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Jméno a příjmení: **Daniel Fedor**

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Vedoucí bakalářské práce: **Ing. Jaroslav Demel, Ph.D.**

Katedra marketingu a obchodu

Konzultant bakalářské práce: **Lisa Du-Lieu**

University of Huddersfield, Senior Lecturer in Marketing, Department of Strategy, Marketing and Economics

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L.S.

prof. Ing. Miroslav Žižka, Ph.D.
děkan

doc. Ing. Jozefína Simová, Ph.D.
vedoucí katedry

V Liberci dne 2. listopadu 2015

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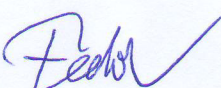
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Anotace

Bakalářská práce poskytuje poměrně zajímavý náhled do problematiky tří odlišných oborů. Nejdříve je kladen důraz na práci s daty v podniku a na významnost informací v organizacích. Dále je pozornost zaměřena na obchodní strategii podniku. Konkrétně na to, jak jsou data používána pro potřeby obchodní strategie. V souvislosti s tím je prezentována koncepce Business Performance Management, stejně tak jako je představena problematika Gap Analysis. Závěrečná část, tedy část týkající se zákaznické spokojenosti, je vzájemně propojena s dříve uvedenými oblastmi. Zaměřuje se na využívání dat a informací o zákaznické spokojenosti a aplikování poznatků pro potřeby stanovení postupů v obchodní strategii podniku. Hlavní pozornost je věnována vlivu zákaznické spokojenosti na výkonnost podniku a také na to, jak může být zákaznická spokojenost využívána pro zlepšení výkonnosti podniku.

Klíčová slova: zákaznická spokojenost, výkonnost, obchodní strategie, data management, dopad

Annotation

Impact of Customer Satisfaction on Organisations´ Performance

The dissertation presents a rather interesting insight into issues of three different business areas. Firstly, it presents data management within an organisation. Secondly, it focuses on business strategy. More specifically, on how data are used for the purpose of the business strategy. The concept of business performance management as well as gap analysis is introduced. Regarding the last main area, customer satisfaction, there is as well interconnection with previously mentioned two fields since it concerns with the customer satisfaction using data and information utilized within the business strategy processes. The main attention is driven to the influence of customer satisfaction on organisations' performance and how customer satisfaction can be employed in order to improve organisations' performance.

Key words: customer satisfaction, performance, business strategy, data management, impact

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INTRODUCTION

The most important business assets are defined as physical, intellectual, human and financial. These resources have always been fundamental for managing an organisation. However, an access to a highly developed information technologies for enterprises has changed the environment a lot. The environment is now fast moving and challenging as it has never been before. In order to maintain or rather to improve an organisation position it is essential to have precise information about its environment, current market trends as well as its customers. Thus, information has been extracted from intellectual assets and became the fifth separate key resource. Acquiring the right information at the right time requires a huge effort in ways of obtaining, processing and analysing data.

The first objective of this study is establishing the importance of data and describing how organisations work with data. Because of the huge amount of data organisations can obtain nowadays, it is extremely important to be aware of the proper data management. This is the first step of the process but not far the most important one. Much more essential is the correct processing of collected data which is basically distinguishing plane information from utilized data which can bring added value for an organisation.

The second objective evolves the first objective from the strategic management point of view. As the second objective, I would like to ascertain how organisations use business data for strategy evaluation. Each and every company must clearly state their strategic goals and performance they would like to achieve. These targets can be defined in many financial as well as non-financial performance indicators. Based on the gathered data, an organisation can compare their current status with assessed performance and identify the weak spots.

The last objective examines the importance of customer satisfaction and its influence on organisations´ performance. Customer satisfaction may be one of the strategic initiatives outcomes as it is one of the least expensive and the most effective business activities which increase economic performance of the company. As soon as the customers are satisfied with the purchased product or service there are countless outcomes of financial as well as non-financial nature which improve organizations` performance in many areas.

LITERATURE REVIEW

The aim of this paper is to examine the impact of customer satisfaction on organisations´ performance. In order to be able to improve customer satisfaction and performance the great knowledge about customers is necessary. This knowledge can be simply defined as information about customers.

The literature review is divided into three parts. First part concerns the utilization of data within an organisation. Second part pursues the relationship between obtained information and determined strategic goals of a company. At this section, customer satisfaction is seen as a key element by which a desirable performance can be achieved. The last part examines the aspects influencing customer satisfaction and ways how to improve it in order to accomplish projected objectives.

1 DATA MANAGEMENT

1.1 Data

In order to define data management first we need to define data and distinguish it from information. Data and information are two terms which are commonly misinterpreted and thus it is necessary to define them and to differentiate them.

Data is a more general term which has been defined by Turban and Volonino (2012, p. 34) as *"a basic description of products, customers, events, activities and transactions that are recorded, classified, and stored."*

In contrast, information is a more specific term which follows in a definition of data. *"Information is data that has been processed, organized, or put into context so it has meaning and value to the person receiving it."* (Turban & Volonino 2012, p.34)

1.2 Data Management

Now that the differences between data and information have been reviewed, it is time to define data management. BCS Data Management Specialist Group (cited in Gordon 2007, p. 54) defines data management as *"a corporate service which helps with the provision of information services by controlling or co-ordinating the definitions and usage of reliable and relevant data."* It comprises of several areas that are described further. The areas are defined differently by various authors. For example, Gordon (2007) sees the main areas of data management as *"data administration, database administration and repository administration".* Volonino and Turban (2012) claim that data management involves *"capturing, storing, processing, integrating, distributing, securing, and archiving"* of data.

In order to understand data management better the principal areas of data life cycle should be outlined. The major areas are (1) data acquisition, (2) data warehousing, and (3) data evaluation. After the data proceeds through all these steps, the organisation poses with results from which may draw solutions in many particular business areas (Turban & Volonino 2012). In the view of Bizzaro and Dacosta, data life cycle management is only created from records management and data retention. Furthermore, they point out its benefits for an organization. In their point of view *"the benefits of effective DLM for an*

organization include cost reduction, risk reduction, increased business performance, and improved productivity." (Bizarro & Dacosta 2014, p. 10)

1.3 Data Warehousing

First important feature of the data life cycle is data warehousing. Reeves (2009, p. 4) defines a data warehouse as *"the collection of processes and data whose overarching purpose is to support the business with its analysis and decision-making."* In order to simplify the definition it can be said that data warehousing consists of many factors (Reeves 2009). The advantages which can be obtained by implementation of data warehousing cover both business as well as information technology and are closely related. Probably the most essential benefit is the proper allocation of data for the purposes of management. Classic examples of the use of data processed through data warehouse may be taken from marketing and sales. A proper data adaptation can be used for
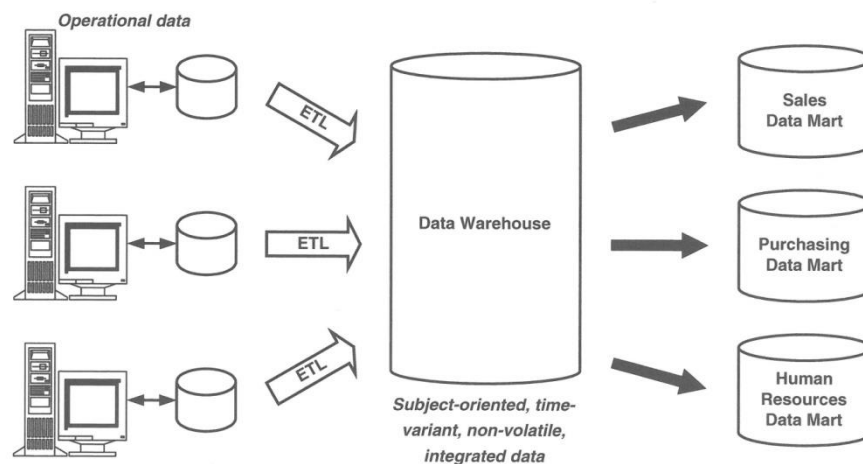
Figure 1-1 A typical data warehouse architecture
Source: Gordon (2007)

an improvement of a marketing campaign and its lucrativeness. Another example of benefit that data warehousing can produce to the organization is the forecast of the market development or to evaluate the financial performance of a company from different perspectives (Turban & Volonino 2012). Figure 1-1 represents a typical data warehouse architecture that is explained in the following paragraphs.

1.3.1 Source Systems

The first point to note is that in order to process data through a data warehouse we need to obtain the data somehow in order to utilize them in the most profitable way. Organizations are exposed to a huge amount of data related to their various business activities which need to be collected. For this purpose the source systems are implemented. Source systems are basically already existing assets of the company which are used to conduct different aspects of organisation processes (Reeves 2009). According to Reeves (2009) a good illustration of source systems are "*order processing, production scheduling, financial trading systems, policy administration, claims handling, accounts payable / receivable, employee payroll*".

Data entry is extremely important for further data processing. Companies have to be certain about its quality and relevance in order to be processed properly and ensure the desirable utilization (Gordon 2007). Among other issues associated with data warehouse quality like database system management and data model, quality of data entered in a data warehouse is one of the aspects causing problems (Serrano, Trujillo, Calero & Piattini 2007).

1.3.2 ETL

In order to obtain data from all the above mentioned sources, it is necessary that the data are extracted, transformed, and loaded. Abbreviation ETL is commonly used to describe these three steps (Turban & Volonino 2012). Comprehensiveness of this process has been demonstrated in a study conducted by Inmon (1997). He claims that 55 % of the operations in a data warehouse are accounted for this process (Inmon cited in Guo, Yuan, Sun & Yue 2015). Guo et al. (2015) claim that a different approach to this process called TEL (Transform-Extract-Load) would produce economies of data warehouse runtime. In this new approach superfluous data from data sources would be eliminated in the early stage of the process and therefore reduce the load on a data warehouse. Duplicated records are an example of this kind of data. Once the data from the sources undergo ETL or TEL process and are received in a data warehouse, further utilization can be accomplished.

1.3.3 Data Mart

Another feature of a data warehouse with a significant importance for a proper data management and data utilization is a data mart. The role of a data mart within a data warehouse environment is to provide data for a specific business purpose. This implies that the amount of data is smaller and filtered out for the end users. A classic example of an end user could be a department within an organization. Basically it provides a user with data which are understandable and applicable for further benefiting. Data is summarized and structured in tables in compliance with the user requirements. Without data marts, the usage of data for end users would be rather complicated (Prabhu 2007).

1.4 Importance of Information for an Organisation

Once the data are acquired, stored and segmented the next step is to transform data into valuable information. Information has become, along money, people, buildings and equipment, one of the most crucial business key resources for organizations (Gordon 2007). Kaye (1995) states that both, external and internal information, are desirable for organizations in order to capitalize the other business resources in the best possible way. The emphasis placed on information within an organization as a key business resource is made for several different reasons stated by Satija (2013) two of which are relevant to the current discussion. Firstly, it has been considered as a crucial contribution for business related acts. If an organization has access to good quality information, the number of possible decision choices is lowered and the probability of organisation success is heightened.

In relation to the first point, an organisation obtaining great value information has a capacity for gaining an advantage among its rivals. According to the study conducted by Volpe National Transportation Systems Centre, (cited in Fattahi & Afshar, 2006) significant assets of information are in economies of time, higher productivity and enhanced work quality.

One of the instruments for transforming data into valuable information is Business Performance Management described in detail in section 2.1.

2 BUSINESS STRATEGY

In the previous part the aspects of data management has been introduced. It has been described how organizations acquire, store and segment data and how important is to put data into context and transform them into valuable information. This section places emphasis on the method of transforming data into information and utilizing it for the purpose of business strategy. Most of the chapter is dedicated to the concept of Business Performance Management. All the features of BPM are introduced with its aspects and later on are related to the concept of gap analysis.

2.1 Business Performance Management

In order to capitalize and use all the relevant assets related to data management there has to be a tool via which all the relevant data will be used. The right tool for organisations to use data and transform them into information for the purpose of business strategy is a software package called Business Performance Management.

Business Performance Management (BPM), sometimes referred to as Corporate Performance Management or Enterprise Performance Management is "*a series of business processes and applications designed to optimize both the development and the execution of business strategy*" (Frolick & Ariyachandra 2006, p.41). The BPM helps organisations to summarize and evaluate data and transfer them in beneficial information from which companies can draw conclusions and make decisions predominantly in terms of strategy. Apart from strategy it can be beneficial in other areas like for example, finance and company operation (Olszak & Ziemba 2010). Although the contributions for the strategy are considered to be the most significant because with the aid of BPM, strategic goals and key performance indicators (KPIs) are defined (Summerville & Dai 2012), observed, regulated and conducted (Frolick & Ariyachandra 2006).

If we look back at the beginning of the literature review when we distinguished data and information it can be concluded that this is the point when data are transformed into information and become the real beneficial asset for the organization and not only a huge amount of events without any meaning.

2.1.1 Capabilities

The main roles of Business Performance Management can be divided into two main groups. These groups are analytical activities and operational activities. Examples of operational roles as stated in Olszak and Ziemba (2010) are budgeting and planning. Therefore information originating from operational capabilities are mostly used by employees from the financial department. In contrast, analytical activities of BPM are of interest for employees across an organization. The various capabilities which involve monitoring, estimation of costs and revenues, practicability of intended actions, revealing patterns, suggesting possible outcomes of intended actions and others. It also provides users with information in uncluttered way in a form of dashboards and charts. Therefore, employees from manufacturing, marketing, finance, supply chain management and other departments within a company are interested in it and use it (Olszak & Ziemba 2010). A company can beneficiate from the above mentioned capabilities only when it is used properly and at the right time. The role of employees in BPM implementation and capitalization is as important as the technical aspects of BPM. Especially skills of a manager can influence a performance of an organisation and they are those who have a strong effect on utilization of technical aspects of BPM (Wong, Tseng & Tan 2014).

2.1.2 Framework

Hurbean and Forach (cited in Olszak & Ziemba 2010) define three parts of BPM systems as "*a metrics system, a communication system and execution*". A metrics system serves as a tool for evaluating results and draws a comparison between them and intended objectives. A communication system is used for information sharing between users and execution. It works as a tool which continuously mentions acquired strategy and its goals (Olszak & Ziemba 2010).

The process through which data go in Business Performance Management can be described as following. First of all, it is important to imagine BPM as a series of processes where there is mutual dependence. This implies that an operation cannot be started before the previous one is successfully finished. There are four processes which has been defined in Olszak and Ziemba (2010) as strategy, plan, implementation and monitoring, and reaction and adjustment. Frolick and Ariyachandra (2006) consider these four processes as "*the foundation for designing, implementing and managing BPM*" and stress that it forms a

business strategy which users of BPM link to business operations that are connected to the business strategy.

Organisation strategy is defined within strategy and plan steps whereas its realization is outlined in the other two. In the strategy part organization goals are defined (Frolick & Ariyachandra 2006). But first of all, before the goals are defined, it is necessary to specify so called Critical Success Factors (CSFs). CSFs are areas in which an organization has to succeed in order to meet its goals (Trkman 2010). An example of CSFs in relation to customer satisfaction could be, maintaining customers and acquiring new ones (Bairi & Manohar 2011). Then a corporate objective and suitable key performance indicators (KPIs) have to be identified (Olszak & Ziemba 2010). An example of such corporate objective can be high customer satisfaction. Based on the objective a key performance indicators has to be defined. In this case it could be for example, a customer satisfaction index (Frolick & Ariyachandra 2006, Olszak & Ziemba 2010).

Key performance indicators that are not related to financial outcomes of a company are considered to be the most representative because they are focused on long term progress (Hayes & Garvin 1982 cited in Krechovská 2014). Exactly these performance indicators have proved to be the most important at the present highly competitive business environment. This is caused mainly because companies often transform in an effort to adapt to such environment (Krechovská 2014). By proper definition of such KPIs companies are enabled to plan new strategies and objectives more easily as well (Saniuk & Krechovská 2013). This is probably the most important for the performance management as it defines clear goals of business strategy which are then followed (Frolick & Ariyachandra 2006).

The next step, plan, orients on the way how a company resources are assigned and utilized in the process of the strategy implementation (Olszak & Ziemba 2010). In this part, managers are enabled to create specific plans or budgets that define how company resources will be placed in order to reach objectives. Thus managers assign each unit with tasks which are necessary for the goals attainment. It is absolutely essential that separate units cooperate so that there are not any duplicated actions in individual plans (Frolick & Ariyachandra 2006).

Monitor and analyse steps demonstrate the real contribution of Business Performance Management to an organisation. At this stage all the performance results are compared to desired and projected results. Information can be broken down into detail, thus appropriate actions can be undertaken throughout an organisation (Frolick & Ariyachandra 2006).

The last process of the framework is responsible for taking corrective actions in order to introduce changes which are necessary in order to meet the desired performance. The users of BPM are provided with instructions for dealing with the issues and are notified about possible problems. Therefore, it is rather easy for them to avoid the loss of control over the issues (Frolick & Ariyachandra 2006).

Business Performance Management represents the method of linking business strategy and a realization of company objectives. Following these four core processes guarantee that everyone in the organization will be oriented in the same course, the company will be concentrated on its goals and as a result it will allow the organization to identify insignificant activities which are not beneficial for them (Frolick & Ariyachandra 2006). Figure 2-1 represents all the four core processes of business performance management in uncluttered way.
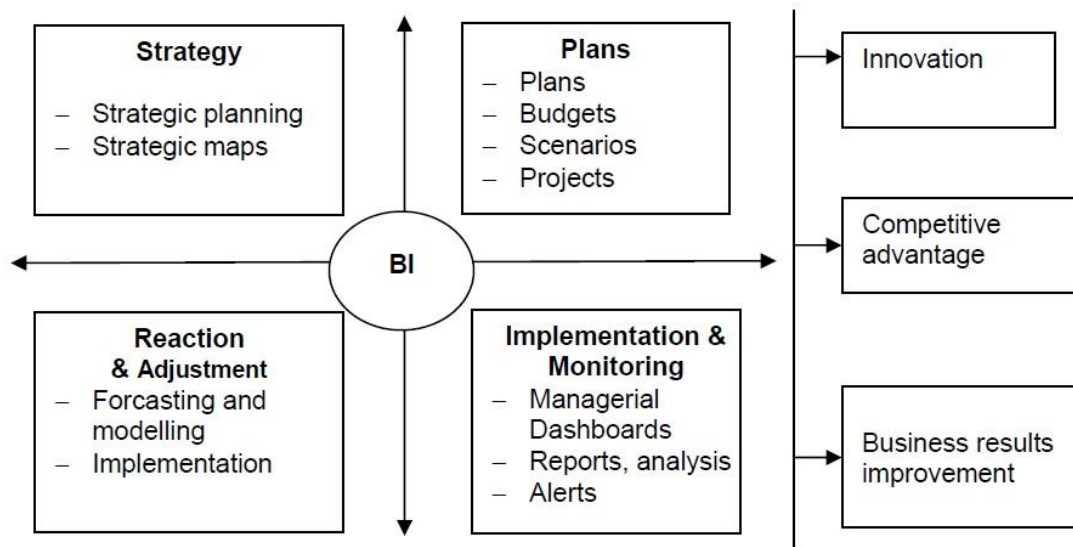
Figure 2-1 Core processes of BPM

Source: Olszak and Ziemba (2010)

2.1.3   Developing core competences

Implementation of such an advanced information technology can, among all mentioned above, have a significant impact on developing company core competences. Core competence could be summarized as a set of skills and utilized processes which help organizations to distinguish themselves from their competitors in specific areas of business (Edgar & Lockwood 2012). This statement has been proven in a study conducted by Bacha (2012). The results of the study demonstrated that there is a positive impact of IT on the development of core competences. However, it has been observed that there are other significant aspects to be considered like managerial IT skills or technical IT skills which could possibly decrease the impact of IT on the development of core competences (Bacha 2012).

Neganová (2010) has discovered a correlation between customer satisfaction and organisation core competences. She claims that if a company understands its core competences well it can focus on their development, enhance the quality of its products or services, and as a result of that meet customer expectations which will increase customer satisfaction. Throughout the study she has discovered that this is a sustainable way of obtaining and maintaining competitive advantage among competitors with the application of internal assets (Neganova 2010).

2.2   Gap Analysis

In the previous section, the concept of Business Performance Management framework was introduced. Within the framework there are four core processes from which the third one is focused on monitoring and analysing the necessary actions which are necessary to be implemented in order to meet projected and desired results. This particular matter is elaborated more in detail within a business strategy concept called gap analysis.

Gap analysis is most commonly defined as a difference between the current level of performance and desired level (Chevalier 2010). An organization has all the information about its current performance accessible through BPM which can be then compared with the projected results that were assigned during the plan process. For example, if a company goal is to keep high level of customer satisfaction which should not be lower than 95 percent and its actual level of performance is 91 percent then there is a gap of 4 percent which needs to be filled.

There are five different kinds of gaps relating to customer satisfaction defined by Zeithaml, Parasuraman and Berry (1990) and represented in the Figure 2-2.

CONSUMER

Word of Mouth Communications

Personal Needs

Past Experience

Expected Service

GAP5

Perceived Service

MARKETER

Service Delivery (including pre- and post-contacts)

GAP4

External Communications to Consumers

GAP3

Translation of Perceptions into Service Quality Specs.

GAP1

GAP2

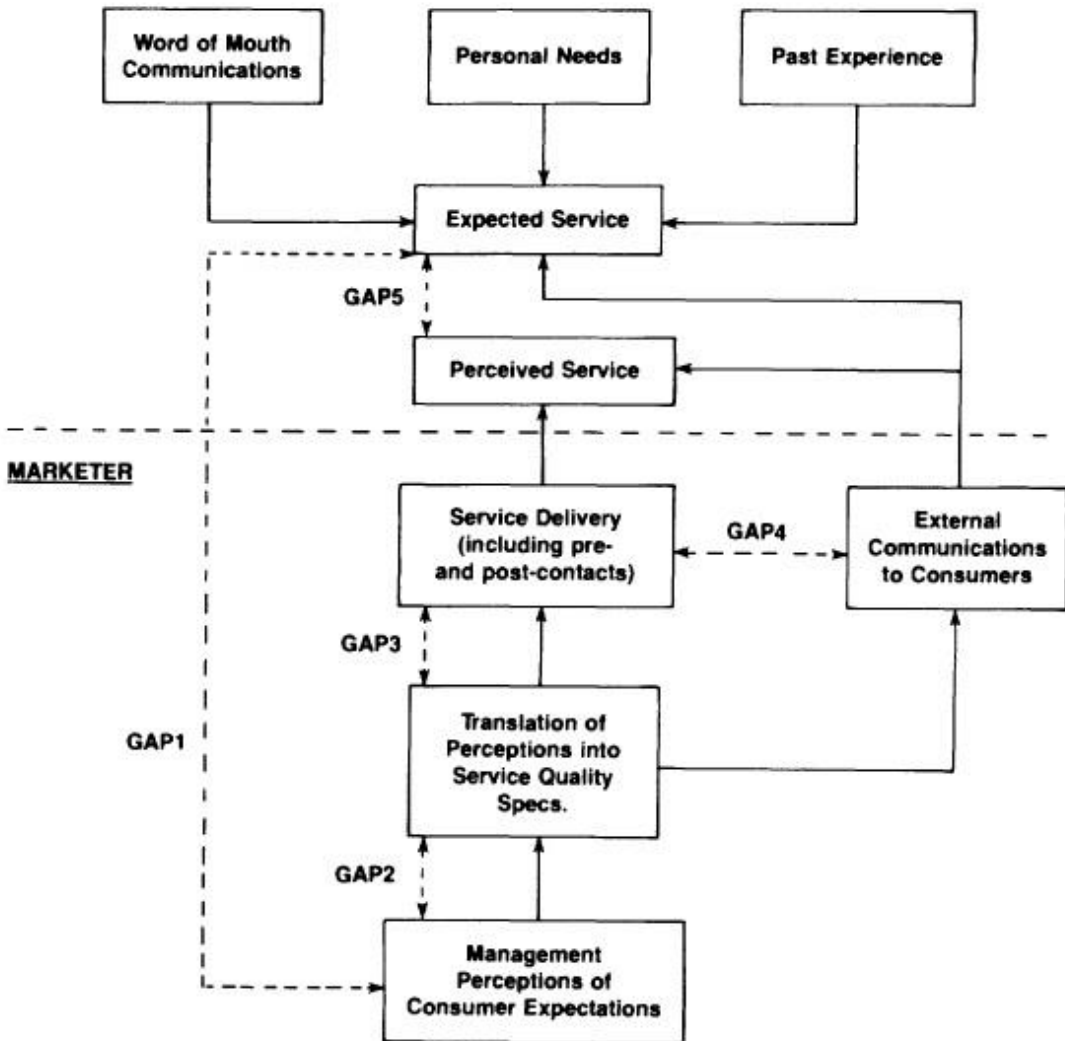Management Perceptions of Consumer Expectations

Figure 2-2 The Gap model
Source: Parasuraman et al. (1985)

Gap number one, positioning gap, occurs when customer expectations of a service are different from what managers perceive. This point stresses how important it is for a company to know exactly what customers expect from provided service. There are three key issues which are considered to cause the positioning gap. Firstly, it is inadequate marketing research when information about customer expectations and perceptions of services are not collected and evaluated properly. Second issue arises when there is no communication between the staff which is in contact with customers on a daily basis and managers. Employees can obtain easily information from customers about their expectations and perceptions and therefore there should be good communication channels to deliver the information to managers. The last issue is closely connected to this. It emerges when there are too many hierarchical levels between managers and staff that is in direct contact in customers and valuable information about customer needs are not delivered to managers. Reducing number of hierarchical levels can significantly help to solve this problem and close the gap (Zeithaml et al. 1990).

The second gap, specification gap, arises when management is not able or willing to meet customer expectations which were discovered in any of the ways mentioned above. There are several reasons for this. First of all, it is because managers give preference to improving other indicators, for example, those of financial kind, that are easily measurable, and ignore the importance of customer satisfaction. Secondly it is because managers do not believe that the suggested actions based on information provided are practicable. The next reasons are that provided services are not standardised and / or there is not a good balance between standardisation and customization, and therefore services are not delivered in quality required by management. The last reason why specification gap occurs is not setting appropriate goals for service delivery (Zeithaml et al. 1990).

The third one, delivery gap, emerges when employees provide a service which is not conducted according to manager orders. Reasons for this are uncertainty of employees about their tasks and remits, doubts about their competences to serve customers (usually within a limited time period) and ability to control processes or inappropriateness of a job position. Another issues relating the gap are insufficient technology tools, evaluation and control of employees, which is not focused on evaluating the quality of delivered services and unsatisfactory teamwork (Zeithaml et al. 1990).

Gap number four, communication gap, arises when customer anticipation about the service is not met with the promises advertised by the company. One of the reasons for this is that companies tend to overestimate the level of their services which are not able to meet. The gap is also caused by the lack of communication on organization horizontal level across individual departments like marketing, human resources and operations, but also among individual branches which endanger the quality of the service because the tasks are not coordinated properly (Zeithaml et al. 1990).

The last gap, perception gap, is a result of all four gaps described above. Basically, it is a difference between customer internal expectations and perceptions of service quality (Zeithaml et al. 1990).

Whatever is the reason for customer dissatisfaction and creation of the gap, companies have to take appropriate actions to improve their performance in particular areas and meet their goals. Before commencing any arrangements the company needs to know the trend of measured variable because without knowing it the results could provide deceptive image (Chevalier 2010).

In order to meet the desired performance projected by a company it is essential to set individual goals which will serve as a proceeding. This not only demonstrates the progress but it also helps to motive employees who take direct actions to meet the goals. It is advised to set three reasonable goals beginning from the most fundamental one. In case of raising customer satisfaction it could be an improvement of customer service. This is followed by more advanced actions which in this case could be higher customer retention. Last milestone relates to corporate level goals like higher revenues as a result of higher customer satisfaction. Thus, if a company wants to increase customer satisfaction from 91 percent to 95 percent and more within the next two years, it is advised to set individual goals like raising it by 2 percent a year (Chevalier 2010).

3 CUSTOMER SATISFACTION

In the previous two parts the attention was paid to data management and business strategy. First of all, the concept of data management has been introduced with the focus on acquiring and processing of data and value of information for an organisation.

In the business strategy section, the concept of Business Performance Management and its capabilities have been introduced. This part has also focused on how BPM helps to develop organisation core competences and how these core competences can fill an emerged gap. A significant part has also been dedicated to the concept of gap analysis. Gap analysis has been described with a focus on different kinds of gaps relating to customer satisfaction.

Following part of the literature review of the dissertation is dedicated to the importance of customer satisfaction and how it influences an organisation performance. Considerable part of this section is dedicated to factors that influence customer satisfaction and what actions should organisations undertake in order they want to increase it. The last part is then focused on the outcomes of customer satisfaction on organisation performance.

3.1 Factors Influencing Customer Satisfaction

In the previous part of this paper, when the attention was paid to business strategy, an example of customer satisfaction was used in order to describe how organisations can develop core competences in order to reach higher levels of customer satisfaction. Later on the concept of gap analysis was also explained on an example of customer satisfaction.

Customer satisfaction is classified as a non-financial indicator of organisation performance.
Non-financial factors are considered to be those which companies should be predominantly focused on in order to be able to compete in today highly competitive environment. This is in contrast with the past when primarily financial indicators such as profit increase were used (Mlkva 2014). Financial indicators in comparison with non-financial ones have several disadvantages. One of the drawbacks is not considering the aspects of opportunity costs, time value of money and risk (Pavelkova & Knapkova 2009 cited in Krechovska 2014).

For the reasons stated above this part of the literature review is going to be focused on the importance of customer satisfaction and how customer satisfaction influences organisation performance.

For the purpose of this paper, the term customer satisfaction is best defined as *"the range of attitudes and feelings that customers hold about their experiences with an organisation"* (Hill, Roche & Allen 2007, p. 12). Factors affecting customer satisfaction vary according to a type of industry. The main difference is between product manufacturers or retailers and service providers.

Satisfaction with a product manufacturer or retailer is determined by a product, price, services, distribution and image of a product. Important attributes of a product valued by customers are its quality, functionality, availability and the range of products. Determinative attributes for the price are mainly its level as well as terms of payment. Service and distribution of a product are valued by customers if it is reliable, precise, accessible and when customers feel well treated. Decisive determinants in terms of image are reputation, stability and assurance (Zamazalová 2008).

Study conducted by Suchánek, Richter and Králová (2014) demonstrated that the most important factor influencing customer satisfaction with a product is a product quality. Whereas, the price is the most crucial aspect influencing customers purchasing intentions. Therefore the authors suggest that in order to achieve higher customer satisfaction organisations should focus on all aspects of product purchasing.

In case of customer satisfaction with services, aspects influencing it vary across different studies. This is mainly caused by bigger variety and differences in service providers across various industries (Garikaparthi 2014). Studies conducted by Kaura, Durga Prasad and Sharma (2015), Izogo and Ogba (2015) and Garikaparthi (2014) agree on that overall service quality has definite influence on customer satisfaction. According to McDougall and Levesque (2000), the overall service quality consist of two main aspects which are core and relational quality. Core quality is the expected quality and relational quality is the quality of service which is actually provided. The difference between money paid for core quality and actual satisfaction of a customer with a service is defined as a perceived value.

The concept of perceived value has been stressed by Ali, Leifu, Rafiq and Hassan (2015) as the most important aspect influencing customer satisfaction. The authors of the research has also examined the importance of customer expectations, corporate image and perceived service quality which they consider important as well, although not as important as perceived value.

Apart from overall service quality, Kaura et al. (2015) focused in their research also on other aspects influencing customer satisfaction like service convenience, perceived price and fairness.

Providing evidences of customer satisfaction influences from different studies, it can be concluded that there are several different variables influencing customer satisfaction depending on the specific industry. However, there are two aspects which has been examined and recognized in several different industries which are overall service quality and perceived value.

3.2 Increasing Customer Satisfaction

As discussed in the previous part of this paper, customer satisfaction is influenced by many various factors depending mainly on the nature and type of an industry. Recent research conducted by Shin, Kalinowski, Kim and Kim (2015) suggests that in order to increase customer satisfaction and possibly to maximize it, it is crucial to identify aspects that influence overall satisfaction the most significantly. The authors of the study stress that in most of the cases increasing overall customer satisfaction tends to be rather time-consuming as the proper attributes are not distinguished (Shin et al. 2015). As a result of that a lot of time and money is wasted on aspects of customer satisfaction that do not contribute to any improvements (Shin et al. 2015, Yeh, Hou, Huang, Huang & Wu 2013).

Since every organisation has only a limited amount of capital, the resources of an organisation should be therefore allocated effectively in areas that have the most significant impact on customer satisfaction (Shin et al. 2015). As the study implies this is neglected by the most of the organisations. The authors also indicate that it is not effective to strive to increase overall customer satisfaction among all customers. Instead, organisations should be concentrated on a specific segment of customers whose increased satisfaction will contribute the most to organisation performance.

In relation to this, the authors propose two categories of attributes that help to raise effective allocation of the resources. The first group of attributes are Satisfaction-Maintaining Attributes (SMA). These attributes are the most basic one and absolutely essential to satisfy customers. In case that an organisation performs insufficiently in this area, it is going to have significant negative impact on customer satisfaction whereas the enhancing actions are not going to improve customer satisfaction significantly (Shin et al. 2015).

The second group of attributes are Satisfaction-Enhancing Attributes (SEA). These attributes are those which customers do not expect to receive when purchasing a product or a service and they usually do not have demanding requirements to be satisfied. Therefore, SEA have a significant impact on overall customer satisfaction even though it might not cost that much money and effort as it is in case of SMA (Shin et al. 2015).

3.3   Outcomes of Customer Satisfaction

The final section of the literature review is focused on the most significant outcomes of customer satisfaction. Luo and Homburg (2007) divided customer satisfaction outcomes into four categories as customer related, employee related, efficiency related and overall performance related outcomes.

3.3.1   *Customer Related Outcomes*

3.3.1.1   Customer Loyalty

One of the customer related outcomes of customer satisfaction is undoubtedly customer loyalty. As some studies (Fraering & Minor 2013, Curtis, Abratt, Rhoades & Dion 2011) demonstrate, customer satisfaction and customer loyalty are closely interrelated.

Customer loyalty is referred to as a long lasting relationship between a customer and an organisation that brings benefits for both participants. Customers stay loyal to a company because they receive a product or a service that makes them overall satisfied (Ganiyu, Uche & Elizabeth 2012). Curran and Healy (2014) propose that customer loyalty comprises of motivating behaviour and beliefs about a brand. Examples of motivating behaviours are price, reward programs, inertia and risk aversion. Whereas examples of beliefs about a brand are perceived value, meeting expectations or commitment.

For these reasons it induces customers to stay loyal to a company even if some issues arises. Loyalty generates benefits in terms of time savings when customers save time which they would spend looking for an alternative product or service and getting familiar with it. In case that customers join a loyalty programme it can also bring them savings of money (Ganiyu et al. 2012).

Benefits of customer loyalty for an organisation are rather significant. Over a long time period lasting relationship with a customer brings organisations financial benefits as those customers purchase higher amount of products and are easily attended. Another financial outcome of loyalty is a bit indirect but influential as well. It involves savings on marketing campaigns as loyal customers often recommend a product or a service which serves as an effective promotion (Ganiyu et al. 2012).

Curtis et al. (2011) suggest another financial outcome of loyalty which is repurchase behaviour. As they claim, loyal customers are likely to repurchase a product or a service. However, they stress that there is no direct interrelationship between customer satisfaction and repurchase behaviour.

As well as Ganiyu et al. (2012) emphasize that customer satisfaction is not enough to establish loyalty. They indicate to a factor of trust that is built on securing present and future benefits for customers. Therefore, organisations should not only focus on customer satisfaction but also on loyalty and trust in order to maximize the financial outcomes of customer satisfaction relating to customer related outcomes as these three factors are reciprocally dependent (Curtis et al. 2011, Ganiyu et al. 2012).

3.3.1.2 Positive and Negative Word of Mouth

As indicated in the previous section, loyal customers are frequently likely to recommend a product or a service (Ganiyu et al. 2012). Such verbal or written communication about a product or a service is referred to as a word of mouth (WOM). However, a word of mouth is not always positive and therefore positive and negative word of mouth has to be distinguished (Lo 2012).

Study conducted by Liu and Lee (2016) presents several interesting interrelationships regarding positive word of mouth. The authors validate the theory of Ali et al. (2015) introduced earlier in this paper that perceived value has a positive impact on customer

opinion about the quality. Moreover, Liu and Lee (2016) add that high quality generates high positive word of mouth. As in the case of perceived value, high quality is one of the most significant factors influencing overall satisfaction (Kaura et al. 2015, Izogo and Ogba 2015, Garikaparthi 2014). All of these points support the theory that positive word of mouth is another one of the outcomes of customer related outcomes of customer satisfaction. As the last point regarding this, it is worth mentioning that Lang and Hyde (2013) indicate that WOM is also influenced by customer loyalty. However, they add that this relationship is rather complicated as it is dependent on several other factors.

The benefits of positive word of mouth for an organisation are rather substantial in many aspects.
One of the most important ones are increased sales (Khan, Ramzan, Shoaib & Mohyuddin 2015) and increased profit. Increased profit is not only driven by customer repurchase behaviour but also by lowered operating expenses (Topcu & Duygun 2015), decreased customer acquisition costs (Khan et al. 2015) and lowered marketing costs since positive WOM serves as a powerful marketing tool (Lo 2012, Topcu & Duygun 2015). Another contribution of positive WOM might be the development of a competitive advantage since it can be perceived as a new communication channel with customers (Khan et al. 2015).

On the other hand, negative word of mouth is analogous to positive WOM and as Williams and Buttle (2014) claim, it might have a significant negative impact on an organisation. The authors assert that among others it can endanger company revenues, customer loyalty and organisational reputation. As a study conducted by East, Uncles, Romaniuk and Lomax (2015) presents, the effects of negative WOM influence organisations more than positive WOM and therefore they should be especially cautious about this phenomenon. The relative unfavourable strength of negative WOM is given by the fact that unsatisfied customers are more likely to communicate their dissatisfaction rather than vice versa (Terblanche 2015). Dwayne, Gremler and Gwinner (cited in Khan et al. 2015) indicate that negative WOM is spread to eleven people whereas positive one to only three. The threat of this is therefore not the fact that an organisation loses profits in relation to one lost customer, but it loses much more as eventually eleven more consumers might be negatively affected by that particular one customer (Terblanche 2015). The last observation

regarding negative WOM is that customer loyalty serves as a tool that reduces its occurrence (Topcu & Duygun 2015).

3.3.1.3 Customer Defection

The last important fact concerning customer related outcomes is customer defection. Customer defection is perceived as a negative impact and rather than to customer satisfaction is linked to customer dissatisfaction (Piha & Avlonitis 2015). Williams, Khan and Naumann (2011) add to this point that customer defection directly negatively influences organisation revenues. Although, Khan, Manoj, Singh and Blumenstock (2015) discovered that customer defection can be, in certain industries, forecasted with accuracy reaching almost 90 percent based on thorough evaluation of relevant data. This implies that organisations are able to act proactively in order to minimize it.

3.3.2 *Efficiency Related Outcomes*

Efficiency related outcomes are the second major area of customer satisfaction outcomes. Luo and Homburg (2007) note that the efficiency related outcomes are linked mainly to the efficiency of investments in marketing campaigns since customer satisfaction produces word of mouth. It was already mentioned in the part dedicated to word of mouth that satisfied customer is likely to recommend a product or a service to three more people. This action does not need any marketing actions and therefore is considered to be not only marketing effective but also cost effective (Dwayne et al. cited in Khan et al. 2015). The positive impact on marketing effectiveness was validated by Okutomi and Amasaka (2013) as well. Dimyati (2015) adds to this that specifically marketing communication supporting customer loyalty is significantly enhanced by customer satisfaction.

3.3.3 *Employee Related Outcomes*

The third group of outcomes of customer satisfaction suggested by Luo and Homburg (2007) are employee related outcomes. The authors claim that customer satisfaction might serve as a tool for attracting and retaining high quality employees. These findings were validated in subsequent research conducted by Dotson and Allenby (2010). Frey, Bayon and Totzek (2013) enhance these findings by discovering that customer satisfaction influences employee satisfaction as well.

Therefore Luo and Homburg (2007) suggest that organisations should pay more attention to this factor since it enhances human resources recruiting. To this point they add that in order to utilize this benefit organisations should publish and promote their customer satisfaction rating (Luo & Homburg 2007).

3.3.4 Overall Performance Related Outcomes

The last extensive group of outcomes of customer satisfaction are overall performance related outcomes. In this case the outcomes of customer satisfaction predominantly influence financial performance (Luo & Homburg 2007). As the authors note this group is in a sort of way natural consequence of the previously mentioned outcomes. Therefore the attention will be paid to already mentioned factors of profitability as well as factors of organisational value. The relationship between customer satisfaction, profitability and value is demonstrated in Figure 3-1.
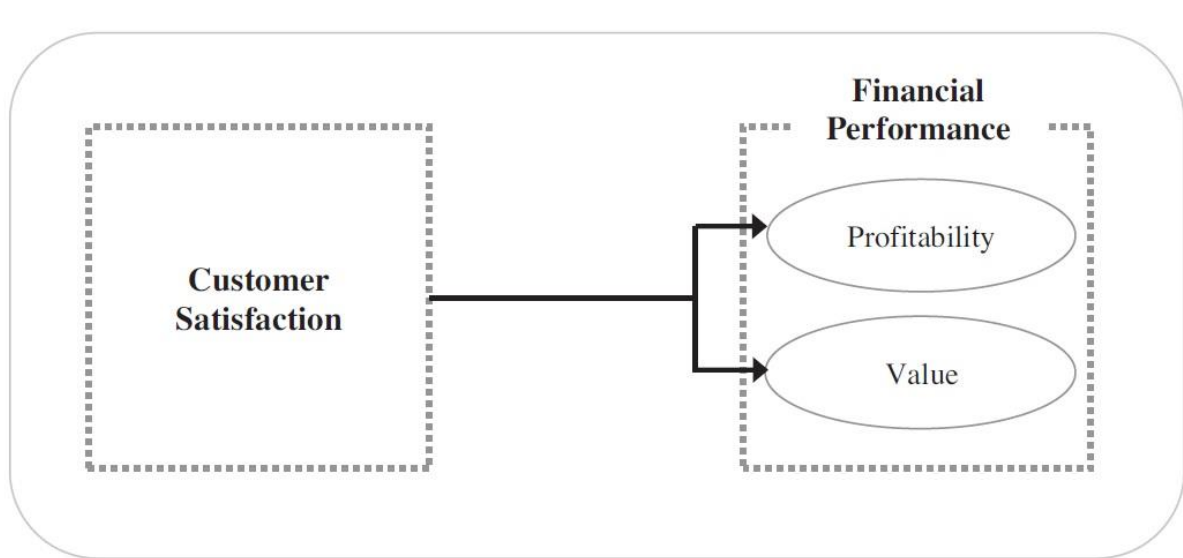
Figure 3-1 Relationship between CS and financial performance
Source: Sun and Kim 2013

Even though there are many studies supporting the idea that customer satisfaction positively influences organisation overall performance, it should be kept in mind that each and every customer is specific and produces various benefits for an organisation as well as requires various costs invested in him or her (Ndem & Ekpenyong 2013).

3.3.4.1 Profitability as an Outcome of Customer Satisfaction

3.3.4.1.1 The Impact of Customer Loyalty

It has been mentioned that loyalty generates several benefits in terms of financial performance for an organisation. Curtis et al. (2011) emphasize that it positively influences repurchase behaviour that consequently generates higher revenues. Ganiyu et al. (2012) claim that loyal customers tend to purchase a higher amount of products and are easily served which first of all leads to higher revenues and second of all it makes economies.

3.3.4.1.2 The Impact of Positive Word of Mouth

Positive word of mouth serves as a spontaneous marketing campaign. It has been mentioned earlier in this paper that positive word of mouth is shared with three more people (Dwayne et al. cited in Khan et al. 2015). Firstly, this generates economies on marketing campaigns (Lo 2012, Topcu & Duygun 2015) and secondly by this an organisation most probably acquire new customers that will increase sales and profit (Khan et al. 2015).

Eisingerich, Auh and Merlo (2014) confirm these theories by relating positive WOM to increased sales. However, they add that positive WOM itself is not that powerful as it might seem to be. They suggest that it should be reinforced by further participation of employees. Specifically, by providing feedback and suggesting possible improvements.

3.3.4.1.3 The Impact of Customer Defection, Efficiency and Employees

Customer defection is a variable that negatively influences organisation revenues since it is related to customer dissatisfaction that may cause the opposite effects as customer satisfaction (Piha & Avlonitis 2015). On the other hand, organisation efficiency is frequently related to cost savings on marketing activities which has a positive impact on organisation financial performance (Luo & Homburg 2007, Okutomi & Amasaka 2013, Dwayne et al. cited in Khan et al. 2015). Similar positive impacts are generated by employees of an organisation. As Luo and Homburg (2007) and Dotson and Allenby

(2010) suggest, customer satisfaction attracts highly qualified and talented employees who in turn enhance the overall performance of a company.

3.3.5   Organisation Value as an Outcome of Customer Satisfaction

Previous points were focused on the impacts of customer satisfaction on organisation profitability. Sun and Kim (2013), Luo, Homburg and Wieseke (2010) and O'Sullivan and McCallig (2012) support this theory and add that there is a correlation between organisation profitability and its value. According to them, financial performance of an organisation can be forecasted based on customer satisfaction. Companies with a high level of customer satisfaction indicate promising profitability and therefore are considered to be an attractive and rather secure company to invest in. This generates benefits predominantly in terms of raising organisation capital (Peng, Lai, Chen & Wei 2015). Reason for this is that investors are aware of the fact that customer satisfaction relates to higher stock returns (Raithel, Sarstedt, Scharf & Schwaiger 2012).

METHODOLOGY

Methodological part of the dissertation concerns the way how the research is undertaken. Firstly, I introduce the concept of The Research Onion (Saunders, Lewis & Thornhill 2012). This concept was introduced in order to outline the aspects of the research methodology to help researches in conducting a research. All the aspects of conducting a research including research philosophies, approaches, strategies, choices, time horizon and techniques and procedures are going to be introduced. Secondly, I am going to apply this concept to my research objectives and summarize it.

4 THE RESEARCH ONION

Saunders et al. (2012) defined a research onion (Figure 4-1) to depict each step for
a successful research. It is a generally accepted tool for conducting a business research.
One of the aspects has to be identified in each of the layers in order to meet
the requirements for successful identification of the research objectives.
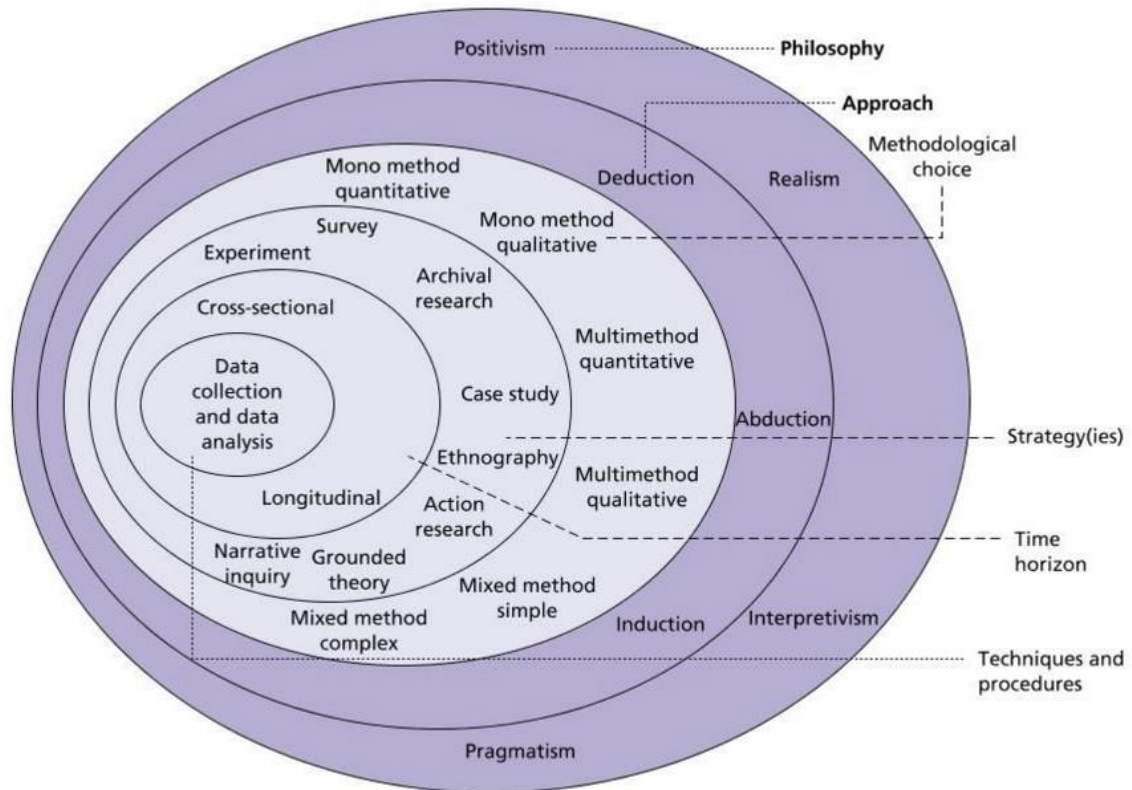
Figure 4-1 The Research Onion
Source: Saunders et al. (2012)

4.1 Philosophies

As Saunders et al. (2012) argue, philosophies are outlined in order to provide a researcher
with different theoretical approaches. This implies that each philosophy is suitable for
determination of a different research objectives. However, it occurs quite often that
research objectives require more than one philosophical background in order to be
answered properly. The main purpose of identifying an appropriate philosophy for a
research is to understand the presumption of the reality that each philosophy possess.
Saunders et al. (2012) identify two groups of philosophies as *ontology* and *epistemology*.

4.1.1 Ontology

Saunders et al. (2012, p. 130) claim that *"ontology is concerned with nature of reality".* Among ontological theories belong *objectivism* and *subjectivism.* Even though Saunders et al. (2012) refer to these theories, they have not included them in the research onion for the business research purpose. As they indicate, the reason for this is that they concern managerial research issues.

4.1.2 Epistemology

Epistemology is defined by Saunders et al. (2012, p. 132) as *"what constitutes acceptable knowledge".* The most important aspects in epistemological research are reality and facts. This might be represented by objects, data, knowledge or feelings. According to what particular researches consider the most important in their research, they select an appropriate philosophy to follow. Among epistemological philosophies belong positivism, realism and interpretivism (Saunders et al. 2012).

4.1.2.1 Positivism

Positivism is a philosophical approach based on collected data. Researchers using this philosophy work with the collected data about existing reality and try to discover a certain pattern in it. Patterns are evaluated based on hypotheses designed earlier. The main goal of the data evaluation is to appraise hypotheses and make conclusions that could be used as a generalized rule for the phenomena. Arising conclusions might be then used as a subject of further researches. An important aspect of positivism is that data collected should not be influenced in any way by researcher attitude or feelings. This is most commonly warranted by collecting structured data in a form of questionnaire or interviews. However, the authors indicate that to conduct interviews in this way is almost impossible as the personal contact of interviewer and interviewee is necessary (Saunders et al. 2012).

4.1.2.2 Realism

The main idea of realism is that the reality as we see it has no relationship to a human mind and is rather independent. Researches using this philosophy consider collected data to be credible in portraying the reality. The main assumption is that reality is constantly changing over a period of time. Therefore, this approach is commonly used in researches that try to discover and understand a real phenomenon and based on it outline some recommendations (Saunders et al. 2012).

4.1.2.3 Interpretivism

Opposite to positivism, interpretivism is concerned with a different point of view and feelings that people can contribute to the research with. They argue that it is important to consider social factors in research conduction and argue that it should not be simply generalized as it is in the case of positivism. Therefore they study people and their behaviour than objects (Saunders et al. 2012).

4.1.2.4 Pragmatism

Pragmatism is rather specific philosophy as it does not belong to an ontological group of philosophies nor epistemological. Pragmatists believe that there is not only one possible approach how to depict the reality from all points of view. Therefore, rather often they use several methods for observing the reality. The most important in pragmatist research is that the finding should be followed by its implementation (Saunders et al. 2012).

Based on the research objectives, the most suitable philosophy for the purpose of the study is positivism. The main reason is that I am going to work with real data which are supposed to answer the objectives that are related to secondary data outlined in the literature review.

4.2 Approaches

There are two basic approaches outlined by Saunders et al. (2012) in their research onion diagram. First of them is deductive approach. Deductive approach is based on a theory which is either confirmed or disproved by the result of the research. Opposite to that inductive approach is applied when the purpose of the research is to establish a new theory. The combination of these two approaches is called abduction. This approach is appropriate when the researchers base their research on an existing theory which they partly employ and refine it to either create a new theory or to enhance the existing one (Saunders et al. 2012).

My dissertation is based on the already existing theory that I try to examine. Therefore, deductive approach is going to be used in the research.

4.3 Methodological Choices

The third layer of Saunders et al. (2012) research onion is dedicated to methodological choices. The authors suggest six different methodologies as quantitative mono method,

qualitative mono method, quantitative multimethod, qualitative multimethod, simple mixed method and lastly complex mixed method. However, Locke, Silverman and Spirduso (2010) group this sorting into three main groups as quantitative methods, qualitative methods and mixed methods that are the combination of two previously mentioned methods.

Quantitative method is used when the subject of the study is quantifiable. This method requires large amounts of collected data that can be easily interpreted in figures. In contrast to quantitative methodology, qualitative one requires rather small amount of collected data. For qualitative method, it is necessary that participants are exposed to the direct contact with a researcher and express their ideas in words rather than numbers. Given these facts this implies that mixed methodology is used in cases where there is a need for both qualitative as well as quantitative data (Locke et al. 2010).

The dissertation approaches the objectives from two different perspectives. First of all, how organisations perceive customer satisfaction and what actions they take to help them to improve their performance is investigated. Secondly, influences of customer satisfaction from the point of view of a customer is examined. Therefore, mixed methodology is going to be used. Qualitative method will serve as a tool for obtaining data from customers and quantitative method for acquiring data from organisations.

4.4 Strategies

There are eight research strategies introduced in the research onion. These are experiment, survey, archival research, case study, ethnography, action research, grounded theory and narrative inquiry (Saunders et al. 2012).

Experiment, as the first of the mentioned strategies, tests the relationship between two variables that are outlined in a research hypothesis. Survey strategy is most commonly used in quantitative research to answer questions concerning a large sample of participants from which can be made conclusion applicable to the whole population. Questionnaires are most commonly used for this type of research strategy although structured interviews are also one of the options (Saunder et al. 2012).

Archival research strategy is based on the use of data which were collected by someone else in the past. However, it is not a strategy using secondary data as these data were

collected for a different purpose than is the purpose of the study. This strategy aims to examine progress of an event over time. One of the most complex strategies is a case study. Case study aims to understand the research objective within its context over a period of time. In order to achieve this, usually more than two quantitative as well as qualitative research methods are used. Although, examination of the context is mostly rather complex and difficult to understand on the whole. Ethnography aims to explore relationship between people belonging to a particular social group that shares the same environment (Saunders et al. 2012).

Action research is best defined by Saunders et al. (2012, p. 183) as *"an emergent and iterative process of inquiry that is designed to develop solutions to real organisational problems through a participative and collaborative approach, which uses different forms of knowledge, and which will have implications for participants and the organisation beyond the research project"*. Grounded theory strategy is based on data collected from which a theory and predictions are built. The correctness of the predictions is then examined. The last of the theories, narrative inquiry aims to gain a deep insight into events by listening, recording and evaluating stories told by the research participants (Saunders et al. 2012).

To answer the research question with its three objectives it is necessary to collect quantitative data as well as qualitative data. The reason for this is that not only objectives are going to be examined from the organisation point of view which are achieved by conducting structured interviews but the last objective (*To examine the importance of customer satisfaction and its influence on organizations' performance*) is going to be enriched with the customers opinions and point of view about this particular issue. Data from customers are going to be collected with the use of questionnaires.

4.5   Time Horizon

Saunders (et al. 2012) distinguish two types of time horizons for conducting a research as cross-sectional studies and longitudinal studies. Data in cross-sectional studies are collected at one specific time. It is mostly used in researches where either there is a limited time for the research or when there is no need for observing trends over a period of time. On the other hand data in longitudinal studies are collected repeatedly several

times over a certain period of time. Researchers using this method aim to observe specific progress of events over a defined time period.

As it has been stated before, in my research I am going to use surveys for data collection. Saunders et al. (2012) refer to surveys as to the most commonly used strategy for cross-sectional studies. I am going to collect data using this time horizon as there is no need for observing any development or patterns over a period of time.

4.6 Summary of the Research Onion

The whole methodology part has been dedicated to the analysis of the Research onion. Now I would like to summarize the analysis and review chosen methodology in Table 1.

Table 4.6-1 Summary of the methodological choices

Philosophy	Approach	Methodological choice	Strategy	Time horizon
Positivism	**Deduction**	Quantitative	Expetiment	**Cross-sectional**
Realism	Abduction	Qualitative	**Survey**	Longitudinal
Interpretivism	Induction	**Mixed**	Archival research	
Pragmatism			Case study	
			Ethnography	
			Action research	
			Grounded theory	
			Narrative inquiry	

Source: Own interpretation

5 DATA COLLECTION AND DATA ANALYSIS

The core of the research onion is the result of the choices made in each of its layers. It is devoted to the process of data collection and data analysis that are elaborated in forthcoming paragraphs.

5.1 Questionnaire and Interview Design

Both, questionnaire and interview were designed according to objectives of the study. First of all, objectives and their theoretical background were identified in the literature review of the dissertation. The aim of this procedure was to clearly define individual areas described with the use of secondary data. After that, for each of the areas either a question from the interview or from the questionnaire ware assigned in order to obtain primary data about specific issues. The research table is enclosed as an appendix A.

5.1.1 Questionnaire Design

Apart from that, several other criterions were considered in the process of designing the questionnaire. First of all, it was crucial to define questions that are clear and easy to understand. This prevents from biasing the results as well as encourages attention and motivation of a respondent. Another aspect to consider was achieving maximal efficiency. Therefore only eleven the most important questions were asked to answer which also stimulates the willingness of a respondent to answer the questions.

In order to obtain as many completed questionnaires as possible, two questionnaires were designed. Both of them ask identical questions but one of them is designed in English language and the other one in Czech language, which is my mother tongue. The final form of English as well as Czech questionnaire is attached as appendix B and C.

5.1.2 Interview Design

As for the questionnaire, identical approach of designing the structured interview has been used. Questions were defined clearly in chronological order to answer all objectives of the study. The number of questions was limited to eighteen from which some could have been eliminated based on the answers. This aspect was crucial in order to motivate interviewed managers, who are rather busy, to agree with conducting an interview. As in the case of the questionnaire, interviews were conducted in English as well as in Czech. Structured interviews in both languages are enclosed to the dissertation as appendix D and E.

5.2 Pilot Testing

The first draft of English and Czech questionnaires (appendix F and G) has been tested on a sample of ten people who were asked to provide feedback on understanding of the questions. Then I have discussed with them about the questionnaire and alternated it.

Sampling demonstrated that there have been some ambiguities that needed to be eliminated. First of all, I was asked to add more options for question number three. I have considered it to be a relevant comment and alternated the question.

Another valuable comments referred to question number five where first of all sub-questions *b* and *c* asked identical questions and secondly sub-question *a* was not relevant as it has been answered in a question number four. The last comment regarding question number five was to reformulate sub-question *f* which was achieved by separating it and creating a new question, question number six.

The last valuable feedback was related to question number nine. I was suggested to include more options as well as to design an additional question that would ask the opposite.

The interview questions have not been piloted. The reason was that no one else than interviewed managers was able to provide me with the valuable feedback. Considering the fact that it was rather hard to find time for the interview itself I found this option unfeasible. However, interviewees were asked whether they understand all questions clearly before the interview has been conducted in order to prevent any misunderstanding.

5.3 Sampling

Questionnaires were distributed among 156 respondents in order to acquire representative sample. Qualitative research has been conducted with three managers of different organisations based in the UK as well as in the Czech Republic.

5.4 Reliability and Validity

Data has been collected only by one person and therefore there have to be instruments for eliminating risks regarding reliability and validity of the research. One of the tools is the way how data are collected. Questionnaires have been distributed using *Google forms* that not only store data securely but also evaluates them in a form of diagrams which eliminates possible data input errors.

Interviews have been conducted exactly according to the designed structure and are recorded, prescribed and stored. This enables easy and accurate evaluation of data and possibility of data verification if required.

5.5 Bias

The process of the study was undertaken to minimize any possible bias. The first action towards bias elimination was designing questionnaires in a way that respondents had a chance to involve their comments in case that their possible answer was not stated. Another step was questionnaire piloting that also discover potential risks for bias that were eliminated. However, possible bias might occur as there are questionnaires and interviews in two different languages. Even though that they are identical, each of them might be perceived slightly differently and establish some bias.

5.6 Limitations

In the process of data collection, I have faced one obstruction that might possibly influence the overall results of the study. Quantitative data were collected only from three managers which is a sufficient number, although larger sample would provide with more representative data. This has been caused by difficulties with making appointments with managers and their availability due to the workload. Also, all interviews are conducted with managers of small and medium enterprises. Better approach would eventually be interviewing managers from organisations of various sizes.

5.7 Ethical Consideration

The study was conducted according to *Ethics Policy and Procedures* defined by University of Huddersfield Business School. Student Dissertation Ethical Review in which all related issues are identified in detail has been fully completed and approved by the dissertation supervisor. Dissertation Ethical Review is enclosed as appendix H.

RESULTS AND DATA ANALYSIS

Previous section was dedicated to methodology. I examined all layers of the Research Onion and based on it identified relevant features for the purpose of my dissertation.

This section concerns with the practical application of the Research Onion in order to conduct the research in an appropriate manner and obtain desirable data from which conclusions can be drawn.

As identified in the methodology section, I have used qualitative as well as quantitative data. Therefore in this chapter both types of data are analysed. Firstly, I am going to analyse qualitative data collected by interviewing managers from selected organisations and then I am going to analyse quantitative data acquired using questionnaires.

6 ANALYSIS

The research objectives were identified as following:

1. To establish the importance of data and describing how organisations work with data
2. To discover how organisations use business data for the strategy evaluation
3. To examine the importance of customer satisfaction and its influence on organisations' performance

Based on the objectives a structured interview and a questionnaire were designed and subsequently analysed.

6.1 Interview questions analysis

Data has been subsequently analysed using thematic analysis (Boyatzis 1998). First of all, three thematic codes were labelled as Data Management, Business Strategy and Customer Satisfaction. This sorting is based on the literature review from which interview questions were developed. Each of the codes consist of specific themes that are contained in the interview questions.

A sample of three interviewees from three different organisations has been used to collect the data. As Boyatzis (1998) suggests, verbal description is the most suitable way of analysing data from small samples. Therefore the data has been sorted according to its code, theme and sub-samples in Table 6-1.

Prescribed interviews with individual sub-samples are enclosed as appendixes I, J, K, L and M.

Table 6.1-1 Thematic analysis of interviews

Code	Theme	Sub-Sample 1	Sub-Sample 2	Sub-Sample 3
Data Management	Type of data	Customer data	Customer data, Purchase data	Customer data, Purchase data
	Acquisition of data	Orders, Entering a draw	Loyalty cards	Orders
	Data storage	Database of orders, Cloud database	Loyalty cards database	Database of orders
	Data analysis	Microsoft Excel, Customer profiling	Specific software, Buying patterns, Customer profiling	Buying patterns, Price range of orders
	Importance of data	Planning, Marketing, Purchasing,	Competitive advantage, Customizing, Efficiency	Economies of time, Higher productivity
Business Strategy	Use of BPM	No, using Excel for similar tasks	No	No

	Business strategy	Using gained information	Using gained information, Selection of products	Using gained information
	Strategic goals	Higher revenue, More data, Lower costs, Increased profits	Higher market share, Higher customer satisfaction	Higher market share, Higher productivity
	Key Performance Indicators	Profits, Revenues, Costs, Low employee turnover, Customer satisfaction	Costs, Customer satisfaction, Employee satisfaction	Profits, Costs, Customer satisfaction
	Comparing goals	Based on results	Based on results	Based on results, Improving customer service
Customer Satisfaction	Importance of customer satisfaction	Priority, aiming to improve it	Very crucial, aiming to improve it	Priority, aiming to improve it, Using questionnaire with opportunity to enter a draw

	Influence on performance	Word of mouth	Word of mouth, Repeated purchases	Word of mouth, Repeated purchases
	Factors influencing customer satisfaction	Customer service, Buying experience	Price, Customer service	Range of products, Quality, Price

Source: Own interpretation

6.2 Questionnaire questions analysis

The analysis follows the order of the questions contained within the questionnaire. Questions number 1, 2 and 3 provide with profile of respondents. The rest of the questions, questions number 4 to 11, have been designed to meet the third objective.

Q.1 What is your gender?
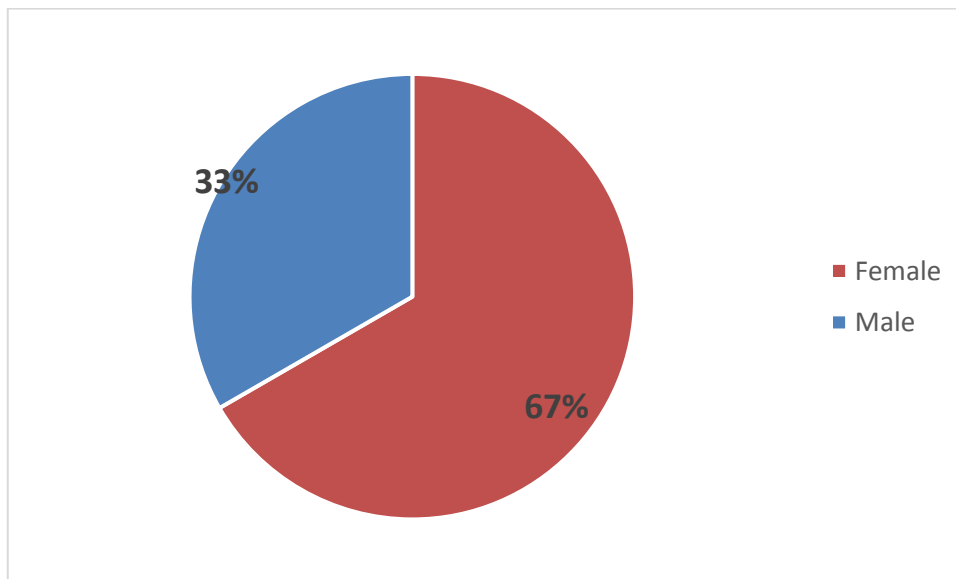
Figure 6-1 Gender

Source: Own interpretation

The first question asked about the respondent gender. From the total number of 154 questionnaires 104 were answered by female respondents and 52 by male respondents.

This accounts for 67 % of female and 33 % of men. Even though the distribution is significantly unequal, it is not a constraint for the research as the objective is not limited by participant gender.

Q.2 What is your age?
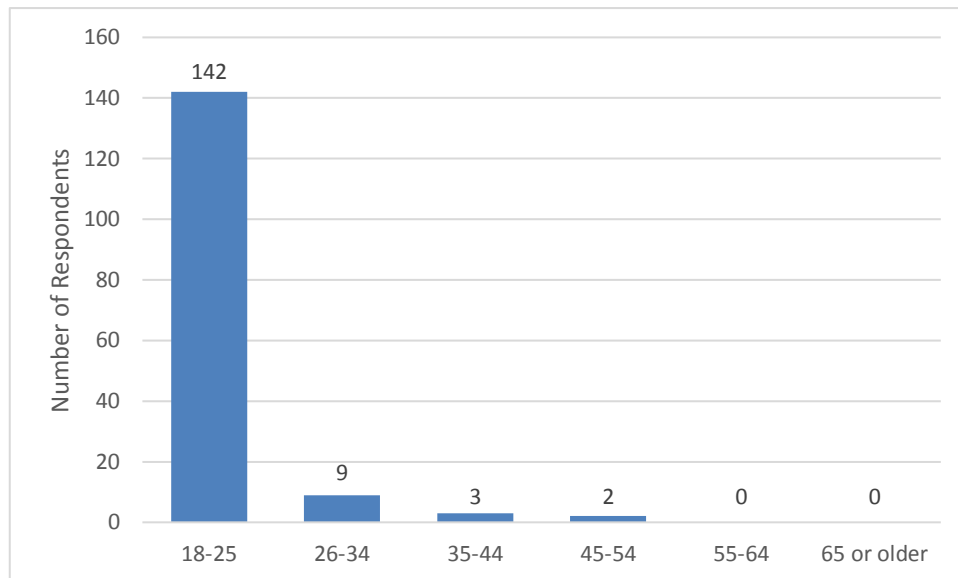
Figure 6-2 Age

Source: Own interpretation

Respondent age was divided into 6 categories described on the chart. 142 respondents are aged between 18 and 25 years which accounts for 91 % of all collected answers. There are two age groups that are not represented in the sample which means that addressing people aged 55 or older was not successful. Although, this is not an issue and does not bias the results.

Q.3 Currently you are
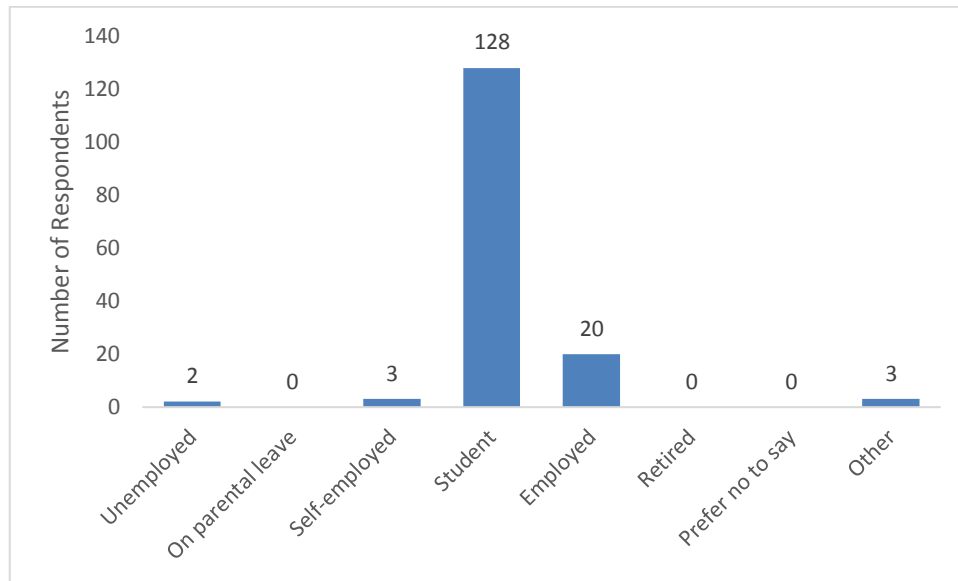
Figure 6-3 Status

Source: Own interpretation

The last question concerning profiling of the respondents represents another significant figures in one of the categories. Status of student is the most frequent one with 82.1 %. Option with the second highest score is Employed accounting for 12.8 %.

Q.4 What influences your satisfaction with a purchased product or service?
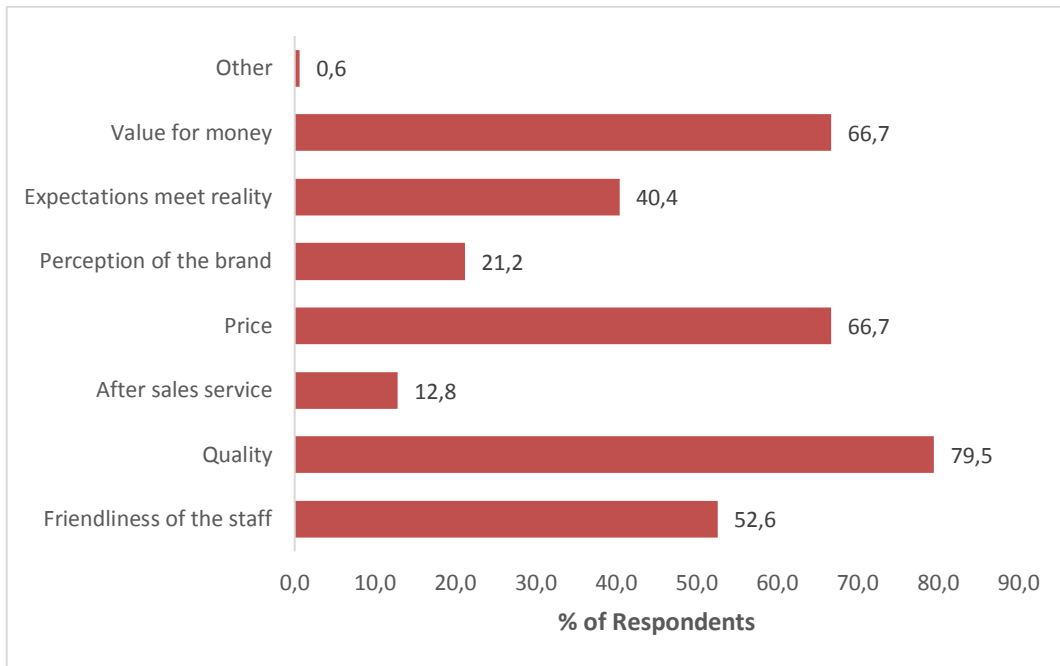
Figure 6-4 Factors influencing customer satisfaction

Source: Own interpretation

This question enabled respondents to select one or more than one answers and therefore the diagram presents percentage for individual questions. As the most important factor influencing customer satisfaction is considered quality with 124 responds, followed by Price and Value for money with 104 responds.

Table 6.2-1 The most frequent combinations

Quality, price, value for money	1 4
Friendliness of the staff, quality, price, expectations meet reality, value for money	1 2
Quality, price	8

Source: Own interpretation

Table 6-1 summarizes three most frequent combinations of answers. Quality and price which has been identified among most frequent answers correspond with the data as they are included among most common combinations as well. On the other hand, after sales

service and perception of the brand are not included in any of the listed combinations. This implies that they are not that important factors influencing customer satisfaction separately neither in combination with other factors.

Q.5 How strongly do you agree or disagree with the following statements?

Question number five is divided into four related sub-questions. The questions are classified using Likert scale ranging from 1 = strongly disagree to 5 = strongly agree (Robson & McCartan 2016).

Table 6.2-2 Summary of Q5 answers

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
I am likely to recommend a product / service provider in case I am satisfied	9	2	8	92	45
Price is more important than my overall satisfaction with a product / service	14	99	32	10	1
I am likely to defame a product / service provider in case I am dissatisfied	10	20	23	80	23
Overall satisfaction with a product / service is more important than price	6	15	42	78	15

Source: Own interpretation

Spearman's rho has been used for the analysis (Field 2013) and the inputs have been summarized in the Chart 6-5.

Firstly the chart implies that there is a significant correlation between consumers preferring overall satisfaction to price and the probability that they will recommend ($r_s = .253$) or defame ($r_s = .252$) purchased product or service. This correlation was not confirmed in relation to customers emphasizing price.

Secondly there is not any significant correlation between recommending and defaming as *p* is below the significance level (*p* = .000).

Lastly the results demonstrate that there is a significant negative correlation (r_s = -.207) between the preference of customer satisfaction over price and vice versa. This indicates that the results are not biased as the questions are inversed.

Correlations			I am likely to recommend a product / service in case I am satisfied	Price is more important than my overall satisfaction with a product / service	I am likely to defame a product / service provider in case I am dissatisfied	Overall satisfaction with a product / service is more important than price
Spearman's rho	I am likely to recommend a product / service in case I am satisfied	Correlation Coefficient	1.000	.084	.365**	.253**
		Sig. (2-tailed)	.	.296	.000	.001
		N	156	156	156	156
	Price is more important than my overall satisfaction with a product / service	Correlation Coefficient	.084	1.000	.060	-.207**
		Sig. (2-tailed)	.296	.	.456	.010
		N	156	156	156	156
	I am likely to defame a product / service provider in case I am dissatisfied	Correlation Coefficient	.365**	.060	1.000	.252**
		Sig. (2-tailed)	.000	.456	.	.002
		N	156	156	156	156
	Overall satisfaction with a product / service is more important than price	Correlation Coefficient	.253**	-.207**	.252**	1.000
		Sig. (2-tailed)	.001	.010	.002	.
		N	156	156	156	156

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 6-5 Spearman's rho correlation

Source: Own interpretation

Q.6 In case you are satisfied with a product / service are you willing to stay loyal to a company?
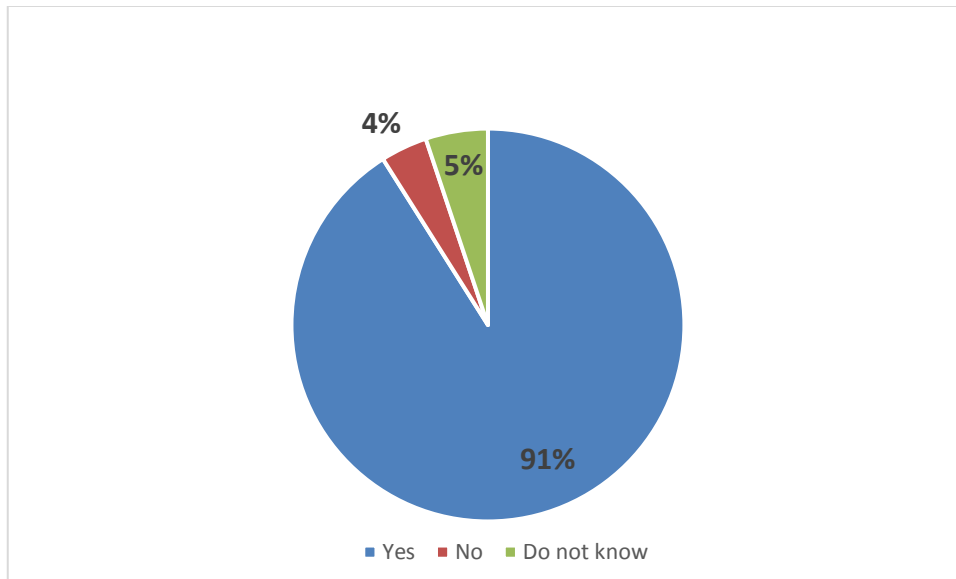
Figure 6-6 Loyalty

Source: Own interpretation

Vast majority, 142 of respondents replied affirmatively to this question regarding loyalty. Only 6 participant answered opposite and 8 participants were not sure about their attitude.

Q.7 Are you willing to stay loyal to a company even if the price of a product / service in comparison to competitors increases?
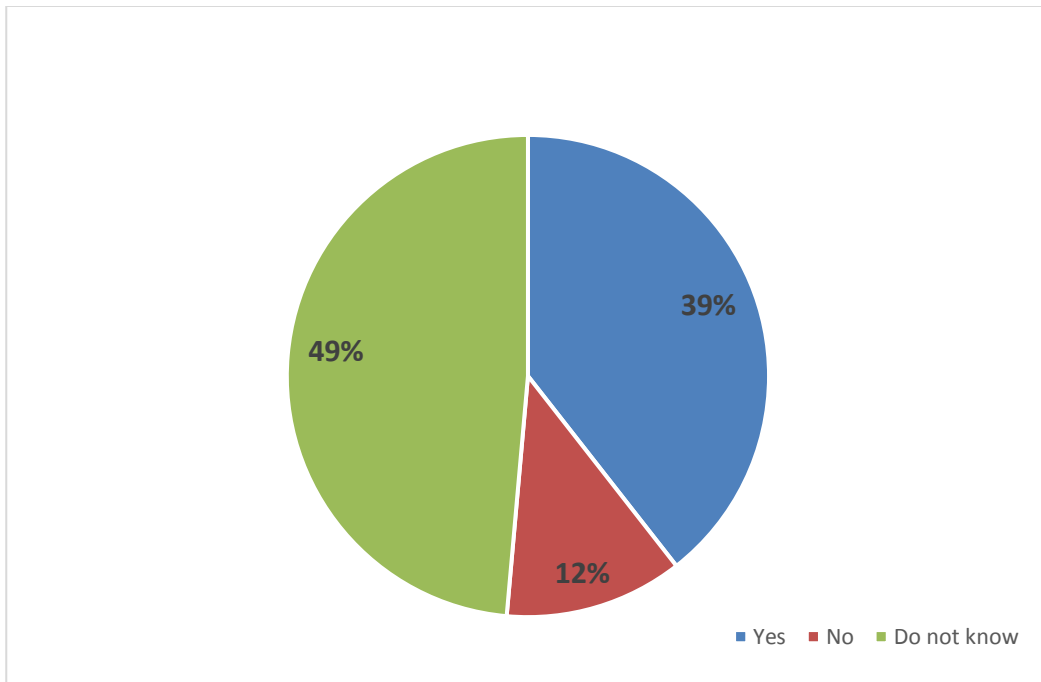
Figure 6-7 Loyalty / Price increase

Source: Own interpretation

Answers for question number six has been collected only from those respondents who replied affirmatively to the previous question in order to avoid biasing of the data. Therefore the size of the sample decreased from 156 to 142 respondents.

In this case, the data indicate significant uncertainty as almost 50 per cent of respondents answered *Do not know*. Only 39 per cent of respondents confirmed that they would stay loyal under stated conditions.

Q.8 Are you willing to provide a feedback based on your experience with a product / service?
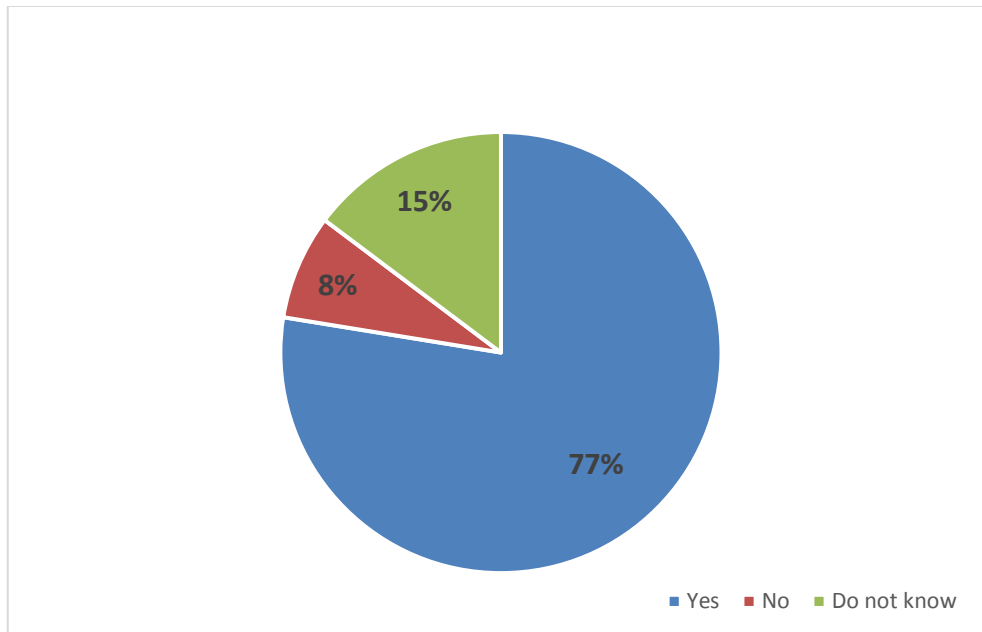
Figure 6-8 Willingness to provide feedback

Source: Own interpretation

Original sample of 156 respondents has been used again to discover the trend for this question. 121 participants responded that they are willing to provide a feedback. Only 12 people stated that they are not willing to provide feedback and 23 were unsure about it.

Q.9 What motivates you to provide a feedback based on your experience with a product / service?
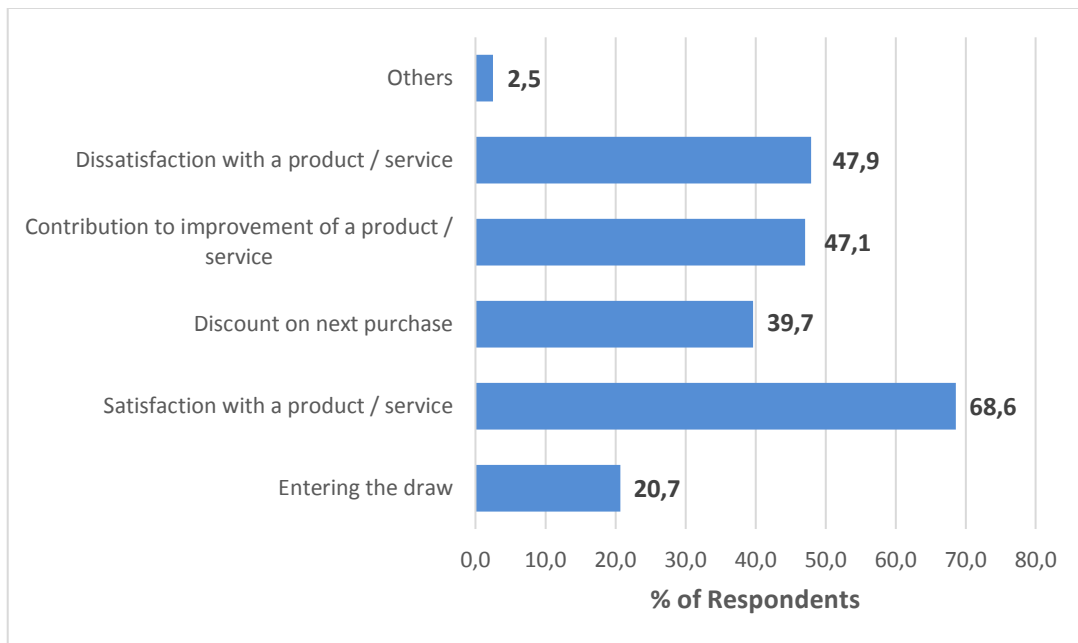
Figure 6-9 Motivation to provide a feedback

Source: Own interpretation

This question is designed in the same manner as question number four which enables respondents to state more than one option. As in the case of question number seven only respondents who replied affirmatively were asked this question and therefore the sample is reduced to 121 respondents.

Based on the collected data the most motivating aspect to provide a feedback is customer satisfaction with a product or service. Almost equally rated are dissatisfaction with a product or service and contribution to improvement of a product or service. Rather surprisingly, these three responds are ranked higher than motivation encourage by organisations like discount on next purchase and entering the draw.

Interesting suggestions have been proposed by respondents who specified other options. Two respondents said that providing feedback can assist other customers to decide whether to purchase a product or service. One respondent indicated that eventual praise or reward to employees from their manager is important factor.

Table 6.2-3 The most frequent combinations

Satisfaction & Dissatisfaction with a product or service, Contribution to improvement of a product or service	15
Satisfaction & Dissatisfaction with a product or service	15
Satisfaction with a product or service	13

Source: Own interpretation

Table 6-4 summarizes three most frequent combinations of answers. Satisfaction with a product or service is included in all three most common answers.

Q.10 What do you consider as the LEAST intrusive way of providing feedback?
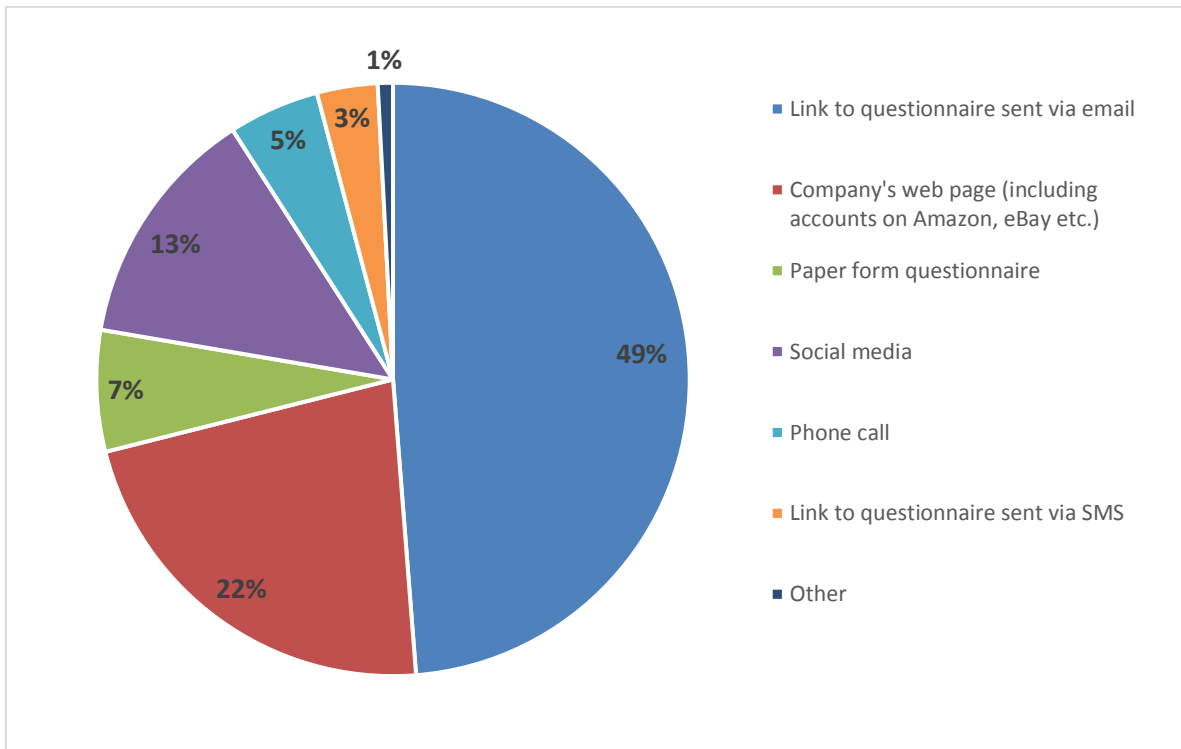
Figure 6-10 The least intrusive way of providing feedback

Source: Own interpretation

From the sample of 121 respondents, almost 50 percent indicated that the least intrusive way of providing feedback is through the link to questionnaire sent via email followed by company's web page and social media.

Q.11 What do you consider at the MOST intrusive way of providing feedback?

Figure 6-11 The most intrusive way of providing feedback

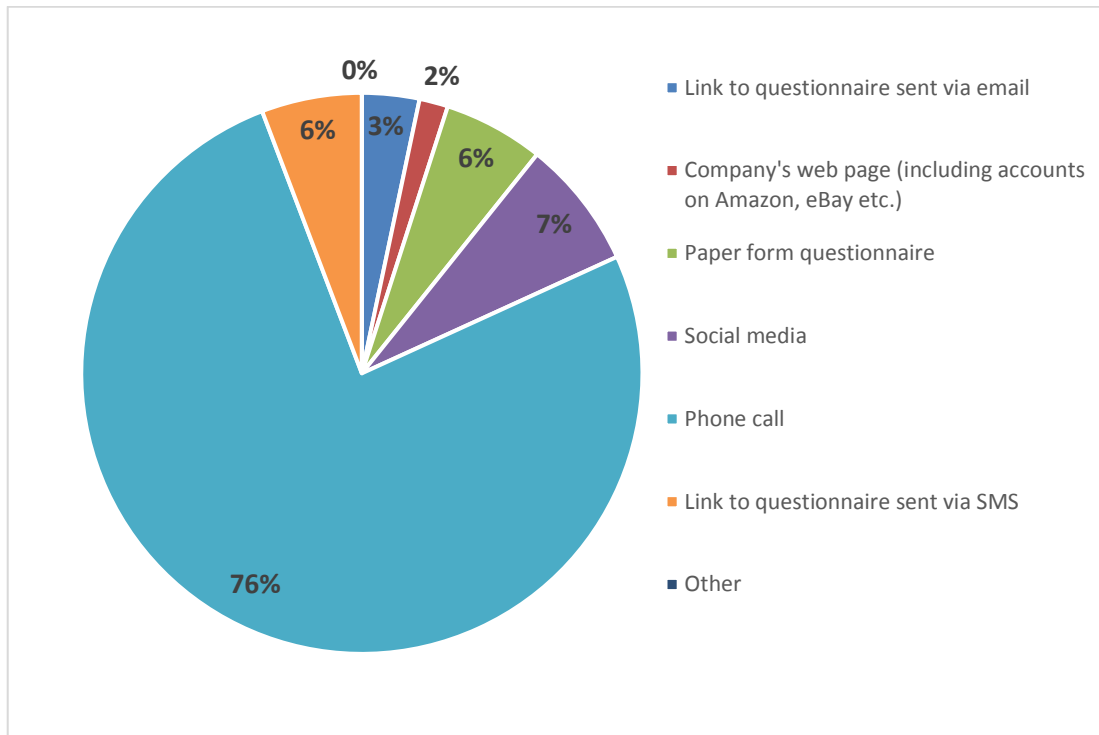Source: Own interpretation

To the last question of the questionnaire more than three quarters of 121 respondents agreed on that the most intrusive way of providing feedback is by phone call. Other options received only a fraction of responses.

7 DISCUSSION

In the following section, I would like to summarize and discuss findings based on the qualitative as well as quantitative data analysis. Discussion is divided into three main areas based on the three objectives of the study.

7.1 Data management

The research has proven that nowadays it is hard to imagine that organisations could operate without collecting, analysing and utilizing data. Interviewed managers explicitly stated that information are perceived in their companies as one of the key business resources from which they can beneficiate in terms of economies, higher productivity, gaining competitive advantage and enhancing planning, purchasing and marketing.

Based on my research, customer data are the most commonly collected one since all of the interviewed managers referred to them. This is in compliance with my last objective focusing on customer satisfaction that is going to be discussed later on. Another commonly collected group of data are apparently data about purchases.

The methods of data acquisition vary across studied objects. Two interviews indicated to collection of data via orders which is rather natural since data like customer name, address or contact details are essential for order completion. However, acquisition of data with the use of loyalty cards or an offer to enter a draw has been mentioned as well. This proves the theory of the importance of data and implies that organisations are aware of it and take proactive actions.

If we look a bit further in this research and take into consideration qualitative data, it appears that data collection is not that effective when using some kind of supportive tools. The results of question nine demonstrate that only 20.7 % of people are motivated to provide feedback by above mentioned entering the draw. However, it is important to state that only about three quarters of asked people (Q.8, 77 %) are willing to provide feedback. Thus, any method of motivation is desirable to increase the willingness and acquire more data, although it might not be that effective.

Another factor enhancing data acquisition, specifically feedback acquisition, are methods used for data collection. Vast majority of addressed respondents (Q.11, 76 %) stated that

the most intrusive way of providing feedback is a phone call. Therefore, organisations should avoid it and contact customers via email (Q.10, 49 %) or use their own communication channels (Q.10, 22 %).

Naturally, organisations store data in databases. One of the organisations stated that they also use cloud storage. As interviewees stated, data are entered into database with the use of some kind of source systems. Most commonly, they referred to order processing systems.

Lastly, acquired and stored data are utilized. Apparently, organisations are mostly interested in discovering buying patterns and in customer profiling. One of the managers also stated an interest in price range of orders. Unfortunately, rather general data regarding data analysis have been gained since only one manager stated Microsoft Excel as a tool for analysis, another one referred to a specific software but did not mention its name and third of the managers have not stated any software.

7.2 Business Strategy

Rather significant section of the literature review regarding business strategy is dedicated to Business Performance Management systems. Unfortunately, none of the interviewees stated that their organisations use this software package. I assume that reason for this might be the size of companies addressed for the research. Perhaps, if larger enterprises were addresses it could possibly generate positive responses to the question eight and subsequently to the question nine.

Nevertheless, the previous section regarding data management is, to some extent, overlapping with this part. Therefore, it has been already mentioned that approached organisations analyse data and convert them into valuable information. The only difference is that they do not use BPM, but instead they use tools like Microsoft Excel or other software designed for data analysis. All the managers replied affirmatively when asked whether they use gained information for the purpose of business strategy. One of them stated that, apart from other, it is used for composition of product selection.

According to information gathered in the literature review, contribution of BPM to business strategy is significant because it helps to define strategic goals and key performance indicators. The lack of affirmative replies regarding BPM does not seem

to limit my research since interviewed managers were able to answer questions eleven and twelve. This is not surprising since it has been mentioned earlier that the organisations analyse data and use gained information for the purpose of business strategy.

Among mentioned strategic goals that addressed organisations set occur both, financial as well as non-financial goals. Financial strategic goals stated by managers are higher revenues, increased profits, lower costs and higher market share. Whereas, non-financial strategic goals are acquiring more data into database, higher customer satisfaction and higher productivity.

Beginning of the literature review dedicated to customer satisfaction clearly indicates that non-financial indicators are those that organisations should predominantly focus on nowadays in order to stay competitive (Mlkva 2014). All of the interviewed managers stated that one of the defined key performance indicators is customer satisfaction. Customer satisfaction is probably the most common example of non-financial indicators. Its importance in business is immense and that is one of the reasons why the final part of the dissertation is dedicated to this topic. Two of the managers stated another non-financial indicators like employee satisfaction and low employee turnover.

However, answers relating KPI's include financial indicators as well. Some researches demonstrated that these are not that significant for organisations and in comparison with non-financial ones have certain disadvantages. Although, they are important to be defined as well. Those that the managers stated are profits, revenues and costs.

Second significant part of the literature review dedicated to business strategy is concerned with the concept of gap analysis. Based on the answers on question number fourteen, it can be concluded that organisations indeed compare the results that they achieved with those they projected earlier. One of the managers stated that specifically the company tries to improve customer service. This is probably an outcome of insufficient meeting of projected goals.

7.3 Customer Satisfaction

First of the final four questions in interviews regarding customer satisfaction was asking whether the organisations consider customer satisfaction important. It has been indicated in the literature review that it is significant aspect that organisations should focus on. Therefore, not surprisingly all the interviewees agreed on that maintaining high customer satisfaction is their priority and it is important to keep improving it.

However, not all approached organisations possess with accurate information about a level of customer satisfaction they reach. Only one manager stated that their organisation make efforts to obtain data about customer satisfaction using questionnaires with an opportunity to win prizes which is supposed to serve as a motivational tool. Although, it has already been discussed that it is not significantly motivational (Q.7, 20.7 %). Other two managers stated that they do not possess with any accurate data about customer satisfaction levels.

Even though the theoretical foundation of this research refers to several different categories in which customer satisfaction can influence organisation performance, interviewed managers referred to only two categories – customer related outcomes and overall performance outcomes which are closely related to customer related outcomes.

All three interviewees agreed on that positive or negative word of mouth, as a customer related outcome, is an important factor influencing their financial performance and two of them added repeated purchases as an influencing factor. Repeated purchase belongs to customer loyalty, although the presence of other factors than customer satisfaction are necessary to attain customer loyalty (Curtis et al. 2011). It has been mentioned earlier that one of the addressed organisations use loyalty cards that can be used as a tool enhancing loyalty since it offers certain benefits to customers.

Qualitative data are in agreement with the managers observations regarding word of mouth. Those customers, who prefer overall satisfaction to price, stated that they are likely to recommend or defame a product or service.

Findings about customer loyalty from quantitative data demonstrate that satisfaction with a product or service can significantly influence loyalty since 91 % of respondents are willing to stay loyal to a company. However, answers to question number seven indicate that it is not that unambiguous when variable of increased price is involved (only 39 % would stay

loyal). This confirms the theory of Curtis et al. (2011) that it is necessary to maintain loyalty by other means than just customer satisfaction.

Last question in qualitative data collection investigated what organisations consider the most influencing factors of customer satisfaction. Customer service, price, buying experience, quality and range of products are listed among the answers. Considering the fact that all addressed organisations operate either in retail or wholesale, the stated factors are in agreement with the literature review where price, service, quality and range of product are, among other factors, stated as well.

In comparison to quantitative data, quality and price are in agreement with managers' opinion (quality 79.5 %, price 66.7 %). Not surprisingly, these two factors are also listed among three most frequent combinations of factors and therefore seem to be very crucial.

Lastly, it is rather interesting to observe that price is the second most common factor influencing customer satisfaction but at the same time, as questionnaire question number five demonstrates, there is a negative correlation between price and overall satisfaction. This implies that customers who want to be satisfied are willing to pay more.

8 CONCLUSION

8.1 Introduction

The main purpose of the dissertation was to explore how customer satisfaction impacts organisation performance. In this investigation, the aim was to link three separate areas of business, investigate and discover their individual characteristics and features, and interconnect them in a way that describes the whole process the best.

The study has shown that all addressed companies are aware of this interconnection and take proactive actions in each of them. The role of data as a crucial asset has been confirmed and it has been shown that organisations pay plenty of attention in this area. The link with business strategy has been confirmed although Business Performance Management as an important tool for business strategy purposes has not proved to be that important in practice since it can be easily replaced by less advanced technologies. However, the outcomes of business strategy are significant in allocating resources to support customer satisfaction. Based on the qualitative research, customer satisfaction is prior for majority of companies which are aware of its benefits, factors influencing it, and how they can beneficiate from it.

8.2 Objective areas

The objectives of the study have been defined as following:

1. To establish the importance of data and describing how organisationss work with data

2. To discover how organisations use business data for the strategy evaluation

3. To examine the importance of customer satisfaction and its influence on organisations' performance

In compliance with the positivism as the chosen research theory, the collected data have served as a tool for confirming existing theories described in the literature review. Qualitative as well as quantitative data have been collected and analysed in order to provide with interesting insights into the issues. This approach has proven to be contributive since there are areas with divergencies between opinions of managers and customers.

8.2.1 *Data Management*

The most obvious finding to emerge from this study is that data are highly valued by organisations as they can beneficiate from them in many areas. Apparently, the most beneficial one are customer data and data about purchases. Considering this, organisations take proactive actions in order to acquire more of this valuable business asset. However, quantitative research has proven that data collection is not always supported effectively as undertaken proactive actions do not match with preferences of customers. The process of data acquisition is rather dependent on the way how are data obtained since some of the methods might bother customers and discourage them from any voluntary communication with an organisation. Not surprisingly, expansion of information technologies enables to utilize other than conventional devices for data storage such as cloud databases. However, the value of data is well appreciated and there are doubts about remoted databases security which is the reason why the data are backed up on a standard database. Evaluation of data is probably the most beneficial for organisations since it generates the real added value in the form of concrete information.

8.2.2 Busines Strategy

The study has shown that it is necessary for organisations to possess with good quality data in order to make business strategy related decisions. The organisations do not use business performance management, which has undoubtedly high added value for businesses, but prefer to analyse data in different ways.

Even though BPM is not utilized widely, organisations still set strategic goals that are most frequently of a financial character. However, non-financial goals are set in smaller extent as well. Exactly the same situation regards key performance indicators that are also set but it is financial indicators that are stressed the most.

Lastly, it has been proven that companies consider gained information about their planned and real performance and based on it take corrective actions.

8.2.3 Customer Satisfaction

Not surprisingly, it has been ascertained that organisations are aware of the importance of customer satisfaction and consider it as their priority. What is surprising, companies do not possess with accurate data about the level of customer satisfaction. The main factors that can influence organisation performance are positive or negative word of mouth and repeated purchase. Excluding these two factors, there are not any other that would be considered important by organisations. In order to support imporoving of customer satisfaction, companies are most commonly focused on factors like customer service, price, quality and range of products. However, higher prices are not a barrier for customers in case they receive an appropriate value for their money.

8.3 Recommendations for future research

This study presents rather interesting interconnection of three separate business areas. During the process of writing the dissertation I have not come across any similar study that is concerned about these particular issues linked together. However, from my own experience, the interconnection of the fields is rather crucial and its proper utilizatian can have a tremendous impact on organisations performance and eventually can be important for its survival at the highly competitive market.

Therefore, further research should develop this study on a specific example. An example could be a particular industry or a specific organisation. Especially focusing on one organisation as a case study would provide with interesting insights into processes within a company. However, this would most probably require choosing a large, eventually multinational, company where each of selected business areas is supported by individual interorganisational departments.

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LIST OF APPENDIXES

APPENDIX A

The research table

Ix = Interview question

Qx = Questionnaire question

	Primary data	**Secondary data**
Objective 1: To establish the importance of data within an organization and to describe how organizations work with data	I1, I2	Data management
	I3, Q8, Q9, Q10, Q11	Data warehousing
	I4, I5, I6, I7	Importance of information
Objective 2: To find how organizations use business data for the strategy evaluation	I8, I9, I10, I11, I12	Business Performance Management
	I13, I14	Gap analysis
Objective 3: To examine the importance of customer satisfaction and its influence on organization performance	Q4, Q5 b-d, Q7, I15, I18	Factors influencing customer satisfaction
	I16	Increasing customer satisfaction
	Q5 a-c, Q6, Q8, Q9, Q10, Q11, I17	Outcomes of customer satisfaction

APPENDIX B

Final form of English questionnaire

This questionnaire serves as a tool for obtaining primary data for a dissertation research. The aim of the research is to examine the importance of a customer satisfaction from a customer`s point of view and to examine willingness of a customer to provide a feedback on a purchased product / service. All the information provided by you are going to be used only for the purpose of the research.

1. Gender
   - Male / Female

2. Age
   - 18-25
   - 26-34
   - 35-44
   - 45-54
   - 55-64
   - 65-older

3. Currently you are
   - Employed
   - Unemployed
   - Self-employed
   - Student
   - Retired
   - On a parental leave
   - Other (please specify)
   - Prefer not to say

4. What influences your satisfaction with a purchased product or service? *(more than one option is possible)*
   - Quality
   - Price
   - Value for money
   - Friendliness of the staff
   - After sales service
   - Perception of the brand
   - Expectations meet the reality
   - Other (please specify)

5. How strongly do you agree or disagree with the following statements?
   (1 strongly disagree; 2 disagree; 3 undecided; 4 agree; 5 strongly agree)
   a) I am likely to recommend a product / service provider in case I am satisfied
   b) I am likely to defame a product / service provider in case I am dissatisfied
   c) Price is more important than my overall satisfaction with a product / service
   d) Overall satisfaction with a product / service is more important than price

6. In case you are satisfied with a product / service are you willing to stay loyal to a company?

   Yes / No / Do not know

(If the answer is YES, a respondent is asked to answer following question. If the answer is NO or DO NOT KNOW the respondent is directed to the question number 8)

7. Are you willing to stay loyal to a company even if the price of a product / service in comparison to competitors increases?

   Yes / No / Do not know

8. Are you willing to provide a feedback based on your experience with a product / service?
   Yes / No / Do not know

(If the answer is YES, a respondent is asked to answer following question. If the answer is NO or DO NOT KNOW the questionnaire ends)

9. What motivates you to provide a feedback based on your experience with a product / service? *(more than one option is possible)*
   - Discount on next purchase
   - Entering the draw
   - Satisfaction with a product / service
   - Dissatisfaction with a product / service
   - Contribution to improvement of a product / service
   - Other (please specify)

10. What do you consider as the LEAST intrusive way of providing feedback?
    - Company´s web page (including accounts on Amazon, eBay etc.)
    - Social media
    - Link to questionnaire sent via email
    - Link to questionnaire sent via SMS
    - Phone call
    - Paper form questionnaire
    - Other (please specify)

11. What do you consider as the MOST intrusive way of providing feedback?
    - Company´s web page (including accounts on Amazon, eBay etc.)
    - Social media
    - Link to questionnaire sent via email
    - Link to questionnaire sent via SMS
    - Phone call
    - Paper form questionnaire
    - Other (please specify)

APPENDIX C

Final form of Czech questionnaire

Tento dotazník slouží jako nástroj k získání dat pro potřebu bakalářské práce. Cílem tohoto výzkumu je přezkoumat důležitost zákaznické spokojenosti z pohledu zákazníka a přezkoumat ochotu zákazníka poskytnout zpětnou vazbu na zakoupený produkt nebo službu. Veškeré Vámi poskytované informace budou použity pouze pro účel výzkumu.

1. Pohlaví
   - Muž / Žena

2. Věk
   - 18-25
   - 26-34
   - 35-44
   - 45-54
   - 55-64
   - 65-více

3. V současnosti jste
   - Zaměstnaný/á
   - Nezaměstnaný/á
   - Osoba samostatně výdělečně činná
   - Student
   - Důchodce
   - Na rodičovské dovolené
   - Jiný status (prosím upřesněte)
   - Nepřeji si uvést své zaměstnání

4. *Co ovlivňuje Vaši spokojenost se zakoupeným produktem nebo službou? (možno vybrat více než jednu možnost)*
   - Kvalita
   - Cena
   - Poměr mezi kvalitou a cenou
   - Přívětivost personálu
   - Záruční servis
   - Vnímání značky
   - Skutečnost splňuje očekávání
   - Jiné (prosím upřesněte)

5. Jak moc souhlasíte či nesouhlasíte s těmito tvrzeními?
   (1 silně nesouhlasím; 2 nesouhlasím; 3 ani nesouhlasím a ani souhlasím; 4 souhlasím; 5 silně souhlasím)
   e) V případě, že jsem s produktem / službou spokojený, pravděpodobně ho/ji doporučím ostatním
   f) V případě, že jsem s produktem / službou nespokojený, pravděpodobně ho/ji výslovně nedoporučím ostatním
   g) Cena je důležitější než má celková spokojenost s produktem / službou
   h) Má celková spokojenost s produktem / službou je důležitější než cena

6. V případě, že jste spokojený/á se službou / servisem, jste ochotný/á zůstat věrný/á společnosti nabízející tento produkt / službu?

   Ano / Ne / Nevím

7. Jste ochotný/á zůstat věrný/á společnosti nabízející tento produkt / službu i v případě, že se v porovnání s konkurencí zvedne cena tohoto produktu / této služby?

   Ano / Ne / Nevím

(If the answer is YES, a respondent is asked to answer following question. If the answer is NO or DO NOT KNOW the respondent is directed to the question number 8)

8. Jste ochotný/á poskytnou zpětnou vazbu na základě Vaší zkušenosti s produktem / službou?

   Ano / Ne / Nevím

(If the answer is YES, a respondent is asked to answer following question. If the answer is NO or DON`T KNOW the questionnaire ends)

9. Co Vás motivuje k poskytnutí zpětné vazby na základě Vaší zkušenosti s produktem / službou? *(možno vybrat více než jednu možnost)*
   - Sleva na příští nákup
   - Zařazení do slosování o ceny
   - Spokojenost s produktem / servisem
   - Nespokojenost s produktem / servisem
   - Přispění ke zlepšení produktu / služby
   - Jiný důvod (prosím upřesněte)

10. Co považujete za NEJMÉNĚ obtěžující způsob poskytování zpětné vazby?
    - Internetové stránky společnosti (včetně profilů na Aukru, eBay, Amazonu atd.)
    - Sociální sítě
    - Odkaz na dotazník zaslaný emailem
    - Odkaz na dotazník zaslaný SMS
    - Telefonní hovor
    - Dotazník v papírové podobě
    - Jiný (prosím upřesněte)

11. Co považujete za NEJVÍCE obtěžující způsob poskytování zpětné vazby?
    - Internetové stránky společnosti (včetně profilů na Aukro, eBay, Amazon atd.)
    - Sociální sítě
    - Odkaz na dotazník zaslaný emailem
    - Odkaz na dotazník zaslaný SMS
    - Telefonní hovor
    - Dotazník v papírové podobě
    - Jiný (prosím upřesněte)

APPENDIX D

Structured interview in English language

1. What kind of data does your organisation collect? *(e.g. customers´personal data, price per order etc.)*
2. How does your organisation collect data? *(e. g. order processing systems, questionnaires etc.)*
3. How do you store the data?
4. How does your organisation analyse data? Do you use any specific software for it?
5. Are there any patterns in data you are particularly looking for? *(e.g. buying patterns, loyalty, demography characteristics etc.)*
6. Does your organisation see data as one of the key business resources? *(= as important as capital, HR, facilities etc.)*
7. Do you observe any benefits which information bring you? *(e.g. economies of time, higher productivity, gaining competitive advantage etc.)*
8. Does your organisation use Business Performance Management system?
   (= a software which helps to summarize and evaluate data and transfer them into beneficial information from which companies can draw conclusions and make decisions predominantly in terms of strategy. Apart from strategy it can be beneficial in other areas like for example finance and company operation)
   In case of negative response skip to question No. 10

9. What do you consider the most important features of BPM? *(e.g. estimation of costs/revenues, discovering patterns, visualisation of information)*
10. Does your organization use gained information for a purpose of business strategy?
    In case of negative response skip to question NO. 15

11. Does your organization set any strategic goals? *(e.g. high level of customer satisfaction, to increase market share, higher productivity etc.)*
12. Does your organization define Key Performance Indicators (KPI´s)? *(e.g. gross/net profit, costs, employee satisfaction, customer satisfaction)*
13. Does your organization compare projected performance/results/goals/objectives with reached ones?
14. Do you draw any conclusions or do you take any corrective actions based on it?
15. Does your organization consider customer satisfaction important?
    In case of negative response interview ends

16. Do you aim to keep customer satisfaction at certain level and / or possibly keep improving it?
17. Does customer satisfaction helps you to improve performance either in financial or nonfinancial aspects *(e.g. higher revenues, loyalty, recommendation, word of mouth, references)*?
18. What do you consider to be the most important factors that influence customer satisfaction?

APPENDIX E

Structured interview in Czech language

1. Jaká data vaše společnost sbírá? (*např. osobní údaje zákazníků, cena objednávky atd*)

2. Jak vaše společnost sbírá data? (*např. pomocí dotazníků, pomocí softwaru který zpracovává objednávky atd.*)

3. Jak/kde uchováváte data?

4. Jak vaše společnost analyzuje data? Používáte nějaký specifický software?

5. Sledujete v datech nějaké konkrétní vzory? (*např. trend nákupů, loajalita, demografické charakteristiky atd.*)

6. Shledává vaše organizace data jako jeden z klíčových statků? *(= stejně důležitý jako kapitál, lidské zdroje, vybavení atd.)*

7. Sledujete nějaké výhody, které vám informace přinášejí? (*např. úspora času, vyšší produktivita, získání konkurenční výhody atd.*)

8. Používá vaše společnost Business Performance Management? *(= software, ktery napomaha se shrnutim a vyhodnocenim dat, ktera pretvari na uzitecne informace, z kterych mohou firmy delat zavery a rozhodnuti prevazne v souvislosti se strategii. Krom toho je to take uzitecne v jinych oblastech jako napriklad finance a vyroba*)

   V pripade negativni odpovedi prejdete na otazku cislo 10.

9. Co shledáváte jako nejdůležitější prvek BPM? (*např. odhad nákladů/zisků, zjišťování trendů, vizualizace informací atd.*)

10. Používá vaše organizace získané informace pro potřeby obchodní strategie?

    V pripade negativni odpovedi prejdete na otazku cislo 15.

11. Stanovujete si nějaké strategické cíle? (*např. vyšší produktivita, vyšší podíl na trhu, vyšší zákaznická spokojenost atd.*)

12. Stanovuje si vaše organizace nějaké klíčové ukazatele výkonnosti? (*např. hrubý/čistý zisk, náklady, spokojenost zaměstnanců, zákaznická spokojenost*)

13. Porovnáváte stanovené cíle, výsledky, záměry s těmi, které jste si naplánovali?

14. Vycházíte z toho k nějakým závěrům nebo přijímáte nějaká opatření?

15. Shledáváte zákaznickou spokojenost důležitou?

16. Snažíte se udržet zákaznickou spokojenost na určité úrovni nebo pokud možno snažíte se ji zlepšovat?

17. Pomáhá vám zákaznická spokojenost k zlepšení finanční výkonnosti firmy nebo ke zlepšení výkonnosti v jakémkoliv jiném směru? (*např. doporučení, opakovaný nákup, reference*)

18. Co shledáváte jako nejdůležitější faktory, které ovlivňují zákaznickou spokojenost?

APPENDIX F

First draft of English questionnaire

The aim of the research is to examine the importance of customer satisfaction from a customer`s point of view. All the information provided by you are going to be used only for the purpose of the research. No information provided by you will be shared to third parties.

1. Gender
   - Male/Female
2. Age
   - 18-25
   - 26-34
   - 35-44
   - 45-54
   - 55-64
   - 65-older
   - Prefer not to say
3. Currently you are
   - Employed
   - Unemployed
   - Self-employed
   - Student
   - Other (please specify)
   - Prefer not to say
4. What influences your satisfaction with purchased product or service? *(more than one option possible)*
   - Quality
   - Price
   - Value for money
   - Friendliness of personnel
   - After sales service
   - Perception of the brand
   - Met expectations
   - Other (please specify)
5. How likely are you to recommend a product / service provider in case you are satisfied with it?

1-5 scale (1 strongly disagree; 2 disagree; 3 neither disagree or agree; 4 agree; 5 strongly agree)

6. How likely are you to recommend a product / service provider in case you are dissatisfied with it?

1-5 scale

7. How likely are you to repurchase a product / service if you are in overall satisfied?

1-5 scale

8. How likely are you to stay loyal to a company if you are in overall satisfied?

1-5

9. Are you willing to purchase for a higher price in comparison with competitors in case your overall experience with the particular product / service was good?
   Yes/no

10. How strongly do you agree or disagree with the following statements?
    a) My overall satisfaction with a product/service in overall is important to me
    b) Price is more important than my overall satisfaction

11. In case you are satisfied with a product/service are you willing to stay loyal even in case the price in comparison to competitors increases?
    How likely 1-5

12. How likely are you to provide a feedback?

1-5

13. What motivates you to provide feedback?
    - Discount on next purchase
    - Entering the draw

14. What do you consider as the least violating way of providing feedback?
    - Email link to questionnaire
    - Sms link to questionnaire
    - Phone call
    - Other

15. Does overall satisfaction motivates you to provide feedback?
    Yes/no

16. Does your overall dissatisfaction motivates you to provide feedback?

APPENDIX G

First draft of Czech questionnaire

Cílem tohoto výzkumu je přezkoumat důležitost zákaznické spokojenosti z pohledu zákazníka. Veškeré Vámi poskytnuté informace budou použity pouze pro účel výzkumu a nebudou předávány třetí straně.

1. Pohlaví
   - Muž / Žena

2. Věk
   - 18-25
   - 26-34
   - 35-44
   - 45-54
   - 55-64
   - 65-více
   - Nepřeji si uvádět

3. V současnosti jste
   - Zaměstnaný/á
   - Nezaměstnaný/á
   - Osoba samostatně výdělečně činná
   - Student
   - Jiný status (prosím upřesněte)
   - Nepřeji si uvést své zaměstnání

4. *Co ovlivňuje Vaši spokojenost se zakoupeným produktem nebo službou? (možno vybrat více než jednu možnost)*
   - Kvalita
   - Cena
   - Poměr mezi kvalitou a cenou
   - Přívětivost personálu
   - Záruční servis
   - Vnímání značky
   - Skutečnost splňuje očekávání
   - Jiné (prosím upřesněte)

5. V případě, že jsem s produktem / službou spokojený, pravděpodobně ho/ji doporučím ostatním

   Stupnice 1-5 (1 silně nesouhlasím; 2 nesouhlasím; 3 ani nesouhlasím a ani souhlasím; 4 souhlasím; 5 silně souhlasím)

6. V případě, že jsem s produktem / službou nespokojený, pravděpodobně ho/ji výslovně nedoporučím ostatním

   Stupnice 1-5 (1 silně nesouhlasím; 2 nesouhlasím; 3 ani nesouhlasím a ani souhlasím; 4 souhlasím; 5 silně souhlasím)

7. Jak pravděpodobné je, že si zakoupíte produkt / servis znovu v případě, že jste spokojený / spokojená?

   Stupnice 1-5 (1 silně nesouhlasím; 2 nesouhlasím; 3 ani nesouhlasím a ani souhlasím; 4 souhlasím; 5 silně souhlasím)

8. Jak pravděpodobné je, že zůstanete loajální v případě, že jste celkově spokojený / spokojená?

Stupnice 1-5 (1 silně nesouhlasím; 2 nesouhlasím; 3 ani nesouhlasím a ani souhlasím; 4 souhlasím; 5 silně souhlasím)

9. Jste ochotný zakoupit produkt / službu za vyšší cenu v porovnání s konkurencí, v případě, že vaše zkušenost s produktem / službou byla dobrá?

   Ano / Ne

10. Jak moc souhlasíte či nesouhlasíte s následujícími tvrzeními?
    a) Cena je důležitější než má celková spokojenost s produktem / službou
    b) Má celková spokojenost s produktem / službou je důležitější než cena

11. V případě, že jste spokojený/á se službou / servisem, jste ochotný/á zůstat věrný/á společnosti nabízející tento produkt / službu i v případě, že se jeho cena v porovnání s konkurencí zvýší?

    Stupnice 1-5 (1 silně nesouhlasím; 2 nesouhlasím; 3 ani nesouhlasím a ani souhlasím; 4 souhlasím; 5 silně souhlasím)

12. Jste ochotný/á poskytnou zpětnou vazbu na základě Vaší zkušenosti s produktem / službou?

Stupnice 1-5 (1 silně nesouhlasím; 2 nesouhlasím; 3 ani nesouhlasím a ani

souhlasím; 4 souhlasím; 5 silně souhlasím)

13. Co Vás motivuje k poskytnutí zpětné vazby na základě Vaší zkušenosti s produktem / službou? *(možno vybrat více než jednu možnost)*
    - Sleva na příští nákup
    - Zařazení do slosování o ceny

14. Co považujete za NEJMÉNĚ obtěžující způsob poskytování zpětné vazby?
    - Odkaz na dotazník zaslaný emailem
    - Odkaz na dotazník zaslaný SMS
    - Telefonní hovor
    - Jiný (prosím upřesněte)

15. Motivuje Vás spokojenost s produktem / službou k poskytnutí zpětné vazby? Ano/Ne

16. Motivuje Vás nespokojenost s produktem / službou k poskytnutí zpětné vazby?

APPENDIX H

Dissertation Ethical Review

University of Huddersfield
The Business School

STUDENT PROJECT / DISSERTATION ETHICAL REVIEW

APPLICABLE TO ALL UNDERGRADUATE AND POSTGRADUATE TAUGHT PROGRAMMES

Please complete and return via email to your Project / Dissertation Supervisor along with the required documents (shown below)

Before completing this section please consult the '**Ethics Policy and Procedures**' section on Blackboard. Students should consult the appropriate ethical guidelines. The student's supervisor is responsible for advising the student on appropriate professional judgement in this review.

SECTION A: TO BE COMPLETED BY THE STUDENT

Project Title:	Impact of Customer Satisfaction on Organizations´ Performance
Student name:	Daniel Fedor
Student number:	U1571762
Course:	European Business
Supervisor:	Lisa Du-Lieu
Proposed start date of data collection	1st March 2016

SECTION B: PROJECT OUTLINE (TO BE COMPLETED IN FULL BY THE STUDENT)

Issue	Please provide sufficient detail for your supervisor to assess strategies used to address ethical issues in the research proposal.
Aim / objectives of the study These need to be clearly stated and in accord with the title of the study. (Sensitive subject areas which might involve distress to	Objectives: - to establish the importance of data and describing how organizations work with data - to discover how organizations use business data for the strategy evaluation

the participants will be referred to the Ethics Committee Representative).	- to examine the importance of customer satisfaction and its influence on organizations´ performance
Research methodology The methodology needs to be explained in sufficient detail to show the approach used (e.g. survey) and explain the research methods to be used during the study.	For the purpose of the study I am going to use both quantitative as well as qualitative data. Quantitative data collection is going to be collected in a form of questionnaire designed in two languages. One in English and one in Czech. Both of the questionnaires are identical and data obtained will be combined and summarized in English. Qualitative data is going to be collected in a form of interview with managers from selected organisations who are credible to provide data for my research. Interviews are going to be conducted in English and Czech as well and will be also combined and summarized in English
Does your study require any permissions for study? If so, please give details.	No.
Participants Please outline who will participate in your research. You should comment explicitly about whether your participants are able to offer informed consent. If your research involves vulnerable groups (e.g. children, adults with learning disabilities), it must be referred to a Ethics Committee member.	The questionnaire will be distributed among a sufficiently large group of people who will be able to provide good quality information for the purpose of the research. The questionnaires will be distributed online and will not be distributed among people from vulnerable groups. Interview will be conducted with managers from selected organisations who have knowledge about the relevant issues and who have an access to required information.
Access to participants Please give details about how participants will be identified and contacted.	Participants for the quantitative research will be contacted directly online either via email or social networks. Managers will be interviewed based on a mutual agreement.
How will your data be recorded and stored?	Quantitative data will be recorded with the use of computer-based programs for a questionnaire creation (Google Forms) and will be stored on password-protected on a cloud hard disk. Qualitative data will be stored on my password protected laptop.
Confidentiality Please outline the level of confidentiality you will offer respondents and how this will be respected. You should also outline who will have access to the data and how it will be stored. (This information should be included on 'Information Sheet'.)	No personal data e.g. name, date of birth, address, contact details, will be collected via questionnaires. The same applies to interviews. This prevents any misuse of collected data. Student, Daniel Fedor, will be the only person who will have an access to data in order to use them for the research purposes.

Anonymity If you offer your participants anonymity, please indicate how this will be achieved.	Anonymity will be achieved by not collecting any personal data about participants.
Could the research induce psychological stress or anxiety, cause harm or negative consequences for the participants (beyond the risks encountered in normal life)? If yes, you should outline what support there will be for participants.	No.
Retrospective applications. If your application for Ethics approval is retrospective, please explain why this has arisen.	No.

SECTION C – SUMMARY OF ETHICAL ISSUES (TO BE COMPLETED BY THE STUDENT)

Please give a summary of the ethical issue and any action that will be taken to address the issue(s).

I am not aware of any ethical issues.

SECTION D – ADDITIONAL DOCUMENTS CHECKLIST (TO BE COMPLETED BY THE STUDENT)

Please supply to your supervisor copies of all relevant supporting documentation electronically. If this is not available electronically, please provide an explanation and supply hard copy

I have included the following documents

Information sheet	Yes ☐	Not applicable ☒
Consent form	Yes ☐	Not applicable ☒
Letters	Yes ☐	Not applicable ☒
Final version of questionnaire	Yes ☒	Not applicable ☐
Interview schedule / questions	Yes ☒	Not applicable ☐

SECTION E: STUDENT STATMENT

I confirm that the information I have given in this form on ethical issues is correct. Please tick the box to confirm. ☒

Student Name   Daniel Fedor *Fedor*   Date   1st March 2016

SECTION F: STATEMENT BY SUPERVISOR AND RECOMMENDATION ON THE PROJECT'S ETHICAL STATUS

I have read the information above and I can confirm that, to the best of my understanding, the information presented by the student is correct and appropriate to allow an informed judgement on whether further ethical approval is required. Please tick the box to confirm ☑

Supervisor Name   Lisa Du-Lieu   Date   1st March 2016

Having satisfied myself of the accuracy of the project's ethical statement, I believe that the appropriate action is:

The project proceeds in its present form	☑
The project proposal needs further assessment with the Ethics Committee representatives	☐
The project needs to be returned to the student for reworking	☐

This form should be submitted to the nominated course team.

APPENDIX I

Interview 1: Interviewee (sub-sample 1) is a brand manager of an online retailer specialised in men clothing. The company can be classified as a small and medium enterprise.

1. **What kind of data does your organisation collect?** *(e.g. customer´s personal data, price per order etc.)*

   When people buy from us we naturally get delivery address, that´s quite important. Than we also get contact information, email address, telephone number. That´s the process of making an order with us so we get that.

2. **How does your organisation collect data?** *(e. g. order processing systems, questionnaires etc.)*

   We can also collect data when people get on our website somehow and if they buy something we can get the whole data but also there are pop ups on the website like over layers so maybe if they land on the site we can offer them the chance to win. We can collect the email address that way.

3. **How do you store the data?**
   We store them in SQL databases and in clouded store as well but we don´t like to leave it there. We like to bring it into our own database.

4. **How does your organisation analyse data? Do you use any specific software for it?**

   Yes, so when they are in the database we can take them from there, the bits that we want. Then we can use software like Microsoft Excel to analyse the data somehow.

5. **Are there any patterns in data you are particularly looking for?** *(e.g. buying patterns, loyalty, demography characteristics etc.)*

   We tent to do customer profiling, demographics so that we know who is our biggest market, to whom we sell the most and from there we can do other things.

6. **Does your organisation see data as one of the key business resources?**
(= as important as capital, HR, facilities etc.)

Yes, customer data is very important. You can plan for the future, you can target the marketing better. Yes, it´s quite important.

7. **Do you observe any benefits which information bring you?** *(e.g. economies of time, higher productivity, gaining competitive advantage etc.)*

It helps with purchasing and marketing.

8. **Does your organisation use Business Performance Management system?**
(= a software which helps to summarize and evaluate data and transfer them into beneficial information from which companies can draw conclusions and make decisions predominantly in terms of strategy. Apart from strategy it can be beneficial in other areas like for example finance and company operation)

We don´t have systems for that at the moment. We do it manual. We analyse similar things just not automated. When we need to analyse the data we use Microsoft Excel.

In case of negative response skip to question No. 10

9. **What do you consider the most important features of BPM?** *(e.g. estimation of costs/revenues, discovering patterns, visualisation of information)*

10. **Does your organization use gained information for a purpose of business strategy?**

Yes.

In case of negative response skip to question NO. 15

11. **Does your organization set any strategic goals?** *(e.g. high level of customer satisfaction, to increase market share, higher productivity etc.)*

I suppose we do. There is naturally the annual revenue goal. You want to increase it every year. Getting more customers in our database and making sure that processes are tuned. This means that costs are minimized and therefore profits increased and we can grow faster from that. There are lots of aspects where we need to have a good strategy.

12. **Does your organization define Key Performance Indicators (KPI´s)?** *(e.g. gross/net profit, costs, employee satisfaction, customer satisfaction)*

Those standard targets basically. Profits, revenues, keeping costs down, trying to keep the employee turnover low and the quality of employees should remain high. Obviously this go down to customers as well. Keep the customers happy so that they keep buying from you, maybe tell their friends. Simply things like that.

13. **Does your organization compare projected performance/results/goals/objectives with reached ones?**

On this stage it is more year on year. We approach this sort of thing. So we look at the last year. We know how much better we did this year in percentage. That´s what we mainly do and obviously we try to meet the goals we set.

14. **Do you draw any conclusions or do you take any corrective actions based on it?**

Yes, if we fall short of what we expect then we try to find out why and how to do better next time. Simply learn from the mistakes. At this stage in the business we are still learning. Even now.

15. Does your organization consider customer satisfaction important?

Yes, the customers, at the end of the day, are people who give the organisation its main thing, the money it makes and enable us to grow. Without them you don´t really have the business so we have to put this as an priority. Customer satisfaction is thing number one.

In case of negative response interview ends

16. Do you aim to keep customer satisfaction at certain level and / or possibly keep improving it?

We always try to improve it but at the same there is a minimum level that we require. Naturally we try to improve it. Maybe if we employed more customer satisfaction staff the training should be good training so that they know how to treat customers correctly.

17. Does customer satisfaction helps you to improve performance either in financial or nonfinancial aspects? *(e.g. higher revenues, loyalty, recommendation, word of mouth, references*)

If you can keep the customers and also the customers tell to their friends. Word of mouth. That would provide a benefit than if we annoyed a lot of customers and they wouldn´t buy from us anymore. It is important for that.

18. What do you consider to be the most important factors that influence customer satisfaction?

Service for the customers should be prompt, cautious. Buying experience should be quite hustle free, seamless, smooth transactions and if they do have any problems they are dealt with in a way that suits them and efficiently as well so that they are not waiting around. Being online, you don´t see the customer as such. So you need to try to judge them, see how they are and make the decisions based on that. Best ones for the customer.

APPENDIX J

Interview 2: Interviewee (sub-sample 2) is a manager of a company specialised in wholesale of beverages. Company activities are supported by retail as well and can be classified as a small and medium enterprise.

1. **What kind of data does your organisation collect?** *(e.g. customer´s personal data, price per order etc.)*

   We collect customer´s personal data and data about purchases based on customer loyalty cards.

2. **How does your organisation collect data?** *(e. g. order processing systems, questionnaires etc.)*

   We collect data with the use of software, in which database of customer loyalty cards is built.

3. **How do you store the data?**

   In the customer loyalty cards database.

4. **How does your organisation analyse data? Do you use any specific software for it?**

   We use a specific software which evaluates purchases based on an individual customer loyalty card.

5. **Are there any patterns in data you are particularly looking for?** *(e.g. buying patterns, loyalty, demography characteristics etc.)*

   Yes, predominantly it is buying patterns and demographics.

6. **Does your organisation see data as one of the key business resources?**
   (= as important as capital, HR, facilities etc.)

   Yes.

7. **Do you observe any benefits which information bring you?** *(e.g. economies of time, higher productivity, gaining competitive advantage etc.)*

We observe gaining competitive advantage and customizing offers for specific customers.

8. **Does your organisation use Business Performance Management system?** (= a software which helps to summarize and evaluate data and transfer them into beneficial information from which companies can draw conclusions and make decisions predominantly in terms of strategy. Apart from strategy it can be beneficial in other areas like for example finance and company operation)

No.

In case of negative response skip to question No. 10

9. **What do you consider the most important features of BPM?** *(e.g. estimation of costs/revenues, discovering patterns, visualisation of information)*

10. **Does your organization use gained information for a purpose of business strategy?**

Yes, predominantly for identifying buying patterns, more accurate and efficient orders of stock and choosing the selection of products for sale.

In case of negative response skip to question NO. 15

11. **Does your organization set any strategic goals?** *(e.g. high level of customer satisfaction, to increase market share, higher productivity etc.)*

Yes, especially higher market share and the highest possible customer satisfaction.

12. **Does your organization define Key Performance Indicators (KPI´s)?**
(e.g. gross/net profit, costs, employee satisfaction, customer satisfaction)

Yes, especially those related to costs, employee satisfaction and customer satisfaction.

13. **Does your organization compare projected performance/results/goals/objectives with reached ones?**

Yes, we compare it based on our results.

14. **Do you draw any conclusions or do you take any corrective actions based on it?**

Yes.

15. **Does your organization consider customer satisfaction important?**

Yes, very crucial.

In case of negative response interview ends

16. **Do you aim to keep customer satisfaction at certain level and / or possibly keep improving it?**

Yes, we always try to improve it but we do not posses with specific data about customer satisfaction.

17. **Does customer satisfaction helps you to improve performance either in financial or nonfinancial aspects?** *(e.g. higher revenues, loyalty, recommendation, word of mouth, references)*

Yes, especially by repeated purchases of customers and their further recommendations.

18. What do you consider to be the most important factors that influence customer satisfaction?

Price levels of products and customer service.

APPENDIX K

Interview 2 (Czech): This is an interview with the second interviewee (sub-sample 2) conducted in Czech language. The prescription is identical with the one enclosed as appendix J.

1. **Jaká data vaše společnost sbírá?** *(např. osobní údaje zákazníků, cena objednávky atd.)*

   Sbíráme osobní údaje zákazníků a trendy nákupů na základě zákaznických karet

2. **Jak vaše společnost sbírá data?** *(např. pomocí dotazníků, pomocí softwaru který zpracovává objednávky atd.)*

   Sbíráme je pomocí softwaru, v kterém máme zavedenou databázi zákaznických karet.

3. **Jak/kde uchováváte data?**

   V databázi zákaznických karet.

4. **Jak vaše společnost analyzuje data? Používáte nějaký specifický software?**

   Používáme specifických software, který vyhodnocuje prodeje dle zákaznických karet.

5. **Sledujete v datech nějaké konkrétní vzory?** *(např. trend nákupů, loajalita, demografické charakteristiky atd.)*

   Převážně trend nákupů a demografickou charakteristiku.

6. **Shledává vaše organizace data jako jeden z klíčových statků?** *(= stejně důležitý jako kapitál, lidské zdroje, vybavení atd.)*

Ano.

7. **Sledujete nějaké výhody, které vám informace přinášejí?** *(např. úspora času, vyšší produktivita, získání konkurenční výhody atd.)*

Sledujeme hlavně získávání konkurenční výhody a sestavení nabídky pro konkrétní zákazníky.

8. **Používá vaše společnost Business Performance Management?** *(= software, který napomáhá sumarizovat a evaluovat data, čímž je převádí na užitečné informace, z kterých můžete čerpat v rozhodování o chodu společnosti – převážně pak v oblasti obchodní strategie. Kromě strategie to může být prospěšné i v jiných směrech, jako například ve finančním plánování, výrobě atd.)*

Ne.

V případě negativní odpovědi pokračuje rozhovor otázkou číslo 10.

9. **Co shledáváte jako nejdůležitější prvek BPM?** *(např. odhad nákladů/zisků, zjišťování trendů, vizualizace informací atd.)*

10. **Používá vaše organizace získané informace pro potřeby obchodní strategie?**

Ano, hlavně pro zjišťování trendů, přesnější a efektivnější objednávání zboží a sestavování nabídky.

V případě negativní odpovědi pokračuje rozhovor otázkou číslo 15.

11. **Stanovujete si nějaké strategické cíle?** *(např. vyšší produktivita, vyšší podíl na trhu, vyšší zákaznická spokojenost atd.)*

Ano, hlavně vyšší podíl na trhu a co nejvyšší zákaznickou spokojenost.

12. **Stanovuje si vaše organizace nějaké klíčové ukazatele výkonnosti (KPI)?** *(např. hrubý/čistý zisk, náklady, spokojenost zaměstnanců, zákaznická spokojenost)*

Ano, hlavně nákladovost, spokojenost zaměstnanců a spokojenost zákazníků.

13. **Porovnáváte stanovené cíle, výsledky, záměry s těmi, které jste si naplánovali?**

Ano, hlavně v porovnání na výsledcích.

14. **Vycházíte z toho k nějakým závěrům nebo přijímáte nějaká opatření?**

Ano.

15. **Shledáváte zákaznickou spokojenost důležitou?**

Ano, hodně důležitou.

V případě negativní odpovědi dotazník končí.

16. **Snažíte se udržet zákaznickou spokojenost na určité úrovni nebo pokud možno snažíte se ji zlepšovat?**

Snažíme se ji neustále zlepšovat, ale konkrétní data o spokojenosti zákazníků bohužel nemáme.

17. **Pomáhá vám zákaznická spokojenost k zlepšení finanční výkonnosti firmy nebo ke zlepšení výkonnosti v jakémkoliv jiném směru?** *(např. doporučení, opakovaný nákup, reference)*

Ano, hlavně při opakovaném nákupu a dalším doporučením.

18. Co shledáváte jako nejdůležitější faktory, které ovlivňují zákaznickou spokojenost?

Cenová nabídka a přístup k zákazníkům.

APPENDIX L

Interview 3: Interviewee (sub-sample 3) is a manager of a company specialised in mail order services for both, wholesale and retail. It can be classified as a small and medium enterprise.

1. **What kind of data does your organisation collect?** *(e.g. customer´s personal data, price per order etc.)*

   We collect customer´s personal data and data about a price of an order.

2. **How does your organisation collect data?** *(e. g. order processing systems, questionnaires etc.)*

   We collect data with the use order processing software.

3. **How do you store the data?**

   We store data on computer based database of customers.

4. **How does your organisation analyse data? Do you use any specific software for it?**

   We analyse data according to customer invoices.

5. **Are there any patterns in data you are particularly looking for?** *(e.g. buying patterns, loyalty, demography characteristics etc.)*

   Yes, especially buying patterns and price range of orders.

6. **Does your organisation see data as one of the key business resources?**
   (= as important as capital, HR, facilities etc.)

   Yes, data are as important as capital for our company.

7. **Do you observe any benefits which information bring you?** *(e.g. economies of time, higher productivity, gaining competitive advantage etc.)*

An advantage are significant economies of time which leads to higher productivity.

8. **Does your organisation use Business Performance Management system?** (= a software which helps to summarize and evaluate data and transfer them into beneficial information from which companies can draw conclusions and make decisions predominantly in terms of strategy. Apart from strategy it can be beneficial in other areas like for example finance and company operation)

No.

In case of negative response skip to question No. 10

9. **What do you consider the most important features of BPM?** *(e.g. estimation of costs/revenues, discovering patterns, visualisation of information)*

10. **Does your organization use gained information for a purpose of business strategy?**

Yes.

In case of negative response skip to question NO. 15

11. **Does your organization set any strategic goals?** *(e.g. high level of customer satisfaction, to increase market share, higher productivity etc.)*

Yes, especially higher market share and the highest productivity.

12. **Does your organization define Key Performance Indicators (KPI´s)?** *(e.g. gross/net profit, costs, employee satisfaction, customer satisfaction)*

Yes, for example net profit, costs and customer satisfaction.

13. Does your organization compare projected performance/results/goals/objectives with reached ones?

We compare it and draw consequences from it.

14. Do you draw any conclusions or do you take any corrective actions based on it?

Yes, we try to keep improving our services.

15. Does your organization consider customer satisfaction important?

Customer satisfaction is a priority for us.

In case of negative response interview ends

16. Do you aim to keep customer satisfaction at certain level and / or possibly keep improving it?

Yes, we always try to improve it. We find the results via questionnaires and opportunities to enter a draw.

17. **Does customer satisfaction helps you to improve performance either in financial or nonfinancial aspects?** *(e.g. higher revenues, loyalty, recommendation, word of mouth, references)*

Customer satisfaction helps us a lot. For example by repeated purchases and recommendations.

18. What do you consider to be the most important factors that influence customer satisfaction?

They are certainly range of products, quality and price.

APPENDIX M

Interview 3 (Czech): This is an interview with the third interviewee (sub-sample 3) conducted in Czech language. The prescription is identical with the one enclosed as appendix L.

1. **Jaká data vaše společnost sbírá?** (*např. osobní údaje zákazníků, cena objednávky atd*)

   Sbíráme osobní údaje zákazníků a ceny objednávek.

2. **Jak vaše společnost sbírá data?** (*např. pomocí dotazníků, pomocí softwaru který zpracovává objednávky atd.*)

   Data sbíráme pomocí softwaru který zpracovává objednávky.

3. **Jak/kde uchováváte data?**

   Tato data uchováváme v počítači, v databázi odběratelů.

4. **Jak vaše společnost analyzuje data? Používáte nějaký specifický software?**

   Data analyzujeme podle odběratelských faktur.

5. **Sledujete v datech nějaké konkrétní vzory?** (*např. trend nákupů, loajalita, demografické charakteristiky atd.*)

   Ano, sledujeme, hlavně trend nákupů a cenové rozpětí objednávek.

6. **Shledává vaše organizace data jako jeden z klíčových statků?** *(= stejně důležitý jako kapitál, lidské zdroje, vybavení atd.)*

   Ano, jsou pro naši firmu stejně důležité jako kapitál.

7. **Sledujete nějaké výhody, které vám informace přinášejí?** (*např. úspora času, vyšší produktivita, získání konkurenční výhody atd.*)

Výhodou je značná úspora času a tím i větší produktivita práce.

8. **Používá vaše společnost Business Performance Management?** *(= software, ktery napomaha se shrnutim a vyhodnocenim dat, ktera pretvari na uzitecne informace, z kterych mohou firmy delat zavery a rozhodnuti prevazne v souvislosti se strategii. Krom toho je to take uzitecne v jinych oblastech jako napriklad finance a vyroba)*

Ne, nepoužíváme.

V pripade negativni odpovedi prejdete na otazku cislo 10.

9. **Co shledáváte jako nejdůležitější prvek BPM?** (*např. odhad nákladů/zisků, zjišťování trendů, vizualizace informací atd.*)

10. **Používá vaše organizace získané informace pro potřeby obchodní strategie?**

Ano.

V pripade negativni odpovedi prejdete na otazku cislo 15.

11. **Stanovujete si nějaké strategické cíle?** (*např. vyšší produktivita, vyšší podíl na trhu, vyšší zákaznická spokojenost atd.*)

Ano, vyšší podíl na trhu a vyšší produktivitu.

12. **Stanovuje si vaše organizace nějaké klíčové ukazatele výkonnosti?** (*např. hrubý/čistý zisk, náklady, spokojenost zaměstnanců, zákaznická spokojenost*)

Ano, třeba čistý zisk, náklady a spokojenost zákazníků.

13. Porovnáváte stanovené cíle, výsledky, záměry s těmi, které jste si naplánovali?

Porovnáváme a vyvozujeme potřebná opatření.

14. **Vycházíte z toho k nějakým závěrům nebo přijímáte nějaká opatření?**

Ano, snažíme se stále vylepšovat služby.

15. Shledáváte zákaznickou spokojenost důležitou?

Zákaznická spokojenost je pro nás prioritní.

16. Snažíte se udržet zákaznickou spokojenost na určité úrovni nebo pokud možno snažíte se ji zlepšovat?

Zákaznickou spokojenost se snažíme stále zlepšovat .Výsledky zjišťujeme pomocí dotazníků a soutěží.

17. **Pomáhá vám zákaznická spokojenost k zlepšení finanční výkonnosti firmy nebo ke zlepšení výkonnosti v jakémkoliv jiném směru?** (*např. doporučení, opakovaný nákup, reference*)

Zákaznická spokojenost nám pomáhá velmi.Například opakované nákupy, doporučení.

18. **Co shledáváte jako nejdůležitější faktory, které ovlivňují zákaznickou spokojenost?**

Určitě sortiment, kvalita a cena.

APPENDIX N

CD containing recorded interviews.