



CUSTOMER SATISFACTION IN A B2B COMPANY: CASE COMPANY X

Lappeenranta–Lahti University of Technology LUT

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Examiner: Post-doctoral Researcher, Heini Vanninen

ABSTRACT

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Customer satisfaction in a B2B company: case company x

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Improving customer satisfaction has studied to have a relation to company's success and profit. In addition, research has indicated that company's key success factor is often customer satisfaction and customer's reason to repurchase from a company. This bachelor's thesis aim is to analyze a case company x's customer satisfaction and provide possible development targets to it. The theoretical framework of the thesis presents that customer journey and customer experience build customer satisfaction and by measuring the level of contentment, it is possible to develop customer satisfaction.

The research is a qualitative case study, which material constructs of the case company x's customer satisfaction survey's answers and two employees semi-structured theme interviews. The material was analyzed with coding method.

The research results showed that the case company x's present level of customer satisfaction is good, and the COVID-19 did not have a significant impact to it. The material had three frequent themes related to customer satisfaction, which are individuality, communication and quality and reliability. From the analysis of the current situation, possible development target for the case company x is to communicate more actively, especially in sales, deliveries and customer satisfaction.

TIIVISTELMÄ

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Asiakastyytyväisyyden kehittämisen on tutkittu olevan yhteydessä yrityksen menestykseen ja tulokseen. Lisäksi on todettu, että suuressa osassa tutkituista tapauksista asiakastyytyväisyys on ollut yritysten vaikuttavin menestystekijä ja se saa asiakkaat ostamaan yrityksiltä uudelleen. Tämän kandidaatintutkielman tavoitteena on analysoida case yrityksen asiakastyytyväisyyttä ja tuottaa siihen mahdollisia kehityskohteita. Tutkimuksen teoreettinen viitekehys esittää, että asiakasmatka ja asiakaskokemus rakentavat yhdessä asiakastyytyväisyyden ja mittaamalla tyytyväisyyden tasoa, voidaan kehittää asiakastyytyväisyyttä.

Tutkimus on kvalitatiivinen tapaustutkimus, jonka aineistona toimii case yrityksen asiakastyytyväisyyskyselyn tulokset ja kahden työntekijän puolistrukturoidut teemahaastattelut. Aineistoa analysoitiin sisällönanalyysin keinoin koodaamalla.

Tutkimustuloksista ilmeni, että case yrityksen tämänhetkinen asiakastyytyväisyyden taso on hyvä ja koronan vaikutus asiakastyytyväisyyteen ei ole merkittävä. Aineistosta nousi esille kolme toistuvaa teemaa case yrityksen asiakkaiden tyytyväisyyden liittyen, jotka ovat yksilöllisyys, kommunikaatio ja laatu, sekä luotettavuus. Mahdolliseksi kehityskohteeksi case yritykselle nykytilanteen analyysin pohjalta nähtiin aktiivisempi yhteydenpito erityisesti myynnin, toimitusten ja asiakkaiden tyytyväisyyden kohdalla.

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1. Introduction

Improved customer satisfaction has connection to improved revenue flows, profitability, cash flow and customer repurchase intentions (Khan, Naumann and Williams, 2012). Some studies have shown that customer satisfaction has positive influence on customer return and positive word of mouth (Ranaweera and Prabhu, 2003). In addition, research has indicated that company's key success factor is often customer satisfaction (Hennig-Thurau and Klee, 1997). To conclude, research has shown, that the concept of customer satisfaction is essential to businesses.

The topic of the bachelor's thesis is customer satisfaction in a business-to-business (B2B) company, which is analyzed from a case company's point of view. The case company has not executed a customer satisfaction survey in about two years and customer's satisfaction and wants might have been changed especially during the COVID-19 pandemic. They have mostly long-time relations with customers and hence, the contentment of these customers is crucial for keeping the customers. Customer experience and satisfaction is largely researched, but the aspects differentiate widely, and the case company makes a unique research topic. In addition, customer experience is researched less in B2B context and more in B2C context (Palmer, 2010) , which makes customer satisfaction especially interesting topic to analyze.

The restrictions to the study come from the case company. They operate in the packaging industry and their clients are mainly companies and especially long-time customers. Hence, the customer journey after the first purchase is significant for the case company and it is analyzed especially, but the whole customer journey will be researched. The timeline of the research the last three years and in the future, because the case company has had their last customer satisfaction questionnaire in the fall of 2019 and since then, COVID-19 has changed their practices and actions.

1.1 Research questions

The research questions try to support the topic given by the case company's, customer satisfaction. They have not been sure, what their customers think about their actions during the pandemic. Furthermore, the case company x has had a research gap for customer satisfaction analysis and the questions aim to answer the gap.

The research questions for the thesis are:

Q1: How to improve customer satisfaction in B2B case company x?

Q2: How content are case company x's customers currently?

Q3: How the COVID-19 has affected to customer satisfaction?

The first question is the primary question and the second and the third questions are the secondary questions. They support the primary question because they give different perspectives to the question. The research questions' answers and analysis aim to give the case company x insights about their current customer satisfaction and how to improve it.

1.2 Theoretical framework

The figure 1. presents the theoretical framework for this bachelor's thesis. Customer satisfaction is the primary topic in this research, but customer experience and customer journey have much impact on it. Firstly, after the purchase customer journey has an impact to the customer's experience in the company. Those two phases mostly form customer's satisfaction. Customer satisfaction can have more elements that affect it, but this framework makes the topic simple and suitable for this specific case company x. Customer satisfaction also needs to be monitored and measured to develop it. Measuring customer satisfaction can

give development and improvement actions or ideas for the after the purchase customer journey and for the whole customer experience.

Customer satisfaction



Figure 1. Theoretical framework

1.3 Key concepts

Customer satisfaction is a term, that has been essential to marketing and sales for over three decades and it is being described as “satisfying the needs and desires of the consumer” (Keith, 1960). Since then, consumer and customer satisfaction have been widely researched themes (Parker & Mathews, 2001) and there are a lot of articles and writings about the topics from various perspectives.

Customer experience, which is closely related to customer satisfaction, has drawn interest in recent years. Literature has shown that building customer relationships and loyalty can have positive impacts to customer experience. Present and past customers’ attitudes towards the experience shift their customer experiences. (Srivastava & Kaul, 2016) Hence, the whole

customer experience is important from the start, even if this research focuses on the after the purchase customer journey.

Customer journey can be defined and categorized with various terms. For example, customer journey could consist of prepurchase stage, purchase stage and after purchase stage. (Lemon & Verhoef, 2016). Altogether, the customer journey depends much on the company, their field and generally their strategy.

1.4 Structure of the thesis

Firstly, the thesis includes theoretical overview including profound definition of customer satisfaction and the concepts related to it. In addition, theoretical framework, service blueprinting, is presented to support the analysis in the empirical section. After the theory part, research methodology is introduced and a brief description about the case company is presented.

The empirical part of the thesis starts with the current customer satisfaction in the case company x, where the material of the company's current customer satisfaction is analyzed from many perspectives and with the help of theoretical frameworks. After analyzing the customer satisfaction, improvement ideas will be presented in the next chapter. Lastly, conclusions answer the research questions shortly, analyze the reliability of the study and give future research possibilities for the topic.

2. Customer satisfaction

This chapter will introduce previously published research and theory about customer satisfaction, customer experience and loyalty. Firstly, elements influencing customer satisfaction and customer experience's connection to customer satisfaction is presented. In addition, customer experience and customer journey are defined. Lastly, emerging challenges and opportunities in B2B customer satisfaction are presented.

2.1 Defining customer satisfaction

Customer satisfaction has been a concept for a long time, but in the 1990s, it became one of the most talked about theme in marketing. The concept was a clear way to see the transaction from a customer's perspective. (Rope, 2005, 176). Nowadays, it is a complex concept that is researched and defined by numerous different researchers.

Customer satisfaction has multiple perspectives and approaches. Generally, it can signify a pleasant experience, when the customer feels that her or his needs and wants are fulfilled (Paavola, 2006, 55). Customer satisfaction can be also defined to be an overall estimation of a company's postpurchase performance (Fornell, 1992). In the other hand, customer satisfaction can also be described as having factors that are situational and impacted by environment and the actions in the past, in the present and in the future. (Askariazad and Babakhani, 2015).

In addition, customer satisfaction can be specified to be a customer's overall experience (Johnson and Fornell, 1991), which connects it to customer experience. Furthermore, the concept can be defined as being a result of evaluation of the purchased product and the effort made to buy it (Paavola, 2006, 55)

2.2 Elements of customer satisfaction

Previous studies have shown that elements affecting customer satisfaction are highly challenging to generalize. There are various perspectives to the drivers and research differs broadly depending on the field of business. (Anderson, Pearo and Widener, 2008; Hanif, Hafeez and Riaz, 2010; Khan, Naumann and Williams, 2012; Min, Lim and Magnini, 2015) Customer characteristics or demographics have influence on customer satisfaction in some cases (Anderson, Pearo and Widener, 2008), but also company's practices, such as customer services or price fairness, can have impacts (Hanif, Hafeez and Riaz, 2010).

Customer satisfaction often creates loyalty between customer and the company. Customer will return and repurchase the services/products with higher probability if the customer is satisfied with the first purchase. (GilSaura, Frassetto and CerveraTaulat, 2009) Customer loyalty is often addressed through brand loyalty in marketing. Brand loyalty can be defined being a commitment to consistently support and buy a company's commodities even if some influences cause a reason to move on with other company. (Oliver, 1999) Hence, lasting customer loyalty can be defined with behavioral and attitudinal perspectives of loyalty, because the third aspect of loyalty, situational, is not as essential to long term sales and market share. Behavioral loyalty is often associated only to repurchase and usage of the commodities. Attitudinal loyalty can be seen as an ongoing relationship to a brand and often is associated to positive customer preferences towards the brand. (Mascarenhas, Kesavan and Bernacchi, 2006a)

There are many perspectives to observing customer satisfaction elements. In addition to loyalty being a generally known result for customer satisfaction, measure methods of customer satisfaction are an essential element influencing the company's perceived customer satisfaction. Validity of questionnaires and other measuring methods is an unsolved issue. Companies can better their results by doing monitoring frequently and sophisticatedly. (McColl-Kennedy and Schneider, 2000) Companies have a risk factor if measuring is not

done accurately. Their observed or researched level of customer satisfaction might be inaccurate.

There have been various models and attempts to generalize the elements affecting customer satisfaction, but if wanted to add all significant variables to models, it can be complicated. It is argued, that increasing the factors makes the generalizations less tractable. The models become consequently harder to use and modify for all business usage. (McColl-Kennedy and Schneider, 2000)

Figure 2. presents a model of influence factors on customer satisfaction. Social influences, self-concept and perceived alternatives all have an impact to customer's rating of perceived quality in this model. In addition, influences via communication mix and quality drivers influence customer satisfaction. Communication mix can be generally divided to five categories, which are advertising, direct marketing, public relations, personal selling and sales promotion (Todorova, 2015). The factors in this model all have impact on customer's indicators of quality and satisfaction. The model could have additional construct associating employee satisfaction to commodity quality, but all additions to model make the model less tractable. (McColl-Kennedy and Schneider, 2000)

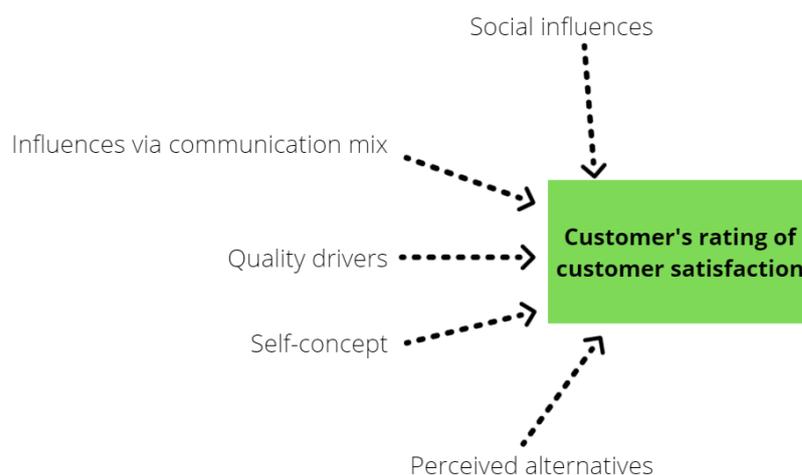


Figure 2. Factors influencing customer satisfaction (Modified from McColl-Kennedy & Schneider, 2000)

2.3 Customer experience

Customer experience is essential and important for companies and their customer satisfaction (Jain, Aagja and Bagdare, 2017; Lemon and Verhoef, 2016 Mascarenhas, Kesavan and Bernacchi, 2006). It is relatively new concept, and it has gotten more attention recently, because it has been seen as important marketing concept that pursues to offer customers value. (Jain, Aagja and Bagdare, 2017) It is stated that concentrating on only traditional physical elements, such as price, is not efficient business strategy for companies (Mascarenhas, Kesavan and Bernacchi, 2006).

Customer experience has multiple definitions, but some existing literature takes multidimensional view on it (Lemon and Verhoef, 2016; Smith, Bolton and Wagner, 1999). There can be identified five types of experiences, which are sensory, affective, cognitive, physical and social-identity (Smith, Bolton and Wagner, 1999). In the other hand, it can be also defined through brand experience, which consists of four separate, but related dimensions, that are sensory, affective, intellectual and behavioural. These dimensions are subjective and internal consumer responses to brand design. (Brakus, Schmitt and Zarantonello, 2009)

Customer experience can also be expanded with the concept of total customer experience to exceed in the customer experience aspect. Firstly, research has shown, that firms with total customer experience perspective were anticipating and fulfilling customer needs and wants better than their competitors. Providing real customer experiences and emotional experiences were also characterized to be influence of total customer experience. The concept has experiences as interactions to add value for customers through for example involvement. (Mascarenhas, Kesavan and Bernacchi, 2006)

The total customer experience approach handles experiences as engaging memories. In the whole, total customer experience has internal and external component and customers

entertain these experiences before, during and after using the company's commodities. (Mascarenhas, Kesavan and Bernacchi, 2006) To contrast, total customer experience is much broader concept, and it is consequently harder to manage. Review has shown that it can be managed for example with recognizing the clues the company is sending to its customers. There are two kinds of clues, and the first ones are related to the actual function or product. The second ones are sensory, and they can be for example emotions, smells or sounds. (Berry, Carbone and Haeckel, 2002)

2.4 Customer journey

Customer journey can be divided into touchpoints, which affect customer's experience with a company. For example, the journey could start from consideration and carry on to search, purchase, postpurchase, consumption and future engagement or repurchase. Customer journey can be also categorized to previous experience, current customer experience and future experience. Previous experience, current customer experience and future experience can be divided to prepurchase stage, purchase stage and postpurchase stage. This approach connects customer experience and customer journey closely together. (Lemon and Verhoef, 2016) In addition, analysing customer journey is studied to have an impact on service quality. There are many different framework tools to analyze the customer journey, for example service blueprinting and the customer journey framework (Halvorsrud et. al., 2016)

Researchers have shown that customer journey mapping is especially important for customer experience understanding. Customer journey can be defined also as "sequence of events through which customers may interact with a service organization during an entire purchase process". The customer journey mapping can help management to work with cross-functional teams to get better results in service innovation. Customer journey in action tries to improve customer experience with each touchpoint of customer journey. The categorization of customer journey can also be pre-service, service and post-service, which is quite similar to previously mentioned examples. Customer journey is often described horizontally. Customer journey understanding can suffer if it is thought that all the touchpoints in the customer journey are equally important to customer experience. To

conclude, researchers are supporting correctly used customer journey mapping in order to improve customer experience. (Rosenbaum, Otalora and Ramírez, 2017)

2.5 Possible challenges in improving customer satisfaction

Research has implied that improved customer satisfaction does not always increase financial performance. Customer satisfaction is said to have very weak relation to customer spending behavior. Increasing customer satisfaction can have even negative impact on the return on investments. (Keiningham et al., 2014) To contrast, customer satisfaction is also researched to have a positive impact on a company's profitability and financial performance (Khan, Naumann and Williams, 2012).

There are difficulties in measuring the costs of improving customer satisfaction. It is common that the costs of increasing customer satisfaction outweigh the grown sales revenue. In the other hand, findings suggest that improved satisfaction often increases sales revenue. In the research, it is stated that low prices are a main factor for building customer satisfaction. (Keiningham et al., 2014) This indicates that the line between profitable actions to increase customer satisfaction could be thin and needs to be analyzed profoundly. However, some study has stated, that customer satisfaction could be the key success factor for a company (Hennig-Thurau and Klee, 1997).

Another challenge with customer satisfaction and improving it is that improved customer satisfaction does not always result to growing customer spending or future market share. The reason behind this argument is that a broader market share does not answer as well to everyone's specific needs and wants, and customer satisfaction is decreasing. Smaller target audience in the markets ensures better understanding of the customers and more unified customer segment altogether. (Keiningham et al., 2014) Contrasting view on the challenge is that in order to keep the current market share and increase market share, customers need to stay and be content on the products or services that companies offer (Hamzah and Shamsudin, 2020). To conclude, the challenges in customer satisfaction can be seen from many different perspectives and they are not always negative challenges altogether.

3. Service blueprinting

The framework of service blueprint is presented in this chapter. It is used to get clearer design for analyzing the different steps in customer journey. The case company has focus on longer relationships with customers and their customers are mostly businesses. The theory offers this bachelor's thesis an integrative factor for customers and the company and their perceived or experienced customer journey. The case company has several customer journey touchpoints that can be analyzed more profoundly with this presented model. The intent of using service blueprint -model is to find imperfections in customer journey to get better actions and practices for increasing customer satisfaction. The service blueprint is originally for service offering companies and the case company x sells products. In this specific research, the model is justifiable used, even if it is not originally designed for product selling companies.

There is research made to examine if partly service and partly product selling companies are suitable to usage for service blueprinting. The tool has been helpful for a study when analyzing the whole lifecycle of systems. Service blueprinting has helped to map out all the elements and processes in product's lifecycle. (Boughnim and Yannou, 2005) The study supports this bachelor's thesis usage of the service blueprinting, because the company x sells mostly products. Service blueprinting usage is connected to supporting an integrated view of every perspective in the relationship between customer and seller. In addition, it provides tools and techniques for concentrating on each dimension between seller and customer separately. (Spraragen and Chan, 2008) To conclude, the model of service blueprinting will analyse customer experience more profoundly and its dividing characteristics might reveal otherwise invisible challenges or improvement targets.

Service Blueprint defines the key touchpoints and the backup actions in the customer journey. It can be built up to be a relatively simple visual model for business processes, where symbols represent activities and actors. The Service Blueprint model, which is used

in this bachelor's thesis, consists of five components, which are customer actions, visible contact employee actions, invisible contact employee actions, support processes and physical evidence. (Bitner, Ostrom and Morgan, 2008)

Firstly, customer actions include the steps that customer takes as part of the service delivery process. The actions are presented chronologically across the top of the blueprint, which makes it easy for other actions to support or co-create the customer. The second component is visible contact employee actions, which is separated from the customer by the line of interaction. Visible contact employees are the sellers that are in direct communication with the customer. These visible actions occur when the line of interaction is crossed via link from a customer to a contact employee. The next component, invisible contact employee actions is separated from the previous one with a visibility line. These contacts are not seen by the customer, and they are for example telephone calls as well as other activities that contact employees in order to serve the customer. (Bitner, Ostrom and Morgan, 2008)

The "support process" component is the activities carried out by individuals and units in the company, who are not contact employees but need to happen for the service to be delivered. There are also vertical lines connecting from the support area to other areas to show the inter-functional connections. The last component in the service blueprint is the physical evidence, which are the tangibles that customer is exposed to that can influence their quality perceptions. It is located at the very top of the blueprint. (Bitner, Ostrom and Morgan, 2008)

The service blueprinting method is usually used as a table which is filled up from company's information. An example of empty service blueprinting table is seen in an appendix 1.

4. Research methodology

This section will present the research type and the analysis design of the thesis. The case company x will be also shortly presented.

4.1 Research method

This bachelor's thesis concentrates on the qualitative research. It has been defined with countless different definitions, but the base of the research is to examine the material trying to find the bigger picture (Alasuutari, 2011). The research analyzes natural social life, and qualitative analysis' aim is to reach salient findings. Qualitative research is primarily nonquantitative and often used material is interviews, fieldnotes, documents, visual materials, internet sites and video recordings. (Saldaña, 2011a, 4)

This thesis has two semi-structured interviews and customer satisfaction questionnaire's answers as its materials for the empirical analysis. Semi-structured interview is the most common method for data collection in qualitative research. The interview method keeps the interview as an open situation, where the interviewed person can answer and talk about broader themes than just give answers to distinct questions. The interviewer gathers only leading themes and questions beforehand and can then ask additional questions based on the answers given. (Szombatová, 2016)

The second material for the research has also quantitative parts, such as numeric answer options and then tables to describe them. The customer satisfaction survey also has open-ended questions, where customers have answered the questions by writing down something. Quantative research is premised on the connections and differences between numbers (Alasuutari, 2011). The research method usually has tables to examine (Alasuutari, 2011).

Qualitative research can be divided into various genres based on their aims or practices. This specific research is a case study because it has case company x, which is the base of the analysis, and which offers the material for the study. Case study is a research genre that concentrates on a single unit for the analysis, such as one group, or as in this thesis, one organization. Other research genres might gather material from various perspectives, but case studies focus on the one company or unit to get in-depth analysis. (Saldaña, 2011b, 9-12)

There are three reasons behind choosing this specific genre of qualitative analysis. A case study can be selected deliberately because some target is unique or has excellent attributes, which others do not have. Other choosing method can be strategically, because the selected unit is for example an average company in its field of business, and it can bring general knowledge. The last choosing method is based on convenience. Some unit is close to the researcher or has a partnership for example. (Saldaña, 2011, 9) Company case x is chosen because of convenience. Knowledge about the company through a summer working there supports the bachelor's thesis analysis and helps to get more profound picture of the situation.

4.2 Analysis method

The analysis from the material is done by finding patterns and themes from the interviews and the questionnaire. Qualitative analysis often examines the interaction and interplay of the materials findings. Interaction tries to find connections and influences between the themes and categories found on the findings. Interplay can be seen as the structural and processual attributes of themes, such as overlaps occurring or subordinate arrangements appearing. (Saldaña, 2011, 92)

To analyse the materials profoundly, coding is used especially with the interviews. The questionnaire's open-ended question is also coded, and the categories will build from both

of these analyses. Process of coding helps to find connections and similarities in the study. A code refers to a short phrase or a word that is capturing the essence of a part of the material. The interview materials in the thesis are video recordings but has been written down to transcripts. The next step is to start reading the interview and finding these codes in the interviewees' or customers' sayings. The found codes are then listed and analysed to get result for which codes fit together under the same category. There is then couple of categories, that best describe the nature of the materials as a whole. (Eskola and Suoranta, 1998, 155-157; Saldaña, 2011, 97-99)

The interviews and the questionnaire are originally in Finnish and the language of the thesis is English. Hence, the authenticity of the materials might suffer, but it is tried to keep the material as similar to the original as possible. The interviewees are categorized as interviewee 1 and interviewee 2. The first is the company x' sales director and the second is one of the company's sales managers.

The customer satisfaction questionnaire (appendix 2) was answered by 56 of the case company's customers. The survey was sent to key customers via emails. The questionnaire has various themes, which consist of firstly, the overall results in satisfaction and whether to recommend the company to others. Next, it has a section for their performance during COVID-19 and what are the most important expectations for the company. There is also a section, which gathers how the different sections of the company have succeeded in customer satisfaction. In addition, there is a theme of deliveries and of the company's strengths and development targets. The questionnaire also has analysis for the performance of communicating with customers and how are they compared to their competitors. In the last sections, there are open-ended questions, where customers can write what they think about the company's actions, success, possible development actions.

4.3 Case company x

The case company x operates in packaging industry and their business goal is to do domestically quality products. It is a middle-sized company with a little over 100 employees. The company offers quick and secure delivery to customers. They concentrate on offering the customers best possible solutions for individual customers. The company has electronic order service, which simplifies the process and makes it possible to order around the clock. (Case company x, 2021)

The case company has businesses as their customers because of the large ordering sizes and their field of business. Other companies often need packages to deliver their products to their customers. The company's clients are mostly long-time customers, and they have relationships with the case company, because packaging is mostly wanted to be easy, safe and quick to have for customers. Longer relationship ensures that customers will get the exact product they want and makes it possible for companies to improve their services for individual customers.

5. Customer satisfaction in the case company x currently

This part of the thesis introduces and analyses the empirical results of current customer satisfaction in the case company x. Firstly, entirety of current customer satisfaction will be introduced. To understand the changes of customer satisfaction from the last two years, the influence of COVID-19 for the company x will be analysed. Next, the service blueprint of the case company x is conducted to get clearer overview of the customer journey and customer experiences. It is important to analyse elements, such as customer journey and experience, that affect customer satisfaction in order to find development targets for the case company x's customer satisfaction. The service blueprint will be a tool to study the relations between the company x and the customer, and to also see what important touchpoints for customer satisfaction are in the customer journey.

To even deepen the analysis, the most significant elements of customer satisfaction in the case company x are presented and compared to existing theory. Lastly, to get more complete picture of the current state of the customer satisfaction, three most important themes of customer satisfaction in the company x are presented. The empirical results are based on the material given by the company, knowledge about them and the theoretical knowledge presented before in the thesis.

5.1 Current customer satisfaction

The customer satisfaction questionnaire showed that customers are evaluating the overall satisfaction to be 3,9 out of 5 (Figure 3). The results are additionally separated on four categories, which all have their own scores. The customers are most content of the customer service and product and service supply. The sales's score and the deliveries' score are the lowest. It could be analyzed that the sales and the deliveries have the most to develop. The results are all in a good level and the differences are mostly within small decimal points. However, the difference between highest and lowest categories is 0,6, and it is a noticeable gap. The interviewees 1 and 2 are both thinking that overall satisfaction of their customers

is good, but they also thought that there is always room for improvement, especially in their own actions. In the previous customer satisfaction questionnaire, the overall result for the case company was higher, with a score of 4,1 out of 5. It is not an advisable result, because generally businesses pursue to develop when going forward. There could be some error or inconsistencies and the comparing might not be relevant. The questionnaires had differences and they were not answered by all the same customers.

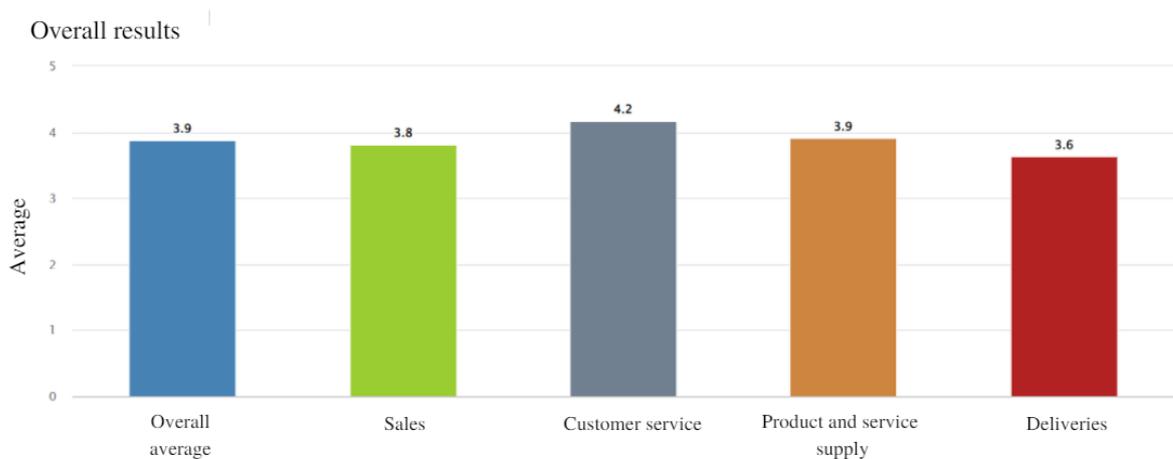


Figure 3. Overall customer satisfaction results

The scores in the figure 3. were averages and the four categories divide into specific questions. Sales department of the company was evaluated around 4 out of 5 in three sections, knowledge of customer needs, giving results for customer needs and collaboration with customers. There is one category, taking initiative and being active, which was scored only with 3,3 out of 5. Both interviewees answered that their biggest development action could be being more initiative and active. The similarities between the customers answers and employee answers are frequent. These answers indicate that the customers are mostly content with the communicating and collaborating ways, but some of them would want the sales personnel to do it more.

Customer service is the category with the highest overall score from all the categories. Accessibility and collaboration with customers are both especially highly evaluated, with a

score of 4,3 out of 5. Expertise has 4,1 out of 5 score and reactivity to needs or and contacts is the development target with a score of four. The interviewees were sales director and sales manager, and hence, they did not speak much about customer service. They both still mentioned that customer service deals with customer's feedback and deliveries. In addition, they said that they collaborate with customer service during customer's journey. The results reveal the same conclusion than the sales category's answers. Communication and collaboration are well done, but reactivity could be better. The results are in a smaller difference and hence, it could be analyzed that customer service is more active and reactive. In the other hand, it could be just that their actions and purposes with the customer collaboration are different.

Product and service providing has also good evaluation. Quality of service is ranked the highest, 4,1 out of 5. That could translate to the services being overall sufficient and encompassing. The supply being in line with customer needs is evaluated a four and the quality of products has 3,9 rating. Quality-price ratio has a score of 3,6 out of 5. The interviewee 1 mentioned in the interview, that price is a significant competitive advantage and when wanted to provide quality products, the price might increase. The customer satisfaction survey had also a question about the most important expectations for the case company x. The two most significant attributes were the reliability of delivery and the quality of the products. The interviewee 1 has previously stated, that their customers want a simple, reliable and easy company to work with and these results have a similar conclusion. Additionally, the competitive price of the product is important for customers. Interviewee 1 said had an opinion, that was that price of the product is highly notable attribute for customers choice. To contrast, interviewee 2 had an opinion, that price is not clearly related to customer satisfaction. To conclude, the quality aspect is highly important for the company's customer satisfaction, but the price of the product has contrasting views.

Deliveries is the last category in the survey, and it divides to four sections. Delivery time, delivery accuracy and informing about delivery and its changes are all evaluated with a 3,6 out of 5 rating. Interviewee 1 has commented that accuracy of the deliveries is a target that needs to always improve. Additionally, the interviewee 1 mentioned that informing about

changes is important, especially when the delivery is late for some reason. The last section, flexibility in changing environment has an evaluation of 3,8. Interviewee 1 has previously said, that company x being mid-sized helps with adapting with changes and customer needs. The earlier paragraph unveiled, that the reliability of delivery is the second most important attribute for customers and the scores reveal that all, delivery time, accuracy and informing about the delivery could be better to improve the customer's satisfaction in the delivery category. Next in the line for the most important expectations for the case company x were the speed of the delivery, the easiness of collaboration and flexibility in situations of change. The delivery is consequently important for customers because it is mentioned two times in the four of the most important attributes for the case company.

The customer satisfaction survey also had a part, where customers wrote, what is the essential strength of the case company x. The most customers, nine, wrote that quality is their central strength. It could be said, that it is already in a great level and it is profitable to concentrate on improving only it. Other popular answers are collaboration, flexibility, reliability of deliveries, customer service, price and contact persons. To contrast, the most pivotal development target, with six customers agreeing, is also quality. Customers clearly want and expect quality, but quality being in a good level already makes it a hard attribute to improve. Other popular development targets are product development and overall development. In addition, many individual customers have mentioned activity and communication with related words, such as initiative, information, activity, information passage and answering. The larger analyse gathering from the development targets and strengths is that communication, development and innovation could be the most possibly profitable development targets for the case company x.

5.2 The COVID-19's influence on customer satisfaction

The customer satisfaction research was done previously in the fall of 2019 before the start of COVID-19 impacting globally. The research differed partly from the fall 2021 made survey. In addition to email surveys, also phone call interviews were made to collect the data. The survey had about 90 answers, but it had a broader customer base in question than

in the current research. There are differences, but also similarities when comparing the current and the previous customer satisfaction research. In the year 2019 survey, 33 % of customer were thinking about increasing their purchases in the future and 2 % believed there will be decrease. In the present survey, 30 % of clients thought their purchases will accelerate and as much as 7,5 % estimated their acquisitions to decrease. This difference is not remarkable, but in the other hand, decrease of estimates of purchases is worrying. COVID-19 could have affected on customers wants to buy more, or it could be an indicator of not been completely satisfied with the company x's actions.

There was more customers that wanted increasing in activity with the company in the current research. 30,9 % of customers wish to get more active communication than they currently get. In the year 2019 survey, only 20 % of clients wanted more activity. The difference could be also explained with COVID-19, which made reaching customers more complex. The customers opinions of the company x's head competitors have not shifted in the recent two years and the same two companies in their field of business are their largest competitors in customers answers.

The recent customer satisfaction survey also showed that customer think communication success during the pandemic was at a level of 3,7 out of 5. The interviewees said communication has been more complex in the recent years because some customers prefer face-to-face meetings and they were have not been possible. Getting to know new customers was also mentioned to be harder, because meeting in real life might increase the possibility of connecting. The not higher score of communicating success might be explained with the reasons that interviewees mentioned in their interviews.

The current survey also had an open-ended question about the possible keepings from the pandemic times. One comment was related to open and accurate information sharing been better because of situational changes that forced to communicate that way. Other comments were concerning the proper preparation with reserving supplies that had been happening. It might relate to the pandemic times being in comparison highly hectic and changing, which made it mandatory to plan and act more in advance.

Furthermore, this year's customer satisfaction survey had customers evaluate the case company's operating success during the changing times. Some customers thought that their operations had carried as normally, and others had differentiating answers. To contrast to previous question, some customer had experienced that preparing with supply resources was not being handled well. Other answers were concerning informing about delivery times. To conclude, it was mostly depending on the client, were they happy with the service and products and there can not be any generalizations from the last two questions.

5.3 Service blueprint

Figure 3. presents service blueprint for the case company x. The interviewees 1 and 2 both disclosed, that customer journey varies much depending on the client. The service blueprint is formed from the perspective of the general customer and employee actions. The purpose of the model is to compare and analyze the relations between all the actions and processes in customer journey and set a good background for understanding the forming of customer satisfaction.

The service blueprinting starts with customer actions and firstly, there is the need for product. Especially interviewee 1 emphasized that their customers have a need for a product and all of the customers have that in common. The next step for a customer is to place an order in the company x's website through the ordering system. The ordering can happen also with an email or with a phone call, but to keep the service blueprint clear, general ordering custom is presented. Employees get the information about the order from there. The next steps for customers depend on the product type being ordered. The company x offers two types of different products and the other one requires usually more planning work with the company. Generally, the next step is to be in contact with company for the product requirements customers have. The step involves visible contact employees and usually also the invisible contact employees. In some cases, invisible contact employees design the product and have direct connection also with the customer.

After the planning and contacting, customers stay waiting and eventually get the product being purchased. In between of those stages, many processes happen without or including interaction. Invisible contact employees make the products with machines in the production of the company. Lastly, the product is delivered to the customer. Customers get the product, use the product and form opinions about the product and the whole service. In some cases, especially with larger customers, sales team contacts if the customer is content with the product. If the customers have some feedback to give, they can also contact the customer service or the sales contact person. The feedback results to development if necessary and if the customers are content with the service and product, they start to become long-time customers for the case company x. That happening, will make the next customer action to be communication with the provider company. Visible contact employees communicate about wanted matters, such as changes or developments and ask the customers if they are still content and stay as customers.

When building longer relationships, the next step for customers is to repurchase case company x's products. Often, the repurchases have a shorter span of customer actions because the company has their customer's last orders' specification details in hand already. If the customer wants to buy different new products, planning is usually needed. The relationship between the two companies already being there might make the communicating more fluent and speed or ease the process.

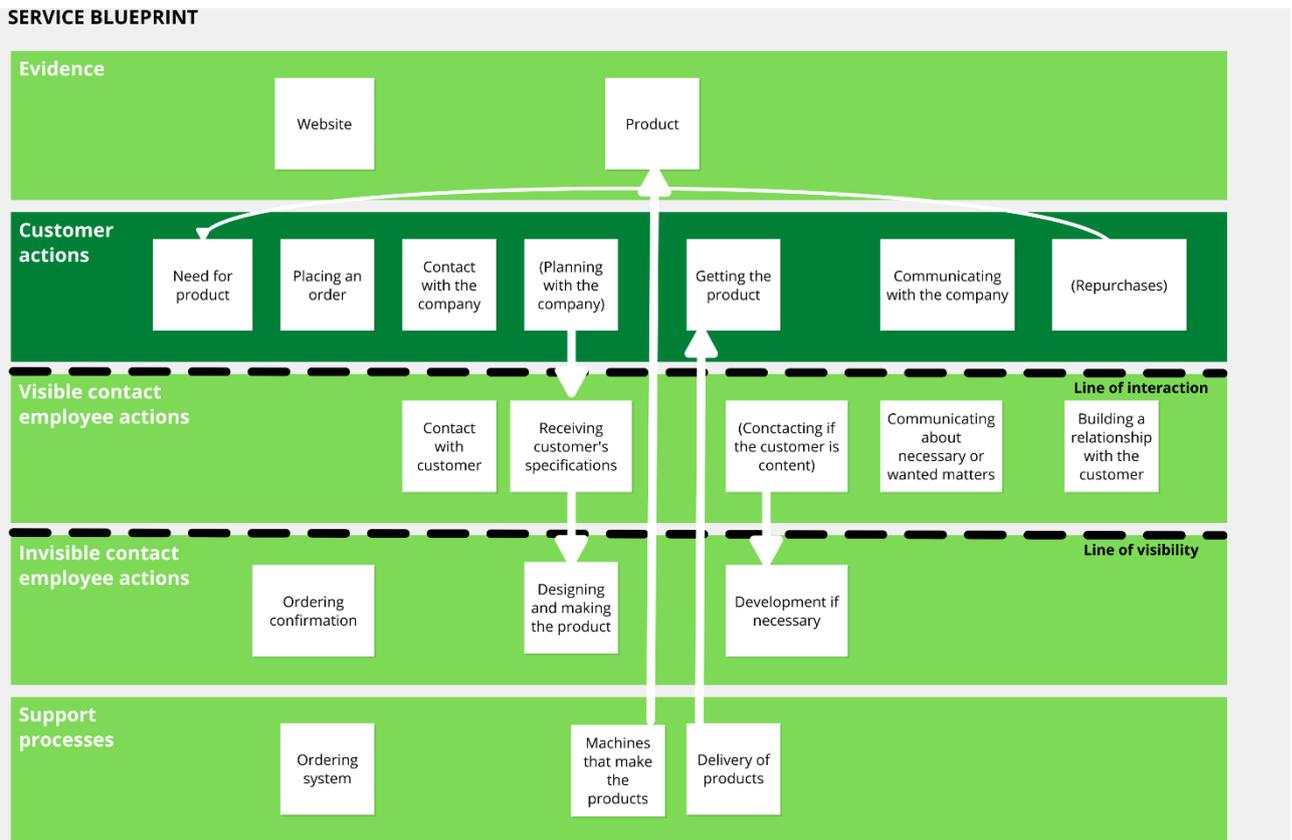


Figure 4. Service blueprint for the case company x

From the service blueprint model, it is easier to spot the relations and causation chains. Communication between employees and between customers is emphasized in the model, because to break the line of interaction and the line of visibility communication is needed. From the model, it is seen that generally, the case company has no other way than communication to get the customers repurchase their products after their first purchase. However, the whole customer journey has influence on the possibility to build customer satisfaction and longer customer relationships with loyalty, because customer will go through similar customer actions than in the first purchase when repurchasing.

There is a relation between contacting the customer about their satisfaction to the product and the development of their processes. If the case company x does not know are the customers content with their products, they do not know where or what to improve. In addition, delivery of the product is directly linked to customer getting the product and hence,

delivery is the last important touchpoint for customer before getting the product and forming an opinion about that.

The quality of communication is fundamental for getting the right product to customer as seen in the model. If visible contact employees do not communicate customers' wants and specifications clearly to invisible employees, customers do not get the product they asked for. Not delivering the right product will have a negative impact on customer satisfaction since customer satisfaction survey proves that customers want their needs to be heard.

The functionality of the ordering system is the base for every other customer action. It is essential to the case company x's business for the process of ordering to be effortless and practical for the company itself to use. That is generally the first touchpoint for the company x and the customer. If the first encounter is not what the customer wanted or needed, building lasting relationships and loyalty will be hard. Their website also affects the ordering process because the ordering system is on the website, and overall, the business benefits if more users go to their website. In addition, the functionality of the machines producing the product is essential for the company. If the machines do not work, the products will be late to customers and the whole business is in danger. However, the whole process is important for them to build lasting customer relationships and loyalty, which are the bases of their operations.

To conclude, service blueprinting from the case company x's perspective has supported accessing all the relations in the whole customer journey. As the previous theory stated, blueprinting has an integrated view of every perspective in the relationship between customer and the case company x. The importance of the whole customer journey for case company x has been demonstrated clearly with the model, and in addition, the significance of communication through all customer actions was learned from the model.

5.4 The most significant elements of customer satisfaction

The elements of a company's customer satisfaction were introduced in the previous theory section. In this empirical section, the theoretical background will be modified to be suited to the case company x' elements of customer satisfaction. Figure 4. presents specified depiction of the company x' attributes affecting to customer satisfaction.



Figure 5. Elements of the case company x's customer satisfaction

The interviewee 1 mentioned that their customers probably share information, experiences and opinions with each other, especially the customer businesses that are in the same field of business. There are indications, that social influences affect customer satisfaction. The brand of the company might also be an affecting attribute to social influences, but the company has not intentionally built their brand. The case company x lets its reliable practices and content customers to build the brand in itself.

The communication mix's all parts do not suit to the case company x's nature of business. They do not usually use advertising sales promotion or public relations to get customers interested. They use personal selling and direct marketing because the company x mostly

advertises to specific customers, and that is the influencing power for them to affect to customer satisfaction ratings. All social influences, personal selling and direct marketing are part of the first category communication and support its credibility being part of previous theory already. However, communication is much broader term and there are indicators of its importance to case company x's customer satisfaction in all of the material and previous knowledge about the company x.

The next element of a company's customer satisfaction in theory is quality drivers. In the context of the case company x, quality has been divided into three sections, service, delivery and product quality. They were all essential themes in the customer satisfaction survey and the both interviewees also talked about them. As previously mentioned, the most significant expectations for customers according to customer satisfaction survey are reliability of the delivery and product quality. The attributes were also mentioned in the company's strengths, development targets and in the free feedback sections.

In the previous literature, self-concept is said to be one element affecting to customers rating of customer satisfaction. The case company's customers self-concept is also an influencing attribute to customer satisfaction. Self-concept will be expanded to individuality in this context because the coding and all other materials suggested to doing so. Individuality is a term that can hold more information and specifications.

The last element affecting customer satisfaction in the model is competitors. It refers to perceived alternatives in the previous literature. In the customer satisfaction survey, competitors' actions are compared to the company x's practices and customers are being asked, how they think about the case company's success compared to competitors. Additionally, the interviewee 1 mentions that price competition between competitors is happening in their field of business and customer's also might change their provider if they are not content to the company's services or products.

5.5 Conclusion to current customer satisfaction in the case company x

To conclude the current overall state of the case company x's customer satisfaction, there have been found three distinct categories, which are the most valued attributes for the company's customer satisfaction at the moment. The categories are communication, quality and reliability and individuality. The summarizing categories are created based on the theoretical modification of the elements of customer satisfaction model, the interviews, customer satisfaction survey, previous knowledge and the service blueprint for the case company x.

5.5.1 Communication

Communication is a continuing theme in the thesis, and it is explained even more profoundly with next examples from the material in addition to previous remarks in the empirical analysis. Interviewees pointed out, that in their opinion, honesty and openness in communication are important attributes to improving customer satisfaction.

When asked about the company's strengths, collaboration was in the three most answered choices in the customer satisfaction survey. Collaboration is based on communication, which makes it part of the category. Contact persons, accessibility and customer service were also mentioned, which suggests that customers observe communication and its related themes. To contrast, information sharing, activity and answering are said to be the most important development targets. It indicates to communication being positive or negative association to customer's rating of customer satisfaction.

The open feedback for sales team and customer service is also commenting on communication and its negative and positive actions from the case company x. Not only the feedback for the operators that are in contact with customer is giving comments on communication. Product and service providing comments have comments that relate to

information passage and its success in the company x. The amount of feedback about communication related subjects demonstrates the significant role it has to customer satisfaction for the case company x.

The interviewee 2 mentioned in the interview that communicating more actively is the development that needs to be targeted. Both interviewees continuously mentioned communication, openness, honesty and activity in their answers relating to customer satisfaction and to their operations. Interviewee 1 said that one the main forces that keeps the customers coming back is the collaborating with the contact persons in their company.

5.5.2 Quality and reliability

Especially customer satisfaction survey emphasizes the quality and reliability of the company x's products, delivery and service. Also, the service blueprinting demonstrated how straight connection product quality has with customer's satisfaction. Furthermore, the elements of customer satisfaction showed that quality drivers have been part of generally known affecting forces to customer satisfaction.

Delivery of the products is one of the service's branches, but it is being separated because of its significance in all materials. The interviewees in their interviews stated many times, that the delivery quality is important part of customer satisfaction. Deliveries should be on time and if they are late the company x should be informing the customer. Interviewee 1 and 2 pointed out to these statements. They said that deliveries being on time makes the company reliable and customers seemingly appreciate it.

The customer satisfaction questionnaire had separate section for the delivery and product and service providing, and it seems from that and from the interviews that the company x think quality being an essential to customer's rating of customer satisfaction. In the open feedback from customers, there is a lot of comments regarding deliveries and their reliability. The comments are negative and positive, but both indicate reliability of the company x's

services to be element affecting customer satisfaction. Furthermore, when asked about their strengths and development targets, delivery certainty, quality, price-quality ratio and delivery accuracy are in addition to communication, the frequently written attributes.

5.5.3 Individuality

The third category formed is individuality. Forming the service blueprint for the case company x showed how complicated it is because of countless options for customers to want and need. The interviewees emphasized about every customer being different compared to others and their customer journeys being difficult to map out. When asked about the similarities between all customers, interviewee 1 answered that the need of a product is the conjunctive attribute with customers and the interviewee 2 said, that the similarity with customers is the want to get quality product. These answers are not highly descriptive and was also said that the customers are mostly different with their wants in the company's field of business.

The survey material and the interviews both disclose, that the custom of communication differentiates with separate customers. Clients were asked in the survey do they prefer emails, face-to-face meetings, ordering system, phone discussions or virtual video meetings in communicating with the case company x. 76,5 % of customers picked emails with the seller and secondly, with 35,3 % of customers was the face-to-face meetings. 33,3 % liked to communicate mostly with phone discussions. Both ordering system and virtual meetings are answered the same amount, 17,6 %. Even though the emails are distinctly the most supported, there is a dispersion between clients. The interviewee 2 mentioned, that field of customer's business might have an influence on the preferred communicating method. It was also said that there is differences with communicating between the sales team's sales managers and some prefer the face-to-face meetings and some like emails more. However, interviewee 2 said, that sales managers try to use the customer's preferred way when communicating if possible.

6. Development ideas for the case company x

The current customer satisfaction in its entirety is in a good level and customer seem to be content with the company x's provided service and products. However, there could be found some targets where the development could be done, if wanted to even better the operations. The conjunctive attribute for the development is involving communication. Customers mostly had differing opinions about communicating with the case company x. Additionally, some customers wanted special services, such as a salesperson who speaks Swedish, and some were hoping for some development in quality and reliability. Communication is a development target, that is possible to improve with minor changes and it could be the most profitable for the case company x, because they do not need to do large changes according to their customer satisfaction questionnaire's answers.

For communication with the customers, activity was the most wanted improvement action. One customer suggested a yearly report for customers, where the case company x would reflect its operations with the specific customer. The empirical analysis indicates the idea could be beneficial practice for the company x in the future. The analysis has also shown, that asking for feedback is significantly important, because it directly shows, what needs to develop to keep the specific customer content. Furthermore, it tells if the customer is content with the customer experience experienced.

In addition, deliveries and the communication about them was a noticeable theme rising up from the analysis. If the case company x wants to improve their customer satisfaction, they need to inform the customers always when something changes with the original delivery time. Improvement in accuracy when giving the original delivery times would be even more beneficial, but changes are always possible and hence, it might be impossible to improve by not ever changing.

7. Conclusions

The thesis aim was to analyze and improve the case company x's customer satisfaction. The most essential terms in the study in addition to the topic were customer experience, customer journey and measuring customer satisfaction and they were defined in the theoretical part. The nature of the research being a case study made the thesis to be focused on the case company x and how to create value for them. Next, the research questions are briefly answered:

Q2: How content are case company x's customers currently?

The overall customer satisfaction in the company x is in a good level, with the average of 3,9 out of 5. Most customers are content with the services and products they are currently providing. The lowest scores of different departments were from deliveries' and sales team'. To lower scores are mostly linked to customer's opinions of lack of communication activeness in those sectors. The previous literature did not highlight communication and activity as an important customer satisfaction attribute, but the research showed, that the case company x's customers think it is an important part. However, in the whole, the sales and delivery are also operating with a good level of customer satisfaction and the differences between the sections were all under 0,6. The current customers of the case company x value open and honest communication, quality products and services, reliable deliveries and individual wants' and needs' appreciating. The elements of customer satisfaction -model revealed that previous literature also believes quality is a significant element to customers, but individuality was not clearly stated. Social influences were still mentioned in the previous literature.

Q3: How the COVID-19 has affected to customer satisfaction?

The results of this question were conflicting. When comparing the two customer satisfaction surveys, there were indicators that customer satisfaction was decreased in the current

customer satisfaction survey. However, when the survey asked the customers how they would describe the company x's operations during the pandemic, most customers thought they had done well and successfully. In the whole, customers have been relatively content with the case company x's actions and some customers think that their operation has not changed at all compared to before COVID-19.

Q1: How to improve customer satisfaction in B2B case company x?

There were not found any definitely working improving actions to be made because of the nature of customer satisfaction being complex and challenging to improve. Nevertheless, there was found some development targets and ideas to consider if wanting to keep the customer's content possibly benefit financially. Communication activity was the most significant finding that would benefit from improving. Informing the customers always about the delivery times, asking them for feedback more and individually being more active with the communication are the improvement ideas for the case company x.

7.1 Reliability of the research

The reliability of the research has suffered due to reasons beyond fixing possibilities. The language of the interviews was Finnish and translating languages can always lose some purposes or meanings behind the sayings. The nature of the study analyzing more on content than how it was said still made the different languages to be not a significantly affecting source to reliability. The case study in its nature focuses on one specific person or in this case company when examining the topic. This makes the results of the study impossible to generalize to other situations or companies.

The answers of the empirical results are not definite. The material being partly of interviews and own knowledge provides a possibility for opinions and false information. In addition, the customer satisfaction survey did not get all the customer answers, which means that the results might be reliable to generalize for the whole customer base.

7.2 Future research

The thesis opened research potential for multiple topics to study and analyze further. The usage of service blueprinting in product selling companies and its effectiveness might be beneficial. Communication between seller and customer during COVID-19 would also an interesting subject and furthermore, to study the influence the pandemic has had in communication culture with customers. The research on common factors for improving customer satisfaction might make a good research theme even though it might be impossible. However, it could still be an interesting study to conduct.

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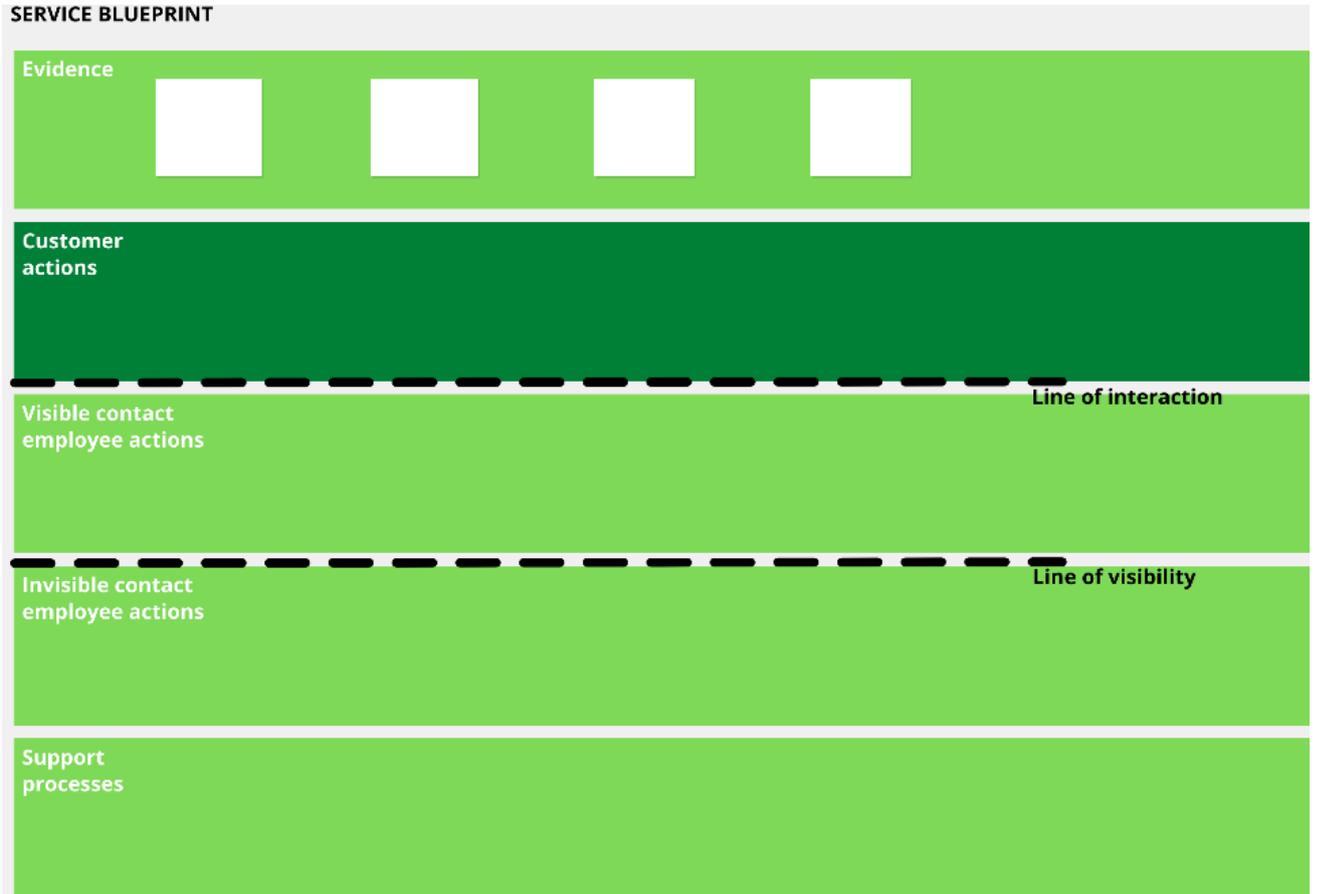
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Appendixes

Appendix 1. Service blueprint model



Appendix 2. Customer satisfaction questionnaire

Customer survey – questionnaire

1. How would you estimate company's succeeding in different sectors of collaboration?

	Experience of collaboration 1 = very weak 2 = weak 3 = Average 4 = Good 5 = Excellent 1 2 3 4 5
Sales	
1. Knowing customer's needs	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2. Providing solutions to customer's needs	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3. Initiative and activity	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4. Collaboration with sales team	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Customer service	
5. Accessibility	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
6. Expertise	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
7. Reactivity speed	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
8. Collaboration with customer service	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Additional information about your feedback:

Product and service supply	
9. Supply corresponding to customer needs	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
10. Quality of products	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

11. Quality of service	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
12. Quality-price ratio compared to other operators in the field	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Deliveries	
13. Delivery speed	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
14. Delivery accuracy	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
15. Informing about delivery status and change	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
16. Flexibility in situations of change	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Additional information about your feedback:

2. What are the most important expectations for a partner such as the company?

Choose at most 4 things.

- Knowledge about customer needs
- Providing solutions to customer's needs
- Communication / Initiative and activity
- Fluency of collaboration
- Accessibility of personnel
- Expertise of personnel
- Reacting speed to contacting and requests
- Supply corresponding to customer needs
- Product quality
- Service quality
- Quality-price ratio compared to other operators in the field
- Delivery speed
- Delivery accuracy
- Informing about delivery status and change
- Flexibility in situations of change
- Something else, what? _____

3. Overall success of collaboration

Recommendation

	0=very unlikely, 10=very likely
	0 1 2 3 4 5 6 7 8 9 10
How likely would you recommend the company to your colleague or partner?	<input type="checkbox"/>

The effects of COVID-19 on cooperation

<p>How well do you think the company has succeeded in</p>	<p>1 = very weak 2 = weak 3 = Average 4 = Good 5 = Excellent</p> <p>1 2 3 4 5</p>
<p>contact/communication during the pandemic</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>
<p>promoting projects during the pandemic</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>

Should have something been considered better in the changing situation?

Are there some successful changes or learnings in the company's actions during COVID-19, that should be used in the future also?

4. Succeeding compared to other operators in the field

What are the company's fundamental strengths?

Name 1-3 things.

Strength 1:

Strength 2:

Strength 3:

What do you think are the main areas for cooperation?

Name 1-3 things.

Development target 1:

Development target 2:

Development target 3:

What suggestions do you have for developing cooperation?

Which company is the company's main competitor?

- Competitor 1.
- Competitor 2.
- Some other domestic supplier (which)
- Foreign supplier (which)

How do you think the company has succeeded compared to its main competitor?

- Evidently better
- Better
- At the same level
- Weaker
- Evidently weaker

5. Collaboration in the future

Through which channel do you prefer to do business in the future?

- Through the electronic ordering system
- with the sales personnel through phone
- emailing the sales personnel
- Face to face with the sales personnel
- with the sales personnel in a remote meeting

Do you want more active communication?

- I hope for more active communication
- The current communication is appropriate
- I hope for fewer contacts than at present

How do you expect your cooperation with the company to develop over the next year?

- Acquisitions are growing and our cooperation is likely to expand
- Purchases remain unchanged
- Purchases are declining

What kind of services or products should the company develop in the future?

6. Processing the feedback

How would you like your feedback to be processed?

Feedback given on behalf of the organization or the organization and the person allows the measures to be better targeted to exactly what you want and to the right people at the company.

- With the name of the organization
- With the name of the organization and the person

