How to evaluate the services of a small beauty salon in Manaus?

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Abstract

The research evaluates the performance of the services provided by the Nivea Mangabeira Space Salon, located in the Redenção district of Manaus City, capital of Amazonas. To this end, for 20 days in November 2019, a questionnaire was applied to 50 clients, containing twenty items referring to the five quality dimensions: Tangible Aspects, Reliability, Responsibility, Assurance, and Empathy. The collected data were analyzed using descriptive statistics and after analyzing the results, it was concluded that empathy is the best performing dimension, indicating that professionals have a great relationship with clients and that they feel very well treated. On the other hand, the Tangible Aspects dimension had the lowest performance, even though the hall structure being considered good, it can be improved. Suggested improvements by respondents include parking, a wider place, offering snacks, courtesies or promotions for birthday people, always having coffee, doing micro-pigmentation wire-to-wire and hiring more professionals for the most demanding days. As for management, it is recommended that managers pursue improvement courses in small and medium business administration at SEBRAE-AM, CETAM or in another establishment, to professionalize its management, leaving a small family-based company to maybe become a national franchise.

Key-words: Perceived Quality, SERVPERF, Satisfaction.

1. Introduction

The field of hairdressers and cosmetics has been growing continuously in Brazil. According to data from the Brazilian Association of Personal Hygiene and Cosmetics Industry (ABIHPEC, 2019), the beauty market has advanced about 2% in the last year. In this sense, being recognized the professions of hairdresser, barber, beautician, manicure, pedicure, epilator and makeup artist by law 12.592 / 2012 (SEBRAE, 2017), the beauty salons have drawn attention, as it is estimated that in Brazil there are already five hundred thousand formalized establishments, corresponding to half of the salons in the whole country, since about 48% of the existing ones are informal. By 2021, the number of such establishments is forecast to increase by 4.5% (BEAUTY FAIR, 2018).

Given the increased competition in this segment, the quality of services becomes indispensable in performing the activities of a beauty salon, thus gaining a lasting relationship with the customer (NORONHA et al, 2006 apud RIBEIRO; THIESEN; TINOCO, 2013). In addition to bringing confidence and credibility, maintaining this quality can increase market share, as it is common for customers to refer

and talk about the establishment to their friends, family, as well as on their social media.

This research is a case study focused on Nivea Mangabeira Space, a small beauty salon located in the Midwest of Manaus city that operates in this branch since 2015. The salon has in its staff four professionals, being two hairdressers, who also provide hair removal and eyebrow design services. Two manicurists perform services on the feet and hands of clients. During its existence, the company has always been concerned with providing the best service and meeting the expectations of its customers, offering discounts and performing promotions.

However, in almost 4 years of existence, no methodology has been formalized to assess customer satisfaction of the salon, which hinders the process of continuous improvement of services provided to the public, mostly women.

In this context, the article evaluates the performance of the services provided by the Nivea Mangabeira Space Salon, in order to propose suggestions for improvements.

The specific objectives are a) to develop and test a data collection instrument; b) identify the strengths and points to improve concerning the services provided to the salon customers; c) propose suggestions for improvements.

The key questions in the study are "What is the average level of salon customer satisfaction?" And "what are the strengths of the salon" and "which points need improvement?".

The research is relevant to the salon because from this study it will be possible to visualize the perception of quality that customers have about the services provided and then to improve services.

A similar and update study has not yet been conducted in Manaus, which makes the research relevant also to academia, which can later use the research for classroom discussions or to develop new research or assessment methods.

Finally, there are hundreds of these establishments in Manaus, it can be found on sites "Telelista" such as <https://www.telelistas.net/am/manaus/cabeleireiros+e+institutos+de+beleza>, "Guias" <https://www.guiamais.com.br/manaus-am/institutos-de-beleza/saloes-de-beleza-e-cabeleireiros> or other internet search services. Thus, the research can serve as a benchmark for several beauty salons to apply with adaptation to their reality, becoming another useful tool for the managers of these enterprises.

2. Theoretical Referencial

2.1 Services

According to Kotler (1998, p. 412) "Service is any act or performance that someone can offer to the other and that is essentially intangible and does not result in ownership of anything."

Grönroos (2009) defines service as a process that contains a series of activities that lead to being intangible and that is most often done directly between a customer and the service provider.

For Bateson (1978), services are characterized by inseparability, in which creation and consumption occur at the same time and with the direct participation of the client; Intangibility, the nonphysical, is not a good or product to be transported or stored; heterogeneity, where there is no possibility of standardization, and a service may have a different result for each customer; and perishability and the service cannot be stored or waited for later, as downtime can have many impacts on the costs of providing services, not meeting the

desired demand.

2.2 Services in Beauty Salon

Service companies like salons have a great interaction between employees and customers, this contact can benefit the establishments since with a more trusting relationship, customers can feel free to expose their perceptions about the service that is being offered. being performed.

Bota (2007), in a survey conducted in Rio de Janeiro, identified five factors most relevant to the quality of attendance. These include freedom to be called by name, level of customer attention, comfort and professionalism. Here it is also worth mentioning the importance of meeting deadlines and shorter time in the execution of the service as competitive factors (JURAN; GRYNA, 1993).

A beauty salon is expected to provide personal, respectful and discreet treatment, always in a friendly, committed manner and with the possibility of making new social interactions. It is also expected to find a variety of services to meet all needs in one place. In addition to providing new products and always being aware of industry innovations, such as health care, products for all skin and hair and sustainability (SEBRAE, 2019).

In the services provided in beauty salons the characteristics of inseparability are evidenced, with the creation and consumption at the same time; the heterogeneity where each service can have a different outcome for each customer, as each skin, hair or nail can react uniquely in contact with the same types of products and the perishability where a customer's loss and downtime directly affects the professional profit.

2.3 Customers' satisfaction

In the business world, the customer is the key to the development of any company. Within the service sector, this perception is even stronger, as quality service is essential to attract the consumer, so the quality of service and service being provided should always be improved, as these concepts are directly linked to satisfaction of the customer.

Costa, Nakata and Calsani (2013), affirm that all care must be done with good treatment to obtain a greater possibility of a sale. Excellence in service is classified as a competitive strategy in the market. Galdino and Silva (2018) affirm that in the case of non-customer satisfaction, the company must be willing to correct its mistakes, always seeking improvement, as this commitment generates credibility with customers. Moreover, customer loyalty can be a decisive factor in the survival of the enterprise within the scenario that is included.

2.4 Quality in Services

For Ferreira (1975 apud MARTINS et al., 2014) service is the product of human activity, which does not assume the form of material goods, but satisfies a need.

According to Campos (2004, p.02), "a quality product or service is one that perfectly, reliably, affordably, safely and timely meets customer needs". Bassan (2018, p. 12) believes that there are several perceptions regarding the concepts of quality, which depend on the situation and the context in which this concept is being inserted since quality can be seen as something subjective.

Quality can be defined as the satisfaction and adequacy of services to customer needs, being directly linked

to the concepts of efficiency and effectiveness: do the best possible activity, perform services without errors, meet standards and norms, ensuring compliance or even exceeding customer expectations, thereby seeking positioning concerning competitors.

Parasuraman, Zeithaml and Berry (1985) argue that quality is analyzed by consumers by comparing their expectations with their perception of service performance. It warns that there are differences or gaps between users' expectations and what is offered. In this sense, they proposed that service quality is a function of the differences between expectation and performance/perception throughout the analysis of quality dimensions. To this end, the authors developed a quality of service model based on specific gap analysis, as briefly described in section 2.4.3.

2.4 Service Quality Assessments

Perceived quality and expectation may differ for each person, as each individual has their concepts and values. Therefore, the different quality assessment methods must be raised and adapted for the study to be objective. Some of these methods will be exposed here for comparison purposes.

2.4.1 American Customer Satisfaction Index (ACSI)

The American Customer Satisfaction Index (ACSI) was developed in 1994 by researchers from the National Quality Research Center (NQRC) in cooperation with the American Society of Quality (ASQ).

According to Lopes, Pereira, and Vieira (2009) ACSI is divided into two parts:

a) the first formed by the antecedents of satisfaction, which is perceived quality, which is the customer's assessment of the service, expectations based on customer wishes, what they expect to receive from the service provider, and perceived value, which is the quality perceived by the market, refers to the price of the service;

b) The second is formed by the consequences of satisfaction, which are the complaint, which is the result of the customer's dissatisfaction with the service provided, and the loyalty, which is the consequence of the customer satisfaction with a given service, and there is the repetition of the relationship between the client and the professional.

Several studies were developed by using ACSI model (HACKL; SCHARITZER; ZUBA, 2000; JUHL; KRISTENSEN; VILARES; COELHO, 2003; VAN RIZYN et al., 2004; CHITTY; STEVEN; CHUA, 2007) and for further information, the ACSI model with other cases applied into service, trade, and industries can be accessed through the site <https://www.theacsi.org/>.

2.4.2 European Customer Satisfaction Index (ECSI)

In 1998, the ACSI-based European Customer Satisfaction Index (ECSI) was developed to measure the satisfaction of the European market.

In this model, satisfaction is also related to antecedent variables, such as business image, which is the external business image in the market, expectation, perceived quality, perceived value, and trust, which is related to image; and to the consequent variables, which are customer loyalty and communication, where after performing the service, where there is word of mouth, often informal (LOPES, PEREIRA, VIEIRA, 2009).

Santos et al. (2017) affirm that the ECSI model relates student satisfaction to antecedent variables - image, student expectation, perceived quality, perceived value and reliability - and consequent variables - loyalty and word of mouth communication.

According to the authors, in addition to the antecedent variables adopted by the ACSI model, the ECSI model considered the antecedent variable Image, which is how the market views the company, reflecting the external prestige of the organization.

Lopes et al. (2009) realized a comparative study between ACSI and ECSI by using a sample with 2145 of customers in the service sector located in the Minas Gerais state (Brazil), finding that ACSI can measure satisfaction more accurately than ECSI.

2.4.3 SERVQUAL Method

Parasuraman, Zeithaml, and Berry (1985) to measure the quality of service, developed the Service Quality Gap Analysis (SERVQUAL). This method states that perceived quality, or customer satisfaction, is the result of the difference between the customer's expectation of the service they seek and the performance achieved after performing this service.

In this model, several characteristics or dimensions are evaluated, being divided into many items that will be scored by customers, showing that the quality of service is influenced by some factors.

It consists of 5 dimensions: tangibility, which relates to the physical aspects of the company; reliability, which is linked to the trust that the client has in the professional and the fulfillment of deadlines; responsiveness, which is related to the responsibility that the company has with the customer, to answer their questions and solve their problems; assurance, which refers to the company's ability to correct errors that may occur in the performance of the service; and empathy, which concerns the care and attention received by the client in performing the service, and this attention is appropriate to each user.

The method is applied in two steps: the first to collect customer expectations regarding the defined dimensions, the second to collect customer perception after the service is performed. After these two steps, there is a difference between performances and expectations.

A negative result in the difference between expectation and performance indicates that customer perceptions are below expectations. A positive score indicates that the professional is offering a service that is higher than expected by the client (COELHO, 2004).

These results can be used as indicators to evaluate the quality of service provided about the evaluated dimension and to propose improvements based on customer dissatisfaction, or higher expectations than performance.

2.4.4 SERVPERF Method

According to Schreider (2018), a new concept of quality was developed by Cronin and Taylor (1994), where quality is conceptualized as a customer attitude.

Cronin and Taylor (1994), based on the Parasuraman, Zeithaml, and Berry (1985) model, affirmed that quality should not be indicated by the difference between expectation and performance, this quality should be measured only by service performance. They concluded that customer satisfaction is directly linked to the quality of service and this relationship is directly linked to the intention of a new purchase, in the case

of customer loyalty or loyalty.

The developed model was named Service Performance (SERVPERF) and uses the same quality definition evaluated in SERVQUAL dimensions. In this way, SERVPERF represents the 5 dimensions of quality subdivided into statements about service performance, where service quality is directly named by the performance perceived by the customer. Being this model more efficient because it reduces the number of statements to be answered by respondents.

The SERVPERF model consists of 22 statements about service performance, representing the five dimensions of quality developed by Parasuraman, Zeithaml, and Berry, creators of the SERVQUAL model. So, for the SERVPERF model, quality of service is represented by equation (1):

$$Q_j = D_j \qquad (1)$$

Where:

Q_j = Quality of service assessment against feature j;

D_j = Performance perception values for service characteristic j.

Affirmations are evaluated on a Likert scale ranging from 1 to 7, where 1 represents strongly disagree and 7 represents strongly agree. After applying techniques that analyze the reliability and validity of the instruments, Cronin and Taylor (1994) concluded that the SERVPERF scale has a higher reliability to measure the quality of service than the SERVQUAL scale. Also, it can be said that it is more efficient because it reduces by 50% the number of items that must be evaluated by respondents.

The application of the SERVPERF model can be found in various types of companies, such as in the restaurant sector (SILVA; MEDEIROS; COSTA, 2009), laboratories (GONÇALVES; FREITAS; BELDERRAIN, 2010), in hotels (AQUINO; JERÔNIMO; MELO, 2015), among other applications.

In summary, Miguel and Salomi (2004) reviewed the main models for measuring quality in services and concluded that there is no consensus in the literature on the most appropriate model to measure it from the clients' point of view.

3. Methodology

The research has applied nature since the knowledge generated will contribute to the improvement of the services provided by the salon.

Regarding the objectives, the research is descriptive because the knowledge related to quality assessment models is already known, there is only a shortage of its applicability in beauty salons in the city of Manaus. Thus, the research will contribute to describing the profile of customers and their perception regarding the quality of services generated. Importantly, the statistics to be applied will be descriptive without changing the value of the variables during the process of data collection and analysis.

Regarding the approach, the study is combined (qualitative and quantitative) with the use of procedures involving bibliographic research, case study and survey application along with a questionnaire and interviews.

The development of the questionnaire and the field research were based on the SERVPERF model, which

was chosen due to its simplicity of application, since inside a hall, many clients are in a hurry or maybe after a moment of relaxation, so as not to take them too long, this could affect their participation.

Adaptations were made to the model to provide better understanding and agility in responding to the statements.

The research steps were:

a) Bibliographic survey: from September 1st to October 25th, 2019;

b) Development of the data collection instrument: October 25-30, 2019;

c) Target audience definition and sample size: November 1, 2019;

d) Conduct of the pilot test: October 26, 2019;

e) Performance of the definitive test: from October 31 to November 21, 2019;

f) Calculation and analysis of data: from November 17 to 22, 2019.

g) Preparation and review of the article: August 15 to November 22, 2019.

h) Translation and submission of the article to the journal: November 23-25, 2019.

3.1 Data Collection Instrument Development (Questionnaire)

A questionnaire (Appendix) was divided into 3 sections:

Section 1) Demanded service: where the respondent marks the service performed in the salon;

Section 2) Customer Satisfaction Assessment: Containing 5 dimensions: Tangible Aspects (Facilities), Reliability, Responsibility, Assurance, and Empathy, each with 4 evaluative items, totaling 20 items.

The items listed in the questionnaire were chosen from bibliographic searches in similar articles and research and discussed with the project management team.

For each item, the respondent was asked to rate from 1 to 10 using the Likert Scale:

1 or 2 = Very Bad; 3 or 4 = Bad; 5 or 6 = Regular; 7 or 8 = Good; 9 or 10 = Excellent.

When the item did not apply to the customer, he could answer NA (Not Applicable)

Section 3) Employee Profile: The respondent recorded information on gender, age, monthly personal income, educational level, and suggestions for improvement.

3.2 Sample Size Definition

The administrative staff did not know the exact number of clients, but the average number was 111 clients per month, ie, an average of 4 clients per day during the 26 days worked.

Although no inferential statistics will be made, the sample size was determined using the *SurveyMonkey* calculator, using the 90% confidence level and a 9% error margin. Thus the minimum sample required is 48 responses.

3.3 Pilot Test Application

To check the comprehensibility level of the questionnaire, it was applied during one day (October 26, 2019) in the salon, with 4 answers delivered correctly. Throughout the interview, it was noticed the need to make some improvements in the questionnaire, to then perform the definitive test.

3.4 Definitive Test Application

The questionnaire was applied in a printed manner and was delivered to clients after performing some service between October 31 and November 21, 2019.

The questionnaire was explained and each client was given a space to respond to not influence the responses, as the respondent might feel inhibited and consequently not express their opinion honestly about the service evaluated.

An interview was also conducted through *WhatsApp* on November 15, 17 and 21, 2019, to collect more answers.

4. Discussion

Fifty valid responses were collected, representing almost half (45%) of the approximate total of loyal customers who attend the salon monthly.

The data were entered in a spreadsheet to be analyzed, aiming at the organization of the following topics: 4.1 profile of respondents and demanded services; 4.2 analysis of overall dimension performance; 4.3 performance analysis by dimensions; 4.3.1 tangible aspects; 4.3.2 reliability; 4.3.3 responsibility; 4.3.4 assurance; 4.3.5 empathy; 4.4 five highest-performing items; 4.5 five poorly performing items and finally 4.6 suggestions for improvements.

4.1 Respondent profile

Regarding the profile of the respondents, it was observed that: regarding gender, most (98%) are female and only 2%, male.

Concerning the age group of respondents, 30% are between 18 and 30 years old, 24% are between 31 and 40 years old, 28% are between 41 and 50 years old and 18% are over 50 years old.

About monthly personal income, 19.57% have an income of up to 1 minimum salary, 23.91% have income between 1 and 2 minimum salaries, 41.30% have income between 3 and 4 minimum salaries and 15, 22% of respondents have income above 4 monthly minimum salaries.

Regarding the last level of education, most (46%) of respondents have completed higher education, 14% incomplete higher education, 28% complete high school, 10% incomplete high school and 2% completed elementary school.

Concerning the service demanded (Figure 1), it can be seen that a good portion of respondents (43.75%) go to the salon to receive more than one service, sometimes doing Manicure & Pedicure, sometimes doing a combination of other services. About do only one service, it was found that Eyebrow Design (27.08%) and Hairdressing service (20.83%) were the most demanded. On the other hand, the lowest demand for only one service was Manicure (2.08%) and Wax (2.08%).
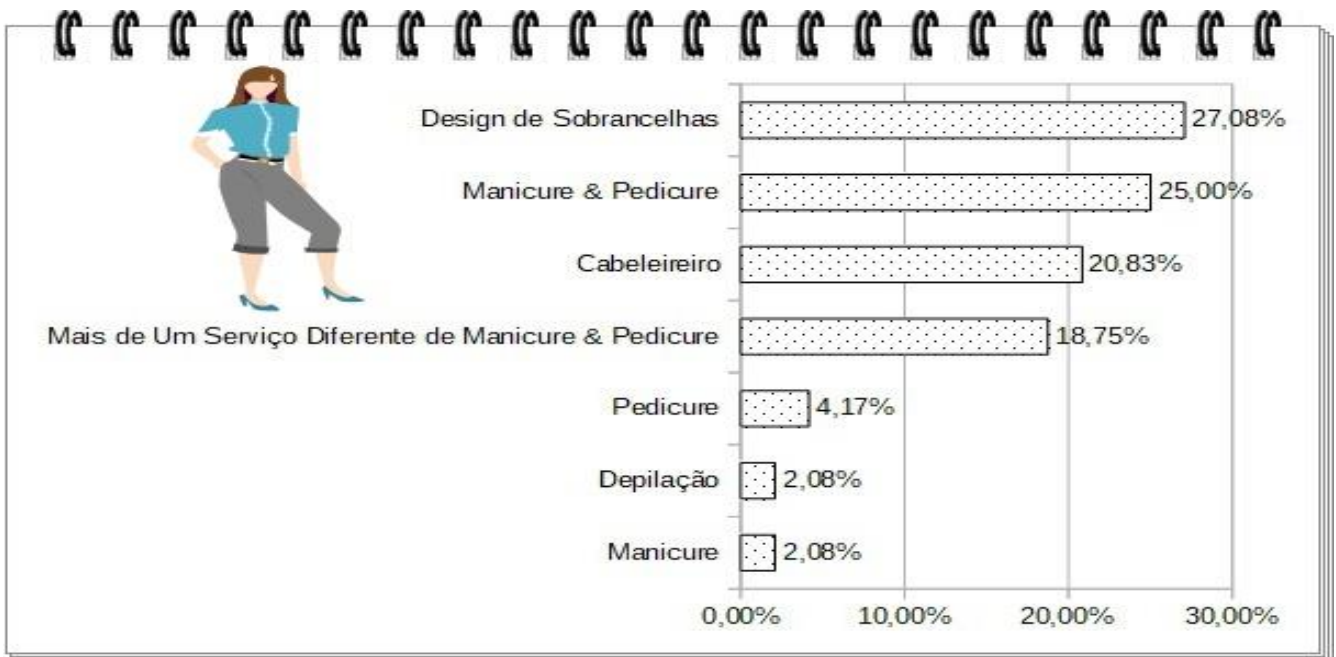
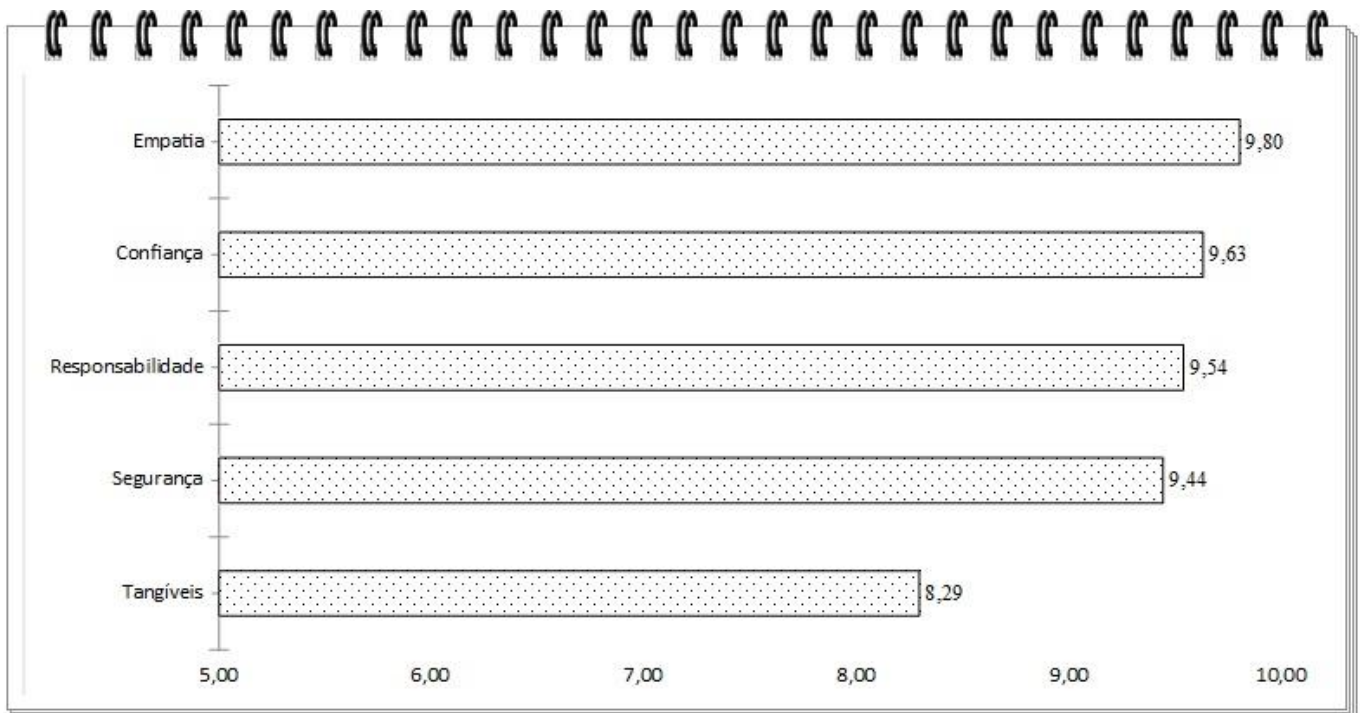Figure 1: Services required by 50 respondents in November 2019

Source: Author

Figure 2: Overall Performance (Average) of the Five Dimensions

Source: Author

4.2 Overall Dimension Performance Analysis

From the answers obtained (Figure 2), it is considered that the average level of customer satisfaction of the salon is considered high since it obtained 9.29 points with a standard deviation of 1.37.

From Figure 2 it can be seen that the dimension of lowest performance was Tangible Aspects ($X = 8.29$; $S = 2.30$), followed by Assurance ($X = 9.44$; $S = 0.96$), Responsibility ($X = 9.54$; $S = 0.83$), Reliability ($X = 9.63$, $S = 0.69$) and Empathy, with higher performance ($X = 9.80$, $S = 0.51$). This last dimension presented
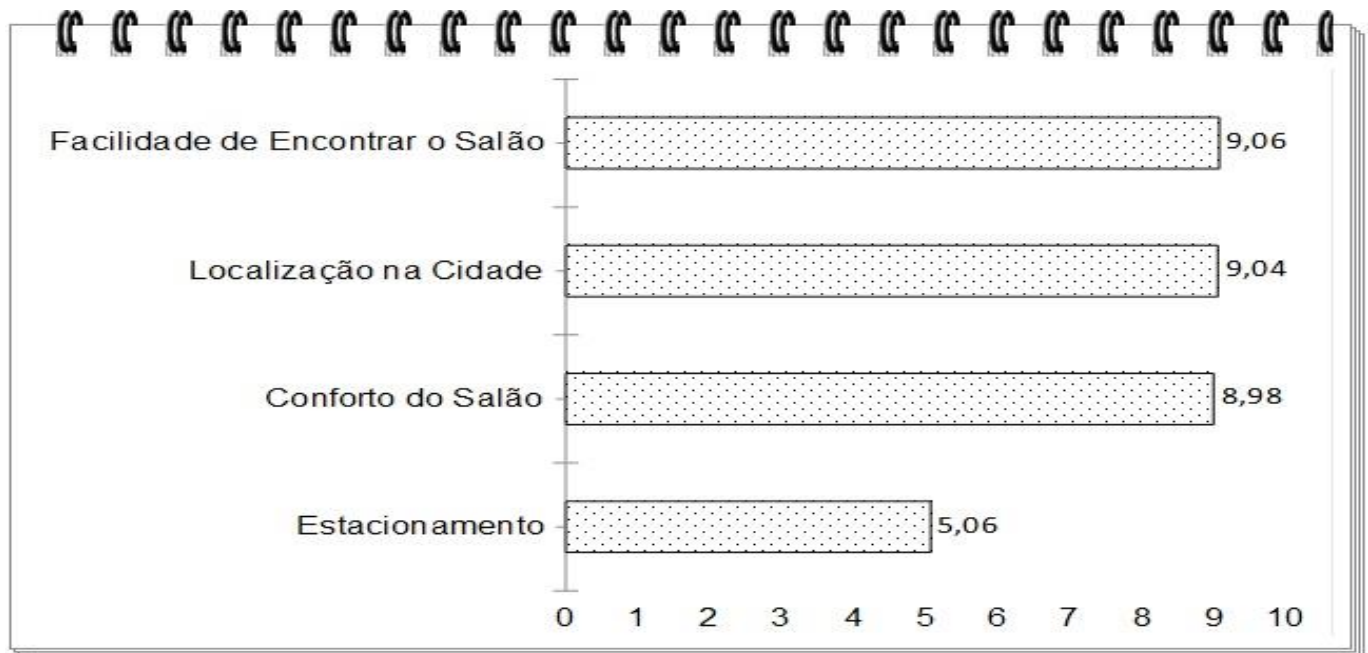
the least dispersion of the results.

Figure 3: Items Average of Tangible Aspects Dimension

Source: Author

4.3 Performance Analysis by Dimension

4.3.1 Tangible Aspects

In this dimension are evaluated the equipment, facilities, and location of the hall.

The results of Figure 3 indicate that the item with the lowest performance was parking, (X = 5.06, S = 3.22), a value considered regular, being the only item with an evaluation below 8 points, which needs to be improved.

The comfort of the salon was considered between good and excellent (X = 8.98; S = 1.24), while the location and ease of finding the salon were considered excellent for respondents, perhaps because they are already loyal customers and know the establishment, perhaps because they also live nearby.

4.3.2 Reliability

This dimension is evaluated the level of confidence that the client has with the professional who works in the salon. It can be seen (Figure 4) that the evaluation was generally considered excellent.

The underperforming item was "Service Execution Time" (X = 9.26; S = 0.99), followed by the items "The product used was adequate" (X = 9.69, S = 0.55), "The professional is able to perform the service" (X = 9.78, S = 0.46) and "Satisfaction with service outcome" (X = 9.78, S = 0.51).

This dimension obtained the second-highest average among the others (X = 9.63, S = 0.63).
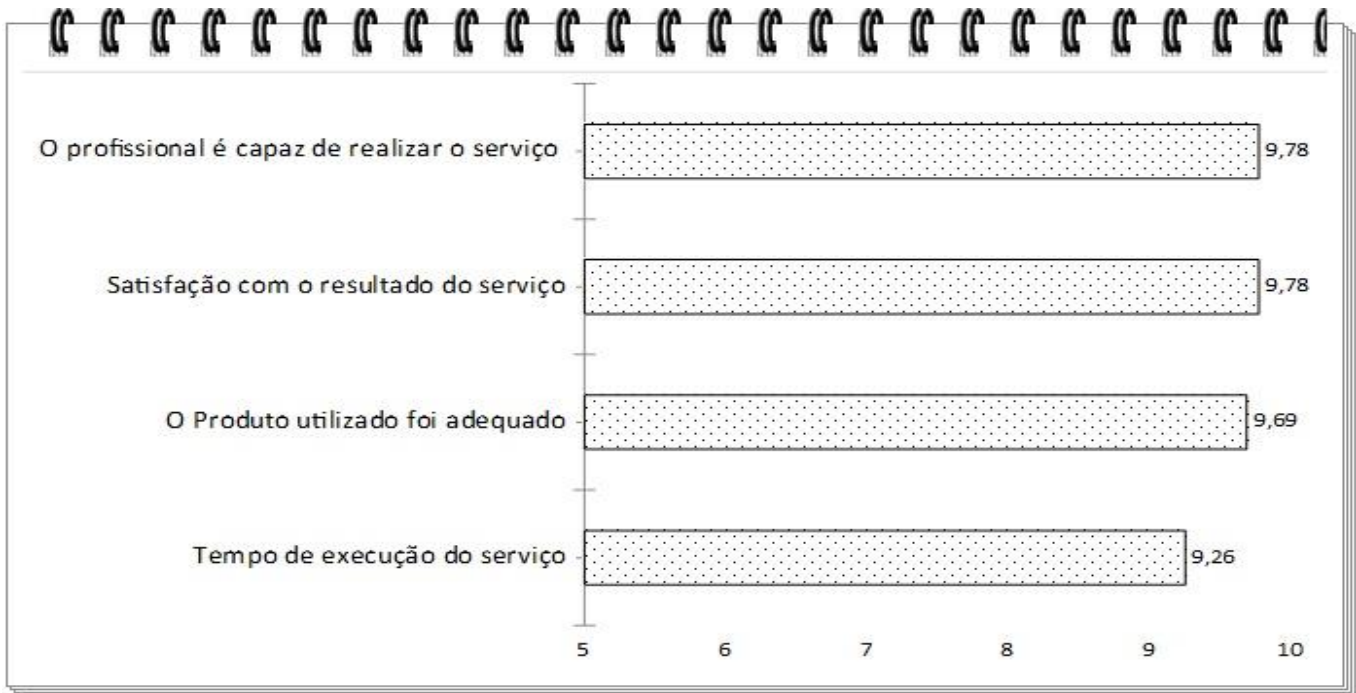
Figure 4: Items Average of Reliability Dimension
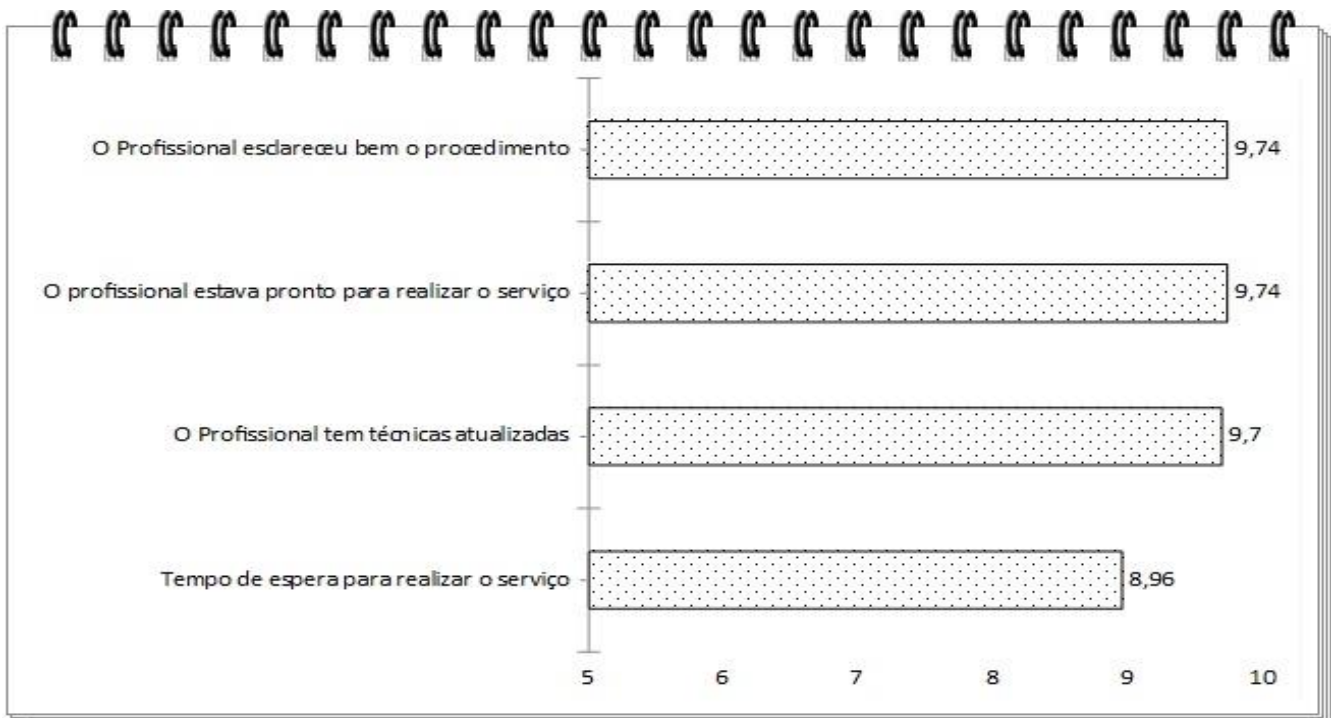
Source: Author

Figure 5: Items Average of Responsibility Dimension

Source: Author

4.3.3 Responsibility

Overall, the dimension performance was excellent (X = 9.54; S = 0.70), with only one item with an average below 9. This dimension evaluates the professionals' commitment to offering the best services, in a shorter time and evaluates if the professional has updated techniques.

The results of Figure 5 indicate that the item "Waiting time to perform the service" obtained the lowest

evaluation (X = 8.96; S = 1.23), followed by the items "The professional has updated techniques" (X = 9.70; S = 0.51), "The professional clarified the procedure well" (X = 9.74; S = 0.49) and "The professional was ready to perform the service" (X = 9.74; S = 0.56).

4.3.4 Assurance

The Assurance dimension is characterized by the client's confidence that the salon is complying with hygiene and health procedures and performing the service that it has set itself to perform as well as it is related to the client's sense of security regarding Hall location.

This obtained an excellent evaluation (X = 9.44; S = 0.86), considered the fourth highest evaluated dimension.

From Figure 6 it can be seen that in this dimension, the item that obtained the lowest performance was the "Sensation of safety regarding the location" (X = 8.94; S = 1.27), an evaluation that can be improved. The following items were "Availability to perform the service", (X = 9.46; S = 0.99), "The professional took care of health procedures" (X = 9.58; S = 0.76) and "The material used was adequate" (X = 9.78; S = 0.42) indicating that clients feel safe in the procedures performed by salon professionals.
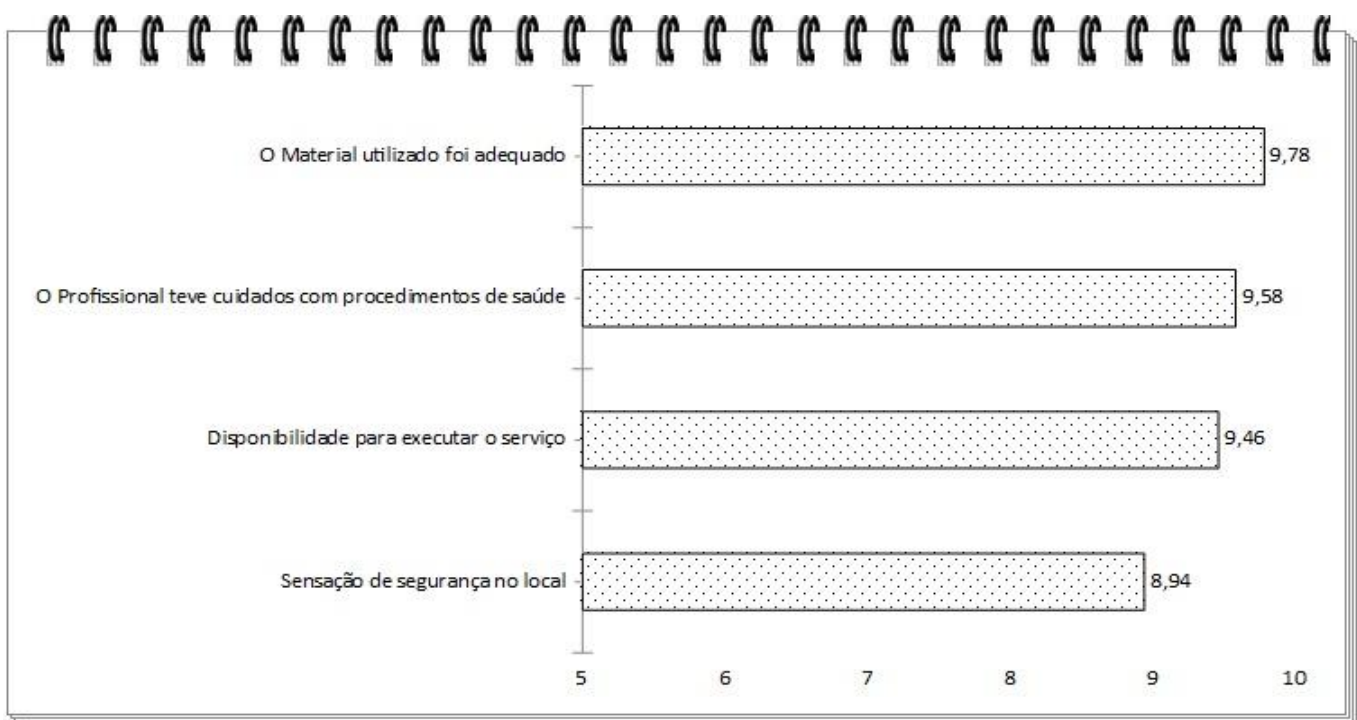
Figure 6: Items Average of Assurance Dimension
Source: Author (2019)

4.3.5 Empathy

This was the highest performing dimension (Figure 7). It can be characterized by the courtesy of the professional when performing a service. The item with the lowest performance in this dimension was "Professional showed interest in attendance" (X = 9.78; S = 0.58), followed by "Professional was polite" (X = 9.80; S = 0.57), "The service was adequate" (X = 9.80; S = 0.45) and "The professional paid attention during the service" (X = 9.82; S = 0.44).
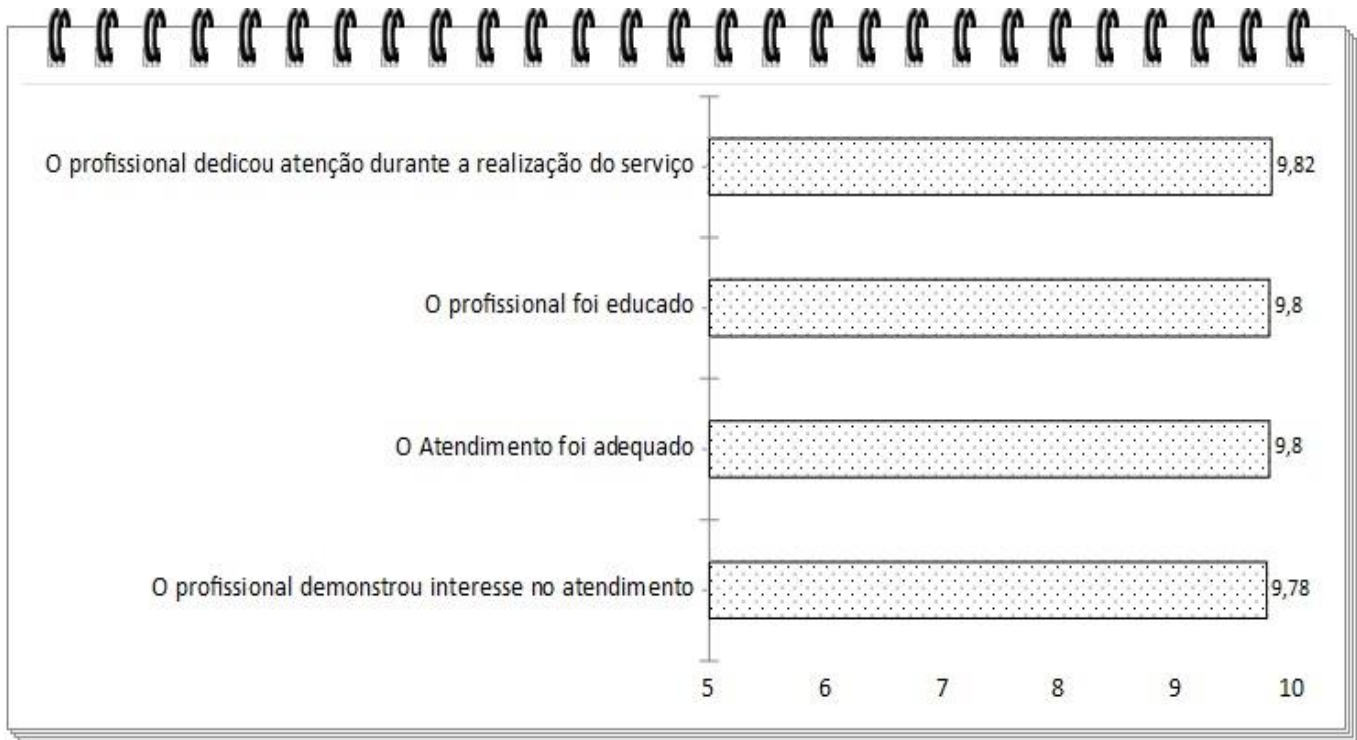
Figure 7: Items Average of Empathy Dimension

Source: Author

4.4 Top Five Performance Items

After calculating the averages and standard deviations of each item, a ranking was prepared with the highest performing items, and then the five items that obtained the best scores were chosen, regardless of size.

Table 1 points out that the best items are strongly linked to the human relationship, highlighting the items: The professional paid attention during the performance of the service (X = 9.82; S = 0.44), the service was adequate (X = 9.8; S = 0.45), the professional was polite (X = 9.80; S = 0.57), satisfaction with service outcome (X = 9.78; S = 0.51) and the professional showed interest in attendance (X = 9.78; S = 0.58).

Table 1: Top Five Performance Items

Item	(X)	(S)
The professional paid attention during the performance of the service	9.82	0.44
The attendance was adequate	9.80	0.45
The professional was polite	9.80	0.57
Satisfaction with service outcome	9.78	0.51
The professional showed interest in attendance	9.78	0.58

Source: Author

4.5 Five Lower Performing Items

Another classification was also elaborated to identify the five lowest-performing items. Table 2 points out that Parking is the item that needs to receive more attention from salon managers (X = 5.06; S = 3.22), the only item in the entire questionnaire with an average below 8.

The other items with the lowest scores were rated above 8.94 points, involving from this sense of security about the local to the location in the city.

Table 2: Five Lower Performing Items

Item	(X)	(S)
Parking	5.06	3.22
Sense of security about the local	8.94	1.27
Waiting time to perform the service	8.96	0.99
Comfort	8.98	1.24
Location in the city	9.04	1.05

Fonte: Autor

4.6 Suggestions for improvements

From this information, the following suggestions for improvement were proposed:

a) About "parking", it is suggested to search for a commercial point that has parking and that is of better access since the hall is located in the main street of the Redenção neighborhood, with high traffic of cars and buses, which makes it difficult for customers to park their vehicles nearby;

b) Concerning the "sense of security about the place", a partnership with Sebrae-AM, the local Civil Police, is recommended to identify strategies to improve not only this item but others as well. Besides, the need for the use of Personal Protective Equipment (PPE), the search to properly dispose of solid waste, separating them into different bags, as well as to have sanitary licenses and other certifications to improve the image establishment to customers and community;

c) Regarding the "waiting time to perform the service", it is suggested to program a time to clients, with sharing of schedules between them, so that everyone has access to information regarding the hours since the non-compliance with the schedule by the client could affect the financial result expected by the professional performing the service. It is also suggested to hire more professionals for the most demanding days of the salon. Another recommendation is an investment in technology and training for the company to create a customer database, the services they receive, etc. This information is important to cultivate and improve the relationship with users, and at the beginning of the survey, it was difficult to access customer information because of not having this local organization;

d) As for the "comfort of the salon", this can be resolved by changing the commercial point and renovating the salon furniture. With increasing space could also be offered larger and more comfortable furniture to customers;

e) Regarding "location in the city", once again, the change of commercial point would be the best solution. Despite being located on the main street of the neighborhood, the high traffic in the area affects customer comfort in terms of location, making it easy to find but difficult to drive around and park their vehicles.

5. Conclusion

This article aimed to evaluate the performance of the services provided by the Nivea Mangabeira Space Salon, in order to propose suggestions for improvements.

For this, a questionnaire was elaborated consisting of 20 items adapted from the SERVPERF model, as well as 5 multiple choice questions to identify the customer profile, the most sought after services and

suggestions for improvement.

From the collected data, it was observed that empathy is the dimension with the best performance among the five dimensions evaluated. This indicates that professionals have a great relationship with clients and that they feel very well treated. On the other hand, the Tangible Aspects dimension had the lowest performance, which indicates that the hall structure is good but can be improved.

The five items with the highest performance were: satisfaction with service outcome, the professional showed interest in the service, the professional was polite, the service was adequate and the professional devoted full attention during the performance of the service.

It can then be expected that the customer's trust in the professional and excellent service with dedication and respect are the requirements for customer loyalty in the establishment.

Also, the five items that had the lowest performances were: parking, sense of security regarding the location, waiting time to perform the service, comfort of the salon and location in the city, most related to tangible and safety aspects.

The most relevant suggestions for improvements were: relocating to a better-located, easier-to-reach area with less vehicle traffic and parking, scheduling services and hiring more professionals on busy days to reduce time waiting for the customer.

Suggested improvements suggested by respondents include parking, a wider place, offering snacks, courtesies or promotions for birthday people, always having coffee, doing micro-pigmentation wire-to-wire and hiring more professionals for the most demanding days.

As for management, it is recommended that managers pursue improvement courses in small and medium business administration at SEBRAE-AM, CETAM or in another establishment, to professionalize its management, leaving a small family-based company for a national franchise.

After applying the improvements, further evaluation is recommended to resize the level of customer satisfaction with the salon. In this sense, it is necessary to have a broader survey, with a long time of data collection, also trying to listen to customers who appear in the salon eventually, since most of the 50 respondents are former clients of the establishment that attended the collection period of data. As a suggestion for improvement, we recommend conducting another survey with a larger sample, trying to identify the main reasons why older customers continue to use salon services to try to identify which criteria they use to keep coming the services.

Finally, it is concluded that for the 50 respondents interviewed, the average level of customer satisfaction of the salon is considered excellent, but there are still opportunities for improvement, in this sense the suggested recommendations can help the salon to increase the client portfolio and improve its image to the community in which it operates.

6. Acknowledgments

7. References

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APPENDIX - QUESTIONNAIRE

Objective: Evaluate your level of satisfaction with the services of Nivea Mangabeira Space
All information will be treated confidentially for research purposes.

Section 1:   SERVICE DEMANDED
a) Hairdresser b) Manicure c) Pedicure d) Manicure & Pedicure e) Wax f) Eyebrow Design g) More than one service than Manicure & Pedicure

Section 2:   SATISFACTION LEVEL ASSESSMENT
Please rate your satisfaction level with each item from 1 to 10 below:
Scale: 1 or 2 = Very Bad; 3 or 4 = Bad; 5 or 6 = Regular; 7 or 8 = Good; 9 or 10 = Excellent; NA

Dimension	Items	Answer
Tangible Aspects (Installations)	1) Location in the city	
	2) Parking	
	3) Ease of finding the Salon	
	4) Comfort	
Reliability	5) The professional can perform the service	
	6) The product used was adequate	
	7) Service lead time	
	8) Satisfaction with service outcome	
Responsibility	9) The professional clarifies the procedure well	
	10) The professional was ready to perform the service	
	11) The waiting time to perform the service	
	12) The professional has updated techniques	
Assurance	13) The material used was adequate	
	14) Availability to perform the service	
	15) The professional took care of health procedures	
	16) Sense of security about the local	
Empathy	17) The professional was polite	
	18) The professional showed interest in attending	
	19) The attendance was adequate	
	20) The professional paid attention during performing the service	

Section 3: EMPLOYEES PROFILE
Gender: Female (   )   Male (   )
Age range: a) Between 18 and 30 b) Between 31 and 40 c) Between 41 and 50 d) Over 50
Monthly Personal Income: a)   1   b) Between 1 and 2   c)   Between 3 and 4 (in min. salary)   d) Above 4
Last level of education — a) Incomplete Elementary School b) Complete Elementary School c) Incomplete High School   d) Complete High School e) Incomplete Higher Education   f) Complete Higher Education
Thank you for your participation. Feel free to suggest improvement proposals:

Source: Adapted from Ferreira (2017)