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Acquisition of Customer Satisfaction by a Customer Survey

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<p>Abstract</p> <p>This research was conducted for a company to figure out the satisfaction of their customers. The customer group was a new target group in the Czech Republic therefore it was important for the company to know about the satisfaction and what satisfaction affected.</p> <p>First, the research created a theoretical frame of customer satisfaction, internal satisfaction and service culture. This was important for the next step of the research. This was a customer survey which was sent to the consumer of the product. The main content of the survey was to get information about the customer atmosphere of the product and service. This primary data was useful for direct suggestions for the company.</p> <p>The customer survey was the main source for the conclusion of the study. The responses of the survey were small so that the researcher could only make suggestions of the current data. But this was the only chance for the researcher to get information because the field of research was in the Czech Republic and the consumer needed the survey in Czech which is not a known language of the researcher so the company translated it in English.</p> <p>The conclusions drawn from this story were to develop a strategy for a service culture which will result in internal satisfaction. Furthermore, service culture is also beneficial for the company image in all destinations because the company would be seen as one instead of many companies. The process will need a lot of time but in the end the result is one company with motivated employees and customer who are more satisfied than now. What will save money for the company because of the increasing word-of-mouth spread from recent customer to potential customers.</p>		
Keywords Customer survey, customer satisfaction, internal satisfaction		



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Customer satisfaction Survey of [REDACTED] balcony glazing

Dear [REDACTED] balcony glazing user,

[REDACTED] products have been pioneers since 1990 with a high quality standard and design. At [REDACTED] we take customer feedback seriously, profitable business and customer satisfaction is walking hand to hand in our logic. One of our values as a company is "building the future". We have proven track record of that value by having 5th evolution of our balcony glazing product in the market "[REDACTED]". All our products have been developed with feedback given by you, customers.

Please let us know via this survey your opinion on our product and service quality.



This warm Fleece blanket will be given randomly chosen one of the lucky replier.

Enjoy the twinkling of stars lounging on the blanket or lying underneath. The warm and lightweight star-patterned microfiber blanket is as soft as the finest sheep's wool.

Please return the fulfilled survey in the locked post-box marked with text ("customer satisfaction survey") located in lobby of building A.

S pozdravem

[REDACTED]

[REDACTED]

Czech Republic

tel [REDACTED]



1. Personal Data

Please mark with (X)

Persons living in the flat	1 - 2	<input type="checkbox"/>	3 - 4	<input type="checkbox"/>	< 4	<input type="checkbox"/>				
Age of housemate (paying the rent)	> 25	<input type="checkbox"/>	25 - 35	<input type="checkbox"/>	36 - 50	<input type="checkbox"/>	51 - 60	<input type="checkbox"/>	< 60	<input type="checkbox"/>
Length of tenancy	> 1/2 y	<input type="checkbox"/>	1/2 - 2 y	<input type="checkbox"/>	< 2 y	<input type="checkbox"/>				

Please mark with (X) The score from 0 to 10:
10 = completely agree / highly satisfied
0 = completely disagree / highly dissatisfied

2. Delivery and Installation

	0	1	2	3	4	5	6	7	8	9	10
We let you know about the delivery of the materials and the installation in good time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The installation appointment was in a convenient time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The materials were delivered in accordance with the information we gave you in advance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The installer was skilled and professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The installation was carried out safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The balcony was as clean as before installation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was present during installation	Yes <input type="checkbox"/>					No <input type="checkbox"/>					
The installer completed their job in the expected time frame	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was restrict in my activity during the installation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there anything you would like to say about the delivery and installation?	<input type="text"/>										

3. Product

I am satisfied with the result as a whole	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The product is easy to use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The usage quality of the balcony increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
is there anything you would like to say about the product?	<input type="text"/>										
Would you recommend a Lumon product to your friend?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your time and feedback!

1 INTRODUCTION

1.1 Interesting topic – Customer satisfaction

The globalization, increasing competition and the small market in Finland explain the necessity to expand the business in foreign countries. On the one hand, a lot of Free Trade Agreements and the European Union, companies are not standing in front of different regulations in other markets. And on the other hand, this positive factor has also a negative aspect. It follows the difficulty to be competitive on the particular market. One factor of successfulness is large sales. This contains the need of enough customer who have to be satisfied that they will purchase again and spread no negative advertisement. For reaching this goal, it is important to figure out what are the customer needs and wishes.

Customer satisfaction is important for every company and needs to be developed continuously. Because it is not a single status, more a continuous process for the company and customer.

1.2 Goals

The goal of this research is to find out if the customers in the Czech Republic are satisfied with the providing service of the XY company. Even the case company is the market leader for balcony glasses in Europe they want to satisfy customer and develop its image. Knowing satisfaction is an important impact to operate successfully. Main goals for the XY company for this research are to figure out possible gaps and expectations between customer and manager, with a focus on successful service delivering due to their business.

XY company started to establish its business in the Czech Republic with a partnership in October 2015 and is therefore relatively unknown about the customer expectations. This customer survey will be the first step to get an overview about expectations, wishes and preferences of the customers. In its home country Finland, customer surveys are already established to collect

customer data and customer satisfaction. The outcome of this surveys showing a high satisfaction with the provided products and services. But the customers in the Czech Republic are different to the Finnish customers. Until now, the operation of their products and services are a limited amount of flats. The owner of the flats and buildings are different people to the lessee where the balcony glasses are installing. The direct customer of XY company is the owner of the whole building with more than 20 flats (which are rented to different persons). Thus, the company has to satisfy two customer groups. The owner of the building and the people who are living in the flats. In Finland most customers also own the flat or the houses where they are living in. So there is almost no possibility to compare the satisfaction of these two customer groups because of their different initial conditions. That is one of the reason to establish a new survey to meet the needs and wishes of the different customer groups.

The research of this thesis is about getting to know the customer satisfaction of the new market in the Czech Republic from the XY company and start managerial implications to support the satisfaction level. To implicate strategies, the researcher needs to analyse the data of a customer survey of the XY company. So the research is dependent of the responds of the survey as well as the quality of the responses. If the survey has an adequate responding rate, it is possible for the researcher to create an improvement plan for the case company. So the end of the research is not to know the customer satisfaction, but rather to work with the customer data to implement management strategies.

1.3 Framework of the thesis

The thesis is contributed in six parts: introduction, theoretical approach, research methodology, empirical study, development plan and conclusion. In the first part the researcher introduces to the thesis to give an overview about the topic of interest, the goals of the research, the description of the framework of the thesis, the research approach and an introduction in the case company. Then in the second part, the theoretical approach offers the

theoretical background of the research in customer satisfaction and service culture. Customer satisfaction concepts and the gap analysis are discussed as well as development strategies for a better service. After the second part, research methodology and the designing process of the customer survey are considered in the third part of the research. Subject of this part is to build up the different possibilities and finalised chosen methods for the case study. The next part is about the empirical study and its outcome. Analysing the data is the main content of the fourth section. Then the development strategy is following in the next section. This is an interesting part for the XY company because only the usage of the data which are required from the survey makes the research valuable. In the end the conclusion reviews the main outcome of the research and gives the reader an overview about the thesis to get to know the main points of the research.

1.4 Research method

To figure out the customer satisfaction in services and products in the Czech market, the first step is to get to know the customer needs and wishes. Different approaches are possible to come up with a result. But due to the special service delivery that the company comes to the customer, it is not possible to get a better view of the actual service with observing the employees work in shadowing them or to implement a service safari. That would create an unnatural environment and the service would not be delivered as usual. Nevertheless, it is possible to get an honest and useful feedback in acquire customer satisfaction in a customer survey.

The customer survey is based on the theoretical knowledge considered in this research and individual information of the case company with their combination of a product and service. Both have to be taken into account in the survey to get an overall view of the whole delivery process and furthermore the possibility to develop improvements. Changes are only possible when the whole company will be considered therefore also an employee and management survey was in process.

1.5 XY company

The case company is located in South-Eastern Finland. They started in 1978 as a small window renovation company and settled later to the city where the company is currently headquartered. There, they improved their business and created an international business in balcony glasses and terrace glasses. Their subsidiaries are located in Sweden, Norway, Germany, Spain, Switzerland, France, Russia and Canada. And working together with two resellers in Egypt, an own training centre in the US and further resellers and licensed partners in the Lebanon, Jordan, Denmark, Austria, Poland, Estonia, Ireland, the UK, the Netherlands, Iceland, Latvia, Lithuania, Luxembourg, Monaco, Serbia, Croatia and the Czech Republic.

Their product range are mainly balcony glazing systems, followed by terrace glazing systems and balustrades.

The newest balcony glazing system is the 6th edition established in 2012 with new innovations of frameless glazing for more naturally feeling and usage improvements in opening and cleaning each element. The 6th edition was also adapted to the terrace glazing system, the system in the 7th generation has improvements in spacing between the elements and more individual modulating possibilities. Especially for business customers, the XY company offers also a balustrades system which can be perfectly integrated in their balcony glazing system with highly customisable designing possibilities. (XY company 2016) Furthermore, they are constantly expanding, their newest market was launched in October 2015. This is a rapidly growing process and the XY company is already successfully implement in the Czech market with three apartment buildings and further projects in plan. (Lumikaarto, 2015)

2 CUSTOMIZED SERVICE

2.1 Customer expectations

Customer expectations are created individually for everybody and can be extremely different. Expectations are located in different levels, mainly in five as Zeithaml, Bitner and Gremer said (Services Marketing Integrating Customer Focus Across the Firm, 2006, 82). This different levels are included in the process of creating an individual zone of tolerance which is created in a process with different variables. Each variable has an individual source which is fuzzy, implicit or explicit (Ojasalo, 2001, 203). This expectation creating process will be discussed more detailed in this chapter.

2.1.1 Levels of expectations

The successfulness for good service delivery contains catching customer expectations.

Customer expectations are the thoughts of the customer before the service delivering. The expectations are deep in the customer's mind and therefore difficult to know (Zeithaml, Bitner, & Gremler, 2006, 81). But not only internal factors influencing the customer's expectations also external factors are affecting parameters. For example, the opinion of family members and friends, the predicted service of the company and public opinion in news and press (Grönroos, 2007, 361).

Furthermore, there is a range of expectation levels of customer. Zeithaml, Bitner and Gremer (Services Marketing Integrating Customer Focus Across the Firm, 2006, 82) illustrating five levels to range customer expectation.

1. Ideal expectations or desires
2. Normative "should" expectations
3. Experience based norms
4. Acceptable expectations
5. Minimum tolerable expectations

As lower expectations are, as easier for the company to meet or better to surpass them.

2.1.2 Zones of tolerance

Even if the customer has different possible stages of expectations, in these stages is a “zone of tolerance”. The limitations of this zone are the desired service and the adequate service.

Desired service is the highest possible service quality the customer can imagine. It is built of personal needs and specifics, derived expectations and personal service philosophy as well as external factors of the company and their promises, of the public opinion and the Word-of-Mouth about the company. Therefore, the image of the company in general and past experiences with the certain service has to be positive. Adequate service is the lowest acceptable level of service quality. The customer would experience it as an adequate quality. Factors as situational, competitive service and the own role during the service process are influencing determinants and the predicted service (Zeithaml, Bitner, & Gremler, 2006, 83-93) (Zeithaml, Berry, & Parasuraman, *The Nature and Determinants of Customer Expectations of Service*, 1993, 5). The figure 1 visualizes the relations between the different sources of expectations and influences the adequate and desired service. Between this stages is the zone of tolerance located.

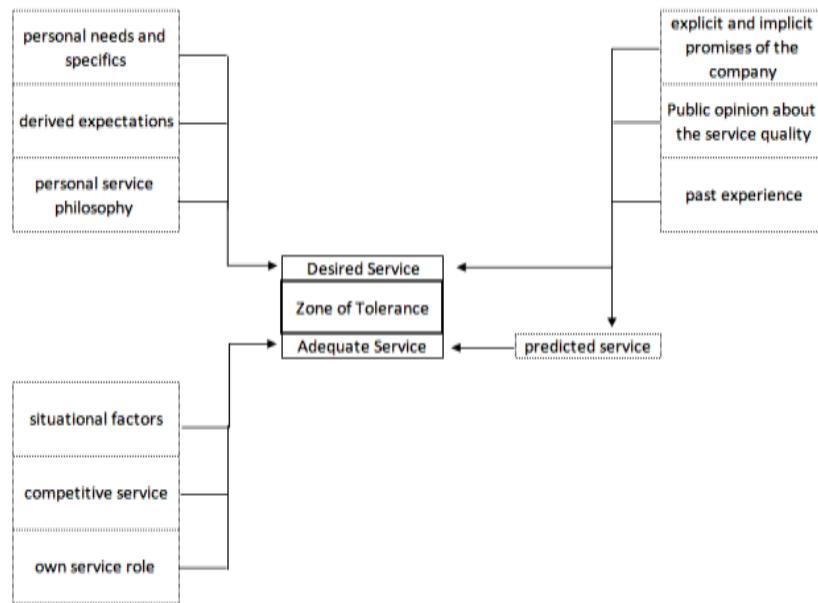


Figure 1 Zone of Tolerance (Zeithaml et. Al, 2006, 93)

In conclusion, the zone of tolerance is for each person individual even the service is the same. The company's task is to find a service quality average which satisfies most customer expectations. If the service quality is outside this zone, the service does not match with the expectations, neither negatively nor positively and makes it more difficult to satisfy the customer during the purchasing and repurchasing process.

2.1.3 Sources of expectations

Customers build expectations individually and therefore their source of information is differently. The Lijander-Strandvik model of relationship management suggest three different kinds of impetuses:

- Fuzzy expectations
- Explicit expectations
- Implicit expectations

Fuzzy expectations are not clear and tangible for customers as well as companies. It is about a customer feeling what she/he imagines to perceive

without having a picture in mind. These unknown expectations are challenging for a service provider because the customer cannot even explain what her/his desired service should include. (Grönroos, 2007, 99-100)

Fuzzy expectations can be avoided by explicit promises or advertisement. But if the service provider is not capable to deliver the expected service to customer, it is often the reason of ending the relationship initiated by the customer (Ojasalo, 2001, 203).

As mentioned, service provider did a good job when fuzzy expectations are reversed in explicit expectations. Customers have a precise thought about what they expect and how the service should look like. This is mostly built of companies' promises but they should be aware with promises which they cannot fulfil. That customers will not build unrealistic expectations because of implicit promises. This will lead to dissatisfaction because their expectations will be higher than the actual service quality is. It is not impossible to change the unrealistic to realistic expectations, the service provider is just in this case the responsible person to formulate their service detailed and precisely with no space for interpretation (Grönroos, 2007, 100-101).

Explicit expectations can be formed into implicit expectations when a customer does not think about her/his expectation any longer. Then the delivered service is already seen as an obligatory basis service. And that is what implicit expectations are, they are not tangible but rather automatically obvious for the service provider as well as for the customer. However, when the provider does not fulfil the implicit expectations, it will surface and will be linked negatively with dissatisfaction (Grönroos, 2007, 101).

Normally in one service process all expectations are included in one customer expectation spectrum of fuzzy, implicit, explicit and realistic and unrealistic expectations. A service provider has the task to precise fuzzy expectations, know the implicit expectations because of experiences and has a good relationship to the customer. And furthermore, do not lose the explicit expectations because of the lack of knowledge to form unrealistic

expectations in more realistic ones with the risk of low short-term service quality to avoid low long-term quality (Ojasalo, 2001, 203-205).

2.2 Customer satisfaction

Customer build their expectations of a service in beforehand, the next step is the customer during and after the service process. During the contact with the customer a company can meet or not meet the expectations, the end of the chain is a satisfied or dissatisfied customer (Gerson & Machosky, 1993, 5). So satisfaction is strongly related to the customer's perception of service and/or product performance (Woodruff & Gardial, 1996, 87). And if the perception is not matching with the service performance, a customer will be just satisfied or not and nothing between. So a service provider succeeded or failed, if just the goal of satisfaction is measured. However, there is a crucial thing satisfaction cannot be always influenced by the service provider. Environmental, technical or legal issues can influence the service that the customer is dissatisfied even if the company tries the best to avoid to cause customer inconveniences (Szwarc, 2005, 4-5).

2.2.1 Influencing factors

Moreover, also satisfaction is, as service in general, a process and can be changed from one day to another. Reasons for this change are often not obvious und easily understandable for the company (Zeithaml, Bitner, & Gremler, 2006, 110). Yet it is important to know which factors are influencing the satisfaction of the customer. As Szwarc mentioned, the view to the company more detailed on the service is the influencing factor and composing the own view and the others, relatives and public, opinion (2005, 6). As well as the discussed situational factors.

A relatively new dimension is added in online consumer reviews. Possible consumer trust the direct reviews of consumer more than offline behaviour. But not each good is appropriate for an online review, two types are differentiated. "[S]earch products and experienced products" (Bae & Lee,

2011, 256) which are products that can be evaluate from online reviews or not. When companies sell search products the online review on pages developed by consumer and not directly from the company are more liable for consumer than the company controlled pages. It can be understood as the written/online word-of-mouth. And get a vital part of consideration for companies in their measurement of customer satisfaction (Bae & Lee, 2011, 255-257) even it is difficult to supervise and influence the comments at consumer forums in the internet.

Furthermore, three other main factors are influencing satisfaction as the customer perception concept of Zeithaml et al. adds. The first is the service quality with its components reliability, assurance, responsiveness, empathy and tangibles (Zeithaml, Bitner, & Gremler, 2006, 106-112). This factor is also called SERVQUAL and developed in 1990 with at first ten dimensions (reliability, credibility, access, communication, responsiveness, courtesy, empathy, tangibles, assurance, empathy) which were reduced to the upper five with a range that reliability is the most important and tangibles the least important factors for satisfaction creation (Bergmann & Klefsjö, 2010, 34, 330) Including company's promises about the service, reflecting in reliability and empathy are building by overselling dissatisfaction because of not raising their expectations. It is a problem of suspicion (Woodruff & Gardial, 1996, 92). On the other hand, if the company set their promises to low, there will be a lot of customer available. But the lowest range of buyer do not promote the company so the company has to calculate the profitability of those customers (Kotler & Armstrong, 2012, 7). Secondly the product quality is crucial, unimportant if the product is intangible, in a full service organisation, or tangible, with a manufactured/produced/cultivated product (Zeithaml, Bitner, & Gremler, 2006, 106-112). Industry norms are one example of measuring the product quality as a minimum of standard a customer expect to achieve/obtain. Nevertheless, in some cases the expectations are higher than for competitors because of higher expectations caused in different factors, treating in this section of the research (Woodruff & Gardial, 1996, 92-93). At least the price is one important factor with an affecting relation to the two other factors. Moreover, competition is part of

human being therefore also in perceiving service. Customer are comparing their receiving service outcome with others and wanted to treat fair in what they get. Particularly in case of repurchasing and recovery processes is equity a weighty criterion (Zeithaml, Bitner, & Gremler, 2006, 106-112).

Satisfaction is a mood and can be associated as contentment, pleasure for the service, delight, relief or ambivalence. These different kinds of associations are depending on the service and the individual and be caused if the service is repurchased in a long-term relation, a daily service (travel to work) or a first purchase (Zeithaml, Bitner, & Gremler, 2006, 101-110).

2.2.2 The Service Quality Gap

Dissatisfaction is caused in different gaps between expectations and the perceived service perception. Hill and Alexander created a gap model ending in the service quality gap (2006).

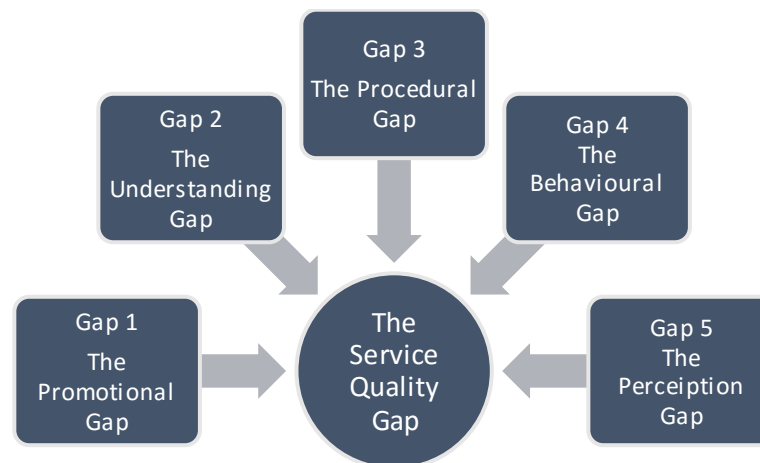


Figure 2 Service Quality Gap (Hill & Alexander, 2006)

Gap 1: The Promotional Gap is similar to the promises approach already mentioned. It is the difference between what the company said to deliver and what actually is delivered. It is apparently ending in disappointment for new clients and misrepresenting the company in a ridiculous way of frequent customer because of their own service experience.

Gap 2: The Understanding Gap has its origin in the company itself. A lack of knowledge about customer's expectations in the managerial level of the organisation leads to wrong actions during the service providing process.

Gap 3: The Procedural Gap is also caused an internal problem of the organisation or rather a translation lack of the consumer wishes into actual activities. The company knows about their consumer but is not able to transform it in the visible operating process.

Gap 4: The Behavioural Gap, is a lack of well-trained service staff. They are not able to deliver a constantly high level of quality due to the problem that they do not know about guidelines or do not know how to translate them into a high quality service offering.

Gap 5: The Perception Gap. The perception of a consumer has to be taken as reality even if the service quality is different. But therefore humans might not change their behaviours as fast as a company changes their service quality, a client can still be dissatisfied with the service even if the service was provided better than the clients expectations.

Hence a company has not the task to think about changing customers' expectations and thoughts about the perceived service but rather about changes in the structure and operation of the company. This includes the whole company from the management to the actual service staff (Hill & Alexander, 2006, 5-8) who have to work constantly on the improvement process for higher satisfaction. A good example is the Ritz-Carlton hotel; they understand the importance of customer satisfaction in detail. They collect each small data of the customer in order to be able to offer them the best service. The personnel as well as the management understand their task and know what to write down and remember to exceed all expectations of customers from food allergies, most comfortable bed size to a picture of the pet on the desk in the room. And if something went wrong, the manager himself goes to the customer to apologize for the failure and build a satisfying recovery process (Kotler & Armstrong, 2012, 13). The outcome is a satisfied customer who rebooks rather in a Ritz hotel than in another.

In conclusion, satisfaction does not identify which actions a company has to do, that is part of knowing the expectations of customer. Now the company

will know how successful these actions were to increase the service quality. It is precisely for this reason, companies have to measure both the expectation and the satisfaction level for improving their quality. Otherwise a company does not know the determinants why a customer is inclined to repurchase from a competitor (Woodruff & Gardial, 1996, 95, 97), spread thus negative Word-of-Mouth and create a negative picture of the whole organisation and brand (Bergmann & Klefsjö, 2010, 316).

2.3 Profitability of satisfied customer

How customer build satisfaction and which determinants influence is thus now clear. But why should be a company interested in a satisfied customer? In the 1980's companies were sure that price is the most important decision making factor for customer from the service marketing mix (price, place, promotion, people, physical evidence, process, product) and price reduction will effect an increase on new customer. But unfortunately current customers were more inclined to stay as new customer were acquired. This knowledge was at first dissatisfying for the companies. But during the recession in the early 1990's, companies were able to reduce their costs after realizing that the financial expenses are less for customer retention than customer acquisition. Nevertheless, customer satisfaction decreased because companies failed to invest in the right business units where satisfaction or dissatisfaction is built. Later in 2000 businesses realized that the technique can decrease costs and improve service quality and therefore increasing profit. However, they were not aware of the human being as social beings and people felt uncomfortable with some technique improvements (Szwarc, 2005, 9-11).

But still many managers think that a Total Quality Management (TQM) is not successful and gives no increase in revenue. But yet others, mostly larger companies are believing in the great output of satisfied customer and found out a correlation between customer satisfaction and return on investment (ROI), profit in total and per good. Even quality is not the only factor for satisfaction is at a significant one. Other approaches will be not discussed

because of the limitation of the research. These is significantly for hospitals as well as for the industrial sector. As an example, the Ford Motor Company feels already confident with the relation between customer satisfaction and profit in 1990 and is still interested to create high customer satisfaction (Zeithaml V. , 2000, 72). They established an award for their partners, the “Chairman’s Award” for the reseller with the most satisfied customers (Kamel, 2012). The Ford Motor Company launches the same survey for all customer to know exactly the satisfaction level. Their goal is to improve the sales and the satisfaction level (The Ford Motor Company, 2010). This points out the strong relation between satisfaction and profitability.

How is a customer profitable? Further how is a loyal customer profitable? And what is a loyal customer and how will he continue to be loyal? First, a satisfied customer has reached a zone of affection and is therefore going to be loyal with the company. It can be said that a loyal customer has only positive attitudes for the company as positive Word-of-Mouth, high repurchasing rate and there is no need for expensive advertisement, he is like an apostle for the company as Heskett et. Al. say (Puttin the Service-Profit Chain to Work, 1994, 167). But considering also another aspect of today’s loyalty, Hill and Alexander consider not only the loyal customer because of his conviction (1994, 165). Moreover, they pointed out different kinds of incentives of customer loyalty: monopoly, cost of change, incentivised, habitual and committed Loyalty, explained in table 1 (Customer satisfaction and loyalty measurement, 2006, 14-15).

	<i>Explanation</i>	<i>Degree of allegiance</i>
<i>Monopoly loyalty</i>	Small chance to change, often high dissatisfied customer	Low
<i>Cost of change loyalty</i>	High change costs let is see as the last option, the customer has no devotion to company	Medium
<i>Incentivised loyalty</i>	Company offers loyalty points, miles etc. to attract the customer to repurchase	Low to Medium
<i>Habitual loyalty</i>	The high repurchasing rate is because the customer is used to do so, already small benefits of competitors let him change	Low
<i>Committed loyalty</i>	Believe this company is the best but the company has to work for it at every customer encounter	High

Table 1: Types of Loyalty (Hill & Alexander, 2006, 15)

This shows that satisfaction and loyalty are not the same, only the committed loyalty also includes a complete satisfied customer. So only this type has the positive attitudes considered above.

Hofmeyr & Rice differentiate the loyal customer in two different types and take the determinant time into account. The strongest client in their approach is the bonded user who is very satisfied with the service and loyal to the brand/organisation. Furthermore, a long-term relationship is significant and gives the company more profitability as the second type. This is the loyal user who is satisfied with the service and repurchases very often but he is aware of the competitor and would change in long-term (European Institute for Brand Management, 2009). In Hill et al. theory this type would be similar to the habitual loyal customer because both clients are familiar to purchase in that particular company but if something would change in the future the likelihood of change is higher.

All below-mentioned aspects have the basis of the committed type and see customer satisfaction in a relation to loyalty. Heskett et al. implemented the

theory that there is a chain from customer satisfaction to profitability through customer loyalty, visualised in Figure 3.

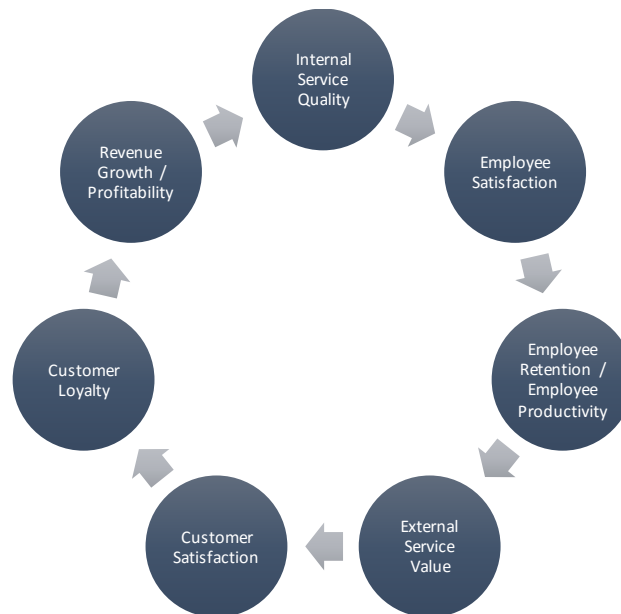


Figure 3 The Service Profit Chain (Heskett et al., 1994, p. 166)

How customers are going to be satisfied was already mentioned in the previous chapter and will be not covered in this section again. A study of Xerox in 1991 showed that against their expectations, the difference between satisfied and totally satisfied customer is a significant difference. The repurchasing rate of satisfied customer were six times less than the repurchasing rate of totally satisfied customer. So they tried even more to put as much effort as possible to become totally satisfied customer who will be loyal and creating the so called apostles. The second important outcome of the research was the position of the extremely dissatisfied customer. They were not just displeased with the service of Xerox, they also spread negative advertisement and were likely to ruin the image of the company because of their negative word spread (Heskett, Jones, Loveman, Earl Sasser, Jr., & Schlesinger, 1994, 164-166). In conclusion, companies have to avoid extremely dissatisfying customers and pushing pleased customer in the zone of affection to come in the loyalty stage, visualized in Figure 4 ((Heskett, Jones, Loveman, Earl Sasser, Jr., & Schlesinger, 2008).

A Satisfied Customer Is Loyal

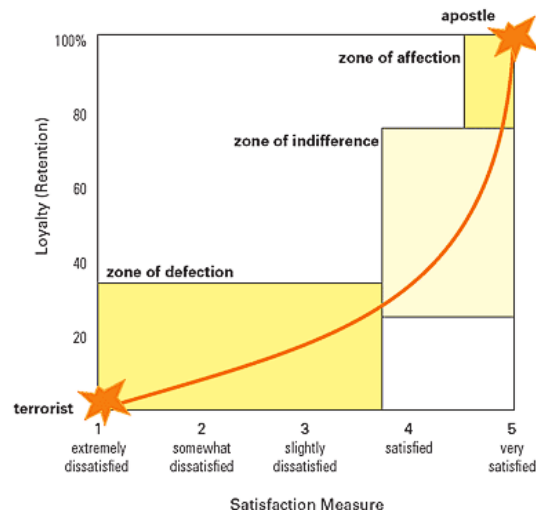


Figure 4 The Service-Profit Chain (Heskett, Jones, Loveman, Earl Sasser, Jr., & Schlesinger, 2008)

As seen in Figure 4, loyal customers are the most profitable ones. These customers are next in the chain. Loyal customers are, as mentioned, six times more likely to repurchase as disloyal customer. This follows that a company has to launch activities to hold their customers to be more profitable.

The two approaches of time and Zero Defection of Reicheld & Sasser end in profitability (Reichheld & Earl Sasser, Jr. , 1990, 106-108). The time approach shows how costs are decreased per customer when a company is able to bind him/her. It is a long-term strategy over approximately seven years depending on the sector and overall economic situation. The Figure 5 shows the timeline with each step of increasing profitability.

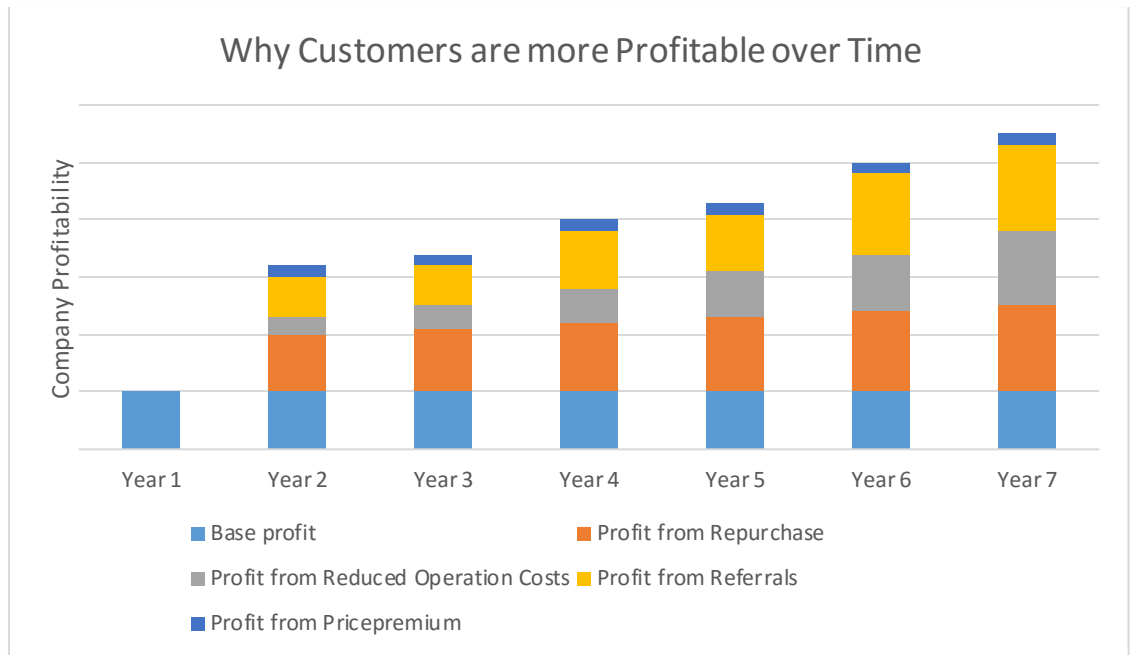


Figure 5 Zero Defections: Quality Comes to Services (Reichheld & Earl Sasser, Jr., 1990, 108)

In the first year the starting point is a base profit of each customer. Loyalty is not of major importance. In the second year, the base profit has a plus, the repurchasing rate of customer. Now just loyal customers are counting because mainly these customers are returning back to their favourable company. A small amount of the profit is now also from reduced operating costs due to more experiences how to deal with the customer and how to stay them satisfied. Due to clients know what to expect and do not have as many questions as in the first buying process. Approximately the same profit of repurchasing is also going to profit from referrals, this shows the relation to the apostle strategy which are customers who spread a positive Word-of-Mouth and feel confident with the company and service. Exactly these customers are willing to pay more for the service of this company because they have a relation to and identify themselves with the company. This plus of the price is calling price premium and are just advisable to use by total loyal customer.

Year 3-7: The base profit is during the whole period the same as well as the profit from price premium. All other steps are increasing during the period of time, resulting in more profit (Reichheld & Earl Sasser, Jr., 1990, 107-108).

This approach shows how effective satisfied and loyal customers are and what reduce costs and therefore increases profit. All in one customer retention is profitable for a company in a long-term aspect because of reducing costs in advertisement for products and the brand, new customer acquisition and internal costs plus the possibility to request a higher price.

The Zero Defection Theory is based on costs of losing a client to a competitor. Most companies are not aware of these costs because they are not visible. Every year companies are losing 15% - 20% of their customers and consequently have to recruit the same amount of buyers just to gain the same profit per annum. As example in the credit card sector are the costs to acquire a new customer \$51 and the profit of one customer in the first year are \$30 (Reichheld & Earl Sasser, Jr. , 1990, 106). So if a company has to acquire each year all of their customers, they will be insolvency in a few years or else the profit is much smaller as it would be possible due to the high acquiring costs. Additionally, a decreasing detection rate of 5% can push the profit between 30% (industrial) and 85% (service) depending on the sector. This high score lets assume that every company is willing to decrease the defection rate to zero. Nevertheless, it is a major challenge. But it is enormously valuable for companies to implement a successful strategy against defection. Knowing the reasons for defection is a major goal in the beginning and of course these customers who leaves the company are the best option to get information about the reason and improvements of the company for a higher customer retention rate. Hence a system is necessary storing customer data to catch them after leaving the organisation. Establishing membership cards or newsletter are options to get customer data, usable not simply for preventing defection but also gaining information about the purchasing behaviour and profitability of consumers. Likewise, the internal motivation is important, every employee has to be willing decrease the detection rate. It is impossible to reduce the rate without the service staff who has to be trained and need to understand the importance and costs following with an increase (Reichheld & Earl Sasser, Jr. , 1990, 108-111). Overall the profitability of loyal customer is grateful shown and a result of a company's strategy including customer, employees and managerial skills as well as the understanding of long-term relationships.

<i>Author</i>	<i>Definition</i>	<i>Most profitability</i>
<i>Heskett et al (1994, S. 164-171)</i>	Profitability is the result of the service profit chain what includes the relation between loyal customer, satisfied employees and productivity as well as the importance of good leadership	Loyal customer = extremely satisfied = profitable
<i>Hill & Alexander (Customer satisfaction and loyalty measurement, 2006, S. 13-20)</i>	A company has to be loyal to the customer more than a customer has to be loyal to the company because that will result positive commitment and profitability.	Committed customers = satisfied = profitable
<i>Johnson & Gustaffson (Szwarc, 2005, S. 11-14)</i>	Profitability comes out of satisfied and loyal customer. To get these it is obligatory to gather as much as possible data, spread them through the company and use them to implement a better quality that the customers are more satisfied.	Loyal and satisfied customers = profitable
<i>Grönroos (SERVICE MANAGEMENT and MARKETING Customer Management in Service Competition, 2007, S. 145-147)</i>	To be profitable the customer is the most important actor. And the relationship to the customer is essential.	Satisfaction = Profitability

Table 2 Profitability theory in comparison

Significant similarities of the outcome of the four researcher of Table 2 are mainly that profitability is the result of satisfaction. And it is the task of the company to be active in developing customer satisfaction. But there are also a lot of differences in their concepts, to keep the comparison transparent Hill & Alexander, Johnson & Gustaffson and Grönroos are compared to Heskett et al. and not each researcher among each other.

Hill & Alexander's approach is similar to the concept of Heskett et al., they believe in the loyal customer as most profitable and his willingness to pay price premium, buy more often and a larger amount as well as recommend the company and consider competitors less. Nevertheless, if they do not have differences it would be the same concept. Hill & Alexander believe of

changing the view from the loyal customer to the company's thought to be loyal to the customer. Heskett et al. view is more traditionally with membership cards and a traditional loyalty program because they believe in one type of loyalty and not in different types as Hill & Alexander. Also Johnson & Gustaffson deal differently with the target of increasing profitability. They recommend using information of collected customer data to improve the company's service what increase customer satisfaction results in loyalty and in the end in profitability. Heskett et al. using membership cards where customer data could be collected but they are using it for customer retention with special offers for members and not to get more information about customer wishes and needs. Grönroos measured customer needs even more and points out the importance of sacrifices made by customers during the service providing process such as price, comfort, timeliness and other costs. So the relation to the customer gets more important and the strength influences the length of the relationship. This long relationship between company and customer results in profitability due to decreasing costs (Grönroos, 2007, 145-147).

In conclusion, in all four different concepts of researchers is satisfaction the only way to increase a company's profitability and decrease costs effectively. But they also create additionally differences time by time on the basis of Heskett et al. (1994) where the satisfaction and retention of customers main goals embodied.

The relation between customer satisfaction and profitability is now discussed, the result is a satisfied customer, a potential loyal customer and the loyal customer are more profitable than a disloyal customer. According to this assumption, the service quality is one unit for the company to build the basis of high revenue but customer satisfaction is the real solution on the way to a high class, competitive service provider. (Scott, 2000, 48)

2.4 Measuring customer satisfaction

Before it is possible to start a measurement on something the typical who, what, when, where, how and why questions have to be ask.

Who measures?

- In fact, everybody, not only the company moreover customer, the public and competitor.

What must be measured?

- All activities affecting the potential and current customer

When must be measured?

- Frequently, a one-time measurement is not beneficial enough.

Where is the place to measure?

- The whole company where activities are related to customer, directly and indirectly.

How can be measured?

- In analysing the data, numbers and statistics from surveys, questionnaires or interviews from customer.

Why should we measure?

- To improve the satisfaction and quality level for a higher customer retention and awareness plus improving a good image of the company.

The main process is clear and the next step is to consider what beneficial impacts will be coming out of it. After the measurement a company will know a lot more about the real view of the customer to the service offering. A kind client can be just kind because of his character but still very dissatisfied. Or a silent client seems to be dissatisfied but in reality he is not. Only after the measurement a company will really know about their customers' point of view and what they really want and need especially now and in the future. Probably they will never repurchase the product because it is not necessary or no longer valuable for them. Of course a well-built survey is required. But that is discussed later in this research.

Another view has to be considered before the measurement, it is the possibility to get information where a company has gaps in their providing process and how to close these. This gaps are mostly communication lacks, the company might think differently about the perceived service quality as the customer, the company might think the perceived product fulfil the needs

of the clients, the expectations are not matching with the reality and there are much more (Gerson & Machosky, 1993, 23-28). The management has to have a strong confident character as the ambition of frequent development. Markets and customers can change. Therefore, it might be necessary to change satisfaction measures (Woodruff & Gardial, 1996, 225). This affects another aspect of consideration, the company's expectations. An implementation of standards and communicate these in the whole company plus comparing with customer expectations helps to make it more tangible for the service staff and easier to realise these standards. So employees are again important and should be also asked about their point of view from the service quality and what they think what has to improve (Gerson & Machosky, 1993, 28-30).

Before it is even possible to measure something, data has to be available. There are two different potential types of methods: direct methods and indirect methods (Woodruff & Gardial, 1996, 223). One problem of measuring is choosing attributes which are too widely in their information outcome and then the outcome is not specific enough to have the possibility of measuring. A second difficulty for already high rated companies is having just limited space for an upward score, so it is harder to realise wishing improvements in the service quality (Woodruff & Gardial, 1996, 220). The company has to calculate in detail if it is worth/profitable to work for higher service quality.

However, for both sides it is very beneficial to measure and be measured. Customer are studying the company and have the feeling of importance because they were at first asked about their view. The company have to implement strategies and standards to improve the service quality and perform the expected service (Gerson & Machosky, 1993, 31). So they need to implement strategies that the dissatisfaction level will decrease.

2.5 Development of customer satisfaction

To know which customer is worth it to look at improvement ideas is the first important task in the development process. It does not make sense to treat

the wishes of lead customer because they are unprofitable for the company. The iron, gold and platinum customer should be considered and when the company knows their wishes they should start with their satisfaction development process. To increase the satisfaction, it is important to know the customer requirements in each stage as well as knowing what they imagine to get. It might be easier to fulfil the wishes of iron customer than of platinum customer and therefore investments should divide differently (Zeithaml, Rust, & Lemon, 2001, 125, 140). But investments do not always make sense. The company has, especially when the satisfaction level is already high, to think about the benefits against costs in satisfaction development plans.

As an example the Carl-Ritz hotels tries to get a satisfaction percentage of 100. Their satisfaction rate in 2015 was about 80.4% with a growth of 2% from 2014 (Jones, 2015). To gain these amount of satisfaction the Mariott International, Inc. spent \$ 1,657 mill in their guest loyalty program in 2014 (Mariott International, 2014). On the other hand their market share increases in average about 300% (Center for the Study of Social Policy, 2007, 13) so they becoming a competitive advantage due to the customer satisfaction. The Carl-Ritz hotels have also a high repurchasing rate that the competitive advantage is an on top advantage for the hotel chain. The Marriott International was ranked by the Fortune in 2016 as one of the “100 best companies [to] work for” and is one of two hotel chains who are included. They were ranked at number 83 and the other, Kimpton Hotels & Restaurants, at number 20, however Mariott International offers their personnel 78 hours more of training than the Kimpton Hotels & Restaurants what shows their high pressure in good staff and current improvements. (Fortune, 2016) Nevertheless, if trainings improving customer satisfaction can be seen in the performance-importance-analysis from Martilla & James (1977). This approach based on satisfaction measurements to classify the answers in recommended activities. This helps the management with what should be improved and which fields of the service providing process do not need further implementations.

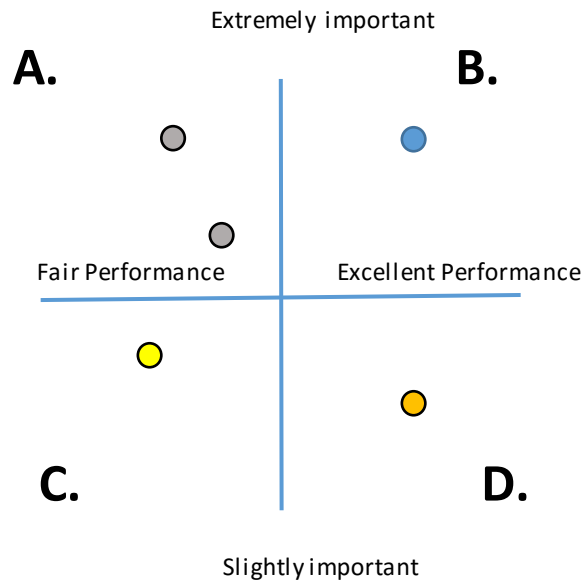


Figure 6 Importance performance analysis (Martilla & James, 1977, 78)

Figure 6 shows a matrix to figure out four different cases of possible improvements which categorizes the different gaps and the ability of improvement. The first category is “A. Concentrate Here” and considered the importance for the customer satisfaction but is not seen as provided good enough. “B. Keep Up the Good Work” in this field customers are already satisfied with the received service. “C. Low Priority” the performance is not satisfying but it is also not important for the customer therefore if resources are available improvements are possible but not prioritised. “D. Possible Overkill” performance is provided in high quality but the customer does not see it as important, this effort should be used in A to develop the overall satisfaction (Martilla & James, 1977, 78). The limitation of this model is the disregard of customer retention versus customer acquisition, these two groups may have different preferences and should be considered separately (Busacca, 2011, 410).

In conclusion, customized service is managed in different aspects to the customer. The different stages are customer expectations, customer satisfaction, profitability of the customer, the ability of right measurement and the development.

To know about the expectations, it is crucial to understand the zone of tolerance of the customer as well as the expectations are fuzzy, explicit or

implicit. This is very important for setting the company-customer-relationship target. If a company is not able to understand the expectations, the satisfaction level will stay low. The service quality gap analysis shows how important it is to fulfil the expectations to close these gaps. If all gaps are close, the company knows is able to deliver a customized service and more customer jump into the profitability section. To be able to customize the service in the areas that customer are going to be profitable, measurement is inevitable. Surveys are beneficial for the company as well as for customer because customer can build up their expectations and the company gets knowledge about customer's expectations. If the company is willing to customize their service, this is a good possibility. So there is always a possibility to develop the service. An easy form to do so is established by Martilla and John with their "importance-performance-analysis" (1977). This analysis categorizes the wishes of the customer and the ability of the company to implement them.

In conclusion, a customized service delivery is a complex system to establish but when a company is following and understanding these steps, it is possible to improve the service quality.

3 SERVICE CULTURE

Culture in general defines the outcome of the dynamic of a group human being's in creating one unit in jointly acting because of adapting and developing habits and behaviour (Skálén & Strandvik, 2005, 233-234). This is one definition of culture which can help to start thinking about a cultural behaviour. This quote means the interaction of people who are acting independently as well as jointly. That is what culture makes difficult to interrupt and form, because it is like a spiral of never ending transformation and changes in culture.

Service culture adapts this definition in the responsiveness of the management and employees to create an organisational unity. One approach is the interaction of intensity and consistency of sensemaking. Sensemaking is the active interaction of employees in the process of creating. They are not only the ones who are involved, they are the ones who are creating the process (Skálén & Strandvik, 2005, 233-234) and are reliable for a competent service to provide the service sustainable and in special concern (Macaulay & Clark, 1998, 184). The Table 3 visualises four possible outcomes of this approach and shows the importance of being united to be successful in building a service culture and be able to provide an equity service for all customer. Especially the management has to accept a loss of control and therefore a more trustful relationship to their employees when an organisational culture is created. The employees are independent in dealing with the individual and are able to react more specific to serve very well, (Choppin, 1994) as well as in an equal quality for each customer. The equity approach is already discussed as part of customer satisfaction and shows the strong relation between the research issues.

		<i>Intensity</i>	
		<i>High</i>	<i>Low</i>
<i>Consistency</i>			
<i>High</i>	<i>High</i>	Shared sensemaking	Feeble sensemaking
<i>Low</i>	<i>High</i>	Conflicting sensemaking	Fragmentary sensemaking

Table 3 Types of organisational sensemaking (Skålen & Strandvik, 2005, 235)

A service culture is included in the organizational culture and the business process. So in a service company, the service culture has the following parameter: service quality, internal business process analysed in this research with the gap analysis, internal satisfaction and motivation because the employees have to perform the meaning behind the service culture.

3.1 Service quality

Service equity is part of the service quality which is basically build of the perception if customer's expectations meet the perceived service quality. Here is shown the strong relation of customer satisfaction and service quality as also already discussed in *chapter 2.5*, five dimensions are under consideration in the SERVQUAL theory to understand how buyer judge about a service they received.

This theory is the conclusion of a research of Zeithaml, Berry & Parasuraman to identify service quality dimensions, to understand how customer cluster the service activities in their measuring process. And that companies can measure and improve customer satisfaction due to higher service quality. The dimensions are shortly explained to display the complexity of service quality (Zeithaml, Bitner, & Gremler, 2006, 118-120):

1. Reliability is the perception of the customer that perceived service and service promises are consistent.
2. Responsiveness is rated by the speed and strength of willingness from the service employee of getting access to the service.

3. Assurance shows the ability of the employee to build a confident situation resulting in trust and good atmosphere.
4. Empathy reflects the plus in knowing the customer to create a feeling of uniqueness and specialness of every individual (e.g. know customer's name).
5. Tangibles help creating an overall positive impression of the service process in designing the physical environment or extra hospitality services.

Furthermore, companies have to be aware of the individualism of different sectors, organizational determinants and consumer in using the aspects to measure their service quality. Additions or reduces are often necessary to react on the unique service providing of each company (Grönroos, 2007, 86).

Due to the lacks offered in the SERVQUAL theory, Brady and Cronin developed a theory on the basis of this method with an additional step of nine dimensions. The main intention is to cover up every possible lack of misunderstanding in the whole business process. For example, the dimension reliability is widely accepted as an important factor for service quality. Nevertheless, there are many different dimensions in the service providing process measuring reliability between the customer and the service, the customer and the service staff, the service staff and the organizational structure plus the service staff and the management. The question of which reliability is meant from the evaluator is answered in the extended theory of Brady & Cronin and visualised in Figure 7 (Brady & Cronin Jr., 2001, 37-38).

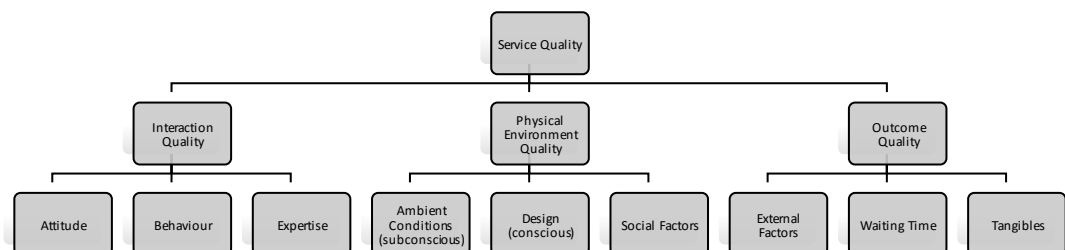


Figure 7 Some New Thoughts on Conceptualizing Perceived Service Quality: A Hierarchical Approach (Brady & Cronin Jr., 2001, 43)

Between the service quality and the ten dimensions is one more step include to visualize what the dimensions affect. On this step three different environments are causing to the overall Service Quality, Interaction Quality, Physical Environment Quality and Outcome Quality (Brady & Cronin Jr., 2001, 38-41):

1. Interaction Quality is influenced by the service employee due to the directly contact with the customer. Important factors to figure out are the employee's attitude to the customer, behaviour during the interaction with the customer and broad expertise of the service and product to build a trustful relationship.
2. Physical Environment Quality is not directly related to the service in terms of a process. However, it influences the client who measures the furniture design of the service setting, the invisible environmental factors as background music, temperature and smell and the social surrounding in terms of how many people are waiting and what is their individual mood.
3. Outcome Quality is measured by the customer in the end of the service process. It combines all factors during the service providing process as waiting time in beforehand, tangibles as the visible output for the customer and external factors including the customer's mood as well as factors which are not in the company's responsibility for example thunderstorms or competitors.

For deep analysis three factors of the SERVQUAL method are subject of each determinant for the possibility of single measurement and analysis the reason of potential dissatisfaction in detail. The three measured factors are reliability, responsiveness and empathy (Brady & Cronin Jr., 2001, 43-44). The theory in figure 7 is more detailed and understandable as the SERVQUAL method even if it is not as much required. Only in the last determinant of the Outcome Quality is a change advisable from valence to external factors of the company's point of view in environmental and customer external factors. The improvement of new factors should be determined because of the limitation of responsiveness in the Physical Environmental Quality especially from determinant "ambient condition" and "design".

In conclusion, Brady & Cronin's service quality theory based on two service quality analysis methods, first the SERVQUAL theory and secondly the environmental factors close to Grönroos approach in 1982,1984, where the influencing factors are pointed out as the interaction of the customer with the service employee, the outcome of the service and the perception of the service (Brady & Cronin Jr., 2001, 44-45). Whereas the service quality cannot be shown as a structured model. A concept shown in a relation chart take the network thought into account and is closer to the reality because customers are not thinking in cluster. But in theory it ends up in a chaos, so there are possibilities of improvement for further researches. In conclusion, Brady & Cronin's theory gives in general the same output as the SERVQUAL theory but it decreases the need of further explanations for less acknowledged people. Nevertheless, improvements are important because of the positive influence in all areas of business contact as clients, company and society as well as influencing the company's competitors (Ostrom, et al., 2010, 5). Therefore, it is crucial to create a feasible model for companies easy to understand.

3.2 Gap analysis

The gap analysis model gives manager a guideline to identify the origin of lower service quality as expected. In general, the model is separated in two parts related to the Servuction model with a visible front stage and an invisible back stage where the front stage is related to the customer and the back stage related to the organisation. The main focus is on the back stage with four gaps and one gap, the fifth, in the front stage (Grönroos, 2007, 114-115). The description of the different gaps shows repetitive the complexity of service delivering, hence comments to the different gaps to other determinants and theories are indispensable.

Gap1 called *the management perception gap* has a direct relation to the customer's expectations. Reasons for the gap are no information collection or misinterpretation of collected information, bad communication and a lack

of knowledge how to manage the expectations. In conclusion, management perception of customer expectations varies to real expectations of service quality.

Gap2, *the quality specification gap* covers mainly a lack of communication with the service staff. The management is not able to define clearly the goals and the employee does not understand the company's requirements. Furthermore, the internal structure visualises a problem of trust building between employee and management (Grönroos, 2007, 114-117). Closing this gap leads to employee satisfaction, discussed in the next chapter, resulting in better quality (Capelle, 2013, 3-4).

Gap3, *the service delivery gap* results when quality specifications are not consistent with management perceptions of quality expectations. Difficulties are in the relation between management and employee, mostly the employee is dissatisfied and not agrees with the specifications of the management. Plus, complicated specifications which are hindering the delivery process end up in dissatisfied employees as well as customers (Grönroos, 2007, 114-117). So it is not inevitably that the management did not done the right job in developing guidelines, rather that employees are carry out the work (Bergmann & Klefsjö, 2010, 343). A strategy to avoid the gap is improving technological and operational support and train employees.

Gap4 relates to the public, *the market communication gap*. As already mentioned in the Zone of Tolerance method overpromising results in dissatisfaction because promises heighten the border line of the adequate service because explicit promises influence the predicted service and therefore customers' expectations which cannot be fulfilled when the promises are higher than the reality (Grönroos, 2007, 117-118). Furthermore, it is crucial to know how and when advertisement influences customer in purchasing decisions. According to Leiss research results, only 10 of 80 daily advertisements have an influence on customer reaction (Leiss, 1988, 17-18). Due to the increasing media possibilities the amount of advertisements is increased and therefore also the competition. This stage is important in creating a unique eye-catcher. Closing this gap is complex because this stage is related to the service employees, the service delivery and the expectations of customers. A failure can be prevented when the service

department works together with the marketing department to classify realistic promises.

Gap5 is *the perceived service quality gap* and the analysis switches to the front stage therefore the possibly gap is directly related to the customer. The gap could be both positive and negative and shows an inequity between perceived and expected service (Grönroos, 2007, 118-119). How customer builds individual expectation is discussed in chapter 2.1, 2.2 and 2.3 of this research. The influence of the fifth gap is enormous in spreading Word-of-Mouth, building/changing the image and building motivational factors for service employees.

Defining the problem in the origin is now possible and when management understands the necessity of closing this gaps, the likelihood of better service quality will increase.

The next chapter helps the organisation to close the gaps because internal satisfaction gives a positive vibe through the company and is a main motivational factor, as shown in chapter 2.6.

3.3 Internal satisfaction

Service is a flexible process and successfulness depends on several factors as environment, customer, service enterprise or manufacturer, market situation and competition. One part of this complex system is service encounter and therefore the service employee who actually interact with the most important part of service – the client. The interaction with the client is part of service quality in the step *interaction* where the customer measures employee's attitude, behaviour and expertise. (Ch. 3.1) This three attributes lead to main discussion objectives in this chapter because only a satisfied and motivated employee will perform well.

Employee satisfaction is one further step for customer satisfaction in the service profit chain of Heskett et al. (1994) pictured in figure 8, the last step discussed in chapter 2.3 in this research were loyal customer and their profitability. But the head of this chain is as basis the internal service quality

and next is coming employee satisfaction. In the end of the chain is revenue growth and profitability. Therefore, it is inevitable, to picture the chain as a wheel because with a revenue growth, the company is advised to invest in the internal service quality (Heskett, Jones, Loveman, Earl Sasser, Jr., & Schlesinger, 1994, 166-168).



Figure 8 The Service Profit Chain (Heskett et al., 1994, 166)

Internal service quality happens in the organisation and therefore management is responsible for the realisation. Problem causes because every manager has a different thought about the meaning of employee satisfaction and finding a profitable way (Scott, 2000, 50-55). Firstly, managers need to know where internal service quality leads to. Because internal service quality brings employee satisfaction that leads, in turn, to higher revenue which is the goal of every business. One strategy is an annual employee satisfaction survey. In showing the satisfaction rate of the employees also shows not even the satisfaction rate but also fields of necessary improvements, high satisfaction and leads to the possibility of better service quality (Mathew, 2007, 678).

An important approach for satisfied and productive employees is their motivation. High motivation improve internal satisfaction, following motivational factor are discussed. A guideline to reach the goal can be

concentrated on the positive vibes of the organisation with manager and colleagues. In consequence, the internal atmosphere is very important to be successful in providing good service and have satisfied customer. Hence the employees are also customer, so called internal customer, of the organisation. And when they are satisfied, their motivation increase and also the service quality will increase. That sounds more simple than the implementation contains. Motivated staff includes different elements to mention, starting with the Maslow's hierarchy of human needs as seen in figure 9.

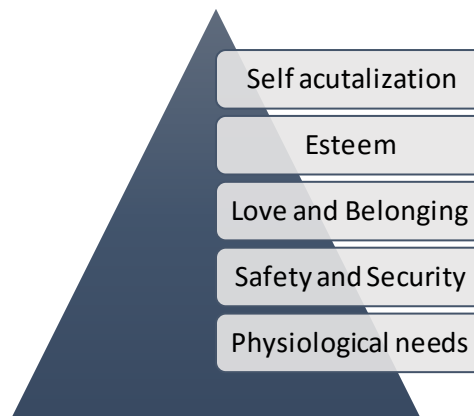


Figure 9 Maslow's hierarchy of human needs

The figure visualizes how human needs are categorized. If the lowest need is fulfilled, the next upper need has to be reached. For example, a man has a stable function of his body and feels secure in his environment, then it is automatically that he likes to other human beings around him. If he would be feeling unsecure because of a war, then it is unimportant if he has friends. Just the fact that he feels unsecure are all needs upper this need unimportant.

This approach shows the motivation building process, when one need is fulfilled the next higher step has to take part of consideration of fulfilment to motivate the person. This would create motivation and motivational factors affect satisfaction.

On the other hand, the absence of motivators create not dissatisfaction. Dissatisfaction in working environment is rather built when specific hygiene factors are non-existent. The problem, it is also not creating satisfaction if they are present. In order to the power of these two factors, motivational

factors are more powerful than hygiene factors because hygiene factors are able to be present or absent and there is no ranking for the employee which could built a higher dissatisfaction. Thus hygiene factors are limited (Bergmann & Klefsjö, 2010, 356-364).

Yet not the motivational factors, there is always a possibility to maximise satisfaction even when the last step of the Maslow's pyramid is reached. This model is successful if the company understands how to motivate each employee and give each employee individual feedback. It is part of a human being to have the wish of recognition (Bergmann & Klefsjö, 2010, 356-364). One possible strategy to implement a two-way loop is a balanced scorecard system. It should give the employee a guarantee why he/she is doing his/her daily work, what the company's goal is about and how the market respond is like (Friedrichs, 2011, 23-25). So the employee is clear about the whole organizational target and has a relation to the company because of its writings. The company's challenge is to keep the balance between challenging tasks and the employees' ability, like Mihály Csikszentmihályi's theory of "optimal experiences". When an employee gets formidable tasks which are not overcharge his/her skills, it will motivate but if this task takes over his/her ability the result will be frustration, anxiety or stress following to dissatisfaction (Bergmann & Klefsjö, 2010, 356-364). These factors are so called intrinsic motivational factors, more detailed based on competency motives. More intrinsic motives are performance motives, the work task itself, and sociability motives. The satisfaction furthermore based on social contacts during the work (Friedrichs, 2011, 7-8).

Social contacts, "Love and Belongings" in Maslow's pyramid, are also important for employees' emotions. The feeling about their work and satisfaction based also on the response of the other employees. Therefore, it is important to know the internal mood of the employees in general and not only the true feelings. When there is a negative basic mood, the motivation is lower than in a positive working environment. To change this is very difficult and the whole organizational culture should be measured (Dobni, Richie, & Zerbe, 2000, 93). The other part of the motives are extrinsic motives, influenced of external factors to satisfy the employee. Examples are the

money motive (wage and bonuses), security motive (save workplace) which are in Maslow's hierarchy physiological needs and the prestige and status motive as self-esteem. Financial bonus systems, job related trainings or feedback meetings through the organisation and management are such activities a company could implement to create esteem motivation. The motivation of companies should be high to satisfy their employees. Stroebe developed five steps of motivation as shown in figure 10 (Friedrichs, 2011, 7-9):

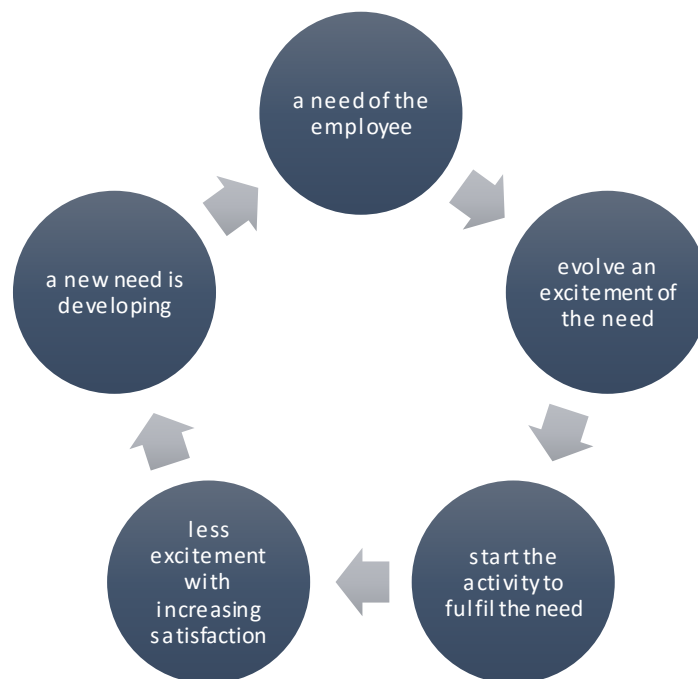


Figure 10 Five steps of motivation (Friedrichs, 2011, 7-9)

Due to the fact of a circle, the process has a need of continuous consideration. The company needs to push ideas for improvement forward to gain satisfied staff. The steps consider only the employee and the manager. Especially in the second step “evolve an excitement of the need” the manager needs to know how to cover this excitement in, for example, the way of presenting the task to the employee. It also shows the importance of continuously awareness of the manager to the employee and their individual knowledge, skills and motivation (Friedrichs, 2011, 7-9). So in this approach every single employee has to be considered by his/her own. Depending on the company's size and organisational structure difficulties are possible.

Self-actualization, the highest hierarchy section of the Maslow pyramid, seems to be difficult to satisfy externally. Sprenger is convinced of the independent employee, who is partly responsible for the own motivation. Companies are able to give advice and help the employer be motivated but the definite motivation is based on self-actualization which is individual and cannot be given by the company (Sprenger, 2014, 10-18). The company can just provide the environment to reach a positive recognition of the employee to his/her work (Mathew, 2007, 680). In the company Jimdo GmbH is the environment equal to freedom. They motivate their employees with a lot freedom and a low hierarchy. They created a team of five manager and coaches who are only responsible for creating a positive environment. They help for example in finding the own position in a new team that everybody can work on the tasks he/she is skilled and interested in (Sprenger, 2014, 22-29). This creates the motivation circle of Friedrichs (2011, 7-9). The high amount of freedom leads to motivation because the employees are able to structure and create their own strategy to get the target. Of course also at Jimdo, the manager gives the main target and boundaries but the team is responsible for the implementation and success of the project. So they have to be motivated because they are working in following their own way of working and that is what self-actualization is about (Sprenger, 2014, 32-33).

Another motivational factor is not only internal recognition, also external feedback and achieving the reason in the tasks motivate employees. It is more difficult to show an accountant or personnel administrator the successfulness in customer feedback as an employee at the service counter with direct customer contact. So service companies can easily motivate their employees in evaluating customer surveys, customer value and videos of their daily activities to show their employees why they are doing their work and that the customer are satisfied with the achieved good or service and therefore the work of the company employees (Sprenger, 2014, 12-13). Another approach is used by Ritz Carlton hotels. They implemented a 15-minute meeting every day, the so called line-up, with the target to motivate the employees and spread positivity and better work quality to the front (Gallo, Wow Your Customers the Ritz-Carlton Way, 2011). The content of

the meetings are first the well-known “wow-stories” (The Ritz-Carlton Leadership Center, 2014) where employees share special experiences to the others. The second content is a teaching part of the manager where he reminds the staff in one of their 12 service values but let them actively participate that they internalize these values. Also very important is the attitude of the manager during the meeting. He is respectful and treats the 15 minutes as the most important of the day. This shows the employees the respect and friendliness they also can give back to the manager in their feedback part. Also criticism is part of the meeting but the managers are aware of give it within a praise that the employee never feel uncomfortable (Gallo, Employee Motivation the Ritz-Carlton Way, 2008).

Therefore, basically internal satisfaction is inevitable for external satisfaction and should be considered equally. That leads to the assumption, that internal satisfaction is very important due to corporate culture. And corporate culture is essential for service culture because employees transport the internal atmosphere directly to the customer and public, both a positive and rather a negative atmospheric picture. This different view of the corporate culture can be visible in one company and that is the difficulty. Culture is not only depending on the managerial implementation but rather on the individual employee and their behaviour (Alvesson, 2002, 43-59).

3.4 Implementation strategies

The importance is to understand the need of employees and the knowledge of managers to get out of a negative loop in a successful positive company culture to improve service quality. There are several approaches but the researches would like to introduce the following to help to understand why a service culture is important and need time to develop. The important message during the implementation should always be the company take up employees' ideas and thoughts and furthermore transforming them in actions (Flamholtz & Randle, 2011, 208). The crucial skill for managers is to get and understand the basic assumptions of the employees' because their ideas and thoughts are based on it (Schein, 2004, 36).

So it helps when employees feel secure. A possible solution is setting written targets and guidelines for providing the service. As previously discussed it can also be difficult to do so because of a lack of knowledge but in this section the focus is on success and not on failure (Scott, 2000, 50-55).

To transport the culture through word and action, managers should act like a “cultural ambassador” (Flamholtz & Randle, 2011, 195) that the employees can truly adapt their enthusiasm to the customer, offer great service quality and spread positive word-of-mouth. Actual chances to spread the cultural message of the company are in alleged moments of non-related events such as employee training, assessment centre or development events (Flamholtz & Randle, 2011, 197-199).

The limitations of this research are reached. The time for implementing or changing a corporate culture to follow with a service culture takes out about two years for the size of the case company. Therefore, the timeframe of the study is too short for implementing a strategy (Flamholtz & Randle, 2011, 206). Nevertheless, the following three implementations are necessary. First, two-way communication which is understandable for employees, secondly to build a corporate culture position or working group and at least include already during the hiring process company culture values (Flamholtz & Randle, 2011, 208-213).

The question of successfulness in building a service culture can be answered when every employee and every customer is able to tell the right value of the company (Flamholtz & Randle, 2011, 219-220).

A good example for organizational culture is the Digital Equipment Corp. They created a culture basically with a flat hierarchy and trust. The whole building, offices, restaurants and parking lots were constructed simple and equally, no differences between employees and managers were visible even not in their clothing. This completely equal work environment builds a feeling of trust and motivate employees to implement their own ideas, also against their bosses. This shapes a high engagement and bind them to the company due to the feeling of being part of the organisational family. But in comparison

to Ciba-Geigy another case company of Schein where rank and status was highly implemented, the meetings are also based on respect and the others opinion (Schein, 2004, S. 39-53). Therefore, hierarchy or non-hierarchy are not the most important driver for employee engagement and motivation. This example shows different ways of communicating and working together with more or less authority but as every human being is different also the perception of being satisfied in the particular working environment is different. So also the employee needs to know the company's culture before the hiring process to avoid own dissatisfaction and apathy, because in the end not only the company has to face a dissatisfied employee also the employee will be dissatisfied with the overall working situation. Of course these cultures were not build in a short time, long term activities and the believe in successfulness are drivers for organizational culture. Particularly in service culture the quality is important.

To develop the quality, the gap analysis helps to understand and gets to know about possible lacks. The second part is employee satisfaction because especially the service employees need to transport an enthusiasm and the organizational culture to attract customer for repurchasing activities. So when the internal quality is good, employee satisfaction and loyalty will result. A car dealer's research found out that one sales person's, staying for five to eight years in the company, profit is \$38.000 higher than of a one years' sales person.

To summarize, satisfied employees drive a company to more profit, not only because of cost reduction (Heskett, Jones, Loveman, Earl Sasser, Jr., & Schlesinger, 1994, 166-170). Employees have nowadays a better position and more power than the organization. Therefore, it is important that the company actively work for satisfaction improvements, then the employees are inclined to stay and also working above the written requirements to also satisfy customer (Cook, 2008, 7-8). Which, in turn, leads to an improvement in service quality because of better communication and closing the gaps. Furthermore, a higher service quality satisfy customer. A push approach should be considered here. A company is not able to change their culture as

they want. It is crucial to look to the customer value and how that would influence the implications a company has to implement in building or changing their organizational culture. Even here a customer oriented value program is important and the power of the customer is again visible. (Boonstra, 2012, 30-31)

To determine the value of the company's customer, a customer value oriented survey could be helpful but broad participation is very important to get a real database working with. Important is now for the management to describe and picture the customer's values correctly. This refers to the gap analysis, the *quality specification gap*, where the management has to translate the quality requirements in an appropriate channel and communication style. To close the loop this refers to a broader customer value which basically formed now not even the service culture but rather the company culture (Boonstra, 2012, 31-32).

4 CUSTOMER SURVEY

The goal of this research is to get a knowledge how satisfied is the customer with the service and product. This research question can be approached in many different ways. One possible method in collecting data is using existing material of different departments or from external statistics, so called secondary data (Thomas, 1997, 3). Secondary data is published by governments as well as by organisations and companies and is advantageous in answering survey questions properly (Saunders, Lewis, & Thornhill, 2009, 257-258). Then another possibility is using data of directly acquisition, so called primary data. This need an elaborate process because the data has to be procured by the company. Possible methods are questionnaires, observations and interviews (Thomas, 1997, 3-5).

4.1 Data collection method

After considering the different data collection methods, the appropriate method is a survey that includes a questionnaire. There are four steps to consider when constructing a questionnaire: Brainstorming, collecting all questions, collecting ideas and construct special questions. The process starts therefore with a brainstorming and collecting all questions and items coming to mind. This In building questions be aware of the likelihood of a large scope of interpretation as every person has a different kind of association in opinion polls (Hayes, 2008, 57). Collecting ideas for the questions started with taking advantage of last general surveys of the company, see in Appendix 1. Furthermore, additional ideas due to the specific geographic region and new attributes concerning to the researcher's knowledge and assumptions were coming up. In the end of the brainstorming around 40 different questions were built. And thirteen questions are representing in the survey by the end.

Furthermore, it is not advisable to issue two subjects in one question. This could be for example time and professionalism of the service delivery staff during the delivery process. Because customer are not able to answer this question properly due to possible different satisfaction of this two subjects. This is also the fact when a question includes double negatives. In summary,

build questions concretely, concisely, unambiguously and with relevance to evocate any kinds of irritations and dissatisfaction in answering the questionnaire. The three main issues availability of service, responsiveness of the service staff and professionalism of the service staff have to be included. Further additional features are depending on the sector, company, product as well as environmental factors.

Secondly, to get proper analysable answers the scaling method has to be chosen carefully. This research considers two different methods to choose one for the final survey. One option is the checklist format where the respondent has the choice between yes/no, agree/disagree or rather satisfied/dissatisfied. This format is limited in their detailed interpretation but easy to analyse. The other option is the Likert-type format, with a scale of answering possibilities (no fix number) to have a detailed view on the respondent scale of satisfaction. This is a plus for this format but under consideration of the user-friendliness is a small scale of two possibilities more appropriate.

The researcher decided to use the Likert-type format with a scale from 0 to 10. The first reason is because later surveys of the company were also already scaled in that format, so comparisons were easier to do. Secondly, a scale gives deeper insights to the customer even it is not as user friendly as the checklist format. It is more important to make a measurable survey as to make it just easy for the customer to answer.

4.2 Designing questionnaire

A next step was to formulate the introduction of the questionnaire to inform about the content and the reason of this survey. Explaining the scale and how to answer the questions can help to increase the quality outcome. The introduction influences the whole outcome of the questionnaire positively as well as negatively. Hence, the case company and the researcher created the introduction in cooperation, visible in Appendix 1. The introduction includes the reason, the customer value, how to return the survey and contact information. A description of the scores are directly above the questions.

The questionnaire ends with a question to get the recommendation rate for the product. This is the principle of the net promoter score (NPS). The net promoter score indicates if the consumer would recommend the product to others. A rate between 0 and 10 is recommended due to researches of Reichheld and Seidensticker. 0 is no recommendation and 10 fully recommendation. To translate the score useful for companies, it can be said that the scores 0 to 6 are detractors, 7 to 8 are neutral and 9 to 10 are promoter of the product/service. As equation 1 shows, the net promoter score determines of the difference between the promoters and the detractors in percentage (van Riet & Kirsch, 2010, 41-46).

Equation 1: Net Promoter Score

$$\text{Net Promoter Score (\%)} = \text{Promoter (\%)} - \text{Detractor (\%)}$$

With this score it is possible to identify how many consumers are fully satisfied with the service and give the company an economic benefit (van Riet & Kirsch, 2010, 44). Due to the variety of the results between -100 and +100, in reality a range of 10 to 20 points is usual, manager are more aware and willing to change something in relation to other metrics (Vogelaar, 2011, 104-105). That is the reason why the last question is one of the most important one in this survey.

Probably, in the beginning too many questions are formulated. Several factors have to be clarified: how long should be the questionnaire? Is it necessary to ask questions with similar content? Are the questions relevant for increasing the satisfaction rate? Two different selection methods came in consideration. The judgemental item selection was a process where two persons were asked to select the most important questions, the similar ones have been chosen. The outcome will be items showing customer requirements at the best. The mathematical item selection was based on a previous customer survey to analyse the factor in a statistical procedure. An appropriate knowledge about questionnaire development was required

(Hayes, 2008, 57-69). This survey was based on the mathematical item selection and oriented on a previous survey of the case company.

4.3 Selection of respondents

The selection of respondents was the next step in the survey designing process. Samples were used to conclude to the whole because to include every client would have need a lot of financial resources and time, which were both limited.

A statistical sampling selection offered a specified respondent amount of statistical determination, the precise result was the perfect balance between a sufficient number of respondents and the minimum of costs. Another selection was judgemental sampling where the respondents were clustered in different segment groups and of each segment had be chosen a fixed number of respondents to get a strong conclusion to the population. It is often used in business with a wide spectrum of segmentation groups for example as newspaper publisher, middle-class restaurant owner and in the banking sector. The costliest option would be census sampling. The company could mirror the exact satisfaction of customers because the sample would be the customer population. This method was mostly used when products were new on the market or high specialised due to higher costs and workload (Hayes, 2008, 83-87). The case company chose the option of census sampling due to the market were just entered in the Czech Republic in October 2015 and customer number was not durable and even more they preferred to visualize from the beginning the satisfaction rate in order to have the possibility of continuously improve in the course of time.

4.4 Data analysis

This research contained a survey for customers to reach their thoughts about the delivered service and product. To get the right outcome it was important to choose the appropriate methodology. Two different analysing methods were available; a qualitative or quantitative data analysis. Qualitative data is mostly used in individual research for conceptualising the acquired data. The assessment is an elaborate process due to the individual and open questions. Quantitative data is evaluated from questions with fixed answering

possibilities to analyse the outcome in statistical and numerical data with SPSS or Excel. Finally, the analysis was pictured in statistics therefore relationships between different fields or answers of the survey could be projected easily (Saunders, Lewis, & Thornhill, 2009, 482). The possibility of numerical data analysis and easier assessment suggest a quantitative approach for the survey. The qualitative data collection would be appropriate in an interview but on paper it was easier for the customer to fill it out and for the analyser to measure the outcome. So the researcher chose a quantitative data collection as previously described and shown in appendix 1.

In the end the result of each question was shown in tables but to know about the overall customer satisfaction is not unimportant due to implementation strategies and the satisfaction and motivation in the organization. The satisfaction index is a calculating tool for customer satisfaction and is also easy to compare with future customer surveys even when different questions are asked (Hill & Alexander, 2006, 160-162).

Two steps are necessary to get the index. First, “calculating the weighting factors” (Hill & Alexander, 2006, 160) and second “calculating the satisfaction index” (Hill & Alexander, 2006, 161). As Equation 2 shows, the weighting factor takes the average of the attribution rating, called importance score and sum it up of all questions. Next, the importance score is multiplied with the total sum, which end up with the weighting factor multiplied by 100 (Hill & Alexander, 2006, 160-161).

An example:

If the importance score of the question “the product is easy to use” is 8.5 and the total sum of all importance scores is 65.8, then the weighting factor would be 12.92%. This factor shows the importance for the customer to weight the service feature or performance of the product. Equation 2 shows this factor. Furthermore, the satisfaction score of the question “the product is easy to use” is 9.2.

Equation 2: Weighting factor

$$\text{weighting factor} = \frac{\text{importance score}}{\text{Sum all importance scores}} * 100\% = \frac{8.5}{65.8} * 100\% = 12.92\%$$

Now the weighting factor is calculated, the satisfaction factor can be build. Of all answers of the survey from one question has to calculate the average. This is the satisfaction score of each attribute. As Equation 3 shows, the weighted score is calculated through multiplication of the satisfaction score with the weighting factor.

Equation 3: Weighted score

$$\begin{aligned} \text{weighted score} &= \text{satisfaction score} * \text{weighting factor} = 9.2 * 12.92\% \\ &= 1.189 \end{aligned}$$

As Equation 4 shows, the sum of all weighted scores multiplied with 100 is the satisfaction index (Hill & Alexander, 2006, 161-162). The satisfaction index is build up in percent and gives know the possibility to get the importance and urgency of improvements.

Equation 4: Satisfaction index

$$\text{satisfaction index} = \sum \text{weighted scores} * 100$$

Part of this survey are multiple choice questions and a few open questions at the end of each field. At the end of the questionnaire is space for individual comments. This quantitative survey was given in paper directly to the customer.

After receiving the paper back, the analysis started with an excel sheet to build the analysis in a graphical representation.

To know about the deep impact of possible differences between the managerial, employees and customer thoughts about the service and products, all three groups were included in the questionnaire. The survey will provide information which implementations are necessary and valuable to improve customer satisfaction.

This research shows in the end on which level the customer satisfaction is based and shows possible implementations to the case company to grow the customer satisfaction rate.

5 RESULTS OF THE SURVEY

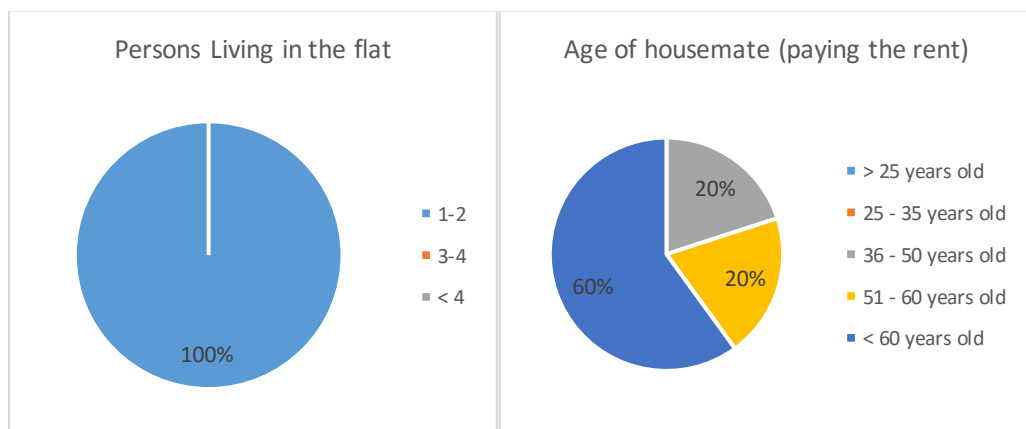
The questionnaire is divided in three different parts.

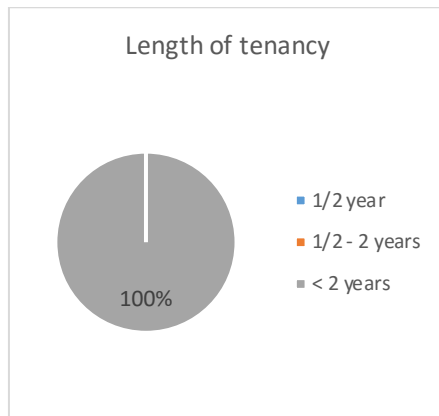
In the first part, the respondents have to classify the amount of people living in the flat, the age of the household and the length of tenancy.

The second and third part are questions about the company and their products. Differentiated in “Delivery and Installation” and “Product” to give the respondents an orientation about the structure of the questionnaire. The respondents have the possibility to answer the questions in crossing in a range of 1 = totally disagree to 10 = totally agree. In the analysis it is used the average of all respondents. It is not necessary to use the median because the respondents are not able to write their answer by themselves. Therefore, it is not possible to get answers which are not useful for the evaluation and should be outlined.

5.1 Personal Data

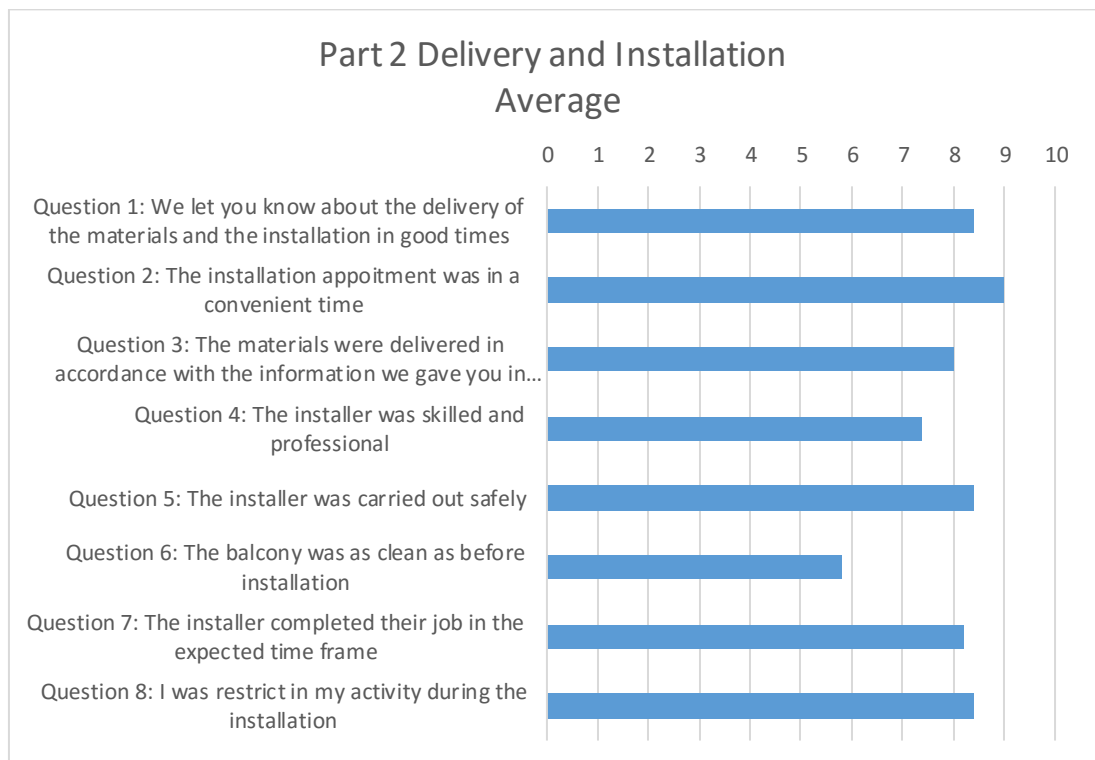
The personal data includes the important data for the analyser. In general, it is a possibility to cluster the customer in different customer groups. The personal data of the survey shows the most important social criteria for the evaluation of the survey. It is important to know about the housemates age due to the possible current stage of life. The amount of persons living in the flat are crucial to get information about the living situation for example if children are also living in the flat or how many people using the balcony. The third personal data question is about the length of tenancy which offers information about the satisfaction with the flat and how settled they are (Boynton, 2004, 1374-1375).





5.2 Delivery and Installation

Service delivery and installation was the first section with consideration of the service quality. This process is crucial for the satisfaction of the customers due to the product and the service activities which both are elementary for the customer satisfaction.



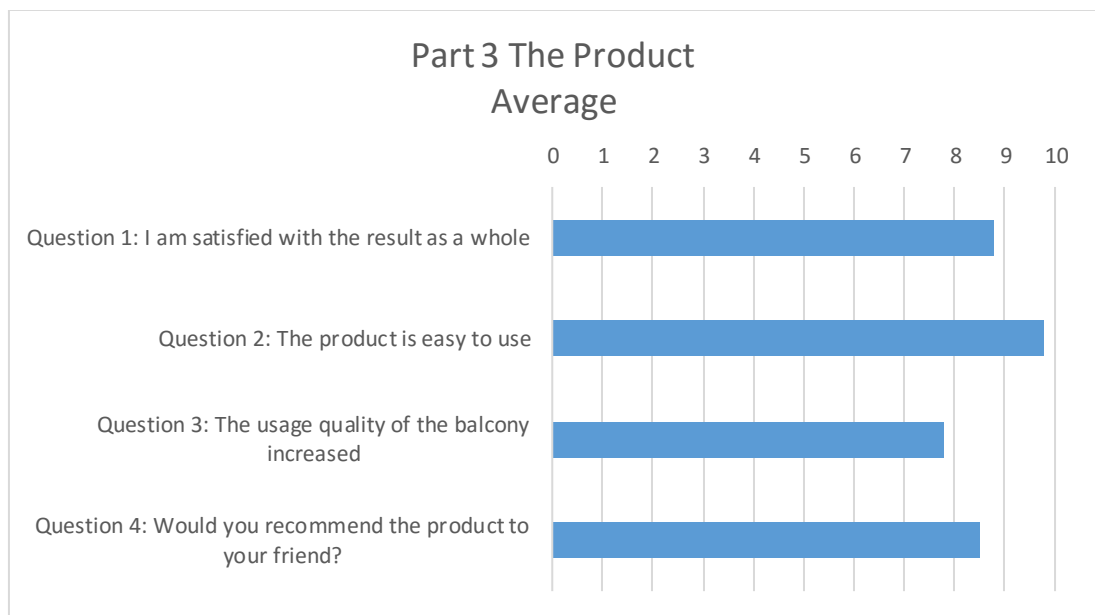
The chart shows a satisfaction level over the middle line in all asked questions and nobody answered the question in the survey “Is there anything you would like to say about the delivery and installation?”. This could be a

sign of disinterest as well as they have no adjustments for more improvements.

Only one question “The balcony was as clean as before” has a rate under 7 with an average of 5.8 which shows neither satisfaction nor dissatisfaction.

5.3 The Product

The third part of the survey was used to check the product quality and recommendation rate of the customer. Four questions were asked due to the product and the usage. As it can be seen in the chart, the first question is linked to the overall satisfaction of the product. The second question is about the usage and the third if the quality of using the balcony is increased hence the balcony glass. The last question is very important because it is asked about the recommendation rate of the product and company.



The overall satisfaction is in comparison to the service quality good. So the product is more satisfying as the service delivery. That also shows the average of 9.8 of the second question where the usage is asked. The last question is linked to chapter 2.3, only apostles would do this word-of-mouth recommendation which is very important for the company (Reichheld & Earl Sasser, Jr. , 1990, 107-108). Here the average is at 8.5 which is in the highest third of the range.

5.4 ANALYSING THE GAP'S

Part 3 of the questionnaire is linked to the first GAP the expectation GAP. The first statement: *"I am satisfied with the result as a whole"* shows how the expectations of the customer match with the management expectations. In average an 8.8 for a new market with a new product where expectations are not faced before, is satisfying for the company. The reason for the satisfied customer might be reasoned in the easy handling system that the customer has no problem with the usage and it is just a comfort plus because they can now use the balcony more than before. As in question three responded there is a significant increase in using the balcony with the glass than before. So the expectations might be low but the company did also everything right so that the customers are satisfied with the product and usage.

The chart in chapter 5.2. shows that the quality specification gap or the service delivery gap are present. Because the questions in direct relation to the service staff are underestimated in relation to other questions. To figure out which GAP is the reason for the bad response, it is necessary to know about the communication and training of the employees. One possible problem could be that the service staff do not satisfy the expectation of the customer or another possibility is no information that they are able to deliver the service and product in the expected quality.

Gap 4 is not analysable from this survey due to there is no information about marketing and advertisement furthermore the consumer of the balcony glass is not the paying customer of the glasses. That there is no information how the customer was informed about the product.

Gap 5 the *perceived service quality gap* is mentioned in the third part of the questionnaire with the last question of the willingness of recommendation. The rate is in average 8.5, related to the theory of Heskett et al "the service profit chain" is this rate in the zone of indifference. This contains that the word-of-mouth spread is not automatically there and the people would recommend the product not by themselves.

In conclusion, the company is doing a good job. But as the example of Jordi Metallbau-Schlosserei AG shows is it not as good as it might seem like. Because also their survey shows that the satisfaction rate is 100% with 98% very satisfied customers. And 100% of them would recommend it. This contains that all customers are apostles according to Reichheld & Earl Sasser, Jr. (1990) (Jordi Schlosserei-Metallbau AG, 2016). So the case company has to close open gaps especially the second and third gap as well as the last gap because the most efficient advertisement is word-of-mouth spread which is included in the fifth gap.

6 DEVELOPMENT PLAN

The gaps are specified and the company is aware of its satisfaction rate. But to implement strategies for improvement, it is not advisable just to work blind on each attribute. Even customer satisfaction is very difficult; some adjustments could be too costly or ineffective at the starting point of the implementation. Therefore, the business impact matrix helps to figure out where the different attributes are located with the two scores cost and benefit. If the attributes are located at high costs and low benefits, obviously the company should not focus on these immediately. More important are the low cost and high benefit attributes (Hill & Alexander, 2006, 166-167). A company might not be aware of these attributes because of the adjustment they are already implemented but if the gap analysis showed a different customer point of view implementations are still necessary. As it can be seen in the gap analysis in chapter 5.4, the first gap is very small and to close the last small rest can be very costly. But the fifth gap is larger and both gaps can be closed when the consumer has a higher satisfaction rate. The Service Profit Chain from Heskett et al. (1994, 166) says that customer satisfaction is caused from external service value which is the product of employee satisfaction. As you can see in chapter 5.4 the first three gaps are internal managerial and employee quality issues. Furthermore, the survey pictured that the satisfaction score of the product is in average higher than for the service delivery process. Therefore, it is suggested that the company implement better internal service quality what will lead to higher employee satisfaction and end in higher customer satisfaction. Because the staff will do a better job in for example cleaning afterwards the balcony and the customer will spread more word-of-mouth and will easier recommend the company and their products.

To start on the managerial level, the company should implement not only a customer satisfaction survey but rather an employee satisfaction survey to get to know where are possible gaps in the internal quality (Mathew, 2007, 678).

7 CONCLUSION

The topic of the research was to find out how satisfied were the customer with the product of the company and their service. To find out the satisfaction rate the researcher developed a customer survey which was sent to the destination of research.

The first chapter constructed the frame for the research and introduces in the topic. The goal of the research was built and the reason for the survey was mentioned. The case company expanded to the Czech Republic and would like to know about the satisfaction of the customer. But due to differentiations of consumer and payer, there was not possibility to ask questions about the price-performance ratio. The second chapter was about the theoretical frame of customer satisfaction. It was discussed how the customer will be satisfied and why it was such important to satisfy customers. The profitability was the main interest for a company to invest in customer satisfaction. Chapter 2.5 discussed how the satisfaction could be developed. Closing the gaps and go further to a customized service were two main strategies to a satisfied customer. The third chapter lead to the assumption a service culture is necessary for the improving process. It was crucial to push mainly the internal satisfaction that the employees could communicate the enthusiasm of the company and service concept. After the theoretical part, the frame for the survey were discussed in the next chapter. The researcher had figured out which analysis and research method fitted the best. The researcher created a survey for the customer and evaluated it with excel. In chapter 5 the results of the survey were presented. It was divided in three parts of the survey. The personal data, the delivery and installation and the product. The last chapter discussed the development plan. This was not easy due to the responding rate. So the analysis could be just a trend.

In conclusion, it is necessary to wait for more responses or build a new customer survey not in paper form to get to know about the consumer opinion. This research is a first impression about the satisfaction but nevertheless it need more responses to get to know the trend. Hence, the researcher suggests a second survey but still there are already gaps in the

delivery and installation so the suggestions in the development are leading to a better customer satisfaction and should be included in improvements of the service culture of the company.

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APPENDIX

The appendix shows the customer survey, created for the case company to acquire customer satisfaction in the Czech Republic. The first page shows the introduction of the survey with a company overview, a description of a possible lottery and guidelines how to fill in the survey. The second page shows the survey with all questions. It is differentiated in three parts: general personal data, service delivery and installation, product and recommendation. This two pages were sent as one survey to the customer in the Czech Republic.

Customer satisfaction Survey of [REDACTED] balcony glazing

Dear [REDACTED] balcony glazing user,

[REDACTED] products have been pioneers since 1990 with a high quality standard and design. At [REDACTED] we take customer feedback seriously, profitable business and customer satisfaction is walking hand to hand in our logic. One of our values as a company is "building the future". We have proven track record of that value by having 5th evolution of our balcony glazing product in the market "[REDACTED]". All our products have been developed with feedback given by you, customers.

Please let us know via this survey your opinion on our product and service quality.



This warm Fleece blanket will be given randomly chosen one of the lucky replier.

Enjoy the twinkling of stars lounging on the blanket or lying underneath. The warm and lightweight star-patterned microfiber blanket is as soft as the finest sheep's wool.

Please return the fulfilled survey in the locked post-box marked with text ("customer satisfaction survey") located in lobby of building A.

S pozdravem

[REDACTED]

[REDACTED]

Czech Republic

tel [REDACTED]

1. Personal Data

Please mark with (X)

Persons living in the flat	1 - 2	<input type="checkbox"/>	3 - 4	<input type="checkbox"/>	< 4	<input type="checkbox"/>				
Age of housemate (paying the rent)	> 25	<input type="checkbox"/>	25 - 35	<input type="checkbox"/>	36 - 50	<input type="checkbox"/>	51 - 60	<input type="checkbox"/>	< 60	<input type="checkbox"/>
Length of tenancy	> 1/2 y	<input type="checkbox"/>	1/2 - 2 y	<input type="checkbox"/>	< 2 y	<input type="checkbox"/>				

Please mark with (X) The score from 0 to 10:
 10 = completely agree / highly satisfied
 0 = completely disagree / highly dissatisfied

2. Delivery and Installation

	0	1	2	3	4	5	6	7	8	9	10
We let you know about the delivery of the materials and the installation in good time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The installation appointment was in a convenient time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The materials were delivered in accordance with the information we gave you in advance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The installer was skilled and professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The installation was carried out safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The balcony was as clean as before installation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was present during installation	Yes <input type="checkbox"/>					No <input type="checkbox"/>					
The installer completed their job in the expected time frame	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was restrict in my activity during the installation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there anything you would like to say about the delivery and installation?											

3. Product

I am satisfied with the result as a whole	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The product is easy to use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The usage quality of the balcony increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
is there anything you would like to say about the product?											
Would you recommend a Lumon product to your friend?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your time and feedback!