

Customer satisfaction of a private medical clinic

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Bachelor's Thesis

9.4.2018 Kuopio

Valitse kohde.

Field of Study Social Sciences, Business and Administration			
Degree Programme Degree Programme in International Business			
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Title of Thesis Customer satisfaction of a private medical clinic			
Date	27.3.2018	Pages/Appendices	24/32
Supervisor(s) Virpi Oksanen, Petteri Muuruvirta			
Client Organisation/Partners A private medical clinic			
<p>Abstract</p> <p>This report is based on a customer satisfaction survey, commissioned by a private medical clinic in Kuopio. The company had never conducted any research on customer satisfaction, and therefore the main objective of the research was to disclose the level of customer satisfaction. Another objective was to acquire comparable data on customer satisfaction in order for the company to be able to observe the level satisfaction in the future.</p> <p>The theoretical framework of this report consist of principles of services marketing and conducting a business research. The survey was executed according to principles of quantitative research methods. The survey was constructed using Webropol, and sent to the customers of the company after their appointment at the clinic. The survey was open during March and April of 2017. The survey was sent to 102 customer, and completed by 23% of the recipients. Since the sample is so little, these results cannot be generalized to represent the whole customer base. However, the information from individual customers is still valuable.</p> <p>The results of the research were mainly positive. The level of customer satisfaction at the medical clinic remains high, which results to long-lasting customer relationships and effectively spreading word-of-mouth.</p>			
Keywords Customer satisfaction, services marketing, business research			

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Appendix 1 Customer satisfaction survey of the medical center

1 INTRODUCTION

This report discusses the different stages of customer consumption process and describes the working process of a business research. The theory is reflected on the practical part of the thesis, which consists of a customer satisfaction survey of a private medical clinic. There are three main parts to this thesis:

- 1) Description of services and the service consumption process
- 2) Description of implementing a survey
- 3) Results and conclusions

The first part provides background information on the theory of a customer consumption process in the service industry. The concept of services, the extended marketing mix and services marketing are explained as well in this part of the thesis. The theoretical framework is important to comprehend since the service market has many unique features.

Since the practical part of the thesis included conducting a survey, the second theoretical theme consists of research methodology. The fundamentals of survey based research methodology are explained in order to understand the process of conducting the survey, gathering data and analyzing the results.

The final part presents the actual results of the survey and conclusions based on the results. Each topic area is discussed and data collected from the customers are presented to support the discussion. The conclusion also includes evaluation of the thesis process in general, and self-evaluation.

The purpose of this thesis is to determine the level of customer satisfaction at this particular medical clinic. The theoretical framework explains the importance of customer satisfaction, different phases of the service consumption process, principals of services marketing and principals of conducting a business research.

1.1 The company

The commissioning company is a private medical clinic that operates in the city center of Kuopio. The company provides three main services: emergency reception, doctor's appointment and nutritionist's reception. Laboratory services are also offered to support

the functions of those three main services. Home visits are also offered to those customers who are unable to reach the premises.

There are two ways to make an appointment: using the online reservation system or by calling. The customer can choose, which doctor they wish to make an appointment for. The company had never conducted a customer satisfaction survey before, so there was no actual data to compare the results of this research to. Customer satisfaction for such a company is essential, especially since the service focuses on people's health.

1.2 Importance and measurement of customer satisfaction

Customer satisfaction is a judgement, made by the consumer of the service, about the level of satisfaction that the consumer experiences when using the service. Wilson and partners' explanation of customer satisfaction is following: "...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." The factors that influence customer satisfaction are service features, price, and perceptions of service quality. (Wilson, A., Zeithaml, V., Bitner, M. & Gremler, D. 2016, 72)

Using a marketing research tool, which in this case was a customer satisfaction survey, is an essential way of determining what customers expect from the service. The research should cover topics that concern issues in the service that are most important for the customer. Defining the research problem and uncovering the objectives of the research are main indicators for choosing the research strategy. Tracking the service performance is vital since performance of the service provider is subject to human variability and heterogeneity. (Wilson, A. 2016, 112)

2 SERVICE CONSUMPTION PROCESS

The process of consuming services has three phases according to Christian Grönroos (2007). All three phases are explained in this chapter and the principles of service are explained briefly.

2.1 Introduction to services

The role of the service industry has grown dramatically in the past decades. What was formerly considered as an add-on, has now been recognized as an important aspect for varieties of business actions. Services have been considered as something that only certain types of businesses offer, but the reality is that practically all goods manufacturers offer a service of some sort. For example, handling logistics is a service integrated into the total price of the final product. (Grönroos 2007, 1-3)

A very important feature of services is that to a certain degree the customer is involved with the service process. The customer can be seemingly operating on their own, but is still using an infrastructure or a system that the service provider has developed. Competitive advantage in the service industry is more often pursued by taking a lifecycle approach when it comes to their customer relationship management. This means that the customers' varying needs are taken into consideration from a larger time span and in regards to the service consumption process. (Grönroos 2007, 53)

“A service is a process consisting of a series of more or less tangible activities that normally, but not necessarily always, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems.” (Grönroos 2007, 53)

The definition of a service is a challenging task, but the one that Grönroos has attempted to put into words well describes this phenomenon. There are many differences between goods and services, which makes all the difference in marketing as well (Patidar, 2015).

Difference between Services and Goods		
Basis	Services	Goods
Tangibility	Services cannot be touched or hold, therefore they are intangible in nature.	Goods can be touched and hold, therefore they are tangible.
Separability	The nature of services is that they are inseparable. Production, distribution, and consumption of a service are conducted simultaneously.	The function of production of goods can be separated from the function of distribution and consumption.
Ownership	Services can be hired for a specific time period, not owned.	Goods can be owned.
Perishability	Services cannot be stored for future use. They get perished after a certain time period.	Goods can be stored for future use.
Heterogeneity	Services are more heterogeneous, therefore it is difficult to make identical services.	Goods are less heterogeneous therefore it is possible to make identical goods.

FIGURE 1. Patidar's (2015) perception of the difference between goods and services.

The service process includes the facilitating services and supporting services at each of the phases of the consumption process. Facilitating services are the core of the process, and supporting services give added value to the service (Grönroos 2007, 363).

The joining phase

The first stage of the consumption process is the joining phase. This phase is when the customer makes the first contact with the company. Usually facilitating services such as a phone or a computer are required at this point, in order to get in contact with the company. The company should consider this phase by using toll-free numbers and designing a website which is easy to use and accommodates the customer's needs. (Grönroos 2007, 62) Supporting services in the joining phase can in this example mean for example making recommendations for certain customer groups on the website, or having a page for frequently asked questions available.

The main consumption phase

The main consumption phase includes the actual consumption of the service, and is the most important phase in customer's value creating process (Grönroos 2007, 362-363). At the medical clinic in question, the core service is the doctor's or nutritionist's reception, and the facilitating service at this phase includes receiving the customer and all the necessary procedures. Supporting services can include offering the customer a cup of coffee, or making recommendations on products or practices to enhance the customer's condition.

The detachment phase

The detachment phase is when the customer leaves the service process (Grönroos 2007, 363). Facilitating services at this phase are official home-care instructions or a referral to further procedures, prescriptions and so forth. As a supporting service there might be a bowl of mints on the customer's way out.

2.2 Services marketing and the 7 P's of Services Marketing

Marketing in the service context requires an understanding of the nature of services and service consumption. In the previous chapter the basic characteristics of services and the service process were explained, and in this chapter it is further discussed how the nature of services influences their marketing.

Lovelock & Wirtz explain in their book "Essentials of Services Marketing" (2017, 18) that the traditional marketing mix of 4 P's (product, place, price and promotion) is more often than not inadequate for representing the features of service. That's why the extended marketing mix adds three more – process, physical environment and people. By adding those three into the marketing mix, the customer interface is taken into consideration as well.

Product elements define the structure of the service and therefore constructs the core of the service. The core product is the service that provides what the customer primarily needs. The product needs to be well designed in order for the company to succeed in creating their marketing strategy. If the core product is poorly structured, it is difficult to market such a product even though the other features of the marketing mix would be intact. (Lovelock & Wirtz 2017, 18)

Place and time needs to be decided according to the nature of the core service. Some services, especially information-based ones can be provided almost at any time and any place. The delivery of place and time of core services and supplementary services can vary among just one service. (Lovelock & Wirtz 2017, 18) For example, it is possible to order a service at any hour of the day, but the delivery of the service is most likely at a certain time and place.

Price and other user outlays is an important factor in designing services, since the service needs to generate revenue. Pricing services is a very complex task, since many factors including level of demand, time and place of delivery and available capacity. Price is also very often a key factor in the decision making process. Service marketers must be very aware of the additional costs that the customers may incur, in addition to monetary costs they can include, for example, mental and physical effort or spending additional time. (Lovelock & Wirtz 2017, 21)

Promotion and education means the communication that the company provides for their customers. According to Lovelock & Wirtz (2017, 22), the role of communication has three important functions:

- 1) Providing the necessary information and advice
- 2) Persuading target customer to buy the service product
- 3) Encouraging the customers to take action at specific times

In order for the communication to be effective, the information provided for the customers is normally educational. Normally information about benefits of using the service, place and time, and how the service process works are provided for the customer and are necessary for the customer to be able to make the purchase decision. Especially because the nature of services is that they are usually intangible, makes clear communication a very important aspect marketing a service. Of course, service companies can help the customer visualize the service with pictures and figures, or documenting the process. (Lovelock & Wirtz 2017, 22)

The extended marketing mix

Process is the component of the extended marketing mix which concentrates on customer interface. The controlling of a service process is very complex, which leaves a lot of room for error. That is why it is important to carefully design the customer service process. The fact that normally the customer is a part of the production of the service, and thus the customer service processes have to be carefully designed. Effective service

process management also ensures that demand and capacity are in balance. (Lovelock & Wirtz 2017, 23)

Physical environment is especially important if the service requires the customers to enter the company's facilities. The appearance of the premises, furnishing printed materials and other similar elements are a representation of the tangible elements that the service company offers. The experience of the so-called *servicescape* has a considerable impact on service productivity and customer satisfaction. (Lovelock & Wirtz 2017, 24)

People, meaning the customer service personnel, is the one of the most important features that the client will remember from their service encounters. The cooperation between the firms and their human resources department must be very close in order to ensure the quality of their customer service. The level of satisfaction on customer service is especially difficult since the people are all different, but in general someone working in customer service needs a certain level of interpersonal skills and a suitable attitude. (Lovelock & Wirtz 2017, 24)

3 IMPLEMENTATION, RESEARCH METHOD AND STRUCTURE OF THE SURVEY FOR A MEDICAL CLINIC

This thesis is written based on a customer satisfaction survey of a private medical clinic. The questionnaire was designed and implemented by the author of the thesis. The content of this thesis is based on the data that was collected, and the theoretical fundament is based on services marketing. The data was collected during March and April of 2017, during which the questionnaire was sent to all of the patients as a tool of after marketing. The number of respondents was very little, since it is easy to disregard a survey sent via e-mail. There was an incentive for the recipients to win a product package from one of the company's collaborators.

3.1 Description of the working process

The work process first included meeting the representatives of the company to discuss the objective of the questionnaire. There were a few main purposes for implementing a customer satisfaction survey. Firstly, the company had never had a survey before, so they wanted to gather data about their customer's opinions on their service process. Another important factor was to find out how their medical center stands out from other competitors. By implementing the survey the company would also get a baseline for future surveys, in order to see the development of their service process and its marketing.

After the meeting, a draft of the questionnaire was made and sent to the company and the supervisor of the thesis. A second meeting with the company was held in order to finalize the questionnaire and the cover letter of the survey according to their wishes. The survey was opened in the beginning of March, and starting then the company sent it to their customers who visited the clinic. By the end of March there were only a few answers, so therefore it was decided that the survey would be open until the end of April. There were in total 102 customers who received the link to the questionnaire, but only 23 on them completed the survey which totals a response rate of 23%. As the number of respondents was so little, these results cannot be generalized to represent the whole customer base. However, the information from individual customers is still valuable.

After closing the survey, the results were sent to the company in an easily readable and presentable form. This way the company would have a good framework for their possible surveys in the future, which makes it easier to compare the results of the following survey to the one conducted now. In this report the objective is to assess the level of customer satisfaction on the service process.

3.2 Fundamentals of survey based research methodology

Designing the research project requires assessment of the possible practices that are used to conduct the research. There are multiple decisions to be made before any research proposal can be made. There are numerous combinations of different strategies, and the most effective one should be found in order to answer the research problem(s). (Cooper 2011, 87)

A survey research is a tool of defining certain aspects of a given target group. The data that is collected originates from people and their opinions, and is therefore subjective. The survey itself is a tool of completing a survey research and gathering information on the chosen subject. A survey does not offer exact results that represent the whole chosen target group's opinions, rather than providing rough estimates. (Glasow 2005, 1-1)

Quantitative research is conducted step by step by following statistical rules. The research questions are formed in order to acquire and answer to the research questions. Before designing a questionnaire for collecting data, the existing theories on the subject should be well understood. The questionnaire should be carefully planned and tested, in order to get data that is usable. The fieldwork is conducted by the chosen method, and the data is collected. The results are then interpreted according to certain statistical rules, and a report is written. (Kananen 2011, 72-73)

Kananen explains (2011, 76) that "Quantitative research is based on variables". The variable can have several attributes, and it gives a name to the factor, a concept or a subject. Variables can be divided into qualitative and quantitative. Measurement is executed by choosing the appropriate mean of measurement, which consists of measurement units. (Kananen 2011, 76-77) For example, in this questionnaire the satisfaction level was measured by using numerical values from 1-4 for the certain levels: very unhappy, unhappy, happy and very happy.

3.3 Research problems

The main research problems are:

- How satisfied the customers are with the service process at the medical center?
- What are the factors that affect customer satisfaction?
- What are the strengths and weaknesses of the service process of the medical center?

3.4 Choosing the research method

Choosing the research method is a key question when discovering customer satisfaction. In this case, a quantitative research method using an online survey was chosen based on factors that were discussed with the company. First of all, they never had a survey conducted. Naturally, the company has data about their customer basis from their own customer database, but the company wanted to acquire more knowledge about their customers' insight on their services. Secondly, gathering information via this survey, which was sent by e-mail to the customers after their visit, was an effective tool since the company would already have their customers' e-mail addresses. The fact that there was no need to try to reach the customers otherwise, saved a lot of time in getting the responses. Thirdly, the fact that gathering quantitative data (age, sex, place of residence) and qualitative data would give the option of evaluating the results based on the customer profile if needed (Kananen 2011, 90).

The option of conducting the survey using qualitative research method was also discussed, since the company's customer base is relatively small. It would have given information on a more personal level, and given the company more specific tools for enhancing their services. However, this would have taken considerably more time and the company also wanted quantitative results, so therefore the quantitative method was chosen over qualitative. The option of having a fill-out form in the reception for the customers to fill after their appointment was also discussed. However, it was decided that the benefit from this would have been minimal, since most likely the customers are not eager to spend extra time at the reception after their appointment.

3.5 Designing the survey

The survey was designed in Finnish and consisted of both quantitative questions and qualitative questions. The questions were designed to solve the research problems. The beginning of the survey consisted of quantitative questions which indicated the profile of the customers who answered the survey. In addition to basic quantitative criteria, the customer would choose the services that they were using, so the report could also be used to analyze the differences between customer groups. However, the number of respondents was so small that making comparisons wouldn't be very feasible on a general level.

Closed-ended questions with ordered choices (Glasow 2005, 2-7) using the Likert scale were used for every topic. The measurement scale would range from 1-4, which was chosen to avoid neutral answers. This would challenge the customer to decide whether their experience inclined on the negative or positive side. After every topic there would be an open-ended question, which gave the customer an opportunity to give feedback in their own words. This would give comparable data and also direct feedback from the customers. The advantage of open-ended questions is that they give an opportunity to explore ideas that would not be brought up otherwise (Glasow 2005, 2-7).

The survey included several topics, that influence the service process that the customer experiences. After gathering the basic information about the patient, the first phase of the service process is covered including marketing issues, making a reservation and the overall quality of the service before arriving at the reception. The purpose of this topic was chosen to find out the customers' opinions about the company's processes at first contact.

The second theme was the customer's visit at the medical center. The topic covers issues about the premises and their accessibility and the quality of treatment. These factors are important since they influence the customer's experience during phase two of the service process. The final theme is the after-care, since sometimes the customers receive instructions to improve or maintain their condition. The after-care can also include waiting for responses about laboratory examinations.

4 RESULTS OF THE SURVEY FOR A MEDICAL CLINIC

The results of the survey indicate that the general level of customer satisfaction is high at the medical center. The respondents are mainly from Kuopio and past middle age. According to the results one of the company's main strengths is effective positive word-of-mouth.

4.1 Customer groups and profile

The medical company offers services for three main customer groups: patients at the emergency reception, doctor's appointment or nutritionist's reception. The company also offers doctors home visits but it was decided that the company wants to focus on those three aforementioned customer groups. 19% of the respondents used the emergency reception, 58% made a 90 -minute appointment with a doctor, and 23% visited the nutritionist's reception. The company pointed out that they would have liked to distinguish any differences in customer satisfaction between these three groups. However, since the sample is so small, valid conclusions on this topic cannot be made.

The age profile differed from 25 to 80 years, the largest group being 46-50 years at 31%, and the second largest 36-40 years at 26% (see Figure 2). 13% of the respondents were men and 87% were women. 52% reported Kuopio as their hometown, while 48% reported surrounding municipalities, with a few responses with cities such as Jyväskylä and Savonlinna.

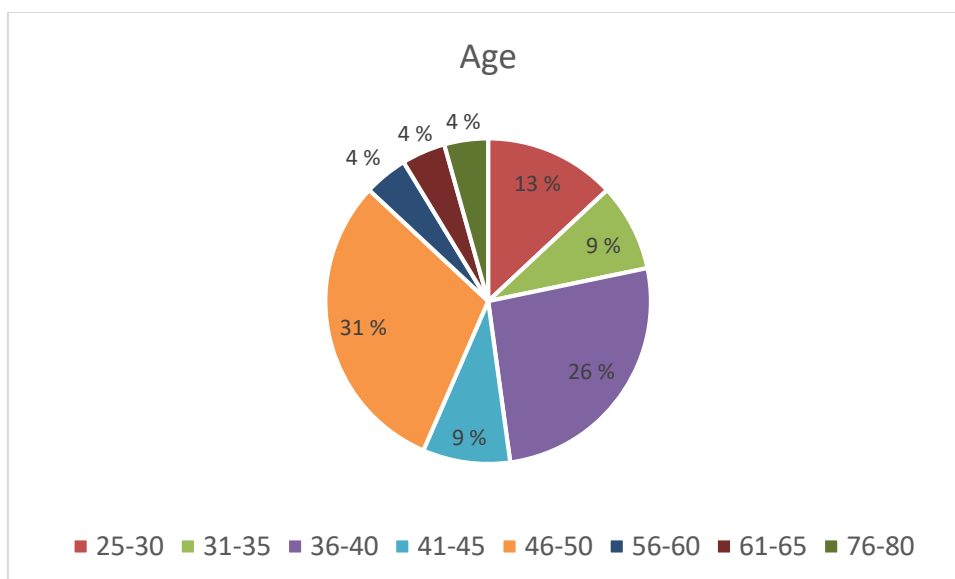


FIGURE 2. The age distribution of the respondents of the survey (n=23).

4.2 Website and marketing

One of the questions was to find out which channel of information was most frequent amongst the customers of the medical company. This question was chosen to determine the most effective marketing channels of the company, so they would be able to decide on which channel they should focus on, and which are not as remarkable for them.

Surprisingly enough, 47% of the respondents chose friend or acquaintance. The fact that word of mouth is so significant indicates that the level of customer satisfaction must be quite high. The second largest selection was social media with 26%. The importance of social media was predictable, and the company is already conscious about the importance of keeping updated on social media channels as well as more traditional marketing methods. It is important to keep in mind that the largest customer group of the company is 46-50 years old.

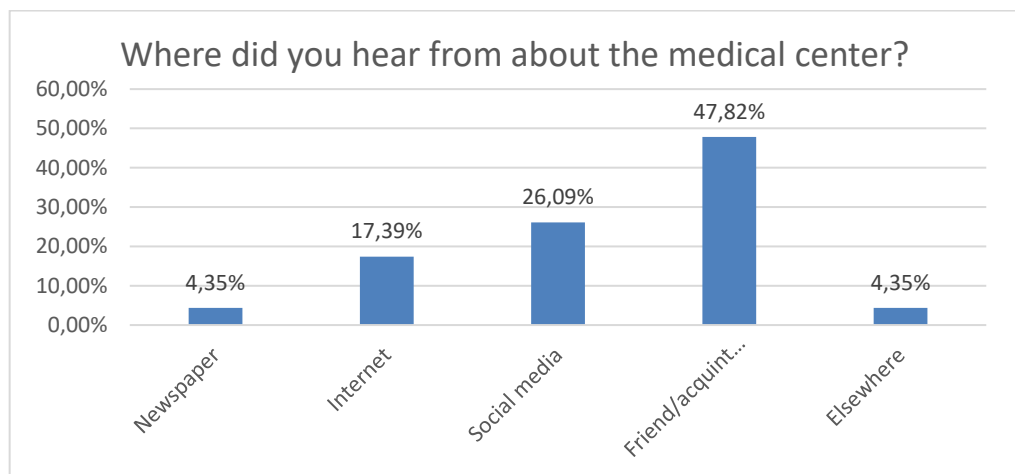


FIGURE 3. The most frequent channels of information (n=23).

The website of the company by looks is very modern, clean cut and easy to navigate. Most of the respondents were either happy or very happy with the information provided on the website. The comments about the website were positive, and included feedback indicating that the website is easy and fast to navigate. There were a couple of positive mentions about the visual appearance, in addition to having the information that the customers were looking for.

		Very unhappy	Unhappy	Happy	Very happy
Website	How happy are you with the information on the website?	0 %	4,35 %	52,17 %	43,48 %
	How would you rate the functionality and understandability of the website?	0 %	0 %	60,87 %	39,13 %
Extra fees	How important is it in your opinion that the final bill doesn't include extra fees (such as office/handling fees)?	4,35 %	8,70 %	34,78 %	52,17 %
Premises	How happy were you with the premises of the medical clinic and their accessibility?	0 %	8,69 %	47,83 %	43,48 %

FIGURE 4. Satisfaction on different areas of the service (n=23).

4.3 Appointment making and customer service

The medical center provides an online system for making appointments on their website, as well as phone service. 95% of the respondents had made their appointment by making a phone call. This result was rather surprising, since the website got so much positive feedback. However, it seems that many of the customers were not happy with the web application for making appointments, including statements that all the available reception hours were not selectable. In the open-ended question about the appointment making, many of the customers mentioned that they preferred talking to someone rather than booking online. Some customers simply wanted to call since they already had a good experience of the customer service at the medical center. While the positive feedback is flattering, by improving the reservation system the company could save a lot of trouble. However, shortly after conducting the survey the reservation system was in fact updated into a more functional one, since the company was aware of the issue already.

As opposed to many other private medical clinics, this medical center does not charge the customers a so called office or handling fee. The company was curious to find out whether that fact was affecting their customer satisfaction. 52% of the customers thought that it is very important. In the open-ended questions it was stated by some customers, that the

costs are quite high already, which makes it all the more important that there are not any additional fees. On the other hand, some comments in the open-ended questions suggested that since the quality of the service is so high, they would not mind if there was indeed a service fee added. All in all, it seems that the fact that there are no office or handling fees, is mostly valued and increases customer satisfaction.

4.4 Reception and aftercare

At the reception of the doctor or the nutritionist, 91% of the respondents were very happy with the service that they received. In the open-ended questions about the reception the customers seemed unanimous about the fact that the service at the medical center is excellent. The customers felt that they were treated as humans rather than just patients that are bringing in money, which seems like a very valuable contributor to customer satisfaction. The absence of hurrying in the treatments occurred a few times as well. There was some dissatisfaction when it came to the service at arriving at the reception, before and after the actual appointment, stating that maybe the company could conduct some fine-tuning when it comes to feeling welcome at the reception.

The aftercare received from the medical center can be either from the doctor or the nutritionist. The customer were asked, if they received any home care instructions. In case they did, the customers were also asked if they followed the instructions or not. All of the customers who had gotten home care instructions, also responded that they did in fact follow the instructions at home, regardless of whether they received them from the doctor or the nutritionist. In the open-ended questions about home-care instructions the responses indicated that the customers felt like the instructions were simple and easy to follow, and helped with getting better or improving their condition. This topic was chosen since the representative of the company had an image that many of their customers did not in fact follow the home care instructions, which would emerge if they visited the company again for check-ups. The results of this particular topic seem to prove this assumption wrong, but in total there were so few responses to the questions on this topic, so the result cannot be generalized to concern all customers.

4.5 Premises and accessibility

Another important factor in measuring customer satisfaction about the services are the premises of the medical center. This topic was chosen since the premises are an

important factor in the entirety of the service. The company does offer home visits for customers who cannot leave their houses, but for those who can, entering the clinic is mandatory to receive the service.

43% of the customers were very happy with the premises, while 47% chose happy. The answers to the open-ended questions indicated that the customers are happy with the premises, and that the homely interior design enhances their service experience. Some of the customers were slightly unhappy with getting there with their children or trolleys, since the reception is located in the 6th floor of the building. Also parking in the city center can be a negative aspect to some customers, but luckily there is a parking hall next to the building where the medical center is located.

4.6 Quality of the service

One of the purposes of the questionnaire was to find out the level of customer satisfaction in different phases of the service process. These questions are not linked to any specific topic such as marketing, customer service or the premises, but overall experience of the service that the customers have received. The overall result indicates that customers were mostly happy or very happy with the service before and during their appointments, but after the appointment there is a slight decline in the satisfaction. A comment in the open-ended question on the services about the delayed results of a test might explain the decline. Otherwise there were no negative comments about the after service. All in all the comments about the service pointed out that the customers appreciate the way that the doctors treat their customers: as individuals. The service is describes as customer oriented and respectful.

	Very unhappy	Unhappy	Happy	Very happy
How happy were you with the service that you received when arriving at the medical center, before your appointment?	0 %	4,35 %	26,09 %	69,56 %
How happy were you with the service that you received at the doctor's or nutritionists' reception?	0 %	8,70 %	0 %	91,30 %
How happy were you with the service after your appointment?	4,35 %	13,04 %	17,39 %	65,22 %

FIGURE 5. Quality of the service (n=23).

5 CONCLUSIONS AND EVALUATION

This thesis project started in spring 2017. The first step was getting commissioned by the company to conduct a customer satisfaction survey during spring time. The themes of the survey were discussed with the company and the questionnaire was designed according to the principles of the theoretical framework of services marketing. I began with listing the themes that the company wanted to include in the survey, and then constructed the first draft of the survey. The representative of the company and my supervisor gave comments, and based on the comment the final survey was designed. After checking once more with the company and my supervisor, the timetable for sending out the surveys was set and the company started sending links to their customers in the beginning of March 2017.

The survey was sent to the customers via e-mail after their appointments, accompanied by a cover letter designed by me. The original plan was to collect answers during March only, but since in the end of March it seemed that the sample was very little, the survey was sent and open until the end of April. After that I collected the results and designed a Powerpoint presentation which included the results of the survey, so therefore the company received all of the information that was acquired from their customers. During fall 2017 the actual thesis writing was started, and then continued throughout the winter and the goal is to finish in spring 2018.

The main research questions were:

- How satisfied the customers are with the service process at the medical center?
- What are the factors that affect customer satisfaction?
- What are the strengths and weaknesses of the service process of the medical center?

Since the sample of responses was very little, the answers from this survey cannot be generalized to account for the whole customer base. However, these individual answers give quite a detailed insight on how the customers feel about the medical center. The last open-ended question, (Why would you recommend this medical clinic to others?), gives some insight on how individual customers feel about the service process.

Overall, according to the responses of the survey, majority of the customers feel very satisfied with the service that they received. There were some suggestions for improvement, including for example, the online reservation system, and the atmosphere

of the reception. Based on the data collected, it can be stated that the level of customer satisfaction is high at the medical center.

The most important factors that affect customer satisfaction judging from the results of the survey are: the quality of the treatment, flexible customer service and the functionality of the emergency reception. When asked why the customer would recommend this medical center to others, these topics emerged in the responses. The same themes were also discussed in some of the open-ended questions after each topic area.

The main strength of the medical center is their approach to their patient's treatment: the patient is always treated as an individual, and the goal is to find a reason for the issue, not just a solution to remove the symptoms. Based on the results it can be said that the customers are all in all very happy with the service process that the company offers.

Some of the weaknesses of the company might include the accessibility of the premises: there are no parking spots available for the customers, and the space can be difficult to reach if the customer has mobility limitations. The decline in customer satisfaction concerning the after service could be improved with further investigation about the factors that affect that phase of the service process.

The validity of the research content is fairly weak since the sample of the respondents was so little. However, the acquired data can still be used as a baseline for future possible surveys. The company did not implement such a survey before, and had little understanding of their customer's opinions. The results are also reliable, since they are based on the customers' subjective opinions and therefore cannot be inaccurate.

For the consistency of improving their service process, completing a customer satisfaction survey on a yearly basis would give the company tools to do so. Without the customer there is no service, so maintaining good customer relationships is vital for their operations. Although feedback can be given and received at any time, gathering consistent data from a sample group gives a better idea about the overall level of satisfaction.

The thesis process in this case started from the commissioning of the customer satisfaction survey from the company. As the topic fit my field of study and areas of interest at that time, it was an easy to decision to start working on the project. The constructing the survey and implementation was rewarding and quite a useful practical experience in designing surveys and co-working with a company. My purpose for the report was to reflect the acquired working-life experience with the themes that have been studied during my degree.

The thesis process has been very interesting, educational, and has challenged myself to get more familiar with academic work. It has been somewhat challenging for me to remain in schedule when it comes to writing the thesis. Implementing the survey was quite easy, since I have always been better at practical work than academic. The timetable for finishing the thesis has been prolonged quite a few times. Of course, getting so few responses was somewhat discouraging as well. The most rewarding part has been to notice that the knowledge gained during the studies is applicable to the working life context. Another important incentive was getting the commission from a company, knowing that the results would go to use.

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APPENDIX ONE

Customer satisfaction survey

1. Basic information *

Age _____

Place of
residence _____

Gender _____

2. Which one of these services did you use? Choose at least one. *

Emergency reception

90 min doctor's reception

Nutritionist's reception

3. From which source did you hear from about the medical center first? *

Newspaper

Internet

Social media

Friend/acquaintance

Elsewhere, where?

4. Did you make your appointment on the phone or via the online booking system? Why? *

Online booking system

Phone

5. If you used the online reservation system, how would you rate it on a scale 1 - 4?

1 2 3 4

Very unhappy ○ ○ ○ ○ Very happy

6. If you used the phone for making your appointment, how would you rate it on a scale 1 - 4?

1 2 3 4

Very unhappy ○ ○ ○ ○ Very happy

7. How important do you think it is that there are no office/hadling fees added to the final bill? *

1 2 3 4

Not at all important ○ ○ ○ ○ Very important

8. How would you explain your given answers on this subject (making an appointment)?

9. How happy were you with the information that was provided on the medical center's website? *

1 2 3 4

Very unhappy ○ ○ ○ ○ Very happy

10. How would you rate the functionality and accessibility of the website? *

1 2 3 4

Poor ○ ○ ○ ○ Good

11. How would you explain your given answers on this subject (website)?

12. How happy were you with the service that you received when arriving at the reception, before your appointment?? *

1 2 3 4

Very unhappy ○ ○ ○ ○ Very happy

13. How happy were you with the service that you received during your appointment at the doctor or nutritionist?? *

1 2 3 4

Very unhappy ○ ○ ○ ○ Very happy

14. How happy were you with the service that you received after your appointment?? *

1 2 3 4

Very unhappy ○ ○ ○ ○ Very happy

15. How would you explain your given answers on this subject (services)?

16. How happy were you with the premises and their accessibility? *

1 2 3 4

Very unhappy ○ ○ ○ ○ Very happy

17. How would you explain your given answers on this subject (premises)?

18. If you received home care instructions from the doctor, have you followed them?

- Yes
- No
- Occasionally

19. If you went to the nutritionist, have you followed the home care instructions?

- Yes
- No
- Occasionally

20. How would you explain your given answers on this subject (home care instructions)?

21. Open feedback: Why would you recommend this medical center to others?

22. My answers can be anonymously used for marketing purposes. Any information will not be given to third parties. *

- Yes
- No

23. Contact information for the lottery

If you want to take part in a lottery, fill in your contact information. Any given information will not be used for direct marketing purposes.

Name

Phone number

Address

