalty, essential for long-term success in the retail sector.

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