



# Business customer satisfaction

## Case: Kultasuklaa

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Juho Ingström  
Bachelor's Degree Programme  
in Business Management  
Thesis  
November, 2011

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Vuosi 2011 Sivumäärä 41

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Tämä opinnäytetyö tutkii suomalaisen suklaavalmistaja Kultasuklaan yritysasiakkaiden tyytyväisyyttä ja heidän mielikuvaansa Kultasuklaasta ja pyrkii löytämään ratkaisuja kuinka näitä osa-alueita voitaisiin kehittää ja hallita paremmin. Kultasuklaa valmistaa suklaata useissa eri muodoissa ja makuvaihtoehtoina, mutta myös konvehteja, marmeladia, erikoistilauksena tehtäviä suklaaesineitä ja erikoispainatuksilla olevia suklaakonvehteja eri tapahtumiin ja yrityslahjoiksi.

Kultasuklaalla oli tarve tutkia yritysasiakkaidensa tyytyväisyyttä ja löytää mahdollisia kehittämiskohteita heidän palvelussaan ja tuotteissaan. Tämän opinnäytetyön tutkimus suoritettiin kvantitatiivisen kyselylomakkeen avulla, ja kyselyyn vastattiin puhelimitse. Tutkimus suoritettiin maaliskuussa 2010.

Tämän opinnäytetyön tekijä on työskennellyt yrityksellä määräaikaisena työntekijänä ja luonut hyvät kommunikaatiosuhteet yrityksen henkilökuntaan, joten valinta opinnäytetyöyritykseksi oli luonnollinen. Hyvät keskusteluyhteydet yrityksen edustajien kanssa helpottivat tiedonkeruuta haastatteluissa.

Teoriaosuudessa käsitellään yritysten ostomotiiveja ja -käyttäytymistä, myyntistrategioita ja -prosesseja, asiakashallintaa, laatua ja yrityskuvan vaikutusta ostokäyttäytymiseen. Empiirisessä osuudessa käsitellään yrityksen nykytoimintaa SWOT-analyysin ja haastatteluiden avulla saatuja tietojen perusteella.

Ennen opinnäytetyötä, työn aikana ja sen jälkeen työn kirjoittaja jatkaa työskentelyä Kultasuklaan kanssa, avustaan heitä ulkopuolisena avustajana markkinointiin liittyvissä aiheissa ja auttaa tuottamaan markkinointimateriaalia.

Asiasanat asiakastytyväisyys, kvantitatiivinen, asiakassuhdehallinta



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## 1 Introduction

“Sales are the engine of sustainability and growth and are usually defined as a set of objectives by the firm in its business and/or marketing plan. Achievement of these objectives depends on how well they translate into specific market and customer sales targets and then performed within the sales process” (Donaldsson 2007, 4).

Selling has developed from being a product-driven business to a customer-oriented business model. Throughout most of the mid-1900's the seller who had the best product managed to get a sale. Today information, which aids persons making decisions, is easily accessed through the Internet and comparisons between products and services are easy to make on a general level. Therefore it is the face-to-face personal selling that gives the sales person an opportunity to affect the buying decision by making the most of the situation. Sales personnel must be eager to make sales, but also humble towards the customer and have a clear vision of what to achieve with every customer contact.

Sales people have a very important role in the sales process, and they must be able to communicate their vision clearly to the customers. Customers do not want sales people to come and just sell their products to them; they want to be sold benefits and entities but also be the decision-maker and have the final word. Sales people must try to create win-win situations while projecting a professional image and maintaining high ethical standards. According to a survey by US News and World, bad customer treatment and poor service caused 68% of customer losses. (Manning et al 2010, 13)

Personal selling has evolved in the past 40 years from product driven selling to problem solving and on to diagnosing customer needs through partnering with the customer. Sales people do not just offer customers their products and services as in the past, but sometimes also solve customers' problems. Personal selling is becoming more synonymous with the process that adds value in the bigger sales process. Relationship marketing and selling with the customer creates also a foundation for more long-term buyer-seller relationships, which is generally beneficial for both parties. More demanding customers and more complex selling situations have forced the sellers to become companies' biggest distinctive assets. Generally similar products and services with almost similar qualities require professional sellers (or diagnostics) to make sales for one company's benefit.

As an example, Xerox doesn't just sell its copying machines to its business customers, but also offers services to deliver paper, new supplies and even personnel to work at customers' office and maintain the printing service in the organisation. This way the customer does not have to worry about the printing service, as there are outsourced personnel to take care of it. (Manning et al 2010, 4-9)

This thesis will discuss factors related to B2B customer buying behaviour and satisfaction amongst customers of Finnish chocolate manufacturer Kultasuklaa. Customer satisfaction research will be conducted to give a better view of success in the current sales methodologies and to have a reference on what to develop in certain areas if needed.

### 1.1 Scope of The Research

The author has established a good relationship and an open communication channel with the company while assisting them in various projects and working as a temporary worker. While working with the company, various matters were discussed with the company representatives, business customer satisfaction and possible issues with the logo being among these. As the author discussed these matters, it was obvious that to have more comprehensive information about the subjects, it would need to be researched in some way. The company is relatively small, and if the company would use consulting companies to research these matters it could become expensive.

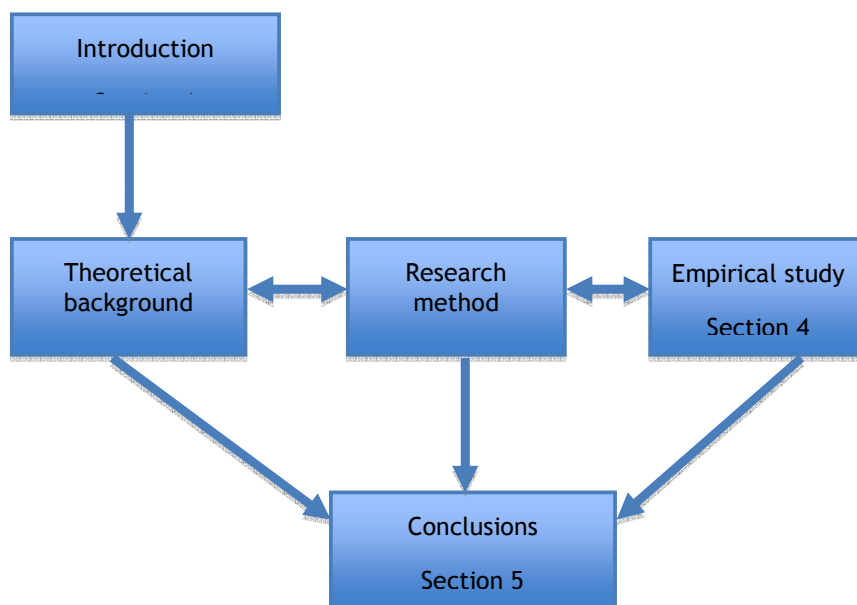
Company executives expressed their interest towards a research produced as thesis work, and the matter was discussed more before finding the subjects to which the research would focus on. The company is relatively small and executives are open to development ideas, which made the project more interesting for the author, as development ideas are accepted more easily and is actualized, development ideas' effects would be visible fast.

### 1.2 Objectives of The Project

After evaluating the resources and schedule it was decided that the outcome of this project is to conduct a reliable customer satisfaction survey with what the services could be developed if necessary, but also it should give Kultasuklaa an outsiders view of their operations related to marketing with development ideas. In addition, Kultasuklaa wanted to know the image their customers have of the company and of the company logo. The thesis will focus mainly on the factors of customer satisfaction in their operations and company image and logo opinions, leaving products and their development to later research.

Research topic will concentrate on customer satisfaction, while services and marketing will be discussed in general. Given the context of the thesis, this project is limited to only research business customers' satisfaction, and their image of the company and their view of the company logo. While this is restricting, it also will make the research more focused on the business customers and makes the contacting easier through customer database contact information. Strengths of the thesis are the open communication to the company executives, and the knowledge the author has of the company in general.

The first section of this thesis analyses theoretical aspects of sales processes and buying behaviour that is related to Kultasuklaa. The company has restructured its marketing efforts in the past few years, but still the business sector needs development. Following the theory is an empirical study on Kultasuklaa's B2B customer satisfaction where Kultasuklaa's perception of their customer relationship management (later CRM) is compared to theory and differences and development ideas are presented based on the findings. Quantitative study on business customer satisfaction and its results are then compared to the processes to see if other aspects of their operations can be developed as well.



**Figure 1: Thesis structure**

## 2 Theoretical Background

This section discusses the theory related to the research subject. First the corporate buying behaviour is discussed and a decision-making unit is analysed on a general level to understand who are and who should be affected through marketing efforts. Understanding customer buy-

ing motives and communication channels to customer organisation help sales organisation have better work-result ratio. After this, the thesis discusses quality and its influence to brand image, customer perception and sales. To close the theoretical section, customer relationship, its creation, development and nurturing are discussed and their effect on sales and marketing efforts are analysed.

## 2.1 Buying Process And Buyer Behaviour In Organisations

Organizational buying, or decision-making process (later DMP) is the buying company's process, which describes the different factors affecting the purchase. "The DMP is a time-based sequential flow of activities, which represents the process a buyer follows from problem recognition, through an identification of options, selection and purchase, then post-purchase evaluation" The process is always unique, as it is dependant on the type of purchase (product or service) and internal and external factors of the organization. Some DMPs require more involvement than others, as some purchases are more important than others. (Donaldson, 2007, 27-30)

## 2.2 Buying Importance Matrix

In **complex** buying differences between different products are vast and the purchases are made rarely. Long research time and evaluation between different options are commonplace in this type of buying. **Habitual** buying occurs when the importance is low and differences between products are not significant, an example could be a carton of milk. **Variety seeking** is when buyers do not want to use only one specific product, but seek change from different manufacturers or even different products that fulfil the need. In **dissonance-reducing** buying buyer might be dissatisfied with the current product or service that they have bought. Even though the purchase is important, the customer might be left to make a compromise between only few different options, as not many differences between options exist. (Donaldson 2007, 27)

	High involvement	Low involvement
Significant differences between products/services	<b>Complex</b> buying behaviour	<b>Variety seeking</b> buying behaviour
Few differences between products/services	<b>Dissonance reducing</b> buyer behaviour	<b>Habitual</b> buying behaviour

**Table 1: Buying importance matrix**

### 2.3 Buying Motives

People have six different motives for buying goods or services, and they are not linked to any specific person or company. Reasoning behind these motives might not always be reasonable, explainable or they might not even make sense, but they are reasons for people making decisions for themselves or their company. Given in no specific order they are:

1. Quest for success
  - a. Most commonly to gain financial benefit, for example new machinery for factory or investing in stocks.
2. Fear of losing
  - a. Usually linked to financial loss, which might create a need to acquire insurances or security services for the company
3. Comfort and ease
  - a. More comfortable work surroundings motivate workers to relax and to concentrate on their work better. This can be achieved by providing good quality work furniture, decorations and a coffee machine.
4. Security and protection
  - a. A feeling of safety in operations, such as guaranteed shipments from trusted suppliers or a backup file system for important information.
5. Ownership
  - a. Being able to acquire luxury products or services gives pride to people who are able to benefit from them, (such as cars) but in business life it is a way to be distinctive and improve visibility of the company.
6. Feel of satisfaction
  - a. Satisfaction is unique for every person, but some people feel pleasure in giving gifts or paying for restaurant bills for others in their company. It also gives a better image, unwanted or wanted, but not giving any signs of valuing other people might give a poor image, depending on the culture. (Chitwood 1996, 69-72)

None of these reasons are more important than the other, and they might not be just one reason but a mix of many. Every customer has different criteria for buying products and services, which is always related to the context of the buy.

## 2.4 Decision-Making Unit

According to Donaldsson (2007, 28-30) decision-making units (later DMU), are the organizations buying centres, which consist of decision-makers and people who affect their work and decisions directly or indirectly. A purchase that involves more people in the decision-making is typically bigger and more expensive to manage. In reality, these roles are not purposely divided to different persons, but they may be combined so that the same person has one or more roles in the buying process. (Rope 1998, 28)

User	<ul style="list-style-type: none"> <li>- Understands the benefit of the product</li> <li>- May have initiated the DMP (decision-making process)</li> <li>- May assist in preparing specifications</li> <li>- May provide opinions and advice</li> </ul>
Influencer	<ul style="list-style-type: none"> <li>- May assist in preparing specifications</li> <li>- May be involved in evaluation of suppliers and products</li> <li>- Could be a subject-matter expert</li> </ul>
Decider	<ul style="list-style-type: none"> <li>- Establishes the purchasing criteria</li> </ul>
Approver	<ul style="list-style-type: none"> <li>- Authorizes the purchase, such as a Board of Directors, of Financial Director</li> </ul>
Buyer	<ul style="list-style-type: none"> <li>- May be involved throughout the DMP or just the negotiation stage</li> <li>- Usually selects suppliers and negotiates terms</li> <li>- May be a trained professional</li> </ul>
Gatekeeper	<ul style="list-style-type: none"> <li>- Blocks the DMP by controlling the information flow and access to DMU</li> <li>- Can be anyone in the organization, from a receptionist to an external specialist</li> </ul>

**Table 2: Buying centre of DMU (Donaldsson, 2007, 29)**

## 2.5 Marketing And Sales Strategies

“Strategic planning is the process that matches the firm’s resources to its market opportunities.” Resources to take into consideration are functional factors of the business, such as production capability, funds, personnel, and marketing. Strategic planning provides guidelines on how the strategic selling plan should be built. Manning et al distinguish marketing strategy as a plan to gain customers, whereas tactics are the tools to achieve this with. Tactics in this case are more related to sales person, as they describe the characteristics one uses during sales negotiations. Strategy enables sales management to be more able to select right tactics for each customer contact. An example would be a situation where a brewery wants to sell its new specialty products directly to restaurants. It is not effective to call every restaurant in a given geographical area, but to research which restaurants are specialized in offering wide

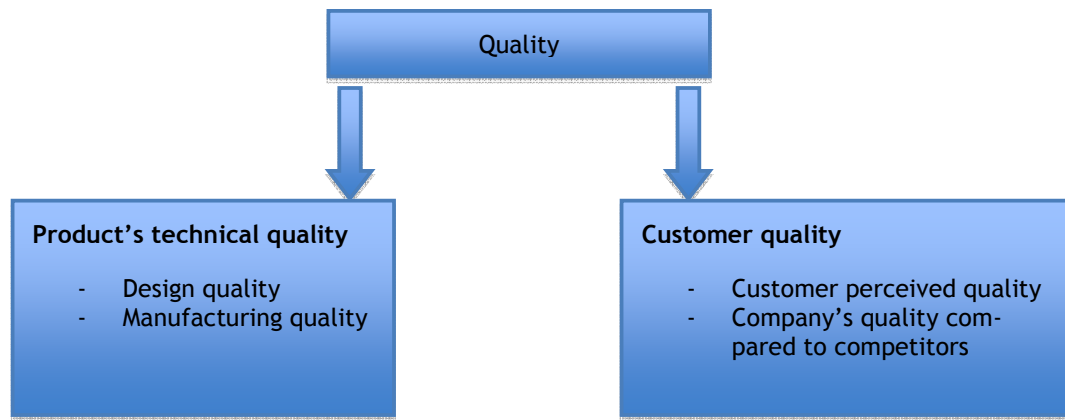
varieties of beers. A strategy might include plans for marketing communication, market and customer segmentation, and market research. (Manning, 2010, 11)

According to Lahtinen et al a job well done is the best marketing, as it gives good establishment for the profitability of the company. Marketing should be seen as a process with purpose to create and develop long-lasting relationships. A research shows that it takes a company 27-fold a marketing investment to get back a lost customer than to keep a loyal customer. Acquiring new customers is estimated to cost ten times more than to sell to loyal customers. Customer satisfaction is a key factor in creating recurring sales and keeping the marketing efforts profitable at lower cost. (Lahtinen et al, 2001 10)

## 2.6 Quality And Expectations References

A company's ability to define its quality criteria is a part of creating competitive positioning in the market. Bad quality either in products or services is every company's biggest cost, since bad quality products do not either sell well or they create reclamations that create unnecessary administrative tasks. Processing the complaints and substituting the bad quality with customer refunds creates more costs than controlling the quality initially and reducing the possibility for bad quality. Companies can communicate their quality to the public by making references to their quality certificates and using high quality raw materials and utilising quality control thus not sending poor quality products to sale.

Products' quality can be divided by objective (measurable), and subjective (customer) quality. Objective quality consists of raw materials, product research and design, expertise, manufacturing methods and logistics, which can be analysed and measured to prove their high quality. Subjective quality consists of brand value, packaging, design, colours and product name, which are all subjective factors for every person. While a person needing a new computer might be able to process the necessary tasks with a low priced laptop computer made by several different brands, the person might be willing to pay more money to buy Apple computer, because of its high, perceived quality and brand value. From an objective quality point-of-view, the two computers might be similar in technical specifications, but the added value comes from design and product name. If customer expectations are set too high due to overly flattering advertising, the actual experience might not be up to the bar and customer can feel unsatisfied.



**Figure 2: Quality (Lahtinen et al, 2001, 119)**

## 2.7 Customer Perceived Value

Lahtinen et al argue that conception of value and accessory services create customer perceived value. Customers have both positive and negative experiences that create perceived value to products or services. Most importantly the value should be compared to the value that competitors and give to the customer in the same situation.

Customer creates the perceived image of quality from various sources, such as feedback or reviews read on magazines or Internet, advertising and hearsay from friends. This is the image customer has before the actual encounter with the company. Service quality is directly related to the other aspects the service, such as the service package, service production and service environment, which means that in order to develop quality, the other factors need to be developed first. (Lahtinen et al 2001, 57, 118-120)

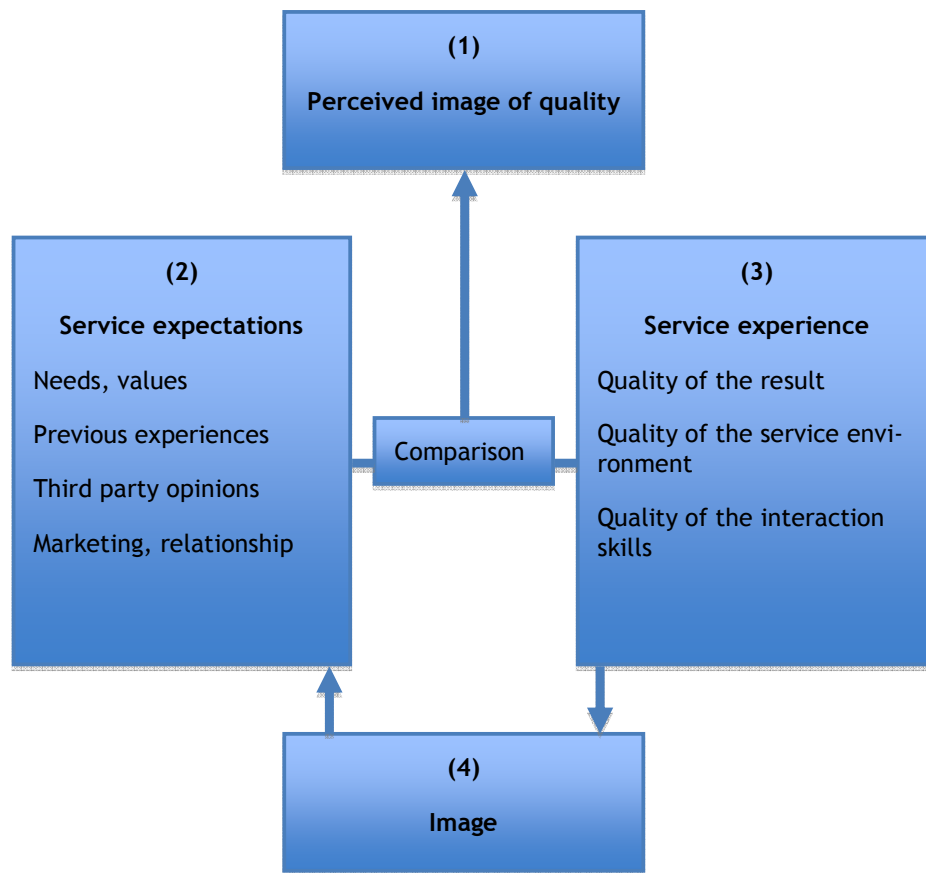


Figure 3: Factors of perceived quality (Lahtinen et al, 2001, 55)

The customers also seek benefits, which were listed by McDonald and Woodburn in a research. If customers receive what they need and appreciate from an existing relationship, they most likely do not feel the need to seek other suppliers.

- Trust - always behaving appropriately
  - Leverage - something unique, and not always price
  - Unique competitive advantage/customization - or else why bother?
  - Cost reduction - without sacrificing value targets
  - Simplicity - reducing their complexity
  - Continuity - being around in the future as well as the present
  - Supply chain integration - smoother, cheaper
  - Global consistency - the same offer, anywhere
  - Consultancy - calling on the suppliers expertise
  - Strategic concentration of resources and investment - where worthwhile
- (McDonald and Woodburn, 86)

Lahtinen et al see that customers define quality through the service they receive. Every person has different criteria to measure quality. A selling company can set standards for their

products or services, but it has to meet at least the customers' expectations. If the customer sees that the product or service isn't high quality enough for them, the customer might change supplier. Quality must be constantly developed, as definitions of good quality are always challenged and customer demands need to be fulfilled. It is the duty of every employee to deliver good quality, and in order to achieve this, management and personnel need feedback and information from each other. A good quality service or product is not a matter to be taken for granted; it needs to be planned and needs work from the ones involved. While technical quality can be measured, but even at a good level it is just a starting point in customer perception, all other factors contribute to the total value. Quality of service is not produced by default; it needs planning. Internal communication increases level of quality, as it gives employees more knowledge to serve customers better, and every employee is responsible for creating good quality service, it is not only a task of management and sales representatives. (Lahtinen et al 2001, 57, 118-120)

## 2.8 Corporate Image

The selling company's image, which is created through the company's operations and marketing affects customers' buying decisions. The image is not enhanced by increasing the products objective quality or availability, but through customer service and correct attitude. The customer perceived image of the company and its quality have different factors, and they are affected by company public image, which is created through their advertising and visibility in the media and for example event sponsoring. By sponsoring an event that reaches many of the company's target audience, the company receives more visibility and with product samples, they also create customer experience and contacts. Perceived image is an emotion-based factor, which needs to be resolved from time to time in order to find possible needs for improvement and possible fortes. The image is altered after every customer contact, and it is never static. Advertising cannot change the attitudes of the customers, but through actions that create positive experiences. "Customers' conception of the company can best be altered by improving the quality of the products and operations". Negative conceptions might be created over a longer period of decades, which leads to customer avoiding contact with the company, especially if equal offering is available. (Lahtinen et al 2001, 123-126)

Packaging has developed from being just means to protect product from damages and dirt, and the function has evolved to also work as a part of company communication. Having a distinctive and good quality packaging communicates product features and aim to create a positive image of the product and the manufacturer. The package profiles the company through their choice of materials and colours, which can be used as a competitive factor. Product package needs to fulfil its function as a protective casing, but also informative to communicate the company's desired image and act functionally. While being a distinctive package,

company must consider the expected audience for the product. Prestige packages have higher manufacturing costs which will transfer to the final price, so use of expensive packaging is a matter of marketing decisions. Also some customers might reject a product with expensive packaging due to ethical point of view; excessive use of natural resources opposed to recycled materials or difficulty of recycling the package properly. (Lahtinen et al 2001, 126-127)

## 2.9 Customer Satisfaction

“Satisfaction can be defined as an attitude-like judgment following a purchase act or a series of consumer product interactions” (Lovelock 2002, 87) Customer satisfaction is a means of competition, which can create competitive advantage if managed correctly. Managing high level of customer satisfaction is a joint result from successful marketing, quality and customer service. Customers that are merely satisfied or neutral about the customer service have a lower threshold to seek new suppliers, but highly satisfied customers are less likely to do so. High customer satisfaction has also other benefits than just returning customers, as figure 4 shows. (Lahtinen et al 2001, 81; Lovelock et al 2002, 272-274)

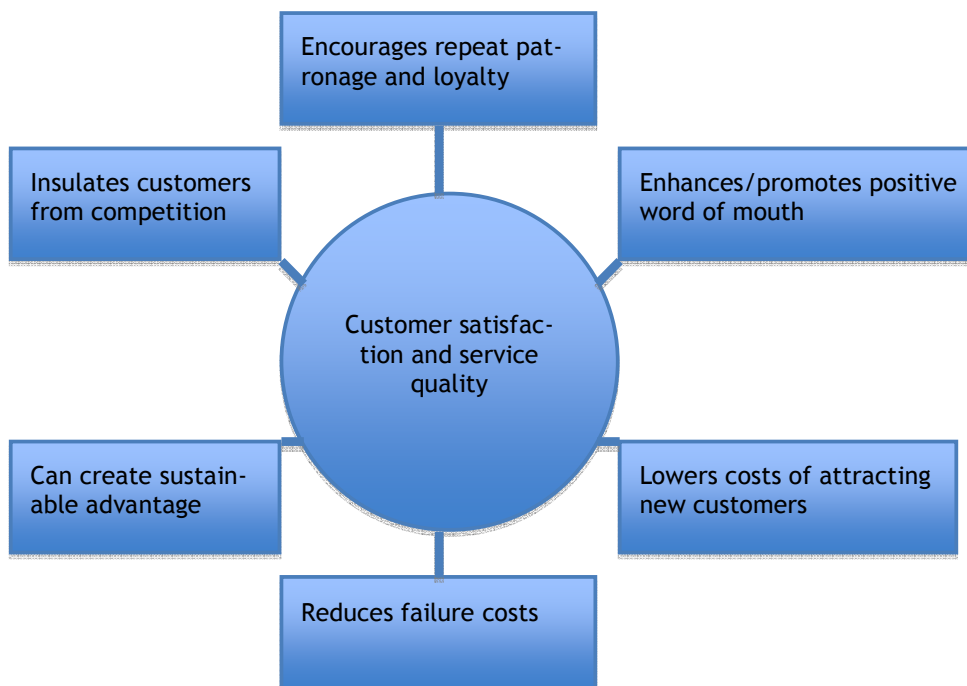


Figure 4: Customer satisfaction and service quality benefits (Lovelock, 2002, 273)

“Customer satisfaction is hard to measure by using certificates or giving points.” (Lahtinen et al. 2001, 81) Success of customer satisfaction is measured by customer satisfaction surveys, where certain points in the sales process are evaluated with closed- or open-ended questions. The questions might revolve around first impression, waiting time, expertise of the personnel, flexibility, and such. The key point in creating satisfaction is to make the customer feel that he/she is taken care of, and they shouldn't be left to their own without help. While being aware of customer satisfaction level of company's own customers, companies should follow how satisfied are the competitors' customers, and try to win them if possible. It is important to make the surveys periodically, and also include questions to possible lost customers and find reasons why they are no longer customers for the company. (Lahtinen et al 2001, 81)

A high satisfaction level creates customer loyalty. Highly satisfied customers are likely to make repeat purchases, which, during a longer period of time, is more profitable than attracting new customers through expensive marketing campaigns and sales negotiations. Chances are, that sometimes quality control failures occur, and this creates an unwanted situation between the supplier and the buyer, but highly satisfied customers are more willing to forgive occasional minor faults, as their earlier positive experiences have more impact. Investments in creating high customer satisfaction typically creates benefits in both customer base size and customer profitability, as it is always easier and cheaper to keep existing customer satisfied than to acquire new customers and develop their customer loyalty and satisfaction. According to a research made in Finland, it costs 27 times more to reacquire a lost customer than to keep an existing customer satisfied, and 10 times more to acquire new customers than to sell to existing customers. Companies always need to acquire more customers through marketing, as customers are lost for various reasons. (Lahtinen et al 2001, 10; Lovelock et al 2002, 272-274)

#### 2.10 Customer Complaints

Although customer service and quality factors should be set to a high level to minimise customer complaints and thus increase customer satisfaction, errors happen both in production and service levels occasionally. It is the task of the sales person or designated customer service personnel to handle the possible customer complaints according to company protocols, and aim to reinstate customer satisfaction and compensate any trouble customer has had. A research made by Claus Möller claims that out of 27 disappointed customers 26 do not complain about their dissatisfaction, Instant feedback of problems works for benefit of the customer, but also for the company, as they can solve their problems faster and have fewer dissatisfied customers with the same problem. (Lahtinen et al 2001, 10)

Complaints are received through communication channels such as e-mail or phone calls, and companies should have communication system to send the complaints to a designated person, who has the ability and authority to respond to complaints, offer compensations to customer and report the problems to managerial level. Companies should aim to register every complaint to be able to focus on problematic issues and reinvestigate them if needed. The effect a very dissatisfied customer can create can range from losing the customer to a competitive company and they might tell not just their friends about the bad experience, but also post their negative experiences on Internet discussion board or local magazine's bulletin board. When the customers feel the need to file a complaint, they typically assess if they have suffered economic loss in the case or do they just want a correction on a specific matter. All complaints are unique, and they should be handled individually. Handling the complaints requires work and sometimes other resources such as money or new product to compensate customers, which increases the costs of bad quality. Complaints can be used as a method to conduct market research, if the complaints are registered and analysed and are related to matters such as product or service design, packaging, or slow service. The data gathered from complaints can be stored to a complaint log where the data is accessible. The data should include central information of every complaint, including customer information, issue of complaint, contact person handling the matter, solution to compensate the trouble to customer and reason why the complaint was created. (Lovelock 2002, 120-126)

#### 2.11 Customer Relationship Management (CRM)

“Customer relationship marketing is creating and developing of long-term and profitable customer relations in order to satisfy both parties”. For the selling company, having a loyal customer base is an advantage in many ways as described earlier, but creating a relationship between supplier and buyer is also beneficial for the buyer: “Greater openness and freer communications between buyer and supplier create an atmosphere which allows buyers to have a greater understanding of a supplier's plans, minimises surprises and permits them to be more responsive to the selling organisation.” Fundamentally CRM requires every person in the organisation to involve and work according to common objectives. (Donaldsson 2007,34; Lahtinen 2001, 80)

Single purchase marketing	Customer relationship marketing
Targets for single purchase	Targets for repeat purchases
Product features main concern	Product benefits main concern
Short time span	Long time span
Low emphasis on customer service	High emphasis on customer service
Low customer bonding	High customer bonding (more value)
Customer contact not important	Customer contact very important
Production responsible for the quality	Everybody is responsible for the quality

**Table 3: Single purchases vs relationship (Lahtinen et al 2001, 79)**

Different companies value different factors in relationships. While others choose the supplying company with superior service or product, other companies might value flexibility over other matters offered by competing companies. Customers want both quality product or service and quality relationship. (Manning et al 2010, 17) (Lahtinen et al 2001, 79)

Customer relationship management strategies require the company to understand that the process requires time. With good relationships it is possible to upsell additional products or services, cross-sell other products, have word-of-mouth benefits and also reduce service and operational costs. The relationship develops over time, and as the information, communication and experience helps the customer to create an image of the company, the relationship develops deeper, stays irregular or does not develop anywhere. In a good relationship both parties benefit from the relationship, and both want to develop it. On customers behalf this means not having to search for a new supplier and familiar products or services, and on the sellers side this means less marketing efforts. (Peppers, 5)

## 2.12 Developing Relationship Strategies

A sales person should create strong relationships with groups that are part of the work directly and indirectly, internally and externally. Sales persons work with customers closely, so they are in good position to monitor customer satisfaction and act accordingly to changes. (Manning et al 2010, 56).

1. Customers - "A major key to success in selling is the ability to establish working relationships with customers in which mutual support, trust, and goals are nurtured over time". Contacting customers regularly for maintaining and developing relationship creates more sales.

2. Secondary decision makers - Persons making decisions are influenced by other people's opinions, and creating relationships to these support networks can facilitate better results in sales. Such people might be receptionist or a department secretary.
3. Company support staff - External relationships to customer are important, but having good relationship internally with company support staff, like market research and finance, are important as well, as these contacts might give outside views on different matters.
4. Management personnel - Having good relationship with people in own company management is essential to having good atmosphere and open communication. Better relationships enhance the exchange of information, which can be used in developing customer strategies.

A starting factor to successful relationships is creating a win-win philosophy to sales, where both the seller and buyer have their interests served best. Seller has a customer making repeated purchases and the buyer has bought a solution to a problem and can trust the seller to supply more help in the same area if needed. (Manning et al 2010, 59)

Professor Adrian Payne distinguishes that in order to create a viable customer strategy, a company should answer the following questions and analyse the measures and possible actions that are needed to achieve the goals.

The strategy development process

- a. Where are we and what do we want to achieve?
- b. Who are the customers that we want and how should we segment them?

The value creation process

- c. How should we deliver value to our customers?
- d. How should we maximize the lifetime value of the customers we want?

Multi-channel integration process

- e. What are the best ways for us to get to customers and for customers to get to us?
- f. What does an outstanding customer experience, deliverable at an affordable cost, look like?

Information management process

- g. How should we organize information on customers?
- h. How can we "replicate" the mind of customers and use this to improve our CRM activities?

Performance assessment process

- i. How can we create profits and shareholder value?

- j. How should we set standards, develop metrics, measure our results and improve our performance?

(Payne, 2006, 32)

The answers to these questions create a guideline for the strategy. This might include not only actions from the management and personnel, but also addition of technology as analysing tool.

### 3 Research Method

Researching the thesis company Kultasuklaa and its B2B-customer satisfaction process and standards was an assignment that was considered a proper task for a thesis, and after planning the research questions, the tools for the research were selected. The purpose of the research is to describe a normal sales process in the service framework and to research customers' satisfaction towards the sales, it's servicing, the products and the company's perceived image. The results will work as a documentation of the present situation, and should portray a common pattern within the customer base if customers are treated equally in different segments.

To gather enough data, it was discussed with thesis supervisors that quantitative research would be a suitable method for data gathering, given the diverse customer database and its inconsistency. Some of the possible interviewees might not be able to provide suitable answers to most of the open-ended questions of the qualitative research thus an easy-to-answer questionnaire was created to suit most interviewees. Receiving answers with more credibility from a small audience than receiving few poor answers from a wider target group is more beneficial for the research reliability, and also in analysing stage the answer-rate should be higher.

While the customers were interviewed with a planned and structured questionnaire, the company representatives were interviewed more informally with minimal or without any pre-planned questions. As the author has helped the company before and during the thesis work, most interviews can't be pointed to any particular moment or day, as the data is gathered during a time period of more than six years. The data gathered from the representatives is compared to the findings of the research, and development ideas are based on the findings of this comparison. These two research methods complete each other with more comprehensible findings.

### 3.1 Qualitative Research

Qualitative study researches how persons perceive information and how they communicate their opinions and findings. The findings aim to gather as much useful information from one source as possible by trying to find as many aspects related to the subject. The value of every source is high. Qualitative study's main features are to be holistic data, gathered in natural environment and setting. People are favoured as data source. The aim of qualitative research is to reveal unexpected findings, and not to test the findings against theory or hypothesis. Every person contributing to the study is carefully selected, and not by chance. Findings are to be handled as individuals, and the interviews should aim for the interviewees' viewpoints to give value to the outcome of the study. (Hirsjärvi, 2009. 139-140)

### 3.2 Quantitative Research

Quantitative study researches a phenomenon that can be analysed numerically, either through data collection from existing data such as sales volumes of different products, or collecting new data with means that allow the data to be analysed in an unambiguous manner. The purpose is to create data that can be compared against other answers within the research. Quantitative study is well utilised in a research where more emphasis on the nature of the data is to find collective results, and not so much on individual responses. Central factors of quantitative study include analysing earlier research and theory of the subject, creating hypotheses, defining concepts that are discussed in the study, and to create a plan for study which results in data that can be analysed numerically. Essential factors are also selection of the target group, reporting the findings in a form that can be analysed based on statistics, and form conclusions from the findings. (Hirsjärvi, 2009. 139-140)

## 4 Empirical Study

This section discusses the company and its operations in Finnish confectionary business and its services in business-to-business selling. SWOT-analysis (strengths, weaknesses, opportunities and threats) evaluates company's role in the business sector. Kultasuklaa's sales process is analysed through an interview with the company owner. Quality control, customer satisfaction meters and customer relationship strategies are discussed and then compared to theory. In the end of this section customer satisfaction survey's results are analysed and development ideas are presented based on the results.

## 4.1 Company Overview

This section concentrates on Kultasuklaa as a company and its operations in B2B and consumer retail. This chapter should give an understanding of the company's business environment, basic operating models and processes related to quality control and customer contacts.

## 4.2 Background

Kultasuklaa is a small privately owned chocolate and sweets company located in southern Finland. It was established in Finland during recession in 1990 by an already retired entrepreneurial couple, which wanted to start a company, but didn't know what business idea they would actualize, so they arranged a competition where people could send in suggestions for their company. A chocolate factory was found from the submissions, and the couple started working the idea. Training and machinery was acquired as the business started to shape, and customers noted the unique character of their shaped chocolates. The factory had its own store opened in 1991, but to have more selling channels a shop was opened in the Old Market Hall in Helsinki later.

The company was sold in 2001 to another couple, and they have aimed to develop the business to be able to serve more customers and to gain access to other countries too. New stores were opened in other market halls in Turku and Tampere, collaboration with other companies was started, notably with Juustoportti chain, to have more selling channels. The company has had a visual redesign in its website and stores, new products have been introduced to the selection, new services have been created to serve more customers and to gain competitive advantage and differentiation from competitors.

While having hundreds of different shaped chocolate confectionaries, they also produce custom-shaped chocolates for their customers. Innovative products have been the company's core competitive advantage as well as being a fast and flexible supplier of customised products. Kultasuklaa produces plain chocolate bars from imported raw materials, and adds their own ingredients to make unique chocolates. Factory has its own outlet store and five own boutiques that are located in Finland to increase the number of selling channels. Consumers are reached through stores, but Kultasuklaa also concentrates on business-to-business selling, where they produce mostly business gifts for companies.

Kultasuklaa does not try to compete with larger Finnish chocolate manufacturers in terms of volume, but in creating new visionary flavours and shapes for chocolate. Being able to construct chocolate to a special shape according to customers' wishes is not a task for big companies, but a boutique companies can deliver these speciality requests. Kultasuklaa is known

for its innovative shapes and other unique specialities, alongside high quality and Finnish identity.

Being a small company in Finland's chocolate industry is mostly an advantage, but also a challenge with Kultasuklaa and its segmentation. Kultasuklaa has developed its chocolates' taste to be distinct among other manufacturers, and having special shaped chocolates and the special service of making custom-shaped chocolates are their biggest competitive advantages. As the production is done mainly by hand and not automated by machines, labour costs show in the price. Handmade chocolate is a luxury product by status value, placement and price, and therefore not available to all.

### 4.3 Products

The business gift chocolates are usually basic confectionaries with customers company logo imprinted on them, but other customised chocolates have also been manufactured for many occasions. Examples of these custom-shaped chocolates are life-size mobile phone copy of Nokia 2110-model phone made for Nokia, and a bone-shaped white chocolate bar for a medical company. Innovative products have been the company's core competitive advantage as well as being a fast and flexible supplier of customised products for both consumers and businesses. Most typical business gift confectionary is a combination of available options:

- shape
- cover chocolate
- filling
- Customers' logo or other print. Also possible to have handwritten text.

There is also a possibility to have the confectionaries in a box, which also have several different shapes and sizes. If the customer wants a specific box, they are represented different layout possibilities of their chosen confectionaries. If placed in a box, customers usually choose one or more chocolates to have the print, and the other chocolates to be without the print.

Quality control is strict by Finnish law definitions, and Kultasuklaa also feels respect towards its image for high quality products. The raw materials are ordered from respected suppliers all over the world, and they are quality checked on arrival. Factory cleanliness is utmost important, and personnel working in contact with chocolates have been health checked and instructed to work accordingly to upkeep the necessary hygiene. All the tools are regularly checked and cleaned, the factory floor is cleaned daily, all employees entering the production facilities are required to wear hairnets amongst other points.

#### 4.4 Services

To Kultasuklaa, efficiency means the flexibility to make the right product, and the ability to deliver it to the customer at the right time at the right cost. But efficiency is not just about receiving the raw material, production, packaging and delivering. It is also applied in the office. Kultasuklaa has defined efficiency as a continuous improvement and an open communication environment make it possible; no one is afraid to go and talk to the manager. In order to have a developing environment, communication needs to work both ways. Managers need information from workers to develop the overall services and products, and workers need information from managers to give better customer service to the customers. Customers are treated equally and respectfully throughout the sales process, regardless of them being consumers or businesses.

Services aim to please the customers' needs, and Kultasuklaa does its best to achieve this. The customers are presented with Kultasuklaa's service possibilities, and the customised product models are created together to have less misunderstandings and delays in the production. (Mr. Korpi, T. communiqué)

##### 4.4.1 Sales Organisation

Being a small company creates a competitive advantage; being able to serve small customers and provide unique customer service. Kultasuklaa's business sales organisation consists of two persons, the owner and two sales assistants, who personally handle most of the sales and marketing material alongside product development and various other tasks. Company owner is more in control of the supporting operations of the company (such as marketing, promotions, etc), and the sales lead acquisition is left to sales assistants. The financial manager of the company manages shops and their personnel, which act as supporting channels for B2B-selling. Customers can pickup their orders from the shops and typically have the first contact to the company through the remote shops, which emphasizes the need for well-trained and knowledgeable personnel.

Sales personnel working with B2B-selling is trained a few times a year, depending on the needs and schedules. The courses vary in content and length, but typically only one person is sent to the course, and then to share the learned knowledge to the rest of the organization. Sales personnel working in the shops have training every three months in conjunction with their scheduled meetings; this arrangement saves transportation costs and also gives the management more time to organize proper training content. (Mr. Korpi, T. communiqué)

#### 4.4.2 Sales Process

Given the small size of Kultasuklaa's sales organisation, the sales responsibility is divided unevenly to two people. Initial segmentation is kept at a minimum and sales leads are chosen according to company size and field of business. Kultasuklaa feels that business gifts are a commodity that every company can buy, with the exception of small kiosks and similar companies, thus the segmentation and company analyses can be minimized.

Companies are initially contacted to resolve the buyers in the organisation, and their contact information is requested for later use. The contact persons are either sent a brochure set via mail to produce interest towards the services or products Kultasuklaa has to offer, or they are contacted directly via telephone. Outcome of this phase is either refusal from prospective customer or later contacts. If the customers are interested in hearing more, a meeting is scheduled or more information is sent to the customer. Often customers initiate the sales process by contacting Kultasuklaa and requesting for marketing material or asking for a special product for their needs.

#### 4.4.3 Customer Satisfaction

Kultasuklaa values its customers highly and wants to deliver best possible services they can. Customer requests and complaints are handled as fast as possible to minimize the build-up of workload or pending requests and to minimize the waiting time for the customers. Fast response time also has resulted in positive feedback from customers. Kultasuklaa prioritizes handling all reclaimed products with care and aim detect the fault, and give customer answer and some compensation for all the problems in order to give good customer service. All reported reclamations are archived for possible later use. (Memo)

High quality control minimizes the number of reclamations, which create unexpected costs, harm the company's image or even lead to loss of customers. Good quality provides a starting point for a safe future, as customer satisfaction is the foundation of successful business. Disadvantages of quality control are related to the advantages; quality control is very time consuming. Quality control should be natural part of the production, but it can become a burden if some employees concentrate on it too much. Too much focus on this stage will decrease the company's resources from other manufacturing phases. The focus should be in customer satisfaction; and every part of the process should create value for the customer. Companies sometimes get drifted away from the main point with new procedures and forget the main factor in business: customers. (Mr. Korpi T. communiqué 2007)

A long-term success is best built by sharing benefits with customers. To take a long-term view; to motivate customers, it should be the growth in the market share and to see their business grow. Customers should benefit of their contact with Kultasuklaa in one-way or the other. Suppliers who deliver quality goods and services will find Kultasuklaa is a loyal customer who pays promptly. For dealers, Kultasuklaa will ensure their success by being responsible partner.

#### 4.4.4 SWOT-Analysis

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Low organisational structure Fast deliveries High quality products High level of service Customer loyalty with retail Product knowledge Unique products Family business with face value	Small number of employees Limited production volume Products have expiry dates Low number of sales channels Low number of own stores Work-load per employee in administration High material costs High labour costs
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Selling products abroad Adding machinery to the production Internet selling	Competition in the field Lack of recognition

**Table 4: SWOT-analysis**

#### 4.5 Quantitative Research

There was a need to know how satisfied the Kultasuklaa's business customers were to products and service, and to see if there were any obvious points of development in their sales process or marketing efforts by asking customers about their perceived image. The interviews for this customer satisfaction survey were done through a structured quantitative questionnaire, which was performed via telephone during March 2010 by the author.

Customer satisfaction survey measures the success of customer service on a general level, as the research objects are usually customers' initial response, service time, expertise, and flexibility. Other factors such as products and their features can be included also to the survey. (Lahtinen et al 2001, 81)

Representatives of Kultasuklaa requested the author to conduct a customer satisfaction survey directed to their business customers in order to find opinions on their service, products and corporate image. The research was selected to be a structured questionnaire and conducted via telephone. Telephone was chosen due to its advantage of being fast and relatively easy method for short questionnaire. Representatives of Kultasuklaa were also afraid that the amount of answers would be lower in e-mailed or mailed questionnaire, while response time could be from weeks to months. The research was performed in a quantitative method, where the author personally called given contacts during two weeks to be able to contact again customers who were not reached or wanted to schedule a better time for the questionnaire.

Initial intention was to make a short questionnaire that would relate to products and services in B2B-sector, and to find out what type of perceived image customers have of Kultasuklaa through personal experience and Kultasuklaa's marketing. Questions were made simple and easy to answer in order to keep the phone calls short and to motivate customers answer the survey, as they knew it was short. The author initially prepared the form and development ideas were given from Kultasuklaa's representatives, and some corrections were made accordingly. The company accepted final version before the survey was performed. The survey was performed during March and April 2010.

The phone survey was not the original approach to making the research. During fall 2009 the author prepared a long questionnaire that concentrated on the desired research objects with a wider selection of questions. The questionnaire was to be filled by customers at two different fairs where Kultasuklaa participated, the first in Helsinki and the other in Lahti. Though the author approached customers at fairs, customers were not willing to answer the questionnaire, and after five days of work only three answers were gathered. The possibility to conduct the survey during customer visits by Kultasuklaa representatives was not a desired solution, so the survey was postponed and the answers were disposed of. Also the questionnaire was shortened for the next

#### 4.6 Selecting Focus Group

Research results are dependant on the group that is being studied. To reach as objective overall validity on quantitative research, the group needs to be large enough to have dispersion between answers.

Survey group was chosen from companies that had done direct purchases of gift products from Kultasuklaa in the past 18 months, thus they would have experience of the service and products. As the customers are not segmented at any point of the sales process, it was decid-

ed not to include any information about company size, geographical position or field of operation to the survey, as this would be unnecessary information in general level.

Were the companies categorized based on their size or other segmentation rules, the findings would have seemed unequal when compared to each other, due to the diversity, unequal answer rates in the alleged segments and low answer rate. Having one answer from a company with personnel over 1,000 people compared to 10 answers from companies with personnel between 500-1000 employees would show high contrast and possible incredibility with the true opinion in the segment of companies with over 1,000 employees.

#### 4.7 Data Gathering

Focus group size was 80 companies, of which 24 provided answers, others could not be reached or they didn't want to answer the survey. Memo for how many did not want to answer and how many were not reached was not kept. Also of the contacted companies many informed about personnel changes thus current employees could not give any opinion on the questions. The answer rate was 30%.

Survey was conducted via telephone with a written introduction to keep the survey similar to every interviewee. The answers cannot be linked to companies or people who have given the answers, so the answers were given anonymously. The questions were close-ended and answers were given on a Likert-scale from one to five where one equals strong disagreement, three equals neutral and five equals strongly agree. Possibility to not give an opinion was also included and any comments related to subject in question were also included in the form. After the interview questions, customers had a possibility to give feedback in free form. The questions were separated to five sections, which were service, products, packaging, image and logo. Each section had three to eight questions, and total number of questions was 23.

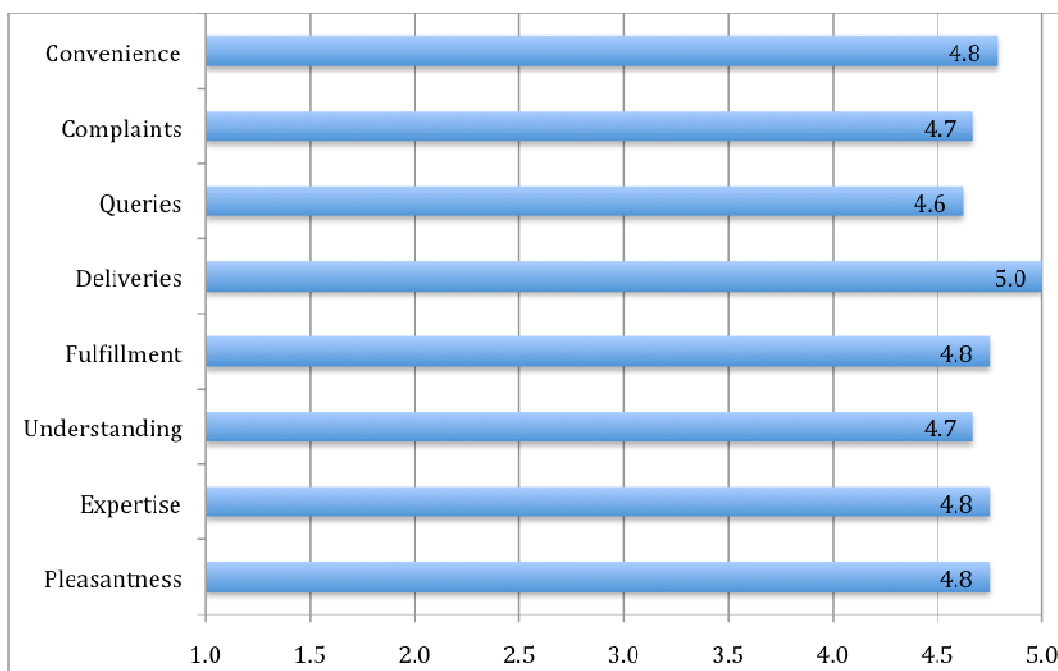
The contacted persons were motivated to give the answers by announcing a raffle between those who submitted answers to the survey. This list was kept separate from the questionnaire answers and not given to others than the author. After the research, an unbiased raffle was held and the person winning the prize was contacted.

#### 5 Data Analysis of Quantitative Research

The data from the questionnaires was entered in an Excel sheet from where the data was analysed by entering all given values and calculating median values from them. The highest and lowest grades from every question were marked to see if the answers were spread across the

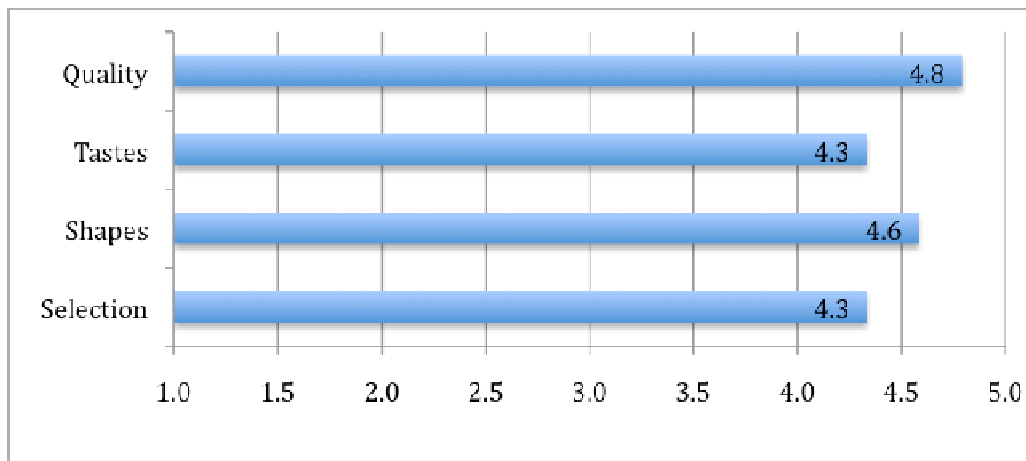
answering spectrum or kept at specific grades. The gathered data must be viewed critically, as the low answer rate and dispersion between answerers might result in incorrect results.

The answers had low overall dispersion, where most of the answers were either 4 (agree) or 5 (strongly agree) with neutral result possibly appearing once or twice. Lower points were given only once in the section related to customer satisfaction (grade 2, disagree) on the question about product packaging pleasantness, and Kultasuklaa had already acted on this matter due to the particular customers' feedback. From the service analysis section the best grade was given to promises of the deliveries, where the average grade was five out of five. The overall average is 4.7 in this section, which tells that customers are very happy with the service Kultasuklaa provides. One question was aimed at the customers who had filed a complaint for Kultasuklaa, and out of 24 answers only six had experiences of this. The average grade for handling the reclamation is 4.6, which shows that Kultasuklaa processes the complaints in a manner that satisfies customers above their average expectations.



**Table 5: Service satisfaction questionnaire results**

Products were given good overall grades, averaging at over 4.3. Customers were most satisfied with product quality and product shapes. Product shapes are an innovative part of Kultasuklaa's research and design, as well as new tastes, but new product shapes are more easily adapted to the selection than new tastes due to manufacturing reasons. To enhance the minimal differences in the graph below, the grades range from 4.1 to 4.9.



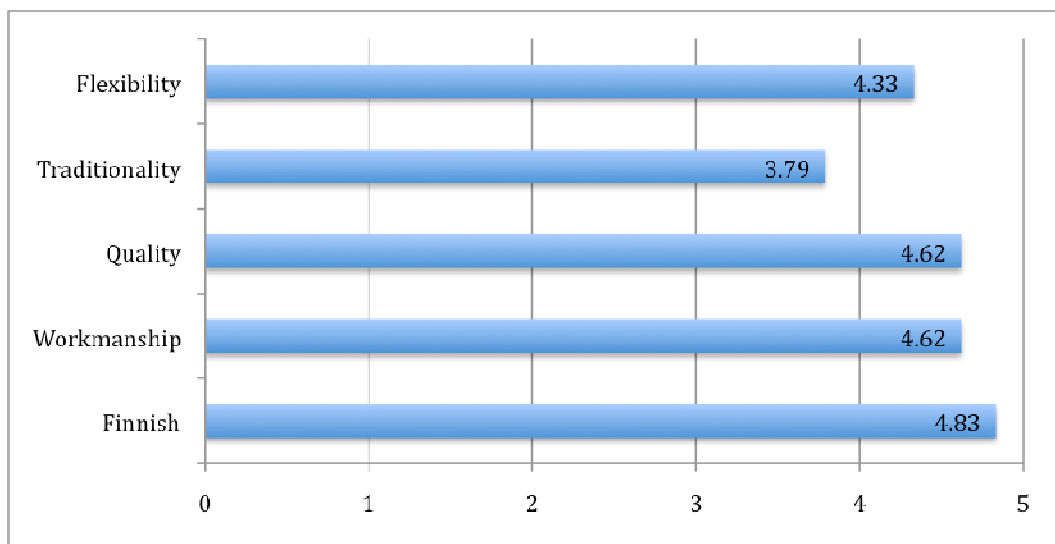
**Table 6: Product satisfaction questionnaire results**

As a specialty product, chocolate is usually packaged in small packages with transparent plastic or high quality cardboard covers, which can be customised to customer specification (with limitations). In business gifts Kultasuklaa's customers usually want to have the package customised, and Kultasuklaa wanted to know customer opinions on the packages and their customisability options. The average for every question was 4 in this section. One customer wanted to express dissatisfaction with the quality of the plastic in one specific packaging option, which was at a time prone to scratches, but has since been replaced with better quality option.

Kultasuklaa was concerned about the image their customers had about them as a company, and wanted to know more about their perceived image. The survey asked to give the answer based on Kultasuklaa's marketing material and customer experiences. As the results show, Finnish labour was the most pronounced factor in their image, while professional workmanship and high quality were also highly graded. Customers gave flexibility an average grade of 4.33, which reflects their ability to produce customised products and try to meet fast delivery times if possible. The traditional aspect of doing chocolate at Kultasuklaa has diminished during the last ten years in their marketing material, but they still value it by using the traditional angel in their logo and traditional shapes in their products.

Kultasuklaa says that they aim at producing marketing material and stressing their Finnish identity in their marketing, and according to the study results, they have succeeded in communicating this to their customers. Workmanship and quality are a big part of their perceived image and produces them more value as a high quality chocolate manufacturer as well as a respected business partner. Flexibility is not present in the marketing material, but they aim to meet even the most demanding customer demands and create customer value through this.

Traditional image is not well presented in the marketing material, although the package designs and company logo aim to keep the feel of a more traditional company.



**Table 7: Image survey results**

### 5.1 Company Image

When asked about Kultasuklaa's image, the answers ranged from three to five, which shows that customers have the perception of the company that has been desired by the company. The survey gave clustered answers, as customers had different experiences or memories of Kultasuklaa. Some customers had paid more attention to the marketing material than others, and some had a different method of processing the information on the brochures than others. Finnish identity was the most pronounced of the image factors, while tradition, which Kultasuklaa also strives to produce through its packaging and work methods are not noted by many customers.

### 5.2 Logo

Kultasuklaa has contemplated designing a new logo to replace their current logo, which has an angel on it (Figure 5). Kultasuklaa representatives have felt that the logo is not memorable or visually strong enough for customers to relate it to Kultasuklaa. Logo's heraldic lies in the traditional sweets manufacturing and their use of angels in the packages, but the public's perception ability and visual information flow are most likely too hectic to notice this.

Of the interviewed group almost half (11 of 24) couldn't remember the logo at all, and the rest gave the logo an average grade of 2.41 when asked if the logo is memorable. When asked

about whether the logo is modern or not, the people remembering the logo gave it an average grade of 2.8, and when asked if the logo is proper for Kultasuklaa the grade was 2.7.



**Figure 5: Kultasuklaa logo**

## 6 Development Ideas

Customer recognition of the corporate logo suggests that the image it represents is too vague and customers do not relate to it, therefore using it in the marketing material does not create distinctive feel. The logo could be streamlined to have only the text and leaving the angel out of it, or designing a new logo with a new character, if character is what Kultasuklaa wishes to use in its logo. The results show a clear development need in the logo design, as almost half of the customers can't remember the logo and those who can remember it feel that it doesn't suit the company well.

After analysing the company's marketing material (brochures and website), it is apparent that customised chocolates are not well presented in Kultasuklaa's marketing, but they are marketed to companies via phone contacts and other direct marketing. There are small pictures and mentions of the service on the website and brochures, but as this is the company's main competitive advantage in business gifts, the author believes it should be presented better. The author has suggested a web-based program for customers to create customised chocolates without contacting Kultasuklaa first, but to try how the product might look and how it could be adjusted to their preferences. The program would not give price estimates or proof that the products can be created as shown in the screen, as due to manufacturing techniques all customer requests might not be possible to be manufactured. After the customer has built the mock-up of the product, he or she will send a request with the program to Kultasuklaa for price estimate and confirmation that the product can be produced. This program can be utilised in both business gifts as well as consumer marketing. Since many marrying couples want special products to be served at their wedding reception, the chocolates with a picture of the

couple, wedding date or initials create more value to the product than just serving plain confectionaries.

In the beginning of the thesis project Kultasuklaa had only their website as their tool for web marketing. By the authors' suggestion, the company created a Facebook profile as their marketing channel for social network users. Also the company's promotional videos are to be uploaded to Youtube and the videos will be embedded to Kultasuklaa's website for easy viewing.

## 7 Project Analysis

The thesis project started in of spring of 2008, with an initial goal to produce an analysis of Kultasuklaa's operations in marketing and to create development ideas of how to better communicate through Internet. However the company bought a new website soon after the start of the thesis, and the thesis was put to a halt. After reorganizing the sales department, it was agreed that a B2B customer survey was to be done and aid the company to reassess their operations in that sector. The first customer survey failed due to a poorly selected interview channel and a communication failure between the company and the author. A new survey was conducted a few months later, but this time in shorter form and with the addition of questions related to Kultasuklaa's logo. As the survey measured the customer satisfaction in a particular customer segment, it was thought to be a good addition to have an assessment of sales process and personal selling in that area. The author did not see this as an obstacle, but it proved to increase the amount of work noticeably. After working on the thesis with multiple subjects, it was suggested to narrowing the subject to cover only customer satisfaction, which was the initial intention.

The project has resulted in feasible results for the project company, but the project's planned time frame failed multiple times. This was due to the case company's reorganising their marketing, communication problems, and mostly the authors' failure of performing the research and writing in time.

The learning process during the thesis has had a steady climb. As the customer satisfaction is a basic concept in all marketing efforts, it does not itself provide a lot new, but the first subject related to internet marketing and the side-project sales process and personal selling provided plenty of new knowledge and skills. Most importantly the thesis process has taught how important a well-prepared project plan is, and how important it is to keep to the schedule in which the project should progress.

This thesis depicts the current state of Kultasuklaa's business customer satisfaction. Development ideas that were presented of the logo and Internet marketing have been noted, and new Internet website was launched during spring of 2011. This research is a foundation for future research, and if a research is made in the future, it might focus on how the executed development ideas have changed the level of satisfaction, and if the logo is changed, what is the public opinion of the logo. Also consumer satisfaction research can be done to see if Kultasuklaa needs to develop its operations in that sector and if yes, how.

## 8 Conclusions

According to the customer satisfaction survey results and interviews with the Kultasuklaa representatives, the company's view of their customer satisfaction supports the findings well. The Kultasuklaa's business customers are highly satisfied with the customer service, which is represented in the number of repeat purchases companies make (repeat purchase data not included in thesis). Most of the companies interviewed in the survey have been customers for many years, which show a good level of customer loyalty towards Kultasuklaa. Customers' satisfaction in the product assortment is more subjective than the satisfaction towards customer service, as some customers might not like the shapes or tastes for reasons that are not in any way affected by Kultasuklaa but by their personal preference. High quality customer service is a result of good company culture and personnel training, which is created through low power distance and open communication in the manufacturing facilities, office and stores. Kultasuklaa has a strong identity as a Finnish company with attention to luxurious products and traditions.

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**Appendices**

**Appendix 1**

**Questionnaire in Finnish and English**

## Questionnaire in Finnish

KYSYMYS	1	2	3	4	5	0	Kommentti
<b>Palvelu</b>							
Asiakaspalvelu on miellyttävää							
Henkilöstön asiantuntemus on hyvä							
Tarpeet ymmärretään hyvin							
Tarpeet täytetään hyvin							
Toimitukset sujuvat sovitusti							
Kyselyihin vastataan nopeasti tai kohtuullisen ajan sisällä							
Mahdollisten ongelmatapausten (esim. Tuotepalautus) käsittely on sujuvaa							
Tuotteiden toimitusajat ovat sopivat							
<b>Tuotteet</b>							
Valikoimasta löytyy tarpeeksi vaihtoehtoja							
Muodot ovat houkuttelevia							
Maut ovat houkuttelevia							
Laatu vastaa odotuksia							
<b>Pakkaukset</b>							
Pakkaukset ovat miellyttäviä							
Pakkaukset sopivat lahjaksi							
Tuotteet ja pakkaukset ovat hyvin muokattavissa omiin tarpeisiin							
<b>Imago</b>							
Kotimaisuus							
Ammattitaito							
Korkea laatu							
Perinteikkyyys							
Joustavuus							
<b>Logo</b>							
Logo on moderni							
Logo jää helposti mieleen							
Logo sopii yrityksen imagoon							
<b>Kommentit</b>							

## Questionnaire in English

Question	1	2	3	4	5	0	Average points
<b>Service</b>							
Customer service is pleasant							4.8
Personnel expertise is good							4.8
Needs are understood well							4.7
Needs are fulfilled well							4.8
Deliveries work as agreed							5
Queries are answered fast or within a reasonable time							4.6
Handling of possible complaints (such as product returns) is fluent							4.7
Delivery times of products are convenient							4.8
<b>Products</b>							
Assortment has enough choices							4.3
Shapes are attracting							4.6
Tastes are attracting							4.3
Quality meets expectations							4.8
<b>Packaging</b>							
Packages are pleasant							4
Packages are suitable as presents							4.1
Products and packages can be satisfyingly modified to personal needs							4.1
<b>Image</b>							
Finnish							4.8
Workmanship							4.6
High quality							4.6
Traditionalistic							3.8
Flexibility							4.3
<b>Logo</b>							
Logo is modern							2.8
Logo is easily remembered							2.4
Logo is befitting to company's image							2.7

**Comments**