



IMPROVING CUSTOMER SATIS- FACTION AT OY POPPAMIES

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ABSTRACT

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This customer satisfaction survey was done for the Oy Poppamies. The main goal was to find out how satisfied the customers are and which functions of the company operations are working well and which need improvement. In the survey there were five researched topics: background of the respondents, familiarity of the company, online store, retailers' services and product selection and the products of the company. The research included extensively all the main operation functions. Objective of the research was to gather constructive feedback about the company's operations.

Information about the customer satisfaction was gathered by conducting a customer satisfaction survey which was linked to the company's online store and Facebook fan page. Research was quantitative and no specific sampling method was used. Survey was posted to the online store and Facebook but due to the social media the link might have been shared so anyone who uses internet had a chance to fill in the survey. Data collection period was 14 days during which 1091 responds were gathered.

Goal of the research was met as the responds offered a commendable variety of responds about what functions are working well and also few areas that need improvement. Company wanted to receive constructive feedback that would help to improve the operations and thereby improve the customer satisfaction. Results from the survey were mainly positive. Company is seen trustworthy and the products are good quality. The fact that Poppamies also represents competitors' products has made it the first place to purchase products as all wanted products can be easily purchased from one place. Few improvement areas were also found. Respondents would like to have wider product selection especially the retailers' selections need improvement.

The results suggest that the most important improvement areas are the online store and retailers' product selections. Online store needs to be updated and many respondents hoped to have more information about the products. The company needs to familiarize the online store also to the customers who purchase products from the retailers. These customers need to be informed that the online store offers a wider range of products and more information. Another area where improvement is needed is the product selection of the retailers'. Selections are seen to be too narrow and inconsistent. Company should help retailers to order wider range of products and keep the selections consistent compared to other retailers.

Key words: improving customer satisfaction, online store, quantitative research

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1 INTRODUCTION

1.1 Background

Main goal for this research is to find ways to improve the customer satisfaction of Oy Poppamies. This is done by studying what sections of the operations are working well and which need some improvement. This research is not only trying to find out what part of the operations are working well, but also what are the things clients think are important for their customer satisfaction. Clients often appreciate different things than the service provider so it is vital to study the customers when overall improvements of the company operations are done. Even if the product selection, delivery or another thing that company thinks is important works well it does not automatically mean that the customers are satisfied with the overall service. This research needs to find out what these improvement areas are. Customer relationship management (CRM) is the key to profitable company operation in customer driven market. For this project studied areas are: familiarity of the company, the online store, product selections of retailers', product portfolio and Poppamies versus products and services offered by competitors. Company operates in customer driven market so it is vital to study what the customers want and meet the needs better than the competitors.

Poppamies is a company that is specialised in chilli products. They offer many different kinds of products for food preparation e.g. chilli sauces and seasonings. Company does not only sell chilli products. The main idea is not only to provide quality chilli products but also to provide many different products for better cooking. One goal for this research is to find out what kind of image the brand Poppamies has. Company wants to know if the consumers are interested only of the chilli products or do they consider Poppamies to be place to find other products as addition to their kitchens. One of the strengths of the company is that they also represent their competitors' products. Another goal for the research is to study how the consumers see Poppamies in comparison to the competitors. Also company wants to know if the offered competitors' products are seen to bring added value to the customers.

Poppamies has been founded in year 2008 as secondary occupation. Company has grown during the past 5 years and want to keep growing in the future, too. Company

started its operations from zero but in a short time period it gained lot of popularity and interest from the consumers. First fiscal year the revenue was 180 000 €. At that point the company had no full time employees. At year 2009 company got its first full time employee. It also merged together with another online store from the same area of expertise. Same year the revenue increased to 420 000 €. Company also formed first distribution agreements with retailers. After that the second full time employee started at the company. Revenue kept growing from 720 000 € to 1 200 000 €. At the end of the year 2013 the revenue expectation is 3 000 000 €. At April 2013 Poppamies has 8 full time employees and some part time employees for busy seasons. Company also employ 3 salespersons.

After year 2013 the growth expectation is approximately 25–30 %. With this research the company wants to find out new ways to meet the revenue expectation. Company wishes to gain growth by intensifying the sales on the company's strong areas based on the customer feedback. Company also is planning to develop some new products to those product categories where the customers wish addition. Wants and needs of the consumers are taken in to consideration in the product development.

Even though the company is successful at the moment, it is important to understand that succeeding also in the future requires hard work and willingness to adapt to the needs of the markets. Although current success does not guarantee future success, it helps the company to do the needed adjustments and improvements to its operations. Understanding the markets and knowing what the clients want helps the company to form a coherent strategy which helps company to act cost-effectively, make the operation easier to manage and to be successful also in the long-run.

1.2 Thesis Objective

Poppamies wants to find out how satisfied their customers are with the existing services and how could they improve their customers satisfaction. Goal is to find ways to improve customer satisfaction cost effectively in order to increase the profit and the market share. As the result for this research there should be some ideas for the company on how to improve the operations and customer satisfaction. Some ideas may be implemented in short term and some are for the long term.

Poppamies wants to find out how they could improve the online store so it would be easier and more pleasant for the customers to use. Finding out what products customers use and want more, helps company to make wise decision in the future about how to modify the product portfolio. Finding out what products customers purchase from the retailers and what products would they like to find from the stores helps the company to motivate the merchants to order wider range of products. If the products that the consumers want are easily accessible close to them it will most likely increase the quantity of products sold. Aim is that improving all these areas of operation leads to more sustainable customer relations and growth of the market share.

1.3 Research Methods

Focus of the research is the end users of the goods and services of Poppamies. Company also sells products through retailers, but that group of stakeholders are not examined in this project. Research is quantitative as the question form is posted in the internet where anyone who visits the online store of Poppamies or use Facebook is able to fill in the questionnaire. Research is conducted by posting the link of the survey to the front page of the online store and in the fan group of Poppamies on Facebook. Goal is to reach the customers who are already using the products in order to get valuable data of the current operations and products of Poppamies. Online store and Facebook were chosen as those are considered to be the most efficient way to reach as many customers as possible.

1.3.1 Online Store

The survey is linked to the online store because that is one of the most effective ways to contact the current customers of Poppamies. Customers who go to the online store have most likely already tried the products and are familiar with the products and services of Poppamies. Ones who have not yet tried the products have probably some insight of the company as they have already found the online store. These customers are the key to find out what things the company should improve and what functions are working well.

1.3.2 Facebook

The Facebook group of Poppamies has 6919 likes (Facebook. Fan group of Poppamies. 2013). As the products are sold also elsewhere than in the online store, Facebook is one of the most efficient ways to reach these customers. Facebook is good channel to find the people who are interested of the products and services of the company but probably not all of them are active clients who visit the online store often or at all. Some of these consumers have never even visited the online store as they purchase their products from retailers. These consumers are the key to find out where else customers purchase products. When it is examined what product consumers buy from the retailers and what would they like to have more, it is easier to justify to the merchants what products they should order more and why.

One disadvantage with Facebook can be that the results are not considered reliable. However, in this research this should not be the case as the members in Facebook are consumers who are interested in the company operations as the decisions company makes affect them, too. For the outcome of this survey it is important to find consumers who purchase their products from somewhere else than from the online store and Facebook is the most efficient channel to reach these consumers. Assumption is that these results are as reliable as the ones gathered from the online store.

2 THEORETICAL FRAMEWORK

2.1 Case Introduction

Poppamies is fairly young company which provides ingredients and products for cooking. Company is especially known for the chilli products. Products can be ordered from the online store or purchased from the retailers. Clients can collect their online orders also directly from the warehouse which is located in Tampere. Around the year the products are also featured in many different events e.g. fairs and festivals. Events are chosen based on the clientele profile. Company tries to be featured in many different events where there could be some potential future customers. Bringing the products close to the consumers is vital for the company as it is seen often only to provide only chilli products. When the consumers are given chance to try the different products they can find out also the other features of the products.

From the company's online store clients can find products e.g. chilli sauces, curries, barbeque sauces, spices, ketchups, candies, marinades, nuts, salad dressings, chips and whole lot more. The products selections between the supermarkets differ as the merchants decide what they want to sell. All the products can be found from the online store.

Poppamies supplies products to approximately 350 stores and through wholesalers to many others. The brand Poppamies has several dozens of its own products and is continuously developing more. In the development process the company values the feedback and suggestions received from the consumers. Products of Poppamies are located to premium products segment and the objective is to be the number one provider in this segment. Poppamies also represent several foreign brands e.g. Blair and Hot Headz.

This is the first customer satisfaction survey done for the Poppamies. For that reason there is no previous information to compare the results of this survey. In the past the understanding of the customers' opinions has been based on the information gathered through online store orders e.g. age, sex and postal code. And also on educated guess and discussions found from online forums. Some customers have told their opinions and wishes via Facebook. Out of this customer satisfaction survey the company hopes to get

honest feedback about its operations, products and brand. Company is ready and willing to develop and improve its operations and products based on the information gathered through this survey.

Company is fairly young as it has been founded in 2008. This is a good time to conduct a customer satisfaction survey, as the company already has wide range of clients whom to ask how to improve their consumer experience and satisfaction with the company and its products.

2.2 Customer Satisfaction

Nigel Hill and Jim Alexander in their book “The Handbook of customer satisfaction and loyalty measurement” (2006, 2) point out “Customer satisfaction is in the customer’s mind and may or may not conform with the reality of the situation”. From this can be reasoned that company needs to study their customers in order to achieve better understanding of customers’ needs. No singular customer can tell what needs to be done in order to increase the overall customer satisfaction. Nor can these things be deduced from a customer satisfaction survey conducted by another company even if the company operates in the same market. Company needs to study their own clientele so they can find out what kind of actions will have positive effect on their business.

Customers evaluate goods and services by how they met the set requirements and expectations. Image that company gives of the products has strong influence on what the customers’ expectations are. Company needs to consider carefully what kind of image they want their product to have. With luxury goods the clients expectations are higher and harder to fulfil, where as the cheaper product has lower expectation. Giving a wrong impression of the products can lead to loosing the customer. If company does not explain to the consumer that the product is good quality and hence the price is higher, consumer might not purchase the product at all. But then the quality needs to meet the set expectations or the client can lose trust towards the company and decide not to use their products in the future. If the price is too low, consumer can assume the product to be lower quality compared to competitors’ products. (Hill N. Alexander J. 2006. 2)

Company needs to create a brand that is interesting and desirable for the client. Brand needs to be coherent and striking. The brand of Poppamies should be that the company's products are high quality and useful for every household. One goal of this research is to find if the company's image is what is expected.

It is known that maintaining old customer relations is cheaper than creating new ones but it is essential to understand that old customer relation have great influence on creating new ones. Pleased customers improve company image as the unsatisfied customers damage it. Customers that are satisfied with the products are likely to tell their friends about it but even more often unsatisfied customers share their experiences in their social networks. Customer created marketing can be considered to be free as it is result of having a working company operations and quality products. It seems that the companies are usually more interested in gaining new customers than keeping the old ones. Some companies probably do not even know how many clients they have lost and why and how much profit was lost because of this customer decay. Only small part of the unsatisfied consumers communicates their concerns to the company and usually they just vanish and switch to the competitors' products and services. Only way to prevent this from happening is to actively research the customers and make sure the customers know that the company is interested on their needs which may lower the barrier for the consumer to express their concerns to the company. In this research one goal is to make sure the clients know that the company is interested to hear if consumers have some problems or improvement ideas. (Hill N. Alexander J. 2006. 1, 5)

2.3 Customer Value and Value-Profit Chain

Customer value is based partly on the offered product and on the evaluation process which is based on the consumer's own expectations. Customers form expectations largely based on the image company gives which is the brand. Also previous experiences with the company and its competitors have impact on the customer's expectations. Value does not form to a client in the purchasing process but when the client uses the product. Value received by the customer can be enhanced by offering customers supporting services or reduced price. (Storbacka K. Blomqvist R. Dahl J. Haeger T. 15, 35–36)

In their online store Poppamies has few services that add value for the customer. There is a program where customers can define what traits (hotness, sweetness, texture etc.) the product should have and the program finds the products that best meet the requirements. This service can help new customers find the products they would like as well as the existing customers can find some new products that they have not yet used but would suit for their taste. From the online store the customers can also find the list of the retailers sorted by the city so they can easily find out what is the closest place to purchase products of Poppamies. When ordering products from the online store all orders over 60 € are delivered free of charge. From the online store customers can find over 130 recipes for e.g. dips and salsas, BBQ and grill, fish foods, chicken foods, vegetarian foods and meat foods. These recipes offer the consumers information on how to use the products.

3 SURVEY DESIGN AND IMPLEMENTATION

3.1 Survey Design

Idea was to make a survey that is easy to use so many consumers would decide to fill it and would finish it ones they started. Situations where the consumer terminated the answering process for the result of the survey being too long or hard to fill in was tried to avoid. Also questions were formed so that the respondent would found suitable answer easily and would have a chance to specify their answers if exactly right option was not offered. Survey was divided to 7 phases all covering one of the following topics: introduction of the survey and background questions, company familiarity, online store, retailers' services and product selection, products, ending page with the possibility to fill in the contact information for the raffle and lastly the page to confirm the answers and sending the filled form. In the phases 2 to 5 there is open ended question where respondents could specify their answers and write other thoughts that might have risen regarding the topic at hand.

3.1.1 E-form Program

For the survey E-form program was used. This program can be found from the TAMK's intranet. This program was used because it is familiar and had worked well in the previous similar project done by the researcher. With E- form the survey is easy to make as it is well organized and logical to use. Survey is easy to distribute as the questionnaire can be linked directly to the online store and Facebook page. Data collection is easy to follow directly from the E-form program.

3.1.2 Question Design

Survey contains mostly multiple choice questions as those are easy and fast for the respondents to fill. There were some open ended questions where respondents could write their thoughts and improvement ideas of the researched topic or just clarify an answer they had given in previous multiple choice questions. These open questions were free

choice so the respondent would be able to carry on with the survey easily in case the respondent did not have anything to add or did not need to clarify any answer. Open ended questions were located in the pages 2–5 so the respondent would have possibility to write down their ideas when the topic was current and did not have to wait until the end of the whole survey. That way respondent would not forget to write their ideas as the survey went on. Also the idea was to offer respondent the possibility to clarify their answer if the exact option was not offered. If the right option is not offered in the multiple choice question it can lead to frustration and to termination of the whole answering process.

Survey included 34 questions. Of these 34 questions 5 were about the background of the respondents. Most of the questions were multiple choice questions so even the survey had many questions it took only 10–15 minutes to fill in. Out of the 29 actual survey questions 8 were open ended and free choice, 21 questions were mandatory. One challenge was to keep the amount of the questions limited to a suitable quantity and to form the question so that all the needed data was collected without the survey being too long and time consuming. Planned amount of the questions was a bit lower in the beginning of the project as it was planned to be 10–15 but it was exceeded in order to cover all the wanted research areas. This was compensated by making the question easy and fast to fill so the overall time of filling the survey would not exceed 15 minutes.

3.2 Implementation

Questionnaire was linked to the company's Facebook page and the online store. To Facebook the link to the survey was posted two times. Link was posted at the first day of the data collection period 8th of April and second time was 15th of April. In the online store the link was in the beginning of the front page where everyone who visited the online store during the data collection period could see it.

Among all the respondents the company decided to raffle one gift card of 100€ to the online store in order to motivate the customers to fill in the questionnaire. Soon after the survey was published the goal of 200–500 answers was met, so the company decided to raffle another 100 € gift card if 1000 customers answered the survey. Overall amount of responses was 1091pcs so two gift cards were raffled.

3.2.1 Data Collection

Data collection period was 14 days, from 8th of April to 21th of April. During these 14 days 1091 answers were gathered. In the beginning of the project it was expected that the amount of the responses would be 200–500. The target was met already during the first 24 hours of the survey (435 answers). Quality of the responses was also positive. Especially to the open ended questions which were optional. Expectations of the amount of answers to these questions were relatively low. The fact that the respondents were willing to answer the open ended questions with so much effort shows that this survey was needed as the client really want to contribute to improving the company's operations. The amount of answers that seemed to be given solely in order to win the prize was positively low.

Link to the survey was posted to Facebook twice during the data collection period. Link was posted the second time because the data collection started to slow down in the end of the first week. In the second posting company announced that if over 1000 responses would be gathered the company would raffle another gift card of 100 €. Before the second posting only approximately 20 answers were gathered per day. Second posting of the survey link lead to over 200 more answers during the following 24 hours. Even the data collection slowed down in the end of the first week the goal of 200–500 answers was already met. Inspired by the vast amount of respondents the company decided to raffle another 100 € gift card if the line of 1000 answers were exceeded. In the middle of the second week of data collection this target was met.

3.2.2 Sampling Method

Due to the fact that the survey was conducted using only electronic survey, the data collection excluded all the customers who do not use internet. Also customers who do use internet but do not belong to Poppamies fan group in Facebook or do not use the online store are less likely to know that Poppamies has conducted a customer satisfaction survey. Also the customers who do use the online store but have not visited it during the data collecting period are excluded from the possible respondents.

4 SURVEY RESULTS

4.1 Background Questions

With these questions the company wanted to know who their customers are, where they live, how often they purchase the products and how much money they approximately use during one purchase. This helps the company to decide e.g. where company should sell their products, how to market the products and services and what would be the cost of losing some existing clients.

4.1.1 Gender and Age

Majority of the respondents were male (864) and 227 were female (figure 1). From the figure 2 it can be seen that almost half (49 %) of the respondents fall in to an age group of 26–35. Clear minority were respondents that are under 18 or over 50, each of these age groups represent only 2 % (24) of the respondents. These results are consistent with the previous expectations.

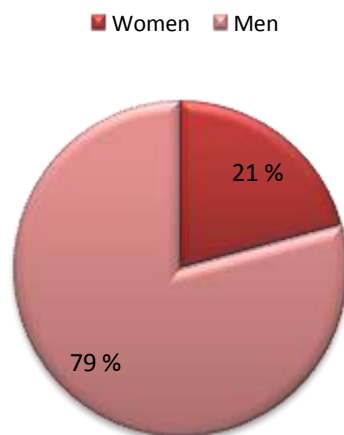


FIGURE 1. Sex of the respondents

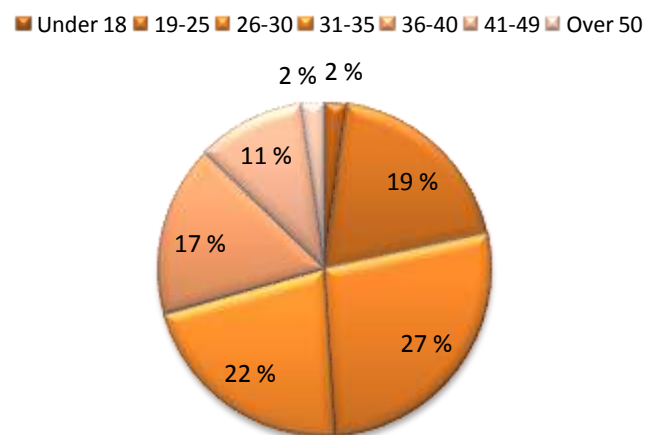


FIGURE 2. Age distribution of the respondents

4.1.2 Region

From the figure 3 it can be seen that the customers of Poppamies are located around the country. This is probably due to the online store which does not exclude any part of the country. Also products can be purchased from retailers in many towns around Finland. One of the respondents was from Tallinn, this one was excluded from the graph as it represents only 0,09 % of the respondents. Newer the less this gives some indication to the fact that company should consider expanding to abroad at least to the neighbouring countries. At the moment the products can be purchased and delivered only inside Finland.

■ No answer ■ Pirkanmaa Region ■ Helsinki Metropolitan Area ■ Rest of Finland

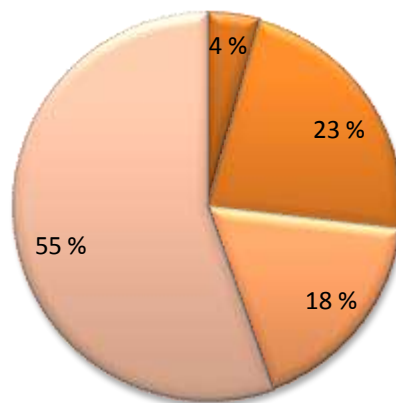


FIGURE 3. Living regions of the respondents

4.1.3 Value of the Customer

Respondents were asked how often they purchase the products during 6 months and approximately how much money they use at one time. As it shows in table 1, 49 respondents have not purchased products at all. Some respondents probably understood the question to be about the last 6 months as 37 of those 49 replied in the later part of the survey that they have purchased products 1–6 times. 7 of the respondents who have not purchased products have still tried the products somewhere. Only 5 of the 49 have not purchased nor tried the products.

Most of the respondents (602) purchase the products 1–2 times and use 5 to 150 € at one time. In average they use 36 € at one purchase. In a 6 months, one respondents use approximately 54 €. Second biggest group was respondents who purchase products 3–5 times during 6 months. They use the same 5 to 150 € at one purchase but the average is 24 €. During 6 months these respondents use approximately 96 € on the products. 79 respondents told that they purchase products 5–9 times during 6 months. They use 3 to 80 € at one purchase with mean of 18 €. In a 6 month period these respondents use approximately 126 €. 56 respondents told that they purchase the products more than 10 times in 6 months. They use 5 to 50 € at one purchase with average of 19 €. During the researched time period they use approximately 190 €. Respondents who purchase the products more than 5 times in 6 months, usually purchase the products from the retailers and buy smaller quantities than those who usually order products from the online store. Respondents which purchase the products more often also spend more money to the products in 6 months. From this it can be deduced that the retailers' services are vital to the company. For that reason it would be important to expand the amount of retailers and make sure the customers can find their favourite products from the retailers.

TABLE 1. Amount of money used and frequency of purchases

1–2 times	3–5 times	5–9 times	More than 10 times
602	305	79	56
Min: 5 €	Min: 5 €	Min: 3 €	Min: 5 €
Max: 150 €	Max: 150 €	Max: 80 €	Max: 50 €
Mean: 36 €	Mean: 24 €	Mean: 18 €	Mean: 19 €

4.2 Company Familiarity

With these questions the in this part the company wanted to know how the respondents had heard about the company. Also have they seen advertisement of the company and if they have, where. Respondents were asked to evaluate whether their first impression about the company had changed, how do given claims describe the company and how important the given factors are for the respondent's customer satisfaction. Based on the results the company gets information about where they should advertise and does the current marketing give the company image they are targeting for.

4.2.1 Marketing of the Company

Out of the 1091 respondents 618 told that they have seen an advertisement of Poppamies. 548 of them specified where they have seen advertisement. As the question was open ended and the respondents had a chance to write the answer themselves the style of the answers differed a lot. For example some respondents specified where in the internet they have seen adverts as some just wrote down internet. For this reason in the figure 4 internet is clear majority as it includes all internet marketing e.g. Facebook, web page banners, online store, twitter, YouTube etc. The respondents had opportunity to write down all the places where have they seen advertisement so the amount of responds is more than 548. The fact that big part of the respondents (402) has seen the adverts in internet is not surprising as the survey was conducted online. The fact that internet marketing has reached the customers that well is good news for the company as these kinds of marketing portals are easy and convenient to use and clearly reaches a wide range of customers.

As seen in the figure 4 40 respondents told they have seen or heard TV or radio marketing. The company has had TV commercial few years ago and it can still be found for example from YouTube. Also they have few appearances in TV as well as in radio e.g. Radio Rock. Products have been featured also in some TV shows e.g. Neljän tähden illallinen. Especially those TV and radio appearances where the products are used are important as the consumers get clear idea how to use the products and can hear the people giving their own opinion on the products. It is good that the products get also different kind of visibility than the normal TV, radio or magazine advertisement.

Over 100 respondents have seen adverts in stores (figure 4). This can mean both outside and inside the store. For the sales it is important to be well located in the store and at the moment products can be found easily as they often are in or near the main aisles.

Poppamies is well presented also in the events e.g. fairs and festivals. 104 respondents have seen the adverts in events (figure 4). Many respondents have seen adverts in summer festivals. In summer festivals the company has a food point where they sell hamburgers and other fast foods. Also sometimes there is possibility to purchase the products e.g. snacks and chilli and barbeque sauces from these food points. In fairs and exhibitions Poppamies has selling point where they sell many goods especially seasonal

products. In these events the consumers have usually possibility to try some products which has been a successful marketing strategy. One event where many respondents had seen adverts is the Chilifest. This is a festival in Tampere where different firms that are specialised on chilli products, growing chillies and chilli foods etc. have their selling points.

Other places where respondents have seen the advertisements of the company are magazines, restaurants, public transport, fan products (e.g. t-shirts), on the streets, different sports halls and a movie theatre.

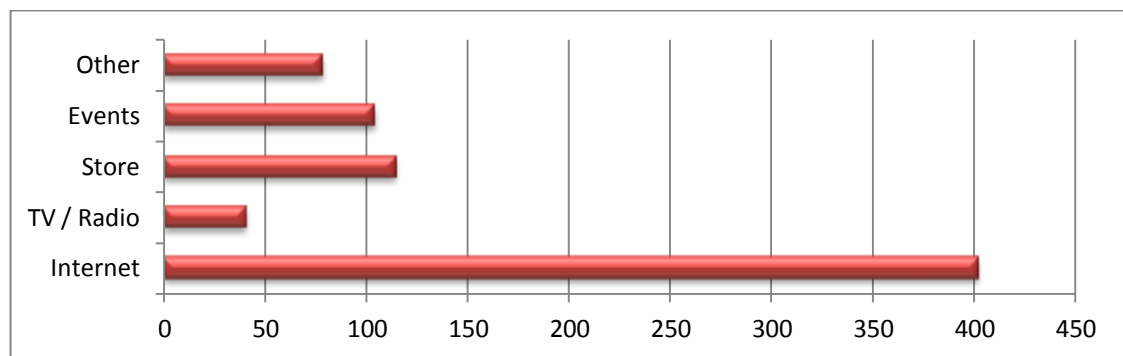


FIGURE 4. Where have respondents seen advertises

4.2.2 Brand Image

With this question company wanted to know what kind of image brand Poppamies has. Respondents were given nine (9) different claims. Respondents evaluated how well each claim describes the brand. Options were: completely agree, agree, disagree, and completely disagree. Answering these questions was optional so the total amount of responses in each question do not always add up to 1091pcs. Feedback about the brand image was mostly positive.

From the figure 5 it can be seen that respondents consider that the company's customer service is good. Less than 1 % disagrees with the claim that customer service is good and none of the respondents completely disagree. Brand is also seen to be interesting and youthful. In both of these categories only 1 respondent completely disagree. The majority (1019) of respondents agree that the price-quality ratio is good and only 68 consider it to be poor.

Factors to improve are to strengthen the image that the products are suitable also to others than only for chilli enthusiastic. 39 of the respondents completely agree with the claim that the products are only for chilli enthusiastic and even 315 agree (figure 5). In the claim that the brand offers something for everyone the results were better. 962 respondents agree or completely agree with this claim. Most of the respondents say that the brand is not ordinary or same as competitors. There are 136 respondents who consider brand to be ordinary and 144 say that it is same as competitors so some improvement in differentiating the brand from the competitors is needed.

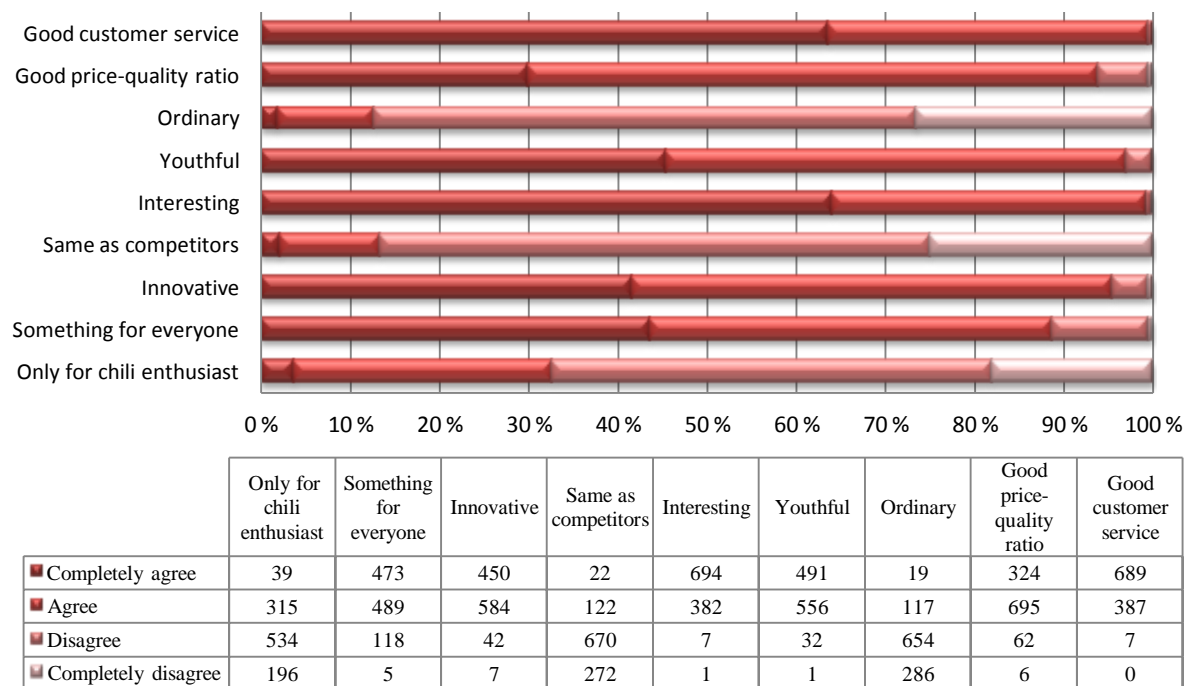


FIGURE 5. Brand image

Respondents were asked if their image of the brand has changed between the first time they heard about the company and the current moment. These answers help the company to improve the marketing so that it would better describe the truth and give right image to the brand. 1072 respondents told that their opinion of the company has not changed. If the image had changed it was mostly for the better. Respondents were given opportunity to describe how the image about the company has changed and what the image is now. 140 respondents gave their opinion on how the image has changed and what it is now.

Few respondents noted that their opinion of the company was at first amateurish but has changed to more professional. Amateurish first impression can be due to the company's

way to communicate with the customers which is chatty and less business like but this was seen widely as a positive thing. Communication and customer service was seen widely as good or really good especially customer service was widely praised. Respondents told that they feel their ideas are heard and question are answered fast and professionally. One thing that has made the operations to seem more professional is the increased visibility of the products. Advertisements and products can be seen in TV, radio, super markets, events, social media and many others.

Respondents were also surprised to see that Poppamies is a lot bigger than respondents expected. Many told that at first they thought the company is only amateurish online store or small shelf corner in some store. Many of the respondents praise the extensive product selection and unexpectedly frequent product development. Products are seen more versatile than previously, recipes that can be found from online store have helped customers to see the full potential of the products.

Prices were seen to be lower than first expected, this added to the fact that respondents thought products are really good and consistent quality is positive news for the company. Respondents see that Poppamies knows well the products that are sold and customers can trust the company's recommendations. Some respondents do trust that all the products of Poppamies or the brands they represent are good quality. Gaining the trust of the consumers is important for the company so the fact that so many respondents trust the company's products and recommendations is extremely positive. For many of the respondents Poppamies has formed to be the first place to look for new products for cooking. Many are more comfortable to buy new product of Poppamies than trying something new from the competitors. Respondents feel that they can trust the products and information the company offers. They feel they can also trust the recommendations the company gives about other than its own products. Also the product descriptions are seen trustworthy and accurate. Based in the descriptions the customer can easily form coherent idea about the flavor and intensity of the product.

Many of the respondents were pleased with the customer service of the company. They feel that their questions are answered quickly and with effort. Customer service in the events is praised, too. Respondents feel that workers want to tell about the products and also have sufficient knowledge. The fact that the customer service is stayed as good as

in the beginning even if the company has grown gives customers image that the company really is interested in the ideas and needs of the clients.

Other factors that have changed the customers' conception are: some respondents find that products with reduced prices have helped them to find more products that fit their needs as lower prices has lowered the barrier for them to try new products. For some respondents the image that Poppamies is only online store has changed. Many respondents now also purchase the products from the retailers, too.

Many respondents note that they thought first that Poppamies only sells chili products and that they were pleasantly surprised to see that Poppamies is more than that. This is something the company should really emphasize on. At the moment the company is famous among the chili enthusiastic and they trust the company's products. For that reason this customer segment is strong and do not need as much attention from the company. These consumers already know to find more information from the online store and they follow the development of the product selection more actively. It would be good idea to emphasize in the marketing more the fact that the product selection contains many products also for cooking in general. Even if the chili products are the main focus and specialty, company also offers other kinds of products. As respondents noted all the products are trustworthy and good qualities. This needs to be communicated to general public so that they will find the company even if they are not interested in chili products but only in good quality food items and delicious food.

There were only few negative feedbacks. Although it is good news for the company that they have grown their market share it was seen negative thing by few of the respondents as it makes it harder to find other brands than those which Poppamies offers. Few respondents felt that the product selection has decreased but by this they probably mean that some of their favorite items have been cancelled as majority of the respondents felt that product portfolio has grown, which it has. Small supply of really strong chili products was seen to be due to the fact that those kinds of products are too long lasting compared to the price.

4.2.3 Customer Satisfaction Factors

With this question company wanted to know which factors affect to the respondents' customer satisfaction the most. For the company it can be difficult to determine the most important improvement areas if they do not know which factors affect the customers experience the most. In this question respondents evaluated how strong impact given factors have on their customer satisfaction. Respondents were given ten (10) different factors. Respondents evaluated factors to be; very important, important, not really important and unimportant. Answering these questions was optional so the total amount of responses in each question do not always add up to 1091pcs.

From the figure 6 it can be seen that one factor that shared opinions the most is the different bonus systems. For 526 respondents different bonus systems are important or very important where as 558 do not see bonus systems to affect their customer satisfaction. The second least important factor was seen to be personal customer service and ancillary services to ease the product selection. 337 respondents do not think ancillary services improve their customer satisfaction and 388 respondents do not value personal service. But still the majority of respondents consider these to have positive effect on their customer satisfaction.

Good price-quality ratio was seen to be important (figure 6). Especially good quality was ranked to have the biggest influence on customer satisfaction. 987 respondents think good quality is very important. Only three consider it is not that important and none of the respondents think it has no influence. For the company this is a good news as in the previous question it can be seen that the respondents evaluate the quality and price-quality ratio of the company to be good (figure 5)

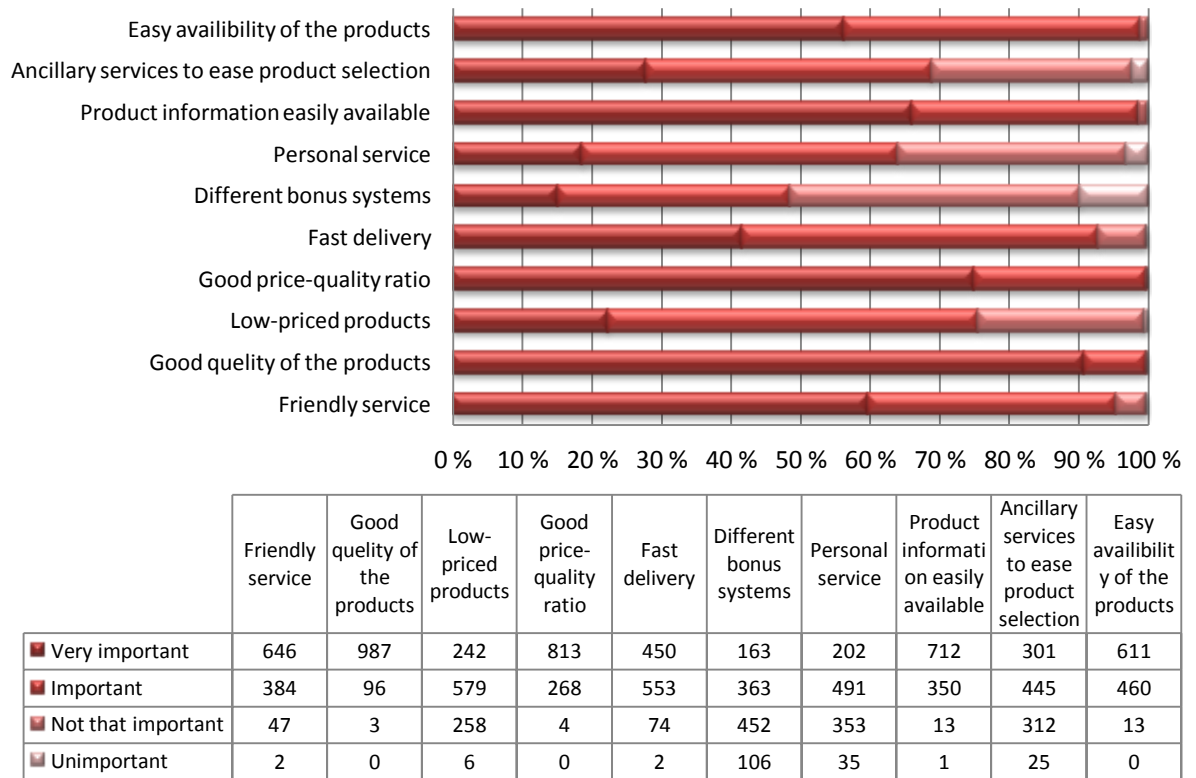


FIGURE 6. Customers’ satisfaction factors.

4.3 Online Store

When the company started its operations it only had the online store and the company wants to know if the clients still have online store as the primary place to purchase the products or have they traded the online store to the retailers’ services. With these questions the company wanted to know also how well their online store is working, are the clients happy with the ordering and delivery and is the information about the products easy to find. Poppamies sells also competitors’ brands in their online store. The goal for two of the questions in this section was to find out if the clients have ordered the competitors’ products from the online store and if they had which brands did they order most often. Last question was optional open ended question where respondents had a chance to tell their opinions about how could Poppamies improve the online store.

Out of the 1091 respondents 274 have never ordered products from the online store (figure 7). This is one fourth of all the respondents. Out of the respondents who have ordered the products 371 have ordered 1–2 times, 317 3–5 times and 127 more than 6 times. 756 respondents who have ordered products from the online store have used the

delivery service. 30 respondents have collected their orders directly from the warehouse and 31 have used both delivery options. At the moment the collecting time of the products from the warehouse is one hour at Wednesdays. Having a longer time period or more optional days might encourage more customers to collect their orders directly from the warehouse.

■ Not once ■ 1-2 times ■ 3-5 times ■ More than 6

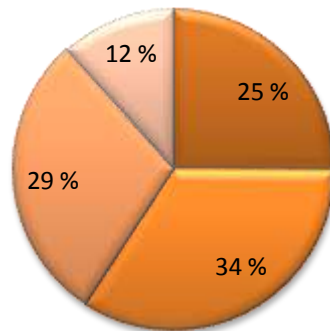


FIGURE 7. Ordering from the online store

4.3.1 Ordering and Delivery

Respondents were asked if they feel that ordering the products was easy. The majority of the respondents (821) felt that ordering the products was easy and only one respondent felt that ordering was difficult. 269 respondents have no opinion about the ordering of products. Based on these results it is reasonable to assume that the ordering process of the products needs no urgent improvement.

For the delivery speed 746 respondents answered it to be fast and 9 thought it was slow. 336 respondents had no opinion on the delivery speed. Based on these results it seems that the delivery speed is mainly satisfactory and the delivery apparently is in a normal level compared to the competitors' services.

4.3.2 Information and Product Categories

Respondents were asked how easy it was for them to find information about the products and if they feel that the product categories are clear. The majority of the respondents are pleased with the information availability on the online store (figure 8). Only 5 respondents thought that finding information is hard and 3 respondents thought it to be very hard. Even if the clear minority have not found information easily this is still one of the areas which to improve as easy access to information is crucial factor on customer satisfaction and forming purchase decision.

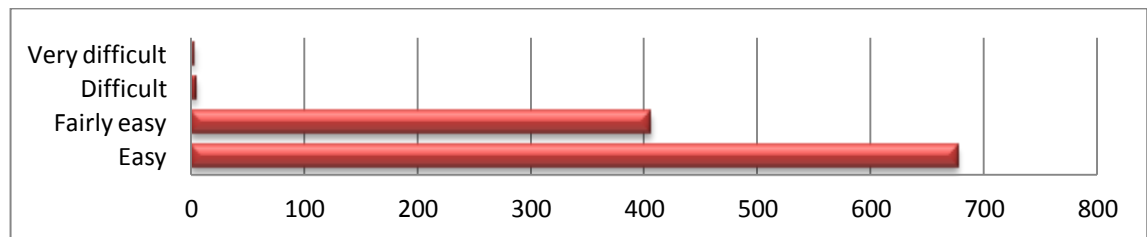


FIGURE 8. Finding information of the products

From the figure 9 it can be seen that 921 respondents consider product categories to be clear and 36 said categories are confusing. 134 respondents had no opinion on clarity of the product categories. In the last question where the respondents had a chance to share their improvement ideas for the online store there are suggestions on how to improve the products categories.

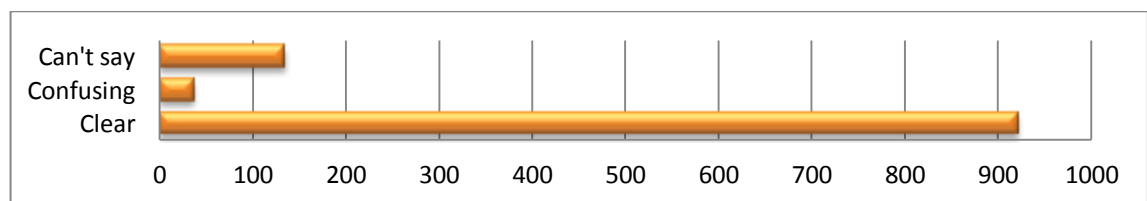


FIGURE 9. Clarity of the products categories

4.3.3 Brand Poppamies vs. Other Sold Brands

Respondents were asked what other brands they order from the online store. With this question the company wanted to know which brands are most popular among the clients. 495 respondents have ordered some competitors' brands from the online store. 596 have not and out of these 274 are the same that have never ordered anything from the

online store. Most popular brands were with clear majority Blair's (266) and Hot Headz (135). Other popular brands were Texas Pete (43), NoMu (31), Dave's gourmet (26), Fatalii (14) and CaJohn (13).

4.3.4 Improvement Ideas

270 respondents shared their opinions and improvement ideas for the online store. These answers are important for Poppamies as the online store has lost its meaning a bit as customers have changed to retailers' services. It would be important to get the customers find the online store as it offers all the products that Poppamies has in its portfolio unlike the retailers. This way if the client can not find the products they want from the retailers, they would decide to order those from online store instead of just not buying the products at all. Some of the offered development ideas already exist. This suggests that the layout of the online store needs improvements so that customers would find all the information available. In the following there are the most commonly named factors that need improvement. Usage of the online store was widely seen to be satisfying but some improvement ideas were gathered.

More information of the products was widely requested addition. Information about different chilli strains e.g. intensity, usage, growing at home and origin would be interesting for the customers. Healthy diets are currently a strong trend and than can be seen in some of the responds, too. Respondents requested better information on nutritional values, E numbers and salt content (which was also hoped to be reduced). Better information for comparing the hotness of the products was also required. It is difficult to determine how strong the product is as the chilli content does not always tell it as other ingredients of the product influence on that a lot. One suggestion was to get Scoville scale to all products. From the www.chilliworld.com (2000–2013) following information about Scoville scale can be found:

The Scoville scale is a measure of the 'hotness' of a chilli pepper or anything derived from chilli peppers, i.e. hot sauce. The scale is actually a measure of the concentration of the chemical compound capsaicin which is the active component that produces the heat sensation for humans.

The scale or test is named after Wilbur L. Scoville (1865-1942), who developed the Scoville Organoleptic Test in 1912 while working at the Parke Davis pharmaceutical company. As originally devised, a solution of the

pepper extract is diluted in sugar water until the 'heat' is no longer detectable to a panel of (usually five) tasters; the degree of dilution gives its measure on the Scoville scale. A sweet pepper, that contains no capsaicin at all, has a Scoville rating of zero (no heat detectable even undiluted); whereas the hottest chillies, such as habaneros have a rating of 300,000 or more, indicating that their extract has to be diluted 300,000-fold before the capsaicin present is undetectable. The greatest weakness of the Scoville Organoleptic Test is its imprecision, because it relies on human subjectivity.

Respondents would like to have straight link from the product introduction to the recipes that product is good for. Respondents told that videos of using the product for cooking would give them good ideas about how to use products. It should be emphasized that every product would have in the introduction a list of different things product can be used for and also hints from the other customer to what they have used the product. It is good that many products already have this information but respondents would like this information to be found about every product.

Respondents would like to have stronger differentiation between own products of Poppamies and competitors' products that Poppamies represents. At the moment customers can search products by brand name from the online store so they can choose to only look for products of Poppamies. Still some respondents would have stronger separation between the brands. Also more information about the represented brands was asked. Respondents would like to have direct link from the product's introduction to the manufacturer's own website. Also more information about the origin of the products and manufacturing methods was requested.

The layout of the online store was thought to be outdated and confusing. Respondents told that the categories are confusing and would need some improvement. Categories could be improved by decreasing the amount of categories e.g. ketchups and mustards in to one category and nuts, chips and candies to one "snacks" category etc. Also groceries should be differed from other products e.g. fan products and cooking books. Many respondents felt that the online store would need a facelift, respondents would like to visit online store that is modern, youthful and appealing.

At the moment products that are temporarily finished are taken out of the online store. Respondents would like these products to stay in the selection only with a note that certain product can not be delivered at the moment. This way customer does not have to

guess if the product is only temporarily out of the selection or if it is excluded from the selection completely. Respondents would also like to order the product even if they can not have it right away, product could be delivered when it is possible.

In the front page there should be clearly mentioned products that are new, going out of the selection or coming back. Also information about seasonal products that are on sale only for the season or are currently topical, for example barbeque products on summer, could be better featured in the online store.

For making the selection of products easier for the customers there is a program called “kastikekone” in the online store. To this program the customers can define few factors about the product and the program will find products that best fit for the criteria. At the moment factors are intensity, sweetness, sourness, fruitiness and texture. Respondents would like to have more factors in that function. One addition could be that customer could search products based on the chilli strain they want, salt content or even amount of garlic. Respondents would also like if they could search products based on the usage for example customers could write down: grilling, dipping sauce, salad dressing, fish foods etc.

Few respondents would like to have more payment options. One suggested payment option is Uphill mobile payment. With Uphill payment customers can pay their products with their mobile phones. This has been in use in e.g. vending machines and pizzerias. Upside of this option is that company receives payment fast and the product is paid right after the order is placed. Other requested payment options were Paypoll, online payment of S-bank and instalment.

At the moment the delivery options are post packet to home or to the postal office and collecting the order personally from the warehouse. Respondents would like to have more options. Suggested additions are Smart post and Matkahuolto. Smart post has many delivery pick up points around Finland. Pick up points are located to places that are easy to reach e.g. shopping malls. Customers can decide to which collecting point they want the order to be delivered and collecting the delivery takes only few seconds. Via Matkahuolto the order can be delivered to over 1100 pickup points for example to stores as Siwa and Valintatalo which are open every day of the week and usually from 7am to 11pm. Also Matkahuolto can deliver directly to the customer. Respondents

would like to have more information on how to follow the progress of the delivery. At the moment the online store orders can be collected from the warehouse only on Wednesdays between 16–17pm. Respondents would like to have possibility to collect their orders more often than one day of the week. At least the time period should be longer than one hour. Also some respondents hoped more payment options when collecting the orders from the warehouse. At the moment the orders need to be paid before the order is collected to the company's account but the respondents would like to have possibility to pay the orders with credit/debit card or cash at one time with collecting the order.

The recipes and usage tips for products are popular among the respondents. Many would like to have these more. One requested addition is to have full menus from appetizer to dessert. These could be conducted based e.g. on the chilli strains. This request confirms the results that respondent really trusts for the expertise and recommendations of the company. Also respondents would like to have opportunity to order all the products needed for certain receipt with only one click of the mouse. From the product there could be possibility to directly see the existing recipes. At the moment there is “mini recipes” button where the customers can find small tips for usage of the product. It could be changed so that behind this button there would be links to the recipes. Some respondents would like to have information to recipes about other products that could suit the recipe or replace the recommended products. Another requested addition is the possibility to search recipes based on the intensity and hotness of the products used.

Discounts and complimentary samples were also requested. Respondents would like to receive samples of other product within the order. These samples could be added if the order exceeds required money limit and the samples could be selected based on the customer's order. This would be effective way to get customers try new products and find new favourites. Complimentary products could also be fan products e.g. t-shirts. Also respondents suggested some discount or bonus system for next order. This could also be offered if the order exceeds required money limit. Respondents hoped less expensive delivery fees or omission of those. At the moment the delivery prices are same as the biggest competitor Chilikauppa.fi. It could be reasonable idea to compete with this factor a bit and offer slightly reduced delivery prices. Some respondents would like to order large quantities of the same product and have reduced price if they for example order the whole sales unit.

One respondent suggested that the company should have mobile phone application for using the online store. Currently a strong trend is to handle many daily tasks via mobile phone so having the mobile phone application could increase the sales. Also having easy access to the online store via mobile phone could motivate the customers to order the products also when they are not home at the computer.

Requested additions to the online store were also ready filled carts where there could be variation of products based e.g. on the hotness or price of the products. This also shows how much the respondents value the recommendations of the company. Respondents would like to have option to save their cart in order to easily order their favourite products with few clicks of the mouse also in the future. For customers who only want to purchase one product at time there could be “buy now” button to make it faster for them to order. This would save time and make it more convenient to use the online store so the customers would be more willing to order the products more often.

4.4 Retailers

Poppamies sells their products also through retailers in the supermarkets and convenience stores. Selling the products through retailers helps the company to increase the amount of products sold as the products get more visibility and might allure clients who are not already familiar with the brand Poppamies. Also it is handy for the already existing clients that they can buy the products from the supermarket when they do their every day shopping or just need the products fast and have no time to wait the order from the online store to arrive. Company wanted to also know how do respondents see the product selection of the retailers and what products would they like to have more. With the questions in this section the company also wanted to know if the respondents had bought the products from the retailers and if they had, where they purchased.

4.4.1 Retailers' Services

Respondents were asked how often they purchase the products from the retailers. Answers to this question about how often respondents purchase products from the retailers are a lot different compared to the results of previous question “how many times have

you ordered products from the online store?” As seen in the figure 10 only 116 respondents told that they have never purchased products from the retailers. The majority of respondents have purchased products more than 3 times (702 respondents) of which 402 more than 6 times. From the results it can be conducted that the customers are willing to purchase the products from the supermarkets, convenience stores and other retailers. For this reason the company should pay attention with getting their products to retailers more widely around the country as this way is apparently very efficient way to increase market share and get more visibility.

■ Not once ■ 1-2 times ■ 3-5 times ■ More than 6 times

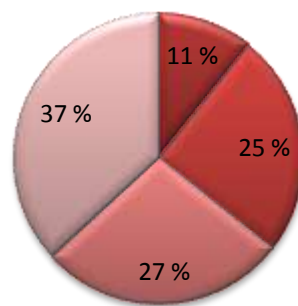


FIGURE 10. Purchasing products from the retailers

Results on where respondents purchase their products are not surprising. From the figure 11 it can be seen that 876 respondents told that they buy products from supermarkets. This result is compatible with the results on e.g. where the customers have seen the adverts and how have they found the products for the first time. From convenience stores 303 respondents purchase products and 266 have found products from speciality stores. Speciality stores mean stores that are specialised on some exact things for example “Punnitse ja säästä” which sells e.g. nuts, seeds and dried fruits. Main idea is that customers choose the exact amount of product they want and pay by the weight. Respondents were able to choose more than one option so the total of the answers is more than 1091 (1561).

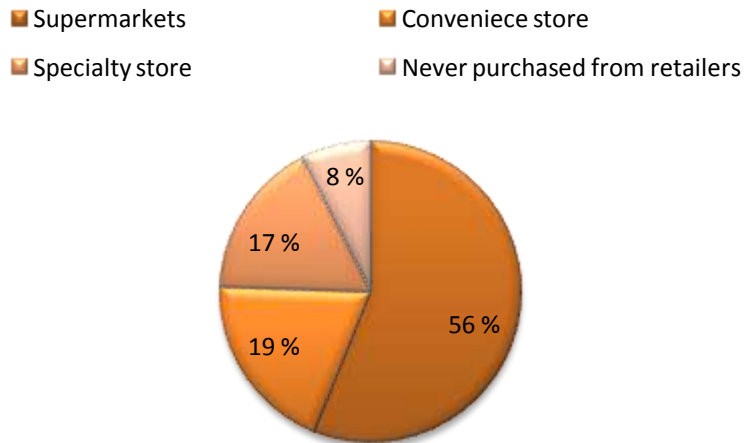


FIGURE 11. From which retailers the respondents purchase the products

4.4.2 Product Selection of the Retailers'

With this question company wanted to know how the product selection of the retailers' are. 452 respondents answered that the selection is not extensive enough, 439 respondents feel that they can find what they need from the retailers selection and 199 had no opinion considering the selection of the retailers, 116 of these are the same who had never purchased the products from the retailers.

Respondents were given an option to write what products they would like to get more to the retailers. 344 respondents answered to this question. There were wide variety of answers to this question, some were very specific defining which products respondents want more and to which retailer store, where as some answers were less accurate stating only which products would the respondents like to have more. Comparing the answers to the living region of the respondent it can be gathered in which stores the respondent would like to have the products more.

Almost all of the 344 respondents who replied to this question noted that the whole product selection of the retailers should be bigger. The product selection also varies a lot between different retailers. In the online store there is list of the retailers. In that list the company could add description about the stores products selection. Description

could be for example number from 1 to 5, number 1 being a narrow selection and 5 being comprehensive selection.

The fact that 452 respondents answered that the selection of the retailers is not extensive enough, where as 439 respondents feel that they can find what they need from the retailers selection indicated that the product selections of the retailers' needs improvement. Consumers should be encouraged to communicate their needs directly to the retailers as the merchants decide what products they want to sell. Also new products were considered to arrive to the stores slowly.

4.5 Products

With the question in this section the company wanted to know how the respondents see the overall product portfolio of Poppamies. Questions were about the price-quality ratio, how are the products in comparison with the competitors' products, what products respondents use and how and what kinds of products do they want more. The information gathered from these questions helps the company to decide which product categories would need supplementation and what kinds of products need to be developed.

4.5.1 Price-Quality Ratio

Form the figure 12 it can be seen that 99,3 % of the respondents told that they think products are high quality. Only 7 respondents thought that products quality is mediocre and none of the respondent thought products to be bad nor very bad quality.



FIGURE 12. Product quality

In the figure 13 it shows that most of the respondents (888) think that product prices are appropriate and 196 think prices are too expensive. Only 7 think products are cheap but that is not surprising as the main idea of the products is not to compete with the price but to offer the consumers high quality goods.



FIGURE 13. Product price

Results gathered on the product price question are consistent with the results on price-quality ratio. Most of the respondents (888) think that prices are appropriate. Only 7 think that products are cheap but that was expected as the product price is known to be slightly higher. The rest (196) consider the prices to be expensive, but this is not an issue as the product quality has been evaluated to be good or very good.

4.5.2 Most Popular Products and Usage

Company wanted to find out what are the most popular products. Especially with the strong chilli products this is difficult to determine based on the amount of products sold as the usage of the products vary a lot. Some consumers tolerate chilli more than another for that reason some products can be more lasting than others if it can not be used in as big quantities as others. Due to that some products might be more popular than it shows from the selling figures.

In the figure 14 it shows that the most popular products seem to be chilli sauces. 1005 respondents use these kinds of products and that is 92 % of all the respondents. More than 500 respondents use BBQ sauces, nuts and ships. Few hundred respondents use hot wings sauces, salsas, dips, sweets, mustards, ketchups and powder mixes. Less popular products were meal packages and canned products. At the moment the canned products selection is quite small but Poppamies has just released new canned “Habanero slices” and if the feedback is good company is going to launch whole line of different chillies.

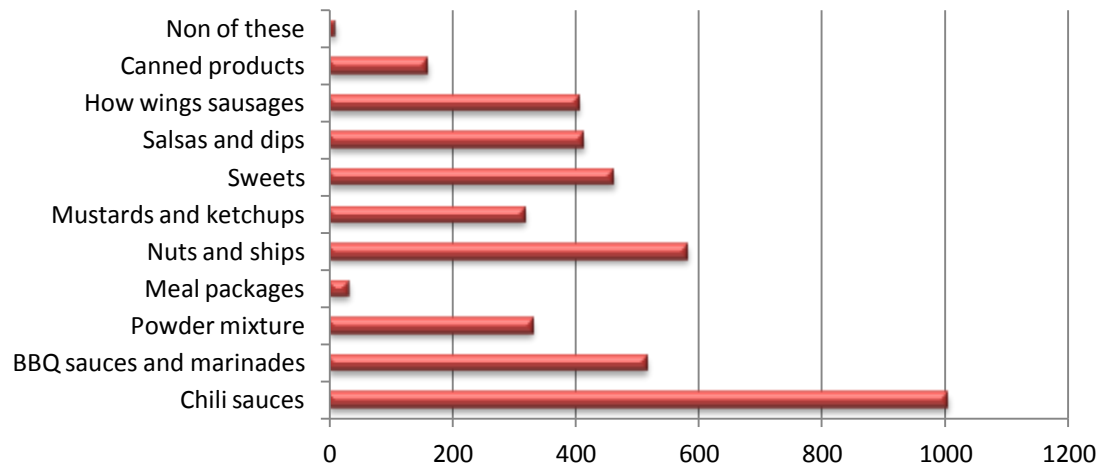


FIGURE 14. Which products respondents use

One of the questions was about the usage of the products. The company wanted to know how the customers use the products. This can help the company in the product development and innovation as they know how the favours should be conducted. The majority of respondents use the products both for cooking and seasoning cooked food (figure 15).

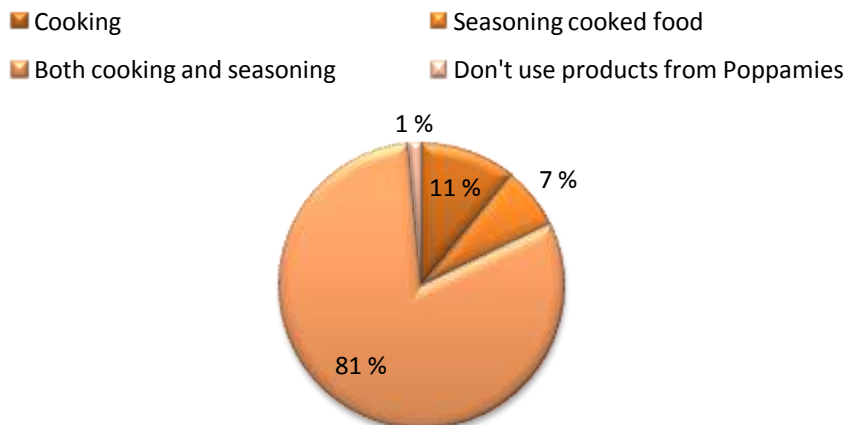


FIGURE 15. To what respondents use the products

Respondents were asked also what their own preference with the chilli products is. This question was asked in order to find out what kinds of product should be developed more. In this question the respondents were able to choose more than one option. As seen in the figure 16, most of the respondents prefer hot or extremely hot products. 269 respondents told that they like extremely hot products. This is consistent with the results

from the question “what kind of products would you like to have more?” many respondents noted that they would like to have more products that are very strong.

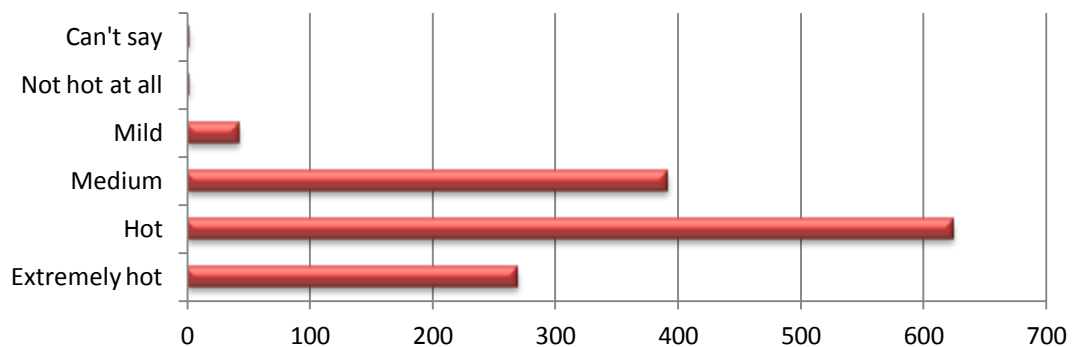


FIGURE 16. Respondents' chilli intensity preference

4.5.3 Poppamies vs. Competitors

Respondents were asked how the company compares to the competitors and clearly the most important factor that differ products of Poppamies from its competitors is the taste. This is of course good news as the whole business idea is to offer great quality products for making food preparation and seasoning. Some respondents feel that the products are too mild but mostly it was seen as good thing that the flavour is the main factor not the intensity of the chilli. Especially with the extra hot and hot products the respondents thought that Poppamies focuses more on the favour too as the competitors' products are strong but do not taste as good. The favours of the products are seen to be more suitable for cooking. Respondents also say that the taste of the products is fresher and less industrial.

Second most commonly praised factor is the price-quality ratio. Some respondents even describe it to be superior. Even if the products from Poppamies are seen to be a bit more expensive compared to competitors the price-quality ratio is also considered to be better. The majority of the respondents seem to have understood that the idea is to offer better quality and that is a bit more expensive. Respondents are also willing to pay a bit more for domestic company.

Company's product portfolio is seen wider than with the competitors. Some respondents say that selection is narrower but have these respondents found the online store or are

they just seen the selections of the retailers. Respondents were also pleased with the rapid product development. Availability of the products is better compared to most of the competitors.

One factor that distinguishes Poppamies from its competitors is the fact that they offer their customers better information about the usage of the products. Some respondents have noticed that the company has paid attention on bringing added value to the customers by creating many recipes and other useful hints for the clients. The fact that company shows expertise in also food preparation shows the customers that Poppamies knows the products sold and are willing to help consumers to explore the full potential of the products.

Respondents find Poppamies to be trustworthy. For example the fact that the company is domestic brings more value for the brand. Being Finnish gives the company more credibility. Even if some of the products are manufactured outside of Finland the company is seen domestic but some respondents hope that the company would bring more domestic products to the markets. For some of the respondents the online store has formed to be the first place to find new products as they can trust the quality of the products sold. Information of the products is easily accessible and reliable. As Poppamies also represents competitors' products the respondents would like the company to offer more information about the other sold brands, too. One factor that makes the company seem more trustworthy for the customers is the own identity. Customers have noticed that even the company has grown it has not lost the unique identity and it is still just as interested to fulfil the customers' needs as ever. Again showing a deep knowledge of the products and willingness to help the consumers get the full benefits of the products are the assets that distinguish Poppamies from the competitors. Just having a consistent design for the packages and having personal names for the products makes the brand seem more desirable and strengthen the own identity.

Compared to the competitors the accessibility of the products is better. Respondents have noticed that the accessibility has been improving in the past. One respondent noted that this is not all good news as it reduces the accessibility of the others brands in the retailers, but for the company that is positive thing. Competitors' products can be ordered from the online store so decrease in the competitors' products offered by retailers may bring more customers to the online store.

There is some singular products of the competitors that were noted to be superior compared to company's corresponding products e.g. chips from Blair's and hot wings sauces by Siipiweikot, but that is not especially negative thing. Even if these products are better than those from Poppamies it is important to remember that these products can be also purchased through Poppamies. The company's main goal is not to be better than the competitors in everything but to offer a wide selection of quality products to consumers. Main focus on the product development is not to make similar products than the competitors but to bring something new for the consumers and offer a convenient place to purchase all the customers favourite products. Competitors' products bring more value for the customers as they broaden the available products selection.

4.5.4 Product Selection

Last two questions of the survey were about the product selection. Respondents were asked if the product selection is sufficient and if respondents have improvement ideas e.g. new product or completely new product category. 829 of the respondents said that the product selection of Poppamies is sufficient and 100 said it is not. 162 Did not have opinion in this matter. 268 respondents shared their thoughts on how the product selection could be improved. In the following are some most requested additions and ones that are not requested as often but are worth looking in to.

One addition to the product selection is fresh chillies. Respondents would like Poppamies to supply the retailers a wide range of fresh chillies. As the company does not grow their own chillies they could work as middleman between the fresh chilli providers and retailers. In the future expanding to having own fresh chillies could be a good addition.

Respondents would also like to find more products for growing chillies. Already Poppamies has some seeds in their own product selection but respondents hope to get wider variety of seeds. Also other equipments for chilli growing were requested. Respondents would also like to have more information about chilli growing. At the moment the customers can find from the seeds' introduction a straight link to the web page of Finish Chilli Society and their guide for home growing of chillies. That page offers a compre-

hensive information package about home growing of chillies so at the moment it is not urgent to write own chilli growing guide for Poppamies.

More literature was requested addition. Respondents would like to have more literature about home growing of chillies and cooking books. One interesting request was company's own cooking book. The recipes that can be found from the online store are seen to be useful and great addition to the products and some respondents are convinced that the company could and should write their own cooking book.

Some respondents had suggestion about the features of the products. Respondents would like to have lower salt quantity, wider selection of both mild and extra hot products, less vinegary products, more domestic products and clearer and uniform hotness scale for all the products.

Different product packages that include ready selection of products seem to be interesting for the respondents. More of these packages were asked. Also respondents would like to have packages that would include assortment of smaller test size product. These kinds of packages are seen to be efficient way to find new favourites and additions to already familiar products. These packages could be developed by bringing together products that are e.g. best sellers, same price range, same chilli strain, similar to one another, have some connecting factor for example sweetness, hotness or some shared ingredient. One kind of products that were hoped to get their own category is the garlic products. One of the gift or trial packages could bring these products together.

Few improvement ideas for the overall operations were gathered. One respondent suggested that the company should have product development competition. The results from this survey support this suggestion. Many respondents have improvement ideas for existing products and also some innovative ideas for new ones. By gathering more information about these factors the company could form a better understanding of the products the customers want more. Also this kind of competition would clearly communicate to the consumers that Poppamies really is interested in offering the customers kinds of products they really want. Ones the consumers are convinced the company is interested on their ideas they could be more open to communicate their ideas in the future, too.

Many respondents have noticed that the products of Poppamies are featured in many events and that these events have possibility to test different products and receive more information about the products and the company. Respondents would like to have more information about these events in online store and in Facebook. Especially respondents were interested on the events where new products can be sampled.

Other products that respondents would like to have more were: wasabi products, more unusual drinks e.g. root beer, more gluten and dairy free products, also product for other special diets, more exotic seasonings, more products for food preparing e.g. smoking and barbequing, wider product selection of already existing brands e.g. NoMu, Ca-John's and Blair's. Many times requested additions are new snacks especially new chips. Respondents would like the company to have wider selection of snacks and especially the brand Blair's is noted to have better products in this category. Some completely new brands were mentioned for example Amazon and McCormick. Respondents would like to have more fan products, too.

Some suggestions were already existing features and products. This may be due to the fact that the respondents have not found all the available information easily. Also from some of the responds it can be seen that the respondents have not visited the online store at all or in a long time. This is not unexpected as many respondents noted that they have changed purchasing products from online store to retailers' services. The consumers who purchase the products from the retailers should be informed about the online store and the fact that they could find some new products and better information from there. This could be done by having advert about the online store at the selling points of the retailers'.

5 SUMMARY AND CONCLUSION

5.1 Result Summary

As a result of the surveys a lot of useful data was collected. Some information was completely new and some results just confirmed the previous assumptions. One especially positive thing which exceeded the expectations was the overall amount of respondents. In the beginning of the project the expected amount of replies was 200–500 pieces and this was met honourably as the overall data collection was 1091 responds. All the questions that were defined in the beginning of the project were answered. Some question received more useful ideas and suggestion than others but that was expected. Especially with the open ended question the amount of data collected exceeded the expectations. The whole project was successful and met the set goals well.

Goal for the thesis was to find out how satisfied the customers are on the products and services of Poppamies. From the responds it can be seen that the respondents are mainly satisfied with the products and services but also some factors that need improvement were found. One goal of the survey was to receive honest and constructive feedback about the company's operations. Positive thing to notice was that many of the respondents were prepared to share their improvement ideas in the open ended questions. Good ideas about the marketing and product selection were found.

Company's marketing seems to be working well. Especially the online marketing reaches a wide range of customers. The brand is seen to offer wide range of quality products for cooking. Also the company has been successful on communicating the strong know-how on the products usage and features. The company is seen reliable by the respondents. Factors that increase the reliability were domesticity and accurate information available. One of the main strengths of the company is that they represent competitors' products, too. This has made the online store the first place to purchase products for many of the respondents as they can get everything easily from one place.

The goal to find out ways to improve the online store was met as many useful improvement ideas for the online store were found. Respondents shared their improvement ideas for the online store's product selection, too. The online store has lost a bit of its

meaning as the customers have replaced online store with the retailers' services. Even if the consumers do purchase the products from the retailers it would be important to get the customers visit the online store in order to find more information about the products and also the products than can not be found from their closest retailers. Also if the products are not available at the retailers it would lower the barrier to order the product online if the online store was already familiar channel.

The respondents were pleased that the products can be found from the retailers, too. The first year of company's operation the products could only be purchased from the online store but since the second year the company has sold its products via retailers. The amount of retailers has been growing ever since and the respondents found that to be very positive. Only negative feedback the respondents gave was about the product selection of the retailers'. The product selection of the retailers' was noted to be too narrow and inconsistent. The retailers should be encouraged to order wider selection of products and help them to have more consistent product selection with other stores.

The products of the company received positive feedback. Products are seen to be good quality and price is suitable. Some respondents noted that the products are slightly expensive but the price-quality ratio was seen to be good or even superior compared to the competitors. Respondents would like to have wider product selection and they were ready to define what kinds of products they would like to have more.

5.2 Discussion

This research project was quite successful and managed to answer the questions and meet the set objectives very well. However, if the company is going to conduct another customer satisfaction survey in the future some improvements are in order. In this survey 1091 responds were gathered but this amount of responds was collected rather easily. As mentioned before the data collective was more than expected. The overall data collection period was only 14 days. If the data collection period would have been longer and more advertisement would have been used the amount of replies could be considerably larger. Of course it needs to be understood that for this project the 1091 respondents was more than satisfactory.

Another used data collection channel was Facebook. After the survey was posted to Facebook the fans were reminded only once about the survey during the data collection period. With the Facebook the problem is that the news disappear quickly as new things are posted all the time. The awareness of the survey has not probably met all the fans. After the survey was posted more than 400 answers were gathered during the following 24 hours and after the reminder more than 200 more in the same 24 hour time period. For this can be expected that more reminders would have lead to a wider sample size.

With the online store the problem is that not many customers visit the online store many times in a month so probably the survey has been unseen by many customers who do not belong to Facebook or to the fan group of Poppamies. This could be improved by extending the data collection period. Also one option is to share the information about the survey via news letter which the customers can order from the online store.

In this research the clients who do not use Facebook or online store were excluded. If the company decides to conduct another survey in the future they should try to reach these consumers, too. It could be a good idea to place some advertisement about the survey to the retailers' selling points. Also advertising the survey in the events could be efficient way to reach these consumers. Personal interviews could also be conducted in these events and also in the retailers' selling points.

5.3 Development Ideas

In this part there are gathered all the best and perfectible suggestions from the respondents answers. There are also some suggestions that are formed by integrating respondents' ideas together with researcher's visions.

- Poppamies should have more information about the products and services of the company. For example nutritional values were asked. More information about the origin and manufacturing of the products would bring added value to the consumers. More information about the competitors' products e.g. straight link from the product introduction to the manufacturer's web site.

- In the online store there should be a place from which the customers could find easily information about all the products that can not be ordered or delivered at the moment. Also information about the new products and products that are going out of the selection should be more easily available.
- In order to make the online store to be more familiar for the customers it could be a good idea to have advertisements in the retailers' selling points. Advertisements should emphasise on the fact that online store information contains many useful tips for the products usage as well as more detailed information about the origin and manufacturing of the products. Also QR-code on the products could make it easier for the consumers to find the online store.
- Usage of the online store with mobile phone could be improved. As the current trend is to handle most of the everyday tasks via mobile phones this addition could bring more customers to the online store.
- Company should try to emphasise in the marketing also other than chilli products. Some consumers do still perceive the brand to only offer chilli products. The amount of the customers could increase substantially if the image would stress more that the company's idea is to bring good quality products to overall food preparation.
- More information about the retailers' product selection to online store could be a useful addition. Online store has already list of the retailers, for example the company could add to that list a number describing the extent of the product selection. Scale could be from 1 to 5, 1 being narrow selection and 5 being comprehensive selection.
- The overall product selection of the retailers was seen to be too narrow. Also coherency of the selections needs improving. Company could develop ready lists of products based on the selection coverage (1–5) to give the retailers ideas of which products to order. These lists could contain e.g. information about the best selling products. This would improve the coherency of the selections as well as motivate the retailers to order new products.

- In order to find out what would encourage the retailers to order wider selection of the products the company could conduct a survey for the retailers. Retailers could be more willing to address the selection of product from Poppamies if they knew that the company is interested to hear their visions and to help them order better line of products in order to attract more clients.
- More information about the events was requested addition. Respondents would like to have information about the events where the products are displayed especially those events where the products can be sampled. From the list the customers could find out also e.g. in which summer festivals the company has a food point.
- Order collecting time from the warehouse was seen to be too narrow. Company should consider extending the time period to be longer than one hour. Also the orders can be collected only at Wednesdays so more optional days could be offered.
- The whole appearance of the online store was seen to be out dated. Company should update the online store. At the same time when the appearance of the online store is improved the company should consider improving the usage of it. The information offered could be better featured and in more uniform way.
- Payment and delivery options need some additions, too. Respondents hoped to have payment options e.g. Uphill mobile payment and PayPal. For the delivery options the Smart post could be a smart addition.
- Wider product selection was also requested. The results of the survey suggest that the customers are willing to contribute on the product development. The consumers could be encouraged to share their ideas via product development competition. Ones the company has clearly stated the interest to offer and develop products according to the needs of the customers it would be easier for the customers to communicate their hopes, needs and ideas to the company in the future, too.

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APPENDICES

THE SURVEY FORM

APPENDIX 1: 1 (7)

Asiakastytyväisyystutkimus Oy Poppamies

Osallistumalla tähän Poppamiestä koskevaan kyselyyn voit voittaa 100 euron lahjakortin verkkokauppaamme! Kyselyn täyttämällä autat meitä kehittämään palvelujamme, haluamme kuulla käyttäjälähtöistä palautetta itsestämme. Poppamiestä kiinnostaa aidosti minkälaisia tuotteita olisit halukas ostamaan meiltä myös jatkossa ja mikä Poppamiehessä on hyvää tai kenties huonoa.

Kyselyn täyttäminen kestää noin 10 minuuttia. Vastauksiasi käytetään vain statistiseen käyttöön. Yhteystietoja käytetään vain mahdollisen voiton ilmoittamiseen, eikä tietoja yhdistetä vastauksiin.

Kysely on avoinna 4.4–21.4.2013. Arvontaan osallistuvat kaikki kyselyyn osallistuneet henkilöt jotka ovat yhteystietonsa ilmoittaneet. Voitosta ilmoitetaan henkilökohtaisesti kyselyyn vastanneen sähköpostiosoitteeseen viikolla 17. Kyselyn tulokset eivät välity kolmannelle osapuolelle. Kampanjan palkintoja ei saa myydä, eikä niitä korvata muunnellaisilla palkinnoilla eikä palauteta rahana. Poppamiehellä on oikeus jättää palkinto luovuttamatta, jos voittajaan ei saada yhteyttä 30 vuorokauden kuluessa voiton ilmoittamisesta. Voitosta ilmoitetaan sähköpostitse. Kysymykset ja lisätiedustelut: asiakaspalvelu@poppamies.fi

Taustatiedot:

Ikä?

- Alle 18
- 19–25
- 26–30
- 31–35
- 36–40
- 41–49
- Yli 50

Sukupuoli?

APPENDIX 1: 2 (7)

- Nainen
- Mies

Mikä on asuinpaikkakuntasi?

Kuinka usein ostat Poppamiehen tuotteita keskimäärin 6kk aikana?

- En kertaakaan
- 1–2 kertaa
- 3–5 kertaa
- 5–9 kertaa
- Yli 10 kertaa

Yrityksen tunnettuus:

Miten kuulit yrityksestä Poppamies?

- Tutulta
- Näin yrityksen mainoksen
- Internet
- Messut / tapahtumat

Joku muu, mikä?

Oletko nähnyt yrityksen mainoksia?

- Kyllä
- En

Jos olet nähnyt mainoksia, missä olet mainoksia nähnyt?

Vastasiko yrityksestä saamasi ensivaikutelma todellisuutta?

- Kyllä
- Ei

Mikäli mielikuvasi on muuttunut asiakkuuden aikana, miten?

APPENDIX 1: 3 (7)

Arvioi seuraavien väittämien kohdalla kuinka hyvin ne kuvailevat mielestäsi yritystä Poppamies. Vaihtoehdot: täysin samaa mieltä, melko samaa mieltä, melko erimieltä ja täysin erimieltä.

- Vain chili harrastajille
- Kaikille jotakin
- Innovatiivinen
- Ei kilpailijoista eroava
- Mielenkiintoinen
- Nuorekas
- Tavallinen
- Hyvä hinta-laatusuhde
- Hyvä palvelu

Kuinka tärkeänä pidät seuraavia asioita oman asiakastyytyväisyytesi kannalta? Vaihtoehdot: Hyvin tärkeä, melko tärkeä, ei kovin tärkeä ja ei ollenkaan tärkeä.

- Palvelun ystävällisyys
- Tuotteiden laadukkuus
- Halpa hinta
- Hyvä hinta-laatusuhde
- Toimituksen nopeus
- Erilaiset palkkiojärjestelmät (esim. kanta-asiakaskortti, määräalennus)
- Palvelun henkilökohtaisuus
- Tiedot tuotteista helposti saatavilla
- Tuotteiden valintaa ja käyttöä helpottavat oheispalvelut (esim. kastikekone, net-tireseptit)

Nettikauppa:

Kuinka usein olet ostanut Poppamiehen tuotteita nettikaupasta?

- En kertaakaan
- 1–2 kertaa
- 3–5 kertaa
- Useammin kuin 6 kertaa

APPENDIX 1: 4 (7)

Oliko tuotteiden tilaaminen helppoa?

- Kyllä
- Ei
- En osaa sanoa

Mitä toimitustapaa olet käyttänyt tilatessasi nettikaupasta?

- Käyttänyt toimituspalvelua
- Hakenut tuotteet varastolta
- Olen käyttänyt molempia
- En ole koskaan tilannut tuotteita nettikaupasta

Jos olet tilannut tuotteita nettikaupasta, oliko toimitus mielestäsi..?

- Nopea
- Hidas
- En osaa sanoa

Kuinka helppo mielestäsi oli löytää tietoa tuotteista?

- Helppoa
- Kohtalaisen helppoa
- Vaikeaa
- Erittäin vaikeaa

Mitä mieltä olet nettikaupan tuotekategorioiden loogisuudesta?

- Selkeä
- Sekava
- En osaa sanoa

Oletko tilannut Poppamiehen nettikaupasta muita kuin Poppamiehen tuotteita?

- Kyllä
- En

Mikäli olet tilannut nettikaupasta muita tuotemerkkejä, mitä merkkejä käytät useimmin?

Voit kirjoittaa 1–3 useimmin käyttämääsi tuotemerkkiä.

APPENDIX 1: 5 (7)

Miten Poppamies voisi parantaa nettikauppaansa? Esim. lisää maksuvaihtoehtoja, lisää tietoa tuotteista...

Jälleenmyyjät:

Kuinka usein olet ostanut Poppamiehen tuotteita jälleenmyyjiltä?

- En kertaakaan
- 1–2 kertaa
- 3–5 kertaa
- Useammin kuin 6 kertaa

Mistä kaupasta olet tuotteita ostanut?

- Isot supermarketit (esim. Citymarket)
- Lähikaupat (esim. K-extra)
- Erikoisliikkeet (esim. Punnitse ja säästä)
- En ole ostanut Poppamiehen tuotteita jälleenmyyjiltä

Onko kauppojen tuotevalikoima mielestäsi riittävä?

- Kyllä
- Ei
- En osaa sanoa

Mikäli tuotevalikoima ei ole riittävä, mitä tuotteita haluaisit lisää?

Tuotteet:

Onko tuotteiden hinta mielestäsi..?

- Kallis
- Sopiva
- Halpa

Onko tuotteiden laatu mielestäsi..?

- Erittäin hyvä

- Hyvä
- Keskinertainen
- Huono
- Todella huono

Mitä Poppamiehen tuotteita käytät?

- Chili kastikkeet
- Grillikastikkeet & marinadit
- Jauheseokset
- Ateriasetit
- Pähkinät & sipsit
- Sinapit & ketsupit
- Makeiset
- Salsat & dipit
- Hot-wings siipikastikkeet
- Säilykkeet
- En mitään näistä

Miten käytät Poppamiehen tuotteita?

- Ruoan valmistukseen
- Valmiin ruoan maustamiseen
- Molempiin
- En käytä Poppamiehen kastikkeita / mausteita

Millainen on oma tottumuksesi chilituotteiden suhteen

- Todella tulinen
- Tulinen
- Keskitulinen
- Mieto
- Ei ollenkaan tulinen
- En osaa sanoa

Jos olet käyttänyt kilpailijoiden tuotteita, mitä merkkejä käytät useimmin? Voit kirjoittaa 1–3 useimmin käyttämääsi tuotemerkkiä.

APPENDIX 1: 7 (7)

Miten vertaisit Poppamiehen tuotteita kilpailijoiden tuotteisiin? Mitkä asiat ovat paremmin ja mihin toivoisit parannusta? Hinta-laatusuhde kilpailijoihin verrattuna? Etc.

Onko Poppamiehen tuotevalikoima mielestäsi tarpeeksi kattava?

- On
- Ei
- En osaa sanoa

Onko sinulla parannusehdotuksia Poppamiehen tuotteita koskien? Mihin kategoriaan toivoisit lisää tuotteita ja onko joku uusi kategoria jonka toivoisit? Millaisia tuotteita toivoisit lisää?

Yhteystiedot:

Halutessasi osallistua arvontaan, täytä sähköpostiosoitteesi alla olevaan kenttään. Vastaukset käsitellään luottamuksellisesti eikä sähköpostiosoitetta yhdistetä vastauksiin. Yhteystietoja ei myöskään tulla käyttämään suoramarkkinointiin eikä niitä luovuteta kolmansille osapuolille.

Sähköpostiosoite?

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