

Sanim Gurung

CUSTOMER SATISFACTION IN THE SALAD INDUSTRY

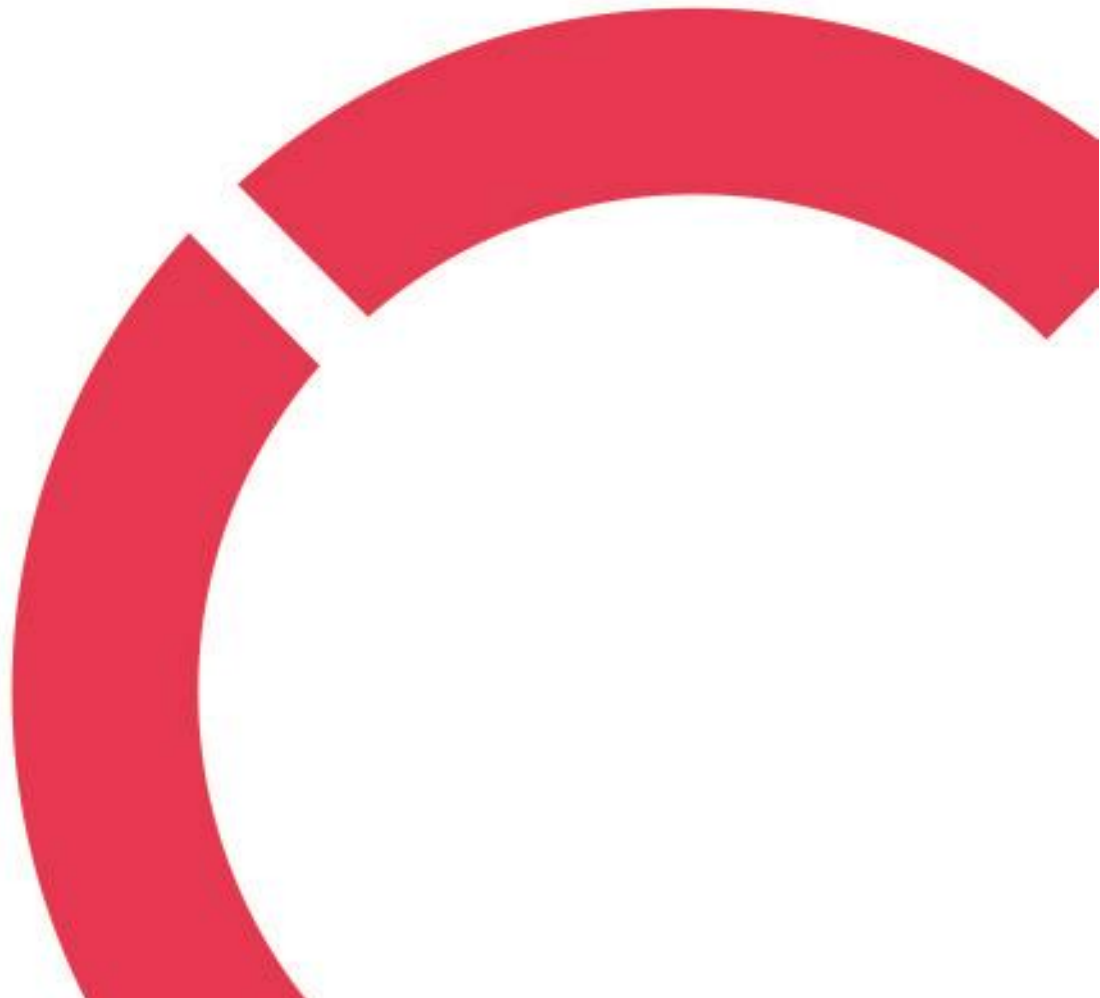
Survey on Fresh Servant Oy

Thesis

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ABSTRACT

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| Name of thesis CUSTOMER SATISFACTION IN THE SALAD INDUSTRY Survey on Fresh Servant Oy | | |
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| <p>The main aim of this thesis was to examine the customer satisfaction level within the salad industry. The case company chosen for the research was Fresh Servant Oy. Fresh Servant is also a local company and the first company in Finland to manufacture salads as ready-made meals. The food- and salad industry has changed during the last years and consumers have become more health-conscious and the competition within the ready-made meal industry has increased. Therefore, it is important to research what is the satisfactory level for the customers of Fresh Servant. To achieve the purposes set for this thesis, the research questions were set to be, what is the current level of customer satisfaction among Fresh Servant Oy customer and how does the customer satisfaction among customers of Fresh Servant Oy affect to the customer loyalty.</p> <p>The theoretical framework in this thesis consists of customer satisfaction and loyalty as well as customer expectations. The research methodology was chosen with the motivation to try to find the answers to research questions in the most profound way as possible. Therefore, the research methodology chosen for this thesis was a combination of quantitative and qualitative research method. The customer satisfaction measurement was implemented as a survey for the customers of Fresh Servant. The survey was conducted in December 2023. The sample consisted of 32 customers. The survey link was distributed to the customer via different communication methods (Facebook, Email, Instagram). There were 14 different survey questions, which consisted of 10 multiple choice questions and 4 open-ended questions.</p> <p>The results of the survey showed that the customers were satisfied with the products of Fresh Servant. The customer satisfaction was in some amount linked to customer loyalty. A majority of the replicants were more satisfied with Fresh Servants products compared to other similar products. Even though the customers satisfaction level was high and the customers prefer Fresh Servants products over other similar kinds of products, the consumption level was not as high as expected. This could be the topic for future research.</p> | | |

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| <p>Key words Customer expectation, Customer loyalty, Customer satisfaction, Fresh Servant, Salad Business.</p> |
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1 INTRODUCTION

Customer satisfaction is one of the important aspects not only for big business, but for all kinds of businesses. Customers are the ones who makes the businesses succeed profit in any industry.

Nowadays people are being more conscious about their health, where one important factor is to eat healthily. So, salads are an important part of the market nowadays since they satisfy the demands of consumer who are becoming more and more picky about their meals, and more people are choosing to adopt healthier eating habits. With consumers being more conscious of their diets, the salad business has developed into an active and competitive sector, that is prepared to meet these changing demands. So, there are many industries that offer healthy meals in Finland, just like Fresh Servant does.

In today's market, there are various similar kinds of salads business that offer same kinds of salad meals and other healthy food products. However, to make a customer loyal and satisfied, an organization needs to understand the customer needs and demands. Knowing and meeting these key factors will help the business to grow. Therefore, it is essential for a business to prioritize meeting customer satisfaction, loyalty, and fulfilling consumer expectations regarding the firm's offerings and services.

Basically, this thesis focuses on the salad industry. Its aim is to find out what elements contribute to maintaining customers satisfaction within Fresh Servant products, what makes the customers dissatisfied and which aspects could be improved. Fresh Servant is already a popular salad brand in Finland, and they also have their own loyal customers. So, the goal is to make a questionnaires survey and distribute those questions among the customers of Fresh servant and to examine how satisfied the customers are, are the customers of Fresh Servant loyal to the company products and what do the customers think could be improved. The main objective of the thesis is to identify the overall customer satisfaction of Fresh Servant products and to know how Fresh Servant could improve, which would lead to a higher customer satisfaction level.

As it is initiated earlier in this chapter, the food- and salad industry has changed, and consumers have become more conscious. Therefore, it is important for a company to know their customers and their expectations towards the products. Therefore, the research questions for this thesis were the current level of customer satisfaction among Fresh Servant customers and how it had affected to the customer loyalty.

This thesis is divided into various chapters, The introduction, theoretical framework, research methodology, presenting the results of the survey, conclusion and discussion. The thesis begins with an introduction, where it is established to motives for conducting this research. After the introduction there is a brief introduction of the salad industry and a SWOT analysis of the company. Within the theoretical frame there is presented theories and studies about customer satisfaction and loyalty as well as shortly described which factors affect customers' expectations. In the chapter of research methodology, the data gathering process will be presented. The data gathering will be collected by using questionnaires. After presenting the research methodology the results of the survey will be presented. After presenting the results their will be a conclusion and discuss about the results. This thesis is a mix of quantitative and qualitative research method. Translating research findings into actionable recommendations is essential for Fresh Servant Oy to make informed decisions about its business strategies. By offering practical insights based on the study's outcomes, the research aims to assist the company in elevating its customer satisfaction strategies.

2 SALAD BUSINESS

The significance of Fresh Servant Oy as a case study lies in its representation of a business that embodies the complexities and opportunities within the salad business. Its success in attracting and retaining customers, along with its strategies for sourcing, preparation, and service, offers valuable insights into the broader industry landscape. Analyzing Fresh Servant Oy's customer satisfaction strategies and operational practices can provide a nuanced understanding of the factors contributing to success within the competitive salad business. (Thompson & White, 2019.) The salad business is a good niche, and the market will also in the future be a big market. However, there are many competitors within the market and for a company it is important to stand out from other competitors.

2.1 Introduction of Fresh Servant Oy

Fresh Servant Oy is a prominent player in the salad industry, known for its commitment to providing high-quality, fresh, and customizable salad options to its customers. Fresh Servant is a private company located in Edsevä, Finland. The business was founded in 1995. The business was once known as the disbanded meat-producing enterprise Oy Snellman Ab before 1995. Oy Snellman Ab Grönsaksparti was Fresh Servant Oy Ab's previous name. The most popular brand that Fresh provides are the Hetki salads and the SalaattiMestari Salad Bar. Fresh has provided work opportunity to over 550 people from 40 different countries. The company has rapidly gained popularity and now operates a chain of packing salads and salad bars across the country. (Fresh Servant, 2023) From a marketing point of view, it can be said that Fresh has a relatively long history and this factor might affect in people buying the products since it has a long history and might be more well-known than other similar companies.

Since its inception, Fresh Servant Oy has emerged as a notable player in the culinary landscape, capitalizing on the burgeoning demand for nutrient-rich and appetizing food choices. The company's dedication to maintaining product quality and nutritional integrity resonates with health-conscious individuals seeking convenient and nourishing meal options. Fresh Servant Oy's ability to adapt its offerings to changing dietary trends displays its acumen in understanding and catering to consumer preferences.

By selecting Fresh Servant Oy as the focal point of this research, this study aims to not only offer insights specific to the case study company but also to extrapolate broader implications for businesses operating within the salad business.

2.2 Customer Relation Management

Customer Relation Management (CRM) is a fundamental company strategy that combines internal and external networks to generate and provide value for specific customer while guaranteeing profitability. To efficiently accomplish its goals, it is strengthened by information technology and depends on sophisticated customer-related data. (Buttle 2009, 15.) This strategic approach is crucial for businesses seeking to foster lasting connections with their customer base by understanding and responding to their evolving needs and demands. CRM is the primary tool for businesses to offer high-value services tailored to meet the unique requirements of their customers (Buttle, 2009, 15). In essence, CRM serves as the compass that guides companies in navigating the complex landscape of customer interactions. It goes beyond mere transactional relationships, aiming to establish a deeper connection by leveraging technology and data insights.

In the context of the salad industry, where customer preferences and dietary choices may vary widely, effective CRM becomes paramount. Understanding individual preferences, purchase histories, and feedback allows salad providers, such as Fresh Servant Oy in this study, to tailor their offerings to match customer expectations. By doing so, businesses not only enhance customer satisfaction but also pave the way for long-term loyalty.

2.3 SWOT analysis of Fresh Servant Oy

Fresh Servant Oy operates in the dynamic and competitive salad industry. A comprehensive analysis of its internal strengths and weaknesses, as well as external opportunities and threats, is crucial for strategic planning and sustained success.

2.3.1 Strengths

Fresh Servant Oy possesses several internal strengths that contribute to its competitive advantage. Firstly, the company's commitment to sourcing high-quality, fresh ingredients ensures the delivery of nutritious and appealing salads. This dedication to quality is a key strength, enhancing customer satisfaction and loyalty (Johnson, 2020). Secondly, the company's well-established distribution network enables timely delivery of products, catering to customer preferences for freshness and convenience (Smith & Brown, 2018).

2.3.2 Weaknesses

While Fresh Servant Oy has notable strengths, it is not without internal weaknesses. One such weakness is the potential dependence on a limited range of suppliers, which may pose a risk to the supply chain in case of disruptions (Jones, 2019). Additionally, any inefficiencies in the production process or distribution network could impact the overall quality and timeliness of service.

2.3.3 Opportunities

Fresh Servant Oy can leverage external opportunities to enhance its market position. The growing trend towards health-conscious eating presents an opportunity for the company to expand its product line to include more specialized and health-oriented salad options (Smith et al., 2021). Furthermore, strategic partnerships with local farmers or sustainable sourcing practices could align with the increasing consumer demand for environmentally friendly and locally sourced products.

2.3.4 Threats

External threats pose challenges to Fresh Servant Oy's operations. Intense competition within the salad industry is an evident threat requiring the company to continually innovate and differentiate its offerings (Brown & Miller, 2020). Economic downturns and fluctuations in commodity prices could also impact production costs potentially affecting profit margins (Johnson, 2020). Within the last year, inflation has affected many people's consuming habits, which might also affect the consumption frequency for the customers of Fresh Servant.

3 CUSTOMER SATISFACTION AND CUSTOMER LOYALTY.

The theoretical framework consists of various kinds of concepts and theories that will help to understand the different ideas of customer satisfaction, customer loyalty and customer expectation. These theories will examine the different writers' views and also own ideas that helps to understand the topic more clearly.

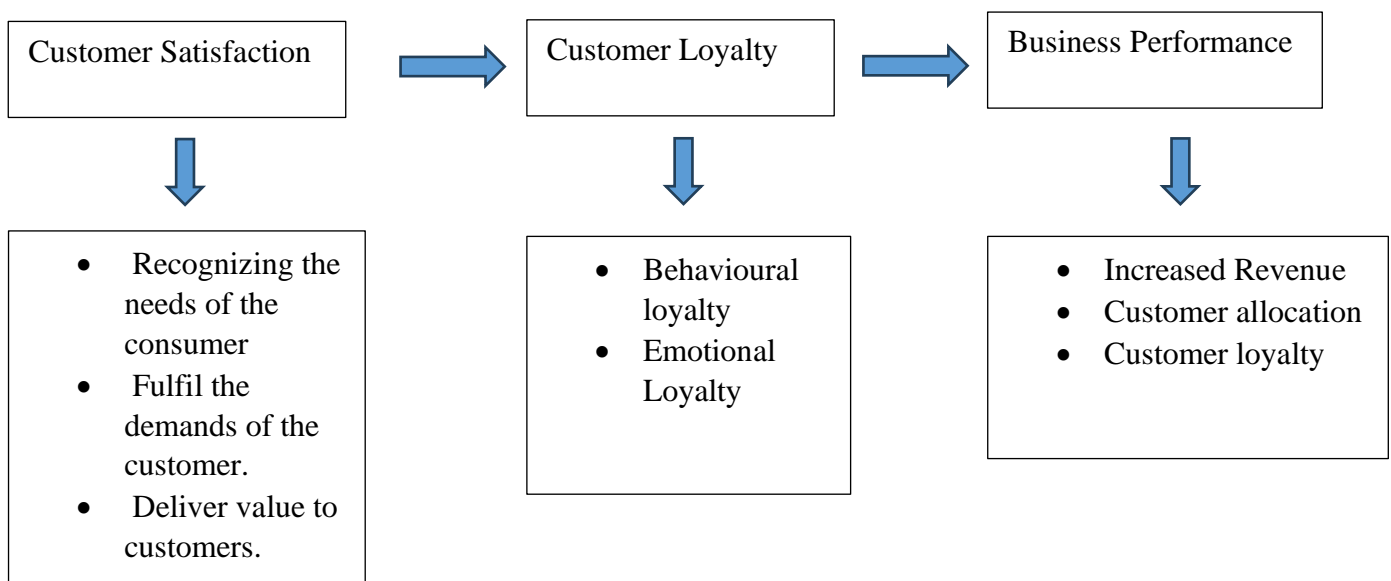


FIGURE 1. The satisfaction profit chain (adapted from Buttle 2009, 43)

As seen in the figure 1 there is a correlation between customer satisfaction, customer loyalty and business performance. To understand more clearly author will be explaining below with some theories and definition.

3.1 Customer Satisfaction

Customer satisfaction is defined as a customer's contentment or fulfilment as a result of their complete experience or some aspects of it. (Francis Buttle 2009, 45). Customer satisfaction is a pivotal construct in the realm of marketing and business management, underpinned by a multitude of theories and models that aim to elucidate its complexities. The Expectancy-Disconfirmation Model, formulated by Oliver (1980), posits that customer satisfaction is a product of the comparison between initial customer expectations and their subsequent perceived performance of a product or service. This model suggests

that when perceived performance exceeds expectations, customers experience positive disconfirmation, leading to higher satisfaction levels.

3.2 Customer loyalty

Customer loyalty is characterized by a customer's commitment to consistently choose a particular product or service over available alternatives (Oliver, 1999, 33). In the context of the salad industry, customer loyalty extends beyond mere repeat purchases; it encompasses a deeper emotional and attitudinal connection forged between patrons and the brand. Loyal customers are more likely to advocate for the brand, resist competitive offers, and provide valuable feedback, all of which contribute to the sustainable growth of establishments like Fresh Servant Oy. High levels of customer satisfaction are intrinsically linked to increase customer loyalty. Satisfied patrons are more likely to develop emotional connections with brands, leading to repeat business and decreased inclination to switch to competitors. This loyalty not only ensures a steady customer base but can also amplify brand advocacy.

3.3 Theory about customer Satisfaction

Customer satisfaction is one essential indicator while evaluating and analyzing the company's potential for now and future. Even though a company is doing financially well, one cannot expect success for long-term unless the customer satisfaction level is good. (Rope & Pöllänen, 1998, 58.) According to the previously mentioned the author states that one of the most important things for a company is to evaluate the level of customer satisfaction. There is of course a possibility that a company will rely on that the customers will buy the product anyhow and not care about the customer satisfaction level. This kind of scenario might occur for instance in the case that the company has monopoly within some field and the customers do not have the choice of competition. This is a very short-term solution and sooner or later the company will face problems unless the customer satisfaction level is at an adequate level. Especially within this contemporary time it is important to manage customer relations and to establish a good base for customer satisfaction. Anyone can post any reviews online, which might lead to bad publicity. Therefore, it is important to maintain a good level within customer satisfaction. (Rope & Pöllänen, 1998, 58.)

All customers have different expectations about different companies. These expectations have come from previous experiences, from other peoples' experiences, from marketing or other promotions. Expect from the expectations, customers experiences are different; customer satisfaction is always subjective. (Rope & Pöllänen, 1998, 58–59.) In my opinion it is important that the company does not try to do too much and try to harvest all potential clients. Some clients appreciate cheap prices, some expect environmentally friendly producing and others want the feeling of luxury. A company should stick to their marketing plan and try to promote it as well as possible. For instance, Fresh has established a brand that is considered healthy and to be of a good quality.

A survey about customer satisfaction can be used for different purposes. For example, it can be used for evaluating the problems within the company, maintaining the standard for the company, as a motivating factor, for gathering knowledge or for implementing marketing. (Rope & Pöllänen, 1998, 61.) The main motivation for conducting this survey for Fresh Servant is to evaluate what factors the customers appreciate, at what level the customer satisfaction is and how the customer satisfaction level could be improved.

A customer satisfaction survey is a tool for the company to research the functionality of the product/service. (Rope & Pöllänen, 1998, 83.) While conducting a customer satisfaction survey, one should examine all the factors that affect to customer satisfaction. These are: expectations, experience, and the importance of features. (Rope & Pöllänen, 1998, 88.) As mentioned earlier, customer satisfaction is strongly linked to customers' expectations. As seen in todays' scenario, a customer will usually buy the product with a certain expectation. If these expectations are not met, the customer will be most probably disappointed and that might lead to that the customer will not buy the product again.

3.4 Theory about customer loyalty

Customer loyalty is a pivotal aspect of sustaining and growing any business, and the salad industry is no exception. In this section, we delve into the concept of customer loyalty within the specific domain of the salad industry, with a focus on Fresh Servant Oy. We draw on established theoretical models to illuminate the dynamics of customer loyalty and its implications for long-term success in this competitive market.

The traditional thought has been that customers will stay loyal to those companies that go above and beyond. However, the research conducted shows that exceeding the customers' expectations during the interaction while providing a service result in customers only marginally being more loyal than it is affect with simply meeting the expectation. (Dixon et al.,2011,3.) Meeting the expectation of customers plays an important factor when examining customer loyalty and satisfaction. One way to think about customer loyalty is to imagine it as two pies. One pie contains objects that promote loyalty and one pie objects that promote disloyalty. The loyalty pie is mostly consisting of pieces such as product quality and brand while the disloyalty pie consists mostly of service. (Dixon et al 2011,5.) As we see it the customers of Fresh Servant buy the product because of the quality and the brand, and the service does not play that big of a role since the products are mostly bought from another company (e.g., supermarkets). However, customers might choose another competing product and stay loyal to them due to brand and quality reasons.

3.5 Customer Expectation

Customer expectations are the set of thoughts that the customers are expecting from a business or a company. Usually, a customer expects high, and it is the responsibility of a business to meet a customer's expectations. In the context of Fresh Servant, the company prides itself on delivering an exceptional customer experience. The salad bars and packing salads are designed to be visually appealing and inviting, creating a welcoming environment for customers. (Oliver, 1980, 460)

The Expectancy-Disconfirmation Theory (Oliver, 1980, 469) posits that customer satisfaction is influenced by the perceived performance of a product or service compared to prior expectations. In the case of Fresh Servant Oy, the emphasis on creating visually appealing and inviting salad bars aligns with this theory. By consistently meeting or surpassing customer expectations regarding the aesthetics and atmosphere of the salad bars, the company can enhance customer satisfaction. The concept of customer delight, as proposed by Kano et al. (1984, 147), suggests that exceeding customer expectations leads to delight and, consequently, enhanced loyalty. Fresh Servant Oy's emphasis on delivering an exceptional customer experience aligns with the principles of customer delight. By consistently surpassing expectations through visually appealing salad bars and attentive staff, the company can create memorable experiences that contribute to customer loyalty and also customer satisfaction.

3.6 Importance of Customer Satisfaction

Customer satisfaction as an importance refers to how the business are making the client happy or how they are giving importance to the consumer. A higher satisfaction level of a customer can lead to a stronger brand reputation as well as a lower-satisfaction level of customer can make the business improve more their products, services, and customers' expectation. (Franklin, 2023). Customers are the ones who help to boost the revenue of business and overall success of a business. Providing customers with excellent amenities is crucial for establishing a strong customer relationship.

Satisfied customers are more likely to become loyal patrons. When customers consistently receive high-quality products and exceptional service, they develop a sense of trust and commitment to the brand. This loyalty translates into repeat business, contributing significantly to the company's revenue stream. Satisfied customers not only return for additional purchases but also tend to explore other offerings from the same company. This leads to an expanded share of customer wallet and increased revenue per customer (Franklin, 2023).

4 RESEARCH METHODOLOGY

A research strategy is required to fully explain the study subject. There needs to be a proper plan for analysing, measuring and for presenting the collected data. The research methodology employed in this study aims to investigate customer satisfaction in the salad industry, specifically focusing on Fresh Servant Oy. The chosen approach combines quantitative data collection through structured questionnaires and subsequent analysis to draw meaningful insights. This chapter present shortly what are the features of quantitative and qualitative research methodology and how these two methods can be combined. In the end of this chapter there will be the details about the survey and how it was conducted.

Data collection is the way of gathering the information from different sources. Data collecting techniques are classified into two categories, primary data collection and secondary data collection. In the thesis usually primary data collection method is used to collect the data. Since primary data collection method has two different categories, that is quantitative and qualitative methods. (Dudovskiya, 2022.) According to Manderbacka and Jylhä (2000, 125) the quantitative study covers survey methodology, and the writers refer to Grove (1989, 367), who describes the background of this methodology as the psychometric perspective, which deals with questions with reliability and validity. The aim of the qualitative research is to examine the survey interview as an interactive episode. The background of qualitative research comes from ideas of cognitive psychology and discourse analysis, where the aim of the researcher is to try to examine what the respondents are talking about, when they are talking about the questions being asked. (Manderbacka & Jylhä, 2000, 126.)

The quantitative research method suits well for analysing issues of validity and reliability of survey measures within the statistical level. The qualitative approach is again better suited for examining ambiguous or undefined concepts, processes and contextual detail. There can be different ways in which the qualitative research method can complement the quantitative approach. One way is that the qualitative approach can be used to gain a more comprehensive and detailed picture of the content and meaning of a survey question. (Manderbacka & Jylhä, 2000, 126.) In this survey the author is planning to adopt this approach which asking open-ended questions to give a more comprehensive picture of subject for the survey.

As author had stated earlier in this chapter, there are both strengths and weaknesses in both research methods. The aim is to make the study as reliable and well covered as possible. One might say that quantitative research investigates numbers and might be seen as more reliable. However, examining numbers only gives little information about the motives behind people's choices, just like in this survey. Therefore, this study is a combination of quantitative and qualitative methods. The aim is to get as much information as possible in a reliable way.

By creating the survey questionnaires, the author has collected different data which will help Fresh Servant to know how satisfied the customers are and what are the customers preferences. The survey was conducted using Google form. The reason behind this is that Google Form is an easy, accessible and an effective way to collect and analyse data. The sample consisted of 32 Fresh Servant's customers. The survey link was distributed to the customer via different communication methods (Facebook, Email, Instagram). There were 14 different survey questions, where 10 of the questions were multiple choice questions and 4 were open-ended questions. The replies were collected in the month of December 2023. To collect as much information as possible, all the 14 questions were marked as compulsory, however some customers answered to a few questions only with dots. However, the conclusion is that this does not crucially affect the results since there were only a few people who did this in a few questions and therefore it does not affect the results. In the following chapter the author will clearly explain the results from the survey through the pie charts and graphs and noting some open-ended questions answers.

5 RESEARCH RESULTS

To evaluate the company growth, quality, and customer flow or satisfaction, a survey plays a vital role to understand the flaws and strength of the company through the loyal consumers' views. The survey questionnaires were distributed to the customers of Fresh Servant in the month of December 2023. There was a total of 14 questions, 10 multiple choice questions and 4 open-ended questions. 32 customers showed their participation in this survey. The survey was designed with the help of Google-form because it is the easy way to do the survey due to no cost, transparent data visibility and it is easily accessible. The queries were set in a way, which covers all the necessary data to be collected and understood from a customer's point of view about the company and its products. This survey will be the benchmark for Fresh Servant to know more about their customers' needs and demands and changes needed for future expertise. The data analysis is presented below, analyzed and resulted for further improvement.

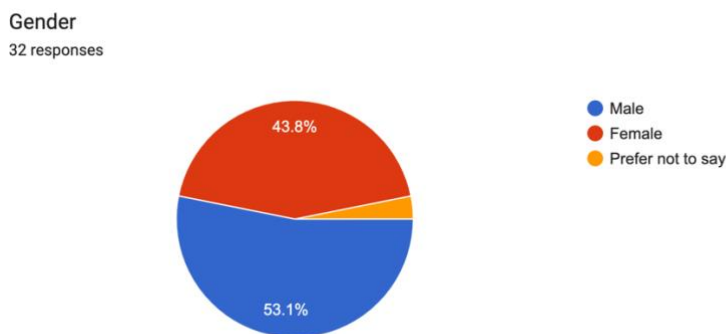


FIGURE 2. Gender of participations

The first question was about the gender, as we know nowadays people prefer a healthier diet, whereas women prefer more greens than men. But as seen in figure 2 that there is not so much difference in the male and female. Of the respondent 51.1% were male, 43.8% were female and 3.1% prefer not to reveal their gender. It means out if 32 customers 17 of them were male, 14 were female and 1 preferred not to say.

Age group.
32 responses

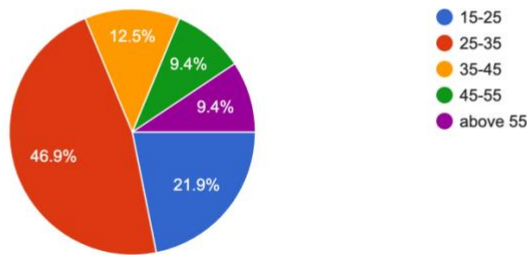


FIGURE 3. Age group.

Figure 3 represents the age group of the customer. The age range were from 15 years old to above 55. Most of the customers were from the age group of 25-35 showing the percentage of 46.9%, where 21.9% were from the age of 15-25, 12.5% from the age group of 35-45, lastly from the age of 45-55 and above 55 there were an equal number with the percentage of 9.4% each. From this data we can see that Fresh servant has all different age categories as customers, ranging from age 15 to above 55.

What is your occupation?
32 responses

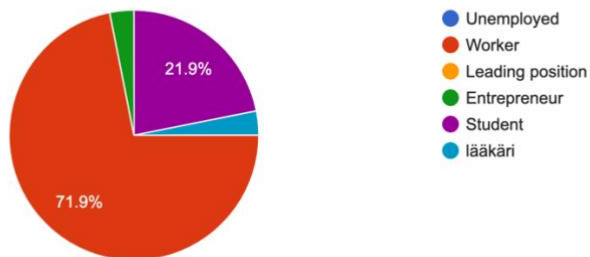


FIGURE 4. Occupation of the customers.

In this question the customers were asked about their occupation. The reason behind this question was to examine if different occupation groups' opinion for the products differ, for example the analysis of an employed person might differ from unemployed or students in accordance to price or quantity. From the figure 4 we can see that most of the customers were involved in different kinds of work where they were employed, with the percentage of 71.9% who were worker, 21.9% were student, 3.1% entrepreneur and 3.1% doctor.

Are you Finnish citizen?

32 responses

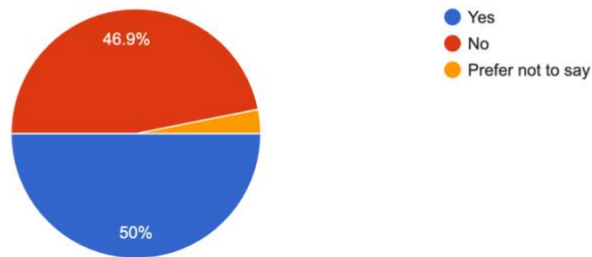


FIGURE 5. If the customer is from Finland or not.

The fourth question was about the citizenship of the respondents. The reason behind this question was to examine if the customers of Fresh Servant are from Finland or not, which might show the habit of eating preferences according to the cultures or nationality. In the results, we can see the equal numbers from the 32 customers' 50% responded that they were Finnish citizen, 46.9% were not Finnish citizen but they are living in Finland, were as 3.1% prefer not to expose their citizen status.

How often do you buy Fresh products?

32 responses

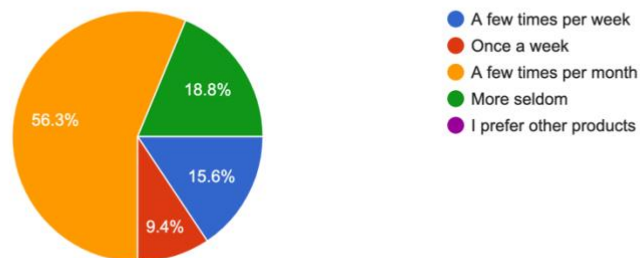


FIGURE 6. How often does customers' buy Fresh products.

The question how often customer buys Fresh product was a bit challenging because there are lots of different salad products of different companies. As we can see in figure 6 the participants asked about buying and preferring the products of Fresh Servant, and we can see from result that 56.3% of the customers buy the products a few times per months, 18.8% buys more seldom, 15.6% a few times per week and 9.4% of customers buys once a week.

Which product do you like the most?

32 responses

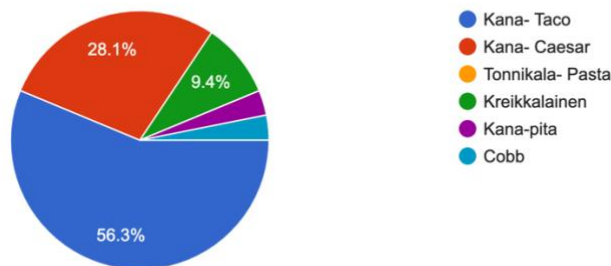


FIGURE 7. Most liked product.

As Fresh Servant produce huge amounts of salads every day, they have lots of varieties of ready-made salads. In this question, the customers were asked about which product they like the most. The 4 options given were the companies best-selling products (Chicken Taco, Chicken Caesar, Tuna Pasta, Greek salad) and the last option was other, where the survey participant could answer some other favorite product. As we can see from the figure, most of the people like Kana Taco with 56.3%, which also is the most selling product in Fresh Servant. The second most favorite product was Kana-Caesar, likewise Kreikkalainen with 9.4%, whereas there were two other products that the customer liked, they were Kana-Pita and Cobb with the percentage of 3.1% each.

How satisfied are you with the Fresh Products?

32 responses

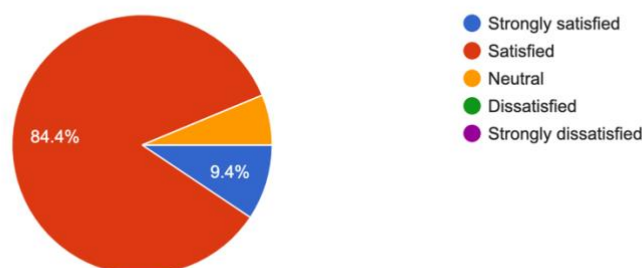


FIGURE 8. Satisfaction level.

This particular question about satisfaction level was very important for this survey and the first question to understand customers' satisfaction. As seen in figure 8, the majority of the customers were satisfied with the products of Fresh Servant. As seen from the pie chart most of the customers were

satisfied with the products of Fresh with the percentage of 84.4%. This is a good satisfaction level for Fresh. 9.4% of customers were strongly satisfied and the remaining 6.3% of customer were neutral. As per the figure we can see that Fresh Servant has given good products to the customers.

How satisfied are you with the products compared to other similar product?

32 responses

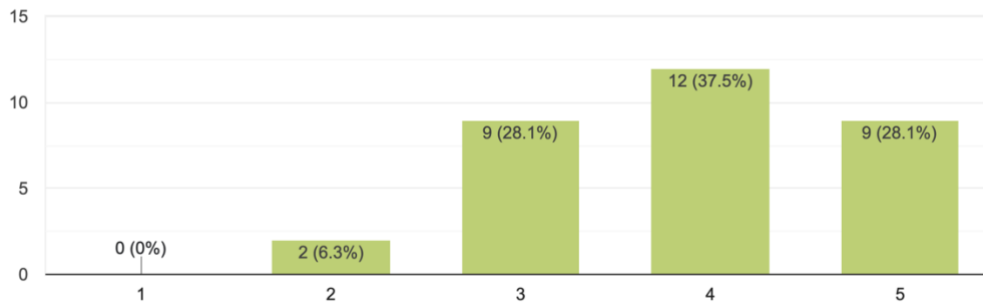


FIGURE 9. Comparison of satisfaction between Fresh Servant production and other similar products.

In the market there are many similar products introduced of different brands, and those different companies have their own policies to make the products on top. Since Fresh Servant was the first among all those other salad companies this question gave a vital understanding among the customers and their priority preferences for similar products. The responses regarding satisfaction with products between Fresh Servant products and other similar products were rated with the satisfaction level from 1 to 5 where 5 is the most satisfied and 1 is the least satisfied. From the figure 9, 12 customers marked the level as 4 with 37.5%, 9 customers as level 5 with 28.1%, whereas 9 people marked the satisfaction level as 3 with the percentage of 28.1% and the remaining 2 customers gave the level of 2 with the percentage of 6.3%. Therefore, the survey shows that people were mostly satisfied with choosing Fresh Servant's products as compared to other similar products.

How do you find the price range of Fresh products?
32 responses

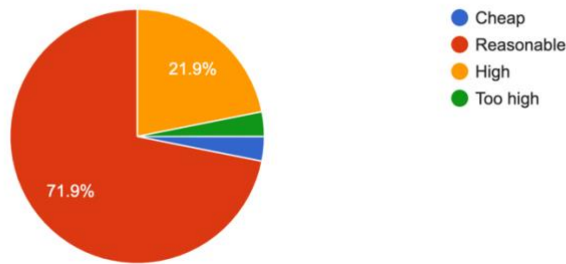


FIGURE 10. Price range.

In the next question the customers were asked about the price ranges of Fresh products. This is a critical part, since a company should have a deep research and analysis on their product and provide a reasonable price, so that the company can provide the product with the reasonable price, customer as well as keep the company’s’ profitable. Figure 10 shows the replies to the questions about the price range. The customers were asked how they find the prices of Fresh products and there were 4 different ranges Cheap, Reasonable, High and Too high. Here we can see that 71.9% of the customers replied the price were reasonable, 21.9% responded that the price was high and 3.1% says the price is cheap and 3.1% says it is too high. So, the survey resulted that most of the customers felt that the price range for the products is reasonable.

Which factor would affect on you buying Fresh product must often?
32 responses

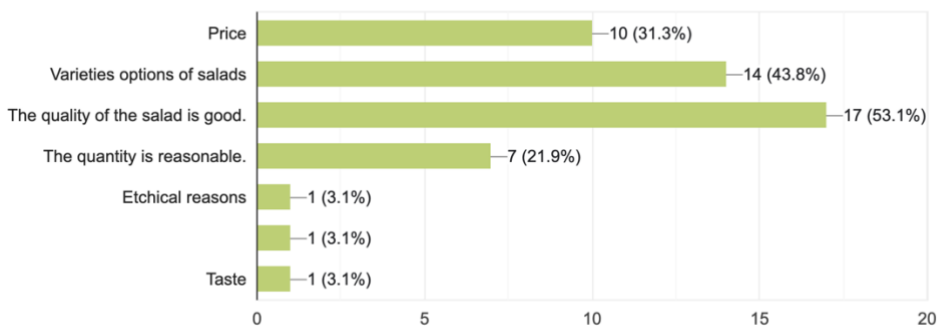


FIGURE 11. Factors affecting to buy Fresh product most often.

The next question was the last multiple-choice question where the customers were queried about the factor affecting them to buy Fresh products most often. There were 6 different options where they could choose more than one answer. As we can see from the graph, most consumers liked the quality of the salad with the percentage of 53.1%, likewise 14 customers answered that Fresh has varieties of salad option with the percentage of 43.8%, 31.3% of customer like the price range of the products, 21.9% customers replied that the quantity of the salad is reasonable, whereas, ethical reasons, other and taste account for 3.1% each. Therefore, the answer resulted in that the company had not compromised in terms of quality and their loyal customers were very happy with the products.

According to you what is the best about the Fresh Servant products?

32 responses

Healthy foods

quality

There are variety of options . The products are good.

Kana taco

Kana taco and tonnikala

The quality

Taste nad freshness

Quality and taste

Good selection and taste

Nice package

Versatile range,fresh and tasreful

They are usually fresh and quality is good

Healthy choices

Salad

Variety

quality

Easy to eat anywhere because you eat it cold right out of the box.

Lots of salads options.

| |
|---|
| Quality is very good for the price. |
| I like the varieties of salad |
| Tasty and more variety. Among the first to introduce packet salad |
| Fresh salad |
| - |
| Salads |
| Fresh products |
| Quality |
| A lot of different products to choose from. |
| Local company |
| Ready lunch boxes to go |
| They are fresh and good combined with more vegetables ,some fruits , proteins and carbohydrates |
| Healthy and tasty |
| Easy lunch |

FIGURE 12. Best specialty about the products of Fresh Servant.

The purpose of this question was to find out what features of the products the customers of Fresh servant appreciate. As we can see in number, most customers like the quality of the salad, also varieties of salads. As we know, Fresh has also developed their product by giving priority to customers' health. The product is prepared in a small box which is enough for a single person or in a big box for the whole family. One customer was happy with the simplicity of the product, so that they can take it as a lunch box which is ready to eat. The customers appreciated the design of the covers as well and the combination of different raw materials used in the meals.

How could Fresh Servant improve your customer satisfaction level?

32 responses

| |
|--|
| Lower price |
| Very good |
| More careful in the production and weight |
| I'm satisfied with the costumers satisfaction level till now. |
| . |
| By Improving in the salads quality |
| Price is quite high. If fresh focus on reasonable price of salad. |
| If the protein amount was higher (e.g. 100g of chicken/salad) |
| Tomatoes are often soft, even if the best before date is yet to come. |
| Price could be a bit less |
| Larger/Bigger size-> more sallad |
| More advestising |
| There should be more meat in portions and in general portions should be larger. |
| Better quality. Sometimes the sallad has gotten bad even thogh there is still date left. |
| Good |
| I don't know. |
| |
| I dont know I havent been in contact with Fresh customer service so I dont know what they should improve or if it is needed. |
| It's ok till now. |
| I think it is pretty good currently. |
| Having more promos |
| Price and maintain same quality |
| Use less plastic |
| Low the Price |
| Cheaper price |
| Focus on hygiene |
| Have chicken from Finland or from other countries you know that are not giving antibiotica to the animals. |
| In salads: increase the quantity of the "other" ingrediens, like chicken, tomatoes, pasta... |
| Maybe if the salad dressings are 2 - one with olive oil,less carbohydrates, more cheeses and different vegetables and fruits, pumpkin or sunflower seeds |
| I am well satisfied as they are now |
| Try to limit the use of plastic |

FIGURE 13. Improvement on customer satisfaction level.

In the next question the consumers were asked to give their opinion on the improvement of customer satisfaction level. From the answers we got to know that some people are quite satisfied with the product. But there were a few concerns raised about the price and quantity, which is quite understandable. Due to growing and increase in prices of raw materials it is challenging expect of the company, where Fresh decided to lower the waste in the production and provide consumers with reasonable price and quantity. Some concerns were raised about the plastics which Fresh has been aiming in near future to reduce, for example the company had replaced the cutlery from plastic to wooden. Whereas the quality has never been compromised, the company has tried their best to provide the top-notch quality.

What is the reason you to choose Fresh Servant products rather than choosing other similar products?

32 responses

| |
|--|
| Quality |
| Price and quality |
| it is good one |
| Fresh servant has more varieties of options than other salad industries. |
| . |
| By its brand name. It is available all over finland compared to other local products |
| Quality. |
| The price and how it looks |
| Quality and taste are better than in other brands |
| I know What i get when i choose FR . The quality is always the same |
| Local produced |
| The quality is solid, you always know what you get. |
| Best taste and good brand |
| High quality |
| can't find any alternatives over fresh products |
| If I have to eat something and cannot warm up my food or if im not feeling extremely hungry. |
| As i said earlier, there are lots of variety of salads than other similar industries. |
| It is a Finnish product and quality with price is very good. |

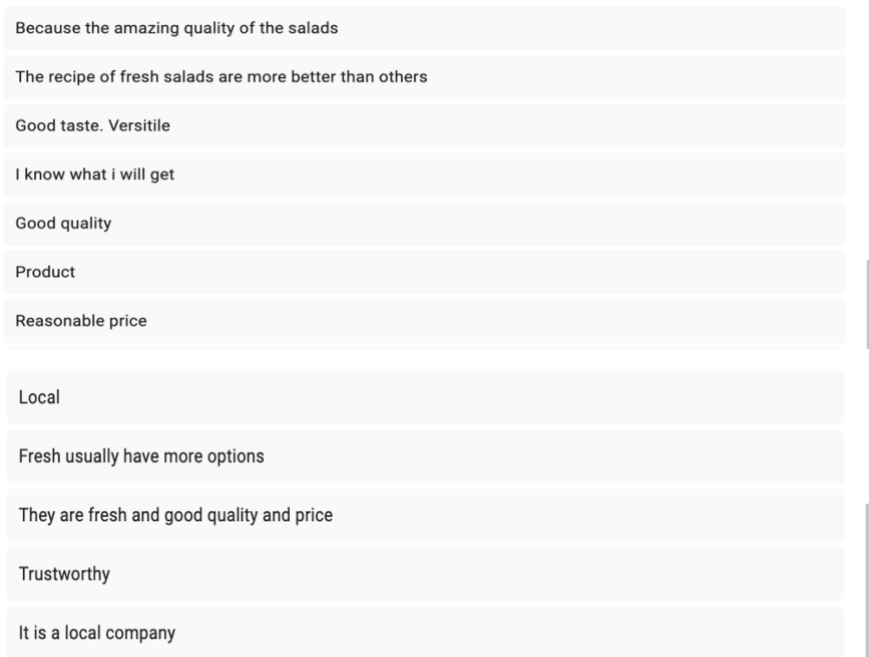


FIGURE 14. Reason behind choosing Fresh Servant rather than choosing some other.

As among the first to introduce the ready to eat meal product as a salad, the company had gained its goodwill and customer satisfaction for long time. Among the respondents in the survey most of them chose the product because of its quality and its variety. Fresh has also introduced different varieties of salads according to the seasons, for example during summer the company introduced the grill products which show its versatility. The company focuses mostly on local raw material due to the challenges for being in a cold winter country, the company imports most of their major raw materials. The customers were keen of supporting the local company. Therefore, their first priorities had always been for the local company which is quite understandable for a stable economy.

What would you like that Fresh Servant could improve or develop more (pricing, varieties of products, or something else?)

32 responses

| |
|--|
| Pricing |
| - |
| Both price and quality |
| more variety of salad would be good |
| First thing is pricing and I think they can improve more in missing items in products. |
| . |
| I think more on its salads quality and packaging |
| Varieties of products |
| Have salads for different needs. For example, if you are regularly going to the gym and are conscious about your protein intake, there could be salads for that group of customers too. Now the salads do not keep the hunger away with that amount of carbs and protein. |
| Variety of salads. If possible smaller boxes, but not less salad. |
| Pricing. Maby also some salad with double amount of protein, it could obviously be more expensive and bigger as well. The familysize is too big for one person, but there could be a product size in between the normal and familysize that would also have lots of protein. |
| Larger portions |
| More of this warm upp products |
| There should be more meat in portions and in general portions should be larger |
| More choices in premium quality. |
| Quality |
| Variety |
| varieties of products |
| A vegetarian caesar sallad without chicken would be nice. |
| If Fresh can take an action on the weights of the salads and also more vegetarian salads. |
| Would be nice if they are sold in Lidl. |
| Add more promos all the year |
| Building the customer trust by maintaining the quality and quantity |
| Price |
| Research |
| Varieties of sallads and the quality of chicken (from countries with no antibiotica) |
| Same as above:increase the quantity of the "other" ingrediens, like chicken, tomatoes, pasta in salads |
| more cheeses and different vegetables and fruits, pumpkin or sunflower seeds |
| Some cheeseless options would be nice. It feels wasteful to throw it away. |

FIGURE 15. Improvement on development of Fresh Servant

The final question of the survey was about the improvements in the products. The improvement could lead to Fresh Servant becoming the most popular among all the customers. As we know, no one is perfect, but it is important to understand the customers' views about the products and search for improvements to become the only leading company as a ready meal salad provider. According to the survey, most of them were concerned about the price and the quantity, which is understandable but on the other hand the increase in prices of raw materials could always make it challenging to maintain the price levels at its lowest. Fresh Servant is always looking for better options to import their raw material, which could make the price in same instant. In the survey some customers were specifying about more vegetarian options, Fresh Servant is promoting lots of vegan products in the salad or vegan option to substitute meat proteins, which are available in the stores although there might not be more varieties. For improvement the customers prefer to have more varieties and options, such as options for vegan customers and products for physically active people.

6 CONCLUSION AND DISCUSSION

The results of this study gave much important knowledge for Fresh Servant. The responses for the study were evenly divided both by gender, age and work-life position, therefore the results of the survey are well covered. The results of the survey show that Fresh customers are mostly satisfied with the products. The important information accessed through the survey was that people mostly choose Fresh servants' products over other similar kinds of brands. Even though the customers were satisfied with Fresh Servants' products and prefer Fresh Servant over other similar kinds of products, the consumption level was not as high as expected. One thing that might affect the consumption frequency is the price level. However, the result of the survey demonstrates that most of the respondents find the Fresh Servants products prices to be reasonable. Half of the respondents were Finnish citizens and half were not. Since the answers are anonymous, it can be hard to establish a connection if there is a correlation between e.g., consumption frequency of Fresh products and nationality.

The survey results show that the company had not compromised in their quality and their loyal customers were very happy with the products. It was no surprise that the most selling products were also the favorite product among the replies. The reasons behind choosing Fresh Servants products over other similar kinds of products were various. People like the easiness of having their lunch or meal ready packed. The quality and freshness and variety played an important factor. The results demonstrated that most of the respondents are quite satisfied with the product, but there were a few concerns about the price and quantity, which is quite understandable. In today's market situation, with increased prices it is understandable that customers might want to try to cut back on some expenses. The major factors that customers wish Fresh Servant would improve on were more reasonable prices and more variety in meal choices for customers with different needs.

The aim for conducting this research was to identify the overall customer satisfaction level of Fresh Servants products and to identify how Fresh Servant could improve on making the products better to make the customers more satisfied. With the results from the survey, it can be concluded that the customers of Fresh Servants are mostly satisfied with the products. Most of the customers were satisfied with the products of Fresh with the percentage of 84.4% and 9.4% of customers were strongly satisfied. The rest of the respondents were neutral and none of the customer stated they would be dissatisfied with the products. One factor that could increase the customer satisfaction level would be collecting a reasonable price for the products and more variety in meal options for different needs.

The research questions were “What is the current level of customer satisfaction among Fresh Servant Oy customer?” and “How does the customer satisfaction among customers of Fresh Servant oy affect to the customer loyalty?” The results of the survey showed that the customers of Fresh Servant are satisfied with the products and no one who participated in the survey felt dissatisfied. Thus, the level of customer satisfaction among the customers of Fresh Servant is high. The customer satisfaction was to some amount linked to customer loyalty. A majority of the respondents choose Fresh Servants products over other similar products. However, even though the customers satisfaction level was quite high, and the customers prefer Fresh Servants products over other similar kinds of products, the consumption level was not as high as expected. Reasons behind this could be a topic for future research.

Based on the results, to make the customer happy Fresh servant can improve more on the salad quality, presenting more varieties on salad and warm meals. Also, they need to be more careful when delivering the products to the retailers so that the quality of the meals will not be affected. Lastly, if Fresh servant can make more kinds of small packets salads with a lower price so that everyone can afford the products and the customer can remain loyal.

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APPENDIX 1

CUSTOMER SATISFACTION ON SALAD BUSINESS Survey on Fresh Servant Oy.

Questionnaires.

1. Gender.

- Male
- Female
- Prefer not to say.
- Other:

2. Age Group

- 15-25
- 25-35
- 35-45
- 45-55
- Above 55

3. What is your occupation?

- Unemployed
- Worker
- Leading position
- Entrepreneur
- Student
- Other

4. Are you Finnish citizen?

- Yes
- No
- Prefer not to say.

5. How often do you buy Fresh products?

- Few times per week
- Once a week
- A few times per month
- More seldom
- I prefer other products.

6. Which product do you like the most?

- Kana Taco
- Kana Caesar
- Tonnikala Pasta
- Kreikkalainen
- Other

APPENDIX 2

7. How satisfied are you with Fresh Products?

- Strongly satisfied.
- Satisfied
- Neutral
- Dissatisfied
- Strongly dissatisfied.

8. How satisfied are you with the products compared to other similar product?

- 1
- 2
- 3
- 4
- 5

9. How do you find the price range of Fresh products?

- Cheap
- Reasonable
- High
- Too High

10. Which factor would affect on you buying Fresh product must often?

- Price
- Varieties options of salads
- The quality of the salad is good.
- The quantity is reasonable.
- Ethical reasons
- Other

11. According to you what is the best about Fresh Servant Products?

- Your answer.

12. How could Fresh Servant improve your customer satisfaction level?

- Your answer

13. What is the reason you to choose Fresh Servant products rather than choosing other similar products?

- Your answer

14. What would you like that Fresh Servant could improve or develop more (price, varieties of products, or something else?)

- Your answer