Examining Factors Affecting Customer Satisfaction (A Case-study of a Swedish Firm)

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“Whole-heartedly dedicated to our parents... by dint of their continuous encouragement we were able to attain this sort of knowledge!”
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Abstract

Customer satisfaction, are not just two words simply to be used in any business context. Actually, these are the words that encapsulate the theme of what sort of business practices are being done by the companies in terms of making their customers satisfied or delight. Customer satisfaction plays a pivotal role in today’s business scenario and there are some basic factors which may impact on customer satisfaction either positively or negatively. For instance; responsiveness, efficiency & performance, service quality, price and technology etc may have strong influence on company’s products (goods or services). Few researchers discussed only some factors regarding services which impact on customer satisfaction and none of them discussed particularly some basic, common and major factors regarding services/e-services for companies which are small, new and growing enterprises. Therefore, authors made an attempt to highlight some basic factors and examined how they effect on customer satisfaction. Our findings showed that the factors such as responsiveness, professionalism, complaint management system, customer care, technology, efficiency & performance, price, service quality and experience are examined with negative impact on customer satisfaction as almost half of company’s customers were observed dissatisfied. One factor that is found with positive impact on customer satisfaction is company’s attitude towards its customers. It is quite notice worthy for a company to take serious considerations to remove the negative impact of above mentioned factors in terms of making customers satisfied. Therefore, in the last chapter of this study we put some recommendations which might help for a company in this regard. Furthermore, future suggested research areas are also discussed for creating further research grounds.

Key Words: Customer satisfaction, Services, Factors affecting customer satisfaction.
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Chapter 1st: Introduction

This chapter presents the background of the study, problem definition, research question, research purpose, limitations of the study and the disposition of this research study.

1.1 Research Background:

Customer satisfaction (Hill et al., 2007) is the phrase commonly used to encapsulate the phenomenon that customers search out different companies and stay with them which full fill their needs best. No doubt about it that ultimate goal of a private sector company is to deliver profits to its shareholders and certainly that will be achieved by delivering the results to its customers. It is based on the psychological principle that people will want more of the experiences that give them pleasures; and, obviously, will avoid from unpleasing experiences. (Hill et al., 2007).

There is a great importance of customer satisfaction in the business. Customers are source who provide companies revenue. Companies which know very well how to keep customers satisfied can do longer successful business. Customer satisfaction impacts on future business, indeed. Satisfaction is the consumer’s fulfillment response. It is a judgment about a product or service itself provides a pleasurable level of consumption which is related to the fulfillment (Zeithaml et al., 2009).

Customers expect to be responded with prompt and proper assistance from their vendors while they are encountering problems in business (Sugandhi, 2003, p.111).
Customer satisfaction is the customer’s perception (Sugandhi, 2003, p.111) that shows that his supplier has met with his expectations fully, efficiently and promptly.

Customer satisfaction is the summary of the views of the customer for its concerned vendors. Higher satisfaction level leads to more close attachments and build strong relationships between customer and its vendor. Whether the products or services, there is always a chance of problem arising. And companies, which handle these problems in an appropriate and good way, are the successful ones.

According to (Sheng & Liu, 2010), the e-service quality will have positive effect on customers’ satisfaction and loyalty. Furthermore, regarding e-services efficiency and fulfillment have positive effects on customer satisfaction. Al Hawari and Warid, (2006) also agree that service quality impact positively to customer satisfaction.

There is a discussion (Finn et al., 2009) in their research work about customer satisfaction regarding e-services related with large companies not with small ones and they interpreted facts among attribute perceptions and customer satisfaction for e-services.

The study conducted showed that customer satisfaction in terms of e-services affected by perceived convenience, perceived security and user characteristics (Zhang et al., 2006). According to (Ha & Janda, 2008) perceived value impacts on customer satisfaction regarding e-services.

Many authors discussed about online factors that impact on customer satisfaction as (Lin et al., 2011), but very few researchers discussed only some factors
regarding e-services which impact on customer satisfaction and none of them discussed particularly some basic, common and major factors regarding both services and e-services for companies which are small, new enterprises and growing ones.

Knowing the importance of the notion ‘customer satisfaction’ in today’s business arena within services sector, authors took an attempt to do research for a company which is almost newly growing and performs its services (web designing and web marketing) for its customers. As prior much research hasn’t been done for small and new growing companies under the topic of customer satisfaction with respect to services/e-services so, hopefully, this study will be reflecting worthy insights and developing further understanding for other practicing organizations which have been indulging in services area and study will also be helpful to understand the effect of basic factors on customer satisfaction for the people concerned with academia as well.

Furthermore, this study regards with both contexts non e-services and e-services. As concerned company is in business with e-services, so we understood necessary to put something in the research background and same we tried to put in the theoretical framework from that perspective; but we also mentioned some stuff which regards with non e-services. In this way, this study will generally be useful for both e-services and non e-services as factors discussed in this study are regarded services/e-services.

1.2 Problem Discussion:
Keeping customers satisfied is no simple task. It requires in-depth research to determine what customers really want. It also requires creative thinking to identify important things that may delight them, and a long term strategy to
implement new customer-satisfying strategies. Satisfaction has great links towards customer loyalty and relationships (Lovelock *et al.*, 1999).

As many companies participating in e-business today, so it is important for online marketers to understand and monitor customer satisfaction (Mittal *et al.*, 2001). Satisfaction plays a particularly important role in competitive environments such as e-commerce because of its impact on customer loyalty (Shankar *et al.*, 2000).

Customer satisfaction (Zeithaml *et al.*, 2009) is measurable, but it is dynamic and may evolve over time and it is influenced by a verity of factors. Basically these factors can be divided into two broad categories and these are; vendor behavior & vendor’s product and service performance. First one includes how the management and employees of vendor behave with the customers. Factors say vendor’s response; service and compliant handling are dependent on the attitude and skills of the vendor’s human resource.

The second one belongs to the product itself that depends on the capabilities of the vendor and the skills of its employees. It shows the engineering and technology developed or acquired by the vendor. Generally speaking, not a single vendor is able to provide all features to its customers. (Sugandhi, 2003)

There are always some positive and negative features or factors in the product and human behavior which cause customers pleased or bothered.

Positive feelings make customers more satisfied. The vendor must identify factors generating positive feelings and should make an attempt to strengthen them and at the same time he should keep an eye on negative factors and try to remove them. Doing so, level of customer satisfaction can be enhanced. (ibid)
As it is understood that there are always some factors exist whether they impact positively or negatively when it comes to the topic of customer satisfaction, so it seems interesting to conduct a study which shows how such factors could impact on customer satisfaction. And hope, this study will bring worthwhile outcomes which could help concerned company’s business within its customers and it will also be providing a useful peace of knowledge to other companies and general readers. Therefore, we attempted to design a research question which is as follows:

1.3 Research Question:

“Identify some basic factors with a positive and negative impact on customer satisfaction.”

1.4 Research Purpose:

The purpose of conducting this research study is to examine some basic factors which may affect customer satisfaction either positively or negatively.

1.5 Limitations of the Study:

It was quite complicated for us to just highlight factors which particularly regarded with e-services only as we were hardly able to find not much specific literature about that; that is why we happened to mention the stuff included in this research study, which regards both non e-services and e-services as well and that will, hopefully, be useful too in general perspective of services. Focus group interview would have been a plus from company employees’ point of views to contribute strongly in the analysis if it were to be included; which couldn’t be the part of this study due to a short and limited time span. However, the study still covers the basic requirements of research as customers of the company have been questioned and the company CEO has been interviewed which support us to make
analysis to reach at conclusion that hopefully fulfills the purpose of this research study.

1.6 Disposition:
This research study comprises of six chapters, excluding reference and appendices. The chapters are presented below:

**Chapter 1: Introduction**
This chapter includes: the background of the study, problem definition, research question, research purpose, limitations of the study and the disposition of this research study.

**Chapter 2: Theoretical Framework**
This chapter concerns some of important theoretical concepts and discussion which are part and parcel of this study; and in the light of these concepts we were able to do analysis. It expresses about the basic theme regarding customer satisfaction and the factors which may impact customer satisfaction with respect to the services which customers receive.

**Chapter 3: Research Methodology**
This chapter contains the research methodology applied for gathering data in order to answer the research question for this study. The chapter covers scientific approach, scientific credibility, research approach, research design, research methods and data collection methods as well.

**Chapter 4: Data Presentation**
This chapter includes presentation of data and findings which are collected through questionnaire and interview. On the basis of these facts and figures, analysis made in the next chapter.
Chapter 5: Analysis
This chapter includes analyses which are made upon the findings with respect to theoretical framework mentioned in the previous chapters.

Chapter 6: Conclusion
This chapter presents the extraction of analysis made in the previous chapter. Conclusion is finally drawn and recommendations with future suggested research areas are mentioned as well.

Chapter 2nd: Theoretical Framework
This chapter concerns some of important theoretical concepts and discussion which are part and parcel of this study; and in the light of these concepts we were able to do analysis. It expresses about the basic theme regarding customer satisfaction and the factors which may impact customer satisfaction with respect to the services which customers receive.

Everyone knows what satisfaction is, until asked to give a definition. Then, it seems, nobody knows.” These are the words once quoted to express the complexity of basic customer concepts by Richard L. Oliver, a famous icon in research on the topic of customer satisfaction.

However, Oliver defines his own formal definition about customer satisfaction:

“Satisfaction is the consumer’s fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment.” (Zeithaml et al, 2009)
2.1 Defining Customer Satisfaction

Although the marketing literature highlights the importance of satisfaction, but there is no general agreement on how the concept to be defined (Rogers et al., 1992). That is why this lack of agreement shows that satisfaction may not mean the samething to everyone (Oliver, 1980).

Anyway, generally speaking in less technical terms (Zeithaml et al, 2009), it can be defined, ‘Satisfaction is the customer’s evaluation of a product or service in terms of whether that product or service has met the customer’s need and expectations. Failure to meet needs and expectations is assumed to result in dissatisfaction with the product or service.’

According to (Srinivasan, 2004), ‘It is a comparison of customer expectations with perceptions regarding the service encounter.’

Kotler & Armstrong (2010, p37) defines customer satisfaction, ‘the extent to which a product’s (whether goods or services) perceived performance matches a buyer’s expectations.’

Thus, it is clear to understand from the above mentioned definitions that customer satisfaction particularly regards with the strong match of buyers’ expectations(about the product or service) and the quality of product or service they receive.

2.2 Customer Satisfaction and Services/e-Services

Unlike products (goods), customer satisfaction is more complex in services. More firms need to do research to find out features and attributes which may affect to service satisfaction. Research studies revealed that customers of services will be making trade-offs among different service features (for an instance, price level versus quality versus friendliness of personnel versus level of customization),
depending on which type of the service is being evaluated and with the criticality of the service as well (Zeithaml et al., 2009).

In services, customer satisfaction is the result of a customer’s perception of the value received (Cronin et al., 2000).

As many companies participating in e-business today so, it is important for online marketers to understand and monitor customer satisfaction (Mittal et al., 2001). Satisfaction plays a particularly important role in competitive environments such as e-commerce because of its impact on customer loyalty (Shankar et al., 2000).

Oliver (1980) states that customers will feel satisfied when products are above their expectations. Products and service quality (Sheng & Liu, 2010) affect the customers’ satisfaction. The e-service quality will have positive effect on customers’ satisfaction and loyalty. (ibid)

Anderson and Srinivasan (2003, p128) proposed that e-satisfaction is altered by perceived value; even satisfied customers are unlikely to be as a customer in an e-business if they feel that they are not getting the best value for the money they spent.

Although the marketing literature highlights the importance of satisfaction, but there is no general agreement on how the concept to be defined (Rogers et al., 1992). That is why this lack of agreement shows that satisfaction may not mean the same thing to everyone (Oliver, 1980). There will always (Sugandhi, 2003), be some positive and negative features in the product and human behavior that may affect customer satisfaction.

However, avoiding the complexity, we will discuss some factors generally (as supporting to our research question) which impact on customer satisfaction and these factors pertain to services/e-services.
2.3 Factors Affecting Customer Satisfaction

Customer satisfaction (Zeithaml et al., 2009) is measurable, but it is dynamic and may evolve over time and it is influenced by a variety of factors. Different scholars discuss different factors. We will put here those factors only, which are considered more important in general perspective and e-services perspective as well, and these are the factors, which may impact positively or negatively on customer satisfaction.

Factors which may impact positively or negatively on customer satisfaction discussed by different authors:

According to (Sugandhi, 2003), factors that impact on customer satisfaction can be divided into two broad categories and these are:

1) Vendor behavior and 2) Vendor’s product or service performance.

First one includes how the management and employees of vendor behave with the customers. Factors say vendor’s response, service and compliant handling are dependent on the attitude and skills of the vendor’s human resource. The second one belongs to the product itself that depends on the capabilities of the vendor and the skills of its employees. It shows the engineering and technology developed or acquired by the vendor. (ibid)

There are some aspects of product (goods & services) that worry a customer after that has come into the operation. For example, efficiency and performance may affect customer satisfaction in a way that if a product is having a frequent breakdowns or it requires expert attention more frequently, it may create a kind of irritation for the customer apart from the financial loss. Below are some common factors (both human and product) which may impact on customer satisfaction:
3) Perceived Value

Anderson and Srinivasan (2003, p128) proposed that e-satisfaction is altered by perceived value, even satisfied customers are unlikely to be as a customer in an e-business if they feel that they are not getting the best value for the money they spent. The perceived value will directly affect satisfaction due to the perception of...
utility received. This position is supported by prior research that shows the great importance of value in an e-context (Burke, 2002; Reibstein, 2002). Perceived value is conceived as the consumer’s evaluation of the utility of perceived benefits and perceived sacrifices (Zeithaml, 1988).

4) Previous experience, Personal recommendation, Personal needs, Marketing communications, and Level of the involvement in the purchase

As studies show that customer satisfaction depends upon expectations and expectations shape satisfaction, so some authors explain these factors which ultimately impact on customer satisfaction. For instance, Mudie & Pirrie (2006, p241) state that there are five key factors that influence a customer expectations and these are; previous experience, personal recommendation, personal needs, marketing communications, and level of the involvement in the purchase.

Research also suggests that most important of these factors are the customers’ past experience of the services and what other people say about it. It is revealed by (Shankar et al, 2000) that satisfaction for an online service (which also regards with e-services) is very high when information content at the website is enriched and when customers enjoy the online experience.

5) Efficiency and fulfillment

As it is closely linked among service quality, efficiency and fulfillment so the service quality must be analyzed from different aspects only to find that the requirement fulfillment has relatively great effect on customers’ satisfaction. Efficiency and fulfillment both have positive effects on customer satisfaction (Sheng & Liu, 2010).
6) Service quality

Numerous research studies did support that the service quality is recognized as an antecedent of customer satisfaction (Anderson, Fornell, & Lehmann, 1994; Cronin & Taylor, 1992; Zeithaml et al., 2009). Saying about customer satisfaction with respect to quality, Armstrong (2008, p 66) expressed as whether it is products or services, depends upon the service quality customers require and what was promised with them to deliver to. Rust & Oliver (1994, p 73) stated that ‘‘without a doubt, the customer’s overall satisfaction with a particular service provider, and perceptions of service quality are interrelated and in many instances highly correlated’’.

2.4 Needs to work out factors affecting customer satisfaction

It is generally seen (Sugandhi, 2003) that not a single vendor would be able to put all appropriate features in the product (goods or services). There will always be some positive and negative features in the product and human behavior that may affect customer satisfaction. More the positive feeling, the more satisfied a customer feels.

The vendor must figure it out to increase this positive feeling. He must identify the factors generating positive feelings and make a strong attempt to strengthen them. At the same time, he should also look for the negative factors and try to eliminate them in order to enhance customer satisfaction.

What will satisfy customers, or what factors will impact strongly it is not easy to predict. It is, thus, necessary to target a customer and then work out factors that seem important and address them appropriately (ibid).
Chapter 3\textsuperscript{rd}: Research Methodology

This chapter contains the research methodology applied for gathering data in order to answer the research question for this study. The chapter covers scientific approach, scientific credibility, research approach, research design, research methods and data collection methods as well.

The term research methodology refers to the theory of how research should be undertaken (Saunders 2009). In this thesis the authors have collected two types of data primary and secondary data, both can give of qualitative and quantitative aspects. The research approach will be both deductive and inductive, and exploratory study will be the type of business research.

3.1 Research Approach

There are two main research approaches - inductive and deductive. According to Bryman & Bell (2007), deductive approach is an approach that the researcher deduces a hypothesis, which is subject to empirical scrutiny. Data collection for deductive research approach is generally quantitative. Inductive approach is research approach involving the development of a theory as a result of the observation of empirical data (Saunders \textit{et al}, 2007). The authors give the explanation to these approaches in a way that if researchers develop a theory and hypothesis and design a research strategy to test the hypothesis is called a deductive approach. Whereas, if the research is based on data collecting and the researcher develop theories as a result of the data analysis, then the approach is inductive.
At the beginning Researcher has to decide which approach is to use in conducting research. In this work we are collecting both primary and secondary data. In this study we chose both approaches deductive and inductive, to give more effective solution to the research questions - identification of factors which impact customer satisfaction positively or negatively and thus serve research purpose. As mentioned in the beginning, Deductive approach is testing theory and Inductive approach is developing theory. To make it simple –

Deduction approach is - Theory $\rightarrow$ observations/findings, on the other hand.
Induction approach is - Observations/findings $\rightarrow$ theory. (Bryman & Bell, 2007)

In the thesis, we are using quantitative and qualitative data to make the quality work. (Biemans, 2003) explain the simple distinguish between qualitative and quantitative research approaches in his journal of business and consumer marketing.

<table>
<thead>
<tr>
<th>Qualitative research</th>
<th>Quantitative research</th>
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<tbody>
<tr>
<td>Inductive</td>
<td>Deductive</td>
</tr>
<tr>
<td>Subjective</td>
<td>Objective</td>
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<tr>
<td>Impressionistic</td>
<td>Conclusive</td>
</tr>
<tr>
<td>Holistic, interdependent system</td>
<td>Independent and dependent variables</td>
</tr>
<tr>
<td>Purposeful, key informants</td>
<td>Random, probabilistic sample</td>
</tr>
<tr>
<td>Not focused on generalization</td>
<td>Focused on generalization</td>
</tr>
<tr>
<td>Aims at understanding, new perspectives</td>
<td>Aims at truth, scientific acceptance</td>
</tr>
<tr>
<td>Case studies, content and pattern analysis</td>
<td>Statistical analysis</td>
</tr>
<tr>
<td>Focus on words</td>
<td>Focus on numbers</td>
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<tr>
<td>Probing</td>
<td>Counting</td>
</tr>
</tbody>
</table>

**Figure 3.1: Quantitative research versus Qualitative research**

[Source: (Biemans, 2003)]
3.2 Research Methods

A research method refers to systematic, focused and orderly collection of data for the purpose of obtaining information from them. According to Jankowic (1991 cited in Ghauri and Gronhaug, 2002, pp.85) which methods and techniques are most suitable for which research or project depends on the research problems and its purpose.

There are two types of methods, which are based on data type i.e. quantitative and qualitative. Quantitative data is in numerical and standardized data while qualitative data is based on results, which are not, standardized requiring classification into categories (Saunders, et al., 2009, p 480).

This study aims in understanding of a certain problem area and offering solution for the same; and for this reason researchers use interviews as the one method to collect the primary data, this is mainly used to collect the qualitative data for thesis. Besides this, researchers also use questionnaires to collect data, which is quantitative method. In order to make more quality work we cover both aspects qualitative and quantitative.

The qualitative methods should be applied when the researcher need to define the parameters of the market, understand the nature of the decision making process, elicit attitudinal and motivational factors which influence behavior and help understand why people behave the way they do (Michael J.B. 2007). In this study primary qualitative data is collected by in-depth interviews of company CEO and and Secondary data from scientific articles and existing literatures.
The quantitative methods described as entailing the collection of numerical data and as exhibiting a view of the relationship between theory and research as deductive, a predilection for a natural science approach and having an objectivist conception of social reality (Bryman & Bell, 2007). In this study questionnaire was sent to the customers of company for collection of quantitative data.

3.3 Data Collection method
Saunders, et al. (2009) explain that literature sources helps a lot to an individual to develop and get a better insight of what was the finding of the previous researchers and further explain that this type of research can be divided into three categories that are primary, secondary and tertiary data. The data collection start from primary to secondary and then tertiary is difficult to collect and less reliable. The reason is that the primary data is difficult to collect and locate.

3.3.1 Primary Data Collection
Primary data are the data that is organized by a researcher for the specific purpose of addressing the problem recently in hand (Naresh, 2004). Questionnaires, interviews and observations are the means to collect this sort of data (Saunders, et al., 2009).

a) Personal Interview: In the personal interview, an interviewer asks questions of one or more respondents in face to face situation. The interviewer’s task is to contact the respondent or respondents, ask the question, and record the responses.
b) Mail interview: In the mail interview, a questionnaire is mailed to the respondent, and the completed questionnaire is returned by mail to the research organization. The mail interview is as popular as the personal interview but less popular than the telephone interview (Kinner & Taylor, 1996).

In this study, authors use above two data collection methods to elicit the information regarding study for collecting primary data. Questionnaire was sent by an email to all existing customers of the concerned company. Data is also collected through personal interview of the CEO. Sometimes researchers happened to use skype video conferencing techniques for personal interview whenever it was not possible to meet at work station in company.

3.3.2 Secondary Data Collection
Secondary data can be defined as the data that others have collected before for their specific purposes. When implementing secondary data the researchers must be critical to avoid inaccuracy (Haue & Jackson, 1996). Both primary and secondary data can be of qualitative and quantitative aspects (Babbie, 2004).

Secondary data for this study is collected through academic books, journals, various articles, thesis work of previous students, Internet sources, database of university etc.

3.4 Research Design
Research design refers to the frame work for the collection and analysis of data and the choice of the research design reflects decisions about the priority being given to a range of dimensions of the research process such as causality and generalization. According to Bryman & Bell (2007) the
research designs can be classified as: experimental; cross-sectional or social survey; longitudinal; case study; and comparative designs.

For this study researchers choose case study as the research design to gain a rich understanding of the context of the research and the processes being enacted. Robson (2002) defines case study as “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence”.

The case study strategy has considerable ability to generate answers to the questions why, what and how questions; although, what and how questions tend to be more the concern of the survey strategy. For this reason, the case study strategy is most often used in explanatory and exploratory research.

The data collection techniques employed may be various and are likely to be used in combination. It includes interviews, observation, documentary analysis and questionnaires. Consequently as we are using a case study strategy, we also need to use and triangulate multiple sources of data. Triangulation refers to the use of different data collection techniques within one study in order to ensure that the data is cross-checked means getting it conformed from various sources. For example, qualitative data collected using semi-structured group interviews may be a valuable way of triangulating quantitative data collected by other means such as a questionnaire. (Saunders, et al., 2009).

Yin (2003) distinguishes between four case study strategies based upon two discrete dimensions:

1) Single case V. Multiple case;

2) Holistic case V. Embedded case.

According to Yin (2003) holistic v. embedded, refers to the unit of analysis. If research is concerned only with the organization as a whole then it is a holistic case study.
Conversely, even though research is concerned with a single organization as a whole, if number of logical sub-units within the organization (departments or work group) under study, then this would be an embedded case study. Furthermore, an embedded case study methodology provides a means of integrating quantitative and qualitative methods into a single research study (Scholz & Tietje, 2002; Yin 2003). This study regarded with embedded case study (as a single case study) as more than one department is considered with quantitative and qualitative aspects of research within analysis.

3.5 Validity and Reliability

The validity is extent to which data collection method or methods accurately measure what they were intended to measure. Yin defines validity as an instrument’s ability to measure what it is supposed to measure. Validity is divided into two types: internal validity and external validity. Internal validity is the validity of (causal) inferences in scientific studies, usually based on experiments as experimental validity. External validity refers to the degree to which a study’s findings can be generalized (Mitchell & Jolley, 2001).

Reliability – Reliability (Esterby-Smith et al., 2002) refers to the extent to which your data collection techniques or analysis procedures yield consistent findings. It can be assessed by posing the following three questions:

1) Will the measures yield the same results on other occasions?
2) Will similar observations be reached by other observers?
3) Is there transparency in how sense was made from the raw data?

The validity and reliability of collection methods of survey data will be easier to assess where clear explanation of the techniques used for data
collection given. This needs to include a clear explanation of any sampling techniques used and response rates as well as a copy of the survey instrument, which is questionnaire in this case. For this research both primary and secondary data collected from reliable sources, such as interviews with CEO and emails with company employees; also through questioners from customers. Secondary data collected by library data base, scientific articles, books. Before collecting data from company’s CEO and customers through interviews and questionnaire respectively; we had long discussion with supervisor about structure and contents of the interview and questionnaire. Authors followed all the guidelines of the books which referred along with valuable guidance of the thesis supervisor. Thus, authors believe this thesis work covers all the aspects of reliability and validity as referred in the books.
Chapter 4\textsuperscript{th}: Data Presentation

\textit{This chapter includes presentation of data and findings which are collected through questionnaire and interview. On the basis of these facts and figures, analyses are made in the next chapter.}

Here is the presentation of the primary data that is obtained by designing a questionnaire an interview. Questionnaire which was regarded to elicit information from customers’ point of view, mailed to them. Questionnaire was based on some major factors which may impact positively or negatively on customer satisfaction. Total no of respondents were 50. Almost all customers attempted all questions. All relevant information is gathered and now presented below:

\textit{Note: (Both questionnaire layout and interview of the CEO of the company are mentioned in the appendix)}
4.1 Responsiveness:

Answering to the question regarding responsiveness of the company towards its customers for the services company provides, data shows that 50% of the company’s customers are satisfied, 10% are very satisfied and 10% are dissatisfied. 30% of customers didn’t mention either they were satisfied or dissatisfied.

Fig 4.1: Responsiveness

Fig 4.2: Professionalism
4.2 **Professionalism:**
Answering to the question regarding professionalism of the company towards customers for its services, data shows that 50% of the company’s customers are satisfied, 10% are dissatisfied and 10% are very dissatisfied. 30% of the customers did not answer whether they were satisfied or not.

![Diagram showing satisfaction levels](image)

**Fig 4.3: Complaint management system**

4.3 **Complaint management system:**
Answering to the question regarding complaint management system (the way company handles the complaints of their customers) of the company towards its customers for services, data shows that 37% of company’s customers are satisfied, 25% are very satisfied, 12% are dissatisfied and 13% are very dissatisfied. 13% of the customers did not answer whether they were satisfied or not.
4.4 Attitude:

Answering to the question regarding attitude of the company towards their customers for services, data shows that 50% of company’s customers are satisfied and 50% are very satisfied.
4.5 Efficiency & Performance:
Answering to the question regarding efficiency & performance of the company towards customers for their services, data shows that 40% of company’s customers are satisfied, 10% are very satisfied, 10% are very dissatisfied and 40% of the customers did not answer whether they were satisfied or not.
4.6 Price:
Answering to the question regarding price that customers pay for getting services, data shows that 10% of company’s customers are satisfied, 10% are very satisfied, 10% are very dissatisfied and 70% of the customers did not answer whether they were satisfied or not.

4.7 Service Quality:
Answering to the question regarding service quality of the company for its services, data shows that 40% of company’s customers are satisfied, 10% are very satisfied, 30% are dissatisfied and 20% of the customers did not answer whether they were satisfied or not.
4.8 Customer Care:
Answering to the question regarding customer care of the company for their customers for services, data shows that 40% of company’s customers are satisfied, 10% are very satisfied, 30% are very dissatisfied and 20% of the customers did not answer whether they were satisfied or not.
4.9 Technology:
Answering to the question regarding technology of the company towards their customers for services, data shows that 30% of company’s customers are satisfied, 20% are very satisfied, 10% are dissatisfied, 10% are very dissatisfied and 30% of the customers did not answer whether they were satisfied or not.

![Experience Chart]

**Fig 4.10: Experience**

4.10 Experience:
Answering to the question regarding overall experience of the customers towards company’s services, data shows that 40% of company’s customers are satisfied, 10% are very satisfied, 10% are very dissatisfied and 40% of the customers did not answer whether they were satisfied or not.
5.1 Responsiveness and Attitude:

Factors say vendor’s response (Sugandhi, 2003), service and compliant handling are dependent on the attitude and skills of the vendor’s human resource. Responsiveness is one of important human factors, which may impact on customer satisfaction positively and negatively. Looking at the data presented in previous chapter, it shows that 10% of the company’s customers are dissatisfied with the company’s response when dealing with customers. Although majority is satisfied with the company how it responds to their customers, but it needs to be paid strong attention to those customers who are not satisfied with company, the way it responds. Less responsiveness towards customers may bring unfavourable results for making customers satisfied or loyal for future. Asking about company’s attitude it is found that all of customers like company’s attitude when they are treated. We find this factor ‘attitude’ with positive impact on customer satisfaction. Good attitude makes customers close towards company which is helpful to accomplish business activities successfully.

In reply about responsiveness and attitude CEO said that he is satisfied with his employees’ attitude and the way they respond to our customers. And looking at data received from customers about responsiveness and attitude of company, they rated as satisfactory which indicates responsiveness and attitude as a factor with positive impact. Good attitude and timely responsiveness may make customers close and satisfied towards company and its services.
5.2 Professionalism:
Here we see that just half of company’s customers are satisfied which is not favourable for company. If 30% of customers who showed nothing either satisfied or dissatisfied; become dissatisfied in future, meaning that company will be doing business with half satisfied and half dissatisfied customers which easily get company’s business down. Therefore, the factor ‘professionalism’ may impact negatively if company is unable to overcome on their deficiencies.

Having gone through CEO’s interview, it is noticeable that company does not have any customer care department. And, performing customer care services the company is just relying on sales people which seems out of professionalism! Same situation is about getting feedback from customers which is handled by sales people. It is understood that customer care department is how much important that keeps all the records of customers, handles their complaints and perform too after sales services. Companies do their job good if they know their customers well, have all information, and if there have been allocated specific people whose job is totally dedicated towards customer care. On other hand, results will be not effective if sales people are to do this job.

5.3 Customer care and complaint management system:
Customers get dissatisfied when they are not entertained appropriately regarding their complaints. Data shows that around 50% (approx) customers are satisfied and 50% are the customers who do not stand in the category of satisfaction. In replying about customer care and complaint management system CEO told us that they don’t have even customer care department in their company nor there any kind of complaint management system. He said that we have to fix these things up. If company pays strong attention to handle their complaints in an effective
way then, indeed, this will bring positive impact to make company’s customers satisfied.

Data received from customers shows that only half of customers expressed their satisfaction for company’s customer care. What about rest of them? It seems not effective if majority is not satisfied. It is necessary for a company to establish at least customer care department so that customers could be treated against queries or problems they have. Therefore, these factors customer care and complaint management system may impact very negatively if not handled in a strategic way.

5.4 Efficiency and performance:

Efficiency and fulfillment both have positive effects on customer satisfaction (Sheng & Liu, 2010). Efficiency and performance are one of important factors which lead ultimately to the service quality. Looking at the data, it depicts that only around 50% of company’s customers are satisfied. And, 50% of customers do not stand in the list of satisfied customers regarding company’s efficiency and performance of their services. It is noticeable that half of company’s customers do not seem satisfied for company’s performance which definitely will impact service quality. And if customers experience continuously bad quality then they go for other seller.

For a question about efficiency and performance regarding services which company provides CEO told us that he is not satisfied with that and company has to improve efficiency and performance of services to their customers. Efficiency and performance may impact strongly negative if done with low level of competency. If company moves further with the same existing pace of low efficiency and performance then it will produce low quality of services which, at the end, will dissatisfy company’s customers. Company needs to take serious steps in terms of removing their negativities out, which make still half of its customers unsatisfied.
5.5 Price:
Price that is one of the important product factors (Sugandhi, 2003) which may impact both positively or negatively if not set properly with respect to the given value to customers. Very few customers expressed that they are not satisfied with current price for services they are paying. And majority which is 70% of the total expressed nothing. It is a general phenomena that if customers get real value for the services for which they are paying and if that fits good in their perception that we are getting what we pay then price brings positive impact. But, if customers feel that they are paying more and getting less value then this price factor will surely bring negative impact for company’s customers. Majority did not respond that either they are satisfied or not satisfied and only 20% (approx) of company’s customers are satisfied. It may be said that customers are not getting satisfied by company’s services as they do not think so that they are paying right price for the quality they receive.

During the interview for a question about pricing, CEO of the company told that current price is unfavorable for us and we think it should be increased according to the services which we provide. If company intends to raise price with the same existing pace of low efficiency and performance (as expressed out by customers) then it will produce low quality of services which, at the end, will dissatisfy company’s customers. Thus, this factor ‘price’ may impact negatively on company’s customers to make them dissatisfied.

5.6 Service Quality:
Quality of service is an important factor when we talk about customer satisfaction that generates positive perception. Anderson and Srinivasan (2003, p128) proposed that e-satisfaction is altered by perceived value, even satisfied customers are unlikely to be as a customer in an e-business if they feel that they are not getting the best value for the money they spent.
The perceived value will directly affect satisfaction due to the perception of utility received. Saying about customer satisfaction with respect to quality, Armstrong (2008, p 66) expressed as whether it is products or services, depends upon the service quality customers require and what was promised with them to deliver to. Data reveals that half of company’s customers seem satisfied regarding quality of services. 30% are dissatisfied and 20% selected neutral option, which may go either way. Replying about service quality CEO admitted that he is not very satisfied with that and company has to improve its quality of services to make their customers satisfied. For service quality 30% dissatisfaction with respect to company’s customers, may harm company in near future. Rust & Oliver (1994, p 73) stated that “without a doubt, the customer’s overall satisfaction with a particular service provider, and perceptions of service quality are interrelated and in many instances highly correlated”. So, company should focus on service quality and more focus is needed for converting dissatisfied customers to satisfied ones. It is important to find reasons behind dissatisfaction.

5.7 Technology:
It is revealed by (Shankar et al, 2000) that satisfaction for an online service is very high when information content at the website is enriched and when customers enjoy the online experience. Technology which is one of the product factors (Sugandhi, 2003) depends on the capabilities and the skills of company and its employees. Data revealed that approximately half of company’s customers are satisfied and half are not, which shows that might something with respect to technology is producing problem to get customers satisfied. Company should pay great consideration regarding the technology they use to satisfy their customers. Company needs to find out and remove all hindrances regarding technology which they use to their services for their customers.
Replying about technology CEO said that he is quite satisfied with the technology which is being used by company for delivering its services. CEO expressed his satisfaction about the technology they are using, but half of customers are not satisfied with the technology company is going with. Company should make aware customers if they are really using good technology in their services or improve existing technology; otherwise, this technology factor may generate negative impact if customers are getting dissatisfied with.

5.8 Experience:
Mudie & Pirrie (2006, p241) state that there are five key factors that influence a customer expectations and these are; previous experience, personal recommendation, personal needs, marketing communications, and level of the involvement in the purchase. Research suggests that most important of these factors are the customers’ past experience of the services and what other people say about it. Data shows that only half of company’s customers are satisfied in terms of their overall experience regarding company’s services and half of customers don’t rank in the category of satisfaction. It may show that half of customers have not experienced well for services they receive from company.

Replying about overall experience CEO shared his views that nothing exactly can be said right now, but the thing he understands is that company has to improve its services to get it customers satisfied.

We see this factor ‘experience’ with negative impact as half of customers didn’t experience good which further may involve many reasons; for instance, might be they are not satisfied with the quality of services, with the technology and customer care etc. And, as a matter of fact, the customers who have had bad experience regarding company’s services may pass negative word of mouth which brings company’s image down.
Chapter 6\textsuperscript{th}: Conclusion

This chapter presents the extraction of analysis made in the previous chapter. Conclusion is finally drawn and recommendations with future suggested research areas are mentioned as well.

6.1 Conclusion:

No one can deny from the fact that there are always some factors exist with the product whether goods or services; which may impact positively or negatively as well. Drawing conclusion, we hopefully meet our research purpose and question which is to be meant that examining factors affecting customer satisfaction for the services used by concerned company’s customers. Our study for a concerned company’s services reveals that the factors such as professionalism, complaint management system, customer care, technology, efficiency & performance, price, service quality and experience are examined with negative impact on customer satisfaction as almost half of company’s customers were observed dissatisfied. Customers showed their dissatisfaction level with respect to above these factors which considered with negative impact. Two factors that are found with positive impact on customer satisfaction are company’s responsiveness and attitude towards its customers. It is quite notice worthy for a company to take serious considerations to remove the negative impact of above mentioned factors in terms of making customers satisfied.

Responsiveness, attitude, professionalism, complaint management system, customer care are regarded as human factors; and technology, efficiency & performance, price, and service quality belong to product factors.
By providing sufficient training to the company’s employees and establishing specific department for specific job (as company doesn’t have specific department for customer care) such as sales department for sales and customer care for handling customer complaints etc, negative impact of human factors on customer satisfaction can be reduced. In the same way, company needs to figure out with product factors. For instance, if customers seem dissatisfied with the service quality and price; company may add more value to justify the price or set the reasonable price to give its customers a complete set of offerings in order to wipe off the impact of dissatisfaction. It is quite general phenomena that customer satisfaction depends upon expectations and expectation breeds satisfaction. Therefore, it is needed to work out more by the company to generate positive impact of both human factors and product factors as well.

6.2 Recommendations:

1) As far as recommendations are concerned, we must say here for a concerned company to establish its customer care department (in terms of allocating some specific people who are well-versed with handling customer care & complaint issues) to make customers satisfied regarding their complaint issues etc. And this department should be well equipped with all customer previous and existing records within their data base too, in order to serve them effectively.

2) It needs for a company to increase its efficiency and performance level for producing quality services to its customers in order to make them satisfied or delight.

3) Customers do not always want to go with the same existing technology; if the latest technological changes occur regarding company’s services, company should serve its customers accordingly to acquire a competitive edge.
4) It will be an advantageous practice for a company if it tries to set the reasonable price for the value it gives to customers regarding its services including after sales services; whatever the price is set should be justified from customers’ point of view. Cost-benefit analysis can also be made in this regard.

5) Quarterly or monthly surveys regarding customers’ satisfaction or getting feedback from customers can be made to get to know what customers are experiencing about company’s services and what they want more, as listening works always!

6) Saying about ethical reflection, we recommend that; as company does web designing and web marketing for its customers, so it is not necessary to fulfill always customers’ demand. For instance, if customers ask to put some advanced features in websites in order to promote smoking for youngsters through subliminal marketing (marketing which regards with subconscious), company needs to avoid that kind of offering which goes against the society.

6.3 Future suggested research areas:

As this study covers the general aspects of non-services and e-services as well, so that will be quite an effective practice if further research could be conducted in future which regards purely with e-services in terms of examining some new factors which may impact on customer satisfaction including the discussion of the latest technological changes. Same sort of study can also be conducted from supplier point of view and business to business environment, where some other unidentified factors may exist in an e-services perspective. Furthermore, it may be discussed how intangibility factor of the services could be seen in future with the touch of customer satisfaction, when it comes to the latest technological changes in an e-service perspective.
References:


Appendix I

A. Questionnaire:

-Layout of the questionnaire sent to the company’s customers-

(English Version)

Dear Sir/Madam,

Below is the questionnaire as a part of our study for Master Degree Program in Marketing from University of Skövde, Sweden. The aim of this study is to find out factors which may affect customer satisfaction. Your cooperation will be helpful for us to make quality research study for DAVELO AB. Please, fill out the questionnaire given below:

Note - Data collected will be treated confidentially & anonymously and used only for study purpose.

Questionnaire

1. Responsiveness: How do you rate company responsiveness when they deal with you?
   - Satisfied
   - Very satisfied
   - Dissatisfied
   - Very dissatisfied
   - Neither satisfied nor dissatisfied

2. Professionalism: How do you rate their professionalism when they deal with you?
   - Satisfied
   - Very satisfied
3. **Complaint management system**: How do you rate company’s complaint management system when they deal with you?

- Satisfied
- Very satisfied
- Dissatisfied
- Very dissatisfied
- Neither satisfied nor dissatisfied

4. **Attitude**: How do you rate their attitude when they deal with you?

- Satisfied
- Very satisfied
- Dissatisfied
- Very dissatisfied
- Neither satisfied nor dissatisfied

5. **Efficiency & Performance**: How do you rate their efficiency and performance in their services they provide you?

- Satisfied
- Very satisfied
- Dissatisfied
- Very dissatisfied
- Neither satisfied nor dissatisfied

6. **Price**: How do you rate their set prices against the services they provide you?

- Satisfied
- Very satisfied
- Dissatisfied
- Very dissatisfied
- Neither satisfied nor dissatisfied

7. **Service quality**: How do you rate their service quality for the services they provide you?

- Satisfied
- Very satisfied
- Dissatisfied
- Very dissatisfied
- Neither satisfied nor dissatisfied
8. **Customer care:** How do you rate their customer care after receiving their services?

- Satisfied
- Very satisfied
- Dissatisfied
- Very dissatisfied
- Neither satisfied nor dissatisfied

9. **Technology:** How do you rate the technology they use for performing their services for you?

- Satisfied
- Very satisfied
- Dissatisfied
- Very dissatisfied
- Neither satisfied nor dissatisfied

10. **Experience:** How do you rate your overall experience regarding company’s services?

- Satisfied
- Very satisfied
- Dissatisfied
- Very dissatisfied
- Neither satisfied nor dissatisfied

If you have any suggestion or comment regarding your satisfaction for company’s services, please write below:

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

*Thank you so much!*
B. Frågeformulär:

-Slayout of the questionnaire sent to the company’s customers-

(Swedish Version)

Dear Sir / Fru,

Nedan följer enkäten som en del av vår studie för magisterexamen utbildning i marknadsföring från Högskolan i Skövde, Sverige. Syftet med denna studie är att ta reda på faktorer som påverkar kundnöjdheten. Din medverkan kommer att vara till hjälp för oss att göra kvalitet forskningsstudie för DAVELO AB. Vänligen fyll i frågeformuläret nedan:

Obs - Data samlas in kommer att behandlas konfidentiellt och anonymt och används endast för studiens syfte.

Frågeformulär

1. Lyhördhet: Vilket betyg ger du företaget lyhördhet när de behandlar dig?

• Nöjda
• Mycket nöjd
• Missnöjd
• Mycket missnöjd
• Varken nöjd eller missnöjd

2. Professionalism: Hur bedömer du deras professionalism när de behandlar dig?

• Nöjda
• Mycket nöjd
• Missnöjd
• Mycket missnöjd
• Varken nöjd eller missnöjd

3. **Klagomål förvaltningssystem:** Hur bedömer du företagets system klagomål ledning när de behandlar dig?

• Nöjda
• Mycket nöjd
• Missnöjd
• Mycket missnöjd
• Varken nöjd eller missnöjd

4. **Attitude:** Hur bedömer du deras inställning när de behandlar dig?

• Nöjda
• Mycket nöjd
• Missnöjd
• Mycket missnöjd
• Varken nöjd eller missnöjd

5. **Effektivitet och prestanda:** Hur bedömer du deras effektivitet och prestanda i sina tjänster de erbjuder dig?

• Nöjda
• Mycket nöjd
• Missnöjd
• Mycket missnöjd
• Varken nöjd eller missnöjd

6. **Pris:** Hur bedömer du att ställa priser mot de tjänster de tillhandahåller dig?

• Nöjda
• Mycket nöjd
• Missnöjd
• Mycket missnöjd
• Varken nöjd eller missnöjd

7. **Servicekvalitet:** Hur bedömer du deras tjänst kvalitet för de tjänster de tillhandahåller dig?

• Nöjda
• Mycket nöjd
• Missnöjd
8. **Kundtjänst:** Hur bedömer du deras kundtjänst efter att ha fått sina tjänster?

- Nöjda
- Mycket nöjd
- Missnöjd
- Mycket missnöjd
- Varken nöjd eller missnöjd

9. **Teknik:** Hur bedömer du den teknik de använder för att utföra sina tjänster för dig?

- Nöjda
- Mycket nöjd
- Missnöjd
- Mycket missnöjd
- Varken nöjd eller missnöjd

10. **Erfarenhet:** Hur bedömer du ditt allmänna erfarenhet av företagets tjänster?

- Nöjda
- Mycket nöjd
- Missnöjd
- Mycket missnöjd
- Varken nöjd eller missnöjd

Om du har några förslag eller kommentarer rörande din tillfredsställelse för våra tjänster, skriv nedan:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

_Tack så mycket!_
Appendix II

Interview of the CEO of the company:

[On May 16th, 2011 an interview was conducted with Mr. Andreas. He holds a position of the CEO in DAVELO AB. The aim of this interview was to get to know company’s point of view regarding some of important factors which may impact on customer satisfaction positively or negatively.]

Q.1: What is the structure of your organization?
Ans: Our organization consists of two departments that are production and sales. I am directly concerned with the sales representatives and production manager who is responsible for production.

Q.2: What about customer care and complaint handling departments? And according to our questionnaire result half of your customers seem unsatisfied by your customer care, how do you see that?
Ans: No, right now we don’t have these kinds of depts. I ‘m quite agree with you. I ‘m not satisfied with our customer care as we don’t have this department now properly. We will be trying to fix that up in upcoming period of time.

Q.3: Ok, then how does your organization manage customer complaints?
Ans: It is the sales people who deal such kind of issues.

Q.4: How do you get feedback from customers for your services?
Ans: We don’t have proper or structured program for getting feedback. Sometimes sales people ask for feedback.
Q.5: How do you see your company’s responsiveness and attitude towards your customers?

Ans: I am satisfied with our employees’ attitude and the way they respond to our customers. We try our best in terms of responding them with good attitude and cool attitude.

Q.5: How do you see your efficiency & performance for the services you provide for your customers?

Ans: If I rate it I would give 4 points out of 10 to our efficiency & performance regarding services we provide. We try our best, but I think we have to improve more it in near future.

Q.6: What would you say about the price you set for services you provide to your customers?

Ans: I think price is o.k. with respect to the services which we provide.

Q.7: How do you see the technology you are using delivering services to your customers?

Ans: Overall, I am satisfied with the technology we are using.

Q.8: How often do you receive complaints about technical failures regarding services which you provide?

Ans: We haven’t received yet this sort of complaints. And once we receive, we fully try to resolve it. We do not want to put customers on wait. We try to resolve it with the very quick and convenient way.

Q.9: Would you like to say something about overall experience of services which your company offers?

Ans: I can’t say exactly anything right now, but the thing I understand is that we have to improve our services to get our customers satisfied. We can realize the fact customer satisfaction and hopefully that is to improve.
Appendix III

Individual reflections on own learning by Authors:

Rizwan Khan:

At earlier it was very complex to put my efforts for such a research work which was really a hard nut to crack! …, but with the passage of time and by the virtue of continuous learning process under the supervision of my well qualified mentors, I finally became able to bring this study to an end. I myself really gained a lot in the whole period of this study from start to end. It was quite interesting to me to look first at theoretical platforms and then come back at the same with the practical approach to produce valuable results.

Starting from a research background of this thesis, I had to face so many difficulties in terms of searching and sorting of relevant stuff on the internet as I found myself not so good at. By mutual discussions with my class fellows and concerned teachers, eventually, I overcame on the hindrances and then moved with the smooth pace of work covering all formalities till theoretical frame work. It was quite interesting too when I happened to design questionnaire and interview of the CEO of the concerned company related to this study, I made much discussions with some of my class fellows and especially with my work partner. Even sometimes, we had to express strong arguments and debates to justify the true nitty-gritty of learning which was really constructive and appreciated among us.
Same sort of happening came across when it was time to make analysis and drawing conclusion of the study. However, this study, indeed, enabled me to view in-depth research insights from both academic and corporate perspective as well.

It was more positive and practical approach by our University to write this Master thesis within the group of two students (as maximum) which, of course, seemed me as a competitive, constructive and cooperative learning process compared if it were to be done by a single student. Moreover, I learnt personally much with the group work; and hopefully efforts made to get this study done will, successfully, be helpful too for me in my future to stand out for taking upcoming research challenges.

_Ganesh Narawane:_

During the course of writing this thesis, I have learnt so many things. Working with a co-writer, as a team with different background was a challenging experience. I am saying it challenging because; it is a face that different individuals have different opinion. As a group some time you have to compromises as your partner also doing the same to achieve common goal. It was not possible to get this extremely rewarding experience of learning if I were writing this thesis alone. Some things I learnt from my partner that I did not know how to do and some things my partner learnt from me.

During the process of thesis writing, I learnt how to analyze and assess academic text, scientific articles journals, which helped me during writing this thesis. Also I learnt to assess library database, reading many books helped to draft final version of work.
I learnt how to work in-group and independently, how to select theories and a method to conduct research, also I understand how different theories can be applied to study data and produce constructive analysis. To gather data from companies was challenging task, which gave me opportunity to use theories in practical that we learn from books. By this exposure I came to know that things are different in reality, it’s not exactly same as said in books.

I would like to thank my supervisor Prof. Peter Hulten, for his continuous support and recommendation. In this technological world the way of his supervision; to overcome distance barrier by use of Skype conferencing was exciting experience.