SAVONIA

Customer Satisfaction with Snadi Fruit Drinks

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THESIS

Abstract

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Abstract

The main purpose of this thesis is to investigate the customer satisfaction with Snadi fruit drinks and give the opportunity to identify the customer behavior and possible ways to improve the customer service and relations. From the prospect of company, the research is executed to improve the taste and price of Snadi and bring possible changes that customers want to see in the future.

This thesis is divided into five parts. The theoretical part discusses advantages of a product and elements of customer satisfaction. The first empirical part of the study contains questionnaire survey. The total amount of printed and expected response was around 100. However, 52 forms were fulfilled properly.

The result is presented using percentages and numbers. Conclusively, the result shows that the company has the proven capability to produce quality in quantity. However, based on the result of the survey, there are certain activities that have to be taken into consideration and need to be improved. According to the author, the firm is suggested to promote tangible qualities so that people think of your product before the competitors.

Keywords: Customer satisfaction, Customer retention, Customer relationship

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1 INTRODUCTION

1.1 Objective of the Study

The main purpose of this thesis is to investigate the customer satisfaction with Snadi fruit drinks of Refresco Finland Oy in Kuopio and give us the opportunity to identify the customer behavior and possible ways to improve the customer service and relations. The research of this thesis was done in Kuopio. The questionnaires were done both in Finnish and English language to make it comfortable for respondents to understand. Moreover, the purpose of the research is to collect statistical information about customers and their level of satisfaction with Snadi. Refresco company wants to establish a long-term relationship with the customers as per the requirement of the business nature. Therefore, a customer should be highly satisfied to retain the long-term relationship. Refresco will be interested in working on this topic in the form of research question targeting towards the perception of the customer on the juice taste, pricing and value, design, service quality and their thoughts towards juice product.

1.2 Research Problem

According to R.S. Woodworth, the problem is "a situation for which we have no ready and successful response by instinct or by previously acquired habit. We must find out what to do, in other words, the solution can be found out only after an investigation" (Sharma, 2014). Similarly, this thesis discusses two problem solutions after the investigation:

1. Level of customer satisfaction and opinions regarding the taste and pricing.
2. How to improve customer satisfaction and bring possible changes the customers' want to see in the future.

1.3   Structure Framework of Thesis

The thesis report is divided into five parts as shown in Figure 1. The first part is an introduction which relates to the objective of the study, research problem, the structure of the thesis, and research methodology. The second and third part include a description of the company, customer satisfaction, and effect of customer satisfaction on profit. The research process begins with Part 4. This part illustrates and verifies the research questions, research data, and thesis structure. Finally, Part 5 presents the conclusion of the study which includes customer responses, recommendations for improving service and quality of the product.

Part 1
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Part 5
1.   RESULT ANALYSIS
2.   RECOMMENDATION
3.   CONCLUSION
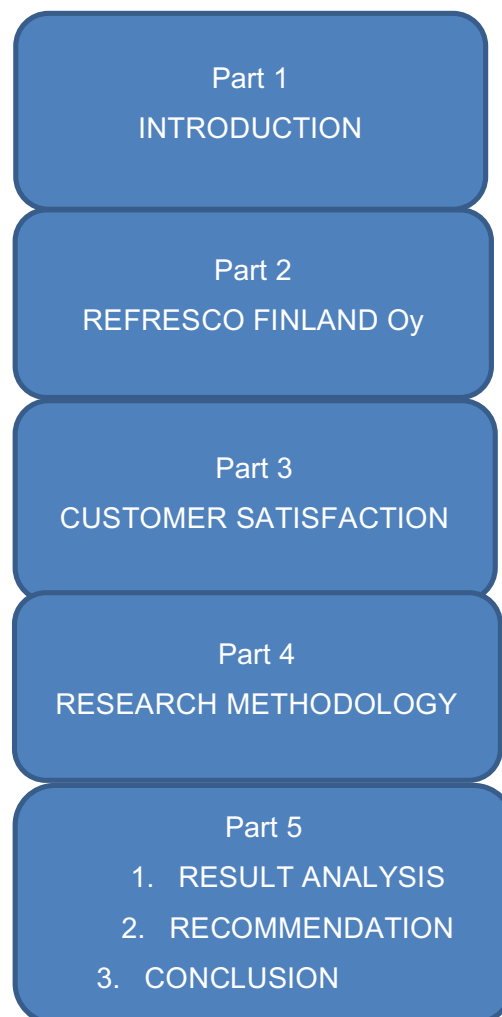
Figure 1. The structure of the thesis

1.4 Research Methodology

A research method is a systematic plan for conducting research. Sociologists draw on a variety of both qualitative and quantitative research methods, including experiments, survey research, participant observation, and secondary data. Quantitative methods aim to classify features, count them, and create statistical models to test hypotheses and explain observations. Qualitative methods aim for a complete, detailed description of observations, including the context of events and circumstances. (Moffitt, 2013-2017.)

2 REFRESCO FINLAND OY

Introduction

Refresco Finland Oy is one of the juice manufacturer company located in Kuopio, Finland. The company's products are produced in a responsible and environmentally friendly way. Refresco is proud of the fresh juice which helps their customers to improve and enhance their health and to feel rejuvenated and new. Refresco is an effective, modern, reliable and flexible partner which produces high quality, fresh and fine-tasting products under various trademarks as well as under its own brands. Out of its total production, maximum 80 percentage are trademarks owned by others while remaining 20 percent are their own. (Thapa, 2013.)

VIP-Juicemaker Oy was founded on 23rd of May 1996, with a business incentive based on creativity and strong competitiveness. The company's main motive is to be the most popular supplier producing strong quality products and supply them in the market by inspiring creativity and optimizing customer experience. Its present market area consists of the four Nordic countries, Russia, and Baltic states. The company is deeply passionate about the profitable growth and ready to accept the challenges. New small and large-scale organizations are established every day with a prime motive to compete and conquer the market. It accepts all the challenges and is operating effectively with improved methods and constant development. (Thapa, 2013.)

In 2004, Refresco acquired VIP-Juicemaker Oy to expand manufacturing capability in the Nordics which started a new period in history. VIP-Juicemaker Oy's name changed on 1st of June 2016 to Refresco Finland Oy (Wikipedia, 2017). They deliver a soft drink and fruit juice for retailers and A-brand customers in Europe. Refresco offers an extensive range of product and packaging combination from 100% fruits juices to carbonated soft drinks and mineral waters in a cartoon, PET, Aseptic PET, cans and glass (Refresco, 2017).

Focused on innovation, Refresco continuously desires to serve their customers with best juice products, functional services and smartly time investment that has made them the biggest juice maker in Kuopio, Finland. The most important asset of Refresco Oy is highly educated people with the passion for making juice and servicing customers. It is them who make their wide portfolio possible by providing the stunning production pipe line and delivery chain. They search for new and alternative ways to improve the quality of the product and packing combinations in line with consumers and fulfilling customer need. That is something they are good at.

Refresco designs new products by sharing extensive worldwide network knowledge of raw materials, efficient logistics and reliable high line production technologies, product formula, local consumer preferences and market trends. 90% of Refresco product are private products. They know their business by heart and never get tired of finding answers and solution of product issues. They stand behind every drop coming from the factory proudly. Refresco is headquartered in Rotterdam, the Netherland, and there are employees circa 4,100. (Refresco, 2017.)

Refresco Finland Oy

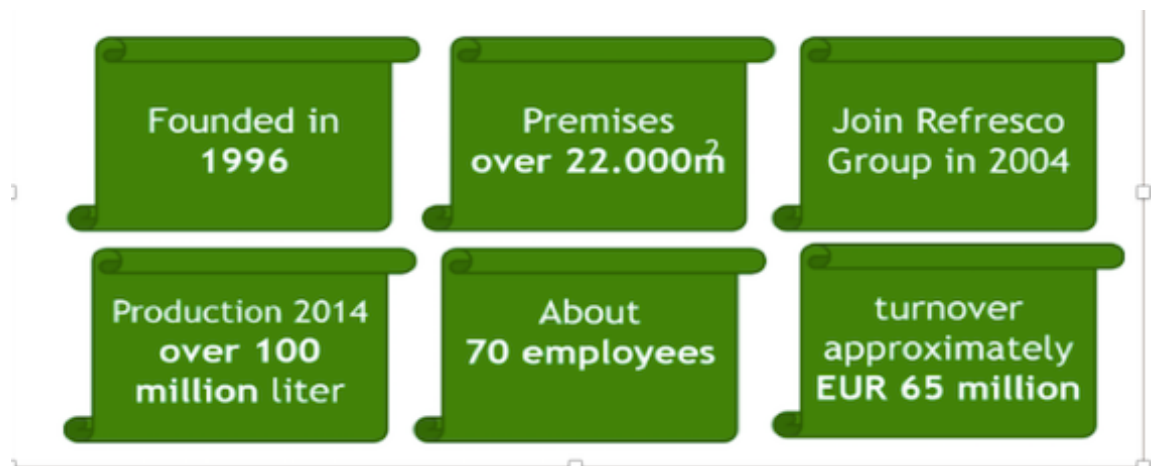| Founded in 1996 | Premises over 22.000m² | Join Refresco Group in 2004 |
| Production 2014 over 100 million liter | About 70 employees | turnover approximately EUR 65 million |

Figure 2. Refresco Finland Oy (Refresco, 2017.)

Vision

Our drinks on every table are the main vision for Refresco. Although the drink does not carry their name, they take pride in the bottling and packaging solutions they provide and take full responsibility for the quality of what they deliver.

This vision encompasses their existing soft drinks and fruit juice proposition in Europe, but it does not limit them to this. It opens much more possibilities for them with more powerful and clear vision. It provides the context in which they make their strategic decision about the markets they choose to operate in and the type of drinks they choose to produce. (Refresco Group N.V., 2017.)

Strategy

Their strategy is to grow with their customers in Europe and selectively in other geographies while leveraging deep know-how in operations and developing their people. They want to become a global independent bottler. To accomplish this, they focus on four strategic drivers. (Refresco Group N.V., 2017.)

1. Customers
2. Geographies
3. Operations
4. People

2.1 Marketing Communication Support

2.1.1   Value Proposition

"It is our job to challenge our customers with new and alternative products and packaging to meet the changing consumer preferences" (Annual report 2015, 2015.).

Market-driven is one of Refresco's core value. Also from the proposition, we can sense that this company focuses on consumer preferences. Marketing defines company's direction.

2.1.2 Differentiation

Private label, a Co-packing market is Refresco's main B2B market. They focus on delivering high levels of customer service as well as core innovations through the introduction of new packages, flavors, and varieties of soft drinks. They strive to expand their co-packing business by developing and manufacturing new, high-quality products for their branded customers with production flexibility. So Refresco enables customers to utilize their assets better, expand their packaging mix and lower their production costs. In some instances, this may mean acquiring customer's production facilities. Obtaining contracts to exclusively supply brand owners with products that customer either do not have or do not offer in a particular region, is one further driver of Refresco's contract manufacturing strategy. They will invest in new bottling capacity as needed to achieve this goal. Further by maintaining a superior asset base and certification, Refresco intends to become the preferred partner for brand owners. (Annual report 2015, 2015.)

2.1.3 Competitive Advantage

Refresco can provide high-quality standards, sufficient scale and footprint to meet Co-packing customers' geographical requirements as well as requirements related to manufacturing quality, flexibility, and reliability. It has many sites around Europe; it has a competitive advantage on its supply chain management.

The geographical advantage is a key point for this company. Also, Refresco gets high-quality raw material from the different places of origin.

2.1.4　Current Sale Message

Refresco operates in the quite big European soft drinks sector. The market expectations are that this sector will grow gently and the growth will be driven and influenced by consumers' awareness of health and nutrition, budget and time constraints, and also increase per capita consumption. Their focus is the private label and co-packing markets. They expect the market growth of these two sectors will take over soft drinks market. They think the private label consumers are increasing because more and more retailers are willing to use their own brand products. For example, K-supermarkets have their K-brand products. Another reason is that the growth discounters such as Lidl will bring the growth of private label business. Those discounters use a big proportion of their private label products. They also foresee that the co-packing opportunities will rise. Some brand-players seek to outsource their manufacturing capacity as a part of their asset-light strategies. (Annual report 2015, 2015.)

Figures 3 and 4 show their current market situation. These pictures are taken from the Refresco Year Book 2015. So, they are the statistics for the year 2014. As we can see, in 2014 Germany is the biggest market, taking 24,9 percent of their whole market. Fruit juice and carbonated soft drinks are their main product. (see Figure 3 and Figure 4 below)

Volume per product and volume per packaging 6,095.5 million liters (2014: 5,968.9 million liters)

Ready-to-drink teas 12.1%
(2014: 10.7%)

Energy drinks and other 2.9%
(2014: 3.3%)

Functional
and still
drinks 10.5%
(2014: 11.8%)

Carbonated
soft drinks 27.4%
(2014: 27.7%)

Waters 20.5 %
(2014: 21.8%)

Fruit juices 26.6%
(2014: 24.7%)

Cans 8.6%
(2014: 8.4%)

Other 2.2%
(2014: 2.1%)

Cartons 22.9%
(2014: 23.0%)

PET 42.8%
(2014: 44.0%)
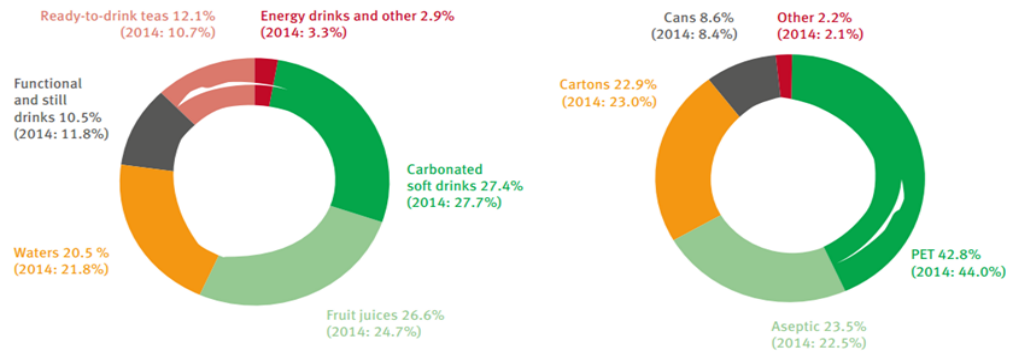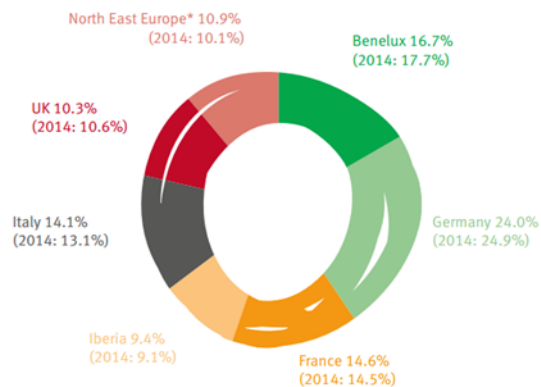
Aseptic 23.5%
(2014: 22.5%)

Figure 3. Volume per product and volume per packing (Annual Report 2015, 2016.)

WE ARE THE LARGEST PAN-EUROPEAN BOTTLER ACROSS 9 MARKETS
(Volume 6,095.5 million liters by region, 2014: 5,968.9 million liters)

North East Europe* 10.9%
(2014: 10.1%)

Benelux 16.7%
(2014: 17.7%)

UK 10.3%
(2014: 10.6%)

Italy 14.1%
(2014: 13.1%)

Germany 24.0%
(2014: 24.9%)

Iberia 9.4%
(2014: 9.1%)

France 14.6%
(2014: 14.5%)

WE PRODUCE A COMPLETE PORTFOLIO OF SOFT DRINKS AND FRUIT JUICES FOR RETAILERS AND BRAND OWNERS
(Volume 6,095.5 million liters by product, 2014: 5,968.9 million liters)

Ready-to-drink teas 12.1%
(2014: 10.7%)

Energy drinks and other 2.9%
(2014: 3.3%)

Functional and
still drinks 10.5%
(2014: 11.8%)

Carbonated
soft drinks 27.4%
(2014: 27.7%)

Waters 20.5%
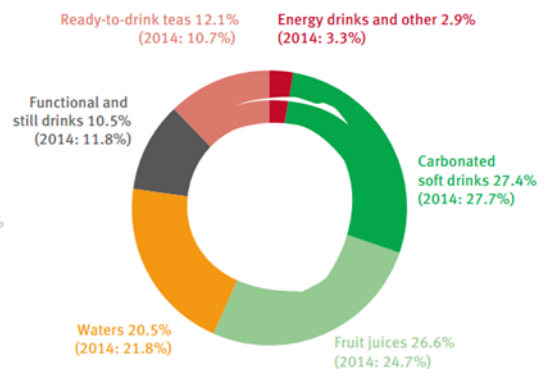(2014: 21.8%)

Fruit juices 26.6%
(2014: 24.7%)

Figure 4. Market share (Annual report 2015, 2016.)

2.2 Snadi Fruits Drinks

Snadi is a fruits drink which is suitable for both children and adult. Snadi is delicious, juicy and crispy drink in convenient two-deciliter package are easy to take and enjoy. Snadi is a small, colorful, and designed package which creates mood good. It is available in four different taste; pear, strawberry, raspberry, and orange. Among these drinks raspberry is a newly launched product in a market with a new design. Snadi is a fantastic way for children to get nutrition into their growing, developing bodies.

Figure 5. Snadi Package (Snadi 2dl drink)

3 CUSTOMER SATISFACTION

From the 1990s, customer satisfaction was considered as a key element for the organization success in the market; a leading criterion in determining the quality of service or product to the customers, and it is also crucial for organization survival. Customer satisfaction, loyalty, relationship, customer experience, emotional attachment, and service quality have become to most discussed and relevant topics for research in a service industry. Satisfaction is a convenient generic word to summarise all the attitudes and feelings of the customers based on their experience with an organization.

According to Hill, Roche, & Allen (2007), improving customer satisfaction is going to be extremely difficult because the organization wants to focus on controlling or reducing costs. The survey was done in the USA. The customer satisfaction figures from the data show there is a very strong link between customer satisfaction with individual companies and a tendency to look bright side with customers in future which concludes that one percent increase in customer satisfaction is associated with seven percent increase in cash flow of the company.

Disconfirmation arises from discrepancies between prior expectations and actual performance. This conceptualization is reflected in the definition of satisfaction by Tse & Wilton (1988) as "the consumer's response to the evaluation of the perceived discrepancy between prior expectations (or some norm of performance) and actual perception of product performance after its consumption." This definition is for service quality; however, several distinctions (such as satisfaction seen as a post-decision customer experience while quality is not) are made between customer satisfactions and service quality (Boulding et al., 1993). According to Bearden and Teel (1983) satisfaction is generally assumed to be a significant determinant of customer loyalty, a recapitulation of sales and positive words of mouth to mouth towards the company which plays an important role in the market. Similarly, satisfaction can be assumed as an important source of brand loyalty and satisfaction with

brand leads to customer loyalty. Overall, there is less probability that brand loyal customers can swap brand due to higher levels of satisfaction.

Expectations are conceptualized in the service quality literature, as a normative standard of future wants (Boulding et al., 1993). Normative (or ideal) standards represent enduring wants and needs that remain unaffected by the full range of marketing and competitive factors. Normative expectation is stable and represents the service that the market oriented provider must constantly strive to offer (Parasuraman, Zeithaml, & Berry, 1993).

According to Giese & Cote (2000) observations in customer satisfaction, they say that customers are the ultimate users of a product which suggest three general factors that assemble the whole customer satisfaction concept:

1) Customer satisfaction is a summary of affective response that varies in intensity.
2) The response pertains to a focus on the product choice, consumption experience, and purchase decision.
3) The response set at a time that varies according to a situation and is limited in duration.

The above aspects provide the framework for developing conceptually consistent and context-specific definitions of satisfaction. In short, Giese & Cote (2000) have described customer satisfaction as "a summary affective response of varying intensity", "time specific point of determination and limited duration" and last "focal aspects of product acquisition and/or consumption".

3.1 Importance of Customer Satisfaction to Companies

The companies acknowledge that customers are important and they are the company's biggest assets. A company of all kind survives when they have customers and grow only when they can retain them and recruit new ones according to customer's desire and expectation.

All customers are driven by needs and desires which customers seek and value to satisfy. Thus, all customers are driven by the value received through the acquisition and use of a product or service. The recognition of customers as seekers of problem solutions and the resulting value is fundamental to long-term business viability. Customer value is "the be-all and the end-all of all business activity; the only purpose of all organizations, all business enterprises. It is the only justifiable goal of all reengineering, organizational renewal, entrepreneurship and corporate innovation. And it is the only path for sustained growth and for winning the battle for the market leadership." Indeed, it goes to the very core how companies define and view themselves. (Sheth & Mittal, 2004.)

It is important to make a strategy to take the lead and set the tones how to run the business successfully. So, it is important to focus employees also and provide them an opportunity to challenge policies and practices. It is also important to know their ideas to implement them in a company. The company's employees are aware of the customers' needs and desires and they perform much better if the company creates an atmosphere of employees as an integral and valuable part of the team (Owton, 19 September 2011). In this competitive marketplace, companies have to make customer satisfaction as a key element of their business strategy because nowadays businesses compete for customers. It is also important to know "what will make customers choose one over the other?" and all this happen because of good customer experience. Companies who offer amazing customer experience create an environment where satisfaction is high and customer advocates are plenty. It is one way to generate revenue of business (companies). The negative impact of companies is tightly linked to revenue and repeat purchases.

3.2 Customer Satisfaction on Customer Retention

Customer satisfaction has consistently been regarded as a fundamental causal factor of long-term customer behaviour because satisfaction was found to decidedly impact on purchase decision and lead higher customer loyalty and repurchase retention. The more the satisfaction is, the more is their retention which maintains a long-term contractual relationship with the service provider (Firm) (Ranaweera & Prabhu, 2003).

According to Roland T. Rust and Anthony J. Zahorik (1993), satisfaction has been treated as the necessary premise for the retention of customers and therefore has moved to the forefront of relational marketing approaches. Similarly, Kotler (1994) sums this up when he states: "The key to customer retention is customer satisfaction".

Based on the conceptual model of the relationship between customer satisfaction and customer retention by Hennig-Thurau & Klee (1997), customer retention is widely accepted as a central objective in relationship marketing. Customer retention is closely related to the frequent purchasing behaviour variable and the brand-loyalty construct as regularly discussed variables.

The model presented in Figure 6 (a conceptual model of the satisfaction-retention relationship) covers the clearly portrayed view of an immediate and strong impact of customer satisfaction on customer retention.
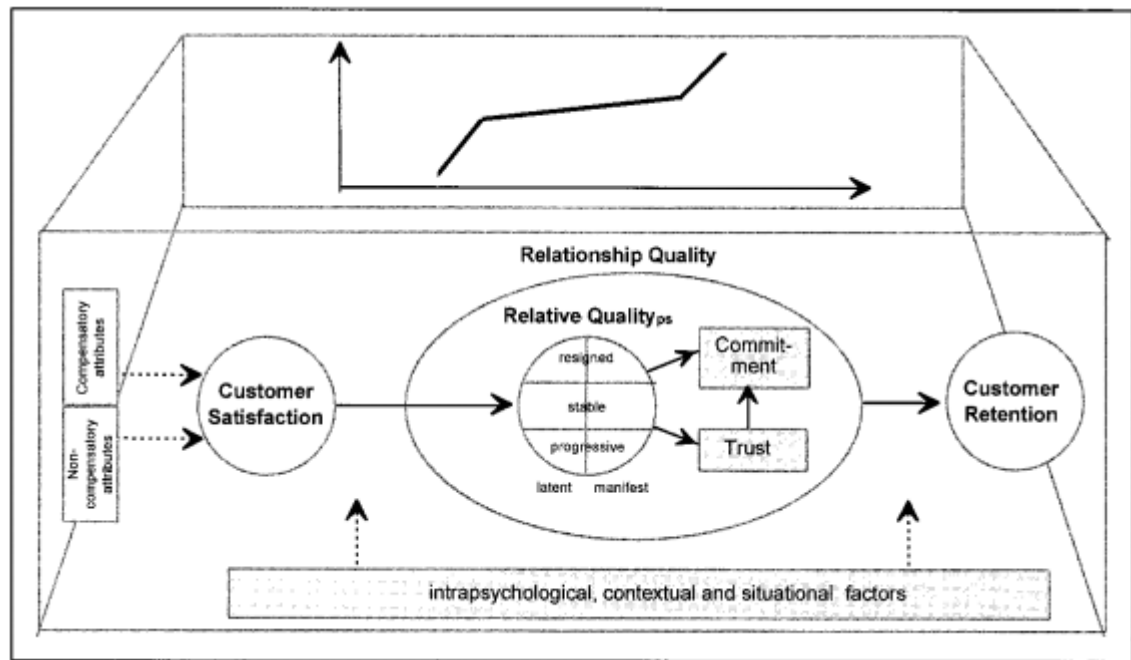
Figure 6. A conceptual model of the satisfaction- retention relationship (Hennig-Thurau & Klee, 1997)

Considering customer satisfaction, compensatory (rewards) and non-compensatory (penalties) are the two manifestations of nonlinearity which contrasting influence on the formation of satisfaction. According to the model (Hennig-Thurau & Klee, 1997), the consolidation of quality perception resigned, stable and progressive and manifest and latent quality perception result in six diverse types of quality perception, which all have an individual and significantly separate meaning for customer retention. Thus, the quality appraisal is understood as a relative quality perception. They found a frequent situation that only customer satisfaction does not affect customer retention. After all the research they have done in the model above (see Figure 6), it indicates that customer satisfaction and relationship quality appear to customer retention.

4   RESEARCH METHODOLOGY

The research aim is to figure out the satisfaction level with Snadi and their thoughts in new change and flavor of the drink. What aspect do they carry in future? This is as a result of the desire to cover up for the gaps of using a questionnaire to research and study the terminologies of the respondent in line with their response. In the research, both quantitative and qualitative research methods were used due to the fact that there is a need of comparing and explaining quantitative results with qualitative follow-up data collection and analysis.

4.1   Reliability and Validity of the Research

Reliability and validity correspondents the same but they do not mean the same thing. It is the two concepts define the accomplishment of the research implementation. "Reliability and validity are tools of an essential positivist epistemology." (Winter, 2000.) Reliability is the degree to which a research instrument produces consistent results.

Joppe (2000) defines reliability as;
The extent to which result is consistent over time and an accurate representation of the total population under study is referred to as reliability. If the result of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

Types of reliability

1. Test-retest reliability: the consistency of a measure from one time to another.
2. Parallel forms reliability: the consistency of the result of two tests constructed in the same way from the same content domain.
3. Inter-rater reliability: the degree to which different observers give consistent estimates of the same phenomenon.

4. Internal consistency reliability: the consistency of results across items within a test. (Phelan & Wren, 2005.)

Validity in research refers to the extent how accurate an instrument is at measuring, what it is trying to measure. (Phelan & Wren, 2005.) Validity can help users to understand if the result can be applied to research further or not. Joppe (2000) provides the following definition of what validity means:

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

According to Research Method Knowledge Base (2006), we assume reliability and validity are two different aspects, but in fact, they strongly lead to each other. This research is reliable and valid, because all questions honestly measures the issues of importance what it claims to measure. The question in the questionnaire is designed in a free attitude which helps to answer the responder without any influence and reliability because data collection techniques and analytic procedures would reproduce consistent finding and direct communication with the customers during the whole research process. All the questions were answered by the respondents in the survey and the data were collected in general by random customers.

4.2   Research Implementation

A questionnaire survey was the first empirical part of the research. The main purpose of conducting this survey is to investigate the customer satisfaction with Snadi fruit drinks of Refresco company in Kuopio and gives the opportunity to identify the customer behavior and possible ways to improve the customer service and relations. The survey questions have been discussed with the research's supervisor and the company's product manager, which

directed to make the survey short and simple, so that it is easy to participate in the survey and it is not time-consuming.

The questionnaire survey was started 1st April and ended 17th of April 2017. The final modified survey forms were printed out. To taste the product and providing feedback in the form, some companies of Kuopio had been selected. The whole amount of printed and expected response was around 100; however, 55 were filled out of which 3 of them were filled half which were not included in research part. Based on these 52 filled forms, the customer satisfaction with Snadi fruit drinks has been studied. The final analysis makes it easy to choose the right direction for future development and changes to the firm.

4.3 Survey's Questions

The questionnaire contained 13 questions, 12 of them had option choices and one was open. In researcher's view, all the questions were short, clear, easy to answer, understandable and had enough significant choices to prompt their attitude. The whole questionnaire (Finnish and English version) is attached in Appendix A and Appendix B.

Question 1

1. Which range includes your age?

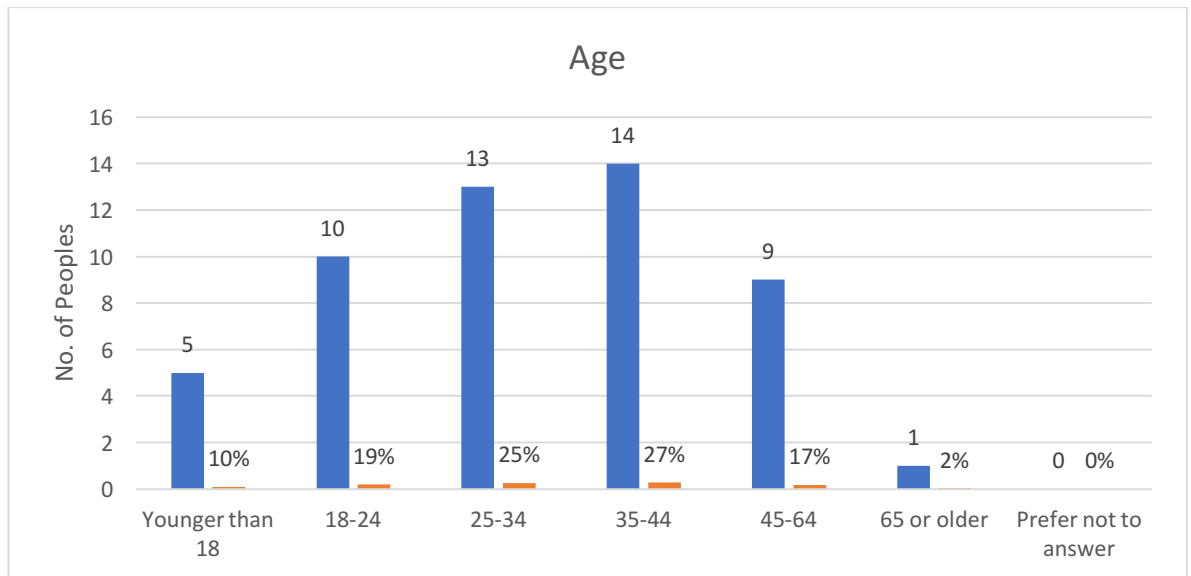   Number of respondents =52

Figure 7. Age range of the respondents

Figure 7 shows the age categories of the respondent's where people between 25-34 years old (25%) and 35-44 years old (27%) are the major respondents. In between 25-34 and 35-44 years old people, there is only one number difference (13 and 14) of the respondent. Similarly, 18-24 and 45-64 old people have also one number of respondent difference ten and nine. Comparing to percentages, there is two percent up and down. Younger clients made ten percent of respondents and their number of presence is five out of 52. Similarly, only two percent of respondents are 65 or older age people. Out of 52 respondents, no one prefers not to answer the age range. Figure 7 describes the whole age range of the respondents.

2. Please indicate your gender?
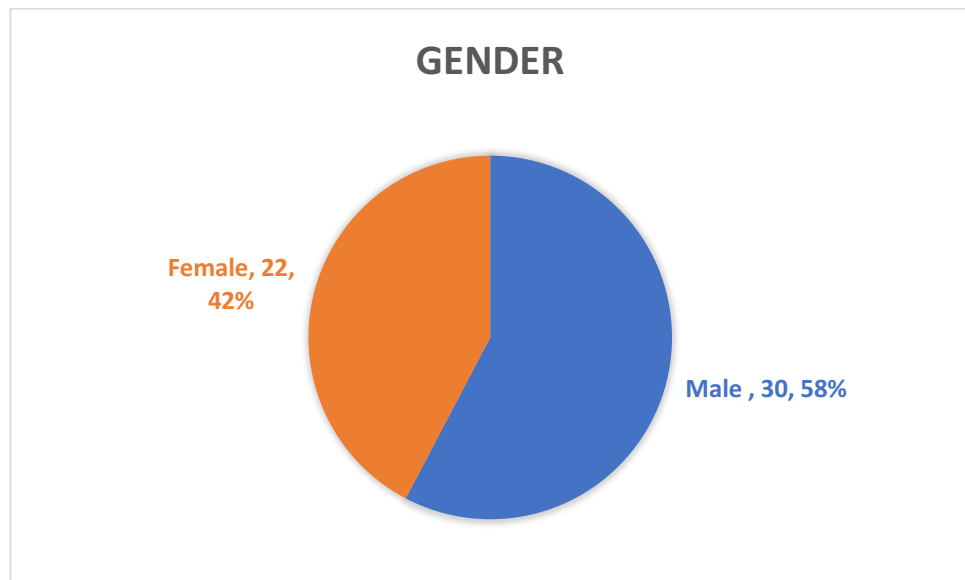
  Number of respondents =52

Figure 8. Total number of respondents participating in the survey divided by gender (N=52)

Figure 8 helps to find out a number of respondents' gender (male or female) and their number of participants in the survey. The number of men taking part (58%) is slightly higher than that of women (42%).

3. Which flavor do you prefer most?
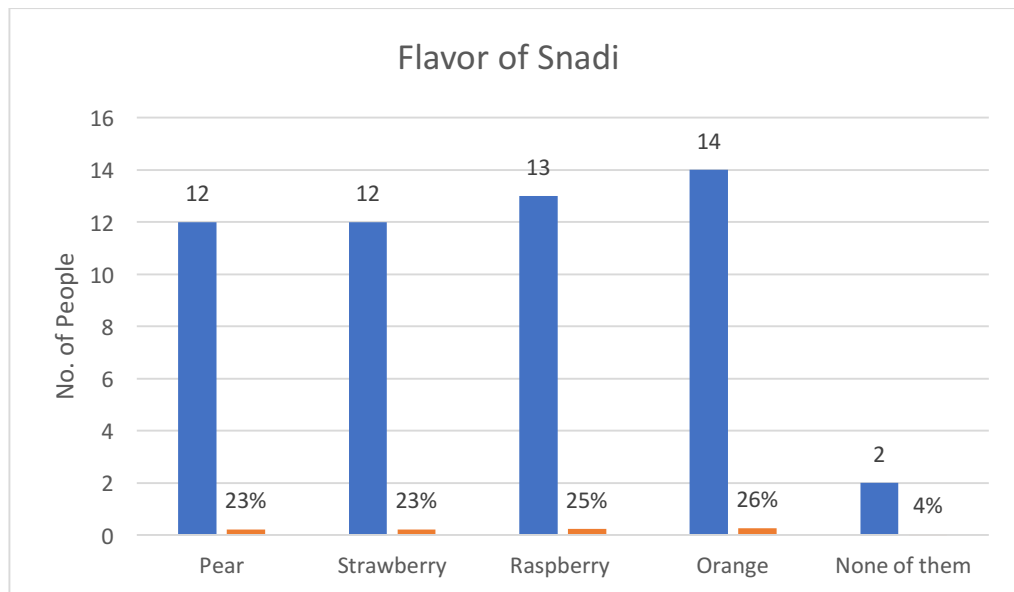
   Number of respondents =52

Figure 9. Flavor of Snadi respondents like the most

This bar chart illustrates the flavor of the Snadi preferred. This question aims to analyze which flavor respondents prefer the most. It could be used for the strategy of production in the future. According to the chart, pear, strawberry, and raspberry occupied almost the same proportion of respondents with 23 and 25 percent (12 and 13 people as shown in Figure 9). 26% choose orange as their desired flavor and it is the most popular flavor in respondents'. Four percent of people do not prefer these flavors in their daily life. Orange has occupied highest percentage because in Finland people prefer to drink orange juice the most. Its demand is also higher on the market than the demand of others product. Among all these respondents only one person has chosen two options: pear and raspberry.

4. How frequently do you purchase our product Snadi juice?
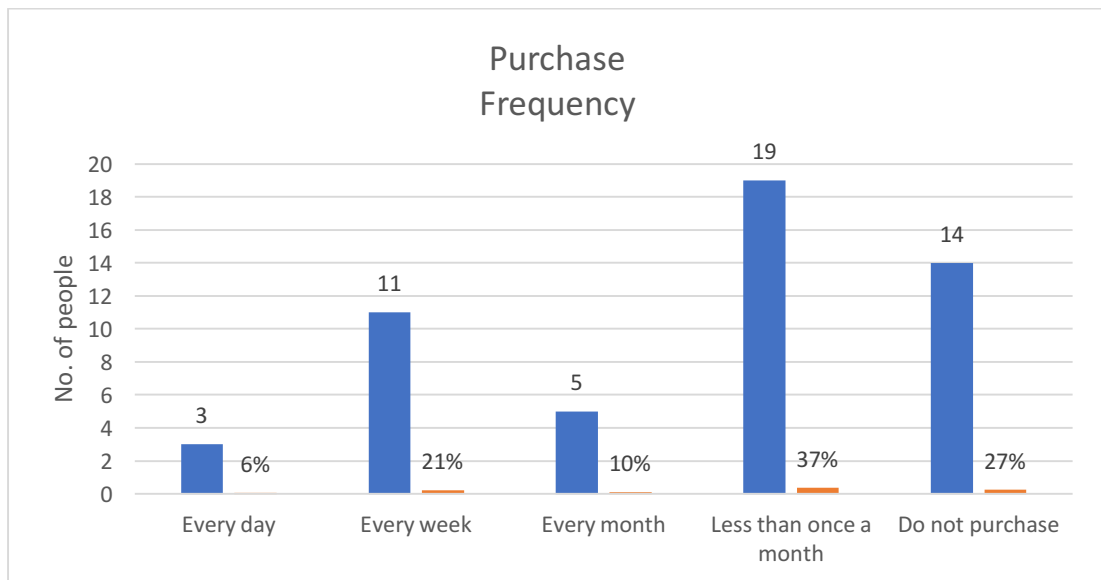
   Number of respondents = 52

Figure 10. Frequency to purchase product (N=52)

The aim of this question is to get the purchase frequency of customer who buys Snadi. It also represents the customer bond of the company product. The major group is 'less than a month' customers with 37 percent of the respondents. 21 percent of respondents buy the product every week. Only six percent of people purchase Snadi every day and among 52 respondents, five percent purchase it every month. From all the respondents, 27 percent of people do not purchase the product at all. Following the bar chart, they at least sometimes purchase the product.

5. Would you like to have Snadi juice with a new flavor?
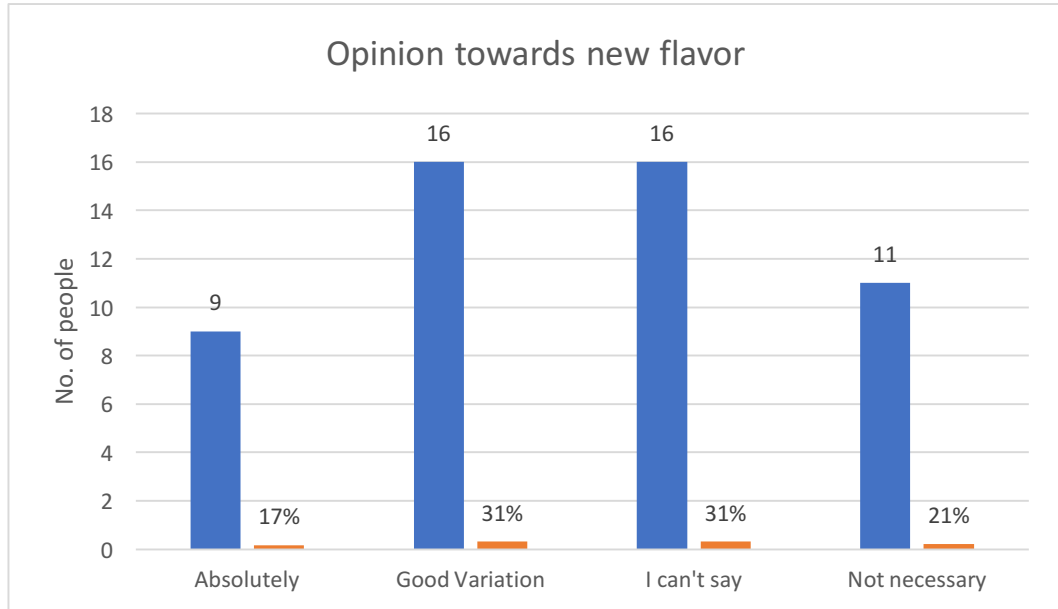
Number of respondents= 52

Figure 11. Opinion towards new flavor (N=52)

This question was surveyed to evaluate people's willingness to taste a new flavor in future. The goal of this question is to find out the most popular flavor and one flavor which people expect to have in the future.

The bar chart illustrates the popularity of other flavor juice except the Snadi available. According to above figure, 31 percent (16 people) has responded that having a new flavor makes a good variation on the product. In contrast, 31 percent of respondents (16 people out of 52) cannot say about their opinion towards the new change in the product. 21 percent (11 respondents) respondents' think the available flavors of Snadi are good and there is no need for any changes in product flavor. However, 17 percent of respondent show their strong desire adding a new flavor to the product. Out of nine respondents, who strongly show to have a new flavor, only seven people have expressed their expected flavor to have in the future and they are mango, apple, cola, and blueberry.

6. Would you recommend service/ product to other colleague/friends?
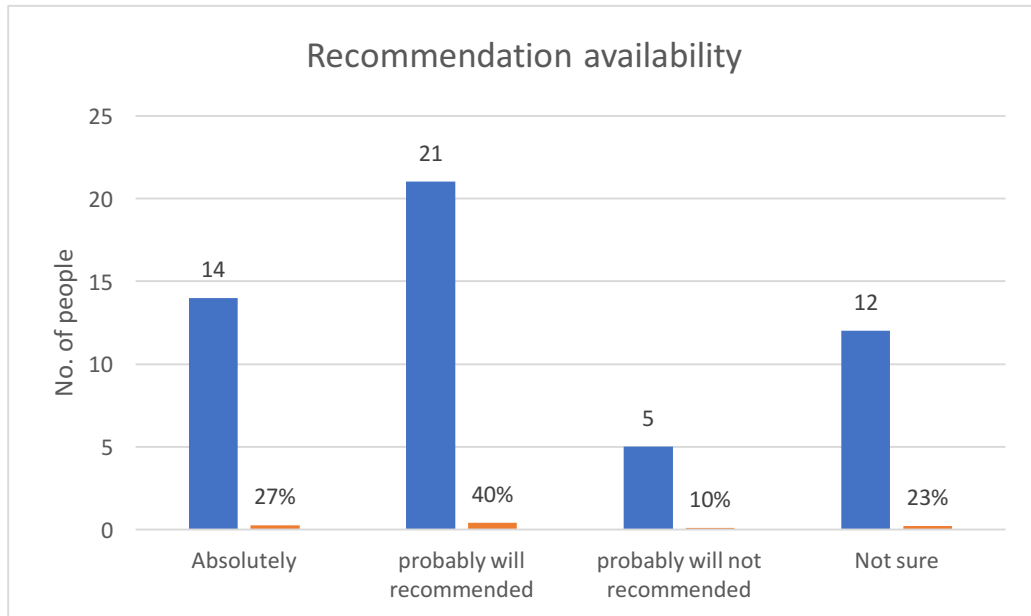
   Number of respondents = 52

Figure 12. Recommendation availability (N=52)

This question helps to find out if the respondents are ready to recommend the service and product of the company. This question is also important, because from respondent's recommendation availability level, the general level of satisfaction can be emphasized.

If we add two options which are of similar type (absolutely and probably will recommend), more than half of the respondents (27%+40%=67%) are sure that they would recommend the product. According to the chart, 10 percent strongly say that they will not recommend the product while 23 percent are not sure yet. This indicates they may recommend if some changes will be made.

7. What do you think about the price of the product?
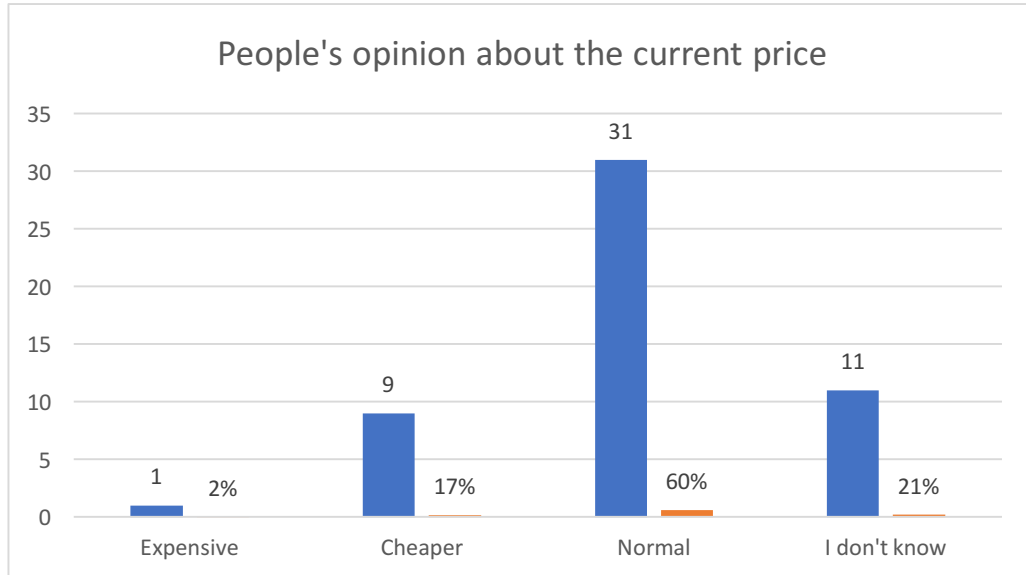
Number of respondents = 52

Figure 13. People's opinion about the current price (N=52)

Question 7 was formed to find out if price influences a market demand of the product. According to theory, the decrease in the price of product increase demand for goods and vice versa. It is common that company which supplies excellent products with low price has higher market demand than a company which supplies super high-quality product with high price rate.

More than half of the respondents (60%) thought the price of a product is normal. 17 percent of the respondents assumed the price is inexpensive and 21 percent of the respondents were not very aware how much the price of the product should be. Only two percent of the respondents thought the price of the product is high. This data gives us a consequence that the price of a product could be increased slightly.

8. What would you suggest about the sugar level of Snadi juice for your kids or your health, according to your health and taste?

Number of respondents = 52
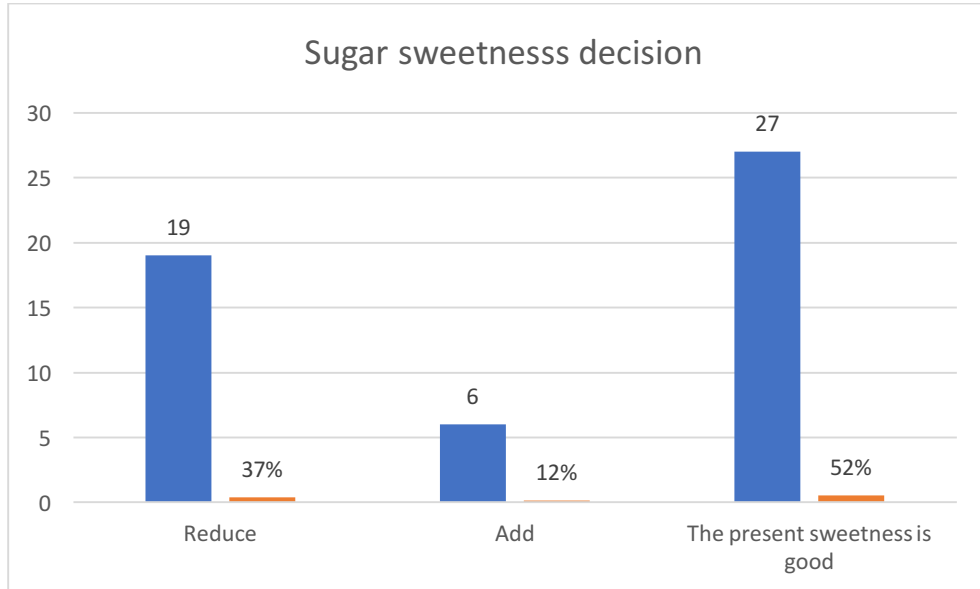
Figure 14. Sugar sweetness decision (N=52)

This question was composed for the production plan in the future. According to Figure 14, the majority of respondents (52%) strongly says the present sweetness is good enough as it is and there is nothing to be changed. 37 percent want to reduce the sugar level. In contrast, 12 percent of the respondents suggest to change the product by raising sugar level. From this survey, the researcher came to a conclusion that customers would not mind if certain changes were made.

9. Please rate your level of satisfaction to Snadi juice.

Number of respondents= 52

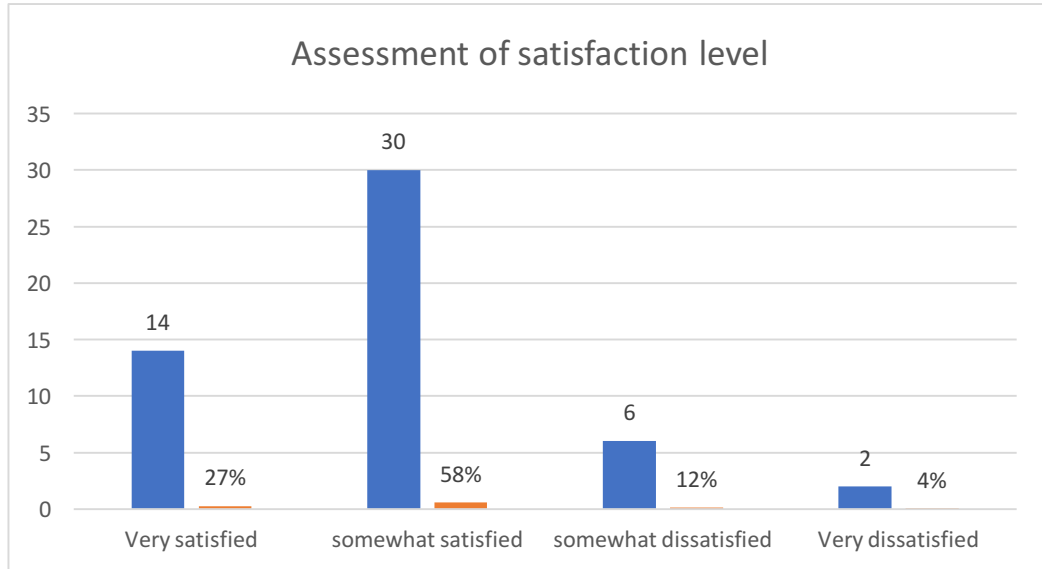Figure 15. Assessment of satisfaction level (N=52)

This question aimed to get an overall impression about respondents' attitude towards the product. This question helps to evaluate the satisfaction level of the respondents from the product. Question 9 is also important because satisfaction is a key factor that helps in creating long term relationship with customers.

27 percent of the respondents expressed their strong level of satisfaction and 58 percent of the respondents did not show strong satisfactory level but also were not unsatisfied. 12 percent of the respondents had got some negative impact from the product so they are not so satisfied with the product. Similarly, four percent of the respondents were totally not happy with the product. Overall, the researcher thinks that the percentage of satisfied respondents was higher than the percentage of unsatisfied.

10. Compare to another product of juice box available in market, would you say that Snadi juice is
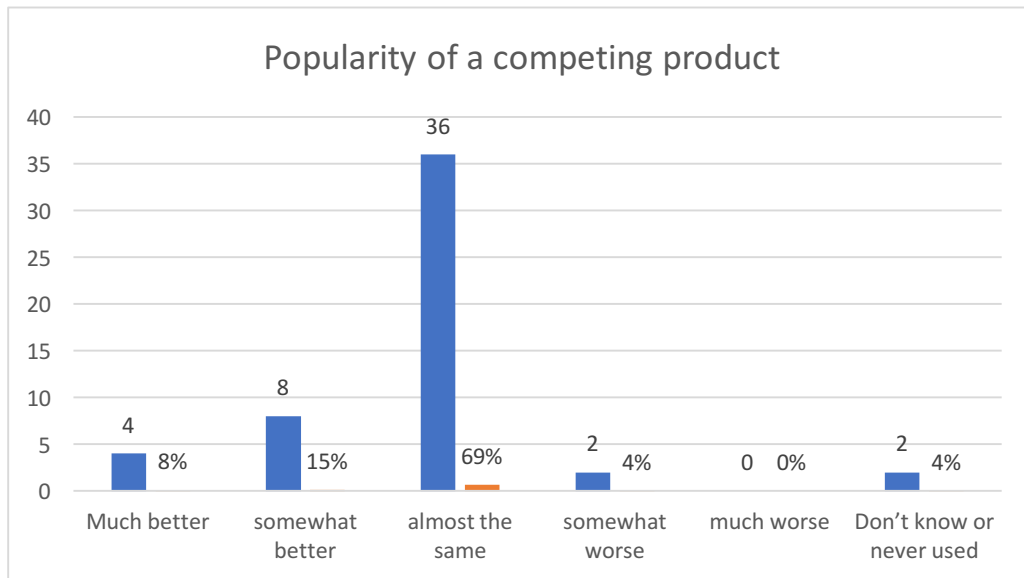
Number of respondents = 52

Figure 16. Popularity of a competing product (N=52)

This question illustrates the popularity of the product compared to the similar product available in the market. It aims to analyse the market situation of the company compared to competitors because knowing your market is everything which defines the success of the business. According to the chart, 23 percent of the respondents think the product is good enough compared to the other similar product which is available in the market. More than half of the respondents (69%) think it is almost similar to the competitors one. Somewhat worse and do not know or never used occupied the same proportion, with four percent.

Based on this result, if there were made slight changes in the product and service, the demand of the product would perhaps rise day by day. It is also a good way to evaluate your product from competitors' product through customers.

11. What are your most likely preferences when buying Snadi juice?

Number of respondents = 52

Figure 17. Basic reason for choosing Snadi (N=52)

This question helps to give awareness required into how to make your product or service even better on price and quality and in designing a new product. In this chart, price and design occupied nearly the same response (eleven and twelve respondents) which easily influence the customer's choice when trying a new product. Price and design makes your product stand out of the crowd and grows the sales. However, 23 respondents have given the highest response in taste which is a positive impact for the product sales increase. Size was preferred by eight respondents.

12. Based on your experience with Snadi product, how likely are you to buy again Snadi juice?

Number of respondents =52
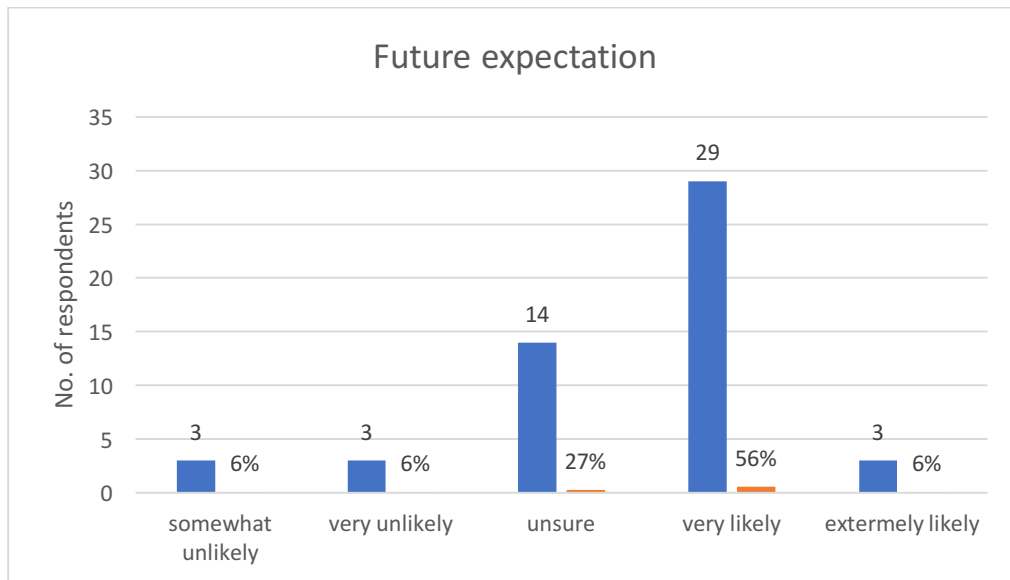
Figure 18. Future expectation (N=52)

This question helps to analyse both past and current product evaluation and provide us the ability to evaluate taste, quality, value, design and the ability of the product. According to the chart, twelve percent of respondents do not want to buy the product. 62 percent of respondents are very sure that they will buy it again and again, whereas 27 percent are not sure whether they will buy it or not. Still, we can have some expectations on customers' retention.

13. If you have any additional comments about how we can improve your satisfaction with our product or service, please fill them in here.

   Number of respondents =3

The open question answers:

- I seldom drink juices in small packages. The product is ok (Harvoin tulee pillimehuja juotua. Ihan ok tuote tämä).
- Industrial after taste (jälkimaku teollisen makuinen)
- It is good for kids but not for adults

Question 13 was an open question. Only three of the respondents have shared their ideas. Good suggestions from the respondents can help planning, studying and implementing the company success.

5   RESULT ANALYSIS

To scrutinized customers' behaviour and responses from their perspective, the questionnaire has been set and given randomly to people. These opinions of customers will help the company to provide another direction to expand their market and promote the market share as well as make the company premeditated the market strategy easier and smoother.

Despite the fact that the research had a low rate of response, the analysis was done based on the received responses. According to the data collected during the research, people from 25 to 44 years old were the largest respondent group compared to others. The number of above 65 years old and younger than 18 years old people were less than other age groups may be because this survey was been done in such place where people from 25 to 44 years old are the most typical. Besides, male respondents represent the biggest part being almost 16 percent higher than the number of women.

There was an equal number of respondents' response in the preferring the flavour choice. Pear, strawberry, and raspberry had an equal number of respondents which is 23 percent, whereas people who preferred the orange flavour, is four percent higher. It is no wonder because orange is the highest selling juice in Finland. However, only four percent of people preferred not to have all these flavour(stwarberry, pear, raspberry and orange). This shows that the company is producing the right flavour juice. The highest number of respondents express that at least they purchase the Snadi sometimes, whereas 27 percent response that they are not willing to purchase the Snadi. This shows that the firm must make some changes which would be beneficial for the company.

According to the respondents, if there were a newer flavour in the Snadi then it could bring a good variation on the product sales. Some of the respondents prefer mango, apple, cola and blueberry. Based on the survey result,

respondents are quite satisfied with the company product (Snadi) and more than half of the respondents would recommend the product to other people, which is a good sign for any business perspective. Similarly, the price of the Snadi is also acceptable for the respondents. Only a few number of respondents suppose it is expensive but, overall, they are quite satisfied with the price of the Snadi.

From the researcher's perspective, this result is important because it makes a good start for creating good taste in Snadi that will lead in increased customer satisfaction. In the research, the highest number of respondents assumed that the present sweetness is good and there are no significant changes needed. However, some responses suggest reducing the sugar level which also has to be considered. This fact shows that if the company makes minor changes in the sugar level, then the product will be perfect for the company in the future. From the respondents' and researcher's view of point, satisfaction level is quite positive which shows that the company is going in right way.

Based on respondents' opinions, Snadi is almost similar to other available ones in the market and this contradiction allows the company to make some changes. Price, design, and taste capture the attention of the customers which is exciting as well as challenging for the company to maintain. However, respondent's response high in taste which is the key point for customers to buy Snadi more frequently. Very few of respondents made some suggestions that has been taken into consideration during research analysis.

6 RECOMMENDATIONS

From researcher's perspective, the company has managed quite well and is running perfectly. The company has the proven capability to produce quality in quantity. They are up to now capable of delivering what the customer wants. The company always carry ambition, innovation and bespoke solution with passions that match the customer approach which is a good strategy that will lead increasing customer satisfaction.

Due to a high potential and well-organized system, the company has successfully existed on the market for 21 years with a good customer retention. However, the company has missed some points that would open new possibilities for competitors in the market field.

Based on the research results, the researcher has planned a solution which, in researcher's view point, will help Snadi juice to improve customer retention and lead the company to success. First, Snadi is the product which is mainly focused and manufactured for kids but in this research only adults have taken part in the questionnaire because it is very important to know parents' opinion so that they can rely on the product for their children. From the respondents' view point, adding a new flavour in the Snadi can bring good variation in the product. If the company adds mango and apple including pear, strawberry, raspberry, and orange, customers have multiple choices which help with customer's retention.

Second, as researcher's conclusion based on the study, the company must have more emphasis in marketing. It is very necessary for the identification, selection, and development of the product, determination of its price, selection of the distribution channel to reach the customer's place and development and implementation of a promotional strategy.

Third, the researcher thinks the firm has not put enough effort on advertising field and started generating customer basis through staff, colleagues, friends, associates etc. Advertising connects heart and mind of your consumers. It is abundant and a visible way to communicate with customers to act in the way that the advertiser wants. Therefore, the company is strongly suggested to consider advertising through newspapers or appropriate websites and social media.

Fourth, from respondents' view point, 52 percent of respondents are satisfied with the present sweetness of the Snadi, while 37 percent of respondents suggest reducing the sugar level a little bit for respondents' and kids' health prospects.

Fifth, as the data shows, Snadi is almost similar to the competitors available in the market. Consumers make hundreds of decisions every day and providing a solid reason why choose one product over another simplifies decision making. Therefore, the company is suggested to promote the qualities so that people think of the Snadi before competitors' ones.

7 CONCLUSIONS

The purpose of this thesis was to study satisfaction level with Snadi fruit drinks and it gives us the opportunity to identify the customer behavior and possible ways to improve the customer service and relations to expand the market. I have chosen this topic intentionally because yet no one has done any similar research related to this product for a while. This study is only about a company Refresco Finland Oy and cannot be generalized to the prolong of providing information on all the companies. From the prospect of the company, the research is executed to improve Snadi regarding taste, price and bringing out possible changes customers want to see in the future.

The research has been made by using the questionnaire survey to investigate the satisfaction degree and suggestions for the product. It took 17 days to collect answers from customers. The questionnaire survey was started 1st April and ended 17th April 2017. The questionnaires were done both in Finnish and English language to make it comfortable for the respondents. However, I faced few problems among native speakers. The final modified survey form was printed out. In some selected companies in Kuopio, there were product tastings and customers gave their valuable time by providing feedback with the form. The whole amount of printed and expected responses was around 100. However, 55 were filled in, out of which three of them were filled in only half, and so were not included in the research part. Based on these 52 filled forms, the study on customer satisfaction with Snadi fruit drinks were made. The final analysis makes it easy to choose the right direction for future development and changes at the company.

This answers from customers will help the company to provide another direction to expand their market and promote the market share as well as make the company premeditated the market strategy easier and smoother. In the whole observation throughout the survey process, the company showed its capability to produce quality in quantity and running perfectly. They are up to now capable of delivering what the customer wants. Due to a high potential

and well-organized system, the company has successfully existed on the market for 21 years with a good customer retention. If the company pays attention to some aspects which have been included in recommendation part, then it will be a benefit for the company's growth.

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APPENDIX A

Survey Questions in English

The main aim of this survey is to figure out satisfaction level of customers according to taste, flavour and design and make necessary changes in order to improve the service.

We would appreciate if you spend some of your valuable time to answer the following questions. Thank you for participating!

Questionnaire of survey

1. Which range includes your age?
   A. Younger than 18
   B. 18-24
   C. 25-34
   D. 35-44
   E. 45-54
   F. 55-64
   G. 65 or older
   H. Prefer not to answer

2. Please indicate your gender
   A. Male
   B. Female

3. Which flavour do you prefer most?
   A. Paaryna
   B. Mansikka
   C. Vadelma
   D. Applesiini
   E. None of them

4. How frequently do you purchase our product Snadi?
   A. Every day
   B. Every week
   C. Every 2, 3 weeks
   D. Every month
   E. Do not purchase

5. Would you like to try Snadi juice in new Flavour?
   A. Absolutely……
   B. Pretty good variation
   C. I can't say
   D. Not necessary

6. Would you recommend our service/Product to other Colleague/ Friends?
   A. Absolutely
   B. Probably will recommend
   C. Probably will not recommend
   D. Not sure

7. What do you think about the price of the Product?
   A. Expensive
   B. Cheaper
   C. Normal
   D. I don't know

8. What would you suggest about the sugar level of Snadi juice for your Kids or your Health, according to your health and Taste?
   A. Reduce
   B. Add
   C. Present sweetness is good

9. Please rate your level of Satisfaction from Snadi juice on the following attributes (Quality of product services, Price, Understanding of your needs, Professionalism, Responsiveness, and Taste).

   A. Very satisfied
   B. Somewhat satisfied
   C. Somewhat dissatisfied
   D. Very dissatisfied

10. Compare to other product categories that are available in market, would you say that Snadi juice is
    A. Much better
    B. Somewhat better
    C. Almost the same
    D. Somewhat worse
    E. Much worse
    F. Don't know or never used

11. What are your most likely preferences when buying Snadi juice?
    A. Price
    B. Design
    C. Taste
    D. Size

12. Based on your experience with Snadi Product, how likely are you to again buy Snadi Juice?
    A. Somewhat unlikely
    B. Very unlikely
    C. Unsure
    D. Very likely
    E. Extremely likely

13. If you have any additional comments about how we can improve your satisfaction with our product or service, please fill them in here.

APPENDIX B

Survey Questionnaire in Finnish

Snadi Pillimehu- Kyselylomake

1. Mihin ikäryhmään kuulut?
   A. alle 18
   B. 18-24
   C. 25-34
   D. 35-44
   E. 45-64
   F. 65 tai vanhempi
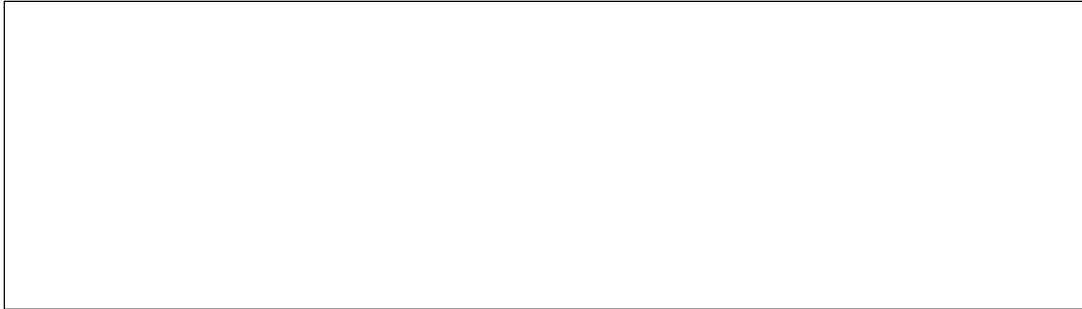   G. En halua vastata

2. Sukupuoli
   A. Mies
   B. Nainen

3. Mistä mausta pidät eniten?
   A. Päärynä
   B. Mansikka
   C. Vadelma
   D. Appelsiini
   E. En mistään edellä mainituista

4. Kuinka usein olet ostanut Snadi-pillimehua?
   A. Päivittäin
   B. Viikottain
   C. Kuukausittain
   D. Harvemmin kuin kerran kuukaudessa
   E. En ole ostanut Snadi-pillimehua

5. Pitäisikö Snadi-pillimehuissa olla vielä muita makuja?
   A. Ehdottomasti, mikä _____
   B. ihan hyvää vaihtelua
   C. En osaa sanoa
   D. Ei ole tarpeen

6. Suosittelisitko tuotetta muille?
   A. Ehdottomasti
   B. Todennäköisesti tulee suositeltua
   C. Todennäköisesti en suosittele
   D. En osaa sanoa

7. Millaisena pidät tuotteen hintaa?
   A. Kallis

   B. Halpa

   C. Normaali

8. Pitäisikö Snadi-pillimehun makeutta
   D. Vähentää
   E. Lisätä
   F. Nykyinen makeus on hyvä

9. Arvioi omaa tyytyväisyyttäsi Snadi-pillimehuun.
   E. Erittäin tyytyväinen
   F. Melko tyytyväinen
   G. Jonkin verran tyytymätön
   H. Erittäin tyytymätön

10. Kun vertaat Snadia muihin pillimehuihin, niin Snadi-mehun olevan
    A. Paljon parempi
    B. Jonkin verran parempi
    C. Lähes samanlainen kuin muut
    D. Jokseenkin huonompi
    E. Paljon huonommin
    F. En tiedä tai en osaa sanoa

11. Millä perusteella todennäköisesti valitset Snadi-pillimehun?
    A. Hinta
    B. Ulkoasu
    C. Maku
    D. Koko

12. Miten todennäköistä on kokemuksiesi perusteella, että ostat Snadi-pillimehun uudestaan?
    A. Melko epätodennäköistä
    B. Erittäin epätodennäköistä
    C. Epävarma
    D. Todennäköisesti
    E. Erittäin todennäköistä

13. Jos sinulla on lisäkommentteja siitä, miten voimme parantaa tyytyväisyyttä tuotteeseen tai palveluun, kirjoita ne tänne.