



Master Thesis

Service Quality in the International Context

Study programme: N0413A050030 International Management

Author: **Bc. Nikola Kopšová**

Thesis Supervisors: Ing. Lenka Červová, Ph.D.
Department of Marketing and Trade

Liberec 2023



Master Thesis Assignment Form

Service Quality in the International Context

Name and surname: **Bc. Nikola Kopšová**
Identification number: E21000395
Study programme: N0413A050030 International Management
Assigning department: Department of Marketing and Trade
Academic year: 2022/2023

Rules for Elaboration:

1. Setting goals and research questions.
2. Theoretical concept – service quality in the international context.
3. Characteristics of a selected international company.
4. Analysis of customer satisfaction in a selected company, primary research.
5. Conclusion and evaluation of research questions.

Scope of Graphic Work:

Scope of Report: 65 normostran
Thesis Form: printed/electronic
Thesis Language: English

List of Specialised Literature:

- ALZAYDI, Z.M., A. AL-HAJLA, B. NGUYEN and C. JAYAWARDHENA, 2018. A review of service quality and service delivery: Towards a customer co-production and customer-integration approach. *Business Process Management Journal*. **24**(1), 295-328. ISSN 1463-7154. Available at: doi:<https://doi.org/10.1108/BPMJ-09-2016-0185>
- ARGHYA, R., D. AMANDEEP, K. B. PRADIP and K. PUNEET, 2019. Why do people use food delivery apps (FDA)? A uses and gratification theory perspective. *Journal of Retailing and Customer Services*. **51**, 221-230. ISSN 0969-6989. Available at: doi:<https://doi.org/10.1016/j.jretconser.2019.05.025>
- JUN, K., B. YOON, S. LEE and D.-S. LEE, 2022. Factors Influencing Customer Decisions to Use Online Food Delivery Service during the COVID-19 Pandemic. *Foods*. **11**(1), 64. Available at: doi:<https://doi.org/10.3390/foods11010064>
- MALEYEFF, J., 2022. *Quality Service Management: A Guide to Improving Business Processes*. New York: Routledge, 224 p. ISBN 9781032057514.
- PIGATTO, G., J. G. de C. F. MACHADO, A. dos S. NEGRETI and L. M. MACHADO, 2017. Have you chosen your request? Analysis of online food delivery companies in Brazil. *British Food Journal*. **119**(3), 639-657. ISSN 0007-070X. Available at: doi:<https://doi.org/10.1108/BFJ-05-2016-0207>
- PROQUEST, 2022. *Database of articles ProQuest* [online]. Ann Arbor, MI, USA: ProQuest. [cit. 2022-10-08]. Available at: <http://knihovna.tul.cz>

Consultant: Ing. Eva Šírová, Ph.D. – Academic staff, Department of Business Administration and Management

Thesis Supervisors: Ing. Lenka Červová, Ph.D.
Department of Marketing and Trade

Date of Thesis Assignment: November 1, 2022

Date of Thesis Submission: August 31, 2024

L.S.

doc. Ing. Aleš Kocourek, Ph.D.
Dean

doc. PhDr. Ing. Jaroslava Dědková,
Ph.D.
Head of Department

Declaration

I hereby certify, I, myself, have written my master thesis as an original and primary work using the literature listed below and consulting it with my thesis supervisor and my thesis counsellor.

I acknowledge that my master thesis is fully governed by Act No. 121/2000 Coll., the Copyright Act, in particular Article 60 – School Work.

I acknowledge that the Technical University of Liberec does not infringe my copyrights by using my master thesis for internal purposes of the Technical University of Liberec.

I am aware of my obligation to inform the Technical University of Liberec on having used or granted license to use the results of my master thesis; in such a case the Technical University of Liberec may require reimbursement of the costs incurred for creating the result up to their actual amount.

At the same time, I honestly declare that the text of the printed version of my master thesis is identical with the text of the electronic version uploaded into the IS/STAG.

I acknowledge that the Technical University of Liberec will make my master thesis public in accordance with paragraph 47b of Act No. 111/1998 Coll., on Higher Education Institutions and on Amendment to Other Acts (the Higher Education Act), as amended.

I am aware of the consequences which may under the Higher Education Act result from a breach of this declaration.

March 31, 2023

Bc. Nikola Kopšová

Kvalita služeb v mezinárodním kontextu

Anotace

Diplomová práce se zaměřuje na kvalitu služeb vybrané mezinárodní společnosti Wolt a současně na kulturní rozdíly mezi dvěma zeměmi, konkrétně Českou republikou a Slovenskem. Za tímto účelem byla zjišťována spokojenost zákazníků v české a slovenské kultuře. První část práce je věnována teorii, aby bylo možné pochopit téma výzkumu a získat teoretické poznatky o kvalitě služeb a kultuře. Druhá část je zaměřena na statistické vyhodnocení dat získaných z dotazníku. Zjištění byla využita k návrhu doporučení pro mezinárodní společnost, aby zlepšila kvalitu svých služeb.

Klíčová slova

Dimenze kvality služeb, doručovací služba, Hofstedeho dimenze, kvalita služeb, spokojenost zákazníků, Wolt.

Service quality in the international context

Annotation

The master thesis focuses on the service quality of the selected international company Wolt and, simultaneously, on cultural differences between two countries, specifically the Czech Republic and Slovakia. For this purpose, customer satisfaction was measured in Czech and Slovak cultures. The first part of the thesis is devoted to theory in order to understand the topic of the study and to gain theoretical insights into service quality and culture. The second part focuses on the statistical evaluation of data obtained from the questionnaire. Findings were used to propose the recommendation for an international company, in order to improve their service quality.

Key Words

Customer satisfaction, delivery service, Hofstede's dimensions, service quality, service quality dimensions, Wolt.

Acknowledgement

I want to thank my supervisor, Ing. Lenka Červová, Ph.D., for her professional guidance of my thesis and her valuable advice. Additionally, I would like to thank my family, who have always supported me not only during my studies and my incredibly supportive fiancé.

Table of Contents

List of Figures	11
List of Tables	12
List of Abbreviations and Symbols	13
Introduction	14
1. Service quality.....	15
1.1 E-service quality	19
1.2 Online Food Delivery Service	21
2. Quality	23
2.1 The Transcendent approach.....	23
2.2 The user-based approach	24
2.3 The manufacturing-based approach	24
2.4 The value-based approach.....	24
3. Measuring the service quality	25
3.1 The Service Gap Model	25
3.1.1 Service performance measures	27
3.1.2 Soft measures of service quality.....	27
3.1.3 Hard measures of service quality	28
3.2 Net Promote Score	28
4. Effect of culture on service quality	30
4.1 Comparison of Slovak and Czech culture based on Hofstede.....	30
4.2 Comparison of Slovak and Czech culture based on Richard D. Lewis	34
5. Selected international company	39
5.1 Wolt Enterprise	39
5.2 Internationalisation of Wolt	41
6. Methodology	43
6.1 Objectives of the research	43
6.2 Data collection	44
6.3 Questionnaire design.....	44
6.4 Sample design	45
6.5 Data analysis	45
6.6 Pilot testing.....	45
7. Data evaluation.....	47

7.1 Characteristics of the research sample	47
7.2 Cultural classification of Slovak and Czech culture	49
7.3 Wolt users.....	52
7.3.1 Reliability	53
7.3.2 Responsiveness.....	55
7.3.3 Assurance.....	58
7.3.4 Empathy.....	61
7.3.5 Tangible	63
7.4 Wolt non-users.....	68
7.5 Quadrant Analysis	70
7.6 Net Promote Score and Customer Satisfaction Score	73
7.7 Hypothesis testing.....	76
8. Recommendations	78
Conclusion	79
References	80
List of Appendices	88

List of Figures

<i>Figure 1: Nordic model of service quality</i>	16
<i>Figure 2: SERVQUAL model</i>	17
<i>Figure 3: E-Service quality dimensions</i>	19
<i>Figure 4: Five gap analysis</i>	26
<i>Figure 5: Comparison of Czech and Slovak culture based on Hofstede</i>	31
<i>Figure 6: R.D.Lewis model of cultures</i>	35
<i>Figure 7: Czech culture model</i>	36
<i>Figure 8: Slovak culture model</i>	37
<i>Figure 9: Wolt app</i>	40
<i>Figure 10: Hofstede analysis</i>	50
<i>Figure 11: Promised service</i>	53
<i>Figure 12: Accurate and complete order</i>	54
<i>Figure 13: Notifications</i>	55
<i>Figure 14: Inquiries and complaints</i>	56
<i>Figure 15: Customer service</i>	57
<i>Figure 16: Delivery time</i>	58
<i>Figure 17: Online transaction safety</i>	59
<i>Figure 18: Cash payment method</i>	60
<i>Figure 19: Data of users</i>	61
<i>Figure 20: Personalized recommendations</i>	62
<i>Figure 21: Delivery person</i>	63
<i>Figure 22: App/web appearance</i>	64
<i>Figure 23: User-friendly app</i>	65
<i>Figure 24: Organization of information in app/web</i>	66
<i>Figure 25: Visual aspect of packaging</i>	67
<i>Figure 26: Slovak Importance-Satisfaction chart</i>	72
<i>Figure 27: Czech Importance-Satisfaction chart</i>	73
<i>Figure 28: Net Promote Score for Czech and Slovak Republic</i>	74

List of Tables

Table 1: Czech and Slovak culture comparison 38

Table 2: Gender 47

Table 3: Education 48

Table 4: Age 48

Table 5: Status 49

Table 6: Income 49

Table 7: Wolt users 52

Table 8: Overall level of satisfaction 68

Table 9: Non-users 69

Table 10: Czech CSAT 75

Table 11: Slovak CSAT 75

Table 12: Cultural difference testing 76

Table 13: Perception of service quality testing 76

Table 14: Scores explanation 89

Table 15: Slovak Quadrant analysis data 95

Table 16: Czech Quadrant analysis data 95

List of Abbreviations and Symbols

CSAT	Customer Satisfaction
IDV	Individualism
IVR	Indulgence
LTO	Long-Term Orientation
MAS	Masculinity
NPS	Net Promote Score
PDI	Power Distance
UAI	Uncertainty Avoidance

Introduction

The provision of quality service is an essential component for any company that offers services. Any business that provides services must commit to providing high-quality service. Providing excellent customer service may create loyal customers and boost sales for the company. On the other hand, bad customer service can result in the loss of customers and possibly the failure of a business. In order to deliver the best service, businesses have to pay significant attention to the requirements and expectations of their consumers. It is crucial to keep in mind that various cultures may have different perceptions of service quality. Diverse cultural perspectives on what makes good service vary. Therefore, in order to offer customers service that matches their specific needs, businesses need to have understanding of the cultural backgrounds of their customers.

This thesis's primary goal is to determine customer satisfaction with Wolt's delivery service in both the Czech and Slovak Republics. Furthermore, the research will explore the cultural classification of these regions to determine whether any cultural differences impact the perception of service quality provided by Wolt's delivery service. To achieve this objective, a quantitative analysis was employed. The research data was gathered using a satisfaction questionnaire supplemented by an existing questionnaire on cultural classification.

The thesis is structured into three distinct parts, with the first part concentrating on the theoretical foundations of service quality. Additionally, this section will provide an overview of Czech and Slovak culture classification, focusing on the key authors who have studied cultural differentiation. The second part of the thesis will center on the practical aspects of the research. This will include an introduction to the company being studied and a comprehensive evaluation of the data using descriptive statistics. The initial section of this chapter will establish the hypotheses, while the latter part will evaluate each hypothesis individually. Finally, the last part of the thesis will offer recommendations to the company while summarizing the findings of the entire research project.

1. Service quality

The easiest approach to characterize service quality is to define it as a service that satisfies both the expectations and needs of the consumer (Firdous and Farooqi 2019). It may also be characterized as the perceived contrast between what clients expect from a service in terms of quality and what they actually get. Therefore, it is a type of attitude that results from contrasting expectations with actual performance. Customers' pre-service expectations are known to influence how they perceive the quality of the services they receive (Zeithaml, Parasuraman and Malhotra 2000).

Therefore the difference between customers' performance expectations and their evaluations of the services they received is what determines the service quality. Because of this, the relationship between service quality and customer satisfaction has become a key and strategic concern (Cronin and Taylor 1992). When businesses offer high-quality services, they improve the effectiveness of service delivery, which raises corporate profitability. Additionally, offering high-quality services may lead to repeated purchasing and increased positive word-of-mouth (Taherikia and Shamsi 2014). Service quality affects not only the end product and service but also the production and delivery process. For this reason, employee dedication to and engagement in process redesign is crucial to the creation of final products or services. (Kumra 2008). Therefore, it is highly recommended for businesses to improve their quality of a provided service.

Grönroos (2007) offers a different research study on service quality that relies on a model that contrasts customers' expectations of the service with their prior experiences with similar services. The term "total perceived service quality" refers to this approach. In other words, the perceived service quality, according to Grönroos (1984), is the result of an evaluation process where the consumers compare their expectations with the service they have got.

Literature describes two service quality models Nordic (European) model and American model. Nordic model also known as Grönroos service quality model have been subsequently accepted by many researchers. It is referred to as the foundation for further research developments (Khader and Madhavi 2017).

Model contains three elements, namely the Image, Technical Quality, and Functional Quality (Figure 1). Functional quality describes the way the service is provided, i.e., how customers perceive their interactions with service providers. Technical quality represents the result of the service transaction or the client experience. Image is an important factor that service companies must embrace in order to connect the technical quality and functional quality of their services. Examples

of this include conventional marketing strategies, external influences from traditions and ideologies, and word-of-mouth marketing (Khader and Madhavi 2017).

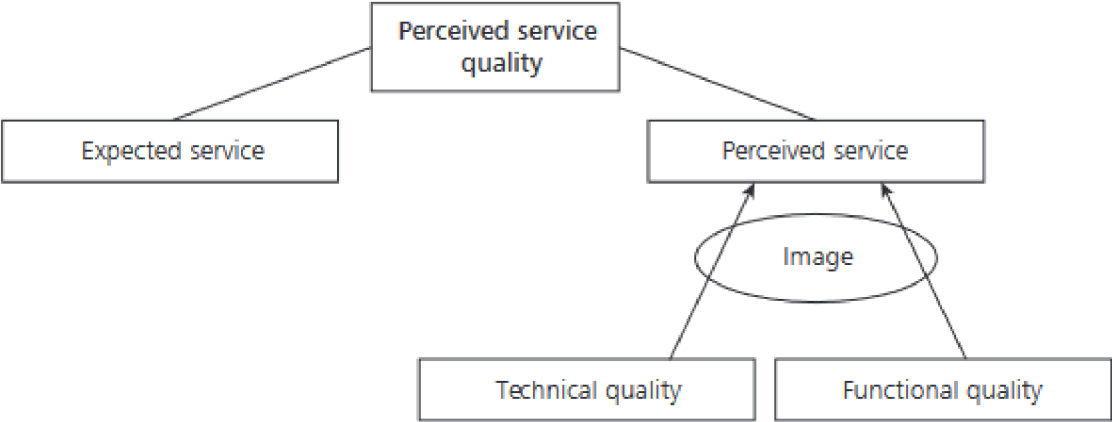


Figure 1: Nordic model of service quality

Source: (Polyakova, Mirza 2015, p. 7)

American service quality model is also known as SERQUAL model (Khader and Madhavi 2017). This model of service quality was created in the USA in the 1980s and subsequently improved. The SERVQUAL approach is based on the so-called gap model (Figure 2). Therefore, the method considers the gaps between the various steps in the service delivery process as they are seen by the client. (Servqual.estranky 2022).

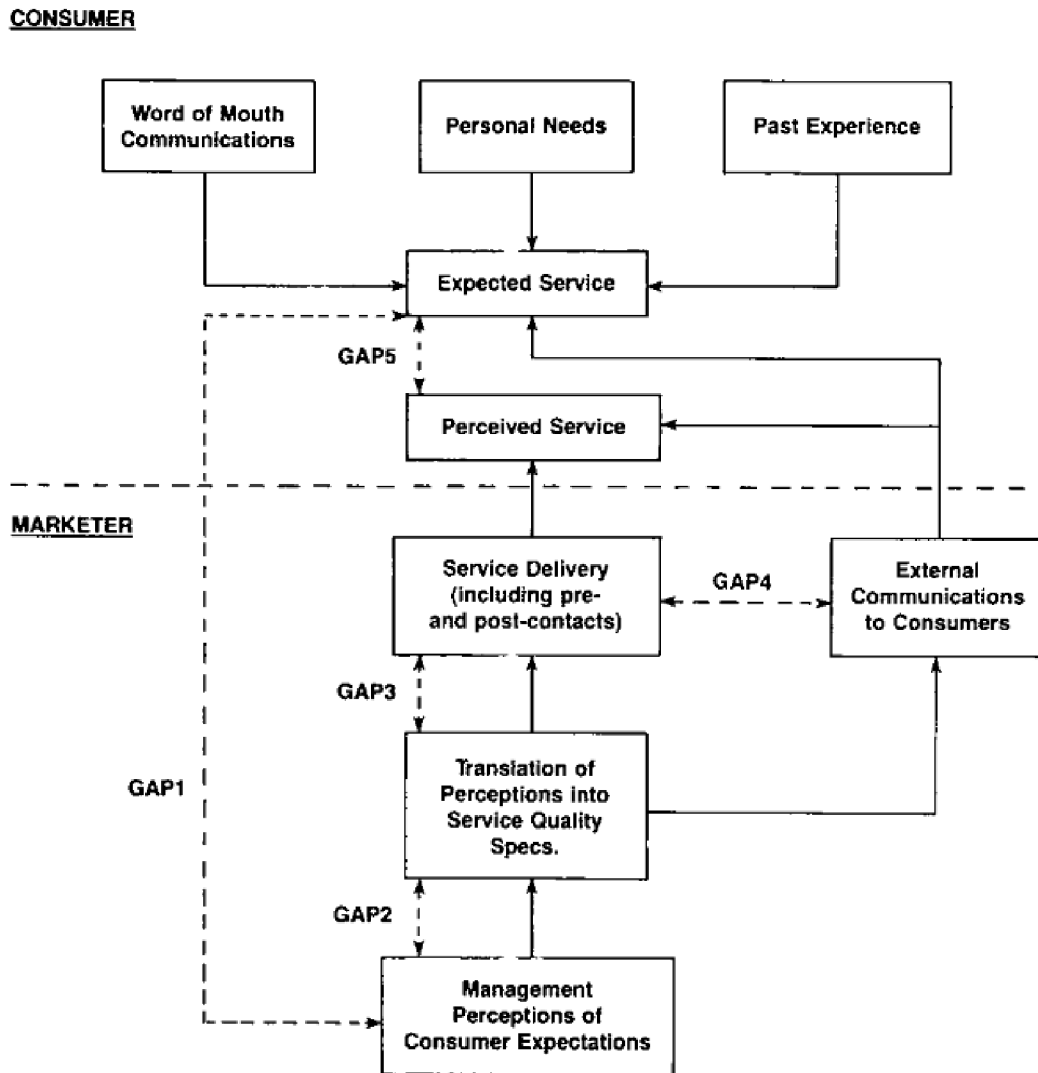


Figure 2: SERVQUAL model

Source: (Parasuraman, Zeithaml, Berry 1985, p. 44)

Gap 1: The gap between what customers and and what management believes they expect, to close this gap, it is required to perform consumer surveys, capture significant data, pay attention to employees who interact with customers, and flatten the organizational hierarchy.

Gap 2: This situation arises when client expectations and the service qualities developed by the organization are not matched.

Gap 3: Occurs when the systems (people, technology, and procedures) for service delivery fall short of the standards promised to clients.

Gap 4: Occurs when the company fails to fulfill the promises made in advertising but instead advertises through other channels a higher degree of service than it really provides.

Gap 5: The difference between what customers expect and what the company gives is the sum of all the previous gaps. The sizes of gaps 1-4 add up to this gap. (Servqual.estranky 2022).

We identify five dimensions to evaluate these gaps that affect customer satisfaction or dissatisfaction. These dimensions are also main dimensions of service quality. We identify Tangibles, Empathy, Assurance, Reliable, and Responsiveness dimensions. Tangible is everything what the customer sees and comes into contact with, for example office equipment, company equipment, personnel, communication equipment (Servqual.estranky 2023). Tangibility, which is referred to as the look of physical facilities, equipment, communication materials, and technology, is the fifth dimension of service quality. All of these provide customers enough information about the company's quality of customer service. Additionally, this aspect improves the firm's reputation. As a result, the tangibility factor is crucial for businesses, and they must make significant financial investments to set up physical facilities (Ramya 2019). The kind, individual approach that the company gives its consumers is described as empathy (Nimako et al. 2012). Empathy is the personalised care that consumers receive from their service providers. Through personalized or individualized services, this dimension tries to express the idea that each consumer is special and unique to the business. This dimension focuses on a range of services that meet various consumer demands, such as individualized or personalized services. In this situation, the service providers must be aware of the preferences and individual demands of the clients (Ramya 2019). Assurance is the ability of staff members to inspire confidence and trust via their knowledge and courtesy. In other words, it may be characterized as the capacity of a company and its workers to create trust and confidence in their customers (Nimako et al. 2012). This dimension focuses on employee correctness, politeness, work knowledge and expertise, and security provided by the company (Ramya 2019). Reliability is the capacity to deliver the promised service dependably and accurately (Servqual.estranky 2023). Customers like to do business with companies who fulfill their commitments. Therefore, it plays a significant role in how the consumer perceives the quality of the services and how loyal he is. Therefore, service companies must be aware of what customers expect in terms of reliability (Ramya 2019). Responsiveness is being eager to help customers and provide quick service (Servqual.estranky 2023). Being responsive is being ready to assist consumers and offer fast service. This dimension focuses on the way in which customer requests, questions, complaints, and problems are handled. It also emphasizes the employees' reliability, availability, devotion to their jobs. It may be measured based on how long consumers must wait for assistance, clarification to their questions etc. The

conditions of responsiveness may be improved by regularly monitoring the service delivery process and employee response to client demands (Ramya 2019).

1.1 E-service quality

The development of the internet and its use in e-commerce gave rise to the idea of "e-service". E-service quality was created as a result of this progress (Ighomereho et al. 2022). E-service quality is the distinction between what consumers expect from the service in terms of performance priorities and what they expect from the service in terms of performance before the service is offered. The significance of tracking and assessing e-service quality has added value to the virtual world as a result of the recent improvement in e-service quality in the area of e-commerce (Nasser et al. 2015).

Service quality define 5 main dimensions Tangibles, Empathy, Assurance, Reliable, and Responsiveness. However, in e-service those dimensions are different. Ighomereho et al. (2022) have identify e-service quality dimensions as follow Website Appearance, Ease of Use, Reliability, Security, Personalisation, Fulfilment, Responsiveness (Figure 3).

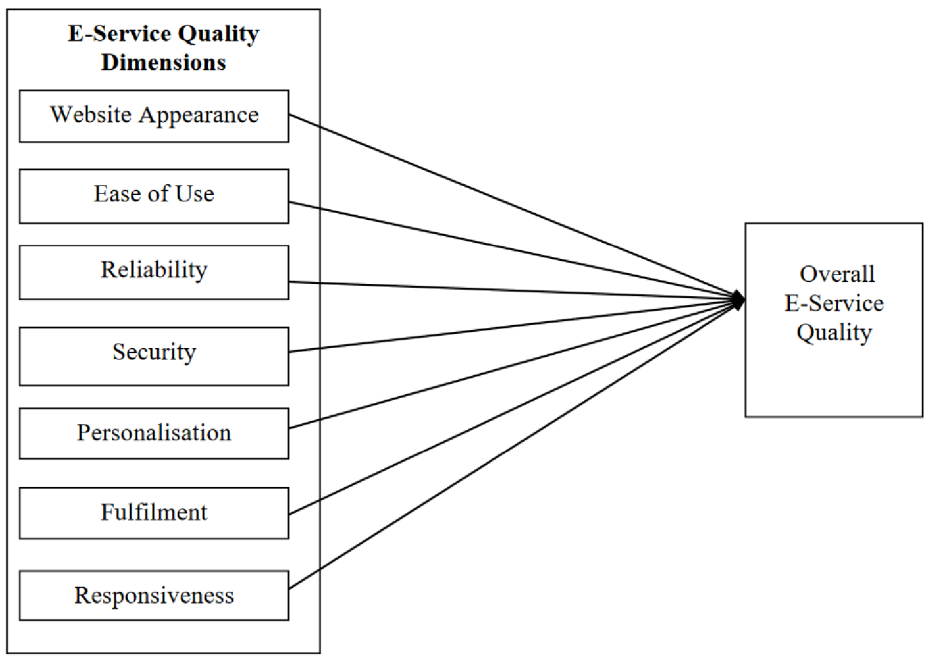


Figure 3: E-Service quality dimensions
Source: (Ighomereho et al. 2022, p. 6).

Website Appearance is the way the site appears, and it consists of the visual design, color, animation, photos, content, format, and sound (Poon and Lee 2012). Customers who shop online first approach a business organization through its website. It's feasible that it will affect how customers view a company and attract them to use online services. In order to be aesthetically appealing, websites should be professionally designed (Ighomereho et al. 2022). Therefore customer perceptions of service quality are significantly influenced by website appearance. Ease of use is one of the key factor affecting the quality of e-services. It describe the degree to which the e-channel may be used and comprehended in a straightforward manner. Additionally, it relates to how easily a client may discover information or complete a transaction (Narteh 2015). Users are therefore more likely to use a system if they perceive it to be user-friendly. A user-friendly e-channel may be crucial in boosting consumers' utility, which raises the likelihood of gaining loyal consumers (Ighomereho et al. 2022). According to Narteh (2015), a reliability is the capacity of an online platform to deliver the promised service consistently, precisely, and with dependability. Additionally, it signifies that the business fulfills its word. It entails accurately charging, maintaining accurate records, and always providing the requested service. The value of reliability is based on the assumption that when a service is delivered as it was expected or promised, customers' impression of the quality of the e-service is likely to improve. Customers may stop utilizing the e-channel if they are unable to access it when they need the service (Ighomereho et al. 2022). According to Ma and Zhao (2012), clients perceive considerable dangers in the virtual market space due to the increasing frequency of online fraud, hence security is crucial in e-services. For online services, especially financial services, clients frequently perceive a high level of risk because they think that internet payment methods are insecure and susceptible to interception, which lowers their level of confidence. This usually deters people from conducting online information searches and conducting financial transactions. Agbonifoh et al. (2008) identified two kinds of security by customers who use the internet. Those are informational and transactional securities. Informational security refers to protection against damage brought on by unauthorized users using consumers' data illegally. Contrastingly, transactional security relates to the protection of online commercial transactions. The capacity of an online channel to personally adjust service and attention to clients' requirements and preferences is known as personalization. In order to foster a sense of familiarity and enhance customer relationships and loyalty, it entails comprehending client needs and addressing them through tailored website content (Lee and Lin 2005). The degree to which an online channel delivers results that measure up to client expectations in terms of how well the site keeps its promises regarding order delivery and item availability is known as fulfilment (Ojasalo 2010). An essential component of the quality of an e-service is the capability to manage

client complaints and concerns relating to transactional failures, which refers to last dimension and that is responsiveness. In addition to rapid attention and reimbursement for clients who suffer financial losses, this also covers steps taken to restore services when the e-channel does not perform as promised. Customer requests, inquiries, complaints, and concerns must be addressed rapidly if e-service quality is to be perceived as high (Ighomereho et al. 2022).

Based on the previous chapters we can define the difference between service quality and e-service quality as follow. Service quality refers to the overall level of satisfaction that a customer experiences when interacting with a service provider. It is based on the discrepancy between what the client expects from the service and what they actually get. A concept such SERQUAL, which assesses service quality based on five characteristics (tangibles, reliability, responsiveness, assurance, and empathy), is frequently used to assess service quality.

On the other side, e-service quality describes the standard of online services, such as those offered through a website or mobile app. E-service quality is characterized by different dimensions than traditional service quality, such as website appearance, ease of use, reliability, security, personalisation, fulfilment and responsiveness. Since e-service quality is becoming more and more significant in the virtual world of e-commerce, it is critical to monitor and evaluate it.

1.2 Online Food Delivery Service

A service is a procedure made up of a number of more or less intangible activities that typically, though not always, occurs in interactions between customers and service representatives, as well as with physical resources, goods, and/or systems of the service provider, and is offered as a remedy to a customer's issue (Grönroos 2000). The variety of services varies depending on how tangible and intangible the offers are to the customer. Some offers are obviously services, such as seeing a movie, visiting an art gallery, or attending a sporting event. Some service offers can have a product component, for example the purchase of contact lenses, which necessitates a thorough eye exam and an assessment of the visual parameters (Jashaliya 2020). There are four essential key differences between product and service intangibility, inseparability (or simultaneous production and consumption) variability (or heterogeneity) and perishability (Mudie and Pirrie 2006).

Online food delivery (OFD) services are internet-based platforms that allow clients to purchase meals and have it delivered right to their door (Ray et al. 2019). Online food delivery services (OFD) are currently popular in the world of internet commerce. Through a website or app, OFD involves

ordering and receiving food from numerous restaurants. Customers often look on the internet for a preferred restaurant, choose an item from the menu, then provide their delivery address (Pigatto et al. 2017). The popularity of several food delivery apps (FDA) has been boosted by the expansion of internet service providers and rising smartphone usage (Ray et al. 2019). Orders can be placed through internet-based websites in OFD, but only through mobile apps in FDA, which is the main difference between the two. The ordering, monitoring, payment, and tracking services provided by various apps can be classified, although they are not responsible for the food preparation (Pigatto et al. 2017). The development of information technology has given the food service sector a new business model. Some major fast-food companies, particularly pizza restaurants, have been the forerunners in embracing online food ordering through their websites along with the development of internet technology. Because it has fulfilled or surpassed expectations in a number of areas for restaurant operations, restaurants have implemented online meal ordering (Kimes 2011). These platforms have started to offer additional details, such as menus or pricing.

Online meal ordering platforms have now begun accepting food orders from partner restaurants. At this point, the platforms for ordering food have taken all of the orders. If delivery was an option, restaurants handled it on their own. The most recent method used in online meal ordering platforms has been to handle delivery. In conclusion, restaurants may run their websites or accept the orders through networks that connect various restaurants when they use online food ordering. Additionally, businesses (like Domino's) may transport food straight to clients, or a platform may pick up meals from restaurants and distribute them to customers (e.g., Uber Eats, Wolt) (Jun et al. 2021)

2. Quality

None of the definition of quality is "the best" in all circumstances because each definition has strengths and weaknesses concerning factors like measurement and generalizability, managerial usefulness, and consumer relevance. This is because there are so many definitions of quality (Reeves, Bednar 1994). The concept of quality has both objective and subjective aspects, which are interconnected. It can be defined in various ways, depending on the source and the context. Essentially, quality refers to the inherent characteristics of a product or service that enable it to meet the stated or implied needs of the customer. These characteristics can be objectively measured or subjectively perceived. Quality is a fundamental attribute of any product or service that enables it to be compared with others. The quality of a product or service is determined by the customer's perception of it, as they evaluate its ability to fulfill their needs and expectations (Diaz 2014).

Garvin (1984) outlines five different but complementary ways to define quality: the transcendent approach, the product-based approach, the user-based approach, the manufacturing-based approach (also known as the production-based approach), and the value-based approach. These approaches emerged independently in various fields such as philosophy, economics, marketing, operations management, and finance. According to Garvin, each approach identifies an essential aspect of quality, but none of them alone can provide a complete perspective. To have a holistic understanding of quality, it is necessary to combine all five approaches.

2.1 The Transcendent approach

The transcendent approach defines quality as an inherent attribute of a product or service that is universally recognizable and absolute. This perspective views quality similarly to Plato's idea of beauty as an "ideal form". According to this approach, a product or service is considered excellent based on its subjective relationship to a certain standard. The ability to recognize this subjective relationship can only be developed through experience (Fields et al. 2014).

The product-based approach

The focus of the product-based approach is on quality as a precise and quantifiable variable. According to this approach, any differences in quality that arise are a result of variations in the amount of specific ingredients or attributes possessed by a product (Abbott 1955). Garvin illustrates

this strategy with the help of ice cream and carpets. For instance, the quality of ice cream can be determined by the amount of butterfat present in the product. Similarly the quality of rugs can be determined by The number of knots per square inch, with a tighter weave denoting higher quality (Fields et al. 2014).

2.2 The user-based approach

The premise of the user-based approach is that quality is subjective and is determined by the user's perspective. According to this approach, a product's or service's quality is determined by how well it satisfies the requirements, wants, or preferences of the customer (Fields et al. 2014). Garvin's approach that is based on the user's perspective emphasizes the role of customers in evaluating quality. In contrast, his other four approaches are based on manufacturing, operations, and engineering, which make it challenging to address the distinctive features of services (Mudie and Pirrie 2006).

2.3 The manufacturing-based approach

According to the manufacturing- bases approach (the production-based approach), any deviation from the intended user's requirements results in a reduction in quality. This approach is different from the user-based approach in that it does not take into account the perspective of the user. Instead, the production-based approach aims to measure objectively the extent to which a product or service meets pre-established specifications (Fields et al. 2014).

2.4 The value-based approach

Based on this approach, quality is evaluated based on the balance between costs and benefits. For example, when the benefits of a product or service exceed the costs, the quality of the product or service is considered higher. On the other hand, when the costs outweigh the benefits, the quality is considered lower. Therefore, if a product or service has more costs than benefits, it may not necessarily have the optimum performance (Fields et al. 2014).

3. Measuring the service quality

For businesses, measuring service quality may be difficult. The fundamental goal of measurement is to determine if a company is operating profitably and whether its clients are satisfied or unsatisfied with the level of service received. Results of measurement might show the organization where to concentrate its efforts. It cannot instruct the company on getting better outcomes, but it may highlight the areas where improvement is required to improve operations and satisfy customers.

3.1 The Service Gap Model

The gap model is predecessor of SERVQUAL model which we defined in previous chapter. This model can be used to measure service quality by identifying gaps. The model, which is based on the expectation-confirmation theory, shows how consumers evaluate quality while considering the variables that affect quality in its various meanings, including quality that customers expect from businesses, quality that users perceive after using a service, and more. The Gaps Model seeks to discover potential reasons for a difference between expected quality and experienced quality, which comes from the notion of quality as the capacity to fulfill customer expectations (Oliver, 1993). This method, sometimes referred to as the "five gaps model" or also "customer service gap model," covers the most common communication issues that can lead to a discrepancy between what consumers expect from the service and what they actually receive. Moreover, the approach aids managers in better understanding their clients' demands. Professionals may assess customer satisfaction and identify areas for improvement using the gap model of service quality (Indeed 2023).

According to the Gap Model (Figure 4), perception plays a major role in customer satisfaction. Consumers who believe their expectations have been met by a service are satisfied. People will feel dissatisfied if they think a service did not fulfill their expectations. There are five areas in customer service that businesses can improve. They include the knowledge gap, policy gap, delivery gap, communication gap and customer gap (Fischler 2022).

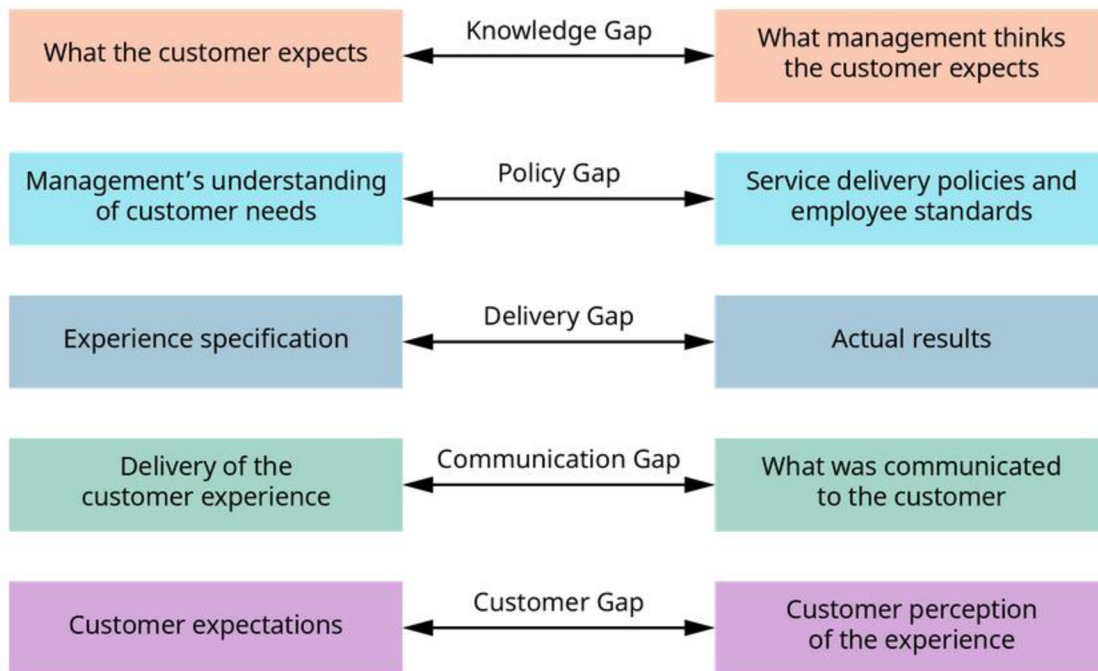


Figure 4: Five gap analysis

Source: (OpenStax 2023).

The knowledge gap is the difference between what the customer expectations from the service and what the business actually provides. In general, this gap exists because management is unaware of what exactly customers are expecting. This might occur for a number of reasons. One of the reason is poor customer and management communication as well as not paying attention to customer complaints. Another reason for this gap may be the insufficient market analysis (Rajak 2019).

The policy gap results from a difference between management's knowledge of customer needs and how that understanding is reflected in service delivery rules and standards. Although management often accurately understands what the consumer wants, but there are not any performance standards in place that show the proper employee behavior (OpenStax 2023).

The delivery gap is the difference between the service's actual delivery and the service's regulations and standards. Employees are aware of what needs to be done to satisfy the client; they are just failing to take action. For instance, even though management may have created a policy demanding that phones at the front desk be answered on or before the second ring, front desk staff members frequently let the phones ring for far longer than that. This gap might be caused by inadequate training, reluctance to match the defined service standards or a lack of workers (OpenStax 2023).

The communication gap refers to the difference between the promises made to customers through advertising and the actual delivery of the product or service. Several factors can contribute to this

gap, including making unrealistic promises, treating external communications as separate from internal operations, and inadequate communication between advertising and operations teams. When a communication gap occurs, customers can become dissatisfied because they did not receive what they were promised. This may even lead them to switch to a different provider if the gap is particularly severe (Rajak 2019)

The customer gap refers to the disparity between the expectations of customers and their perception of the service they receive. This gap may arise if customers do not appreciate the significance of the products or services provided or if they misinterpret the quality of the service. Organizations may be unaware of this gap, which can lead to a loss of customers. For instance, a coffee shop may add new items to its menu to provide customers with more options. However, if the majority of customers do not see the value in the new items, it illustrates an instance of customers failing to recognize the importance of the business's products (Fischler 2022).

3.1.1 Service performance measures

The service performance measurements are an alternative to the gap theory technique for gauging service quality. The development of performance indicators that are individually connected to a crucial aspect of customer performance is necessary for the evaluation of quality (Maleyeff 2022). Under this approach, the two types of performance measurements can be employed, soft and hard measures (Ramya 2019).

3.1.2 Soft measures of service quality

Soft measures are ones that require talking to consumers, staff, or other parties in order to get data since they are difficult to observe. To soft measures we include customer satisfaction survey (Ramya 2019). Research in this field generally indicates that customer satisfaction is significantly influenced by the quality of the services provided. (Newman 2001). Individual customers or corporate customers may be requested to rate both their individual and overall opinions about the quality of the services received. An interview schedule or questionnaire might be used for this. In addition, focus group interviews and other methods of market research might be used for this purpose as well (Ramya 2019). Based on the Illieska research (2013), results from surveys of customer satisfaction may be used to represent how satisfied customers are with the provided service or a product, or with a company in general. It can also help in identifying crucial customer needs that must be fulfilled to guarantee their satisfaction. Organizations may concentrate their efforts on the

areas that are most important to consumers by recognizing these needs. Results from surveys of customer satisfaction may also be used to compare companies, divisions, or subgroups within a single business. These comparisons can give insight on the effectiveness of product or service and delivery, as well as organizational and structural strengths and weaknesses. Internal performance analysis is also included in soft measures. This approach involves surveying employees to learn how they perceive the level of customer service quality on dimension. Information to track service quality is also provided via feedback from quality circles, performance assessment reports, customer retention rates, etc. (Ramya 2019)

3.1.3 Hard measures of service quality

Service quality can be measured using hard measures, which refer to characteristics and activities that can be quantified, timed, or audited. For instance, hard measures may involve tracking the amount of time a customer has to wait for their passbook to be updated at a bank, the duration it takes to issue a demand draft, or the delay in processing and crediting a customer's deposited cheque (Ramya 2019). Reliability and responsiveness, two of the five quality characteristics, are well to the use of hard measures. The ultimate aim of reliability is to either complete tasks correctly on the first time (for instance, delivering the proper order to a customer) or to complete tasks on schedule (such as trains running according to their schedules, doctors keeping to appointment times, or dry cleaners returning clothes on the promised date). The time it takes to reply is what is measured for the second dimension, responsiveness. This refers to the time it takes for a consumer to get a response after contacting a service, such as when waiting on hold for customer service or for a plumber to show up (Mudie and Pirrie 2006).

3.2 Net Promote Score

The Net Promote Score (NPS) approach measures customer willingness to suggest a company to a friend or colleague and provides insights into customer loyalty. NPS varies from other comparable metrics, such as the customer satisfaction score, as it reflects a consumer's overall view of a brand rather than their thoughts on specific interactions or purchases (Salesforce 2023).

To get NPS companies can create a survey where they ask one simple question “On a scale from zero to ten, how likely it is that you would recommend our company to your friend or colleague?”.

Depending on their response, consumers fall into one of three categories to determine an NPS score, with responses ranging from 0 (neutral) to 10 (very likely).

1. Promoters- often devoted and passionate clients who answer with a score of 9 or 10.
2. Passives- provide a score of 7 or 8 in response. They are content with service, but not pleased enough to serve as promoters.
3. Detractors- provide a score ranging from 0 to 6. These are dissatisfied customers who are unlikely to make another purchase from you and could even persuade others not to do so. (Qualtrics 2023).

Reichheld and his collaborators believe that a company's customer satisfaction surveys should contain the Net-Promoter question (Reichheld 2003). According to Satmetrix (2021), who is convinced that likelihood to recommend is the best measurement for businesses to understand the state of their customer relations. A person's recommendation of a company to friends or colleagues may be the most direct gauge of customer loyalty and, ultimately, financial success,

4. Effect of culture on service quality

Consumers' beliefs and perceptions, as well as their behavior, are influenced by culture. Consumers' cultural values influence their expectations and perceptions of goods and services, which in turn influences their decision-making and purchasing behavior. So, businesses must consider how culture affects how they provide customer service and sell their goods (Kueh and Voon 2007). It has long been acknowledged that culture plays a significant role in influencing consumer behavior. Studies have found that, on a broad scale, various cultures respond to new product and technology developments in different ways (Dwyer 2005). Therefore it is usual for new products or technical innovations to become widely accepted in certain cultures but take much longer to do so in others (Gong 2009).

4.1 Comparison of Slovak and Czech culture based on Hofstede

We can identify many theories on national culture. One of those is Hofstede's cultural framework. According to his theory he opined that people have a common national identity that serves as a representation of their cultural mental programming and impacts their values, assumptions, expectations, attitudes, and behaviors. He lists five dimensions along which national cultures differ: power distance, uncertainty avoidance, individualism vs. collectivism, femininity vs. masculinity, and long-term vs. short-term orientation (Hofstede 2010).

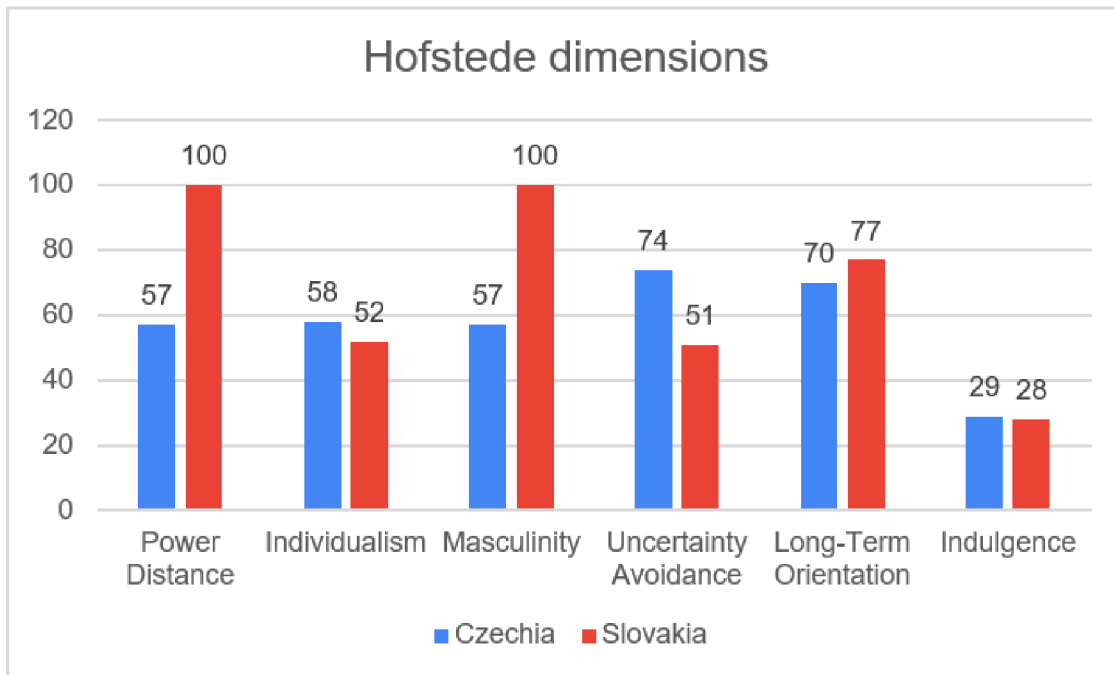


Figure 5: Comparison of Czech and Slovak culture based on Hofstede

Source: own assessment, based on (Hofstede-insights 2022).

Figure 5 shows how those dimensions vary between Slovakia and Czech Republic. Power distance deals with the fact that not all people in societies are treated equally, it expresses how the culture views these differences between people. The degree to which the less powerful members of institutions and organizations within a nation assume and accept that power is allocated unequally (Hofstede-insights 2022). As the graph reflect the power distance index identify that both countries scored high, however with a 100 point scale, in comparison to other nations, Slovakia is at the top end of this dimension. It is widely known that certain people have greater power than others in communities with low power distance. These people using their authority is tolerated and expected (Hofstede-insights 2022). In cultures with high power distance, when it comes to service quality, powerful customers will expect to be treated exceedingly well. As a result, they will place a larger value on responsiveness, reliability, and empathy. On the other hand, weak customers are more willing to tolerate with service failure from more powerful service providers. As a result, they would not hold them to a high standard of reliability. Weak customers will not place too much value on friendly relationships, empathy, or responsiveness from service providers since they are perceived as unimportant by more powerful service providers. (Furrer, et. al. 2000). On the other hand, in societies where there is small power distance, there are little distinctions between powerful and weak consumers, and all of them are likely to place a comparable value on the various service

quality dimensions. This is due to the fact that human inequalities should be and are being minimized (Hofstede 1991).

The degree to which societies are integrated into groups, as well as their perceived responsibilities and dependency on groups, are taken into account in the individualism vs. collectivism dimension. Individualism indicates that achieving personal objectives is given more weight. In this category, a person's self-image is referred to as "I." Collectivism on the other hand reflects that the objectives and welfare of the collective are given more weight. In this category, a person's self-image is referred to as "We." (Wale 2022). Both countries have similar score (Slovakia 52 and Czech Republic 58) in this dimension. We might thus presume that both nations are seen as being more individualistic than collectivistic. Therefore this indicates a strong preference for a loosely organized social structure in which people are mainly expected to look out for themselves and their close relatives (Hofstede-insights 2022). Customers are more autonomous and self-centered in societies with high levels of individualism. Due to their desire and sense of personal accountability, individualists demand efficiency from others and are hence more demanding than persons in more collectivist cultures. Consumers need quick service, and this service must be provided properly the first time (responsiveness and reliability). Because of their self-assurance and responsibility, they don't anticipate being assured. Individualists like to keep a space between themselves and the service provider in their relationships with them because they value their sense of self. In this case the tangible is used to reduce the closeness of the interaction (Furrer, et. al. 2000).

The contrast between individualism and collectivism and the distinction between country-level masculinity and femininity are frequently misconstrued in the literature. In contrast to Korean students who labeled masculine goals as collectivist in their master's theses, American authors frequently categorize feminine goals as collectivist. The dimensions of individualism-collectivism, and masculinity-femininity, are independent in fact (Hofstede et. al. 2010). The degree to which society values assertiveness and accomplishment is referred to as masculinity. Contrarily, femininity refers to how society values quality-of-life problems like assisting others, forming strong social bonds, and advocating for the underprivileged. In other words, society still recognizes a gap in values between male and female. In communities that are predominately masculine, this component is typically seen as forbidden or taboo. Masculinity, "Big egos": status-related sentiments of significance and pride. Achievement and wealth are significant (Thalys 2022). Slovakia and Czech Republic are cultures that value masculinity. However, Czech republic score lower than Slovakia which describe that Slovakia is highly masculine. Relationship-focused, with a stronger emphasis on quality of life is known as femininity (Thalys 2022). Depending on whether the service

is being offered by a male or female service personnel, the relative relevance of the service quality attributes varies in cultures with a high level of masculinity. Customers in masculine culture anticipate more professionalism, dependability, and responsiveness from male service employees than from female ones. A female service worker is anticipated to have greater empathy than a male counterpart. A male service employee's hardness will give customers greater confidence than a female employee's maternal instincts. The expectation is that a male service worker will likewise be more materialistic. A female service worker is expected to have greater empathy than a male counterpart. A male service employee's toughness will give customers greater confidence than a female employee's maternal instincts. The expectation is that a male service worker will likewise be more materialistic. Contrarily, a female service employee would be required to display herself in a feminine manner; as a result, tangibles will be crucial for both male and female service providers (Hofstede 1991).

The degree to which a society feels threatened by unclear circumstances and strives to avoid them by creating norms and not tolerating deviation is reflected in the level of uncertainty avoidance (Thalys 2022). A limited tolerance for risk-taking, ambiguity, and uncertainty is indicated by a high uncertainty avoidance score. By enforcing stringent standards, laws, etc., the unknown is reduced. On the other hand, strong tolerance for risk-taking, ambiguity, and uncertainty is indicated by a low uncertainty avoidance score. There are fewer restrictions and a greater openness to the unknown (Wale 2022). The Czech Republic has a strong tendency for avoiding uncertainty, scoring 74 on this category. Slovakia's score on this dimension is an intermediate 51, which indicates no clear preference (Hofstede-insights 2022). There is a distinction between regular service circumstances (like a grocery store) and rare service situations (like a dental clinic) in cultures with high uncertainty avoidance. A tight relationship with the service provider is necessary to minimize uncertainty and ambiguity in infrequent service circumstances caused by the unknown situation. The assurance of a quick resolution to the issue is necessary in frequent service situations to reduce the uncertainty associated with a potential service breakdown. In cultures that prioritize avoiding uncertainty, all aspects of service quality are significant, particularly in uncommon circumstances, as a means of decreasing uncertainty (Furrer, et. al. 2000).

Long-term cultures place a strong emphasis on planning for the future, including via contemporary education. These cultures also place a strong emphasis on the value of conserving money, perseverance, and accomplishing long-term objectives. Short-term oriented civilizations place a strong emphasis on the past and traditions, and they are wary of societal change. In these communities, morality is consistently understood and there is respect for upholding social

commitments (Thalys 2022). With a strong score of 77 (Slovakia) and 70 (Czech Republic), countries are considered to be pragmatic. People in pragmatic cultures hold the view that situation, context, and time all play a significant role in determining what is true. They exhibit a high desire to save money and invest it, and they can readily adjust their customs to changing circumstances (Hofstede-insights 2022). Long-term relationships with service providers are typical in cultures with long-term orientation. These cultures place a high value on reliability, responsiveness, and empathy as a result of their personal connections to service providers. In these cultures, assurance and tangibles will be less essential. Assurance is less important in these cultures since it is believed that connections with service providers will continue. In such cultures, the aesthetics of the tangible facilities are also not very important (Furrer, et. al. 2000).

Indulgence refers to the level of control people have over their impulses and desires, based on how they were raised, is defined as the dimension of Indulgence vs. Restraint. Cultures can be categorized as either Indulgent or Restrained based on the level of control they exhibit. The Czech culture and Slovak culture score low on Indulgence, indicating that they have relatively strong control over their impulses. Restrained societies like the Czechs and Slovaks do not prioritize leisure time and control their desires. This may lead to perceptions that indulging oneself is wrong and a tendency towards cynicism and pessimism (Hofstede Insights 2022).

4.2 Comparison of Slovak and Czech culture based on Richard D. Lewis

Based on the Hofstede dimension, it is reasonable to believe that the Czech and Slovak cultures are very similar to one another. Nonetheless, it is important to remember that not all authors share Hofstede's viewpoint. R. D. Lewis is one of them.

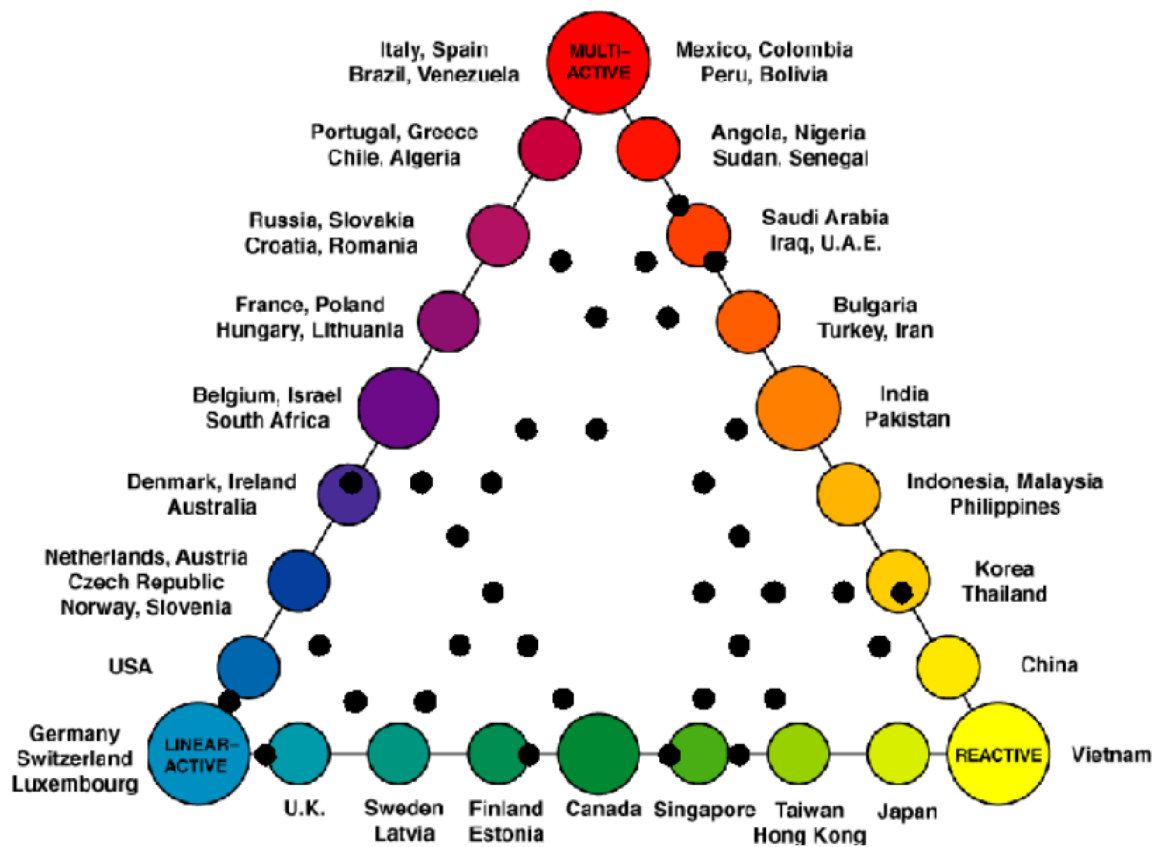


Figure 6: R.D.Lewis model of cultures

Source: (Crossculture 2015).

After traveling to 135 countries and working in more than 20 of them, Lewis came to the opinion that people may be categorized into 3 distinct groups based on behavior rather than nationality or religion. His typologies are referred to as Linear-active, Multi-active, and Reactive (Figure 6) (Crossculture 2015).

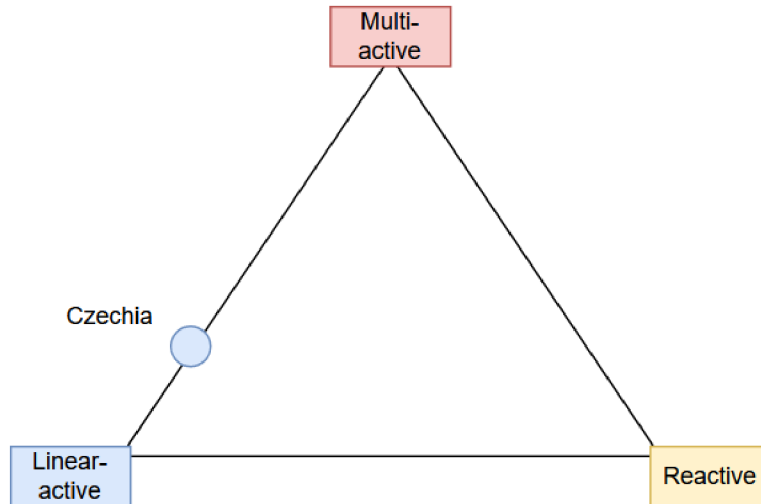


Figure 7: Czech culture model

Source: own assessment.

Lewis (2006) classified Czech culture as linear-active and data-oriented. Linear-active cultures have typically a linear agenda, are task-oriented, highly organized planners, and complete action-chains by working on one thing at a time (Figure 7). They prefer direct discussions and tend to rely on facts from trustworthy written sources. Speech is used to exchange information, and people talk and listen in equal measure. Instead of being diplomatic, they are straightforward, do not back down from a fight, and rely more on reason than feelings. They respect some solitude and somewhat mask their emotions. They prioritize getting things done and want to move fast while making concessions when needed to close a deal. They place a high value on timely performance, high-quality products, and consistent delivery dates. They disapprove of “mañana” behavior and excessive talking. They are focused on the process, succinct over the phone, and fast to reply to written contact. Gaining status requires accomplishment, supervisors are frequently low-key, and money is crucial. They think more logically and scientifically than religiously. (Crossculture 2014 a).

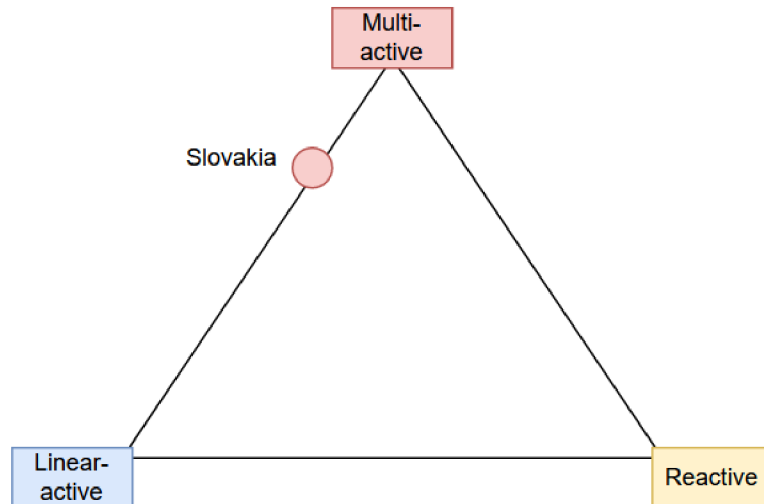


Figure 8: Slovak culture model

Source: own assessment.

On the other hand, the Slovak cultural classification is multi-active, dialogue-oriented (Lewis, 2006) (Figure 8). Multi-active cultures tend to be talkative, impulsive individuals who place a high value on interpersonal relationships, sentiments, and people-oriented activities. They like multitasking and frequently feel constrained by schedules. They attempt to talk and listen simultaneously throughout a convoluted and energetic conversation. There are minimal conversational gaps and many interruptions. Multicultural societies find quiet unsettling and rarely allow or experience it. In business, connections and relationships are valued more highly than products. Collaborations work best in person; they cannot be sustained for an extended amount of time just through writing or phone calls. Oral communication has a greater impact on multi-active cultures than written communication. They are dialogue-oriented, which make them want to learn things straight from individuals. They deal in rumors and gossip, and they regard laws, regulations, and official announcements less than linear-active individuals do. While having little regard for power, they recognize their position within the social or organizational hierarchy (Crossculture 2014 b).

Multi-active cultures frequently miss delivery deadlines and forget to pay for the services or items they have received. Unlike linear actives, they are less concerned with deadlines and timetables and frequently only move when they are prepared. Unreliability and procrastination are frequent. Multi-active cultures are adaptable and constantly alter their ideas, they usually do this to account for changes made elsewhere. They don't plan as thoroughly as linear-active individuals do, but they are skilled at improvisation and can manage chaos. They are social and curious people who value company above privacy. They are often sentimental and family oriented. They employ charisma,

rhetoric, manipulation, and negotiated truth in business. They are diplomatic and courteous, and they frequently go around rules and formalities to take "short cuts." To seal transactions and contracts, they lavishly entertain and deliver gifts or undercover money. They place a high value on kindness and sociability (Crossculture 2014 b).

When we compare those two cultures, we might see differences. Lewis (2006) listed those differences bellow (Table 1).

Comparison	
Czech culture	Slovak culture
linear-active	multi-active
calm, passive	charismatic
soft speakers	vigorous speakers
Germanic tendencies	Slavic tendencies
few likes and dislikes	somewhat opinionated
restrained nationalism	nationalistic
open to criticism	sensitive to criticism
reserved socially	party a lot
steady pace	slower pace
urban	parochial
sexes nearly equal	male-dominated
nuclear family	extended family
stick to rules	relaxed about rules
low-key leaders	autocratic leaders
clear instructions	somewhat vague instructions
thrifty	spend and borrow
Protestant traditions	Catholic traditions
complain little	complain and grumble
non-tactile	non-tactile
procedures-oriented	some experimentation
not very religious	religious in the countryside
status by education	status by family, wealth

Table 1: Czech and Slovak culture comparison

Source: own assessment, based on (Lewis 2006, p. 301)

According to the Hofstede model, there are either very few or no differences. Lewis, however, categorized the cultures of Slovakia and the Czech Republic as entirely distinct. Czech culture is linearly active, whereas Slovak culture is multi-active. When compared to Czechs, Slovaks are more charismatic, outgoing, and sensitive to criticism. Slovaks have Slavic tendencies, whereas Czechs are calm and passive and have Germanic tendencies. Whereas Slovaks are relaxed about rules, Czechs follow rules. Czechs are thriftier with their money than Slovaks, who have a tendency for borrowing and spending. Slovakian culture is more male-dominated than Czech culture, which is more gender-equal.

5. Selected international company

In the previous part of thesis, we have theoretically clarified the concepts of service quality and cultural theories, which then we will use in our practical part of the thesis. Second part of thesis is dedicated to research analysis, therefore we will analyse data from questionnaire, and introduction of selected international company. For this purpose, we decided to choose Wolt Enterprise as subject of research.

5.1 Wolt Enterprise

Wolt was established in 2014. It is a technology company with headquarters in Helsinki that makes it simple to find and have the food from restaurants, supermarkets, and other local shops delivered to customers. In order to make this possible, Wolt creates a wide range of technologies, including local logistics, retail software, and financial solutions. It also runs its own supermarkets under the name Wolt Market (Press Wolt 2022). The company's first office was located in Helsinki, where for the first nine months the initial team of six employees worked in one space of just ten square metres. Five of employees were focusing on product development (Explore Wolt 2023). "Wolt's mission is to make cities better places for customers, merchants and couriers alike, vision is to build the digital world version of the shopping malls " (Explore Wolt 2023).

For this purpose, Wolt is using an app to connect their partners (restaurants, shops...) with their customers. Every customer has an option to use app or an official Wolt web side (Figure 9).

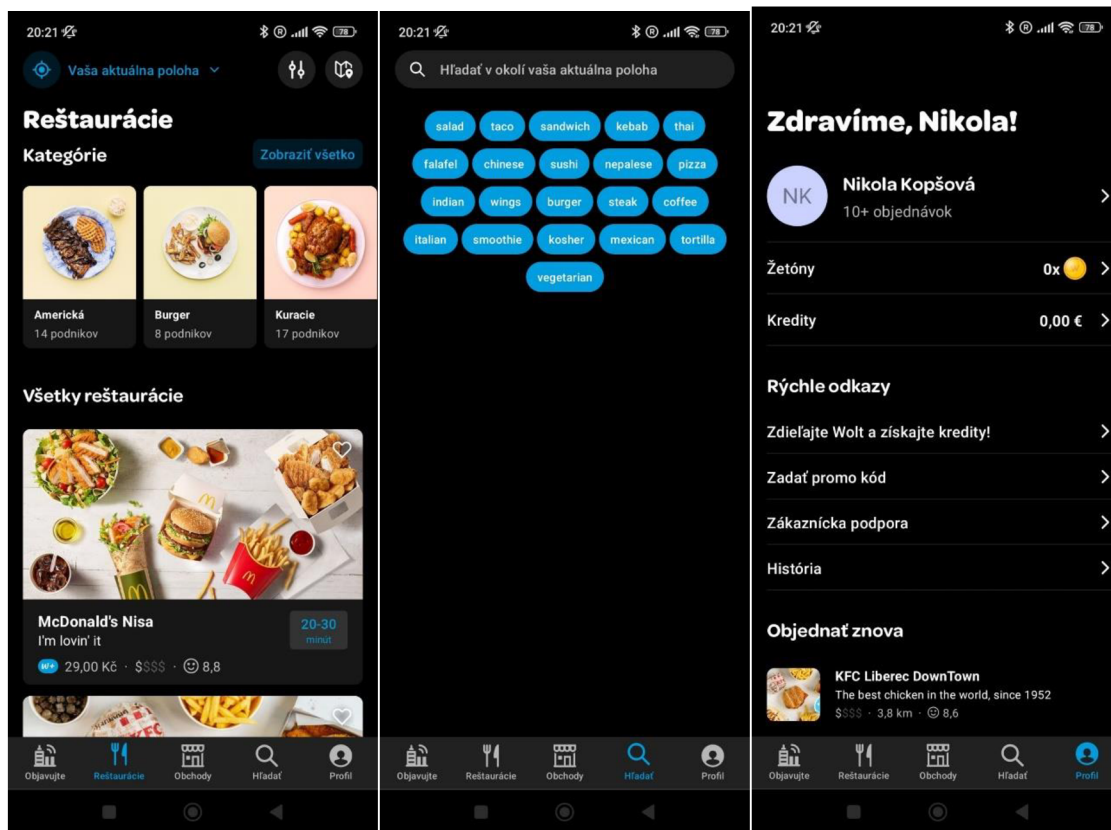


Figure 9: Wolt app

Source: phone Wolt app

The customer has to register for a user account in order to use the Wolt Service. To do this, the customer must follow the steps provided in the Wolt Service. The credentials for the Wolt Service are private. There can only be one personal user account per customer. Name, address, email, phone number, password, and payment details must all be entered by the user. Afterwards, he may open his account (Wolt Česká Republika 2023). The Wolt app uses the following broadcast-based algorithms: the user chooses the restaurant or the meal he wants to get using the Wolt app on his smartphone (android, iOS). He enters the request manually into the app and completes the order. The user then has the option to pay by card online, using google pay or pay by cash at the courier. Wolt's courier receives a request from the customer. The request shows on his/her employees app with all necessary information like the customer's name, the name of the restaurant, a summary of the items ordered, the customer's address, the distance, etc. Courier picks up the food from the restaurant under strictly hygienic conditions and delivers the order to the delivery address. The customer has the possibility of tracking the GPS location of the courier, i.e., he/she knows approximately when the food will be delivered to him. The Wolt app also notifies the customer if

there will be delay of his/her meal order. The average delivery time of Wolt service is around 30-35 minutes (Exlore Wolt 2023).

5.2 Internationalisation of Wolt

After Wolt gained popularity among local residents in Helsinki, in 2016 the company decided to expand its operations to other cities in Finland, namely Turku and Tampere. After successfully establishing itself in the domestic market, the company was ready to expand to other countries. The first signs of the company's internationalisation began with the opening of branches in Stockholm, Sweden and Estonia. At the end of September 2016, the company employed 60 people. The financing this year was in a so-called A-round financing and was led by the equity firm EQT Ventures, which enabled Wolt to raise up to EUR 10 million in funding (Exlore Wolt 2023).

In 2017, the number of employees expanded to 86. The expansion continued to other countries, namely Denmark, Latvia and Lithuania. Until this year, the company used third-party tools, which it eventually replaced with its own tools. Wolt launched their in-house courier application, which was connected to their own logistics server (Exlore Wolt 2023).

In 2018 Wolt entered the Czech market. In addition to the Czech market, it expanded into Norway, Croatia, Hungary, Israel and Poland. By the end of the year, it already employed 300 people. The company's financing was conducted in a B-round of financing. The company was able to raise 27 million in investments in this round, which was led by global equity firm 83North (Exlore Wolt 2023).

In 2019, the company made its first appearance on the Slovak market. At the same time, it expanded its presence to other European markets such as Serbia, Greece, Slovenia. In addition to the European market, it has expanded subsidiaries in Kazakhstan and Azerbaijan. This year the company employed over 560 employees. In addition to the expansion and increase in employees, a partnership agreement was established between Wolt and South Pole. Nevertheless, this year was also significant with a C-round of funding, raising up to €115 million in investments led by ICONIQ Capital and Highland Europe (Exlore Wolt 2023).

In 2020, the company expanded into Germany, Japan, Malta and Cyprus, despite the adversity caused by the global pandemic Covid-19. In addition to expansion, the company added new functionality, specifically contactless delivery capability due to the global pandemic, and, with an

emphasis on maximising consumer safety, launched food and retail delivery. However, this delivery service is only available in certain cities and the delivery portfolio is gradually increasing. This year, the company has already employed over 1,430 employees. and has managed to raise over €100 million in funding from existing investors and Goldman Sachs Growth Equity, as well as €7.5 million from Delivery Hero co-founder Lukasz Gadowski (Exlore Wolt 2023).

By 2021, Wolt had grown to 3,740 employees. In addition to the employees, the company doubled its activities, especially in the area of trade, and expanded cooperation with new partners. At the same time, they developed new tools such as Wolt Picker, which is designed for merchants. This year, the company raised \$530 million, the funding round was led by ICONIQ Growth, with Tiger Global, DST, KKR, Prosus, EQT Growth and Coatue joining as new investors. 83North, Highland Europe, Goldman Sachs Growth Equity, EQT Ventures and Vintage Investment Partners also participated in the round from Wolt's existing investors. In addition to the investors, Wolt and DoorDash joined forces and entered into a definitive agreement whereby they joined forces, resulting in a transaction that closed in May 2022. In 2022, the company merged with DoorDash to provide services to customers worldwide (Exlore Wolt 2023).

6. Methodology

In order to evaluate data for our research, the quantitative analysis is needed. Quantitative methods include collecting, evaluating, interpreting, and documenting study data. To identify a sample and population, specify the strategy of inquiry, collect and analyze data, present the results, make an interpretation, and write the research in a way that is consistent with a survey or experimental study, there are specific methods that are applicable to both survey and experimental research (Creswell, 2014).

6.1 Objectives of the research

The main objective of this research is to answer the research question: How satisfied are customers of Wolt in Slovak and the Czech culture? With this research question, we will try to analyze respondents from Slovakia and the Czech Republic. Based on the research question, we identified hypothesis:

H1: According to Hofstede cultural classification, there will be no significant difference between Slovak and Czech culture.

H2: There is no significant difference in perceiving service quality dimensions between Slovak and Czech cultures, according to Hofstede cultural classification.

H3: Customers from Slovakia and the Czech Republic will be highly satisfied with Wolt's service.

Based on the literature review, we identified two main theories. Hofstede's dimensions identified that Slovak and Czech cultures have much more in common than differences. He defined five main dimensions of cultures, on which Slovak and Czech cultures scored almost the same. However, Lewis's model of cultures defined Slovak culture as multi-active and Czech culture as linear-active. Based on his research, he assumed that Slovak and Czech cultures do indeed have differences. Through this research, we will identify the main differences between the cultures and thus analyze which theory is more accurate for Slovak and Czech cultures.

The next aim of this research will be to analyze the five dimensions of service quality. Based on them, we will analyze how satisfied customers are with Wolt's service. Primarily, we will focus on food delivery service.

The data obtained from this research will be used to evaluate the service quality of Wolt operating in Slovakia and the Czech Republic. The main output will be an analysis and evaluation of the data obtained from the survey, which will be distributed to the Slovak and Czech populations. In addition, we will try to identify the main areas of service quality in which Wolt is underperforming and then propose solutions for Wolt.

6.2 Data collection

Primary and secondary data were used for this research. The raw data, also known as primary data, is what researchers get directly from participants. The primary data is gathered in accordance with the goals outlined by the research. In addition to academic purposes, businesses and brands also gather primary data to assess public perception and work on brand name development (Unacademy 2023). The data may be collected using a variety of techniques, including surveys, physical examinations, observations, postal questionnaires, questionnaires completed and sent by enumerators, in-person and telephone interviews, focus groups, case studies, etc. (Surbhi, 2016). Our research is based on primary data, or raw data from the conducted survey. To gather primary sources, we will employ the questionnaire survey methodology. The survey is contained in Appendix A.

The term "secondary data" describes information gathered and kept track of by someone other than the researcher. This sort of information is simple to obtain and may be found in a variety of places, including censuses, government publications, business records, reports, books, journal articles, and websites (Global Magazine 2022). Secondary sources provided the fundamental details required for the theoretical clarification of the problem. We mostly used journal articles, online resources, and literature from foreign writers, particularly Grönroos (2007)'s work on service quality and from the field of culture Hofstede (1991) and Lewis (2006). By using secondary sources, we were able to better comprehend the study topic and obtain theoretical knowledge about service quality and culture and prepare the theoretical part of the thesis.

6.3 Questionnaire design

The data collection instrument was a questionnaire consisting of three parts.

The first part of the questionnaire focuses on satisfaction with the service from Wolt. This part focuses on identifying the strengths and weaknesses of the quality of service provided by Wolt. Output of this part will be evaluation of satisfaction for each dimension and calculation of NPS and overall customer satisfaction score.

The second part of the questionnaire focuses on identifying the culture. This part is taken from an existing questionnaire the Value Survey Module 2013 (VSM 2013) by Geert Hofstede and Michael Minkov which is available online. This questionnaire is used to identify Hofstede's dimensions in each culture. VSM 2013 is a questionnaire developed for comparing culture differences. It enables scores to be calculated based on four questions for each of the six national culture dimensions (Hofstede 2013).

The Third part focuses on identifying the respondent and therefore demographic questions are applied.

6.4 Sample design

Population of our research were people from Czech Republic and Slovakia. The sample consists of respondents who participated in the survey. For sampling method, we used non-probability judgement sampling as a best option for our research.

6.5 Data analysis

The obtained data will be processed in MS Excel spreadsheet and SPSS statistical program, evaluated by selected methods of descriptive statistics, and graphically processed. From the theoretical methods of scientific research, we will use the method of abstraction, analysis and synthesis, comparison, and generalization.

6.6 Pilot testing

Pilot testing is needed before the questionnaire can be distributed. With the test we can identify possible biases and eliminate the risk of inappropriate questions or misunderstanding. For this purpose, we asked ten people who participated in pilot testing.

We revised the questionnaire in accordance with their suggestions. The main suggestion was to modify questions about Wolt customer service. Participants mentioned a lack of concern for customer service as the reason for the change, because it is unlikely that they will ever need customer service, or only in few cases, for a food delivery service. As they are in close contact with the delivery man, they prefer to concentrate on him/her. As there is no need to contact customer service, questions relating to it have been changed or paraphrased so that anyone can respond. Another input of pilot testing was adding additional question related to packaging. Respondents also focused on grammar and recommended to use different wording.

7. Data evaluation

This chapter will discuss the data evaluation process we conducted in our research. We collected data from survey which is in appendix A, and secondary data sources, such as literature reviews. Our data evaluation process involved steps, for instance, data cleaning, data transformation, and data analysis.

7.1 Characteristics of the research sample

This research was focusing on Slovak and Czech population. Therefore, the research sample consists of Slovaks and Czechs. The questionnaire was distributed via social networks to Slovak and Czech groups on Facebook and shared on Instagram. The survey was conducted among a total of 227 participants. The questionnaire was distributed in two rounds, the first round lasted for one week, but during this period, we were unable to reach a sufficient number of Wolt users. As a result, in the second round, we distributed the questionnaire to Facebook groups dedicated to Wolt users. This resulted in an increase in the number of respondents who were Wolt users.

A greater number of female participants responded to the survey than male participants (Table 2). Out of the 227 total responses, 64 % were from female participants and 36% were from male participants.

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	146	64.3	64.3	64.3
	Male	81	35.7	35.7	100.0
	Total	227	100.0	100.0	

Source: own assessment.

The educational background of the respondents is illustrated in table 3. The majority of the respondents, which was 60 %, held a university degree, followed by 35 % of respondents who had completed high school. A small number of participants, specifically 1 %, had primary school education, while 3 % of respondents held a vocational school diploma.

Table 3: Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	80	35.2	35.2	35.2
	Primary school	3	1.3	1.3	36.6
	University	137	60.4	60.4	96.9
	Vocational school	7	3.1	3.1	100.0
	Total	227	100.0	100.0	

Source: own assessment.

The highest number of respondents, which was 58 %, fell in the age range of 18-25 years (Table 4). The second largest group of respondents was aged between 26-35 years, represented by 26 %. A smaller number of participants, specifically 9 % of respondents, were aged between 36-45 years, while 7 % of respondents were 46 years old or above.

Table 4: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	132	58.1	58.1	58.1
	26-35	58	25.6	25.6	83.7
	36-45	21	9.3	9.3	93.0
	46 and more	16	7.0	7.0	100.0
	Total	227	100.0	100.0	

Source: own assessment.

The table 5 provides information on the status of the survey participants. The largest group of respondents, consisting of 57 % of individuals, identified themselves as students. There were also 34 % of participants who were employed, 5 % who were entrepreneurs, and 2 % who were on maternity leave. Additionally, 1 % of respondents each identified themselves as pensioners and unemployed.

Table 5: Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee	76	33.5	33.5	33.5
	Entrepreneur	12	5.3	5.3	38.8
	Maternity leave	4	1.8	1.8	40.5
	Pensioner	3	1.3	1.3	41.9
	Student	129	56.8	56.8	98.7
	Unemployed	3	1.3	1.3	100.0
	Total	227	100.0	100.0	

Source: own assessment.

The table 6 describes the monthly gross income of the survey participants. The majority of the respondents, which was 42 %, reported earning less than 500 Euros per month. There were 18 % of respondents who reported a monthly gross income between 501 to 1,000 Euros, while 16 % of individuals reported earning between 1,001 to 1,500 Euros per month. Moreover, 24 % of participants reported earning more than 1,501 Euros per month.

Table 6: Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<500	95	41.9	41.9	41.9
	1,001- 1,500	36	15.9	15.9	57.7
	501-1,000	41	18.1	18.1	75.8
	> 1,501	55	24.2	24.2	100.0
	Total	227	100.0	100.0	

Note: Income in Euro.

Source: own assessment.

7.2 Cultural classification of Slovak and Czech culture

Prior to conducting the satisfaction analysis, we conducted a cultural analysis to identify the specific cultural traits of Slovakia and the Czech Republic. We conducted the Hofstede analysis on our respondents using the free version of the survey VSM 2013 by Geert Hofstede and Michael Minkov,

which we included in the satisfaction survey. Chart # presents the results of our analysis, with green lines representing our findings. Additionally, we compared our results with the scores indicated by the blue and purple lines, respectively (Figure 10). These scores are presented on the Hofstede website, where we compared the cultures of Slovakia and the Czech Republic. Explanation of scores is included in table 14 in appendix A.

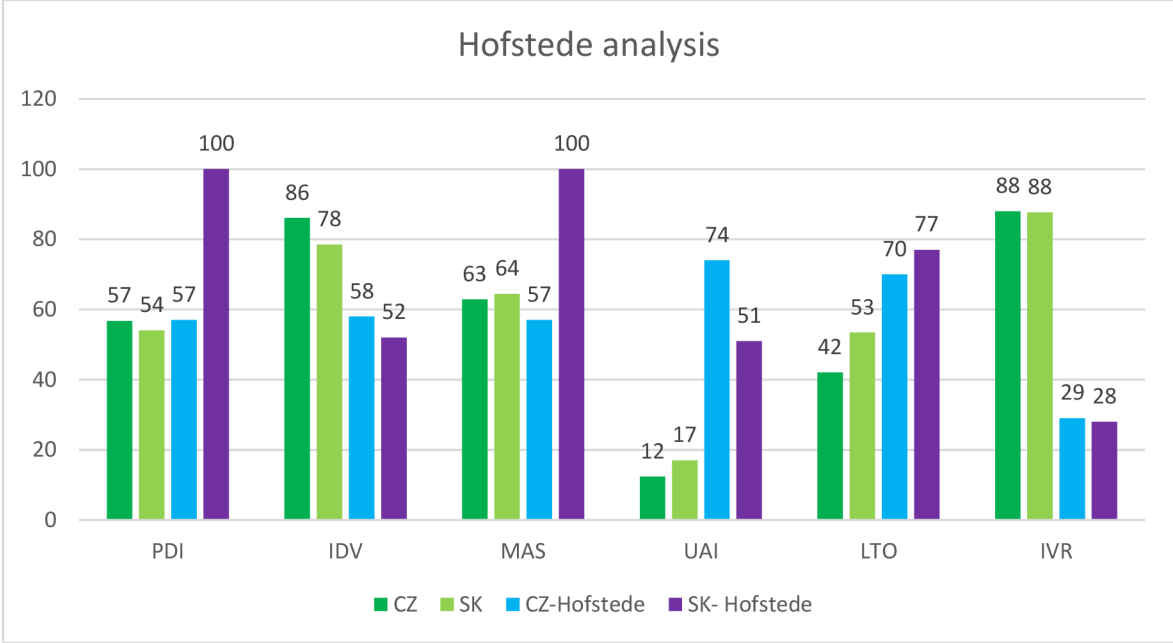


Figure 10: Hofstede analysis

Source: own assessment.

As it is specified on the chart, we got different scores for Slovak and Czech cultures. Power distance (PDI) from Czechs respondents were 57 and Slovaks scored 54 which indicates that those cultures scored high on PDI. In service quality we identify powerful and weak customers. When power distance is high in a culture, service quality is perceived differently. Powerful customers will anticipate receiving exceptional treatment and will prioritize responsiveness, reliability, and empathy in the services they receive. However, weaker customers are more likely to accept service failures from powerful service providers and will not hold them to the same high standards of reliability. As a result, weak customers may not place significant value on friendly relationships, empathy, or responsiveness from service providers, as they are seen as less important by those who hold more power (Furrer, et. al. 2000).

On individualism vs collectivism (IDV) Czech culture scored 86 and Slovak culture scored 78, which means that those cultures are highly individualistic. This means that customers expect prompt and

accurate service delivery (responsiveness and reliability) and do not require reassurance, as they are self-assured and responsible (Furrer, et. al. 2000).

Czech and Slovak cultures are based on Hofstede analysis masculine cultures. Our respondents proved this, with scoring 63 (Czech culture) and 64 (Slovak culture). In terms of customer behaviour, it indicates that customers from masculine cultures value male assertiveness, those customers emphasize differentiated gender role, performance and ambitions (Hofstede 1980). Empathy may be prioritized more in cultures that are considered feminine, as empathy is often viewed as a trait associated with femininity, while in more masculine cultures, empathy may not be as emphasized (Kunyk and Olson 2001).

The most significant deviation from Hofstede's analysis was observed in the Uncertainty Avoidance Index (UAI). According to Hofstede's findings, Czech and Slovak cultures exhibited high UAI scores, indicating a tendency to avoid unknown or unpredictable situations. However, our analysis yielded different results, with Czech (12) and Slovak (17) participants self-identifying as low in UAI, which means that in cultures with a low Uncertainty Avoidance Index (UAI), a relaxed approach is preferred, where practical experience is more valuable than principles and deviations from norms are more acceptable. People in low UAI societies believe that rules should be kept to a minimum, and if they are unclear or ineffective, they should be revised or discarded. There is flexibility in schedules, hard work is done only when necessary and not for its own sake, and punctuality and punctuality are not natural qualities. In companies with low UAI, innovation is not seen as a threat (Hofstede Insights 2022). According to Furrer et. al. (2000) in cultures with weak uncertainty avoidance, there are no significant differences in customers' perception of the importance of service quality dimensions between frequent (e.g., supermarket) and infrequent (e.g., dental clinic) service situations.

In our research, we found a significant difference from Hofstede's analysis in terms of Long-Term Orientation (LTO). According to Furrer et al. (2000), cultures that prioritize a long-term perspective value establishing lasting relationships with service providers, and view reliability, responsiveness, and empathy as particularly critical, while tangibles and assurance play a less important role. However, our study showed that Czech and Slovak cultures scored lower on LTO compared to Hofstede analysis, with Czech respondents scoring 42 and Slovak respondents scoring 53, indicating that these cultures are not highly long-term oriented. As a result, assurance will have a significant impact on perceived service quality in these cultures.

The Indulgence Index (IVR) revealed the most noteworthy distinction, as per our findings. The study indicated that both Czech and Slovak cultures obtained a score of 88, indicating their indulgent characteristic of this dimension. According to Hofstede (2010), indulgent cultures prioritize leisure and friendship, with a perception of personal life control and a positive attitude. These loose societies place less emphasis on thrift and moral discipline but have higher percentages of very happy and healthy individuals, more extroverted personalities, and a greater likelihood of remembering positive emotions. Additionally, these cultures exhibit higher levels of optimism and experience higher birthrates, along with lower death rates from cardiovascular diseases, particularly in countries with well-educated populations.

7.3 Wolt users

In order to gain a deeper understanding of the quality of service offered by Wolt, we decided to examine the overall satisfaction levels of Wolt's users. Table 7 provides us with information about the total number of respondents in both Slovakia and the Czech Republic who are either current or previous users of Wolt's delivery service. By examining the satisfaction levels of these users, we can gain insights into the strengths and weaknesses of Wolt's service and identify areas for improvement.

According to the table 7, a total of 132 individuals have used or are currently using Wolt's services, with 72 respondents from the Czech Republic and 60 from Slovakia. To assess whether there are any notable differences in their responses, we will be analyzing their perceptions of Wolt's service quality across various dimensions, such as responsiveness, reliability, assurance, empathy, and tangibles. By examining their responses to these different dimensions, we can gain a deeper understanding of any potential variations on the overall satisfaction level of Slovak and Czech Wolt customers.

Table 7: Wolt users

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Czech	72	54.5	54.5	54.5
	Slovak	60	45.5	45.5	100.0
	Total	132	100.0	100.0	

Source: own assessment.

7.3.1 Reliability

We made three statements in order to better evaluate how reliable the Wolt service is. After that, respondents had to rank them from 1- strongly agree to 5- strongly disagree, with option 0 available for users who were unable to respond. As it was mentioned in theoretical part reliability is the ability to deliver the promised service consistently and correctly (UKEssays 2018).

Therefore, we created these statements: Wolt provides service as promised, Wolt delivers my order accurately and complete, Wolt informs customers if there will be a delay of provided delivery. The first statement, "Wolt delivers service as promised," is represented in figure 11. We wanted to analyse if Wolt provides service as it promises on its web pages. Czech respondents rated this statement as follow. There were 36 % of respondents who strongly agreed with a statement, 56 % of respondents who agreed with a statement, 4 % of respondents who were neutral with an answer, and 4 % of respondents who selected that they disagreed with a statement.

When we look at the Slovak respondents, 15 % of them strongly agreed that Wolt provides service as promised, and the biggest number of respondents agreed with a statement which represents 80 % of respondents. None of Slovak responders disagreed with the statement. There were 4 % of respondents who did not answer this statement.

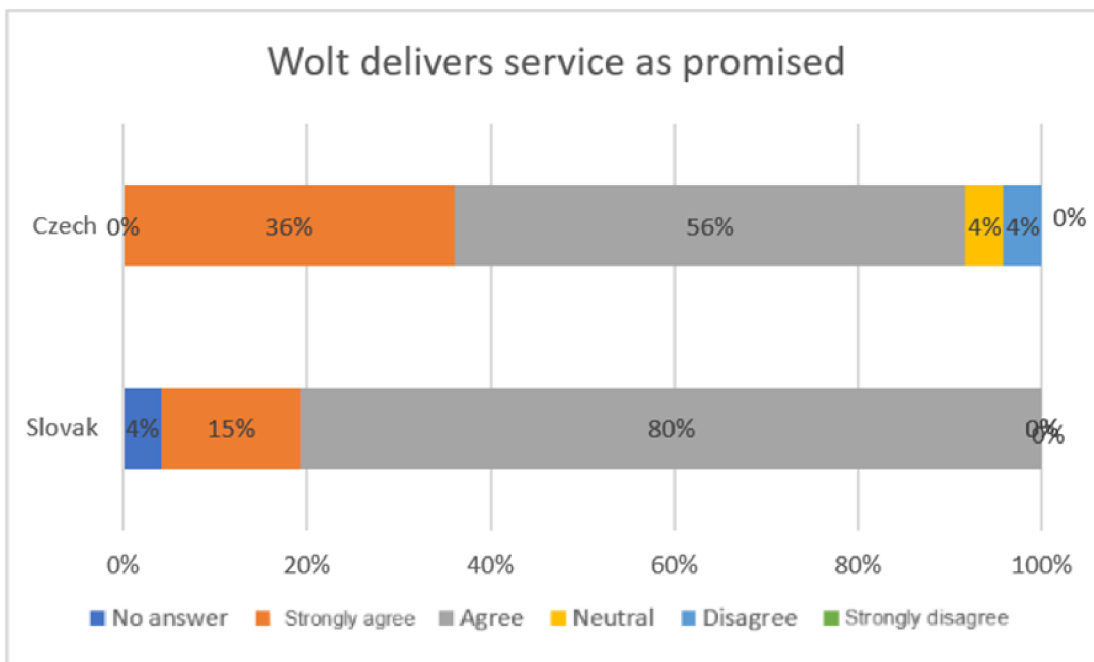


Figure 11: Promised service

Source: own assessment.

Regarding the second statement, "Wolt delivers my order accurately and completely," we received the following responses (Figure 12). From the Czech Republic, 51 % of respondents selected "strongly agree," 46% selected "agree," and 3 % were neutral regarding the statement.

From Slovakia, 40 % of respondents selected "strongly agree," and 45 % selected "agree." Additionally, 8 % of respondents were neutral regarding the statement, and 7 % of respondents disagreed that Wolt delivered their order accurately and completely.

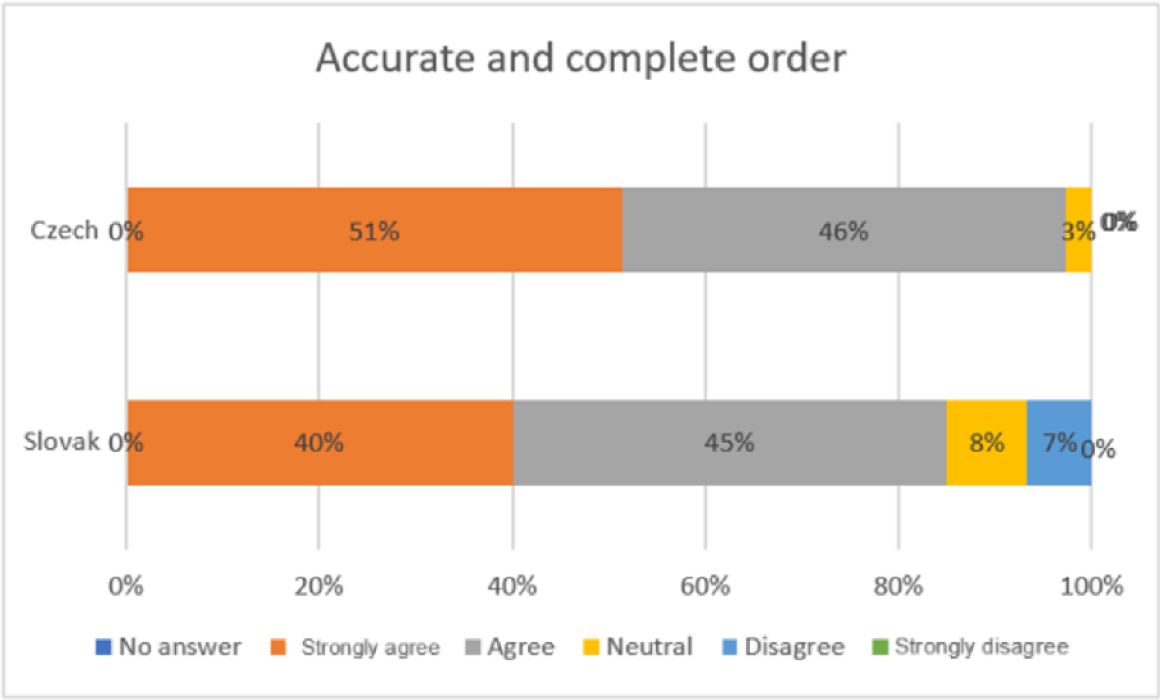


Figure 12: Accurate and complete order

Source: own assessment.

The third statement pertained to the notification of a potential delay. The Wolt app provides notifications if there will be a delay in an order. Therefore, we asked how accurate Wolt's notifications are. According to figure 13, 43 % of respondents from the Czech Republic strongly agreed with the statement, 31 % agreed, 19 % remained neutral, while 3 % disagreed, and 4 % strongly disagreed that Wolt notifies users if there is a delay.

From a Slovak perspective, 42 % of responses strongly agreed, 30 % agreed, 12 % remained neutral, and 17 % of respondents disagreed with the statement. None of the Slovak respondents selected "strongly disagree."

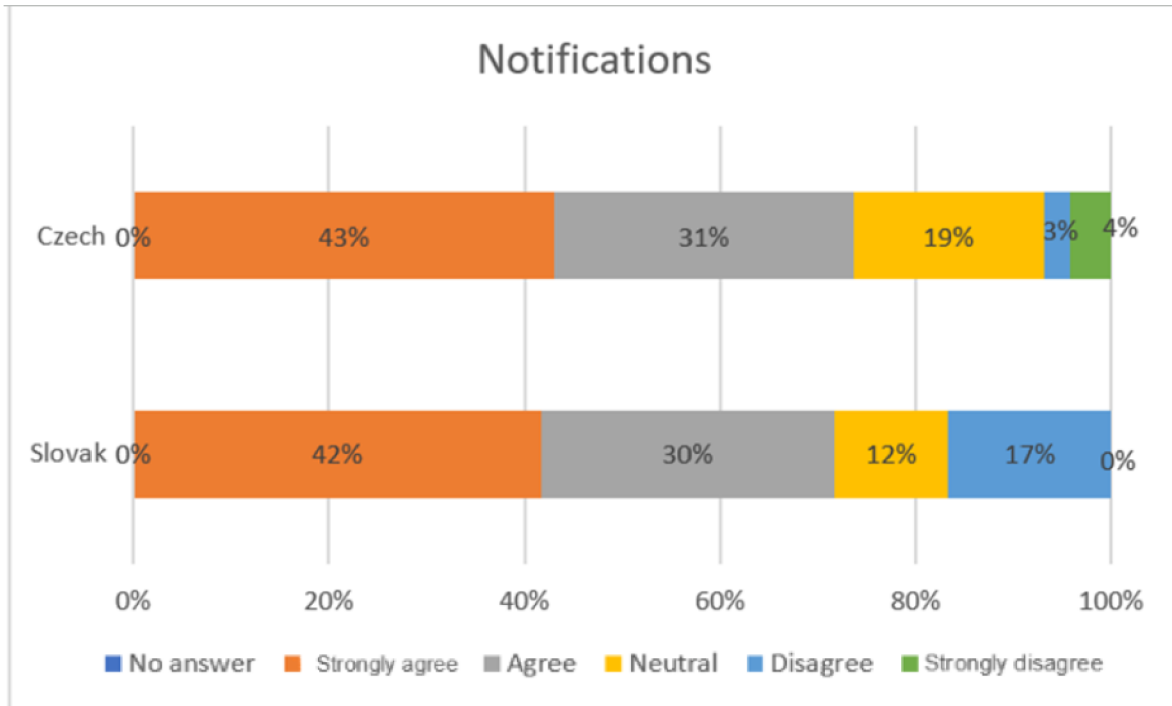


Figure 13: Notifications

Source: own assessment.

7.3.2 Responsiveness

Regarding of responsiveness which refers to the willingness to provide customers with fair treatment and offer prompt service in order to meet their needs. This dimension emphasizes the two crucial components, promptness, and willingness. Simply said, responsiveness seeks to address consumer issues as soon as they arise (Kobiruzzaman 2020). We provided respondents with 3 statements which they had to evaluate from 1- strongly agree to 5- strongly disagree.

The responses of the Czech Republic and Slovakia to the claim that "Wolt responds quickly to my inquiries or complaints" are shown in figure 14. This claim should indicate how satisfied consumers are with Wolt's service in handling possible complaints. Czech respondents were generally satisfied with customer service, with 29 % of respondents who strongly agreed and 44 % who agreed with the statement. Hence, we may deduce that customer service correctly handled Czech customers'

claims. However, 14 % of respondents provided a neutral response, and 13 % of respondents disagreed with the statement.

On the other hand, respondents from Slovakia expressed a high level of satisfaction with customer service. There were 23 % of respondents who strongly agreed with the statement, 35 % of respondents agreed with the statement, and 22 % of people were neutral. Similar to the Czech responses, there were 17 % of people who disagreed with the statement, and 3 % strongly disagreed with the statement.

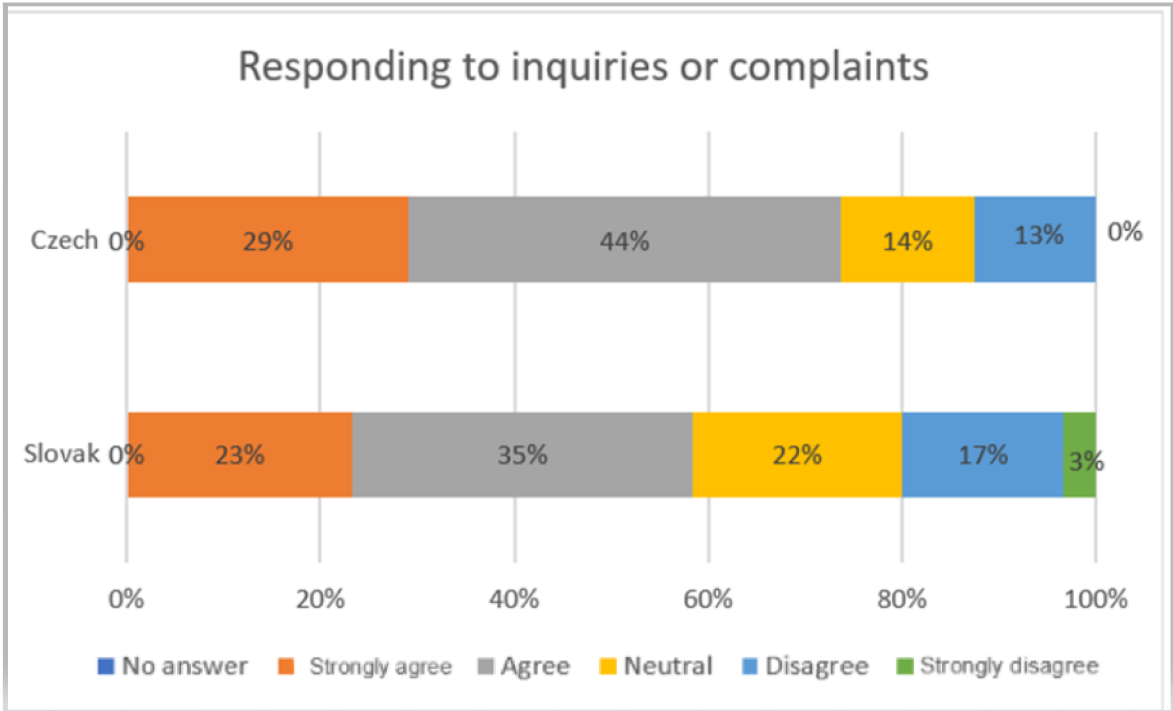


Figure 14: Inquiries and complaints

Source: own assessment.

Wolt declares in its terms and conditions that it provides customer service 24/7. Therefore, we asked our respondents to rate the statement “I feel confident that Wolt's customer service team is available 24/7 if I need them”. The figure 15 displays the responses to this statement. From the Czech Republic, 8 % of respondents strongly agreed and 11 % agreed. The largest number of responses were neutral, which represents by 47 % of Czech respondents, indicating that most of the respondents were not sure if customer service was available 24/7. Additionally, 7 % of people disagreed with the statement. There were no respondents who strongly disagreed with this statement. However, 32 % of Czech respondents did not answer this statement.

The Slovak respondents were similar to the Czech respondents. 27 % of respondents strongly agreed and 17 % agreed with the statement, while the largest number of responses were neutral, which is represented by 40 %. The Slovak respondents, like the Czech respondents, were not sure about the availability of customer service. 5 % of respondents selected "strongly disagree" with the statement and 10 % of respondents did not answer this statement.

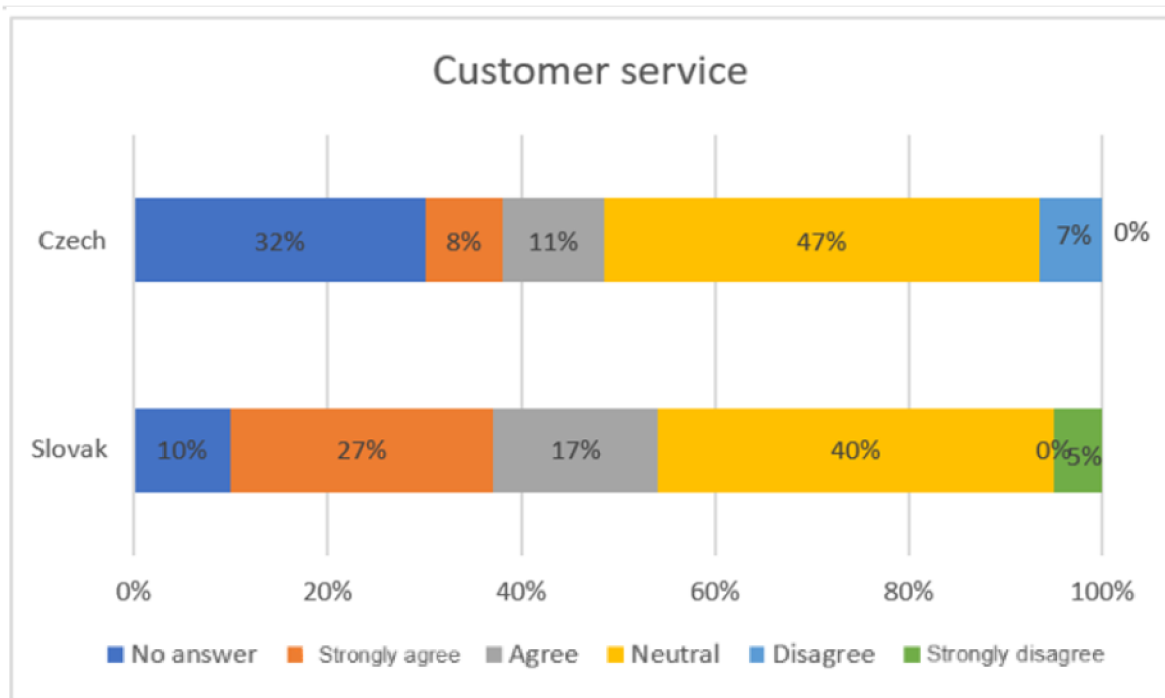


Figure 15: Customer service

Source: own assessment.

The last statement that refers to the responsiveness of Wolt was “My order from Wolt arrived within 30 minutes”. Wolt states on its website that it has fast delivery within 30 minutes. Therefore, we asked our respondents to rate how satisfied they were with this statement (Figure 16). From the Czech respondents, only 4 % selected "strongly agree", and 11 % selected "agree". Therefore, only those respondents were satisfied with the delivery time of the Wolt. On the other hand, there were 60 % of people who selected "neutral" which refers to not agreeing nor disagreeing, 8 % of people selected "disagree" and 14 % selected "strongly disagree", while 3 % of respondents were not able to answer this statement.

None of the Slovak responders selected "strongly agree", but 27 % selected "agree". As well as in Czech responses, the biggest number of responses were on "neutral" answer, which is represented

by 47 %. 15 % of people selected that they "disagree" with the statement and 12 % of people "strongly disagreed" with the statement.

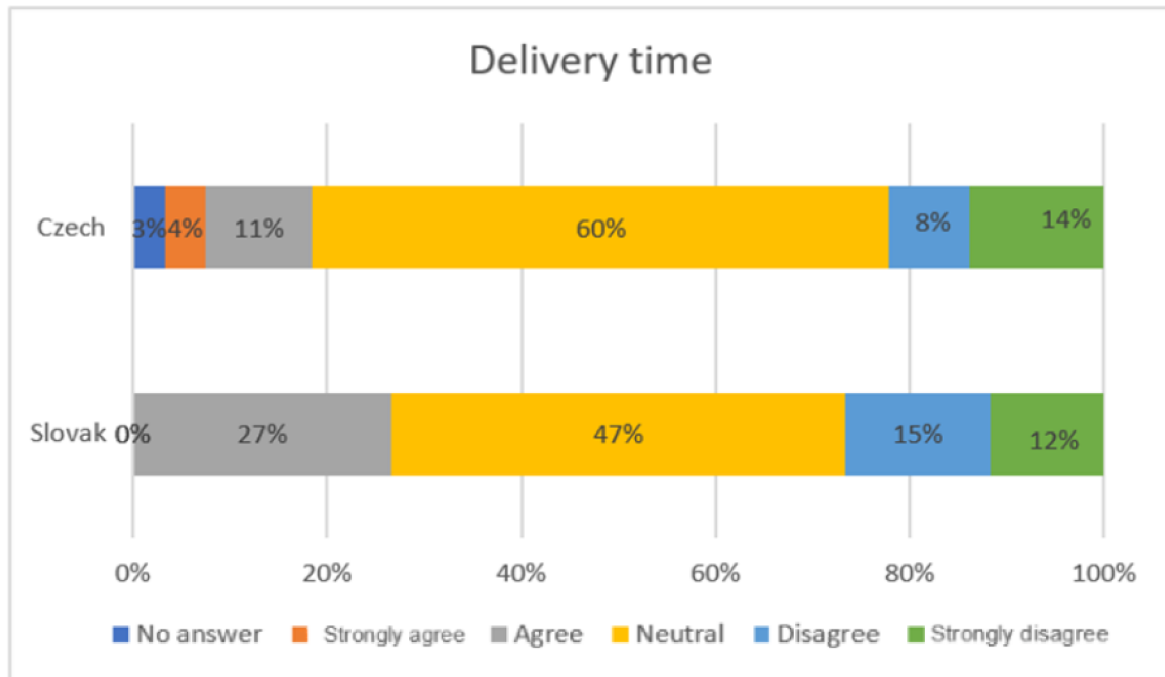


Figure 16: Delivery time

Source: own assessment.

7.3.3 Assurance

Assurance pertains to establishing confidence and reliability for customers, and it relies on several factors such as the employee's technical expertise, effective communication abilities, politeness, credibility, proficiency, and professionalism (Kobiruzzaman 2020). To have better view of assurance of Wolt we stayed 3 statements which respondents had to rate from 1- strongly agree to 5- strongly disagree.

Wolt offers online transactions to its users. Users can select whether they want to pay in cash to the delivery person or via online transaction. With the statement "I feel safe when doing online transactions," we wanted to analyze how safe customers feel when making online transactions. Figure 17 shows the results of Czech and Slovak respondents. Czech respondents showed that they feel safe when making online transactions. 39 % of respondents strongly agreed with the statement, 47 % agreed, 10 % were neutral, and 4 % disagreed.

Slovak respondents had similar answers, with 35 % of people selected "strongly agree" and 52 % selected "agree." Additionally, 10 % of Slovak respondents selected "neutral," and only 3 % of people disagreed with the statement.

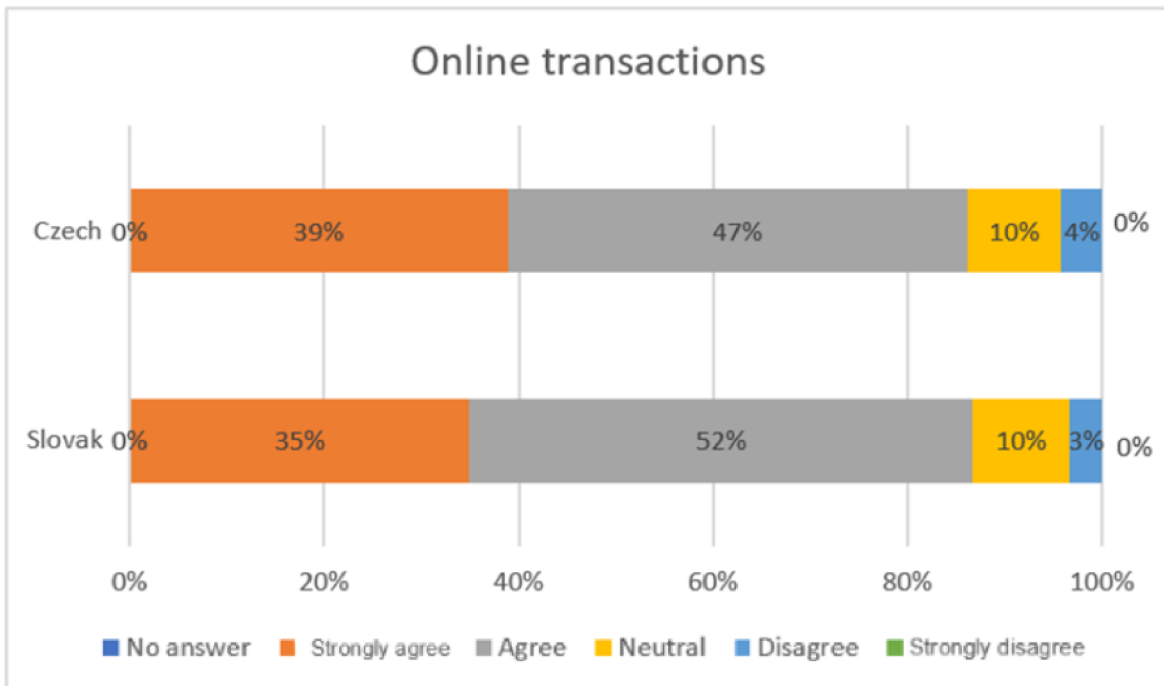


Figure 17: Online transaction safety

Source: own assessment.

In addition to online transactions, cash transactions are also important. Therefore, we asked respondents to rate the statement "I prefer paying directly to the delivery person." This statement defined whether customers prefer direct payment in case they do not feel safe making online transactions. Figure 18 shows that most respondents prefer online transactions over paying directly to the delivery person. 4 % of Czech respondents strongly agreed with the statement, indicating a strong preference for paying in cash, while 10 % of respondents agreed and 4 % remained neutral. Most Czech respondents preferred to pay online, as evidenced by the 31 % of respondents who disagreed and the 29 % who strongly disagreed with the statement. 27 % of respondents did not answer this statement.

Slovak customers had similar answers to Czech respondents. Only 3 % of people strongly agreed with the statement and 10 % agreed, while 7 % of respondents stayed neutral. 23 % of people disagreed with the statement and 33 % strongly disagreed, 19 % of Slovak respondents did not

know how to answer. Therefore, we can assume that Wolt customers prefer to pay online rather than paying in cash to the delivery person.

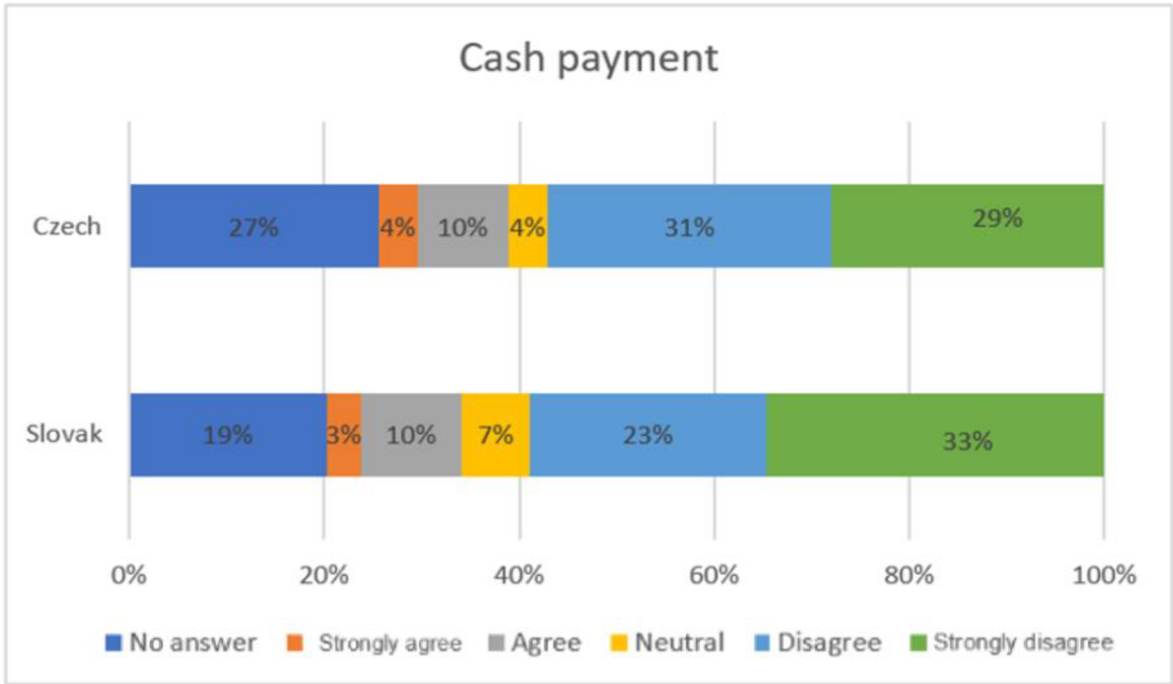


Figure 18: Cash payment method

Source: own assessment.

The last statement pertains to the privacy of users. Since Wolt collects user data from the application and website, we wanted to know how Wolt users feel about their data being collected. In the questionnaire, users had to rate the statement, "I feel that Wolt takes my privacy and personal information seriously" (Figure 19). In the Czech Republic, 7 % of respondents strongly agreed with the statement, 36 % agreed, indicating that these users were confident with Wolt collecting their data. 29 % responders remained neutral, while 18 % selected disagree, and 10 % strongly disagreed with the statement. There were 3 % of respondents who did not answer this statement.

From a Slovak perspective, 13 % of responders strongly agreed with the statement, 30 % agreed, and 33 % remained neutral. However, there were also respondents who disagreed with the statement, with 13 % of people selecting disagree and 7 % strongly disagreeing with this statement.

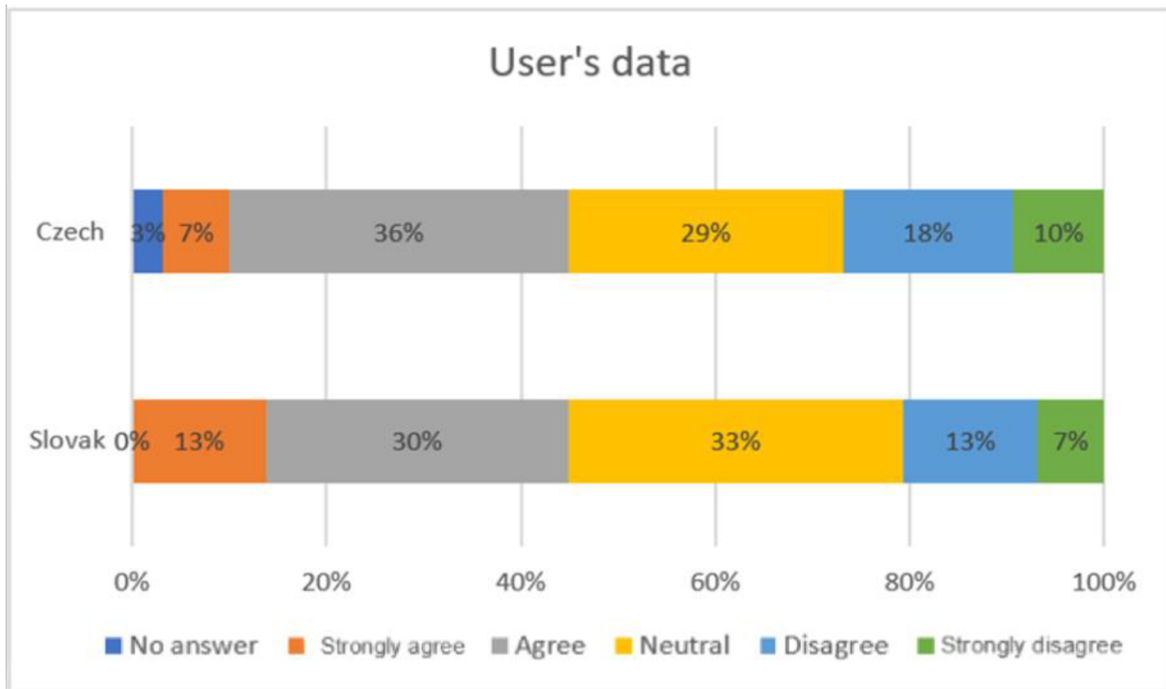


Figure 19: Data of users

Source: own assessment.

7.3.4 Empathy

Empathy is a crucial approach in certain parts of the world where providing personalized and compassionate service to every customer is highly valued. This involves actively listening to customers and attending to their needs to demonstrate care and consideration. By prioritizing empathy, businesses can boost customer satisfaction and foster a sense of trust and loyalty among their clientele (Kobiruzzaman 2020). To better define empathy of Wolt service we stayed two statements in total. Responders then had to rate those statement from 1- strongly agree to 5- strongly disagree.

Wolt offers personalized recommendations. To determine respondents' satisfaction with Wolt's personalized recommendations, we used the statement “I appreciate that Wolt offers personalized recommendations for food that I can order.” The figure 20 shows the level of agreement among Wolt users. 13 % of Czech responders strongly agreed with the statement, while 46 % agreed with it. 25 % of people were neutral, 8 % disagreed, and 3 % strongly disagreed. 7 % of Czech responders did not answer the statement.

Among Slovaks, 20 % of responders strongly agreed with the statement, while 37 % agreed. 25 % were neutral, and 18 % disagreed. No respondent selected “strongly disagree”.

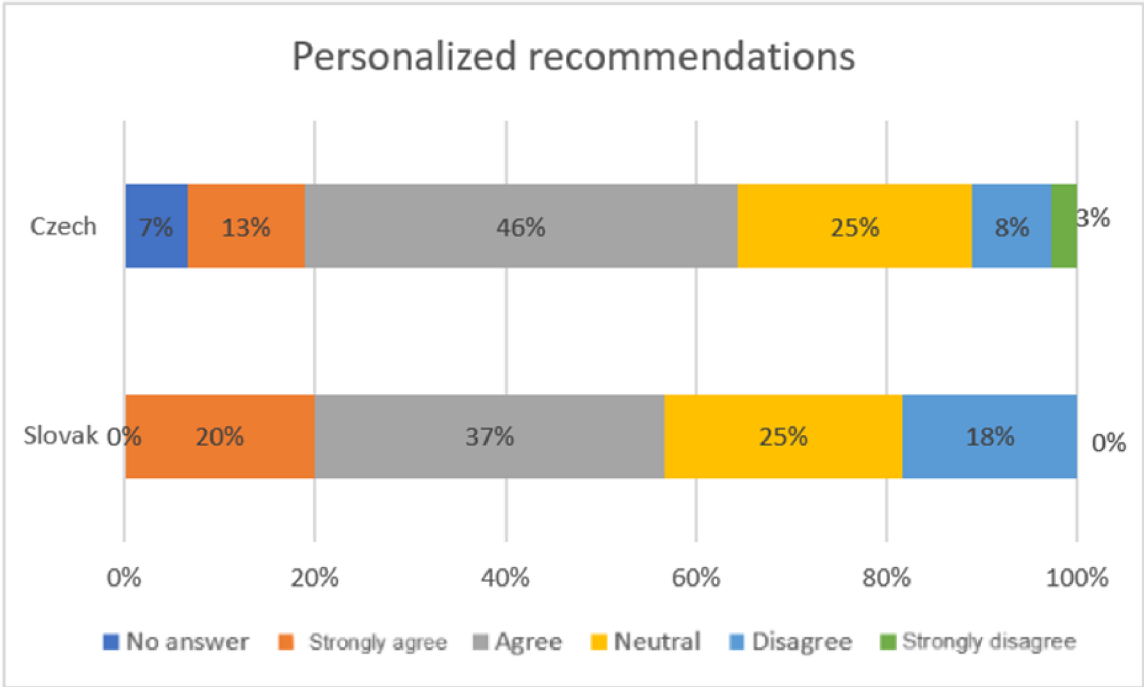


Figure 20: Personalized recommendations

Source: own assessment.

Personal contact is one of the most important elements of service quality, as it is defined by empathy. In Wolt's service, the delivery person is the only person who has personal contact with customers. Therefore, we asked customers to rate how much they agree with the statement “The delivery person was polite.” This statement should indicate how satisfied customers are with the behavior of the Wolt delivery person. The figure 21 shows the responses. 28 % of Czech responders selected “strongly agree,” which indicates that they were strongly satisfied with the delivery person's behavior. 60 % of responders selected “agree,” followed by 10 % of respondents who were neutral and only 3 % of respondents who disagreed.

Slovak respondents answered similarly to Czech respondents, 32 % of respondents selected “strongly agree” and 53 % selected “agree” for this statement. Only 3 % of respondents stayed neutral, 3 % of respondents selected “disagree” and 5 % selected “strongly disagree”.

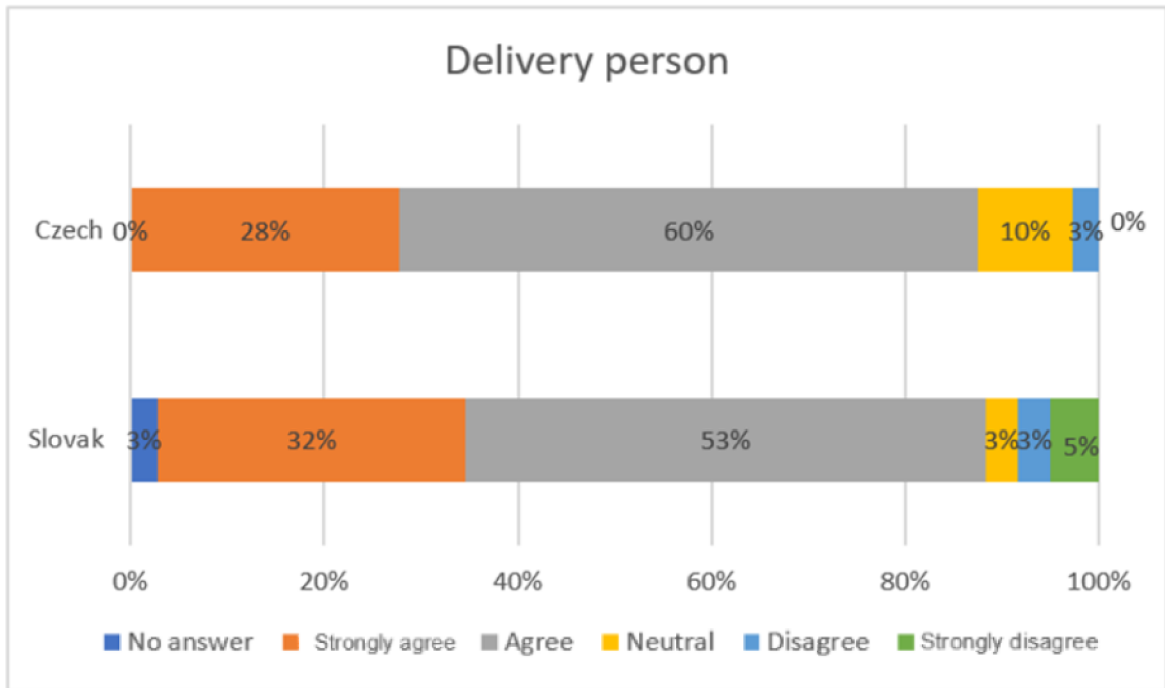


Figure 21: Delivery person

Source: own assessment.

7.3.5 Tangible

Tangible is the last of five service quality dimensions. Tangible refers to the physical aspects of a service, such as the appearance of employees, equipment and machines, information systems, packaging, and the facilities themselves. The focus is on providing and improving the physical environment and resources used to deliver the service (Kobiruzzaman 2020). To define tangible dimension of Wolt service, we stayed four statements which respondents had to rate.

One of the statements was “The Wolt app/web looks nice.” This statement was meant to define how Wolt customers perceive the Wolt app. Among responders from the Czech Republic, most were satisfied, 36 % of people selected “strongly agree,” 49 % agreed with the statement, and 11 % were neutral (Figure 22). Only 4 % of people disagreed with this statement.

Slovak responders had similar answers, 42 % selected “strongly agree,” 47 % agreed with the statement, and 3 % of people were neutral. Additionally, 3 % of respondents selected “disagree” and 5 % selected “strongly disagree.”

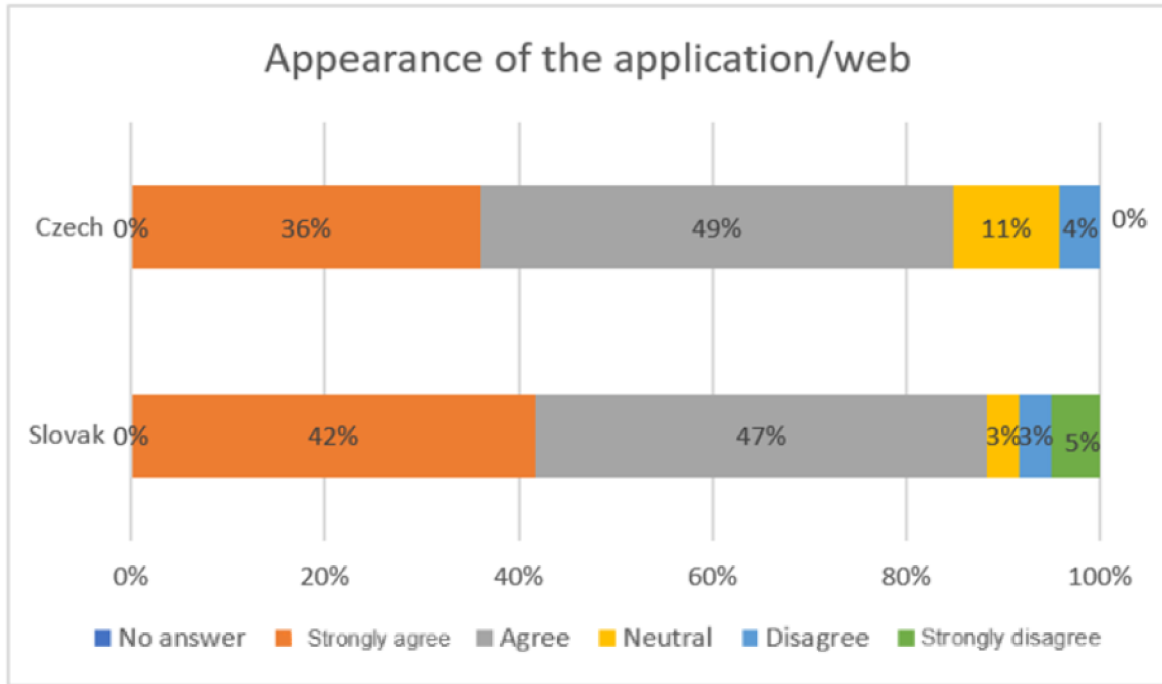


Figure 22: App/web appearance

Source: own assessment.

To assess how users perceive using the Wolt app, we used the statement “Using the Wolt app is user-friendly.” Based on this statement, we wanted to analyze how user-friendly the Wolt app is. The figure 23 shows that most users were satisfied with the app's usability. 42 % of Czech respondents selected “strongly agree” with the statement, and 39 % agreed with it. 8 % of people were neutral, while 11 % disagreed with the statement.

From the Slovak perspective, we received 37 % of responses for “strongly agree” and 48 % for “agree,” 5 % of people were neutral. There were 3 % of people each who selected “disagree” and “strongly disagree.” 3 % of people did not rate this statement.

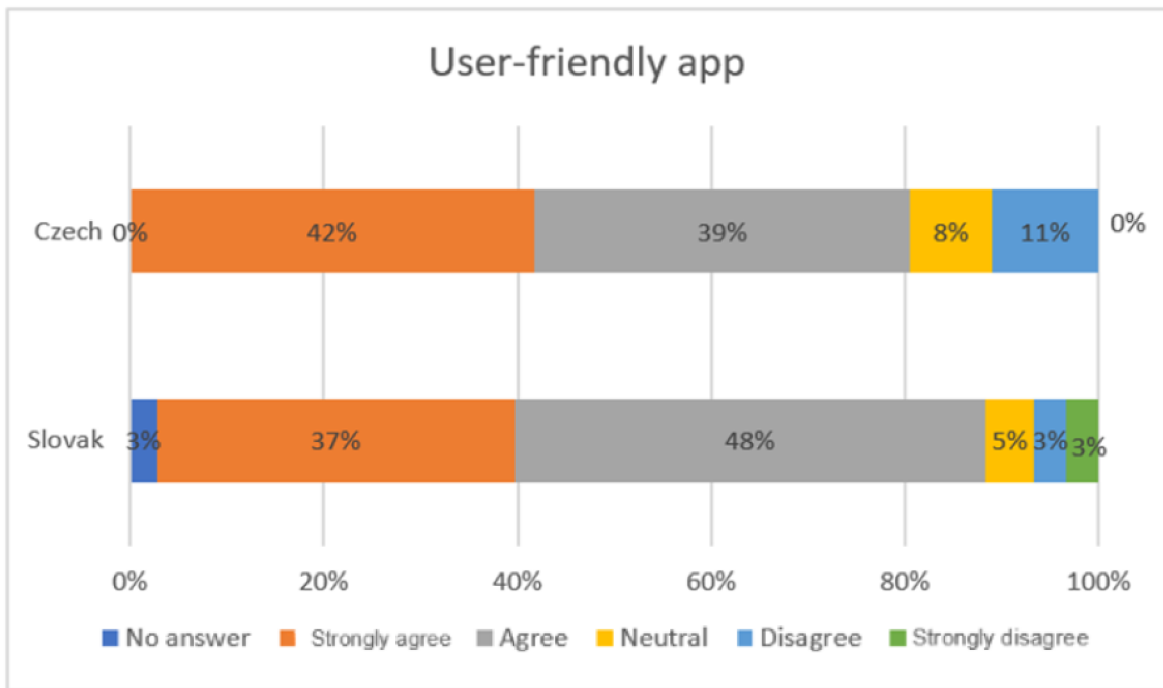


Figure 23: User-friendly app

Source: own assessment.

We also asked respondents if the information on the app is organized well. Using the statement “Information on the app is well organized,” we wanted to determine if customers are satisfied with the organization of information in the app/web. Most Czech users agreed with the statement, 22 % selected “strongly agree,” 46 % selected “agree,” 17 % of responders were neutral, and 15 % of responders disagreeing with the statement (Figure 24).

Among Slovaks, 35 % selected “strongly agree,” 37 % agreed with the statement, and 12 % were neutral. Additionally, 10 % of responders selected “disagree,” and 7 % selected “strongly disagree”.

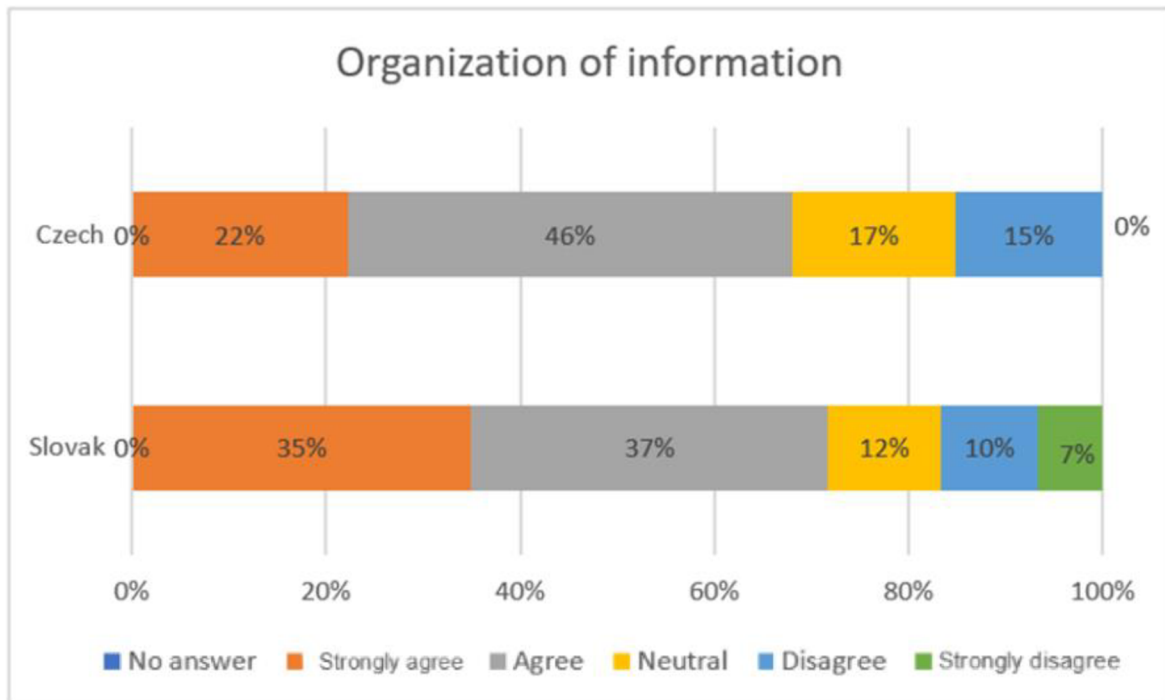


Figure 24: Organization of information in app/web

Source: own assessment.

One of the tangible elements in food delivery is the packaging, Wolt uses its own packaging. To better understand how much customers like the packaging, we used the statement “The physical appearance of Wolt’s delivery packaging is nice and of high quality.” Most Czech respondents were satisfied with the packaging, 29 % selected “strongly agree” and 32 % selected “agree” (Figure 25). There were 15 % of respondents who were neutral, and 11 % of respondents who disagreed with the statement, while 7 % selected “strongly disagree.” Additionally, 7 % of responders did not answer this statement.

Among Slovak respondents, 28 % selected “strongly agree,” 35 % selected “agree,” and 23 % were neutral. However, some responders expressed dissatisfaction with the packaging, 3 % disagreed with the statement and 10 % of respondents selected “strongly disagree”.

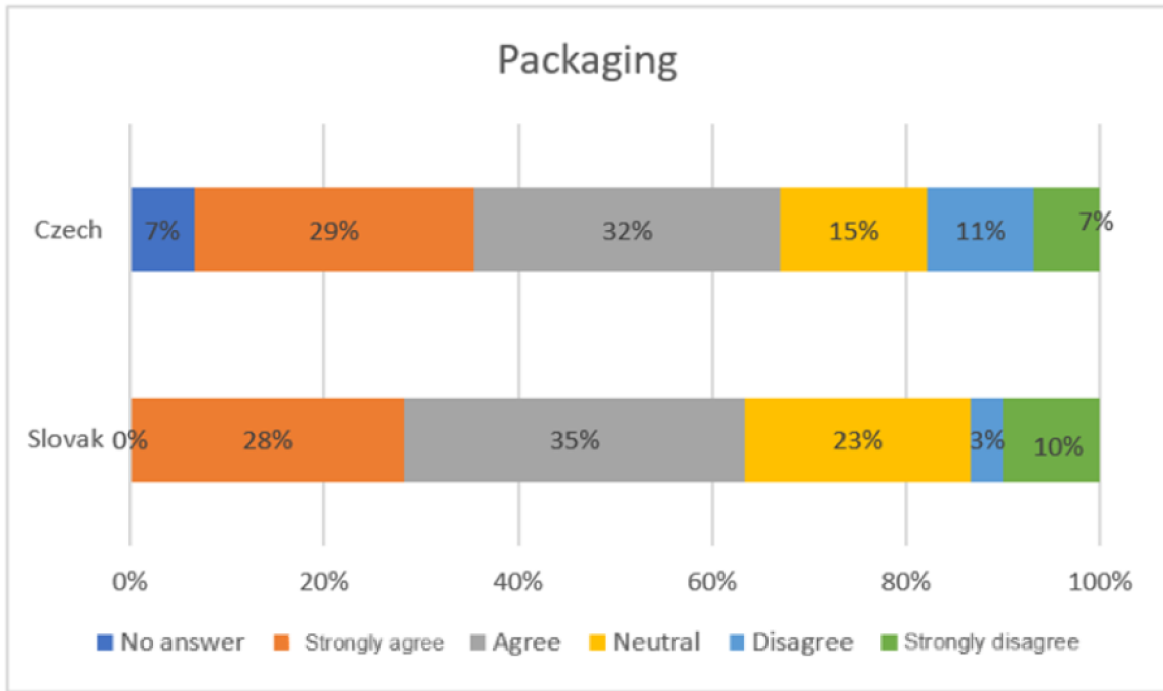


Figure 25: Visual aspect of packaging

Source: own assessment.

According to our research, we aimed to gain a comprehensive understanding of customer satisfaction levels in various dimensions of the Wolt service in the Czech Republic and Slovakia. Each dimension was calculated based on statements in the survey, where 1- strong agreement referred to a high level of satisfaction, and 5- strong disagreement referred to a high level of dissatisfaction. We presented the data in table 8, which summarizes the survey results for both countries, since both countries had very similar answers to each statement. The data shows that customers were mainly satisfied with the reliability of the service (1.81). The tangible dimension also received a positive rating of 2.02, followed by empathy, with a score of 2.09. However, customers were dissatisfied with the responsiveness and empathy dimensions, with scores of 2.44 and 2.49, respectively. The most significant dissatisfaction was observed in the responsiveness dimension, particularly regarding delivery time, with a score of 3.10, indicating high customer dissatisfaction.

Table 8: Overall level of satisfaction

Dimension	Statement	Statement grade	Dimension grade
<i>Reliability</i>	Wolt provides service as promised	1.77	1.81
	Accurate and complete order	1.68	
	Notifications	1.98	
<i>Responsiveness</i>	Responding to inquiries or complaints	2.27	2.44
	Customer service	1.95	
	Delivery time	3.10	
<i>Assurance</i>	Online transaction	1.80	2.49
	Cash payment	2.97	
	User data	2.69	
<i>Empathy</i>	Personalized recommendations	2.33	2.09
	Delivery person	1.85	
<i>Tangible</i>	Appearance of the application/web	1.82	2.02
	User-friendly app	1.83	
	Organization of information	2.21	
	Packaging	2.22	

Note: Evaluation (1- Very good, 2- Good, 3- Neutral, 4- Bad, 5- Very bad)

Source: own assessment.

7.4 Wolt non-users

One section of the questionnaire was focused on individuals who do not currently use Wolt's delivery service. The primary objective was to determine which delivery service they preferred instead of Wolt and the reasons behind their decision not to use Wolt's service.

Table 9 below displays the alternate delivery services that are used by individuals who do not use Wolt delivery service.

Table 9: Non-users

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bistro.sk	14	14.7	14.7	14.7
	Bolt food	3	3.2	3.2	17.9
	Dáme jídlo	22	23.2	23.2	41.1
	Local food service	1	1.1	1.1	42.1
	I am not using food delivery service	47	49.5	49.5	91.6
	Directly from restaurant	8	8.4	8.4	100.0
	Total	95	100.0	100.0	

Source: own assessment.

Out of the respondents who were asked, the majority (50 %) did not use any food delivery service. However, among those from Slovakia who did use an alternative service, Bistro.sk was the most used by 15 % of respondents, followed by Bolt food which was used by 3 % of respondents, and 1 respondent used a local food service. In contrast, respondents from the Czech Republic mainly used Dáme jídlo (23 %) as an alternative to Wolt delivery service.

The most beneficial question in the survey was "If you selected "no", then specify why?" This question allowed us to identify the main disadvantages of the Wolt service. One of the most mentioned reason for using alternative food delivery services was that Wolt is too expensive. Many students stated that they prefer to cook for themselves as ordering food from Wolt, which is too expensive for them. Wolt charges customers 1.49 Euro for delivery within a distance of 1.5 kilometers, and an additional 1 Euro for every extra 1,000 meters. For instance, if a restaurant is 5 kilometers away from the customer's location, the delivery fee amounts to 5.49 Euro. Furthermore, when customers place orders at fast-food chains such KFC (Kentucky Fried Chicken), they are charged a higher delivery fee of 1.99 Euro. The delivery fee for Starbucks is the highest, amounting to 2.49 Euro, and every extra kilometer incurs an additional charge of 1 Euro. (Wolt blog 2022).

Another frequently mentioned reason was that Wolt does not deliver to their location. Currently, Wolt only operates in larger cities, and ordering to villages is not possible. In Slovakia Wolt operates in 49 cities, while in Czech Republic customers can order food through Wolt service in 30 cities. Therefore, many users are forced to use alternative services.

Many respondents also mentioned that they were not familiar with Wolt at all. They have not seen advertisements for Wolt on their social media, and instead, they were using more popular services such as Dáme jídlo or Bistro.sk, which are more well-known in the Czech Republic and Slovakia.

The preference to support local restaurants as opposed to paying extra fees for a third-party delivery service is another reason mentioned by respondents for not using food delivery services. This suggests that some individuals may prioritize the support of local businesses over the convenience of having their meals delivered to them.

7.5 Quadrant Analysis

In order to determine which aspects of Wolt's service customers are most attentive to and to assess their level of satisfaction with each service dimension, we chose to conduct a quadrant analysis. This allows us to identify each dimension's importance and satisfaction levels visually. Each quadrant represents a different level of satisfaction and importance. Two quadrant analyses were generated for both the Slovak and Czech samples. The position of the dimensions in the quadrants was determined by calculating the medians of each question pertaining to satisfaction and importance. The matrix is comprised of two axes, with the vertical axis representing satisfaction and the horizontal axis representing importance. The median of importance was used to determine the location on the x-axis, while the median value of overall satisfaction was used to establish the y-axis.

The matrix is divided into four areas:

The first area, labelled "Low priority," highlights the service dimensions where Wolt is not performing well. Still, these dimensions are considered less important to customers and do not significantly impact overall satisfaction. Therefore, it is recommended that Wolt maintain its current levels of emphasis on these dimensions.

A high level of satisfaction and low importance characterize the second area. This area shows the service dimensions where Wolt is performing better, but they are less important to customers and do not significantly affect overall satisfaction. Thus, Wolt should maintain or slightly decrease its emphasis on these dimensions.

With high satisfaction and importance, the third area represents the service dimensions where Wolt meets customer expectations. These dimensions significantly impact customer satisfaction, and it is recommended that Wolt maintain or slightly increase its emphasis on these dimensions.

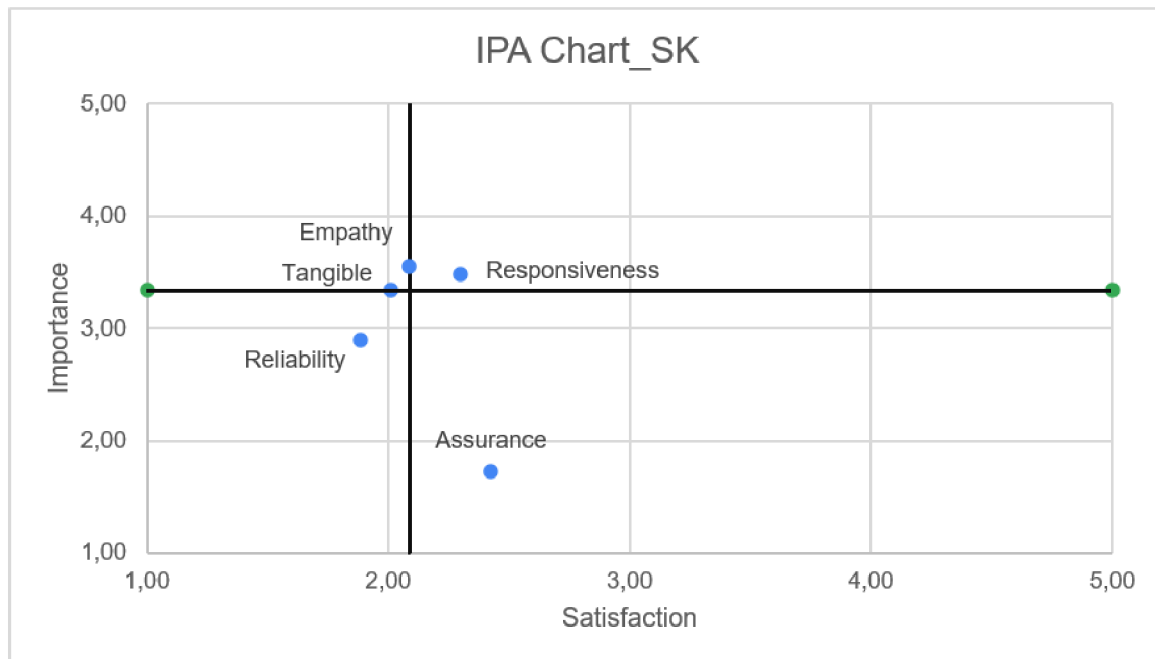
Finally, the fourth area shows where Wolt is not performing as well as customers expect, despite the dimensions being considered important. These dimensions have a significant impact on customer satisfaction, and Wolt should increase its emphasis on them to improve its overall service quality.

The Slovak quadrant analysis is represented in figure 26 and data are presented in table 15 in appendix C. In the first quadrant, with low priority, is responsiveness. Therefore, Wolt does not need to pay too much attention to improving responsiveness, as dimensions located in this quadrant do not need to be improved since they do not affect the overall satisfaction level. Wolt should maintain the current status of responsiveness.

In the second quadrant, tangible and empathy are located. These dimensions have a high level of satisfaction but a low level of importance. Tangible is slightly less important to Slovak customers than empathy. However, since this quadrant is typically associated with low importance for customers, Wolt can maintain its activities in these dimensions or even slightly decrease its intentions for improving these dimensions.

In the third area, reliability is located. It is defined as a high satisfaction level and, at the same time, high importance level. Therefore, reliability is very important for Slovak customers and can affect the overall satisfaction level. Wolt should maintain or slightly increase the emphasis on this dimension.

The most important dimension for Slovak customers was assurance, located in the fourth quadrant. Therefore, Wolt should pay more attention to this dimension, as it significantly impacts the overall satisfaction level. To improve its service quality, Wolt should focus on improving the assurance dimension.



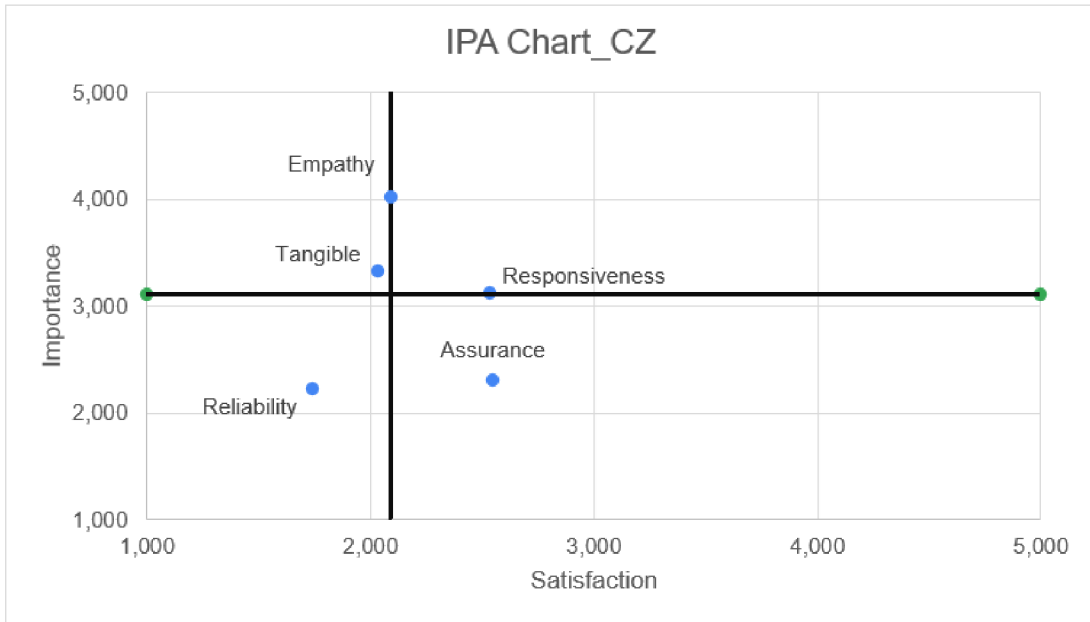
Note: Evaluation Note: Evaluation (Satisfaction: 1- Very good, 2- Good, 3- Neutral, 4- Bad, 5- Very bad. Importance: 1- Very important, 2- Important, 3- Neutral, 4- Unimportant, 5- Very unimportant)
 Figure 26: Slovak Importance-Satisfaction chart
 Source: own assessment.

Czech quadrant analysis is displayed in figure 27 data are presented in table 16 in appendix C. From the first view, it shows that Czech and Slovak respondents had similar answers. When we look at the spread of each dimension, it is noticeable that it is very similar to Slovak respondents. In the first quadrant is located empathy and responsiveness, which means that empathy and responsiveness is less important for Czech respondents, and at the same time, they were not satisfied with empathy and responsiveness dimensions. However, since these dimensions are located in the first quadrant, Wolt should maintain the same emphasis on them as it does now, as the level of satisfaction in this dimension does not affect the overall satisfaction level.

In the second quadrant is located tangible as well as in the Slovak quadrant analysis. This indicates that Wolt should maintain the same emphasis on this dimension or slightly decrease it. Czech respondents are strongly satisfied with this dimension, but it is not as important to them.

Reliability is located in the third quadrant, which indicates that this dimension is highly important for Czech respondents, but at the same time, Czechs were highly satisfied with this dimension. Therefore, Wolt should maintain or slightly increase an emphasis on this dimension.

Assurance was located in the fourth quadrant. Czech respondents chose assurance to be highly important to them, but they were not as satisfied with this dimension regarding service quality. Therefore, Wolt should increase the emphasis on this dimension.



Note: Evaluation (Satisfaction: 1- Very good, 2- Good, 3- Neutral, 4- Bad, 5- Very bad. Importance: 1- Very important, 2- Important, 3- Neutral, 4- Unimportant, 5- Very unimportant)

Figure 27: Czech Importance-Satisfaction chart
Source: own assessment.

Regarding the quadrant analysis, it can be concluded that reliability and assurance are the most important dimensions for Slovak and Czech customers. Wolt should maintain or slightly increase emphasis on these dimensions. Overall, the Importance-Satisfaction matrix helps us to identify areas where Wolt needs to improve its service quality and where it is meeting customer expectations. By adjusting its emphasis on different service dimensions, Wolt can optimize its services to enhance customer satisfaction.

7.6 Net Promote Score and Customer Satisfaction Score

To determine the overall satisfaction level of Wolt customers, we will be using both the Net Promoter Score (NPS) and Customer Satisfaction Score (CSAT).

The NPS was obtained by asking respondents who have used or are currently using Wolt to rate on a scale of one to five, where one represented very likely and five was very unlikely, how likely they are to recommend the service to their friends or colleagues. Based on their responses, we categorized them as promoters, passives, and detractors. Promoters were those who selected either "very likely" or "likely," passives were those who selected "about as likely as not," and detractors were those who selected "unlikely" or "very unlikely."

From the responses of Czech customers, we found that 86% were categorized as promoters, 6% as passives, and 8% as detractors, as shown in the figure 28. Using the percentage of promoters, passives, and detractors among Czech respondents, we calculated the NPS for Wolt in the Czech Republic. The results from Slovak respondents were comparable to those from Czech respondents. Among Slovak respondents, 83% were classified as promoters, 7% were passives, and 10% were detractors, indicating that a significant majority of Wolt's customers in Slovakia are likely to recommend the service to others. A perfect score of 100 represents the highest possible NPS that a company can achieve. For Wolt in the Czech Republic, the NPS was calculated to be 78, which suggests a strong likelihood of customers recommending the service to others. The NPS for Wolt in Slovakia was calculated to be 73, indicating the likelihood of customers in Slovakia recommending the service to their friends or colleagues.

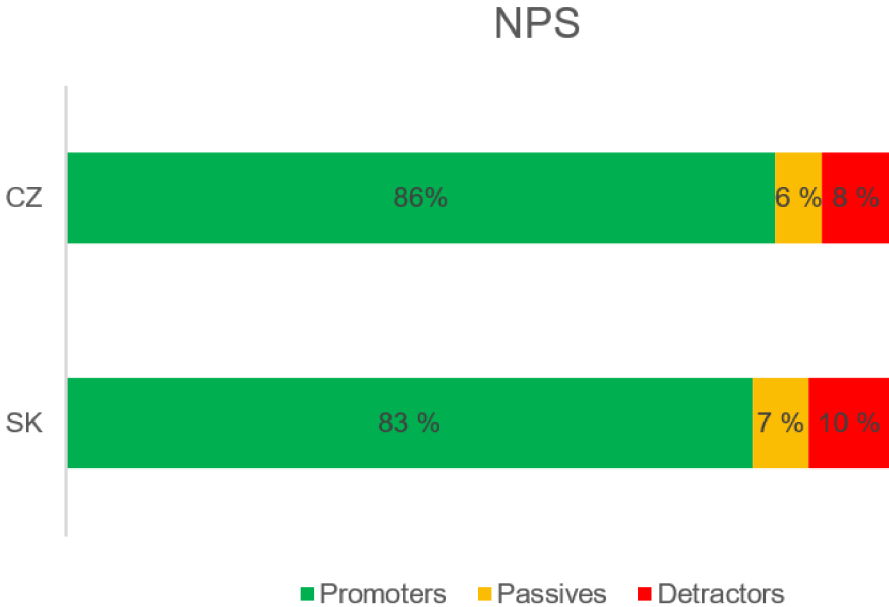


Figure 28: Net Promote Score for Czech and Slovak Republic

Source: own assessment.

In order to determine the CSAT, it was necessary to establish the overall number of customers who were satisfied with Wolt service. This figure was then divided by the total number of customers to obtain a ratio. To express this ratio as a percentage, we multiplied the result by one hundred.

The table 10 displays the results of a survey conducted to define the level of satisfaction among Wolt's customers in the Czech Republic. Out of the total respondents, 40 % expressed high satisfaction with the service provided, while 50 % were satisfied. A small group of four people (6 %) indicated a neutral stance. However, 4 % of respondents reported being dissatisfied with the service. Based on these responses, the CSAT score was calculated to be 90%, indicating that the overall customer satisfaction level is at **90%**.

Table 10: Czech CSAT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	29	40.3	40.3	40.3
	2,00	36	50.0	50.0	90.3
	3,00	4	5.6	5.6	95.8
	4,00	3	4.2	4.2	100.0
	Total	72	100.0	100.0	

Source: own assessment.

The information presented in the table 11 pertains to the data received from Wolt's customers in Slovakia. The data reveals that out of the total respondents, 23 % customers were highly satisfied with the service provided, while 58 % expressed satisfactions. A significant proportion of 18 % of respondents remained neutral in their feedback. Based on these responses, the CSAT score was calculated to be 82%, signifying that the overall satisfaction level among Wolt's customers in Slovakia stands at **82%**.

Table 11: Slovak CSAT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	14	23.3	23.3	23.3
	2,00	35	58.3	58.3	81.7
	3,00	11	18.3	18.3	100.0
	Total	60	100.0	100.0	

Source: own assessment.

7.7 Hypothesis testing

The upcoming chapter will center on the crucial aspect of hypothesis testing and the evaluation of the research conducted. In particular, the chapter will emphasize testing hypotheses to determine their validity and accuracy. We conducted three hypotheses:

H1: According to Hofstede cultural classification, there will be no significant difference between Slovak and Czech culture (Table 12).

Table 12: Cultural difference testing

Pair	Mean	Paired Differences				t	df	Significance	
		Std. Deviation	Std. Error	95% Confidence Interval of the Difference				One-Sided p	Two-Sided p
				Lower	Upper				
1 Czech_culture - Slovak_culture	,0930 3	,26649	,05440	-,01950	,20556	1,710	23	,050	,101

Source: own assessment.

The p-value being greater than 0.05 leads us to accept the null hypothesis and reject the alternative hypothesis. Therefore, it can be concluded that there is no significant difference between Slovak and Czech culture according to Hofstede's analysis. This contradicts the Lewis model, which suggested that Slovak and Czech cultures differ.

H2: There is no significant difference in service quality dimensions between Slovak and Czech cultures, according to Hofstede cultural classification (Table 13).

Table 13: Perception of service quality testing

Pair	Mean	Paired Differences				t	df	Significance	
		Std. Deviation	Std. Error	95% Confidence Interval of the Difference				One-Sided p	Two-Sided p
				Lower	Upper				
1 CZ_dimensions - SK_dimensions	-,0007 5	,08672	,03878	-,10843	,10693	-,019	4	,493	,985

Source: own assessment.

The p-value being greater than 0.05 leads us to accept the null hypothesis and reject the alternative hypothesis. Therefore, it can be concluded that there is no significant difference between Slovak and Czech perception of service quality dimensions.

H3: Customers from Slovakia and the Czech Republic will be highly satisfied with Wolt's service.

According to table 10 and table 11, we calculated the CSAT. For Czech customers CSAT= 90 % which indicates high satisfaction level with Wolt service. Slovak customers CSAT= 82 %, which indicates high level of satisfaction as well. We accept hypothesis number 3 which means that customers from Czech Republic and Slovakia were highly satisfied with service provided by Wolt.

8. Recommendations

There are two aspects that company can take from this research as a recommendation for improving their service quality. Based on our research, we make the following recommendations to the company.

The first recommendation focuses on cultural differences or similarities between Czech and Slovak culture. Thanks to our research, we found that both cultures are very similar. Due to this finding, the company can use the same practices in both countries and at the same time it will not affect the change in the perception of service quality. At the same time, it can use the same marketing in both countries.

The second recommendation focuses on the dimensions of service quality namely tangibility, responsiveness, reliability, empathy and assurance. We found that Czech and Slovak customers care most about two dimensions that can influence the overall perception of service quality and customer satisfaction respectively. These dimensions are assurance and reliability. A company should mainly focus on these two dimensions, but at the same time it should not forget about the other dimensions. In each dimension we have identified an area that the company should improve. Under reliability, notifications were the worst rated, so the company should improve the technical aspect of the application and eliminate potential errors in notifications. For responsiveness, we observed that customers were not satisfied with the delivery time, this affected satisfaction with this dimension. The delivery time was quoted by the company as 30-35 minutes, however many customers had to wait longer for their delivery. A solution could be to compensate for the longer delivery time by for example getting coupons for the next order, this could increase satisfaction and quality of service. In the assurance dimension we found that many customers do not trust how the company manages their personal data. Therefore, the company should eliminate distrust in this area. Empathy was rated very well by customers, but in terms of personal recommendations for ordering food, customers were not very satisfied. Therefore, the company should improve the app to offer better recommendations for users. In the last dimension, we found that customers did not like the overall appearance of the takeaway packaging. However, only a minimal number of customers disliked the appearance, so there is no explicit need to improve this area.

Conclusion

The main objective of the thesis was to find out the quality of service of Wolt, a food delivery service company. The quality of service was measured by customer satisfaction in Czech and Slovak culture. In the first part of the analysis, we analysed the cultural differences between Czech and Slovak. We found that both cultures are very similar and the differences between them are minimal. This finding allowed us to make a recommendation within the cultural differences.

In addition to culture, we surveyed and compared Czechs and Slovaks, or their satisfaction with the service provided by Wolt. Customers in these countries were asked to rate individual statements, which we categorized according to the different dimensions of service quality. We found that the answers between Czechs and Slovaks were very similar, and that both cultures perceived assurance and reliability as the most important dimensions in the service quality framework. These two dimensions were key for both cultures and therefore we recommended that the company should mainly improve these two dimensions because assurance and reliability influence the overall perception of service quality or customer satisfaction. However, Wolt also needs to pay attention to the other dimensions because these dimensions are part of quality service, and company should not only focus on one or two dimensions.

Overall, we found that customers in Czech Republic and Slovakia were highly satisfied with provided service and in both countries, based on Net Promote Score, were mostly “promoters”, which indicates high satisfaction with company.

References

- ABBOTT, L., 1955. *Quality and Competition*. Columbia University Press. New York, 126–127.
- AGBONIFOH, B, OGWO, E, NNOLIM, D, NKAMNEBE and A, 2008. Marketing in Nigeria: concepts, principles and decisions. *African Journal of Business Management*. Online. 31 December 2008. Vol. 2, no. 12. [Accessed 10 March 2023]. DOI 10.5897/AJBM.9000397.
- CRESWELL, J. W., 2014. *Research design: qualitative, quantitative, and mixed methods approaches*. 4th ed. Thousand Oaks: SAGE Publications. ISBN 978-1-4522-2609-5. H62 .C6963 2014
- CRONIN, J.J. a S.A. TAYLOR, 1992. Measuring service quality: a re-examination and extension. *Journal of Marketing*. 56, 55-68.
- CROSSCULTURE, 2014a. Linear-active - Cross Culture. Online. 4 September 2014. [Accessed 10 March 2023]. Available from: <https://www.crossculture.com/about-us/the-model/linear-active/>
- CROSSCULTURE, 2014b. Multi-active - Cross Culture. Online. 4 September 2014. [Accessed 10 March 2023]. Available from: <https://www.crossculture.com/about-us/the-model/multi-active/>
- CROSSCULTURE, 2015. The Lewis Model – Dimensions of Behaviour - Cross Culture. Online. 22 June 2015. [Accessed 10 March 2023]. Available from: <https://www.crossculture.com/the-lewis-model-dimensions-of-behaviour/>
- DIAZ, E., 2014. What is your definition of quality? *Geneva Business News | Actualités: Emploi, RH, économie, entreprises, Genève, Suisse*. Online. 19 August 2014. [Accessed 10 March 2023]. Available from: <https://www.gbnews.ch/what-is-your-definition-of-quality/>
- DWYER, S., MESAK, H. and HSU, M., 2005. An Exploratory Examination of the Influence of National Culture on Cross-National Product Diffusion. *Journal of International Marketing*. June 2005. Vol. 13, no. 2, p. 1–27. DOI 10.1509/jimk.13.2.1.64859.

FIELDS, P., HAGUE, D., KOBY, G., LOMMEL, A. and MELBY, A., 2014. What Is Quality? A Management Discipline and the Translation Industry Get Acquainted. *Tradumàtica: tecnologies de la traducció*. 30 December 2014. P. 404. DOI 10.5565/rev/tradumatica.75.

FIRDOUS, S. and FAROOQI, R., 2019. Service Quality To E-Service Quality: A Paradigm Shift. . 2019.

FISCHLER, F., 2022. Gap Model for Customer Service Quality Overview & Uses | What is the Service Gap Model? - Video & Lesson Transcript. *study.com*. Online. [Accessed 10 March 2023]. Available from: <https://study.com/learn/lesson/gap-model-customer-service-quality-overview-uses.html>

FURRER, O., LIU, B. S. CH. and SUDHARSHAN, D., 2000. The Relationships between Culture and Service Quality Perceptions: Basis for Cross-Cultural Market Segmentation and Resource Allocation. *Journal of Service Research*. May 2000. Vol. 2, no. 4, p. 355–371. DOI 10.1177/109467050024004.

GARVIN, D. A., 1984. What Does Product Quality Really Mean?. *Sloan Management Review*. 26(1), 25-43.

GLOBAL MAGZINE, 2022. Primary vs. Secondary Data: 15 Key Differences. *Global Magazine*. Online. 30 September 2022. [Accessed 14 April 2023]. Available from: <https://www.globalmagzine.com/primary-vs-secondary-data-15-key-differences/>

GONG, W., 2009. National culture and global diffusion of business-to-consumer e-commerce. *Cross Cultural Management: An International Journal*. 6 February 2009. Vol. 16, no. 1, p. 83–101. DOI 10.1108/13527600910930059.

GRÖNROOS, CH., 1984. A Service Quality Model and its Marketing Implications. *European Journal of Marketing*. 1 April 1984. Vol. 18, no. 4, p. 36–44. DOI 10.1108/EUM0000000004784.

GRÖNROOS, CH., 2000. *Service management and marketing: a customer relationship management approach*. . 2nd ed. Chichester ; New York: Wiley. ISBN 978-0-471-72034-8. HD9980.5 .G776 2000

GRÖNROOS, CH., 2007. *Service management and marketing: customer management in service competition*. . 3rd ed. Chichester, West Sussex, England ; Hoboken, NJ: J. Wiley & Sons. ISBN 978-0-470-02862-9. HD9980.5 .G776 2007

HOFSTEDE, G., 1980. *Culture's consequences: International differences in work-related values*. Beverly Hills, CA: Sage.

HOFSTEDE, G., 1991. *Cultures and organizations: software of the mind*. London: McGraw-Hill, 279 s. ISBN 9780077074746.

HOFSTEDE, G. H., HOFSTEDE, G. J. and MINKOV, M., 2010. *Cultures and organizations: software of the mind: intercultural cooperation and its importance for survival*. . 3rd ed. New York: McGraw-Hill. ISBN 978-0-07-177015-6. HM1211

HOFSTEDE, G. and MINKOV, M., 2013. *VALUES SURVEY MODULE 2013 MANUAL*. . 2013.

HOFSTEDE-INSIGHTS, 2022. Country-comparison, Czech Republic, Slovakia. *Hofstede Insights*. Online. 2022. [Accessed 15 April 2023]. Available from: <https://www.hofstede-insights.com/country/slovakia/>

IGHOMEREHO, S.O, OJO, A., OMOYELE, S.O and OLABODE, S.O, 2022. FROM SERVICE QUALITY TO E-SERVICE QUALITY: MEASUREMENT, DIMENSIONS AND.. 2022. Vol. 25, no. 1.

INDEED, 2023. What Is the Gap Model of Service Quality? (With Examples). *Indeed Career Guide*. Online. [Accessed 10 March 2023]. Available from: <https://www.indeed.com/career-advice/career-development/gap-model>

JASHALIYA, K., 2020. Service: Definition, Concept, Characteristics, Importance and Classification. *Economics Discussion*. Online. 1 July 2020. [Accessed 11 March 2023]. Available from: <https://www.economicsdiscussion.net/service-marketing/service/32466>

JUN, K., YOON, B., LEE, S. and LEE, D. S., 2021. Factors Influencing Customer Decisions to Use Online Food Delivery Service during the COVID-19 Pandemic. *Foods*. 28 December 2021. Vol. 11, no. 1, p. 64. DOI 10.3390/foods11010064.

KHADER, A. and MADHAVI, Dr C., 2017. Progression of Service Quality Concepts. *Global Journal of Management and Business Research*. 15 March 2017. Vol. 17, no. A6, p. 17–27.

KIMES, S. E., 2011. The Current State of Online Food Ordering in the U.S. Restaurant Industry. Online. 1 September 2011. [Accessed 10 March 2023]. Available from: <https://ecommons.cornell.edu/handle/1813/71075> Accepted: 2020-09-10T15:27:09Z

KOBIRUZZAMAN, M. M., 2020. Five Dimensions of Service Quality- Servqual Model of Service Quality. *Newsmoor*. Online. 15 September 2020. [Accessed 15 April 2023]. Available from: <https://newsmoor.com/servqual-model-five-key-service-dimensions-servqual-gaps-reasons/>

KUEH, K. and HO VOON, B., 2007. Culture and service quality expectations: Evidence from Generation Y consumers in Malaysia. *Managing Service Quality: An International Journal*. 20 November 2007. Vol. 17, no. 6, p. 656–680. DOI 10.1108/09604520710834993.

KUMRA, R., 2008. Service Quality in Rural Tourism: A Perspective Approach. Conference on Tourism in India-Challenges Ahead. India, 424-431.

KUNYK, D. a J. K. OLSON, 2001. Clarification of Conceptualizations of Empathy. *Journal of Advanced Nursing*. 35, 317-325. DOI <http://dx.doi.org/10.1046/j.1365-2648.2001.01848.x>

LEE, G. G. and LIN, H. F., 2005. Customer perceptions of e-service quality in online shopping. *International Journal of Retail & Distribution Management*. 1 February 2005. Vol. 33, no. 2, p. 161–176. DOI 10.1108/09590550510581485.

LEWIS, R. D., 2006. *When cultures collide: leading across cultures: a major new edition of the global guide*. . 3rd ed. Boston ; London: Nicholas Brealey International. ISBN 978-1-904838-02-9. HD62.4 .L49 2005

MA, Z. and ZHAO, J., 2012. Evidence on E-Banking Customer Satisfaction in the China Commercial Bank Sector. *Journal of Software*. 27 April 2012. Vol. 7, no. 4, p. 927–933. DOI 10.4304/jsw.7.4.927-933.

MALEYEFF, J., 2022. *Quality service management: a guide to improving business processes*. . New York, NY: Routledge. ISBN 978-1-03-205754-5. HD58.87 .M364 2022

MUDIE, P. and PIRRIE, A., 2006. *Services marketing management*. . 3. ed. Oxford: Butterworth-Heinemann. ISBN 978-0-7506-6674-9.

NARTEH, B., 2015. Perceived service quality and satisfaction of self-service technology: The case of automated teller machines. *International Journal of Quality & Reliability Management*. 7 April 2015. Vol. 32, no. 4, p. 361–380. DOI 10.1108/IJQRM-08-2012-0113.

NASSER, M. A., ISLAM, R., ABIDIN, I. S. Z., AZAM, M. and PRABHAKAR, A. Ch., 2015. Analysis of E-service Quality through Online Shopping. *Research Journal of Business Management*. 15 August 2015. Vol. 9, no. 3, p. 422–442. DOI 10.3923/rjbm.2015.422.442.

NEWMAN, K, 2001. Interrogating SERVQUAL: a critical assessment of service quality measurement in a high street retail bank. *International Journal of Bank Marketing*. 1 June 2001. Vol. 19, no. 3, p. 126–139. DOI 10.1108/02652320110388559.

NIMAKO, S. G., AZUMAH, F. K., DONKOR, F. and ADU-BROBBEY, V., 2012. Confirmatory factor analysis of service quality dimensions within mobile telephony industry in Ghana. . 2012. Vol. 15, no. 2.

OJASALO, J., 2010. E-service quality: A conceptual model. *International Journal of Arts and Sciences*. 1 January 2010. Vol. 3, p. 127–143.

OLIVER, R.L., 1993. A Conceptual Model of Service Quality and Service Satisfaction: Compatible Goals, Different Concepts. *Advances in Services Marketing and Management*. 2, 65-85.

OPENSTAX, 2023. 11.3 The Gap Model of Service Quality - Principles of Marketing | OpenStax. Online. [Accessed 10 March 2023]. Available from: <https://openstax.org/books/principles-marketing/pages/11-3-the-gap-model-of-service-quality>

PARASURAMAN, A., ZEITHAML, V. A. and BERRY, L. L., 1985. A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*. September 1985. Vol. 49, no. 4, p. 41–50. DOI 10.1177/002224298504900403.

PIGATTO, G., MACHADO, J. G. de C. F., NEGRETI, A. dos S. and MACHADO, L. M., 2017. Have you chosen your request? Analysis of online food delivery companies in Brazil. *British Food Journal*. 6 March 2017. Vol. 119, no. 3, p. 639–657. DOI 10.1108/BFJ-05-2016-0207.

POLYAKOVA, O. and MIRZA, M., 2015. Perceived service quality models: Are they still relevant? *The Marketing Review*. 31 May 2015. Vol. 15, no. 1, p. 59–82. DOI 10.1362/146934715X14267608178721.

POON, W. and LEE, Ch. K., 2012. E-service quality: an empirical investigation. *Journal of Asia-Pacific Business*. 2012. Vol. 13, no. 3, p. 229–262.

QUALTRICS, 2023. Net Promoter Score (NPS): The Ultimate Guide. *Qualtrics*. Online. 2023. [Accessed 8 April 2023]. Available from: <https://www.qualtrics.com/experience-management/customer/net-promoter-score/>

RAJAK, H., 2019. Five Gap Analysis Of Service Quality - hmhub. Online. 5 September 2019. [Accessed 15 April 2023]. Available from: <https://hmhub.in/five-gap-analysis-of-service-quality/>

RAMYA, N., KOWSALYA, A. and DHARANIPRIYA, K., 2019. SERVICE QUALITY AND ITS DIMENSIONS. . 13 February 2019. Vol. 4, p. 39–41.

RAY, A., DHIR, A., BALA, P. K. and KAUR, P., 2019. Why do people use food delivery apps (FDA)? A uses and gratification theory perspective. *Journal of Retailing and Consumer Services*. November 2019. Vol. 51, p. 221–230. DOI 10.1016/j.jretconser.2019.05.025.

REEVES, C. A. and BEDNAR, D. A., 1994. Defining Quality: Alternatives and Implications. *The Academy of Management Review*. July 1994. Vol. 19, no. 3, p. 419. DOI 10.2307/258934.

REICHHELD, F., 2003. The One Number You Need. *Harvard Business Review*. 81(12), 46-54.

SALESFORCE, 2023. Why net promoter score (NPS) is important and how to use it. *Salesforce*. Online. 2023. [Accessed 8 April 2023]. Available from: <https://www.salesforce.com/eu/learning-centre/customer-service/calculate-net-promoter-score/>

SATMETRIX, 2021. Net Promoter Score (NPS). *NICE Satmetrix*. Online. 2021. [Accessed 15 April 2023]. Available from: <https://www.satmetrix.com/resources/glossary/net-promoter-score-nps/>

SERVQUAL.ESTRANKY, 2022. Hodnocení kvality služeb - Service Quality Assessment SERVQUAL - Co je to SERVQUAL? Online. 2022. [Accessed 15 April 2023]. Available from: <https://servqual.estranky.cz/clanky/whatis.html>

SURBHI, S, 2016. Difference Between Primary and Secondary Data (With Comparison Chart). *Key Differences*. Online. 18 April 2016. [Accessed 10 March 2023]. Available from: <https://keydifferences.com/difference-between-primary-and-secondary-data.html>

TAHERIKIA, F. and SHAMSI, B., 2014. Evaluation and Ranking of the Factors Influencing the Quality of E-Banking Service. *Kuwait Chapter of Arabian Journal of Business and Management Review*. July 2014. Vol. 3, no. 11, p. 165–177. DOI 10.12816/0018701.

THALYS, 2022. Concept of the method: Masculinity vs femininity. Online. [Accessed 10 March 2023]. Available from: <https://thalys.gr/mod/book/view.php?id=3288&chapterid=1467>

UKESSAYS, 2018. The Five Dimensions Of Service Quality. Online. 2018. [Accessed 17 March 2023]. Available from: <https://www.ukessays.com/essays/marketing/the-five-dimensions-of-service-quality-measured-marketing-essay.php>

UNACADEMY, 2023. Primary and Secondary Data. *Unacademy*. Online. 2023. [Accessed 10 March 2023]. Available from: <https://unacademy.com/content/difference-between/primary-and-secondary-data/>

WALE, H., 2022. Hofstede's Cultural Dimensions Theory. *Corporate Finance Institute*. Online. [Accessed 10 March 2023]. Available from: <https://corporatefinanceinstitute.com/resources/management/hofstedes-cultural-dimensions-theory/>

WOLT BLOG, 2022. Cena doručenia - Wolt. Online. 2022. [Accessed 22 March 2023]. Available from: https://wolt.com/sk/svk/bratislava/article/bts_deliveryfee

EXPLORE WOLT, 2023. About - Wolt (Česká republika). Online. 2023. [Accessed 11 March 2023]. Available from: <https://explore.wolt.com/cs/cze/about>

WOLT ČESKÁ REPUBLIKA, 2023. User Terms of Service - Wolt (Czech Republic). Online. 2023. [Accessed 11 March 2023]. Available from: <https://explore.wolt.com/en/cze/terms>

WOLT PRESS, 2022. About Wolt | Wolt Newsroom. Online. 23 November 2022. [Accessed 11 March 2023]. Available from: <https://press.wolt.com/en-WW/about/>

ZEITHAML, V., PARASURAMAN, A. P. and MALHOTRA, A., 2000. A Conceptual Framework for Understanding E-Service Quality: Implications for Future Research and Managerial Practice. *Marketing Science Institute Working Paper Report No. 1* January 2000.

List of Appendices

Appendix A89
Appendix B.....90
Appendix C95

Appendix A

Table 14: Scores explanation

Dimension/Score	Under 50	More than 50
PDI	Low	High
IDV	Collectivism	Individualism
MAS	Femininity	Masculinity
UAI	Low	High
LTO	Short term orientation	Long term orientation
IVR	Restraint	Indulgence

Source: own assessment.

Appendix B

Survey

Do you use Wolt?

Yes/No

If no why?

Which food delivery platform do you rather use?

Bolt food
Dáme jídlo
Bistro.sk
Other

Quality of Wolt service- section for Wolt users

How often do you order from Wolt app?

Every day
A few times a month
Occasionally
I ordered once

Please select on the scale 1 (highly agree) to 5 (highly disagree) with statements below.

Reliability:

1. Wolt provides service as promised.
2. Wolt delivers my order accurately and complete.
3. Wolt informs customers if there will be a delay of provided delivery.

Responsiveness:

4. Wolt responds quickly to my inquiries or complaints
5. I feel confident that Wolt's customer service team is available 24/7 if I need them
6. My order from Wolt arrived within 30 minutes

Assurance:

7. I feel safe when doing online transaction (pridať kolonku "doesnt apply for me")
8. I preffer paying directly to delivery guy
9. I feel that Wolt takes my privacy and personal information seriously.

Empathy:

10. I appreciate that Wolt offers personalized recommendations for food that I could order
11. Delivery guy is polite

Tangible:

12. Wolt app looks nice
13. Using Wolt app is user-friendly
14. Information on app are well organised
15. The physical appearance of Wolt's delivery packaging is nice and high quality

What is the most important for you? (Rank dimensions from 1- the most important to 5- the least important)

- Nice looking and user-friendly app (Tangible)
- I have to feel safe with online transaction (Assurance)
- Delivery guy is polite and nice to talk to (Empathy)
- Wolt service has to be reliable (Teliability)
- Service has to be fast- within 30 minutes (Responsiveness)

On a scale from zero to five, how likely it is that you would recommend Wolt service to your friend or colleague?”. 1-5

How satisfied were you with Wolt service? 1-5

Cultural dimensions survey V S M 2013- Hofstede

Please think of an ideal job, disregarding your present job, if you have one. In choosing an ideal job, how important would it be to you to ... (please circle one answer in each line across):

- 1 = of utmost importance
- 2 = very important
- 3 = of moderate importance
- 4 = of little importance
- 5 = of very little or no importance

01. have sufficient time for your personal or home life 1 2 3 4 5

02. have a boss (direct superior) you can respect 1 2 3 4 5

03. get recognition for good performance 1 2 3 4 5

04. have security of employment 1 2 3 4 5

05. have pleasant people to work with 1 2 3 4 5

06. do work that is interesting 1 2 3 4 5

07. be consulted by your boss in decisions involving your work 1 2 3 4 5

08. live in a desirable area 1 2 3 4 5

09. have a job respected by your family and friends 1 2 3 4 5

10. have chances for promotion 1 2 3 4 5

11. In your private life, how important is each of the following to you: (please circle one answer in each line across):

keeping time free for fun 1 2 3 4 5

moderation: having few desires 1 2 3 4 5

doing a service to a friend 1 2 3 4 5

thrift (not spending more than needed) 1 2 3 4 5

12. How often do you feel nervous or tense?

1. always
2. usually
3. sometimes
4. seldom
5. never

13. Are you a happy person ?

1. always
2. usually
3. sometimes
4. seldom
5. never

14. Do other people or circumstances ever prevent you from doing what you really want to?

1. yes, always
2. yes, usually
3. sometimes
4. no, seldom
5. no, never

15. All in all, how would you describe your state of health these days?

1. very good
2. good
3. fair
4. poor
5. very poor

16. How proud are you to be a citizen of your country?

1. very proud
2. fairly proud
3. somewhat proud
4. not very proud
5. not proud at all

17. How often, in your experience, are subordinates afraid to contradict their boss (or students their teacher?)

1. never

- 2. seldom
- 3. sometimes
- 4. usually
- 5. Always

To what extent do you agree or disagree with each of the following statements? (please circle one answer in each line across):

1 = strongly agree

2 = agree

3 = undecided

4 = disagree

5 = strongly disagree

18. One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work 1 2 3 4 5

19. Persistent efforts are the surest way to results 1 2 3 4 5

20. An organization structure in which certain subordinates have two bosses should be avoided at all cost 1 2 3 4 5

21. A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest 1 2 3 4 5

Demographical information

What is your age?

18-25

26-35

36-45

45 and more

What is your gender?

Female/Male

What is your educational level?

High school

Primary school

University
Vocational school

What is your status?

Student
Employee
Maternity
Pensioner
Other

What is your gross income (Kč)

to 10 000
10 001-20 000
20 001- 30 000
30 001- 40 000
40 001 and more

Appendix C

Table 15: Slovak Quadrant analysis data

	Satisfaction	Importance
Reliability	1.885	2.897
Responsiveness	2.340	3.483
Assurance	2.425	1.724
Empathy	2.086	3.552
Tangible	2.009	3.345
Mean	2.090	3.340

Source: own assessment.

Table 16: Czech Quadrant analysis data

	Satisfaction	Importance
Reliability	1.740	2.222
Responsiveness	2.530	3.120
Assurance	2.548	2.306
Empathy	2.094	4.028
Tangible	2.035	3.333
Median	2.090	3.111

Source: own assessment.