

# Customer Satisfaction At Tassumafia Pet Store

Geer, Marika

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<b>Tekijä</b>	Marika Geer	Vuosi	2022
<b>Ohjaaja</b>	Marika Tuomela-Pyykkönen		
<b>Toimeksiantaja</b>	Tassumafia Oy		
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Viime vuosina, erityisesti COVID-19 pandemian aikana, lemmikkien osto Suomessa on lisääntynyt ja lemmikin omistajat etsivät erilaisia palveluita niiden peruspalvelujen lisäksi, joita he voivat tarjota lemmikilleen. Tassumafia on täyden palvelun lemmikkikauppa. Lemmikkieläinten omistajat voivat jättää lemmikkinsä päivä- tai viikkohoitoon, osallistua tiettytyypisille kursseille tai koulutuksiin. Lemmikkieläinten omistajat voivat myös hankkia lemmikkieläinten ruokaa ja tarvikkeita Tassumafialta.

Tassumafia Oy oli opinnäytetyön toimeksiantaja. Opinnäytetyön aiheena oli selvittää lemmikkikauppa Tassumafian asiakastyytyväisyys. Asiakastyytyvääsyyttä mitattiin asiakastyytyväisyyskyselyllä ja kyselyn tulokset raportoitiin Tassumafia Oy yritykselle. Tämä oli ensimmäinen asiakastyytyväisyystutkimus toimeksiantajalle. Kyselyn tarkoituksena oli selvittää asiakkaiden asiointiin, palveluun ja tyytyväisyyteen liittyviä asioita. Tassumafia Oy:n tavoitteena on kyselyn vastausten perusteella kehittää toimintaansa ja lanseerata kanta-asiakasohjelma.

Teoriaosuus keskittyy asiakasyymmärrykseen, asiakaskokemukseen ja asiakasarvoon. Teoriaosassa keskitytään myös kvantitatiiviseen asiakastyytyväisyystutkimukseen ja sähköisen kyselyn luotettavuusmenetelmiin. Kysely toteutettiin Google Forms -kyselynä, joka liitettiin Tassumafian viikoittain ilmestyvään uutiskirjeeseen ja Tassumafian sosiaalisen median kanaviin lokakuussa 2022. Näin kysely voitiin suunnata suoraan Tassumafian asiakkaille. Kyselyyn saatiin 73 vastausta.

Asiakastyytyväisyystutkimuksen tulosten perusteella Tassumafian asiakaskunta on yleisesti ottaen tyytyväinen Tassumafian palveluihin. Avoimen palautteen ja kyselystä tehtyjen johtopäätösten perusteella Tassumafian tulisi panostaa enemmän mainontaan. Kehitysideoina oli muun muassa live-kamera, eläinlääkäripalveluita, lemmikin kuljetus päiväkotiin ja ravitsemusneuvontaa. Tutkimus osoitti, että Tassumafia on löytänyt oman asiakaskuntansa ja vaikka Tassumafia on vielä alkutaipaleellaan, se on löytänyt paikkansa yhtenä pääkaupunkiseudun suosituimmista lemmikkikaupoista.

Avainsanat asiakastyytyväisyys, asiakaskokemus, sähköinen kyselylomake

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<b>Author</b>	Marika Geer	Year	2022
<b>Supervisor</b>	Marika Tuomela-Pyykkönen		
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In recent years, especially during the COVID-19 pandemic, the purchase of pets in Finland had increased and pet owners looked for different services in addition to the basic services that they can offer to their pets. Tassumafia is a full-service pet shop. Pet owners can leave their pets in daycare or weekly care, participate in certain types of courses or trainings. Pet owners can also find pet food and accessories at Tassumafia.

Tassumafia Oy was the client organization of the thesis. The topic of the thesis was to find out the level of customer satisfaction of the pet store Tassumafia. Customer satisfaction was measured by a survey and based on the results of the survey and additional analysis, results were reported to the company, Tassumafia Oy. This is the first customer satisfaction survey for the client organization. The purpose of the survey was to find out issues related to customer transactions, service, and satisfaction. Based on the answers to the survey, Tassumafia Oy aims to develop its operations and launch its loyalty program.

The theory part focuses on customer understanding, customer experience and customer value. The theory part also consists of quantitative customer satisfaction survey research and electronic questionnaire reliability methods. The survey was implemented as a Google Forms questionnaire, which was attached to Tassumafia's weekly newsletter and Tassumafia's social media channels in October 2022. Thus, the survey could be directed directly to Tassumafia's customers. 73 responses to the survey were received.

Based on the results of the customer satisfaction survey Tassumafia's customer base is overall satisfied with Tassumafia's services. Based on open feedback and conclusions drawn from the survey, Tassumafia should invest more in advertising. In addition, there are a few areas Tassumafia could explore for future development including a live camera so pet owners can watch their pet while they are at daycare, veterinary services, transportation for the pet from the client's house to the daycare, and nutrition consultations. The survey demonstrated that Tassumafia has developed its own customer base and even though Tassumafia is still in its infancy, it has found its place as one of the most popular pet stores in the capital area.

**Keywords** customer satisfaction, customer experience, electronic survey

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## 1 INTRODUCTION

Tassumafia Oy is a full service pet store. Tassumafia differs from the other pet stores in the capital area in Finland. In addition to a traditional store, Tassumafia offers daycare for dogs and cats, also a dog and cat hotel where the owner can bring their pet for a longer stay. For example when the owner is going for a vacation. Tassumafia also offers various services that pet owners can purchase in one location, rather than making stops at different stores. The services include, among other things, various pet courses and trainings, trimming, and massage. With one visit, the pet owner can take their dog for trimming and at the same time buy the necessary pet food. The owner no longer has to take their dog to the trimming services separately. (Tassumafia Oy official website, 2022.)

The full-service pet store has been very popular for years, for example in the United States. The full-service pet store only arrived in Finland a few years ago. Tassumafia's competitors, such as Musti and Mirri pet store services, do not offer daycare for dogs and cats. (Musti & Mirri official website, 2022.) This gives Tassumafia an advantage compared to their competition as Tassumafia offers many services under one roof. In Western countries, pets are generally treated extremely well. For example, pets can be groomed very frequently, and the threshold to bring a pet for treatment can be lower than the owner's frequency of visiting a hairdresser.

While the COVID-19 pandemic period kept people in their homes, the number of pets had increased at the same time. People have more free time, and the need to do something often ends up in making the decision to purchase a pet. The increase in the number of dogs and cats has been seen in pet stores, as the demand of daycare and different services that are offered for pets has increased. This increase in the number of pets has also made the sale of pet products and accessories a very popular industry in Finland. Full-service pet stores are emerging there, and their demand has exploded, especially during the COVID-19 pandemic. (Ansamaa, 2021.)

## 2 CASE COMPANY

Tassumafia is a full-service daycare for dogs. In addition to daycare, Tassumafia offers a comprehensive range of services, products and food for dogs and cats. Tassumafia offers daily and hourly dog care, puppy dating, round-the-clock cat care, dog training and grooming. Tassumafia operates in the capital area in Helsinki, Finland. They have stores in Ruoholahti which opened in 2018, Kallio, which opened in 2020, Merihaka Helsinki Dog District, which opened 2021 and the newest location in Helsinki-Vantaa Airport, which opened in 2022. Tassumafia has seven permanent employees on its payroll. In addition, there are weekend employees of dog hotels and seven entrepreneurs who train and groom dogs on their own account, and occasionally do hourly work for Tassumafia. (Puranen, 2022 & Tassumafia Oy, 2022.)

Tassumafia bought Helsinki Dog District and they will continue and respect Dog District's operating methods and values. Tassumafia will, however, increase Dog District's service offering, e.g. in the form of puppy dating and training. The dog hotel has accommodation for up to 20 dogs in the Merihaka store. In addition, the new store at Helsinki-Vantaa airport can accommodate up to 40 dogs. Tassumafia's other stores offer accommodation for cats; the Kallio store can accommodate two cats, the Ruoholahti store can accommodate four cats and the Helsinki-Vantaa airport location offers accommodation for five cats. However, Tassumafia is in process of expanding the space for cats at their airport location. Generally, working people who earn above average wages bring their dogs to daycare, i.e. those who can afford it. One day of daycare services costs 40 euros, five days a week for one month costs 450 euros. An absolute requirement for a dog that is accepted into Tassumafia's daycare is that it must not be aggressive. (Kauppinen, 2021, Mäkelä, 2022 & Puranen, 2022.)

The future of the dog daycare center looks bright if the pandemic continues to stay under control. Tassumafia wants to standardize daycare for dogs. When bringing your pet to Tassumafia, the customer should get the same service experience at every branch. Tassumafia has been operating since 2018 and its

future plan is to open a new store every year, launch the membership program and expand to the bigger cities in Finland, for example Turku and Tampere. (Mäkelä, 2022.)

### 3 FACTORS AFFECTING CUSTOMER SATISFACTION

One can easily think that measuring customer satisfaction is easy. Either the customer gets what they want and is satisfied, or they do not get what they want and are not satisfied. If it were this simple, companies would constantly receive direct and accurate information about their customers' opinions and satisfaction. In reality, customers face situations every day that affect their views of companies' products and services. Their opinions are shaped by both emotional and rational factors. (Mantel 2010, 6–14.)

When the customer uses a service, they have a need to satisfy one of their needs. However, not all usage motives are always informed and the benefit obtained from the service affects the customer's informed satisfaction. Customer satisfaction is produced by the characteristics of the service and the consequences of using the service. The characteristics of the service can be abstract or concrete, in which case the customer is satisfied with the characteristics of the product or service. (Mantel 2010, 6–14.)

The company should strive to influence quality factors, because they have a great impact on customer satisfaction. These factors include the company's reliability and service reliability, responsiveness and empathy, as well as the service environment and other concrete issues. Customer satisfaction can be examined both at the level of an individual event and also as overall satisfaction. Each individual situation affects the customer's satisfaction, but does not necessarily change their thoughts about the company's operations or the service they experienced. (Mantel 2010, 8–14.)

Customer satisfaction is a constant struggle and requires companies to keep an eye on the future. It is not always possible to give clear instructions that would help to get satisfied customers, because so many different factors affect it. Listening and knowing the customer can be considered the most important aspects. The importance of data collection cannot be underestimated, and therefore customer satisfaction surveys bring companies valuable information

about customers. However, companies must know how to interpret and apply this information in practice. The research focus of this study was to find out which factors affect Tassumafia pet stores customer satisfaction. The customer's previous experiences and feelings are very important, and it is often impossible for the company to influence these aspects. Customer satisfaction is an entity that lives continuously and it can change from positive to negative in an instant.

### 3.1 Customer understanding

In order to satisfy the customer's needs, the company must have customer understanding. Service companies strive to be customer-oriented, i.e. they try to fulfill the customer's needs. However, the service is not always clear enough for the customer, or the customer does not always understand how to present their own needs if the service is not offered clearly enough to the customer. (Arantola & Simonen 2009, 45.)

To develop the service and at every stage of its provision, customer understanding is needed from the beginning. The company must have enough information about its customers to guarantee customer understanding. Identifying the customers that the company should invest in is precisely understanding the value of the customer. There are many customers, but they usually go through similar situations. By understanding these situations, the service company can detect which issues influence the customers' decision-making. Situations that companies must observe are, for example, personal, company and society situations. (Arantola & Simonen 2009, 45–46.)

The research questions of this thesis are related to how satisfied the customers were with Tassumafia's services and what kind of customer base the pet store has. With the help of surveys, for example, different customer groups can be segmented and a typical customer can be identified from the information collected with them. These work as a basis when the organization want to map the customer base.

### 3.2 Customer experience

Customer experience is the sum of individual interpretations. Customer experience is not just a decision, but an experience that is influenced by emotions and subconscious interpretations. It is not always possible to influence what kind of customer experience the customer creates, therefore companies can choose what kind of experiences they strive to create for their customers. The customer experience therefore consists of various encounters, images and feelings that the customer forms for themselves about the company's operations. (Löytänä & Korteso 2015, 11–12.)

Usually, customer experience only brings to mind the functions in the traditional organizational model, i.e. customer service, sales and marketing. Customer service and sales are usually the functions with the most customer encounters. The company's other operations are largely about whether customer service and sales are able to create experiences that exceed customer expectations. The customer experience is therefore affected by all the functions of the company. (Löytänä & Korteso 2015, 11–12.)

Developing the customer experience always starts with the core experience. Simply put, it is the benefit for which the customer uses the company's service or buys the product. The core experience can also be designed to fulfill the company's basic mission. In all circumstances, the task of the company is to be able to implement the core experience. In general, speed, affordability and quality are what companies try to promise their customers, but all three rarely come true. Exceeding expectations is the goal of every company, but today, many customers appreciate if their expectations are simply met. (Löytänä & Korteso 2015, 61.)

The customer experience consists of practically all interactions between the customer and the company, whether they took place, for example, in a store or in an online store. A call to customer service or sales are examples of these interactions. The customer constantly evaluates many factors, such as conversations with the company's employees, buying and using a product or

service, and thus the customer simultaneously builds their own image of the company, the so-called own customer experience.

### 3.3 Customer satisfaction

Customer satisfaction is a constant topic that is studied everywhere and in all kinds of companies and events. Because of its scope, it has to be developed all the time. Customer satisfaction goes hand in hand with service quality. Today's customer demands more from the service provider, which is why companies focus more and more on customer satisfaction and improving the quality of services. (Pennington 2016, 3–6.)

When customer satisfaction is being investigated and measured, companies must first understand what is meant by customer understanding. When customer understanding is known, it can be used as an advantage in consumer-oriented services and to understand what customer satisfaction consists of. Companies should measure customer satisfaction at regular intervals. The customer satisfaction survey carried out for Tassumafia helps the company to understand what the customers were satisfied with and what should be developed in the future.

By researching customer satisfaction, companies gain important information about their own customers' wishes and needs and are thus better able to meet their expectations and thereby improve the quality of services. A customer-oriented way of thinking is the most profitable way of thinking in terms of the company's operation, because if it succeeds, the company gets the full trust of a large group of customers. According to traditional customer thinking, different companies want to find out what customers want from the company. The thought model has developed over the years in a better direction, although the basic idea is still the same. Today, the companies want to find out what customers need, offer it to them and offer it well. (Pennington 2016, 3–6.)

When the customer feels that he is benefiting from the product or experience he has purchased, customer value is created. Perceived customer value has a lot to do with how the customer intends to commit to the company in the future. Successful companies or events that have produced good customer value are successful and more popular than other companies. A customer who is ready to commit to the company is considered a satisfied customer. (Pennington 2016, 35–36.)

### 3.4 Customer value

Customer value is created only when the service or product has been used. The value is therefore formed in the customers' processes. The task of companies is to strive to create value for the customer. Customer value as a concept has been used by companies for a long time, but companies still have difficulties from time to time in understanding the creation of value and thus also the services that are valuable to customers.

In order to ensure the service is as customer-oriented as possible, it is good to think about what kind of value it can bring to the customer. In practice, the value is the fulfillment of the customer's requirements at the lowest possible cost. However, value is determined by the user, so it is challenging for an entrepreneur to consider the difference between value-producing and non-value-producing costs and factors. (Grönroos 2007, 192–196.)

Instead of trying to invent something new, it would be good to develop what already exists. (Grönroos 2007, 192–196.) Therefore, it is good to think about value in business development as it is a very important part of customer understanding. This is why Tassumafia has decided to collect information about its customers before preparing its loyalty program. Tassumafia has become one of the most popular pet stores in the capital region. Tassumafia has been operating for a few years, but the company has not yet measured its customers' satisfaction with its services, and for this reason the customers' experiences are important to capture.

The determination of customer value should be based on the customer's needs, for example through a survey. If the company has been operating in the same way for some time, it would be good to survey the situation and ask the customers if they are satisfied with the company's products and services or if the company could perhaps improve or do something better. Today, the competition is fierce, so it would be good to differentiate the company from its competitors.

The company creates value in every customer encounter. The value can vary from encounter to encounter, but when encounters are more frequent, and positive, the value will also increase accordingly. By mapping the customer's needs with each customer encounter, the company is able to utilize the information again in the following encounters. Customer value is created not only from individual encounters, but also when the customer relationship deepens and lasts. Trust is created in the longer term. The trust born from several encounters adds value to the entire customer relationship. (Löytänä & Korteso 2015, 56.)

By creating meaningful experiences for customers, the company maximizes the value it produces for its customers. Nowadays, products and services that save customers time are valued more, and they are also willing to pay more for fast and smooth service. The perceived value is created from different parts of the customer. When analyzing values, two value dimensions can be distinguished: utilitarian and hedonistic. (Löytänä & Korteso 2015, 56.)

Utilitarian sources relate to how useful or beneficial the experience is. For the customer, they do not create value in themselves, but serve as a goal to achieve something. For example, utilitarian sources in the service being measured are price, time and contracts. Hedonistic sources are related to experiences, sensations and benefits that awaken the senses, which each customer can experience differently. The value created by a product or service can be experienced, for example, as pleasure, fun, exciting, or safe. After hedonistic experiences, the company is generally viewed more positively and enthusiastically than after experiences with only utilitarian influences. Willingness to recommend a company or service is especially influenced by hedonistic

sources. For example, innovating new things creates experiences for customers that appeal to different senses. (Löytänä & Korteso 2015, 54–55.)

When the company understand and knows its customers, the company can think about what kind of value their customers would like, and what would bring value to them. The quality, attractiveness, usability or suitability of a product can be influenced by value and its excellence. Factors that make up different value can be, for example; financial savings, quality, ease, safety, healthiness, responsibility, difference, individuality, or efficiency. There are many factors that increase or improve value, and it is important to think about what is the most important value when developing the company's own services.



Picture 1. Customer value parameters, MBA Skool Team, 2021.

## 4 CUSTOMER SATISFACTION SURVEY TO SUPPORT ORGANISATIONAL DEVELOPMENT

### 4.1 Customer satisfaction and service quality

In industry, defining quality is easier than in service production (Reinboth 2008, 96). The quality of the service can be examined, for example, by looking at its different aspects: interaction, professionalism, accessibility, physical resources, image, price and customer satisfaction. In colloquial language customer satisfaction and service quality can sometimes be confused, but scientifically they are two different things. According to Grönroos, among others, the consumer of a service first experiences the quality of the components of the service and only then are they either satisfied or dissatisfied with the quality of the service they received (Grönroos 2007, 89).

The most common way to define customer satisfaction is to compare the customer's experience with their prior expectations. If the customer feels that their prior expectations are fulfilled, they are satisfied. If, on the other hand, advanced expectations are not met, the customer is not satisfied. If advanced expectations are exceeded, the customer can be very satisfied and pleasantly surprised. This definition of customer satisfaction is based on the assumption that the customer has prior expectations and that they are able to assess their fulfilment. (Storbacka & Lehtinen 2005, 100–101.)

However, there are several problems associated with this definition of customer satisfaction based on expectations: In theory, customer satisfaction could be increased by reducing expectations, but in practice this can only work when customer encounters are rare (Storbacka & Lehtinen 2005, 100–101). If the customer's prior expectations are not high, the customer is usually not satisfied, even if their prior expectations are met (Buttle 2004, 21). As an example a situation where the customer imagines that the information management service is slow, and if it is also slow in the service situation, the customer is most likely not satisfied.

Customer satisfaction in service events can be thought of as being based on the quality of service experienced by the customer. What is meant by service quality should be defined as the customer defines it (Grönroos 2007, 73). Roughly defined, a service is an immaterial event, where the production and consumption of the service mostly take place at the same time. In this case, an interaction situation arises between the service provider and the customer, the events of which significantly affect the quality of the service experienced by the customer. All parts of this interaction situation, such as people, systems and operating methods, affect how the customer experiences the service. The interaction between the customer and the actual customer service agent is key, but the quality of service experienced by the customer is also influenced by e.g. operating methods and technology used by the service provider (Grönroos 2007, 73).

#### 4.2 Customer satisfaction measurement methods and goals

In customer-centered organizations, the goal is reached with the help of customer satisfaction. Satisfaction can only be influenced by finding out what things make customers satisfied. From a customer-centric point of view, that information should be obtained directly from the customers themselves in some way, although general information about customer satisfaction is available, e.g. from the consumer behavior literature. According to some experts, determining customer satisfaction requires continuous and systematic measurement, i.e. obtaining continuous feedback directly from the customer (Rope & Pöllänen 1998, 59).

The organization always has some kind of idea about the satisfaction of its customers. However, the view of the organization's management may differ from the view of the people working with the customer. On the other hand, we get information about customer dissatisfaction of complaints made. All this information is valuable, but insufficient to comprehensively tell the customers' opinion. Information should be collected with a customer satisfaction monitoring system that consists of surveys and measurements as well as collecting direct feedback. Direct feedback is obtained by asking the customer to give feedback

in their own words and preferably immediately in the service situation. In this way, it is quite easy to get direct feedback in a service organization, if you just want to collect it. Direct feedback supports the information obtained through satisfaction surveys and vice versa. (Ylikoski 2000, 155–156.)

Customer satisfaction measurements provide information on the quality of the service, as it is a key factor affecting customer satisfaction. Customer satisfaction is also influenced by the value received by the customer, i.e. how much the customer feels they invested in receiving the service compared to the benefit they received from the service. The four main goals of customer satisfaction surveys are:

1. Find out the key factors affecting customer satisfaction
2. Measure the current level of customer satisfaction
3. Produce action proposals for operational development
4. Monitor the development of customer satisfaction. (Ylikoski 2000, 153, 156.)

Difficulties in utilizing customer satisfaction data are often caused due to the fact that not all information utilization targets have been identified before measuring customer satisfaction. Uses of customer satisfaction information include at least the following:

1. Finding out the problem areas of the quality of the company's operations
2. Maintaining the level of activity
3. Serving as the basis of the incentive/management system
4. Finding out customer ratings, i.e. getting feedback information from customers systematically
5. Implementation of marketing aimed at different customer groups. (Rope & Pöllänen 1998, 61.)

If the goal is to acquire information only to find problem areas in the operation, continuous investigation of customer satisfaction is not necessary. If, on the other hand, the aim is to maintain the level of activity, satisfaction must be constantly investigated in order to quickly obtain information on how to calculate the level of activity. The basis of the incentive system is customer satisfaction data that can

be assigned to an individual service person. If you want to be able to react to individual negative experiences with, for example, marketing activities or otherwise target marketing based on satisfaction data, the satisfaction survey must also be continuous and, in addition, the person giving the feedback must be able to be identified. (Rope & Pöllänen 1998, 61–62.)

When planning a customer satisfaction survey, companies should decide:

1. How often is it measured? All the time or at certain intervals, how often?
2. Who will be asked? From all or a certain people, from whom?
3. What is being measured? Action items clarified in advance, personal level functionality or general satisfaction?
4. How to measure? With open questions, on some scale or a combination?

All these decisions affect what kind of information is obtained. If the aim is to make a theoretically perfect customer satisfaction survey, system and tools in all respects, it is practically difficult to implement, uneconomical, difficult to analyze, store and process, and inappropriate in terms of the usability of the information. (Rope & Pöllänen 1998, 62–63.)

#### 4.2.1 Advantages and disadvantages of the electronic surveys

Electronic surveys can be divided into two groups: e-mail surveys and web surveys. E-mail surveys can be implemented either in such a way that the survey is part of the body of the message or in such a way that the survey is attached to the e-mail message. Email surveys are the cheapest way to implement a survey, because there are no printing, mailing or interviewer costs, and no separate survey software is needed. Invitations to web surveys are usually also sent by e-mail, in which case the message contains a link to the survey in addition to the accompanying words. The fact that the respondent can answer the survey only once can be ensured, for example, by means of a username and password. Compared to e-mail surveys, the advantage of web surveys is e.g. the fact that the questions can be organized into coherent entities. For example, the questionnaire can be programmed to work as follows: If the respondent answers

"yes", they will be shown the questions suitable for that answer option next, and if respondent answers "no", those questions will not appear at all, but the respondent will move to the next applicable section of the survey. Another advantage of web surveys is that data collection is automatic, eliminating both data entry costs and human input errors. (Andres 2012, 51–52.)

Other disadvantages of web surveys are related to requirements regarding the performance and memory of the computers used by the respondents, as well as the size of the screens and the browsers used. Technical problems during survey execution may result in the survey not being completed or not being answered completely. It can also be difficult to attach prizes that attract respondents to electronic surveys, because the collection of contact information needed to send the prize can even reduce the number of survey respondents. Although, for example, electronic advance vouchers or gift cards can be a viable solution to this problem. Public web surveys, which are not protected in some way, can be subject to various abuses. These abuses aim to distort and invalidate the results of the study. (Andres 2012, 52.)

The advantages of a self-filled electronic or paper survey sent to the respondent compared to, for example, a survey carried out by an interviewer are considered to be, for example, the following:

- The respondent can answer the survey when it suits them best.
- The respondent can easily familiarize themselves with the possible information or documents that will provide additional information needed to answer.
- The respondent does not have to face the interviewer when answering the questions and thus it is easier to answer sensitive questions.

Because of these, the answers can be more in-depth and accurate. (Andres 2012, 47.) Also, social norms, such as the desire to please and to agree, do not appear as strongly in self-completed questionnaires and influence the answers as in questionnaires carried out by the interviewer (Dillman, Smyth & Christian 2014, 99).

In addition to the above-described advantages of self-filling surveys, electronic surveys also have other considerable advantages, such as cost-effectiveness, environmental friendliness, speed and easy reachability of people who did not answer the survey by e-mail. (Andres 2012, 50.) The affordability and ease of implementing electronic surveys can also turn into a disadvantage for the survey provider. Respondents are overburdened by continuous surveys, and become disinterested in participating in surveys which leads to a decrease in the response rate (Ronkainen, Karjalainen & Mertala 2008, 33). If respondents are inundated with the large number of web surveys, only the most appealing surveys will be answered (Andres 2012, 52). Cost efficiency also decreases if the response rate remains very low. The development of technology also brings its own challenges to the creators of electronic surveys: Today, e-mail and the Internet are often used, for example, on a smartphone, and the size of its screen causes restrictions on the appearance of the survey. On the other hand, electronic communication has increasingly shifted to social media, and it can be difficult to reach respondents via e-mail. (Dillman et al. 2014, 11–12.)

The disadvantage of a survey filled out by the respondent themselves is that it is not suitable for all target groups, such as children or the illiterate. Another more important point is that the questionnaire should be very clear and unambiguous because the interviewer is not involved in the data collection and if necessary clarify the questions. (Andres 2012, 47.)

It has also been criticized that the self-completed survey open-ended questions do not get detailed and accurate answers because it takes too much time to give them. However, researchers also have a different opinion on this and according to Anders, accurate answers are also given to free questions. The biggest weakness of electronic surveys is their coverage problem, meaning that the target group must have a computer and an internet connection. Due to this, employees of large companies, where internet use is part of their daily work, are good targets for electronic surveys. (Andres 2012, 47–48, 50.)

#### 4.2.2 Designing an electronic customer satisfaction survey

The basic principle of designing an electronic survey is no different from other survey methods. All questioning methods require careful advance work: knowledge of the topic, trying out, modifying and testing different versions of the questions. Electronic surveys can be used to collect a wide variety of information. In information acquisition and opinion surveys, which can also be considered customer satisfaction surveys, the general principle could be that surveys should try to do as little as possible and be as short as possible. (Ronkainen et al. 2008, 31–33.)

In general, surveys consist of three parts: an introduction, the actual survey, and a summary. In the introduction section, the respondent is informed about the person conducting the survey, the reason for the data collection and the processing of the results. The data collection begins with fairly easy non-sensitive questions. The respondent should also be instructed in filling out the survey, for example, so that they know which questions are mandatory and which they can skip based on an answer they have given. The simpler the structure of the survey and the clearer the instructions are, the better quality information can be collected. (Vavra 1997, 130–131, 133.) Electronic web surveys are made easy to use from the respondents point of view and the need for instructions is reduced with various functions, such as mandatory questions and jump questions. Using the so-called dynamic pagination allows the survey to progress according to the answers given by the respondent in the desired way. (Vavra 1997, 130–31.)

In the actual survey part, the next step is to continue the collection of information and perhaps move on to slightly more demanding questions. In the summary section, i.e. at the end of the survey, it is typical to collect more sensitive information, e.g. to the survey about the respondent, in which case the collection of this information least interferes with the data collection. When answering the survey carried out by the interviewer, the respondents have already gotten to know the interviewer enough that it is easier to answer these questions. In addition, these types of questions are last so that even if the respondent decides

to stop answering the survey due to these questions, most of the other answers have already been collected. (Vavra 1997, 130.) In the case of electronic surveys, interrupting the survey can mean that the answers given up to that point are also not saved for the researcher's use. Therefore, the placement of sensitive questions or the obligation to answer them should be carefully considered. Questions set as mandatory may anger the respondent so much that they stop answering the survey completely (Vehkalahti, 2014, 40).

Another item that requires consideration related to the order of the questions is where the question measuring overall satisfaction should be placed. Even if satisfaction is investigated with several different questions regarding different aspects affecting quality, it is also necessary to ask about overall satisfaction. There are two logical options for placing this question: it can be asked either first or last. If it is asked right at the beginning of the survey, it is more likely to get an unbiased answer and the respondent has reached their answer on their own terms. At the end of the survey, it may be easier for some respondents to evaluate overall satisfaction, because they have already evaluated their satisfaction with the service in its various areas in their thoughts. For the same reason, however, the answer is also more derived. (Vavra 1997, 132–133.)

In general, three different types of questions are used in questionnaires: open-ended questions, multiple-choice questions based on ready-made options, and exclusionary questions where it is possible to choose only one option. Mixtures can also be used, in which case the respondent can, for example, write their own alternative in addition to the given choices, or they can freely specify something in their answer. The two-dimensional questions used in electronic questionnaires reduce the number of questions in principle by half, but answering them can be perceived as more laborious. Electronic surveys can also use interactive question types, such as drop-down menus. (Ronkainen et al. 2008, 33.) Although the use of open-ended questions in surveys is sometimes criticized for, for example, time management problems, there should always be at least two open-ended questions in a customer satisfaction survey: One of these should specify the

overall satisfaction experienced by the customer and the other should be at the end of the survey for open feedback (Vavra 1997, 139).

The survey can be made to guide the respondent by using similar types of questions one after the other and, if possible, make groups of questions in which there is a clear rhythm to the variation of different types of questions. The same applies answer options for the same type of questions: If the survey has several questions of the same type in a row, but the values or the order of the answer options suddenly change, the change often goes unnoticed by the respondent. Consequently, answering also becomes difficult and the possibility of mistakes increases if the question types and answer options vary without any logic. (Ronkainen et al. 2008, 38.) Ready-made answer options must cover dimension to be measured as precisely as possible (Jyrinki 1977, 86). Especially if the respondent is only allowed one option as an answer to the question, it is important to consider whether such response behavior is possible from the point of view of all respondents (Vehkalahti 2014, 41–42).

In order for all respondents to be sure to find the answer options that suit them, surveys often also include the option "I can't say" (eos). Analyzing eos answers can be problematic: they are often treated as missing information in the analysis phase (Vehkalahti 2014, 83), which is not necessarily justified. Especially in opinion and attitude questions, eos answers are a natural part of the analysis. Using the eos option should be carefully considered on a question-by-question basis (Dillman et al. 2014, 135–136). Some researchers even recommend avoiding such an answer option altogether. It is often suggested to place the eos option separately from other options and outside the answer scale (Vehkalahti 2014, 36). In this case, care must be taken that the eos option does not draw too much attention from the respondents and will therefore be chosen more often. It has also been suggested to "hide" this option in electronic surveys as follows: Respondents are not shown the option "I can't say", but are given the option not to choose any option. If the respondent does not select any option before continuing the survey, they are reminded of this and asked to consider again

whether they want not to answer or not to the question. This method has the lowest amount of missing data in the studies. (Dillman et al. 2014, 136–138).

The content of the questions should naturally be decided according to what they want to know, i.e. what kind of questions or problems they want an answer to. It is impossible to say generally when there are enough questions. When thinking about the content of the questions, the creator of the survey should think about the necessity and usefulness of the question, whether the topic of the question should be divided into several questions and whether the respondents have enough information to answer the question. With the help of dynamic pagination in an electronic web survey, it is possible to ask the respondent only those questions which it is assumed that they have the knowledge to answer based on their previous answers. (Jyrinki 1977, 41–45.)

In surveys, a lot of attention must be paid to the wording of the questions, because the researcher/interviewer cannot help the respondent in possible misunderstanding situations. Whether the question is comprehensible to the respondents should be determined in advance by testing the survey and, if possible, repeat the testing several times. The question should be as clear, unambiguous and short as possible. The author of the questions should also think about who the survey is addressed to and use vocabulary familiar to the respondents. By word order and emphasizing different words, the question can be emphasized in a certain direction. When formulating the question, the researcher should think about whether they want individual opinions or assumptions about what is the respondents general perception of the matter. (Jyrinki 1977, 80–84, 93.)

#### 4.3 Analysis of customer satisfaction survey results and problem areas

The same general criteria apply to the functionality of customer satisfaction surveys as for other surveys. These criteria, which are also evaluated in connection with the analysis of the results, are validity, reliability, systematicity, generating added value and automatic activation. Validity in a customer

satisfaction survey means that the survey measures exactly the satisfaction-related factors that the researcher want to measure. Validity is especially affected by the layout of the questions with the selected answer options and the order of the questions. Reliability refers to the reliability and repeatability of the research results, i.e. when repeating the customer satisfaction survey, the results should be consistent with the previous results, if there has been no change in customer satisfaction. Factors that weaken reliability include e.g. too small of a sample size, a large number of unanswered questions and unclear wording of the questions, as well as poorly timed survey execution that weakens the customers' ability to concentrate. (Rope & Pöllänen 1998, 83.)

Systematicity in customer satisfaction research is manifested in the fact that the research should be carried out systematically in such a way that the development of customer satisfaction can be monitored and the results between, for example, different locations, can be compared with each other. Added value with customer satisfaction surveys is produced when, with the help of the results, it is possible to develop internal operations and improve customer satisfaction. Through automatic activation and connection to activities, the results obtained from the customer satisfaction survey automatically generate impulses for activities and development decisions. (Rope & Pöllänen 1998, 83–84.)

In the customer satisfaction survey, as in other surveys, mixed-form questions can be used, where in addition to the ready-made answer options, there is one open option, for example "Change, what?". If, during the analysis of the results, it is noticed that more than 10 percent of the answers refer to this open option, the author of the questions has not been able to prepare the most common choices as options. (Ronkainen at al. 2008, 34.)

If there are only a few of these open-ended responses, they can even be ignored altogether or simply thought of as a "other" category. If, on the other hand, there are a considerable number of them, it is common to investigate whether some of the answers can be classified back into the already given options or new categories, i.e., ready-made answer options, can be established. This should be considered in addition to the analysis, but also when implementing the next

survey and possibly changing the existing ones or adding new ready-made answer options to the question.

A common measure in customer satisfaction surveys is a five or ten-point scale for the customer's experiences and feelings. The numbers are often given verbal equivalents, such as very satisfied, satisfied, moderately satisfied, dissatisfied, and very dissatisfied. In addition, it is often possible to freely give feedback about the service event to the survey. In this form, customer satisfaction surveys have many shortcomings, which are less often evaluated when conducting the survey and analysing the results. These shortcomings include the following:

- Customer satisfaction is a feeling and expressing feelings in numbers is not very easy. Often, however, the results are analysed in the “charm of numbers” and feelings are given a numerical value and evaluated as exact things. Also, the customer's prevailing emotional state, or mood, which does not necessarily have anything to do with the service provider in question, can affect how they experienced the service received. (Reinboth 2008, 106–108.) However, there have been studies that show that mood has only a minor effect on the experience of service.

People also experience numbers in very different ways: One never gives the highest rating, because there is always something to improve, while another gives the highest rating if there was no complaint about the service. The distance between the numbers is also not clear to everyone, although this is assumed when analysing the results of the survey. Not everyone feels that the journey from four to five is the same as from eight to nine. In particular, the meaning of the middle value varies it can mean average, but also that the characteristic to be measured meant nothing to the customer.

- If the result of the survey is only numbers, when analysing the results, the researcher must guess why the number in question was given. These guesses talk more about the values, beliefs and assumptions of the person doing the interpretation than about the items that affect customer satisfaction. This can also be the case for possible corrective actions based on the wrong results.

Such typical customer satisfaction surveys are quite suitable for measuring the so-called "before and after" situation, when customer service has been consciously developed. Even in connection with the start of a new location or operation, these surveys can be used until it is seen that the customers are mostly satisfied. The general customer satisfaction surveys used to measure established customer service do not really give the management new information about the quality of the service. (Reinboth 2008, 106–108.)

In addition to monitoring customer satisfaction and analysing results, it is also important to remember activities based on monitoring and results. Customers do not become any more satisfied, even if they are constantly asked for feedback and are interested in their level of satisfaction. The service provider's interest in the customer's opinion and customer satisfaction surveys only increase the customers' expectations that development is coming to the services (Ylikoski 2000, 149). The customer is only satisfied if their expectations are met (Buttle 2004, 21), so it is very important to meet these expectations.

## 5 QUANTITATIVE RESEARCH

A customer satisfaction survey can be implemented as a quantitative study. Quantitative research can also be called statistical research. It is used to clarify questions related to percentages and numbers, as well as dependencies between different issues. For example, what percent of the survey respondents are women or how many of the customers do business with the organization once a week. In quantitative research, items are described using numerical quantities and the results can be illustrated in the form of figures and tables. Quantitative research answers the questions: what, where, how much and how often? (Heikkilä 2014, 16.)

In the self-collected material, based on the research problem, it is necessary to decide which is the target group and which data collection method is best suited to the situation. In this study, the target group was Tassumafia's customers and the data collection method was an informed survey. Tassumafia shared the survey electronically with their weekly newsletter to their customers, and also on social media, reaching more respondents. The author also personally shared the survey link with friends and colleagues who the author knew had a dog or cat as a pet. The survey also included a summary that revealed its intention.

### 5.1 Research objectives

The aim of the study was to determine the customer satisfaction of the Tassumafia stores, as well as matters related to Tassumafia's business and a loyalty program. The goal was also to find an answer to the research questions:

*Are the customers satisfied with Tassumafia's services and products?*

*What do Tassumafia's customers think of a loyalty program?*

*How could Tassumafia develop its operations?*

## 5.2 Research implementation

The customer satisfaction survey was conducted as an electronic Google Forms survey. The first questions on the form were about background information; gender, age and what pets the respondent had. Next, the survey focused on products and services. Then the survey asked where the customer mainly buys products for their pets (Appendix 1). The alternatives were Tassumafia's own stores and their online store, another pet store or grocery store, and the Internet. In relation to shopping, the survey asked how often a person shops at Tassumafia's store and what was the main reason of a persons visit to a Tassumafia store. In terms of satisfaction was asked about the following items related to Tassumafia's stores: location, product selection, opening hours, staff, cleanliness, price/quality ratio, and advertising. The respondent could choose between four options: very satisfied - satisfied - unsatisfied - very unsatisfied.

After this, the focus of the survey was the customer loyalty program. The respondent was asked if they would be interested in joining Tassumafia's loyalty program. In connection with this, it was asked whether the person would use Tassumafia's services even more if the company offered a loyalty program. In addition, a complementary question to a loyalty program was what features the respondent would like to be a part of a program in order for them to join.

There were a few open questions at the end of the survey. These aimed to take into account the customer's needs regarding product selection and services as well as possible development ideas. One 20 € gift card to the Tassumafia store was drawn for those who answered the survey. The questionnaire was displayed as a link in Tassumafia's newsletter as well as on the company's social media channels for two weeks. A total of 73 responses were received.

When the answers had been collected, the survey was closed to respondents, and the answers could be viewed from the Google Forms answer section and transferred to Microsoft Excel. Microsoft Excel was used to make different figures from the results to clarify the obtained research results.

The success of research requires that reliable answers to the research questions asked in the survey have been obtained. The research should also be done honestly and impartially. The basic requirements of good quantitative research are its validity and reliability. Validity refers to the ability of the research method to measure exactly what it was intended to measure. In survey research, when evaluating validity, the key role is the correctness of the questions and whether the questions can be used to solve the research problems. In addition to the questions, validity is affected by several other factors, such as the precise definition of the basic population and a high response rate. Reliability, on the other hand, refers to the accuracy of the results. The results of the study should not be random and the study should be able to be repeated with similar results. The researcher should be very precise and critical during the research, because mistakes can happen when collecting, entering, processing and interpreting the results. (Heikkilä 2014, 29–30.)

The number of responses to the survey was low. However, validity can be assessed by comparing the data obtained from the study with the problems set at the beginning of the study. The research found answers to the problems. Reliability can also be seen because despite the low number of responses, the research results were similar and repeated among respondents. Since the survey was carried out as an electronic questionnaire, it is possible that typing errors may have occurred when entering the answers.

The current product selection was considered good and sufficient. However, some products that are not being offered were also requested. Respondents noted that they hoped the product selection would include more supplies for various accessories, such as leashes for smaller dogs and toys. Regarding feeding the pets, more dry treats such as Rinti Snacks and catnip were requested.

Food supply for other animals was also hoped for, such as for horses and rodents. There could be a development opportunity for Tassumafia to expand the selection to other animals than just cats and dogs. Other wishes were an even

wider selection for different training courses, a live camera offered for owners to watch their pets while they were at daycare, the possibility of transporting the pet, veterinary services, for example calculus removal, and nutrition consultancy.

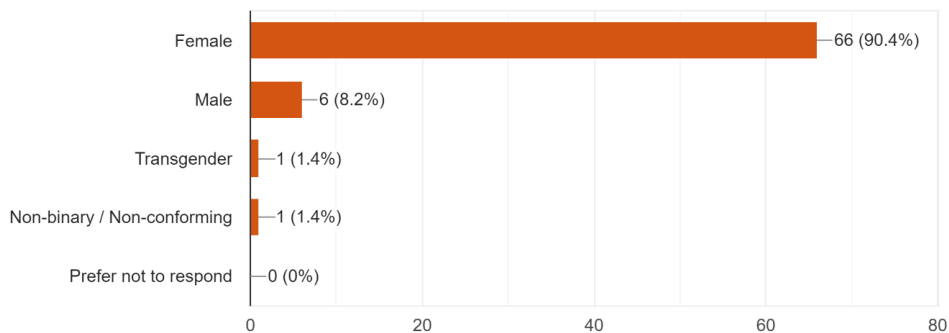
The feedback praised the staff and customer service of Tassumafia. The service was said to be excellent and the respondents were very satisfied with the services offered. More offers and different campaigns were hoped for by the respondents which could be another area of development for Tassumafia. Additionally, some of the respondents expressed the desire for Tassumafia to expand the size of their current facilities and later opening hours which would focus on evenings, especially in daycare for dogs. In addition, respondents expressed that Tassumafia should increase their advertising to attract new customers.

## 6 CUSTOMER SATISFACTION SURVEY RESULTS

This section presents the results of the customer satisfaction survey. The results are presented according to the numerical order of the survey questions. The research results are presented either verbally or in percentage tables. The Tassumafia customer satisfaction survey was the first customer satisfaction measurement for the Tassumafia company (Appendix 1). Analyzing the respondents' answers provides important information about Tassumafia's clientele and their opinions. The results help Tassumafia to further develop the company's operations. Looking at the 73 complete responses to the customer satisfaction survey, it can be seen that 90.4% of the respondents were women, 8.2% were men, 3.6% of the respondents answered to be transgender and non-binary / non-conforming (Table 1).

Table 1. Survey question number 1.

1. Gender  
73 responses

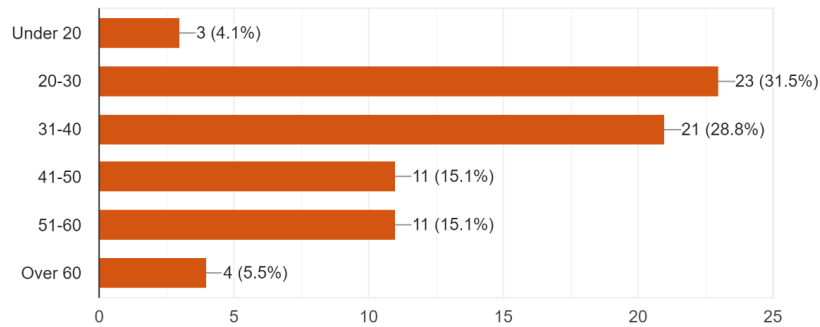


More than half of the respondents were 20–40 years old. The acquisition of a pet at a younger age has clearly increased. Especially during the COVID-19 pandemic, the purchase of pets significantly increased and various pet shops and pet care places became more popular. Young people experienced a feeling of loneliness evidently, the acquisition of a pet by young women has clearly increased.

Table 2. Survey question number 2.

## 2. Age

73 responses

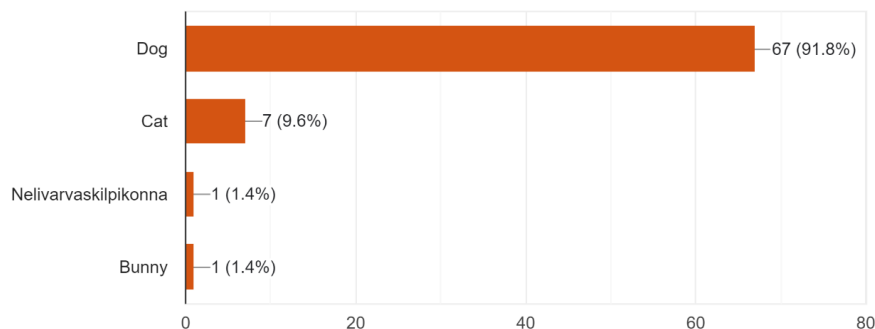


More than 90% of the respondents said they own a dog. Cat owners were 9.6% of respondents and less than 3% owned some other pet. Dogs and cats are the most popular pets in Finland. The most common pet in Finland is a dog. 22 percent of households have at least one dog. The second most common pet is a cat. 15 percent of households have at least one cat (Tilastokeskus, 2016).

Table 3. Survey question number 3.

## 3. What kind of pet do you have?

73 responses



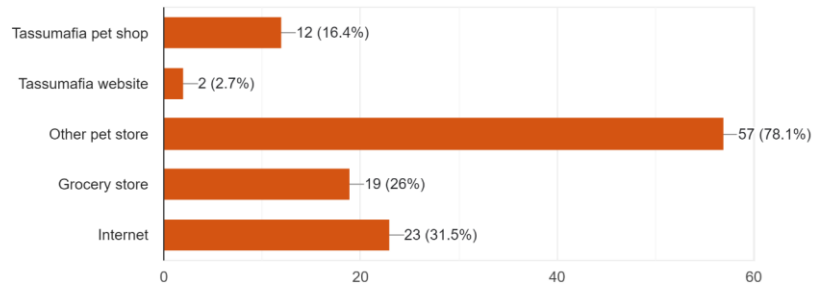
More than 60% of the survey respondents bought supplies for their pet from a pet store other than Tassumafia. This tells us that Tassumafia is not very well known. The Tassumafia company will soon be five years old, so this would be a good opportunity for Tassumafia to improve its marketing efforts. Of course, Tassumafia only has a few stores compared to its fiercest competitor, Musti and Mirri, which certainly offers a larger selection of services including food and

various accessories and operates in a larger geographic area than Tassumafia. Tassumafia operates also only in the capital region of Helsinki (Table 4).

Table 4. Survey question number 4.

4. Where do you mainly get the products for your pet?

73 responses

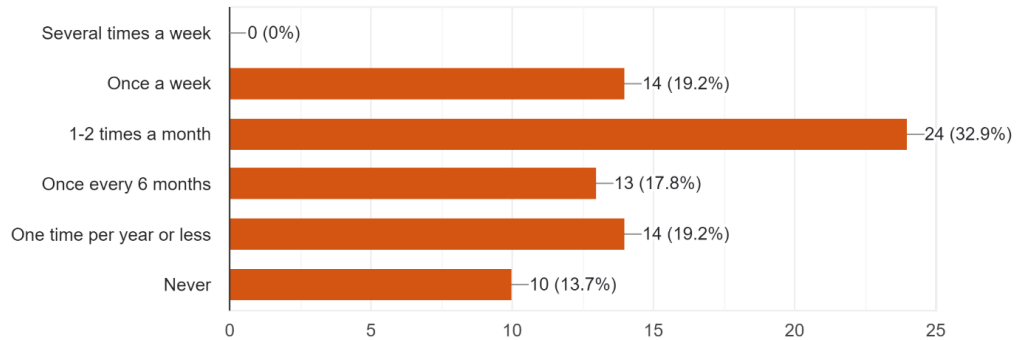


In the two questions related to transactions, it was determined how often the customer visits a Tassumafia pet store and what is their main reason for visiting. 32.9% of respondents said they visit Tassumafia one-to-two times a month. The number of visits can be due to the pet owner has something important to do and requires daycare services, perhaps for a long weekend. Similarly, the reason for one-to-two visits per month can be that the training courses are held a few times per month. Of course the visit can be due to the fact that the pet owner needs to just buy more pet food and usually pet food is sold in big containers so there's no need to visit the pet store for food more than a few times per month (Table 5).

Table 5. Survey question number 5.

5. How often do you visit a Tassumafia pet store?

73 responses

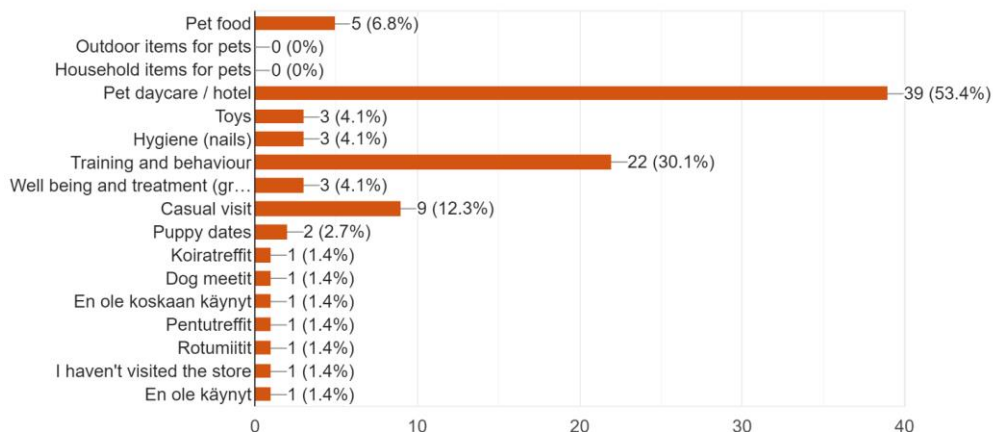


53.4% of the respondents said that the main reason for the visit to Tassumafia was pet daycare and hotel. Another leading reason for visiting Tassumafia was training and behavior classes. The fact that a majority of respondents are visiting Tassumafia for daycare services is encouraging as that is a core service of the company. In addition, Tassumafia differs from its competitors with this service (Table 6).

Table 6. Survey question number 6.

6. What is or was the main reason for your visit to Tassumafia?

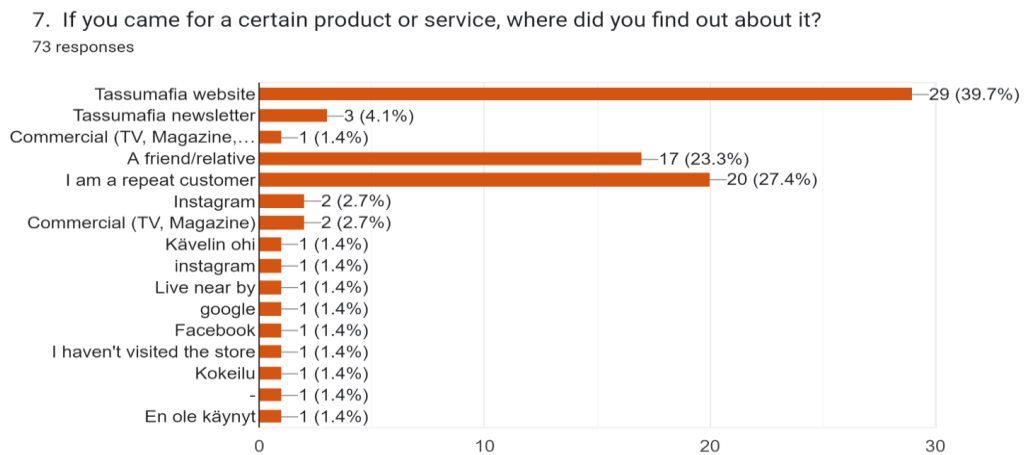
73 responses



Question number 7 of the survey is also related to transactions. This question aims to determine where Tassumafia's customers receive information about a certain service or product. 39.7% of respondents said that they obtained the

information from Tassumafia's own website. Looking at this, it can be stated that Tassumafia already has its own customer base and Tassumafia has marketed itself sufficiently to its own customer base, as 27.4% of respondents said they are regular customers at Tassumafia. 23.3% of the respondents said they heard about Tassumafia from a friend or a relative which implies the customers of Tassumafia are happy to share their experiences with the people in their network (Table 7).

Table 7. Survey question number 7.



Question 8 of the customer satisfaction survey asked respondents about the following items in Tassumafia stores: location, product selection, opening hours, staff, cleanliness, price/quality ratio and advertising. The customer could choose between four options: very satisfied - satisfied - unsatisfied - very unsatisfied. Overall, most respondents were generally very satisfied or satisfied with these criteria at Tassumafia. Most respondents were very satisfied with the location and the staff. Most respondents were satisfied with the product selection, price-quality ratio, opening hours, and advertising. While not most respondents, areas that Tassumafia may want to consider for potential improvement are the product range, and advertising as some respondents indicated they were either dissatisfied or very dissatisfied (Table 8).

Table 8. Survey question number 8.

8. How satisfied are you with the following aspects of Tassumafia?

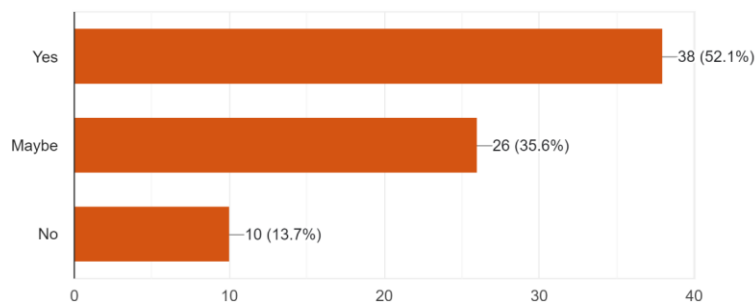


Questions 9–11 were about the future loyalty program, its profitability and a respondent's interest in joining if and when Tassumafia launches a loyalty program.

Table 9. Survey question number 9.

9. If Tassumafia launched a loyalty program, would you be interested in joining?

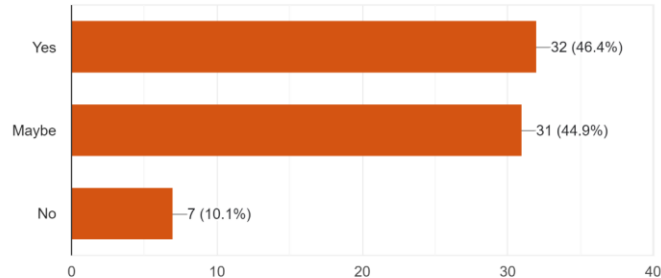
73 responses



52.1% of the respondents said that they would join a loyalty program. Today, loyal customers are seeking better offers from the company and if the loyal customer is happy with the service they receive, there is no doubt that the customer would recommend the service to its friends and relatives (Table 9).

Table 10. Survey question number 10.

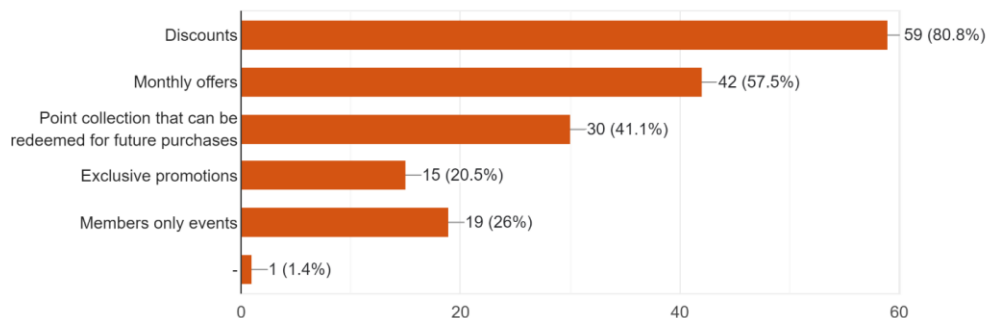
10. Would you use Tassumafia's services more if they had benefits for loyal customers?  
69 responses



Almost a half of the respondents said that they would or maybe use more of Tassumafia's services if there would be benefits from a loyalty program (Table 10). More than 80% of the respondents would like a loyalty program to include discounts and 57.5% would like monthly offers. 41.1% of the respondents also liked the well-known feature of loyalty programs where points are collected for purchases and then those same points can be used to pay for items. (Table 11).

Table 11. Survey question number 11.

11. What features should Tassumafia include as part of their loyalty program to encourage you to join?  
73 responses

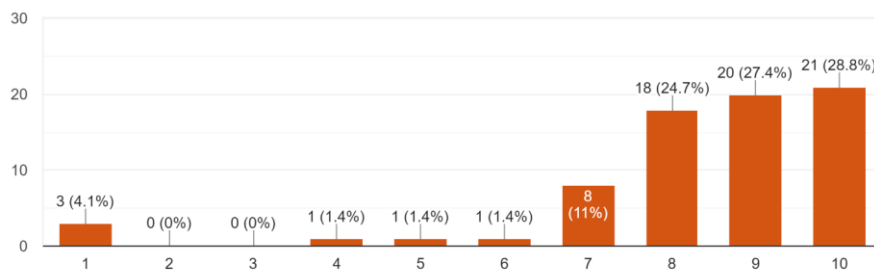


The last question concerns the recommendation, which was used to gather information about Tassumafia's customer satisfaction and whether the respondent would recommend Tassumafia to their friends. The question had grades from 1 to 10, from which the respondent could choose the most preferred grade. 28.8% of respondents would very likely recommend Tassumafia to their friends, i.e. these respondents gave a score of 10. 27.4% of the respondents

gave a score of 9 and 24.7% of the respondents gave a score of 8. This means that more than 80% of the respondents would recommend Tassumafia and are thus satisfied with Tassumafia's services. A few answered with grades 4–7 and 4.1% of respondents would not recommend Tassumafia at all (Table 12).

Table 12. Survey question number 13.

13. How likely would you recommend Tassumafia to someone you know?  
73 responses



At the end, the survey had two open questions. These aimed to take into account the customer's needs regarding product selection, services, and possible development ideas. Open feedback was also welcome. Most of the respondents were happy about Tassumafia's services and staff. The open question number 12 (Appendix 1) asked what products or services would you like Tassumafia to add to their selection? The responses to this question were mostly that the customers wished for a larger variety of accessories and, in particular, food products to Tassumafia's selection.

Development ideas was the focus of open question number 14 (Appendix 1) as the respondents were asked if they had any development ideas or other feedback for Tassumafia? The responses to this question were positive for the most part, but also provided good development ideas for the future. The customers mentioned possible live camera so they can observe their pets while they are at daycare, transportation for the pet from the client's house to the daycare, longer opening hours for evenings and weekends, and increased advertising and marketing were recommended since Tassumafia is still not very well known among the general population.



## 7 CONCLUSIONS

The topic of the thesis was to determine the customer satisfaction of Tassumafia's pet stores and to plan, implement, analyze and report on the findings of a customer satisfaction survey. Tassumafia Oy was the commissioner of the thesis. The purpose of the survey was to find out issues related to the business of Tassumafia and customer satisfaction. The survey was implemented as an electronic questionnaire, which was attached to Tassumafia's monthly newsletter, and a link to the survey was also posted on their Instagram. The customers had the option to participate in the survey. The survey was open for two weeks, from the middle of October 2022 to the end of October. There were 73 responses to the survey. Most of the responses were received in the first week.

Most of the survey respondents were women aged 20–30. The dog was the most common pet for customers of Tassumafia and the most common reason to visit Tassumafia was for pet daycare services and to purchase pet food. The respondents mainly purchase pet products from other pet shops. Most customers visit Tassumafia stores one-to-two times per month. Customers of Tassumafia were most satisfied with Tassumafia's staff and location of the stores, while respondents indicated that Tassumafia's advertising and product selection as areas for improvement. Tassumafia's product offering was generally considered sufficient, with the exception of a few wishes from customers. Most of the respondents were interested in Tassumafia's loyalty program. In the feedback, the staff was praised for excellent customer service.

Tassumafia has clearly developed its own customer base and those customers are generally satisfied. Based on open feedback and conclusions drawn from the survey, Tassumafia should invest more in advertising. In addition, there are a few areas Tassumafia could explore for future development including a live camera so pet owners can watch their pet while they are at daycare, veterinary services, transportation for the pet from the client's house to the daycare, and nutrition consultations.

Having visited Tassumafia's stores myself, the locations are excellent and the facilities and product selections are good compared to Tassumafia's many competitors. Tassumafia's concept also differs from its competitors with its various services, such as behavior courses and pet hotels. However, customers are looking for something familiar and safe, therefore Tassumafia could consider expanding the selection of products offered, for example, in Tassumafia's online store.

However, the main reason for Tassumafia's customers is the daycare for dogs and the cat hotel. As a development idea, Tassumafia could consider the possibility of transporting pets from home to daycare and back. This development idea might be good to implement in the future if Tassumafia expands from the capital region to smaller cities where public transport is not as comprehensive as in the capital region.

A pet is very important to its owner, therefore a live camera for the daycare would be an excellent feature to consider adding, as the owner would be able to follow the activities of their pet during their working day. Especially when the dog or cat is in the hotel for a longer period of time, when the owner is possibly abroad on a trip, the owners want to know how their pet is doing. A live camera would allow instant access and avoid the owner having to call to check in on their pet. Tassumafia's staff could also make a summary of the pet's treatment period and how the treatment went. This was noted by a respondent in the open feedback section.

In the theory part, the main elements of customer satisfaction were reviewed. Today, there is a lot to offer and customers have the freedom to choose where they do business. Companies compete for customers and therefore customer satisfaction is an important and essential part of a company's strategy. In order to succeed in the market, a company should have some competitive advantage that would differentiate it from competitors operating in the same market. One way to stand out from the competition is to invest in customer service. When customer service is handled in a different way compared to competitors, with

better quality or more versatility, it creates a means of differentiation from the competition. Today, with the Internet, many services have moved to machines and the customer interacts with programs and systems. This has raised the value of personal service and offers companies a new-fashioned way to differentiate themselves from competitors by investing in customer service.

The customer forms their perception of service quality through different dimensions. Based on the results of the survey, Tassumafia's customers find the service reliable, professional, friendly and service-oriented. The service environment is also perceived as good in terms of atmosphere, comfort, and cleanliness.

Customers are different, as are their needs. Therefore, customer satisfaction is affected by many factors, which always start from the customer. In a service situation, the customer's decision is influenced by personal factors, supply, time, information, significance and possible risks. Tassumafia's customers seek different services than those offered by its competitors. Tassumafia's customers pay attention to the friendly service and quality they receive, but not so much to the price level. When such a customer uses Tassumafia services, the customer knows that they will receive the same level of service from every store.

Based on the results of the customer satisfaction survey, it can be stated that Tassumafia's customer base is overall satisfied with Tassumafia's services. Satisfied customers are a very big advantage in such a competitive industry. Satisfied customers are likely to continue to shop at Tassumafia stores and possibly recommend Tassumafia services to their friends. Tassumafia has clearly developed its own customer base and even though Tassumafia is still in its infancy, it has found its place as one of the most popular pet stores in the capital area.

This was only the first customer satisfaction survey for Tassumafia. There is always something to develop, and with the help of the survey, development ideas were obtained directly from Tassumafia's customers. With small changes,

Tassumafia can offer even better services and thus customers' visits are even more pleasant. The recommendation would be for Tassumafia to measure customer satisfaction every few years, so that it could get direct feedback and new development ideas from its customers. This will also ensure, most importantly, that Tassumafia will not lose its customers to other pet stores.

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APPENDICES


Appendix 1. Customer Satisfaction Survey Tassumafia

## Appendix 1. Customer satisfaction survey tassumafia



## Tassumafia Customer Satisfaction Survey

This survey is measuring the customer satisfaction of the Tassumafia pet store. Tassumafia will use the responses to develop its future operations. The survey is carried out in cooperation with a student at Lapland University of Applied Sciences. Your responses are strictly confidential. A Tassumafia gift card will be drawn among all survey participants. Thank you in advance for your responses!



\* Required

1. Gender \*

- Female
- Male
- Transgender
- Non-binary / Non-conforming
- Prefer not to respond

## 2. Age \*

- Under 20
- 20-30
- 31-40
- 41-50
- 51-60
- Over 60

## 3. What kind of pet do you have? \*

- Dog
- Cat
- Other: \_\_\_\_\_

## 4. Where do you mainly get the products for your pet? \*

- Tassumafia pet shop
- Tassumafia website
- Other pet store
- Grocery store
- Internet
- Other: \_\_\_\_\_

5. How often do you visit a Tassumafia pet store? \*

- Several times a week
- Once a week
- 1-2 times a month
- Once every 6 months
- One time per year or less
- Never

6. What is or was the main reason for your visit to Tassumafia? \*

- Pet food
- Outdoor items for pets
- Household items for pets
- Pet daycare / hotel
- Toys
- Hygiene (nails)
- Training and behaviour
- Well being and treatment (grooming, trimming, massage)
- Casual visit
- Other: \_\_\_\_\_

7. If you came for a certain product or service, where did you find out about it? \*

- Tassumafia website
- Tassumafia newsletter
- Commercial (TV, Magazine, Social Media)
- A friend/relative
- I am a repeat customer
- Other: \_\_\_\_\_

8. How satisfied are you with the following aspects of Tassumafia? \*

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product range	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opening hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Price-quality ratio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advertising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. If Tassumafia launched a loyalty program, would you be interested in joining? \*

- Yes
- Maybe
- No

10. Would you use Tassumafia's services more if they had benefits for loyal customers? \*

- Yes
- Maybe
- No

11. What features should Tassumafia include as part of their loyalty program to encourage you to join? \*

- Discounts
- Monthly offers
- Point collection that can be redeemed for future purchases
- Exclusive promotions
- Members only events
- Other: \_\_\_\_\_

12. What products or services would you like Tassumafia to add to their selection?

Your answer \_\_\_\_\_

13. How likely would you recommend Tassumafia to someone you know? \*

1 2 3 4 5 6 7 8 9 10

Not at all likely

Very likely

14. Do you have any development ideas or other feedback for Tassumafia?

Your answer

---

15. Please provide your contact information to be entered into a drawing for a Tassumafia gift card. Note, this is optional.

Your answer

---

Submit

Clear form