Service Quality Perspective and Customer Satisfaction:
   — Xingya Technical Communication Company

Yuan Chi
Yaqi Quan

Second Cycle

Supervisor:
Akmal Hyder
Examinator:
Maria Fregidou-Malama
ACKNOWLEDGEMENT

This thesis marks the end of our studying at the University of Gävle. Many people have made it possible for us to complete this work. We have received incredible help and advice from our supervisor Professor Akmal Hyder during the period we carried out this thesis. We would like to show our appreciation to our supervisor, we are truly grateful for his support and guidance; the outcome of this thesis wouldn’t have been the same without his help.

We also would like to thank our course facilitator, Dr. Maria Malama for taking us through the entire program and directing us on how to write and structure a constructive thesis report. The writing skills and the writing standards will surely be helpful in our future endeavors.

We are dearly indebted to our interviewees. They are so kindly take the time to accept our interviews and also seriously answered the questions, in order to help us finish our survey. We would like to thank the customers. They complete the questionnaires very carefully.

Lastly, we extend our most sincere thanks to our families and friends for the great support and encouragement during the development of this thesis.

Gävle, Sweden

7th May, 2013
ABSTRACT

Title: Service Quality Perspective and Customers Satisfaction
       — Xingya Technical Communication Company

Level: Master Degree in Business Administration

Author: Yaqi Quan and Yuan Chi

Supervisor: Professor Akmal Hyder

Date: 2013- May

Aim:
The purpose of this study is to investigate the evaluation and conceptualization of service quality and its interactive impacts for customer satisfaction. This study provides some positive and constructive proposal to make up the service gap, and provides preliminary results supported by SERVQUAL model to measure the mutual interactions between service quality and customer satisfaction. Service quality and customer satisfaction have been studied by the help of quality dimensions and some suggestions are offered for improving service quality.

Methods:
The primary data have been collected through interviews and questionnaires. The secondary data has been collected through literature review. Case study approach is used to identify the current relationship between service quality and consumer satisfaction.

Result and Conclusions
We used five service quality dimensions to measure service quality and customer satisfaction. After survey is conducted, it has been clear that there are two dimensions (Empathy and Responsiveness) made a significant service gap between our target
company and the key customer groups. The gap is the *Differentiated service* and the

**Service promptness.**

We also give our suggestions to make up the gap.

- Providing differentiated services.
- Scheduling to the workload rather than to workers’ traditional schedules
- Empowering as many staffs as possible to deal with the problems and providing initial training on how to solve most common problems
- Customer segmentation, providing the characteristic services to customers.
- Providing characteristic services to customers

**Contributions of the thesis / Value**

We believe that this thesis will help Xingya Technical Communication Company (XTCC) to become more aware of service quality and constantly updated the service to overcome the customer complaints. And after the study, we find that the service quality dimensions (Empathy and Responsiveness) are the controversial issues. We think this study can provide some useful information for this research area.

**Implications:**

This survey contributes to the topic both at practical and theoretical levels. We also put forward our suggestions for the target service provider in order to help them improve service quality in the future.

**Key words**

Service quality, Customer satisfaction, differentiated services, service promptness
# TABLE OF CONTENTS

1. **Introduction** ................................................................................................................. 7

   1.1 Background .................................................................................................................. 7

   1.2 Research Company ...................................................................................................... 8

   1.4 Research Questions ...................................................................................................... 9

   1.5 Limitation ................................................................................................................... 9

   1.6 Disposition .................................................................................................................. 10

2. **Theoretical Discussion** ............................................................................................... 11

   2.1 Service quality ........................................................................................................... 11

       2.1.1 Definition of service quality ............................................................................... 11

       2.1.2 The importance of service quality ...................................................................... 12

   2.2 SERVQUAL approach ............................................................................................... 12

   2.3 The service quality dimensions ............................................................................... 13

   2.4 Customer satisfaction ............................................................................................... 15

       2.4.1 The definition of customer satisfaction ............................................................... 15

       2.4.2 The importance of customer satisfaction ............................................................ 16

   2.5 Factors affecting customer satisfaction ......................................................................... 17

   2.6 Customer satisfaction and service quality .................................................................. 20

   2.7 Theoretical framework .............................................................................................. 22

3. **Methodology** ............................................................................................................... 23

   3.1 Research approach ....................................................................................................... 23

   3.2 Qualitative and quantitative approach ......................................................................... 24

   3.3 Research strategy and design ...................................................................................... 24

   3.4 Data collection process ............................................................................................... 28
3.4.1 Primary data collection—Interview and questionnaires ........................................28
3.4.2 Secondary data collection—Literature review ..............................................31
3.5 Validity and reliability .......................................................................................31
3.6 Ethical Considerations ......................................................................................32

4. Empirical study ...................................................................................................33
4.1 Interviewees .......................................................................................................33
4.2 Questionnaires .................................................................................................42
4.3 Summary the questionnaires. ............................................................................46

5. Analysis ..............................................................................................................50
5.1 Evaluation of service quality in the target company ........................................50
5.2 Evaluation of customer satisfaction .................................................................53
5.3 Integrate the service quality and customer satisfaction --- the definition of the gap .................................................................................................................54
5.4 Suggestion findings ..........................................................................................56

6. Conclusion .........................................................................................................60
6.1 Apprehension of Research Questions .............................................................60
6.2 Contribution of the thesis .................................................................................62
6.3 Implications .......................................................................................................63
6.4 Reflections and Further Research ..................................................................63

References ...............................................................................................................65

Appendix1—Outline Of Interview Questions .......................................................71
Appendix 2 --- Questionnaires ............................................................................72
Appendix 3---- Questionnaires in Chinese ..........................................................74
1. Introduction

The purpose for this chapter is to discuss the research area and the research task, as well as the research questions and goals. Thus the chapter starts with the background focusing on the area of research. Research aims and problems are then presented, limitations and disposition of the thesis constitutes the last part of this chapter.

1.1 Background

Service quality and customer satisfaction are undoubtedly the two important concepts in the marketing theory and practice (Spreng and Mackoy, 1996). In today's competitive circumstances for all service companies, the key point to sustainable competitive advantage lies in delivering high quality service that will in turn result in satisfied customers (Shemwell et al., 1998).

From the customers’ perspective, they not only want to get products of good quality, but also they want to have good service. Thus, for the service companies, it is important to improve service quality during the service delivering, and to gain more customer satisfaction (Crotts, 1999). A service offering is like a process. So service quality is important to customer satisfaction in influencing repeat patronage and positive word of mouth is well documented. Moreover, the importance of customer satisfaction and service quality has been proven relevant to help improve the whole performance of organizations. (Magi and Julander, 1996)

In order to win today’s marketplace entails the need to build customer relationship and not just building the products; building customer relationship means delivering superior value over competitors to the target customers (Kotler et al., 2009). The
evaluation of the service quality for a company is mainly based on the customers; it is obvious that customers play important roles in the organizational process (Lee and Ritzman, 2005). Whether an organization provides good service quality or not will depend on the customers’ feedback on the satisfaction they get from consuming the products, since higher levels of quality lead to higher levels of customer satisfaction (Kotler and Keller, 2009).

Due to the different expectation from customers, service providers need to think about different approaches to improve service quality for increasing customer satisfaction. The process of service is like a chain of parallel and sequential activities that a company should take more consideration on how to offer high quality service. In addition, many researchers have studied with the relationship between customer satisfaction and the service quality suggests that service quality plays an important role in determining customer satisfaction. However, when service providers provide services to the customers in the service delivering, sometimes, there will be some differences between the customer expectations and company perceptions of customer expectations (Wilson et al, 2008). Nowadays, to improve the service quality for customers is very important. In fact, knowing what the customer need is very significant for companies to generate profits and enhance the reputation.

1.2 Research Company

In this study, the authors study on Xingya Technical Communication Company (XTCC) Apple authorized dealer in China. It is located in the southwest of China and owns many stores in different provinces in that region. The company is rated as an excellent service enterprise many times. XTCC was established in 1997, and the service covers the whole southwest region of China, which includes 4 main provinces (Yunnan, Guizhou, Sichuan, Chongqing), the headquarters of the dealer is located in Sichuan Province. Apple authorized distributor and after-sales maintenance service providers, sales and after-sales service engaged all kinds of Apple products.
Throughout the southwest, the facilities of the retail and service network, strive to create digital fashion of a new concept.

1.3 Purpose

The authors choose a Chinese Technical Communication enterprise as the target research company, we are going to identify service quality and customer satisfaction based on the target company and put forward our framework according to the survey results. The service provider (Xingya Technical Communication Company, Apple authorized dealer in China) and the customers are two separate parts. So how to discover and define the gap model between these two parts and make up the gap efficiently is the primary purpose for our study. During the research, which is based on the service quality dimensions, we further like to identify what shortages are there in attaining service quality and customer satisfaction and suggest how the service provider can improve the service quality.

1.4 Research Questions

In this study the authors pay attention on the service providers and customers, because these two aspects are important when measuring service quality. Research questions are as follows:

1. What service gap is there between the service providers and customers?

2. How can the service company improve its service quality?

1.5 Limitation

In this research, three managers from different stores are involved in the interviews. We only study one company, so the results cannot stand for the whole situation in service marketing.
Additionally, the area of the study in this field is very extensive, the study needs a thorough reading of many articles. Due to the limited time, the authors could not go through all the literature; we only focused on the literature, which are directly related to this study.

1.6 Disposition

The paper is organized as follows. Chapter one presents the introduction. Chapter two deals with literature and the development of the theoretical framework applied in this study. Chapter three is methodology, which discusses research design and research methods. In chapter four, empirical findings, collection data are presented. Analysis and conclusions are taken up in chapter five and chapter six respectively.
2. Theoretical Discussion

The aim of this section is to present literature relevant to our research and to provide a theoretical framework. This chapter begins with a review of definitions and some measurements of customer satisfaction and service quality, followed by the relationship between customer satisfaction and service quality, which leads to the conceptual framework of the study.

2.1 Service quality

2.1.1 Definition of service quality

Service quality is more difficult for the customer to evaluate than goods quality. Service quality is “intangible” because services, as performances, are difficult to assess before a sale. Moreover, as a result of this intangibility, service providers can have difficulty in ascertaining how consumers perceive their service. The service quality can intend to be the way in which customers are served in an organization, which could be good or poor (Khan, 2003).

Service quality is generally recognized as a critical success factor in a firm’s endeavors to differentiate itself from its competitors. According to Robinson (1999), service quality can be defined as the customer’s attitude or judgment about the superiority of a service. With variety of services available in different sectors, customer is getting more demanding and quality in service sector is gaining importance for firms to remain competitive Service quality can be defined as the customer’s attitude or judgment about the superiority of a service (Robinson, 1999). Kotler and Keller (2009, pp. 789) addressed that “any intangible act or performance that one party offers to another that does not result in the ownership of anything”. The definition of the service quality advancing with the times, but the aim of providing quality services is to satisfy customers.
2.1.2 The importance of service quality

Providing excellent service quality is widely recognized as a critical business requirement (Van der Weile et al., 2002). In order to reach the customers, it is necessary for the company to give service of good quality to all customers. The service quality is the core of service marketing, no matter it is tangible product manufacturing enterprises and service industry. With the improvement of our society nowadays, it becomes more competitive for many companies in the service markets, and as people’s living standard is rising, when customers buy products, they not only want good products from the company, but also need satisfactory service quality as well. Many authors have also discussed service quality. So for the companies, not only the quality of products is of significant, but also the service quality is important for the service providers. The good evaluation of the service quality from the customers is very important for the companies. One of the determinants of success of a firm is how the customers perceived the resulting service quality, as the perceived service quality is the key driver of perceived value (Collart, 2000).

Research has shown that good service quality leads to the retention of existing customers and the attraction of new ones, reduced costs, an enhanced corporate image, positive word-of-mouth recommendation, and, ultimately, enhanced profitability (Cronin et al., 2000). The previous research shows that the service quality so important for the companies and measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with the service.

2.2 SERVQUAL approach

Parasuraman, Zeithmal and Berry (1985) developed the SERVQUAL model to measuring the service quality, which has subsequently dominated both the academic
and practitioner perspectives (Robinson, 1999). SERVQUAL measures perceptions of service quality across five dimensions: tangibles, reliability, responsiveness, assurance and empathy.

The earlier work has advanced our understanding of service quality measurement. At the same time, SERVQUAL has been the point that the instrument mainly focuses on the service delivery process (Richard and Allaway, 1993). The SERVQUAL instrument prevails as one of the most widely used approaches to measure service quality (Cook and Verma, 2002). Brady and Cronin (2001) also suggested that the SERVQUAL model is a good starting point for measuring quality. So in this study, the authors choose this model to measure the service quality.

Service quality can thus be conceptualized as the so-called “gap” between what consumers feel that a service should offer (that is, their expectations) and their perceptions of the actual performance of the service (Parasuraman et al., 1988). Perceived quality thus differs from objective quality, which involves an objective assessment of a thing or an event on the basis of predetermined standards that are measurable and verifiable (Zeithaml, 1988).

This service evaluation method has been proved consistent and reliable by some authors (Brown et al., 1993). They held that, when perceived or experienced service is less than the expected service, it implies less satisfactory service quality; and when perceived service is more than expected service, the obvious inference is that service quality is more than satisfactory (Jain et al., 2004). From the way this theory is presented, it seems that the idea of SERVQUAL best fits the evaluation of service quality form the customer perspective.

2.3 The service quality dimensions

Kuo (2003, p. 464-465) addressed that: “SERVQUAL model that came had 22 pairs of Likert-type items, where one part measured perceived level of service provided by
a particular organization and the other part measured expected level of service quality by respondent”. After refinement, these dimensions above were later reduced to five dimensions.

**Reliability: delivering on promises.** Reliability means that the company delivers on its promises—promises about delivery, service provision, problem resolution, and pricing. This dimension focuses on the customers’ needs. The customers expect that the service provider can keep their promise about the service outcomes and core service attributes (Wilson *et al*, 2008).

**Responsiveness: being willing to help.** This dimension focuses on the notion of flexibility and ability to customize the service to customer needs. The Specific performance are related to the communicated to customer by the length of time they have to wait for assistance, answers to questions, or attention to problems (Wilson *et al*, 2008).

**Assurance: Inspiring trust and confidence.** This dimension is likely to be particularly important for services that customers perceive as high risk or for services of which they feel uncertain about their ability to evaluate outcomes (Wilson *et al*, 2008).

**Empathy: treating customers as individuals.** This dimension focuses on the personalized or customer service, that the customers are unique and special and that their needs are understand (Wilson *et al*, 2008).

**Tangibles: representing the service physically.** This dimension provides physical representations or images of the service that customer, particularly new customers will use to evaluate quality. Although many service companies often use tangibles, they use this dimension to enhance their image, provide continuity, and signal quality to customers. Most companies combine tangibles with another dimension to create a service quality strategy for the firm (Wilson *et al*, 2008).

Laroche *et al.*, (2004, pp.363) addressed that the aggregate sum of difference between perceptions and expectations from the five dimensions forms the global perceived
quality construct. Those five dimensions proposes a approach to measuring the service quality.

2.4 Customer satisfaction

2.4.1 The definition of customer satisfaction

Customer satisfaction is always being considered as the important factors that largely affecting the customer purchasing intention. Satisfaction can also be a person’s feelings of pleasure or disappointment that results from comparing a product’s perceived performance or outcome with their expectations (Kotler and Keller, 2009).

“Everyone knows what satisfaction is, until asked to give a definition. Then, it seems, nobody knows.” This quote from Richard L. Oliver (1997), he is a researcher on the topic of customer satisfaction, expresses the challenge of defining this most basic of customer concepts. “Satisfaction is the consumer’s fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment.” This definition is from Richard L. Oliver (1997). In addition to a sense of fulfillment in the knowledge that one’s needs have been met, satisfaction can also be related to other types of feelings, depending on the particular context or type of service (Arnould and Zinkhan, 2004).

So far, there is still no specific definition of customer satisfaction, different authors come up with different definitions. The widely accepted definition is proposed by Kotler and Keller (2009, pp164), they addressed “customer satisfaction is a person’s feelings of pleasure or disappointment resulting from comparing a product’s perceived performance or outcome in relation to his or her expectations.” From the concept, customer satisfaction can be comprehended as the customer’s feelings of satisfied or disappointment resulting from if the customer’s perception of expectations is reached or not. According to previous research, the customer satisfaction is kind of
feeling and the ex-post evaluation after the transaction. Most researchers define the
customer satisfaction, they consider the emotional state as an important factor to
measure customer satisfaction.

2.4.2 The importance of customer satisfaction

To meet customers’ needs is the core concern of the service provider therefore they
should pay more attention on this part of the service. The customer satisfaction should
be the goal for the service providers. Previous researchers have found that the
customer satisfaction can help the brands to build long and profitable relationships
with their customers (Eshghi, Haughton and Topi, 2007). Also the higher evaluation
of customer satisfaction the more intention customers want to pay on the company
(Anderson and Sullivan, 1993; Bolton and Drew, 1991; Boulding et al., 1993).

According to Singh (2006), customer satisfaction is a very important subject to a firm
because it is in ensuring customer loyalty; and before Singh (2006), Gerpott et al.
(2001) has claimed, “customer satisfaction is a direct determining factor in customer
loyalty, which is a central determinant of customer retention”. Previous studies have
proved that customer satisfaction is important for the firms. So, as an important
concept to the firms, customer satisfaction also attracted a lot of researchers doing
research in this area.

Any business is likely to lose market share, customers and investors if it fails to
satisfy customers as effectively and efficiently as its competitors is doing (Anderson,
Fornell, and Mazvancheryl, 2004). So it is also important for service provider actually
give the customer care and attention. Furthermore, it is a useful measurement of
firm’s performance (Morgan and Rego, 2006). As a matter of fact, if you satisfy your
customers they will be more likely to come back and also bring the other customers.
The companies also can discover that increasing levels of customer satisfaction can be linked to customer loyalty and profits (Heskett et al, 1997).

2.5 Factors affecting customer satisfaction

There are many factors that affect customer satisfaction. According to Hokanson (1995), these factors include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, billing clarity and quick service. As showed in Figure 2.1, it combines the two main subjects: the service providers and service receivers. The customer satisfaction is generally viewed as broad concept; however the service quality focuses specifically on dimensions of service. Customer satisfaction is a subjective feeling always affected by many factors, the service quality is one element among those factors. Van Ree (2010) clarifies that service quality is a long-term overall evaluation, whereas customer satisfaction is a transaction-specific assessment. He argues that service quality is an antecedent of customer satisfaction. The two contentious constructs of “quality” and “satisfaction” tends to merge, especially in long-term relationships, into an overall concept of “relationship satisfaction” (Leverin and Liljander, 2006).

According to Cronin and Taylor (1992), the customer satisfaction experiences based on the particular service encounter and the outcome of service quality comes from the providers in organizations. According to Zeithaml et al (2006), the satisfaction is generally viewed as a broader concept, whereas service quality focuses specifically on dimensions of service. Based on this view, perceived service quality is a component of customer satisfaction. Tucker and Smith (2008) argue that customer satisfaction can be interpreted as the end product of customer’s perception. In other words, service quality and customer satisfaction are evaluations toward a service provider’s performance rather than involving customers’ performance expectation. Wilson et al.
(2008) have summarized the theory, as it is shown in the Figure 2.1: customer perceptions of quality and customer satisfaction.

Based on this view, perceived service quality is a component of customer satisfaction. The figure also shows that the service quality is a focused evaluation that reflects the customer’s perception of reliability, responsiveness, assurance, empathy and tangibles. The customer satisfaction includes three aspects, the service quality, product quality and the price. There are many aspects exist in the combined effects of the customer satisfaction, including service quality, product quality, price, situational factors and personal factors. These different factors will affect the outcome of customer satisfaction and they can also lead the different levels of customer loyalty (Wilson, 2008, p. 78). In their researches, the authors pay attention on how service quality affects customer satisfaction. (Figure 2.1)

Figure 2.1 customer perceptions of quality and customer satisfaction
Although customer satisfaction tends to be measured a particular point in time as if it were static, satisfaction is a dynamic, moving target that may evolve over time, influenced by a variety of factors. As it shows in figure 2.1, specific product or service features, perceptions of product and service quality, and price, influence customer satisfaction. In addition, personal factors such as the customer’s mood or emotional state and situation factors such as family member opinions will also influence satisfaction (Wilson et al., 2008).

Although the customer satisfaction is widely used to measure the customer satisfaction, there is still no uniform measure of customer satisfaction. Measuring
customer satisfaction will be very difficult at times because it is an attempt to measure human feelings.

2.6 Customer satisfaction and service quality

Because customer satisfaction and service quality are two dispute concepts of the marketing theory and practice (Sprend and Mackoy, 1996). As Kotler and Keller (2009: pp.169) states: “satisfaction depends upon product and service quality”. There is no doubt that sustainable competitive advantage lies in delivering high quality service that will in turn result in satisfied customers (Shemwell et al., 1998). Therefore, there is not even an iota of doubt concerning the importance of service quality and customer satisfaction as the ultimate goals of service providers (Sureshchandar et al., 2002).

A basic agreement emanating from the wide range of literature on service quality and customer satisfaction is that service quality and customer satisfaction are conceptually distinct but closely related constructs (Shemwell et al., 1998). The resent research also observed that the service quality and customer satisfaction are closely related, it can be seen from the high correlations between them (Sureshchandar et al., 2002).

It is a well-researched fact that investments of customer satisfaction, customer relationships and service quality leads to profitability and market share (Rust and Zahorik, 1993). Existing literatures reveal customer satisfaction is an important key to customer retention (Hansemaker and Albinsson, 2004). Customer satisfaction and service quality have compared in Table 2.2
Table 2.2. The Distinction between Customer Satisfaction and Service Quality

<table>
<thead>
<tr>
<th>Customer Satisfaction</th>
<th>Service Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction can result from any dimension, whether or not it is quality</td>
<td>The dimensions underlying quality</td>
</tr>
<tr>
<td>related.</td>
<td>judgments are rather specific.</td>
</tr>
<tr>
<td>Customer satisfaction judgments can be</td>
<td>Expectations for quality are based on ideals or perceptions of excellence.</td>
</tr>
<tr>
<td>formed by a large number of non-quality issues, such as needs, equity, and</td>
<td></td>
</tr>
<tr>
<td>perceptions of fairness.</td>
<td></td>
</tr>
<tr>
<td>Customer satisfaction is believed to have more conceptual antecedents.</td>
<td>Service quality has less conceptual antecedents.</td>
</tr>
<tr>
<td>Satisfaction judgments do require experience with the service or provider.</td>
<td>Quality perceptions do not require experience with the service or provider.</td>
</tr>
</tbody>
</table>

Source: Adapted from various sources (Taylor, 1993; Oliver, 1993; Rust and Oliver, 1994; Spreng and Mackoy, 1996; Choi et al., 2004; Grace and O’Cass, 2005)

Hui and Zheng (2010) find that increases in service and management quality lead to increases in customer satisfaction levels, and the effect of service quality is larger than the effect of management quality. As we sum up the previous studies (Table 2.2) revealed the relationship between service quality and customer satisfaction. The relationship between service quality and customer satisfaction has received considerable academic attention in the past few years, but the nature of the exact relationship between service quality and customer satisfaction is still shrouded with uncertainty (Sureshchandar et al, 2002). So this study goes through the specific instances, to get the exact relationship between the two different objectives, and hope to find the solutions to improve the actual situation.
2.7 Theoretical framework (motivate why we choose the model)

Howell and Shamir (2005) addressed that some general service quality dimensions suggested and used by several studies to analyze the customer satisfaction. So we followed this approach to do our study. We used the same dimensions to measure the service quality and customer satisfaction. The services provider will evaluate the services quality; the customers who have the service experienced in this store before, so the questionnaires form the customers will be the evaluation of customer satisfaction. Figure 2.2 is used in this research study.

(Source; Howell and Shamir, 2005)
3. Methodology

The aim of this section is to explain methods used in carrying out this research, how the research was designed and the reasons for our choices. Thus the chapter starts with the research approach, followed by the research perspective, data collection process and the research strategy. The data validity and reliability as well as the ethical considerations will be presented at the end of this section.

3.1 Research approach

We chose a Chinese enterprise, which called Xingya Technical Communication Company (XTCC). This company has a good word-of-mouth not only for Apple products but also for their good service quality. This Apple authorized distributor and after-sales maintenance service providers; sales and after-sales service engaged all kinds of Apple products. It is a well-known company and owes many stores in the southwest of China. The company strives to create digital fashion with new concept. So we study on this company and investigate at three stores, these three stores are owing to the company.

We do the research on a Chinese enterprise and study on service quality and customer satisfaction perspective. There are two research strategies when it comes to the collection and analysis of data, so qualitative and quantitative approaches are both used in the thesis.

In the research, on one hand, we use the results by interviews and questionnaires to analysis our main topic. Interviews are conducted in this process by asking ten useful and effective questions, we get the main point towards service quality perspective in the target company. On the other hand, questionnaires are used to investigate customer satisfaction. Qualitative research gets close to the subject of study. The
experience is a good way to understand social behavior. Gable (1994) suggests that for quantitative research to succeed in elucidating causal relationships, or in providing descriptive statistics, the survey instrument must ask the right questions, in the right way. Research results are analyzed by these two main approaches.

3.2 Qualitative and quantitative approach

In our thesis, we aim to discuss the service gap between service provider and customers. So it is clear that the study related to two subjects. In this study, the qualitative research will be used to measure service quality and embodied by the interviews. The quantitative approach will be used to measure customer satisfaction. Clear qualitative and quantitative, those two approaches are not mutually exclusive and research scientists will often work with both, so that qualitative and quantitative research techniques are sometimes viewed as the ends of a continuum (Gable, 1994). The qualitative method for collecting evidence includes the self-completion and interview two categories. The self-completion methods always include the mailed and computerized questionnaires (Remenyi et al., 1998). The interview methods include face-to-face interviews and telephone interviews. In our data collection process, we interviewed three managers in order to get the information and evaluation of service quality.

The quantitative research is usually obvious what evidence is required and this evidence may usually be collected within a tight structure (Remenyi et al., 1998). Therefore in the social sciences in general and information system research in particular, evidence collection often involves the use of a questionnaire. According to Robinson (1999), qualitative data is unique in a way that it gives the researchers deeper insights into the phenomenon, while quantitative data is based on reasoning and numbers. Researchers who use qualitative methods seek a deeper truth. The goal of qualitative research is to develop an understanding of a social or human problem from multiple perspectives. Qualitative researchers consider that it is not possible to
assign meaning to a phenomenon (or behavior) without describing the context and understanding the position of the people who affect, or are affected by the phenomenon (Eldabi, 2002).

3.3 Research strategy and design

Figure 3.1 research strategy and design
Figure shows how the methodological process has proceeded. Firstly, we discuss the relevant theories in the theoretical part. Secondly, qualitative and quantitative approaches are used in our study. Our data collection process includes two parts, one is the interview from the managers, another one is the questionnaires from the customers. Thirdly, after we do the interviews and questionnaires, we will get the findings. Fourthly, we give the comparison between the interviews and questionnaires results. Fifthly, after the

Source: Own construction
comparison of service providers and customers, we analyze our findings and give suggestions to the company on how to improve service quality.

The target company has many stores in Southwest of China, we choose to study in one area— Guizhou province in southwest of China. We choose different stores in the same area. The managers are responsible for different stores. In our data collection process, we have interviewed 3 managers. The managers are experienced and qualified to answer our research questions, because they work here for a long time, they are from the top managerial department and responsible for different stores. Based on the theories, we have designed 10 interview questions to the managers. These ten questions are the same to each manager. What they told us will lead us to a better understanding of our research. All interviews and the survey are conducted in Chinese because the researchers and the company managers speak Chinese which is their mother tongue. So this situation will make our study result more accurate.

We used Excel as our data analysis software. It is convenient for us to summarize and classify the different types of data we have got from the questionnaires. We made the interviews by Skype. The first interview lasted about 40 minutes in the morning on April 12th. The second interview lasted for almost 45 minutes in the morning on April 12th. The third interview took 30 minutes in the afternoon on April 16th.
3. 4 Data collection process

This part clearly presents the data collection process. We used both primary and secondary data sources for the purpose of strengthening the content of the entire research work. The research will be more insightful if more people involve to this interview. Data collection procedure of qualitative study contains four basic types, which are observation, interview, document and audio-visual materials (Creswell, 2003). So we use interview as the main method to get information from the managers. Before the interview, we send e-mails to the managers and demonstrate our purpose and get their permission for interview. And the managers gave us satisfied answers, we continued on the data collection, because of the geographical distance, so we choose voice interview instead of face-to-face interview. On one hand, for the service provider perspective, interview is used as primary data collection. We conducted the interviews via Skype with three managers from different stores. Each interview has lasted for 30 minutes, 40 minutes and 45 minutes separately. On the other hand, for another perspective, we made 150 questionnaires for the customers in different stores. In order to support the research, scientific journals, literature and online sources will be used as secondary data collection. Qualitative research emphasizes on words but not number and thus understanding has distinct threats to research’s validity (Maxwell, 1996, p.88). The interview questions are close to our research questions strictly and all interviewees are experienced to answer our questions.

3.4.1 Primary data collection—Interview and questionnaires

- Interview

The research interview is one of the most important qualitative data collection methods. It has been widely used in conducting field studies and research. Even it is not the primary method of data collection in a quantitative study, the interview
method is employed as a pilot study to gather preliminary data before a survey is
designed (Sandy, 2011). In the thesis, we tend to use interview as primary data
collection. This method will lead us to a close result to our study. Given the wide
application of interviews in research, it has been an extensive literature on the
interview method focusing on a range of topics and issues, including different types of
interviews (Goldman and McDonald, 1987; McCracken, 1988), strengths and
limitations of the method, various techniques and general advice in conducting
“effective” interviews (Kvale, 1996, Fontana and Frey, 1998). Because of the
geographical distance, we choose voice interview instead of face-to-face interview.

The primary data required in the thesis was collected through communication (Ghauri
and Gronhaug, 2002, p.201) in the form of open-ended in-depth interviews consisting
of 10 questions related to their daily work and their management, (the questions will
be presented in the Appendix 1). Denscombe (2007) suggests the use of in-depth
interviews. We chose this way in order to lead our study with better understanding
and closer result to the aims. During our research, for some information, we made
interviews by Skype, and the interview questions are completely defined, which are
closely related to their managerial work and service for the customers. The questions
are open and the interviewees have their room to answer questions freely.

- Interview questions

We design the interview questions according to five dimensions, which we have
discussed in the theoretical part, i.e. reliability, responsiveness, assurance, empathy
and tangible. The first and second interview questions, give information on how long
the manager works for this company, what his/her main work is and whether he/she is
experienced and qualified to answer our questions. The second question also shows
the responsiveness for the managers, so we could have the evaluation based on the
dimensions. For each dimensions, we have designed questions for the managers.
Question 4 and question 9 give the explanation for the reliability in their service work.
Question 2 and question 6 show the responsiveness of the service providers. Question 3 and question 8 show the assurance of this company. Question 5 and question 7 have the function to explain the empathy for this company.

- Questionnaires

- For the customer satisfaction, we prefer questionnaires to investigate the evaluation of service from the customers. A survey questionnaire can provide accurate and relevant data through thoughtful design, testing, and detailed administration (McClelland, 1994). Choosing the proper structure for a questionnaire is a critical factor in determining and ultimately obtaining unbiased feedback. We conducted the questionnaires by rating questions. The rating questions should have a direct link between the rating scale (e.g. excellent – 5, good – 4, average – 3, below average – 2, poor – 1). The questionnaires are relevant with the service quality, including the satisfaction for pre-service and after-service when the customers buy Apple products from the company.

- However, because of the geographical distance, it is difficult for us to make questionnaires for the customers. In order to overcome the problem, we asked the managers for help. The manager is one of the interviewees in our research process. We told him our purpose and explained the reason. The manager is very kind and he understands us very much, he can kindly help us for sending the questionnaires to some customers by e-mails. (Every customer who has bought products in the stores. The employee will have the information of the customers in order to make the feedback and after-service after the customers bought products). After the customers replied the questionnaires, we could get the data from the customers and it will be powerful for us to analyze the gap between service providers and customers.
3.4.2 Secondary data collection— Literature review

We study service quality and customer satisfaction based on the target company. We put forward our framework according to the survey results. Form the primary data collection, both qualitative and quantitative approaches are used and they help us to analyze the results more powerfully. What is more, only the primary data collection is not enough, the study also searched through academic databases. According to get reliable data by reviewing literatures, it requires fulfillment of certain pre-requisites such as find some academic databases to support our point of views, what the people said before will give us powerful demonstration, (Saunders et al., 2007). We find some literature reviews by using some databases such as library, Emerald, Google scholar, books, journals and so on. By using these, we could get much information related to our study aim. And the analysis will be more reliable.

3.5 Validity and reliability

According to Greenhalgh (2001), the strength for quantitative research and qualitative research is different. The strength of the quantitative research is the character of reliability, because the same measurements should get the same results several times. But the qualitative research is different with the qualitative research, the strength of the qualitative research is validity.

Our research results involved two main participants: the service providers and the customers. So in order to get the objective and fair outcome, we collect the information from two aspects. Because the store managers always have the overall look and arbitrate for the service delivering process, so we did interviews with three managers. For the questionnaires, we abandoned the approach of random sampling. We choose the customers who have already completed the purchase behavior at least once. So that will be more reliable in the questionnaires.
In our study, in order to measure the validity, before we doing the interview we collected the information through the Internet. The information includes the business scope, market share, major competitors, and so on. The information can be helpful to guide us to develop the outline before we doing the interviews. At the same time, we also collected the consumption habits of the local customers. So when we design the questionnaires, we refer to the information. Furthermore, in order to have more information of the customers, we ask the manager for help. He helps us to send the questionnaires to the customers. So we can have a precise scope of our study. The customers finished the questionnaires after they enjoy the service, so they could accurately evaluate the service quality.

3.6 Ethical Considerations

All information is gotten from the interviewees and treated with confidentiality without reveal of the interviewees’ identity. In addition, all information the authors got from the interviews will be presented in the empirical section. And the authors also did the classified analysis for the questionnaires. Moreover, the references list includes all books, journals and the network resources, which are used in this thesis.
4. Empirical study

The aim of this section is to present the results of our work. Thus the chapter begins with the interviews information, followed by the questionnaires information. The interviews part restore the interview information based on the three interviews, and the questionnaires part are focus on descriptive statistics.

4.1 Interviewees

We have interviewed three managers, including two male managers and one female manager. However, only one manager allowed us to write his name in our research, another two managers did not want to show their names.

The first interviewee is Meiqiu Chen, he is the manager who is in charge of a store. He is responsible for the basic and operating management for the whole store. The manager has worked for this company for almost 7 years. He is responsible for administration, dealing with difficulties in the work and encourages employees to perform better in the store.

Interviewee 1

Before our interview, we have come up with ten questions related to the service in their work, and during the process, the manager answered our questions freely and also gave the key information to guide our study. Ten open questions were asked to the managers. For this company, they not only sell Apple products, but also the company have concerned much on the service quality, for every store it have many services, including pre-service (selling products, guiding customers to use the products and program, guarantee of products, problem solving, after-service and so on). The managers also introduced their work and the working competitive environment to us. Apple products are very popular nowadays, many stores sells Apple products, the company owed many stores in different area, as a Apple authorized dealer in Southwest of China. They must
not only sell good products, provide teaching demonstration to customers, but also provide satisfied pre-service and after-service in order to win in such challenged situation. They provide service to every customers as well as possible.

When answered our interview questions, he was very nice and patient to talk with us. When we asked him, “how do you evaluate the service quality for your company?” He replied that in the company, it owed many store, so it is difficult to give the total evaluation, although different stores have different sales performance and different customers, for their company, they have the same purpose and concept in their work, that is to provide good service for every customers, treat them like friends, looking around the products or asking for some information, as employees, they meet every customers rational requirement as possible. So he said, “From my perspective, for the whole company if 5 marks are the full marks, maybe I will give 4. As Apple products are really very popular nowadays, we stay in a quite competitive environment, no matter how hard you have done, and maybe there still exist some unavoidable problems. To avoid that, we also have some ways to reduce the difficulties as possible as we could. We want make everything better”.

For the store which the manager is responsible for, he have given a good evaluation, because their employees must do the feedback for every customers, they get the contact with the customers who bought products from the store, and for their daily work, they will send e-mails or make phone calls to the customers to get their evaluation for their deals. And employees will ask the customers whether they are satisfied or not. If the customers have some questions, they are warming welcome to the store, and the employee here will patiently give them answers or solutions. So the employees will get the evaluation from their customers, they could clearly master the whole situation and how is their work going on.

Based the information from interviewee 1, if customers give bad evaluation or find some problems, they will immediately find effective way to solve every problem. They try to
make every detail well in order to be more efficient when providing service quality to customers. So for the managers, they have meeting to the employees and know about work clearly for every day. “For the sales work, there is no stable way to solve the unavoidable problems, so the employees need to be more patient with the work and be flexible, for different customers, maybe their requirements are absolutely different, what we need to do is to help them solve the problems as well as possible. The manager said. So there is no specified rule to require you must to do this or that, no, what we need is flexible, innovation, creativity, responsible, patience, and hard work.

So he also told us if the customers have some feedback for their work in the store, they could directly tell the employees, most customers are willing to give their feedback in this way, so that employees could deal with the problems as soon as possible. Or if they have some suggestions they could also phone us or mail their company. They give answers as soon as possible, what is more, for the company they have a big after-service center, the location is quite good, so the customers could get there and have after-service for their products.

Sometimes in the stores, there are too many customers, in some special circumstances, the time is limited and the employees are very busy, so they cannot concentrate on many customers at the same time. Although they have enough employees for one store, employees take turns to work everyday, so in some daily work, we make sure to take good care of every customers in the stores. They also want have the understanding from our customers in some special situation, they have the way to reduce such problem happened. The manager arranged every detail work clearly so that the employees work better.

What the manager thought is providing good service to the customers, that is the main point, they unify every details and concentrate on specific service process during their work, Meiqiu Chen also said they always consider from the customers, always suppose if they were customers in the store, what customers really want in the service delivering.
“That is the efficient strategies to attract more new customers and continuously win the customers’ loyalty. Because the evaluation form customers are really important, so we need to have understand clearly what the customers really want”.

Except for the service work, they also do well in their professional work. The company has a reasonable working system for employees. Professional trainers will give employees some professional training classes every month. The employees will have better understanding for all products and learn how to provide good service to customers. For every customer, their requirements are different, what they need to do is fulfill customers’ meets as they could, but for some special circumstances, they communicate with the customers, and then come up with some ways to coordinate different customers.

- **Interviewee 2**

  The second manager is a woman. She has worked for the company for more than 4 years. Her daily work is in charge of main managerial work such as analysis of sales performance, sales follow-up, solve the urgent problems, store display, guiding employees with good work and some common work. When asked about the evaluation in their service quality, the manager commented following issues which they specially care.

  1. **Collecting the feedback from the customers.**

  2. **Employees need to master good knowledge for the products so they could guide customers more professional.**

  3. **Employees need to have the ability to solve every urgent problem flexibly.**

  For this point, what she said is quite similar with the first manager, “our employees must to be more creativity and flexible when thinking about questions and come up with solution with the customers’ difficulties.” From these perspectives, the
employees try their best to do every detail and meet customers’ requirements as possible.

Customer satisfaction is different from one store to another. “For the store which I responsible for, the customers satisfaction if almost 90%, because our company have a good working system and rules for employees, we need to contact with the customers who have bought products.” Be responsible for the customers’ feedback is one of the most important work for the employees, contacting with the customers is for the purpose of knowing about their evaluation for our work, whether he/she is satisfied with the products and service. Not everything is so smooth in such competitive situation, as Apple products are well attracted by many customers, except for our company Apple authorized dealer in Southwest of China. There also exist some other stores selling the same products; so wining more customers is significant. The evaluation from the customers will guide the company providing good products, making sure the guarantee of the products, providing satisfied service for customers. But not everything is perfect, although the company have emphasized good service quality; there still exist some unavoidable situations they need to deal with.

When asked how to provide the good service quality, the manager gave us a clear answer: “For the service quality perspective, the company has established uniform service process and details, for example, standard etiquette, teaching demonstrations of the products, pre-service and after-service. Employees are conducted with systematic training and summaries for every-day work and so on”. What they need to do is to provide good service to customers and win more new customers. For different stores, they have different strategies for attract customers continuously. They make full use of the advantages of brand, professional skills, satisfied service, and good products. “In order to attract customers and have frequent contact with customers to make good relationship with them.”
The training for the employees in the company is quite completed. The company has specialized professional trainers. They will give training classes to the employees. The content for the training is the same in every store.

- Interview 3

The third interviewee who is a man and in charge of a store. He has worked here for more than 3 years. He is responsible for the store, take care of the employees and organize all activities. He needs to work efficiently and run the store so that employees do a good job.

As a manager he describes what he does:

“Concentrating on the whole working process is of significance. The process includes sale performance, pre-service, after-service, communication with customers. There is no doubt that the service perspective is one of the most key point issue in our work.”

The employees are required to be concerned much on the customers, and they will learn more and improve soon. He thought to know about what the customers really want and his evaluation from the customers will give the service provider much information in their service work and they could improve better. To evaluate the service quality for the store, he thought the service in his store is good, but not perfect. The reason for the weakness is there exits some urgent situations that they need to solve, for the whole company, employees all try best to provide good service to customers and deal with the difficulties as soon as possible, make every customer satisfied. If the customers do not satisfied with their work, they could send e-mails or call the service center, so that the employee will know their work performance as soon as possible, and for that situation, “Formulate unified service standard is the core.” So the employees could come up with ideas to deal with their difficulties efficiently. “We afraid of our service work could not be satisfied by every customers,}
that is also the challenge for every shop I think, because there are some unavoidable situation happened in your work, maybe you have a perfect and complete systematic rules in work, we also need to be more flexible and innovative in our work, we always try our best to meet their need.” We will consult with the customers and help problems as soon as possible. For some special situation and other perspectives, the manager holds the same opinions with the other two managers we have interviewed before.

We found that what the manager told us is quite similar with the first interviewee. In their work, the employees fulfill the customers’ needs as possible. For some special circumstances, when the customer put forward some excessive demand, the manager said, once, customers required our employee must give them door-to-door service, they ask the service provider to send the computer to their house and hope the service provider can teach them at their home. But sometime, the employees are very busy in the store, and they are not enough at that time, for this situation, it is difficult for the service provider to fulfill the customers’ needs. It is hard for the service provider to offer the door-to-door service during the rush hour, so what the solution is the service provider always tries to deal with it. Sometime the employees could help them after work or make booking another free time. In order to be better, the service provider tries to adjust and balance some urgent problems, try to fulfill the customers’ needs, if the customers really have a trouble to solve the problem right now, firstly the service provider will give the reasonable explanations to customers. Secondly, according to different customers’ requirements, the store managers will feedback the problems to the head office doing the discussion as soon as possible, and then come up with efficient and helpful solutions for the customers. Thirdly they contact with the customers as soon as possible.

In table 4.1, we will give detail information for the interview findings from the managers clearly:
<table>
<thead>
<tr>
<th>Questions</th>
<th>Interviewee 1</th>
<th>Interviewee 2</th>
<th>Interviewee 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work experience</strong></td>
<td>Worked in this company for almost 7 years.</td>
<td>Worked in this company for more than 4 years.</td>
<td>Worked in this company for more than 3 years.</td>
</tr>
<tr>
<td><strong>Responsiveness</strong></td>
<td>Be responsible for main managerial work for the whole store.</td>
<td>Be responsible for analysis of sales performance; solve the urgent problems, store display, guiding employees with good work and some common work.</td>
<td>Making some details to the employees, making sure every detail in the store is well organized</td>
</tr>
<tr>
<td><strong>Evaluation of the service quality in the store</strong></td>
<td>80% customers are satisfied with our service quality in the store.</td>
<td>90% customers are satisfied with our service quality in the store.</td>
<td>90% customers are satisfied with our service quality in the store.</td>
</tr>
<tr>
<td><strong>How do customers give their feedback</strong></td>
<td>Response directly to the manager or employees.</td>
<td>Call the after-service center for help</td>
<td>Send e-mails</td>
</tr>
<tr>
<td></td>
<td>Call the company</td>
<td></td>
<td>Call the company</td>
</tr>
<tr>
<td><strong>Problems solving for the customers</strong></td>
<td>No stable way to solve the unavoidable problems</td>
<td>Be creative and flexible to solve customers’ complain</td>
<td>Consult with the customers and help problems as soon as possible.</td>
</tr>
<tr>
<td><strong>Difficulties when providing services</strong></td>
<td>Can not concentrate on many customers at the same time</td>
<td>Can not fulfill every customer’s need</td>
<td>Big challenges in providing services. Some unavoidable situation will happen in the service delivering.</td>
</tr>
</tbody>
</table>

40
<table>
<thead>
<tr>
<th>Strategies for improving service quality</th>
<th>The managers unify every detail and concentrate on specific service process during their work</th>
<th>Collect customer’ feedback every day, know customers clearly, what they really want. Give systematic working rules for employees.</th>
<th>Strict and proper rules for the employees. Deal with the difficulties as soon as possible.</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to get the customer loyalty</td>
<td>Consider from the customers, always suppose if they were customers in the store, what customers really want in the service delivering</td>
<td>Have frequent contact with customers to make good relationship with them</td>
<td>Have frequent contact with customers to make good relationship with them</td>
</tr>
<tr>
<td>Training for the employees</td>
<td>The employees have professional training classes every month. (The content is on the basic service training and product training.)</td>
<td>The training classes are the same in the company.</td>
<td>Except for the training classes, they also have meetings every day.</td>
</tr>
<tr>
<td>Differentiated strategies to coordinate different customers</td>
<td>Be patient and careful</td>
<td>Make full use of the advantages of brand, professional skills, satisfied service, and good products</td>
<td>Be innovative in work; try best to meet customers’ needs.</td>
</tr>
</tbody>
</table>
4.2 Questionnaires

We did 150 questionnaires for the customers and finally received 102 questionnaires. This section presents the detail information for this survey. Our questionnaire includes three parts, the basic information, service in the sales process and the after-sales service. The reason for us to do this kind of distinction is that we can explicitly present the service during the different period, and the deep-seated connotation is that we can found some internal contact. So we do the comprehensive comparison for the three parts, as well as the three-part cross-analysis. The following figures clearly showed the details and data.

Figure 4.1 Basic information

<table>
<thead>
<tr>
<th>Question</th>
<th>Option</th>
<th>Number</th>
<th>Proportion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1、Gender</td>
<td>A、Male</td>
<td>63</td>
<td>61%</td>
</tr>
<tr>
<td></td>
<td>B、Female</td>
<td>39</td>
<td>39%</td>
</tr>
<tr>
<td>2、Age</td>
<td>A、19-29</td>
<td>21</td>
<td>20.6%</td>
</tr>
<tr>
<td></td>
<td>B、30-39</td>
<td>47</td>
<td>46.1%</td>
</tr>
<tr>
<td></td>
<td>C、40-49</td>
<td>21</td>
<td>20.6%</td>
</tr>
<tr>
<td></td>
<td>D、50-59</td>
<td>12</td>
<td>11.8%</td>
</tr>
<tr>
<td></td>
<td>E、Older than 60</td>
<td>1</td>
<td>0.98%</td>
</tr>
<tr>
<td>3、How many times do you visit this store?</td>
<td>A、First time</td>
<td>15</td>
<td>14.8%</td>
</tr>
<tr>
<td></td>
<td>B、Once / twice</td>
<td>69</td>
<td>67.6%</td>
</tr>
<tr>
<td></td>
<td>C、Many times</td>
<td>18</td>
<td>17.6%</td>
</tr>
<tr>
<td>4、How often do you buy Apple products?</td>
<td>A、First time</td>
<td>39</td>
<td>38.3%</td>
</tr>
<tr>
<td></td>
<td>B、Some times</td>
<td>27</td>
<td>26.4%</td>
</tr>
<tr>
<td></td>
<td>C、Often</td>
<td>36</td>
<td>35.3%</td>
</tr>
<tr>
<td>5、How do you know this store?</td>
<td>A、Recommended by friends</td>
<td>43</td>
<td>42.2%</td>
</tr>
<tr>
<td></td>
<td>B、By yourself</td>
<td>29</td>
<td>28.4%</td>
</tr>
<tr>
<td></td>
<td>C、Media publicity</td>
<td>30</td>
<td>29.4%</td>
</tr>
</tbody>
</table>
The basic information including five options, they are the gender information, the age, the frequency of access, the frequency of purchase and the channels for understanding the products. The above tables present the survey result for the basic information part. It is clearly that the percentage of male customers is much more than the female customers. People who are in the ages from 30 to 39 had the most percentage 46.1%, and that of ages from 19 to 29 is 20.6%, the ages greater than 40 is almost 33.38%. The consumers we survived the age older than 60 probabilities just less than 1%. A large amount of customers are visiting this store occasionally, the percentage of customers who has visited the stores for the first time is about 14.8%. However, just only 17.6% customers they visit the stores for many times. As it is presented in the above table, about 38.3% of people buy products in their store for the first time and 26.4% of the people buy product some times. The following number is the condition for people they often buy this products, the number is almost 35.3%. About 42.2% of people know this store by friends and this is the most percent. 28.4% of people get information about this store by themselves, and the other people (29.4%) know information from media publicity.
The table above compares the scores of average and different gender. In the interview, the manager thought that 4 is a satisfactory score for ideal service, and this result was obtained by comparing the service of their own and the service of those who stay in the same field. However, in the actual questionnaire, there are 14 questions, and only 4 of them exceed scores of 4, while the scores of other 10 questions approximate to or less than 4. The average scores of all the questions appear in the questionnaire indicate that there are still some differences between the service quality thought by the service providers and the service quality felt by the customers. Of all the 14 questions, the one that achieves the highest score is store location, while service commitments have the lowest score. Meanwhile, there are 4 options that have scores of nearly 4 (Employees are neat in appearance, Provide the services at the time they promise to do so, Service effectiveness, and Store display).
The table also illustrates that customers of different gender have different demands to the service quality. The data shows that the biggest difference in score appears in the option ‘Employees are neat in appearance’, in which the average score of female is 1.03 higher than the male. The scores of the male are both 0.98 higher than the female in options of Service commitments and Professional services. In options of Employees are consistently courteous with customers and Satisfaction of personalized service, the scores of the male and the female are equal.

The male have the highest score (4.93) in Store location, and the lowest score (3.5) in Employees are neat in appearance. The female also achieve the highest score in Store location, but with the lowest score of 3.0 in Prompt service to customers.

At the same time, this statistical table reflects that the male are more satisfied with the service than the female, because the scores of the male are higher than the female in 9 options, equal in two options, and lower than the female in only 3 options.

Figure 4.3 Measure the expected service
This table shows the overall feeling of customers after purchasing products. In the option of Compared to the expected service, the score is 3.6, which is 0.4 lower than the expectation of service providers. The service quality felt by the customers still not meet the expected results thought by the service providers. The scores of Cost performances and Attitude of after-sales both reach to 4, with which the service providers and customers are both satisfied. However, the score in the option of willing to recommend this store to friends is only 3.6, and 42.2% of the customers are recommended by friends. It can be concluded from this phenomenon that the loyalty of customers is not enough.

4.3 Summary the questionnaires.

In this part, we classified the questions in to five sections.

➢ Tangibles

Figure 5.1 Tangibles
In this table, we list some options about Tangibles of service in the questionnaires. The overall score of this element is very optimistic, all scores are approximate 4, especially for the options of Store location and Modern-looking equipment, which are both higher than 4. These scores proved that the customers are satisfied with the service scale and the service equipment of the service providers.

- **Reliability and Responsiveness**

Figure 5.2 Reliability and Responsiveness

![Reliability and Responsiveness Chart]
The authors have summarized the scores of two elements, Reliability and Responsiveness, according to the questionnaire. There is a little difference between these two options, but with low scores, these two options are important aspects that the service providers must pay attention during the procedure of providing service. Among the 8 options, only one of them is higher than 4, two of them are nearly 4, and another 5 options are lower than 4. The service commitments have the lowest score of 3.4, followed by the prompt service to customers, with a score of only 3.5.

➢ Assurance

Figure 5.3 Assurance

This table reflects the particular performance of Assurance. The average score in for the assurance service of this company is satisfactory, the highest score belongs to the detailed business introduction (4.2), but the options of Employees are consistently courteous with customers and Professional services get relatively lower scores, which have negative effect on the overall results.
Empathy

Figure 5.4 Empathy

The result of the element, Empathy, is shown in the table above. The scores are not very ideal, with scores of less than 4 in both options, and this is also one of the reasons why the loyalty of customers is insufficient. The service providers have not done enough in the aspect of personalized service, which is also complained by customers.
5. Analysis

In this section, the service quality and the customer satisfaction will be discussed every parts separately. A framework of the service gap model will be discussed in this part.

5.1 Evaluation of service quality in the target company

From the empirical part, the interview information and questionnaires of the customer satisfaction have been presented, and we get the important information both from the service provider and the customers. According to what we have got in the empirical part, we discuss the service quality based on five service quality dimensions. These five dimensions which have presented in the theoretical part, including reliability, responsiveness, assurance, empathy and tangible. Parasuraman et al. (1988) published empirical evidence from five service industries that suggested that five dimensions more appropriately capture the perceived service quality construct; they also present how customer organizes information about service quality in their mind. The relative weight that customers seem to give to each quality dimension can be determined. In a key study, reliability was demonstrated to be the most important dimension and empathy (a composite of understanding and access) the least important across a seemingly wide array of service types (Parasuraman et al., 1988).

According to what the managers said, the authors give a general evaluation for the service quality of the target company. One potential application of SERVQUAL is to determine the relative importance of the dimensions in influencing customer overall quality perceptions (Parasuraman et al., 1988). The result of the study has shown that there exist the gap in the service quality between the service providers and the
customers, what the managers said lead to a better understanding of their work what they should do to improve service quality to every customer.

Here the authors gave the analysis for the company’s service quality. Five dimensions are very important when customer evaluate the service quality. Service providers need to know what customers really want. At the same time they cannot focus on only one dimension and let the others suffer. So what do the dimensions mean to the service provider? We discuss each dimension according to the empirical findings.

**Reliability**

For the service providers, this dimension is to do what you said that you are going to do. That is to say the service provider promises what to do and give trust to customers so that they will win more good word-of-mouth. For the target company, the managers have said that they try to do everything as well as possible in order to win the customers’ satisfaction. The target company owed many stores in different area, as an Apple authorized dealer in Southwest of China. They have to provide good service to customers and help them to solve problems promptly. When customer has problems, they will show sincere interest in solving it. The providers give a strong reliability to the customers so that is one of the reasons to have more customers.

**Responsiveness**

In service quality this dimension means responds quickly, promptly, rapidly, immediately, instantly.

The service providers not only sell good products, provide teaching demonstration to consumers, but also provide satisfied pre-service and after-service. For the target company, service providers are benefit by establishing effective and prompt services like returning phone calls, emails and responding when doing business with their customers. They have also done well to achieve their responsiveness. It is important that customers feel providers are responsive to their requests. According to the managers, their employees need to be flexible, innovation, creativity, responsible, patience, and hard work, they give customer prompt answers services. What is more,
for the target company they have a big after-service center providing after-service for the customers. Different stores have different strategies to win customer loyalty.

**Assurance**

The dimension in the service quality means employees’ knowledge and courtesy and their ability to inspire trust and confidence, the providers know what they are doing now. For the service quality perspective, the company has established standard etiquette, teaching demonstrations of the products, pre-service and after-service. Employees are conducted with systematic training and summaries for every-day work and so on. According to different customers they deal with problems in flexible ways.

**Empathy**

When the service providers offer services to customers, providers need to care about customers as much as their services. Services can be performed completely to specifications. The manager said they have always considered much on customers, treat everyone well, what they have done is to win more customers and good word-of-mouth. According to their words, they are willing to pay much attention on every customer; they hope to give customers personal attention. However, in some special circumstances, it will be difficult for the employees to consider everyone as one-to-one reception when they are busy.

**Tangible**

Even though this is the least important dimension, appearance matters. Service providers still want to make certain that their employees’ appearance, uniforms, equipment, and work areas on-site (closets, service offices, etc.) look good. That is to give customers a good expression of the whole process.
5.2 Evaluation of customer satisfaction

We illustrate in figure 4.2 that the extent of satisfaction depends on gender difference. According to the table above, male customers and female customers consider differently when relates to the service satisfaction. Summarizing the points of the table above, we can find that male customers get higher scores than female customers in 9 options out of 14 options, and they are equal to each other in one option. Hence, male customers seem to be more satisfactory than female customers. At the same time, male customers get high scores in the aspects of Reliability and Responsiveness, while females have high average scores on the option of Tangibles.

Thus it can be seen that in the procedure of evaluating service satisfaction, there is a big difference between different genders. Meanwhile, different genders pay attention to different service dimensions. Hence, for customers of different genders, different types of service should be put particular emphasis on. According to this investigation, in the service market of electronic products, male customers are inclined to the service quality of Reliability and Responsiveness, while female customers pay more attention to the service quality of Tangibles. For customers of the same sex, service providers should consider service of different emphasis in order to earn the satisfaction of customers.

In the option of Expected service, most of the customers get high scores. However, compared to the expected service, customers achieve relatively lower scores, so as service providers, they should pay close attention to the service provided by the same field, update and improve their own service. In addition, in the option of enjoying the shopping, the evaluation of customers is very high (4.1), but in the option of “Willing to recommend this store to friends”, the score is somewhat low, with a score of only 3.6. This phenomenon states that customers’ loyalty is not very high. Service
providers need to improve their service to increase customers’ loyalty, because these loyal customers can make company to have more potential profits.

In the comprehensive evaluation of customer satisfaction, customers give a reasonable average score. In the options of modern-looking equipment, service effectiveness and detailed business introduction, the scores given by customers are higher than the scores expected by service providers. According to the evaluation standard of service quality dimensions, in the options of Tangible, Reliability and Assurance, customers are satisfied with the service offered by service providers. However, in the options of Empathy and Responsiveness, the scores are not very ideal, service providers need to improve service quality in these two dimensions.

5.3 Integrate the service quality and customer satisfaction --- the definition of the gap

In this research, interview questions and questionnaires design is based on the SERVQUAL, the SEVQUAL scale includes five dimensions: tangible, reliability, responsiveness, assurance and empathy.

According to the analysis of interview and questionnaires, we have found that there exists the gap between service provider and customers. In the company, from what the managers said, we could know they really have done hard work to improve their service quality to every customer as well as possible, however, from the customers perspective, the results from the questionnaires have shown that what the customers thought and their expectation sometimes are different. We have compared the interview with the questionnaires, some statements from the managers are quiet the same, so it could be proved that when the company provides services to customers, some of them are satisfied with their services, however, parts of customers in our questionnaires showed different ideas, their statements are not the same as what the
manager said. We also made the comparison according to the five dimensions of service quality to measure and evaluate the service quality.

From the service provider and customer perspective, no matter the store location or the modern-looking equipment, the manager said they have done well in this part, as they are technical communication company, the store location is convenient for the majority of customers. And from the questionnaires we have seen that customers have given satisfactory replies for the store location and have a good expression of the stores as well. Customers gave high score of the reliability in the company, many reasons for example, the big scale of the company, good word-of-mouth made them buy products from the company. Customers thought the company has done what they have promised to do and are responsible for customers during the service delivering. For this company, in the interview with the managers, the company has systematic management; they have said that the employees in the company have good chance to have training classes about their professional skills. So the customer not only can get clear information for the products, but also get good services. For the assurance of their service, depending on individual customers, their suggestions and evaluation are different.

Generally speaking, some customers are satisfied with the service, but a few of customer held different ideas and they thought the service of the company is not perfect, they have to do much work to improve their service quality. The following statements will be proved to explain the different ideas form the customers against what the manager said. The managers said they provide services to customer promptly, when solving problem for customers, they try to deal with the problems as well as possible. But sometimes, when the employees are very busy with some customers in the stores, they provide services to each customer as possible. In the questionnaires, some customers thought although the company have try to do it well, they also have some complains about their services, including the after-service. The customers wrote about the disadvantages of the service quality for the company and gave some
suggestions. Some of them disagree with the efficient service of the company, because the customers’ acquirement cannot be fulfilled all the time. On one hand, the company really wins lots of customers and have good word-of-mouth, on the other hand, because of different customers, although the company have done lots of work to improve services, the customers are not totally agree about the service quality.

As a result, the customers’ complain is mainly focused on two aspects: service responsiveness and service empathy. Customers urgently needs the service providers can improve their service in the two areas.

### 5.4 Suggestion findings

The results of this research indicate that there exist gap between the service providers and the customers. We use the SERVQUAL model to measure the service quality in the target company. SERVQUAL suggest using expectation/perception – the service quality gap – as an enduring perception that predicts customer satisfaction with a service provider (Babakus and Mangold, 1992). So, for the providers, they really need to know what the customers want, and according to different circumstances and different customers, building effective approaches to solve problems and meet customers’ needs as possible. Based on these suggestions, which the customers have come up with in the questionnaires, and also based on the data analysis according to the five dimensions. The authors came up with some suggestions to improve the service from service responsiveness and service empathy.

- **Providing differentiated services.**

  As we mentioned at the empirical section, male customers are more satisfied with the service than the female customers did. So the service provider should pay more attention on the female customers. The gender difference between the
underpinnings of relationship marketing and customer loyalty is very important. Lots of empirical evidences abound to support gender differences in decision-making processes of individuals (Ndubisi, 2005). So the gender difference should be counted into the differentiated services area. Providing more differentiated services also can be an effective channel to improve the customer satisfaction.

Lovelock and Wirtz (2007) suggest that service strategy involve lots of service marketing activities that can help the firm gain more profitability. Providing differentiated service also should be involved in the service strategies. As what the managers said, it seemed that although the providers have done lots of work to improve their service quality, they try to meet the needs of customers, customers are not the same, they are individual parts. So there will be some different requirements from different customers, one way can not replace the others, so it is difficult to identify every customer’s need, what the provider need to do is to offer customers differentiated services and make different solutions. The systematic principle is necessary for the company. However, they also have to avoid constant serving procedure, encouraged to provide various services according to individual customers.

- *Scheduling to the workload rather than to workers’ traditional schedules.*

The managers may change their mind to organize work for the customers. Avoiding traditional schedule will make employees work better. They do not need to follow the traditional and constant schedule. Specific rules are necessary, but for the employees, they could also have their own way to work, be more innovative and flexible in thinking problems. Based on our study, lots of customers propose some services that are necessary for customers themselves, but the service provider cannot meet each customer’s need as soon as possible.
The service provider can schedule the workload to avoiding such kind of customer complains.

- **Empowering as many staffs as possible to deal with the problems and providing initial training on how to solve most common problems.**

Coleman (2004) suggests that changing an organization’s values toward power is a useful way to develop a highly empowered workforce. Because from the managers’ words, their company has completed system and rules for employees, they have good chance to acquire professional training classes. However, the company provides satisfied services, but they cannot get satisfactory replies form all customers. From results of questionnaires, the customers are satisfied with their professional service, but they are not so satisfied with the prompt service in solving problems. So the proper empowering for employees often makes them feel their managers assist and support them, in this way the company can also can improve the work efficiency. Traditional views of power as limited and involving overcoming resistance may seriously obstruct empowerment efforts (Dean and Haifa, 2006).

- **Customer segmentation and providing the characteristic services to customers.**

Avlontis et al. (2001) employ principal components analysis and cluster analysis to distinguish six types of service innovations: new-to-the-market service, new-to-the-company service, new delivery process, service modifications, service line extensions, and service repositioning. From this point of view, the service innovations should be including in the whole service process. Hsieh et al, (2013) propose classifying service innovation into five categories: new service concept, new customer interaction, new value system/business partners, new revenue model, and new organizational or technological service delivery system. This classification retains the traditional concept of service innovation but extends it from an internal system within the company to an external system with
partners. The service process not limited to the direct service provider extended to the customer interaction and the business partners. The value added through the whole service chain. In the company, service providers could add proper numbers of products in the store display, offer more chances for the customers to feel and experience the products, so that more customers will be attracted to be there. Moreover, the company can segment the customers based on the different service demand.

- **Proving customized services to customers.**

As Iran (2010) addressed that managers who seek to develop service standards may not succeed unless they are aware of the value of environmental differences between countries in terms of economic development, political ideology, cultural value system, and other culture-specific factors. So the service providers should develop the customized services to customer instead of providing the standards service.

As the marketing paradigm continues to shift toward a customer-oriented focus, the development of long-term relationships has received considerable attention (Payne, 1995; Williams and Attaway, 2003). According to different customers, the service providers need to get more communication with the customers, knowing customers ‘needs directly instead of thinking. If the service providers know what the customers really want, they could do better in providing satisfied services and win customer loyalty at the same time.
6. Conclusion

The aim of this section is to answer the research questions and present the outline of the whole research. This section is drawn from the purpose of the thesis, contribution of the thesis, implications and the limitations. The recommendation for future study is presented for the end of this section.

6.1 Research questions addressed

The objective of this thesis is to give a better understanding of the service quality and customer satisfaction. The authors choose a Chinese company called Xingya Technical Communication Company (XTCC) as the research company. We use interviews and questionnaires to measure the service quality and customer satisfaction. The authors addressed two research questions in this study. Research questions are as follows:

1. What service gap is there between service providers and customers?

2. How does the service company can improve their service quality?

The authors believe that the above questions have been fully answered in both the empirical study and the discussion sections. The authors gave the concluding remarks on each question below:

1. For this research, we used the SERVQUAL model to measure the service quality and customer satisfaction based on five dimensions (Reliability, Responsibility, Assurance, Empathy and Tangibles). We get the results from the comparison of the interviews and questionnaires. This study provides some positive and constructive proposal to make up the service gap ,and also provides preliminary results supported
by SERVQUAL model to measure the mutual interactions between service quality and customer satisfaction. Our study examines the relationship between service quality and customer satisfaction by various methods, SERVQUAL appears to be a consistent and reliable MODEL in control of our research. We choose Chinese market as our research object, because this market is evolving as quickly as it grows. We get the in-depth data on retail markets in China and the data covered the different sales performance and different sales channels. We also integrated those data to do horizontal and vertical contrast between the age difference and sexual difference. The research results are expected to provide guidance and reference for Xingya Technical Communication Company (XTCC). Service quality and customer satisfaction have been studied by the help of quality dimensions and some suggestions are offered for improving service quality for our target company and even for other service market. From our study, it has shown that the service gap between service provider and customers is the Differentiated service and the Service promptness. The customers’ demands continue to be increased, but the service providers do not meet those increasing demands, that is why there exist the service gap between the service providers and customers.

2. We give some suggestions at the end of the discussion section. They are as follows:

- **Providing differentiated services.**
  The service provider should provide various services according to individual customers, in order to gain more customer satisfaction.

- **Scheduling to the workload rather than to workers’ traditional schedules**
  Providing more flexible working time for customers, in order to make employees work better and reduce the customers’ complains.

- **Empowering as many staffs as possible to deal with the problems and providing initial training on how to solve most common problems**
Traditional views of empowering is limited and involving overcoming resistance, so the managers should provide the employees’ rights to solve the problem to meet the customers’ need as much as possible.

➢ *Customer segmentation and providing characteristic services to customers.* *(make it clear)*

Customer segmentation and providing the characteristic services to customers can help the company added the value through the whole service chain.

➢ *Providing characteristic services to customers*

Providing more differentiated services can also be an effective way to improve customer satisfaction.

Our suggestions have meaning for the target company, such as they should have strong concerns on their customers, pay more attention on the differentiated service, continually insist doing the improvement, improve the overall services quality management. In such competitive situation for all service companies, so the service provider should concern the whole service delivering process, not only for winning the customers’ satisfaction, but also the service providers should concern employees’ effective participation, update the management philosophy, and build the service recovery system. In the research, only one company is studied, but we hope we can extension our research in the same industry.

6.2 *Contribution of the thesis*

The authors believe that this work will help Xingya Technical Communication Company (XTCC) become more aware of the service quality and constantly update the service strategies to overcome the customer complain. At the same time, the target company could understand the customers’ needs and customer expectations during the service delivering process. The authors believe that the interviews and questionnaires
for investigating service quality and customer satisfaction could help the company maintain the sustainable development in the future. The research is related to the service providers and the customers, the results are analyzed from two aspects so it can objectively reflect the service actual situation.

6.3 Implications

This research contributed to the topic both on practical and theoretical. Therefore, the authors aim to use the theoretical foundations to measure the service quality and customer satisfaction. The authors try to use the service quality dimensions to examine the relationship between the service quality and customer satisfaction. After our survey findings it is clear that there is still a significant gap between the service providers and the customers. The differentiated service will be measured for the service industries. The authors also put forward suggestions for the company in order to help them improve the service quality. As students, we also get the opportunities to expand our practical knowledge and gain the real world experience from the target company-- Xingya Technical Communication Company.

6.4 Limitations and further research

We could not say that the research is comprehensive and systematic. Even the authors gave suggestions at the end of the discussion section. The inadequacy of the information was one of our shortcomings especially when researching about the theoretical literature part of this thesis. In this research, we just focus on one company; the results of the study cannot stand for the whole situation. In addition, the authors were limited by the short time allocation for this information collection and analysis to carry out the results, so the authors couldn’t get the general applicable suggestions for the whole services industry.
The topic of the relationship between the service quality and customer satisfaction is good and worth studying, but because of the limitations, the authors need to improve the work in the future. Therefore, there are suggestions for the authors’ future research.

Firstly, although this study focused on the relationship between the service quality and customer satisfaction, it would be better if this research includes the employees’ satisfaction. The employees’ participation will enrich the contents of this survey and also can complete the overall transfer process for the service.

Secondly, this research focused on one company. This is not enough, the authors need to collect more information from different companies and contrast the differences between them. In this way, the credibility of the survey will be higher. Finally, one further research can deal with the competitors to the target company in order to learn from others’ strength to overcome the weakness of the company.
References


Appendix 1—Outline Of Interview Questions

Questions to the managers:

1. How long have you worked in this company?
2. What are your responsibilities in your work?
3. How do you evaluate the service quality in your store?
4. How is the customer satisfaction in your store? In what kind of channels customers could come up with their feedbacks?
5. Based on the customers’ feedback, what is the relative efficient way to solve their requirements and suggestions?
6. During your work, what are the difficulties when the employees providing services to the consumers?
7. Do you have some useful strategies for improving service quality in your store?
8. Do you have any strategies to attract more new customers and continuously win the customers’ loyalty?
9. How do you train your employees? Will them have good chances to get the training?
10. How do you coordinate different customers’ requirement according to differentiated strategies?
Appendix 2 --- Questionnaires

Hello, everyone, we are MBA students from the University of Gävle in Sweden. We really need your help to answer some questions about the service quality and customer satisfaction for our master’s project. Our research company is the store which you are shopping, there is some questions and it will take you very few minutes to answer.

Thank you very much for your cooperation!

Section A——Basic information

<table>
<thead>
<tr>
<th>Your age</th>
<th>□19-29 □30-39 □40-49 □50-59 □older than 60</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>□Male □Female</td>
</tr>
<tr>
<td>How many times do you visit this store?</td>
<td>□first time □once / twice □many times</td>
</tr>
<tr>
<td>How often do you buy Apple products?</td>
<td>□First time □Some times □Often</td>
</tr>
<tr>
<td>How do you know this store?</td>
<td>□Recommended by friends □By yourself □Media publicity</td>
</tr>
</tbody>
</table>
### Section B  Service delivering process

<table>
<thead>
<tr>
<th></th>
<th>Poor □ 1 □ 2 □ 3 □ 4 □ 5</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Store location</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Modern-looking equipment</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Employees are neat in appearance</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Employees are consistently courteous with customers</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Detailed business introduction</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Problem-solving</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Service commitments</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Provider the services at the time they promise to do so</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Prompt service to customers</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Service effectiveness</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Professional services</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Satisfaction of personalized service</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Company gives customers individual attention</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Store display</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>After-sales maintenance</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Compared to the expected service</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Willing to recommend this store to friends</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Cost performances</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Enjoying shopping</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Attitude of after-sales</td>
<td>□ 1 □ 2 □ 3 □ 4 □ 5</td>
<td>Excellent</td>
</tr>
</tbody>
</table>


您好，我们是就读于瑞典耶夫勒大学 MBA 的学生。我们正在完成我的硕士论文，真诚地需要您的帮助，回答一些关于服务质量和客户满意度问题。你正在购物的这家店是我们研究的公司，这些问题仅需要花费您几分钟的时间。

非常感谢您的合作！

第一部分：——基本信息

<p>| 您的年龄 | □19-29 □30-39 □40-49 □50-59 □60 以上 |
| 性别 | □男 □女 |
| 您一共来过这家商店几次？ | □第一次 □一次/两次 □多次 |
| 您购买过本店产品的次数是多少？ | □第一次 □有几次了 □很多次 |
| 您是通过什么渠道了解到本店的？ | □朋友介绍 □自己发现 □媒体宣传 |</p>
<table>
<thead>
<tr>
<th>第二部分 服务过程评价</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>质量等级</strong></td>
</tr>
<tr>
<td><strong>门店选址</strong></td>
</tr>
<tr>
<td><strong>设备的现代化程度</strong></td>
</tr>
<tr>
<td><strong>员工着装的整齐美观</strong></td>
</tr>
<tr>
<td><strong>员工始终的彬彬有礼对待您</strong></td>
</tr>
<tr>
<td><strong>业务介绍详细</strong></td>
</tr>
<tr>
<td><strong>服务的承诺</strong></td>
</tr>
<tr>
<td><strong>提供了承诺过的服务</strong></td>
</tr>
<tr>
<td><strong>服务客户及时</strong></td>
</tr>
<tr>
<td><strong>服务的成效</strong></td>
</tr>
<tr>
<td><strong>服务的专业度</strong></td>
</tr>
<tr>
<td><strong>个性化服务的满足</strong></td>
</tr>
<tr>
<td><strong>对您有足够的关注</strong></td>
</tr>
<tr>
<td><strong>店面展示</strong></td>
</tr>
<tr>
<td><strong>售后服务</strong></td>
</tr>
<tr>
<td><strong>相比您预期的服务</strong></td>
</tr>
<tr>
<td><strong>愿意向朋友推荐这家店</strong></td>
</tr>
<tr>
<td><strong>性价比</strong></td>
</tr>
<tr>
<td><strong>享受购物</strong></td>
</tr>
<tr>
<td><strong>售后的态度</strong></td>
</tr>
</tbody>
</table>