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**Customer satisfaction survey for Wasa Logistics Ltd**

Thesis

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## **Thesis Abstract**

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The purpose of the thesis is to measure the level of satisfaction of the customers of Wasa Logistics Ltd. An online survey was sent to customers via email, measuring communication, services, the reliability of delivery, and additional opinions about Wasa Logistics Ltd.

The theoretical part of the thesis deals with the concept of customer satisfaction. The goal is to clarify what customer satisfaction is, what it consists of, and how to develop it. The concept of customer relationship management is also discussed in the theoretical part, including topics such as customer loyalty, long-term customer relationships, as well as customer orientation.

The empirical part consists of the results and analysis of the results of the customer satisfaction survey. Both qualitative and quantitative research methods were used in the survey, sent via email to a group of customers selected by Wasa Logistics Ltd. The response rate of the survey was 23.1 %.

The results of the survey show that the customers of Wasa Logistics Ltd are generally satisfied with the above mentioned aspects that were measured. Additional suggestions were also given in order for Wasa Logistics Ltd to improve their services.

Keywords: customer satisfaction survey, customer satisfaction, customer relationship management

SEINÄJOEN AMMATTIKORKEAKOULU

## Opinnäytetyön tiivistelmä

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Tämän opinnäytetyön tarkoituksena on mitata Wasa Logistics Ltd:n asiakastyytyväisyyttä. Asiakastyytyväisyyskyselyn tavoitteena oli tutkia asiakkaiden tyytyväisyyttä kommunikointiin, palveluihin, toimituksen luotettavuuteen sekä asiakkaita pyydettiin antamaan muita mielipiteitä Wasa Logistics Ltd:stä.

Opinnäytetyön teoreettinen osa käsittelee asiakastyytyväisyyttä käsitteenä. Tavoitteena on selvittää mitä asiakastyytyväisyys on, mitä se sisältää ja miten sitä kehitetään. Teoriaosuuden toisessa osassa perehdytään asiakkuudenhallintaan johon sisältyy muun muassa asiakasuskollisuuden, pitkäaikaiset asiakassuhteet sekä asiakaslähtöisyyden.

Webropolilla julkaistu kysely lähetettiin sähköpostin välityksellä joukolle Wasa Logistics Ltd:n valitsemia asiakkaita. Kysely lähetettiin 195 asiakkaalle kesän 2013 alussa. Sekä kvalitatiivisia että kvantitatiivisia tutkimusmenetelmiä käytettiin kyselyssä.

Kyselyn vastausprosentiksi tuli lopulta 23,1 %. Tutkimuksen tulokset osoittavat että Wasa Logistics Ltd:n asiakkaat ovat yleisesti tyytyväisiä tutkittuihin osa-alueisiin. Asiakkaita pyydettiin arvioimaan eri osa-alueita Wasa Logistics Ltd:n toiminnassa asteikolla huonosta erinomaiseen. Suurin osa asiakkaista arvioi kommunikoinnin Wasa Logistics Ltd:n kanssa arvosanalla erinomainen. Sekä palvelut että toimituksen luotettavuuden enemmistö asiakkaista puolestaan arvioi arvosanalla hyvä. Lisäksi asiakkailta kysyttiin useita avoimia kysymyksiä joissa he saivat vapaasti kertoa mielipiteitään Wasa Logistic Ltd:stä ja antaa kehitysideoita. Useita ehdotuksia annettiin, jotta Wasa Logistics Ltd voi tulevaisuudessa kehittää palveluitaan.

Keywords: asiakastyytyväisyystutkimus, asiakkuudenhallinta

asiakastyytyväisyys,

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## Abbreviations

<b>CSS</b>	Customer satisfaction survey
<b>CRM</b>	Customer relationship management
<b>WL</b>	Wasa Logistics Ltd

# 1 INTRODUCTION

The main topic of this thesis is customer satisfaction along with the aspects relating to it. A sub topic chosen for this thesis is the concept of customer relationship management and aspects of customer loyalty and the effect of a customer oriented business approach on the success of a business.

The concept of customer satisfaction has become a significant part of any business nowadays. It is extremely important to make sure your customers are satisfied with the product or service and that is why it needs to be measured on a regular basis. The measurement of customer satisfaction can happen through many different means for example surveys, interviews or even conversations with customers. In order for an organization to find out if some things need developing or if there exist parts of the product or service the customers aren't completely satisfied with it is highly important to conduct a customer satisfaction survey.

When I was presented with an opportunity to conduct a customer satisfaction survey for Wasa Logistics Ltd I immediately got extremely interested in the topic of customer satisfaction. As a customer for several different types of companies I find expressing my opinions about my satisfaction with the company extremely important in order for me to get the quality of service I find important to me. Wasa Logistics Ltd sent me the questions from the previous survey done one year ago and a list of customers they wanted the questionnaire to be sent to. Since it had been a year since the previous customer satisfaction survey was conducted there was a need for a new survey to find out whether the level of customer satisfaction had changed.

## 1.1 The purpose and goals of the thesis

The main purpose of this thesis is to measure the level of satisfaction of the customers of Wasa Logistics Ltd. Three main aspects were measured in the survey and those were communication, services and reliability of delivery. Also other additional optional questions were asked about general opinions of Wasa Logistics Ltd. Alongside the survey two additional goals for the thesis exist as well.



The first goal is to study and define customer satisfaction and the ways to measure and develop it. The second goal is to become familiar with customer relationship management.

My hope is for the results of the customer satisfaction survey to be helpful in the future development of the company. Another goal is also to try and find out possible problems for the company to develop and thus possibly get the level of customer satisfaction to a higher level.

## **1.2 Wasa Logistics Ltd**

Wasa Logistics Ltd is a Finnish forwarding company founded in 2004. The company is situated in Vaasa and despite being a relatively new company it has deep experience in project forwarding. Wasa Logistics Ltd is known for being an independent and reliable partner with high service. WL is currently owned by DSV Air & Sea which is a part of the Danish DSV Group of Companies. Together with its partners DSV offers transport services in over 110 countries worldwide. (About us. [ref. 14.11.2013])

The main services of Wasa Logistics Ltd are project and forwarding, chartering and liner traffic and marine supervision and consultation. (What we do. [ref. 14.11.2013]) Wasa Logistics Ltd has over their years in business developed long-term relationships with companies within different fields of the global industry including industrial field, ports and shipyards as well wind power and oil and gas. (Who we serve. [ref. 14.11.2013])

## **2 CUSTOMER SATISFACTION**

### **2.1 Definition**

Businessdictionary.com (ref.29.10.2013) defines customer satisfaction as follows: “The degree of satisfaction provided by the goods or services of a company as measured by the number of repeat customers.” This in simple terms means that customer satisfaction measures how the product or service the company provides meets the requirements set by the customers. It is important to keep existing customers satisfied since it is far more cost effective in comparison to acquiring new customers. Furthermore a link has been accepted to exist between customer satisfaction, keeping customers and profitability. (Hill & Alexander, 2006, 1-2)

Quality is a concept that is often used as a synonym for satisfaction. However quality is only one of the factors that affect customer satisfaction and as a concept satisfaction is a lot wider than quality. (Ylikoski, 2000, 149) Customer satisfaction is a key element in keeping a business going as Cochran (2003, 3) said “revenues and profits are nothing more than the results of fulfilling customer needs and expectations”.

### **2.2 Factors affecting customer satisfaction**

When a company wants to affect customer satisfaction they tend to look for both tangible and abstract attributes of services, those attributes provide the customers with experiences of satisfaction. Advertisement focuses more on the functional and psychological aspects of using the product or service. Furthermore a service centered organization aims at affecting to the quality factors of the service since those are the factors that affect customer satisfaction greatly. (Ylikoski, 2000, 152)

There are several different factors that affect the satisfaction of the customers, Sugandhi (2003, 112) divided them into two different categories: vendor behavior and vendor’s product and service performance. Vendor behavior consists of behavioral aspects of the management and employees of the vendor. Important

factors for customer satisfaction such as response, complaint handling and service are mainly dependent on the attitudes and skills of the personnel available with the vendor. The second category is about the product itself, this depends on the abilities of the vendor and the skills of its staff. There are a few issues about the product that cause oppression for customers and those are for example maintenance requirements of the product. Not only does a product that needs constant maintenance due to breakdowns cause a customer to become irritated and also to lose money because of that. This is why equipment efficiency is as important as is the products' availability. (Sugandhi, 2003, 113)

Satisfaction is also affected by the quality of the goods possibly involved in a service, for example food in a restaurant. Customer satisfaction can also be achieved by a low price. However there are things that the service organization can't affect and those are situation factors, such as if a customer is in a hurry. Every customer is an individual and therefore also individual qualities of a customer affect the satisfaction. Even cultural aspects of a country can have an effect on what the consumer sees as necessary and desirable therefore creating satisfaction. (Ylikoski, 2000, 153)

What also affects to a customer's service experience is how much of an effort they feel they are putting on getting the service versus what they are gaining from it. This is called customer perceived value. The customer perceived value links together with quality and satisfaction and all three attributes contribute to the service experience. (Ylikoski, 2000, 153)

### **2.3 Measurement**

When a company wants to find out how customers feel about them, what they need to do is measure customer satisfaction. In order to make customers happy the company needs to fully understand what it is that the customers like and don't like in order for them to improve the rate of satisfaction. Without measurement of

customer satisfaction the company might not meet its business goals or even be able to operate the company smoothly. (Sugandhi, 2003, 115)

When measuring customer satisfaction it is as important to measure also customer loyalty since those two are ultimately linked together and even though customer satisfaction is important, customer loyalty is the thing all companies eventually want to achieve. Several different variables can be measured as a part of the customer satisfaction survey. (Cook, 2008, 98)

A common problem with companies is that they are losing customers and instead of figuring out why those customers left they are focusing more on gaining new customers. The dissatisfaction of customers is more often explained by as Hill (1996, 7) said a “gap between expectations and experience”.

However the cause of dissatisfaction can also be pointed out as one of the earlier gaps that exist, those gaps are promotional, understanding, procedural, behavioral, and perception. In the promotional gap the problem most often has its roots in the marketing communication of the company. This means that when companies want customers they often sell the product with such great benefits that create big expectations that might be difficult to fulfill. The problem with the understanding gap is mainly with the managers of the company. The management has trouble understanding the true needs and priorities of the customers. No matter how much the company focuses on for example quality, if they do not understand the needs of the customers they cannot do their best. The third gap is the procedural gap which in short means that if the company manages to fulfill the previous gap they still might not get full customer satisfaction if the operating systems and procedures are not fully functional and meet the customer's expectations. In the behavioral gap the problem with customer satisfaction lies in performing according to the company guidelines at all times that may have an effect on the level of customer satisfaction. The last gap is the perception gap, this deals more with the customers overall perception of the company and service rather than actual poor service or other issues mentioned in the previous gaps. A customer could have gotten bad service once before and is still now feeling that the company is untrustworthy and it might take some time to modify that perception. (Hill, 1996, 7-11)

### **2.3.1 Customer satisfaction surveys**

The most common way for companies to measure customer satisfaction is by creating customer satisfaction surveys. Customers are either given or sent a questionnaire to ask them to express their satisfaction to the company by answering the survey. These surveys can include both multiple choice questions as well as open questions that give the customer the freedom to give their opinion in their own words. Once the survey is finished the answers of the customers are calculated and compared to results of previous surveys. By comparing the results can be seen whether the level of satisfaction has changed and to what direction. (Reinboth, 2008, 106)

There are several things to consider when making a customer satisfaction survey and the first thing is to find out is what questions to ask. The answer to that might seem obvious to many companies where in fact they often tend to look at the surveys from a wrong perspective. Many times no matter how much time, money and effort is put into creating the questions they are still often the wrong ones. Often companies and the management create the questionnaire and think it is easy, but the problem with this is that the questionnaires most often turn out too long and focused more on what the management sees as important rather than the issues the customers find important. (Hill, Roche & Allen, 2007, 43)

Once the questionnaire is complete, begins the collection of results. The questionnaires are either sent by mail or conducted over the telephone. Nowadays commonly the questionnaires are created in the internet and the link to the survey is sent to customers via e-mail. It is often impossible to get all the customers opinions therefore a statistic sample is taken from the clientele and the questionnaire is sent out only to them. This is done to make sure that the whole clientele of the company is represented by the respondents. After the answers are collected they are analyzed. In order to get the most essential information out of the big amount of answers gathered it is highly beneficial to use statistic methods. The simplest way to examine the results of the CSS is through percentages and means. (Ylikoski, 2000, 165-166)

## 2.4 Development of customer satisfaction

If the level of customer satisfaction is good, it needs to be maintained. It is still however important to conduct customer satisfaction surveys since the level of satisfaction varies often. If from the results of the survey comes out faults and the level of satisfaction is not good, the company needs to take action to develop and improve it. Developing customer satisfaction demands a lot of effort from the company and that causes expenses. In order to keep costs below profits it is important to determine how much a company wants to develop the level of customer satisfaction. (Ylikoski, 2000, 167)

According to Sugandhi (2003, 130) there are three areas that affect the development of customer satisfaction. Those are human resources and employees, technology and work culture and practices. Developing the employees and having them understand the importance of good customer service makes the whole organization become more customer oriented. It is important for the company to retrain the staff to become more focused on the qualities of service that are required in order to develop customer satisfaction. Another important thing is to improve and change the orientation of the work culture towards a customer oriented one. The initiative to this however has to come from the top management who need to not only speak but also act in a way that conveys the importance of customer satisfaction to the employees. As mentioned earlier the company needs to train the staff to treat the customers in a matter so good that it leaves a lasting impression on the customer. The organization must invest a lot of time and money towards developing the technology in order for it to help give the customers better monetary value for the products. All of these efforts the organization takes will help make the company more customer focused and that on the other hand helps with keeping the customers satisfied. (Sugandhi, 2003, 135-136)

## **3 CUSTOMER RELATIONSHIP MANAGEMENT**

### **3.1 What is CRM?**

Customer relationship management is a methodology used to develop an organization for both the marketplace as well as the minds of customers. Every aspect of the organization must be involved and looked at through customer relationship management. In simple terms CRM is about finding ways to think of every customer as an individual who has a choice. (Roberts-Phelps, 2001, 2)

It is vital for a business to get the customer's loyalty, since the loss of customers means also a loss of business and a chance of making a profit. Therefore customer feedback is essential for the company for it to know how the products or services are seen by the customers and what things can be improved. The basic role for CRM is to create a mutually beneficial relationship with the customer. Even though for both consumer and core segments customer relationships are important, but for the core segment especially this relationship takes additional significance. In the core segment the relationship is established through personal encounters with customers and involves respect and emotions. Those things greatly affect multiple aspects of business such as business growth and customer loyalty. However in the consumer segment the relationship with the customer is established with brand equity. So even though the relationship might be strong they seldom involve sentimental issues as such as in the core segment. (Sugandhi, 2003, 3-5)

### **3.2 Customer loyalty**

As mentioned earlier it is widely known that keeping customers is more profitable than gaining new customers. Therefore customer retention has become an important step for many companies. The concept of customer retention is simple; all you need to do is keep your old customers. To lead the company's strategy for customer retention, many organizations have adopted the concept of customer loyalty. (Hill & Alexander, 2006, 13) [Businessdictionary.com](http://Businessdictionary.com) (ref.8.11.2013)

defines customer loyalty as follows: “Likelihood of previous customers to continue to buy from a specific organization. Great attention is given to marketing and customer service to retain current customers by increasing their customer loyalty. Organizations employ loyalty programs which reward customers for repeat business.”

Customer loyalty is often viewed from the perspective of information based on the customers buying behavior. The customer is seen loyal when they frequently for a longer period of time have used the services of an organization. Therefore the focus of interest is only on how long and how often the customer has used the service. (Ylikoski, 2000, 173) However Harvard Business Review (2011, 94) discovered that there isn't such a big relationship between customer royalty and profitability than what has been assumed for a long time. They found out that old loyal customers are indeed not significantly cheaper to serve or effective in bringing in new customers even though this has been the presumption for a long time. In the light of these findings companies need to re-evaluate ways to measure the relationship and thus figure out which customers are the ones to focus on and which are not.

Ylikoski (2000, 174) has divided the different types of loyalty into three categories; undivided loyalty, divided loyalty and opportunism or indifference. An undividedly loyal customer uses only the services of a certain organization. Divided loyalty means the use of services from several competitive organizations, for example having a bank account in several banks. An opportunist customer takes the best advantages from several service organizations without being specifically loyal to any of them.

### **3.2.1 Long-term customer relationships**

In order to get loyal customers, a company also needs good relationships with their customers. The building of a customer relationship is extremely important since almost all revenues come from current customers and gaining new customers is about five times more costly than keeping the old customers. In addition 91 percent of unsatisfied customers will permanently stop using the



services of the company they are dissatisfied with. These unhappy customers might not even let the company know that they are unhappy with something leaving the company unaware that something needs developing. (Loudon & Carter, 2012) A good customer relationship is one that benefits both the customer as well as the organization. It is also something that both parts of the relationship want to have continued. (Ylikoski, 2000, 179)

Ylikoski (2000, 180-183) has divided the benefits of long-term customer relationships into the benefits for the organization and the benefits for the customer. An organization benefits from a long-term customer relationship financially. Customer loyalty has a major impact on a company's profitability. Both the length of the customer relationship and the company's part of the customer's overall purchases has an effect on how profitable a customer can become. The long-term effects of a customer can also be measured by defining the financial value for the relationship. This is done by taking into account all the expenses the relationship has cost the organization as well as the profits the customer has brought into the company. Indirectly the benefits for the organization can be seen in the personnel of the organization; satisfied long-term customers are pleasant to serve.

The benefits for the customers have to do with the security the customer feels, the relationship between the customer and the contact person and the special treatment the customer receives. The most important of the above mentioned is the sense of security the customer feels. This is called a psychological benefit that is often particularly important in for example expert services. Social benefits for the customers have to do with interaction in a service situation. Customers value the fact that between them and their contact person forms a bond or even a friendship. This is particularly important in those services where there exists a lot of interaction between the client and the staff. Furthermore the customer values the financial benefits which come from sales or special offers for regular clients. Also time saving can be seen as a financial benefit since this saves them the time deciding a service organization. (Ylikoski, 2000, 184-185)

### 3.3 Customer orientation

In this environment full of massive competition, one of the most important factors for success is customer orientation. Customer orientation is about focusing thoughts and actions towards what the customer wants and needs. (Raab, Riad & Vidyaranya, 2008, 15) Customer orientation is most successful when there are enough satisfied customers to make the operations financially profitable. The basis for developing the organization is the fact that in the future customers can be served in a way better appreciated by the customer. (Reinboth, 2008, 22)

Customer orientation in an organization should be an attitude that is widespread and passes through the company developing into a culture within the company. Only when you are customer focused you can achieve a sustainable competitive advantage and thus get a sustainable profit. (John, 2003, 9) Not all organizations are customer oriented, for some companies instead of trying to satisfy customer's needs and wants the basis for the operations might be the need to lower the costs of the organization which is called production orientation. Some organizations are focused on trying to sell the company's products through intense communication and especially using sales work, this is called sales orientation. (Ylikoski, 2000, 34) According to Reinboth (2008, 22) the opposite of customer orientation is not a production oriented approach but the lack of customer orientation. All organizations are in one way or another production oriented. After management researches the markets and activities of the competitors it develops a strategy that's goal is to have the organization become a success on the market.

Ylikoski (2000, 38) listed out requirements for viewing customer orientation as the organizations mindset. The first requirement is that fulfilling customer needs in a competitive way requires information. This means that in order for a company to be customer oriented the organization needs to understand the needs of its customers and the factors influencing their purchase decision. Information is needed both for current as well as future needs of the customers. The second requirement is that it is essential for the whole organization to take responsibility for the customers' needs and to react to the information regarding their needs. This type of organization is called a responsive one and the opposite of responsive is bureaucratic. In bureaucratic organizations there is hardly any responsiveness.

As a third requirement Ylikoski (2000, 39) lists the fact that customer orientation requires co-ordinated decisions between departments and commitment to these decisions. When the whole staff takes responsibility over the customer's satisfaction customer orientation is manifested as a series of processes that involves all the functions of the organization instead of single operations. The fourth requirement is for the company in order to satisfy its customers it needs to choose the right ways to best utilize their know-how and resources. The final requirement deals with understanding the meaning of competition and not underestimating the competition.

## **4 CUSTOMER SATISFACTION SURVEY FOR WASA LOGISTICS LTD**

### **4.1 Research method**

Wasa Logistics Ltd wanted to research their customer's satisfaction with their services. Therefore from all their customers they chose 195 most important ones to send the survey to. The response rate for the survey was 23,1%. The percentage was calculated from the amount of potential respondents which was 173. The reason the number of potential respondents is 173 is that sending the message to 16 customers failed, 3 customers were not working for the company in question anymore and 3 customers were on a longer holiday hence unable to participate. The final response rate could have been better but all in all it was satisfactory.

The survey was sent via email where the link to access the survey was given. The goal was to get as many responses as possible before the beginning of the summer holiday season. The survey was published on 24.5 with the closing date of 7.6. Three reminders were sent, the first one on 28.5 and the second on 4.6. In order to get a better response rate, it was decided that the closing date was moved to be 14.6 and therefore the last reminder was sent on 11.6.

A reason for the response rate was the fact that quite many of the potential respondents were out of office. Upon sending the first message for example 26 people were out of office whereas with the last reminder 12 people were out of office.

The basis for the survey was a survey conducted one year ago. There are 10 questions in the survey, half of which are multiple choice and half are open questions. All in all the survey is similar to last year's survey, only the questions about the merge were deleted since they were not current anymore. Both qualitative and quantitative research methods were used. In the first three parts of the questionnaire customers were asked to evaluate their satisfaction with WL on a scale of Excellent-Poor. In the last two questions answers were given on a scale

of 1-5. In the first part of the questionnaire the customers were asked about their satisfaction with WL's customer service and the second part is about the customer's satisfaction with the operative services of WL. Third part of the questionnaire includes a question about reliability of delivery. The last part of the survey included several open questions about WL as well as an evaluation on how likely it is they would recommend WL to colleagues or business partners. Finally the respondents gave an overall grade for WL.

#### **4.2 Validity and reliability of the research**

There are two important elements to every successful research and those are validity and reliability. Validity in short means that the survey measures the things it is supposed to measure. (Miller, [ref. 27.8.2013]) Validity is important to both qualitative and quantitative research methods. If a research is invalid, it becomes useless and not worth anything. (Cohen, Manion, Morrison, 2011, 179) Reliability however means the way a researcher is able to get same results on several different trials. Furthermore it means the consistency of the results over a period of time. Miller defined the relationship of validity and reliability as follows "For something to be valid it must be reliable but it must measure what it is intended to measure. (Miller, [ref.27.8.2013])

This research is reliable for the reason that there were a lot of similarities in the answers. Another factor relating to reliability is the fact that the research is based on a customer satisfaction survey conducted on 2012 and this survey can moreover be used in future surveys. This survey is valid for several reasons, one of which being the correct target group. All the respondents were picked from a list of customers who have done business with Wasa Logistics Ltd. The questions are right for a customer satisfaction survey which comes out clearly from the answers which are understood well.

### 4.3 Results

The results are marked in percentages on figures and graphs. Only exception is question number 4 where the results are given in numbers. Then answers to the open questions which include useful information are written down. Furthermore all of the original answers are found from the appendices. All the results are being compared to a customer satisfaction survey conducted on 2012 that survey is referred to as Survey 2012.

### 4.4 Communication

In this first category is studied the respondents satisfaction with the communication of Wasa Logistics Ltd.

#### 4.4.1 Evaluate Your satisfaction of Wasa Logistics Ltd with the following

53 % of the customer's graded excellent for "*Communication between You and Wasa Logistics Ltd*". "*The actions of your own contact person*" got 60% excellent grades. The question where the customer's grades varied the most was "*Claim handling process*", which received 45% good and 28% for both excellent and fair. See table below for all answers and percentages.

Compared to last year's survey the biggest development has happened in "*Claim handling process*" where the change was 23%. The least development however happened in "*Communication between You and Wasa Logistics Ltd*".

Percentage of answers (%)	Excellent	Good	Fair	Poor
Communication between You and Wasa Logistics Ltd	53	48	0	0
The actions of Your own contact person	60	38	3	0
Reaction time when contacting Wasa Logistics Ltd	48	48	5	0
Easiness of contacting	55	40	5	0
How do offers correspond to Your inquiry	35	50	15	0
Claim handling process	28	45	28	0
Effectiveness of the channels of communication (telephone, e-mail etc.)	53	40	8	0
<b>AVERAGE</b>	<b>47</b>	<b>44</b>	<b>9</b>	<b>0</b>

Table 1 Satisfaction with WL's communication

Percentage of answers (%)	Excellent	Good	Fair	Poor
Communication between you and Wasa Logistics Ltd	44	53	2	0
The actions of your own contact person	47	51	2	0
Reaction time when contacting Wasa Logistics Ltd	28	65	7	0
Easiness of contacting	37	58	5	0
How does offers responding to your inquiry	17	76	7	0
Claim handling process	5	65	28	2
Effectiveness of the channels of communication (telephone, e-mail etc.)	35	60	5	0
<b>AVERAGE</b>	<b>30</b>	<b>61</b>	<b>8</b>	<b>0,3</b>

Table 2 Survey 2012

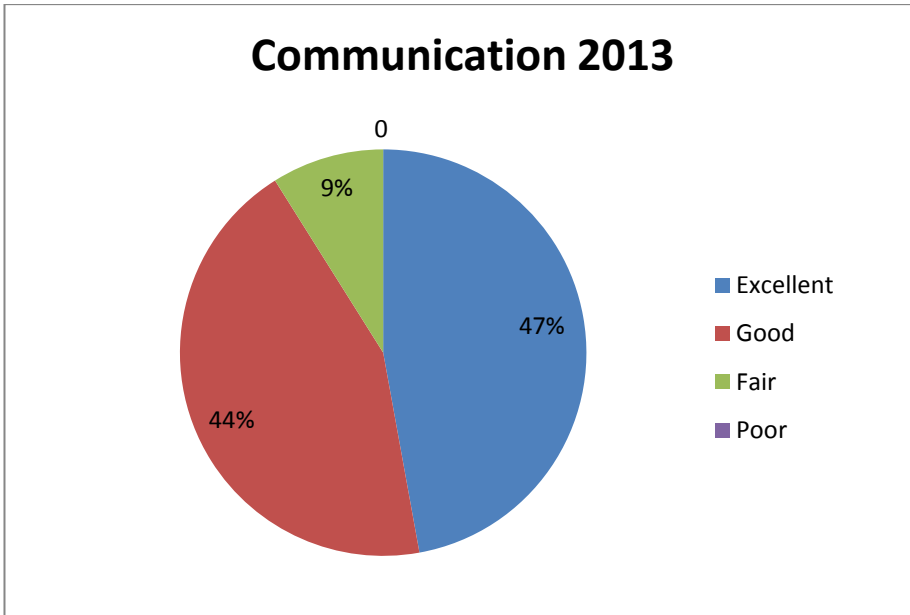


Figure 1 Communication 2013

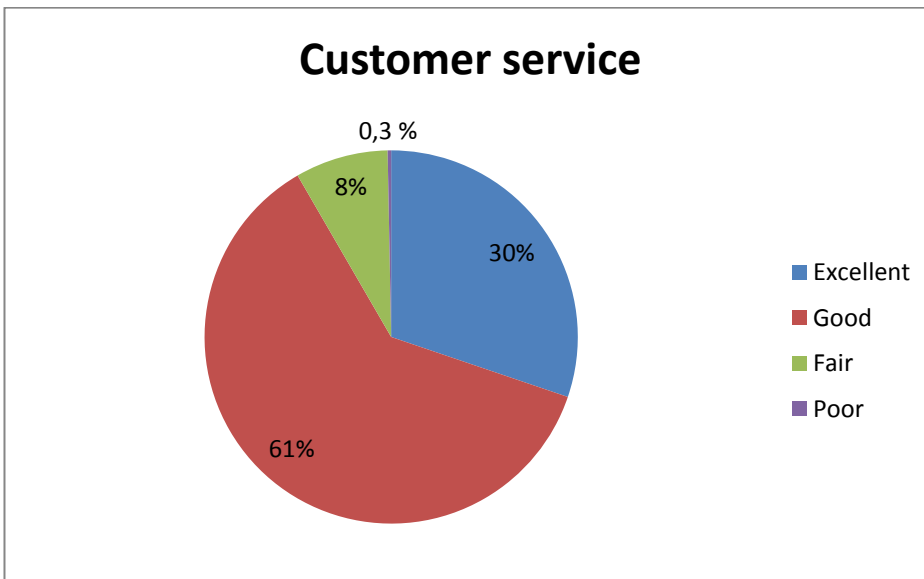


Figure 2 Communication 2012

As can be seen from the figures above, compared to the results from the previous survey, the customer's average answers have spread out more equally between excellent and good grades. The percentage of excellent grades has increased by 17% however the percentage of good has gone down by 17%. Furthermore what can be seen from that change is that 17% of customers have changed their opinion about the communication of WL from good to excellent.



## 4.5 Services

In the services category was studied the customer's satisfaction on the services Wasa Logistics Ltd provides.

### 4.5.1 Evaluate Your satisfaction of the following issues about Wasa Logistics Ltd services

58% of the customers gave an excellent evaluation on "*Expertise of the personnel*", whereas for "*Offered transport options*" got 60% good answers. 3% of respondents graded poor for "*Transparency of the pricing*". "*Development of services according to your requirements*" received 70% good grades.

Compared to the previous customer satisfaction survey the results have overall stayed pretty much the same for most categories. The biggest changes however have happened in "*Offered transport options*" where the percentage of excellent grades increased from 12% to 35%. Another positive change compared to last year's survey is that for "*Transparency of the pricing*" the percentage of excellent grades went from 0% to 15%. See the tables below for all percentages from all categories.

<b>Percentage of answers (%)</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Expertise of the personnel	58	43	0	0
Offered transport options	35	60	5	0
Ability to find the best solution for Your Logistic needs	28	63	10	0
Transparency of the pricing	15	53	30	3
Price-quality ratio of the services	25	68	8	0
Development of services according to Your requirements	23	70	8	0
<b>AVERAGE</b>	<b>30</b>	<b>59</b>	<b>10</b>	<b>0,4</b>

Table 3 Customer service 2013

<b>Percentage of answers (%)</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Expertise of personnel	44	56	0	0
Transport options	12	81	7	0
Ability to find the best solution to Your logistics needs	12	81	5	2
Transparency of the pricing	0	66	32	2
Price-quality ratio of the services	7	73	20	0
Development of services according to Your requirements	23	72	5	0
<b>AVERAGE</b>	<b>16</b>	<b>72</b>	<b>11</b>	<b>1</b>

Table 4 Customer service 2012

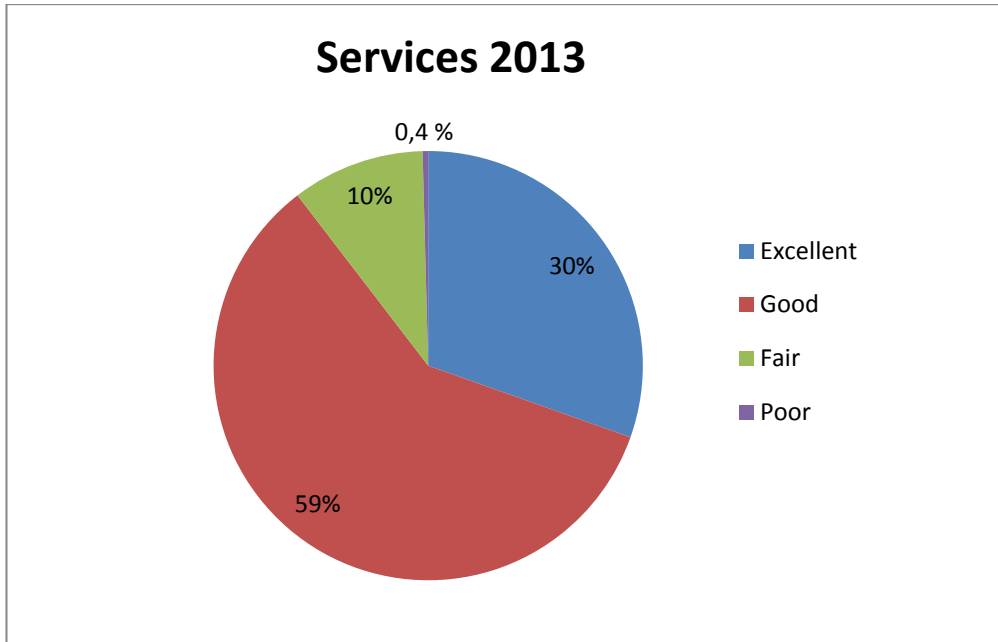


Figure 3 Services 2013

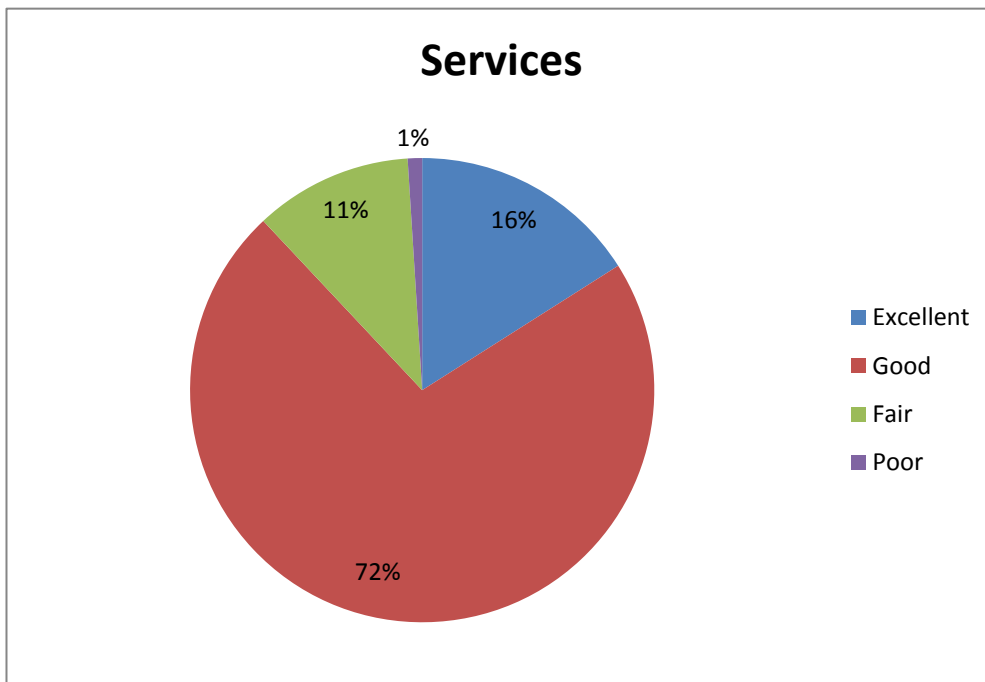


Figure 4 Services 2012

As can be seen from the figures above, changes have occurred since last year. The average percentage for excellent grades has gone up 14% since last year and the good grades in turn have decreased by 13%.

## 4.6 Reliability of delivery

In this category the customers were asked to evaluate their satisfaction with issues related to delivery.

### 4.6.1 Evaluate your satisfaction with the delivery of Wasa Logistics Ltd

58% of the respondents gave "*Speed of delivery*" a good grade. "*Delivery accuracy*" however received 55% good grades. The most variation between grades was found from "Subcontractors of Wasa Logistics Ltd", where 23% responded excellent, 58% good, 18% fair and 3% poor. Furthermore the most consistent grades were given to "*Condition of the cargo when reaching its destination*", which got 48% for both excellent and good grades. The tables below show all of the categories along with all the percentages.

In comparison with the previous research, the balance of excellent grades and good grades has shifted so that for all categories the excellent grades have gone up by at least 14% percent. The most development has happened with "*Condition of the cargo when reaching its destination*", where the change is 32%.

<b>Percentage of answers</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Reliability of delivery	40	50	10	0
Speed of delivery	28	58	13	3
Professionalism of the cargo handling	48	50	3	0
Delivery accuracy	33	55	13	0
Condition of the cargo when reaching its destination	48	48	5	0
Subcontractors of Wasa Logistics Ltd	23	58	18	3
<b>AVERAGE</b>	<b>36</b>	<b>53</b>	<b>10</b>	<b>1</b>

Table 5 Reliability of delivery 2013

<b>Percentage of the answers (%)</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Reliability of the delivery	21	74	5	0
Speed of the delivery	14	84	2	0
Professionalism of the cargo handling	28	70	2	0
Delivery accuracy	16	70	12	2
Condition of the cargo when reaching its destination	16	77	7	0
Subcontractors of Wasa Logistics Ltd	7	73	20	0
<b>AVERAGE</b>	<b>17</b>	<b>75</b>	<b>8</b>	<b>0,30</b>

Table 6 Delivery 2012

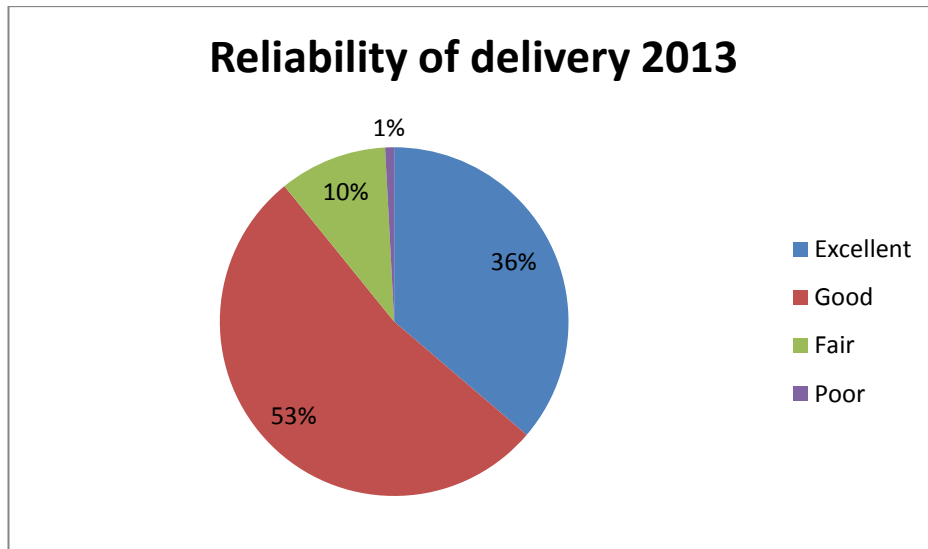


Figure 5 Reliability of delivery 2013

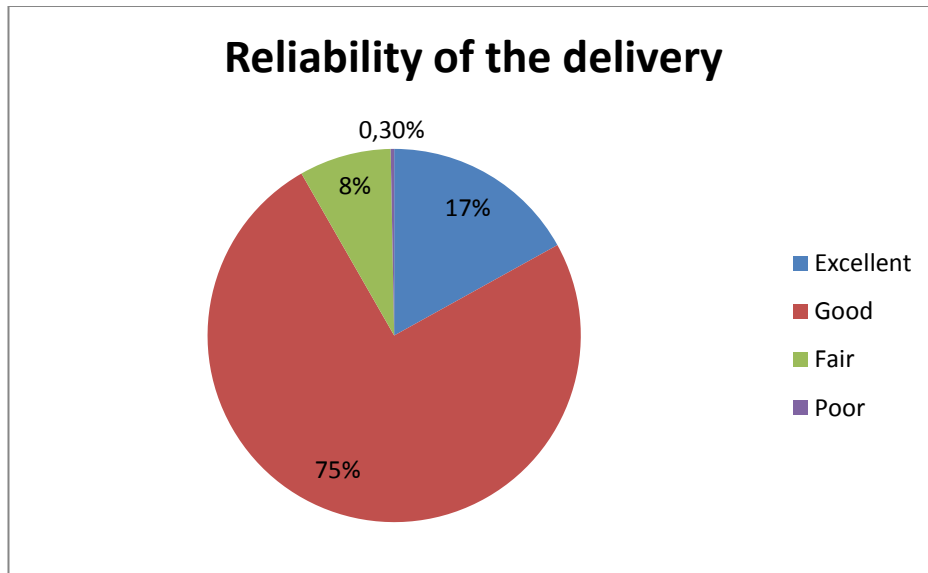


Figure 6 Delivery 2012

The figures above show the average percentages per grade and development can be seen. The average of excellent grades has increased by 19% compared to last year's survey. Fair grades have increased by 2% whereas good grades have decreased by 22%.

## **4.7 Additional questions about Wasa Logistics Ltd**

In this category the customers were asked several additional questions about WL. All of the questions were open since the objective is to get the customers to give their own opinion without alternatives. All of these questions were optional to answer.

### **4.7.1 Please write three adjectives that best describe Wasa Logistics Ltd in Your opinion**

The adjectives the customers used to describe WL are all listed below along with the adjectives from last year. All of the answers are given by amount of respondents instead of percentages. The most popular adjectives that were mentioned several times were *reliable*, the second most popular was *professional*, and third was *fast*. 13 customers described Wasa Logistics as *reliable*, 9 as *professional* and 6 as *fast*. In comparison to last year's survey the adjectives have not changed as much as the amounts of them. *Reliable* was also the most popular adjective last year. Another significant difference between the previous survey and this one is that last year one negative adjective was given whereas this year there was none.

<b>Positive</b>	<b>Amount</b>
Reliable	13
Professional	9
Fast	6
Expertise	4
Friendly	3
Flexible	3
Efficient	2
Good communication	2
Active	2
Domestic	2
Knowledgeable	1
Quick response	1
Ability to find best solution for special service	1
International	1
Fair	1
Direct	1
On time	1
Customer oriented	1
Service minded	1
Target oriented	1
Educated	1
Competent	1
Approachable	1
Experienced	1
Fast problem solving skills	1
Easy	1
Supportive	1
Responsible	1
Customize	1
Customer efficient	1

Table 7 Adjectives 2013



Positive	Kpl	Negative	Kpl
Reliable	7	Pricey	1
Experienced	5		
Friendly	4		
Flexible	4		
Effective	4		
Co-operative	4		
Service friendly	3		
Professional	3		
Easy to contact	3		
Easy	3		
Competitive prices	3		
Approach - Trustworthy	3		
Good in basic services	2		
Fast	2		
Youthful	1		
Supportive	1		
Smooth freight handling	1		
Small	1		
Quick actions	1		
Project oriented shipping	1		
Motivated	1		
Local	1		
Interactive	1		
Global	1		
Dynamic team	1		
Competent	1		
Available 24/7	1		
Attractive	1		

Table 8 Adjectives 2012

#### 4.7.2 Which service forms would You like Wasa Logistics Ltd to add to their global offering?

For this question the customers were asked to think of services they would like to see WL add to their offering in the future. Seven people gave suggestions as to what they want from WL. One person wrote *“Air freight if not already existent”* and

another one suggested lift block. A customer wanted WL to sign Global frame agreement whereas another wanted “storage possibilities in Asia”. LTL Europe was also given as a wanted addition to WL’s services and one customer wrote “*by excel*” as their answer. One of the respondents wrote only that they are “*happy with the level of services as they are now*”.

#### **4.7.3 Which activities in the transport process need further development?**

For this question the respondents were asked to give suggestions to WL as to what needs to be developed with their transportation activities. Nine customers responded to this question with development ideas. Things that needed to be developed included for instance being able to take pictures for the goods during pick up, getting permission to be given faster and an economic and safe solution. “*Sometimes it seems that everything is taken care of only at the last minute. Better communication from our contact person.*” wrote on customer as his development idea. Another suggestion given was communication between WL and their subcontractors. One other suggestion was to develop invoicing. “*Activities are quite good level generally. Width of field of know-how varies depending on persons. Tutoring by others is important*”, wrote one person. Lastly one respondent stated: “*Currently not relevant. In the past: finding alternative transport vessels for Japan - China transport.*”

#### **4.7.4 Which are the most important factors for you to keep Wasa Logistics Ltd as Your logistics partner?**

In this question and results comes out what are the key factors for customers to keep doing business with WL. Similar answers were given than for question number 4. The most commonly mentioned factors are clarified in the figure below. What can be figured out from the answers to this question is that 18% of customers of WL see the company as being *reliable* and the *price level* being good. Other important factors for WL’s customers were *good service*, *quick*

*response time* as well as *expertise of personnel*. All the raw answers can be found from the appendices.

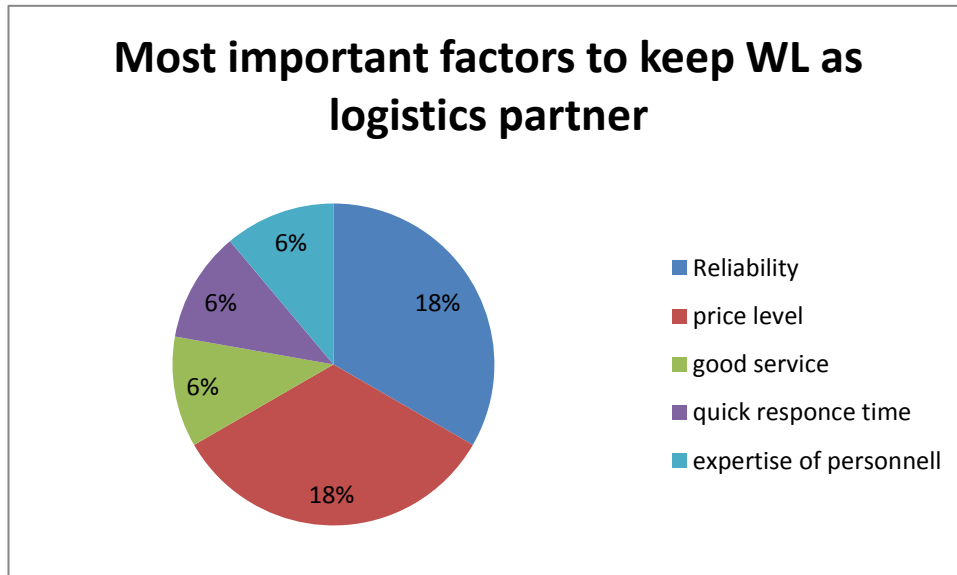


Figure 7 Factors to keep WL as business partner

#### 4.7.5 Other feedback or improvement suggestions

Here customers were able to give other suggestions and direct feedback for WL.

Customers mentioned for example the fact that they need WL to set up a branch in China, which was mentioned in last year's survey as well. Pricing was also mentioned in a comment about offering competitive price for transportation. Services are said to be poor if the customers own contact person is on holiday, this was also mentioned in the previous customer satisfaction survey done in 2012. WL is also asked to sign the Global frame agreement as soon as possible; this request was also mentioned in question 5.

One customer wrote about ways to better the communication with WL, they want WL to listen to their customers and their needs more carefully. They also wrote

that WL needs to learn how to manage to deal with different kind of persons. One customer mentioned that everything with WL is good.

#### 4.7.6 How likely it is that You would recommend Wasa Logistics Ltd to Your colleagues/business partners on a scale of 1-5?

From the figure below can be seen how likely customers are to recommend WL to others. 45% of respondents are very likely to recommend WL and 40% said it is likely they will recommend WL. 15% of customers were situated in the middle being neither likely nor unlikely to recommend. No respondent answered this question with unlikely or very unlikely.

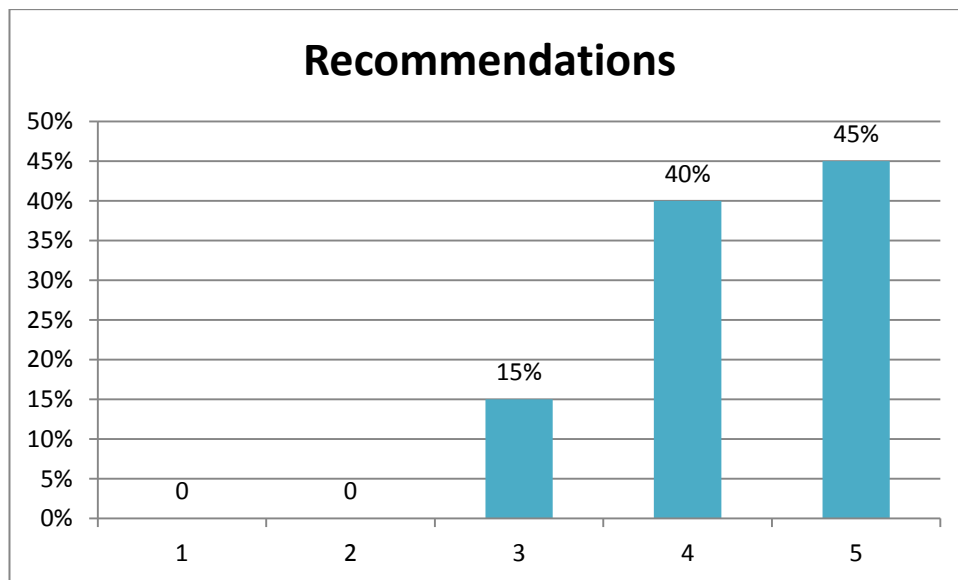


Figure 8 Recommendations

#### 4.7.7 Overall grade for Wasa Logistics Ltd on a scale of 1-5

Finally the customers were asked to give an overall grade for WL. The results can be seen from the table below. On a scale of 1-5 with 5 being the excellent and 1 being poor, 65% of respondents gave WL a *very good*. 33% gave WL an *excellent* grade and 3% gave *good* as an overall grade. No one gave a total grade of *fair* or *poor*.

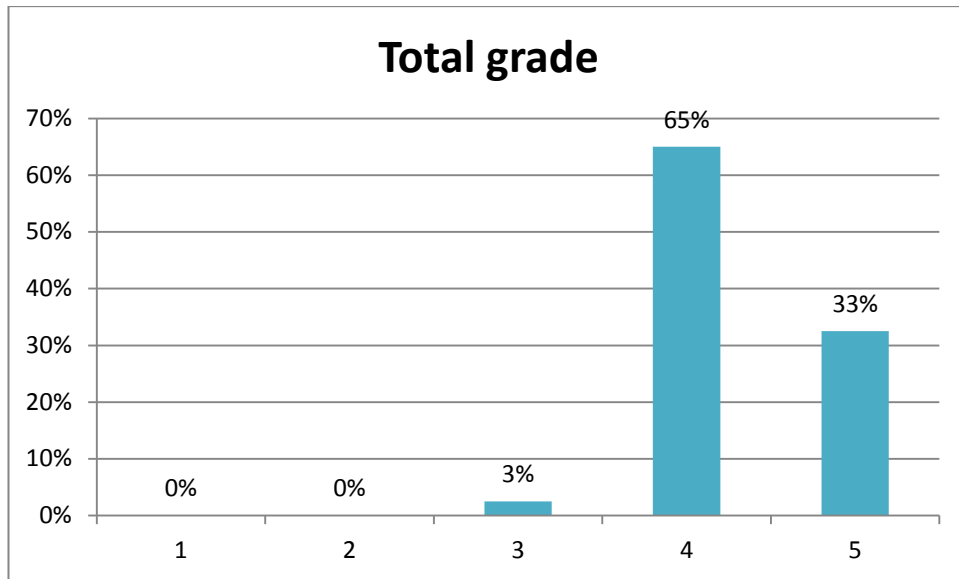


Figure 9 Total grade

#### 4.8 Respondents

It was optional for the respondents to give their background information. Not all respondents want to give their background information and that was taken into consideration when doing this survey. On the table below can be seen who gave their background information and what information they are willing to give out about themselves.

Name	Company	Department
Respondent 1	Company 1	Department
Respondent 2	Company 2	Department
Respondent 3	Company 3	Department
Respondent 4	Company 4	Department
Respondent 5	Company 5	
Respondent 6	Company 6	Department
Respondent 7	Company 7	Department
Respondent 8	Company 8	Department
	Company 9	
Respondent 10	Company 10	Department
Respondent 11	Company 11	Department
Respondent 12	Company 12	Department
Respondent 13	Company 13	Department
Respondent 14	Company 14	
Respondent 15	Company 15	Department
Respondent 16	Company 16	Department
Respondent 17	Company 17	Department

Table 9 Respondents background information

## 5 CONCLUSIONS

As mentioned earlier the main goal for this thesis was to measure the level of customer satisfaction for Wasa Logistics Ltd.

The first goal for my theoretical part was to learn about customer satisfaction and aspects related to it. The second goal for the theoretical part was to study customer relationship management and concepts of customer loyalty and customer orientation. Despite the large amount of information available on these subjects I feel as I got the most important facts and issues about these topics and created a good functioning ensemble. The third goal for the thesis was to study the satisfaction of the customer of Wasa Logistics Ltd. Both qualitative and quantitative research methods were used in this survey. Along with figuring out the level of customer satisfaction the goal was also to point out problems and issues for WL to develop in the future in order to improve the level of customer satisfaction.

WL provided me with a list of customers they would like to be included in the survey and on that list were first 195 contacts which eventually shrunk down to 173 potential respondents due to failures in sending the message and other factors. The final response rate was 23.1 %, which could have of course been higher but it was decided by WL to be enough since so few answers were coming in despite the frequent reminders. One of the reasons for the low response rate was the fact that the survey was sent out at the end of May, and the last reminders in the middle of June and by then summer holiday season had already started and a lot of potential respondents were already on their summer vacations.

The results of the survey show that the customers of WL are generally satisfied with the company and are likely to recommend it to colleagues and business partners. The biggest aspects WL wanted to find out the customers satisfaction was with communication, services and reliability of delivery. On these categories the customers graded these services on a scale of poor to excellent and compared to the previous survey done one year ago the excellent grades had increased which means that customers are satisfied with these aspects. The respondents were asked to give adjectives that in their opinion best describe WL and the most

frequently given adjective was reliable. No negative adjectives were given on this survey.

When asked about service forms and development suggestions for the transport process the respondents gave valid suggestions some of which had already been mentioned in the results of the previous survey. Based on these suggestions Wasa Logistics Ltd has a basis on which to start developing their operations. What were also covered in the survey were the most important factors for the respondents to keep WL as their business partner. In the answers for this question came up two factors that were mentioned most frequently and those were price level and reliability. Customers were also asked to give other feedback or improvement suggestions that will help WL to keep developing even further towards even better customer satisfaction.

As a conclusion about the survey can be said that even though the response rate was low all the other goals of the survey were met since the level of customer satisfaction was measured and is at an overall good level. With the help of the results of this survey and the improvement suggestions given Wasa Logistics Ltd can now develop their operations and improve their competitiveness in the market.

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## APPENDIX 1. Letter of motivation

Dear receiver,

Wasa Logistics Ltd would like to develop their services and therefore invite you to participate in their customer satisfaction survey. I am an International Business student from Seinäjoki University of Applied Sciences and I am doing this survey for Wasa Logistics Ltd as a part of my bachelor thesis. Your answers will be handled with confidence. Replying takes approximately five minutes.

The survey is valid 24.5. - 7.6.2013.

Please click on the link below to access the survey:

<https://www.webropolsurveys.com/S/AC33D30D3461E794.par>

Thank you for Your cooperation!

Best regards,

Piia Lehtimaa,

KD09BBA

SeAmk

## APPENDIX 2. Questionnaire



## Customer Satisfaction of Wasa Logistics Ltd

## CUSTOMER SERVICE

1. Evaluate Your satisfaction of Wasa Logistics Ltd with the following: \*

	Excellent	Good	Fair	Poor
Communication between You and Wasa Logistics Ltd	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The actions of Your own contact person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reaction time when contacting Wasa Logistics Ltd	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easiness of contacting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do offers correspond to Your inquiry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Claim handling process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectiveness of the channels of communication (telephone, e-mail etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## OPERATIVE SERVICES

2. Evaluate Your satisfaction of the following issues about Wasa Logistics Ltd services: \*

	Excellent	Good	Fair	Poor
Expertise of the personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offered transport options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to find the best solution for Your Logistic needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transparency of the pricing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price-quality ratio of the services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development of services according to Your requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## RELIABILITY OF DELIVERY

**3. Evaluate Your satisfaction with the delivery of Wasa Logistics Ltd's:**

	Excellent	Good	Fair	Poor
Reliability of delivery	jn	jn	jn	jn
Speed of delivery	jn	jn	jn	jn
Professionalism of the cargo handling	jn	jn	jn	jn
Delivery accuracy	jn	jn	jn	jn
Condition of the cargo when reaching its destination	jn	jn	jn	jn
Subcontractors of Wasa Logistics Ltd	jn	jn	jn	jn

**ADDITIONAL QUESTIONS OF WASA LOGISTICS LTD**

**4. Please write the three adjectives that best describe Wasa Logistics Ltd in Your opinion**

**5. Which service forms would You like Wasa Logistics Ltd to add to their global offering?**

**6. Which activities in the transport process need further development?**

**7. Which are the most important factors for You to keep Wasa Logistics Ltd as Your logistics partner?**

**8. Other feedback or improvement suggestions**

	5
	6

**9. How likely it is that You would recommend Wasa Logistics Ltd to Your colleagues/ business partners on a scale of 1-5?\***

(1 unlikely - 5 very likely)

<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5
-----------------------	---	-----------------------	---	-----------------------	---	-----------------------	---	-----------------------	---

**10. Overall grade for Wasa Logistics Ltd on a scale of 1-5 \***

(1 poor - 5 excellent)

<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5
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**BACKGROUND INFORMATION (OPTIONAL)****11. Background Information**

Name

Company

Department

APPENDIX 3. Please write three adjectives that best describe Wasa Logistics Ltd in Your opinion

"friendliness, reliable, expert"

"Luotettava"

"Ammattilainen"

"Asiantunteva"

"Professional, rapid, reliable"

"professional, knowledgeable, efficient"

"Fast, Reliable, Professional"

"Quick response"

"Ability to find the best transportation solution for special service"

"Good communication"

"International, fair, direct"

"knowledgeable, youthful"

"-flex"

"fast"

"on time"

"Professional"

"Friendly"

"Customer oriented"

"Service minded"

"-Target oriented"



"Thrustworthy"

"educated, friendly, competent"

"Easy communication, reliable, active"

"approachable, professional, trusty"

"Flexible"

"domestic"

"experienced"

"RELIABILITY, FAST PROBLEM SOLUTIONS -SKILLS, PROFESSIONALISM"

"reliable, professional, easy"

"Supportive, Responsible, Trustable"

"reliable, professional, Finnish"

"quicker"

"professional"

"customize"

"Efficient, expertise, customer efficient"

"fast, reliable and expert"

"flexible"

"active"

"fast"

"Fast, reliable"

APPENDIX 4. Which service forms would You like Wasa Logistics Ltd to add to their global offering?

“Air freights if they not already have this services.”

“lift block”

“by excel”

“We are happy with the level of services as they are now.”

“Storage possibilities in Asia.”

-

-

“LTL Europe”

“sign Global frame agreement”

“na”

-

APPENDIX 5. Which activities in the transport process need further development?

“To take the photo for the goods during pick-up”

“permission have to get faster”

“Sometimes it seems that everything is taken care of only at the last minute.  
Better communication from our contact person”

“Communication between W L and their subcontractors?”

"Currently not relevant.

In the past: finding alternative transport vessels for Japan - China transport."

-

-

“INVOICING”

“nothing comes to mind”

“Activities are quite good level generally. Width of field of know-how varies  
depending on persons. Tutoring by others is important.”

“economic and safe solution”

“na”

-

APPENDIX 6. Which are the most important factors for you to keep Wasa Logistics Ltd as Your logistics partner?

"Luotettavuus, hinta- / laatu-tietoisuus, yhteistyökykyisyys"

"reliable"

"Good service. Price level"

"To sign the Agreement X with Company C as Company Y partner"

"international and fair company"

"service, price, quality of work"

"Full service concept that means that we can leave the transportation issues to W L and we can focus on our business."

"Quick response time to inquiries and personal assistance when needed."

"- Established transport partner."

- "Easy to work with."

"Cost-effective offerings, reliable realisation of projects, responsiveness"

"previous experiences"

"same as in item 4"

"PRICE LEVEL / COMPETITIVENESS

REALIBILITY"

"Price, reliability"

"Relationship"

"Know-how of project logistics."

"quick response"

"Good expertise of the personnel"

"Expertise"

"-Good communications ways"

"reliability of contacting perssonel"

"Speed"

"-Price"

## APPENDIX 7. Other feedback or improvement suggestions

“set branch in China”

“To offer competitive price for transportation”

-

“If our contact person is on holiday, the service is poor.”

“Everythings good”

“Listen more carefully to your customer / their needs. Manage to deal with different kind of persons.”

“pls sign Global frame agreement a s a p”

-

## APPENDIX 8. Responses received via email

"Moi!

Minulla ei ole ollut tilaisuutta tai tarvetta käyttää WL:ia muutamiin vuosiin, aiemmin kylläkin. Ei siis ole mielekästä vastata kyselyyn.

Onnea opiskelun loppurutistukseen!

Regards,

Respondent A

Title

Company A

Address

Phone

Mobile

respondenta@companyA.com

www.companyA.com"

”Hei Piia,

Johtuen siitä, että olen tehnyt Wasa Logisticsin kanssa vasta niin lyhyen aikaa yhteistyötä, en voi ottaa kantaa kaikkiin kysymyksiin. Lomaketta ei pystynyt lähettämään ellei ollut täytännyt monivalintoja.

Yleisellä tasolla Wasa Logisticsin kanssa on helppo asioida, mutta heidän hintatasonsa on selvästi korkeampi kuin muutamien kilpailijoiden.

Terveisin,

Respondent B

Title

Department

Company B

Address

Mobile

email: [respondentb@companyb.com](mailto:respondentb@companyb.com)”

”Hei,

Wasa Logisticsin palveluiden käyttöni on niin vähäistä, että niiden perusteella on valitettavasti huono kommentoida.

Katsoin systeemistä, että kollegani [respondentx@companyx.com](mailto:respondentx@companyx.com) ja [respondenty@companyx.com](mailto:respondenty@companyx.com) ovat ainakin käyttäneet Wasa Logisticsia. Kääntyisitkö heidän puoleensa.

Ystävällisin terveisin, Respondent C”