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DEVELOPING THE CUSTOMER SATISFACTION – CASE
JÄRVEN KELLO & KULTA KY

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Satisfied customers are proven to be more loyal than unsatisfied customers. Loyalty means long-term customers together with extra marketing through word of mouth. Customer satisfaction is doubtlessly a critical matter for customer-centric firm and it is affecting straight to productivity and viability.

This research was completed for Järven Kello ja Kulta, an organization which exists to retail products and services of goldsmith industry and drive economic growth of small city called Uusikaupunki by family-owned entrepreneurship. This customer-centric firm attempts to attract more customers and therefore seeks to know what their current customer satisfaction level is. Goal of this thesis is to give right tools for the case company to increase their current customer satisfaction level, to strengthen their market position and to attract new customers as well.

The findings of secondary data led to several best practices recommendations, as well as potential marketing methods which could be used by Järven Kello ja Kulta. Based on the research, was decided that the primary research should focus on the customers' perceptions and expectations of Järven Kello ja Kulta, and what issues are valued by customers alike. Primary research consisted of a 7 questions survey that was distributed online and in person, overall acquired 123 responses, with information about the purchasing habits in general and experiences based on the case company specifically. Survey was finished off with key demographic questions. Data collected was analyzed together with SERVQUAL-method. Target group in this study consisted of case company's existing customers. This survey proved to be crucial to my understandings of the industry and gave me some insights to the main issues Järven Kello ja Kulta should focus on.

The aim of this research was to clarify the current situation of customer satisfaction regarding product range, quality of products, prices, services and overall store. Based on the results it can be said that customers are overall satisfied and they greatly appreciate good customer service and high-quality products in the industry. The recommendations center on adapting new models to have even better results on customer service level as well as targeting right segment. According to the data achieved the persona was created to help the company in the future. In this study the author became aware of some key target issues through the survey included the prospects of jewelry industry as well as the current situation.

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1 INTRODUCTION

The background and purpose of the study

The thesis is made because of the inquiry of a company called Järven Kello ja Kulta Ky. Järven Kello ja Kulta is a customer-based retail company of goldsmith and jewelry products and services. The company wants to develop their customer satisfaction and to figure out what could be improved upon. Another reason to conduct this research is because the new entrepreneur has step into charge and wants to know the current situation. Company is also committing to their social media channels and in addition updating their website along with developing their brand awareness to an online store.

Topics for this study are especially the level of customer service in the case company but also the economic situation in Uusikaupunki and the goldsmith's industry in general. Uusikaupunki is currently in upward journey what comes to its productivity and economic development. This creates many possibilities to entrepreneurs in the region – a lot of new potential customers. Main reason for the growth of Uusikaupunki is the car factory – Valmet Automotive – which has been recruiting more than 2000 employees in a short period of time (Website of Valmet Automotive 2018). Secondly, jewelry industry is currently changing and it is crucial to accept and respond to market changes, adapt new trends and be alert. Sometimes it starts by admitting that the change and improvement is not bad. (Dauriz, Remy & Tochtermann 2014, 2) However, the biggest challenges right now for businesses in general are most probably the growing popularity of online stores in jewelry business together with companies from other industries jumping into jewelry business as their second option. These companies tend to be huge brands from clothing industry.

It has been measured that 86% of customers are ready to use even more money in exchange of better customer experience (Olenski 2014). As Järven Kello ja Kulta is a

customer-centric firm, the importance of customer service cannot be understated. Purpose of this study is to find out how satisfied the customers are and the results will give the company right tools to attract more customers, to maintain the existing customer base and benefit more of marketing and great customer satisfaction. Study will consider the future prospects of the industry including the economic growth of the city and growing online shopping. From the case company's perspective this study is important due to the lack of previous studies. However, according to case company and their social media channels the hypothesis is to get positive results. This is based on face-to-face feedback that company has received together with positive feedback on Facebook.

Relationships between the markets and the consumers are rapidly changing. One reason is online shopping and it leads to the fact that meaning of customer satisfaction is also changing. The theoretical part of this study focuses on customer satisfaction, customer satisfaction measurement and SERVQUAL-method. Perspective on sectors' transition to internet has been included.

I have been working in a jeweler's as a seller and I consider that the products are interesting and the branch is varied. Still, jewelry businesses are more than needed in many cities, but doubtlessly they need to adapt themselves to the markets' need.

The structure of the thesis

Aim in this research is to find out the current customer service level in the case company as well as find out what are the customers' expectations, perceptions and experiences. Creating value with customer service and influence of digitalization is also included in the research. It is also tried to find reasons why great customer service could be the answer for this industry in the future.

The thesis is structured in a way that after the introduction comes an overview on the problem setting and conceptual framework. Then secondary data about the specific industry, case company, customer satisfaction, how to measure customer satisfaction and what is SERVQUAL-method is discussed. Next chapters are the primary data and methodology. On that point, the chosen method has been justified together with

the possible outcome. Also, the sample, questionnaire, validity and reliability will be discussed. In the end results of primary research done together with own deliberation and adaptations of SERVQUAL-method are given. Then is the summary of all the research done in this project together with comparison between customers' experienced expectations and perceptions. Last chapters are recommendations and final words. Recommendations centralize on the persona which is done with the data achieved during this research. Persona represents insights of the main target group of this company.

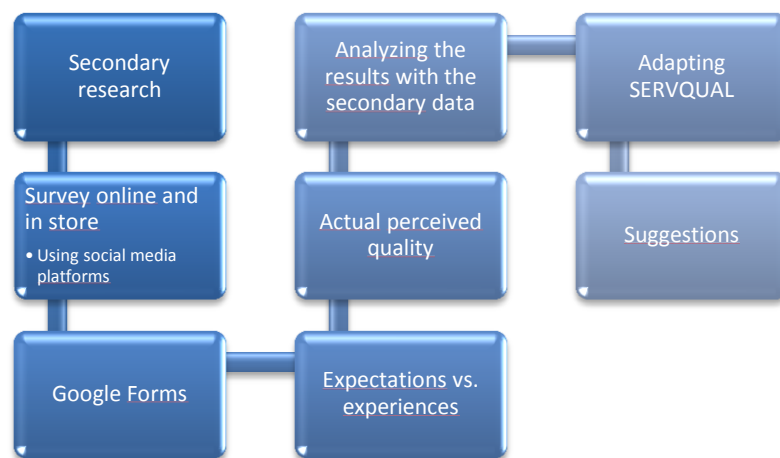


Figure 1. Structure of this thesis.

2 PROBLEM SETTING AND CONCEPTUAL FRAME OF REFERENCE

2.1 Problem setting

Research problem is defined to identify customer satisfaction level in case company and the main goal is to research and find methods to improve the customer satisfaction in case company. This will help the company by knowing how to attract more customers and how-to strengthen their market position. The thesis will be conducted as a customer satisfaction survey mainly online which will give the primary data. Together with the data collected by secondary research this will be the source of in-

formation in this study. Survey will be researching perceived and experienced quality of existing customers.

Based on the research problem the following research objectives can be defined.

- What is the current situation of the Finnish goldsmith industry and the case company in particular?
- How does online shopping affect the goldsmith industry in general and the case company in particular?
- What is the meaning of customer satisfaction?
- How the customer satisfaction can be measured?
- What are the customers' expectations regarding the quality of the products, the customer service, the product selection and the store itself in goldsmith stores in general?
- What are the customers' experiences on the case company's product quality, customer service, product selection and store itself?

This study will help the company to improve or maintain its position in the market by using the knowledge about their customers and markets. There are couple competitors in a small area and with this study the company can improve their brand locally based on the results. Research is aimed to conduct in a way that it is possible to repeat in the future to get still a better understanding. It can be used also to develop a marketing plan. In this thesis I am not going through the sales of this business or walk through the current marketing methods of this company.

Ethical issues have been noticed and survey will be conducted anonymously and information collected is not given to any third party.

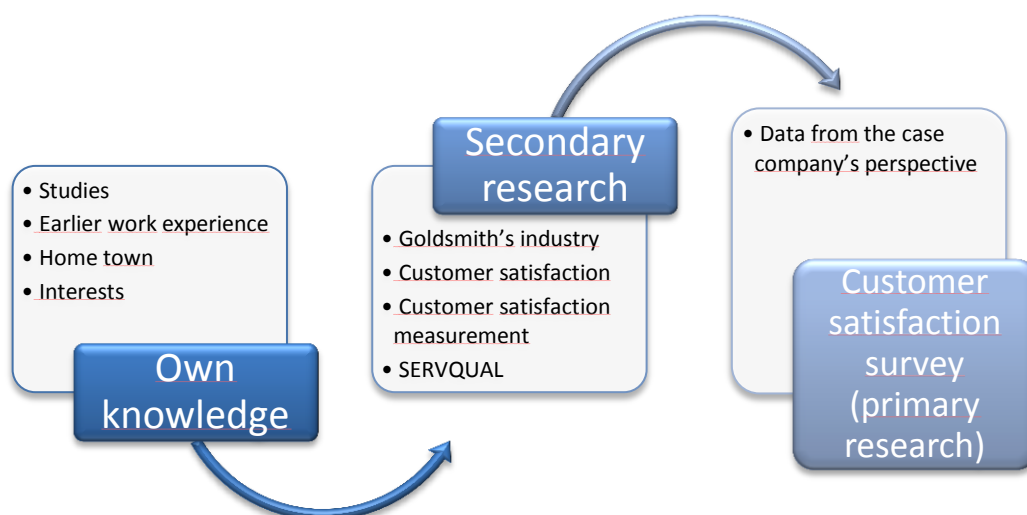


Figure 2. Data collection.

2.2 Conceptual frame of reference

Conceptual framework describes the different aspects of the case. The focus in this case are the customers. First, customers can enter a store because of the earlier experience – it can be their own experience or someone else's (word of mouth). Then, customers may have personal needs to this very specific store which is why they are visiting. Thirdly, customers may have seen or heard an advertisement and come because of that. These are the main factors we are looking at in this study.

Before the customer has consumed the products or got service she or he has already formed expectations towards the product or service provided by the company. These are called customers' expectations. After visiting the store and consuming the product(s), the customer gets an image of perceived service and benefits. These are called customers' perceptions. The difference between these two factors creates the customer satisfaction or non-satisfaction. Usually consumer expects more than he or she really perceives. Customer satisfaction finally leads to brand loyalty and to possible re-purchasing. In this study survey questions have been created based on the conceptual benefits.

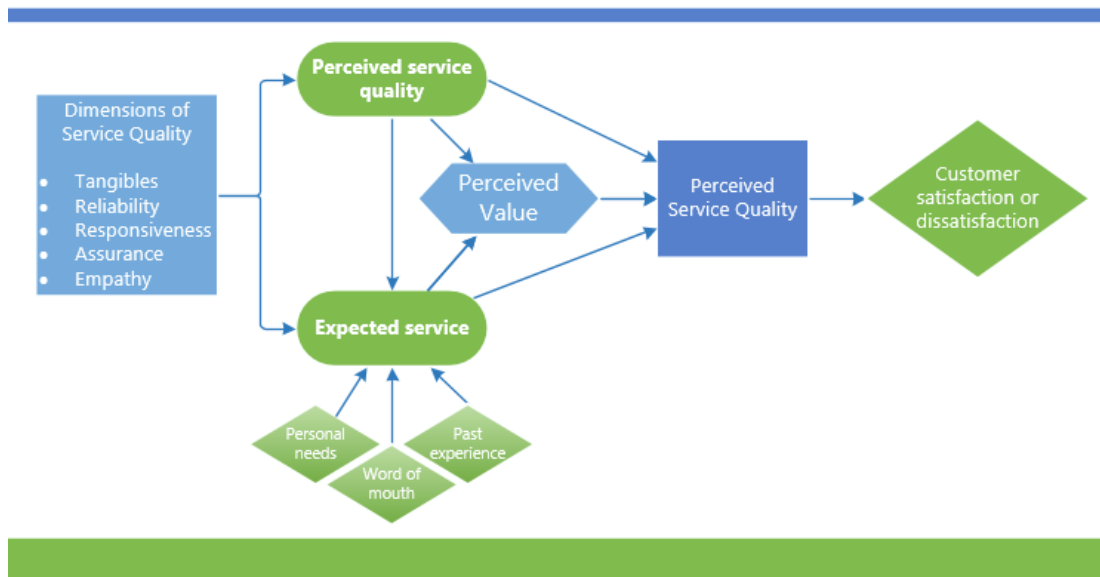


Figure 3. Conceptual framework. (Adoption of SERVQUAL-model by Zeithaml, Parasuraman & Berry, 1988)

3 JEWELRY INDUSTRY

3.1 Jewelry industry in general

Goldsmith can be described as a person who works mainly with precious metals and gemstones making jewelries. Goldsmith is one of the oldest professionals and first goldsmiths arrived in Finland in 1300's. Most of the goldsmiths are working in small workshops whereas engravers are mostly entrepreneurs or in the retail trade. (Website of Ammattinetti n.d.)

Goldsmith's industry includes the production of gold, silver and platinum products. In Finland goldsmith industry includes around 300 companies that are producing jewelries by themselves (Website of Ammattinetti n.d.). Other products, such as silver dishes are assembled by automatically produced parts. On the hand, besides handmade jewelry there are mass-manufactured jewelry and luxury jewelry. (Whitfield 2018) Therefore, nowadays it is more usual that goldsmith has a store that sells brand jewelries and as a side business does goldsmith works for example ring reducing's. Changes in jewelry industry in Finland can be seen in many ways, one is the

closure of jewelry designer line in the Lahti University of Applied Sciences in 2017. According to ESS one issue was the decreasing need of jewelry designers. (Kuosmanen 2017)

Jewelry industry is usually described as a fully crowded. Companies need to stand out in some way, for example by focusing on their customer service or following actively new trends. Earlier jewelry industry was primarily local when there were no online stores. Currently, it is adapting increasingly international retail brands allowing even more competition when consumption changes because of easier access to products. (Talvitie 2015, 18)

In watch- and goldsmith stores in Finland the sales are quite stable during the year except the Christmas. Christmas season is an absolute sales peak in the industry. According to an article by Suomenmaa, sales are increasing typically by 100 percent. Due to the general bad market situation goldsmith store's sales have been decreasing in recent years but still, stores are attracting customers through different marketing methods. Furthermore, attempts have been made to lower the prices. According to the article by Suomenmaa, margin has declined in the sector because of the economic situation. So far, it has not affected the prices upwards. (Saari 2015)

Popularity of branded jewelry is growing. According to McKinsey analysis based on the expert interviews, in sales branded jewelry has had 20 percent in 2011 and the forecast has been stated for 2020 as 30-40 percent. In addition, the share for branded items in watch market was 60 percent of sales. (Dauriz, Remy & Tochtermann 2014, 2) This leads to the truth that bigger companies from non-jewelry backgrounds are more likely to enter the market and expand their knowledge. Online growth is still quite stable in the market, and customers are still valuing in-store purchase with a help of an expert. Still, the use of digital media is valued as a platform for creating brand, committing customers and communicating information. (Dauriz, Remy & Tochtermann 2014, 2)

Companies need to be aware of the future. Social media is adapting itself already but not as heavily as it would. Right now, it is considered as one source of information but for example two-thirds of luxury shoppers in jewelry field are already research-

ing online rather than visiting a store. Also, two-thirds stated that they regularly seek information and advice from social media. (Dauriz, Remy & Tochtermann 2014, 4) Next demographic, Gen Z, will be affecting heavily on markets with their own distinctiveness. Gen Z involves youngsters with the age of 21 and under and they have never lived without the internet. They are living through social media which will, of course, highly affect to their purchasing behavior. (8 Topics, Trends & Innovations... 2017)

3.2 Case company

This thesis is done because of the inquiry of company called Järven Kello ja Kulta Ky. Case company is located in the heart of Uusikaupunki and it is one the oldest family owned businesses around South West Finland. Järven Kello ja Kulta was founded on 1925 by Mr. Johan Aaro Järvi (Järven Kello ja Kulta flyer). Since then the company has operated in retail business serving customers with traditional values. Company is selling products and offering services. Company employs three employees around the year - current owner from the fourth generation is working full-time, one full-time worker and the old owner of the company is working part-time. On summer season company usually has extra worker. (Palo, personal communication on 17.3.2018)

Järven Kello ja Kulta describes themselves as a reliable partner that represents traditional family business values but also follows the current trends and fashion. Case company has a wide range of valued and long-established manufacturers and importers' products such as Tillander Oy, Kultakeskus Oy, Sandberg Oy and FinnGold Oy. (Palo, personal communication on 17.3.2018) Product range includes wrist watches, gold-, silver-, diamond- and steel jewelry, clocks, prizes, christening gifts, wedding gifts, silverware, tin products and crystal products. (Website of Järven Kello ja Kulta n.d.)

Besides wide range of products Järven Kello ja Kulta is offering other services. These include goldsmith's works from engravings and jewelry maintenance to battery replacement of wrist watch. Important notice is that according to client company

these services and product selling are valued equally. This makes the importance of customer service even more crucial. According to service mix jewelry businesses usually fall into category with tangible goods with accompanying services. (Kotler & Keller 2016, 422)

As stated earlier, company describes themselves as traditional goldsmith store with a modern twist. This may refer to the specialties such as appointment booking for trying the wedding ring with the wedding dress, or jewelry parties. Company also has the know-how to design and make personalized jewelry such as the necklace in honor of the 400th birthday of Uusikaupunki. This way company can stand out in a crowd of competitors. Currently company is updating their websites together with new online store.

4 CUSTOMER SATISFACTION

4.1 Defining customer satisfaction

In business, companies are seeking customer satisfaction. Customer can be identified as a person or a company which has a customer relationship with the company. The customer contact bears relationship – buying. Customer definition can be in use also if the customer has not purchasing history but some other contact with the company. (Löytänä 2011) According to Kotler and Keller the traditional organization chart where top management leads the company is currently being replaced by the modern customer-oriented organization chart where the customers lead the business from the top. (Kotler & Keller 2016, 150)

Customer satisfaction has been defined many ways but according to Business Dictionary, one would be “the degree of satisfaction provided by the goods or services of a company as measured by the number of repeat customers”. (Website of Business Dictionary 2018)

4.2 The importance of customer satisfaction

Customer satisfaction can be considered one of the main objectives for companies and it always starts from knowing your customers by understanding their needs. Customer satisfaction is the customer's unique experience formed by the transactions between customer and company. It is formed between the expectations and perceptions of various objects such as quality of product and/or service, situational factors, customer's individual factors and customer service. (Zeithaml & Bitner 2000, 74) Customer satisfaction is reflected to businesses competitive advantage and it has been proven that satisfied customers are loyal and tend to create long-term relationships, however it must be redeemed every time. Satisfied customer engages better with company's services and possibly recommends it to others as well. (Rope & Pöhlänen 1995, 58-59).

The core of the businesses is to serve customers and fulfil their needs. Customers are seeking the highest value and making their actions based on that. The question what the customer considers valuable is the company's problem to solve. With a need, customers create a reason to a company to produce a product or service. Therefore, customer satisfaction plays a big role. Customer satisfaction should be monitored both internally and externally together with regular measurements. Nowadays customer satisfaction measurement appears mostly by using internet together with online survey. (Kotler & Keller 2016, 151)

In 21st century the customer has the authority in many ways. Companies need to be alert all the time. When the world is more digitalized, everyone has access to information. Digitalization brings sellers around the world closer to you. Supply is available on many channels and mostly on internet. Customers can spread the word about customer service through social media and the feedback can be positive or negative. The cost of unsatisfied customer can be huge. Customers can define and select the supplier by themselves between not only two ground level businesses but usually hundreds of retailers online. The question is which one the customer chooses? This depends on many aspects.

4.3 Factors affecting customer satisfaction

Customer may have a strong emotional connection with a store or is just deciding the store with the lowest prices. Also, expressions of other customers may affect. These are the expectations customer has before having any businesses with the company. (Vesterinen 2014, 13)

Customers' defined expectations are formed of many different factors. Personal features or demands are affecting customers' expectations towards the service level in a specific company. These features could be age, gender, education and even current feelings. Customer creates an own perception of the specific company's service level based on these features. Besides service level, there are other factors on which customer creates own perceptions. These could be for example the price of the product or service, customers' earlier experience, word of mouth or comparison to competitors. (Koski 2005)

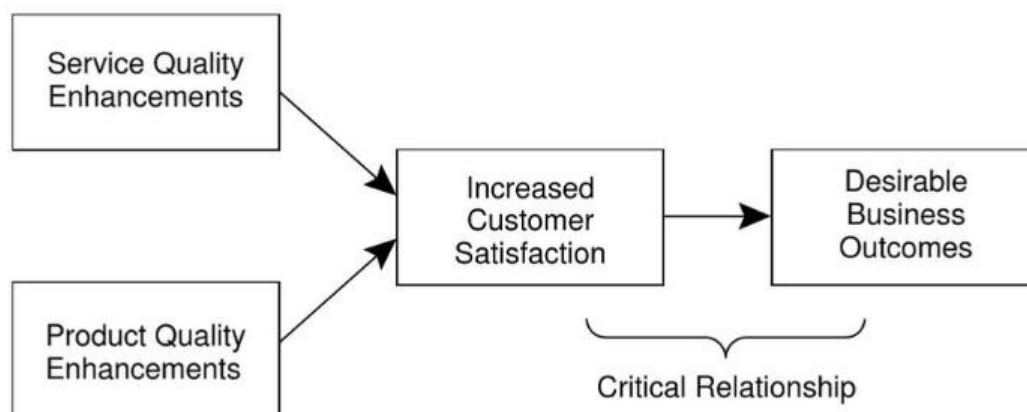


Figure 4. Factors leading to increased customer satisfaction. (Allen 2004, 2)

Customer relationship is the exchange mechanism of resources between the customer and company which purpose is to create value for both sides. Customer relationship management means that the exchange of resources is managed in two ways. First is the company's mission to help customer to create value for oneself and the second is the company's achievement to receive some of the value customer has just created. This way value will be created for both, customer and company. The company needs to be able to create such a value which customer appreciates. Such a value must be attempted to create in a way which ensures that customer profitability and customer

relationship remain the same. It requires ongoing improvements and adaption skills from the company to create added value for the customer. (Korkeamäki, Lindström, Ryhänen, Saukkonen & Selinheimo 2002, 127-128)

4.4 Customer-perceived value

Customer-perceived value (CPV) defines the value customer perceives from the purchasing experience. It considers all the benefits and costs from the customer's perspective.

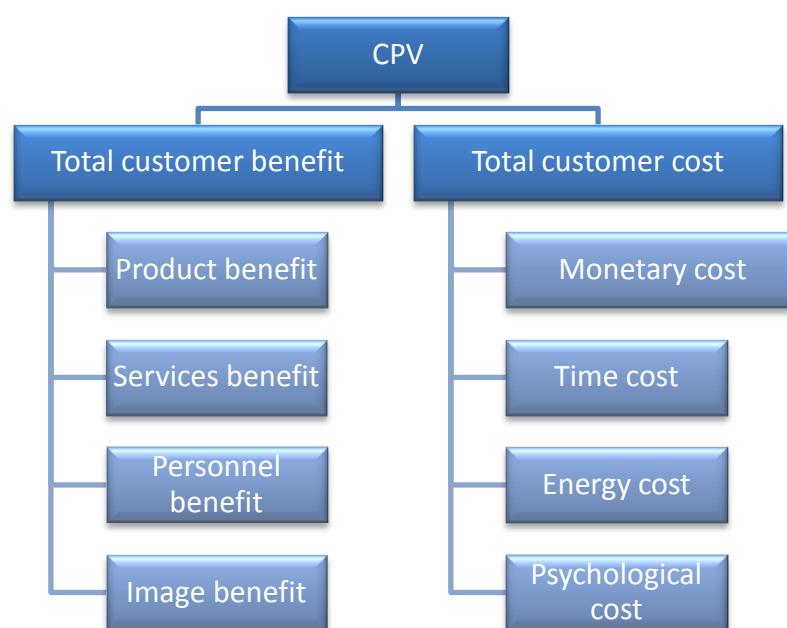


Figure 5. Customer-perceived value. (Kotler & Keller 2016, 150)

4.4.1 Total customer benefit

Total customer benefit is the perceived monetary value which customer values from the given market offering through the product, service, people and image. *Product benefit* refers the benefit that the specific product gives to its customer. Tooth brush gives a benefit of brushing teeth. *Services benefit* refers to any service provided with the product as assistance of tooth brushes at pharmacy. *Personnel benefit* refers to the value personnel are creating. This may refer to help of choosing the right tooth brush or sending an email afterwards and asking feedback. *Image benefit* refers to the brand loyalty and customer's perceptions towards brand name and image. Colgate

toothbrush gives customer the comfort of knowing that the brand is internationally known for its quality. (Kotler & Keller 2016, 151)

4.4.2 Total customer cost

Total customer cost is the sum of different costs occurring by evaluating, obtaining, using and disposing of the given market offering. *Monetary cost* is the price of product. On the back of toothbrush package is a label with 2,99€ - meaning that 2,99€ is the monetary cost. Time cost is effort invested to the buying process said in minutes. This depends is it either a stationary store or online store. Examples are time consumed to finding and going to an appropriate store and buying the product. *Energy cost* means the effort spent on finding the product, deciding the right one and buying. This is about taking the initiative and deciding is the product worth of the energy spent. *Psychological cost* refers to the ability and skills of buying and even more of using the product. In the case with toothbrush, psychological costs are low as normally people tend to know how to use toothbrush. It does not result high psychological costs. (Kotler & Keller 2016, 151) All in all, companies are seeking a balance between perceived value and perceived cost.

5 CUSTOMER SATISFACTION MEASUREMENT

5.1 Importance of customer satisfaction measurement

Customer experiences from the service provider are even more critical factors when companies compete for the position of a regional market leader. Companies need to think continuously new concepts to provide added value for business but also how to measure customer's experience and when there is a risk of losing the customer due to dissatisfaction. (Korkiakoski & Löytänä 2014) For example re-visit is an impression of customer's willingness to stay with a specific service provider. Doubtlessly a crucial matter in measuring customer relationship is not the measurement but what to do with the collected data as mostly the goal is not to measure but improve the customer

satisfaction. Too often companies resort to the methods that do not support the results of measurements in the best possible way. Factors complicating the analysis of results are for example irregularity of measurements, the magnitude of manual work required by the study, challenges to saving results and breakdown of data. (Website of Provad 2018)

Traditional indicators are usually not structured to meet with today's needs and not valid or as effective as needed. Companies need to find out new indicators and ways how to measure experiences precisely. In old indicators it is typical that they will remain unchanged for years, usually company does not even want to modify the indicators as they are tied to bonuses. Company is not creating value for customer or better customer experience when the data collected does not cause any actions. Common rule is also that the old and traditional indicators are covering all units of the organization and indicators are interpreted at most twice a year. (Korkiakoski & Löytänä 2014)

Customer experience is perceived as a comprehensive concept in the current business world and the measurement is perceived as a large entity consisting of small different factors. One way to measure it is to use the Forrester model, consisting of three different levels: customer relationship level, stages of the purchasing path and key encounters. (Korkiakoski & Löytänä 2014)

5.2 How to measure?

The importance of customer satisfaction has challenged the companies to estimate how customer experience and its progression could be measured. The measurement should be considered as an all-round entirety. When measuring customer experience, it is essential to understand that it must be measured on several levels. One way to create the customer experience measurement is to adapt it on three different levels, according to Forrester model.

These levels are:

- on customer relationship level

- on different stages of purchasing path
- on key encounters

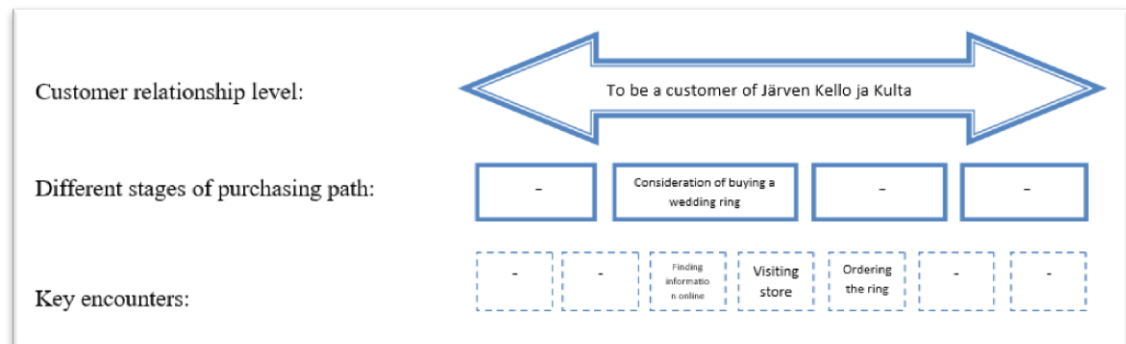


Figure 6. Different measurement levels according to Forrester model.

Customer relationship level means the measurement made during the customer lifecycle. Because of the measurement, company can find out all the customer's extensive experiences. Mostly this method is used in business to business (B2) companies to provide the understanding of overall picture of customer relationships. The customer relationship level can be also considered as a level from where customer satisfaction measurements are to be initiated. The company should still question the abovementioned level and consider itself at which level the research will provide the maximum added value. At this level, focus needs to be only on the factors that are realistically affecting customer relationship and not considering the customer's path of purchase or factors affecting the encounter. (Korkiakoski & Löytänä 2014)

Measurement of the customer's purchasing path is the big picture providing company the information how it has succeeded in the whole path, for example in online store. The purchasing path means the steps that finally create the purchase decision. The first step is the customer's awareness of the need. Customer starts to look for information about the market and service or product providers. When exploring the need, customer begins to perceive the nature of the need and as a second step the customer starts to consider possible alternatives. The last step will be the final decision. (Website of Meom 2017)

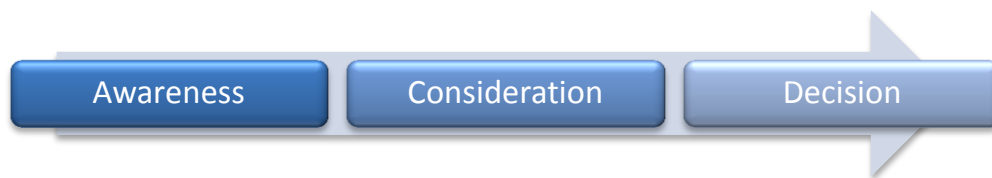


Figure 7. Customer's path to purchase. (Korkiakoski & Löytänä 2014)

Measuring the shopping path will give the company information of how it has succeeded on the path it offers. By measuring the shopping path, company wants to find out how the purchasing process has succeeded in its entirety. With the indicators, the result is the data on which points in the purchasing path encounters must be developed or at which points company is better than its best competitor. This could be conducted for example with a post-sale survey online. (Korkiakoski & Löytänä 2014)

The last level is key encounters and measurement. The company must be sure that the measurements concern only those points that are critical to exceeding customers' expectations. Companies rarely have enough resources to measure all of these encounters, but it is more essential to identify and define the ones that are the most important for meeting the customer. Key encounters are also critical for creating new customer relationships. (Korkiakoski & Löytänä 2014)

Based on the Forrester model, every company should create an ensemble of these levels of measurement which provides relevant information about the customer experience.

Second, and more standard way to measure customer satisfaction is a traditional survey. Survey is proven to be a good method to measure overall satisfaction among larger group. Differentiations of surveys are in-app surveys, post-service surveys and long email surveys. Email survey is the chosen method for this study as it is suitable for in-depth insights. In-app survey is a useful tool to measure discreet feedback with usually only one question in company's website. It provides valid data and the response rate is mostly high as people are visiting websites when they are already interested and engaged with the company. In-app survey could be for example net promoter score (NPS).

NPS defines the customer loyalty by how likely the customer would recommend the company to someone else. Usually the scale is from 1 to 10. Post-service surveys are measuring the specific service customer has just received. It can be done through email, chat system, on the phone or nowadays with HappyOrNot-rating. Post-service data is generally the most reliable information as the experienced service is in fresh memory. (Marta 2016)



Picture 1. Happy or Not. (Petkar 2018)

In the figure 7 is shown the popular HappyOrNot device created by Heikki Väänänen. HappyOrNot gives the real-time information how satisfied the customers have been and it can be used also in a mobile device. Service provider gets a real-time situation together with data reports.

6 SERVICE QUALITY

Desired service level means the level of service that customer wants to receive. Adequate service level means the level of service that customer could accept neither being satisfied nor unsatisfied. The area between is stated as zone of tolerance and it differs because of expectations. When consumer's level of expectation is high, the

desired service level is also high compared to lower expectations. (Grönroos 2000, 80)

According to Grönroos there are seven factors for customers' perceived service quality. (Grönroos 2000, 80)

- Outcome-related criteria
 - a. The outcome of the purchasing process is good. Customer experiences that the service provider has the ability to provide service in a professional way.
- Process-related criteria
 - a. Customer experiences that the service person is interested in serving the customers and their needs.
 - b. Customer experiences that the service provider is easy to access what comes to its location, opening hours and flexibility.
 - c. Customer experiences confidence on the service provided what comes to arrangements, staff and systems.
 - d. Customer trusts the ability of the service provider to correct the possible mistakes and find a new solution.
 - e. Customer experiences that the environment and other visible factors of service provider support the positive service process.
- Image-related criteria
 - a. Customer believes to receive value for money and trusts the good image of the service provided.

6.1 SERVQUAL-method

SERVQUAL-method can be used to identify the quality of services according to customer's perspective. Leonard Berry created method together with his colleagues Parasuraman (1985) and Zeithaml (1985) in the mid-1980s. They started to explore service quality determinants together with how customers evaluate the quality of service. According to Grönroos, the original method included ten determinants for service quality which described customers' perceptions. Qualification is much related to technical quality of the result whereas credibility is related to the image aspect of the

perceived quality. All the other ten elements of quality determinants are bound to the process dimension of proven quality. Afterwards these ten determinants were decreased to five. (Grönroos 2007, 74)

1. *Tangibles*. Relates to facilities, machines and materials as well as appearance of service personnel.
2. *Reliability*. Relates to how accurate, reliable and effective the company is.
3. *Responsiveness*. Relates to customer service functionality, responsiveness to actual needs and willingness to help customers.
4. *Assurance*. Relates to staff convincingness, credibility and courtesy.
5. *Empathy*. Relates to staff truly helpful, knowledgeable and present in customer encounter.

SERVQUAL-method can be used to measure how customers experience the quality of service. It is based on the five elements stated above together with how perceptions meet expectations in service situation. Generally, the five sections of this method are described with 22 attributes and 7-point likert scale. However, in this study every field had 3 different questions and 5-point likert scale was used. Intention was to find out how the customers' expectations meet with perceptions. This way it can be compared how perceptions meet expectations and by analyzing the possible gaps between the company can improve themselves. (Pitkänen 2013) (Grönroos 2007, 74)

6.2 Gap analysis

Gap analysis means the study of difference between the expected service quality and perceived service quality. This refers to root cause analysis for quality issues and finding a way to increase the provided service level. This gap analysis model is also known as quality gap of service processes as this model can be used to demonstrate how quality of service is formed. These gaps could be formed for example because of different understandings of expectations between the customer and company itself. This way the gap analysis is a valid method to clarify the problems and to improve service quality. However, analyzing the outcome must be done a bit critically as the levels of expectations and perceptions might vary greatly depending on the situation. This affects to the validity of the study. (Grönroos 2007, 74)

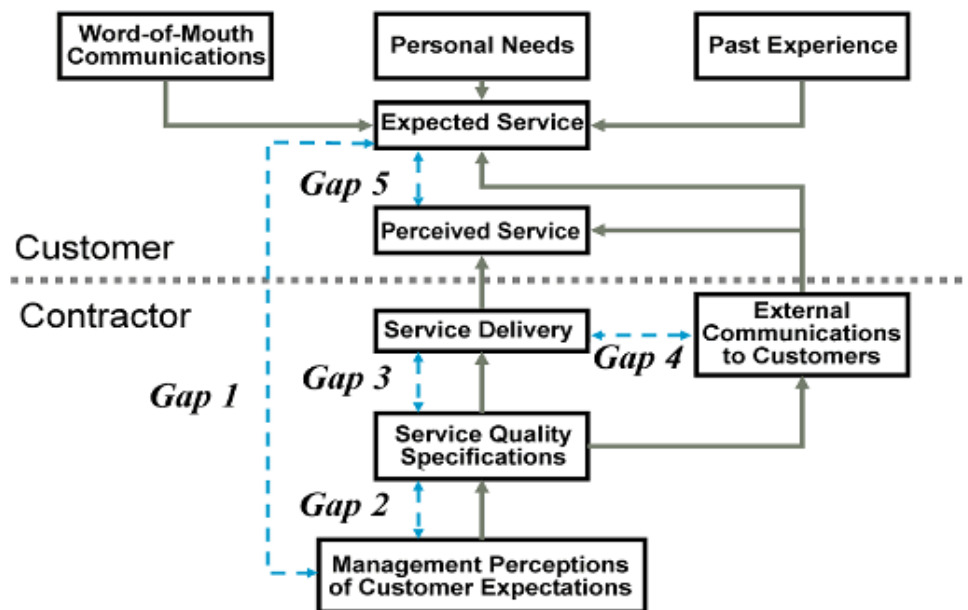


Figure 8. SERVQUAL-model. (Zeithaml, Parasuraman & Berry. Delivering quality service 1988)

As shown above in Figure 6., the difference creating dissatisfaction is caused by one or more of the following gaps (Schneider & White 2004, 40):

1. *Promotional gap*. The images created in marketing communications do not match the experienced service.
2. *Understanding gap*. The company's vision of quality and service does not match customers' views.
3. *Procedural gap*. The service meets the quality requirements of customers but the consistency of service quality is missing.
4. *Behavioral gap*. When some of the service delivery component is not consistent with the quality of service requirement.
5. *Perception gap*. The service quality has not responded to the customer's expectations, resulting a gap between perceived and expected service experience.

7 METHODOLOGY

7.1 Research design

Research design is a master plan which determines the methods that will be in use. The choice which one will be used in influenced mostly by the research objectives. (Burns, Veeck & Bush 2017, 92) There are three traditional categories of research designs: exploratory, descriptive and causal. This study is done as a descriptive research.

Descriptive research is most widely used design and it is used to find data to explore the characteristics of markets and/or customers. Descriptive research can be divided into two categories: cross sectional and longitudinal. Cross-sectional study measures the objective via population sample *at one point in time*. One-time measurements are in use to get the populations' image towards the topic at that specific time. Cross-sectional studies can be expressed as a “snapshots” of the people and many of them are done as a sample survey. (Burns, Veeck & Bush 2017, 99)

Another category, longitudinal study, means the measurement with only couple of units of sample population but it is done repeatedly after a certain period of time. Longitudinal study is done as a panel consisted of samples of respondents who have committed to provide information periodically. These panels are usually created of different demographic groups such as kids or women who have a dog. This way the panel gives an image of the specific (target) segment. (Burns, Veeck & Bush 2017, 99)

As this study gives an image of how the existing customers are experiencing the current customer service level, it is done as a cross-sectional study with a sample survey. This gives an overview of the image at this specific time.

7.2 Research method

For empirical part of the theory quantitative method was used. The plan of this study is to use an electronic survey as a research method to revise results of secondary data and help clarify the research problem. Survey means the data collection from an individual by using the same predesigned form for every respondent. It usually samples from a large population and this way is a good tool for quantitative research. Large number of respondents is important for making sure that the collected data is accurate and represents not only a small group of people but larger population. (Burns, Veeck & Bush 2017, 171-172)

As a research method survey can be carried out easily in economic and systematic way and at the same time collect a large sample size. One advantage of survey as a research method is that it creates standardization to sample collection. Questions are settled in a same way to each of the respondent and this way all of them are presented identically. Especially compared to interviews there is a big difference. Another advantage is that surveys are easy to analyze and administer. They may not give as detailed data as for example in-depth interviews but still provide a sense of markets. Also, the data collected by surveys is almost always sensitive and asking clear opinions which usually do not provide realistic data in observation studies. (Burns, Veeck & Bush 2017, 172)

7.3 Population and sample

Population means the entire group under specific study whereas sample means the representing subgroup of population. Basically, there are two convenient ways to get data about the target group of people in sampling theory. You measure every one of the population or you take the sample. Census means the measurement of whole target population. (Buskirk, n.d.) In online survey it must be visibly clear what is the sample if the questionnaire is available for the entire population. In this study population can be defined as the existing customers of Järven Kello ja Kulta and sample as the respondents who will participate in the study.

The sample size for the research is usually a key to collect reliable data. With survey the main concern usually is to have large enough number of respondents to minimize the variable sampling errors in the estimates and to get a better understanding. (Hayes 2008, 35) Variation of estimates creates the difference in results but still any estimate can give data about the whole population. These sampling errors are included in every survey statistics made of samples instead of censuses. (Burns, Veeck & Bush 2017, 238-240)

7.4 Questionnaire

Base of this survey is the ideology of customer expectations and customer perceptions. First, respondents were asked about the expectations in jewelry industry in general and after that the same factors but based on the perceptions experienced in Järven Kello ja Kulta store. The factors included in these questions were product range, quality of products, selection of brand products, professional service, friendly service, support services, prices, opening hours, showcase decoration, events & campaigns and loyal customer benefits. Third questions were created on the basis why customers are visiting the store. This way it can be analyzed how the perceptions meet expectations together with what is the experienced value of the specific factor. Questionnaire included two demographic questions, age and gender. These were selected based on the idea which info is essential in this study. Age and gender provide the data of the biggest customer segment defined in these factors and it may help the company to update their target segment.

The survey questions I eventually did use were shaped from the primary research, to better understand specifics about goldsmith industry, thought processes and demographics. Collected data is based on how the expectations meet perceptions creating experiences. Together with case company it was decided to keep the length of the survey as one page. This enabled to keep the survey as simple as possible and keep the respondents interest when answering the survey. Too wide and long survey will banish the respondents

Pretest was made with the thesis supervisor and case company. Aim at this stage was to make questions more clear and easy to understand for potential respondents. Pre-testing was conducted online and face-to-face. As a result of pretesting the final questionnaire was created and distributed.

7.5 Data collection and analysis

Computer-administered survey is a good way to conduct customer satisfaction survey of Järven Kello ja Kulta because it usually gives a realistic picture of the situation as respondents are answering on their own. Moreover, survey allows to collect unbiased representation of population of interest. (Burns, Veeck & Bush 2017, 179)

From different interviewing techniques the online survey was used. Online survey provides an effective and fast way to gather responses in a short time. In addition, creating a survey is inexpensive and it is user-friendly when it can be done from any mobile device and for example at home. In online survey the respondents are answering identical questionnaire that is available on the Internet. The chosen time period when the questionnaire is available should be defined and the sample errors must be taken into account. (Burns, Veeck & Bush 2017, 189)

In this case, the survey was distributed in a couple of ways decided together with case company. Survey will be distributed as an email-link to the existing customer base as well as in shared in social media. It was also decided to have a possibility to fill-out the printed version of the questionnaire in store. Still, the aim was to get a significant number of surveys completed online through the creation of a Google Forms survey, which will be shared to customers of Järven Kello ja Kulta via their social media feeds. Case company has their own “Exclusive group” on Facebook, where the survey will be shared. This targets almost 600 customers. While running the survey online, the store itself will have an option for print copies to fill-out straight in store, as well. This invites older people to participate who may not have access to internet. These printed copies are filled out manually into the online system in the end of the research period.

When survey has accomplished a comprehensive sample of responses the data will be analyzed. The quantitative data is analyzed with suitable method. In this study, the data collection was conducted mainly online. The survey was set to be available from 26th of September 2017 and the target was to collect responses in three weeks.

7.6 Validity and reliability

When conducting a research, it is important to consider the validity and reliability of the study. With internet surveys' there are many opportunities but also limitations. In web-based surveys customers might fill-out the survey without thinking carefully. Customers might even skip the questions or choose just some answers without even reading them. This causes non-response error and in small numbers this error will not be limitation for the research. However, if many customers leave the questionnaire unfinished there is a chance that for example the last question has a bigger non-response error which will affect the validity of the research.

Validity refers to the effectiveness of the chosen method to measure right determinants providing the wanted data. Usually this refers to study objectives. Is the data collection made in a way that objectives will be fulfilled? In this study the objectives were fulfilled. First four objectives were discussed in the secondary data collected and the customer's expectations versus customer's perceptions were measured in the customer satisfaction survey. Questionnaire was made in a way that it responds to the defined objectives.

Data collection of this study was made almost entirely on the internet which may effect on the results. On survey-based researches the results may be distorted because of the respondents' different feelings. Example of this could be tiredness – person who is tired and laying on the couch at home may not read the questions as accurately as person filling out the survey in the supermarket. However, based on the data analysis there were not any suspicious answers that could have been harming the validity of this research.

Reliability refers if the results are credible in general. In survey-based study this usually means how many answers the study reaches. Reliability also measures is the sample size according to the whole population and is the data collection method correctly chosen. In customer satisfaction survey respondents have been answering based on their own experiences meaning that the results are overall reliable. The achieved sample size was also quite good in general however it cannot be easily compared to the whole population as the existing customers of the company are not measurable. However, in Facebook company has 2882 followers which creates the response rate of 4,3%. Data collection method was chosen well and it proved to be a valuable method.

In data analysis the answers will be evaluated carefully ensuring that nobody has answered for example just the same alternative for every question. Besides reviewing the collected data, reliability can be measured also by repeating the study. As this study is based on customer experiences the results may change even on the short period of time which should be considered if repeating this study.

8 RESEARCH FINDINGS

The sample size consisted of 123 people. All members of population who responded were used in the sample. In this case it was not relevant to formulate proportional sampling of survey respondents as the total was slightly over hundred. With this solution the aim was to achieve a more precise outcome by giving a wide variety of participants a chance to be heard.

The data collected from company's social media statistics show that the Facebook posts reached first time 2000 shows with 51 clicks and the second time 1100 shows with 15 clicks. Time between these posts was 5 days and point of time was in both cases midday. As stated earlier besides Facebook page, Facebook private group and Instagram page, company has its own mailing list in which company can provide

special offers and campaigns. Satisfaction survey link was sent once onto this group. Statistics provide the following information.

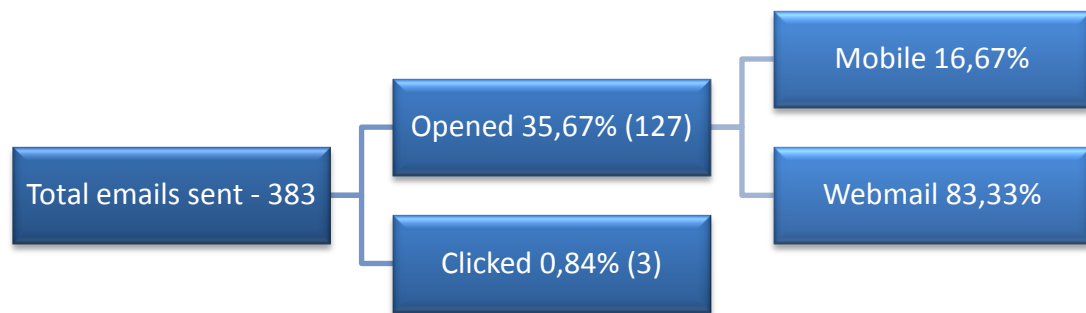


Figure 9. Analysis of the survey distribution.

The analysis of the email survey distribution can be seen from the figure. Statistics show that only 3 persons opened the link right away when they opened the email. This is quite low response rate and might be reasoned with the usage of mobile device. However, the webmail was in use for more than 80% of respondents.

Overall, the results of the survey are good and it is clearly seen that the existing customers appreciate good and professional service. Another interesting finding is that customers are valuing goldsmith's works still very high. The most important category of products and services were silver products. Most of the respondents were middle-aged women and Facebook seemed to be the most popular connection between the customer and company. Comparison between the customer expectations and perceptions was reasonably good as there were only two factors in which the expectations were a bit higher than actual perceptions.

The following chapters are going through every question together with an analysis.

1. How important are the following factors in general?

1 = Not important at all

5 = Very important



Figure 10. How consumers value different functions in general.

Based on the results, regular customers value highly customer service over the events and offers for the membership customers. In this case, the amount of membership customers in proportion to the regular customers has to be taken into account. Conducting the survey with only membership customers would have most likely come to different results regarding customer benefits. Customers highlighted quality of products as the third most important in general. In this field of business can clearly be seen appreciation over quality than price. Customers are not strongly affected by the opening hours as it is the least important. However, the score of opening hours is still 3,27 which is more important than unimportant in the scale of 1-5 where 5 is the highest valued. In this table the averages have been used.

2. What do you think of the following factors? Järven Kello ja Kulta Ky has...

1 = Strongly disagree

5 = Strongly agree



Figure 11. How consumers value different factors in Järven Kello ja Kulta.

By observing the table of averages, it can be found that customers appreciate the quality of service. Quality of service was perceived highly between customers which means that spot on customer service is essential for Järven Kello & Kulta Ky. As this company has been able to create high quality image of itself, it can be assumed, that the customers will feel the store meaningful and thus re-visit and/or re-purchase easier. Customers experience that they have been taken care of. As in the previous question, the membership customer privileges did not raise to attention. Support services are highly valued by consumers therefore the company could invest more into upgrading services that are already in use and developing new ways to serve customers. It is important to continue developing services to stand out from competitors.

From this data can be also seen that the differences between the factors are not big and customers are experiencing that every factor is delivered better than 3,5 in the scale of 1-5 where 5 is the highest valued.

3. How much the following factors are influencing?



Figure 12. Importance of different products and services for the customer.

It can be seen which of the factors are ranked as non-influencing and which of them are influencing strongly on customers purchasing habits. Interesting point is that many responded to the diamond jewelry being rather unimportant in their purchasing behavior.



Figure 13. Which products and services have the smallest impact?



Figure 14. Which products and services have the biggest impact?

According to the results, support functions that bring added value are critically meaningful for customers. Customers need irregular maintenance for their products whereupon the work of a goldsmith becomes even more valuable. Customers will also return more easily to the same service provider as the support functions are proper. With a high-quality support service, the company can increase its competitive advantage and create added value. Consumers point out silver jewelry, giftware and "other products" as seen on the chart above. It is noticeable that luxury products do not have a great impact on choosing the service provided.

4. What would you improve in store, product range or services?

This question acquired 17 responses in total. Eight of these, 47%, were answers such as "Nothing" and "This is already good" together with answers such as "Service exceeds expectations already" and "Nothing – everything is 10+". Other nine answers included suggestions such as:

- Wider range of products
 - More youthful and trendy products
- More open store space
- Loyal customer benefits
- More information about the current offers

5. Gender distribution

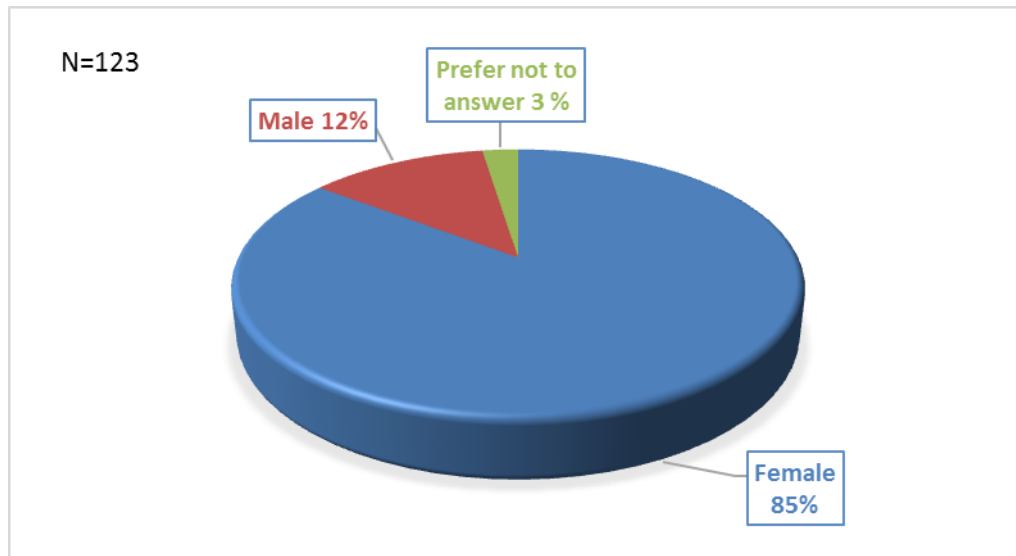


Figure 15. Respondents' gender distribution.

Respondents are mostly female which was also the hypothesis. Still, this information should be used in marketing to either increase the methods to maintain female customers or then increase the methods to attract males. Contemporary marketing clearly focuses on social media and various events which are mostly attracting women.

6. Age distribution

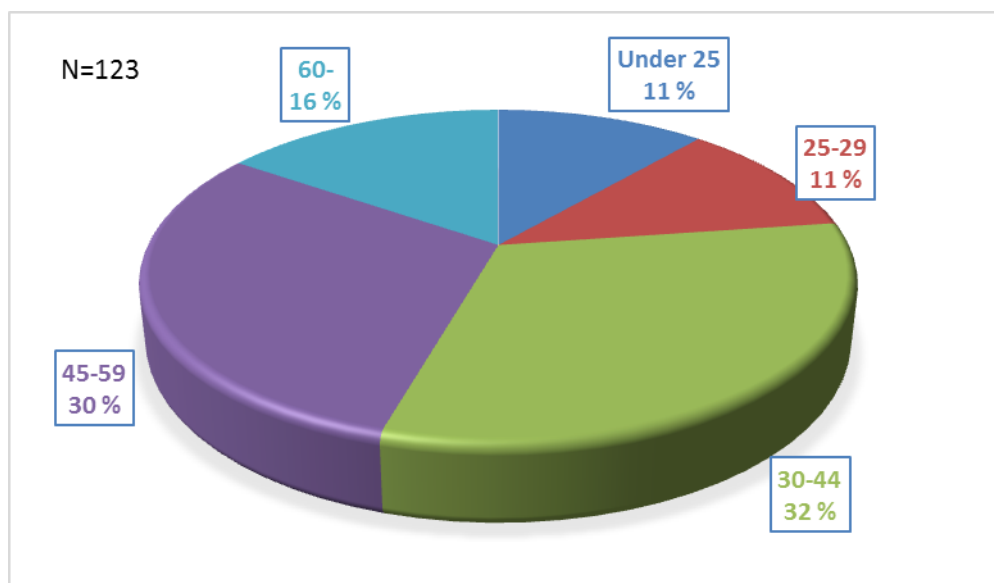


Figure 16. Respondents' age distribution.

The largest number of respondents in the survey are in the age range of 30-44 years. The percentage is 32%. This age group plays rather strong role in social media and therefore the marketing should also be centered to that direction based on these results. Second largest group is formed by 45-59 years old. The percentage is 30%. As can be seen the difference is not big which means that the clearly largest group of respondents is formed by middle-age people.

7. How did you hear about us?

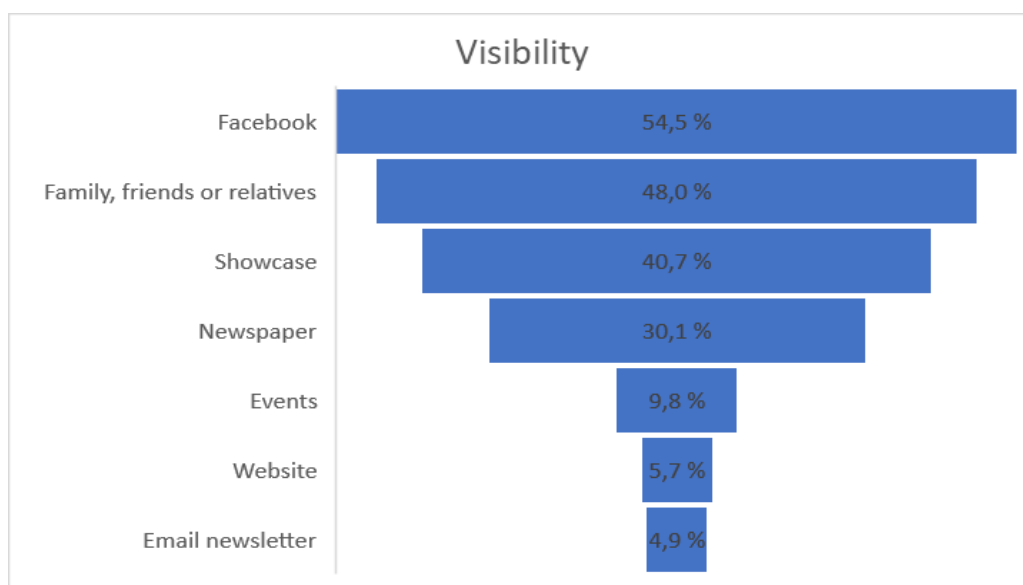


Figure 17. How customers hear about the company.

More than a half of the respondents have found the company from Facebook, and almost the same amount stated family, friends or relatives as their source. This question was created in a way that it is possible to choose multiple options. Considering the age of the company and the area where it operates it was expected to have word-of-mouth and showcase on the top but not Facebook. Company is currently greatly visible on social media, but as Facebook marketing has not been that crucial for jewelry businesses in the past years it is highly appreciated how big customer base the company has achieved with Facebook. This is a critical competitive advantage for the company.

Comparison of results

Table 1. Finding the quality gaps between the perceived quality and expected quality.

Variable	Perceived	Expected	Gap
Friendly service	4,69	4,8	-0,11
Professional service	4,67	4,69	-0,02
Quality products	4,54	4,5	0,04
Cheap prices	3,91	3,81	0,1
Good loyal customer benefits	3,52	3,39	0,13
Comprehensive support services	4,45	4,17	0,28
Wide product range	4,27	3,97	0,3
Long opening hours	3,69	3,27	0,42
Interesting events and campaigns	3,93	3,46	0,47
Attractive showcase decoration	4,09	3,52	0,57
Wide selection of brand products	4,3	3,61	0,69

The chart indicates the gaps between the expected and perceived service in Järven Kello ja Kulta. As it was seen already above, the factors that customers are considering as the most important, are also appreciated the most in this company. However, factors about quality of service are still creating small negative gaps and first two gaps are negative. This means that the company is not fulfilling customer's expectations totally on these factors. Negative gap can be considered critical if it is less than -0,35. For professional service it is only slightly over, -0,11, and for friendly service a bit more, -0,11. Therefore, there are no big gaps in any factors between the expected and perceived quality and the difference between the smallest and the largest gap is only 0,79.

In the bottom are the factors creating biggest positive gap. Positive gap refers to higher perceived quality than expected quality. In this study, the factors were wide selection of brand products, attractive showcase decoration, interesting events and campaigns and also long opening hours. Customer was not expecting as wide selection of brand products or as attractive showcase decoration as perceived. These are exceeding the customer's expectations and creating customer satisfaction. Really big positive gap can be also a sign for the company to put less resources on something. Usually this refers to a gap greater than 1.

Comparison of results between the different age groups

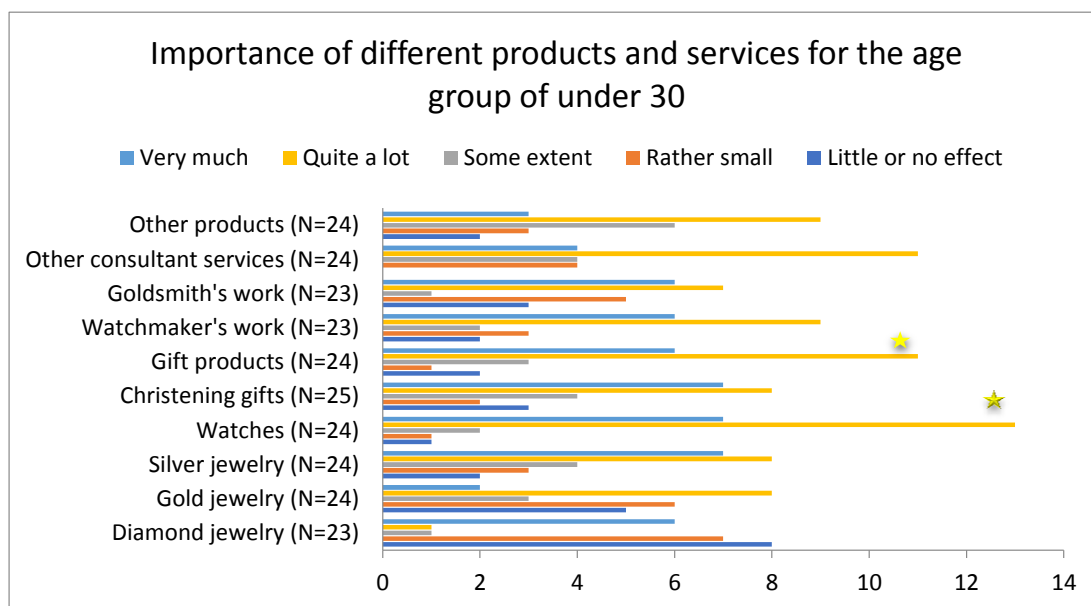


Figure 18. Importance of different products and services for the age group under 30.

This figure indicates how the age group under 30 years is valuing different products and services. The figure shows that gift products, watches and other consultant services are valued high among the respondents. The importance of diamond jewelry and gold jewelry is mostly rather small or little or no effect at all. In this figure the data is based on actual number of responses in this age group and it needs to be considered.

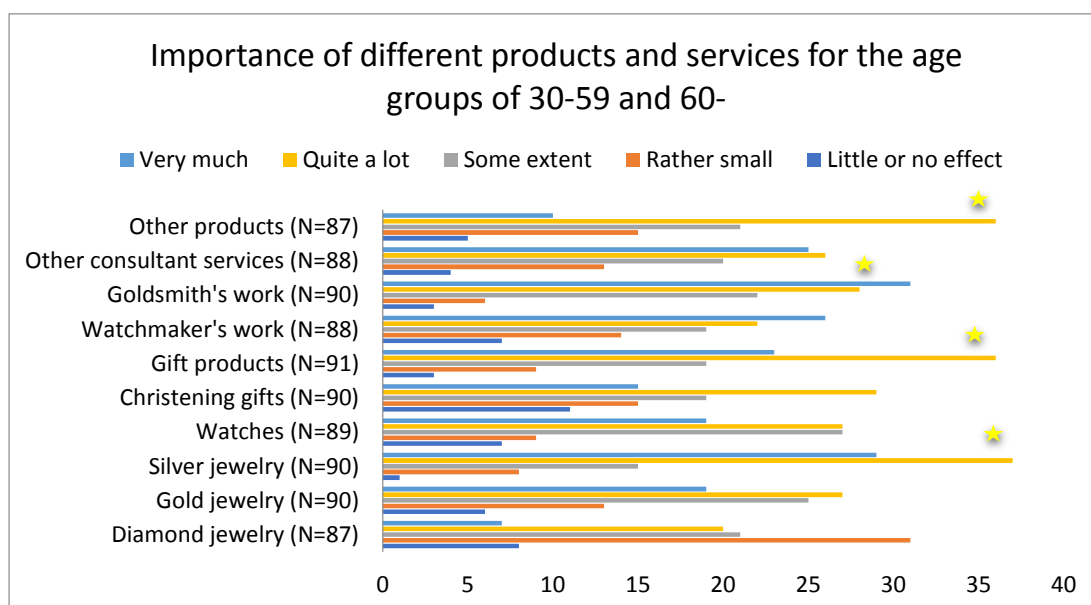


Figure 19. Importance of different products and services for the age group over 30.

This figure indicates how the age group over 30 years is valuing different products and services. The number of respondents is bigger than for example for the age group under 30 and it needs to be considered when analyzing these two figures together. However, the figure shows that people in this age are valuing silver jewelry, goldsmith's work, watchmaker's work and gift products. Diamond jewelry has rather small importance.

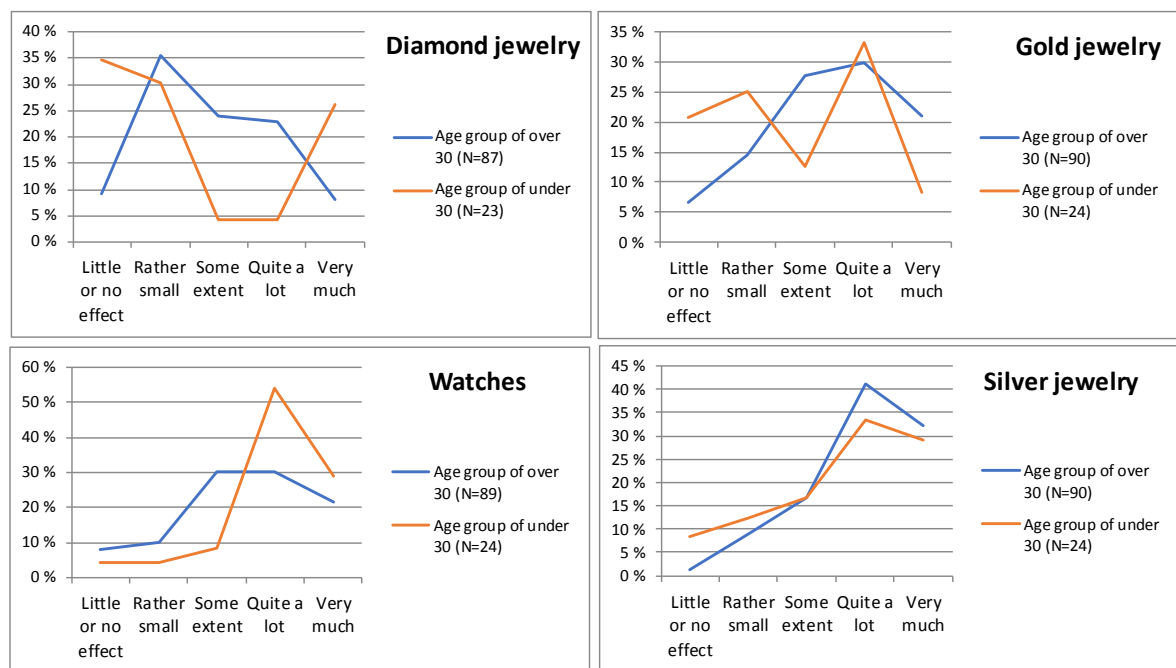


Figure 20. Comparison of different products and services for different age groups.

In this figure the actual ratios have been calculated to be able to compare these two age groups. The figure shows that the importance of silver jewelry is almost same for both age groups, based on the number of respondents in both groups. However, the importance of diamond and gold jewelry are completely opposed in these two age groups. It is interesting to see that gold jewelry is more valued among the younger age group with indicator “affects quite a lot”. The figure of importance of watches is similar for both age groups but still watch products are clearly valued more by younger group.

9 SUMMARY AND CONCLUSIONS

Customer satisfaction measurement is a simple and convenient way to collect opinions from customers about the organization. As stated in secondary research, the importance of customer satisfaction will be increasing even further and together with customer loyalty they are shaping the key indicators of future organizational efficiency. The costs of unsatisfied customers can be high.

In Finland the usage of jewelry is still highly based on traditions. Jewelry is attached to the celebrities in different stages of life. Mostly jewelry is bought as a gift and almost always considered as emotional and special. Self-procured jewelry usually relates to some celebration for example wedding. The nature of these purchasing situations is very personal and thoroughly considered. Jewelry usually passes from generation to generation. In jewelry business people are still trusting in traditional goldsmith stores or in familiar goldsmith. (Talvitie 2015, 16-17)

The following years are showing the exact path of the industry when it comes to internalization. However, currently customers are trusting traditional stores but already looking for information online. One example is a digital platform for information, through which the brand identity as well as customer relationships can be strengthened. As customers, Finns are loyal and with good customer service the jewelry entrepreneur acquires quite easily loyal customers.

In this study, the customers clearly appreciate high quality products and high-quality service in the field. Demand for brand products is also clearly growing. Price might not have as big impact on competition as in other commercial sectors and customers are clearly seeking service in this sector and based on the results they are receiving it from Järven Kello ja Kulta. The customer will not be buying these products on everyday basis which means the company must stand out from the competition by providing support services or finding another way to provide added value for the customer. For example, creating a high-quality image of a business is a great way to gain a competitive edge. In this case, still further investing in customer service could be the key for valuable competitive advantage in the market. Finland has a lot of goldsmith stores which brings lots of obstacles to overcome. Goals such as creating

an image and taking good care of the customer base are essential to the companies' success.

The business has served its customers for nearly 100 years when the customer base has been easily transferred from generation to generation. When observing other competitors, the big business chains bring their own competitive edge to the market but they can not necessarily compete with quality or value-adding services. As the world is increasingly moving to electronic services, the competition brought by online stores must be kept in mind. However, the case company can compete with its own kind of specification. Also developing an online store would be a good implementation but that is something the case company is currently adapting. Online stores provide mainly non-customized products, while the design of the products can be considered as a competitive advantage for ground floor businesses. As an example – wrist watch strap. When the product is purchased on site, it can be adjusted to the customer at that time whereas with orders made in online store it is more complex.

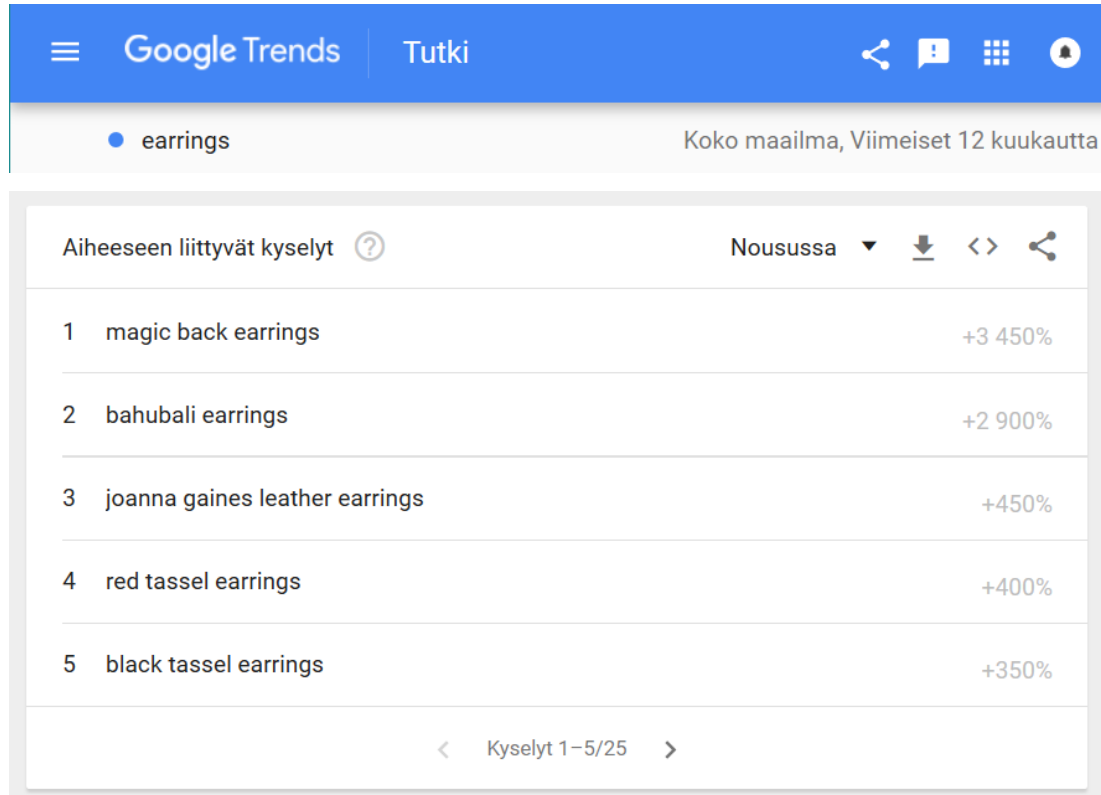
10 RECOMMENDATIONS

Even though the jewelry industry is still “on the old base” and highly based on traditions in Finland, the improvement is never bad. According to the secondary research, market will be changing over the next few years. The importance of jewelry for the consumer is rapidly increasing and gradually the consequences of the global recession are disappearing. For companies to succeed, they still need to have dynamic capabilities to adapt to changes and to operate effectively. This requires understanding the whole picture in the market, continuous reforming and focusing on the right things by exploiting, for example, the opportunities offered by technology. This way the company can keep gaining competitive advantage also in the future and keep doing things they do extremely well.

As customers seem to be generally satisfied with the company's operations there are no major actions required. However, the company could concentrate even more on

quality of service together with developing even more value-adding services and updating the existing ones. This also includes thinking how these additional services could be added to the core of the business and thereby making the consumer more easily return to the company's customer base. The local market is currently good with the growth of industry.

It is also worth updating the marketing according to the largest customer segments which usually means adapting to new trends regularly. Below is shown one example for obtaining information about current trends – Google Trends. It can be used to examine the current trends in the area and what people are looking for. By identifying marketing and adapting to changes, the company will achieve more consumers interested in the service which has been valued already in this specific company. With this, business is also providing valued information to its customers on the current trends which makes customers feel special. This could be included to seasonal offers on Facebook postings, for example summer wedding trends or Valentine's Day offers.



Picture 2. Adaptions of Google Trends. (Website of Google Trends, n.d.)

In this case, Google Trends is providing information about the earrings in whole world during the past 12 months. It can be selected to see factors which popularity is growing highest or the factors that are the most popular. Currently “magic back earrings” have increased their popularity with 3450%.

Measuring the customer satisfaction is also especially important at this point. Together with this kind of survey company could adapt a post-sale survey to be sent out after purchasing situation. I highly recommend the case company to include a customer satisfaction measurement after purchasing situation. This could be the HappyOrNot-device or for example email of customer satisfaction score (CSAT) or net promoter score (NPS). This would be an easy way for customer to respond, and the company to get an image of the satisfaction level with linear scale more often. Together with this I also highly recommend the case company to repeat this survey again next year to get even better idea about the customer expectations compared to customer perceptions. By repeating the survey company can get the image on another point of time and compare it to the data achieved from this study which would be highly valuable.

Website recommendations include more pictures about the products together with product descriptions. This can be the possible online store or just couple of product descriptions of each product category. Customers are continuously seeking information online and visiting the company’s website. Another website recommendation is to optimize it to the mobile device. By adapting mobile version of website, it is much easier for customer to look information with mobile device.

Social media is filled with advertisements and sometimes because of that customer does not want to open or read any ads. Here the customer commitment is crucial. In this study it was seen that from the emails sent only 3 persons clicked the link right away. However, the email opening rate was quite good. This is all about committing the customer to your company. The company should focus on creating something that their customers are valuing right now and this way stand out from the market.

According to secondary research this could be for example fact sheets-campaign about the current trends or everyday jewelry. These could be in social media, email

and in-store and done with a modern twist. Every information given could end with subject related offer or other kind of specialty. The comparison made between how different age groups are valuing different products and services could be an useful tool for this, as well. The data would help to understand which kind of topics to choose if the company wants to attract all the age groups or only some of them. This campaign would create customer commitment and provide valuable information to customer as they currently are valuing it. It is highly important to create the campaign and all social media posts with clear visual parts and in a unified style. This way the customers do not get confused.

Week 1

Information about how to take care of your jewelry. Where jewelry should be stored and other interesting tips.

Takeaway - a video posted online about how to clean silver jewelry

Week 2

Pearls! What kind of different pearls there are and how they differ? What affects to the colour of the pearl?

Takeaway - 10% discount of all pearl jewelry

Week 3

Jewelry making. How to design and make jewelry? What needs to be considered and how the process goes? Also - is it difficult?

Takeaway - See the steps of the jewelry making and come to see the final products to the store

Week 4

Trends for summer 2018! What are the new trends and which of the classics are again back on track?

Takeaway - come to check in store and receive a valuable coupon for the summer!


Figure 21. Customer commitment - campaign example for Järven Kello ja Kulta.

Beyond the marketing activities detailed above, Järven Kello ja Kulta could benefit still from expanded primary research on top of what was provided. Further research into what kind of events and campaigns people want to see would be valuable together with researching possible good loyal customer benefits. In the data provided by customers it was seen that the events and campaigns were valued over expectations but good loyal customer benefits would be warmly welcome.

Persona to target

Based on the results a persona was created. This persona could help the company to understand their target market and the customers' needs better. This persona is a newbie-market consumer who adapts traditional brands by trust and acquired wealth together with a small interest of new trends. She usually does not spend that much time looking for information about the current trends on jewelry market but will be happy to adapt them when visiting a store or seeing them somewhere else. On that moment, she is also hoping to gain information. When new trends are not provided or they are not interesting enough, she relies on traditional silver jewelry. On the big days of celebration, she hopes to receive diamonds.

Marjaana

<p><u>AGE</u> 40</p> <p><u>LOCATION</u> Uusikaupunki, Finland</p> <p><u>STATUS</u> Married</p> <p><u>CHILDREN</u> Two teenage daughters</p>	<p style="text-align: center;"><u>BIO</u></p> <p><i>Marjaana is living in Uusikaupunki with her husband and two children. She is working in a financial business and their family is financially stable.</i></p>	<p style="text-align: center;"><u>CHARACTERISTICS</u></p> <ul style="list-style-type: none"> Steady life status Quite busy Likes to spoil herself with jewelry occasionally Not following that much jewelry trends on her own but wants to know current trends when visiting store <p>➔ Usually purchasing new products</p>
	<p style="text-align: center;"><u>FAVOURITE JEWELRY</u></p> <ul style="list-style-type: none"> Diamond rings Everyday silver jewelry Current trends 	<p style="text-align: center;"><u>IMPORTANT FACTORS WHEN PURCHASING JEWELRY</u></p> <ul style="list-style-type: none"> Customer service Feeling that you are appreciated Information obtained during the purchase process

Picture 3. Adapting persona based on the study.

11 FINAL WORDS

I would like to warmly thank Mrs. Kirsi Palo for her cooperation and courteousness throughout this project. I am grateful towards her for letting me work with Järven Kello ja Kulta, and giving me so much valuable information during this time, as well as opening their social media accounts during the research. It has been such a pleasure to execute this study for them and at the same time acquire that much new information. If possible, I recommend Järven Kello ja Kulta continues to expand what I have provided and by combining the persona specific recommendations together with the future prospects of the market, I believe Järven Kello ja Kulta can reach their target markets even more effectively and more efficiently, and continue to bring business to the city, help the local economy to grow, and increase customers' interest in jewelry.

In my opinion, the thesis process went generally well. There were not any big surprises, except the call I received on September if I would be able to start a new job right away. At that time, I was supposed to start doing this study. All in all, everything went well and as planned. The original timetable was the only thing that needed to be updated during the thesis process. As I received quite many responses for my survey it was easy to analyze and conduct the study to the end. The biggest problem was to find time to conduct this study at the same time with full-time job.

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APPENDIX 1

Customer satisfaction – Järven Kello ja Kulta

This research is about the customer satisfaction in Järven Kello ja Kulta Ky. It will help the company to make improvements and develop their services. Survey is aimed to existing customers of Järven Kello ja Kulta Ky.

Survey is made by Satakunta University of Applied Sciences student as a part of her thesis.

All responses are handled confidentially. Goal is to achieve a clear picture of current customer service level and we would like to ask you to fill out the survey as honestly as possible. If you have problems to answer to some part – you can leave it empty.

Between the survey participants will be held a raffle. The winner will be gifted with a 100€ gift card to Järven Kello ja Kulta. To be eligible for the raffle the participant has to provide contact information. Winner will be informed personally.

The survey should only take 5 minutes. Thank you for your time!

1. When you go out to a goldsmith store, how important are the following factors?

	Not important at all	Unimportant	Neither important or unimportant	Important	Very important
Wide product range	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of brand products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comprehensive support services (e.g. Goldsmith's work)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cheap prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long opening hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Showcase decoration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events and campaigns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loyal customer benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. What do you think of the following factors? Järven Kello ja Kulta Ky has...

	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
Wide product range	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wide selection of brand products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comprehensive support services (e.g. Goldsmith's work)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cheap prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long opening hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractive showcase decoration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting events and campaigns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good loyal customer benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Which of the following are reasons why you would consider going to a goldsmith store?

	Strongly disagree	Disagree	Somehow agree	Agree	Strongly agree
Diamond jewelry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gold jewelry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Silver jewelry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Watches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Christening gifts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gift products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Watchmaker's work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goldsmith's work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other consultant services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What would you improve in store, product range or services?

.....

5. Gender

- ☐ Male
- ☐ Female
- ☐ Prefer not to answer

6. Age

- ☐ Under 25
- ☐ 25-29
- ☐ 30-44
- ☐ 45-59
- ☐ 60-

7. How did you hear about us? (Check all that apply)

- ☐ Facebook
- ☐ Events
- ☐ Newspaper
- ☐ Family or friends
- ☐ Showcase
- ☐ Website
- ☐ Our own newsletter
- ☐ Other....

Thank you!

Please leave your contact information if you want to participate in the lottery where the winner gets 100€ giftcard to Järven Kello ja Kulta Ky store. Winner will be randomly selected among the respondents who have left their contact information. We will notify the winner personally.

Name

Lyhyt vastausteksti

Email address

Lyhyt vastausteksti

Phone number

Lyhyt vastausteksti
