

CUSTOMER SATISFACTION SURVEY

Case: Omenamies

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ABSTRACT

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This thesis was commissioned by Leino Imports Turku. Omenamies is an online store, which sells the products the commissioning company imports. The objective of the research was to examine how satisfied customers are with Omenamies and how their experience could be improved. The company is also thinking about setting up a physical shop in Raisio and wants to find out if interest towards it exists. Hence, the main research questions were '*what is the current level of satisfaction among Omenamies' customers*', '*what action should Omenamies take in order to improve customer satisfaction*' and '*should Omenamies set up a physical shop in Raisio*'. The research was conducted using an online questionnaire that was sent to the sample via email.

Altogether 114 responses were obtained. There were more male than female respondents and all age groups were represented. Majority of the questions were statements about Omenamies to which respondents were asked to answer on the Likert scale (from 1 to 5) depending on if they agreed or disagreed with the statement in question. Respondents mostly agreed with the statements. Most respondents agreed that placing an order and paying for it are easy. The statements with which respondents disagreed most were about customer service and its promptness. However, the number of respondents for these statements was fairly low. Only 16 respondents had contacted customer service and could therefore assess it. Respondents were asked to give feedback to Omenamies in the open-ended questions at the end of the questionnaire. Most respondents wished for better product quality and a wider selection of products.

Based on the results, it seems that Omenamies' customers are generally satisfied with most things they encounter when shopping at Omenamies. However, there seems to be room for improvement in product related issues. A more careful inspection and testing of the goods upon arrival could be beneficial as well as taking poor quality items off the selection and replacing them with superior products. Another significant issue, which the company needs to solve, is its current lack of an updated marketing plan. This thesis provides several tools and strategies, which will hopefully help the company when re-writing the plan. In conclusion, improvement is needed in some areas more than others, but generally the results are positive.

Key words: customer satisfaction, customer satisfaction survey, e-commerce

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1 INTRODUCTION

The number of E-commerce customers in Finland has nearly tripled over the past ten years and in 2013 approximately 2,9 million Finns had purchased something online at some point. Even though things have greatly developed since the early 2000's, the growth of E-commerce in Finland is slowing down and the amount of money spent on single purchases has decreased. E-commerce growth has naturally slowed down because most people have already purchased products online, but it is also likely that the current economic climate has had an effect. (Statistics Finland: Verkkokaupan kasvu hidastui, 2013).

Now that most Finns have begun shopping online and physical stores are increasing their web presence to hold onto their customers, the E-commerce competition is growing tighter. There are a number of companies that sell products similar to those Omenamies has in its selection. In order to increase market share and to differentiate from its competitors, a company may need some sort of an advantage. Such an advantage could be to know your customers better than your competitors do and to use that information in your favour.

If Omenamies were to find out more about its customers' preferences, the company could serve them better and provide a more personal shopping experience. Happy customers not only come back but they also tell others about their positive experiences. This is why it is important to find out if the customers are currently that happy that they would share their good experiences and if not, what could be done to improve the situation.

2 BACKGROUND

2.1 Logic behind this study

It costs five times as much to attract a new customer than to keep a current customer satisfied. Even though acquiring new customers is of importance, the emphasis is shifting towards retaining those profitable current customers and creating lasting relationships with them (Kotler, Armstrong, Wong & Saunders 2008, 21). This is one of the founding reasons for the existence of this research – for Omenamies to learn more about its customers' likes and dislikes and to find out what the company can do in order to improve its relationship with its customers.

2.2 Research objectives

There are several objectives for this research. The key element is to provide new and useful information to Omenamies about its customers, their preferences and to find out where improvements are needed. The company has not conducted such studies previously and therefore there is a chance it does not know its customers as well as it maybe should.

One of the objectives of this research is to establish customers' current level of satisfaction. This is done by presenting the respondents with different kinds of statements regarding their shopping experience at Omenamies. Respondents must then answer on the Likert scale if they agree or disagree with the statements and to what extent. Respondents are also asked to provide feedback to the company in which they may express their satisfaction or dissatisfaction.

As it would be very unlikely for all the respondents to be completely satisfied with everything about the company, the second research objective is to find out what are the areas where changes are needed in order to improve customer satisfaction. It is important to not just find out what the needed improvements are, but also how severe or problematic they are and how can they be solved.

Another objective is to find out what kind of a marketing plan the company has at the moment and what kinds of plans they have for the future. The actions a company plans to take in the future may have significant effects to customer satisfaction.

This research also aims to introduce different kinds of marketing tools and strategies, which the company may implement at some point. The reason for this is that carefully planned operations may improve satisfaction among customers.

Not only conceptual strategies or tools, this research aims to provide Omenamies specific examples of what its customers want. In the questionnaire, the respondents are asked to name products they wish Omenamies would add to its merchandise assortment.

Omenamies is currently thinking about setting up a physical shop or a showroom where its customers could come and get to know the products or pick up their purchases. As the company operates in Raisio, the shop would be located there, too. Thus, the research objective would be to find out, if there is interest among the respondents for such a shop in that location.

2.3 Research questions

There has not been a previous study regarding the satisfaction of Omenamies' customers. The main problem is to find out how satisfied customers are and to identify the ways satisfaction could be improved. Another research problem is about the future of the physical shop, which Omenamies is considering to set up. The results of this research will be submitted to Omenamies and may be used for planning and implementing marketing strategies in the future. The research problems are divided into three main research questions, which this study aims to answer:

1. What is the current level of customer satisfaction among Omenamies' customers?
2. What action should Omenamies take to improve customer satisfaction?
3. Should Omenamies set up a physical shop in Raisio?

2.4 Methodology

When conducting a research, one must choose a research method between *qualitative* and *quantitative* research. Qualitative research is often seen as somewhat easier because it measures the quality of something rather than its quantity. It is reflective and experiential in nature. Other characteristics of qualitative research are that it usually has a small sample size and data collection may be done using interviews or group discussions. Because of the small sample size and the unstructured techniques, the findings are not conclusive and the conductor of the research has to refrain from making any generalizations about the population in question (Davies 2007, 9-11).

Quantitative research uses mathematical theories and statistics. The sample is bigger and data collection may be done using a questionnaire. Unlike with qualitative research, the findings in quantitative research are conclusive to a specifiable probability (Davies 2007, 10-11). The aim of quantitative research is to determine the relationship between an independent variable and a dependent or outcome variable in a population (Hopkins, 2000).

According to Baltimore County Public Schools' (later referred to as BCPS) article Key Elements of a Research Proposal (2010), quantitative research designs may be divided into four types: *descriptive*, *correlational*, *causal-comparative* or *quasi-experimental* and *experimental*. In descriptive research design, the subjects are often measured only once, whereas in experimental design, the subjects are measured twice: before and after treatment. Consequently, descriptive research design only indicates associations between measured variables and experimental research design indicates causality (Hopkins, 2000).

As the name would suggest, descriptive research design aims to describe the current status of the variable. Reason for descriptive research is to "provide systematic information about a phenomenon". Examples of such study would be a description of how students feel about shorter summer vacations or a description of how satisfied the customers of Omenamies are with the company (BCPS: Key Elements of a Research Proposal, 2010).

Correlational study seeks to establish and interpret the nature of the relationship between different variables. It finds trends and patterns in the relationships but does not establish what causes those patterns. Correlational research only studies the data of the variables, the relationships between them and their distribution. For instance, studying the relationship between intelligence and self-esteem would be a correlational research (BCPS, 2010).

Causal-comparative or quasi-experimental research tries to establish the cause-effect relationship between variables (BCPS, 2010). It is similar to experimental research design, which is also known as “true” experiment, but differs from it in randomness (Davies 2007, 33). Both research designs study an independent variable, but in causal-comparative research that variable is not manipulated, unlike in experimental research. Causal-comparative research uses natural, pre-existing groups whereas in true experimentation subjects are randomly assigned to groups (BCPS, 2010).

The research design of this study is descriptive. It seeks to describe how customers feel about Omenamies and the services it provides. It also aims to describe how Omenamies could improve customer satisfaction in the future. The main tool used in this research was the online survey. The choice of method, quantitative research, was very clear from the start. Using quantitative research allows making more definite conclusions about the whole population rather than interviewing a handful of people and the descriptive research design supports a study of this nature.

As mentioned previously, the survey was conducted online. This online tool was chosen because this particular thesis studies the customers of an E-commerce company. It would have been very difficult to reach these customers face-to-face or to organize personal interviews with them. However, as they have purchased products online before, it is likely that they could be contacted electronically and in this case via e-mail. This is the logic behind the reason for choosing quantitative method over qualitative in this part of the research.

First and second hand information were used in the research. As mentioned, an online survey was conducted and Matti Leino, the CEO and founder of Omenamies, was interviewed in regard to Omenamies’ background and the company’s future pursuits.

The main method of data collection was the quantitative survey. It consisted of a series of fixed questions regarding respondents' background and statements to which respondents were asked to answer on the Likert scale depending on if they agreed or disagreed. Some open-ended questions were included in the survey to give the respondents a chance to provide feedback to Omenamies in their own words. Second hand information was retrieved from various sources such as books, websites, online magazines and relevant blogs. All information sources are listed at the end of this thesis.

2.5 Limitations and thesis structure

Main limitations of this study are related to the topic itself. Satisfaction is very subjective and the level of satisfaction changes over time. One may be very satisfied with something now but after some time has passed expectations may increase and the customer wants something more. In this case the level of satisfaction changes even if the product or service in question stays the same. Because of this variability it is difficult to accurately measure the level of satisfaction.

The survey in this research was conducted by using an online questionnaire. Such questionnaire does not allow face-to-face connection with the respondents. Personal interviews would have most likely been more effective and perhaps resulted in more accurate answers. If Omenamies had a physical shop where customer could walk in, a personal interview would have been possible. However, as Omenamies is an E-commerce company, it would have been almost impossible to interview customers in person.

The respondents were promised a 15 per cent discount on their next purchase as a thank you to fill in the questionnaire and although offering that discount coupon at the end of the survey was a good incentive to attract respondents, it may have also led to results where the respondents answered questions too quickly without having really considered their answers in order to finish the survey as soon as possible to collect the discount coupon. Sending an email with the link to the questionnaire was a fast and cost-effective way to reach a large group of people and even if most of them did not reply, the amount of data retrieved was still enough to ensure a reliable research.

This thesis consists of six chapters. First one is introduction to the topic, which gives the reader a general view on both E-commerce and the importance of customer satisfaction.

The second chapter presents the reason for the study, what the research problems are and what methods will be used. It also considers the limitations of the study as well as the reliability and validity of the research.

Third chapter introduces the case company to the reader. It explains the company structure and familiarizes the reader with the history of the company. Third chapter also illustrates what marketing efforts the company has made thus far.

The theoretical part of the thesis, which is also known as the literature review, is the fourth chapter and it is divided into five parts. Introduction is followed by an assessment of the current state of E-commerce in Finland. The definition and formation of customer satisfaction and expectations is then explained. Other relative marketing theories, types and strategies, which will be described in detail, are relationship marketing, marketing mix and the SWOT analysis.

First-hand research was conducted in the form of an online survey. The statistical analysis of the closed questions and a summary of the open-ended questions may be found from chapter five. In addition, the chapter discusses the findings of the survey, gives recommendations based on the finding and makes suggestions for future research.

The final chapter is the conclusion of the thesis. Its purpose is to summarize the whole thesis, but also to examine and analyze how well the survey and its results managed to answer the research questions.

2.6 Validity and reliability of the research

Research validity means how well the study actually measures what it is supposed to measure. If the questions on the questionnaire are not in accordance with the research problems and therefore do not measure what they are supposed to, the validity of the

research is low. Other factors that could affect validity are an unsuccessful sample, the timing of the measurement or the personal chemistry between the surveyor and the surveyed (KvantiMOTV, 2008).

The questionnaire used in this research was carefully drawn with the research questions in mind. It was clear from the beginning that the questionnaire in this research would measure customers' opinions regarding different things they encounter during the shopping experience. The Likert scale was chosen to be used because it is a universal scale designed to measure attitudes and opinions. Perhaps there should have been questions regarding the expectations of the customers and if they were met, but apart from that the study does measure the things it was supposed to; asking respondents' opinions to different things helped to discover the general satisfaction level and a variety of ways to improve customer satisfaction was established.

Other possible factors affecting do not apply because the purpose of this research is to study the customer satisfaction of Omenamies and the whole sample consisted of Omenamies' customer. The time of the measurement did not have an affect on validity because the survey was conducted online and the respondent could choose the most suitable time to answer. Also, as the questionnaire was filled in online there could not have been any personal chemistry between the surveyor and the surveyed whatsoever.

Reliability means the consistency of the measurement i.e. it always measures the same exact thing and if a reliable study is repeated in similar conditions the results should stay consistent.

There are various incidental mistakes that can affect reliability; the respondent may understand the question in a different way than the surveyor had meant, the respondent may be dishonest or not recall the answer correctly or the conductor or the survey could make a mistake when writing down the answers (Akin menetelmäblogi, 2014).

When the questionnaire was designed, special attention was paid to the questions to avoid confusion and ambiguity. They were formed as clear and understandable as possible. All this was done not only due to user-friendliness, but to ensure that all respondents understand the questions in the same way.

Respondents are likely to be less dishonest when they can trust that their personal information cannot be connected to their answers. This is why anonymity was stressed in the foreword of the questionnaire that was sent along with the link to the questionnaire (see appendix 1). Also, because the survey was conducted online, the personality or the behaviour of the surveyor could not affect the respondents' answers.

The questionnaire was designed so that the answers to the questions would be easy to remember even if some time had passed since the respondent's last purchase. This means the questions were not too specific and they did not require too much recalling.

The probability of making mistakes in data collection is non-existent because of the online questionnaire. All responses were automatically transmitted to Tampere University of Applied Sciences' E-form Editor software, which means there could not have been a human error.

The questionnaire was sent to two thousand Omenamies' customers via email and 114 responses were retrieved. The sample was formed using a simple random sampling. The response rate was rather small (5,7 %) and the results may not represent the opinions of the whole population. However, before conducting the survey, the surveyor hoped to receive a minimum of one hundred responses. From this aspect, the survey was successful.

3 CASE COMPANY PRESENTATION: LEINO IMPORTS TURKU AND OMENAMIES

Leino Imports Turku was founded in January 2010 and its purpose at the time was to import and sell neodymium magnetic toys to Formale Oy, a company focused on selling interior design products for men. In an email interview on 29th April 2014, the CEO and founder of the company, Mr. Matti Leino, said that the beginning of Omenamies was sort of unplanned. According to Mr. Leino, he began making test purchases of Apple compatible products and putting them on sale online just to see what would happen. Within one month, two purchase orders were made even though there were not sufficient product information or pictures of the products available. This happened in spring 2011 and Omenamies.fi website was registered in March 2011.

These days Omenamies offers a rather diverse product range of Apple compatible products, add-ons and accessories. The top selling items are different kinds of protective covers and cases for iPhones and iPads. Other product groups include but are not limited to cables, adapters and spare parts such as iPhone batteries.

Since the test purchases of 2011 Omenamies has grown bigger and currently has about 400 to 500 customers monthly and according to Google Analytics there are approximately 6000 visits to the website each month (Leino, 2014). According to Mr. Leino, revenue in 2012 was approximately 95 000 euro and in 2013 there was moderate growth. The goal of 2014 is to keep growing in order for Leino Imports Turku to be able to employ one employee full-time. At the moment the company has one part-time employee.

In autumn 2013 Androidmies was established by Leino Imports Turku. It operates in a similar way as Omenamies does with similar products, but its products are targeted towards customers with smartphones that have Android operating system.

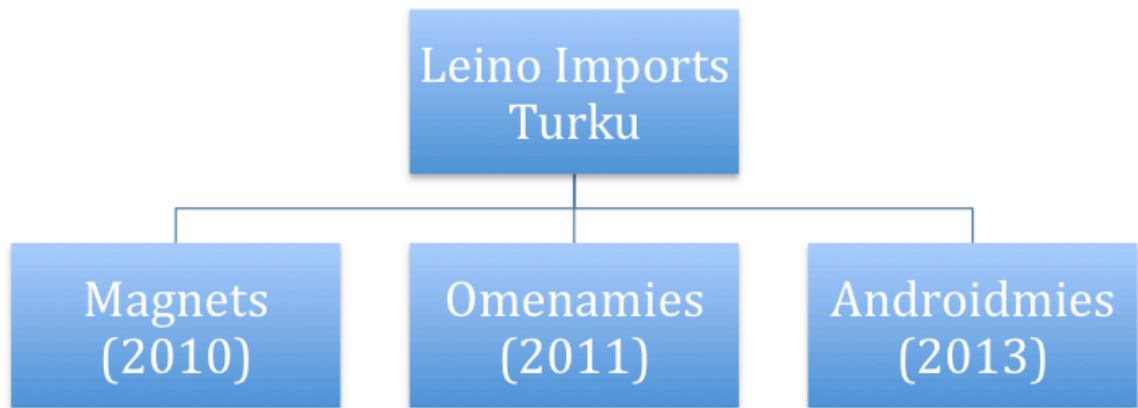


FIGURE 1. Organizational chart of Leino Imports Turku

3.1 Marketing pursuits

In an interview with Mr. Leino, he said that the company's marketing plan has not been updated in a while. He continued that the company's purpose is to provide its customers information, safety and good times with their electronic equipment. One specific factor he stressed is that it is extremely important to provide reliable, skilled and friendly customer service. This is particularly consequential in order to create stability and safety when competing with other businesses in the same field (Leino, 2014).

Mr. Leino states that it is Omenamies' aim to create a strong web presence while trying to keep costs as low as possible. This is achieved by utilizing such means as Google, Facebook, Twitter and blogging. A company newsletter is also sent to customers who have subscribed to it. Some other personal and non-personal communication channels that have been used or that Omenamies plans to use in future are exhibitions, print media (magazines) and broadcast media (radio).

Even if the current version of the marketing plan might out of date, all these are good observations and ideas to keep in mind when updating the plan.

4 THEORETICAL BACKGROUND / LITERATURE REVIEW

This chapter features the theoretical part of the survey. The first section is about E-commerce in Finland with statistical information. It is followed by a section, which focuses on customer satisfaction, its definition and outcome, forming of the customer expectations and explanation of the zone of tolerance. Sections regarding relationship marketing and marketing mix come afterwards. A description of the SWOT analysis finishes the chapter.

4.1 Internet use and E-commerce in Finland

Internet use has become more widespread in Finland year after year and in 2013, 85 per cent of Finnish residents had used Internet in the past three months. Nowadays Internet use only mainly proliferates among older age groups, since nearly everyone under 55 years of age already uses the Internet (Statistics Finland: Over one-quarter of persons aged 75 to 89 use the Internet, 2013).

In Europe, only in other Nordic countries as well as in the Netherlands and Luxemburg, is Internet used wider than in Finland. Statistics Finland states that Finnish Internet users mainly use Internet for everyday matters, communication, searching for information and to follow media.

	Used the Internet in the past 3 months	Uses the Internet usually several times a day	Used Internet banking in the past 3 months	Bought over the Internet in the past 3 months	Followed some social network service in the past 3 months
Percentage share of population					
Aged 16-24	100	76	78	55	87
Aged 25-34	100	88	98	70	78
Aged 35-44	99	80	98	69	67
Aged 45-54	97	67	92	52	41
Aged 55-64	85	52	80	29	26
Aged 65-74	65	33	55	16	13
Aged 75-89	27	8	22	3	3
Men	88	65	80	45	44
Women	83	57	77	44	49
Total 16–89	85	61	79	44	47
Total 16–74	92	66	84	49	51

TABLE 1. Prevalence of Internet usage and certain purposes of use in 2013 [modified] (Statistics Finland: Over one-quarter of persons aged 75 to 89 use the Internet, 2013)

E-commerce means commercial transactions that are conducted electronically via Internet. According to Statistics Finland, the number of Finnish E-commerce customers has approximately tripled between 2004 and 2013. As can be seen from the chart, over 70 per cent of population between ages 16 to 74 had made a purchase or placed an order online at some point and nearly 50 per cent had done so within the past three months in 2013. E-commerce in Finland is still growing but the growth has slowed down in past years and there is not much difference in the figures from 2012 and 2013.

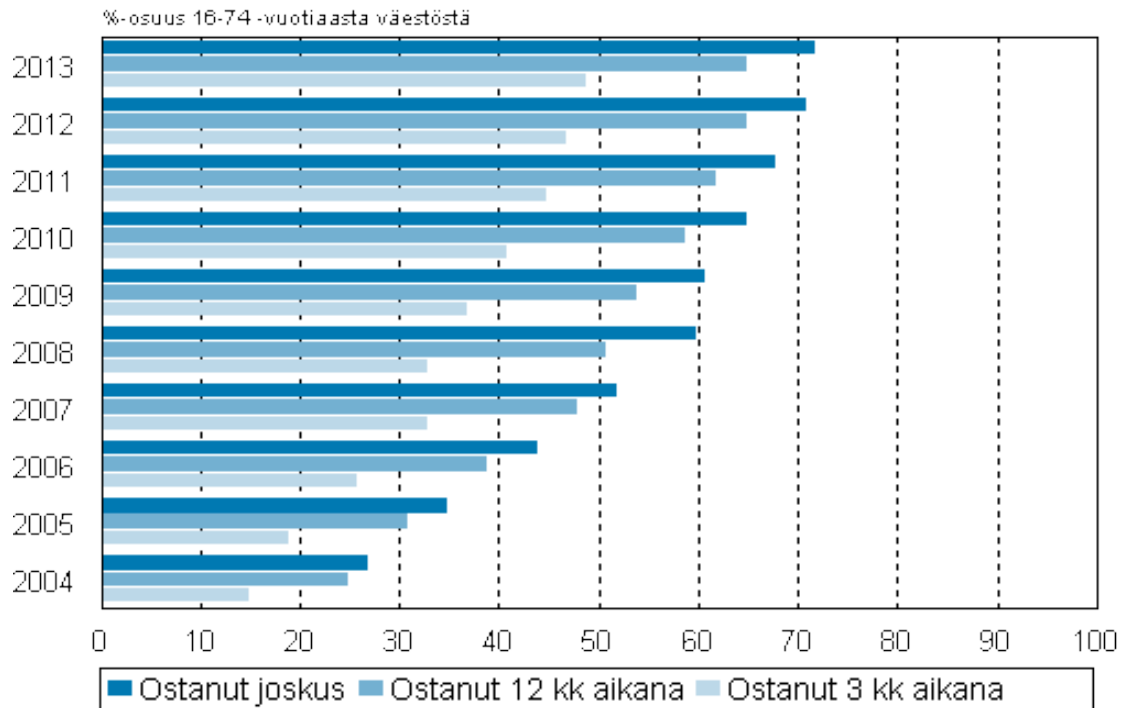


FIGURE 2. Those who have bought or placed purchase orders via Internet from 2004 to 2013 (Statistics Finland: Verkkokaupan kasvu hidastui, 2013)

Total value of E-commerce in Finland among population aged 16 to 74 was 7,0 billion euro in 2013. Value of goods purchased online in 2013 was 2,9 billion euro. Although total value of E-commerce had not changed since 2012, there was an increase in purchased goods from 41 to 44 per cent in 2013. This is the sector in which Omenamies operates.

According to Statistics Finland in 2013 the amount of E-commerce customers has still grown, although slowly. However, the average spending amounts have slightly decreased.

4.1.1 Smartphones in Finland

The number of smartphones in Finland has kept on growing ever since they were first introduced to the market. The share of smartphones in use in Finland exceeded over 50 per cent in 2013 (Vesselkov et al. 2014, 12). According to Vesselkov et al. (2014, 6) ten per cent of smartphone users in Finland have Apple iOS as their operating system. This means that a demand for iPhone accessories and spare parts definitely exists.

It would also be logical to assume that with most of the population shopping online and over half owning a smartphone, the amount of potential customers for Omenamies keeps on growing in the future. This is especially probable, if the company were to introduce accessories for other smartphones to its product selection.

4.2 Customer satisfaction

The following part of this chapter is divided into three sections discussing customer satisfaction: its definition, formation of expectations and the outcome of customer satisfaction.

4.2.1 Definition of customer satisfaction

Customer satisfaction is defined as the extent to which a product's perceived performance matches a buyer's expectations. If the product's performance falls short of expectations, the buyer is dissatisfied. If performance expectations are matched, the buyer is satisfied. If performance exceeds expectations, the buyer is delighted (Kotler et al. 2008, 11).

Also according to Kotler et al. (2008, 26), smart companies aim to delight customers by promising only what they can deliver, then delivering more than they promised. Delighted customers do not just make repeat purchases but will become so-called customer evangelists or apostles, who tell others about their positive experiences.

These guidelines should be the founding principles in any company's marketing strategy. Keeping customers satisfied or delighted is beneficial both short and long term. When customers are disgruntled, they are likely to buy elsewhere but also disparage the product or service to others.

“While the average satisfied customer tells three others about good experiences, the average dissatisfied customer tells 10 others of his or her bad experiences” (Kotler et al. 2008, 17).

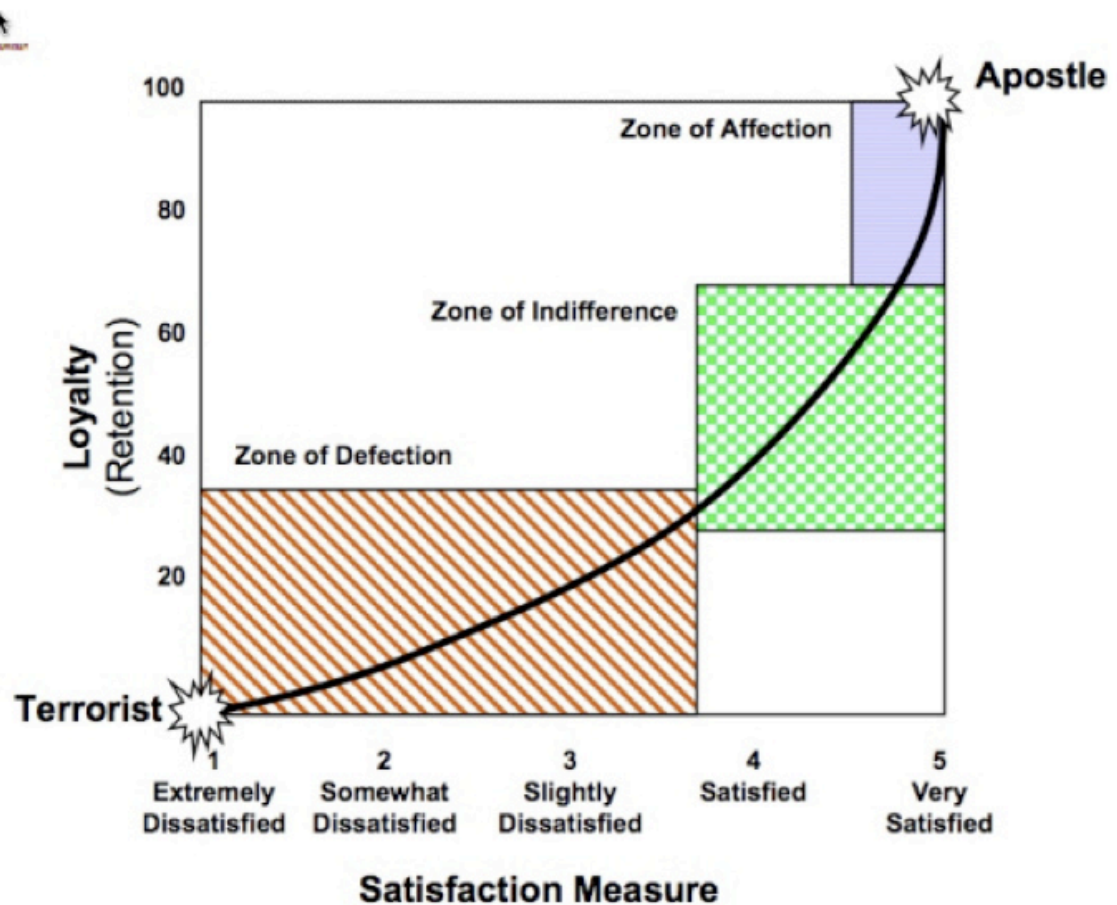


FIGURE 3. Customer satisfaction-loyalty relationship (Hospitality Insights: Do you invest in Marketing or Loyalty, 2012)

The satisfaction-loyalty relationship is pictured in figure 3 above. The relationship can be divided into three zones: zone of defection, indifference and affection. The zone of defection is the bottom zone in which customers are likely to switch unless switching would be too costly or there are no other choices. In other words, these are the customers who are either very dissatisfied or somewhat dissatisfied with the service and may turn into so-called 'terrorists', who disparage the company to others (Lovelock, Wirtz and Chew 2009, 318).

The zone of indifference is where customers are willing to switch companies in case they find a better choice, but who are moderately satisfied with the service.

In the highest satisfaction and loyalty levels lies the zone of affection. The customers in this zone show such attitudinal loyalty that they will not look elsewhere for alternative

service providers. They are the ones who praise the company and, as previously mentioned, are the ones referred to as ‘apostles’ (Lovelock et al. 2009, 318).

4.2.2 Formation of customer expectations and the zone of tolerance

It was earlier mentioned that customer satisfaction is tied to customer expectations. These expectations are formed in various ways. Past buying experiences, opinions of friends and associates as well as information and promises provided by marketers and competitors all affect customer expectations (Kotler et al. 2008, 375). According to Lovelock et al. (2009, 40) expectations can be situation specific and that customer expectations change over time.

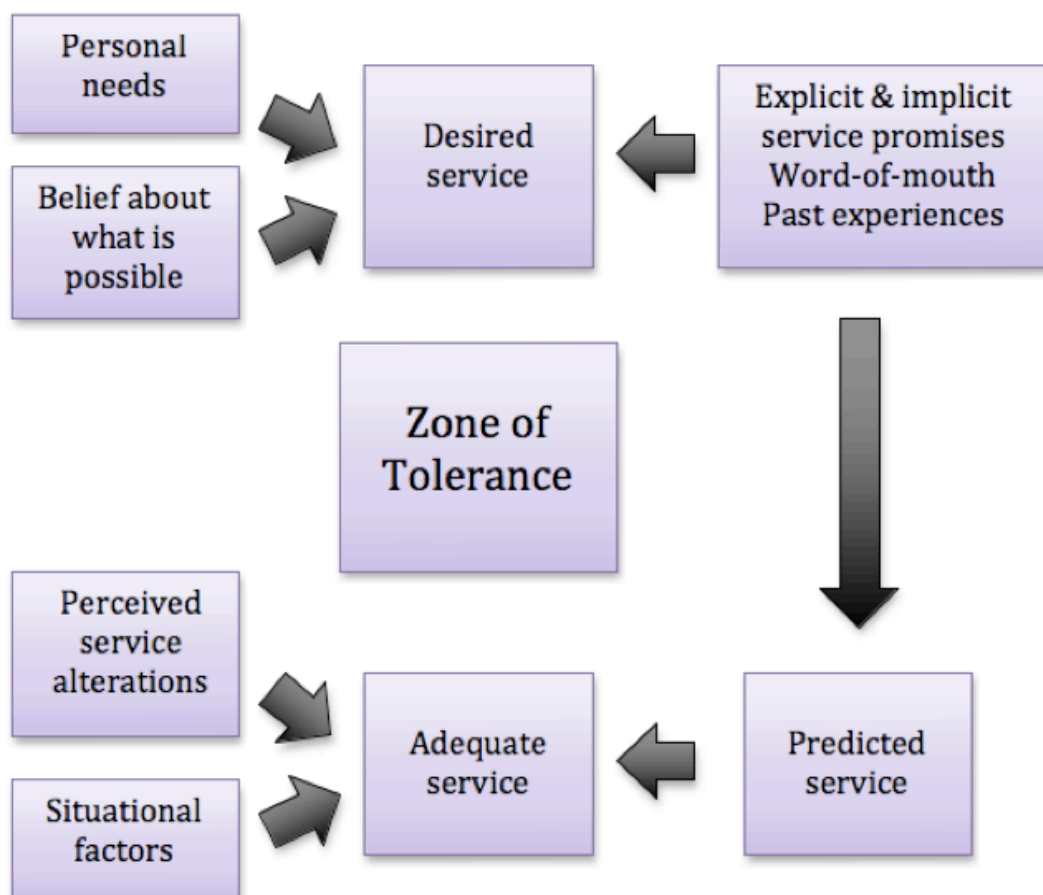


FIGURE 4. Factors influencing customer expectations of service (Lovelock et al. 2009, 40)

Figure 4 above shows the different factors affecting the levels of customer expectations. Desired service is the level of service the customers hope to receive based on their needs and what they think is possible. Desired service level may be influenced by service promises received from marketers, word of mouth from friends and associates or customers' own past experiences. At times it may not be possible to offer the customer the level of service they wished for and most customers are realistic about it. Therefore, customers also have a minimum level of expectation: adequate service and predicted service level (Lovelock et al. 2009, 42).

Adequate service is the level that the customer will accept. It is the minimum level of service the company can provide and still hope it will meet customer's basic needs (Zeithaml, Berry & Parasuraman 1996, 35).

Predicted service is the level of service the customer predicts to receive and just like with the desired service, predicted level of service may too be influenced by marketers' promises, word of mouth and past experiences. The level of predicted service level influences how the customer decides what is the level of adequate service (Lovelock et al. 2009, 42).

Between the desired service and predicted service is the zone of tolerance. It is the range of service in which the company is meeting its customers' expectations. At the same time, it is the range in which the customer does not pay special attention to service performance.

The zone of tolerance is variable and for some businesses, such as high-end services it may be narrower than to others because the predicted and adequate service levels are higher (Lovelock et al. 2009, 42). Conversely, if the predicted and adequate service levels are low, the zone of tolerance may be wider. If the zone of tolerance is exceeded, the customer is delighted. Below the zone of tolerance the customer is dissatisfied.

4.2.3 The outcome of customer satisfaction

Companies should strive to increase customer satisfaction in order to satisfy customers better than their competitors (Zikmund & d'Amico 2001, 119). Delighted customers are loyal and very valuable to companies. Losing a customer means more than just losing one sale. When losing a customer, the company loses all those purchases the customer would have made during the lifetime of the patronage. This is called the loss of customer lifetime value. Customer delight produces an emotional bond to the product or service, not just a rational preference. Because of this, it is wise for the company to keep and maintain good relationships with customers (Kotler et al. 2008, 28).

4.3 Relationship marketing

Kotler et al. (2008, 387) define relationship marketing as “*the process of creating, maintaining and enhancing strong, value-laden relationships with customers and other stakeholders*”. This means that the orientation of relationship marketing is towards long term rather than focusing on individual transactions with the customers. Relationship marketing aims to deliver long-term value to customers and measure the success of long-term customer satisfaction.

The relationship marketing strategy a company chooses to use, depends on how many customers it has and how profitable those customers are. There are five levels of relationships a company can form with its customers:

1. Basic. This is the basic level in which the company salesperson sells the product, but does not follow up in any way.
2. Reactive. Company salesperson sells the product and encourages the customer to contact the company if there are any questions or problems.
3. Accountable. The salesperson contacts the customer shortly after the sale to check if the product is meeting customer's expectations. Salesperson also asks if there are any product improvement suggestions or dissatisfactions. This helps the company to improve its products and services.

4. Proactive. The company occasionally contacts the customer with suggestions of improved product use or new products that might be handy for the customer.
5. Partnership. The company is frequently in touch with the customer or customers in order to find out ways of delivering better value for them (Kotler et al. 2008, 387).

Table 2 below shows what level of relationship a company should aim to form with its customers based on profit margins and how many customers they have. In case there are changes in either of the variables, it may be beneficial to reconsider the relationship strategy.

		Profit Margins		
		High	Medium	Low
Number of Customers	Many	Accountable	Reactive	Basic
	Medium	Proactive	Accountable	Basic
	Few	Partnership	Accountable	Reactive

TABLE 2. Relationship levels as a function of profit margin and number of customers (Kotler et al. 2008, 390)

4.4 Marketing mix

Marketing mix is *"the specific combination of interrelated and interdependent marketing activities in which an organization engages to meet its objectives"* (Zikmund & d'Amico 2001, 652). In other words, it includes marketing tools a company uses to promote its brand or product in the market. Marketing mix has traditionally consisted of the following basic elements that are called the four Ps: product, place, price and promotion. Together they constitute a framework that companies can use when creating their marketing plans (Zikmund & d'Amico 2001, 9).

The four Ps may be sufficient for traditional marketing of goods, but not when it comes to services because they lack customer interface. Thus, in service marketing, additional

three Ps are added into the mix: process, physical environment and people (Lovelock et al. 2009, 22). However, the four Ps can also be viewed from another perspective and according to Robert Lauterborn (1990, 26) the traditional mix should be viewed as the customer's four Cs.

Four Ps	Four Cs
Product	Customer needs and wants
Price	Cost to the customer
Promotion	Communication
Place	Convenience

TABLE 3. Table showing the four Ps and the four Cs (Kotler et al. 2008, 51)

4.4.1 The four Ps in detail

The four Ps are introduced here more closely. The purpose is to provide useful information that may be applied in the Omenamies' marketing plan when updating it. This part of the chapter includes examples and acquaints the reader with different theories and strategies of all the Ps that may come into use later.

Product is either a tangible good or an intangible service. It is what businesses offer to their prospective customers. Products consist of the core product and the added supplements that reinforce its value (Zikmund & d'Amico 2001, 9). A product can be a reward for those willing to pay for it. In Omenamies' case where the customer purchases an iPhone case, the payoff is safety in knowing their mobile phone is protected.

This point of view could also be applied to company level. For instance, Omenamies offers the following rewards and benefits to its customers:

- *Availability* because Omenamies is open 24 hours a day every day
- *Energy saved* because of ordering online instead of going to a physical shop
- *Time saved* because of fast delivery

- *Peace of mind* because of the competent customer service that helps and answers to questions promptly

The *product life cycle* is a marketing management concept, which tracks down product's sales history (Zikmund & d'Amico 2001, 655). Understanding the product life cycle helps the marketer to figure out what kinds of product revenue and profits to expect at each stage. The product life cycle begins from the first sale of the product to withdrawal from the market (Zikmund & d'Amico 2001, 292-293). As pictured in figure 5 below, the product life cycle consists of different stages: introduction, growth, maturity and decline.

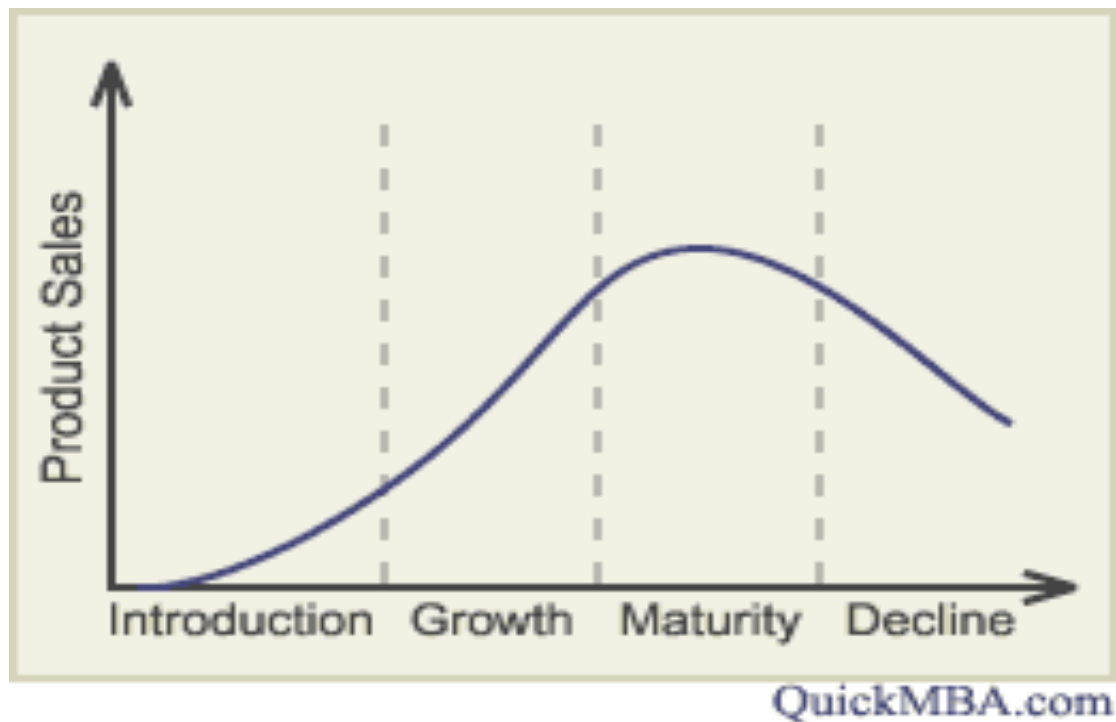


FIGURE 5. General pattern of a product life cycle (QuickMBA: The Product Life Cycle, 1999-2010)

Introduction stage is where the product is first introduced and trying to get a foothold in the market. Sales are low at this point and profits are either non-existing or minor because of the high production and marketing costs. There is not much competition at this stage. The customers who buy products at introduction stage can be described as innovative. A typical product strategy, which marketers use at introduction stage is basic design with a competitive advantage.

Growth stage comes after the introduction. At that stage there is rapid growth in sales and profits rise to highest levels because of increased demand and high prices. As the rapid growth has gained the interest of others, competition keeps growing. Growth stage customers are categorized as mass market. The typical strategy at this point is to make improvements to the product and expanding the product line.

Maturity stage is entered after the growth stage. At this point product sales are still growing, but the growth is slowing down. The peak sales happen at maturity stage. Competition is still increasing and because of the fierce competition, profits reduce. Most products on the market are at maturity stage. Maturity stage customers are differentiated customers and the mass market. At this stage the strategy is to differentiate the product and to defend the brand position. The product lines are full now.

As the name would suggest, at *decline* stage, the sales and profits decline. Shakeout in the industry is likely and number of competitors will shrink. Customers at decline stage are categorized as laggards. A typical strategy at this stage is to reduce expenses and preparing to remove the product from the market. Only minimal changes are made to the product and the product line is reduced to only the best selling products (Zikmund & d'Amico 2001, 294-298).

Place or **distribution** includes all aspects of getting products to the customer to the right location at the right time. It includes transportation, storage and materials handling which are physical distribution activities. Making choices about wholesalers and retailers or choosing to be an E-commerce company like Omenamies, are decisions regarding distribution structure and extent (Zikmund & d'Amico 2001, 11).

Omenamies is a retailer and just like all marketers, retailers must create marketing strategies. Some important retail management strategies marketers like Omenamies should be aware of are merchandise assortment, customer service and database management.

Retailers perform an assorting function, which is valued by both manufacturers and customers. It means that the retailer builds a *merchandise assortment* from various goods. When considered from a customer's view, one retailer has an advantage over another

because of merchandise assortment. There are many important things related to the purchasing decision, but a customer will not buy from a retailer if they feel that the company does not have those products that the customer is looking for. When choosing merchandise assortment, the company should carefully think about the target market, what that market needs and wants and then try to match that with the selection. Sometimes mistakes regarding merchandise assortment do occur and they must be dealt with discounts or other means. There will always be some mistakes but they can be reduced with the help of marketing research and careful planning. All in all, decisions regarding merchandise assortment should always be based on actual customer needs instead of guessing (Zikmund & d'Amico 2001, 398).

Customer service may make or break a company. Courteous personal service, keeping the store open at convenient hours and offering product information are all parts of good customer service. Companies may also provide other services such as home delivery, gift-wrapping or product repairs. The extent of these extra services is called the service level. Each company needs to decide its own service level (Zikmund & d'Amico 2001, 401-402).

Having direct, one-on-one relationships with customers provides an opportunity for retailers to create and keep customer databases. *Database management* can serve as good tool to improve customer service and to develop customer loyalty. Such things as customer's name, address, past purchases and purchasing frequency are very important pieces of information and can be used for more personal selling (Zikmund & d'Amico 2001, 403).

Price is what is exchanged for a product. It is typically cash or credit but may also be goods or services. Marketers must decide on the best price for their products. They must find out what value the product has for the customers i.e. how much it is worth for them. Once value is established, the right price is found. However, customer's perception regarding value does tend to change over time making prices subject to rapid change (Zikmund & d'Amico 2001, 11).

Companies use different pricing strategies to “arrive at a price that reflects market realities, costs, consumer perceptions, and other considerations” (Zikmund & d’Amico 2001, 596). Pricing strategies can roughly be divided under five categories. The following is a list of those categories with some examples:

1. *Differential pricing strategies* mean that the company is selling same products to different buyers at different prices. These strategies include but are not excluded to skimming, a strategy in which the starting price for products is high but is systematically lowered as time passes; periodic discounting, such as summer sales; and random discounting which means lowering the price of a product randomly to entice new customers, perhaps by using coupons.
2. Companies with competitive pricing objectives use *competitive pricing strategies*. Financially strong companies may use pricing to exploit their position (price leadership strategy) whereas weaker companies may take the role of a follower (follow-the-leader strategy). Meeting-the-competition strategy is where the company sets its pricing on the same level as its competitors. This shifts competition from pricing to other areas.
3. The aim of *product-line pricing strategies* is to maximize the profits received from the whole product line rather than gaining the biggest profits for single items in it. Loss leader is a concept in which a product is priced low in order to entice customers to make additional purchases. It resembles bait pricing, a method of attracting customers by offering low-priced items with the intention of selling the customer higher-margin items instead. Price-bundling strategy is in question when a group of products is sold as a bundle at lower price than the total of the individual prices of the components.
4. *Psychological and image pricing strategies* are ways to affect how customer perceives the product in question. Odd versus even pricing bases on the assumption that a customer finds odd prices more appealing than even ones. For example, 1,95 € would be seen as one euro and some cents instead of just less than two euro. However, published research findings regarding the benefits of odd pricing are inconclusive and have not been proven to be accurate.
5. *Distribution-based pricing strategies and tactics*. Prices are often based on the geographical distance that separates the customer from the point of sale or point of production. Most distribution-based pricing strategies are utilized to recover

some or all the shipping costs. Delivered pricing includes delivery within a specified area. Delivery charges are already built into the price, which the customer pays. A special form of delivered pricing is uniform delivered pricing in which the company charges the same price for a product in all locations. This is attractive to marketers because it simplifies pricing and advertising nation-wide (Zikmund & d'Amico 2001, 596-607).

Promotion is the means marketers use to talk and communicate with current and potential customers. Promotion may inform a customer about the company, a certain product or about some other marketing mix element such as low pricing during summer sales. Different forms of promotion include personal selling, advertising, publicity or public relations and sales promotion. Each of those forms has distinctive benefits but they are all means of communication used to inform, persuade and remind. The means of communication a company chooses to emphasize depend on the objectives the company has set for itself (Zikmund & d'Amico 2001, 12-13).

Personal selling is personal dialogue between the buyer and the seller. It may either be done face-to-face or over the phone. The goal may be to form a customer relationship or to convince the buyer to act in a certain way or to provide information to the buyer and influence them so that they will accept the seller's point of view. Personal selling is not a cheap form of promotion because it takes a lot of time to train a salesperson. It may also take time for the salesperson to develop and deliver their message to the buyer. However, it is a very flexible way of promotion. The salesperson may answer buyer's questions and focus on the features the buyer values most (Zikmund & d'Amico 2001, 453-454).

Advertising is an informative or persuasive message that is sent via non-personal medium. A sponsor whose product is linked to the message pays for advertising. Non-personal mediums include traditional mass media such as television and magazines as well as electronic interactive media and catalogue mailing. Advertising reaches a lot of people at once and as such is a cost-effective replacement to personal selling. Other benefits of advertising are its non-personality and indirectness. Advertisers have lots of power over the message they send such as the content and how often it is sent. While it

is easy to reach a very large group of people, mass media advertising is very costly and mainly used by larger organizations (Zikmund & d'Amico 2001, 454).

Publicity / public relations are similar to advertising because they may utilize the same mass media channels. However, unlike with advertising, the message is not paid by a sponsor and the content of the message is decided by the communication medium instead of the sponsor. When information regarding a company, its product or perhaps an event is thought of newsworthy, mass media may transmit that message to the public "free of charge". Albeit being free, publicity should still be managed. The actions a company takes to control what kind of publicity it receives is called *public relations*. It includes news releases and speeches given by the company spokespeople in order to actively maintain a positive image of the organization. An important part of publicity is that it always involves a third party, a newspaper reporter or someone else who has the power to make the decision if the message is newsworthy and to report it. Publicity may either be positive or negative because someone else is passing on the information instead of the organization that is promoting the product (Zikmund & d'Amico 2001, 455-456).

Sales promotion includes marketing activities that cannot be categorized under personal selling, advertising or public relations. Their intent is to stimulate the buyer to make a purchase or to increase dealer effectiveness in a specific period of time. Sales promotions either add value to the product or an incentive to behave in a certain way. Sales promotions may be special offers, such as coupon deals, in-store demonstrations or free goods. In most cases, they are special events that last a short period of time. The main purpose of sales promotion is to achieve short-term goals. For instance, giving free samples invites the customer to try the product for the first time or organizing a contest may require the customer to come to the shop to see if they won. In order to assure the best result for the company, sales promotions should be used to support other promotional activities (Zikmund & d'Amico 2001, 456).

4.4.2 The extended marketing mix

As previously mentioned, the extended marketing mix consists of three Ps: process, physical environment and people. This part will take a closer look at them.

Process. Effective processes are needed to differentiate from competitors with similar products. These include the process of giving service and the behaviour of those who deliver it. Attitudes, transactional speed and performance quality are just some process attributes that may vary among different employees or even the same person with different customers. Best service companies have adopted standardized procedures and automated tasks previously done by human beings. They also train their employees more carefully. These are ways to reduce process variability (Lovelock et al. 2009, 23-24).

Physical environment means all the visible cues related to company's appearance. Buildings, interior furnishing, staff members' uniforms and printed materials among others affect customers' impressions about the company. Because of this companies should examine and manage their physical evidence carefully (Lovelock et al. 2009, 24).

People. Anyone with contact to customers makes an impression that can either be positive or negative and have a great impact towards the way the customer feels about the company. Companies that sell similar products may differ from another in the attitudes and skills of personnel. Well-run companies carefully select, train and motivate those employees who are in contact with customers (Lovelock et al. 2009, 24).

4.5 SWOT analysis

The SWOT analysis means situational analysis and is an acronym for strengths, weaknesses, opportunities and threats. Strengths and weaknesses of the company are internal elements whereas opportunities and threats are external. SWOT analysis is a valuable tool in determining the strategic gap of the company. The strategic gap is the distance

between the current position of the company to where it wants to be i.e. its desired position (Zikmund & d'Amico 2001, 42).

Strengths and weaknesses are also known as critical success factors. They are the characteristics that most critically affect company's success. They are relative, not absolute. Strengths and weaknesses are determined by comparing to competitors and they should be based on facts, not presumptions (Kotler et al. 2008, 138).

Opportunities and threats are external elements and developments that the company should assess. They are something that either may or may not happen. A company should not only list the threats it may encounter, but it should also evaluate their likelihood and harmfulness and make plans of what to do if those threats do actualize (Kotler et al. 2008, 136-138).

Sometimes environmental trends change to company's benefit and that is when opportunities occur. Each opportunity should be individually assessed by how attractive the opportunity is and how probable its success to the company is. Only rarely do companies find opportunities that fit their objectives and resources perfectly. All trends and developments include risks and it depends on the company's strengths and weaknesses whether those trends and developments turn into opportunities or threats (Kotler et al. 2008, 136-138).

<p>Strengths:</p> <ul style="list-style-type: none"> • Size: Small company, ability to be flexible and make quick changes to strategies • Location: Store is accessible to anyone who has Internet access 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Planning: Marketing plan not up-to-date • Lack of reputation: Not that many potential customers know about Omenamies
<p>Opportunities:</p> <ul style="list-style-type: none"> • Industry: Changes in the mobile phone and tablet industry • Product: New innovations that could be introduced to the product selection 	<p>Threats:</p> <ul style="list-style-type: none"> • Competition: Other businesses taking market share • Server error: Online shop could crash

TABLE 4. SWOT Analysis and examples of what it could include for Omenamies

Above is an example of what Omenamies' SWOT analysis could look like. Needless to say, it is not conclusive. Its purpose is to merely illustrate what sort of things it could include.

In this example the small size of the company may be seen as strength because it makes quick adjustments to different strategies possible. Marketing strategies could be reassessed and updated in fast pace if current situation would significantly change. A small company may also adopt new ideas and procedures faster than a large one. Company location is also seen as strength. Internet access is available to most residents in Finland and the company delivers orders everywhere in the country.

The current lack of an updated marketing plan is definitely a weakness, which the company should address. A clear plan and a set vision could ensure that everyone in the company is working towards the same goal. By creating a functional plan, Omenamies could turn its current weakness to strength. Being unknown is another weakness of the company. Well-planned marketing activities could make Omenamies more familiar to potential customers.

Opportunities could arise from development in the mobile phone and tablet industry and especially from the development of Apple. Introducing new phones and tablets to the market would also increase the demand for products that are available at Omenamies.

New innovative products for smartphones are developed continuously. Keeping track of such original products and introducing them to Omenamies' selection before others do the same, may give the company an advantage over competitors. Omenamies could then build a pioneering image for itself, so that Omenamies would be the first place where customers come searching for new, interesting products for the phones and tablets.

Threats could emerge from new competing businesses. Omenamies operates in retail where competition is fierce. Without much differentiation, customers are likely to shop elsewhere, if someone else offers them a better deal or other added value. This value could be a prestigious brand, exceptionally good customer service or other intangible or tangible benefit. Thus, a new company with an especially well thought out business plan could take over market share and be threatening for Omenamies in the future.

As Omenamies is an E-commerce company, a long-lasting server error is a threat. However, server errors that last very long time should be unlikely. Despite being unlikely, if one did occur it could have a big impact on Omenamies' business. For this reason, Omenamies should prepare and make plans in case of such events. Discussing service errors with the IT personnel could be the start of preparations.

5 RESERACH

This chapter of the thesis reports the data collected from the survey, which was conducted in March 2014. After this brief introduction, the chapter will start with an analysis of the data followed by a summary of the findings and lead to recommendations based on these findings. The final part of this chapter will introduce suggestions for future research.

Before sending out the questionnaire a small pilot group tested it and some changes were made according to the feedback received from the group. The pilot group consisted of two people external to the company and who had not been customers of Omenamies in the past. The questionnaire was then sent to two thousand Omenamies' customers and 114 replies were retrieved. The sample of two thousand was picked using simple random sampling. This means that the list of all customers was transferred into Excel and each customer was numbered. Using Excel's random number generator two thousand numbers were drawn and customers were chosen accordingly from the whole population. If a number appeared twice, it was ignored and another number was generated. This method was repeated enough times to create a sample of two thousand customers.

The questionnaire was created with the use of Tampere University of Applied Sciences' E-form editor and a link to it was then sent to the respondents via email. The foreword of the email and the questionnaire can be found from the appendices. Respondents' answers were analyzed using Microsoft Excel.

5.1 Data analysis

The questionnaire was divided into three parts and this section of the thesis follows that form.

1. Questions about respondents' background

2. Questions in which respondents rated different things about Omenamies on a scale from 1 to 5
3. Feedback

5.1.1 Respondents' background

All questions related to the respondents' background were mandatory to fill in. In case the respondent tried to leave the question unanswered, he or she could not finish and submit the questionnaire. The results show that 62 % of the respondents were male and 38 % female.

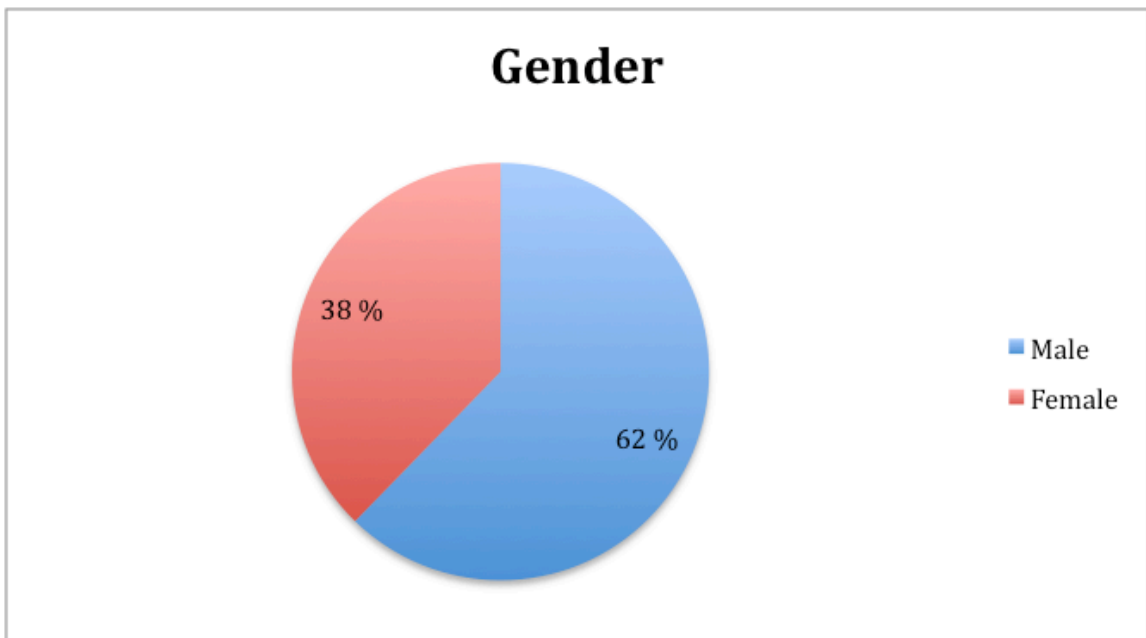


FIGURE 6. Respondents' gender (n=114)

The questionnaire attracted respondents from all given age groups from under 18 to over 66 years. The largest age group was 36 to 45 years (29 %) followed by 26 to 35 years (24 %) and 46 to 55 years (24 %). These three age groups make up for over three quarters of all respondents. This would suggest that Omenamies is most popular among middle-aged people and they were most willing to respond to the questionnaire.

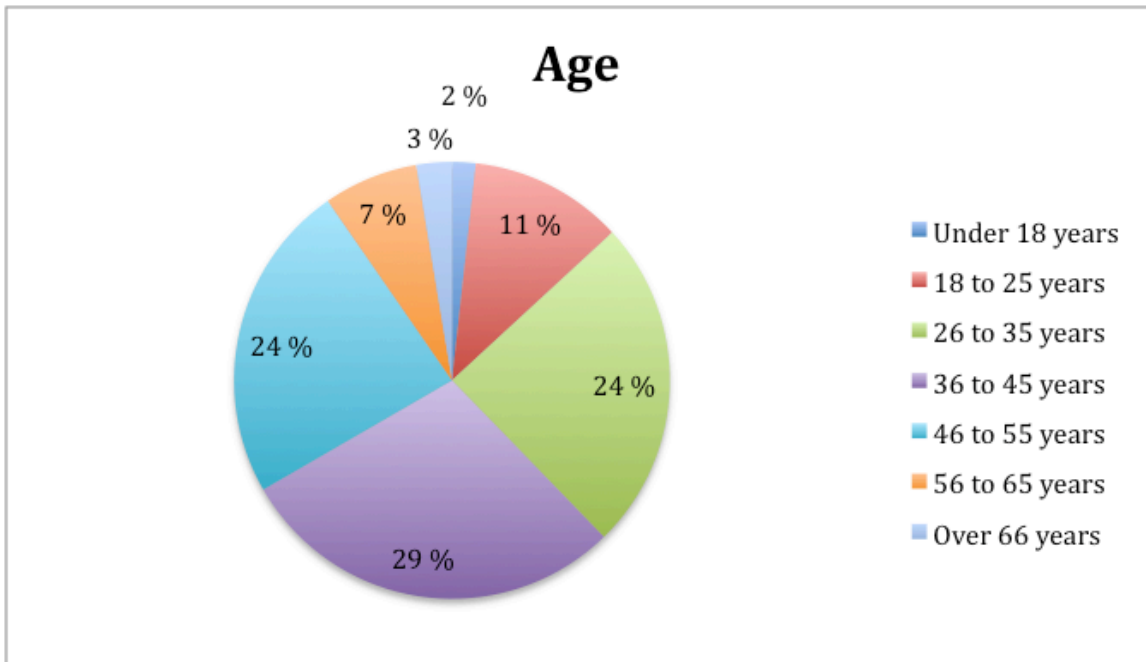


FIGURE 7. Age distribution of the respondents (n=114)

When age distribution was cross-referenced with gender, it was clear that the largest responding group among the sample was men 36 to 45 years old. The largest age group among women was 26 to 35 years. Each age group consisted of both female and male respondents.

	Male	Female
Younger than 18 years	1	1
18 to 25 years	6	7
26 to 35 years	15	13
36 to 45 years	21	12
46 to 55 years	20	7
56 to 65 years	6	2
66 years or older	2	1
Total	71	43

TABLE 5. Age and gender distribution of the respondents (n=114)

One of the background questions was about the respondents' area of residence. Post-code is an easy way to discover which area the respondent is currently residing in. Fin-

land is divided into 24 postcode areas and the two first digits of the five-digit postcode determine which area one belongs to (Itella, 2014). The areas are rather large and for instance Turku area covers most of Southwest Finland, not just the city of Turku.

Area	First two digits of respondent's postcode	Frequency
Helsinki	00-10	38
Hämeenlinna	11-14	3
Lahti	15-19	6
Turku	20-27	18
Pori	28-29	2
Forssa	30-32	0
Tampere	33-39	14
Jyväskylä	40-44	4
Kouvola	45-47	1
Kotka	48-49	1
Mikkeli	50-52	3
Lappeenranta	53-56, 59	2
Savonlinna	57-58	1
Seinäjoki	60-64	4
Vaasa	65-66	0
Kokkola	67-69	4
Kuopio	70-75	5
Pieksämäki	76-79	0
Joensuu	80-83	1
Ylivieska	84-86	0
Kajaani	87-89	3
Oulu	90-93	2
Kemi	94-95	0
Rovaniemi	96-99	2
Total		114

TABLE 6. Respondents' area of residence (n=114)

As can be seen from table 5, most respondents reside in South Finland. Most respondents currently live in Helsinki area, followed by Tampere and Turku areas. It is evident that Omenamies has customers in most parts of Finland, since there are only five post-code areas out of the total of 24, which are not represented on the table. The results may also suggest that in some areas, people are not as willing to reply to questionnaires as they are elsewhere.

Most respondents had last made purchases within the past 2 to 5 months (35 %). Less than a quarter of the respondents had made purchases within the past 4 weeks. It was interesting to see that 23 per cent of the respondents had last ordered goods from Omenamies over a year ago, yet they were still interested in replying to the questions.

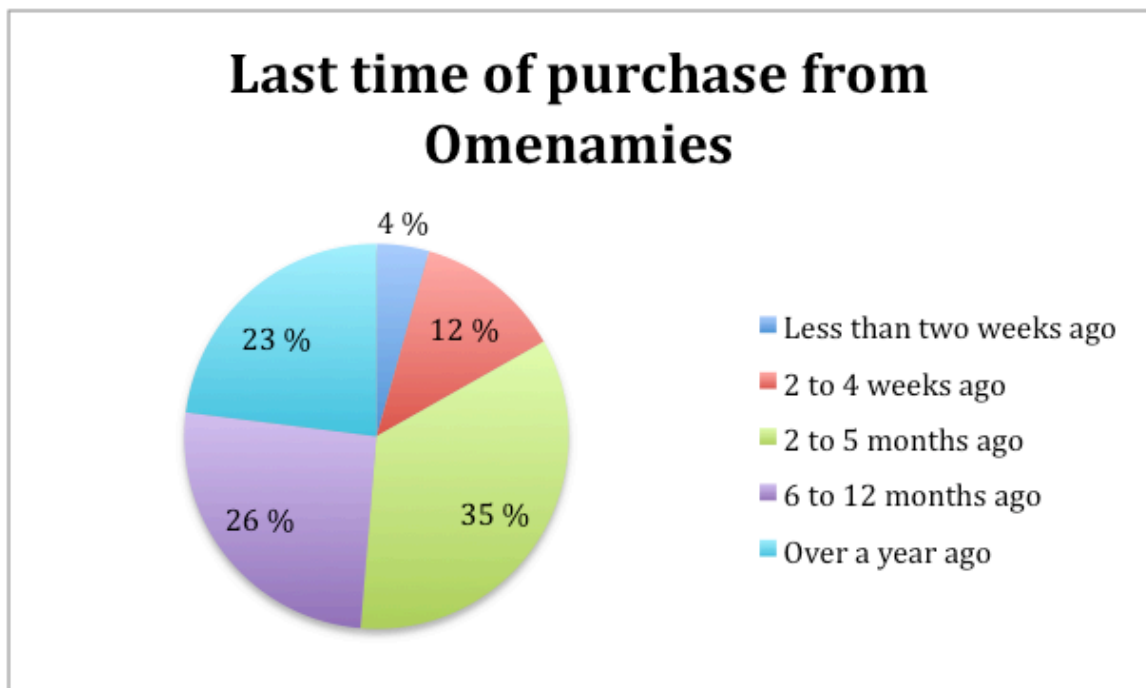


FIGURE 8. Respondents' last time of purchase from Omenamies (n=114)

5.1.2 Statements

This section includes statements regarding different things about Omenamies. Respondents were asked to rate their opinions from 1 to 5 depending on whether they agree or disagree with the statements. All questions, apart the one regarding customer service, were mandatory to fill in. First three questions are about the overall ordering process including placing an order, payment and delivery.

It seems that placing a purchase order from Omenamies is seen as fairly easy. 62 per cent of the respondents agreed completely that ordering from Omenamies is easy. 34 per cent agreed to some extent. Only one per cent of the respondents disagreed to some extent. None of the respondents disagreed completely. Three per cent could not say.

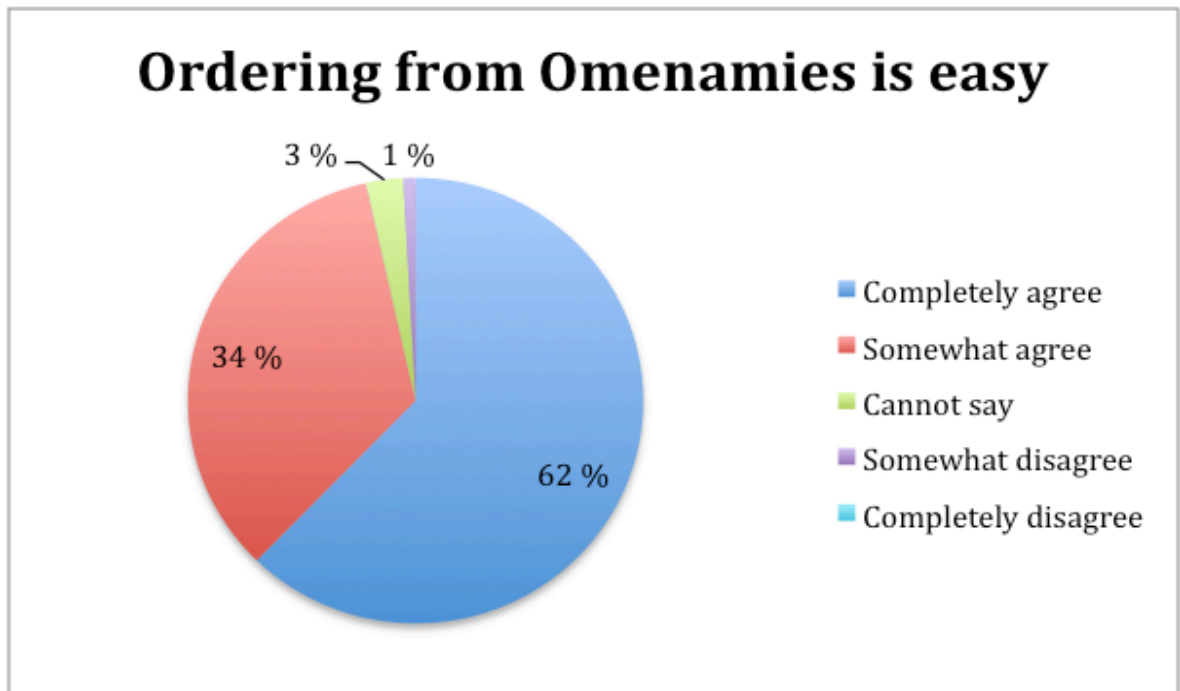


FIGURE 9. Easiness of ordering (n=114)

Paying for the ordered products was thought of being relatively easy, too. Two thirds of the respondents fully agreed that paying for ordered goods is easy. 27 per cent of the respondents somewhat agreed. Three per cent could not say, two per cent somewhat disagreed and one per cent disagreed completely.

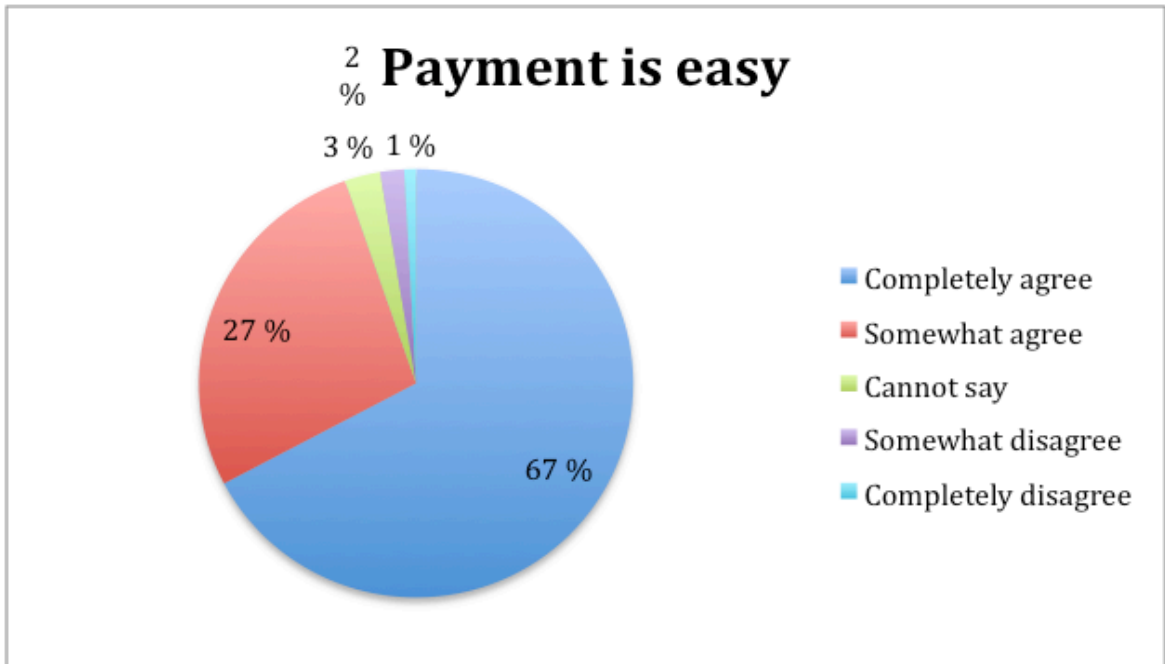


FIGURE 10. Easiness of payment (n=114)

Product delivery is considered speedy. Over half of the respondents completely agreed that Omenamies has a short delivery time (55 %) and 40 per cent somewhat agreed. None of the respondents disagreed. Five per cent could not say.

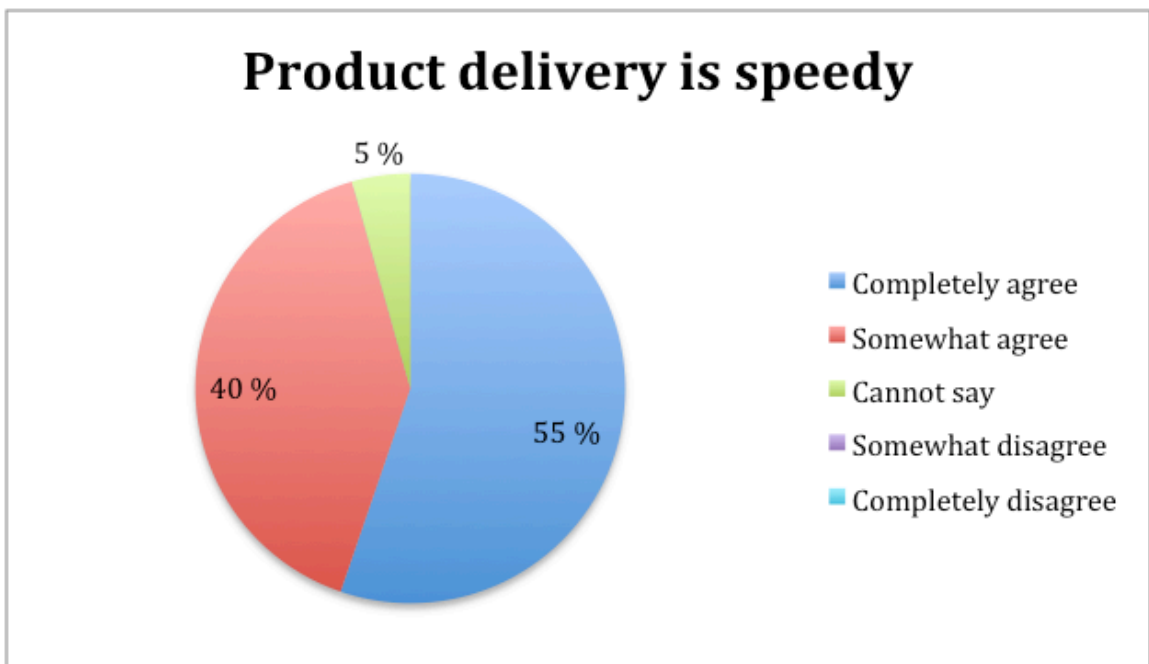


FIGURE 11. Speediness of delivery (n=114)

The following three questions refer to customer service and respondents' thoughts regarding its quality. Only 15 per cent of the respondents had contacted Omenamies' customer service.

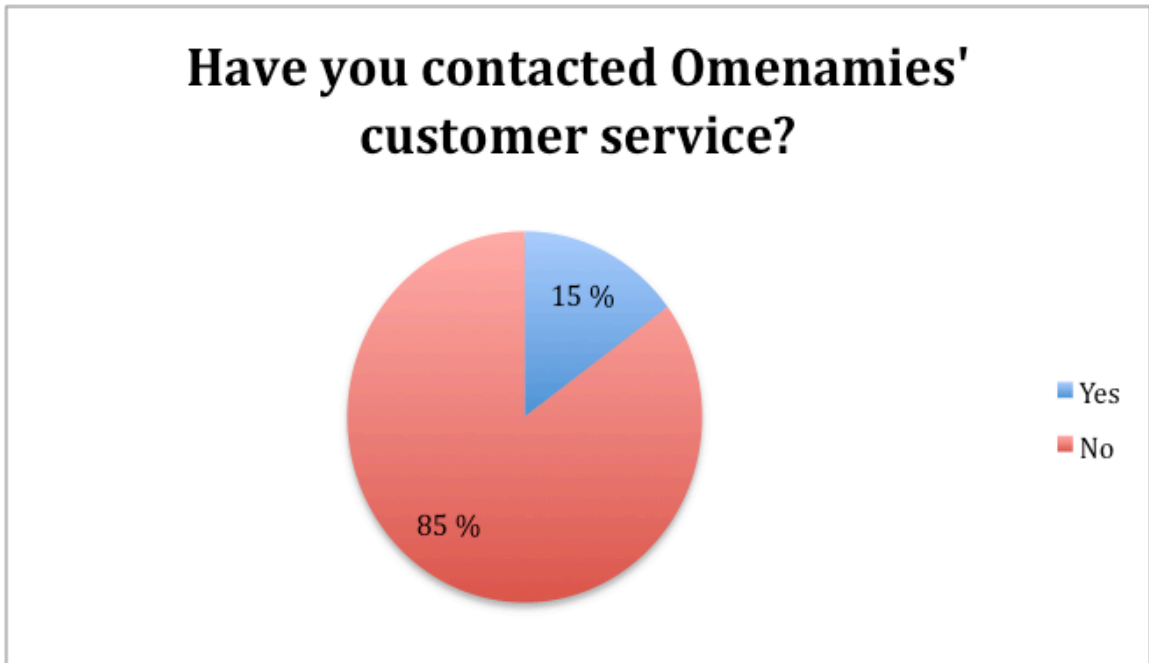


FIGURE 12. Contacts to Omenamies' customer service (n=114)

Five respondents answered to the following questions although they had previously stated that they have not contacted Omenamies' customer service at any point. Because they would not be able to evaluate the quality of the service, those responses were removed from the following results.

Most of the respondents agreed completely (37 %) or to some extent (38 %) that Omenamies replied to feedback quickly. However, a significant part – 19 per cent – of the respondents disagreed to some extent. Six per cent could not say.

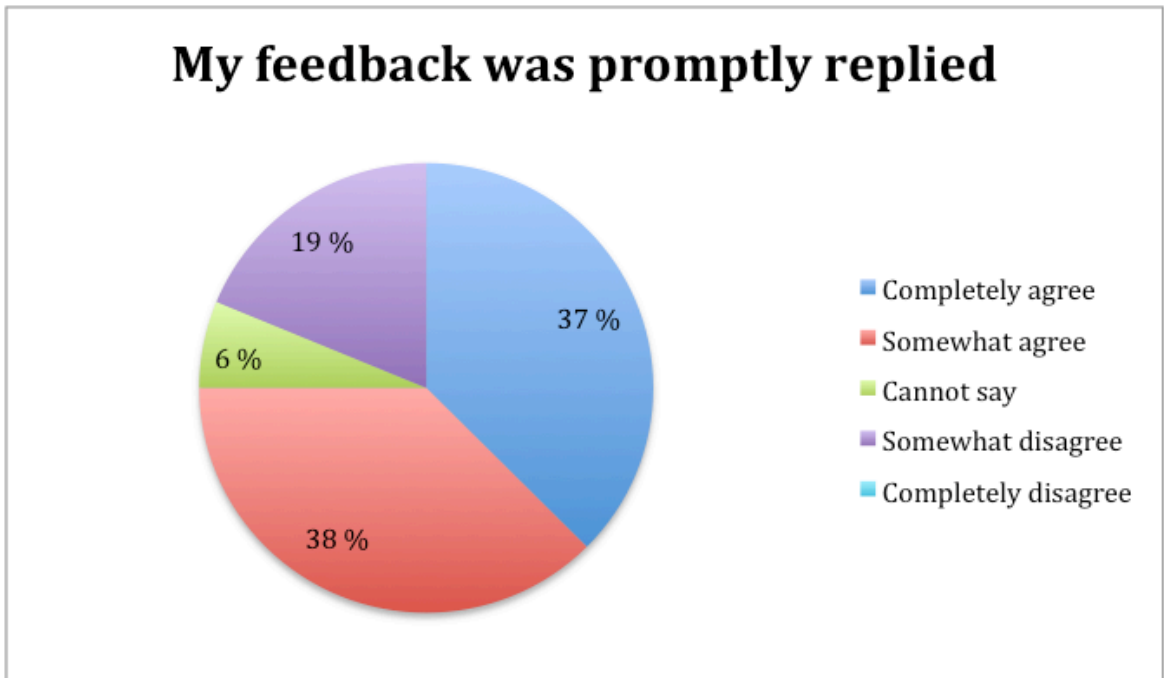


FIGURE 13. Feedback was promptly replied to (n=16)

Next question regarding customer service was about how satisfied the respondents were with the service they received. 56 per cent of the respondents agreed completely that they are satisfied with the service. One quarter agreed to some extent (25 %). 19 per cent somewhat disagreed to be satisfied. Although the sample for this question was rather small, it could be useful for the company to pay more attention to improving the level of service the customers receive when they contact the customer service in future.

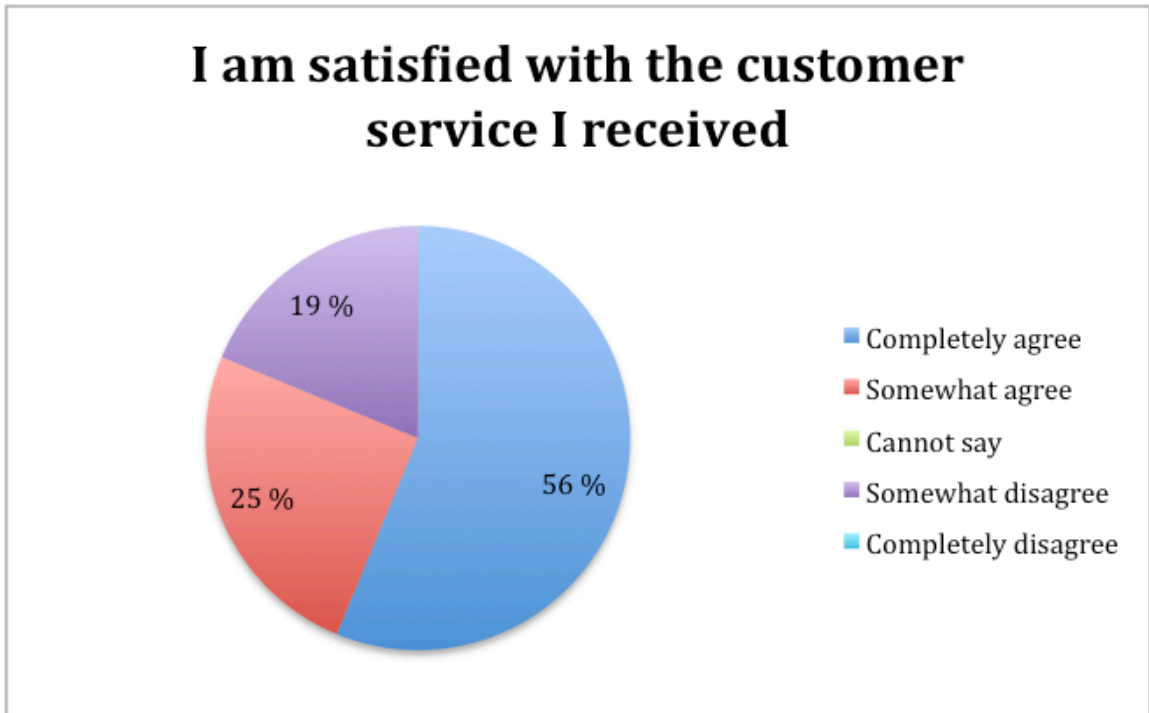


FIGURE 14. Satisfaction towards customer service received (n=16)

The following questions are in regard to Omenamies' online shop. Most respondents had positive opinions about Omenamies' product selection. 27 per cent completely agreed that the selection is good and 61 per cent agreed to some extent. Only four per cent somewhat disagreed, whereas eight per cent could not say. None of the respondents completely disagreed with the statement.

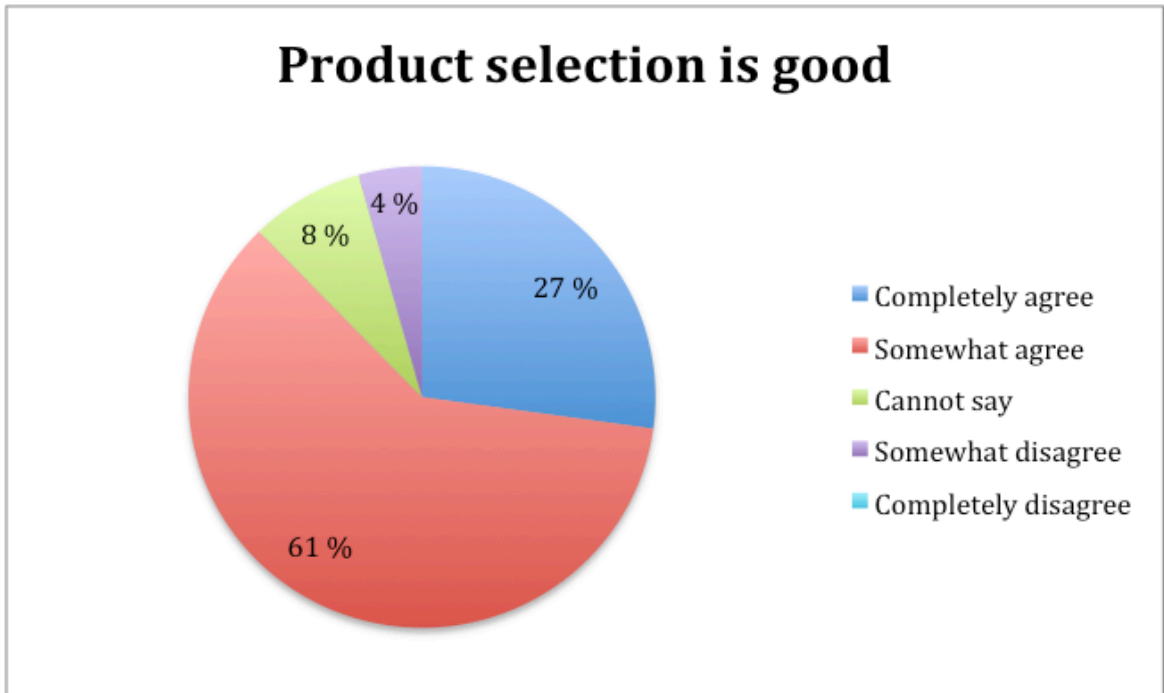


FIGURE 15. Product selection is good (n=114)

28 per cent of the respondents regarded there to be enough information available about the products Omenamies offers. Over half of the respondents, 58 per cent, somewhat agreed. Six per cent somewhat disagreed and only one per cent disagreed completely. Seven per cent could not say.

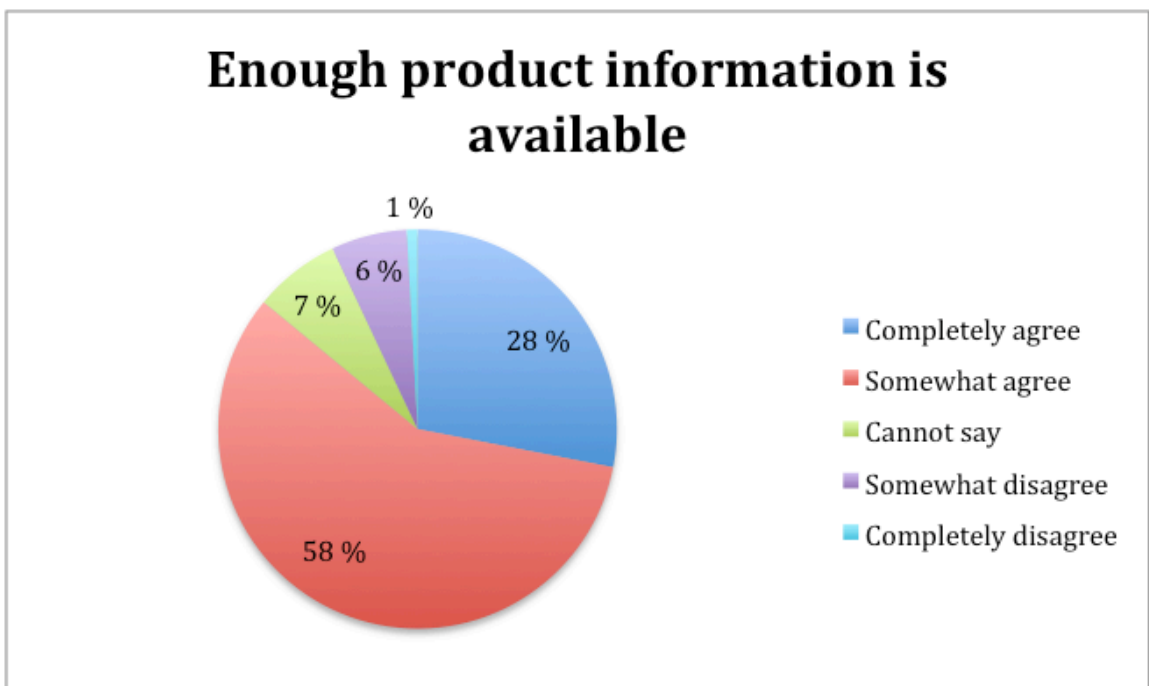


FIGURE 16. Amount of product information available (n=114)

The respondents were asked if it was easy for them to find what they were looking for in Omenamies' store. 37 per cent agreed completely that finding the right products was easy. 52 per cent agreed to some extent. Six per cent somewhat disagreed and five per cent could not say.

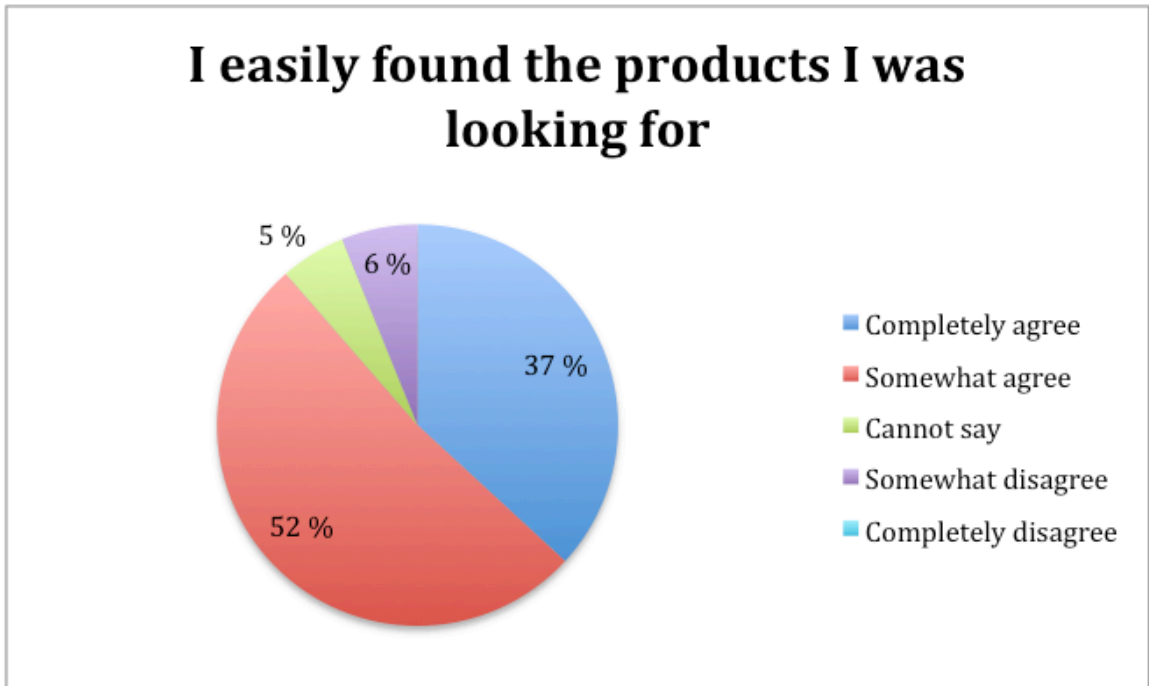


FIGURE 17. Products are easily found (n=114)

According to the results, the company website was understandable to most respondents. 39 per cent agreed completely that Omenamies' websites are clear and 53 per cent agreed to some extent. Four per cent somewhat disagreed, whereas another four per cent could not say.

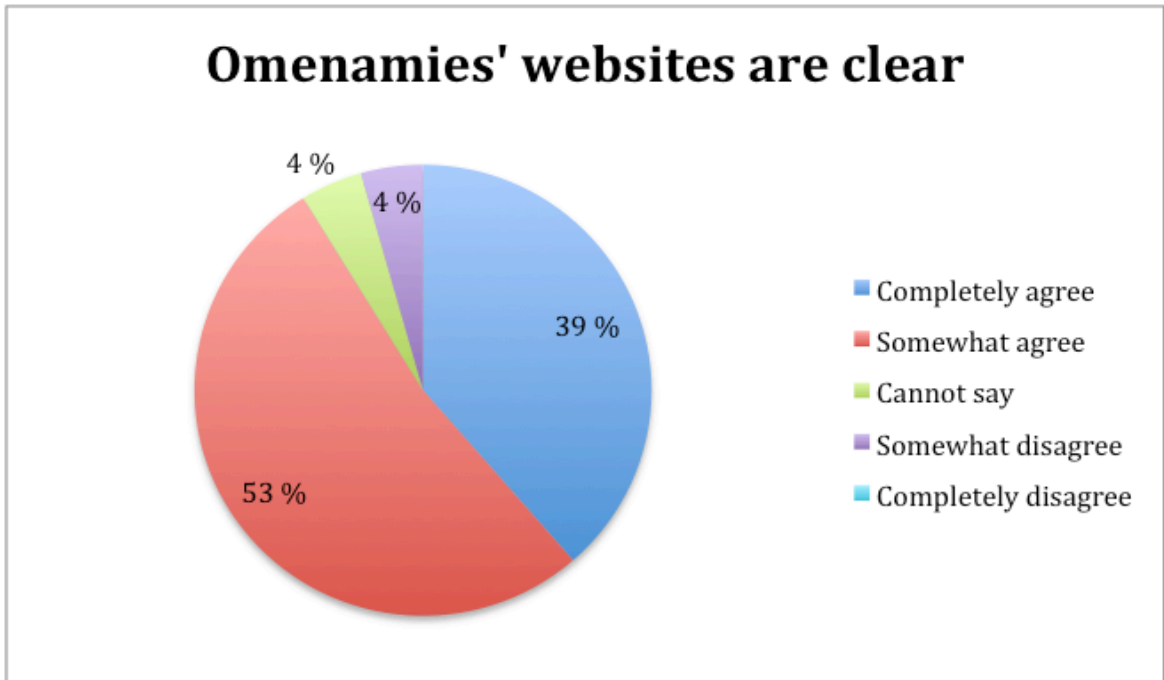


FIGURE 18. Clarity of website (n=114)

The next two questions are about a possible physical shop the company could set up where the customers would be able to collect their orders from or just to get to know and test the products on sale. When respondents were asked if they would like Omenamies to have a place in Raisio, where customers could come to collect their orders, most respondents said no (46 %) and 39 per cent could not say. Only 15 per cent replied yes. However, when the answers of this question were cross-referenced with the postcodes of the respondents, it was clear that majority of those who said yes, lived in Turku postcode area (postcodes from 20540 to 25900). This suggests that there is genuine interest towards a physical shop among those who live in Southwest Finland and relatively close to Raisio.

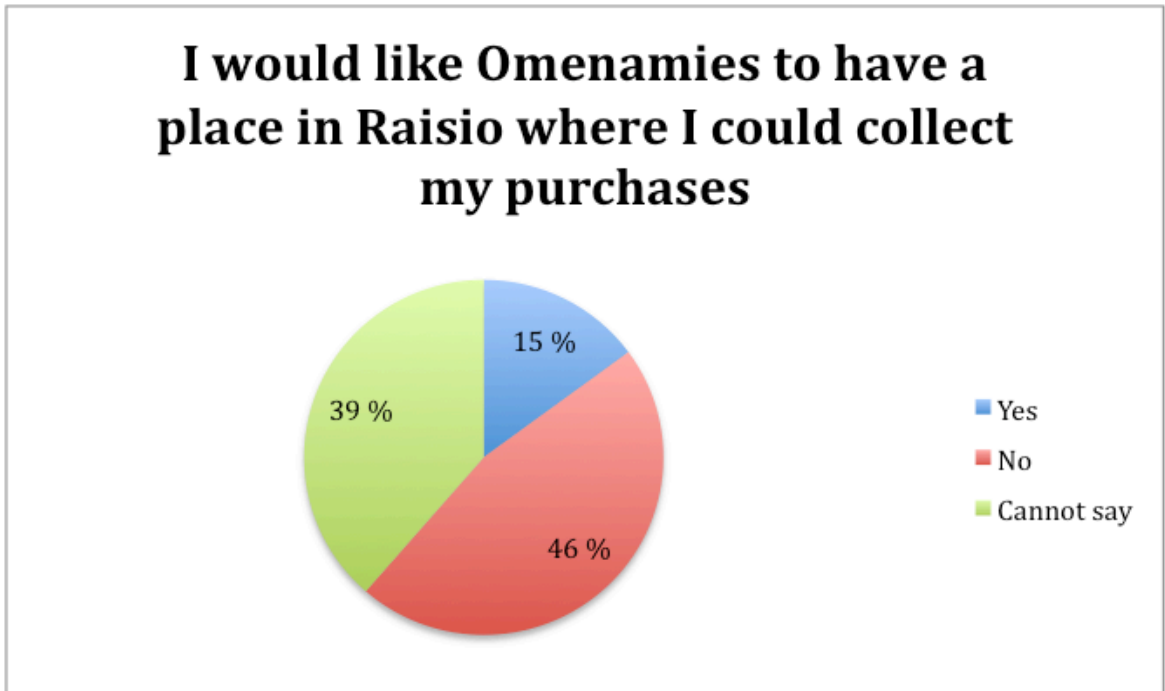


FIGURE 19. Interest towards a collect location in Raisio (n=114)

Area of residence	Yes	No	I cannot say
Helsinki	0	20	18
Hämeenlinna	0	1	2
Lahti	0	2	4
Turku	13	3	2
Pori	0	1	1
Tampere	0	9	5
Jyväskylä	0	3	1
Kouvola	0	0	1
Kotka	0	0	1
Mikkeli	1	0	2
Lappeenranta	0	1	1
Savonlinna	0	0	1
Seinäjoki	0	2	2
Kokkola	1	2	1
Kuopio	2	3	0
Joensuu	0	0	1
Kajaani	0	3	0
Oulu	0	1	1
Rovaniemi	0	2	0
Total	17	53	44

TABLE 7. Interest towards a collection location in Raisio cross-referenced with respondents' area of residence (n=114)

A similar, yet different statement was presented to the respondents regarding their interest in Omenamies setting up a location in Raisio where the customers could test and get to know the products. Majority of the respondents, 45 per cent, replied they would not be interested. 36 per cent could not say. Remaining 19 per cent of the respondents said yes.

I believe the reason behind the negative responses is mainly geographical. Raisio is only convenient to those who live in Southwest Finland. Most respondents from this area

seem to welcome the idea of an office or sales point in Raisio. There seems to be slightly more demand to want to actually see the goods than to pick up ordered products. It seems that there would be demand for a physical shop or a showroom.

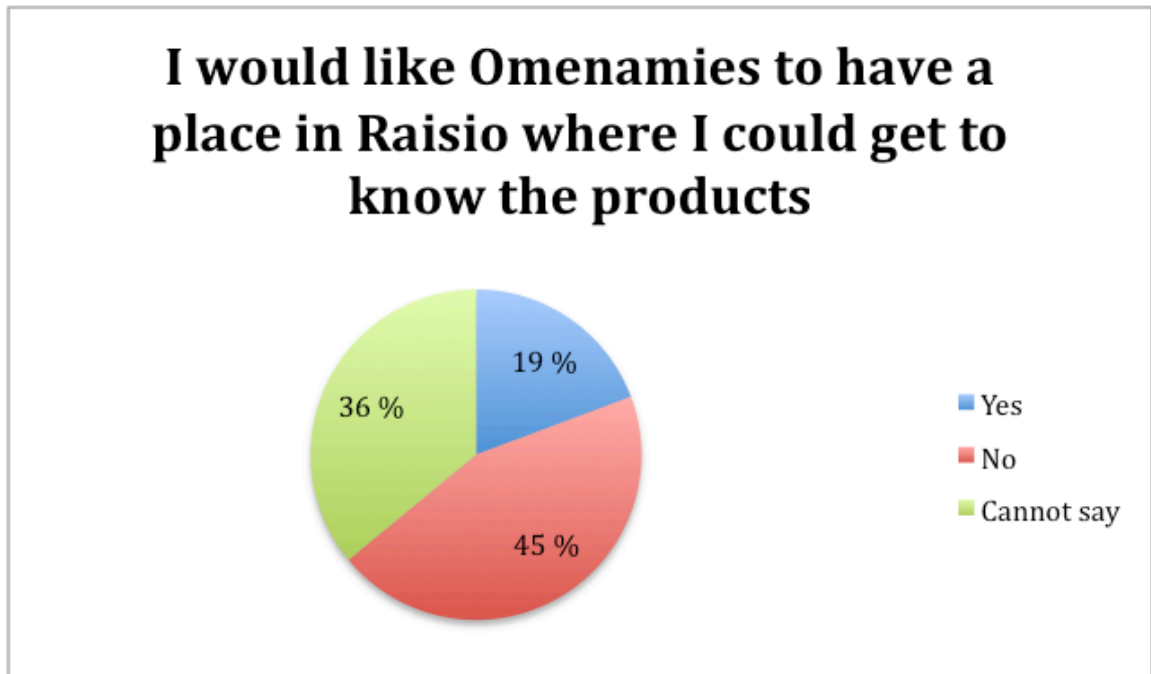


FIGURE 20. Interest towards a location in Raisio where items could be tested and gotten to know (n=114)

Area of residence	Yes	No	I cannot say
Helsinki	2	18	18
Hämeenlinna	0	2	1
Lahti	0	2	4
Turku	15	3	0
Pori	0	1	1
Tampere	0	9	5
Jyväskylä	0	3	1
Kouvola	0	0	1
Kotka	0	0	1
Mikkeli	1	0	2
Lappeenranta	0	1	1
Savonlinna	1	0	0
Seinäjoki	0	2	2
Kokkola	2	1	1
Kuopio	1	3	1
Joensuu	0	0	1
Kajaani	0	3	0
Oulu	0	1	1
Rovaniemi	0	2	0
Total	22	51	41

TABLE 8. Interest towards a product testing location in Raisio cross-referenced with the respondents' area of residence (n=114)

5.1.3 Feedback

The following section on the questionnaire focused on feedback. First two questions were multiple-choice questions in which the respondents were asked to check boxes according to what they liked and disliked about Omenamies. Next two questions were open-ended questions. All questions were optional except for the last one in which respondents were asked if they would recommend Omenamies to their friends.

Multiple-choice questions:

In the question regarding what they like about Omenamies, the respondents were able to choose several different things or leave them completely blank. When given six options to choose from, the top three things the respondents seem to value most in Omenamies are **free delivery of goods, uncomplicatedness of the order process and low-priced products.**

It is easy to understand why free delivery was ranked first by the respondents. After researching similar companies that operate in the same field in Finland, Omenamies was the only one out of the five companies with no delivery fees (see appendix 3: competitors). This appears to be a significant competitive advantage compared to other businesses.

It is very positive that over a quarter of the respondents feels that making placing an order at Omenamies is uncomplicated. It implies that Omenamies has succeeded in making the process simple to use and customers appear to value that. Pricing seems to have been successful, too.

The content and appearance of the website were regarded to be good about Omenamies by some respondents. Only nine respondents were of the opinion that customer service was something that is good about the company. Altogether these three options (website content and appearance and customer service) were regarded to be good about the company by only 17 per cent of all responses. However, this does not necessarily mean that these things would be especially bad or poorly managed. They just were not regarded to be as good as the other options.

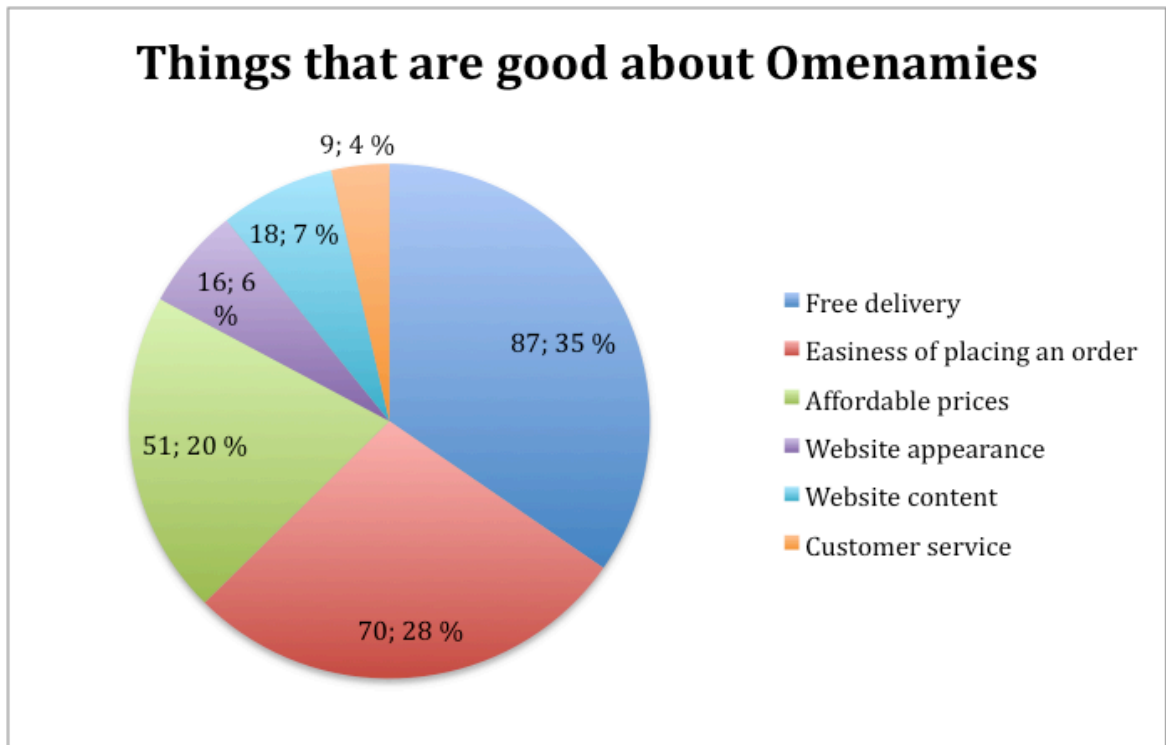


FIGURE 21. Things respondents like about Omenamies (number of answers; division of percentage shares) (total n=251)

A similar question regarding respondents' dislikes was asked next. What respondents seem to want improved is the **product selection**. The **appearance of the website** and the **pricing of the products** are the next aspects the company should improve according to the respondents.

The problem with questions like these is that it does not provide the respondent a chance to explain their opinion any further. Because of this, there is certain ambiguity about what the respondent actually means. For instance, when respondents think Omenamies should improve product selection, it is not totally clear if they want completely new and different products or just more variability, such as new colours or other features to current products.

According to these results, the appearance of the website needs improvement. Again, it is difficult to find out what kinds of changes are needed. Based on the answers to the earlier question, respondents like the uncomplicatedness of ordering at Omenamies. Because of that, possible website changes should not include alterations to the ordering system.

Pricing seems to be dividing the opinions of the respondents. It is at the same time in the top three of things, which customers most like about Omenamies and things that Omenamies should improve. However, the number of respondents who think pricing should be improved (17 respondents) is much lower than of those respondents who think pricing is good about the company (51 respondents).

Some respondents feel that website content and fluency of delivery need improvement. Further research about what customers want should be made in case the company wishes to develop the content or change delivery services. Nevertheless, only a small amount of respondents felt that these things were in need of improvement. According to the results of the survey, website content and deliveries are not top priority issues that need to be dealt with.

It would at first appear that customer service seems to be rather insignificant to the respondents, only a small number thought it was good, but only a small number thought it was something that should be improved. It could be because customer service is neutral and according to respondents it is not particularly good or bad. However, this could also be because only a small number of the respondents had contacted customer service and because of that most respondents could not say if it was something that either needs improvement or not. Having said that, there seems to be some dissatisfaction among the respondents regarding customer service and it could be beneficial for the company to take action towards improving the level of customer service.

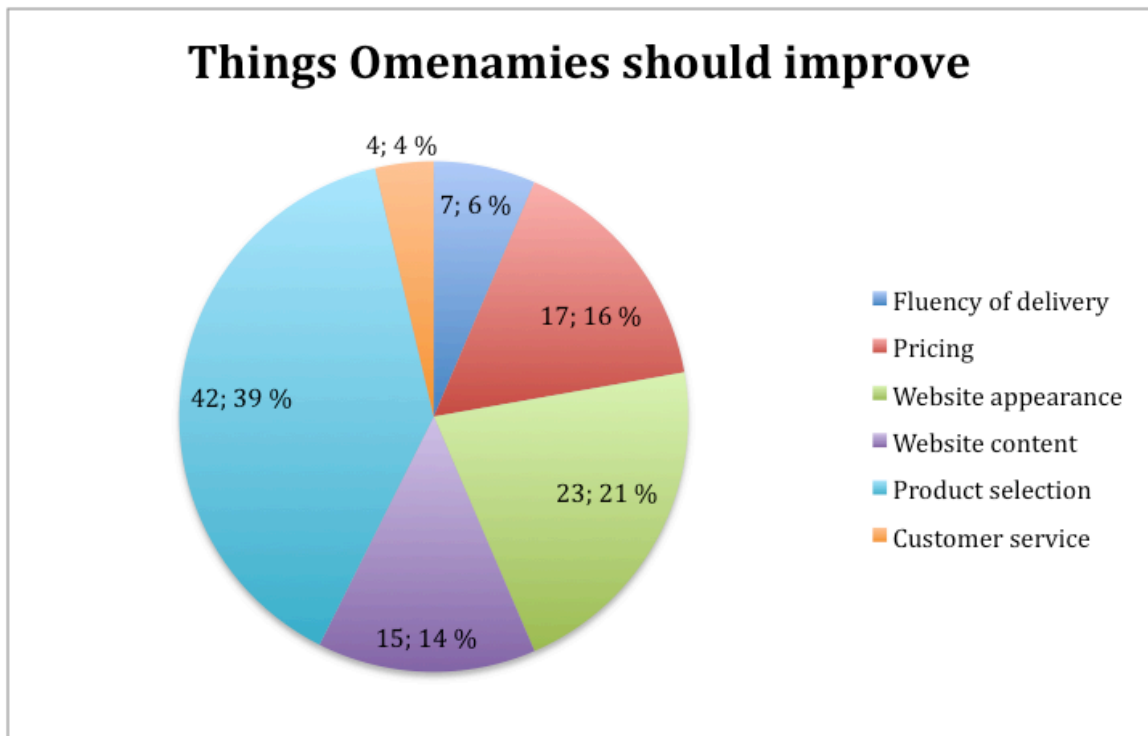


FIGURE 22. Things respondents dislike about Omenamies (number of answers; division of percentage shares) (total n=108)

Open-ended questions:

First of the two open-ended questions was a question about what kinds of products the respondents would like Omenamies to have for offer. 24 responses were collected to this open-ended question out of which 19 were usable. The questioning should have perhaps been more specific as some respondents answered what sorts of qualities they wished for the product to have rather than naming a specific product they wished for Omenamies to add to their selection. However, these qualities the respondents mentioned provide important information for the company.

Following is a summary of the actual products respondents wanted Omenamies to have in its selection. All answers have been documented and gathered to appendix 4 of this survey.

iPhone cases. What is clear from the answers is that respondents want a more versatile selection of protective cases for their Apple equipment. This was the wish of five respondents. Wishes for aluminium and iPod 5 cases were made as well.

Other brands. Widening the selection to include protective cases for other brands was also a wish of one respondent. Another respondent mentioned Nokia, which can be interpreted that they would like Nokia products to be added to the product selection.

Spare parts. Although protective cases were popular among the respondents, there was interest towards spare parts as well. Two of the respondents said they wanted a wider range of spare parts.

Cables and adapters. Different kinds of cables and adapters were something respondents wanted more of. HDMI adapters and car specific adapters were mentioned by two of the respondents, as were Lightning connector cables in different lengths and cables in different colours, too. Chargers in various colours were also wished for along with products some might call trivial or “humbug”.

Equipment. Two respondents wished there would be more equipment, which probably refers to Apple products such as computers, phones and tablets.

Repair service. One of the respondents hoped for a repair service for Apple products.

Quality and compatibility improved. Those respondents who did not wish for a specific product or product group but rather named qualities they wished the products possessed, wished for better product quality as well as compatible and functioning products.

Stock amount. One respondent wished for increasing the amount of items in stock because at the moment products run out easily.

Website. One respondent felt the websites could be slightly more comprehensible.

The respondents were given the opportunity to give feedback to Omenamies. Altogether 12 respondents gave feedback. All answers have been documented and may be found from appendix 5.

Good service and **fast product delivery** was mentioned in most of the positive feedback, which was retrieved. Altogether the answers of five of the respondents were considered to be positive feedback.

Product quality was the main reason behind negative feedback. Three respondents were not impressed with the product quality and one respondent felt that most products were complete rubbish. According to one respondent, the products are not sturdy and they break easily. **Pricing** was seen reasonable, but it was also stated that the cheap prices reflect on product quality.

One respondent said they had received the **wrong product** at first, but after contacting the customer service, the problem was solved. Another respondent said they only received a **receipt** after asking for it, although legally one should always be given.

Company website was considered to be functional, but very slow by one of the respondents.

The last question was if the respondents would recommend Omenamies to their friends. The results of this question are very positive since 93 per cent of the respondents said yes. Only 3,5 per cent said they would not recommend Omenamies and another 3,5 per cent said they cannot say. Overall, this is very positive feedback for the company.

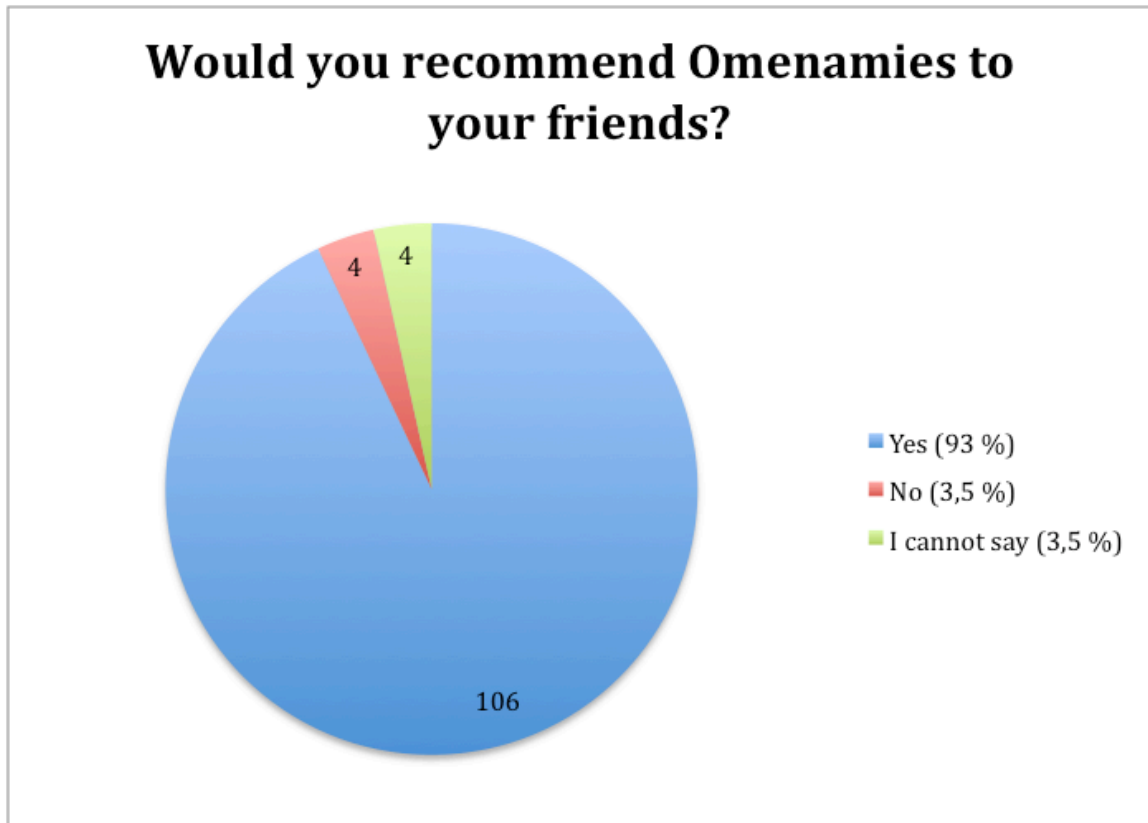


FIGURE 23. Willingness of recommending Omenamies to friends (n=114)

5.2 Findings

As discussed earlier, customer satisfaction is in connection to buyer expectations. If expectations are met, the customer is satisfied, but if they lack short, customer is dissatisfied. In case expectations are exceeded, the customer is delighted. On the website (www.omenamies.fi) Omenamies promises three quality guarantees to its customers.

Those promises are:

1. Free delivery with all purchases
2. Delivery in maximum of three days
3. Fast connection to customer service via phone or email

When a company gives promises like these, those promises are bound to affect buyer expectations. According to the results of the survey, Omenamies does meet the expectations regarding these three promises at least to some extent. In the 17th question of the survey respondents were presented with different options and asked what they thought

was good about Omenamies. Free delivery was the most popular option chosen by 87 respondents out of a total of 114 (76 per cent). Third statement of the survey dealt with speed of delivery. 55 per cent of the respondents completely agreed delivery to be speedy.

However, customer service may be where buyer expectations are not met as well as with the other quality promises. 19 per cent of the respondents who had contacted Omenamies' customer service somewhat disagreed with the statement that their feedback was promptly replied to. It seems that the promise of a fast connection to customer service has fallen short to some respondents and their expectations. If Omenamies would be able to meet customers' expectations, those customers currently at the zone of indifference could transition to zone of affection, where they would become "apostles" and very loyal to the company. This also applies to customers at zone of defection who are at least somewhat dissatisfied.

Nevertheless, the respondents seem to be more satisfied than dissatisfied with Omenamies in general. Basic things regarding making purchases seem to be the aspects the respondents are most satisfied with. 'Payment is easy', 'ordering from Omenamies is easy' and 'product delivery is speedy' are statements with which most respondents agree. 55 per cent or more agreed completely with these statements.

'Product selection is good', 'enough product information is available', 'I easily found the products I was looking for' and 'Omenamies' websites are clear' are all statements with which there were more respondents who somewhat agreed to than those who agreed completely. According to the results, these are the things where there may be room for improvement.

The statements with which quite a large percentage of respondents somewhat disagreed are 'My feedback was promptly replied' and 'I am satisfied with the customer service I received'. On both statements, 19 % of respondents somewhat disagreed. However, only a total of 16 respondents answered to these questions and because of that, the results may not be reliable.

In relationship marketing's terms, Omenamies has taken a reactive strategy, where it encourages the customer to contact in case of any questions or problems. This is easy to deduct, because fast connection to customer service personnel via phone or email is one of the company's guarantees for satisfaction. In case the reactive strategy does not work, it may be wise to either reconsider those satisfaction guarantees or to improve that service.

Statements to which respondents disagreed most with are 'enough product information is available' and 'I easily found the products I was looking for'. Six per cent of respondents somewhat disagreed on both statements. This would suggest that there is discontent within these areas.

These results should give some sort of an idea of how wide the zone of tolerance is for Omenamies' customers. They are willing to accept less satisfactory service regarding the amount of product information available or the ability to easily find what they are looking for. Yet over 90 per cent of the respondents would recommend the company to their friends and relatives.

From the marketing mix's point of view, the findings of the survey cover all four Ps as well as the extended marketing mix. Product quality was the main reason for negative opinions when respondents were asked to give feedback. Examining products carefully and striving for better product quality by removing poor quality products could make a vast difference among dissatisfied customers. Pricing was seen both affordable, but also something Omenamies could improve. Those respondents, who thought pricing was good, outnumbered the ones who thought it needed improvement.

Earlier discussed place and distribution part of the marketing mix mentioned merchandise assortment as one of the marketing strategies retailers use. Questions regarding product selection and what kinds of items customers would like Omenamies to offer reveal that merchandise assortment could be improved. 61 per cent of respondents somewhat agreed product selection to be good and four per cent somewhat disagreed. According to the results, respondents want a wider assortment of iPhone cases. Other products were mentioned, too, but most requests were about the protective cases.

Product information on the website may be viewed as promotion, because it is a way to convey a message to the buyer and convince them to make the purchase. The results of the question may be of concern to Omenamies, because only 28 per cent of respondents agreed completely there to be enough product information available whereas 58 per cent agreed to some extent and six per cent somewhat disagreed. One per cent of the respondents disagreed completely with the statement. This means that the attempt to convey a message to the buyer has not succeeded perfectly.

As earlier explained, the extended marketing mix consists of process, physical environment and people. The results of the survey related to the process are very positive: 62 per cent of respondents completely agree that ordering products from Omenamies is easy, 67 per cent of respondents completely agree that paying for the products is easy and 55 per cent of respondents completely agree delivery to be speedy.

The physical environment of Omenamies is its website and 39 per cent of respondents completely agree that they are clear. However, 53 per cent of the respondents only somewhat agree to this statement and four per cent somewhat disagree. Physical environment could be improved with changes to the website.

The chance of Omenamies opening a physical shop or showroom was also presented to the respondents and they were asked about their interest in one. Because Omenamies operates in Raisio, the shop would also be located there. That is why respondents were asked if they would be interested in a physical shop located specifically in Raisio. Only 15 per cent would be interested in a place where they could pick up their orders and 19 per cent would be interested in a place where they could see and get to know the products before purchasing. If the question would not have been location specific, it is probable there would have been more interest towards the shop. When interest was cross-referenced with the respondents' place of residence, the results showed that there was great interest towards a shop in the Turku area.

The final part of the extended marketing mix is the people and it is covered earlier in the findings regarding customer service and promptness.

The findings of this research provide information that may be used for a more detailed situational analysis or SWOT analysis. The findings imply what the customers are happy with, but also things that need improvement. Using this new information with what the company already knows, it may be easier to recognize new strengths, weaknesses, opportunities and threats that were unfamiliar before. It will also help Omenamies to understand its current position and to determine the strategic gap to the position it desires.

5.3 Recommendations

This section is about the recommendations for Omenamies and they are based on the results and findings of the questionnaire, the interview with Mr. Leino and the theories explained in chapter four.

Above all, the main recommendation that can be given to the company is that the marketing plan absolutely must be updated. Before making decisions regarding new marketing endeavours, advertising or just about anything, the company should have a thoroughly prepared plan before moving forward to execution.

This thesis introduces several theories and strategies and gives examples of how they could be applied to Omenamies' business. The reason for this is simple, with a good plan to follow, with the right tools and a clear goal ahead, it is easier to provide better services to customers. Serving customers better will increase customer satisfaction.

Based on the information received, it would be recommendable to re-examine the whole marketing plan and rebuild it from start. Defining the marketing mix, making a SWOT analysis, setting up goals and coming up with strategies to help reach those goals.

It is very understandable that setting up such a thorough plan is both time consuming and challenging, but the results of a good plan could be rewarding in the future. It is safer to steer the company to a certain direction when that direction is carefully mapped beforehand.

Some improvement suggestions appeared as the result of the survey. However, it is recommendable that before tackling any major issues, the company would set up a comprehensive plan. If all suggestions were dealt with head-on without proper planning, the company would risk wasting both time and money.

According to the results, product quality was considered as something that should be improved by some of the respondents. A thorough inspection of all incoming products and those products that are already in stock could lessen the chances of negative feedback. Looking into products with most complaints and either removing them from the selection or replacing them with better quality products would decrease returns and customer disappointments.

Several respondents in question 19 requested a wider product selection and only 27 per cent of respondents completely agreed product selection to be good. Based on the information received by the respondents and what kinds of products they would like Omenamies to offer, increasing the selection of iPhone cases would be sensible. However, before expanding the merchandise assortment, the company should do some research on what kinds of iPhone cases customers want. It cannot be stressed enough that these decisions should be based on facts instead of guessing what customers might like.

According to the respondents, Omenamies' websites could be more clear and faster. 52 per cent of the respondents agreed to some extent that they found the items they searched for easily. Perhaps simplifying and increasing the clarity of the website would improve the customer experience when they visit Omenamies online. However, changing the appearance of the website or the search function could consume a lot of time and money. Because of that it would need a thorough plan before implementing it.

Although only 16 respondents replied to questions regarding customer service, the results do suggest some measures could be taken in order to satisfy customers better. One of the actions could be to decrease the time it takes to reply to customer feedback. Another could be increasing the training of customer service personnel or possibly planning a whole service concept that everyone in the company complies with.

However, as the results are not completely clear and they do not represent the opinions of the whole sample, it would be recommendable to research how satisfied customers really are with Omenamies' customer service. A way of finding this out could be to ask for feedback or to send out a questionnaire to all those who have contacted customer service and to ask if they were happy with the service they received. Only after a reliable research should any major changes be made to the service concept.

While on the subject of customer service, it would be recommendable to study the reasons why customers contact Omenamies' customer service. As mentioned, if there are certain products, which often receive negative feedback, they could be removed from the merchandise assortment. Inquiries regarding merchandise assortment or repair services could be collected into a statistic so that the company would get a clearer picture of what customers' needs and wants are. Customers could also be encouraged to give feedback and let Omenamies know what kinds of products they would like to see in the merchandise assortment.

The results of the survey revealed that nearly half of the respondents had last made purchases at Omenamies over six months ago. Because of the importance of repeat purchases, it should be one of Omenamies' priorities to maintain long-lasting relationships with customers. Using database management could be helpful. Having information regarding a customer's last purchases could be used to serve them better by recommending them new products. For instance, if a customer has previously bought iPhone 5 cases, an email referring to Omenamies' other iPhone 5 related products could be later sent to that customer.

Free product deliveries received positive feedback and over half of the respondents completely agreed the delivery to be speedy. The recommendation based on these results, is that Omenamies should keep deliveries free of charge in the future. It is a competitive advantage and a part of the company's service level.

One of the objectives of this research was to find out if there is genuine interest towards a physical shop in Raisio. The survey results prove that there is definitely interest among those respondents who reside in the Turku area. As a result, setting up a physical

shop in Raisio is definitely recommendable. It could increase sales and trust among those customers who may not feel confident about making purchase decisions online.

Only 28 per cent of respondents agreed completely that there was enough product information available. Adding more relevant information about the product details such as weight, size and other details is recommended. This way the customer gets a better grasp about the product they are interested in and they will not be disappointed when their expectations are not met.

5.4 Suggestions for future research

This research has left room for future research. It could be useful for the company to conduct a similar survey in a few years time to observe and compare if the opinions of the customers have changed especially if the previously listed recommendations have been taken into use.

As this research was about how satisfied customers are with Omenamies and the variety of features, which they encounter when they make purchases, future research could focus solely on some aspects of the shopping experience. Another suggestion would be to conduct a research that could then be utilized to create a complete and thorough marketing plan for Omenamies.

The level of customer service Omenamies provides for its customers needs further research, too. The amount of feedback regarding customer service in this research was not sufficient enough and results may not be reliable.

6 CONCLUSION

In order to succeed, it is important to know your customers well. One way of getting to know them is by conducting a survey, which measures the level of satisfaction. Not only do the results express customer satisfaction but they also provide ideas and tools for future improvement. Omenamies had not previously conducted such studies and therefore demand for one existed.

The beginning of this thesis presented the topic to the reader and explained in detail why the research was needed and what its goals were. The aims of this research were to establish the current level of satisfaction and how it could be improved, to find out if there is interest towards a physical shop among the customers and to provide other useful and valuable information for the company. I am personally of that opinion that the research was successful and all research objectives were met.

The research part of the thesis included data analysis of the questionnaire that was sent to the respondents. The questionnaire consisted of 21 questions out of which two were open-ended. 114 responses were collected. The general opinion was positive, most respondents agreed completely or to some extent when they were presented with different kinds of positive statements about Omenamies. Only questions regarding customer service received more disagreeing responses. However, the number of answers for these questions was much lower than to other questions and therefore does not represent the opinion of the whole sample and may not be reliable.

Identification of areas needing improvement was based on an interview with the CEO of Omenamies, Mr. Matti Leino, and on the results of the survey. During the process of this thesis, it became evident that Omenamies' primary need is a good, solid marketing plan. With a good plan to follow, it is easier to provide good service to customers and thus improve the level of their satisfaction. This thesis presented various marketing tools and strategies, which the company should take into consideration when putting together the marketing plan. Only after finishing the plan, should the company start making other improvements to where they are needed.

Although feedback was largely positive, respondents did report to be dissatisfied with product quality. Implementing a product quality management system where all products are carefully inspected and poor quality items are removed from the merchandise assortment could have a positive impact on the level of customer satisfaction.

According to the results of the survey, there is definitely interest towards a physical shop among those respondents who are currently residing in Turku area. Customers are both interested in a location where they could pick up their purchases and where they can get to know the products.

This thesis set out to investigate if customers are that happy with Omenamies that they would share their positive experiences with others and if they are not, how could that be changed. It seems there are a number of small things that could use improvement as well as some bigger ones and those issues definitely need solving. However, most respondents did say that they would recommend Omenamies to others, which is extremely positive. It seems that Omenamies is on the right path when it comes to satisfying customers.

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APPENDICES

Appendix 1. Foreword to the questionnaire

Omenamiehen kysely: Vastaa ja saat 15 % alekoodin Omenamiehen kauppaan!

Hyvä Omenamiehen asiakas,

Olen kansainvälisen liiketalouden opiskelija Tampereen ammattikorkeakoulusta. Tämä kysely on osa opinnäytetyötäni, jossa tutkin Omenamiehen asiakastytyväisyyttä. Tällä kyselyllä pyritään kartoittamaan nykyistä tilannetta sekä selvittämään, miten Omenamies voisi palvella asiakkaitaan paremmin tulevaisuudessa.

Vastaukset käsitellään luottamuksellisesti. Kyselyyn vastaaminen on nimetöntä eikä kyselyn vastauksia voida yhdistää yksittäisiin vastaajiin.

Vastaamiseen kuluu aikaa noin 10 minuuttia. Jokainen vastaaja saa kyselyn lopuksi -15 % alennuskuponin Omenamiehen kauppaan. Kyselyn vastausaika päättyy 25.3.2014.

Tästä linkistä pääset kyselyyn: <https://lomake.tamk.fi/v3/lomakkeet/15878/lomake.html>

Kiitos avustasi!

Ystävällisin terveisin,

Anna Hoikkanen

Omenamiehen kauppa

www.omenamies.fi

Appendix 2. Questionnaire

Omenamiehen kyselylomake

Tämän kyselyn tarkoitus on selvittää, kuinka tyytyväisiä Omenamiehen asiakkaat ovat ja tarjota mahdollisuus antaa palautetta. Kyselyyn vastaaminen vie joitakin minuutteja. Kyselyn lopuksi sinut ohjataan sivulle, josta löydät 15 % alennuskupongin (alennus normaalihintaisista tuotteista) Omenamiehen verkkokauppaan.

Kiitos avustasi!

Taustatiedot	
Sukupuoli	<input type="button" value="--Valitse tästä--"/>
Ikä	<input type="button" value="--Valitse tästä--"/>
Asuinalueen postinumero	<input type="text"/>
Viimeksi tekemästäni Omenamiehen tilauksesta on kulunut aikaa	<input type="button" value="--Valitse tästä--"/>
Kysymykset	
Tilaaminen	
1. Omenamiehen kaupasta tilaaminen on helppoa	<input type="radio"/> Täysin samaa mieltä <input type="radio"/> Jokseenkin samaa mieltä <input type="radio"/> En osaa sanoa <input type="radio"/> Jokseenkin eri mieltä <input type="radio"/> Täysin eri mieltä
2. Maksaminen on helppoa	<input type="radio"/> Täysin samaa mieltä <input type="radio"/> Jokseenkin samaa mieltä <input type="radio"/> En osaa sanoa <input type="radio"/> Jokseenkin eri mieltä <input type="radio"/> Täysin eri mieltä
3. Toimitus on nopeaa	<input type="radio"/> Täysin samaa mieltä <input type="radio"/> Jokseenkin samaa mieltä <input type="radio"/> En osaa sanoa <input type="radio"/> Jokseenkin eri mieltä
Asiakaspalvelu	
4. Oletko ottanut yhteyttä Omenamiehen asiakaspalveluun? Jos et, siirry kohtaan 7.	<input type="radio"/> Kyllä <input type="radio"/> En
Asiakaspalvelu	
5. Palautteeseeni vastattiin nopeasti	<input type="radio"/> Täysin samaa mieltä <input type="radio"/> Jokseenkin samaa mieltä <input type="radio"/> En osaa sanoa <input type="radio"/> Jokseenkin eri mieltä <input type="radio"/> Täysin eri mieltä
6. Olen tyytyväinen saamaani asiakaspalveluun	<input type="radio"/> Täysin samaa mieltä <input type="radio"/> Jokseenkin samaa mieltä <input type="radio"/> En osaa sanoa <input type="radio"/> Jokseenkin eri mieltä <input type="radio"/> Täysin eri mieltä
Verkkokauppa	
7. Tuotevalikoima on hyvä	<input type="radio"/> Täysin samaa mieltä <input type="radio"/> Jokseenkin samaa mieltä <input type="radio"/> En osaa sanoa <input type="radio"/> Jokseenkin eri mieltä <input type="radio"/> Täysin eri mieltä
8. Tuotteista on saatavilla tarpeeksi tietoa	<input type="radio"/> Täysin samaa mieltä <input type="radio"/> Jokseenkin samaa mieltä <input type="radio"/> En osaa sanoa <input type="radio"/> Jokseenkin eri mieltä <input type="radio"/> Täysin eri mieltä
9. Etsimäni tuotteet löytyvät helposti	<input type="radio"/> Täysin samaa mieltä <input type="radio"/> Jokseenkin samaa mieltä <input type="radio"/> En osaa sanoa <input type="radio"/> Jokseenkin eri mieltä <input type="radio"/> Täysin eri mieltä

10. Verkkosivut ovat selkeät

- Täysin samaa mieltä
 Jokseenkin samaa mieltä
 En osaa sanoa
 Jokseenkin eri mieltä
 Täysin eri mieltä

Noutopiste

11. Haluaisin, että Omenamiehellä olisi Raisiossa noutopiste, josta voisin itse hakea tilaukseni

- Kyllä
 En
 En osaa sanoa

12. Haluaisin, että Omenamiehellä olisi Raisiossa noutopiste, jossa pääsisin tutustumaan tuotteisiin paikan päällä

- Kyllä
 En
 En osaa sanoa

Palaute

Mielestäni Omenamieheessä hyvää on ?

- Ilmainen toimitus
 Tilaamisen helppous
 Edulliset hinnat
 Verkkosivujen ulkoasu
 Verkkosivujen sisältö
 Asiakaspalvelu

Mielestäni Omenamiehen tulisi kehittää tai parantaa ?

- Toimituksen sujuvuutta
 Hinnoittelua
 Verkkosivujen ulkoasua
 Verkkosivujen sisältöä
 Tuotevalikoimaa
 Asiakaspalvelua

Millaisia tuotteita haluaisit Omenamiehen valikoimaan?

Tähän voit halutessasi jättää palautetta Omenamiehelle

Suosittelisitko Omenamiestä
lähiesiillesi?

--Valitse tästä--

Tietojen lähetyk

Tallenna

Kitos vastauksistasi! Seuraavalla sivulla pääset tallentamaan vastauksesi. Kun olet painanut 'Valmis', sinut ohjataan sivulle, josta löydät 15 % alennuskoodin Omenamiehen kauppaan!

Appendix 3. List of competitors

Company	Delivery fees	Website
iFiksaus	3,00 €	www.ifiksaus.net
Luurinetti	From 2,90 €	www.luurinettikauppa.com
MacPiste	From 2,90 €	www.macpiste.fi
My Trendyphone	4,80 € - 13,50 €	www.mytrendyphone.fi

Appendix 4. All retrieved answers to question 19

What kind of products would you like Omenamies to have in its selection?

"Tuotteet voisi olla laadukkaampia."

"Toimivia ja yhteen sopivia tavaroita."

"Nokia."

"Nettisivut voisivat olla aavistuksen selkeämmät."

"Monipuolisempi kuorivaihtoehtoja."

"Monipuolisempi valikoima myös vanhoille puhelimille tarkoitettuja takasuojakuoria."

"Monipuolisempaa valikoimaa tai sitten tuotteita, joita ostetaan paljon niin enemmän varastoon. Tuotteet loppuvat muuten helposti."

"Mitä tahansa Apple liitännäisiä tuotteita. Testattuja ja toimivia lightning latauskaapeleita eri mittaisina, esimerkiksi."

"Mitä minä silloin selasin, kyllä siellä kaikki tarpeellinen oli, mitä mieleen tulee. Varmaan erilaisia suojakuoria voi olla lisää (ei siis mitään kumisia "pläsönkuoria", vaan ihan oikeita esim alumiinikuoria ym)."

"Lisää iphone kuoria."

"Laitteita."

"Juuri Applen tuotteille juuri valikoimaa lisää (vara-osat ja niiden vaikka huolto) ja lisävarusteiden saatavuus."

"Ipod 5:n erilaisia kuoria."

"Hdmi-adapteria, ainakin joskus kun etsin en sitä valikoimista löytänyt vaikka joissain isoissa marketissa sitä jo oli."

"Esimerkiksi autokohtaisia adaptereita media in liitäntöihin yms."

"Esim. Erivärisiä latureita/johtoja ja muuta ns. joutavaa ☺"

"Enemmän suojakuoria eri merkeille."

"Enemmän edullisia varaosia."

"En osaa sanoa. Asiain kerran, kun tuote löytyi hakukoneella suomalaisesta kaupasta sellaiseen hintaan ja aikatauluun, ettei kannattanut tilata ulkomailta ja ottaa riskiä myöhästymisestä."

"En osaa sanoa."

"Apple tietokoneet."

Appendix 5. All retrieved answers to question 20

Feedback for Omenamies.

“Verkkosivut on ihan toimivat, mutta toimivat tosi hitaasti.”

“Tuotteiden laatu ei ole aina kummoinen, tosi hinnatkaan ei ole huimia.”

“Tuotteet voisi olla laadukkaampia, iPhonen laturijohto (3m) kesti vain 2 viikkoa.”

“Tilasin oikean tavaran, tuli väärä. Asiakaspalvelun kautta sitten vaihdettiin.”

“Suurin osa tavaroista oli täyttä roskaa.”

“Sain tilauksesta kuitin kirjanpitoon vasta eri pyynnöstä vaikka laki velvoittaa antamaan kuitin aina. Eli hiottavaa vielä on.”

“Nopeasta toimituksesta +++++”

”Kiitos sujuvasta palvelusta.”

”Keep it up!”

”Jotkin tuotteet ovat edullisia, mutta ikävä tosiasia on että se näkyy laadussa vähän liiankin hyvin. Tuotteet eivät kestä käytössä ja tuntuvat heti kättelyssä heppoisilta ja huterilta. Laatuun panostaminen ja silti hintojen pitäminen järkevissä hinnoissa saavat ihmiset ostamaan tuotteita entistä enemmän..”

”Hyvää ja nopeaa palvelua, kiitos ☺”

”Hyvä meininki.”