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**BUILDING CUSTOMER LOYALTY THROUGH IMPROVING SERVICE QUALITY-
CASE: PIZZA BRAVO, KOUVOLA, FINLAND.**

Bachelor's Thesis 2012

ABSTRACT

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- Case: Pizza Bravo, Kouvola, Finland.

Bachelor's thesis

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Apparently, customer loyalty is regarded as one of the most crucial factors or “key performance indicators” for any business in general to exist and stay consolingly in the competitive business world. Furthermore, due to the contentment and good service quality, the corporation could retain the faithfulness from its consumers. As a result, the objective of this thesis is to widen a better scope of customer loyalty and how it can be obtained through good service quality.

The theoretical framework of the study is related to two main theories of “customer loyalty” and “service quality”. The empirical research is set up by using both quantitative and qualitative methods. It includes an in-depth interview and questionnaire survey in the procedure of exploring and analysing customer satisfaction feedback for the case organization.

The findings show that most of the customers felt satisfied with Pizza Bravo's goods and services. An adequate sample of customer loyalty programme which consists of automatic rewards and discount vouchers as core schemes and surprised, delighted birthdays as layered ones is suggested for Pizza Bravo to bring in more revenues and procure the customer loyalty.

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1 INTRODUCTION

It is a fact that in the competitive environment as in recent days, more and more companies strive to provide or generate customer values with the purpose of alluring and preserving customers. They aim at gratifying and performing more added- values to their consumers than their rivals. For instance, together with high surveillance criteria related to quality, service, cleanliness and value (QSCV), the well-known McDonald company builds up the customer value to assure its clients that the outstanding quality of its goods is maintained and easy to access at all of the McDonald's subsidiaries worldwide. It is the customer value that is illustrated as relying on the way that the customer sees the gains of an offering and the sacrifice that is related its acquirement. (Jobber 2010, 13.)

One of the crucial methods to do marketing activities successfully is surpassing the values propounded by rivalry. Customers will look into the merits as proposed by suppliers to give evaluations and make decision on purchasing. If the acquiring is accomplished, consumers will compare the perceived performance including quality, conveniences of the goods with the expectancy of themselves. Customer satisfaction is considered happening in case the perceived performance meets or transcends customers' need. It cannot be denied about the critical role of customer satisfaction in doing business. According to some studies, *"higher levels of customer satisfaction lead to higher financial (profits and sales) performance, greater customer loyalty and the willingness of customers to pay higher prices"*. (Jobber 2010, 14-15.)

Indeed, due to the contentment or positive word-of-mouth from existing satisfied customers, the company could keep and attain consumer target groups. It is considered one of the best economical and incentive promotion tools because it saves time, energy and costs for the organization to advertise or make its brand image popular (O'Guinn, Allen and Semenik 2009, 664).

It is quoted that “*the secret of profitable customer satisfaction is not to find new bargain-sensitive customers, but to seek and reward loyal ones*” (Jenkinson 1995, 115). It is due to the fact that appealing and attaining new consumers will absolutely take more time and expenses from the firm to afford. D&B Solutions (2008, 2) affirmed that based on a survey in 2008 by the CMO Council, loyal consumers are eager to spend money in visiting a company 15 times more than the normal ones and achieving new consumers would cost five times as much as pleasing and maintaining the present ones. Hence, high customer retention rate to get a hold of long-lasting relationship with remaining consumers is one of the key measures for the success of a company. Completely, how small food service businesses like Pizza Bravo in particular and other industries in general can inherit the merits from customer loyalty is an interesting and valuable question to be studied.

1.1 Objectives of the thesis

The thesis focuses on getting thoroughly to answer the inquiry of how improving service quality can lead to customer loyalty as one of the critical measures for the development and existence of any enterprise and how it can be grasped by initiating and enhancing service quality. Furthermore, “how the customer loyalty in service marketing can create specific adjustments to small service businesses in Kouvola?” is among the questions that this study needs to identify it as a proper answer.

The study also illustrates why small enterprises obtain the merit from having customer loyalty relationship in boosting their brand images, particularly the alternation from the temporary customer satisfaction to long term customer relationship in service marketing is examined. In the end, the final goal of this thesis is to bring in some suggestions for Pizza Bravo in attracting and gaining more long term loyalty from its customers.

1.2 Research questions

This research work focuses on the crucial impact of having customer loyalty in service marketing of food service industry in Kouvola. Moreover, another objective of the thesis is to identify service quality in building customer loyalty for Pizza Bravo.

Critical questions that the authors need to tackle in this study are revealed as follows:

- How to improve service quality in order to create more customer loyalty?
- How does small food service market benefit from having the customer loyalty?
- How should Pizza Bravo improve its service?
- How does service quality create customer loyalty?
- What is the service quality of Pizza Bravo?

1.3 Content of the thesis

The thesis is allocated into six chapters. The first part is the introduction revealing some principal inquiries concerning the thesis research. Chapter 2 includes theoretical research and Chapters 3, 4 are the empirical part of this study. Chapter 5 is about the conclusion of the thesis and Chapter 6 demonstrates suggestions for further researches.

Chapter 1 provides information of the introduction for the thesis's theme by implying essential phases of a specific research. The purpose of the thesis, research questions, and content of the thesis are all indicated in this chapter.

Chapter 2 presents a literature review. Some critical concepts related to service, customer loyalty, the difference between service and concrete products are exploited in the first Subchapter 2.1. The reader will find more scope of knowledge about customer loyalty and what benefits that businesses can inherit from having long term customer relationships or customer loyalty in Subchapter

2.2. Subchapter 2.3 explains about the connection between service quality and customer loyalty. Lastly, Subchapter 2.4 mentions some critical characteristic, types, objectives and advantages of customer loyalty programs.

Chapter 3 studies the methodology used in the thesis. It also aims at analyzing the results collected from in-depth interview with Pizza Bravo's owner and the questionnaire surveys sent to general consumers provided in Appendix 5 and 1, respectively.

Recommendations for Pizza Bravo in gaining customer loyalty with the most suitable loyalty scheme are located in Chapter 4.

The conclusions gained from the thesis are in the Chapter 5 and the final part, Chapter 6 implies some proposals for supplementary studies.

2 SERVICE QUALITY AND CUSTOMER LOYALTY

2.1 Service, service quality and service marketing

2.1.1 Service

Service is ordinarily taken into consideration as an act, a process and a performance such as accounting, cleaning, education, medical treatment, transportation and so on. Moreover, services can also be extensively regarded as remunerative activities that result in outstanding usefulness or profit for both customers and companies. In general, a service is identified to be intangible, which is not able to be touched, tasted, inventoried or carried like material goods. Consumers who acquire specific services cannot claim to their proprietary rights like with general products (Gilmore 2003, 4).

It is admitted that the term services sometimes is hard to be determined due to its conjunction with goods. For that reason, the phrase service product is turned out to be appeared usually in daily life these days. Jenkinson (1995, 155) pointed out

that a service product includes what we (suppliers) provide and what customers experience. Customers experience can be interpreted as the assessment of consumers about not only the products that they are offered but also the intangible values- the way that they are served with those goods.

In addition, the service product concept could be identified more acutely and precisely through the clover leaf model as being illustrated in Figure 1. The total service product often consists of four crucial factors namely customers experience tangible, process, information, and relationship and human touch. These elements are altogether bundled in the service product's values and image.

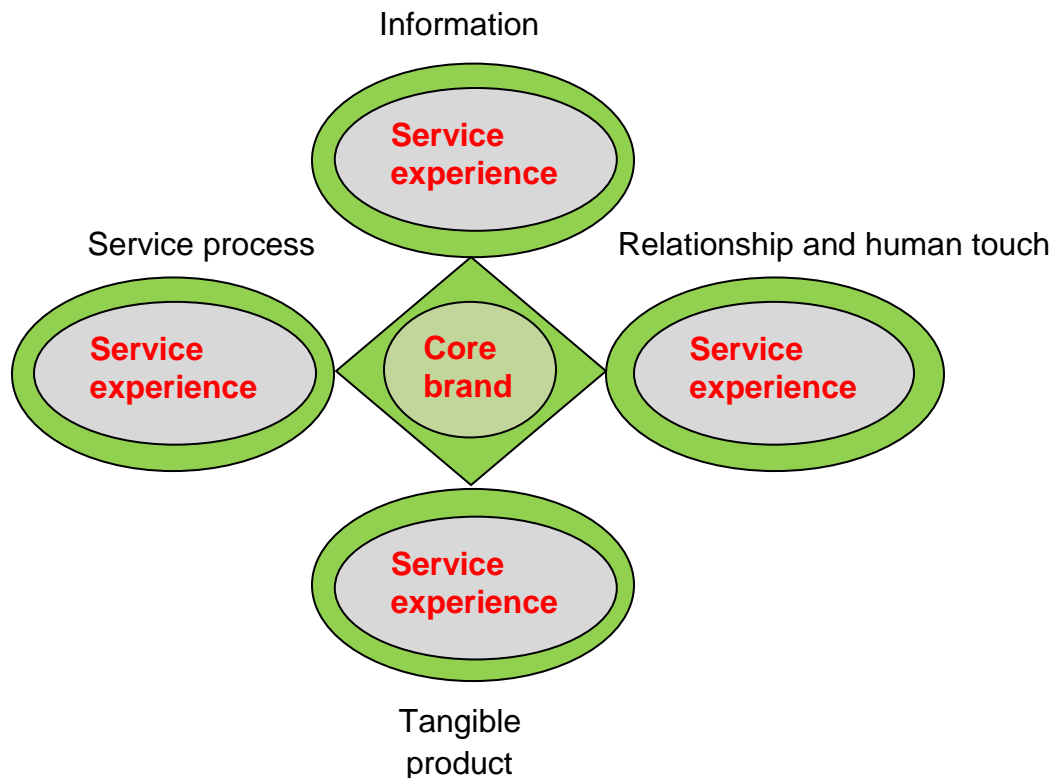


Figure 1: The four-leafed clover service cycles (Jenkinson 1995, 156).

Gilmore (2003, 5) pointed out the service concept's several extents which were shown in Table 1. Service is indicated as a whole business company that allocates in the service industry such as a restaurant, a transportation firm, and so on. It could be distinguished as a core product including a bank account, an

insurance policy, etc. Moreover, it is conjointly perceived as an augmented product which is whatever kind of additional or beyond action to uphold the distribution of a core product. For instance, the provision of newspapers or tea, music at a nail shop can be viewed as the augmented service. Similarly to the function of augmented goods, the other scope of service is as a product support post-sale. This type of post-sale service often consists of warranty, repair, installation, and maintenance activities. Lastly, service is seen as an act, or way of attitude like the consultation with the supplying of recommendations.

Table 1: Scope of services (Gilmore 2003, 5)

Service activities	Service as a concept
Customer service	A service organization
Service-based activities	As a core product
Added value activities	As an augmented product
	As product support
	As an act

2.1.2 How services differ from concrete products

Undeniably, selling a service is totally distinguished from a product. For instance, a consumer can finger a specific kind of mattress to see whether it is smooth enough for comfortable feeling when using it. It is so-called the testing step before making acquiring action. In the contrary, the acting of cleaning service for this futon is definitely different from the checking phase which was implied in the previous sentence. This fact can be viewed as the first identification between goods and services. As a matter of fact, services are imperceptible while products are palpable objects. (Schenck 2005, 34.)

In terms of the second distinction between goods and services, undoubtedly, the latter is not able to be put in stock, listed, and inventoried like a certain product, which is named the perishable characteristic. Moreover, it is indicated that

dispute in harmonising the supply and demand when marketing a service due to its perishability. For example, it is reversed that owner of a restaurant still has to pay the rent monthly even when he or she does not have customers in a particular month. In this case, there is a supply source from the restaurant's possessor but there is no need from customers in the specific period. From this instance, it can be withdrawn from a precious lesson that the marketer should also care more about time offerings in order to avoid the consequence from the fugitive feature of service .(Greechie 2011.)

The third divergence between products and services is the inseparability of service. The purchase, production and consumption of service must be carried out simultaneously and cannot be detached. Additionally, it is highlighted about the communication or relationship between consumers and service providers as customer is the key element in the nature of service. The popularity of a successful supplier is supposed to be clarified about what customer can be anticipated from him or her in the purchase-consumption procedure (Greechie 2011). For instance, when customers order pizzas at Pizza Bravo, the cook will be ready to make the pizza in the shortest time. This shortest time is obliged to be elucidated by the owner of the pizzeria to let the consumers know the exact time (5, 10 or 15 minutes, etc) that they will have to wait for accomplished or ripened pizzas.

Moreover, it is said that there seems to be no standardization in appraising the quality of services because of the diversification in experiences of customers with types of services that they receive. The process of setting up an identifiable brand in services will have to come up with moral obstacles, in comparison with tangible products, from the inconsistency standard of service quality which in some cases will not be able to satisfy consumers. In order to tackle the multiplicity in gauging service quality, it is recommended that the marketers should tackle it according to two steps: first, to needs to address this in two steps: first, to detach the service's factors that can be standardized, and then to assimilate them as much as possible. By applying this method, consumers will

feel secure and convinced that they can do the consuming process like what they expect without worry about the quality. For instance, the waiting time for a customer to have his or her meal including spaghetti, pizzas, and so on, at the restaurant may be adjusted and not steady. However, the quality of the meal should be in good standard form and not change for all the time. (Greechie 2011.)

In respect to the fifth difference it is inferred that consumers do have any proprietorship with a service due to its intangibility elements. Hence, it is impossible to apply the intellectual property right legislation on services like in the situations of products. In general, goods can be defended by the regulations of copyright, patent and trademark. As a consequence, there should be more rules by law to guarantee the safety and quality of broad-spectrum services and typical sort of risky services like medical care. (Greechie 2011.)

Greechie 2011 signified that consumers tend to be more affected by the word-of-mouth marketing in services procurements than in goods ones. It is due to the fact that there are more expected personal contacts involved in marketing a service in comparison with marketing a product (Daudelin 2007.) As a result, it is illustrated that this consumer-to-consumer promotion often consists of the Internet, face-to-face interactions, and so on.

2.1.3 Service quality

After the foundation of service quality concept since 1985 by Parasuraman, Zeithaml, and Berry, the term “*service quality*” has been evolved and is becoming one of the most interesting schemes to do the examination in marketing. It is associated with the appraisal or attitude of consumers on a service supplier according to their impression and know-how in reality. (Yacout 2010.)

Fogli (2006, 4) affirmed that “*service quality is a global judgment or attitude relating to a particular service; the customer’s overall impression of the relative*

inferiority or superiority of the organization and its services. Service quality is a cognitive judgment^o. According to the Caruana (2003, 813), service quality is defined as the outcome of the customer's distinction between their expectancies about one particular service and their judgment on the way that service has been carried out. Furthermore, service quality is illustrated under a three-dimensional view including interaction, physical and corporate quality, which will be examined in detail in Subchapter 2.1.3.1 of this research. It is also viewed as one of the vital elements that affect the competitiveness as well as the success level of a company.

Under the viewpoint of Seow (2003, 9), quality in general can be understood precisely as the comprehensive attempt of a corporation consecutively to skyrocket the goods or services provided to customers by enhancing the upholding administrative culture and fulfilling analytical and executive tools. It is implied by Williams and Buswell (2003, 47) that service quality is the level superb expectation that satisfies consumer demands.

Based on the opinion of Gounaris and Venetis (2002, 640) the cognition of quality is allocated to three core elements named hard quality, soft quality and outcome quality. Hard quality belongs to the things that are happening during the service process. Soft quality is relevant to the method with which the service is carried out during the service process. Outcome quality is associated with the ultimate accomplishment of the supplier.

Lastly, Imrie, Cadogan and McNaughton (2002, 10) admitted that service quality is actually a crucial precedence element of customer evaluations on goods and services value. If customers think that the service quality of a company meets their requirement expectations, it will lead to positive results such as high customer satisfaction level; high repurchase intention rate, and high speed of word-of-mouth.

2.1.3.1 Service quality dimensions

In order to clarify more acutely about the service quality notion, numerous debated studies related to its amplitude were illustrated. For instance, Pun and Ho (2001, 233- 234) revealed that there are five dimensions of service quality containing “*tangibles, reliability, responsiveness, assurance and empathy*”. In the contrary, the customer service’s perceived service embraces six factors. Table 2 will illustrate these aspects and dimensions.

Table 2: Dimensions versus elements of customer service quality (Pun and Ho 2001, 234).

Five dimensions of service quality	Six elements of customer services
<p>1. Tangibles - the provision of physical facilities, equipment, and appearance of contact</p> <p>2. Reliability - the ability to perform the promised service dependably and accurately. .</p> <p>3. Responsiveness - the willingness to help customers and to provide a prompt service.</p> <p>4. Assurance - the knowledge and courtesy of employees and their ability to inspire trust and confidence.</p> <p>5. Empathy - the caring and attention provided to customers.</p>	<p>1. Professionalism and Skills - the service providers should have the knowledge and skills to solve the customers' problems.</p> <p>2. Attitudes and Behavior - the service providers solve customers' problems in a friendly way.</p> <p>3. Accessibility and Flexibility - the service system is easy to access and adjust the demands of the customer in a flexible way.</p> <p>4. Reliability and Trustworthiness - the service providers can keep promise in the service</p> <p>5. Recovery - the service providers can take immediate action(s) to control anything that goes wrong.</p> <p>6. Reputation and Credibility - the customers can trust the service providers</p>

Besides, Kang (2006, 39) has interpreted the service quality dimension under two main themes: “What services are delivered to customers?” and “How do customers receive services”, based on a wide range of discussions and explorations of different researchers. Some of those opinions are conveyed noticeably in Figure 2.

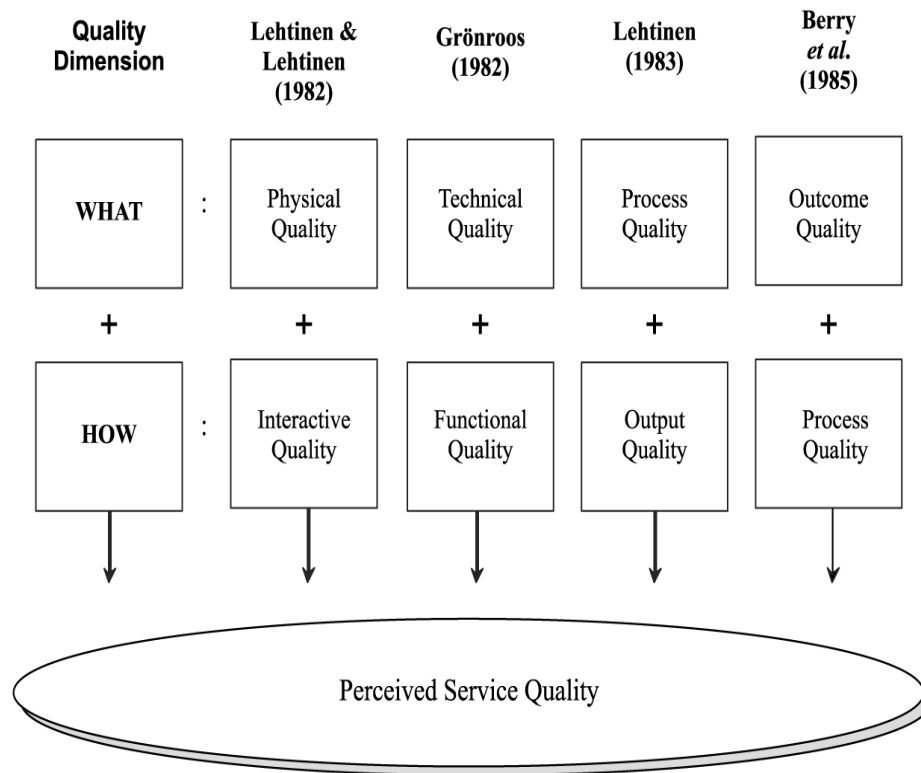


Figure 2: Dimensions of service quality (Kang 2006, 40).

First of all, based on Figure 2, Lehtinen and Lehtinen explained the service quality as regard of physical quality, interactive quality and corporate quality fields. In respect to physical quality, it concerns with a service's tangible feature. In addition, on the subject of interactive quality, it stands for the two-way communication between a service supplier and a consumer. The last element, corporate quality, connects with the perception that existing customers have about a service company collectively.

Secondly, as also being indicated from Figure 2, service quality under the view of Grönroos consists of two dimensions called "*technical aspect*" and "*functional aspect*". Technical or resulting quality related to what exactly a service provider can provide for his or her consumers. In terms of functional or procedure quality, it appertains to the access of one particular service to customers. Sometimes, it is hard for a consumer to gauge the "what" or technical field in service quality's dimension due to his or her extent ability to know all of the scope of knowledge in

reality. Therefore, this consumer can just reckon based on the process of how the service is carried out. For instance, a customer who is not proficient in banking can give evaluations about services of the bank that he or she is utilizing according to the speed, the attitude of the bank's staff.

Thirdly, from Figure 2, Lehtinen manifested service quality in respect to process and output quality. A consumer often figures out the process quality all along a service with which he or she is provided while output service is adjudged by the consumer after the accomplished service. For instance, the verbal communication between Pizza Bravo's owner and his consumers and the professional competence during the making pizza proceeding connect with process quality. Additionally, the turning up of the completed pizza after the making procedure concerns with the output quality.

Completely, according to Figure 2, it is akin to Lehtinen's viewpoint that Berry et al. also demonstrated the service quality's dimension concerning the outcome and process quality. However, in this case, the chain reaction quality's appraisal pays attention to what service has been contributed to consumers after the service performance, not how customers gets the service.

2.2 Customer loyalty

It is often heard from everyday life's statements that "I am loyal to my friend and family", "He participated in the military to reveal the loyalty to his nation", etc. Therefore, what is the true meaning of loyalty? Actually, each person will perceive and understand the word loyalty in their-own ways. According to Humby, Hunt and Phillips (2004, 9), loyalty can be referred to an amiable posture in organisation or steady faithfulness in conjugality and passionate undertaking to companions. Overall, loyalty in normal daily life can be simply comprehended as the appearance of willing committal (Raab, Ajami, Gargeya 2008, 91). That is how the loyalty is specified in normal denotation. However, in general business,

how can it be identified about the loyal relationship between enterprises and customers?

Initially, a consumer is considered loyal to a company when he or she is related to the repeat acquirement activity to goods or services of that firm (Peppers 2009). Moreover, Oliver (1997, 392) also agreed that "*customer loyalty is a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behaviour*".

Secondly, Ou et al. (2011, 197) affirmed that loyal consumers have the penchant of having higher level of suggestion designation and repurchase intention. These customers decide to attach to only one business or product in spite of having other choices. In terms of the behavioural definition, loyalty can be revealed as the resultant of brand or customer preferment throughout the consumers' examining decision-making procedure (Gilmore 2003, 24).

Thirdly, as acknowledged by Chang, Tsai& Tsai (2010, 732), customer loyalty contains two specific kinds called short-term and long-term loyalty, respectively. The former is seen as the fake customer loyalty, which signifies that a customer tends to alter quickly to other corresponding corporation with higher quality service. Oppositely, long-term loyalty customers are staunch and not seemingly to transfer to another firm.

Fourthly, it is the accomplishments of loyalty that are recognised through the three main customer behaviours: commitment, apostle-like behaviour and fundamental ownership, respectively, which are specified as the loyalty ripple effect. The committed customer is often defined as the loyal consumer and commends his or her satisfaction to other persons. This customer attitude is commonly so-called the viral behaviours that has been explored and analysed via some current researches. For example, content customers at P&G (Procter & Gamble) Interactive Company are viral through the action of passing the firm's

16 full-sized product samples to other people when being given the opportunity. The second type of the consumer behaviour, the apostle ones, is recognized as not only viral but also convincing customers. Those apostle customers create the reliability and determined level of ascendancy on other people. Finally, it is identified that a small proportion or subset of faithful people who should take accountability for the on-going fruition of a commodity or service offering can be seen as ownership customers. The typical instance for the ownership behaviour among customers is the consumers at the well-known eBay website. Such a strong ownership feeling among various users of the auction or bidding service in the web page leads to the fact that the company has to operate the hazard of criticism or complaints for any settlement influencing users. Particular care is highly advised to get the customers to be concerned in the corporation's decision making. (Heskett 2002, 356.)

Finally, it can be certainly identified about the difference between customer satisfaction and customer loyalty. Customer satisfaction is definitely not customer loyalty. It is seen as the critical result of a marketing activity and just be recognized when firms' performances coincide with customers' expectancies. However, when a plant compasses the gratification from consumers, it does not always mean that the firm also captures the customer loyalty. Based on most of the customer satisfaction surveys, there are about 85% of consumers who can be recognized as satisfied customers. These customers felt quite content with the product or services of the company but they often give up and do not come back to purchase in this organization when other firms with better goods turn up in the market. (Bell, Zemke & Zielinsk 2007, 30.) Indeed, not in all situations, customer satisfaction can be regarded as customer loyalty. On the contrary, products or services of one specific corporation may not be the best in the general market place. However, consumers still neglect the other choices and keep on relationship with the same production plant just freely due to their routines or in their mind, the seller provides them with more values and benefits than other companies.

2.2.1 The ladder to loyalty

There is no doubt that there are different evolvment steps included in a specific ladder to grasp the loyalty goal. Apparently, the stairway often initiates with the concern and excitement of customers till the sale and ends in all of sudden with the achievement of loyalty. If assuming loyalty is the result of contentment after wedding in the ordinary life, then there is no doubt to reveal that dating is a critical element involving a number of gradations to obtain that cheerful outcome. The progression of reciprocal commitment that is necessary to be matured consecutively is said to be manifested in this proceeded ladder to loyalty. (Jenkinson 1995,110.)

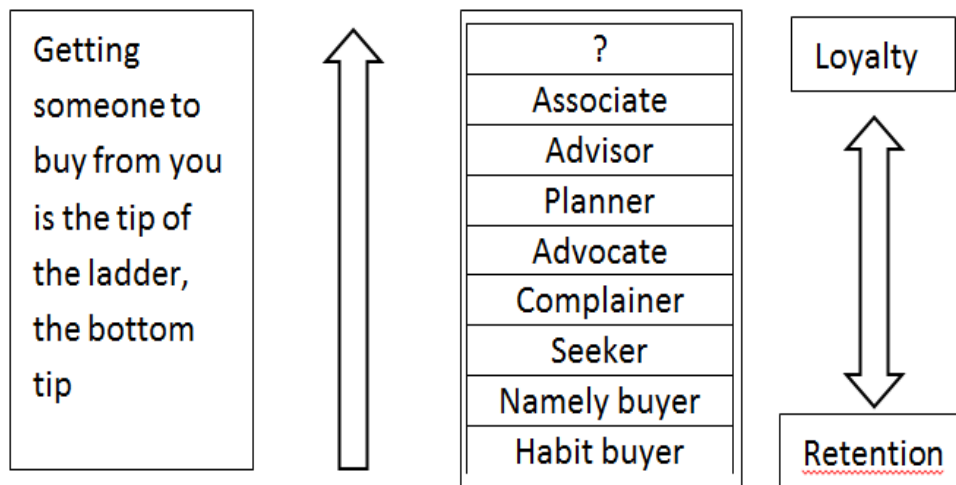


Figure 3: The ladder to loyalty (Jenkinson 1995, 110).

It is illustrated in Figure 3 that there are principally eight steps in the advancement path to reach the loyalty goal, namely buyer, habit buyer, seeker, complainer, advocate, planner, advisor and associate.

The stepladder starts with occasional buyers by convenience. These consumers just drop in infrequently to acquire products at one specific shop or company by closeness in terms of geography. The next pace includes habit buyer. They are persons who often purchase goods or services at the plant, market fondness or

absence of choice. The third element in the ladder consists of active willingness seekers to exploit or find out the firm's product. They are persuaded by the added value in some dimensions for which the organization can offer. Complainers are the next type of customers who are eager to give feedback in the form of useful complaints for the company. The fifth consumers are advocates who are cooperative in introducing or suggesting the firm's goods or services to other people. Following the advocates are planners. They are someone who plans a lifestyle around supplier assumption. That signifies the sellers are supposing or predicting closely to the buyers' future ways of life. The seventh purchasers are the ones who are keen on helping in the plant's product or service design and planning. The last ones are turning out to be linked associates, which has well-known identifications and mutual participation in success like the collaboration to invent goods between Apple and IBM firm. (Jenkinson1995, 110.)

2.2.2 Customer loyalty's framework

A structure for customer loyalty that has been thrived integrates both attitudinal and behavioural methods. It is recommended that loyalty is selected by the amalgamation of repeat purchase degree and relative mind-set. Moreover, relative attitude is said to be identified by "attitude steadiness and attitudinal adjustment. (Javalgi & Moberg 1997, 167.) Figure 4 presents the service loyalty classification scheme.

		Repeat Patronage	
		High	Low
Relative attitude	High	Loyalty	Latent loyalty
	Low	Spurious Loyalty	No Loyalty

Figure 4: Categories of service loyalty (Javalgi&Moberg 1997, 167).

Initially, latent loyalty is presented when a customer has strong predilection for a firm's brand over its rivals. Nonetheless, it does not disclose high repeat encouragement because of some objective cause. For instance, a consumer may have a really thorough interest in a specific pizza restaurant. However, he or she may not visit the restaurant frequently due to the demand in various choices of foods or shortage of income or purchasing affordability that restricts the amount times in eating at the pizzeria. Secondly, the spurious or fake loyalty exists when a customer usually buy a product without realizing the disparity among different goods or services. This fact could happen when there is one brand dominates in the category or when the purchasing decision is based strictly on the previous or past experiences and habitudes. Conclusively, no loyalty turns up when consumers descry few distinctions between alternative goods together with low repeat purchases. People often alter brands and selection among products which are usually created according to several situational determinants like the on-sale brand. (Javalgi & Moberg 1997, 167-168.)

2.2.3 Benefits of customer loyalty

2.2.3.1 Benefits for company

The loyalty conceptualisation was already discussed and examined attentively in Chapter 2.2 and Subchapter 2.2.1. From those principle explanations, it cannot be denied about the lucrative functions that customer loyalty brings in for any business.

Originally, based on a survey in December 2004, most of the respondents thought and defined that loyal customers are the consumers who have the repeat buying behaviour (Thompson 2005, 2). It means they will certainly come back to repurchase goods and services at a definite firm. As a result, it will procure a stable income for that corporation. Furthermore, according to Reichheld, Teal (1996, 3), loyalty sets up and enhances the development, revenue, and a wide range of other merits like good reputation for production plants.

Undoubtedly, Szwarc (2005, 12) has admitted that loyal customers are more worthwhile than just satisfied consumers since they have the tendency to acquire supplementary goods or services at only one organization without thinking of wandering to other companies for the comparison of the best price. Gallup Business Journal (n.d.) presented that loyal customers often consume 32% of their money which is more than other consumers to make purchase at one principal shop.

Customer loyalty is also perceived as one of the useful tools to create the economical of scale or cost effective for enterprises in general. Jenkinson (2005, 115) has signified through a large international research project that there was totally no efficiency in spending tons of dollars for the price advertising to obtain new customers. Instead of only investing to attract new consumer, it is better for companies to find in the existing customers the loyal one and take care of them with adequate remuneration. Keiningham et al.(2005, 52) suggested that seeking and procuring a new consumer is priced at five times more than retaining an old one.

The other prosperity that corporate can inherit from having loyal customers, is the positive word-of-mouth. There is no doubt about the power of oral promotion from the consumers themselves. When a firm builds up good products and service, it is easy to expand its superior reputation due to current customers. Consequently, the number of consumers will be cultivated, which means there will be more income revenues for the organisation. On the other hand, if the company just causes one mistake which results in dissatisfaction from a consumer, there would be about 9, 10 others heard about that bad quality. Absolutely, the more number of consumers feels displeased with the quality of the services or products that they purchased, the more possibility that the operation of those goods or services' corporation will go down. (Zineldin 2006, 435.) Hence, companies in general should attempt with their best effort to reach the good oral from consumers for having long relationship with them.

Additionally, staff or personnel in a company are also regarded as one of the valuable customers. Like the normal customers, internal staff of the corporation will also feel satisfied when the working environment meets their demand. When they are content and inspired, the working capacity will be upgraded significantly. Consequently, it will create the steadiness among employees inside the enterprise. It is certain that when the stability of the workforces is obtained, good quality of work will be produced repeatedly together with the willingness to serve the organization's consumers better and create the customer retention. As a result, the firm will not have to pay expensively for the cost of seeking and acquiring new customers so it will be able to pay high wages for the personnel which is considered one of the motivations to accelerate the staff morale and commitment. Moreover, the employee stability is assessed as one of the precise elements for the development of the organization since long term workforces know their customers well, so they are able to deliver a wide range of high quality products and services values, which again increases both customer and employee loyalty". (Griffin 2002, 13; Reichheld 1996, 21; Right Management 2009, 9.) In conclusion, loyal customers are helpful in fostering the corporation by giving their contributing complaints so that the firm will have to tackle and draw out worthy lessons. Figure 5 will demonstrate more clearly the benefit of customer loyalty in a company.

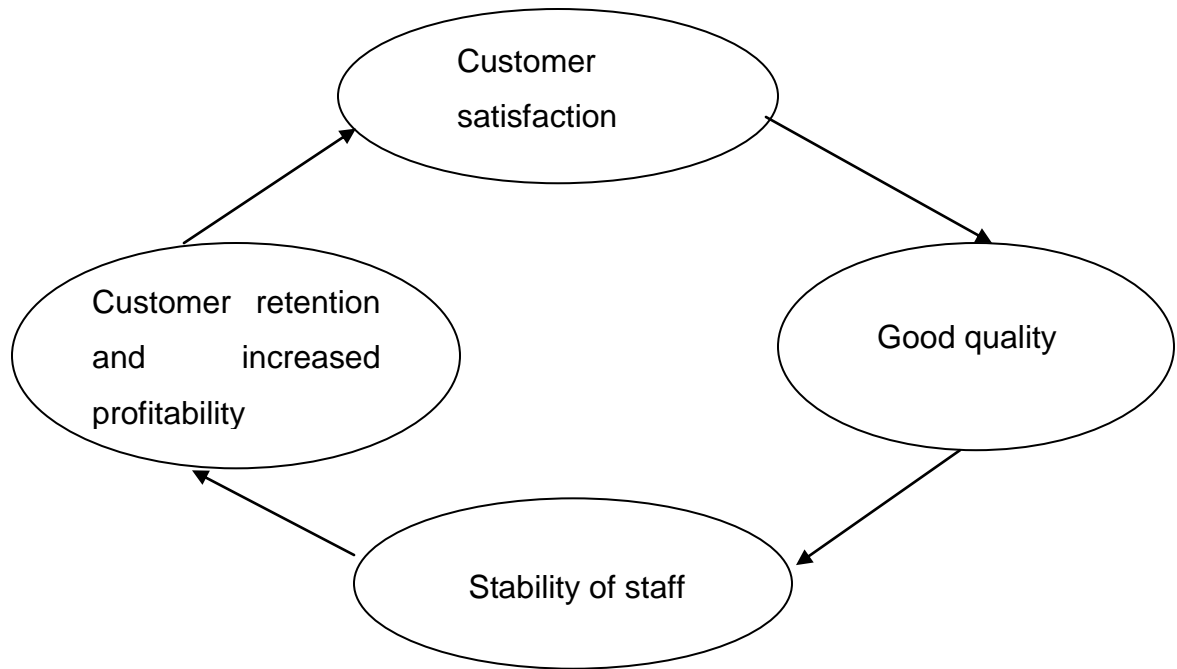


Figure 5: The benefit of customer loyalty in a company (Juvonen & Lahtinen 2010, 24, quoted in Ylikoski 1999, 184).

2.2.3.2 Benefits for customers

Interestingly, not only firms commonly can derive the merit from customer loyalty, even the consumers can be valued from the loyalty linkage. The three vital merits can be listed as the interaction between the customers and products or services providers, the unique service that are given to the consumers and the feeling of being secured. Initially, it is evaluated that the most crucial of those advantages is the customers' awareness of safety. From a good customer relationship, the consumer can trust that he or she can get the service with good quality and no matter how many incidental troubles occur, they can be addressed well. It is named the "psychological benefit". Secondly, beside the subjective good point, the customer can receive the social one. It is concerned with service situations. Consumers are conscious of the fact that they are recognized or known and a connection is built up between them and the selling organization. Obviously, in a competitive business world like these days, having the relation between the customers and the sellers is really essential. When achieving this interaction,

various kinds of exclusive services, offers and discounts will be supplied priorly for the VIP or loyal consumers. Thirdly, the loyal buyers can save time from selecting other enterprises to do business with. It is insisted that the customers' demand to switch organisation might be curtailed together with a better life quality for them thanks for a good and lasting customer relation. As a matter of fact, once the consumers have the long relationship with a distinct corporation, they will be unwilling to switch to other firms since it cannot be assured that they will benefits the same good service from the new company as from the current one. (Marzo-Navarro, Pedraja-Iglesias, Rivera-Torres 2004, 427.)

2.3 Relationship between service quality and customer loyalty

Chapters 2.1 and 2.2 have indicated some principle scope of knowledge about service quality and customer loyalty. As a result, is there any linkage between these two notions? If yes, how are they connected in reality? This chapter will examine to answer for this issue.

Based on several studies and surveys, there is considerable correlation between service quality and customer loyalty. On the contrary, according to Siddiqi (2010, 8), it still exists several debated opinions from some researchers about the issue of whether service quality and customer satisfaction are the two essential foregoers of customer loyalty or not. Siddiqi (2010, 2) stated that high virtue of service would lead to high customer satisfaction together with the intensification of the customer loyalty's degree. Ou et.al (2011, 200) also implied that service quality has put a significant favourable influence on satisfaction as the result from their research of customer loyalty program. It can be interpreted that the consumer loyalty is the aftermath or outcome of customer satisfaction. In addition, the scale of satisfaction will be mainly affected by the value of services transferred to customers (Siddiqi 2010,7). This interaction is presented in Figure 6.

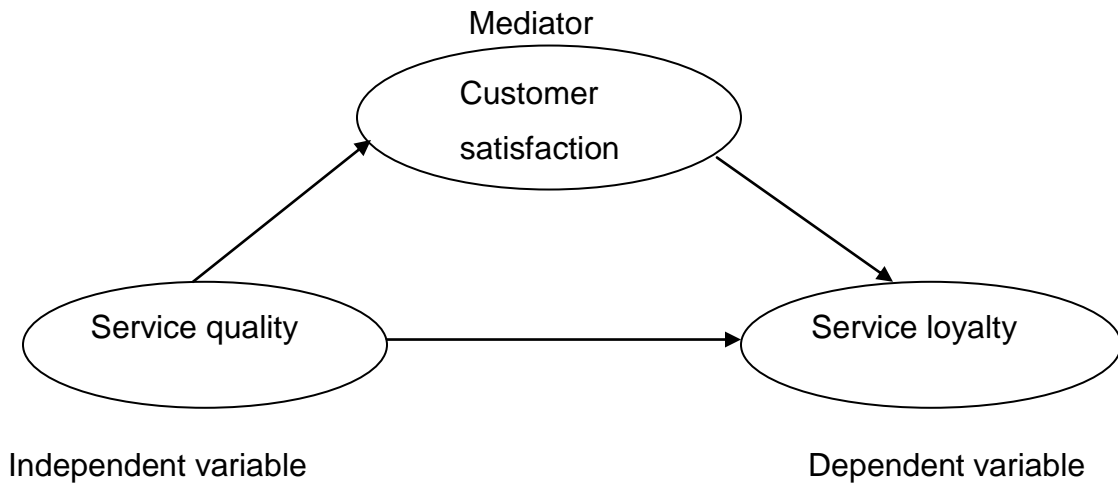


Figure 6: The linkage between service quality, customer satisfaction and service loyalty (Caruana 2003, 818).

As being demonstrated from Figure 6, service quality plays a role of the independent variable element which has the straight influence on obtaining the pleasure from customers. When the service quality is good, which is based on customers' appraisals, it can be viewed that customer satisfaction is reached. Consequently, the customer satisfaction will naturally lead to the achievement of service loyalty. That is the reason why customer satisfaction is the so-called mediator between service quality and service loyalty and the service loyalty is seen as the dependent variable technique on the two other components.

In the opinions of this research's authors, we wholeheartedly agree that customer satisfaction is the precedent feature that can bridge the service quality and service loyalty. Indeed, Zineldin (2006, 435) affirmed that "*The more satisfied the customer, the more loyal the customer and the more durable the relationship. And the longer this lasts, the more profit the company stands to make and the higher the market share*".

2.4 Customer loyalty programmes

It is demonstrated that since the early 1990s, consumers have been stimulated by firms for taking part in an advancement of loyalty programmes in which inducements are offered to customers in exchange for repeat business. These arrangements are able to convey incentives from corporations to members or consumers by supplying them with the apprehension of community which is a sense of associating, a trust that customers make it to become important to one another as well as whole group, and a shared belief that consumers' demand will be gratified through their undertaking to be together. Moreover, the loyalty programmes are often identified as frequency programmes, reward programmes, or customer clubs that are created as an instrument for companies to foster and strengthen customer loyalty. (Rosenbaum, Ostrom & Kuntze 2005, 222-223.)

The schemes are also attested as "*coordinated, membership-based marketing activities designed to enhance the building of continued marketing exchanges among pre-identified customer toward a sponsoring brand or firm*". They can be applied in a broad field of vertical customer markets, including hotels, credit card issuers, retailers, airlines and entertainment organisations. (Lacey, Sneath 2006, 459.)

In addition, those plans should be set up based on sentiment and entrustment. Talking in another way, they should have the capability of drawing attention or accessing to both of the customers' minds and hearts. Finally, one of the expedient tools of the customer loyalty programmes is the customer database which is recognised as a useful way to anticipate the market behaviours or attitudes. (Butscher 2002, 4; Pride & Ferrell 2010, 96.)

2.4.1 Characteristics

Apparently, customer loyalty programmes are evolved and comprehended as tools of practicing relationship marketing to acquire and retain customers. It is the debated issue that while some studies view those schemes purely as part of the

implementation or fulfilment of enterprises' marketing communication activities, others exploit loyalty plans as a customer relationship marketing (CRM) system. (Meyer-Waarden 2007, 223-224.)

Practically, it is depicted that there are several functional features containing in Finnish loyalty schemes. Adding to a bonus system, a onetime payment is also requested. The membership card could consist of a credit card feature and promotional magazines are distributed to members. Those cards could play a role as a ground for a customer database since each time the card is utilized, specific information will be compiled. (Boedeker 1997, 251.)

As regards of determining common factor of good loyalty programmes, Robinson (2011,3) demonstrated six radical elements in Table 3. Firstly, commendable plans should lead to numerous or frequent capacity of products' purchasing. Moreover, efficient schemes should let consumers to have a choosing right between suppliers for the competitive characteristic. Thirdly, providers should make up similar offerings to customers. Undoubtedly, when being conferred the same proposal, consumers will feel easier and not have to spend a lot of time in considering or selecting the adequate supplier. Nevertheless, from our point of view, each provider should create extraordinary aspects or competitive advantages in their loyalty programs to differentiate with other competitors and allure more loyal members. Fourthly, any obsolescent point in the corporations should be eliminated for efficient result. Conclusively, customer membership should be classified to various levels and their know-how is recommended to be positioned corporeally and disparately at the peak so that they will perceive that they are valuable and it is deserved to join in those loyalty schemes.

Table 3: Characteristics of good programmes (Robinson 2011, 3).

1. Goods are frequently purchased
2. Customer has a choice between providers
3. Providers have equivalent offerings
4. Customer membership has multiple tiers
5. Unused points should expire
6. Customer's experience is materially different in the top

2.4.2 Types

The customer loyalty programmes is said to be segmented to two vital categories: limited and open. The decision of using which group between those two ones depending on the loyalty programme's objective, target groups customers and personal background. It is the limited loyalty plan that appeals a membership fee as well as a finished application form. Furthermore, they attempt to conduct their membership toward the rudimental target groups. The schemes makers have to accomplish clear-cut criteria for membership qualification. As regards of the open loyalty programmes, they are established with no access requirement which results in a number of consumers who are non-beneficial for the organisation. This kind of programme will be optimal of a wide range of target groups that have been pinpointed. Actually, membership will feel more manifest and appealing with the shortage of entry condition. Besides, loyalty programmes contain end-user, business-to business and distributor loyalty programmes counting on their fundamental attention and function team. (Butscher 2002, 6-7.)

Customer loyalty programmes are also thought to be split into four broad ranges. In respect to type 1, abatement on selected items is given to any customers on the basic of getting hands on his or her membership card at point-of-sale terminal. Moreover, no information based on customers' names, demographic or

acquisition history will be collected. As a result, the corporation is unable to display targeted marketing aimed at members. In type 1 programs, repeat purchase is not stimulated since each member gets the same deals or discount regardless of purchase history. As regards of type 2, it can be identified with quantity discounts, where consumers inherit one bonus dispatch after exceeding a given or limited level of purchases. Firm does not retain a customer data base connecting purchases to specific customers as these schemes are easy to copy. Concerning type 3, a database as rewards or points based on cumulative purchases is obligated. Customers will procure prize after surpassing a certain level of buying. Type 4 requests a thoroughly understanding of essential information in customer demographics and purchase history's customer database. This apprehension will be used later for customer segmentation according to their purchase history. (Berman 2006, 125-127.) Table 4 will summarize the aforementioned typology of loyalty programme types.

Table 4: Typology of loyalty programmes types (Berman 2006, 125).

Program type	Characteristics of program	Example
<p>Type 1: Members receive additional discount at register</p>	<ul style="list-style-type: none"> • Membership open to all customers • Clerk will swipe discount card if member forgets or does not have card • Each member receives the same discount regardless of purchase history • Firm has no information base on customer name, demographics, or purchase history • There is no targeted communications directed at members 	Supermarket programmes
<p>Type 2: Members receive 1 free when they purchase n units</p>	<ul style="list-style-type: none"> • Membership open to all customers. • Firm does not maintain a customer database linking purchases to specific customers 	Local car wash, nail salon, SuperCuts, Airport FastPark, PETCO
<p>Type 3: Members receive rebates or points based on cumulative purchases.</p>	<ul style="list-style-type: none"> • Seeks to get members to spend enough to receive qualifying discount. 	Airlines, hotels, credit card programs, Staples, Office Depot
<p>Type 4: Members receive targeted offers and mailings</p>	<ul style="list-style-type: none"> •Members are divided into segments based on their purchase history. •Requires a comprehensive customer database of customer demographics and psurchase history 	Tesco, Dorothy Lane Markets, Wakefern's ShopRite, Giant Eagle Supermarkets, Harris Teeter, Winn-Dixie, Harrah's, Hallmark

In Finland, there are some typical loyalty plans that can follow the acquisition at product level namely:

- S card: run by Sokos Hotels and Nordic Choice Hotels. Bonus point can be earned in more than 220 hotels in Finland. S points are offered: all the S Group hotels, S Group's national chain restaurant in Finland's food, drink, accommodation services or purchase gift cards, and bonus night. There are about over 50 000 members in Finland and abroad of S Card scheme. (Scard 2010.)
- K-Plussa: managed by Kesko Corporation. K-Plussa points can be earned across 3,000 Kesko outlets. There is an estimation of 3.6 million members of the program in 2.1 million households covering 84% of Finnish households. (SAP BusinessObjects 2010, 1-2.)
- Veturi: operated by VR organization. Loyal membership can achieve advance inquires on services, novelties and adjustments of the company. They can also have the ticket saved in "My account" section by providing the customer number when buying it. (Vr 2011.)

2.4.3 Objectives

It is stated that the loyalty programmes' aims must be set discernibly in order to measure their success level. The vital target of a customer loyalty programme is absolutely to ascend lucrativeness or profit, turnover and market share of a particular company. Additionally, customer retention, acquisition of new consumers, building a strong customer database, advocating internal communication within an enterprise with the transfer of inquiries, and setting up interaction chances between company and its customers can be regarded as other critical goal of creating a customer loyalty plan. Besides those objectives, there are still various subsidiary objectives to be mentioned such as boosting

public relations, enhancing the utilization and obtaining more frequent visit to specialised retail outlet. (Butscher 2002, 6.)

Jang & Mattila (2005, 403) indicated that the goals of loyalty schemes can be divided into three elemental groups. Initially, the current customer data base will be secured, therefore, the sales levels, margins and profits will be retained by applying those affairs. Secondly, customer loyal programmes should be capable of elevating the sales to existing consumers. Lastly, cross-selling the firm's goods and services should be increased when operating the customer loyalty programmes. In addition to the aforementioned goals, various researchers also exploited some other coincident targets that are presented in Table 5.

Table 5: Objectives of loyalty programmes (Reinekoski 2009, 21).

	Arantola (2000)	Meyer-Waarden (2008)	Berman (2006)	Dowling & Uncles (1997)
VOLUME				
Number of members	X			
Customer retention	X	X		X
Induce rebuy		X	X	
ACTIONS				
Identification	X	X		
Customer loyalty	X	X		X
Cross-selling	X		X	X
Targeting	X		X	
ATTITUDE				
Satisfaction	X			
Brand recognition	X			
INTERNAL				
Better customer service	X			
Data collection		X	X	
Differentiation				X
Pre-emption of competing loyalty schemes				X

According to Table 5, it is pointed out that the aims of loyalty programme are split into four crucial degrees: volume, actions, attitude and internal, respectively. As concisely rendering the table, customer retention, customer loyalty and cross-selling were the most three vital objectives since they were spoken of three times out of four by those writers. Actually, the first column in the table represents the most popular purposes of Finnish loyalty schemes except the satisfaction one which is not represented here. In addition, Meyer-Waarden and Berman perceived data collection as a target and one of the most significant strong points of loyalty plans. It is acknowledged that the data is helpful for enterprises in profiling consumer, adjusting offerings and managing inventory and price (Reinekoski 2009, 21). Surprisingly, some aims related to the competitive advantages such as better customer service, differentiation and preemption of competing loyalty schemes were just mentioned one time by these authors. It means that although those goals are important, they are still not priority as the other ones.

2.4.4 The advantages

There is no doubt that consumers can receive diversified merits from customer loyalty programmes that organizations offer to them. These benefits can be divided into two essential categories named fiscal or hard advantages and communal (public) or soft strong points. (Butscher 2002, 55.)

In terms of the public values, there are four sub-advantages. Primarily, when using loyalty programmes, consumers have devoted themselves to become members in definitive groups and are consequently designated to be part of those teams. By competing for membership, individuals will feel that they have to protect a position in the group and the fact of turning into membership is more worthy. For example, although having to acquire a BMW car is exorbitant to join in an organizational-sponsored club, loyal customers or the club members may feel proud or precious since to take part in the club, there is only chance for an élite group of individuals. Secondly, loyalty programmes can bolster the impact

that its members have on the group together with the affect that the group have on the members. The scheme can do the fostering action by providing members with the opportunity and aptitude to interact with senior managers or a design team. For instance, priceless consumer feedbacks are given to senior management and corporate engineers at members-only events by members of HarleyDavidson's and Jeep's programmes. Thirdly, it is indicated that there are two prizes that the members desire are the prestige and self-proficiency which are maybe received from other members. Each part of the group can amalgamate with others and implement for them. Fourthly, members may aspire to shape the corporation's identity into their own identification. It is so called the "shared emotional linkage. For instance, in the houses of In-Circle members, they can present In-Circle monthly fashion catalog, the Book, for others to have a look and discover. (Rosenbaum, Ostrom& Kuntze 2005, 224.)

Talking about the fiscal benefit, undoubtedly, loyal customers or members of customer loyal programmes can derive the price or monetary discounts on current or forthcoming buying from those plans. In the contrary, Butscher (2002, 3) clarified that fiscal merits can be viewed as the last element to construct loyalty among customers since when there is a better price in other places, consumers may not carry on acquiring at the firm that they do frequent purchase. It is insisted that long-term customer relationship is not built from the financial encouragement. It has to be based on emotion, trust and partnership between consumers and organizations. Finally, the role of benefits in loyal customer marketing or programmes is briefly summarized in Figure 6.

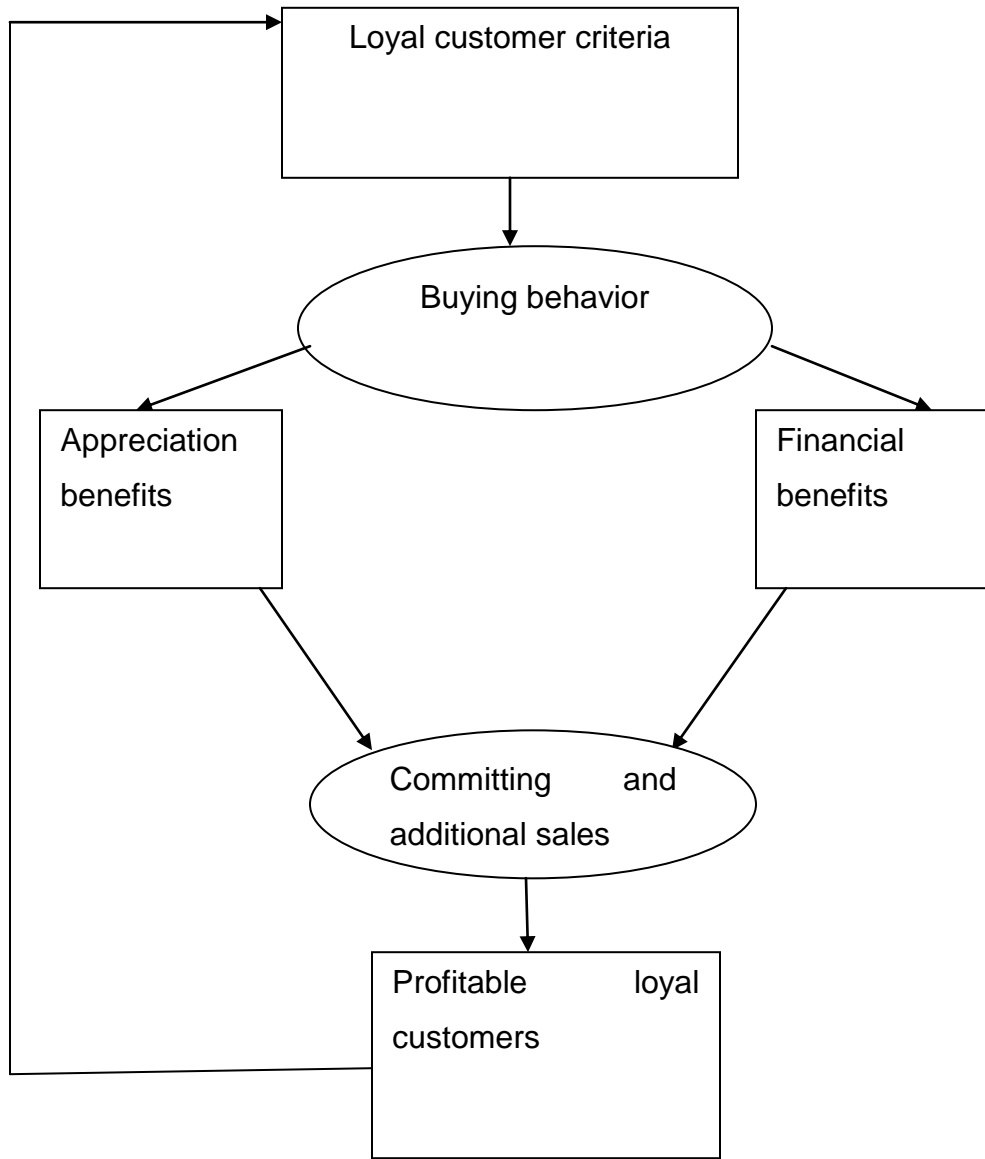


Figure 6: Role of merits in loyal customer marketing (Juvonen & Lahtinen 2010,29, quoted in Pöllänen 1995, 66).

2.4.5 Connecting with customer rewards

There is no doubt that the awards in the loyalty plans play the persuasive role to embolden customers for focusing the buying at one store or the acquiring more. Downling and Uncles (1997, 9-10) have exploited the way that rewards are interacted to loyalty programmes. The influence of prizes is split to straightforward and roundabout effects. The long-drawn-out effects advocate faithfulness mainly to the scheme, not the goods itself. Particularly, the

temptation in the relevant products is the primary reward and the reason to acquire will disappear when the encouragement is eliminated. It could be the case of promotions and gifts. In the contrary, direct effects animate undeviatingly the value proposition. In this situation, the commodity is a fundamental award, not an advocacy.

There are some factors that are considered the principle of how consumers treasure prize, consisting of "*the cash value of the reward, the variety of rewards, the aspirational value of the reward, the likelihood of achieving a reward and the program's ease of use*". Furthermore, for the purpose of building loyalty to loyalty plans, it cannot be denied about the critical function of the prize timing. Undoubtedly, rewards which are given immediately to consumers will be more favored than the delayed one. (Downling and Uncles 1997, 11.)

3 RESULT OF PIZZA BRAVO'S SURVEY

3.1 Brief look at Pizza Bravo

Pizza Bravo is known as a famous or popular Italian pizzeria in Kouvola, Finland. Actually, it used to achieve the title of the restaurant with best pizzas in Finland several years ago. In order to extend the place from a medium pizzeria to a larger one, its owner decided to move from the old position near the centre of Kouvola to Uudismaankatu 10, 45100 Kouvola, Finland, which is less than 1km from Mielakka skiing centre. In this new area, the restaurant's chief tried to create a new menu with various foods. He serves customers with not only pizza but also other foods such as pasta and kebab and always put more effort into providing consumers with best services. In fact, the restaurant has not had a chance to discover how gratified their customers feel when utilizing its services, which aspects that still make customers deem dissatisfied, etc. Hence, it is expedient and worthy for making a try to carry out a customer satisfaction survey for Pizza Bravo to meet more demands from consumers by improving its service quality and particularly build up a stable long term relationship with them.

3.2 Methodology

3.2.1 Qualitative research method

It is the qualitative research that aims at multi-method containing an explanatory, pragmatic access to its subject trouble. It signifies that qualitative scientists explore stuff under their natural settings, trying to depict phenomena in respect to the message that persons bring to them. The method includes the applied utilization and accumulation of a wide range of such practical materials as case study, group discussion, personal experience, interview, and observational. Moreover, the means is insisted on "*detailed descriptions of situations, events, people, and interactions, observed behaviours, direct quotations from people about their experiences, attitudes, beliefs, and thoughts and excerpts or entire passages from documents, correspondence, records, and case histories*". (Jha 2008, 46.) Ghauri & Grønhaug (2010,105) also affirmed that the research mechanism is a combination of the sagacious, explorative and spontaneous, where the researcher's capabilities are extremely vital for scrutinising data. Especially, it highlights the social process not the social structure like the quantitative one.

In conclusion about the qualitative research method, it concentrates on the type of proof ("what people tell you, what they do") that will facilitate the experimenter to conceive of what is going on. Furthermore, it is often considered that the research method is descriptive and deducible in attribute. (Gillham 2010, 10.). Actually, this research technique brings in high adaptability in data collection. Nevertheless, one of its main demerits is that it can be intuitive as the data analysis depends somehow on the scientist or researcher's know-how and professionalism. In addition, the prejudiced figure examination could also happen as a result of the analyser's cognizance and communication. (Ghauri & Grønhaug 2005, 109-129.)

In the scrutiny's practical part, qualitative research method is used to build the interview with Orazio Bambara, the owner of Pizza Bravo pizzeria. The key reason for choosing Orazio comes from the fact that he is the person who makes pizzas and deals mainly with customers by talking with them while they are eating in his restaurant and he has experiences and gets used to serving pizzas to consumers for more than 20 years. Consequently, it is actually effective to establish an interview with him. Open-ended questions were employed during the interview to collect in-depth or thorough information. The core interview's inquiries will concern his opinion about the questionnaire result, what should be done to improve the quality of the restaurant's service from his point of view.

Specific information on the proposed interview questions can be found in Appendix 5

3.2.2 Quantitative research method

In contrast with qualitative study procedure, quantitative research is seen as "*Explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics).*" It is also introduced as hypothesis testing exploration. That means examinations often start with theory statements from which research assumptions are developed. After that, a speculative design is conducted in which dependent variables are figured with statistical tools for leading to outcomes that confirm or against the primary axiom. (Muijs 2004,1; Jha 2008, 48-49.)

There is no doubt that quantitative mechanism is certified as the method that applies arithmetical data examined statistically (Muijs 2004, 3). Nonetheless, it has one bad point that is the inferior elasticity in data collection including interview, telephone, and mail surveys. The attained data demands pre-codifying, collating and numerical scrutiny to find out correspondences and divergences. (Ghuri & Grønhaug 2005, 109-129.)

Moreover, quantitative research method's objective is to concentrate on the aftermath inspection and authentication. A questionnaire is created to be answered by Pizza Bravo's customers. The essential intention of the survey is to exploit the general satisfaction rank of consumers toward the restaurant. Numerous questions were asked such as how often they visit Pizza Bravo, how satisfied they are with the services provided by Pizza Bravo in general, what they usually order, etc. The questionnaire can be seen in the Appendix 1

3.2.3 Reliability and validity of the research

In respect to the validity notion of a research, it specifies whether a measure is accurate or authentic. In other words, it is relevant with the range to which the test measures what it is supposed to examine. (Jackson 2012, 71; Cohen, Manion & Morrison 2007, 432.)

In terms of reliability, a person is acknowledged trustworthy when he or she always does in practice as what he or she promised. For instance, if that person intended to have a meeting with other people at 17.00, he will appear at the conference at exactly time. It is so called the conscientiousness relating the human issue. So how about the reliability idea in the study filed? In fact, it is seen as the implication of a measuring instrument's steadiness. It is also affirmed that reliability always links with stability throughout a series of measurements. That means the research's results should be coincident or similar each time the testing or checking technique is utilized. (Jackson 2011, 66; Gliner & Morgan 2009, 310.)

Regarding the connection between reliability and validity, it is suggested that, apparently, an experiment's measure tool should be both reliable and valid. There are two questions about situations that might happen in reality: "*Can a test be reliable without being valid?*", and "*Can a test be valid without being reliable?*". In order to answer these inquiries, an instance about an intelligence test was taken. The hypothesis of the experiment was "*the larger a human' brain is, the more intelligent he or she is*". It was inspected by gathering an individual or focus group and calculating the perimeter of each person's head. The question was "Is

this a reliable assessing method?” And the answer is yes since it was consistently scaling the head compass which is not likely to adjust over time. Subsequently, the examination was reliable. How about its validity? As a matter of fact, it was not valid as it did not figure the constitution of intelligence. Hence, the test could be reliable without being valid. Nonetheless, *“can an inspection be valid without being reliable?”* In fact, if the experiment actually judged the intelligence, the researcher should receive the same outcome each time they measured the intelligence because the intelligence does not alternate much over time. Hence, *“a test can be reliable and not valid, but if it is valid, it must be reliable”*. (Jackson 2011, 73.)

The study applied both quantitative and qualitative research. Concerning the quantitative means, 200 received responses for the questionnaire were considered high enough to be the evidence of the study’s reliability. Moreover, it cannot be denied that if the survey was created again, the upshots should be the same as before since they exposed consolidated opinions and replies. Hence, the research is proved to have the reliability characteristic. As regards of the validity, the questionnaire measured the customer satisfaction level of Pizza Bravo’s consumers for developing into customer loyalty. As a result, it truly has the validity feature. Furthermore, the time for carrying out the study does not bring in the same the same reliability as those explorations which have been accomplished in a period of several months or years. Nevertheless, the survey of the research was disseminated from the early till the end of April which was when pizzeria has just moved to the new place in Uudismaankatu for a few months and the owner has done some marketing activities like delivery of leaflets, application of the discount scheme, with high capacity. That is the reason why insisting on the time when this quantitative study was constructed, it included a little higher validity than reliability. However, it consisted both of the reliability and validity.

Talking about the qualitative research, a qualitative interview was put into use to collect profound information customers of Pizza Bravo and the restaurant’s current situation concerning the customer satisfaction and loyalty issue. The

interviewee was believed to be adequate selection for giving inquiries since he is intimate with the targeted groups through his career. As a businessman in pizza services, the interviewee provided precious information and comments about the perspectives and suggestions of the pizzeria's consumers. Subsequently, based on these reasons, the qualitative interview was actually reliable as well as valid.

One more thing that is vital to mention is that the thesis's writers do not speak Finnish. The survey as well as the respondents' answers was translated due to the help of a native Finnish teacher in Kymenlaakso University of Applied Sciences. Consequently, it did not affect the research's quality.

3.3 Result of quantitative research

3.3.1 Survey introduction

Firstly, the aim of this measurable research survey is to exploit common evaluations and the satisfaction level of customers toward Pizza Bravo by asking them to fill in the questionnaire while they were waiting for their orders. Some of the consumers came to the restaurant for the first time. They even took home the survey to answer after eating pizza at the pizzeria and brought it back later. According to the survey results, some critical conclusions are made concerning the consumers' overall assessments on the restaurant's services, several fundamental elements related to products, prices, place, opening hours, etc that influenced on Pizza Bravo customers' appraisal decisions, the target age groups, time and place to promote or advertise Pizza Bravo, attract new consumers and especially keep the existing ones.

The questionnaire answerers vary from manuals, students, clerks, managers, pensioners to other types of occupations. This questionnaire is carried out in April 2012 for three weeks from 6 April to 27 April 2012. There were 200 replies in total. Among those 200 respondents, 197 persons answered in Finnish and the last 3 of them fulfilled the survey in English.

The survey contains 13 questions as being illustrated in the Appendix 1. Respondents just have to spend 5 minutes to accomplish all of the inquiries. In respect to the content of the questionnaire, Question 1 discovers the general pleasure level of consumers with Pizza Bravo. Question 2 includes several attitude statements which reveal some essential features that affect customers' assessing determination. Question 3 asks about the frequency of consumers' visit times to Pizza Bravo. Question 4 explores customers about the duration of using Pizza Bravo's services. Question 5 examines which orders that customers usually give at the restaurant. Question 6 requires respondents to give their evaluations over other pizzerias in Kouvola based on the school grade. Question 7 investigates the degree that those who answer the questionnaire are likely to recommend Pizza Bravo to their friends and colleagues. Question 8 is an open question for customers to give their feedbacks and suggestions for contributing to the pizzeria's improvement. Questions 9 to 13 are about the background information of consumers such as their gender, age, type of work, the cities where they are from and the particular weekday that they mostly visit the restaurant, which are beneficial for Pizza Bravo to tempt more consumers and particularly retain the old ones.

3.3.2 Results

3.3.2.1 Background information

There is no doubt that the sample size of the questionnaire was 200. In respect to the gender distribution of survey's respondents, it can be seen clearly from the Figure 7 that female respondents were outnumbered three to one by the males.

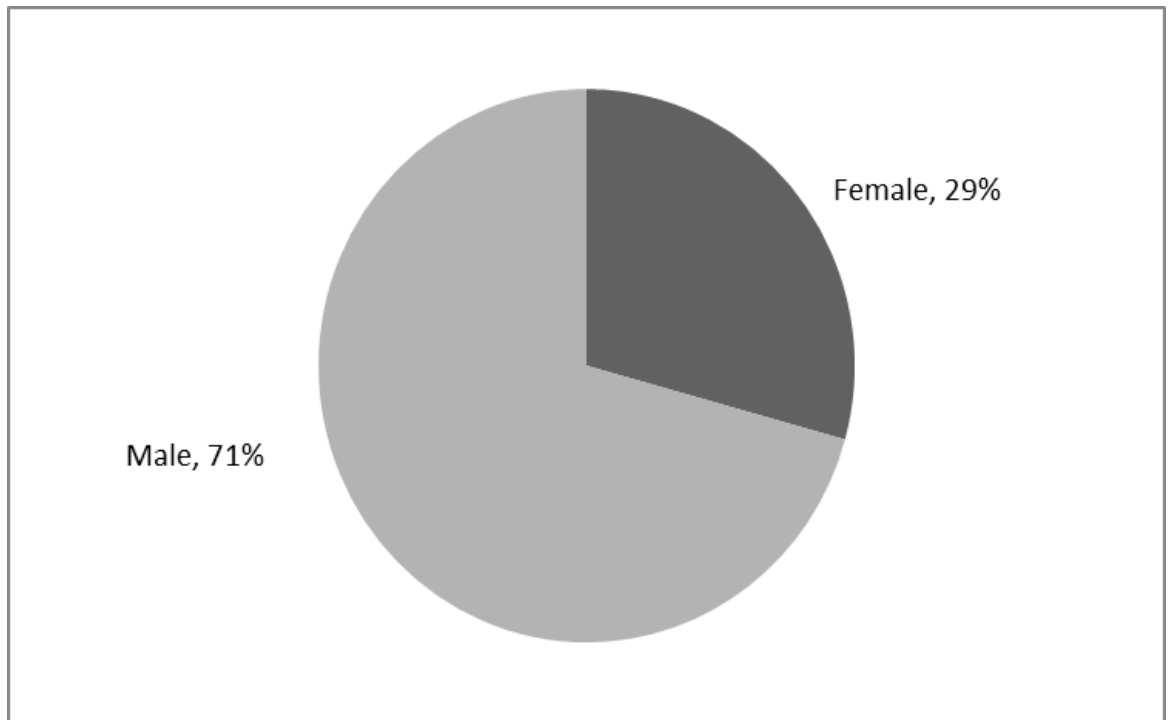


Figure 7: The respondents' gender

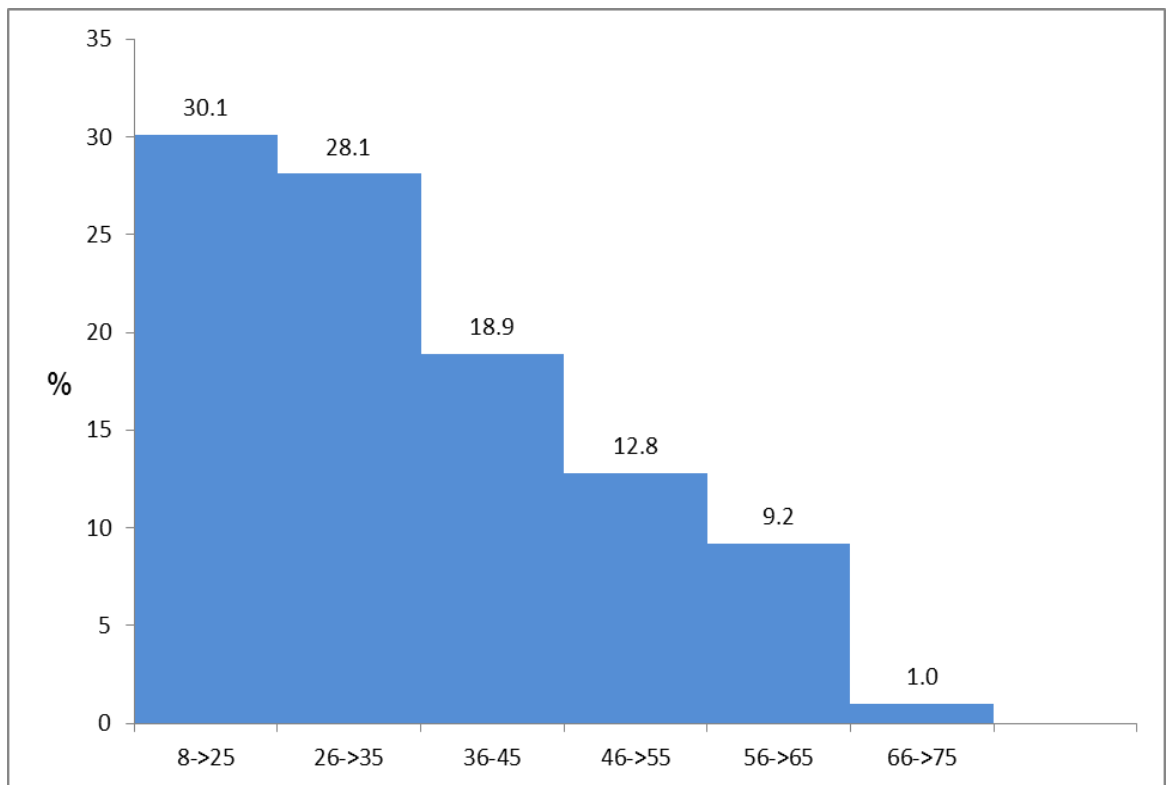


Figure 8: Age distribution

Figure 8 reveals the minimum and maximum ages of the repliers to the questionnaire, which were 8 and 75 years old, accordingly. The average age of all of them was 32 years old. Furthermore, the respondents were divided into six different age groups, as shown in Figure 8. Therefore, it is useful to use this age group as data in exploring Pizza Bravo target age groups. It is clear that the biggest group of customers which brings in most of the revenues for Pizza Bravo includes teenagers or students in the age from 8 to 25 years old, followed by the congregation of persons from 26 to 35 years old. The overall portion of the next three aggregations was approximately 41%. Nonetheless, the proportion of respondents who were from 66 to 75 years old was only 1%.

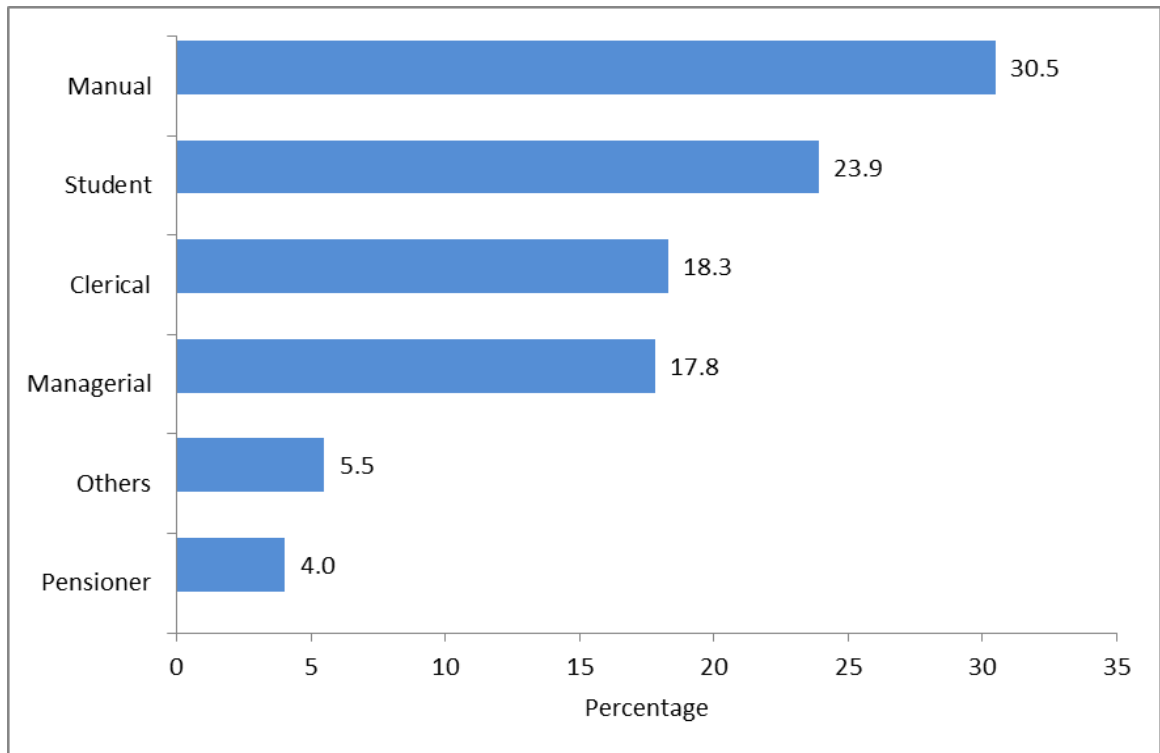


Figure 9: Respondents' occupations

30.5% of the customers were manual workers and 23.9% of them were students, which were considered the first leading respondents' careers aggregation as shown in Figure 9. The second dominant professions group of the consumers consisting of clerical and managerial staff. Only 4% of the respondents were pensioners and 5.5% were in other employment fields such as housewives, entrepreneurs, and so on.

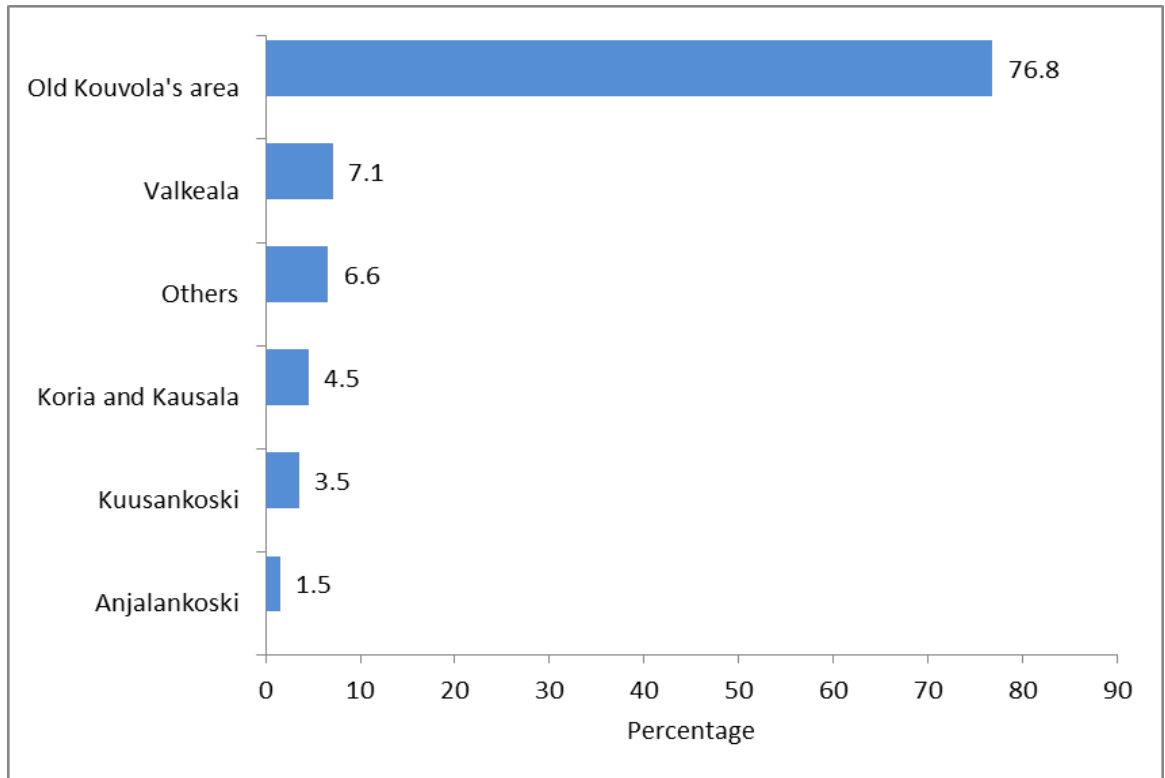


Figure 10: Respondents' living areas

Figure 10 revealed the living areas of respondents. It demonstrated that there were three quarters of the customers living in old Kouvola's area of Finland. The remainders had their home found scattered in other parts of Kouvola like Valkeala, Koria and Kausala, Kuusankoski, Anjalankoski, Voikkaa, or different cities such as Helsinki, Espoo, Mikkeli, Nastola, Tampere, Kotka, and Jyväskylä.

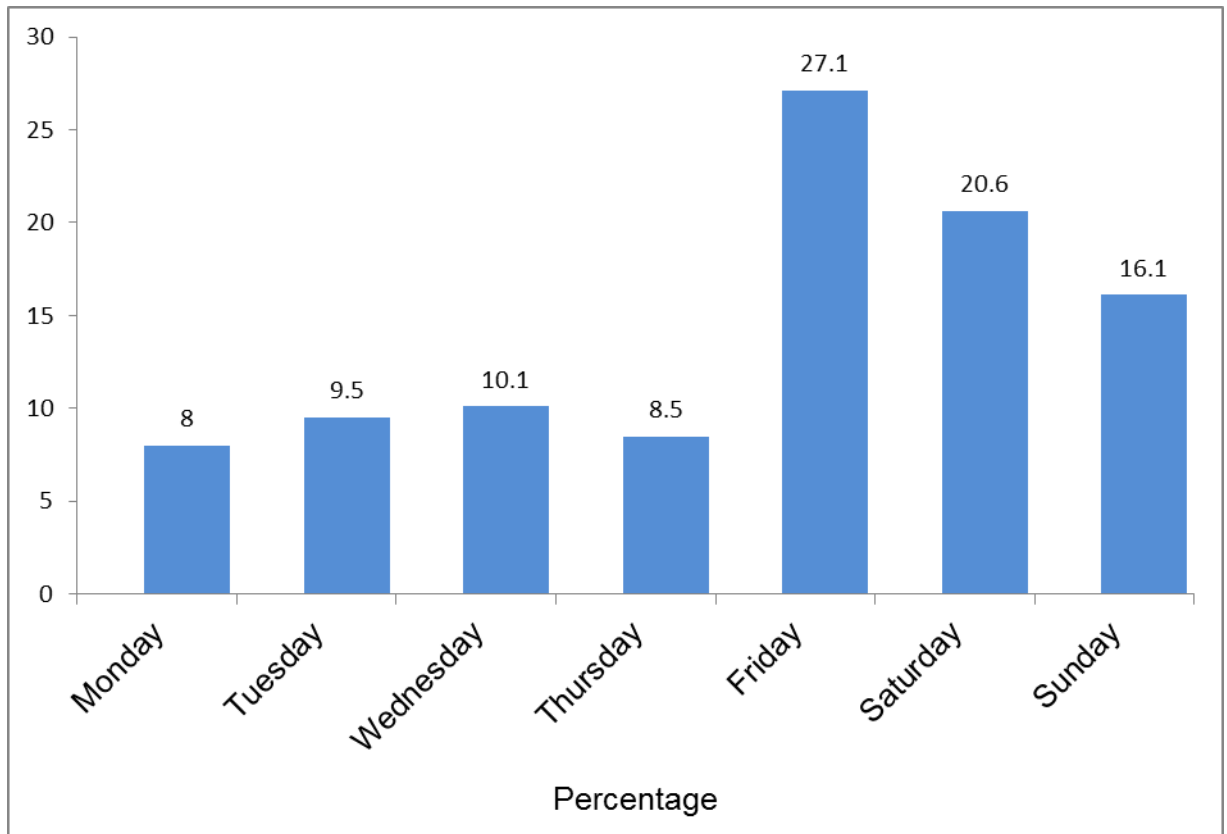


Figure 11: Weekdays of the visit

It is presented acutely in Figure 11 that the respondents virtually visited Pizza Bravo at the weekend, especially on Friday and Saturday. The percents of the guest coming to the restaurant during the week days were less than 10% each day and accelerated slightly in the middle of the week (Wednesday) with 10%. In fact, the pizzeria is often closed on Monday. Nevertheless, during the time of carrying out the questionnaire in April 2012, there was a popular day named Labour Day on 30th April which is celebrated worldwide every year and April was the second month since the restaurant has been moved to the new establishment. Therefore, Pizza Bravo's owner opened the restaurant on Monday in that period to do more marketing activities and earn more revenues as well as profits.

Figure 12 shows the result of the fourth question: “How long have you been customer of Pizza Bravo?”

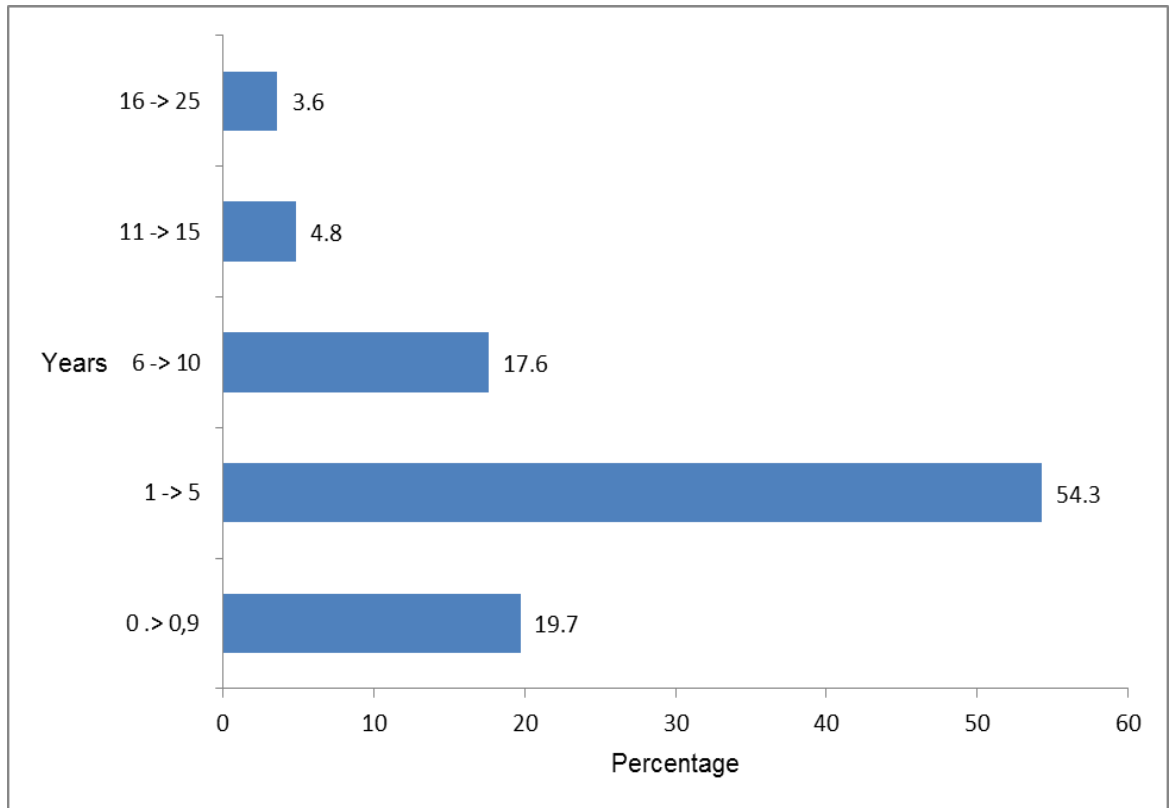


Figure 12: Duration of using services

The data was collected from customers using Pizza Bravo’s services for a period of time. Initially, it is demonstrated from Figure 12 that most of the respondents have been the customers of Pizza Bravo from 1 to 5 years, which accounted for 54.3%. Following the first customer group, the second ones were consumers who have used the restaurant’s services from 6 to 10 years and less than one year, which made up 17.6% and 19.7 %, respectively. Thirdly, there were 4.8% of the respondents who have been the restaurant’s consumers for a longer period from 11 to 15 years. Lastly, the ratio of customers utilizing Pizza Bravo’s services in a longest time from 16 to 25 years was 3.6%.

3.3.2.2 Other statements' results

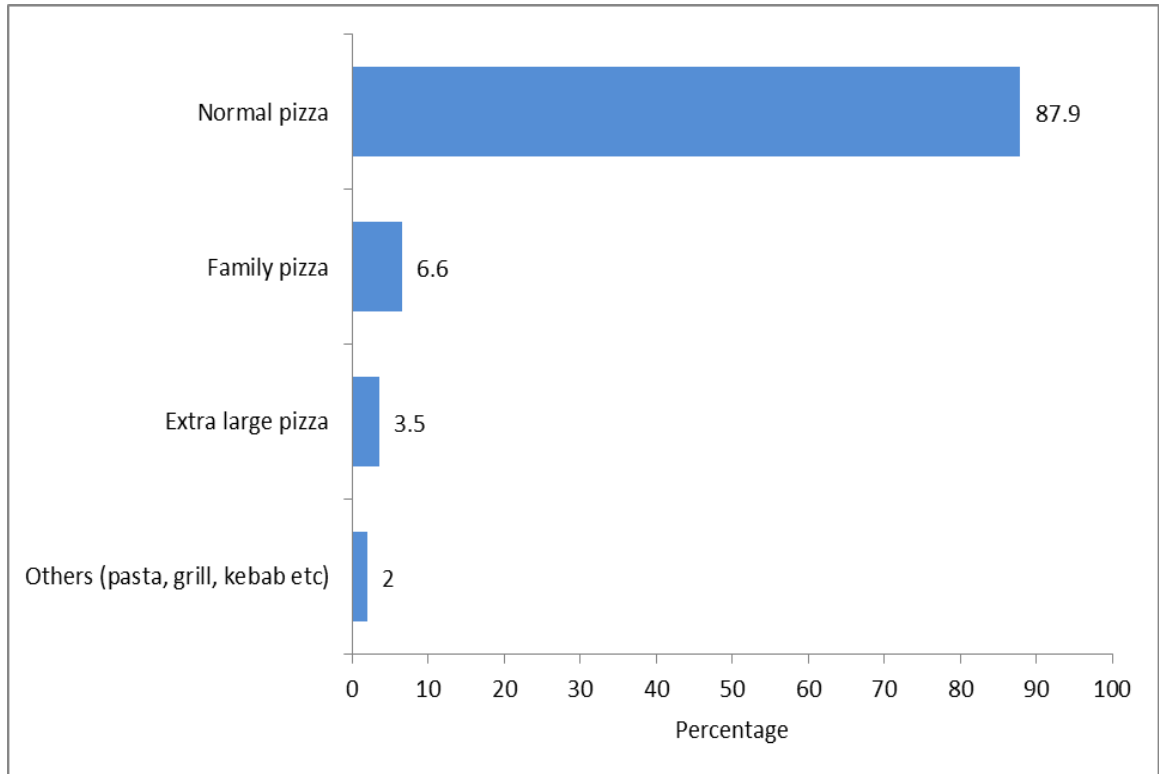


Figure 13: Initial choices for using Pizza Bravo's services

Figure 13 shows responses to the question: "What you usually order in Pizza Bravo?" According to the survey result, there were more than 170 customers who chose normal pizza as their most frequent choice when using Pizza Bravo's services, which was equivalent to 87.9%. Going after normal pizza selection were family and extra-large pizza choices from more than 10% of consumers. On the other hand, there were only 2% of customers who thought of picking others food like pasta, grill and rolling kebab as their usual orders.

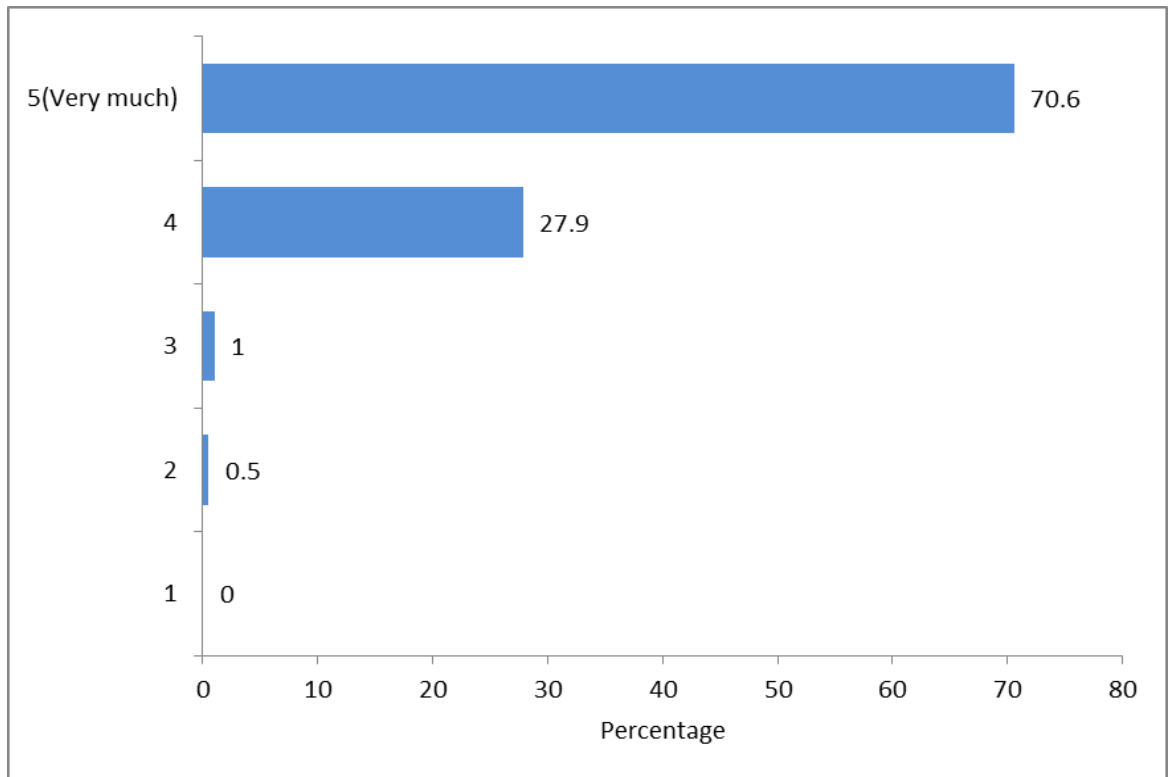


Figure 14: The level that customers would recommend the pizzeria to their friends and other colleagues

According to Figure 14, it is clearly denoted that the majority of the respondents were willing to recommend Pizza Bravo to their friends, relatives or other colleagues, which accounted for 98.5%. In fact, it seems that nobody who once being the restaurant's customers felt totally that they do not want to compliment the pizzeria to other people that they knew.

Table 6: The general satisfaction level of customers toward Pizza Bravo

Mean	9.26
Std. Deviation	.677
Variance	.458
Minimum	8
Maximum	10
Percentiles	
25	9.00
50	9.00
75	10.00

Based on Table 6, it clarifies the prevalent pleasant degree of consumers toward Pizza Bravo. Overall, it seems that respondents were quite animated with the restaurant when they showed their average satisfaction level with grade 9.26. The minimum score that they gave in evaluating the pizzeria generally was 8 and the maximum one was 10. Moreover, the variation or fluctuation in the respondent's opinions was only 0.46. That reveals a stable complacent or gratified level of consumers toward Pizza Bravo.

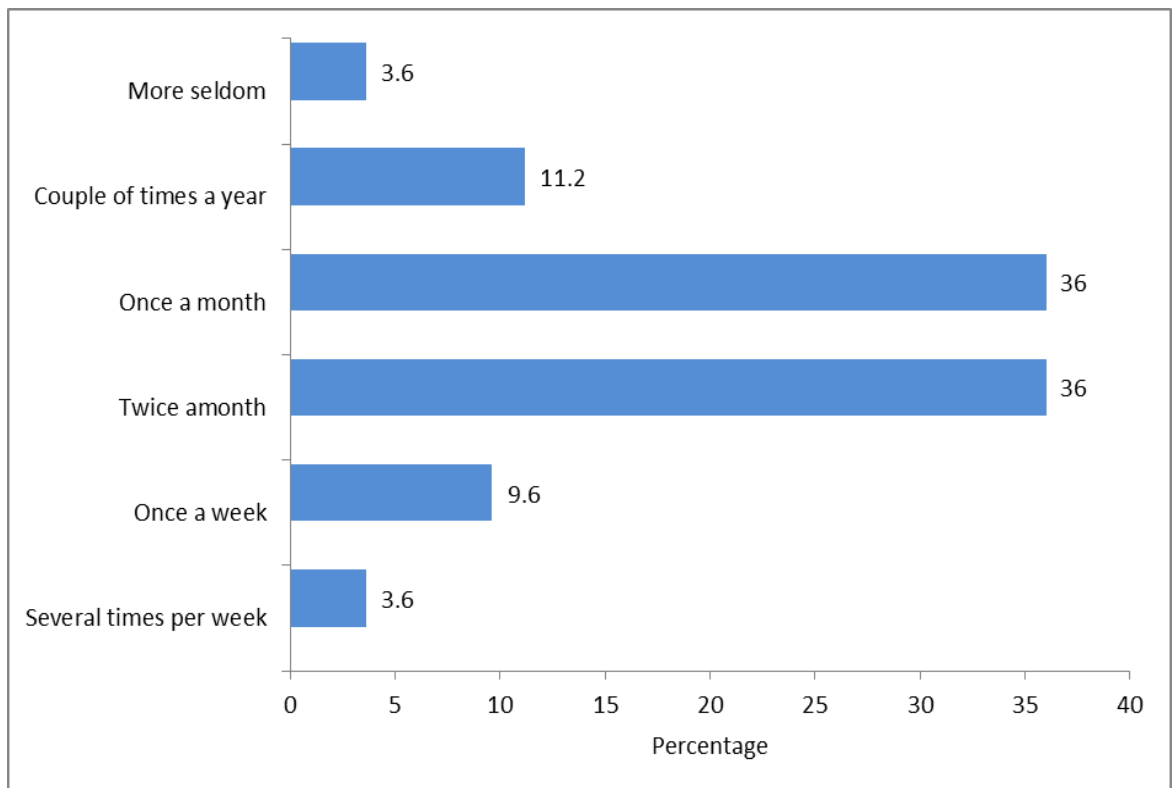


Figure 15: The consumers' frequent times in visiting Pizza Bravo

In accordance with Figure 15, it manifests the customers' frequent times in visiting Pizza Bravo. Most of the customers came to the restaurant just once or twice a month, which made up over 70%. The ratio of those visiting Pizza Bravo with usual capacity (once a week) was 9.6%. On the other hand, there were only 3.6% of respondents visiting the pizzeria several times per week and more seldom.

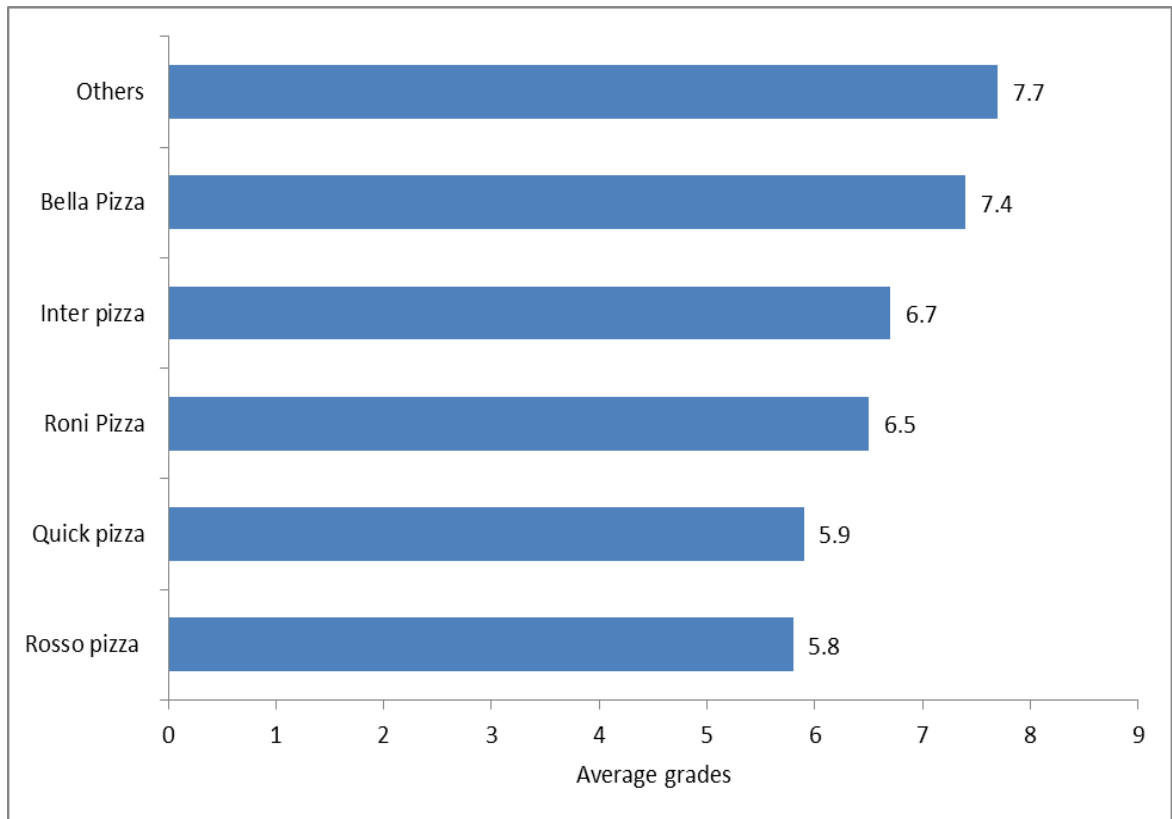


Figure 16: Respondents' evaluations on other pizzerias in Kouvola

Figure 16 indicates the average evaluation levels of customers about other pizzerias in Kouvola, except Pizza Bravo. Apparently, a dominant number of respondents were interested in and solicited by Bella Pizza and some other pizza restaurants in Kouvola area such as Aseman Viniti, Koti Pizza, Tabasco, etc. They gave their appraisal grades of 7.4 and 7.7, respectively, for the two pizzerias. Coming next to these pizza establishments were Inter pizza, Roni pizza. People saw them as their favorite restaurants with the judgment scores varying from 6.7 to 6.5. Almost no one would like to visit Quick pizza and Rosso pizza.

In the end, it is the fact that Bella pizza, Inter pizza, Roni pizza and the others were the most well-known pizza restaurants in Kouvola for customers. They were acknowledged as the key competitors or rivals of Pizza Bravo. Nevertheless, Quick pizza and Rosso pizza were tolerated the unenthusiastic point of views from consumers.

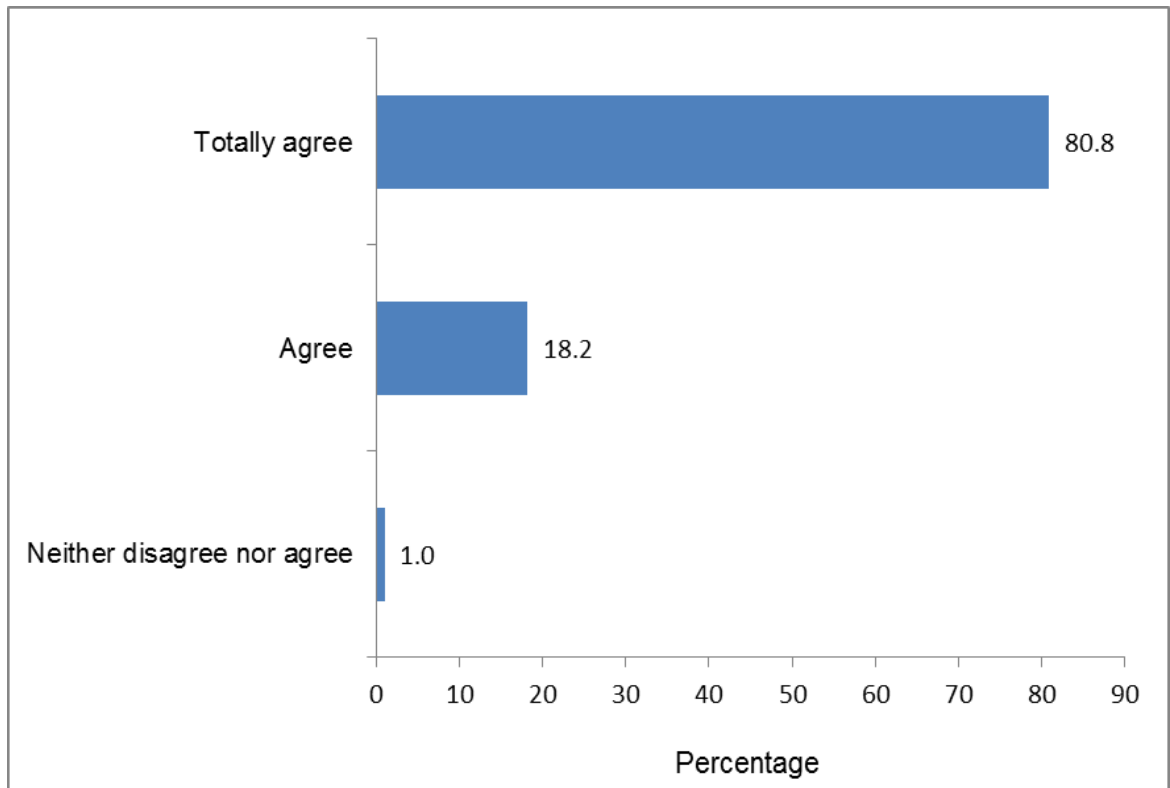


Figure 17: Respondents' opinions towards the tastiness of the pizzas

Figure 17 exemplifies the opinions of customers about the statement "Overall, the pizzas are tasty". It can be seen precisely that no one diverged with this fact. 99% of the respondents acceded to the assertion and just 1% of them had the neutral point of view (neither disagree nor agree).

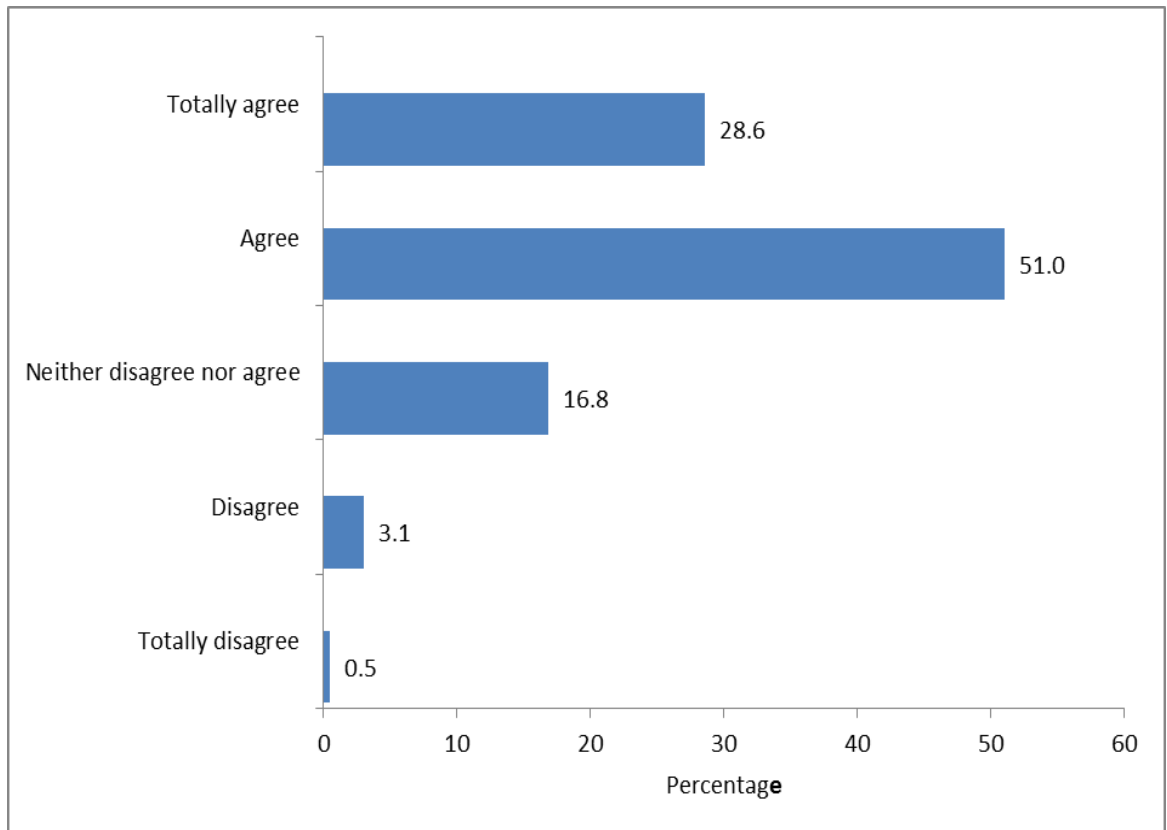


Figure 18: Respondents' evaluations to the tidiness inside the pizzeria

According to the Figure 18, it elucidates the consumers' attitudes toward the proclamation "The restaurant inside is tidy". Approximately 80% of the respondents acquiesced in the statement. On the contrary, the proportion of customers who were discordant with the acknowledgment was 3.6%.

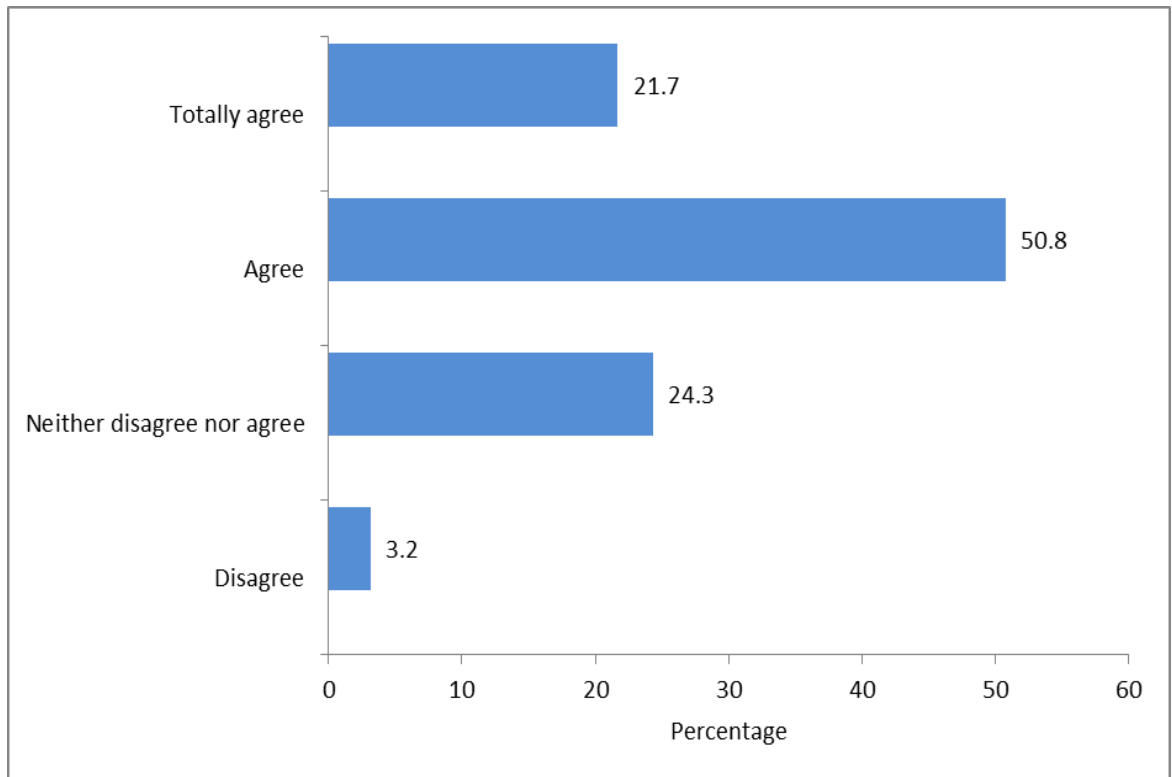


Figure 19: The respondents' assessments towards the hygiene level of the restaurant's outside

Based on Figure 19, nearly 73% of the respondents agreed and wholeheartedly complied with the declaration that "the restaurant's outside meets the hygiene's standard". There were 24.3% of them who were unbiased. Moreover, the portion of those who were discordant with the saying was 3.2%.

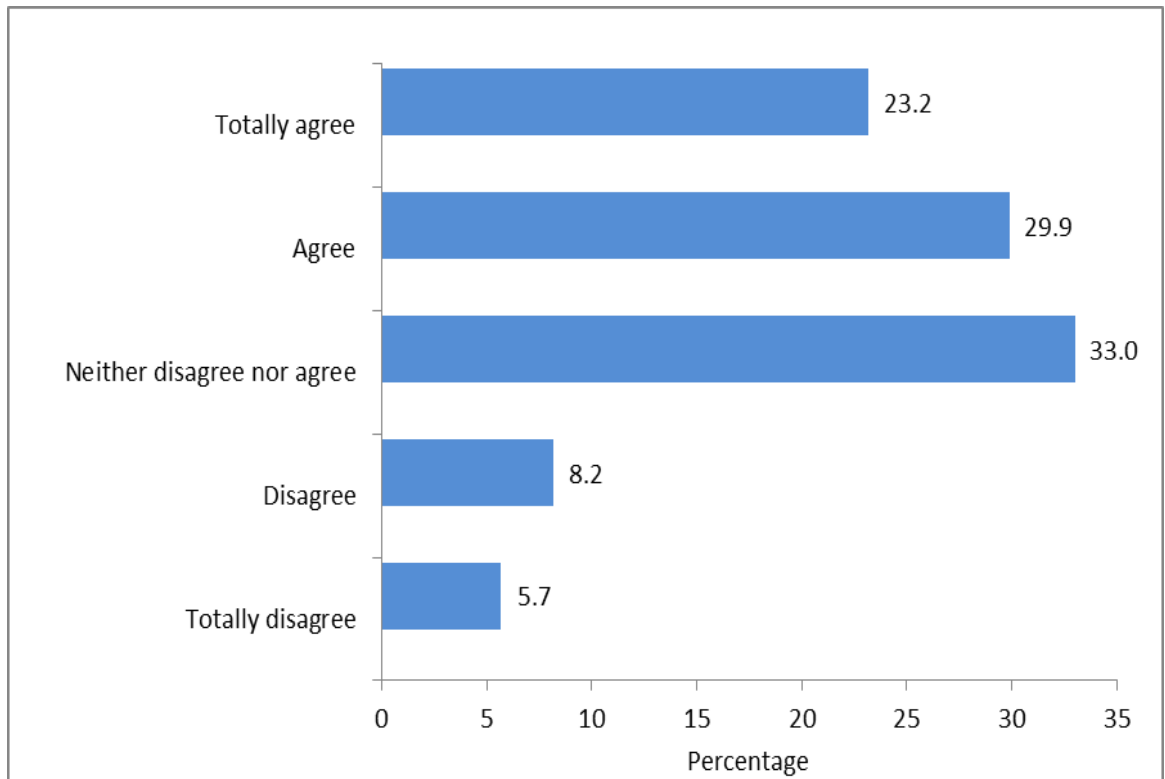


Figure 20: Respondents' opinions on the suggestion that Pizza Bravo should have a loyalty or bonus card system

As regards of the recommendation that Pizza Bravo should have a loyalty or bonus card system, it is demonstrated that plurality or scores of the respondents advocate for this idea. The ratio of the group was more than 50%. Oppositely, there were 13.9% of customers reckon that the pizzeria should not build or set up a loyalty scheme.

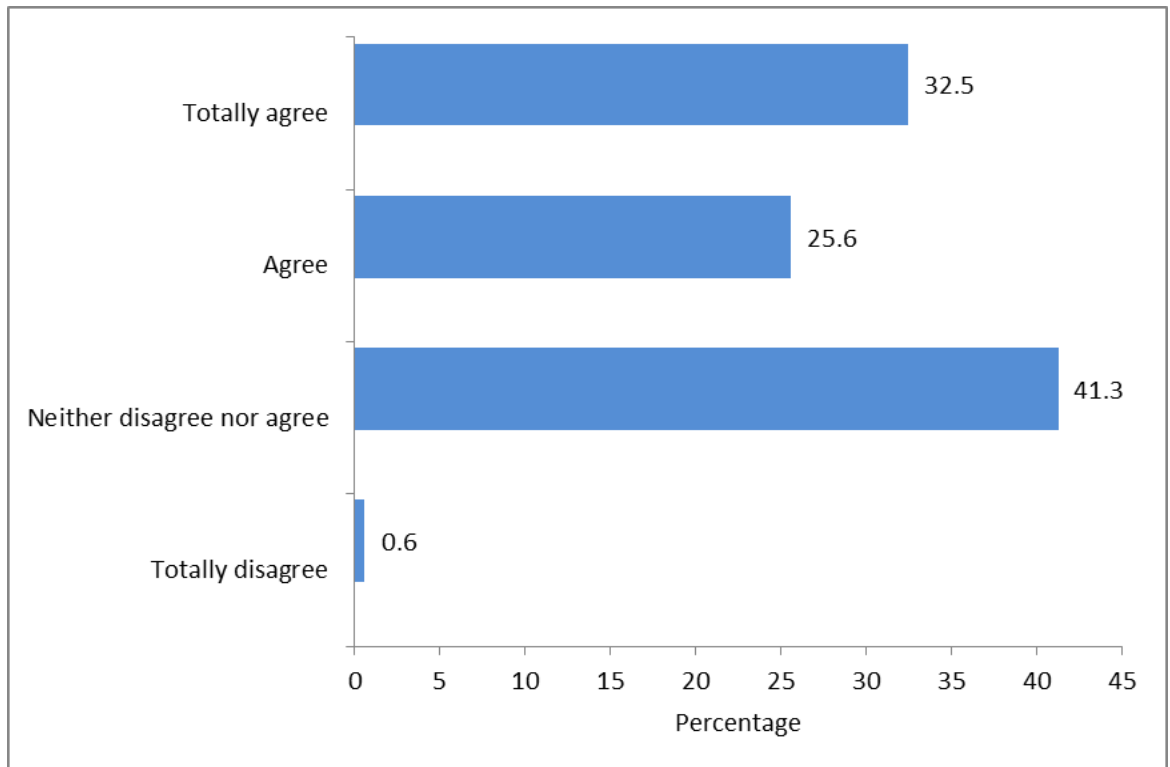


Figure 21: Customers' appraisals toward the quality of the restaurant's other foods (pasta, kebab, etc)

Figure 21 demonstrates the perspective of customers on the comment "Other foods (pasta, kebab, etc) are high quality". Around 58% of them affirmed and acceded that the pizzeria's other foods consisting of pasta, kebab, and so on, were served with high quality. 41.3% of the respondents felt doubtful about these foods' quality while only 0.6% of them were totally dissatisfied with that quality.

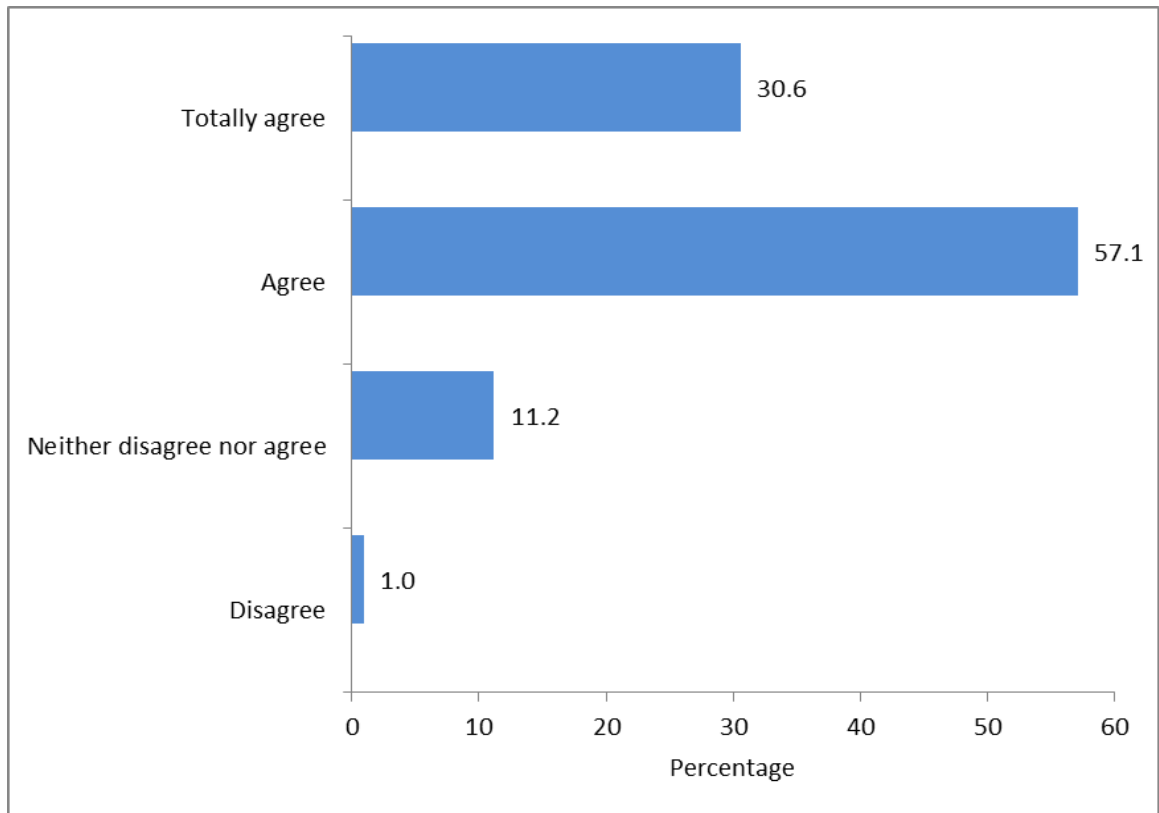


Figure 22: Respondents' evaluation on the pizzeria's pizza prices

Figure 22 identifies the assessments of customers about the restaurant's pizza prices. The percentage of respondents esteemed that the pizza prices were quite feasible for them to afford to buy was nearly 88%. Nevertheless, 1% of them still conceived that the payments were inequitable.

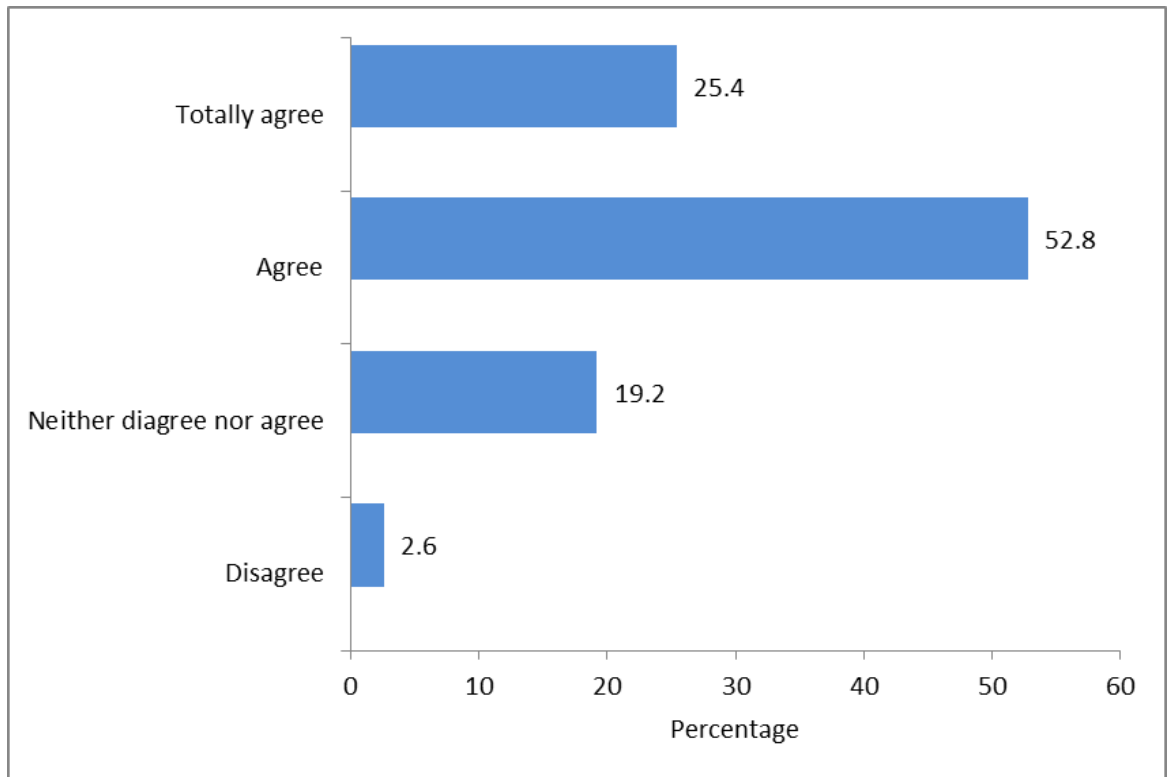


Figure 23: Respondents' comments on the restaurant's opening hours

Figure 23 demonstrates the opinions of customers regarding the opening hours of the restaurant. Undoubtedly, preponderance of the consumers thought that the pizzeria's opening hours were actually convenient for them to visit the pizza place. The ratio of this respondents group was about 78%. 19.2% of them could not determine whether Pizza Bravo's opening hours were appropriate for them or not. Only 2.6% of the respondents felt troublesome with those opening hours.

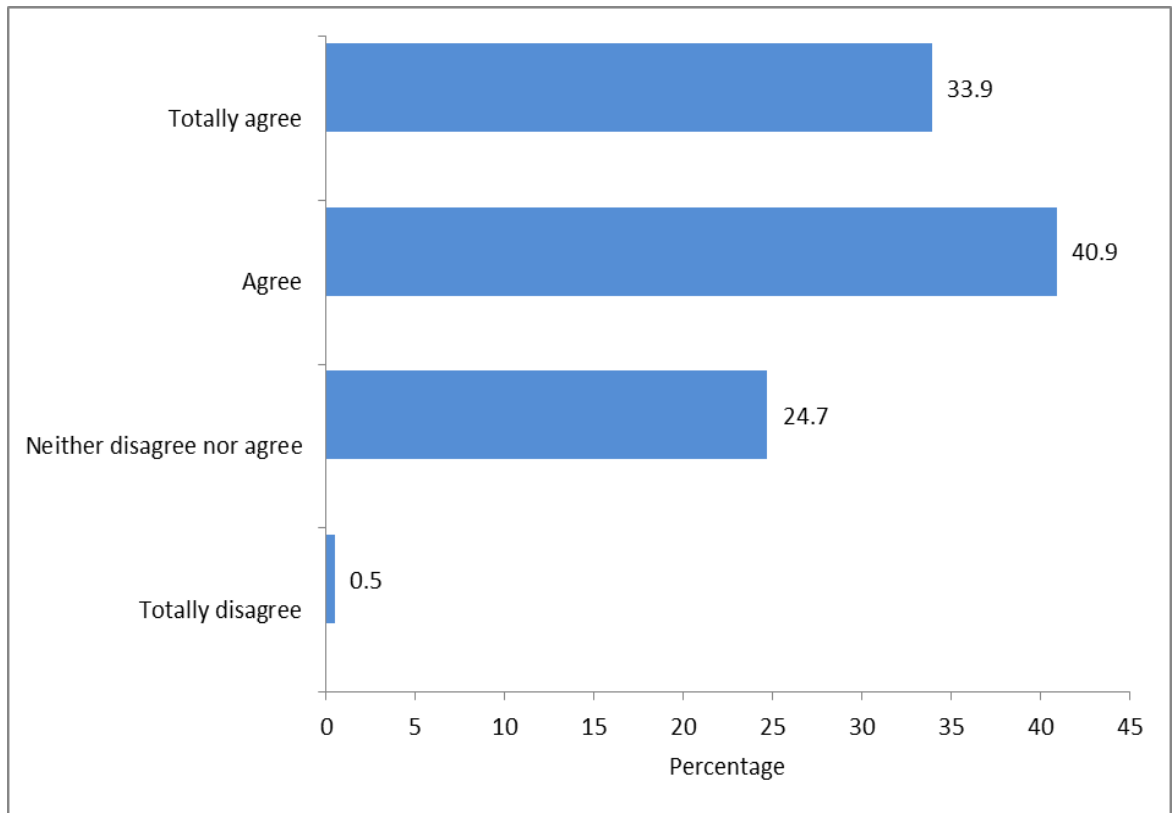


Figure 24: Respondents' judgment on the atmosphere of Pizza Bravo while eating here

Based on Figure 24, it is illustrated that nearly 75% of the respondents enjoyed the Pizza Bravo's atmosphere while eating here. The percentage of customers who totally diverged from the standpoint was 0.5%.

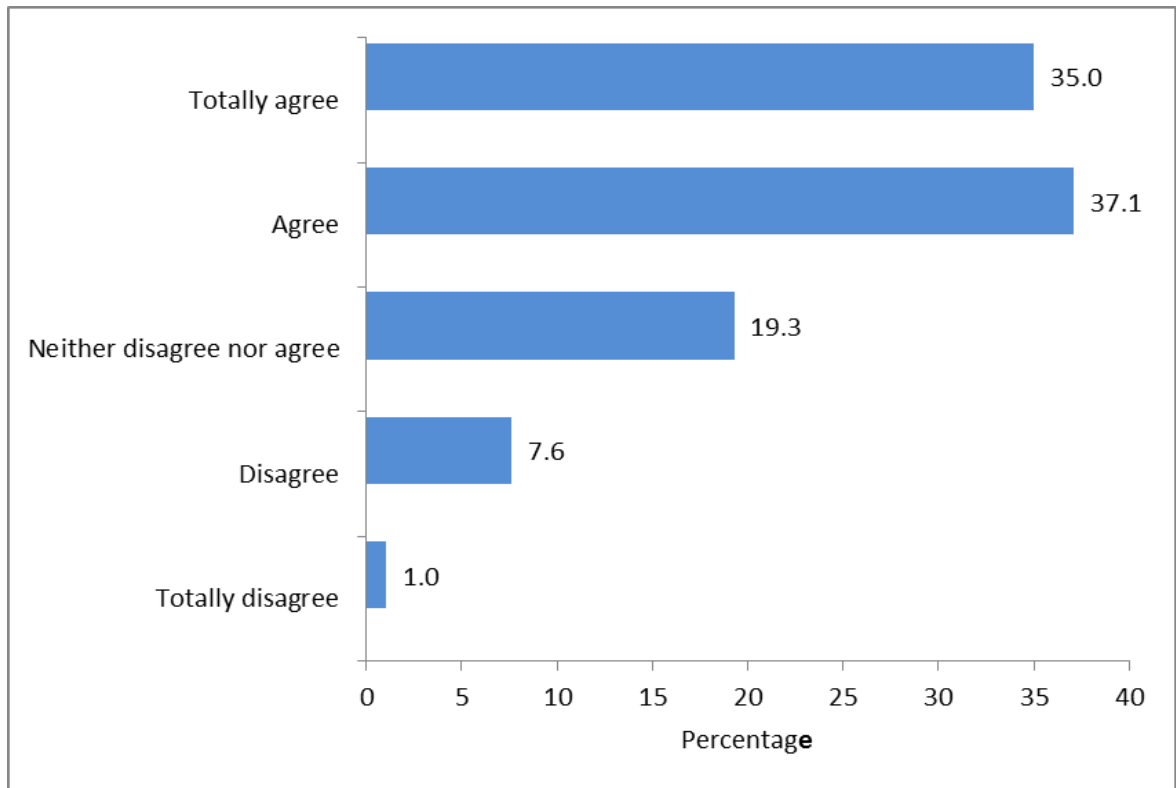


Figure 25: Respondents' thoughts about the location of the restaurant

Figure 25 highlights the thinking of respondents about the restaurant's location. 72.1% of them were pleased with its spot. Moreover, the portion of customers who were unbiased with this statement was 19.3%. On the other hands, 8.6% of them were discontented and discerned uneasy with the location.

Table 7: Mean of other attitude statements

Attitude statements	Mean
Overall, the pizzas are high quality	4.8
Other foods(pasta, kebab, etc) are tasty	3.9
The restaurant's inside meets the hygiene's standard	4.2
The restaurant's outside is tidy	3.6
Staff is friendly	4.8
Staff is helpful	4.7
I do not have to wait for a long time for my orders	4.4
There are diversified types of pizzas to choose	4.7
There are diversified types of other foods to choose	3.8
Pizza Bravo should offer home-delivery service	3.7
I am interested in sitting in Pizza Bravo's terrace	3.8
The restaurant's owner communicates and talks with me when I eat here to create long-term relationship	4.4
Pizza Bravo should give out menus for their customers to take home	3.8
Pizza Bravo is the best pizzeria in Kouvola	4.6

Table 7 illustrates the mean or average values of the questionnaire's remaining attitude statements. It could be easily recognised from this table that majority of the respondents acceded to those statements since the mean levels were ranged from 3.6 to 4.8. The two sentences that received the most agreed votes from the customers were "Overall, the pizzas are high quality" and "Staff is friendly". On the contrary, most of the respondents had the neutral perspective about the tidiness of the pizzeria outside. Actually, there were small differences between the average values of the statements. However, they were not too significant. For instance, the staffs were appraised both friendly and helpful with the mean levels of 4.8 and 4.7 under the viewpoints of respondents.

3.3.2.3 Correlation analyses

3.3.2.3.1 The affection of age on the satisfaction of interviewees

According to the Quantitative Research Method's theory, there is a level named significant rank of Pearson correlation concept for determining whether there is an association or connections between two different factors. If the rank is less than 0.05, it can be interpreted that there is an interaction between those means. Moreover, it is considered statistically significant, which means the probability that the linkage is exact or true is very high.

Appendix 3 indicated that there are correlations between age element and three statements: "There are diversified types of other foods to choose", "Pizza Bravo should offer home-delivery service", "I enjoyed the atmosphere of Pizza Bravo while eating here". The significant level between age and the first attitude statement is $0.000 < 0.05$, which is statistically significant based on the concept that was presented above. Similarly, the significant degree between age and the two other statements is $0.001 < 0.05$, which is also statistically significant. The other attitude sentences don't show any connection with the ages.

Table 8: The correlation in detail between “There are diversified types of other foods to choose” and age distribution

			There are diversified types of other foods to choose					Total
			Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally agree	
age2	8-->25	Count	0	1	11	26	19	57
		% within age2	.0%	1.8%	19.3%	45.6%	33.3%	100.0%
	26-->35	Count	0	1	22	21	9	53
		% within age2	.0%	1.9%	41.5%	39.6%	17.0%	100.0%
	36-->45	Count	0	4	13	11	3	31
		% within age2	.0%	12.9%	41.9%	35.5%	9.7%	100.0%
	46-->55	Count	1	0	5	7	5	18
		% within age2	5.6%	.0%	27.8%	38.9%	27.8%	100.0%
	56-->65	Count	0	3	5	2	0	10
		% within age2	.0%	30.0%	50.0%	20.0%	.0%	100.0%
	66-->75	Count	0	0	0	0	1	1
		% within age2	.0%	.0%	.0%	.0%	100.0%	100.0%
Total		Count	1	9	56	67	37	170
		% within age2	.6%	5.3%	32.9%	39.4%	21.8%	100.0%

According to Table 8, it seems that most of those answering the questionnaire agree with the fact that Pizza Bravo has a wide range of other foods including pasta, kebab, etc to choose from. The combined ratios of each people group from 8 to 25, 26 to 35 years old, and till the middle age of 55, who wholeheartedly consented to that reality, are more than 70%, 50%, 40% and 60%, respectively. Surprisingly, there were more conceding opinions from the elderly in the age range from 56 to 65 and 66 to 75 than the youth. The total percentages of those old people were 20% and 100%. As the same like the attitude towards the previous statement, it is the fact that the older the people the more they felt pleased and enjoyed the Pizza Bravo's atmosphere while eating there. 100% of respondents from 66 to 75 years old satisfied with the restaurant's atmosphere while just over 50% to 80% of those from the age of 8 to 55 had the same point of view. Putting in another way, more young respondents thought that Pizza Bravo

should offer home-delivery service than the elderly. There were more than 50%, and 60% of the youth from 8 till 55 years old advocating for that idea. However, the proportions of elders from 56 to 65 and 66 to 75 years old who also supported the notion were just above 40 % and 50 %.

Table 9: The correlation in detail between “Pizza Bravo should offer home-delivery service” and age distribution

		Pizza Bravo should offer home-delivery service					Total
		Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally agree	
8-->25	Count	4	2	10	17	26	59
	% within age2	6.8%	3.4%	16.9%	28.8%	44.1%	100.0 %
26-->35	Count	4	4	13	12	22	55
	% within age2	7.3%	7.3%	23.6%	21.8%	40.0%	100.0 %
36-->45	Count	2	4	11	13	6	36
	% within age2	5.6%	11.1%	30.6%	36.1%	16.7%	100.0 %
46-->55	Count	0	6	8	6	4	24
	% within age2	.0%	25.0%	33.3%	25.0%	16.7%	100.0 %
56-->65	Count	2	4	3	5	2	16
	% within age2	12.5%	25.0%	18.8%	31.3%	12.5%	100.0 %
66-->75	Count	0	0	1	0	1	2
	% within age2	.0%	.0%	50.0%	.0%	50.0%	100.0 %
Total	Count	12	20	46	53	61	192
	% within age2	6.3%	10.4%	24.0%	27.6%	31.8%	100.0 %

Table 10: The correlation in detail between “I enjoyed the atmosphere of Pizza Bravo while eating here” and age distribution

			I enjoyed the atmosphere of Pizza Bravo while eating here				Total
			Totally disagree	Neither disagree nor agree	Agree	Totally agree	
age 2	8-->25	Count	0	7	20	32	59
		% within age2	.0%	11.9%	33.9%	54.2%	100.0%
	26-->35	Count	1	11	26	15	53
		% within age2	1.9%	20.8%	49.1%	28.3%	100.0%
	36-->45	Count	0	14	13	5	32
		% within age2	.0%	43.8%	40.6%	15.6%	100.0%
	46-->55	Count	0	8	8	6	22
	% within age2	.0%	36.4%	36.4%	27.3%	100.0%	
56-->65	Count	0	5	6	3	14	
	% within age2	.0%	35.7%	42.9%	21.4%	100.0%	
66-->75	Count	0	0	1	1	2	
	% within age2	.0%	.0%	50.0%	50.0%	100.0%	
Total	Count	1	45	74	62	182	
	% within age2	.5%	24.7%	40.7%	34.1%	100.0%	

3.3.2.3.2 The affection of gender on the satisfaction of respondents

It is alike to the effect of age on the customers' pleasure, gender component also have momentous influences on the consumers' satisfaction. Based on Appendix 4, obviously, there are correlations between gender and the seven statements. In

this subchapter, the research's authors will imply three among the seven interactions.

Initially, the significant between gender and "Overall, the pizzas are tasty" is $0.005 < 0.05$, which is statistically significant. The significant between gender and "The restaurant's inside is tidy", "The restaurant's outside meets the hygiene' standard" is 0.002 and $0.000 < 0.05$, which is statistically significant. Furthermore, the table 11 demonstrates that males agreed more with the idea of the pizza being tasty in general. Accordingly, it appears that males had more positive tendency or attitude in responses than females. Based on the Table 12, there were 7.1% of women customers disagreeing with the conception of the restaurant's inside being tidy while only 2.2% of men had the same viewpoint. Correspondingly, 47.3% of females contradicted the statement "The restaurant's outside meets the hygiene's standard" whilst just nearly 20% of male consented to this way of thinking.

Table 11: The correlation in detail between "Overall, the pizzas are tasty" and gender

			Overall, the pizzas are tasty			Total
			Neither disagree nor agree	Agree	Totally agree	
Gender	Female	Count	2	15	39	56
		% within Gender	3.6%	26.8%	69.6%	100.0%
	Male	Count	0	21	119	140
		% within Gender	.0%	15.0%	85.0%	100.0%
Total		Count	2	36	158	196
		% within Gender	1.0%	18.4%	80.6%	100.0%

Table 12: The correlation in detail between “The restaurant’s inside is tidy” and gender

			The restaurant's inside is tidy					Total
			Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally agree	
Gender	Female	Count	1	3	14	29	10	57
		% within Gender	1.8%	5.3%	24.6%	50.9%	17.5%	100.0%
	Male	Count	0	3	19	69	46	137
		% within Gender	.0%	2.2%	13.9%	50.4%	33.6%	100.0%
Total		Count	1	6	33	98	56	194
		% within Gender	.5%	3.1%	17.0%	50.5%	28.9%	100.0%

Table 13: The correlation in detail between “The restaurant outside meets the hygiene’s standard” and gender

			The restaurant's outside meets the hygiene's standard				Total
			Disagree	Neither disagree nor agree	Agree	Totally agree	
Gender	Female	Count	3	23	22	7	55
		% within Gender	5.5%	41.8%	40.0%	12.7%	100.0%
	Male	Count	3	23	72	34	132
		% within Gender	2.3%	17.4%	54.5%	25.8%	100.0%
Total		Count	6	46	94	41	187
		% within Gender	3.2%	24.6%	50.3%	21.9%	100.0%

3.3.2.3.3 Other suggestions and feedbacks from customers

Based on the Table 14, it appears that males were slightly more enthusiastic in expressing their contributory suggestions or comments than females. Many respondents asked for the offer of home delivery service. As a matter of fact, Pizza Bravo used to include the home delivery as one of its main services. Nonetheless, due to the shortage of personnel and motorbike driver licenses, the

restaurant's owner has stopped offering this service during the time of moving the restaurant from its old place to the new one. As a result, at this new establishment, it is highly recommended that the owner should resume this kind of service. Additionally, the restaurant should be closed in later time (about 22.00 in the weekdays and 23.00 in the weekend) in comparison with present (21.00 in both of the weekdays and weekend), and the terrace where customers can have their meals outside the restaurants should be completed as soon as possible. It is advised that the pizzeria should also sell wine and beer. Since no staff in there has level A or B of alcohol usage license except the owner, they should register and take the exam to acquire that license for having the right of trading wine or beer to consumers. Better advertising is also insisted. Concerning positive comments, some persons feel quite satisfied with everything at Pizza Bravo.

Table 14 will illustrate in detail both of positive and negative comments that Pizza Bravo's customers would like to share:

Table 14: Other comments from Pizza Bravo's customers

Element	Frequent
Home deliver	8
A,B rights (alcohol certificate)	4
Later closing time	3
Finished terrace	3
More/ Better advertising	2
I am satisfied, everything is good	2
Ice-cream bar	1
Bigger place inside	1
Cheaper price	1
Grill foods	1
Loyal card	1
Pizza ingredient: anjovis,	1

3.4 The thought of Pizza Bravo's owner about the survey results in particular and the customer loyalty issue in general

On the subject of the study's qualitative part, it was carried out by an interview with Orazio Bambara, an Italian owner of Pizza Bravo. He had a chance to adapt to the questionnaire results before the interview by taking a glance at it. During the interview, his point of view to the result was thoroughly examined. Moreover, the most popular challenges in setting up to have customer loyalty were deliberated along with all of his experiences or know-how from his career. Moreover, the most appropriate customer loyalty programme for Pizza Bravo was discussed and further suggestions or proposals to make the pizzeria become better were indicated.

Appendix 5 presents the questions list of this interview.

3.4.1 Brief personal biography of the interviewee

Orazio Bambara has competently worked in restaurant services field in general and opened his own business to make and serve pizzas in particular for over 20 years. Before founding his pizzeria, he was hired by STARNAPPA (clothing shop) for 2 year from 1989 to 1991. In 1994, when he felt that he had enough experiences and capitals to run his own business, he decided to leave the job and established Pizza Bravo. In summer 2012 when the interview was done, it was already the 18th year in Orazio's self-employment. Although he is at the retirement age, he still tries his best to provide his customers with best pizzas and service quality.

3.4.2 Analysis of the interview outcome

After reading the questionnaire's results, Orazio felt that they were not beyond his expectation. He was happy to be notified that most of the customers were satisfied with his restaurant and there were not many negative comments reflected. He thought that the outcome may even be better since the terrace(the outside place for customers to eat at the pizzeria) is accomplished now, not like

when the survey was carried out. At the time of doing the questionnaire, the building of terrace has not been finished and the majority of unfavourable evaluations coming from this incompleteness. Presently, the consumers can enjoy the real summer atmosphere with nice view by sitting, eating pizzas, and drinking coffee at this terrace.

In relation with consumers' indifferent attitude toward the selling of other foods included pasta and kebab at the restaurant, Orazio Bambara admitted that it was his mistake as he did not pay attention to them like pizzas. Nevertheless, after moving the pizzeria to the new establishment, he filled with the ambition to develop both of the pizza and other foods to create more added values for customers. He presented his idea on calling the attention from customers to the restaurant's other foods as follows: *"For example, I might take Wednesday as a fixed day in the week and prepare a lot of diverse foods to serve those foods as buffet style. Therefore, all customers will have a chance to choose different foods with only one price: 10 euros (lower price for kids: 6 euro). I think that will be one of the effective ways to bring customer closer to other foods in my restaurant except pizza."* Moreover, when customer saw the restaurant's name, "Pizza Bravo", they could think that it served only pizza as its main product. That is the reason why Orazio had changed the name on the pizzeria's panel to "Orazios Ravintola_ Pizza Bravo" like nowadays, but still kept the old name "Pizza Bravo" on working papers, to remind customers that the restaurant offers not only pizzas but also other foods.

Orazio shared about one the goods experiences in satisfying the customers. There was one married couple customers who always wants to eat Senator, one kind of the restaurant's pizza, and divide it into half. They would like to put every sauce or ingredient like garlic, oregano and a bit spicy and be served with one small juice drink. Orazio had attempted to remember their habits like that so that every time when the couple visits the restaurant, they do not have to wait a long time to order and get completed serving. Indeed, there is no doubt that keeping in

mind the appetite of different customers plays an important role to offer the best service for them.

As regards of activities that help to keep and attract more customers, Orazio pointed out that the restaurant's menu would need to be adjusted and cultivated every two years since *"No matter how tasty foods in your restaurant but customer will get bored with your menu if you do not change it by the time"*. He confided: *"In order to keep existing customer and attract more new customers, I always tried to develop Pizza Bravo's menu after a period of time (usually once for every 2 years). From the beginning, besides some of traditional pizza named such as margheritta, frutti di mare, quattro stagioni, coloseum ...I had innovated a lot of pizzas with ingredients by my own ideas like orazio, argaiv, bravo...As the last moving to the new place, I created more than 10 new pizzas style like orazio special, real regina, ferrari, ti amo, amore, amami, calabrisella and so on. I created new pizza names with the purpose of bringing customer closer to Italian language, culture and based on what customers really would like to have in the pizzas. In fact, I got a lot of compliments from my customers for those new pizzas."* He also mentioned that besides pizzas, he intended to improve the pizzeria' menu by paying attention to fish ingredients, lamb meat as well as fresh and raw materials from Italy. He acknowledged *"I do believe that developing our menu is one of the best strategies to have customer retention"*. Moreover, Orazio revealed that as an Italian man, he would like to decorate Pizza Bravo according to Italy's style. He wanted to build a wood fireplace like his country's manner and install glasses or plastic glasses around the outdoor premise for customers to take pleasure in sitting outside even in slightly cold weather of fall season.

On the course of customer loyalty programme issue, Orazio told that he had put effort in employing a customer loyalty programme for Pizza Bravo. In the last two years, he had instituted a campaign for the extra-large (XXL) pizza, which was *"If the customers bought five XXL pizzas, they would get the sixth for free"*. Additionally, for the frequent buyers of the restaurant, they could get a discount of 5% to 10% along with free drinks. Orazio had the notion of adding values for the

reward programme by offering to customers some small and cute magnets to stick on walls or fridges with Pizza Bravo's logo so that they could remember the restaurant when they eat or just stand by for a moment before the walls and still wonder about which place they should call for order or visit on that day. In that situation, Pizza Bravo might be their initial choice. Discount voucher is also seen as the best option from the viewpoint of Orazio to apply for the pizzeria as it is more convenient and easier to be put into use than the other loyalty program tools.

Finally, talking about the disputes in building to have customer loyalty, how to please some prissy or fastidious customers is one of the most difficult challenges from Orazio's way of thinking. In fact, there were some picky consumers who were hard to order something from the pizzeria's menu and Orazio had to keep calm and be friendly to create the good atmosphere in the restaurant. Additionally, procurement of ingredients for making Pizza Braov's pizzas and other foods is also a challenge job since it requires an attentive appraisal and selection process to attain the ingredients with best quality for customers.

4 SUGGESTIONS FOR PIZZA BRAVO

4.1 Suggestions based on the quantitative and qualitative researches

According to the outcome of the questionnaire, there are some highlighted ideas that the writers of this study would like to contribute to improve the service quality and attain the customer loyalty for Pizza Bravo. Initially, except normal pizza, Figure 13 shows that Pizza Bravo's customers did not have a strong impression on other foods as well as in the case of family and extra-large pizza. For the family and extra-large pizza, it is easy to understand why the percentage is low since it is hard for customer to order big size pizza for only one person. They even go to the restaurant in a group; hence, they would prefer to order normal pizzas with their favourite ingredients. For the purpose of accelerating customers' interests in these two pizza types, the execution of product frequency program: "buy ten, get one free" like Orazio, the restaurant's owner, used to do is highly

advocated as it is the uncomplicated method and brings in high revenues for the pizzeria. Secondly, based on the figure 11 of this study, it can be seen clearly that the majority of the consumers often visit the restaurant at the weekend, particularly on Friday. As a result, the pizzeria should utilize a reward programme together with discount voucher which will be presented in the next subchapter Chapter 4.2, to upgrade the number of customers during off-peak hours (from 11:00 to about 15:00 in the weekdays). The amount of discount offers could be ranged from 5% to 10% depending on the financial budget of the restaurant.

Regarding the in-depth interview with Orazio, the writers of this thesis wholeheartedly agreed with most of his notions in devoting for the development of the restaurant. Regarding his ambition to enhance sales of both of the pizzas and other foods, as pizzas are considered the main income source for the restaurant, hence, the pizzas field should be the priority choice to upgrade for having a certain loyalty customer base. Afterwards, a promotional plan for other foods including pasta, kebab could be carried out according to what was explained in the interview with Orazio. Other ideas relating to the diversification of the restaurant's menu as well as its outlook's design style are really nice and Orazio should follow and make what he planned to become reality in the near future.

4.2 Proposal for the best customer loyalty program

According to both of the theoretical and quantitative research, it is apparent that Pizza Bravo actually needs to institute an adequate loyalty programme to make its loyal consumers spend more money on each time visiting the restaurant. In order to create an effective loyalty scheme like that, different sample restaurant loyalty programs were referred and examined to select the best one for Pizza Bravo

Table 15 illustrates those plans:

Table 15: Sample of different restaurants' loyalty programs (Paytronix System Inc 2001, 3.)

Brand Characteristics	Restaurant Group A	Restaurant Group B	Restaurant Group C
Concept	Quick Casual: Convenient quality	Casual Dining: Fun, relaxed, family-friendly	Casual-to-Fine Dining: Rich experience and atmosphere
Operations	Speed	Quick, efficient	Pamper guests
Menu	Morning coffee, sandwiches at lunch	Upscale pub food with seasonal variations	Full menu, multi-concept, emphasis on different cuisines
Loyalty Strategy	Drive visit frequency	Motivate frequent visits and build long-term relationships	Build relationships, encourage cross-concept visits, convert business diners to personal guests
Loyalty Program Building Blocks			
Core Program	Product Frequency	Automatic Rewards	Bankable Points
Layered Programs	Special Menu Pricing Birthday	Membership Tiered	Surprise and Delight Birthday
Promotions	Double Points Visit Challenge	Limited-Time Offers Instant Wins	Double Points Limited-Time Offers

Based on Table 15, it seems that Pizza Bravo belongs to the restaurant group B. However, in accordance with the outcomes of this study's quantitative questionnaire and qualitative interview, both of the concept and menu types could be merged for applying efficiently to Pizza Bravo. That means the concepts of the pizzeria are the serves of casual-to-fine dining with full menu and multi-ideas on pizzas' names. Moreover, the loyalty system aims at advocating frequent visits and forming long-term relationships.

In terms of the core loyalty plan to be put into use for Pizza Bravo, it is suggested from Table 15 that the restaurant should operate an automatic rewards program. In this scheme, customers can earn or receive points for each dollar spent. When an identified limit is attained, accumulated points are automatically converted to a reward. It is insisted that the point values will be reshuffled to zero after the reward is achieved and the consumers will continue to collect points again for their next prize. Additionally, automatic rewards plans often consist of product rewards (points-to-products) or reward dollar (points-to-dollars). For instance, after accumulating about 100 points in visiting Pizza Bravo, customers will certainly get a reward on their next visit with free drinks or some small souvenirs like magnets with the pizzeria's logo for a product reward scheme. Actually, the clarity and modesty of the automatic rewards program allures consumer participation. Furthermore, it is easy to do and assures low-cost administration fees for the pizzeria to apply this type of loyalty program due to the lack of complication. The restaurant's administrator just needs to put data which is relevant to the frequency of the consumers' visits times on the loyalty system that is already set up on the computer for convenience in following the scheme. (Paytronix System Inc 2001, 2.)

Concerning the reward dollar schedule that was mentioned in the automatic reward program above, it is recommended that Pizza Bravo should issue discount vouchers including 5% to 10% discounts for consumers after a significant number of purchases, which was presented in the Subchapter 3.4.2. Additionally, as regards of the layered programmes which are viewed as the minor plans for the vital one, an arrangement of a surprise and delight birthday party for the pizzeria' customers is highly recommended. For example, Orazio can give an incredible offer for a customer to visit Pizza Bravo on his or her birthday without letting him or her know about a small party that was already prepared there for an abruptness. Absolutely, that consumer will feel happy as being cared by the pizzeria. Consequently, he or she will desire to stick to the restaurant and do not want to visit others. What is more? Due to the schemes, customers will be stimulated to organize their birthdays at the pizzeria. They will

surely get well-timed and private invitations to have a nice and memorable time with the relatives, friends at the restaurant. In fact, a birthday program can be established with identified frameworks (offer, expiration, etc.) and then set to launch on an automatic schedule without further interruption. This self-regulating management is deemed to make the programmes fulfilment become seamless and economic efficiency. (Paytronix System Inc 2001, 4.)

5 CONCLUSIONS

The thesis focused on recommending an augmenting and expedient suggestion for Pizza Bravo in order to set up a productive loyalty plan with the purpose of enhancing service quality to establish customer loyalty relationships. The exploration or study was performed through the foundation of questionnaires and an in-depth interview. The theoretical or ideological structure pays attention to two essential conceptualizations of customer loyalty and service quality. The empirical part includes both of the quantitative and qualitative examinations' analyses. In addition, as an upshot of this thesis, a proposed loyalty programme is demonstrated.

Different indications of good customer loyalty programmes as well as the goals and good points in executing the plan were revealed profoundly through the literature review as one of indispensable and incentive sources for designing an efficient loyalty scheme for Pizza Bravo. Several characteristics of a good loyalty plan that were mentioned in this study are: providers have equivalent offerings, unused points should expire and customer membership has multiple tiers. Moreover, the four different main types of loyalty programmes that were elaborated here are: members receive additional discount at register, members receive one free when they purchase in units, members receive rebates or points based on cumulative purchases, and members receive targeted offers and mailings, respectively. After the research procedure, we, the writers of this thesis, determined that the most suitable programme types that can be used for Pizza Bravo are the second and the third ones.

Based on the questionnaire result, the majority of the respondents felt satisfied with Pizza Bravo in general. Some aspects which are helpful in assessing the restaurant's services and goods like the prices of pizzas and the other foods (pasta, kebab, etc), the indoor and outdoor atmosphere, the tastiness of the pizzas, and so on, were received high evaluations from the respondents. Also, most of them were enthusiastic in highly recommend the pizzeria to other friends and colleagues. However, a large number of the respondents waited and called for the completion of the outdoor premises and the appearance of wine certificates for staff to sell wine in the pizzeria. The main target customer group of Pizza Bravo included manual or blue-collar workers and students at the age ranging from 8 to 35 years old. More than half of them were from old Kouvola's area, which is considered one of the convenient elements for Pizza Bravo to launch its loyalty scheme broadly in its neighbourhood for building long-lasting interaction with the consumers.

A qualitative interview was carried out with Orazio. He emphasized on learning by heart the taste of customers to offer them the best service in quickest time. Furthermore, according to his point of view, the best ways to draw attention of new customers and retain the existing ones were the alternation of the restaurant's menu every two year and the transformation of the pizzeria's appearance to Italian style. Besides, he chose the gift vouchers as the most suitable loyalty plan to apply for Pizza Bravo.

An augmentation recommendation is described in the subchapter 4.2. It is implied that the most suitable core loyalty scheme for Pizza Bravo to put into practice is the automatic rewards programme which let frequent customers to get points and prizes for the amount of money that they have spent. Furthermore, surprise and delight birthday programme is selected as the layer loyalty plan in the big main one.

6 SUGGESTIONS FOR FURTHER STUDIES

For further studies of this research, an aspect which is close with this customer loyalty issue named customer relationship management should be examined profoundly in order to apply its information technology and relationship marketing disciplines for gaining more customers and maximizing the quality of customer relationships to make them become the long life ones. Moreover, a market research on which type of customer loyalty scheme that guests would like to have in Pizza Bravo is necessary to conduct so that the owner of the pizzeria could appraise and select the best ones to put into effect soon.

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CUSTOMER SATISFACTION QUESTIONNAIRE FOR PIZZA BRAVO

Survey spring 2012

1. From scale 4 to 10 (Extremely bad to extremely good), how satisfied are you with Pizza Bravo in general? _____

2. Which alternative describes best your opinion concerning the following attitude statements?

	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally agree
1. Overall, the pizzas are tasty.	1	2	3	4	5
2. Overall, the pizzas are high quality.	1	2	3	4	5
3. Other foods (pasta, kebab, etc) are tasty.	1	2	3	4	5
4. Other foods (pasta, kebab, etc) are high quality.	1	2	3	4	5
5. The restaurant's inside is tidy.	1	2	3	4	5
6. The restaurant's inside meets the hygiene's standard.	1	2	3	4	5
7. The restaurant's outside is tidy	1	2	3	4	5
8. The restaurant's outside meets the hygiene's standard.	1	2	3	4	5
9. Staff is friendly.	1	2	3	4	5
10. Staff is helpful.	1	2	3	4	5
11. I do not have to wait for a long time for my orders.	1	2	3	4	5
12. There are diversified types of pizzas to choose.	1	2	3	4	5
13. There are diversified types of other foods to choose.	1	2	3	4	5
14. Pizza Bravo should offer home-delivery service.	1	2	3	4	5
15. The location of Pizza Bravo is good.	1	2	3	4	5
16. I am interested in sitting in Pizza Bravo's terrace.	1	2	3	4	5
17. The prices of pizzas are reasonable for me.	1	2	3	4	5
18. The prices of other foods are reasonable for me.	1	2	3	4	5
19. The opening hours of the restaurant are convenient.	1	2	3	4	5

20. I enjoy the atmosphere of Pizza Bravo while eating here.	1	2	3	4	5
21. The restaurant's owner communicates and talks with me when I eat here to create long-term relationship.	1	2	3	4	5
22. Pizza Bravo should have a loyalty/bonus card system.	1	2	3	4	5
23. Pizza Bravo should give out menus for their customers to take home.	1	2	3	4	5
24. Pizza Bravo is the best pizzeria in Kouvola.	1	2	3	4	5

3. How often do you visit Pizza Bravo:

- | | |
|---------------------------|----------------------------|
| 1. Several times per week | 4. Once a month |
| 2. Once a week | 5. Couples of times a year |
| 3. Twice a month | 6. More seldom |

4. How long have you been customer to Pizza Bravo? _____

5. What do you usually order?

- | | |
|-----------------|--------------------------------------|
| 1. Normal pizza | 3. Extra-large pizza |
| 2. Family pizza | 4. Others (pasta, grill, kebab, etc) |

6. Evaluate other pizzerias and give a school grade from 4 to 10

	Scool grade						
1. Quick pizza	4	5	6	7	8	9	10
2. Bella pizza	4	5	6	7	8	9	10
3. Roni pizza	4	5	6	7	8	9	10
4. Inter pizza	4	5	6	7	8	9	10
5. Rosso pizza	4	5	6	7	8	9	10
6. Others: _____	4	5	6	7	8	9	10

**7. To what extend would you recommend this pizzeria to your friends and other colleagues?
(1= not at all, 5= very much)**

1 2 3 4 5

8. What other feedbacks and suggestions would you like to contribute for Pizza Bravo for improvements?

Background:

9. Gender 1. Female 2. Male

10. Age _____ years

11. Type of work:

- | | |
|---------------|---------------------------------|
| 1. Managerial | 4. Pensioner |
| 2. Clerical | 5. Student |
| 3. Manual | 6. Other (please specify) _____ |

12. Where do you live?

- | | | |
|-----------------------|----------------------|------------------------|
| 1. Old Kouvola's area | 3. Valkeala | 5. Anjalankoski |
| 2. Kuusankoski | 4. Korja and Kausala | 6. Others areas: _____ |

13. Weekday of the visit:

1. Monday 2. Tuesday 3. Wednesday 4. Thursday 5. Friday 6. Saturday 7. Sunday

Thank you for your time!

ASIAKASTYYTYVÄISYYSKYSELY PIZZA BRAVO

Kysely keväällä 2012

1. Asteikolla 4-10 (erittäin huono → erittäin hyvä), kuinka tyytyväinen olet Pizza Bravoon yleensä? _____

2. Mikä vaihtoehto kuvaa parhaiten mielipidettänne koskien seuraavia väittämiä?

	Täysin eri mieltä	Eri mieltä	Ei eri mieltä eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
1. Ylipäänsä pizzat ovat maistuvia.	1	2	3	4	5
2. Ylipäänsä pizzat ovat hyvälaatuisia.	1	2	3	4	5
3. Muu ruoka-annokset ovat maistuvia.	1	2	3	4	5
4. Muut ruoka-annokset ovat hyvälaatuisia.	1	2	3	4	5
5. Ravintolan sisällä on siistiä.	1	2	3	4	5
6. Ravintolan sisätilat täyttävät hygieniastandardin.	1	2	3	4	5
7. Ravintolan ulkopuolella on siistiä.	1	2	3	4	5
8. Ravintolan ulkopuoli täyttää hygieniastandardin.	1	2	3	4	5
9. Henkilökunta on ystävällinen.	1	2	3	4	5
10. Henkilökunta on auttavainen.	1	2	3	4	5
11. Tilausta ei tarvitse odottaa pitkään.	1	2	3	4	5
12. Valikoimassa on paljon erilaisia pizzoja.	1	2	3	4	5
13. Valikoimassa on paljon erilaisia muita ruokatavaroita.	1	2	3	4	5
14. Pizza Bravon pitäisi tarjota kotiinkuljetus.	1	2	3	4	5
15. Pizza Bravon sijainti on hyvä	1	2	3	4	5
16. Olen kiinnostunut istumaan Pizza Bravo terassilla.	1	2	3	4	5
17. Pizzojen hinnat ovat sopivat.	1	2	3	4	5
18. Muiden ruoka-annosten hinnat ovat sopivat.	1	2	3	4	5
19. Ravintolan aukioloajat ovat käteviä.	1	2	3	4	5
20. Nautin tunnelmasta Pizza Bravossa syödessäni.	1	2	3	4	5

21. Ravintolan omistaja viestii ja puhuu kanssani, kun syön täällä. Näin luodaan kestävä asiakassuhde.	1	2	3	4	5
22. Pizza Bravolla pitäisi olla kanta-asiakas- tai etukorttijärjestelmä.	1	2	3	4	5
23. Pizza Bravo pitäisi antaa ruokalista asiakkailleen kotiin.	1	2	3	4	5
24. Pizza Bravo on paras pizzeria Kouvolassa	1	2	3	4	5

3. Kuinka usein käyt Pizza Bravossa?

- | | |
|-----------------------------|-------------------------|
| 1. Useita kertoja viikossa. | 4. Kerran kuukaudessa |
| 2. Kerran viikossa | 5. Pari kertaa vuodessa |
| 3. Kahdesti kuukaudessa | 6. Harvemmin. |

4. Kuinka kauan olet ollut Pizza Bravon asiakas? _____

5. Mitä tilaat tavallisesti?

- | | |
|-------------------|------------------------------------|
| 1. Normaali pizza | 3. Erittäin suuri pizza |
| 2. Perhepizza | 4. Muut (pasta, grilli, kebab etc) |

6. Arvioi muita pizzerioita ja anna kouluarvosana 4-10

	Kouluarvosana						
1. Quick pizza	4	5	6	7	8	9	10
2. Bella pizza	4	5	6	7	8	9	10
3. Roni pizza	4	5	6	7	8	9	10
4. Inter pizza	4	5	6	7	8	9	10
5. Rosso pizza	4	5	6	7	8	9	10
6. Others: _____	4	5	6	7	8	9	10

7. Missä määrin suosittelisit pizzeria sinun ystäville ja työtovereillesi? (1=ei lainkaan, 5=erittäin paljon)

1 2 3 4 5

8. Anna palautetta ja kerro ehdotuksiasi, miten Pizza Bravo voisi parantaa toimintaansa?

Taustaa:

9. Sukupuoli 1. Nainen 2. Mies

10. Ikä _____ vuotta

11. Asema työelämässä:

- 1. Johtavassa asemassa
- 2. Toimihenkilö
- 3. Työväestö

- 4. Eläkeläinen
- 5. Opiskelija
- 6. Muu: _____

12. Missä asut?

- 1. Vanha Kouvola
- 2. Kuusankoski
- 3. Valkeala
- 4. Korja ja Kausala

- 5. Anjalankoski
- 6. Muu: _____

13. Mikä päivä on tänään?

- 1. Maanantai
- 2. Tiistai
- 3. Keskiviikko
- 4. Torstai
- 5. Perjantai
- 6. Lauantai
- 7. Sunnuntai

Kiitos!

Correlations between age and different attitude statements

		Age distribution
There are diversified types of other foods to choose	Pearson Correlation	-.269**
	Sig. (2-tailed)	.000
	N	170
Pizza Bravo should offer home-delivery service	Pearson Correlation	-.232**
	Sig. (2-tailed)	.001
	N	192
I enjoyed the atmosphere of Pizza Bravo while eating here	Pearson Correlation	-.238**
	Sig. (2-tailed)	.001
	N	182

Correlations between gender and different attitude statements

		Gender
Overall, the pizzas are tasty	Pearson Correlation	.200**
	Sig. (2-tailed)	.005
	N	196
The restaurant's inside is tidy	Pearson Correlation	.219**
	Sig. (2-tailed)	.002
	N	194
The restaurant's inside meets the hygiene's standard	Pearson Correlation	.252**
	Sig. (2-tailed)	.000
	N	189
The restaurant's outside is tidy	Pearson Correlation	.280**
	Sig. (2-tailed)	.000
	N	193
The restaurant's outside meets the hygiene's standard	Pearson Correlation	.261**
	Sig. (2-tailed)	.000
	N	187
The restaurant's owner communicates and talks with me when I eat here to create long-term relationship	Pearson Correlation	.223**
	Sig. (2-tailed)	.002
	N	194
Pizza Bravo is the best pizzeria in Kouvola	Pearson Correlation	.199**
	Sig. (2-tailed)	.005
	N	195

Interview questions for the owner of Pizza Bravo

- Based on the survey result as well as the theory part, what do you think about some of survey results like the quality of customer service, etc? Or what kind of thinking that the survey results suggested for you? (Why were some of statements got low grades or evaluations from customers? Why do customers not pick up pasta or other foods as much as pizza?)
- What are the customers interested in when utilizing services in Pizza Bravo?
- What should be improved in the restaurant to attract and keep more customers?
- What are the most common challenges in building to have customer loyalty?
- What kind of experiences that you had in setting up customer loyalty during your business operation years?
- Have you ever tried to employ a customer loyalty program for Pizza Bravo?
- What should be the best customer loyalty program to apply for Pizza Bravo from your point of view (gift card, frequent buyer card, etc)?