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Paper: **"Applying Quality Management Tools to Improve the Customer's Journey at Beauty Salon"**

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Peer review:

Reviewer 1: László Berényi
University of Miskolc, Hungary

Reviewer 2: Chorouk Drissi
Abdelmalik Essaadi University, Tangier, Morocco

Reviewer 3: Asif Kamran
Nazeer Hussain University, Pakistan

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Reviewer A:
Recommendation: Revisions Required

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**The TITLE is clear and it is adequate to the content of the article.**
Yes, the title "Applying Quality Management Tools to Improve Customer Journey at Beauty Salon" is clear and adequately reflects the content of the article
**The ABSTRACT clearly presents objects, methods, and results.**
Yes, the abstract clearly presents the objectives, methods, and results
**There are a few grammatical errors and spelling mistakes in this article.**
Yes, there are a few grammatical errors and minor spelling/structural issues in the article. Here are some examples
Grammatical Errors and Corrections:
Original:
"It is undergoing swift growth."
Issue: Awkward phrasing and repetition with the previous sentence.
Suggestion: "The industry is currently experiencing rapid growth."

Original:
"According to (Munsha’at report) these salons..."
Issue: Incorrect citation formatting.
Suggestion: "According to the Munsha’at report, these salons..."

Original:
"customers tend to carefully assess the salon atmosphere, as it plays a vital role in shaping interactions between clients and employees"
Issue: The phrase is correct but could be more concise.
Suggestion: "Customers closely assess the salon atmosphere, which significantly influences their interactions with staff."

Original:
"From the perspective of the beauty industry, many studies have focused..."
Issue: Wordy and slightly redundant.
Suggestion: "Many studies in the beauty industry have focused..."

Original:
"For example study by Tjandra & Suhartono (2023)"
Issue: Missing article and punctuation.
Suggestion: "For example, a study by Tjandra & Suhartono (2023)..."

Original:
"To gather customer insights and ensure satisfaction, the project employed a mixed-method approach..."

Issue: Grammatically correct but could benefit from smoother flow.
Suggestion: "To better understand customer insights and satisfaction, this project employed a mixed-method approach..."

Yes, the article contains some grammatical and formatting errors, especially in citation and sentence structure.

A thorough proofreading and light copyediting will enhance clarity, flow, and academic tone.
**The study METHODS are explained clearly.**
Yes, the study methods are explained clearly.
**The body of the paper is clear and does not contain errors.**
No, the body of the paper is mostly clear, but it does contain minor grammatical, structural, and formatting errors that should be corrected to improve clarity, consistency, and academic quality. A careful copyedit is recommended
**The CONCLUSION or summary is accurate and supported by the content.**
Yes, the conclusion is accurate, comprehensive, and clearly supported by the content of the study.
**The list of REFERENCES is comprehensive and appropriate.**
Yes, the references section is well-structured and mostly accurate, but a few minor issues need correction
***Please rate the TITLE of this paper.***
[Poor] **1-5** [Excellent]
5

***Please rate the ABSTRACT of this paper.***
[Poor] **1-5** [Excellent]
5

***Please rate the LANGUAGE of this paper.***
[Poor] **1-5** [Excellent]
4

***Please rate the METHODS of this paper.***
[Poor] **1-5** [Excellent]
5

***Please rate the BODY of this paper.***
[Poor] **1-5** [Excellent]
5

***Please rate the CONCLUSION of this paper.***
[Poor] **1-5** [Excellent]
5

***Please rate the REFERENCES of this paper.***
[Poor] **1-5** [Excellent]

4

**Overall Recommendation!!!**
Accepted, minor revision needed

**Comments and Suggestions to the Author(s):**
This is a valuable and practically relevant paper. With minor revisions in language, formatting, and structure, it can make a strong contribution to the fields of service quality, customer experience, and quality management in the personal care industry.

Suggestions for Improvement:
1. Language and Grammar:
The paper contains several minor grammatical errors and awkward phrasings. A thorough language edit is recommended to enhance clarity and professional tone.

Example: “It is undergoing swift growth” can be revised to “The industry is currently experiencing rapid growth.”

2. Consistency and Formatting:
Ensure consistent formatting of headings (e.g., “3. Survey” appears suddenly without a "2" section).

Maintain consistent citation format throughout the text (e.g., correct usage of in-text citations such as “According to the Monsha’at report” instead of “According to (Monsha’at report)”).

3. Data Presentation:
The table for Cronbach’s alpha values is informative but could benefit from clearer alignment and better visual formatting.

Consider breaking long tables into multiple smaller ones or summarizing key results with a brief explanation below each table.

4. Customer Journey Map Section:
This section is rich in insight but would benefit from:

A clearer visual representation of the map (Figure 1 is mentioned but not shown).

More explicit connections between pain points and proposed solutions for each stage.

5. Discussion Depth:
The conclusion could better emphasize the theoretical implications of using QFD and SERVQUAL together, not just their practical application.

Include a brief discussion on limitations (e.g., sample size, generalizability) and future research directions.

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Reviewer C:
Recommendation: Revisions Required

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**The TITLE is clear and it is adequate to the content of the article.**
the article represents tools but do not justify if these tools can or will contribute in improving the experience of customers.
**The ABSTRACT clearly presents objects, methods, and results.**
Abstract should be clearer and allowing readers to quickly grasp the essence of the study.
**There are a few grammatical errors and spelling mistakes in this article.**
**The study METHODS are explained clearly.**
Below methods section, number 2 is missing, please verify title numbers.
In accordance with qualitative research standards, each focus group should ideally consist of 6 to 10 participants. This size allows for rich discussion while ensuring that all participants have the opportunity to contribute meaningfully.
You can introduce quality management tools you used in the section of methods.
**The body of the paper is clear and does not contain errors.**
The article's organization remains to be seen, it's hard to know where you are when reading it. Please adjust it to the template.
**The CONCLUSION or summary is accurate and supported by the content.**
it's more recommendations than conclusion
**The list of REFERENCES is comprehensive and appropriate.**
yes
***Please rate the TITLE of this paper.***
[Poor] **1-5** [Excellent]
3

***Please rate the ABSTRACT of this paper.***
[Poor] **1-5** [Excellent]
3

***Please rate the LANGUAGE of this paper.***
[Poor] **1-5** [Excellent]
4

***Please rate the METHODS of this paper.***
[Poor] **1-5** [Excellent]
4

***Please rate the BODY of this paper.***
[Poor] **1-5** [Excellent]

1

***Please rate the CONCLUSION of this paper.***
[Poor] **1-5** [Excellent]
2

***Please rate the REFERENCES of this paper.***
[Poor] **1-5** [Excellent]
4

**Overall Recommendation!!!**
Accepted, minor revision needed

**Comments and Suggestions to the Author(s):**
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Reviewer D:
Recommendation: Revisions Required

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**The TITLE is clear and it is adequate to the content of the article.**
The title raises attention. It summarizes the topic and the scope of the investigations. I have no request to change it.
**The ABSTRACT clearly presents objects, methods, and results.**
The abstract is structured, it includes all relevant information for the main topics noted.
**There are a few grammatical errors and spelling mistakes in this article.**
The text is readable, but some typos (double spaces, missing commas etc.) have remained. I suggest a final review of the grammar issues, maybe use a software check to eliminate minor issues.
**The study METHODS are explained clearly.**
The method selection is appropriate and systematic; it follows usual research in the field and enables the conclusions made in the research. All necessary details about the methodology to understand the aim of the researchers. I consider a methodological issue the last column title in Table 1. Is “total correlation” factor loading/weight? Please make it clear.
**The body of the paper is clear and does not contain errors.**
The text has some editing issues remained. Tables, figures are broken, flow through margins. Spaces in the text are mixed, and I found different font styles as well. Make a technical review and editing of the text before the final submission.
**The CONCLUSION or summary is accurate and supported by the content.**
Conclusions focus on the case study investigated. Although the paper has a case-study emphasis, some more implications and methodological/practical implication could be formulated to support further research.
**The list of REFERENCES is comprehensive and appropriate.**

The list of references includes relevant sources. Its formatting is uniform. I did not find missing items.

***Please rate the TITLE of this paper.***
[Poor] **1-5** [Excellent]
4

***Please rate the ABSTRACT of this paper.***
[Poor] **1-5** [Excellent]
4

***Please rate the LANGUAGE of this paper.***
[Poor] **1-5** [Excellent]
3

***Please rate the METHODS of this paper.***
[Poor] **1-5** [Excellent]
4

***Please rate the BODY of this paper.***
[Poor] **1-5** [Excellent]
4

***Please rate the CONCLUSION of this paper.***
[Poor] **1-5** [Excellent]
4

***Please rate the REFERENCES of this paper.***
[Poor] **1-5** [Excellent]
4

**Overall Recommendation!!!**
Accepted, minor revision needed

**Comments and Suggestions to the Author(s):**
The paper is valuable contribution to the knowledge base. The case study is interesting; the application of the selected methods is correct. The scientific soundness is good. According to the notes above, make a final grammar and editing review of the text, and consider adding some more implications.
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