Henri Haapala

CUSTOMER SATISFACTION SURVEY FOR RAUMACELL

Degree Programme in International Business and Marketing

Logistics

2017

Customer Satisfaction Survey for RaumaCell

_____

This bachelor's thesis was conducted as a customer satisfaction survey for UPM RaumaCell. The aim and purpose of the project was to find the current customer satisfaction level of UPM RaumaCell.

Theoretical part of the thesis was gathered from different types of business literature and some statistical literature was also used. Customer satisfaction was defined as a term and its importance was researched as was how to measure it. Customer satisfaction surveys were thoroughly explained and researched all the way from creating a survey to actually analyzing the results of a survey.

In the empirical part quantitative method was used to analyze the current customer satisfaction level in UPM RaumaCell. The survey was created together with RaumaCell. Survey was conducted as an online survey which was distributed to RaumaCell's customers by email and the answers were stored in the software. The results of the survey revealed that overall UPM RaumaCell's customers are very satisfied with bot the product and services they receive from the company. In future RaumaCell can repeat the customer satisfaction survey used in this thesis to find out whether their customer satisfaction has improved or not or stayed at the same level.

TABLE OF CONTENTS

1 INTRODUCTION

UPM Raumacell is part of UPM Kymmene Corporation and it operates in the forest and paper industry area. Both their mill and office are located in Rauma in the same industrial area where UPMs paper mills are also located. RaumaCell produces fluff pulp for hygiene industry and air laid manufacturing. The fluff pulp is mainly produced for export and RaumaCell exports to 30-40 countries yearly.

UPM RaumaCell specializes on converting high quality ECF (elemental chlorine free), TCF (total chlorine free) and unbleached fluff pulp from Nordic fibers for absorption purposes and air-laid applications. (UMP RaumaCell website) RaumaCell also offers variety of ecologic product grades. Examples of these would be the PEFC ™ certified products and FSC ® certified products. (UPM RaumaCell website)

My connection with the case company is that I did my practical training in there and after the practical training I also worked in there as a summer worker. My tasks during my stay at UPM Raumacell were related to export business.

Raumacell hasn't done a customer satisfaction survey before and when my summer job was ending they inquired if I was interested in doing one for them as my bachelor's thesis and I agreed to do it for them.

The aim of the thesis is to provide RaumaCell with a good customer satisfaction survey and they were also hoping that it's done well so that it could be repeated in the future. Aim is also to find out the current level of customer satisfaction in RaumaCell

2 PURPOSE OF THE STUDY AND CONCEPTUAL FRAMEWORK

This study was made by request of Raumacell to research their customer satisfaction levels. They have not done this kind of research before and they were hoping that this survey is well done so that they could repeat it in the future to compare the results and see whether they are improving or not. Research problem of this thesis is what is the current customer satisfaction level in UPM RaumaCell?

Research questions such as what are the customers experiences with RaumaCell and what are their expectations are to be used to aid me in finding the answer to the research objective.

The conceptual framework of the thesis really focuses on customer satisfaction and theories around it. According to Hayes customer satisfaction is about customer's perceptions, experiences, expectations and attitudes towards the product or service they are using. (Hayes 2008, 2) The picture below explains these different relations of these elements of customer satisfaction the customers have with the case company Raumacell. Customer experiences and perceptions on RaumaCells product are compared to customers' expectations and attitudes towards the products. Data to do this comparison is collected with customer satisfaction survey and this acquired data is then analyzed to find out the customer satisfaction level. Information on customer satisfaction level can then be used in customer relationship management to keep the customers happy.
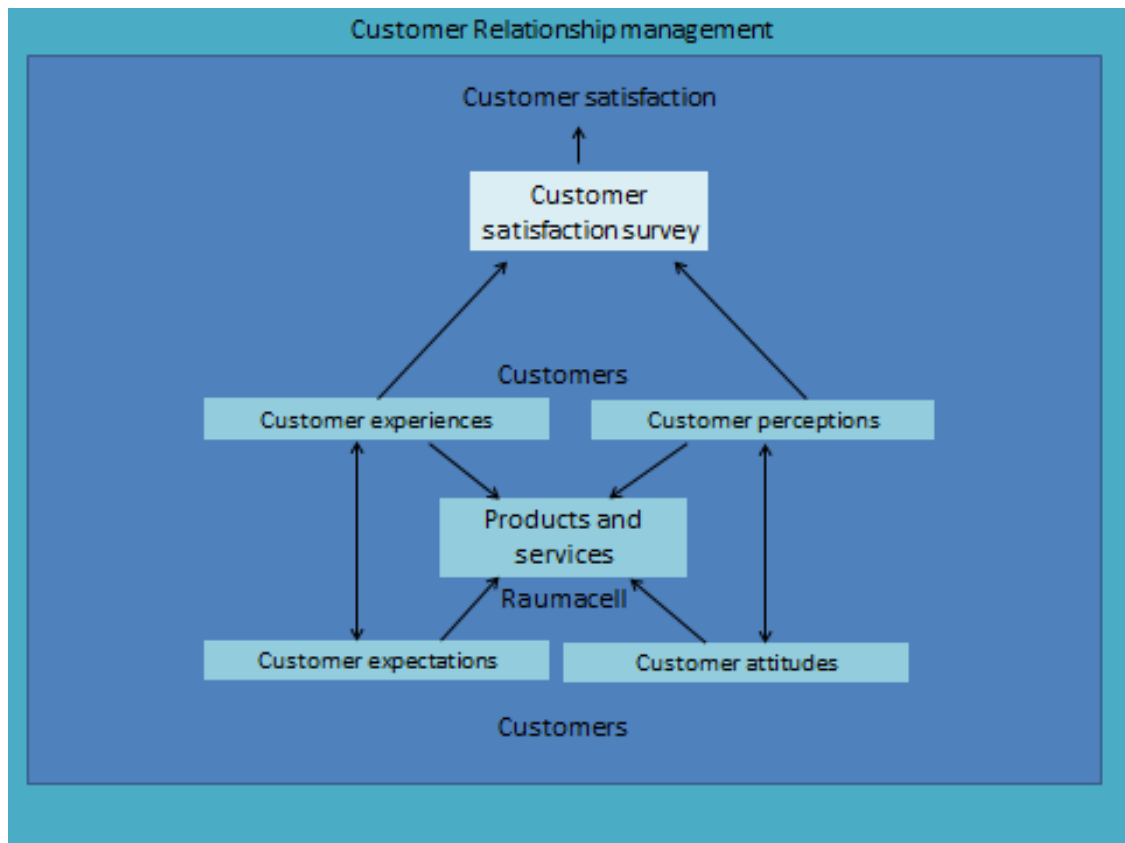
Figure 1. Conceptual framework: Customer Satisfaction and Customer Satisfaction Measurement. (Hayes 2008, 2)

3 CUSTOMER SATISFACTION

In this chapter customer satisfaction and why it matters are researched and explained quite thoroughly.

3.1 Definition

Customer satisfaction in short could be explained as customer's perceptions, expectations, experiences and attitudes towards the quality of the services or products the company is offering. (Hayes 2008, 2) Another angle to customer satisfaction is about the correspondence of customer expectations to customer experiences towards the service or product you are offering. (Raab, Ajami &

Goddard 2016, 60) When these experiences, expectations, attitudes and perceptions are researched and analyzed the company can then use this knowledge to better the services or products it offers and to find the areas where they are weak and the areas where they are strong. To use these results from researching their customers' experiences, expectations, attitudes and perceptions they must be accurately measured, otherwise the decisions done based on these measurements or research will be flawed. (Hayes 2008, 2)

The more simplistic definition for customer satisfaction is that you're either satisfied or dissatisfied. This depends on whether you get wat you want, if you get what you came for you are often satisfied and if you didn't receive what you came for you're likely dissatisfied. (Szwarc 2005, 4)

3.2 Customer expectations

As stated earlier; customer expectations play a role in customer satisfaction since the level of satisfaction comes from comparing the expectations and experiences. Customer expectations are created from variety of factors. One of these is desired service which is the level of service the customer thinks is possible to have delivered and would like to have delivered. Adequate service level is the level where customer is still satisfied but just barely; if the level of service the customer receives drops from this point it's very likely that the customer might begin to think about other options. Then there's the predicted service which is above adequate and possibly and usually below desired service level. This is the level of service the customer expects to get from the company he or she is doing business with based on the customer's perceptions, company promises and possible word of mouth the customer has heard. Zone of tolerance is the area between adequate and desired service level and as long as the company is in this range, it's not likely to lose the customer due to customer dissatisfaction. (Hautamäki 2007, 10)

It's important to understand your customers desired service level and your customer's adequate service level. If a company understands both of these it can

easily offer its customer the most cost-efficient service level to keep the customer happy and to not use too much money and effort in this.

3.3 Importance of customer satisfaction

The motives that companies have in being interested in customer satisfaction and in particular increasing it are not just charity. Naturally companies have a self-centered reason why they are interested in customer satisfaction and it's not just to avoid angry tweets or Facebook posts. It's a fact that happy customers make better profits than unhappy customers and the mission of every company is to generate income for their owners.

The importance of researching customer satisfaction comes from the fact that only 4% of unhappy customers actually complain about the products or services of the company he or she is doing business with. Customers are more likely to just stop doing business with you and just to go somewhere else instead of voicing their concerns. To be able to do something about these 96% of unhappy customers who are not voicing their concerns the company needs to research the happiness level among their customers and if unhappiness is found, do something about it before the customer just walks away. (Raab, Ajami & Goddard 2016, 59-60) On top of this it also costs five times as much to get a new customer compared to retaining the old customers so staying on top of your customer satisfaction really matters. (Bhat 2010, 144) According to Raab et. Al it costs 600% more to get new customers than to retain the old ones and with the satisfied customers the chance of retaining them is 300% higher. (Raab, Ajami & Goddard 2016, 60)

Customer dissatisfaction leads into phenomena such as rejection or defection where customer simply stops buying from you and decides to do business with someone else. One other possible phenomenon is negative word of mouth; if customers are dissatisfied with something regarding your product, organization or service you are providing they might tell others to stay away from you. The last one mentioned by Raab et. Al is customer complaints where your organization will receive complaint regarding the product or service you are offering. As stated earlier in this chapter you

might not even receive this complaint since it's only 4% of unhappy customers who actually complain. In the other hand when your customers are happy it might also lead into different phenomenon happening. Examples of these are cross selling where the customer is willing to buy other products from you, customer commitment where your customer really commits on doing business with you and is willing to work if there are some minor inconveniences that are solvable, the customers will be less sensitive to your pricing, they are happy and content with you so even if they might get the product for a cheaper price from competitor they might still stay with you. The last one presented by Raab et. Al. is the positive word of mouth which naturally is the opposite of the negative word of mouth; the customers spread positive word regarding your business. (Raab, Ajami & Goddard 2016, 64)
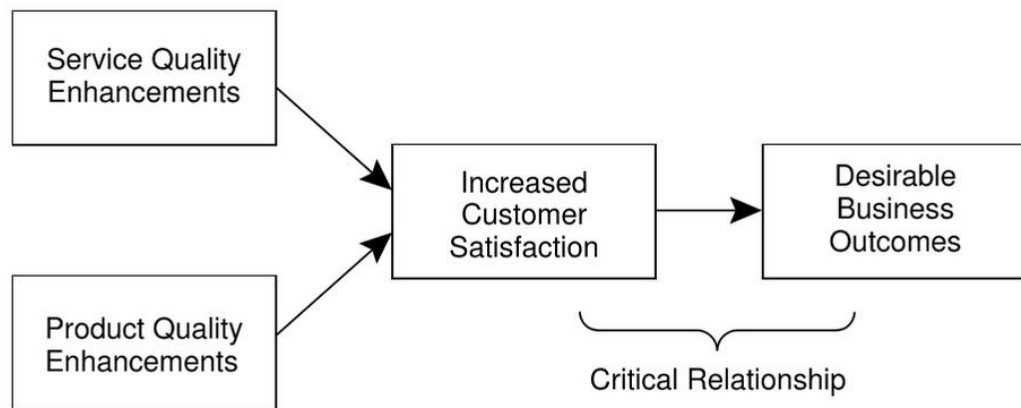
Figure 2. Fundamental assumption driving customer satisfaction measurement (Allen 2004, 2)

In figure 2 Allen describes the normal thinking process behind customer satisfaction and measuring it. If you enhance your product and service quality, you are supposed to increase your customer satisfaction with these measures and as stated earlier, happy customers are likely to buy more and more often and usually tell that they are satisfied with company X to their relatives and such. (Allen 2004, 2)

3.4   Measuring customer satisfaction

How does one measure customer satisfaction? Well, surveys and questionnaires are a good way to get primary data. Primary data is data related directly to the research you are doing and in this case it's customer satisfaction. Primary data is obtained by asking your customers questions in different categories to find out whether they are satisfied or not. Primary data is also used to determine the customers' attitudes, opinions, preferences, behaviors and personalities. (Gerson & Machosky 1993, 54)

Why is customer satisfaction measured? One of the reasons is to learn how customers perceive your company. These perceptions that customer satisfaction measurement tries to identify and measure include things such as why do they do business with you; why did they change from their previous supplier to you and why they might change again in the future. Then there is the minimum accepted service level their supplier is providing them with. (Gerson & Machosky 1993, 24)

Second reason why customer satisfaction is being measured is to find out the customer's needs, wants, requirements and expectations. If a business comfortably knows all of these from their most important customers they can easily tailor their services and products according to this which will then likely lead into customer retention which is really important since it's cheaper and easier to sell to old customers than to acquire new ones. (Gerson & Machosky 1993, 26)

Third reason why measuring customer satisfaction matter is to close the gaps existing between the provider and customer. For example if company Z is creating fluff pulp from some extremely rare and expensive wood but their customers would be just fine if they used the typical more available and affordable wood; there's a clear gap between what is being provided and what is adequate. Or the other way round, company might be providing customer service that they perceive as adequate but their customers are constantly struggling to get in contact with them and receiving bad service even when they are able to contact them; there's a clear gap again. (Gerson & Machosky 1993, 27)

The fourth reason is that companies should set the standards and expected performance to the level that stems from customer needs. If one doesn't know what their customer perceives as adequate and what they truly need, it's difficult to set the standards and expected performance levels. Then again, even if there is no guarantee that improving your performance increases your profits, it's very likely occurrence. If you provide good services and products and you just improved them even further, it's likely that your customers will buy more willingly from you and might even recommend your business to their friends, relatives and such. (Gerson & Machosky 1993, 29)

Fifth reason to do research on your customers is to find out how you are doing right now and in the other hand, to figure out where to go from the situation you are right now. If the survey reveals that there are obvious gaps between customer expectations and what you are providing, it would be a good starting point to close these gaps. Even if your customers are completely content right now, you still should try to improve in form of continuous improvement. This is because of the fact that if you don't do anything to improve, someone else will and eventually your customers might become *their* customer instead of *yours* and this is the situation you want to prevent. (Gerson & Machosky 1993, 30)

4 CUSTOMER SATISFACTION SURVEY

At first research is to be defined since it could be said that surveying is kind of a research as well. Research is something that is done in order to enhance our knowledge on something we already know. We might know very little about the topic we are researching or we might know a lot but research concentrates on enhancing our knowledge on this certain something. In case of this thesis this something is the level of customer satisfaction in Raumacell. (Hague & Hague 2004, 20) There are myriad of reasons why research is conducted but one of the reasons why companies would be doing research such as customer satisfaction survey could for example be to gain a competitive advantage, to understand why customer are

doing things they are doing and to give management helpful information for creation of strategy. (Hague & Hague 2004, 21)

Developing a customer satisfaction survey should begin with a phase where the company finds out their customers' requirements. Customer requirements include what characteristics are important for customer in our service or product and these characteristics should define the quality of product or service you are offering to your customers. (Hayes 2008, 8)

The second step in customer satisfaction survey development is the actual development of survey. Now that you know your customers' requirements you can begin to really formulate the questionnaire to find out how well your company is meeting these requirement or expectations the customer has (Hayes 2008, 8)

The third and last step in the process is to use the questionnaire, have your customers fill it, receive results and analyze them. Through the analysis the company is supposed to find out at what level their customer satisfaction is and to receive information on where they could stand to improve and where they are already strong. (Hayes 2008, 8)

4.1 Finding the customers' requirements

There are two different methods of finding out customers' requirements. These are the critical incident method and quality dimension development method. (Hayes 2008, 12) According to Bhat there is hierarchy in the customer needs or requirements

which   is   better   illustrated   with   figure   3   below:
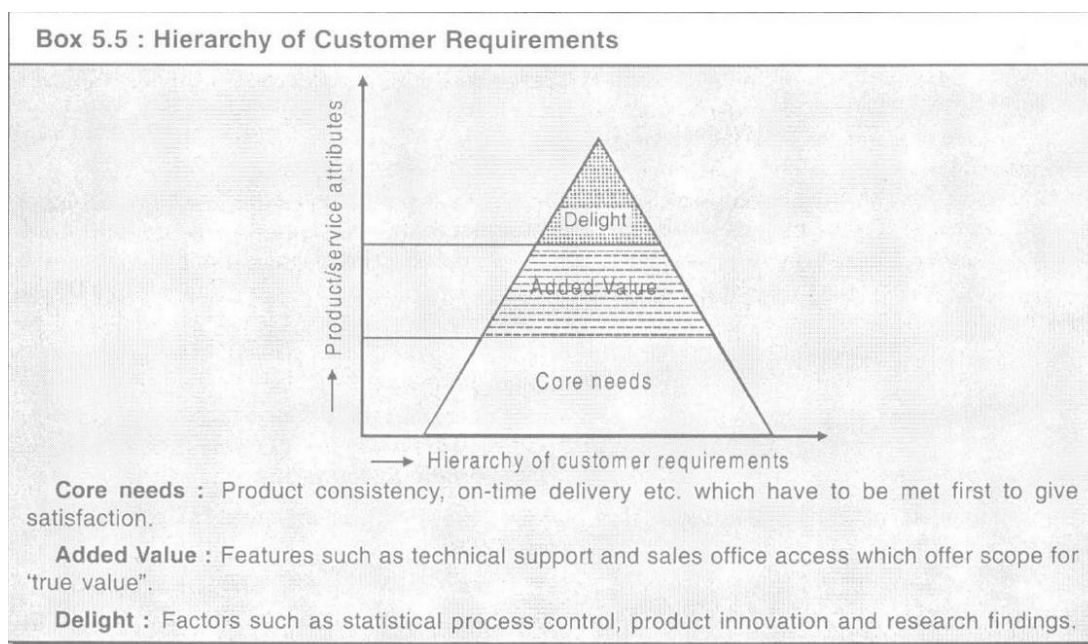
Figure 3.Hierarchy of customer requirements (Bhat 2009, 143)

The core requirements are things such as getting the deliveries in time and the product being of agreed quality. The core requirements are naturally the most important part of customer satisfaction; if you can't meet even the core needs of your customer it is more or less guaranteed that the customer won't be happy with your product or service. (Bhat 2009, 143)

4.1.1 Quality dimension development method

The quality dimension development method includes the people of the company who actually work on the product or the service the company is offering. The process consists of two steps, figuring out the dimensions to research and then defining these dimensions with actual examples. The dimensions; that are to be identified in dimension development method; define the quality of the service or product the company is offering. Hayes states that this list of dimensions can be generated in various ways and using different sources for information. The one way that Hayes gives as an example is to read scientific literature for specific industry. Other possible source for figuring out the quality dimensions is to research the service or product you are offering and to include people who are involved in the specific business process in such a level that they can give insight regarding the relation of

their task in the process and the customers' expectations related to this task. (Hayes 2008, 12-13)

After the quality dimensions are decided for the specific business process that is being measured the quality dimensions need to be clarified, creating a sentence that clearly states what the dimension is about. Hayes provides quality dimensions for staff support areas and their definitions as an example and this example is pasted below. In this figure 4 Hayes clearly defines the quality dimensions for staff support.

1. *Availability of support:* the degree to which the customer can contact the provider

2. *Responsiveness of support:* the degree to which the provider reacts promptly to the customer

3. *Timeliness of support:* the degree to which the job is accomplished within the customer's stated time frame and/or within the negotiated time frame

4. *Completeness of support:* the degree to which the total job is finished

5. *Pleasantness of support:* the degree to which the provider uses suitable professional behavior and manners while working with the customer

Figure 4. Quality dimensions for staff support areas and definitions. (Hayes 2008, 14)

4.1.2 Critical incident approach

The critical incident approach is the other possible approach to finding the customer requirements. It is applicable in both developing customer satisfaction questionnaires as it is in business process analysis where company is trying to find out the customer requirements. Unlike in the dimensional development method where the information is regarding customer requirements is generated from within the company and its employees or researching industry specific scientific publications; the critical incident approach focuses on receiving information from its customers regarding the services or products the company is offering. These critical incidents are the aspects of a company where the customer is directly in touch or contact with the company's

product or service and these define the performance of staff in service organizations or product quality in manufacturing organizations. (Hayes 2008, 17) Examples of possible critical incidents in case of manufacturing company would be something along the lines of "We never received an order we made" or "The product we ordered broke our machinery" or even "Using this product from our supplier allows us to use less other materials in our production"

There are two steps in generating critical incidents, the first step is to interview your customers to receive specific information on your product or service and the 2nd step is about categorizing this received information into groups where each group reflects a quality dimension. The interviews can be concluded either as group or individual interviews, the major difference being that either the individual or the group is the focus in the identification process. The interviewees must be customers who've had plenty of experiences or interactions with your product or service since they'll be giving you specific examples of the quality of your product or service. At least 10-20 people are interviewed to receive adequate answers to find out the customer requirements. Each of these interviewed persons should be asked to think of five to ten positive critical incidents and five to ten negative incidents. The interviewees should be encouraged to be as specific as possible in their answers instead of giving general answers. Examples of general answers would be answers such as "The product was good" or the "Service was bad"; instead of these very generic answers the answers should tell why the product was good or why the service was bad, for example: "Service was really slow" or "The product was durable".(Hayes 2008, 19-20)

After the interviews are done, were they either group or individual interviews, you have likely received few hundred critical incidents from your customers. Now you need to begin to categorize the answers into different satisfaction items. An example of this would be if you would get answers such as:

1. Delivery arrived two days late

2. Delivery was really fast

3. Delivery arrived three days in advance.

From these critical incidents you could generate a satisfaction item that is related to deliveries and in this case even more specifically the delivery time. The satisfaction

item derived from these could be for example 'Deliveries arrive when scheduled'. When you have categorized all of your critical incidents you must repeat the process of categorization with these satisfaction items to identify the specific customer requirements or quality dimensions. (Hayes 2008, 20-21)

To summarize the process it could be said that at first you need to figure out the critical incidents through interviews, then categorize these to find out satisfaction items and then categorize these satisfaction items to recognize the actual customer requirement or quality dimension. Figure below clarifies this quite well:
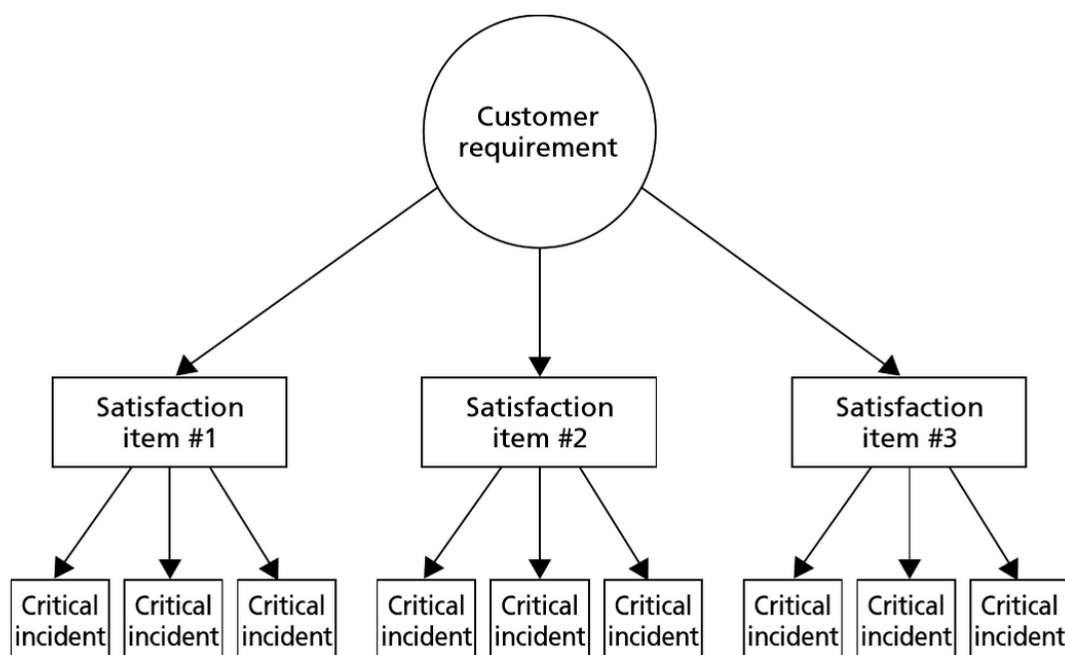
Figure 5. Hierarchical relationship among critical incidents, satisfaction item, and customer requirements (Hayes 2008, 22)

4.2 Creating the questionnaire

Customer satisfaction questionnaires are constructed in four phases, determining the questions to be used, deciding the response format, writing the introduction which accompanies the survey and the recipient reads before actually beginning to answer it and determining the content of the final questionnaire. (Hayes 2008, 57)

4.2.1 Formulating the questions for questionnaire

The questions used in a survey should be created so that they can only be interpreted in a single way, the way the questionnaire creator wants them to be interpreted. Good example of this stated by Hayes is the word 'some'. Hayes states that he asked 10 people to tell what did they interpret the word 'some' as, the answers ranged from three to seven. This just illustrates the real need to be really specific in the questionnaire. When using specific statements in questionnaires the received information will be much more useful compared to if the questions are really generic. Generic question or statement such as 'availability' won't tell you much when you receive the results, you might know that you customers are not happy with your availability but you can't exactly tell **why** they are not happy with the availability and thus you can't really do any correcting measures. (Hayes 2008, 58) Some characteristics of good items are relevancy regarding the thing you want to know more of, concision, they should be interpretable only in one way, the item should also only contain one satisfaction item and there should be no double negatives included. (Hayes 2008, 61-62)

4.2.2 Response format

Now that you have been able to create the questions for your questionnaire you need to figure out the response formats, do you use qualitative answers or do you rely on quantitative answers. Hayes discusses about two different methods to response formats. The methods are checklist format and Likert format. (Hayes 2008, 62) Adams et. Al. discusses the response formats a bit further and they include formats such as ranks format, distribution format, general data questions, category questions, attitude statements and semantic scales. (Adams, Khan, Raeside & White 2007, 132-135)

There are different types of questions. These types are open and closed questions. In open questions the respondents answer how they feel about certain thing or what are their views regarding this thing. Answers are given in textual statements. The really big problem with these types of questions is that it is time consuming to analyze

them and there is greater possibility of misinterpretation of the question by the respondents and on top of this the possibility that some respondents avoid this type of question due to concerns on their grammar or writing. (Adams, Khan, Raeside & White 2007. 132) An example of an open ended question and answer would be:

Q: "How would you improve our service?"

A: "I would try to reduce the time I have to wait when trying to contact your technical customer service"'

The other question type is closed question. Closed questions offer the respondent ready choices as answers and the respondent then picks the one that the best portrays their opinion on the subject. This type of question is easier to analyze and they require less effort from the respondent. There are several subtypes of closed questions which will be further discussed below. (Adams, Khan, Raeside & White 2007, 132)

Checklist format measures the quality of service or product by checking how many positive and negative things the customers have to say about the product or service. In the checklist format the customer requirements or quality dimensions are stated and then the person replying the survey either checks yes or no for each of the items in the survey. (Hayes 2008, 63) Checklist format can also include a question which lists X amount of things and the respondent is then to pick for example which of them was the most important or least important in the particular case. (Adams, Khan, Raeside & White 2007, 133)

The Likert format provides the customer with a scale of one to five (1-5) with different options which are presented in the figure 6 below:

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied
1	2	3	4	5
Very Poor	Poor	Neither Poor nor Good	Good	Very Good
1	2	3	4	5

Figure 6. Examples of Likert-type response formats. (Hayes 2008, 65)

Likert-type format gives more accurate answers regarding the satisfaction since it allows the customer to express the level of their opinion and in statistics it has been noted that scales with only two responses are less reliable compared to scales that have five response options like Likert-type response format has. Likert-type response format also still allows you to determine the percentage amount of people who have answered positively and negatively. With Likert scale you just have to count the answers one and two as negative and four and five as positive so you can get the results you would get with the simple checklist type in addition of the more detailed answers the Likert scale gives. (Hayes 2008, 66)

There is also question format called ranks. In this format the respondent is given x amount of statements and the respondent then needs to rank them in order of importance. Difficulties in this format stem from the fact that it's difficult to rank the statements if there are too many of them and even though analyzing them is quite straightforward, they don't really tell why something is preferred over something else. Another possible method or format is the distribution format. In this format the respondent is given certain amount of statements and then the respondent needs to distribute for example 100 points across them. Respondent then gives the most points to the statement he or she deems the most important. Attitude statements are also discussed and in these the respondent is required to use the given scale to show his or her attitude towards the statement in the survey. The last one is semantic scales

where respondent has a line with two extremes at the ends of it and he or she then needs to show where in that scale he or she is regarding the statement. (Adams, Khan, Raeside & White 2007, 133-135)

4.3 Writing the introduction to the questionnaire

The introduction to the questionnaire should be kept brief. The main information in the introduction is that the researcher tells the purpose of the questionnaire and includes the instructions when it comes to filling the survey. Hayes also states that the introduction should also state how the data is going to be used, usually it's just used to measure the customer satisfaction for the given company but as Hayes says, sometimes it could be used in a special research project for example. (Hayes 2008, 67-69)

4.4 Analyzing the results of a survey

After receiving data and information from your survey you have analyze the data before it is of any use for you or the company. In this chapter both qualitative and quantitative analysis are discussed. Quantitative data is something that can be measured and qualitative data can't really be measured, it's more of a descriptive nature.

4.4.1 Quantitative data analysis

Quantitative research generates numerical data or data that can be converted into numbers and then analyzed. Quantitative research is usually presented in different kinds of diagrams, charts and it is statistically reliable. The real strength of quantitative data is when actual facts are being researched. (Martin 2011, 41) Quantitative research is about measurement. It can be used in cases of measuring market size or share or validating findings on certain topic. Szwarc 2005, 56)

In the analysis of closed questions the researcher should represent the data for example in percentages of total answers instead of pure numbers. Closed question in this case is a question where answers are given and the respondent chooses the one that is closest to their opinion on the question. These percentages give better overall view than just pure numbers. When analyzing the data you can divide the data in certain segments. It's up to researcher what segments he or she might choose but Hague presents an example in his book where the question of likelihood of buying a new car is then divided between people who have a company car and people who have an own car. This gives better understanding of why people might or might not want to buy a new car in the future. (Hague, Hague & Morgan 2004, 164)

According to Krishnaswami & Satyaprasad statistical data is useful because of it can summarize large mass of data into more understandable and readable form. Statistical analysis also allows the researcher to make estimations and generalizations from the data. Statistical analysis can broadly be classified into descriptive and inferential analysis. Both of these will be discussed from here on. (Krishnaswami & Satyaprasad 2010, 160-162)

Descriptive analysis aims to explain the nature of the research target or phenomena. Descriptive analysis provides the researcher with profile of whatever is being researched. Examples of things in this kind of profile would be size, composition, efficiency etc. Descriptive analysis is capable of analyzing data on one, two or more than two variables. These are called univariate, bivariate and multivariate analysis. Of these the multivariate analysis consists of multiple regressions, multiple discriminant analysis, canonical analysis, multivariate analysis and factor analysis. Multiple regression analysis is used when one dependent variable depends on two or more independent variables. Multiple discriminant analysis is used when dependent variable is immeasurable but it can be identified a group of several predictor variables. Canonical analysis is used to predict a set of dependent variables with a use of independent variables. Multivariate analysis of variance is used to measure the variance among the group. Factor analysis is great for grouping large number of variables into independent dimensions. (Krishnaswami & Satyaprasad 2010, 162)

Inferential analysis aims to draw inferences and conclusions from the findings of the research. There are two areas in the statistical inference: Statistical estimation and testing of the hypothesis. Statistical estimation consists of estimating the parameters that are being researched from the results of the data you have researched. Problems in statistical estimation are precise definition of population, determining the adequate sample and selecting the representative sample. In testing hypothesis assumptions about population are made beforehand and they are then tested with a survey and these results are then analyzed to find out if the assumptions were true. Inferential analysis allows the researcher to make decisions and draw conclusions. (Krishnaswami & Satyaprasad 2010, 163)

The statistical measures in statistical analysis can be categorized in the following categories:

1. Measures of central tendency which consists of mean, median and mode.

2. Measure of dispersion which consists of ranges, deviation and standard deviation.

3. Measures of association / relations which are correlation regression, chi-square test, factor analysis, discriminant analysis, cluster analysis and canonical analysis.

4. Analysis of Variance which consists of one-way ANOVA, two-way ANOVA, MANOVA and analysis of covariance

5. Time series analysis which consists of seasonal, cyclical, trend and erratic variations. (Krishnaswami & Satyaprasad 2010, 163)

Descriptive statistics such as graphical presentations of data or tabular presentation of data helps to summarize and actually to understand the data. (Adams, Khan, Raeside & White 2007, 171) Examples of these descriptive statistics are for example frequency and frequency distribution which is the count of certain category in a certain variable. It can be presented in numerical form or as percentages. Other examples would be mean or average of the data or median of the data. (Adams, Khan, Raeside & White 2007, 171)

4.4.2 Qualitative data analysis

The greatest challenge in qualitative data research is the sheer amount of information that you need to analyze. The aim of qualitative analysis is to detect patterns, find out possible outliers or odd answers, comparing the received answers to the respective theory, to spot groups and then compare these groups, then construct a model based on these and finally test the model to see if you are right. Szwarc discusses the benefits of qualitative research to include things such as the fact that you hear the language how the customer's describe their problems or positive things regarding the product or service the company is offering. (Szwarc 2005, 38) The first phase is called exploration phase which consists of detecting the patterns and identifying the outliers, second phase is classification phase which consists of theory comparison and group identification. During the next stage the researcher draws begins to draw some conclusions using the theory and group comparison and lastly constructs a model to get to the testing phase where the researchers findings are tested if they are correct. (Adams, Khan, Raeside & White 2007, 155)

To begin to analyze the data you have it needs to be prepared first. This means that you need to reduce the amount of information you a have on the table. It's simply impossible to keep all the information you received from doing the survey but naturally the goal is to keep as much as possible while still reducing the amount of all the little details that need analyzing. Adams. et. Al. suggest that you gather the main points and interesting sentences from the interviews you've been conducting and then color code these answers, information in one color, attitudes, feelings and persons views in one and the interesting sentences or quotes in one color. The researcher should also take note on the observations that were done, examples of these could be descriptions of physical environment, descriptions of individual's physical characteristics, description of individual's behavior and description of interactions. Researcher should also create a separate list which is linked to the others by code numbers; this list should include all kind of other information, example of this other information could be demographics, interviewees behavior during the interview, interview environment, external environment that might influence the interviewees such as news reports. (Adams, Khan, Raeside & White 2007, 156) This analysis method presented in the last two chapters is called scientific

method and it can be criticized due to how reductionist it is. (Adams, Khan, Raeside & White 2007, 160)

Another way to do the qualitative analysis is called the framework approach. It consists of five stages which are:
-Familiarization with data
-Creating a thematic framework
-Coding and indexing of data
-Charting
-Mapping and interpretation
(Adams, Khan, Raeside & White 2007, 160)

Familiarization of data consists of the researcher immersing himself in the data so he can get an overview of the depth and diversity of the data. This helps the researcher to identify themes and issues that are occurring frequently in the data. Researcher should write a contact summary sheet in preparation for the interviews or discussions and fill these when the discussions or interviews are happening. This helps the researcher to keep track of different cues received during these sessions and also helps the researcher to stay on track regarding the data that is being gathered snce there is going to be plenty of it. (Adams, Khan, Raeside & White 2007, 160)

The next phase is creating the thematic framework. During this phase the researcher will examine the identified key themes so he can set up an index or thematic framework. For this the researcher really has to go through the created contact summaries carefully. (Adams, Khan, Raeside & White 2007, 160)

In the coding and indexing the data stage the researcher will apply codes which can be numbers or alphabets or combination of the following. All the data that has been received needs to be read thoroughly and during this the researcher will code the data to get some groupings for the data. (Adams, Khan, Raeside & White 2007, 160)

In charting phase the researcher can chart the data according to the coded entries. Now the researcher will have a good whole picture of the data he has. (Adams, Khan, Raeside & White 2007. 161)

The final stage is the mapping and interpretation stage. During this stage the data is interpreted and assertions are to be made. To make these assertions the researcher needs to review charts, research notes and all the material he has generated during the process. Perception is compared and contrasted, same with accounts or experiences. Researcher is also supposed to search for patterns and connections. (Adams, Khan, Raeside & White 2007. 161)

4.5 Ethics of customer satisfaction survey

Ethics are the code of behavior appropriate academics and conducting the research. The researcher is also ethically responsible of not harming the sponsor. He or she always needs to aim for the best of the sponsor and protect the sponsor's assets. One of the main things is also that the researcher can't help the sponsor or the company the researcher is doing the research for to identify the respondents. Their anonymity needs to be respected. (Martin 2011, 26)

5 METHODOLOGY

5.1 Research method

Qualitative research doesn't use any hard measurements but tries to subjectively explain why something happens. In case of customer satisfaction, it tries to explain why customers are unhappy instead of giving a certain scale on the happiness level. Quantitative research then again is measurable and it gives facts as answers. The data you receive is statistically analyzed to give you the research findings. (Gerson & Machosky 1993, 55)

Research method in this survey is mainly quantitative since majority of the questions are made with Likert format. There are some open ended questions to define things a bit more but main focus is on quantitative analysis of received data.

Quantitative method was chosen as a main tool due to time and workload constraints. It usually takes a lot more time to analyze open ended written answers than it takes to analyze quantitative closed answers. Since RaumaCell also wanted this survey to be easily repeatable in future, the quantitative method allows easy repetition of the survey in the future so they can see how they are doing compared to year 2016.

5.2   Survey population and sampling

Business to business research is interested in populations that are not people but the organizations. It's somewhat problematic to do select the sample for research in business to business cases since the difference in companies can be huge. Some customers might be small companies that only employ few people that do small scale business whereas in the other hand there are the absolutely gigantic multimillion international corporations. (Hague & Hague 2004, 93) Sampling in short is choosing the people who are to participate in the survey since its often impractical and time consuming to do a survey from all the customers of the company. Survey population then again is the sample that was chosen to participate in the survey. (Hayes 2008, 83)

Survey was sent to between one to three persons per company to receive valid data from all the areas which in the survey are marketing and sales, transportation, technical side and product related questions. Overall the survey was sent to 98 persons from RaumaCell's customers. These persons were chosen from the contact persons of companies RaumaCell is doing business with. One to three persons per company was chosen as a sample from each company since there are different people who are in charge of procuring the goods, actually using the goods and people who handle the transportation of goods. This allows RaumaCell to receive as accurate answers to all fields as possible.

5.3   Making the questionnaire

Questionnaire was done together with RaumaCell in a way that I made the first draft, then received feedback and we repeated this few times to get to the finalized survey.

The aim in the making of questionnaire was to keep the questions simple so there shouldn't be any misunderstandings. Aim was also to keep the questionnaire relatively short so people would answer it instead of taking a look and just not doing it due to sheer length and work required to fill it.

In the questionnaire used in this research the first question is generally about UPM RaumaCell, what is the first impression people have towards the company. The next question and the statement matrix are about product quality since product is extremely important in this business. Then there is a question about order handling and deliveries and their corresponding statement matrix since it's always important to have the product in right place at the right time. Next question was about technical customer service with the statement matrix again. After technical customer service there was a question about general performance of marketing and sales and then again more defining matrix for these. Lastly the participants were asked about environmental aspects and certificates.

5.4 Data collection and analysis

Data collection in this survey was done by distributing unique links to the survey to the participants by email and the software that was used recorded the answers for the researcher. The data was collected between the end of November 2016 and beginning of December 2016. There were no interviews or such used in the research, just the online based survey. The participants were picked together with RaumaCell since they knew expertise of the possible persons that could participate and the people who are most in touch with RaumaCell with some of the topics in the survey were picked to participate in the survey.

Program used for recording the answers was Qualtrics which offered some basic analyzing tools on top of recording the answers. In analysis I used percentages of the answers and calculated mean values and used these two together to draw conclusions from the data. I also compared the general question of each topic to the more detailed ones to see if there was much difference and why would there be difference.

5.5 Validity and reliability

5.5.1 Validity

The validity aspect is mainly about the fact that the study was conducted correctly. If it was done correctly, it will measure what it is meant to measure. In the case of this thesis, it is supposed to measure customer satisfaction and the questions are tailored to measure that. (Martin 2011, 48)

In the questionnaire several questions were asked from customers of UPM RaumaCell. These include questions such as "what are your general thoughts regarding UPM RaumaCell?" "What rating would you give to general performance of UPM RaumaCell's marketing and sales?". Both of these examples are tied to customer satisfaction and they measure it in a certain way and the rest of the questions in the questionnaire are of similar nature so from this it could be derived that it really measures what it's supposed and thus it's valid. There were questions from variety of areas of RaumaCell's business so the survey took into consideration several aspects which increases it's validity in proving that RaumaCell has quite happy customers.

5.5.2 Reliability

Hayes presents one good example of reliability and what it means, as an example we could use a ruler to measure the length of something. If we do these measurements five times and get same results every time, it could be said that the measurement is reliable. There will naturally be some variation and in this case it is mainly because of human error; how the measurement is done, how we placed the ruler and so on. In surveys, we want to reduce or eliminate this random chance of error to our best ability. To get reliable results the survey population should be large enough so there won't be so much random variances and to get better overall picture. (Hayes 2008, 35)

45 persons answered the survey and it was sent to 98 people which gives response rate of almost 50%. This high response rate in general is really good in business to business environment. Since so many people answered the survey, it could be said that it can be kept reliable since the sample is large enough to remove most of random variance and errors and if the survey were to be repeated right away, the results would likely be very similar as now.

6 RESEARCH FINDINGS

The survey was sent to 98 persons and 48 begun to answer the survey and out of these 48 participants 45 finished answering the survey. This gives response rate of 45,9 % which is adequate to make a comprehensive analysis regarding UPM RaumaCell customer satisfaction. When the timing of the survey is taking into consideration as well the response rate can be considered quite good. The survey was executed just before Christmas so the timing wasn't the best.

6.1 Likert-format question answers

The first question asked in the survey was "What is your impression on UPM RaumaCell?" and following answers were received to this question:

Table 1. What is your impression on UPM RaumaCell?"

1	Very negative	0,0 %
2	Negative	2,2 %
3	Neither negative nor positive	4,4 %
4	Positive	46,7 %
5	Very positive	46,7 %
	total	45

Majority of the answers to this question were in the positive side as can be seen in the table 1 and both alternatives "Positive" and "Very Positive" received 46,7% of the answers, 4,4% were in undecided and only 2,2% were straight negative. From this it could be said that the negative and undecided answers were more of statistical

outliers and overall the participant's thoughts regarding UPM RaumaCell were "Positive" and "Very Positive". If each answer option was given a score where "Very Negative" would be 1 and "Very Positive" would be 5 the average in this question for UPM RaumaCell was 4,37 can be considered a good score on a scale from 1 to 5.

Table 2. What rating would you give to RaumaCell's marketing and sales?

1	Very poor	0,0 %
2	Poor	0,0 %
3	Neither good nor poor	4,4 %
4	Good	48,9 %
5	Very good	46,7 %
	total	45

Mean of question "What rating would you give to RaumaCell's marketing and sales" was 4,42. This rating can be considered good and clearly indicates that the customers in general are very happy with UPM RaumaCell's marketing and sales. There were also no negative answers in this question, only some were in the middle or undecided, the rest were either thinking that RaumaCell's marketing and sales are on a good or very good level.

The marketing and sales situation was then clarified a bit with a more specific matrix with Likert type statements and how well the customer would agree on them.

Table 3. Staff is helpful

1	Strongly disagree	2,2 %
2	Disagree	0,0 %
3	Neither agree nor disagree	4,4 %
4	Agree	31,1 %
5	Strongly agree	62,2 %
		45

Table 4. It's easy to contact staff of RaumaCell

1	Strongly disagree	2,2 %
2	Disagree	0,0 %
3	Neither agree nor disagree	4,4 %
4	Agree	44,4 %
5	Strongly agree	48,9 %
		45

Table 5. It's easy to receive information on RaumaCell's products

1	Strongly disagree	2,2 %
2	Disagree	4,4 %
3	Neither agree nor disagree	2,2 %
4	Agree	46,7 %
5	Strongly agree	44,4 %
		45

Table 6. Staff is professional

1	Strongly disagree	2,2 %
2	Disagree	0,0 %
3	Neither agree nor disagree	6,7 %
4	Agree	28,9 %
5	Strongly agree	62,2 %
		45

Table 7. Inquiries are answered fast

1	Strongly disagree	2,2 %
2	Disagree	0,0 %
3	Neither agree nor disagree	2,2 %
4	Agree	53,3 %
5	Strongly agree	42,2 %
		45

In general it could be said that majority of the categories in the marketing and sales statements received very positive answers and average across all these categories was 4,4 which again is really good value. The only question which received some more negative answers was "It's easy to receive information on RaumaCell's products" as can be seen in table 5 but even in there only 4,4% of answers were disagreeing and 2,2% were strongly disagreeing. From the answers it's easy to say that the staff of RaumaCell is generally considered helpful and professional since 62,2% of people strongly agreed on helpfulness and the same percentage strongly agreed on professionality of staff. The difference between the general question and the more detailed ones was small; difference in mean values was only 0,03. The general question had mean value of 4,42 and the mean value of the more detailed ones was 4,39. They are similar which supports the fact that RaumaCell's customers are happy with the marketing and sales of RaumaCell.

Survey participants were then asked what rating would they give to RaumaCells order handling and delivery service and according to answers this seems to be a clear strength of RaumaCell since the average in this category was 4,71 which can be considered to be on a very good level.

Table 8. What rating would you give to RaumaCell in order handling?

1	Very poor	0,0 %
2	Poor	0,0 %
3	Neither good nor poor	0,0 %
4	Good	28,9 %
5	Very good	71,1 %
		45

Table 9. What rating would you give to RaumaCell in delivery service

1	Very poor	0,0 %
2	Poor	0,0 %
3	Neither good nor poor	2,2 %
4	Good	26,7 %
5	Very good	71,1 %
		45

71,1% of people thought that RaumaCell's order handling is very good and there were no negative answers at all and no one was even undecided. Delivery service also received 71,1% very good answers, 26,% good and 2,2% were undecided As stated earlier, this clearly is one of the strengths of UPM RaumaCell. Next some more questions were asked define the satisfaction with the delivery service and order handling more accurately and the answers received to these statements are presented below. The average received from these statements was 4,51 which is again at really good level and clearly shows that deliveries and order handling is done very well in UPM RaumaCell. The results of the more detailed questions or statements on the quality of delivery service and order handling are presented below in tables 10-15.

Table 10. Staff is professional

1	Strongly disagree	0,0 %
2	Disagree	0,0 %
3	Neither agree nor disagree	2,2 %
4	Agree	42,2 %
5	Strongly agree	55,6 %
		45

Table 11. Staff is helpful

1 Strongly disagree	0,0 %
2 Disagree	2,2 %
3 Neither agree nor disagree	2,2 %
4 Agree	33,3 %
5 Strongly agree	62,2 %
	45

Table 12. Orders are easy to place

1 Strongly disagree	0,0 %
2 Disagree	0,0 %
3 Neither agree nor disagree	4,4 %
4 Agree	37,8 %
5 Strongly agree	57,8 %
	45

Table 13. Deliveries arrive on time

1 Strongly disagree	0,0 %
2 Disagree	0,0 %
3 Neither agree nor disagree	2,2 %
4 Agree	40,0 %
5 Strongly agree	57,8 %
	45

Table 14. My questions are answered fast

1 Strongly disagree	0,0 %
2 Disagree	0,0 %
3 Neither agree nor disagree	11,1 %
4 Agree	40,0 %
5 Strongly agree	48,9 %
	45

Table 15. Delivery documents are accurate

1 Strongly disagree	0,0 %
2 Disagree	0,0 %
3 Neither agree nor disagree	4,4 %
4 Agree	42,2 %
5 Strongly agree	53,3 %
	45

From these more detailed statements in tables 10 to 15 it could be said that as stated earlier, overall RaumaCell is doing well, staff is considered to be helpful and

professional, ordering is easy and deliveries seem to arrive mainly in time since 57,8% of participants strongly agreed on this one and again there are no negative answers at all. Only some people disagreed on staff being helpful but they can be considered as outliers since there's only one negative and one undecided answer to the question regarding staff helpfulness as can be seen on table 11. Majority of people (62,2%) strongly agreed on helpfulness.

Next question was about quality of RaumaCell's fluff pulp and in the questionnaire at first a general question was asked regarding the quality "In general, what rating would you give to RaumaCell's fluff pulp quality?". Average in this question was 4,42 so it could be said that people are very happy with the RaumaCell's fluff pulp quality.

Table 16. In general, what rating would you give to RaumaCell's fluff pulp quality?

1	Very poor	0,0 %
2	Poor	0,0 %
3	Neither good nor poor	6,7 %
4	Good	44,4 %
5	Very good	48,9 %
		45

There were some people who were undecided but again RaumaCell received no negative answers at all. It is possible that the people who were undecided might not know much about the quality / technical side of fluff pulp. 48,9% of participants thought that RaumaCell's fluff pulp quality is at very good level and 44,4% thought that it's at good level so majority of participants thought that RaumaCell offers quality fluff pulp.

The quality question was again defined with few statements and the average on these statements was at 4,23 which is tells that customers in general are very happy with the fluff pulp quality of RaumaCell. The results of these more defining statements can be found from tables 17-19.

Table 17. Reel package condition is good

1 Strongly disagree	2,2 %
2 Disagree	0,0 %
3 Neither agree nor disagree	4,4 %
4 Agree	55,6 %
5 Strongly agree	37,8 %
	45

Table 18. RaumaCell's fluff pulp suits our process and product

1 Strongly disagree	2,2 %
2 Disagree	0,0 %
3 Neither agree nor disagree	8,9 %
4 Agree	51,1 %
5 Strongly agree	37,8 %
	45

Table 19. RaumaCell's fluff pulp quality is constant

1 Very poor	0,0 %
2 Poor	2,2 %
3 Neither good nor poor	13,3 %
4 Good	46,7 %
5 Very good	37,8 %
	45

One of the most important attributes in the fluff pulp is that the quality is constant. This means that they can use same or really similar settings in their process between different batches of fluff. In this area RaumaCell had some negative answers with 4,4% of people disagreeing at the constant quality and 2,2% of people strongly disagreeing. Majority of people still agreed and strongly agreed though but this could be one of the areas where some improvement could probably be done to get those few disagreeing ones to agree as well. Overall people weren't strongly agreeing in these statements as much as they were in the previous ones where majority of answers were in the strongly agree category. The average in the fluff pulp quality is constant is still at 4,20 so it's still at a really good level.

There was some difference in averages between general question and the more detailed one regarding fluff pulp quality. Generally quality received average of 4,42 which is really good and the detailed questions received average of 4,2 so there was 0,2 difference between these two. In general people were happy with the quality but

possibly had some minor problem regarding specific things which took the result down a bit. They are still in the same ballpark so again they support each other in a way that they are valid and reliable numbers.

Technical customer service of UPM RaumaCell received an average of 4,2. The question for technical customer service was what rating would you give to general performance of RaumaCell's technical customer service?".

Table 20. What rating would you give to general performance of RaumaCell's technical customer service?

1	Very poor	0,0 %
2	Poor	2,2 %
3	Neither good nor poor	13,3 %
4	Good	46,7 %
5	Very good	37,8 %
		45

Overall people gave the general performance of technical customer service good or very good grades. Only 2,2% of the respondents who thought that the performance is at poor level and 13,3% were undecided or at the middle level and chose the option "Neither good nor poor" as presented in table 20. Since the average was at 4,2 and majority of answers were good and very good so again it could be said that RaumaCell's customers are generally happy with the technical customer service they are receiving from RaumaCell.

Table 21. Technical / quality questions are answered accurately-

1	Strongly disagree	2,2 %
2	Disagree	4,4 %
3	Neither agree nor disagree	17,8 %
4	Agree	46,7 %
5	Strongly agree	28,9 %
		45

Table 22. Technical / quality questions are answered quickly

1	Strongly disagree	2,2 %
2	Disagree	8,9 %
3	Neither agree nor disagree	17,8 %
4	Agree	46,7 %
5	Strongly agree	24,4 %
		45

Table 23. Product certifications are easy to receive

1	Strongly disagree	2,2 %
2	Disagree	0,0 %
3	Neither agree nor disagree	8,9 %
4	Agree	48,9 %
5	Strongly agree	40,0 %
		45

Table 24. Technical customer service staff is professional

1	Strongly disagree	2,2 %
2	Disagree	0,0 %
3	Neither agree nor disagree	22,2 %
4	Agree	42,2 %
5	Strongly agree	33,3 %
		45

Table 25. RaumaCell provides adequate technical support on fluff pulp product and processing

1	Strongly disagree	4,4 %
2	Disagree	0,0 %
3	Neither agree nor disagree	11,1 %
4	Agree	55,6 %
5	Strongly agree	28,9 %
		45

The average in the statements regarding RaumaCell's technical customer service was 4,02. This is a bit lower than the overall performance level but not by much and generally the satisfaction level regarding technical customer service is at a good level. The category with most negative answers was the "Technical/quality questions are answered quickly" as presented in the table 22 where about 9% of participants are disagreeing, about 2% strongly disagree and 18% were in the middle or undecided. The large amount of middle anwers in this category could be easily

explained with the fact that many participants to this survey probably are not in touch with technical customer service much or don't have any quality or technical questions to ask. There were also about 13% in the middle regarding the general performance so the 18% is quite close to this too.

The next question was about product grades and how important do the customer see each of them:

Table 26. Biobrown

1	Not at all important	11,1 %
2	Not important	6,7 %
3	Neutral	44,4 %
4	Important	28,9 %
5	Very important	8,9 %
		45

Table 27. TCF (Totally chlorine free)

1	Not at all important	2,2 %
2	Not important	2,2 %
3	Neutral	22,2 %
4	Important	24,4 %
5	Very important	48,9 %
		45

Table 28. ECF (Elemental chlorine free)

1	Not at all important	2,2 %
2	Not important	0,0 %
3	Neutral	22,2 %
4	Important	40,0 %
5	Very important	35,6 %
		45

As it can be seen in the tables above, Biobrown was generally seen as not important or people were at the middle regarding this. Only 8,9% considered it as very important product grade for them and 28,9% as important product grade. TCF was in general very important for almost half of the of the people who answered the survey. 48,9% chose very important and 24,4% chose important as their opinion in how important the TCF grade is for them so more than half of the people consider TCF as

important grade for them. ECF was a bit below TCF in the very important category but overall ECF is also important for many of the people who answered the survey.

Next the participants were asked how important or unimportant the following certificates are for them.

Table 29. FSC®

1	Not at all important	0,0 %
2	Not important	4,4 %
3	Neutral	22,2 %
4	Important	26,7 %
5	Very important	46,7 %
		45

Table 30. PEFC™

1	Not at all important	0,0 %
2	Not important	2,2 %
3	Neutral	31,1 %
4	Important	31,1 %
5	Very important	35,6 %
		45

Table 31. Do UPM RaumaCell's environmental and product safety certificates cover your needs? If not, please specify which certificate could be useful for your company.

1	no	1
2	yes	44

Both of the certificates, PEFC™ and FSC® were found to be important for RaumaCell's customers. FSC® was found generally very important for almost half of the survey's participants and PEFC then again for about a third of participants. Both also had quite significant number of respondents to whom it didn't really matter whether they are offered or not. The participants were also asked if the certificates offered by RaumaCell satisfy their needs and 44 people answered that yes they do but one person thought that they are not enough but didn't specify which certificate would be helpful for his or her company.

The last Likert format question was: "In your opinion, how well does RaumaCell take environmental responsibility into account?" and the answers received can be seen below.

Table 32. In your opinion, how well does RaumaCell take environment into account?

1	Very poorly	0,0 %
2	Poorly	0,0 %
3	Neither well nor poorly	2,2 %
4	well	40,0 %
5	very well	57,8 %
		45

More than half people thought that RaumaCell takes environmental responsibility into account very well and and a bit less than half thought that they take it well. 97,8% of people thought that they take it into account well or very well so RaumaCell is doing well in this area.

6.2 Open-ended answers

In the questionnaire there were a few points where it was allowed for the respondent to leave open comments regarding UPM RaumaCell. These were used to get a bit more insight on certain aspects and to receive answers on questions such as strengths and weaknesses of UPM RaumaCell since it would be difficult to get enough of possible answers for question like this in closed question format.

First of these open-ended questions was to get comments on UPM RaumaCell's marketing and sales and the question was "Comments or improvement suggestions to sales and marketing" and two open answers were received:

-We have problem to get some answers of the Quality Management, not with Sales or Marketing.
-No suggestions
The second open-ended question was about order handling and deliveries:
"Comments or improvement suggestions to RaumaCell order handling and deliveries"

-Everything is on TOP level

The third one was about development needs regarding fluff pulp now or in the future:

"What are your current or future product development needs concerning fluff pulp?"

-None

- A Bateria poor fluff

-Same products

-Specilities

Fourth was regarding the technical customer service:

"Comments or improvement suggestions to RaumaCell's technical customer service"

- Not relevant in this case.

- We don't were in conctact with an technician.

- No suggestions

Fifth was about environmentally friendly product offerings:

"Comments on improvements or suggestions on RaumaCell's environmentally friendly product offerings." To this question no answers were received.

The last open-ended questions were about strengths and weaknesses of UPM RaumaCell as a fluff pulp supplier. To the weaknesses the following answers were received:

- cost

- Fast following of cempetitor s prices

- No own forests depending on supplier therefore limited control over supply chain

- Not that i see much. Prices always might be lower.

Strengths:

- quality

- high quality, professional service, short lead time

- teratmet product.

- Very good airlaid grades

Overall not much can be said based on these answers. In the weaknesses the price seems to be one main theme but then again RaumaCell offers high quality fluff pulp and the price is corresponding with the quality they are offering.

7 SUMMARY AND CONCLUSIONS

7.1 Summary

Theory behind customer satisfaction is all about customer's expectations compared to the experiences they have had with the company they are doing business with. If the expectations the customer is having are not met, it usually results with unhappy customers and vice versa. Customer satisfaction can be measured or researched by conducting a customer satisfaction survey. One way to do the customer satisfaction survey is to create a questionnaire like was done in this thesis. The answers in the questionnaire are then thoroughly analyzed to find out the level of customer satisfaction.

Since the questionnaire is an important part of the survey, quite a lot of effort should be used in its creation to ensure that he questions in the questionnaire are simple, they measure what they are meant to measure and that they can only be understood in a one way. If questions can be misinterpreted it really lowers the credibility and reliability of a survey.

The results received from a survey depend on the format used, if quantitative method is to be used the researcher will receive numerical or statistical data from the survey, from qualitative method the researcher receives more descriptive data. Both of these have their pros and cons, quantitative can't really describe the problems and there is a lot of data to be analyzed in qualitative data. Qualitative also leaves quite a lot to the researcher, how he or she sees or understands the answers whereas quantitative research gives hard numerical or statistical facts.

7.2 Doing the survey

The whole project begun as my job at RaumaCell was ending and they asked if I was interested in doing my thesis for them in form of customer satisfaction survey. I agreed to conduct the customer satisfaction survey for them. At first a contact list was created for UPM RaumaCell where all of their customers and the personnel of these customers could be found. Also the survey population (sample) was chosen from this same list. After this the thesis plan was created and the writing of the theory part begun. This part of the project took roughly 2-3 months.

Survey was conducted together with UPM RaumaCell and they were present a lot when the questionnaire was created so that it would answer to their needs. This was the most time consuming part of the research if the used man hours are looked at since RaumaCell, I and my teacher all took part in the creation of the questionnaire to ensure as high quality as possible. The creation of questionnaire was done during the writing of the theory part of the thesis and the survey was then executed in the end of November – beginning of December; just in time before Christmas and all the holidays around Christmas.

After the survey was finished during December; the process of writing the empirical part begun and the theory part was polished and expanded a bit. Survey results were analyzed using the quantitative methods of using percentage values of answers and calculating mean values to make the data more understandable and readable. The conclusions, which are presented next, were drawn from these results.

7.3 Conclusions

Overall RaumaCell has really happy customers. They are also very unanimous in all the categories surveyed in this thesis, there were barely any negative answers received. There were also very few negative alternatives chosen throughout the survey The strongest areas of UPM RaumaCell are order handling and delivery service – these received the highest mean values of all the surveyed categories.

Technical customer service received the lowest mean values, but even they were at a good level, so there is nothing much to worry about them either.

To conclude the results of this survey it could be said that RaumaCell has good high quality products and their customers are happy with the service they are receiving so they have nothing much to worry about regarding their customer satisfaction.

8 RECOMMENDATIONS

As stated in the previous chapter, UPM RaumaCell has in general very satisfied customers and my best recommendation is that overall they maintain their high quality product and service as they are. It wouldn't be really cost effective to try to improve their service level much more since that would require plenty of investments and there would be no guarantees that this would increase the spending of their existing customers by a huge amount. This could possibly increase the customer loyalty which could ensure that they are doing business with RaumaCell in the coming years.

The one area where some improvements could be done would be the technical customer service since it received the lowest mean values in the survey. Even this is on a good level so it's nothing to really worry about, just one possible area where some improvements in the speed of answering for example could done.

9 FINAL WORDS

This project was started during September 2016 when RaumaCell asked me if I was interested in doing my thesis for them and since that was the only thing standing between graduation and me, I naturally said yes. The actual work begun with creating a contact list for RaumaCell where every single contact person from the

companies they are doing business with was listed. During and after this the plan for the project was created. Original schedule for the project was quite ambitious and the project finished about two months later than what was planned originally. One of the main reasons for this was that I found a job during the project which limited the time I had available for the research and writing quite a lot.

During the actual writing I learned quite a lot regarding theory oncustomer satisfaction and researching it and especially in creating a good questionnaire. There are plenty of factors effecting customer satisfaction and it can be researched from quite a few angles. Customer satisfaction and measuring it is in general important for companies since happy customers spend more and it is more cost-effective to keep your old customers than to attract new ones.

The analysis itself was quite easy to do but it doesn't reveal anything really groundbreaking due to its unanimousness. RaumaCell's customers are extremely happy with the service and product they are being offered and it isn't really possible to reveal any real weaknesses from the survey results since all the categories received an average over 4. If something receives grade of 4 on a scale of 1 to 5 it can't really be called a weakness, perhaps something that could be improved in some little tweaks but not a weakness.

One of the aims of this project was that it could be repeated in the future to compare how the situation is evolving. In my opinion if this study was to be repeated in the future the results could be compared with this survey and it would give insight on how the situation is evolving. The new customer satisfaction survey could be done for example two years after this one to really give the situation some time to develop so the trend could be seen whether RaumaCell is improving or not.

LIST OF REFERENCES

Adams. J., Khan, H., Raeside, R. & White, D. 2007. Research Methods for Graduate Business and Social Science Students. New Delhi: Response Books. Dawsonera. Referred 7.10 2016

Allen, D. R. 2004. Customer Satisfaction Research Management: A Comprehensive Guide to Integrating Customer Loyalty and Satisfaction Metrics in the Management of Complex Organizations. Milwaukee, US: ASQ Quality Press. Ebrary. Referred 18.12.16

Bhat, K. S. 2009. Total Quality Management. Mumbai, IN: Himalaya Publishing House. Ebrary. Referred 30.11.2016

Gerson, R. F. 1993. Measuring Customer Satisfaction. Menlo Park, US: Course Technology / Cengage Learning. Ebrary. Referred 18.12.16

Hague, Paul, and Hague, Nick. 2004. Market Research in Practice : A Guide to the Basics. London, GB: Kogan Page, ProQuest ebrary. Web. 7.10.2016

Hayes, Bob E.. 2008. Measuring Customer Satisfaction and Loyalty: Survey Design, Use, and Statistical Analysis Methods.. 3rd Edition.Milwaukee, US: ASQ Quality Press. ProQuest ebrary. Web. 4.10.2016.

Hautamäki, E. 2007. Customer satisfaction survey for clothing store Pointguard. Thesis. Rauma. Satakunta University of Applied Sciences. Referred 8.1.2017. http://www.theseus.fi/bitstream/handle/10024/1257/Hautamaki_Eeva.pdf?sequence= 1

Krishnaswami, O.R., and Satyaprasad, B.G.. 2010. Business Research Methods . Mumbai, IN: Himalaya Publishing House. Referred 11.12.2016. ProQuest ebrary.

Martin, C. 2011. CUSTOMER SATISFACTION SURVEY FOR MY FRENCH CORNER. Thesis. Rauma. Satakunta University of Applied Sciences. referred 8.12.2016 http://www.theseus.fi/bitstream/handle/10024/33484/Martin_Cyrielle.pdf;jsessionid= F29F3F40038E8939F9F55E4B16BA2DBD?sequence=1

Szwarc, P. 2005. Researching Customer Satisfaction & Loyalty: How to Find Out What People Really Think. London, GB: Kogan Page. Retrieved from http://www.ebrary.com referred 18.12.16

Raab, G., Ajami, R. A., & Goddard, G. J. 2016. Customer Relationship Management: A Global Perspective. Farnham, GB: Gower. Retrieved from http://www.ebrary.com 6.10.2016.

UPM RaumaCell website, www.upmraumacell.com, referred 7.12.16

COVER LETTER FOR SURVEY

Dear UPM RaumaCell Customer,

My name is Henri Haapala and I'm studying in Satakunta University of Applied Sciences in Rauma, Finland. I'm working on my bachelor's thesis which I'm doing for your fluff pulp supplier UPM RaumaCell. My thesis topic is customer satisfaction survey for UPM RaumaCell. Your contribution to this survey is very important to UPM RaumaCell and we hope that you will take this opportunity to share your thoughts and feedback.

The survey itself should take about 5 to 10 minutes to complete. The survey consists of multiple choice questions with a few open ended questions added. In the multiple choice questions the scale is given in each question. Your answers will be anonymous and they will be analyzed as a whole so any individual answers can't be recognized. There is a question at the end of the survey where I'm asking for permission to share the open comments with RaumaCell. If you give me the permission these comments will be shared anonymously so your name or company won't come up in the shared answers.

I look forward to your feedback and would like to thank you in advance for your participation.

Link to survey:

Link here

If you have any questions or problems with the survey, don't hesitate to contact me at henri.p.haapala@visitor.upm.com

Best regards,

Henri Haapala

CUSTOMER SATISFACTION SURVEY

Welcome to the customer satisfaction survey of UPM RaumaCell.

0% [_____] 100%

Next

Generally about UPM RaumaCell

What is your impression on UPM RaumaCell?

○ Very Positive
○ Positive
○ Neither positive nor negative
○ Negative
○ Very negative

0% [_____] 100%

Back Next

Product quality

In general what rating would you give to RaumaCell's fluff pulp quality?

- ○ Very good
- ○ Good
- ○ Neither good nor poor
- ○ Poor
- ○ Very poor

Do you agree with the following statements regarding product quality?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
RaumaCell fluff pulp quality is constant	○	○	○	○	○
RaumaCell fluff pulp suits our process and product	○	○	○	○	○
Reel package condition is good	○	○	○	○	○

What are your current or future product development needs concerning fluff pulp?

0% ▮▮ 100%

Back   Next

Order handling and deliveries

What rating would you give to RaumaCell in order handling

- ○ Very good
- ○ Good
- ○ Neither good nor poor
- ○ Poor
- ○ Very poor

What rating would you give to RaumaCell in delivery service?

- ○ Very god
- ○ Good
- ○ Neither good nor poor
- ○ Poor
- ○ Very poor

Statements regarding order handling and delivery service

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The staff is professional	○	○	○	○	○
The staff is helpful	○	○	○	○	○
Orders are easy to place	○	○	○	○	○
Deliveries arrive on time	○	○	○	○	○
My questions are answered fast	○	○	○	○	○
The delivery documents are accurate	○	○	○	○	○

Comments or improvement suggestions to RaumaCell order handling and deliveries

Technical customer service

What rating would you give to general performance of RaumaCell's technical customer service?

- ○ Very good
- ○ Good
- ○ Neither good nor poor
- ○ Poor
- ○ Very poor

Technical customer service

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
RaumaCell provides adequate technical support on fluff pulp product and processing	○	○	○	○	○
Technical customer service staff is professional	○	○	○	○	○
Product certifications and information are easy to receive	○	○	○	○	○
Technical / quality questions are answered quickly	○	○	○	○	○
Technical / quality questions are answered accurately	○	○	○	○	○

Comments or improvement suggestions to RaumaCell's technical customer service

0% ▓▓▓▓▓▓ 100%

Back   Next

Sales and marketing

What rating would you give to general performance of RaumaCell's marketing and sales?

- ○ Very good
- ○ Good
- ○ Neither good nor poor
- ○ Poor
- ○ Very poor

Statements on marketing and sales

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Inquiries are answered fast	○	○	○	○	○
Answers to questions are accurate	○	○	○	○	○
Staff is professional	○	○	○	○	○
It's easy to receive information on RaumaCell products	○	○	○	○	○
It's easy to contact staff RaumaCell	○	○	○	○	○
The staff is helpful	○	○	○	○	○

Comments or improvement suggestions to sales and marketing

0%　100%

Back Next

Environment and sustainability

How important is that RaumaCell offers the following product grades?

	Not at all important	Not important	Neutral	Important	Very important
ECF (elemental chlorine free)	○	○	○	○	○
TCF (totally chlorine free)	○	○	○	○	○
BioBrown (unbleached fluff pulp)	○	○	○	○	○

How important are the following forest certificates for you?

	Not at all important	Not important	Neutral	Important	Very important
PEFC (TM)	○	○	○	○	○
FSC (R)	○	○	○	○	○

Do RaumaCells environmental and product safety certificates cover your needs? If not, please specify which certificates would be useful for you.

○ Yes

○ No

[   ]

In your opinion, how well does RaumaCell take environmental responsibility into account?

○ Very well

○ Well

○ Neither well nor poorly

○ Poorly

○ Very poorly

Comments on improvements or suggestions on RaumaCell's environmentally friendly product offerings

[   ]

Final words

What are the weaknesses of RaumaCell as a fluff pulp supplier?

What are the strengths of RaumaCell as a fluff pulp supplier

And finally, for RaumaCell to improve their performance I hope that you will allow me to share the results of the questionnaire and your open comments with them.

- ○ Allow
- ○ Don't allow

0% ████████████ 100%

Back Next