

RESEARCHING BUSINESS TO BUSINESS CUSTOMER SATISFATION

Customer satisfaction research
for Munters Oy (spring 2009)

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International Business Administration



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Tiivistelmä <p>Asiakkailla on yleensä aina ennakkokäsityksiä siitä, millaista palvelua he tulevat saamaan. Yritykset, jotka saavuttavat tai ylittävät asiakkaidensa odotukset pystyvät pitämään ja kasvattamaan asiakaskantaansa. Mutta mistä tiedetään, milloin asiakkaat ovat tyytyväisiä tai millaisia heidän odotuksensa ovat? Asiakastytyväisyyden haaste onkin, ettei yritys voi itse päättää, millaisiin asioihin keskittyä tehdäkseen asiakkaistaan tyytyväisiä. Asiakkailta on siis kysyttävä aika-ajoin, mikä heidät tekee tyytyväisiksi.</p> <p>Opinnäytteen tavoite oli mitata Munters Oy asiakastytyväisyyttä ja verrata sitä asiakkaiden mielipiteeseen muista alan yrityksistä. Kyselyyn osallistui joukko isännöitsijä- ja vakuutusfirmojen edustajia. Haastattelujen perusteella pyrittiin selvittämään kummankin ryhmän tarpeet ja mielipiteet Munters Oy:n palvelujen suhteen. Kyselyssä kartoitettiin mm. asiakkaiden tyytyväisyyttä Munters Oy:n palvelujen laatuun, työntekijöiden palvelualltiuteen ja -asenteeseen, projektien raportointiin ja kommunikaatioon.</p> <p>Molemmilla asiakasryhmillä oli eri tarpeisiin ja arvoihin perustuvat mielipiteet siitä, millaista palvelua he odottivat. Trendejä ja eroavaisuuksia löytyi myös maantieteellisesti eri puolille sijoittuneiden asiakkaiden kesken. Tutkimustuloksissa tuli esille sekä Munters Oy:n heikkouksia että vahvuuksia, joiden pohjalta voitiin käsitellä myös saatuja parannusehdotuksia.</p>		
Avainsanat (asiasanat) Asiakastytyväisyys, asiakasuskollisuus, asiakassuhde, yritysasiakkaat ilmastointijärjestelmät, isännöitsijät, vakuutusyhtiöt palvelutaso, kyselytutkimus		
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Abstract <p>Customer satisfaction is the key to companies live and prosper. People always have expectations on the kind and quality of service they are about to receive, and if the expectations are met or exceeded the customer is satisfied. However the problem with the concept of satisfaction is, that one can never know what the customers are expecting; the only way to find out is to ask them.</p> <p>The aim of the thesis is to measure the satisfaction of the customers of Munters Oy and to compare the performance of Munters Oy to its competitors. A group of housing cooperative managers and representatives of insurance companies were surveyed to distinguish the needs and opinions of both main customer groups. The customer perception of the value of service provided by Munters Oy was measured by surveying the customers on topics such as the overall quality perceived, the service attitude and availability of the employees, reporting and communications.</p> <p>Both customer groups had different needs and values for what they expected of this type of service. Differences occurred also geographically. Both strenghts and weaknesses of Munters Oy were pointed out, and areas of improvement were discussed.</p>		
Keywords		
Miscellaneous		

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1 Introduction

This study is a preordered customer satisfaction research for Munters Oy. The aim of this research paper is to present the results of the survey and to describe the implementation of the study.

The thesis has two principal objectives: measuring the satisfaction of the customers of Munters Oy in different areas of service and comparing it to that of the main competitors in Finland. In addition this study measures the loyalty of customers towards Munters Oy, points out the major strengths and weaknesses perceived by the customers and gathers freeform opinions and improvement ideas on Munters Oy's products and services.

The study was also presented to Munters Oy's managerial team. In the presentation, additional insight was delivered by combining the actual research results and the raw data gathered during the process. The main points brought up in the research were discussed, as well as the improvement ideas and the arising challenges.

Munters Oy

Munters Oy is a company offering air treatment solutions. Their services include for instance cooling, dehumidification, indoor air quality control and measurement services. Munters Oy provides optimized air quality solutions for different groups of customers: pharmaceuticals, food, electronics, agriculture, offices and other commercial premises. This study concentrated on the humidity control solutions offered for households and house managers during repair and restoration works.

2 Customer Satisfaction

2.1 What is customer satisfaction?

Customer satisfaction is what keeps companies alive, well and growing. However, there is no simple answer to questions like “what is customer satisfaction” and “how can we better serve our customers and make them more satisfied”. The bottom line in the literature simply seems to be that customer satisfaction is what the customer says it is. This may sound like a self-proving argument, but really the only way of knowing, what your customers consider quality service is to go and ask them. Quality is impossible to wholly determine internally, customer satisfaction even more so. (Scott: Customer Satisfaction, 2000)

Internally, customer satisfaction in companies means the ability to attract and retain customers. They also need to make the customer relationship last and develop over time. Although customer satisfaction cannot be internally determined by the company, the methods used to achieve customer satisfaction and retain customers must be. To attract customers, companies must be able to beat their competitors at some level, preferably with customer value management tools: unique features of service, differentiation and segmenting, communicating these benefits and assuring customers that they are right to continue the relationship. This can also be seen as combining classic management with views from quality management theories, adding up to what might be called customer satisfaction management. (SMART - Strategic Marketing And Research Techniques, www.s-m-a-r-t.com, copyright 1992-2008)

2.2 Elements of Customer Satisfaction

Despite the fact a company cannot determine customer satisfaction on its own, there are elements that build up quality service and thus add up to customer satisfaction. These are trained front-line staff, determining and keeping to quality specifications, keeping processes under control and handling complaints efficiently. (Gerson, Machosky: Measuring Customer Satisfaction, 1993) Ideally, the whole organization should be built up around a customer service system. Customer service elements can be used as strategic differentiators in the market environment, and company that includes customer

service design to its operating strategy is likely to stand out from the competition. (Juran & Godfrey: Quality in Customer Service, 2001)

Customer Service

Initially, good customer service is what creates customer satisfaction. When everything else with the product or service is all right, the quality of service is what counts. It is shown by researches in many industries that happy staff provide better service. Being able to serve customers in a meaningful way and feeling their efforts count are important motivational factors for employees. (Greenberg: Examining the Relationship Between Employee Satisfaction and Customer Satisfaction, 2004. Ezine Articles: <http://ezinearticles.com>) Thus creating a consistent customer service culture in the organization is one of the most important management tasks in creating and implementing customer satisfaction management strategies.

Once a customer service strategy is formulated it needs to be communicated throughout the company. There needs to be a service design within the company structure, so that everyone are aware of their role in providing excellent service to each customer. A coherent rewarding and recognition policy supports improving service on daily basis, and communicates efficiently, which behavior is anticipated by upper management. (Juran & Godfrey, 2001)

Controlling Quality

In addition to having less faulty goods produced, quality specifications and quality measurement systems help motivate providing outstanding service. In service focused industries an outline is needed of what is expected when facing customers every day. This helps employees to concentrate on the most important elements of service. It is a clear message to the employees of what is seen as the most important areas, and seem to motivate employees to improve their performance.

Outstanding quality control means not only happier customers due to the perceived high value of the services and products, but also reduction in costs of providing services. It reduces losses on errors and remakes due returns. In practice this means more efficient

working hours with better results, preventing erosion in returns and in the end, increasing market share. This is why it is important to monitor all areas of service and the customers' perception on service quality.

The Only Way is to Ask Them

Despite these considerations on how to predict and proactively enhance service quality and customer satisfaction, it is ultimately impossible to fully decide on the issues internally. Every company needs to go out and ask their customers what they think and how to improve.

To make this measurable and to be able to follow up on the progress as well as tendencies within the marketplace require constant scanning of the customer base. Regular follow-up on how the customers perceive the service quality is an important tool in following market trends. The reports from such researches can clarify both the situation of operations internally and the perceived quality received externally, as well as the changes of the customers' needs and likes in the marketplace. (Juran & Godfrey, 2001)

3 Research methods

There were requirements from the customer that needed to be met in completing the customer satisfaction study for Munters Oy. A group of customers needed to be contacted all around Finland in a relatively short time. The data collected had to be easily comparable to previous years' studies, and there had to be room for open-ended questions, still retaining the efficiency of contact.

The depth required in the open questions would only be acquired through interviewing each customer individually. There is plenty of room for discussion about how Munters might serve its customers better and how they could improve their services. There is always plenty of room for complaints. However, the complaints are not always the same thing as constructive critics and surely not the same as the ideas for improvement, with only the last two are useful for the company.

As there were some three hundred customers to be reached all over Finland, personal face-to-face interviews would not have met the efficiency requirements set by the customer. In addition to the effectiveness of contact, the results should be easily measurable and comparable to previous years' studies. There would be no use for any qualitative method with these requirements. Quantitative methods are claimed to be the most frequently used method when validating results acquired by qualitative research or when accuracy of data is more important than the customers' judgement and opinions. Structured questionnaires are commonly preferred when measurable data on customer satisfaction is needed. (McNeil: Business to Business Marketing, 2005)

McNeil also suggests that combining qualitative and quantitative methods would lead to most accurate and in-depth results in a business-to-business research. The idea is to complete the knowledge acquired by quantitative research by conducting qualitative interviews before and after. In this case there were no time or resources to go so far, but there was a way of combining the efficiency of questionnaires and the advantages of open-ended interview questions.

Telephone interviews are claimed to be the most popular way of conducting market researches today. They are efficient and offer a possibility to ask open-ended questions regardless of where the interviewee is physically at the moment of the call. The only requirement is that they have a few minutes to spare. Even more so, as many business customers are too busy to make an appointment in a certain place, but are often willing to make use of any spare time they have (e.g. on a journey in a car) by making a five-minute effort to improve the service received from a business partner.

The customer satisfaction survey for Munters Oy was conducted using the contact lists given by the customer. The lists contained some 550 contacts geographically divided by the five functioning areas Munters Oy has in Finland. Nearly three hundred customers were reached via telephone and then interviewed. The questionnaire consisted of multiple choice questions followed by a short section of open-ended questions. Thus enough numerically comparable data was acquired as well as some quantitative data on the customers' opinions of the services.

The survey was conducted using both computers and the more traditional pen and paper in recording the results. Using a quite simply structured questionnaire, there was no need for computer aided routing. This saved a lot of time in the constructing phase of the questionnaire and the database platform. On the other hand, such a number of interviews is best recorded in an analysable form as quickly as possible, which means the results should preferably be inserted to a database system as the interview goes on (Hague, 2004). The open-ended questions were still best recorded by writing first, so that nothing would be missed in the speech.

4 Empirical study

Customer Satisfaction Research 2/2009

4.1 Overall Satisfaction - Mean comparison (all areas)

Satisfaction in different aspects of service provided by Munters Oy (scale from 1 to 4)

Table 1: Overall Satisfaction - mean comparison, all areas

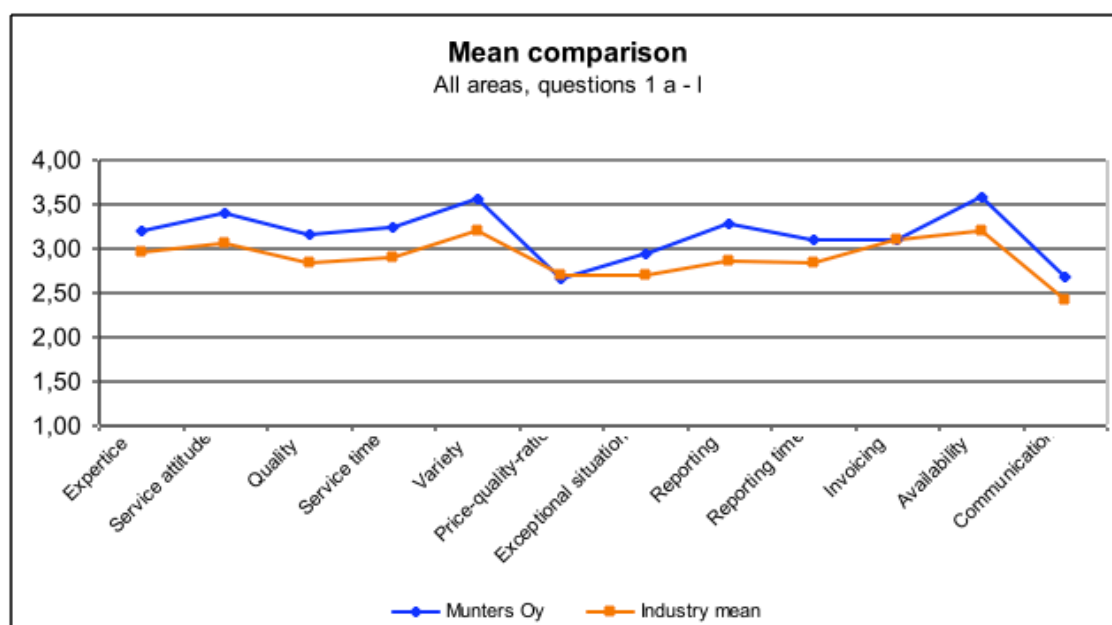
Question	Munters Oy	Min	Max	Industry mean	Min	Max	Mean diff.
1a: Expertise	3,21	2,86	3,59	2,95	2,71	3,18	0,26
1b: Service attitude	3,41	2,79	3,83	3,07	2,86	3,23	0,34
1c: Quality	3,16	2,79	3,43	2,85	2,61	3,04	0,31
1d: Service time	3,24	2,93	3,63	2,89	2,52	3,03	0,35
1e: Variety	3,57	3,38	3,8	3,19	2,89	3,37	0,37
1f: Price-quality-ratio	2,66	2,07	3,03	2,70	2,41	2,85	-0,04
1g: Exceptional situations	2,93	2,43	3,3	2,70	2,52	3,00	0,23
1h: Reporting	3,29	3,07	3,47	2,86	2,75	2,96	0,42
1i: Reporting time	3,10	2,73	3,57	2,84	2,62	3,14	0,26
1j: Invoicing	3,09	2,5	3,45	3,10	2,86	3,41	-0,01
1k: Availability	3,57	3,29	3,9	3,20	2,93	3,47	0,38
1l: Communication	2,69	2,25	3,13	2,41	2,19	2,73	0,27

In the questions 1a-l the interviewees were asked to estimate their satisfaction to different areas of service provided by Munters Oy and by other companies in the industry. In general, Munters Oy was situated a little above the industry average in the

comparison. Only price-quality ratio (-0,04) and accurateness of invoicing (-0,01) met the industry average or went a fraction below it.

As it can be seen from the graph below, the shapes of the curves depicting the spreading of averages in different areas are similar to each other. It could be speculated that there is not much difference in the quality of service in the industry, a statement occasionally given also by the interviewees. The fact that Munters Oy was continuously given higher grades than the industry in general may occur for several reasons. For instance the customers either perceive some extra quality in the otherwise similar service provided by Munters Oy, or they are just prone to giving higher scores to Munters Oy because it's their research they're answering to. The difference is difficult - if not impossible - to determine from the data collected.

Graph 1: Overall Satisfaction - mean comparison, all areas (see App. 8.2)



4.1.1 Comparison by area: South Finland

House managers: South Finland to National Company Mean

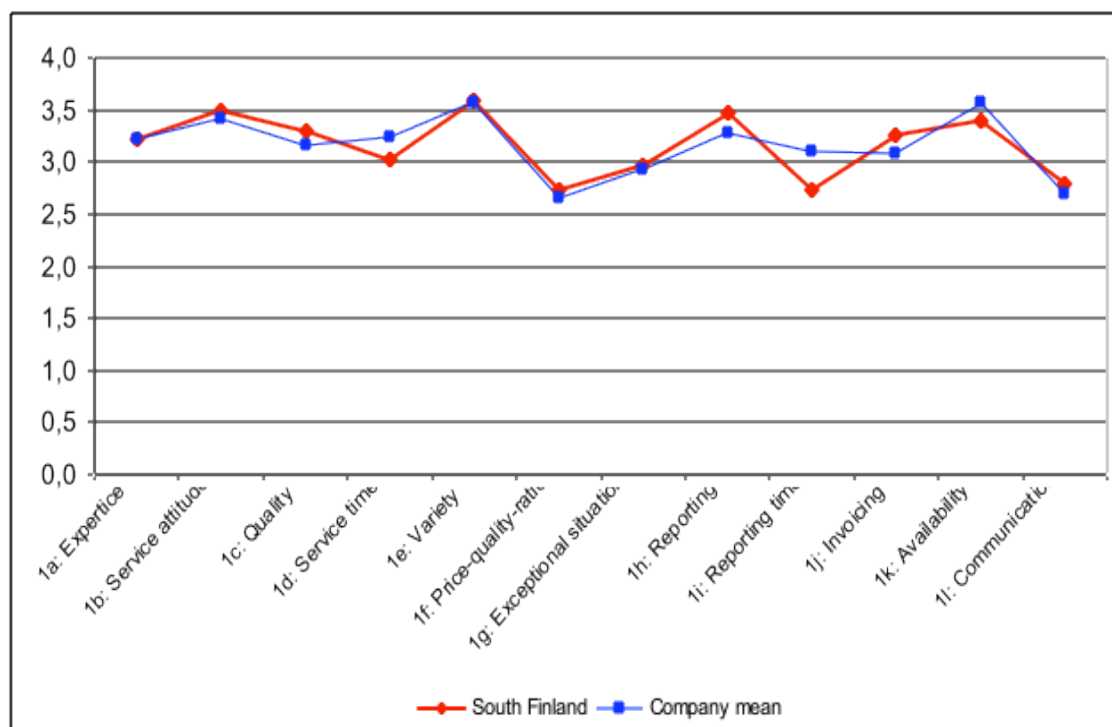
When comparing the results given by the house managers in South Finland to the overall mean of Munters Oy, there is one notion over others: in contrary to all other areas, in South Finland Munters' mean is really close or below the national average. Here the differences between averages are smaller up and steeper downwards.

Especially the service and reporting times (-0,2 and -0,4) seem to be a problem in the Southern house managers' opinion. Also availability of personnel (-0,2) is below the national average. Either the customers in South Finland are more demanding, or Munters' resources in the area are not covering the needs of the customers as well as in other areas of the country.

Table 2: House Managers - South Finland to company mean

	South Finland	Company mean	Mean diff.
1a: Expertise	3,2	3,2	0,0
1b: Service attitude	3,5	3,4	0,1
1c: Quality	3,3	3,2	0,1
1d: Service time	3,0	3,2	-0,2
1e: Variety	3,6	3,6	0,0
1f: Price-quality-ratio	2,7	2,7	0,1
1g: Exceptional situations	3,0	2,9	0,0
1h: Reporting	3,5	3,3	0,2
1i: Reporting time	2,7	3,1	-0,4
1j: Invoicing	3,3	3,1	0,2
1k: Availability	3,4	3,6	-0,2
1l: Communication	2,8	2,7	0,1

Graph 2: House Managers - South Finland to company mean



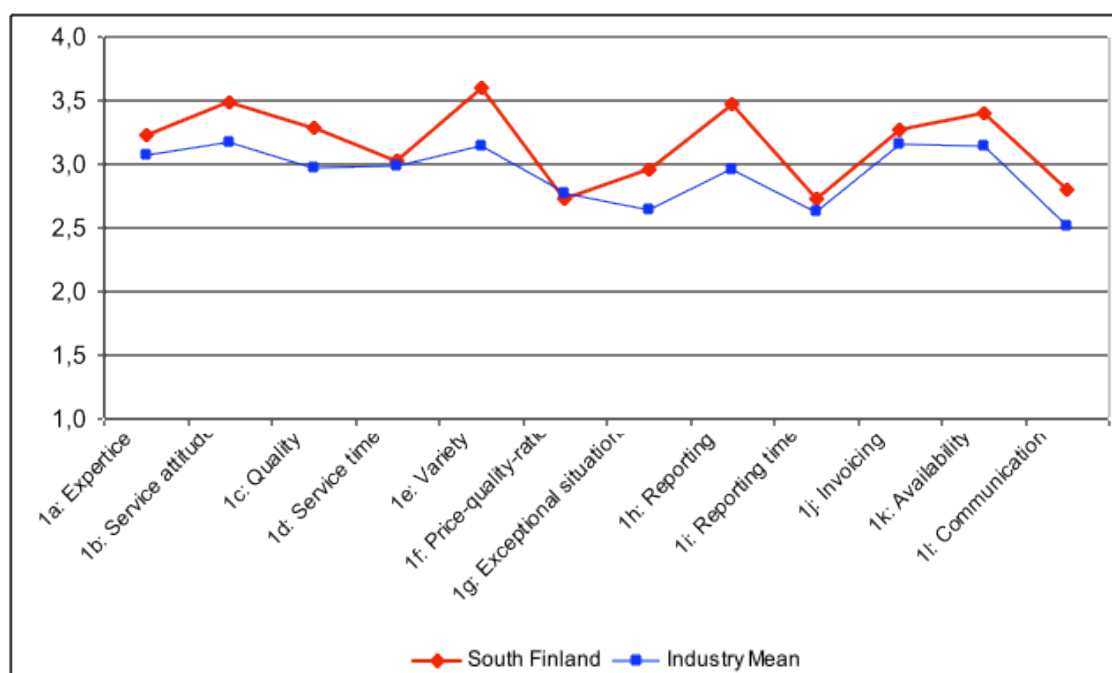
House managers: South Finland to Industry Mean

Though house managers in South Finland were the most critical compared to the mean of the whole company, they seem to be quite satisfied to Munters' services when compared to the industry in general. The greatest differences to Munters' advantage are in variety of services (1e, +0,5) and the quality of reporting (1h, +0,5). In general the differences in the averages were between 0,0 to 0,5 points.

Table 3: House Managers - South Finland to industry mean

	South Finland	Industry Mean	Mean diff.
1a: Expertise	3,2	3,1	0,2
1b: Service attitude	3,5	3,2	0,3
1c: Quality	3,3	3,0	0,3
1d: Service time	3,0	3,0	0,0
1e: Variety	3,6	3,1	0,5
1f: Price-quality-ratio	2,7	2,8	0,0
1g: Exceptional situations	3,0	2,6	0,3
1h: Reporting	3,5	3,0	0,5
1i: Reporting time	2,7	2,6	0,1
1j: Invoicing	3,3	3,2	0,1
1k: Availability	3,4	3,1	0,3
1l: Communication	2,8	2,5	0,3

Graph 3: House Managers - South Finland to industry mean



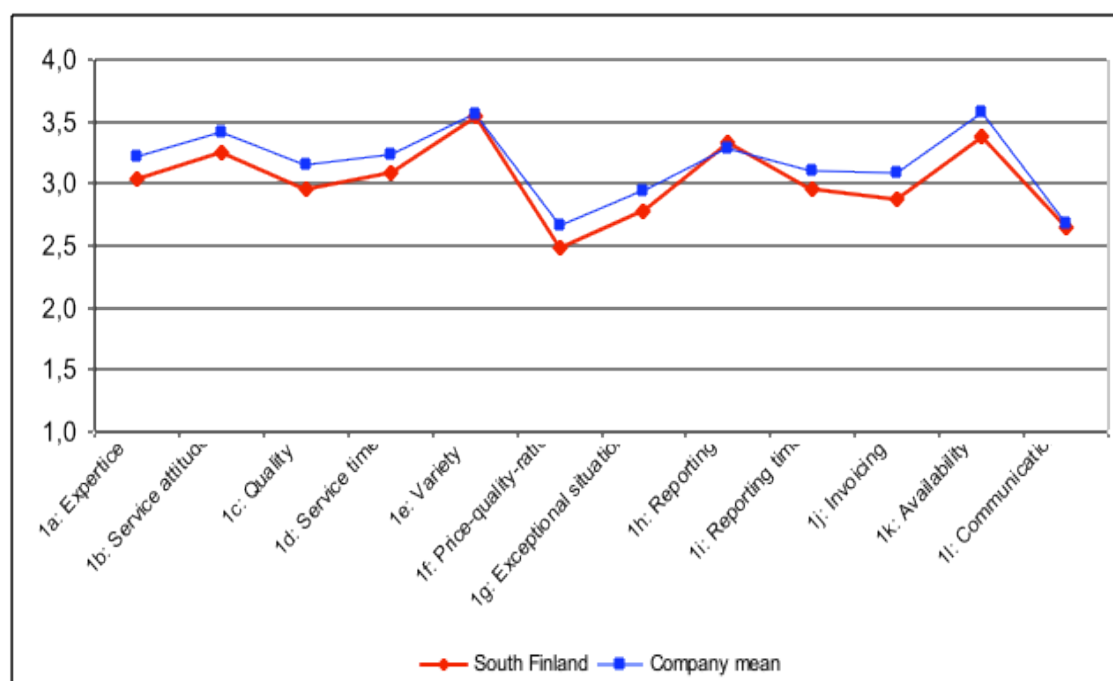
Insurance companies: South Finland to National Company Mean

Compared to the house managers, the insurance companies were usually more critical in their opinions. This can be seen especially in this graph of the insurance companies in Southern Finland, as none of the grades they gave to Munters' services were over the national average. The areas given the best grades are the same as with the house managers, the variety of services (0,0) and the quality of reporting (0,0).

Table 4: Insurance companies - South Finland to company mean

	South Finland	Company mean	Mean diff.
1a: Expertise	3,0	3,2	-0,2
1b: Service attitude	3,3	3,4	-0,2
1c: Quality	3,0	3,2	-0,2
1d: Service time	3,1	3,2	-0,2
1e: Variety	3,5	3,6	0,0
1f: Price-quality-ratio	2,5	2,7	-0,2
1g: Exceptional situations	2,8	2,9	-0,2
1h: Reporting	3,3	3,3	0,0
1i: Reporting time	3,0	3,1	-0,1
1j: Invoicing	2,9	3,1	-0,2
1k: Availability	3,4	3,6	-0,2
1l: Communication	2,7	2,7	0,0

Graph 4: Insurance companies - South Finland to company mean



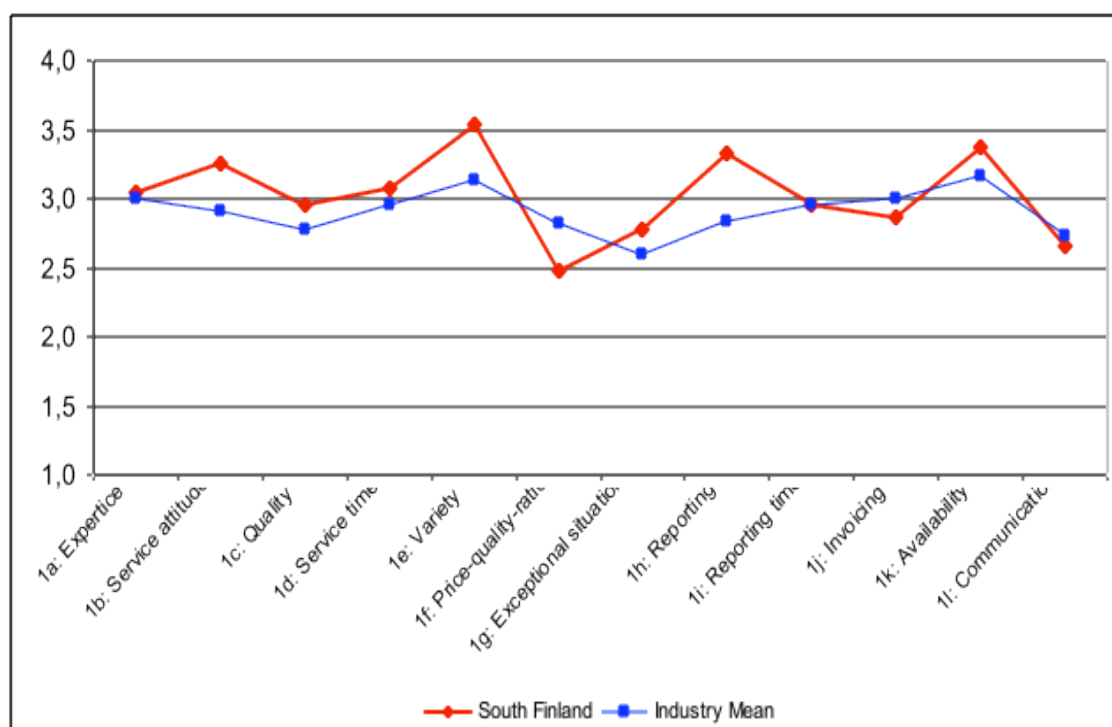
Insurance companies: South Finland to Industry Mean

The differences between the insurance companies' opinions on Munters Oy and the industry in general are in the same scale as with the house managers. Again the variety and quality of reporting are the most above the industry mean. There are also three areas, price-quality ratio (-0,3), invoicing (-0,1) and communication (-0,1), where the insurance inspectors were less satisfied with the service provided by Munters Oy than the service in the industry in general.

Table 5: Insurance companies - South Finland to industry mean

	South Finland	Industry Mean	Mean diff.
1a: Expertise	3,0	3,0	0,0
1b: Service attitude	3,3	2,9	0,3
1c: Quality	3,0	2,8	0,2
1d: Service time	3,1	3,0	0,1
1e: Variety	3,5	3,1	0,4
1f: Price-quality-ratio	2,5	2,8	-0,3
1g: Exceptional situations	2,8	2,6	0,2
1h: Reporting	3,3	2,8	0,5
1i: Reporting time	3,0	3,0	0,0
1j: Invoicing	2,9	3,0	-0,1
1k: Availability	3,4	3,2	0,2
1l: Communication	2,7	2,7	-0,1

Graph 5: Insurance companies - South Finland to industry mean



4.1.2 Comparison by area: South-East Finland

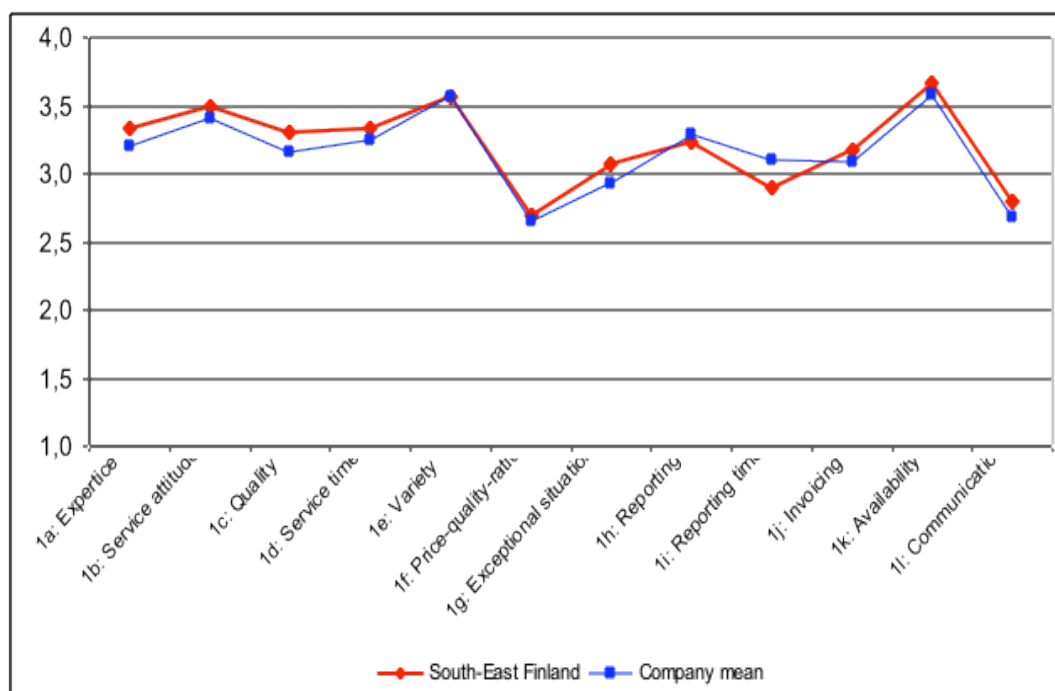
House managers: South-East Finland to National Company Mean

Among the house managers in South-East Finland the opinions given on Munters' services are really close to the national average. Two areas, quality of reporting and reporting time were estimated below the average. In overall the grades given were approximately the same in all areas, varying only from -0,2 to +0,1 points from each other.

Table 6: Insurance companies - South-east Finland to industry mean

	South-East Finland	Company mean	Mean diff.
1a: Expertise	3,3	3,2	0,1
1b: Service attitude	3,5	3,4	0,1
1c: Quality	3,3	3,2	0,1
1d: Service time	3,3	3,2	0,1
1e: Variety	3,6	3,6	0,0
1f: Price-quality-ratio	2,7	2,7	0,0
1g: Exceptional situations	3,1	2,9	0,1
1h: Reporting	3,2	3,3	-0,1
1i: Reporting time	2,9	3,1	-0,2
1j: Invoicing	3,2	3,1	0,1
1k: Availability	3,7	3,6	0,1
1l: Communication	2,8	2,7	0,1

Graph 6: Insurance companies - South-east Finland to industry mean



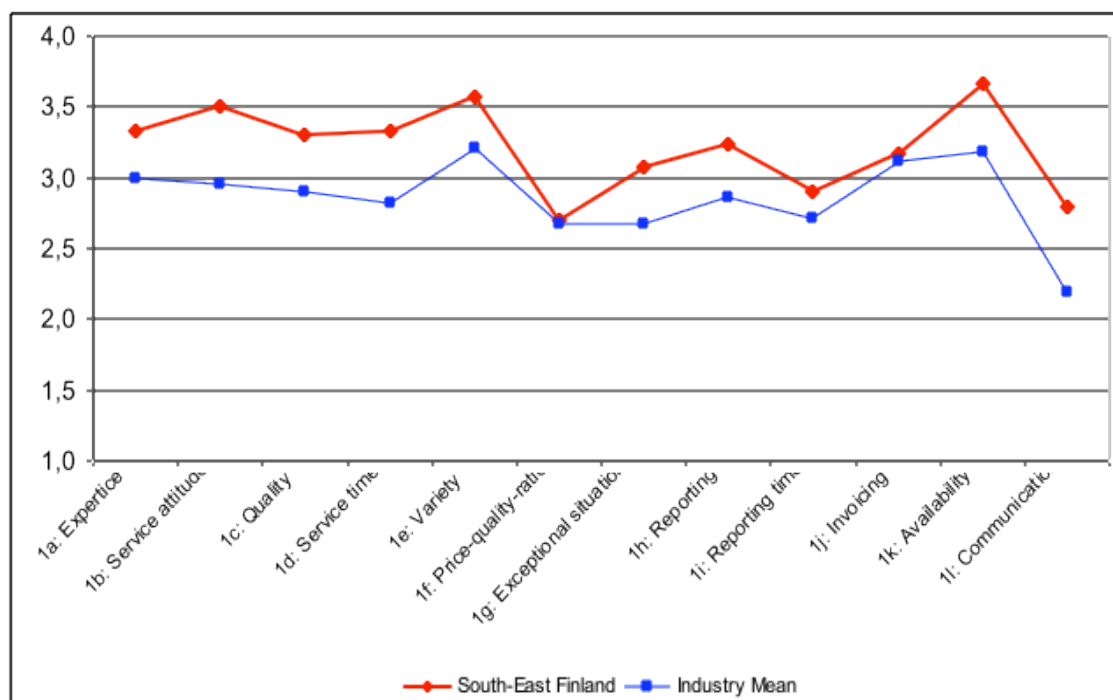
House Managers: South-East Finland to Industry Mean

Also in South-East Finland the house managers perceive Munters Oy offering better service than most of the companies in the industry. The differences vary from 0,1 to 0,6 the highest differences being in the variety of service (+0,4), availability of personnel (+0,5) and communication (+0,6).

Table 7: House Managers - South-east Finland to industry mean

	South-East Finland	Industry Mean	Mean diff.
1a: Expertise	3,3	3,0	0,3
1b: Service attitude	3,5	3,0	0,5
1c: Quality	3,3	2,9	0,4
1d: Service time	3,3	2,8	0,5
1e: Variety	3,6	3,2	0,4
1f: Price-quality-ratio	2,7	2,7	0,0
1g: Exceptional situations	3,1	2,7	0,4
1h: Reporting	3,2	2,9	0,4
1i: Reporting time	2,9	2,7	0,2
1j: Invoicing	3,2	3,1	0,1
1k: Availability	3,7	3,2	0,5
1l: Communication	2,8	2,2	0,6

Graph 7: House Managers - South-east Finland to industry mean



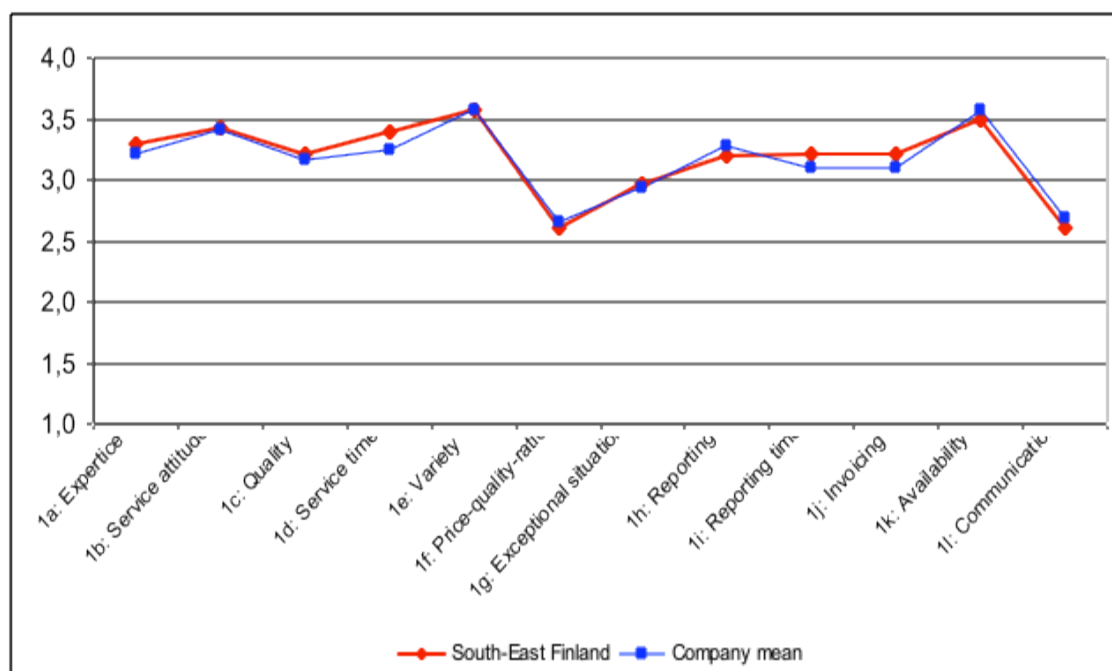
Insurance companies: South-East Finland to National Company Mean

The ratings given to Munters Oy by the insurance inspectors did not differ greatly from the ratings given to the industry in general. The differences in the ratings were from -0,1 to 0,2.

Table 8: Insurance companies - South-east Finland to company mean

	South-East Finland	Company mean	Mean diff.
1a: Expertise	3,3	3,2	0,1
1b: Service attitude	3,4	3,4	0,0
1c: Quality	3,2	3,2	0,0
1d: Service time	3,4	3,2	0,2
1e: Variety	3,6	3,6	0,0
1f: Price-quality-ratio	2,6	2,7	0,0
1g: Exceptional situations	3,0	2,9	0,0
1h: Reporting	3,2	3,3	-0,1
1i: Reporting time	3,2	3,1	0,1
1j: Invoicing	3,2	3,1	0,1
1k: Availability	3,5	3,6	-0,1
1l: Communication	2,6	2,7	-0,1

Graph 8: Insurance companies - South-east Finland to company mean



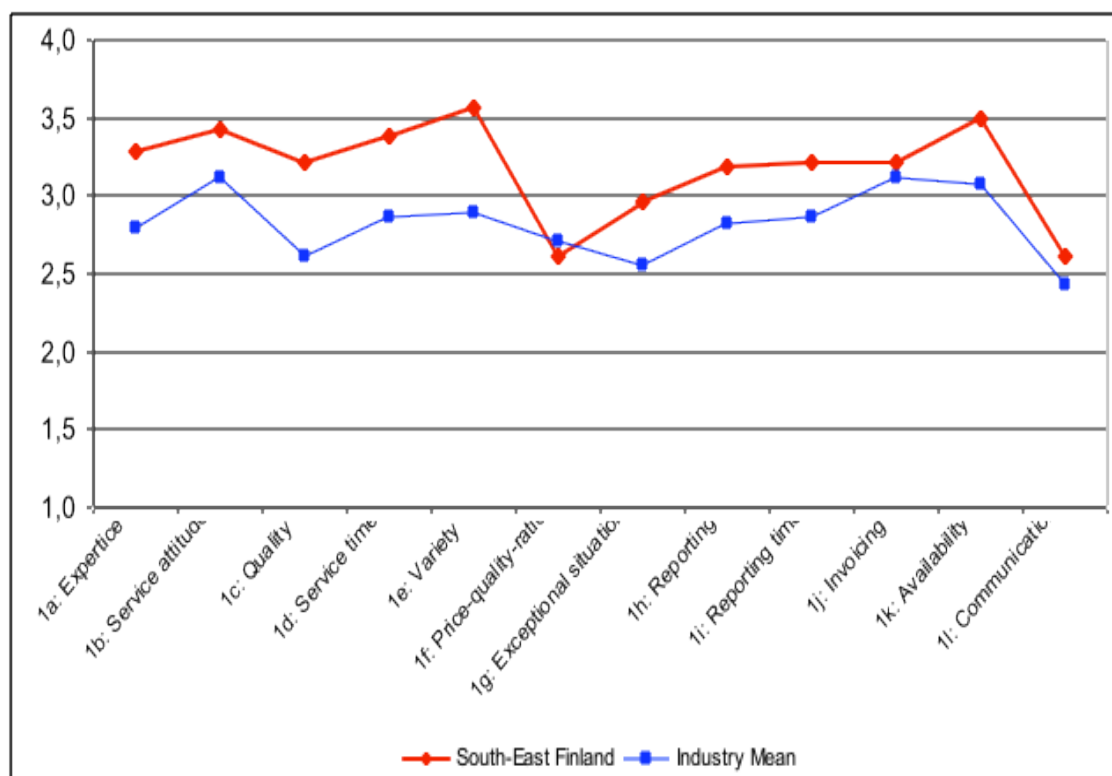
Insurance companies: South-East Finland to Industry Mean

The insurance companies in South-East Finland found Munters' services being mostly above the industry average. The areas insurance companies were most satisfied with were the variety (+0,7) and quality (+0,6) of services. On the other hand price-quality ratio was seen as being below the industry average.

Table 9: Insurance companies - South-east Finland to industry mean

	South-East Finland	Industry Mean	Mean diff.
1a: Expertise	3,3	2,8	0,5
1b: Service attitude	3,4	3,1	0,3
1c: Quality	3,2	2,6	0,6
1d: Service time	3,4	2,9	0,5
1e: Variety	3,6	2,9	0,7
1f: Price-quality-ratio	2,6	2,7	-0,1
1g: Exceptional situations	3,0	2,6	0,4
1h: Reporting	3,2	2,8	0,4
1i: Reporting time	3,2	2,9	0,4
1j: Invoicing	3,2	3,1	0,1
1k: Availability	3,5	3,1	0,4
1l: Communication	2,6	2,4	0,2

Graph 9: Insurance companies - South-east Finland to industry mean



4.1.3 Comparison by Area: West Finland

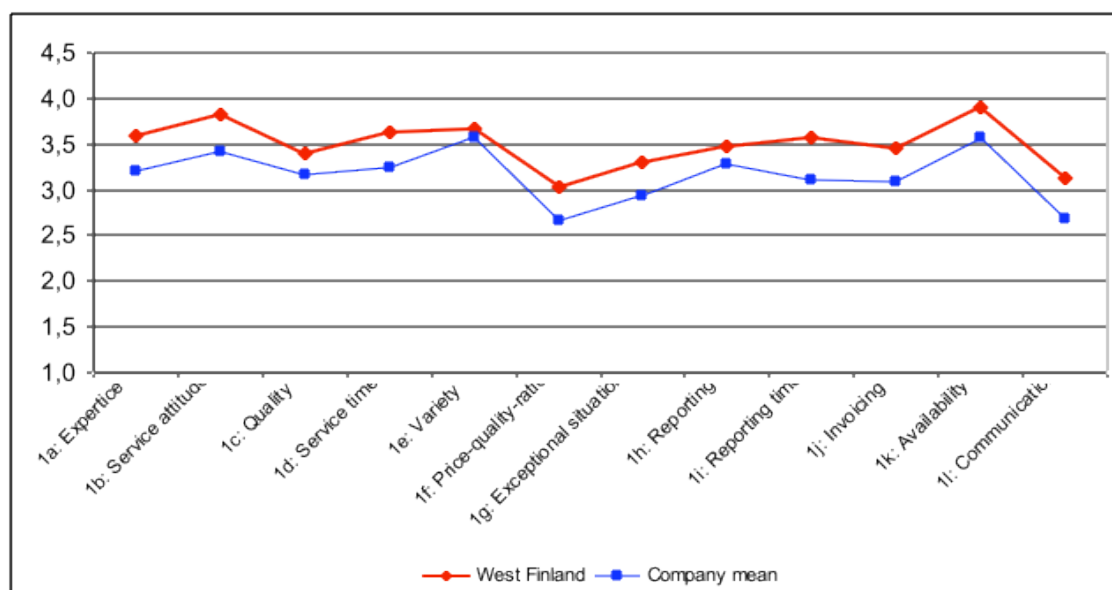
House Managers: West Finland to National Company Mean

The house managers in West Finland were generally more satisfied with Munters' services than the average customer. The variety of services were the closest to the national average (+0,1). The difference from the company national average was between +0,1 and +0,4 with all areas of service.

Table 10: House Managers - West Finland to company mean

	West Finland	Company mean	Mean diff.
1a: Expertise	3,6	3,2	0,4
1b: Service attitude	3,8	3,4	0,4
1c: Quality	3,4	3,2	0,2
1d: Service time	3,6	3,2	0,4
1e: Variety	3,7	3,6	0,1
1f: Price-quality-ratio	3,0	2,7	0,4
1g: Exceptional situations	3,3	2,9	0,4
1h: Reporting	3,5	3,3	0,2
1i: Reporting time	3,6	3,1	0,5
1j: Invoicing	3,5	3,1	0,4
1k: Availability	3,9	3,6	0,3
1l: Communication	3,1	2,7	0,4

Graph 10: House Managers - West Finland to company mean



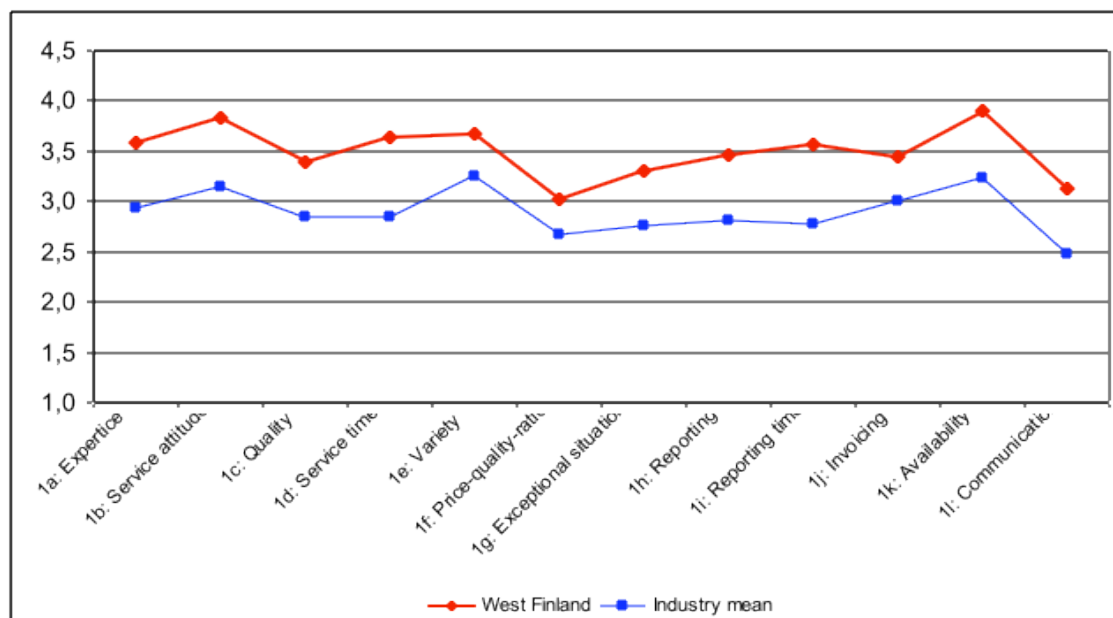
House Managers: West Finland to Industry Mean

When comparing to the industry in general, the house managers in West Finland were the most satisfied with Munters' services of all the customer groups interviewed. The variance was between +0,4 (variety and price-quality ratio) to +0,8 (service and reporting times).

Table 11: House Managers - West Finland to industry mean

	West Finland	Industry mean	Mean diff.
1a: Expertise	3,6	2,9	0,7
1b: Service attitude	3,8	3,1	0,7
1c: Quality	3,4	2,9	0,6
1d: Service time	3,6	2,9	0,8
1e: Variety	3,7	3,3	0,4
1f: Price-quality-ratio	3,0	2,7	0,4
1g: Exceptional situations	3,3	2,8	0,5
1h: Reporting	3,5	2,8	0,7
1i: Reporting time	3,6	2,8	0,8
1j: Invoicing	3,5	3,0	0,5
1k: Availability	3,9	3,2	0,7
1l: Communication	3,1	2,5	0,7

Graph 11: House Managers - West Finland to industry mean



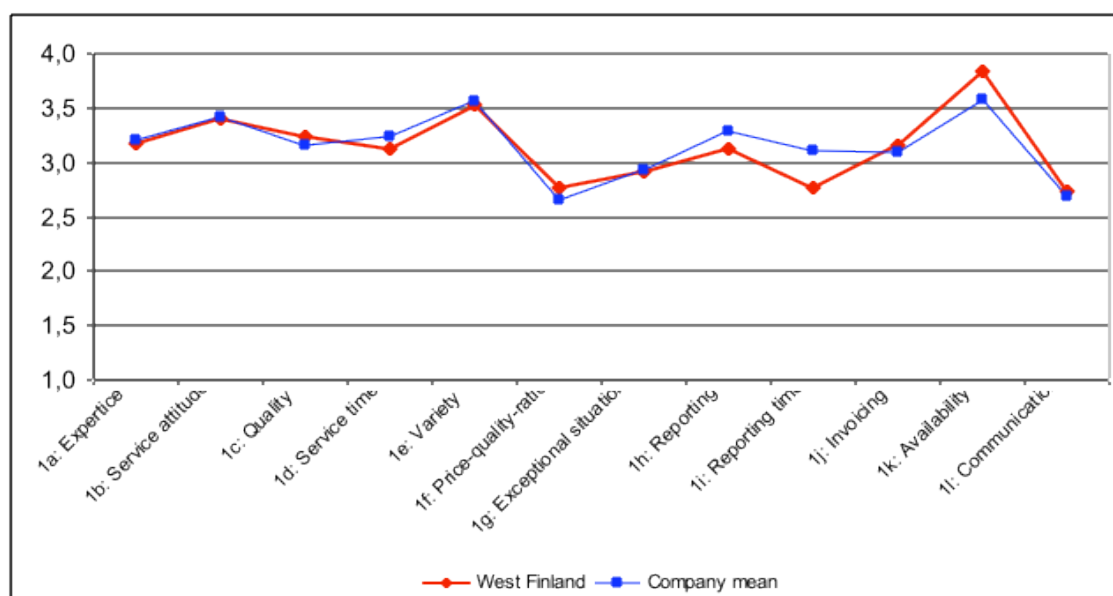
Insurance companies: West Finland to National Company Mean

The insurance companies in West Finland were less satisfied with Munters' services than the house managers in the same area. The weakest areas were the reporting times (-0,3), quality of reporting (-0,2) and service times (-0,1). The availability of personnel was the only section that was rated clearly above the company average (+0,3).

Table 12: Insurance companies - West Finland to company mean

	West Finland	Company mean	Mean diff.
1a: Expertise	3,2	3,2	0,0
1b: Service attitude	3,4	3,4	0,0
1c: Quality	3,2	3,2	0,1
1d: Service time	3,1	3,2	-0,1
1e: Variety	3,5	3,6	0,0
1f: Price-quality-ratio	2,8	2,7	0,1
1g: Exceptional situations	2,9	2,9	0,0
1h: Reporting	3,1	3,3	-0,2
1i: Reporting time	2,8	3,1	-0,3
1j: Invoicing	3,2	3,1	0,1
1k: Availability	3,8	3,6	0,3
1l: Communication	2,7	2,7	0,0

Graph 12: Insurance companies - West Finland to company mean



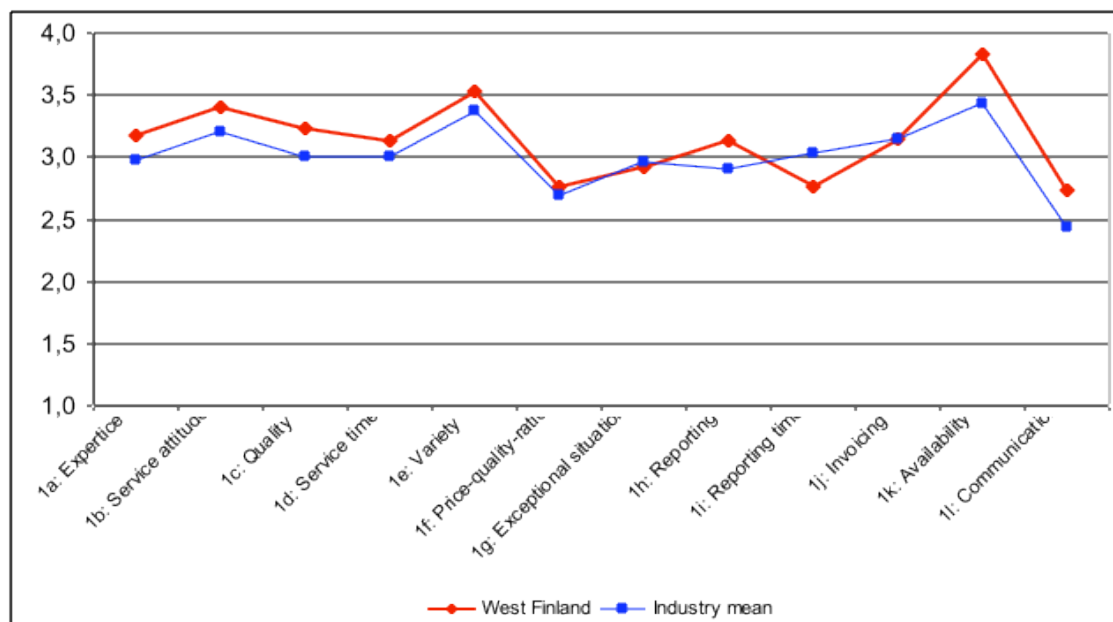
Insurance companies: West Finland to Industry Mean

The insurance inspectors in West Finland were quite satisfied with Munters' services when comparing them to the industry in general. The variance between grades given were from -0,3 to +0,4 reporting times being the weakest and availability of personnel the strongest areas of service.

Table 13: Insurance companies - West Finland to industry mean

	West Finland	Industry mean	Mean diff.
1a: Expertise	3,2	3,0	0,2
1b: Service attitude	3,4	3,2	0,2
1c: Quality	3,2	3,0	0,2
1d: Service time	3,1	3,0	0,1
1e: Variety	3,5	3,4	0,2
1f: Price-quality-ratio	2,8	2,7	0,1
1g: Exceptional situations	2,9	3,0	0,0
1h: Reporting	3,1	2,9	0,2
1i: Reporting time	2,8	3,0	-0,3
1j: Invoicing	3,2	3,2	0,0
1k: Availability	3,8	3,4	0,4
1l: Communication	2,7	2,4	0,3

Graph 13: Insurance companies - West Finland to industry mean



4.1.4 Comparison by Area: Pirkanmaa

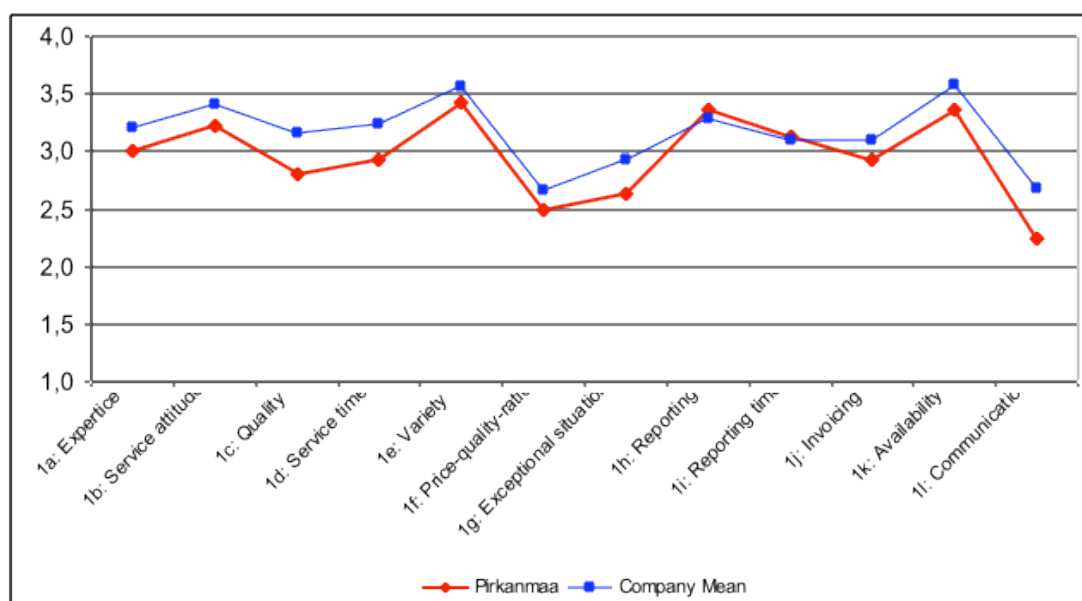
House Managers: Pirkanmaa to National Company Mean

In the house managers' opinion, Munters's services are not up to the national level in their area. The weakest areas of service were the quality of services (-0,4) and communication outside ongoing projects. The house managers were aligned with the national mean in their opinions on the quality of reporting (+0,1) and the reporting time (0,0).

Table 14: House managers - Pirkanmaa to company mean

	Pirkanmaa	Company Mean	Mean diff.
1a: Expertise	3,0	3,2	-0,2
1b: Service attitude	3,2	3,4	-0,2
1c: Quality	2,8	3,2	-0,4
1d: Service time	2,9	3,2	-0,3
1e: Variety	3,4	3,6	-0,1
1f: Price-quality-ratio	2,5	2,7	-0,2
1g: Exceptional situations	2,6	2,9	-0,3
1h: Reporting	3,4	3,3	0,1
1i: Reporting time	3,1	3,1	0,0
1j: Invoicing	2,9	3,1	-0,2
1k: Availability	3,4	3,6	-0,2
1l: Communication	2,3	2,7	-0,4

Graph 14: House managers - Pirkanmaa to company mean



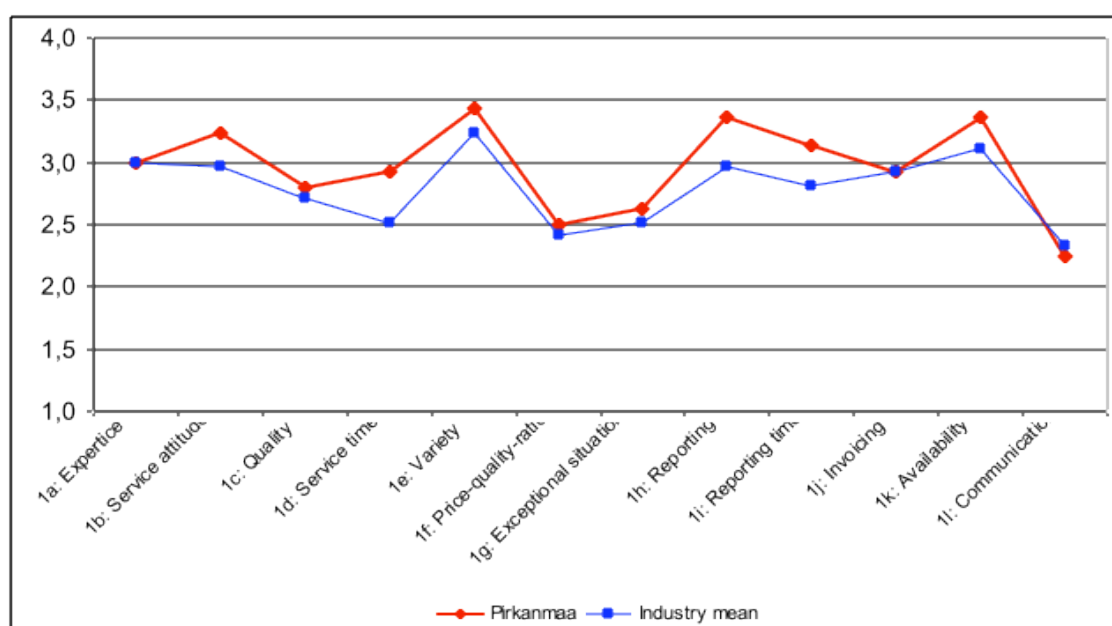
House Managers: Pirkanmaa to Industry Mean

The house managers in Pirkanmaa mostly felt positive about Munters Oy compared to other companies in the industry. The strongest areas of service in their opinion was Munters' service and reporting times (+0,4). The weakest areas were communication outside ongoing projects (-0,1), the expertise of the personnel (0,0) accurateness of invoicing (0,0).

Table 15: House managers - Pirkanmaa to industry mean

	Pirkanmaa	Industry mean	Mean diff.
1a: Expertise	3,0	3,0	0,0
1b: Service attitude	3,2	3,0	0,3
1c: Quality	2,8	2,7	0,1
1d: Service time	2,9	2,5	0,4
1e: Variety	3,4	3,2	0,2
1f: Price-quality-ratio	2,5	2,4	0,1
1g: Exceptional situations	2,6	2,5	0,1
1h: Reporting	3,4	3,0	0,4
1i: Reporting time	3,1	2,8	0,3
1j: Invoicing	2,9	2,9	0,0
1k: Availability	3,4	3,1	0,3
1l: Communication	2,3	2,3	-0,1

Graph 15: House managers - Pirkanmaa to industry mean



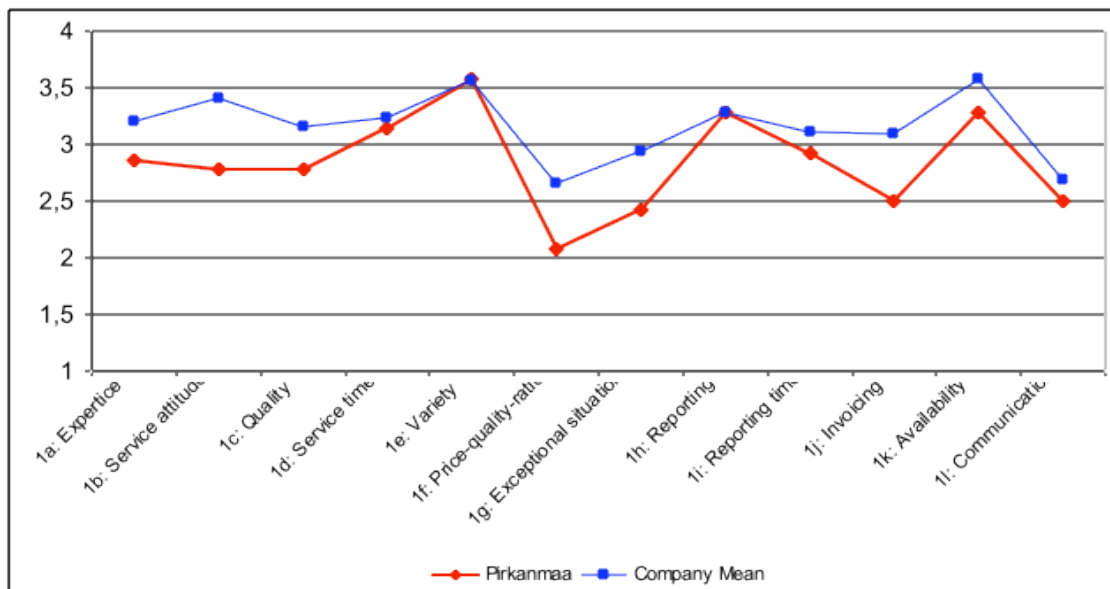
Insurance companies: Pirkanmaa to National Company Mean

The insurance companies in Pirkanmaa rated Munters' services mostly below the company average. The weakest areas of service in their opinion were the price-quality ratio and accurateness of invoicing (-0,6). In the variety of services and quality of reporting their opinion met the national average.

Table 16: Insurance companies - Pirkanmaa to company mean

	Pirkanmaa	Company Mean	Mean diff.
1a: Expertise	2,9	3,2	-0,4
1b: Service attitude	2,8	3,4	-0,6
1c: Quality	2,8	3,2	-0,4
1d: Service time	3,1	3,2	-0,1
1e: Variety	3,6	3,6	0,0
1f: Price-quality-ratio	2,1	2,7	-0,6
1g: Exceptional situations	2,4	2,9	-0,5
1h: Reporting	3,3	3,3	0,0
1i: Reporting time	2,9	3,1	-0,2
1j: Invoicing	2,5	3,1	-0,6
1k: Availability	3,3	3,6	-0,3
1l: Communication	2,5	2,7	-0,2

Graph 16: Insurance companies - Pirkanmaa to company mean



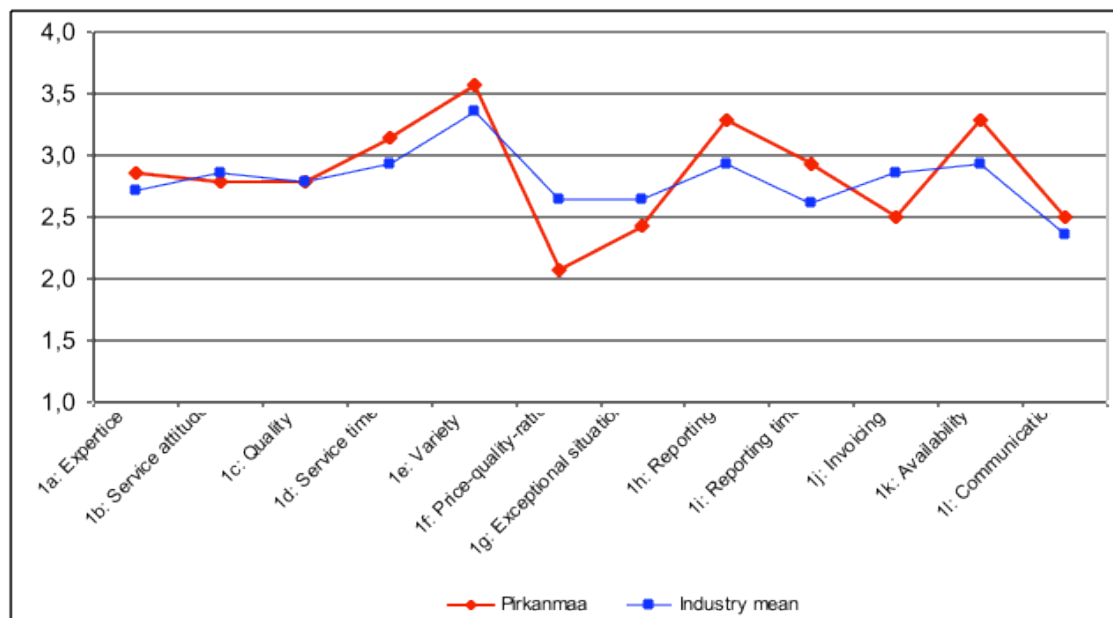
Insurance companies: Pirkanmaa to Industry Mean

The insurance companies in Pirkanmaa felt the price-quality ratio (-0,6) and accurateness of invoicing (-0,4) were not on the same level other service providers available in the industry. On the other hand, they felt the quality of reporting and availability of personnel (+0,4) were slightly above the industry average.

Table 17: Insurance companies - Pirkanmaa to industry mean

	Pirkanmaa	Industry mean	Mean diff.
1a: Expertise	2,9	2,7	0,1
1b: Service attitude	2,8	2,9	-0,1
1c: Quality	2,8	2,8	0,0
1d: Service time	3,1	2,9	0,2
1e: Variety	3,6	3,4	0,2
1f: Price-quality-ratio	2,1	2,6	-0,6
1g: Exceptional situations	2,4	2,6	-0,2
1h: Reporting	3,3	2,9	0,4
1i: Reporting time	2,9	2,6	0,3
1j: Invoicing	2,5	2,9	-0,4
1k: Availability	3,3	2,9	0,4
1l: Communication	2,5	2,4	0,1

Graph 17: Insurance companies - Pirkanmaa to industry mean



4.1.5 Comparison by Area: North Finland

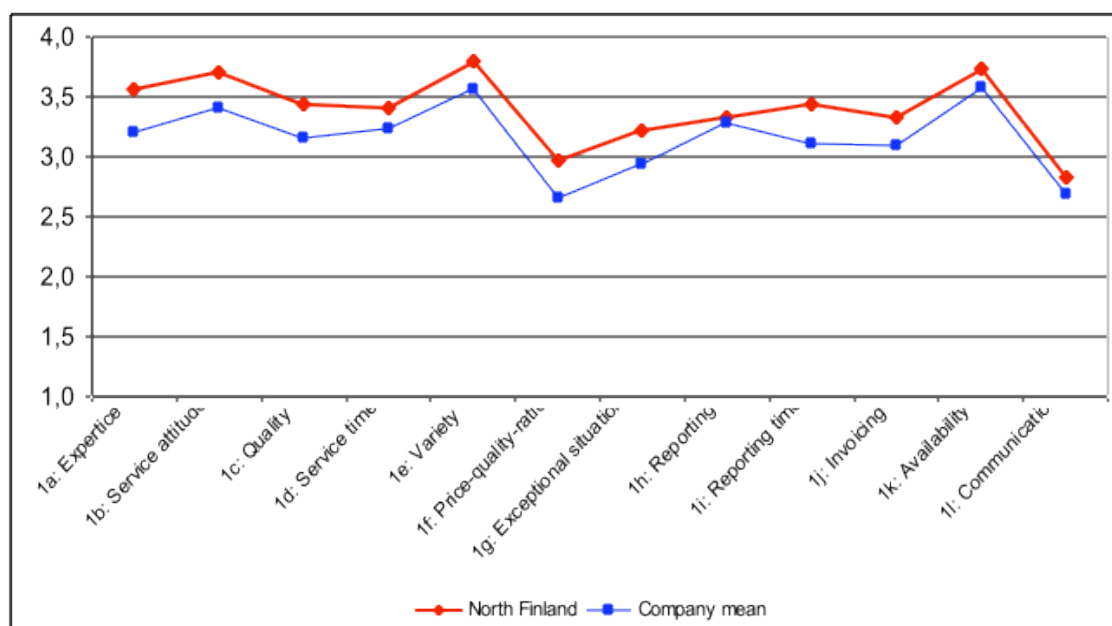
House Managers: North Finland to National Company Mean

The house managers in North Finland were slightly more satisfied with Munters' services than the average customer nationwide. The grades given varied from the national company mean from 0,0 to 0,4 grades, the quality of reporting being the lowest and expertise of personnel the highest graded area of service.

Table 18: House managers - North Finland to company mean

	North Finland	Company mean	Mean diff.
1a: Expertise	3,6	3,2	0,4
1b: Service attitude	3,7	3,4	0,3
1c: Quality	3,4	3,2	0,3
1d: Service time	3,4	3,2	0,2
1e: Variety	3,8	3,6	0,2
1f: Price-quality-ratio	3,0	2,7	0,3
1g: Exceptional situations	3,2	2,9	0,3
1h: Reporting	3,3	3,3	0,0
1i: Reporting time	3,4	3,1	0,3
1j: Invoicing	3,3	3,1	0,2
1k: Availability	3,7	3,6	0,2
1l: Communication	2,8	2,7	0,1

Graph 18: House managers - North Finland to company mean



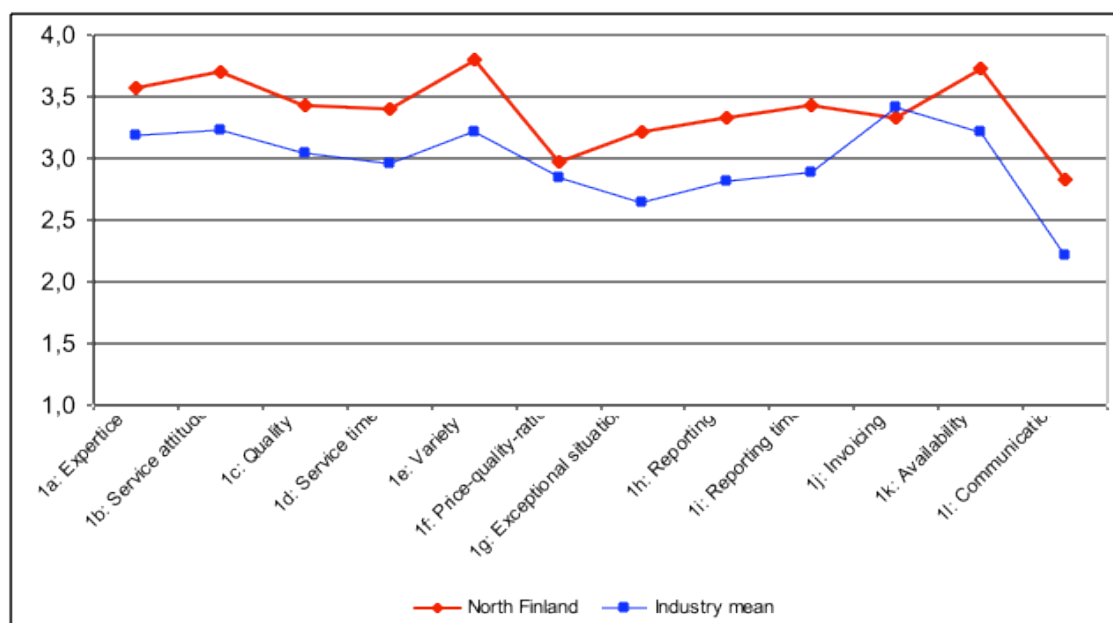
House Managers: North Finland to Industry Mean

The North Finland house managers felt they were mostly receiving better service from Munters Oy than from other companies in average. The strongest areas of service were the variety of services, handling exceptional situations and communication towards customers outside ongoing projects (+0,6). The weakest areas on the other hand were the accurateness of invoicing (-0,1) and price-quality ratio (+0,1).

Table 19: House managers - North Finland to industry mean

	North Finland	Industry mean	Mean diff.
1a: Expertise	3,6	3,2	0,4
1b: Service attitude	3,7	3,2	0,5
1c: Quality	3,4	3,0	0,4
1d: Service time	3,4	3,0	0,4
1e: Variety	3,8	3,2	0,6
1f: Price-quality-ratio	3,0	2,9	0,1
1g: Exceptional situations	3,2	2,7	0,6
1h: Reporting	3,3	2,8	0,5
1i: Reporting time	3,4	2,9	0,5
1j: Invoicing	3,3	3,4	-0,1
1k: Availability	3,7	3,2	0,5
1l: Communication	2,8	2,2	0,6

Graph 19: House managers - North Finland to industry mean



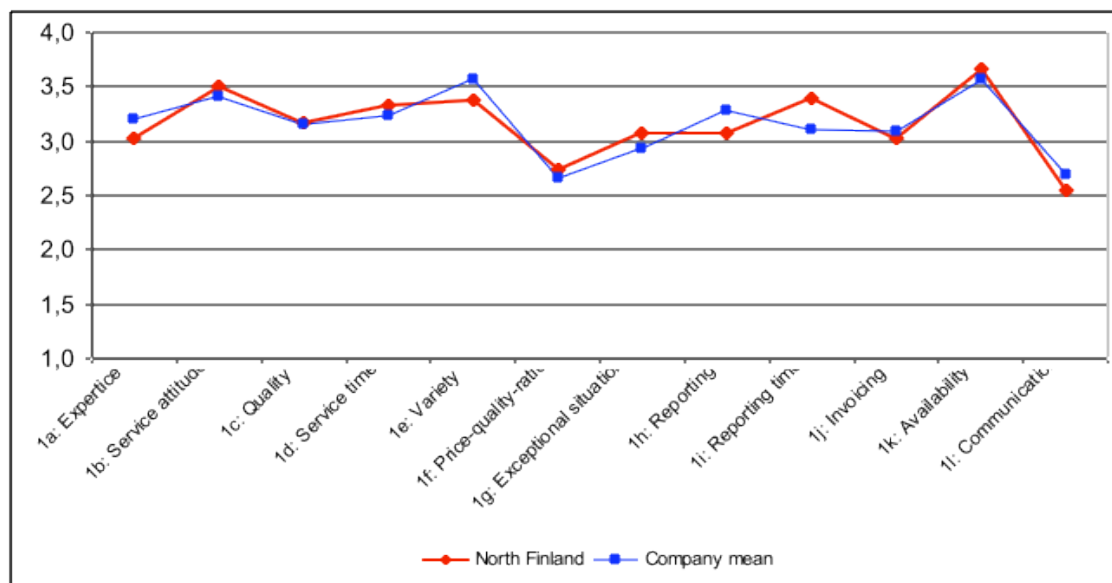
Insurance Companies: North Finland to National Company Mean

The insurance companies were more critical towards the service they received. The variance in differences comparing to the company national average grades was between -0,2 and +0,3 grades. The expertise of personnel, variety of services and quality of reporting (-0,2) were seen as the weakest and the reporting time (+0,3) as the strongest areas of service.

Table 20: Insurance companies - North Finland to company mean

	North Finland	Company mean	Mean diff.
1a: Expertise	3,0	3,2	-0,2
1b: Service attitude	3,5	3,4	0,1
1c: Quality	3,2	3,2	0,0
1d: Service time	3,3	3,2	0,1
1e: Variety	3,4	3,6	-0,2
1f: Price-quality-ratio	2,7	2,7	0,1
1g: Exceptional situations	3,1	2,9	0,1
1h: Reporting	3,1	3,3	-0,2
1i: Reporting time	3,4	3,1	0,3
1j: Invoicing	3,0	3,1	-0,1
1k: Availability	3,7	3,6	0,1
1l: Communication	2,6	2,7	-0,1

Graph 20: Insurance companies - North Finland to company mean



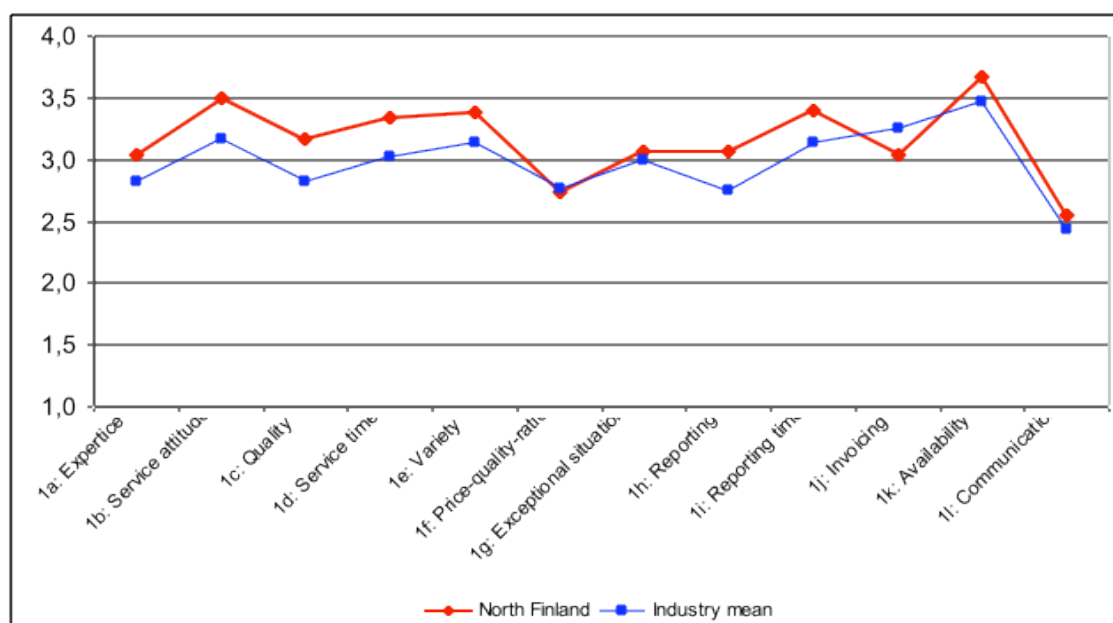
Insurance Companies: North Finland to Industry Mean

The insurance inspectors in North Finland felt they were slightly more satisfied with the services provided by Munters Oy than with the services in the industry in general. The differences varied from 0,2 below industry average in accurateness of invoicing to 0,3 above average in service attitude, quality of services and reporting as well as reporting and service times.

Table 21: Insurance companies - North Finland to industry mean

	North Finland	Industry mean	Mean diff.
1a: Expertise	3,0	2,8	0,2
1b: Service attitude	3,5	3,2	0,3
1c: Quality	3,2	2,8	0,3
1d: Service time	3,3	3,0	0,3
1e: Variety	3,4	3,1	0,2
1f: Price-quality-ratio	2,7	2,8	0,0
1g: Exceptional situations	3,1	3,0	0,1
1h: Reporting	3,1	2,8	0,3
1i: Reporting time	3,4	3,1	0,3
1j: Invoicing	3,0	3,3	-0,2
1k: Availability	3,7	3,5	0,2
1l: Communication	2,6	2,4	0,1

Graph 21: Insurance companies - North Finland to industry mean



4.2 Service variety and customer satisfaction (all areas)

Considering the overall service of Munters Oy, Would you describe receiving...?

a) More than expected? b) At least what expected? c) Less than expected? d)

Considerably less than expected?

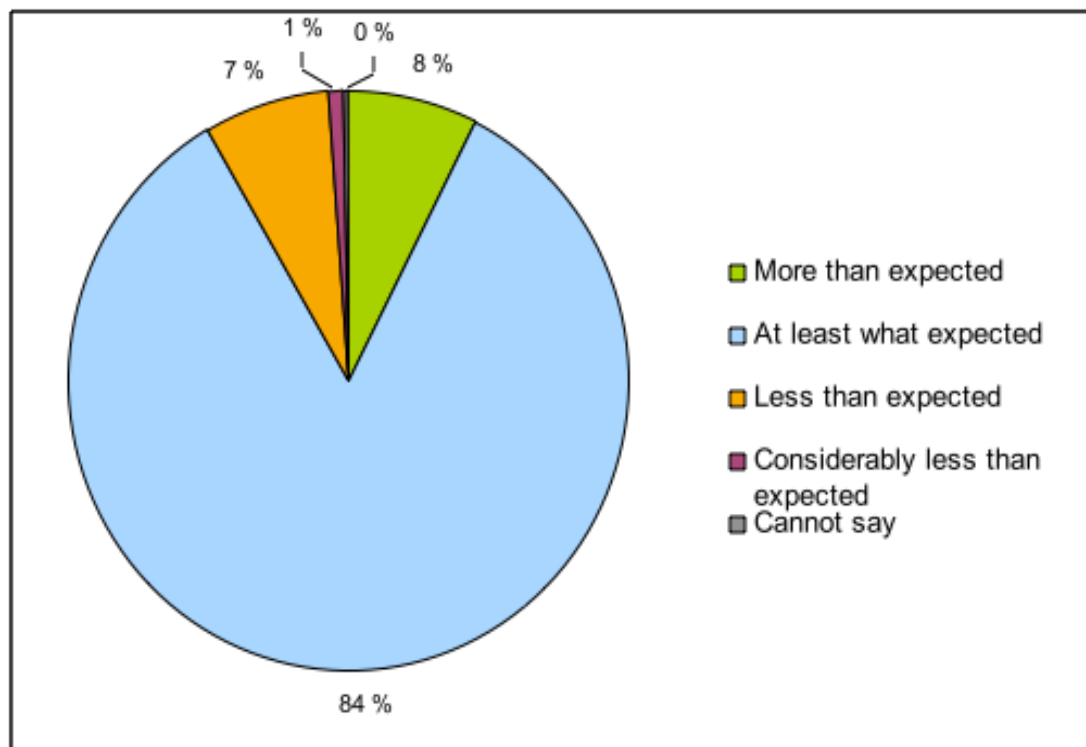
Most customers interviewed felt they were receiving the quality of services they first expected from Munters Oy (84,1%). There were somewhat equal amount of those who felt the service had been below and above the level they had expected (7,6% more than expected and 7,2% less than expected). Less than 1% had received considerably less service than expected.

In general, house managers were more satisfied with the service provided than the representatives of insurance companies. The house managers from North Finland were the most satisfied, with 23,3% of better than expected service. The insurance inspectors in South-East were the second most satisfied customers, with 10,7% better than expected service and 0% less than expected perceived service. The least satisfied customers were found among the insurance inspectors in Pirkanmaa, with 0% of more than expected and 7,1% considerably less service than expected.

Table 22: Service variety and customer satisfaction - all areas

Question 2	More than expected	At least what expected	Less than expected	Considerably less than expected	Cannot say	Total (n)
South mngrs	9,7 %	80,6 %	6,5 %	0,0 %	3,2 %	31
South insurance	4,2 %	79,2 %	16,7 %	0,0 %	0,0 %	24
South-East mngrs	6,7 %	90,0 %	3,3 %	0,0 %	0,0 %	30
South-East insurance	10,7 %	89,3 %	0,0 %	0,0 %	0,0 %	28
West mngrs	6,7 %	93,3 %	0,0 %	0,0 %	0,0 %	30
West insurance	0,0 %	83,3 %	16,7 %	0,0 %	0,0 %	30
Pirkanmaa mngrs	3,3 %	83,3 %	10,0 %	3,3 %	0,0 %	30
Pirkanmaa insurance	0,0 %	85,7 %	7,1 %	7,1 %	0,0 %	14
North mngrs	23,3 %	70,0 %	6,7 %	0,0 %	0,0 %	30
North insurance	6,7 %	86,7 %	6,7 %	0,0 %	0,0 %	30
Total %	7,58 %	84,12 %	7,22 %	0,72 %	0,36 %	100,00 %

Graph 22: Service variety and customer satisfaction - all areas



4.3 Customer loyalty (all areas)

How likely would you consider it to be for your customer relationship with Munters Oy to continue?

Very likely b) Likely c) Unlikely

The customers were asked to estimate, how likely it would be for them to continue cooperation with Munters Oy to evaluate the loyalty towards the company. Most of the customers thought it to be likely (36,7%) or very likely (59,2%) their relationship with Munters Oy would continue. There was also 3,6% of customers that thought it would be unlikely for them to continue operations with Munters and 0,72% could not say.

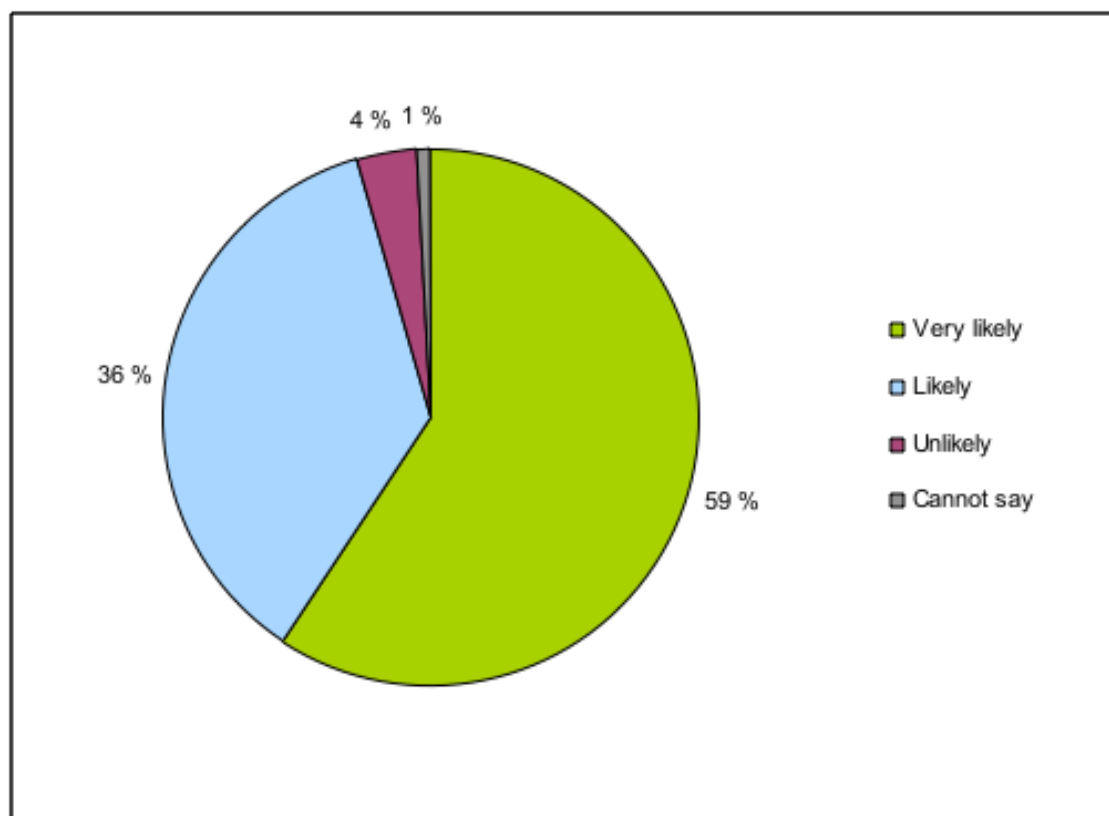
The house managers in West Finland were the most optimistic about their cooperation with Munters Oy, with opinions of 86,7% very likely and 13,3% likely for the cooperation to continue. Although the insurance companies in North Finland were quite satisfied with the service they received (question 2 Service variety and customer

satisfaction, above), 10% thought it would be unlikely for them to continue cooperation with Munters Oy.

Table 23: Customer loyalty - all areas

Question 3	Very likely	Likely	Unlikely	Cannot say	Total (n)
South mngrs	48,4 %	45,2 %	0,0 %	6,5 %	31
South insurance	37,5 %	58,3 %	4,2 %	0,0 %	24
South-East mngrs	66,7 %	30,0 %	3,3 %	0,0 %	30
South-East insurance	67,9 %	32,1 %	0,0 %	0,0 %	28
West mngrs	86,7 %	13,3 %	0,0 %	0,0 %	30
West insurance	50,0 %	43,3 %	6,7 %	0,0 %	30
Pirkanmaa mngrs	40,0 %	56,7 %	3,3 %	0,0 %	30
Pirkanmaa insurance	42,9 %	50,0 %	7,1 %	0,0 %	14
North mngrs	73,3 %	23,3 %	3,3 %	0,0 %	30
North insurance	66,7 %	23,3 %	10,0 %	0,0 %	30
Total %	59,21 %	36,46 %	3,61 %	0,72 %	100,00 %

Graph 23: Customer loyalty - all areas



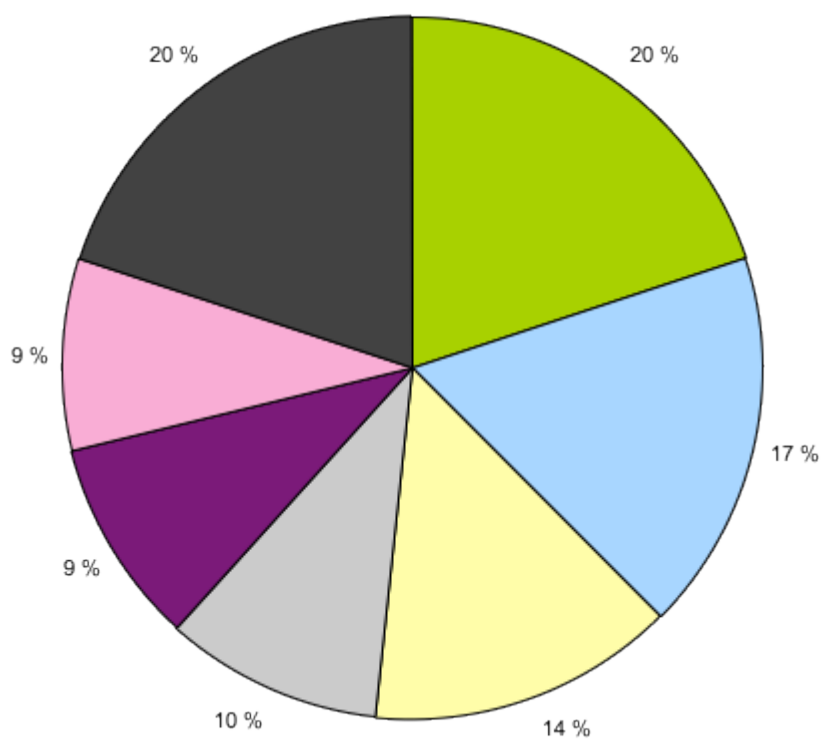
4.4 Comments and advice

The most frequently mentioned criticism and improvement ideas were related to items like communication (20%), reporting (17%) and service and quality (14%).

Table 24: Comments and advice - all areas

	n	%
Communication	38	20 %
Reporting (times)	33	17 %
Services & Quality	27	14 %
Price competitiveness	19	10 %
"Keep up the good work!"	18	9 %
No complaints	17	9 %
Other	38	20 %
Total	190	100,0 %

Graph 24: Comments and advice - all areas



5 Discussion

The key elements to which customer satisfaction is built on include front-line staff with the right service attitude, keeping to high quality specifications, having processes under control and handling complaints efficiently. Quality needs to be monitored over time in all the main areas of producing the product or service, but in the end customer satisfaction is as customers perceive it. In order to differentiate from the industry, a company also needs to stand out from its competitors. To find out the strengths and weaknesses against the main competitors, a comparison must be made between the customers' perceptions on the services provided by both Munters Oy's and the other companies in the industry.

In the case of Munters Oy the main areas where quality estimations were gathered were employees' expertise, their service attitude, quality of services, the time it took to get service (service times), variety of services, price-quality ratio, the way exceptional situations were handled, quality of reporting, the time in which reports were received (reporting time), accurateness of invoicing and communication outside ongoing projects. The questions can be classified according to the elements building up customer satisfaction. They will be discussed in the following paragraphs.

The quality of service seems to be one of the most important strengths of Munters Oy. The survey questions indicating the customers happiness with the service they received are those concerning expertise, service attitude and availability of staff, service times and communicating towards customers when no projects are currently running.

Compared to other companies in the industry, the service waiting times (0,35 points higher) and the service attitude of employees (0,34 grades higher than industry average) seem to be Munters Oy's greatest strengths. Between the five geographical areas the friendliness of employees in West Finland stood out in both the internal average and from the industry average. Compared both internally and with the industry average, the weakest area of service provided was the communication outside projects (0,27 above industry average and 0,44 grades below the internal average). The most dissatisfied

customers were found of Pirkanmaa area, where these results concerning the amount of communication were also reported from.

The quality of operations was measured by asking the customers' opinion of the overall quality they were experiencing, the price-quality ratio, quality of reporting and accurateness of invoicing. Again, the customers in West Finland were the most satisfied, and the customers in Pirkanmaa area the less satisfied ones. The weakest area was the price-quality ratio (0,55 below average internally and 0,63 below industry average). The highest operating quality when compared to Munters Oy's internal average was perceived to be the accurateness of invoicing in West Finland (0,38 higher than the company average). Compared to the competitors' perceived average, Munters Oy stood out with the quality of reporting (0,7 above industry average) and the overall quality of services delivered (0,6 above average).

Handling complaints well and responding to customers requests is also important for building customer satisfaction. The customers were asked how they felt Munters Oy was handling exceptional situations that had risen or might come up. Munters Oy was doing relatively well in comparison to the other companies in the industry in this area of service (0,23 above industry average).

The construction work needed when Munters Oy is contacted is usually urgent by nature. When households or housing cooperatives need air management systems, it is often a case with water damages, and needs to be dealt with urgently. This is why speed of service is so important for Munters Oy's customers, as well as the availability of their contact people at Munters Oy. Luckily, service times and availability were among the strongest areas of operation in the satisfaction survey results. It would seem the initial contact is taken rather swiftly, in form of a moisture inspection for example. Many customers were pleased with the quick reacting to calls and that the sites were also visited within the same day.

On the other hand, Munters Oy seems to have lots to learn when it comes the time to write reports. The customers indicated they were satisfied with the reporting, but still major part of all free feedback was on how the reports were delivered or the time it took to get ones hands on such a paper. House managers were some times stressed about how

insurance companies were asking for reports they had not yet received from Munters Oy's representatives.

To find out how content they were in Munters Oy's services in general, the customers were asked to estimate, how likely it would be for their cooperation with Munters Oy to continue. This question also clarifies the customers' perception of their loyalty towards Munters Oy. But contacting a supplier again "just to get the job done", is not enough to prove the customer was especially satisfied. Many times it is enough that the service was not exactly bad. Instead, Munters Oy is probably seen as being rather expensive but high quality service provider.

Most customers thought their cooperation with Munters Oy would continue. In fact, only 3,6% were so dissatisfied they thought it would not. The customers' opinions were quite consistent when evaluating different aspects of service. This combined with the largely positive opinions on the areas most critical to success for Munters Oy indicates that the customers might well be genuinely satisfied with the services they have received and will continue their relationship with Munters Oy. Many customers interviewed also appeared happy for the chance to share their comments with Munters Oy's management to still improve their performance. There was a feeling their opinions were heard. It appears Munters Oy has been able to build a continuous and developin relationship with its customers, satisfying both the needs for effective air solutions and experienced, friendly service.

6 Conclusion

The purpose of the customer satisfaction survey was to measure the customers' satisfaction with Munters Oy's services and their loyalty towards them. It was also investigated how Munters Oy is situated in the market in comparison to its competitors. Comments and ideas for improvement were also collected.

Comparing the means of the grades given, Munters Oy would seem to lie in the high end of the industry, among the best service providers. Out of the different areas of service, only the price-quality ratio and invoicing met the industry average, or went a fragment under them; otherwise the grades given to Munters Oy were all above the industry average. Munters Oy is perceived as a slightly expensive but high quality service provider in all areas in Finland.

A majority of the interviewees experienced receiving what they had expected of Munters' services. The house managers in North Finland were the most satisfied: over 20% of them had received better service than expected, and 70% of the level of service they were expecting. The least satisfied were the representatives of the insurance companies from West and South Finland, as nearly 20% of them had received less than the level of service expected. In general, the house managers were more satisfied in Munters' services than the insurance companies. Still over 80% of all the interviewees experienced receiving at least the level of service they were expecting.

The customers most loyal to Munters Oy were found among the house managers in West Finland. Over 85% of them thought their cooperation with Munters Oy would be very likely to continue. The most pessimistic were the insurance companies in North Finland, where some 10% thought it unlikely for the cooperation to continue. Of all the interviewees 36% thought it likely and nearly 60% very likely for their partnership with Munters Oy to continue.

Following the customers' advice, Munters Oy should concentrate on clear communication both face-to-face and in reporting. They also need to take care of maintaining and improving their quality of service and the speed at which requests are dealt with. It would seem that if Munters Oy follows the advice of its customers and manages to keep the quality of services high, they don't have to worry about losing customers in the future either. At the moment, their customers seem happy with the service they are receiving and are optimistic about their relationship with Munters Oy to continue.

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8 Appendixes

8.1 Tables and graphs

Table/Graph 1: Overall Satisfaction - mean comparison, all areas
Table/Graph 2: House Managers - South Finland to national mean
Table/Graph 3: House Managers - South Finland to industry mean
Table/Graph 4: Insurance companies - South Finland to company mean
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Table/Graph 22: Service variety and customer satisfaction - all areas
Table/Graph 23: Customer loyalty - all areas
Table/Graph 24: Comments and advice - all areas

8.2 Graph 1: Overall Satisfaction - Mean Comparison (all areas)

(see next page)