**ARCADA**

# Improving retailer satisfaction

Commissioner Green Room Ltd

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| MASTER'S THESIS | |
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| Arcada | |
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| Degree Programme: | International Business Management |
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| Identification number: | 18596 |
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| Title: | Improving retailer satisfaction, commissioner Green Room Ltd |
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| | |
| Commissioned by: | Green Room Ltd |
| | |

Abstract:

Customer satisfaction is a key element for successful business operations and in today's highly competitive business environment focusing on customers can give company a competitive advantage over the competitors. This thesis is commissioned by Green Room Ltd, a company operating as a supplier in health food industry. The customers of Green Room are retailers. The aim of this thesis was to study the satisfaction of Green Room's customers and find ways to improve it. The focus of the study was to find out what factors do Green Room's customers value and how can Green Room improve the customer satisfaction. The study was conducted as quantitative research. Questionnaire was developed based on the theoretical framework and previous studies in co-operation with the commissioner. Based on the results of the study, the factors Green Room's customers value most are high quality products, good delivery accuracy, contact person's professional knowledge about the products, good delivery conditions, fast reaction to delivery problem, impeccable deliveries, correct product data, ethics and responsibility, quick customer service and support in complaint situations. When comparing and analysing the customer expectations to Green Room's performance, the thesis author concluded that Green Room can increase customer satisfaction and meet the customer expectations by focusing especially on improving delivery accuracy, delivery conditions and fast reaction to delivery problems.

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# 1   INTRODUCTION

It is essential to know your customers, what they appreciate and how satisfied they are to serve them better. Customer satisfaction is a key element for successful business (see Schellhase, Hardock & Ohlwein 1999, Johnson & Gustafsson 2000, p. 1). These days, caring for the existing customers is appreciated more than in the past when acquiring new customers was seen perhaps more important (Gummerson 2008, p. 45). Often high customer satisfaction means also better profitability (Hill & Alexander 2006, p. 1). For a supplier to get the products to store shelves, they need to know their customers. It is important to understand how trade customers operate and on what basis they make their decisions. (ed. Nieminen 2007). While customer satisfaction is quite well-studied subject among consumers, there is not as much literature and research available considering satisfaction in business-to-business (B2B) context (Rossomme 2003).

In today's competitive business environment customer service can provide the competitive advantage to companies. Brands are not as meaningful to consumers as before and products are more like each other, with the product differences harder to perceive. Buyers are nowadays more demanding in terms of customer service and expect more and better service from suppliers that before. (Christopher 2011, p. 28). Companies have been starting to pay more and more attention to topics such as relationship management and individual customer plans (Hill & Alexander 2006, p. 1).

This thesis studies customer satisfaction in B2B context focusing especially on the food retail industry. The commissioner of the thesis is Green Room Ltd and the research conducted aims to find out what factors Green Room's customers value and how satisfied they are with Green Room's performance. Based on the results of the study, the author gives suggestions on how Green Room could improve the customer satisfaction.

## 1.1  Grocery trade in Finland

In Finland, the grocery trade is very concentrated and most of the grocery stores are part of bigger chains. The market shares of different trade groups in Finland are presented in figure 1. The centralization of trade has happened due to the small size of the market and

low quantity of population in Finland; the grocery trade needs larger volumes to be efficient to offer wide selection with reasonable prices. The term "grocery trade" includes food products and daily used products that are purchased from the same stores as food, e.g. daily cosmetics and toiletry products. In 2016, the value of the grocery trade in Finland was approximately 16,7 billion euros. The value includes all stores selling food products in Finland excluding kiosks and outdoor market sales.  (Päivittäistavarakauppa ry).

| Group | Market share% | Grocery sales (M€) |
|---|---|---|
| S-Group | 47,2 % | 7 896 |
| K-Group | 36,2 % | 6 055 |
| Lidl Finland | 9,3 % | 1 551 |
| Suomen Lähikauppa Oy (until 11.4.2016, when acquired by K-group) | 1,5 % | 249 |
| Tokmanni Group | 1,7 % | 276*** |
| Stockmann | 1,0 % | 165 |
| M-chain | 0,6 % | 93** |
| Minimani | 0,6 % | 93 |
| Other | 1,9 % | 360 |

Figure 1. Market share of the Finnish grocery trade groups in 2016. (Päivittäistavarakauppa ry).

## 1.2  Commissioner presentation

The commissioner of this thesis is a Finnish company Green Room Ltd. Green Room is a family company that imports and distributes organic food products in Finland. Green Room represents over a dozen different brands, including e.g. Ombar raw chocolate, CLIF energy bars and Big Tree Farms coconut sugar. See figure 2. for pictures of some of the products Green Room represents.

*Figure 2. Example of some of the brands and products Green Room represents and sells to Finnish trade (Green Room 2018)*

The company has three employees and the turnover is 900 000 €. Green Room operates in B2B sector and its customers are retailers, such as organic stores and grocery trade, mostly small or medium sized companies. Green Room also serves HoReCa (hotels, restaurants and catering) in some extent.

There are different types of distribution channels manufacturers may use to reach the consumers (Dhotre 2009, pp. 9-10). In this case, Green Room is part of a supply chain where there is the manufacturer of the product, who Green Room represents in Finnish market in a role of a whole seller and the retailer who sells the product to a consumer. In this thesis, Green Room is referred as the supplier. The supply chain channel is visualized in figure 3. When looking at the structure of the Finnish grocery trade presented in figure 1, Green Room's customer base consists of stores belonging to K-Group, Stockmann and other (e.g. Ruohonjuuri and Life chains).
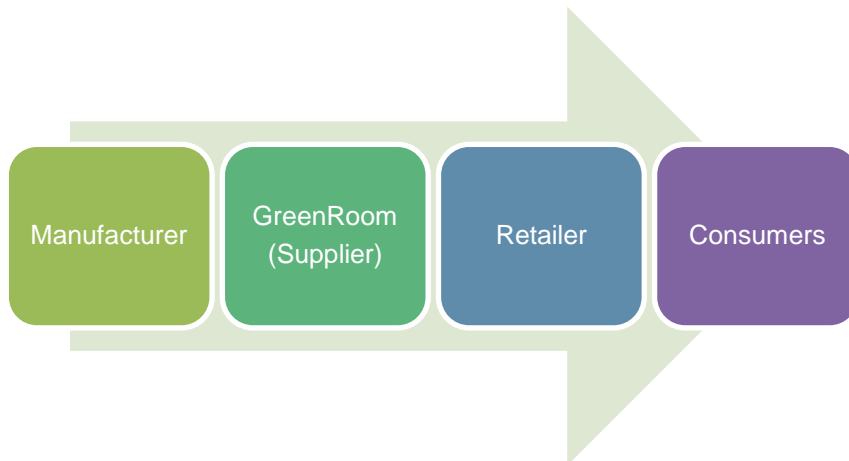
*Figure 3. The supply chain where Green Room operates*

## 1.3  Statement of the problem

The operations of Green Room have expanded over the years. The founders and owners of the company have been the face of the company for many years and have had close relationships with their customers. As the operations are constantly growing, they don't have the resources to call and visit especially smaller customers as often as before. As a result, the owners feel that they don't know their customers and their needs as well anymore as before.

For Green Room to increase the knowledge of their customer's needs, the company needs a customer satisfaction study among the retailers who sell the brands and products which Green Room represents to consumers. This thesis will study empirically the factors affecting to customer satisfaction in B2B and in supplier-retailer context. The quantitative study made among Green Room's customers will provide important information for the commissioner that is beneficial for them in practical use.

## 1.4  Motivation and purpose of the study

This thesis is based on a practical problem raised by the commissioner and aims to find solutions and suggestions that can be implied to increase customer satisfaction. The topic of customer satisfaction is not as well studied among B2B as it is in B2C context and

especially focusing on food retailer industry. This thesis studies the customer satisfaction of Green Room's customers because there is a need to find out how Green Room's customers see them and what factors the customers appreciate to understand how to improve customer satisfaction and to serve them better.

## 1.5  Study methods

To understand which factors effect to retailer's satisfaction, in the theoretical framework relating concepts and previous studies are discussed. The first part of the theoretical framework consists of defining the main differences between B2B and B2C marketing, discussing the importance of relationship marketing and the special characters of industrial purchasing focusing especially to supplier-retailer context. In the second part, the topic of customer satisfaction and other relating concepts is discussed. The factors influencing to retailers' satisfaction are identified based on literature and previous studies. Structure of the theoretical framework is presented in figure 4.
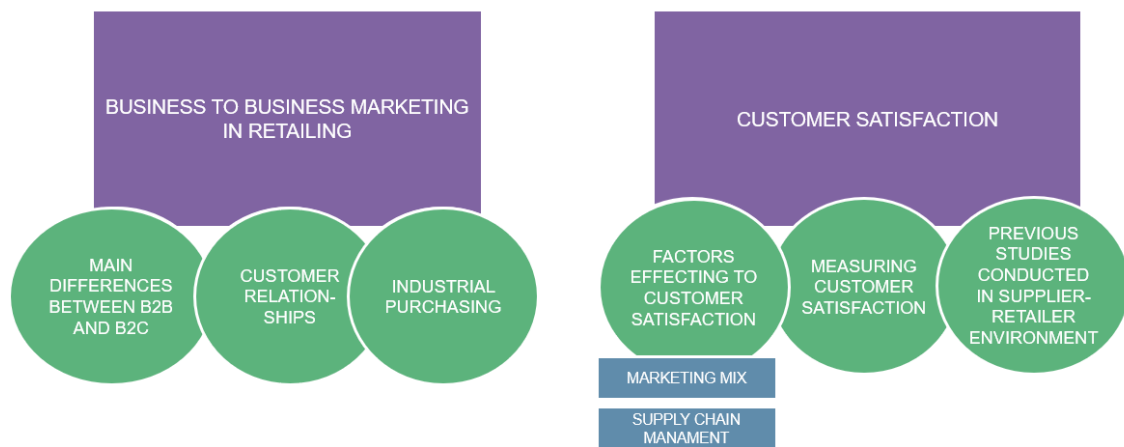


*Figure 4. Theoretical framework*

To see how important the factors identified to relate to satisfaction are to retailers and how retailers evaluate commissioner's performance in each area, a quantitative study was conducted among the customers of Green Room.

## 1.6 Research questions

The aim of this thesis is to study the satisfaction of Green Room's customers and find ways to improve it. The study aims to provide answers to the following questions:

- What factors do Green Room's customers value?
- How can Green Room improve the customer satisfaction?

## 1.7 Significance to the field and limitations

In retailing the retailer has a relationship with customers (B2C) but also with wholesalers and manufacturers (B2B). In the framework of this thesis, these different types of relationships merge. This means that the supplier has also a relationship to customer's customer and the final customer's needs are also something that needs to be considered. (Gummerson 2008, p. 46; 96). However, while this merging of relationships is acknowledged here, this thesis is limited and focusing on retailers as customers and the B2C relationships are not discussed from the commissioner's point of view to keep the subject constrained.

As stated earlier in the introduction, customer satisfaction is a topic that is commonly research in B2C context but not as widely researched area in B2B. As this study focuses on a specific industry and provides information on supplier-retailer relationships and factors affecting to retailer satisfaction especially in food and fast-moving consumer goods (FMCG) industry, the study structure could be utilized in another study in the same business area. However, as there is a commissioner for this study, the results of this specific study are limited to this company and their customers. An additional remark is that, the organic food trade is very specific area under food industry and therefore the customer base of Green Room differs from many others operating in the food sector in Finnish market. Limitations of this study are further discussed in the analysis part in chapter 6.2.

## 2   BUSINESS-TO-BUSINESS MARKETING

This chapter focuses on business-to-business (B2B) marketing, especially taking into consideration the retail industry. The theory will define the main differences between B2B and business-to-consumer (B2C) marketing. The concepts of relationship marketing and customer relationship management (CRM) are introduced, as well as the special characters of industrial purchasing in retail.

## 2.1   The main differences between B2B and B2C

Whether the company is selling its services or products to other businesses (business-to-business, B2B), or to consumers (business-to-consumers, B2C) means differences in its operations. In B2C situations, the consumers make the final decision individually, where as in B2B there might be many decision makers or at least influencers. Therefore, relationships with right persons in B2B are crucial. (Peppers & Rogers 2001, pp. 7-10). Long-term relationships are typical for business markets and the level of co-operation is high (Kotler & Armstrong 2006, pp. 171-172). Other difference when comparing B2B and B2C is that often in B2C there can be thousands of consumers, while on business markets the number of customers is in many cases more limited and the customer are larger. (Peppers & Rogers 2001, pp. 7-10; Kotler & Armstrong 2006, p. 171). In B2B it is common to have multiple customers but only few key customers who the supplier has a close relationship with (Gummerson 2008, p. 47).

Organisational buying is also more formal, and information needs to be exchanged between the different persons involved. In organisations, the purchases are made typically on a more rational and professional base than consumer purchases and emotions don't play as big role in the decision making. Also, the buyer's in organizations are not spending their own money and their motivation arises from creating value to their employing company rather than themselves. (Hill & Alexander 2006, pp. 55-56). However, the demand the retail buyer ultimately aims to answer, originates from the needs of final consumer – hence it is also important to be aware of what is happening in the market. While in business markets the decisions are based on multiple rational facts, the buyers are still humans and respond also to personal influences, especially when the competing products

or services they are buying are similar to each other. Influencing factors can be for example their own attitudes, personality or their personal buying style. (Kotler & Armstrong 2006, pp. 171-179.

In B2B there is often a need for the companies to educate the customers more than in B2C as the products might be more complicated. The education may include e.g. guidance on how to use the product or service, or the ways to get most out of it. (Peppers & Rogers 2001, pp. 11-12). In supplier-retailer context it is beneficial for the supplier to educate the retailers and their staff on product features. When the staff is trained, they can provide more information for consumers which may lead to increased sales.

These differences between B2B and B2C can lead to the conclusion that keeping existing customers happy and developing the relationships within the accounts to gain more sales plays an extremely important role in B2B sales. Supplier-buyer relationships are further discussed in the next chapter.

## 2.2  The role of customer relationships in B2B

During recent years, creating closer relationships of suppliers and their customer have become the focus of many companies, as both parties benefit from this (Kotler & Armstrong 2006, p. 172-174). Relationship marketing (RM) is quite complex and versatile topic that relates to many other marketing theories and links closely to them. These are for example marketing 4Ps (product, price, place, promotion), lean consumption, S-D logic, many-to-many marketing and many more. (Gummerson 2008, p. 320). The typical relationship is a classical two-party relationship, where supplier is someone selling something, and customer is the buyer, someone buying something. In B2B environment the nature of the selling is often negotiation. (Gummerson 2008, p. 45). As the success of the retailing organization is hugely depending on selecting the right suppliers, it also an interest of the buyer to develop good relationships or even partnerships with the suppliers (Milton 1982, p. 15).

Another concept relating to relationship marketing is customer relationship marketing (CRM). Gummerson (2008, p. 5-7) defines relationship marketing (RM) as "an interaction in networks of relationships" and customer relationship management (CRM) as "the values and strategies of RM – with special emphasis on the relationship between a customer and a supplier – turned into practical application and dependent on both human and information technology". CRM is a process that aims to make sure that all the persons in the organization have the same up-to-date data to ensure a continuing and personalized dialogue with the customers in all access points. For successful application of CRM, suitable software where all the customer data is gathered is generally needed. (Hutt & Speh 2007, p. 101).

The process of creating a CRM strategy includes several different tasks. Firstly, the company needs to analyse their customer base and which customers are the most valuable to make sure they are acquiring and serving the right customers. The next step is analysing the product and service offer based on customer needs and adjusting it to meet the demand. Creating well-working supply chain and other processes to deliver the products and services to customers most efficiently is another important part of CRM strategy creation. Motivating the employees and proving them the right tools to implement the strategy is another cornerstone of successful implementation. Learning why some of the customers are not buying anymore and how to retain them is also part of CRM strategy. (Hutt & Speh 2007, pp. 101-108).

Many authors suggest segmenting customers by their needs to create successful relationships as different customers have different needs. Traditionally companies have segmented customers based on numerical reasons such as location, but nowadays it is common to use more sophisticated and complex basis for the segmentation, like for example customer's values (Löytänä & Kortesuo 2011, p. 129). In B2B relationships, the basis for segmentation can be made both on an organization level as well as on a buyer level. On organization or macro level the segmentation bases can be variables such as size of the company, location or the state of the customer relationship (prospects, first time buyers, experienced customers). On a microlevel, it possible to segment the buyers for example on the key criteria they use in decision-making – is price their key driver or perhaps quality. (Hutt & Speh 2007, pp. 122-132).

Gummerson (2008, p. 51) suggests that a company can create profitable long-term customer relationships by following these steps: identify customers, differentiate them by needs, have an interaction with the customers, customize and learn constantly more about the relationship. Peppers and Rogers (2001, pp. 36-46) have a similar approach which they call "one-to-one" customer relationships. The concept is based on listening to customer needs and changing the behaviour accordingly. Instead of measuring goals only quarterly, the idea is to constantly improve and build long-lasting customer relationships and to offer customer what he/she needs. The implementation of this type of thinking is made by first identifying the customers on an individual level, then differentiating them by values and needs. Interaction and listening plays and important role, as well as customizing the services based on the information received from the customer. (Peppers & Rogers 2001, pp. 36-46). It is useful for the company to have a systematic way to gather and store customer data and use a customer relationship management (CRM) system.

Gummerson (2008, p. 283) presents guidelines on how companies can implement relationship management (RM) and CRM -oriented marketing planning. Firstly, companies should analyse their relationship portfolio and pay especially interest to the relationships that are important but not currently well taken care of. Secondly, Gummerson suggests that companies should set clear goals, both quantitative and qualitative, and measure them regularly. Third step is to make sure that the RM is really part of all company's activities, not just marketing. Changes in the organization structure might be necessary. (Gummerson 2008, p. 283). Among different authors it seems to be mutually agreed that measurement of relationships and performance is vital, but it can be debated on what way and how regularly it should be done. The measurement of customer satisfaction is further discussed in chapter 3.3.

## 2.3 Industrial purchasing in retail industry

Retail buying is the process of buying consumer goods from manufacturers and wholesalers, which retailers then sell to consumers. How purchasing of the goods happens in different retail companies varies depending on the size and organizational structure of the business.

Diamond and Pintel (1989, pp. 3-4) divide retail organizations roughly to four different structures. Central management of chains happens when there are multiple units and the buyer operates from the central offices. In this case the management of sales people and store activities is the responsibility of the store manager, not the buyer. Other case of a typical retail organization is department and specialty stores with branches. Here, the buyer's responsibilities may vary but often he oversees purchases for both the parent and branch stores, operates from the parent store but often visits branches and may or may not be the supervisor of the sales staff. Third case is the independent stores, where there is no chain behind the retail business and in addition to purchasing the buyer has usually also other responsibilities, such as selling and promotion. Fourth type of retail structure is franchising. Here, it depends on the franchising chain, how the buying operations are arranged but often the franchisees are more merchandisers than in charge of the product selection. (Diamond & Pintel 1989, pp. 2-4). Relating to this thesis, the commissioner's customer base includes customers from all the organizational structures listed above.

As discussed before when defining the differences between B2B and B2C, industrial purchasing is often a complex process. There can be multiple contacts towards the buyer from the supplier side depending on the size of the company and how the sales are organized. The contacts may include e.g. the owner, sales manager, logistics and sales representatives (Milton 1982, p. 14). The people involved in the decision-making process might have different priorities and perceptions. In customer relationship literature, this cluster of people is commonly called buying center. One generally used breakdown of different roles in the buying center is buyer, user, influencer, adviser, gatekeeper and decision maker. The buyer is the one managing the purchases. The user is the one using the final products and often the one creating the demand. In retailing scenario, the final consumer has this role. The influencer has an impact on the purchase and can be for example a technical expert. The adviser is someone who may suggest criteria for supplier selection but may be difficult to identify. The gatekeeper is in control of communication between different parties in the decision-making process as well as to the supplier. The decision maker is the person in charge of final supplier selection. Some of these roles might be different during different times in the buying process and one person may have several

roles depending on the structure or the size of the organization. (Michel *et al*. 2003, pp. 67-68).

Understanding the criteria retailers use to choose the suppliers they want to work with is clearly very important. Diamond and Pintel (1989) list several factors that retailers can consider when selecting vendors. Again, the relationships are important. Also, the buyers aim to create solid, respecting relationships with the vendors to get better terms and service. Other things retailers evaluate are the merchandise offered, distribution policies, prices and pricing policies, promotions and merchandise policies, shipping terms and delivery reliability. (Diamond & Pintel 1989, pp. 149-154).

The Finnish Grocery Trade Association has published useful guidelines for small and medium-sized suppliers for co-operation with grocery trade. The publication refers to Kautto & Lindblom (2005) who have concluded that retailers base their product selection decisions on the product group's role, product group strategy and their customer promise. Additionally, these factors typically effect to the decision making: expected product demand, product's sale history, market share, reputation of producer, product quality, pricing and price conditions, delivery accuracy, consumer marketing, marketing support, product margin, rotation in storage and the effect the product has on consumers when they are selecting the place they want to do their purchases at. (see ed. Nieminen 2007).

It can be concluded that these decision-making factors also play a role in forming of customer satisfaction in retailer-supplier relationship. The concept of customer satisfaction is further discussed in the next chapter.

# 3 CUSTOMER SATISFACTION

Customers are where companies get their income from. High customer satisfaction is often linked to company's success. High satisfaction alone may not still mean better profit or increased sales. This chapter opens the concept of customer satisfaction as well as briefly discuss of other theories from marketing literature such as customer experience and customer perceived value which link to customer satisfaction. This chapter also aims to identify the factors that effect on customer satisfaction especially in supplier-retailer relationships.

## 3.1 Satisfaction, experience or perceived value?

Setting customers as the focus of companies' operations and understanding customers is a widely discussed topic and the companies who can create a strong relationship to their customers can be seen as winners in the future (Lehtonen 2017). There are also multiple different topics relating to customer satisfaction, such as quality, loyalty, relationship management (Johnson & Gustafsson 2000, p. xiii; Oliver 2010, p. 3) and concepts such as perceived value and customer experience. Johnson and Gustafsson (2000, p. xiiii) highlight that there is a need consider multiple aspects when discussing customer relationships as they all have an impact on each other. Ultimately, the suppliers in business markets need to meet their customers' needs and solve their problems (Kotler & Armstrong 2006, p. 173).

There are several different definitions to customer satisfaction in literature and not one that is commonly used. However, the content of the definitions has generally the same message – customer satisfaction tells how the customer expectations are fulfilled. Hill and Alexander (2006, p. 2) define customer satisfaction as "a measure of how your organisation's total product performs in relation to a set of customer requirements". It needs to be remembered that customer satisfaction is not an objective measure and it only tells how the customer sees things, not actually how the things are. Still, "the customer's perception is reality, since it is this reality on which purchase decisions are made". (Hill & Alexander 2006, p. 2; 64).

The disconfirmation paradigm by Parasuraman *et al*. (1988) is commonly used when discussing customer satisfaction. Based on the paradigm, consumer is satisfied if product's performance is at the same level as expected. If the expectations are exceeded, the satisfaction is high and if underachieved, the consumer is dissatisfied. Nevertheless, there has been discussion about whether high satisfaction really leads to high market share. Some criticism has arisen around the subject that often only existing customers are included in measurements, leaving the potential ones out. (See Eggert & Ulaga 2002). Also, satisfied customers can still leave for multiple reasons, for example based on competitor's marketing or wanting to test something new. Unsatisfied customers can also stay as they may consider the cost or effort of changing to new supplier too high. (Gummerson 2008, pp. 258-259).

Customer satisfaction in B2B context has more specific definitions in literature relating to the elements being measured. Information satisfaction expresses how satisfied the buyer is with the information available pre-purchase and against which he evaluates post-purchasing. Performance satisfaction tells how the performance expectations are met on an overall level. Attribute satisfaction relates to measuring certain product or service features. Personal satisfaction is related to the satisfaction to the relationship on a subjective level. (See Rossomme 2003).

Eggert and Ulaga (2002) have researched whether perceived value would be better measurement tool in B2B marketing context than satisfaction. There are several definitions for customer perceived value in literature, but to better understand the findings of Eggert and Ulaga, the definition they use for customer perceived value in business market context is: "the trade-off between the multiple benefits and sacrifices of a supplier's offering, as perceived by key decision makers in the customer's organization, and taking into consideration the available alternative suppliers' offerings in a specific use situation". Based on the results of Eggert and Ulaga's study, customer perceived value leads to customer satisfaction. Customer satisfaction then leads to positive behavioural intentions, such as continuing purchasing relationship. As a result, Eggert and Ulaga state that perceived value combined with satisfaction gives better indication on purchaser's intentions than only satisfaction. (Eggert & Ulaga 2002).

Based on Löytänä and Kortesuo, there are two dimensions in creating customer value; utilitarian and hedonistic. Utilitarian sources are rational and linked to the actual measurable factors, such as price or delivery time. These factors are not the actual value customer gets, but they are ways to reach the goal. Hedonistic sources are emotional and irrational. They are the ways company makes the customer feel, e.g. safety and hence creates the customer value. Also, company image relates to hedonistic sources. (Löytänä & Kortesuo 2011, pp. 54-55).

In recent years, it has become trendy to discuss about customer experience instead of satisfaction. According to Ireland (2011) satisfaction is "a degree of happiness" and only part of the overall customer experience. Customer experience starts from having a problem that needs to be solved (Ireland 2011). The central idea behind customer experience is that customers are the focus of company's operations. Enhancing customer experience is an opportunity for companies to understand customer's better and to create more customer value. (Löytänä & Kortesuo 2011, p. 9).

Löytänä & Kortesuo (2011) define the customer experience as the sum of confluences, images and feelings that customer creates from the company's actions. As the experience is not completely based on rational factors, it is impossible for company to have a total control over the way customers view them. (Löytänä & Kortesuo 2011, p. 11). Also based on Richardson's (2010) definition customer experience is formed over the entire time of customer relationship, not just based on one specific event.

It is common to think that in B2B context the decisions would be only rational. However, the decisions are still made by people and therefore the communication and relationships between buyer are seller play an important role in the customer experience. (Löytänä & Kortesuo 2011, pp. 123-124). Customer experiences are typically considered to relate mainly to B2C market environment but there are ways to enhance customer experiences also in B2B context. As B2B relationships are more complex, developing customer experience processes and strategies might be more complicated than in B2C setting but still worth investing in as it may give the company competitive advantage, lead to higher customer satisfaction, reduce cost to serve and increase revenue. (Maechler, Sahni & van

Oostrum 2016). There are multiple ways the company can increase commitment and enhance customer experience in B2B environment, for example by helping customers to solve their problems, flexibility, tailoring, partnerships, creating processes to ensure that customer benefits from the service or product and increasing transparency (Löytänä & Kortesuo 2011, p. 124; Maechler, Sahni & van Oostrum 2016).

It can be debated on whether to talk about customer satisfaction, experience or perceived value. All these concepts however link to each other and the central message behind them is the same: customers are important, without customers there is no business, it is crucial to keep customers satisfied and customers should be focus of company's operations.

## 3.2 The factors effecting on satisfaction in supplier-retailer relationships

There is not one clear answer on which factors generate customer satisfaction in the retailing industry (Schellhase, Hardock & Ohlwein 1999). This chapter aims to identify factors influencing on satisfaction both on a more general level and focusing on retailers.

According to Grönroos (2015, pp. 178-179) customer's satisfaction is determined by the perceived value.  Based on Grönroos' definition, the perceived value is the combination of the customer perceived quality versus the perceived sacrifice. Customer satisfaction affects to the customer's commitment as well as bonds between customer and supplier. Bonds can be e.g. social, cultural or economic ties to the supplier. High customer satisfaction also increases the strength of the relationship. However, customer satisfaction does not always mean that the customer would be loyal. But it seems that in case the customers are 'very satisfied' instead of just 'satisfied', the probability of repurchases is much higher. (Grönroos 2015, p. 179). In business markets, the satisfaction is formed by information processing. The company evaluates and compares the goals they have for the relationship to the actual value they get. Satisfaction is experienced when the performance on those dimensions that customer sees valuable is better than expected. (See Schellhase, Hardock & Ohlwein 1999).

Although the final goods which suppliers sell to retailers are physical products, many of the factors effecting to retailer satisfaction are actually services instead of something physical. Services and goods have some key differences. Services are intangible and heterogeneous performances and therefore the quality varies each time a service is produced. This makes the assessment criteria for service quality more complex. Services are usually also consumed at the same time they are produced. (Zeithaml, Parasuraman & Berry 1990, p. 15).

Zeithaml, Parasuraman and Berry (1990, p. 20) define service quality as "the discrepancy between customers' expectations and perceptions". Furthermore, Zeithaml, Parasuraman and Berry have identified ten dimensions that customers use to assess service quality. Although their study was conducted on B2C context, their model on customer assessment of service quality helps to understand how customers create the perceived service quality and seems to be applicable also to B2B context with some limitations. The assessment model is described in figure 5.
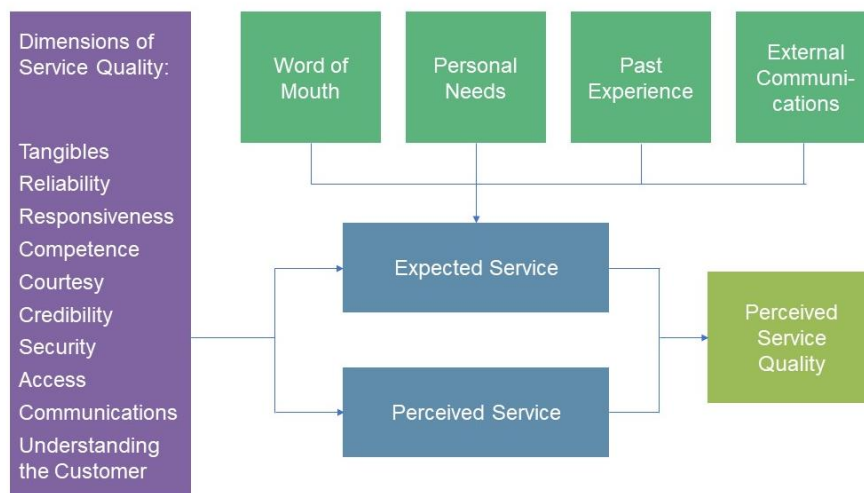


*Figure 5. Customer Assessment of Service Quality (Zeithaml, Parasuraman & Berry 1990, p. 23).*

Based on the model, the ten dimensions of service quality are: tangibles (appearance of e.g. personnel and communication materials), reliability, responsiveness, competence, courtesy, credibility, security, access, communication and understanding the customer. Expected service quality is a combination of these elements in addition with the factors

that effect on the expectations; word of mouth, personal needs, past experience and external communications. Together, these dimensions form the perceived service as well as perceived service quality. (Zeithaml, Parasuraman & Berry 1990, pp. 18-23).

### 3.2.1 Elements of marketing mix effecting to retailer satisfaction

In addition to the personal relationships, the marketing mix elements play a role in the retailer decision making process and therefore effect the customer satisfaction (Schellhase, Hardock & Ohlwein 1999). Therefore, the fundamental elements of marketing mix in the retailing environment are shortly introduced in this chapter. Marketing mix consist traditionally of four Ps: Product, Price, Place and Promotion (see Chai 2009). An important part of the mix in retailing environment is Place which in this context refers to logistics and supply chain. That topic is further discussed in the next chapter (3.2.2).

Pricing is one of the factors which plays a crucial role in supplier-retailer relationships and can influence on retailer satisfaction. Retailers, of course, want to have competitive consumer prices (Dhotre 2009, p. 53). Besides the product pricing, there are other parts of pricing policies that can affect the retailer satisfaction. For example, the pricing may be based on volumes which is not beneficial for smaller retailers. (see Schellhase, Hardock & Ohlwein 1999). Milton (1982, p. 196) presents five factors that retailers can use to calculate supplier effectiveness quantitatively: net value of merchandise, mark-ups, markdowns, cash discounts and transportation expenses.

Choices relating to product selection are without a doubt important to retailers and can differentiate them from the competition (Dhotre 2009, p. 53). Suppliers need to be familiar with their customer retailers' concepts and whether their products are suitable for them. Products need to differ from competitors' products either by product benefits or pricing and it needs to be interesting to consumers. Also, up-to-date product information is important for retailers. Product information can include e.g. product measurements, GTIN codes, ingredients list and other useful information. (ed. Nieminen 2007). Schellhase, Hardock & Ohlwein (1999) mention providing information on new products, bringing successful novelties to the market and fast turnaround of stock as part of the product management.

For retailer's, it is essential to know their customers and whether there are trends which might have an impact on their buying behaviour (Milton 1982, pp. 6-7). Suppliers can offer this information to help retailers plan the future activities. As in any relationship, also supplier-buyer relationships may have problem situations, such as default products that buyer wants to return (Milton 1982, pp. 14-15). Dealing with problem situations can influence on customer satisfaction.

There are different types of promotional elements retailers use to attract customers, such as advertising, sales promotion, public relations, personal selling and merchandising. Advertising refers to the mass media advertising (e.g. print, TV, online) that may be conducted either by manufacturer/local distributor or the retailer themselves. Manufacturer may participate to the costs of retailer advertising with marketing support. Sales promotion activities may include e.g. discounts, sampling, in-store displays, demonstrations. (Dhothre 2009, pp. 144-153). Depending on the retailer's business idea, different types of point-of-sales material to increase sales provided by the supplier may be useful (Milton 1982, p. 7).

### 3.2.2 Supply chain management's impact on retailer satisfaction

Based on previous studies (see Schellhase, Hardock & Ohlwein 1999; Maher 2012) as well as the perception of the commissioner, in retail industry, many factors linking to logistics and the supply chain effect on the customer relationship and hence, satisfaction. Therefore, the main ideas of supply chain (also Place in the marketing mix) management are presented in this chapter.

Logistics and supply chain management play an important role in supplier-retailer relationships and can create competitive advantage for companies when creating customer value. Christopher (2011, p. 3) defines supply chain management as "the management of upstream and downstream relationships with suppliers and customers in order to deliver superior customer value at less cost to the supply chain as a whole". By having effective supply chain, company can have cost advantage or value advantage, or both. Cost advantage means lower costs created with higher volumes or otherwise better efficiency and

value advantage is something intangible that customer's value, such as image or service. (Christopher 2011, pp. 4-6).

These days the industrial buyers demand better service from suppliers for example in terms of delivery times and reliability. Many companies have a pressure to keep their own inventory levels low which means there is more demand towards well-functioning supply chain. Out-of-stock situations can drive the customers to change a store and therefore it is important for retailers to have the products on shelf at right time. (Christopher 2011, p. 33). Retailers evaluate suppliers by e.g. delivery accuracy in terms of quantities and time-table, how the shipping is packed, how reorders are handled, what are the return policies, etc. (Milton 1982, p. 23).

Logistics links strongly to other parts of marketing mix that can have an effect to the retailer satisfaction. Product itself also defines what type of logistics solutions are needed. Logistic choices effect on the price of the product; e.g. whether expensive air freight is used or not. Also, promotional activities need to be taken account in supply chain management planning as they may increase the demand. (Dhotre 2009, p. 16).

Instead of need-based segmenting, Christopher (2011, p. 6) suggests that companies can gain value advantage by segmenting customers based on the benefits they value. Christopher (201,1 p. 23-24) summarizes four principles, 4Rs, that can give company competitive advantage. They are responsiveness, reliability, resilience and relationships. By responsiveness, Christopher refers to meeting the customer demands quickly. As the world is becoming more and more fast-paced, it is crucial to be aware of customers' needs. For improving reliability, Christopher suggests reducing the variability in company's logistic processes. Third principle is improving the supply chain's resilience in the turbulent business environment companies operate these days. There are multiple ways in which companies can strengthen the supply chain, most important being the recognition of the weakest parts in the chain. Relationships play an important role as customers are constantly reducing the amounts of suppliers. Building a relationship that is based on trust and information sharing benefits both the supplier and the customer. (Christopher 2011, pp. 23-24).

One important feature relating to the product itself as well as supply chain management is the packaging which needs to work well during the whole process. Well-designed packaging protects the product during the delivery process, the markings and codes give important information to the parties in the supply chain and the consumer package should work well in the store shelf. (ed. Nieminen 2007).

### 3.2.3 Previous studies conducted in supplier-retailer environment

Customer satisfaction can be formed by several different elements. Satisfaction related to consumer goods is different than in B2B context and the factors effecting to the satisfaction differ between industries. To further develop understanding regarding the industry this thesis is focusing on, the findings and study methods from some of the previous studies conducted in supplier-retailer context are presented in this chapter.

Schellhase, Hardock & Ohlwein (1999) have studied customer satisfaction among food retailers and based on previous studies and literature have identified seven dimensions that are linked to the satisfaction in the supplier-retail relationships. Those dimensions are a combination of marketing mix elements as well as the personal relationship between supplier and buyer. The dimensions are: Product range, Conditions and prices, Information and advice, Logistics, Marketing support, Contact persons (key account managers) and Field personnel (sales representatives). To study these dimensions, Schellhase, Hardock & Ohlwein created 38 statements, using four to six questions per dimension. The statements are listed in table 1. They conducted the study by surveying personally 146 employees from food retailing companies. The employees included purchasers, sales managers and logistics coordinators.

*Table 1. Statements used in the study by Schellhase, Hardock & Ohlwein (1999)*

| | |
|---|---|
| Good product and market knowledge of contact persons | Inflexible system of conditions |
| Reliable contact person | Contact person if there are problems |
| Reliable field personnel | Good information about new products |
| Well-prepared contact person | No out-of-stock situations |
| Agreeable contact person | Optimal filling of shelves |
| Contact with retailers at right frequency | Good servicing of shelves |
| Provision of current market data | Successful product innovation |

| | |
|---|---|
| Contact person adequately empowered to make decisions | Product with fast turnaround in stores |
| Fast reaction in the event of delivery problems | Independent products |
| Good ideas for sales promotion campaigns | Effective consumer advertising |
| Expertise in shelf optimizations models, etc. | Performance-related policy for conditions |
| Environmentally friendly packaging | Transparent system of prices and conditions |
| Logistics discount commensurate with performance | Annual discussions managed competently |
| Good planning of sales promotion activities | Punctual, reliable and complete deliveries |
| Promotion for the trade geared to customers | Attractive margins of the products |
| Promotions to meet the needs of retail trade | Quality of the products |
| Effective promotions for clearance sales | Field personnel meet needs of trade |
| Problem-free processing of orders | Wide spread of conditions |

Based on the results of the study by Schellhase, Hardock & Ohlwein, the dimensions were divided again to 10 factors: Contact persons, Packing/logistics, Sales promotion, Intensity of co-operation, Shelf servicing, Product management, Management of prices and conditions, Delivery competence and attractiveness of the trading margin, Quality and flexibility, Spread of conditions. According to the results of the survey the satisfaction of retailers is most dependent on factors relating to contact persons, intensity of co-operation, management of prices and conditions, and quality and flexibility. Based on this study, these are the factors companies should focus most to increase customer satisfaction. (Schellhase, Hardock & Ohlwein 1999).

Supply chain point of view can be also used as an approach to measure customer satisfaction. Maher (2012) has studied customer satisfaction among retailers using lean supply chain management principles as the framework for the research. Maher based the study on four different attributes: quality, delivery, cost and manufacturer-retailer relationship. (see table 2). The research was conducted as a paper survey among clothing stores' store managers, department managers and assistant managers. Questions regarding quality included these factors: High product quality, reliable product, responsive customer service and consideration of final customer needs in designing the products. Regarding delivery, Maher included these questions: On-time delivery, quick accommodation capability in change in quantity or quality of products, flexibility in order quality and delivery time and shipment tracking and expediting through online and other communication. Questions regarding costs were about pricing, having stable pricing for each order every time, trying to reduce transaction costs and delivery costs. Relationship questions included exchanging information about design changes, long term plans, production schedules and

problems, joint problem solving, joint training planning and joint cost and quality improvement planning. To find out the respondents' expectations, Maher asked the respondents to rate each factor on a Likert scale first based on how important they see them for their business. To find out how the manufacturers/producers are performing, the respondent then rated them in each attribute. Maher's research results show that delivery is the most important factor to retailers. Maher also states that improving product quality, the factors relating to costs and improving the relationships will increase retailer's satisfaction. (Maher 2012).

*Table 2. Factors and sub-factors used in the study by Maher (2012)*

| Factor | Sub-Factor |
|---|---|
| Quality | High quality product |
| | Reliable product |
| | Responsive customer service |
| | Consideration of final customer needs in designing the products |
| Delivery | On time delivery |
| | Quick accommodation capability in change in quantity or quality of products |
| | Flexibility in order quantity and delivery time |
| | Shipment tracking and expediting through online and other communication |
| Cost | Pricing |
| | Having stable pricing for each order every time |
| | Trying to reduce transaction costs |
| | Delivery costs |
| Manufacturer-retailer relationship | Exchanging information with you about design changes, long term plans, production schedules and problems |
| | Joint problem solving |
| | Joint training planning |
| | Joint cost and quality improvement planning |

Factum is a commercially sold research tool that measures the co-operation between trade and suppliers. The study is conducted by Finfact on a yearly basis, measuring the customer satisfaction in Finnish retailing market. The study compares different companies to each other in a specific areas (Factum).

In Factum study, following categories are included (this information has been collected through personal communication with Factum in October 2017):

1. Company
    a. Importance of the brands
    b. Consumer marketing is growing the sales
    c. Product development supports the sales growth

      d. Ability to react to the changes in consumer behaviour

      e. Ethical principals

2. Order and supply chain

      a. Mutual projects to improve the delivery accuracy

      b. Demand forecasts' impact on product availability

3. Controlling the demand

      a. The measures increase the worth of the product category

      b. Customer and consumer knowledge supports decision making

      c. Open discussion in order to evaluate the market development

4. Customer marketing

      a. The supplier supports our operation model

      b. Support for needs to differentiate

5. Knowledge

      a. The content and quality of information

      b. Workmanship

      c. Ability to make decisions

6. Overall impression

      a. Trust

      b. Overall impression

Finfact collects the data yearly. The companies who buy the results, can follow their development and their ranking compared to competitors. (Factum). A sample of the report provided on Factum's website is presented in the figure 6.
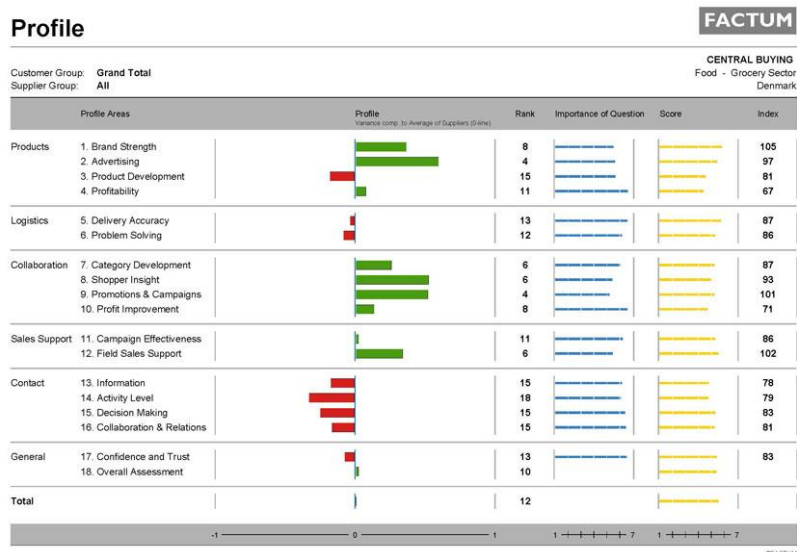
Profile — FACTUM

CENTRAL BUYING
Food - Grocery Sector
Denmark

Customer Group: Grand Total
Supplier Group: All

| | Profile Areas | Profile (Variance comp. to Average of Suppliers (0-line)) | Rank | Importance of Question | Score | Index |
|---|---|---|---|---|---|---|
| Products | 1. Brand Strength | | 8 | | | 105 |
| | 2. Advertising | | 4 | | | 97 |
| | 3. Product Development | | 15 | | | 81 |
| | 4. Profitability | | 11 | | | 67 |
| Logistics | 5. Delivery Accuracy | | 13 | | | 87 |
| | 6. Problem Solving | | 12 | | | 86 |
| Collaboration | 7. Category Development | | 6 | | | 87 |
| | 8. Shopper Insight | | 6 | | | 93 |
| | 9. Promotions & Campaigns | | 4 | | | 101 |
| | 10. Profit Improvement | | 8 | | | 71 |
| Sales Support | 11. Campaign Effectiveness | | 11 | | | 86 |
| | 12. Field Sales Support | | 6 | | | 102 |
| Contact | 13. Information | | 15 | | | 78 |
| | 14. Activity Level | | 18 | | | 79 |
| | 15. Decision Making | | 15 | | | 83 |
| | 16. Collaboration & Relations | | 15 | | | 81 |
| General | 17. Confidence and Trust | | 13 | | | 83 |
| | 18. Overall Assessment | | 10 | | | |
| Total | | | 12 | | | |

-1 — 0 — 1      1 ++++++ 7      1 ++++++ 7

©FACTUM

*Figure 6. A sample of Factum report (Factum).*

## 3.3 Measuring customer satisfaction

For companies to know how they are performing in satisfying the needs of their customers, they need to measure it (Hill & Alexander 2006, p. 1). Measuring customer satisfaction helps companies to identify the factors they need to work on to improve satisfaction and ensure the continuing of the customer relationship (Gerson 1993, pp. 5-6). Customer satisfaction questionnaire is a good way to find out what is working or not in the current service or product and when there is a need to figure out larger groups opinions. If there is a need to create total understanding on what customers value, customer satisfaction questionnaire is not always enough but should be combined with qualitative research measures and include also former customers as informants. (Lehtonen 2017).

Rossomme (2003) states that one problem with many customer satisfaction studies in B2B context is that there is often only one informant from each company participating. As there are many participants in the decision making, it would be more trustworthy to include all who have a role in the decision-making process with varying research techniques. (Rossomme 2003). Also Schellhase, Hardock & Ohlwein (1999) recommend including different persons involved in the decision-making.

There are multiple ways to measure customer experience. Spontaneous customer feedback, analysing the complaints and customer meetings, customer satisfaction surveys, customer panels are examples of measuring. (Löytänä & Kortesuo 2011, p. 188). These all are also valid ways to measure satisfaction. As buyers in organisations are aiming to get the most value for their company, the importance of measuring customer satisfaction is high as they are likely to change supplier if they feel that another supplier could provide better value (Hill & Alexander 2006, p. 56).

Hayes (2008, p. 8) presents a basic model for measuring customer satisfaction. The model is presented in figure 7. First, the company needs to determine and identify what are the customer requirements and what factors customer appreciates. The quality dimensions might be same between different industries, or specific based on the case. Hayes suggests using industry specific literature and the company personnel as references for identifying the dimensions. Step two is to develop the questionnaire based on the customer requirements in a way that they can be measured. Final step is to use the questionnaire. (Hayes 2008, pp. 8-13).
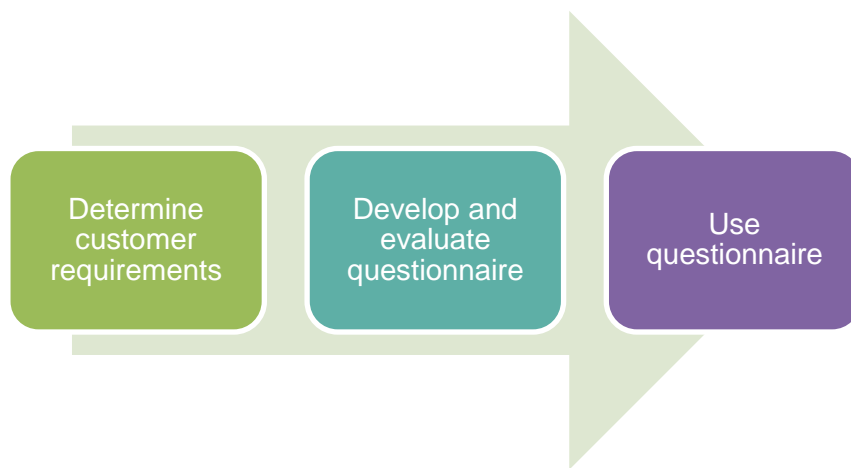


*Figure 7. A general model for the development and use of customer satisfaction questionnaires (Hayes 2008 p. 8)*

One issue in customer satisfaction surveys is the comparison and how to ask about customer expectations – the standard to which they compare the state of satisfaction. Oliver (2010, p. 81) presents an option of placing the desired and predicted scales side by side in the survey presenting as an example the speed of delivery – the customer is asked about

desired speed followed with adequate speed. This type of questions can give an idea on customer expectations versus the company performance.

Customer satisfaction surveys are widely used tool to find out what customers' needs. Nevertheless, there may be challenges in conducting the surveys. The surveys can be too long, and the respondents get bored which effects on the reliability of the answers in the end of the survey. Emotional factors are usually left out from the typical surveys. The analysing of the results may also be done on too general level and the reasons behind the responses can't be analysed. Especially in big organisations it is common that the results are already old when they have been analysed and the decisions are based on past, not present. (Löytänä & Kortesuo 2011, p. 194).

There is not one clear answer on when and how often the customer satisfaction should be measured. Based on Smith (2012) the timing depends on the type of the product or service as well as the quantity of customers and the regularity of customer interactions. The measurement types can be divided roughly to three categories:

1. Post Purchase Evaluations
2. Periodic Satisfaction Surveys
3. Continuous Satisfaction Tracking (can be combination of the first two, conducted continuously)

There is also criticism towards using quantitative research as a research method for satisfaction surveys. E.g. Mattinen (2006, p. 47-49) criticises the use of quantitative research methods and recommends using qualitative methods instead. With qualitative research companies get less information but it is on a more deeper level. Likewise, Tikkanen and Alajoutsijärvi (2002) regard many of the currently used tools for measuring customer satisfaction in industrial setting to be too simplifying and general given the complexity of the B2B relationships. Instead, they suggest in-depth interviews considering both the inner and context as well as the connected network of the customer-supplier relationships. However, they also admit that this demands much greater resources than traditional satisfaction surveys. (Tikkanen & Alajoutsijärvi 2002).

# 4 RESEARCH METHODOLOGY

For the supplier to satisfy customer needs, it is crucial to understand first, what their needs are and second, to increase knowledge on how to satisfy them. Market research is a tool for this. During the process, the researcher defines the research problem, creates the research plan, chooses the data collection methods, gathers the research data and analyses and reports the results. (Mäntyniemi, Heinonen & Wrange 2008, pp. 9-13). In this chapter, the research process of this thesis is described.

## 4.1 Data collection methods

In chapter one, the research question for the thesis were identified. The aim of this thesis was defined as to study the satisfaction of Green Room's customers and find ways to improve it. The research questions set in the beginning of the research project were:

- What factors do Green Room's customers value?
- How can Green Room improve the customer satisfaction?

To answer these questions, the chapters two and three of this thesis covered the literature review on business-to-business marketing and customer satisfaction focusing especially on supplier-retailer relationships. Based on the literature review, the factors effecting on the satisfaction of customers in retailer-supplier relationship in food industry were identified.

Then, a quantitative research was conducted to study the satisfaction and expectations of Green Room's customers. Quantitative research can be used when there is a large group that needs to be studied and when the results can be analysed numerically. The research population is the target group of the research whose opinions the study aims to understand (Mäntyniemi, Heinonen & Wrange 2008, pp. 31-37).

In this study the population is Green Room's customers. The whole population was included in the study based on the commissioner's wishes. A quantitative research method was chosen as the number of the customer contacts in the commissioner's data base was

289. As the population is this large, it would have been very time-consuming to interview all the customers face-to-face.

The research questionnaire was developed based on the literature review and previous studies combining different factors in a way that was seen as the most beneficial for the commissioner's case by the thesis author. The questionnaire combines statements used in the studies conducted by Schellhase, Hardock & Ohlwein (1999), Maher (2012) as well as Factum. The statements used by Schellhase, Hardock & Ohlwein (1999) are presented in table 1, Maher (2012) in table 2 and Factum in figure 6.

The different factors were divided under five different themes - relationship, promotion, price, product and place (supply chain). The themes are based on the literature review and combine relationship marketing as well as elements from the marketing mix. The factors studied and their relation to different themes are presented in table 3 below.

*Table 3. The factors studied grouped under themes*

| Theme | Question/Factor |
|---|---|
| Relationship | Active contact from the supplier |
| | I feel that supplier's newsletter provides me important information |
| | Training of the staff on supplier's products |
| | Contact person's professional knowledge about the products |
| | Contact person's knowledge about the product category and trends |
| | Ethics and responsibility |
| | Support in complaint situations (e.g. faulty product) |
| | Quick customer service |
| Promotion | Consumer advertising |
| | Effective campaigns/discounts |
| Price | Competitive pricing |
| | Good delivery conditions |
| | Good margin level of the products |
| Product | Correct product data |
| | Strenght of the brands the supplier represents |
| | High quality products |
| | Innovative and interesting novelties |
| | Packaging that works well both logistically and on the shelf |
| | Ecological packaging |
| | Fast rotation of the products |
| | Reaction to changes in customer shopping behaviour |
| Place (supply chain) | Good delivery accuracy |
| | Fast reaction to delivery problems |

| | Fast handling of orders |
| --- | --- |
| | Impeccable deliveries |
| | Short delivery time |
| | Ability to operate in exceptional circumstances (e.g. product withdrawals) |

In addition to these factors, customers were asked to give total grade for Green Room. There was also a change to give open feedback. The questionnaire form can be found attached as Appendix 1.

As the study aims to give practical information to commissioner which Green Room can benefit from in developing their customer relationships, the questionnaire was drafted in co-operation with the commissioner. Therefore, some amendments to the original plan of the thesis author were made. Originally, a question about in-store material was included as part of the "Promotion" theme but it was removed as this was not seen important by the commissioner in their specific field of business. Also, a question about sales representatives was deleted from factors relating to "Relationship" as the commissioner does not have their own sales field. A question about the newsletter was added to the "Relationship" questions as commissioner wished to know about how beneficial their customers see it as.

In literature review, the customer assessment of service quality by Zeithaml, Parasuraman and Berry (1990, p. 23) was presented. Based on their model, the expected service and perceived service combined form the perceived service quality. To develop understanding on customer expectations, the customers were first asked on each factor how important the factor is to them on a general level when co-operating with suppliers. Then the respondents were asked to rate Green Room's performance on each factor to create an understanding on the perceived service. The rating was asked to made using Likert scale. Likert-type response format allows the respondent to express his opinion on a scale from 1 to 5, where the lower number represents negative response and high number positive (Hayes 2008, pp. 63-64). When asking about how important the factor is to the respondents on a general level when operating with suppliers, the scale varied from 1 being "Not important at all" to 5 being "Very important". When respondents were asked to evaluate Green Room's performance in each factor, the scale was from 1 "I am not satisfied at all" to 5 "I am very satisfied". Based on the differences between the ratings on each factor,

conclusions on perceived service quality can be made. These results are further discussed in the next chapters.

The questionnaire was sent by email with a link to a web-based survey tool Lime Survey to 289 persons in October 2017. All contacts in Green Room's customer data base were included, excluding only the buyers from Kesko central organisation as Green Room does not have a business relationship with them at the moment. The respondents were merchants, store owners, store managers or department managers. In case contact information available, multiple persons from same stores were included as it was seen important to get opinions from wide range of customers, as also recommended by different researchers as discussed in chapter 3.3.

Web-based surveys have multiple benefits compared to other quantitative research methods, such as paper-pencil surveys sent via post. These benefits include for example cost-effectivity and fast responses. Also, the data is easy to export to spreadsheets for analysis. (Hayes 2008, p. 76). However, Mäntyniemi *et al.* (2008, p. 50) state that the response rates can be low in internet surveys. Aiming to increase the response rate, there was a lottery for 150 € product package consisting of Green Room's products between the participants of the survey.

## 4.2  Data analysis

The results of the study were collected with web-based survey tool Lime Survey and analysed using IBM SPSS Statistics and Microsoft Excel. SPPS is one the largest and most used tools for statistical analysis (Darren & Mallery 2016, p. 1).

Total of 32 person had started to fill the questionnaire but part of this total amount had filled only the background questions without continuing to the research questions. Those responses very disqualified from the study. The total amount of completely filled questionnaires was 20 which means that the response rate of the study is 7%. This is relatively low response rate. There are multiple possible reasons for the low response rate, one being that the survey was quite long as there was a need to know the opinions of retailers from multiple perspectives. There were also some technical difficulties with the survey which

might have influenced on the response rate. The survey program did not send the surveys to all the respondents during the first transmission. Thereby, part of the respondents only received the questionnaire for the first time when the reminder email was sent. Also, it turned out the customer data was partly outdated. This was detected as few of the customers included as respondents replied to the survey email notifying the researcher that they had not purchased from Green Room for several years and therefore did not want to participate to the study.

## 4.3  Reliability and validity of the research

After the research is conducted, there are criteria that can be used to evaluate the research. Validity means that the research measures what it was supposed to measure. (Mäntyniemi, Heinonen & Wrange 2008, p. 34).

To improve the validity of this study, certain actions were performed. To answer to the research questions that were set in the beginning of the thesis project, an analysis on previous studies was made and the research questionnaire was developed based on those. The relation of research questions to the questions used in the questionnaire are presented below in table 4.

*Table 4. Research questions and their relation to the questionnaire*

| Research question | Question in the study | Theme & factors |
|---|---|---|
| What factors do Green Room's customers value? | Evaluate the importance of the factor on a general level when operating with suppliers (scale 1-5, 0 = I don't have an opinion) | Relationship (8 factors) Promotion (2 factors) Price (3 factors) Product (8 factors) Place (8 factors) |
| How can Green Room improve the customer satisfaction? | Evaluate the importance of the factor on a general level when operating with suppliers <br><br> How would you rate Green Room's performance on each factor (scale 1-5, 0 = I don't have an opinion) | Relationship (8 factors) Promotion (2 factors) Price (3 factors) Product (8 factors) Place (8 factors) |

Aiming to improve the validity of this study, a consideration was used also in the way the questions were placed. The questions in questionnaire were attempted to formulate in a simply and understandable form to make sure that all respondents understand them in the

same way. Most of the questions were made on a Likert scale which makes responding easy with less room for misunderstandings than e.g. in open-ended questions. Also, to increase the validity of this researched conducted, each part of the research process is described in this chapter four as exactly as possible.

The reliability of the study means that the results are not random and if the study would be repeated, the results would be similar (Heinonen & Wrange 2008, p. 34). The researcher should also notice that the results should not be generalized outside of the area studied (Heikkilä 1999, p. 29).

As the response rate of this study was relatively low, the reliability of the study might be compromised. Hence the results should be considered as indicative. To increase the reliability of the study and remove possible error responses, an analysis on SPSS was conducted on the minimum and maximum values of all the responses to make sure all the replies were within the range used in the study.

As there were respondents with different positions and phase of the customer relationship included in the study, there was also an option "I don't have an opinion" included. The aim here was to increase the reliability of the study by avoiding the responses from persons who are not responsible for that specific area as including their opinions would distort the results.

## 4.4  Definitions of the descriptive statistics

To analyse the data a set of different descriptive statistics was run for the Likert scale questions. Likert scale questions are often treated as interval scale variables (Heikkilä 2014). The statistics that are suitable for interval scale variables are listed below:

Measures of central tendency:
- Mode
- Median
- Mean
- Percentiles

Measures of variability:

- Range (minimum and maximum values)
- Standard deviation
- Variance
- Quartile

Other

- Skewness
- Kurtosis

Here, these statistics are defined and explained for the reader to understand the terms used in the next chapter when the study results are presented.

Mode is the most commonly occurring value in the survey data (Hill & Alexander 2006, p. 251). Mode is not unambiguous, but it can be useful for example when the population is small (Heikkilä 2014). Median can be defined as "set of numbers, one half of the numbers being larger and one half smaller" (Hill & Alexander 2006, p. 251). Median gives useful information when the deviation is large or skewed (Heikkilä 2014). Mean is the arithmetic average and it is calculated by summing the values and dividing the sum by the total number of values. Mean is used when analysing interval or nominal scale data. (Mäntyneva, Heinonen & Wrange 2008, p. 61).

Percentiles divide the data to equally large parts. Most used percentiles are quartiles which divided the values together with median to four parts. Minimum and maximum values can also give useful information and range is the difference between them. Most important and widely used measure of deviation is standard deviation. It describes how widely the values around mean have scattered. (Heikkilä 2014).

# 5 RESULTS

This chapter presents the results of the research conducted. First, the background questions are presented, then the customer expectations are compared to Green Room's performance and the results are analysed from multiple different perspectives, both as individual statements and larger themes.

## 5.1 Background questions

In the beginning of the survey the respondents were asked background questions about their position in the organization, whether or not they are the person responsible of purchases from Green Room in their organization and which category does their store belong to. The aim of background questions was to get information on what kind of customers where the ones participating the survey. These background questions could also be used to categorize and to cross-tabulate different customer types to the results of the survey but as amount of responses to the survey was low, the results would not be statistically reliable. Hence, no cross-tabulation was not done.

65% of the customers who participated to the survey were merchants or owners of the stores and 25% store managers. One of the respondents was a department manager. There was one "Other" response when asked about the position in the organization. The title of that respondent was a buyer. The range of the position of customers surveyed is presented in table 5 below.

*Table 5. The position in the organization*

| What is your position in your organization? | | |
| --- | --- | --- |
| | Frequency | Percent |
| Merchant or owner | 13 | 65 |
| Store manager | 5 | 25 |
| Department manager | 1 | 5 |
| Other | 1 | 5 |
| **Total** | **20** | **100** |

Respondents were also asked whether or not they are the person responsible of the purchases from Green Room in their organization. This question was included as there where

persons in multiple positions included in the study population. The majority of the of the participants (85%) are the persons responsible of purchases from Green Room in their organization.

The range of different store types among the customer who participated to the survey was wide. There were respondents from all customer segments except Ruohonjuuri. There were six responses who had chosen "Other" as a store type. These stores included two specialty stores, a vegetarian store, a restaurant, a bakery and an organic food store. The number and percentage of respondents from each store type is presented in table 6.

*Table 6. Store type*

| Store type | | |
| --- | --- | --- |
| | Frequency | Percent |
| K-store | 5 | 25 |
| Luontaistuntijat | 2 | 10 |
| Sport retailer | 1 | 5 |
| Life | 1 | 5 |
| Other health food store | 5 | 25 |
| Other | 6 | 30 |
| **Total** | **20** | **100** |

## 5.2  Customer expectations

There are two research questions this thesis study aims to provide answers to and the first one is 'to find out what do Green Room's customers value'. To perceive an idea of the customer expectations, the respondents were asked to rate the importance of 27 different factors on a scale from 1 to 5 when co-operating with suppliers. The scale varied from 1 being "Not important at all" to 5 being "Very important".  The respondents were also given an option to choose "0" in case they did not have an opinion considering the factor.

For analysis, a set of different descriptive statistics was run on the data. The summary of the statistics can be found in Appendix 2. Here, the mean is used to describe the results and to rank the factors.

Based on the results of the survey, the top 10 most important factors on a general level are high quality products (4,71), good delivery accuracy (4,71), contact person's professional knowledge about the products (4,65), good delivery conditions (4,65), fast reaction to delivery problem (4,65), impeccable deliveries (4,65), correct product data (4,59), ethics and responsibility (4,53), quick customer service (4,53) and support in complaint situations (4,50). The overall ranking based on mean is presented in table 7 below.

*Table 7. The factors' importance to retailers when co-operating with suppliers (ranked from high to low based on mean)*

| | Factor's importance to customers on general level = expectations |
|---|---|
| High quality products | 4,71 |
| Good delivery accuracy | 4,71 |
| Contact person's professional knowledge about the products | 4,65 |
| Good delivery conditions | 4,65 |
| Fast reaction to delivery problems | 4,65 |
| Impeccable deliveries | 4,65 |
| Correct product data | 4,59 |
| Ethics and responsibility | 4,53 |
| Quick customer service | 4,53 |
| Support in complaint situations (e.g. faulty product) | 4,50 |
| Ability to operate in exceptional circumstances (e.g. product withdrawals) | 4,50 |
| Contact person's knowledge about the product category and trends | 4,47 |
| Fast handling of orders | 4,47 |
| Competitive pricing | 4,41 |
| Short delivery time | 4,41 |
| Good margin level of the products | 4,35 |
| Fast rotation of the products | 4,35 |
| Innovative and interesting novelties | 4,19 |
| Effective campaigns/discounts | 4,18 |
| Packaging that works well both logistically and on the shelf | 4,12 |
| Consumer advertising | 4,06 |
| Ecological packaging | 4,06 |
| Strength of the brands the supplier represents | 4,00 |
| Training of the staff on supplier's products | 3,94 |
| Reaction to changes in customer shopping behaviour | 3,94 |
| I feel that supplier's newsletter provides me important information | 3,71 |
| Active contact from the supplier | 3,65 |

While mean is chosen here in the reporting to be the most suitable tool to present the results, also other statistical values need to be taken into consideration. When looking at the values here, the standard deviation (SD) and range (minimum and maximum values) are large in some factors. This indicates that there is great variance in the opinions of different customers considering these factors. The biggest differences (SD 0,9 or higher) are in these factors:

- Supplier's newsletter provides me important information (SD 1,263, min 1, max 5)
- Effective campaigns/discounts (SD 1,131, min 1, max 5)
- Packaging that works well both logistically and on the shelf (SD 1,111, min 1, max 5)
- Reaction to changes in customer shopping behaviour (SD 0,966, min 1, max 5)
- Active contact from the supplier (SD 0,931, min 2, max 5)

## 5.3  Green Room's performance

To find out the answer to the second research question, 'How can Green Room improve the customer satisfaction?' the respondents were asked to rate Green Room's performance regarding the same factors they had first rated based on the importance. In this chapter Green Room's performance is reported and in the next chapter the differences between customer expectations and Green Room's performance are presented to get insight regarding the second research question.

The scale for the ratings in the questionnaire was from 1 "I am not satisfied at all" to 5 "I am very satisfied". Here again, there was also an option "No answer" in case the respondent did not have experience regarding that factor or that was not part of his/her responsibilities. N of the total answers here was lower on some of the factors – this can indicate one of two things: some of the respondents chose not to respond to all the questions on the basis of no experience/not part of their responsibility area or as the questionnaire was rather long, they got distracted and choose not to answer.

Again, here in report the mean is used to present the results. Other statistics can be found from Appendix 3. Green Room got the highest scores in impeccable deliveries (4,40), correct product data (4,29), high quality products (4,27), packaging that works well both logistically and on the shelf (4,20) and contact person's knowledge about the product category and trends (4,18) and products (4,15).

Lowest ratings Green Room received in the factors fast rotation of the products (3,30), I feel that supplier's newsletter provides me important information (3,27), effective campaigns/discounts (3,17), active contact from the supplier (3,13) and training of the staff on supplier's products (2,75). Below in table 8 is presented Green Room's rating calculated by the mean and ranked from highest to lowest.

Table 8. Green Room's performance ranked from highest to lowest score based on mean

| Question/Factor | Green Room's performance |
|---|---|
| Impeccable deliveries | 4,40 |
| Correct product data | 4,29 |
| High quality products | 4,27 |
| Packaging that works well both logistically and on the shelf | 4,20 |
| Contact person's knowledge about the product category and trends | 4,18 |
| Contact person's professional knowledge about the products | 4,15 |
| Ability to operate in exceptional circumstances (e.g. product withdrawals) | 4,13 |
| Quick customer service | 4,10 |
| Ethics and responsibility | 4,08 |
| Support in complaint situations (e.g. faulty product) | 4,00 |
| Ecological packaging | 3,80 |
| Competitive pricing | 3,79 |
| Fast reaction to delivery problems | 3,78 |
| Good delivery conditions | 3,71 |
| Reaction to changes in customer shopping behaviour | 3,67 |
| Strength of the brands the supplier represents | 3,64 |
| Short delivery time | 3,60 |
| Good delivery accuracy | 3,55 |
| Innovative and interesting novelties | 3,55 |
| Fast handling of orders | 3,50 |
| Good margin level of the products | 3,50 |
| Consumer advertising | 3,33 |
| Fast rotation of the products | 3,30 |
| I feel that supplier's newsletter provides me important information | 3,27 |
| Effective campaigns/discounts | 3,17 |
| Active contact from the supplier | 3,13 |

| Training of the staff on supplier's products | 2,75 |
| --- | --- |

As in customer expectation, in the statistical analysis (see Appendix 3 for further details) it was noticed that some of the factors had high standard deviation (SD) and range (minimum and maximum values). The biggest differences (SD 0,9 or higher) are in these factors:

- Supplier's newsletter provides me important information (SD 1,163, min 1, max 5)
- Good delivery conditions (SD 1,069, min 1, max 5)
- Training of the staff on supplier's products (SD 1,055, min 1, max 4)
- Fast handling of orders (SD 0,972, min 2, max 5)
- Short delivery time (SD 0,966, min 2, max 5)

## 5.4 The differences between expectations and Green Room's performance

When comparing the importance of the factors to retailers to Green Room's performance, the performance was rated below the expectation level in almost all factors. Biggest negative difference (over -0,90) was in comparison on these factors: "Training of the staff on supplier's products", "Good delivery accuracy", "Fast rotation of the products", "Effective campaigns/discounts", "Fast handling of orders" and "Good delivery conditions".

In factor "Packaging that works well both logistically and on the shelf" Green Room's performance was rated better (+0,08) than the importance to the customer.

The overall summary of the results is presented in the table 9. The average scoring of factor's importance to customers is calculated, as well as Green Room's performance in each factor. The factors are ranked based on the expectations and the difference between Green Room's performance and customer expectations is calculated. The biggest differences (difference 1 and over) are marked with dark red and differences of 0,50-0,99 are highlighted with light red. The positive difference is marked with green colour.

*Table 9. Customer expectations vs Green Room's performance*

| Theme | Question/Factor | Factor's importance to customers on general level | Ranking: Factor's overall importance to customers | Green Room's performance | Difference between expectations and Green Room's performance |
|---|---|---|---|---|---|
| Relationship | Active contact from the supplier | 3,65 | 27 | 3,13 | -0,52 |
| | I feel that supplier's newsletter provides me important information | 3,71 | 26 | 3,27 | -0,44 |
| | Training of the staff on supplier's products | 3,94 | 24 | 2,75 | -1,19 |
| | Contact person's professional knowledge about the products | 4,65 | 3 | 4,15 | -0,49 |
| | Contact person's knowledge about the product category and trends | 4,47 | 12 | 4,18 | -0,29 |
| | Ethics and responsibility | 4,53 | 8 | 4,08 | -0,45 |
| | Quick customer service | 4,53 | 9 | 4,10 | -0,43 |
| Promotion | Consumer advertising | 4,06 | 21 | 3,33 | -0,73 |
| | Effective campaigns/discounts | 4,18 | 19 | 3,17 | -1,01 |
| Price | Competitive pricing | 4,41 | 14 | 3,79 | -0,63 |
| | Good delivery conditions | 4,65 | 4 | 3,71 | -0,93 |
| | Good margin level of the products | 4,35 | 16 | 3,50 | -0,85 |
| Product | Correct product data | 4,59 | 7 | 4,29 | -0,30 |
| | Strength of the brands the supplier represents | 4,00 | 23 | 3,64 | -0,36 |
| | High quality products | 4,71 | 1 | 4,27 | -0,43 |
| | Innovative and interesting novelties | 4,19 | 18 | 3,55 | -0,64 |
| | Packaging that works well both logistically and on the shelf | 4,12 | 20 | 4,20 | 0,08 |
| | Ecological packaging | 4,06 | 22 | 3,80 | -0,26 |
| | Fast rotation of the products | 4,35 | 17 | 3,30 | -1,05 |
| | Reaction to changes in customer shopping behaviour | 3,94 | 25 | 3,67 | -0,27 |
| Place | Good delivery accuracy | 4,71 | 2 | 3,55 | -1,16 |
| | Fast reaction to delivery problems | 4,65 | 5 | 3,78 | -0,87 |
| | Fast handling of orders | 4,47 | 13 | 3,50 | -0,97 |
| | Impeccable deliveries | 4,65 | 6 | 4,40 | -0,25 |
| | Short delivery time | 4,41 | 15 | 3,60 | -0,81 |
| | Support in complaint situations (e.g. faulty product) | 4,50 | 12 | 4,00 | -0,50 |
| | Ability to operate in exceptional circumstances (e.g. product withdrawals) | 4,50 | 11 | 4,13 | -0,38 |

To analyse the data further, the total average for each larger theme (price, place, promotion, product, relationship) was calculated. In the total scoring, the factors regarding place, i.e. the supply chain, seem to be the most important for customers. When looking at the commissioner's performance, Green Room is performing best in this area based on the mean. The comparison and average of each theme is presented in table 10.

*Table 10. Average in total based on the themes*

| Theme | Expectations mean | Green Room's performance mean |
|---|---|---|
| Place (supply chain) | 4,55 | 3,85 |
| Price | 4,47 | 3,67 |
| Product | 4,24 | 3,84 |
| Relationship | 4,21 | 3,67 |
| Promotion | 4,12 | 3,25 |

## 5.5 Total rating for Green Room and customers' open feed back

Customers were also asked to give Green Room a total rating (1-5). The total rating based on mean for Green Room by the customers was 3,93, with minimum rating of 3 and maximum 5.

In the end of the survey the participants were given a change to give open feedback to Green Room. Only two customers had decided to fill out these open answers. The other respondent was hoping for a lower freight limit and the other better communication on product availability.

## 6  DISCUSSION AND MANAGERIAL RECOMMENDATIONS

The aim of this thesis was to study the satisfaction of Green Room's customers and find ways to improve it. Two research questions were raised; what factors do Green Room's customers value and how can Green Room improve the customer satisfaction. In this chapter, the conclusions based on the results are presented and the limitations of the study are discussed. Also, the recommendation for future research is given as well as overall

thoughts about the research results compared to theoretical framework. Finally, the recommendations for the commissioner are presented.

## 6.1 Conclusions

Answers to research questions can be found based on the research data, although it needs to be remembered that as the response rate was low, the results can only be seen as indicative.

The research questions "What factors do Green Room's customers value?" can be answered by the analysis on the factors that customers rank as the most important when operating with suppliers on a general level. Based on the results, most important individual factors to customers are high quality products (4,71), good delivery accuracy (4,71), contact person's professional knowledge about the products (4,65), good delivery conditions (4,65), fast reaction to delivery problem (4,65), impeccable deliveries (4,65), correct product data (4,59), ethics and responsibility (4,53), quick customer service (4,53) and support in complaint situations (4,50). As these are the most important factors the customers see important when operating with suppliers, these can also be seen as the factors Green Room should pay attention to and make sure these operations are handled well.

Second research question was "How can Green Room improve the customer satisfaction?". This can be answered by analysing the differences between Green Room's performance and customer expectations. Green Room's performance was rated below expectations in all the factors excepts packaging that works well both logistically and on the shelf. However, this does not necessary mean that customers are totally dissatisfied, it just means they have high expectations – but analysing the gaps gives a good indication on where there is room for improvement and which areas to focus on the most. The total rating for Green Room by the customers was 3,93. With no competitor data available for comparison, this rating itself does not tell much, but can be subjectively interpreted as relatively good or as 'quite satisfied' with some room for improvement.

The biggest difference between performance and expectations in the mean of the ratings were noticed in these factors (the difference):

- Training of the staff on supplier's products (-1,19)
- Good delivery accuracy (-1,16)
- Fast rotation of the products (-1,05)
- Effective campaigns/discounts (-1,01)
- Fast handling of orders (-0,97)
- Good delivery conditions (-0,93)
- Fast reaction to delivery problems (-0,87)
- Good margin level of the products (-0,85)
- Short delivery time (-0,81)
- Consumer advertising (-0,73)

Hence, when looking at directly the differences, these are the factors Green Room should pay the most attention to and aim to improve to improve customer satisfaction. Though, when comparing the importance of these factors to customers (ranked importance of all the 27 factors), only three of these are in the top 10: Good delivery accuracy (2/27), Good delivery conditions (4/27) and Fast reaction to delivery problems (5/27). Hereby, it can be stated that these are the top 3 factors Green Room should focus most and aim to improve the customer satisfaction and to serve the customers better. It can be difficult especially for a small company to improve multiple things at the same time, which is why focusing to key issues first is important.

The differences are visualized below in figure 8. Green Room's performance is the orange line and customer expectations the blue line. In figure 8 the factors are ranked based on customer expectations from highest to lowest rating.
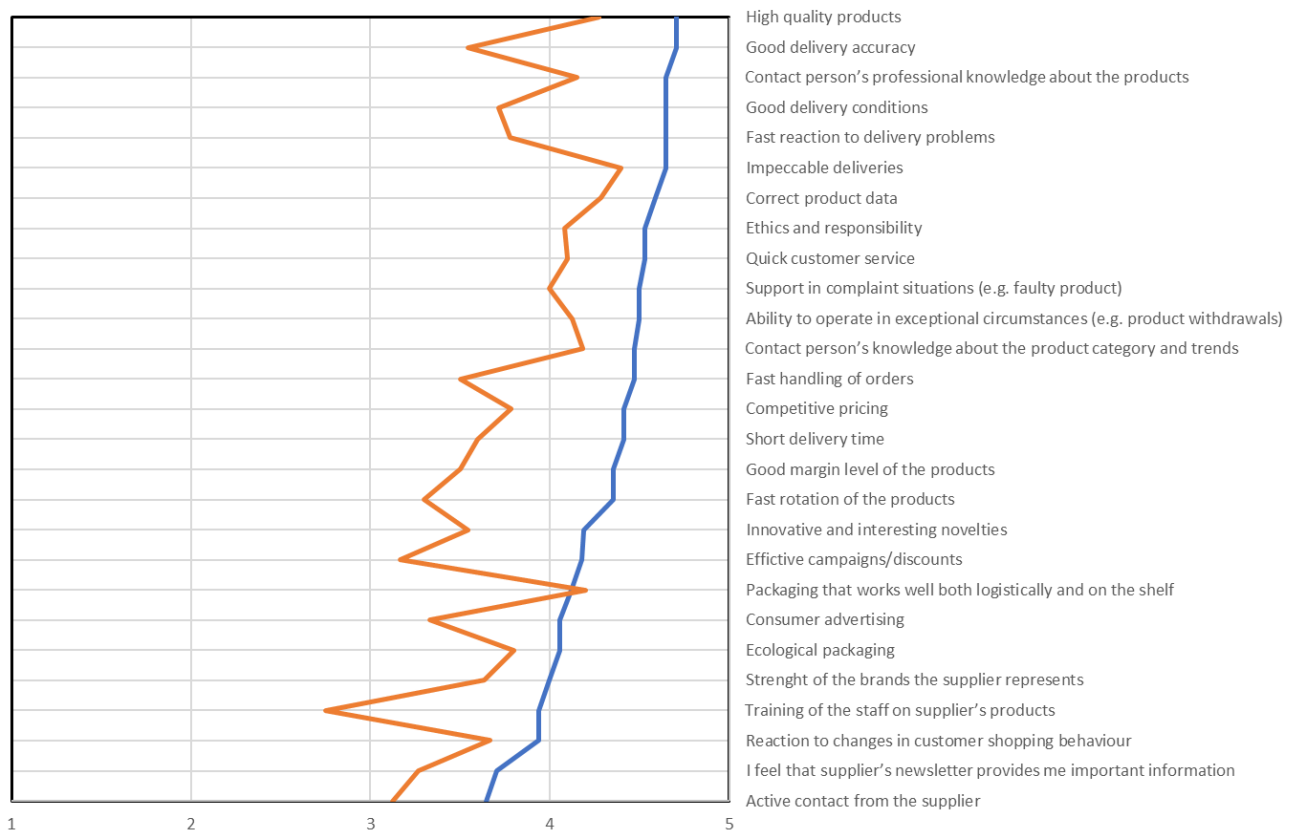
High quality products
Good delivery accuracy
Contact person's professional knowledge about the products
Good delivery conditions
Fast reaction to delivery problems
Impeccable deliveries
Correct product data
Ethics and responsibility
Quick customer service
Support in complaint situations (e.g. faulty product)
Ability to operate in exceptional circumstances (e.g. product withdrawals)
Contact person's knowledge about the product category and trends
Fast handling of orders
Competitive pricing
Short delivery time
Good margin level of the products
Fast rotation of the products
Innovative and interesting novelties
Effictive campaigns/discounts
Packaging that works well both logistically and on the shelf
Consumer advertising
Ecological packaging
Strenght of the brands the supplier represents
Training of the staff on supplier's products
Reaction to changes in customer shopping behaviour
I feel that supplier's newsletter provides me important information
Active contact from the supplier

*Figure 8. A summary of the differences between customer expectations and Green Room's performance.*

When looking at the total themes of marketing mix and relationship, based on the results the most important factors for the customers relate to part of marketing mix "place (supply chain". All the most important factors Green Room should improve are also part of this larger theme. Based on this, it seems strongly that improving in factors regarding supply chain management, also can improve Green Room's customer satisfaction. Green Room is also already performing well in some areas in this sector, as the when analysing the mean of each theme, Green Room received the highest score in this theme. With paying attention to the factors relating supply chain management they are not yet seen performing as good, they could greatly improve their performance in this area which is seen important by customers.

As the number of respondents in this study was low and this study was conducted as a case study for commissioner, the results of this study can't be generalized on a wider perspective. However, it is interesting to compare the findings of this study to the other studies conducted in this area that were discussed in the theoretical framework. Based on

the results of Schellhase, Hardock & Ohwein (1999), the main themes impacting the satisfaction of retailers are contact persons, intensity of co-operation, management of prices and conditions, and quality and flexibility. It can be stated that these results are not totally in line with the findings from this thesis as based on the analysis, factors relating to relationship are rated only 4/5 by the retailers. However, the factors relating to price was rated as 2/5 so there are also some similarities. Maher's (2012) research results showed that delivery is the most important factor to retailers – which is similar finding as in this thesis, as the supply chain was rated as number one for the retailers when looking at the larger themes. In Maher's study, the second important factor was rated to be quality, when looking at the bigger themes instead of individual statements. The main factors effecting to retailers' satisfaction by these studies are presented in the table 11. below. The results of this thesis are here divided under the larger themes instead of individual statements.

*Table 11. Comparison on the top factors determining the satisfaction of retailer's based on Schellhase et al. (1999), Maher (2002) and the results of this thesis*

| Schellhase & al. 1999 | Maher 2002 | Results of this thesis |
| --- | --- | --- |
| Contact persons | Delivery | Place (supply chain) |
| Intensity of co-operation | Quality | Price |
| Management of prices and conditions | | |
| Quality and flexibility | | |

## 6.2 Limitations

There are several limitations regarding this study. First, as this was a case study, the survey results should not be generalized on an industry level (food retailing) as the customer base included in the population of the study was only Green Room's customers. Also, as discussed also in the introduction, the organic and health food trade is very specific area under the food industry and the customer base of Green Room does not represent the total market as for example they are not supplying goods to the Finland's largest trade group S-group.

The low response rate and small number of respondents in the study effects significantly on the reliability of the research and therefore the results should be looked only as indicative. There are several possible reasons for the low response rate: the survey was rather

long and included many questions, which probably effected to the response rate. However, if the survey had been shorter, more compromises on what to include to the study would have been had to made. In case this same questionnaire would be used again by the commissioner or in another case study, the researcher suggests some alterations: some of the factors relating to same topics could be eliminated – for example some of the statements relating to deliveries that are relatively similar. Another factor that might impact on the low response rate is that the target group of the study are persons working in stores and they have very busy work days, with most of them also doing practical tasks in stores with only little time to spend on their computers during the work day.

There were no respondents from Ruohonjuuri participating the survey, which is unfortunate as Ruohonjuuri is one of the most important customers of Green Room. On the other hand, Green Room has open communications with the buyers and they can receive direct feedback from them, when for the smaller customer they don't have as frequent communication with which was also part of the problem statement.

Including a question about when the last time was or how often the customer has purchased from Green Room would have been interesting addition for the analysis as the whole population of customers were included in the study. The fact that this question was missing from the background question can also be considered as one limitation. In case this questionnaire structure would be used in a similar case study, the author of this thesis suggests adding this type of question as a background question.

## 6.3  Recommendations for future research

As stated also earlier in chapter 3.3 when discussing about measuring customer satisfaction, a qualitative research would give more in-depth information about the reasons behind customer satisfaction or dissatisfaction. It could be useful to combine qualitative research methods to this type of study by sending the quantitative questionnaire to all customers but having one-to-one discussions with smaller group of customers as that would provide more detailed information about the customer relationships and reasons behind the answers. It would be also interesting to include the main competitors to the survey and to compare their performance to Green Room's performance as this would

give even further information on where to improve and how Green Room positions in the competitor field.

## 6.4 Discussion and recommendations for the commissioner

When looking at the larger themes, Green Room's customers value most the factors relating marketing mix's place, or supply chain management, based on the results of the study. The factors under other themes that are important are e.g. high-quality products, contact person's professional knowledge about the products, correct product data as well as ethics and responsibility.

The overall scoring for Green Room was 3,93 which can be considered to be 'quite satisfied'. When comparing the differences between customers' expectations ranked based on importance and Green Room's performance, three main factors raised above others: good delivery accuracy, good delivery conditions and fast reaction to delivery problems. While there were also other factors with room for improvement, based on the results, these are the top three factors the author recommends Green Room to focus on at first to increase customer satisfaction and to meet the customer expectations.

When comparing the results of this study to the theoretical framework, it was rather surprising is that the factors relating to relationship were not raised as important by customers, as when looking at the ranking of the themes and customer expectations, the cluster of relationship factors was ranked as fourth out of five. When studying the factors effecting to customer satisfaction, there seemed to be consensus between different authors that relationships as a theme play important role in customer satisfaction. However, the author this thesis believes that the relationships between suppliers and retailers do matter and have a great effect on customer satisfaction, while it may not seem when viewing the topic through the questions used in this study.

The problem that was raised by the commissioner which originally started this thesis process was that they don't know what their customers want and how they see Green Room's performance. The suggestion by the thesis author for the commissioner to further increase customer knowledge would be to systematically gather feedback from customers during

every interaction they have with their customers. At the end of every face-to-face meeting they could ask for direct feedback and as they regularly send customers newsletters, there could be a short questionnaire with only one or two questions about customers' wishes in each newsletter to increase the knowledge on customer needs and requirements. Also, a larger satisfaction study such as this could be conducted e.g. on a yearly basis to increase knowledge on which way the company is going and to keep up with the customers' evolving expectations. In case of higher response rate, Green Room could also segment their customers on more detailed level based e.g. on their needs and factors they value to meet their demands.

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**APPENDIX 1. THE QUESTIONNAIRE**

# Green Room Oy:n asiakastutkimus

Hyvä vastaanottaja,

Tämän kyselyn tarkoituksena on tutkia Green Room Oy:n asiakastyytyväisyyttä. Tutkimus toteutetaan osana opinnäytetyötäni International Business Management Master's Degree –ohjelmassa Arcada ammattikorkeakoulussa.

Vastaathan jokaiseen kysymykseen huolella valitsemalla sopivin vastausvaihtoehto asteikosta. Mikäli sinulla ei ole kokemusta ko. osa-alueesta tai se ei kuulu vastuualueellesi koskien yhteistyötä Green Room Oy:n kanssa, valitse "Ei vastausta" -vaihtoehto.

Kyselyn täyttämiseen kuluu noin 10 minuuttia. Mielipiteesi on tärkeä ja vastauksesi auttaa kehittämään Green Room Oy:n palveluita. Kysymyksiin vastataan nimettömästi. Kaikki tiedot käsitellään luottamuksellisesti, eikä yksittäisen henkilön vastauksia voida tunnistaa.

Yhteystietonsa jättäneiden vastanneiden kesken arvotaan Green Room Oy:n edustamista tuotteista koottu tuotepaketti (arvo 150 €).

Täytäthän kyselyn 26.10.2017 mennessä.

Kiitos vastauksestasi!

# Taustatiedot
# []Mikä on asemasi? *

Valitse sopiva vaihtoehto

Valitse **vain yksi** seuraavista:

○ Kauppias tai omistaja

○ Myymäläpäällikkö tai myymälänhoitaja

○ Osastopäällikkö tai osastovastaava

○ Muu [                    ]

# []Oletko Green Room Oy:n tuotteiden osalta hankinnoista/valikoimasta vastaava henkilö? *

Valitse **vain yksi** seuraavista:

○ Kyllä

○ Ei

# []Valitse myymäläsi tyyppi *

Valitse sopiva vaihtoehto

Valitse **vain yksi** seuraavista:

- ○ K-kauppa
- ○ Life
- ○ Luontaistuntijat
- ○ Ruohonjuuri
- ○ Muu luontaistuotekauppa
- ○ Urheilujälleenmyyjä
- ○ Muu [_____]

## Yhteistyö tavarantoimittajien kanssa

[]
Arvioi seuraavien osa-alueiden tärkeyttä yleisellä tasolla toimiessasi tavarantoimittajien kanssa. 1 = Ei ollenkaan tärkeä, 5 = Erittäin tärkeä

Valitse "Ei vastausta" mikäli sinulla ei ole kokemusta tai ko. osa-alue ei kuulu vastuullesi.

Valitse sopivin vaihtoehto:

|  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Aktiivinen yhteydenpito | ○ | ○ | ○ | ○ | ○ |
| Koen tavarantoimittajan uutiskirjeen hyödylliseksi | ○ | ○ | ○ | ○ | ○ |
| Henkilökunnan koulutus tavarantoimittajan tuotteista | ○ | ○ | ○ | ○ | ○ |
| Yhteyshenkilöiden ammattitaito ja tietämys tuotteista | ○ | ○ | ○ | ○ | ○ |
| Yhteyshenkilöiden tietämys tuotekategoriasta ja alan trendeistä | ○ | ○ | ○ | ○ | ○ |
| Toiminnan vastuullisuus ja eettisyys | ○ | ○ | ○ | ○ | ○ |
| Kuluttajille suunnattu mainonta | ○ | ○ | ○ | ○ | ○ |
| Toimivat kampanjat ja alennukset | ○ | ○ | ○ | ○ | ○ |
| Kilpailukykyinen hinnoittelu | ○ | ○ | ○ | ○ | ○ |
| Hyvät toimitusehdot | ○ | ○ | ○ | ○ | ○ |
| Tuotteiden hyvä katetaso | ○ | ○ | ○ | ○ | ○ |
| Tuotetietojen oikeellisuus | ○ | ○ | ○ | ○ | ○ |

1 = Ei ollenkaan tärkeä, 5 = Erittäin tärkeä

## Yhteistyö tavarantoimittajien kanssa jatkuu

[]
Arvioi seuraavien osa-alueiden tärkeyttä yleisellä tasolla toimiessasi tavarantoimittajien kanssa. 1 = Ei ollenkaan tärkeä, 5 = Erittäin tärkeä

Valitse "Ei vastausta" mikäli sinulla ei ole kokemusta tai ko. osa-alue ei kuulu vastuullesi.

Valitse sopivin vaihtoehto:

|  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Toimittajan brändien vahvuus | ○ | ○ | ○ | ○ | ○ |
| Laadukkaat tuotteet | ○ | ○ | ○ | ○ | ○ |
| Innovatiiviset ja kiinnostavat uutuudet | ○ | ○ | ○ | ○ | ○ |
| Logistisesti ja hyllyssä toimivat pakkaukset | ○ | ○ | ○ | ○ | ○ |
| Ekologiset pakkaukset | ○ | ○ | ○ | ○ | ○ |
| Tuotteiden nopea kierto myymälässä | ○ | ○ | ○ | ○ | ○ |
| Hyvä toimitusvarmuus (saatavuus) | ○ | ○ | ○ | ○ | ○ |
| Nopea reagointi toimitusongelmiin | ○ | ○ | ○ | ○ | ○ |
| Tilausten nopea käsittely | ○ | ○ | ○ | ○ | ○ |
| Virheettömät toimitukset | ○ | ○ | ○ | ○ | ○ |
| Lyhyet toimitusajat | ○ | ○ | ○ | ○ | ○ |
| Tuki reklamaatiotilanteissa (esim. virheellinen tuote) | ○ | ○ | ○ | ○ | ○ |
| Asiakaspalvelun nopeus | ○ | ○ | ○ | ○ | ○ |
| Kyky toimia poikkeustilanteissa (esim. takaisinvedot) | ○ | ○ | ○ | ○ | ○ |
| Reagointi kuluttajien ostokäytöksen muutoksiin | ○ | ○ | ○ | ○ | ○ |

1 = Ei ollenkaan tärkeä, 5 = Erittäin tärkeä

## Green Room

[]
Miten arvioisit Green Room Oy:n suorituksen kullakin osa-alueella? 1 = En ole ollenkaan tyytyväinen, 5 = Olen erittäin tyytyväinen

Valitse "Ei vastausta" mikäli sinulla ei ole kokemusta tai ko. osa-alue ei kuulu vastuullesi.

Valitse sopivin vaihtoehto:

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Aktiivinen yhteydenpito | ○ | ○ | ○ | ○ | ○ |
| Koen tavarantoimittajan uutiskirjeen hyödylliseksi | ○ | ○ | ○ | ○ | ○ |
| Henkilökunnan koulutus tavarantoimittajan tuotteista | ○ | ○ | ○ | ○ | ○ |
| Yhteyshenkilöiden ammattitaito ja tietämys tuotteista | ○ | ○ | ○ | ○ | ○ |
| Yhteyshenkilöiden tietämys tuotekategoriasta ja alan trendeistä | ○ | ○ | ○ | ○ | ○ |
| Toiminnan vastuullisuus ja eettisyys | ○ | ○ | ○ | ○ | ○ |
| Kuluttajille suunnattu mainonta | ○ | ○ | ○ | ○ | ○ |
| Toimivat kampanjat ja alennukset | ○ | ○ | ○ | ○ | ○ |
| Kilpailukykyinen hinnoittelu | ○ | ○ | ○ | ○ | ○ |
| Hyvät toimitusehdot | ○ | ○ | ○ | ○ | ○ |
| Tuotteiden hyvä katetaso | ○ | ○ | ○ | ○ | ○ |
| Tuotetietojen oikeellisuus | ○ | ○ | ○ | ○ | ○ |

1 = En ole ollenkaan tyytyväinen, 5 = Olen erittäin tyytyväinen

# Green Room jatkuu

[]
Miten arvioisit Green Room Oy:n suorituksen kullakin osa-alueella? 1 = En ole ollenkaan tyytyväinen, 5 = Olen erittäin tyytyväinen

Valitse "Ei vastausta" mikäli sinulla ei ole kokemusta tai ko. osa-alue ei kuulu vastuullesi.

Valitse sopivin vaihtoehto:

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Toimittajan brändien vahvuus | ○ | ○ | ○ | ○ | ○ |
| Laadukkaat tuotteet | ○ | ○ | ○ | ○ | ○ |
| Innovatiiviset ja kiinnostavat uutuudet | ○ | ○ | ○ | ○ | ○ |
| Logistisesti ja hyllyssä toimivat pakkaukset | ○ | ○ | ○ | ○ | ○ |
| Ekologiset pakkaukset | ○ | ○ | ○ | ○ | ○ |
| Tuotteiden nopea kierto myymälässä | ○ | ○ | ○ | ○ | ○ |
| Hyvä toimitusvarmuus (saatavuus) | ○ | ○ | ○ | ○ | ○ |
| Nopea reagointi toimitusongelmiin | ○ | ○ | ○ | ○ | ○ |
| Tilausten nopea käsittely | ○ | ○ | ○ | ○ | ○ |
| Virheettömät toimitukset | ○ | ○ | ○ | ○ | ○ |
| Lyhyet toimitusajat | ○ | ○ | ○ | ○ | ○ |
| Tuki reklamaatiotilanteissa (esim. virheellinen tuote) | ○ | ○ | ○ | ○ | ○ |
| Asiakaspalvelun nopeus | ○ | ○ | ○ | ○ | ○ |
| Kyky toimia poikkeustilanteissa (esim. takaisinvedot) | ○ | ○ | ○ | ○ | ○ |
| Reagointi kuluttajien ostokäytöksen muutoksiin | ○ | ○ | ○ | ○ | ○ |

1 = En ole ollenkaan tyytyväinen, 5 = Olen erittäin tyytyväinen

## []Kuinka tyytyväinen olet Green Room Oy:n toimintaan kokonaisuutena? Anna kokonaisarvosana, 1 = Heikoin, 5 = Paras *

Valitse **vain yksi** seuraavista:

○ 1

○ 2

○ 3

○ 4

○ 5

## []Haluaisitko antaa jotain palautetta Green Room Oy:lle?

## Yhteystiedot

## []Mikäli haluat osallistua Green Room Oy:n tuotepaketin arvontaan, täytä tähän sähköpostiosoitteesi tai puhelinnumerosi. Tietojasi ei yhdistetä vastauksiisi.

Vastauksesi:

# APPENDIX 2. STATISTICAL ANALYSIS ON CUSTOMER EXPECTATIONS

| | General level: Active contact from the supplier | General level: I feel that supplier's newsletter provide me important information | General level: Training of the staff on supplier's product | General level: Contact person's professional knowledge about the product | General level: Contact person's knowledge about the product category and trends | General level: Ethics and responsibility | General level: Consumer advertising | General level: Effective campaigns/discounts | General level: Competitive pricing | General level: Good delivery conditions | General level: Good margin level of the product | General level: Correct product data | General level: Strenght of the brands the supplier represents | General level: High quality products | General level: Innovative and interesting novelties | General level: Packaging that works well both logistically and on the shelf | General level: Ecological packaging | General level: Fast rotation of the product | General level: Good delivery accuracy | General level: Fast reaction to delivery problem | General level: Fast handling of orders | General level: Impeccable deliveries | General level: Short delivery time | General level: Support in complaint situations (e.g. faulty product) | General level: Quick customer service | General level: Ability to operate in exceptional circumstances (e.g product withdrawals) | General customer: Reaction to changes in shopping behaviour |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| N Valid | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 16 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 16 | 17 | 16 | 17 |
| N Missing | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 |
| Mean | 3,65 | 3,71 | 3,94 | 4,65 | 4,47 | 4,53 | 4,06 | 4,18 | 4,41 | 4,65 | 4,35 | 4,59 | 4,00 | 4,71 | 4,19 | 4,12 | 4,06 | 4,35 | 4,71 | 4,65 | 4,47 | 4,65 | 4,41 | 4,50 | 4,53 | 4,50 | 3,94 |
| Median | 4,00 | 4,00 | 4,00 | 5,00 | 5,00 | 5,00 | 4,00 | 5,00 | 5,00 | 5,00 | 4,00 | 5,00 | 4,00 | 5,00 | 4,00 | 4,00 | 4,00 | 4,00 | 5,00 | 5,00 | 5,00 | 5,00 | 5,00 | 5,00 | 5,00 | 4,50 | 4,00 |
| Mode | 4 | 4 | 3a | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4a | 4 |
| Std. Deviation | 0,931 | 1,263 | 0,827 | 0,606 | 0,717 | 0,800 | 0,899 | 1,131 | 0,712 | 0,702 | 0,702 | 0,712 | 0,707 | 0,470 | 0,544 | 1,111 | 0,748 | 0,606 | 0,470 | 0,493 | 0,624 | 0,493 | 0,712 | 0,632 | 0,624 | 0,516 | 0,966 |
| Variance | 0,868 | 1,596 | 0,684 | 0,368 | 0,515 | 0,640 | 0,809 | 1,279 | 0,507 | 0,493 | 0,493 | 0,507 | 0,500 | 0,221 | 0,296 | 1,235 | 0,559 | 0,368 | 0,221 | 0,243 | 0,390 | 0,243 | 0,507 | 0,400 | 0,390 | 0,267 | 0,934 |
| Skewness | -0,224 | -1,056 | 0,117 | -1,596 | -1,035 | -1,354 | -0,125 | -1,563 | -0,826 | -1,825 | -0,634 | -1,526 | 0,000 | -0,994 | 0,189 | -1,806 | -0,099 | -0,310 | -0,994 | -0,677 | -0,750 | -0,677 | -0,826 | -0,904 | -0,997 | 0,000 | -1,755 |
| Std. Error of Skewness | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,564 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,550 | 0,564 | 0,550 | 0,564 | 0,550 |
| Kurtosis | -0,541 | 0,717 | -1,516 | 1,899 | -0,087 | 0,162 | -1,843 | 2,557 | -0,404 | 2,073 | -0,576 | 1,094 | -0,743 | -1,166 | 0,555 | 3,435 | -1,047 | -0,479 | -1,166 | -1,766 | -0,223 | -1,766 | -0,404 | 0,027 | 0,201 | -2,308 | 4,847 |
| Std. Error of Kurtosis | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,091 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,063 | 1,091 | 1,063 | 1,091 | 1,063 |
| Minimum | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 1 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 1 |
| Maximum | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |

a. Multiple modes exist. The smallest value is shown

# APPENDIX 3. STATISTICAL ANALYSIS ON GREEN ROOM'S PERFORMANCE

| Variable | N Valid | N Missing | Mean | Median | Mode | Std. Deviation | Variance | Skewness | Std. Error of Skewness | Kurtosis | Std. Error of Kurtosis | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Green Room: Active contact from the supplier | 16 | 4 | 3,13 | 3,00 | 3 | 0,885 | 0,783 | -0,927 | 0,564 | 0,694 | 1,091 | 1 | 4 |
| Room: I feel that supplier's newsletter provide me important information supplier | 15 | 5 | 3,27 | 4,00 | 4 | 1,163 | 1,352 | -0,913 | 0,580 | 0,223 | 1,121 | 1 | 5 |
| Green Room: Training of the staff on supplier's product | 12 | 8 | 2,75 | 3,00 | 3 | 1,055 | 1,114 | -0,522 | 0,637 | -0,637 | 1,232 | 1 | 4 |
| Room: Contact person's professional knowledge about the product | 13 | 7 | 4,15 | 4,00 | 4 | 0,555 | 0,308 | 0,143 | 0,616 | 0,901 | 1,191 | 3 | 5 |
| Room: Contact person's knowledge about the product category and trends | 11 | 9 | 4,18 | 4,00 | 4 | 0,603 | 0,364 | -0,028 | 0,661 | 0,413 | 1,279 | 3 | 5 |
| Green Room: Ethics and responsibility | 12 | 8 | 4,08 | 4,00 | 4 | 0,793 | 0,629 | -0,161 | 0,637 | -1,261 | 1,232 | 3 | 5 |
| Green Room: Consumer advertising | 9 | 11 | 3,33 | 3,00 | 3ª | 0,707 | 0,500 | -0,606 | 0,717 | -0,286 | 1,400 | 2 | 4 |
| Green Room: Effective campaigns/discounts | 12 | 8 | 3,17 | 3,00 | 3 | 0,718 | 0,515 | -0,262 | 0,637 | -0,685 | 1,232 | 2 | 4 |
| Green Room: Competitive pricing | 14 | 6 | 3,79 | 4,00 | 4 | 0,802 | 0,643 | 0,437 | 0,597 | -1,229 | 1,154 | 3 | 5 |
| Green Room: Good delivery conditions | 14 | 6 | 3,71 | 4,00 | 4 | 1,069 | 1,143 | -1,097 | 0,597 | 2,114 | 1,154 | 1 | 5 |
| Green Room: Good margin level of the products | 14 | 6 | 3,50 | 3,50 | 3ª | 0,760 | 0,577 | 0,000 | 0,597 | 0,158 | 1,154 | 2 | 5 |
| Green Room: Correct product data | 14 | 6 | 4,29 | 4,50 | 5 | 0,825 | 0,681 | -0,625 | 0,597 | -1,192 | 1,154 | 3 | 5 |
| Green Room: Strength of the brands the supplier represents | 11 | 9 | 3,64 | 4,00 | 4 | 0,809 | 0,655 | -0,538 | 0,661 | 0,637 | 1,279 | 2 | 5 |
| Green Room: High quality products | 11 | 9 | 4,27 | 4,00 | 4 | 0,647 | 0,418 | -0,291 | 0,661 | -0,208 | 1,279 | 3 | 5 |
| Green Room: Innovative and interesting novelties | 11 | 9 | 3,55 | 4,00 | 4 | 0,820 | 0,673 | -0,176 | 0,661 | 0,187 | 1,279 | 2 | 5 |
| Green Room: Packaging that works well both logistically and on the shelf | 10 | 10 | 4,20 | 4,00 | 4 | 0,632 | 0,400 | -0,132 | 0,687 | 0,179 | 1,334 | 3 | 5 |
| Green Room: Ecological packaging | 10 | 10 | 3,80 | 4,00 | 4 | 0,422 | 0,178 | -1,779 | 0,687 | 1,406 | 1,334 | 3 | 4 |
| Green Room: Fast rotation of the product | 10 | 10 | 3,30 | 3,00 | 3 | 0,823 | 0,678 | 0,806 | 0,687 | 1,237 | 1,334 | 2 | 5 |
| Green Room: Good delivery accuracy | 11 | 9 | 3,55 | 3,00 | 3 | 0,934 | 0,873 | 0,290 | 0,661 | -0,501 | 1,279 | 2 | 5 |
| Green Room: Fast reaction to delivery problems | 9 | 11 | 3,78 | 4,00 | 4 | 0,667 | 0,444 | 0,254 | 0,717 | -0,040 | 1,400 | 2 | 5 |
| Green Room: Fast handling of orders | 10 | 10 | 3,50 | 4,00 | 4 | 0,972 | 0,944 | -0,454 | 0,687 | -0,516 | 1,334 | 2 | 5 |
| Green Room: Impeccable deliveries | 10 | 10 | 4,40 | 4,00 | 4 | 0,516 | 0,267 | 0,484 | 0,687 | -2,277 | 1,334 | 4 | 5 |
| Green Room: Short delivery time | 10 | 10 | 3,60 | 4,00 | 4 | 0,966 | 0,933 | -0,813 | 0,687 | -0,022 | 1,334 | 2 | 5 |
| Green Room: Support in complaint situations (e.g. faulty product) | 8 | 12 | 4,00 | 4,00 | 4 | 0,535 | 0,286 | 0,000 | 0,752 | 3,500 | 1,481 | 3 | 5 |
| Green Room: Quick customer service | 10 | 10 | 4,10 | 4,00 | 4 | 0,738 | 0,544 | -0,166 | 0,687 | -0,734 | 1,334 | 3 | 5 |
| Room: Ability to operate in exceptional circumstances (e.g. product withdra) | 8 | 12 | 4,13 | 4,00 | 4 | 0,641 | 0,411 | -0,068 | 0,752 | 0,741 | 1,481 | 3 | 5 |
| Green Room: Reaction to changes in customer shopping behaviour | 6 | 14 | 3,67 | 3,50 | 3 | 0,816 | 0,667 | 0,857 | 0,845 | -0,300 | 1,741 | 3 | 5 |
| Total grade for Green Room | 15 | 5 | 3,93 | 4,00 | 4 | 0,594 | 0,352 | -0,004 | 0,580 | 0,537 | 1,121 | 3 | 5 |

a. Multiple modes exist. The smallest value is shown