The customer needs. The marketing research for a defined organization.

Bachelor thesis

Vedoucí práce
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Zbyněk Škrampal

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**Annotation**

My bachelor thesis provides a short look on problems of relationship among suppliers and customers applied on the company Škrampal s.r.o.

This thesis is divided into three basic parts. First part contains short introduction to marketing problems and marketing research, describes possible procedures and methods of marketing research processing.

Second part focuses on the aspects of practical application of marketing research, describes questions used in questionnaire, answers represented in graphs and conclusions deduced from them.

Third part evaluates information gained from research and suggests some solutions, which should ensure customers satisfaction and increase company's turn-over.

**Keywords:**
marketing research, phases of marketing research, marketing research in practice
Hereby I would like to thank to my bachelor thesis supervisor for helpful access and for advice given during writing this thesis. I also want to thank to Škrampal s.r.o. company owner, Mr. Zbyněk Škrampal, for providing all data needed and to all my family members for support.
I declare that I worked up my bachelor thesis independently and all literary sources were quoted correctly and fully.

In Humpolec, 10th May 2009 .................................................................

Zbyněk Šk rampal
1, Introduction

My bachelor thesis topic is “The customer needs. The marketing research for a defined organization”. The group of interest for me were the wholesales and installation companies who completed a contract with Škrampal s.r.o. The objective of the thesis is to get important information about the company from the customer's side and to increase effectiveness of the provided services.

The result of my work will be the statistical graphic overview of the answers, which should suggest which innovations should improve the relationship among the company and its customers. The results should also help keeping the current customers and obtaining of the new customers.

2, The marketing research

The emphasis in marketing is on the identification and satisfaction of customer needs. To learn customer needs, we need information about customers, competitors and other forces in the marketplace. In recent years, many factors have increased the need for more and better information, because many companies have become international, customers have become more affluent and sophisticated and also competition has become more intense. The task of marketing research is to provide relevant, reliable, accurate, valid and current information to management.[4]

Due to American Marketing Association's formal definition, “Marketing research is the systematic and objective identification, collection, analysis and dissemination for the purpose of improving decision making related to the identification and solution of problems and opportunities in marketing.”[1]

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Each phase of this process is important. At first we define the marketing research problem and determine what information do we need. Afterwards the relevant information sources are identified and a range of data collection methods are evaluated due to their usefulness. Data are collected and analyzed and inferences are drawn. Finally, the findings in applicable form are provided to the right people or department to be used for marketing decision making.[4]

Marketing research: A, Problem identification problem
- Market potential research
- Market share research
- Image research
- Market characteristics research
- Sales analysis research
- Forecasting research
- Business trends research

B, Problem-solving research
- Segmentation research
- Product research
- Pricing research
- Promotion research
- Distribution research[2]

2.1, The role of marketing research in MIS and DSS

All the gained information such as internal records becomes a part of the firm's marketing information system (MIS), which is formalized set of procedures for generating, analyzing, storing and distributing information to marketing decision makers. MIS is limited in the amount of information, because the information is structured and cannot be easily manipulated. To overcome these limitations, the decision
support systems (DSS) were developed. It is also an integrated information system that collects and interprets information for decision making but it differs from MIS in various ways:

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<thead>
<tr>
<th>MIS:</th>
<th>DSS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structured problems</td>
<td>Unstructured problems</td>
</tr>
<tr>
<td>Use of reports</td>
<td>Use of models</td>
</tr>
<tr>
<td>Rigid structure</td>
<td>User-friendly interaction</td>
</tr>
<tr>
<td>Information displaying restricted</td>
<td>Adaptability</td>
</tr>
<tr>
<td>Can improve decision making by clarifying raw data</td>
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<td>Can improve decision making by using “what if” analysis [2]</td>
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2.2, Marketing research suppliers and services

Marketing suppliers can be divided in 2 groups, internal and external.

Internal supplier is a marketing research department in company. It's place in organizational structure may vary. The best organization depends on marketing research needs. Internal suppliers often rely on external suppliers to perform specific tasks.

External suppliers are companies hired to supply marketing research data. Size of such firms depends upon range of services. Full-service suppliers offer the entire range of marketing research services. [2],[7]

2.3, Marketing research process

1) Problem definition – The researcher should take into account the purpose of the study, background information, what information is needed and how it will be used.

2) Development of an approach to the problem – It includes formulating an objective, preparing analytical models, research questions and identifying factors
that can affect the research design.

3) Research design formulation – It includes the procedures necessary for obtaining the required information. Purpose is to design a study that will test hypotheses of interest, determine possible answers and provide information needed for decision making.

4) Data collection – It involves staff that operates either in the field, as in the case of personal interviewing, from an office by phone or through mail.

5) Data preparation and analysis – It includes the editing, coding, transcription and verification of data.

6) Report preparation and presentation – the findings should be presented in a comprehensible format, they can be easily used in the decision-making process. Oral presentation to management should be made using tables, figures and graphs to enhance clarity and impact. [2]

3, Problem definition

Problem definition is one of the most important steps in the marketing research. First we have to find out what the management decision problem is and translate it into marketing research problem. It involves stating the problem and defining of all significant factors and circumstances. It's needful to convert problem into the form, in which we will be easily able to analyze it. We have to clearly formulate the questions of marketing research which should be answered later. Basis is to determine of which shall research take an account. Setting of different hypothesis can be the instrument. These hypothesis are prerequisite answers on questions. To make revision easier, objectives must be designed as close as possible. [4],[7]

4, Development of an approach to the problem

When management decision problem is translated into a marketing research problem, we can tell an appropriate approach is developed. The components of the approach consists of objective/theoretical framework, analytical models, research questions
hypotheses and characteristics or factors influencing the research design. [2]

**Objective/theoretical framework**
Research should be based on objective evidence and supported by theory. Objective evidence is gathered by compiling relevant findings from secondary sources. A theory is conceptual scheme based on foundational statements called axioms that are assumed to be true. By neglecting theory, the researcher increases the probability that he will fail to understand the gained data or be unable to interpret and integrate the findings of the project with findings obtained by other.

**Analytical model**
It's a set of variables and their interrelationships designed to represent some real system or process. Most common models are mathematical, verbal and graphical models. Mathematical models – specify the relationships among variables, usually in equation form
Verbal models – provide written representation of the relationships between variables
Graphical models – provide a visual picture of the relationships between variables

**Research questions**
Research questions are refined statements of the specific components of the problem. They ask what specific information is required with respect to the problem components. The theoretical framework and the analytical model play a significant role in the operationalization and measurement of variables specified by the research questions.

**Hypotheses**
Hypothesis is an unproven statement or proposition about a factor or phenomenon that is of interest to the researcher. It can be a statement about relationships between two or more variables as stipulated by theoretical framework or the analytical model.

**Relevant characteristics**
Factors, characteristics, product attributes or variables that may affect a research design. [2]
5, Research design formulation

5.1, Research design

It's a framework for conducting a marketing research project. The details of the procedures necessary for obtaining the information needed to structure or solve marketing problems are specified here. It typically involves the following steps:

1) Define the information needed
2) Design the phases of the research
3) Specify the measurement procedures
4) Create a questionnaire
5) Specify the sampling process and size
6) Specify a plan of data analysis [4], [7]

5.1.1, Exploratory research design

5.1.1.1, Primary versus secondary data

We can always choose between the sources of data needed for our marketing research. The basic disjunction is on primary and secondary data. Primary data are aggregated by the researcher for the specific purpose and the collection of primary data involves all six steps of marketing research. Obtaining of these data can be expensive and time consuming. On the other side secondary data are data which have been collected for other purposes, even by other researchers. These data can be gained quickly and inexpensively, for example from specialized media, Internet or from other departments of the company. Disadvantage is the limited usefulness of these data, because they were collected for purposes other than the problem at hand.[2]

5.1.1.2, Exploratory research design: qualitative research

Like secondary data, qualitative research is a major methodology used in exploratory
research used for defining the problem or to develop an approach (there it is often used for generating hypotheses and identifying variables, that should be included in the research). The main difference between qualitative and quantitative research: Qualitative research provides insights and understanding of the problem setting, whereas quantitative research seeks to quantify the data and (usually) applies some form of statistical analysis. Sometimes qualitative research is undertaken to explain the findings obtained from quantitative research.[2]

5.1.2, Descriptive research design: survey and observation

Descriptive research has as its major objective the description of something, usually market characteristics or functions. Survey, or communication, methods can be divided in three basic groups, so take a look on them at large.[2],[7]

1. Telephone methods:
   - Traditional telephone interviews – Involve phoning a sample of respondents and asking them a series of questions, the interviewer uses a paper questionnaire and pencil, now it's out of date method
   - Computer-assisted telephone interviews – Uses a computerized questionnaire administered to respondents over the telephone, interviewer wears the headset and records the answers directly into the computer[2]

2. Personal methods:
   - Personal in-home interviews – Respondents are interviewed in their homes, the interviewer contacts the respondents, ask the questions and record the answers. For its high costs, this method dribbles out, but it is still used by some companies.
   - Mall-intercept personal interviews – Respondents are intercepted when shopping in malls and are brought to test facilities in the malls. It's more efficient for interviewers, and the respondent can see, taste or test the product before he
provide meaningful information.

- Computer-assisted personal interviews – Respondent answers the questionnaire directly into the computer using mouse and keyboard and user-friendly computer application. Used by an amount of companies undertaking on the Internet.[2]

3. Mail methods:

- Mail interviews – Questionnaires are mailed to preselected potential respondents. The package usually consists of the outgoing envelope, cover letter, questionnaire and return envelope. This method is also out of date due to its high costs and low efficiency.

- Mail panel – Consists of large, nationally representative sample of households. They agreed to participate in periodic mail questionnaires, surveys and tests and are compensated with incentives.[2]

5.2, Measurement and scaling

5.2.1, Fundamentals and comparative scaling

Measurement is assigning numbers to characteristics of object according to certain pre-specified rules. In marketing research we use numbers for two reasons. One is that numbers allow us to use statistical analysis of the resulting data and the second reason is numbers make easier the communication of measurement rules and results. The assignment process must be isomorphic: there must be one-to-one correspondence between the numbers and the characteristics being measured.

Scaling may be considered an extension of measurement, it involves creating a continuum upon which measured objects are located.[2]

There are four primary scales of measurement:

1) Nominal scale – It's a figurative labeling scale where numbers serve only as labels for identifying and classifying objects with a strict one-to-one
correspondence between the numbers and the objects.

2) Ordinal scale – It's a ranking scale in which numbers are assigned to objects to indicate the relative extent to which some characteristic is possessed. It is possible to determine whether an object has more or less of characteristic than other.

3) Interval scale – Numbers are used to rank object such that numerically equal distances on the scale represent equal distances in the characteristic being measured.

4) Ratio scale – This scale allows the researcher to identify or classify objects, rank order the objects and compare intervals or differences.

Comparative scaling techniques:

1) Paired comparison scaling – The most popular scaling technique in which a respondent is presented with two objects at a time and asked to select one object in the pair according to some criterion. The data obtained are ordinal in nature. Useful when number of brands is limited.

2) Rank order scaling – Respondents are presented with several objects simultaneously and asked to order or rank them due to some criterion. This is also comparative in nature and also results in ordinal data.

3) Constant sum scaling – Respondents are required to allow a constant sum of units such as points, dollars or chits among a set of stimulus objects with respect to some criterion. It depends on which attributes are preferred by respondent.

4) Q-sort scaling – Developed to discriminate among relatively large number of objects quickly, it uses a rank order procedure to sort objects based on similarity with respect to some criterion.

5) Other procedures – Magnitude estimation, verbal protocols,... [2]

5.2.2, Non comparative scaling techniques

Respondents using a non comparative scale can use random rating standard which seems to appropriate to them. Object is not compared to another or to some specific
standard and only one object is evaluated at a time.

Non comparative techniques are:

1) Continuous rating scale – Respondents rate the objects by placing a mark at the appropriate position on a line that runs from one criterion extreme to another. The form of evaluation may vary, but graphic rating scale is most frequent.

2) Itemized rating scale – a scale having number of brief descriptions associated with each category, which are ordered in terms of scale position. Respondents choose the category that best describes the object being rated.
   a) Likert scale – It has a five degree range from “strongly dislike” to “strongly agree” and respondent mark the degree of agreement or disagreement.
   b) Semantic differential scale – It's a seven-point rating scale, end points are associated with bipolar labels (cold x warm, powerful x weak).
   c) Stapel scale – Usually vertically presented scale, that use single adjective in the middle of an even-numbered range of values.[2]

Because these non comparative itemized rating scales can take many different forms, we as a researchers must make six major decisions when creating one of these scales:

1) Number of scale categories – Optimal number of categories is between five and nine

2) Balanced x unbalanced scale – The number of favorable and unfavorable categories is equal, in an unbalanced the number is unequal.

3) Odd or even number of categories – Odd number of categories usually means the middle position of the scale is neutral, even number don't have any impartial position.

4) Forced x unforced choice – When forced rating scale is used respondent is forced to express his opinion, non forced scale includes a no opinion category.

5) Nature and degree of verbal description – An argument can be made for labeling
all or many scale categories. The category descriptions should be located as close to the response categories as possible.

6) Physical form of the scale – At first the number of options should be tried and the one that best fits our requirements should be selected.[2]

5.3, Questionnaire and form design

Questionnaire is a formalized set for obtaining information from respondents. Usually it consists of a series of questions, written or verbal, that a respondent answers. But it's usually only one part of a data collection that might include field work procedures, some reward or payment offered to respondents or communication aids (maps, pictures, products, return envelopes). Any of questionnaires have three specific objectives:

1) It must translate the information needed into a set of questions that respondent can and will answer, usually two ways how to obtain the same information ends in different information gained.

2) It must encourage respondent to cooperate and complete the interview, because incomplete interviews have limited usefulness, researcher should try to minimize respondent tiredness and boredom to preclude incompleteness and nonresponse.

3) It should minimize the risk of error occurrence.

Because there are no scientific principles, the biggest weakness of questionnaire design is lack of theory, basic work on the field is still Stanley Payne's The art of asking questions published in 1951. Rules contained can help researcher to avoid major mistakes. Questionnaire design as a series of steps is presented below.[2],[7]
6, Data collection

Researcher has only two major options if he don't want to collect marketing research data by himself. First is to settle his own group, team or organization or he can contract with a field work agency. Any way data collection involves the use of field force, either in the field, or from an office. The field workers usually have some background or training how to collect data.

6.1, Selecting field workers

It's the first step in process. Researcher should set job specifications for the project, decide what characteristics and qualities the field worker should have and recruit such people.

6.2, Training field workers

Quality of the field worker is critical to the quality of data collected, so the field workers have to gain some specific skills, they should by able to:

1) Make initial contact – It often determines about cooperation or the loss of potential respondents. Worker should be trained to make opening remark that will convince potential respondent to cooperate.
2) Ask the questions – Training in asking can yield high dividends in eliminating sources of bias.

3) Probe – It helps respondents to focus on specific content and provide only relevant information.

4) Record the answers – The same format should be used. In case of structured questions, interviewer should reflect respondent's answer by checking the right box in questionnaire. In case of unstructured questions, the rule is to record the responses verbatim.

5) Terminate the interview – After all the information is obtained, interviewer should answer respondent's questions about the project and it is very important to appreciate respondent and of course don't forget to thank him. [2]

6.3, Supervising field workers

It means making sure that they follow procedures and techniques in which they were trained.

1) Quality control and editing – It's needed to check the field workers if the field procedures were properly implemented, discuss problems with them, collect questionnaires daily and control whether questionnaires are complete and also check the work hours and expenses.

2) Sampling control – Field workers must follow strictly the sampling plan, otherwise the results are not truthful. We should control the number of calls made and try to learn how many of respondents weren't at home, who refused and who completed the interview in general and also for each interviewer.

3) Control of cheating – Interviewers sometimes tend to falsify parts of questions or the entire questionnaire. Cheating can be minimized only by proper training, supervising and validating of field work.

4) Central office control – It involves tabulation of quota variables, important
demographic characteristics and answers to key variables. [2]

6.4, Validating field work

It means to verify field workers interviews, supervisors call 10 to 25% of respondents and ask them about the length and quality of interview, reaction to the interviewer and basic demographic data, subsequently these information are cross-checked against the information reported by the interviewers.[2],[7]

6.5, Evaluating field workers

The evaluations should be based on the criteria of cost and time, response rates, quality of interviewing and quality of data. These criteria should be communicated during training. Field workers should be provided with feedback on their performance.

1) Cost and time – Field workers can be compared in terms of the total cost per completed interview.

2) Response rates – It's important to monitor response rates and help if these rates on a timely basis are too slow. At the end, different field workers' percentage of refusals can be used to identify the better workers.

3) Quality of interviewing – The supervisor must directly observe the interviewing process, either in person, or the field worker record interview on some media (tape, mp3).

4) Quality of data – Quality of data should be evaluated through indicators such as legibility of data, following of instructions, no responses occur rarely, unstructured questions recorded verbatim, etc...[2]
7, Data preparation and analysis

Data preparation

The data preparation process is guided by the preliminary plan of data analysis that was formulated in the research design phase. At first we have to check questionnaires for completeness and interviewing quality. Problems in meeting sampling requirements should be identified and corrective action should be taken before editing. Editing is the review of the questionnaires with the objective of increasing accuracy and precision. Unsatisfactory responses are often handled by returning to the filed to get better data, assigning missing values or discarding unsatisfactory respondents. Next step is coding, which is assigning a code (usually number) to each possible response to each question along with the data record and column position that the code will occupy. Book containing coding instructions an the necessary information about variables in the data set is called codebook. Transcribing data means transferring the coded data to computers by keypunching, in this phase errors can occur and it is necessary to verify data set for keypunching errors. For data verifying a verifier machine and a second operator are used. Other way is to use optical scanning and recognition computer application. Afterwards we have to clean data, which means we must check the consistency and treatment of missing responses. The checks at this stage are more extensive, because they are made by computer. Procedures for statistically adjusting the data are not always necessary but can enhance the quality of the data analysis. It consists of weighting, variable re-specification and scale transformations. Last step is selecting a data analysis strategy. It should be based on the earlier steps of marketing research process, known characteristics of the data, properties of statistical techniques and the background of the researcher.[1],[4],[7]

Frequency distribution, cross-tabulation and hypothesis testing

1) Frequency distribution – It's a mathematical distribution whose objective is to
obtain a count of the number of responses associated with different values of one variable and to express these counts in percentage terms.

2) Cross-tabulation – A statistical technique that describes two or more variables simultaneously and results in tables that reflect the joint distribution of two or more variables that have a limited number of categories or distinct values.

3) Hypothesis testing – Basic analysis invariably involves some hypothesis testing, several steps are needed. [2]

Analysis of variance and covariance

1) Analysis of variance – A statistical method for examining the differences among means for two or more populations.

2) Analysis of covariance – It includes at least one categorical independent variable(factor) and at least one interval or metric-independent variable(covariate).[2]

Correlation and regression

Correlation

1) Product moment correlation – Summarizing the strength of association between two metric variables.

2) Partial correlation – Measure of the association between two variables after controlling for the effects of one or more additional variables.

3) Non-metric correlation – Measure for two non-metric variables that relies on rankings to compute the correlation.[2]

Regression

Regression analysis is a statistical procedure for analyzing associative relationships between a metric-dependent variable and one or more independent variables.

Known regressions: bivariate regression, multiple regression, stepwise regression,
regression with dummy variables

**Discriminant analysis**

It's a technique for analyzing data when the criterion or dependent variable is categorical and the predictor or independent variables are interval in nature.

Discriminant function – The linear combination of independent variables developed by discriminant analysis that will best discriminate between the categories of the dependent variable.

Two-group discriminant analysis – The criterion variable has two categories.

Multiple discriminant analysis – The criterion variable involves three or more categories.

**Factor analysis**

It's a group of procedures primarily used for data reduction, and summarization.

Independence techniques – A multivariate statistical technique in which the whole set of interdependent relationships is examined.

Factor – Underlying dimension that explains the correlation among set of variables.

**Cluster analysis**

Group of techniques used to classify objects or cases into relatively homogeneous groups called clusters. In each cluster are gathered objects which tend to be similar to each other and dissimilar to object in other cluster.

**Multidimensional scaling (MDS) and conjoint analysis**

Multidimensional scaling – A group of procedures for representing perceptions and preferences of respondents spatially by means of a visual display. Relationships among stimuli are represented as a geometric relationships among points in a multidimensional space.

Conjoint analysis – A technique that attempts to determine the relative importance consumers attach to salient attributes and the utilities they attach to the level of
attributes. Analysis relies on respondents' subjective evaluation, same like multidimensional scaling.[2]

8, Report preparation and presentation

The report and its presentation is as important as all the previous parts of marketing research. It serves as a historical record of the project. Management decisions are often guided by the report and the presentation. The quality of entire project is evaluated on the basis of the written report and oral presentation by many marketing managers. Before writing the report, the researcher should discuss the major findings, conclusions and recommendation with key decision makers, because it must meet the client's needs and be ultimately accepted.[2],[7]

Report preparation

Report format

Every report is unique, but there are some rules and forms for writing it. The following elements are intended as a guideline from which the researcher can develop a format for the research project.

I. Title page – title of report, information about the researcher and the client

II. Letter of transmittal – summarize researcher's overall experience with the project

III. Letter of authorization – client authorizes researcher to proceed with the project

IV. Table of contents – should list the topics covered and the appropriate page numbers

V. List of tables

VI. List of graphs

VII. List of appendices
VIII. List of exhibits

IX. Executive summary – should concisely describe the problem, approach, and research design adopted

X. Problem definition – gives the background of the problem

XI. Approach to the problem – the process of developing an approach should be described

XII. Research design – the details of how the research was conducted

XIII. Data analysis – should describe the plan of data analysis and justify used strategy and techniques

XIV. Results – the results should be organized in a coherent and logical way

XV. Limitations and caveats – should be written with great care and a balanced perspective

XVI. Conclusions and recommendations – recommendations can be made on the basis of the results and conclusions

XVII. Exhibits [2]

Report writing

A report should be written for the marketing managers who will use the results, but avoid the technical jargon, if used briefly define the words in an appendix. It also should be easy to follow, structured logically and written clearly and it should have presentable and professional appearance. Reinforce text with graphs and tables.

Guidelines for tables

Every table should have a number and a title, clearly stated basis or units, explanations and comments if necessary and the sources of data contained if secondary data are used.

Guidelines for graphs

Graphical display of information can effectively complement the text and tables to
enhance clarity of communication and impact. Various types are used, always depends on the type of project, but pie charts and line charts are the most common.

**Oral presentation**

Presentation to the management will help understand and accept the written report. The presentation have to be prepared and rehearsed several times before it is made to the management. Use tables, graphs, charts displayed with a various media. It is important to maintain eye contact and to interact with the audience during the presentation, which should be made interesting and convincing with the use of appropriate examples, experiences and quotations.[2]
9, Practical application of marketing research

In this practical part I will deal with information and short analysis of Škrampal s.r.o. company and with specific marketing research fully-fashioned for this company. I prepared it in cooperation with company management. This kind of information obtaining is used for the first time. Managements' remarks on marketing research process and tips for questions reflected concern over gaining as much information about customers as possible. As a most important factor was meant, that a research will provide feedback results and conclusions which will be applied in areas concerned with company's activities as soon as possible.

9.1, Something about Škrampal s.r.o. company

Zbyněk Škrampal started carrying business in 1992 as a business representative of importer of American plastic pipe system NIBCO for distribution of potable water. Later thanks to boom in Czech Republic he became the seller of this products. The sales gradually grew up, so the own storage area for at least the basic components of system was needed. In the middle of 90's he moved to Humpolec, where the space in rented building near the railway station was sufficient. Zbyněk Škrampal employed more people, because it was impossible to serve it all in one person. In context of customer's demands, the assortment extended with water installation stuff. Further the cooperation with several big business partners was started and thanks to their expanding services, the company began to offer new goods. In the process the storage capacity was not adequate, co Zbyněk Škrampal had to look for a new space. Such an area was found near to existing place of work, on a land with total area of 2000m², where the company is settled up to the present day. In 2003 company transformed into Škrampal Velkoobchod s.r.o. (Ltd.) and at the and of 2007, trade name changed to Škrampal s.r.o.

In present days Škrampal s.r.o. employs 6 people, who have clearly stated positions.
Company turn-over ranges in tens of millions Czech crowns. Company offers full services from price offers to consultancy. In cooperation with some customers who work analogous to local representatives of our company we can act in entire Czech Republic. Great advantage is a location of Humpolec (The city for business award 2008) in the middle of Czech Republic, moreover very close to D1 highway. So the transportation to customers is very fast due to our fleet or PPL, DHL, DPD or Czech Post services.

Šk rampal s.r.o. company represents these companies as a regional representative:

Nibco Sp.z o.o.
Chaffoteaux

Significant cooperation is established with these brands:

Purmo
DAB
Jika
Giacomini
Dyka
DZD Dražice

Now I would like to shortly describe single brands in detail.

Nibco Sp.z o.o.

The American company developing and producing PVC plastic pipe system for drinking and service water for more than 100 years. Mainly used in industrial installations. The
advantage is speed of installation, the disadvantage is the price.

Chaffoteaux

The French producer of gas boilers. These boilers are offered in several performance ranges and several types and are used to single-family house warming.

Purmo

The worldwide producer of wall panel radiators. It differs from other products on the market by design. Heat outputs are on common level of competitors.

DAB

The Italian producer of pumps. Best selling products are circulating pumps, bore hole pumps and pumps for industrial application.

Jika

Traditional Czech producer of sanitary ceramics. Produces everything for bathrooms, from wash-basins and toilets to bathroom furniture, all is in several design lines of course.

Giacomini

The Italian company producing a range of high quality ball valves for water and gas installations and for underfloor heating.

Dyka
The Dutch producer of PVC pipes and fittings for sewage water (HT and KG system) and drainage pipes.

DZD Dražice
The well-known Czech producer of electric and combined boilers.

9.2, Marketing research

9.2.1, Information specification

Before getting the primary information, which are directly concerned with marketing research, it was very important to get the secondary information. The most of information I got due to my several longer workings in the company and everyday communication with customers and from information and accounting system.

Šk rampal s.r.o. cooperates with wholesales and installation companies in entire Czech republic. I sent my questionnaires to the head buyers. I chose a method of e-mail questioning and that was the way how I got the primary information.

9.2.2, Definition of data collection

Exact specification of information needed preceded to setting a method for data collection. For primary data collection I chose the combination of e-mail and letter questioning. The main reason for selecting e-mail questioning method was its advantage against the other methods. This method is more effective and faster than other. Using didn't require printing of questionnaires and save material and postage expense. Other plus is I could address the person I needed to fulfill the questionnaire. Sending a letter with questionnaire and transmittal letter was necessary when the customer didn't have an e-mail address. At the beginning I hesitated between using e-mail method and
personal interview method, but the second one wasn't acceptable because our business partners from various parts of Czech Republic, so visiting of them would be very time-consuming and expensive, similarly the phone interviewing wasn't acceptable.

E-mail and post addresses I gained from internal company sources or due to phone asking. Some of head buyers are used to send their orders via e-mail, so it was no problem to get their addresses. Formation of e-mail questionnaire was more complicated, because I had to formulate the question as exactly as possible to minimize the risk of misunderstanding. These questionnaires were made in Microsoft Word program. The respondents should encircle the answers or highlight alternatively, if questionnaire were printed.

Before questionnaire formation, the requirements of research had to be identified. Transmittal letter that was a part of the questionnaire contained explaining the reason of the research and plea for completing the questionnaire till stated date. The e-mail method enabled me to involve the entire sample of respondents in one day.

**9.2.3, Designing the project of research**

Designing the project of research became the basis for realization and control. The purpose of study, goals and method are introduced in previous clauses.

Time schedule of the research:

- **Period 1 (20.2.-8.3.2009)** – preparing of the project, forming of the questionnaire, gaining of specific e-mail addresses
- **Period 2 (9.3.-20.3.2009)** – realization of the research, collecting of primary data
- **Period 3 (21.3.-30.4.2009)** – final phase, information analysis, results
9.2.4, Data collection

This phase was the most complicated. The distribution of questionnaires was carried out by information system of Škrampal s.r.o., that enabled the questionnaires were delivered immediately or during 24 hours. When sending three errors occurred. In two cases I had wrong e-mail addresses so the answer of system supervisor warned me it was not possible to deliver the message due to permanent error, recipient unknown. And in one case the respondent had temporarily full mailbox, several hours later it was no problem. Finally in nineteen cases I had to send a questionnaire through post services, the customers didn't have e-mail addresses.

After elapsing the demanded term I received nearly half of the questionnaires. During my working hours when communicating with customers I also mentioned the questionnaires. The reasons for not sending in time were different. In most cases customers didn't still had time to fill it up, they were out of office or simply forgot it. Filled questionnaires were send back via e-mail or by fax.

9.2.5, Processing, analysis and presentation of results

When processing and analyzing of the information I went ahead along the steps mentioned above. The gained data are written down into tables and for better illustration are also figured in graphs which are described in detail. Structured questions had several options of answers, unstructured questions required respondents to express their own attitude. To process all gained data the Microsoft Excel program was used.

Questionnaire for head buyers

Return of the questionnaires was 80% that is 52 returned from 65 sent. I considered this 52 pieces as initial for satisfying our customers, because all addressed respondents had a chance to express their opinion. Now look at the processing of particular questions.
Processing of results is conceived as a question, its explanation with answer options (if possible), which were available. Further the analysis to each question is added. The tables are shown in appendix C in data format “Table x” when x indicates the question to that belong.
Question 1: Are you satisfied with dealing with your particular orders?

The purpose of this question is to find out how are our customers satisfied with dealing with their orders in general.

Graph 1:

Description:
The majority of respondents (42%) are satisfied with the way the company handle with their orders. The number of 37% are neutral and the rest (21%) are not satisfied with the handling with orders.
Question 2: Are you satisfied with the speed of order confirmation?

The confirmation of the delivery date is a job of business department. The order is received and processed there. It means to input it into the information system. The distance between accepting the order and its confirmation is usually one day at the most. It always depend on the nature of goods ordered. On a day of expedition it is sent to warehouse, where the goods are delivered from warehouse. If some item is missing, the business department let customer know about the term when the goods will be supplied.

Graph 2:

Description:
From the data visible in graph we can say 73% of respondents are satisfied with order confirmation, 21% are neutral and 6% are dissatisfied.
Further the additional unstructured question “What term would be convenient for you?” was answered by 40 respondents. From the answers results that 52% is satisfied with the term of 24hours. For 35% this term is too long and need these information faster. The rest (13%) stated the term longer than usually is that is surprising and indicates communication errors between business department and customer.
Question 3: Are you satisfied with delivery terms?

This question helps us to imagine which delivery terms are acceptable for our customers and which are not. The delivery date can be advanced by supplier for a various reasons in range of days, sometimes in a range of weeks. The business department have to inform the customer about this situation and consult with him if he will wait for a goods or try to buy it elsewhere. This situation principle occurs in case of special setting of nature of demanded goods (special color or special equipment) or in case of a goods which has to be ordered from foreign countries, because is not available in Czech Republic.

Graph 3:

![Pie chart showing responses to delivery satisfaction]

Description:
The graph shows 77% satisfied respondents, 21% unsatisfied and 2% neutral.

In additional question “What delivery term would optimally satisfy you?” 35 respondents answered. Most frequent answer was they are satisfied if the goods come in 2-3days. That's not problem if goods are in stock. In that case customer can pick up goods in warehouse or we can drive it to customer, so transfer in several hours is not
problem. When the customer is not local, the transfer from company to customer lasts usually 24 hours if sent via express parcel services (PPL, DPD). If goods are not in stock, its dispatched immediately after receiving from supplier.
Question 4: Are you satisfied with the information provided on the telephone?

Question asks if the respondents are satisfied with the activities of business department that on the telephone provides the information about actual quantities of commodity stuff, about prices and their changes and price ranges, about delivery terms, about order fulfillment and also technical consultancy and advice to various needs.

Graph 4:

Description:
This question shows the information provided on the telephone are very important in fixing of the relationship between company and customers. Only one respondent expressed negatively. In additional question “What improvement do you suggest?”, 3 respondents answered, the technical knowledge and professional skills of officials in charge should improve, next 2 respondents think the information obtaining should last shorter time.
**Question 5: If you don't get goods in demanded term, you will...**

This question is very important for the company because of the rivalry and provide the look into customer's mind. Always can happen you will be late with delivery and this question may help to learn the customer's attitude. If he is loyal or if he decide to buy elsewhere. This mainly depends on the customers position, if he hurries or not because if he hurries, he can remain loyal, but extraordinarily have to buy elsewhere.

**Graph 5:**

![Pie Chart]

**Description:**

The amount of always loyal respondents is 27%, they will stay loyal for several reasons: they putted in a bid, so they have to keep the price and if they don't have a contract with our rivals, they will not be able to keep promised prices, other case is the customer owes in couple shops, so he will not be able to buy it elsewhere, last reason is the time aspect, because some of our customers don't tell the termination date so they are not pressed by the time and can wait longer.

The number of rest respondents is the possible number of lost customers. Every time we are not able to serve the customer properly increases the risk of customer's loss.
Question 6: Do you claim the goods package often?

This is a question aimed on the satisfaction with package delivering and fullness of the package. It means whether in delivery dispatched from Škrampal s.r.o. are not any items missing, changed or redundant. In such case, complaint occurs. This have to be solved in specified way. The package have to be checked up immediately after receiving. When goods is driven by out driver, letter of dispute must be written up in the presence of our driver. Otherwise have to be sent by fax or e-mail. The items will be physically re-counted on the stock and compared with data from information system. It determines if the complaint is legitimate or not.

Graph 6:

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>79%</td>
<td></td>
<td>2%</td>
<td>2%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Description:
Eighty-seven percent of respondents have no problem with claims. The rest have some. In additional question “How often?” the answer like “Never” or “Rarely” appeared. In one case the answer “Nearly in every delivery” was written down.
Question 7: Do you like the design and color scheme of company web sites?
This question is aimed on the design of the company web sites. Since the beginning, the web sites were created as a further information source for the current and especially for the new possible customers. The color scheme reflects the basic colors used in logographer (blue and gray color). The web sites are continuously edited and filled in and in the presently the entirely new pages are being prepared by external company. The company would like to apply the information gained from this research.

Graph 7:

Description:
Apparently the existing web pages are comfortable at sight, because 65% of respondents expressed this opinion. 15% dislike it and 20% is neutral. The problem is the design of web pages is very subjective thing. The rule is to create moderate design with the elements of company identity.
**Question 8: Do you think the web sites are well-arranged?**

Very important thing is layout of particular elements of the web sites, everything should be as expected and common is. There is no space for experimentation. The usual place for navigation bar is at the top or at the left side of the pages. This bar should contain such an item as: About company, News, Assortment, Services, Contact, Download, possible items are Career and E-shop for example. This can be supported by the font set or color used.

**Graph 8:**

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>13%</td>
</tr>
<tr>
<td>Agree</td>
<td>52%</td>
</tr>
<tr>
<td>Neutral</td>
<td>25%</td>
</tr>
<tr>
<td>Disagree</td>
<td>12%</td>
</tr>
</tbody>
</table>

Description:

The results shows that 62% are satisfied with web pages layout. But 23% are not, it means nearly quarter have problems with orientation in the pages and the other quarter is neutral. The objective is to have as much satisfied customers as possible, otherwise the informational purpose of web pages is lost.

In additional question “How would you change the web sites?” 7 people said, the pages should be optimized for higher resolution and for various Internet browsers. Other 4 people said, the navigation bar is uselessly small and can be easily glanced. Next 3 of them expressed the bar should be better highlighted.
**Question 9: Are you satisfied with number of provided information?**

This question should help to find out whether the information provided by web sites are sufficient or not. Seeing that the primary function of web sites is informational, we try to provide as much information as possible in the current conditions. The most important information is Contacts section, further the Assortment, Services and Download sections.

**Graph 9:**

![Pie chart showing satisfaction levels](image)

**Description:**

We were pleased to learn that customers are mainly satisfied with the level of provided information and the negative backwash was low. On the other side in question “What would you improve?” a lot of people answered they would improve the structure of information about the products that we offer. Separate them better according to their application.
Question 10: Would you embrace the implementation of the e-shop?
This is the most important question of this part of questionnaire aimed on web sites. The e-shop service is very common today, but there is several problems to be able to run it. At first company have to extend the line of business that is an administrative problem and have to implement current information system to provide actual information in e-shop. That requires skilled external company to ensure the verity of information and to provide easy and fast maintenance of this system. Last but not least is the price of such a system.

Graph 10:

Description:
The customers today are used to buy goods on the Internet, 86% of agreeing respondents clearly indicated it. The rest obviously don't trust to this way of shopping or have no experience.
Question 11: Would you appreciate a special bonus for shopping on e-shop?
Because the Internet shopping through the properly set e-shop would decrease the cost of communication and ease the work for our employees, we can try to encourage our customers by giving them a bonus for each Internet purchase. The question is what bonus and for what price level.

Graph 11:

Description:
As expected nobody would have a problem with getting a bonus to their Internet purchases. This is no surprise. But in additional question “What would it be?” respondents had a space to express what kind of bonus would they expect. 38 respondents answered and the answers were various. The majority (25 respondents) said that they would expect higher rebate percentage, it means they would buy goods cheaper through the e-shop. Another idea of 8 respondents was to add a gift to each purchase, at best the gift relating to the subject of purchase.
Question 12: Would you be touted by occasional e-mails with news and special actions?

This service is called newsletter and in Czech republic is set by operation of law that we must have an approval of every person we want to add to this newsletter service. To obtain the approval we have to carefully find out, if the respondents would be interested in information, new price-lists and special actions. Afterwards we can offer this service on our web pages.

Graph 12:

![Pie chart showing responses to Question 12]

Description:

Apparently from the results 71% would not be touted by this newsletter service. It's not bad, the rest of respondents expressed neutral or negative attitude to this service. They probably have a bad experience with Spam. Our task is to persuade them of the usefulness of this service.
9, Results and recommendations

Let's take a look at particular questions and its analyses to be able to draw general conclusions.

Ad question 1: From the answers ensues the majority of respondents are satisfied with the dealing with their orders. We also have to make a difference between winter season (from November to April) and peak season (from May to October). The majority of customers leave the order to the last-minute. In that case can happen the demanded products will not be in stock or only in low number and the delivery term will prolong. We try to prevent this problem by increasing of stock reserves (according to our financial or capacity possibilities). That leads to higher satisfaction of the customers. Another possibility is to follow the particular steps of negotiation with the customer and communicate with him continuously and eliminate the delivery delay.

Ad question 2: Respondents are generally satisfied with confirming the delivery terms. They want to know delivery terms in several hours to inform their customers on time so they can faster decide whether they will wait for the product or choose another one with similar character with shorter delivery time if it is possible. Providing this information improve the relations between the company and the customers, because they know the company take care of them. Possible improvement could be to offer alternative products immediately, when the demanded products is not in stock to not worry them about it. It would mean to find another product according to entered parameters and attributes from another producer, to find out the delivery term and offer it to the customer when announcing the delivery term confirmation.

Ad question 3: Some delivery terms are too long for respondents, so sometimes they can loose their customers, which take advantage of rivalry. For that reason company should establish cooperation with more suppliers to ensure well-timed delivery with
similar business conditions. Further the more suppliers we have the probability of obtaining the certain product is higher even if the manufacturer do not have the product made, because they can have product in the stock by accident. Next possibility is to deal directly with the manufacturer with permission of our suppliers in critical cases. That can hurry deliveries within couple days which are commonly needed for transportation. In practice the thing is we omit one or more stages of the process.

**Ad question 4:** The answers showed 81% respondents are satisfied with the information provided on the phone on current level. In majority cases it is information like term of goods sending, the method of transportation to the customer, amount of product in the stock, price ranges or information about technical parameters and characteristics. The knowledge of goods and its range can be continuously increased by trainings and courses. The next possibility could be setting-up of toll-free phone line (antecedent number 0800-...) that would be served by one of skilled employees among labor service. The question is if this phone line would pay off.

**Ad question 5:** This question showed the loyalty of our customers. The ratio between the loyal and disloyal customers is more than 1:3. The situation when the customer don't get his demanded goods in term simply occurs and this situation is unpleasant for both sides. Here is several reasons: the product characteristics are very specific so it's not common product or must be ordered abroad and customer have to wait longer, this situation can be predicted. Next situation is the product is common but our suppliers are not able to deliver it in time. It is usually caused by human mistake and is unpredictable. Only way how to minimize this risk is to communicate continuously with suppliers and ensure the proper delivery. Next reason is the communication mistake between employee and our customer through the ordering process. The appropriate employee can misquote the delivery term or the product. The way how to precede it is consequential harking and affirmation of recorded data.
Ad question 6: Due to answers on question 6, respondents sometimes meet with the claim on incomplete or wrong delivered package. This effect should be minimized by consequential or double checkout of sent goods. The question is if it is possible with number of current employees or if it would be necessary to accept new worker. In practice one person would deliver the goods from warehouse according to delivery note and before sending carry out second check or this check would do another person. Other possibility is to communicate as much as possible with the customers to get precise product description to minimize the risk of replacement with other product. Next way is to inform the customer about the package number. He could monitor the trace of the package and be able to call the express service operator if any problems occurs and know immediately what's up with his goods.

Ad question 7: Answers to this question showed us that the color scheme and design was set relatively well. The web sites colors are blue and gray in various tones and express the belong to the company and its culture. So the colors will stay as they are. The other side is the design of the web sites which is very subjective and can hardly fit to everyone. Web sites represents the company so it's necessary to hire an external company to create it, of course after consultation with company management. There are several rules which should be kept to obtain standard web pages. The experimentation is not recommended. It's common the company proposes several motions and one of them is chosen and eventually modified. The practice is also the external company offers additional services like web hosting and sufficient number of e-mail addresses make using the web pages as comfortable for the client as possible.

Ad question 8: The layout of the web pages is not comfortable for 48% respondents and this is very high number. Their orientation on the web sites is poor and that is the reason why we have to simplify the the layout and make it much more lucid. Thanks to additional question we obtained some ideas how to do that. At first we have to make it optimized for higher resolution, because today resolution used is higher than in time
when the web pages were designed. It also would be a task for the external company. Other answer inspired us to move the navigation bar that is very important part of web pages. We will probably move it to the left side as it is the most common version and make it big enough to ensure the comfortable work with it.

**Ad question 9:** The majority of respondents was satisfied with the amount of provided information, but for other version of web pages we have to add much more information. It relates to new design. In any case we also gather from this question and its additional question, where the respondents answered the want better structured information about the products we offer. It's logical, we want to divide the product range into 3 independent groups (water, gas and heating) and in every group will be more detailed structure. This will be the first step. The other one is better description of offered services and completion of contacts. Also the Download section will be divided on Price-lists, Certificates, Fly sheets and Declarations of conformity, which further move the information level higher.

**Ad question 10:** Very important question. The answers will help to decide whether have an e-shop or not. Nowadays it is practically common. The answers showed us that in e-shop there is a big potential of doing business, because 86% of agreeing respondents is very high number. The rest maybe have some bad experience with Internet shopping, but there would also be the brand of our company that should ensure the quality of provided services and no cheating. Logically not each product is suitable to be sold on the Internet due to its size or due to its weight for transport. The e-shop is being prepared at the moment, but it will take at least several next months to be ready to use. At first the system conception had to be set. The main problem is cooperation with current information system. E-shop should work independently as much as possible to minimize the risk of human mistakes and also to impose only very low requirements on the worker.
**Ad question 11:** As nobody answered negatively it indicates the respondents would appreciate a bonus when shopping on-line. Our idea is to add a gift to each order that laps over some price line and to give them a choice what kind of bonus should it be. First option is to get a gift immediately with the ordered goods. The gift should rely to the nature of ordered product, for example a glue for free with plastic fitting. It presumes creating of several categories of products grouped by common features. Second option is to provide special rebate bonus (up to 5% of the value). This could help respondents to get better conditions and to obtain more customers. Last option is to add special bonus points according to the value of the order (for example 1 point for every 1000 Kč spent) and at the end of the year offer a special set of valuable gifts. These all option should also encourage customers to use e-shop daily and simplify the communication between company and customers by minimizing the amount of mistakes made.

**Ad question 12:** The last question targets the problem of e-mail service called newsletter. From the answers we can find out this is a bit problem today because of the Spam. Further this area is protected by the law, so we would have approval of each respondent. We hope it would be useful tool of communication with the customers which would enable them to have up-to-date information for free for the time they want to. First problem is to set the period of sending. Nobody wants to get these e-mails every day and with an irrelevant information. So the period could be one week or 14 days. Also the information provided should be useful and important (for example new price-lists, new product in stock, new business conditions). The approval could be obtained during the registration of the customer by checking the box called „I want to get newsletter from Skrampal.cz to my mailbox“'. This box could be checked automatically and the respondent would have to uncheck it when don't want to be touted by that. Other thing is how to cancel this service. There would be two options. First is to sign in to the personal pages and in settings column uncheck the box and the second is to send an e-mail with the word „Unsubscribe“ into the subject panel and the respondent
would be deleted from the list during the next 24 hours. This information would be displayed in every e-mail at the bottom.
10, Summary

The primary objective of this marketing research was to provide relevant information for decision-making of the company aimed on a question „How are our customers satisfied with the services we provide?“. The key learning point was that our customers are not satisfied as we wished and our company will have to change the approach towards some customers.

Firstly we were surprised about the number of neutral answers, because usually everybody has his own opinion. It may indicate the fear of the respondents to deal with the company unreservedly. We can consider it as a failure and because we know from which companies such answers are, we have to try to persuade them about our positive and fair-minded attitude to them. It would not be easy and short-term matter.

Second thing is the number of negative answers. It varies by the question, but for us it is clear proof we have a lot to improve and thanks to these answers we can better estimate how to do it.

If we focus now on the area of product ordering and delivery process, we obtained interesting feedback from the customer's answers. In general the customers are more or less satisfied with this process, but several problems yet appeared. The detailed analyses are involved in the previous chapter, so I would like to recapitulate it in several sentences.

First step is always the order and its delivery date confirmation. Here we can say only: The sooner the better. We shall set the system to be more flexible. Send the order to our supplier, call him and ask the delivery date (or let him check it up) and immediately call the customer with a result. The delivery term was also one of the problems. For some of the customers it is too long. One of the ways is to force them to send the order sooner to have more time to complete it in time. But be frank, nobody wants to be forced to something, so it could be counterproductive instead. The other and better way is to have
more suppliers with the same or similar conditions in reserve and watch the inventory carefully. Also training of the employees in new products should proceed continuously and employee's behavior to the customers the should be controlled.

If we focus on the area of Internet shopping, these answers were also very important and according to this survey new company web sites are already being prepared. The layout will be changed, the information will be better structured, several new sections will be added, the resolution of the display hardware device will be respected and especially the new e-shop will be launched. Implementation of the shop to current system will last approximately 3 months (till July 2009). Mainly this change has a potential to increase a number of customers and can help the company to become better-known in entire Czech Republic and possibly Slovakia if it will be promoted in the right way.

Today in the time of the worldwide economical crisis is essential to be able to hold the customers and don't give them any reason why to brake up the relationships and go to the competitor and that can be affected by the product ordering and delivery process on a great degree. The crisis on the other hand is also an opportunity to consolidate the position on the local market. Only a prepared companies can expect turn-over growth. The Škrampal s.r.o. company should follow the recommendations for the dealing with the customers to hold them, ensure the survival of the company in the time of crisis and ensure the vantage-ground for better times. The web sites with an e-shop is a possibility for the very near future to obtain new customers and to increase consciousness of the company brand. All of these recommendations should ease decision-making and contribute to the fluent company growth when followed.[3],[5],[6]
The list of literature


List of abbreviations and figures

Abbreviations:

DSS       Decision support system
IS        Information system
MDS       Multidimensional scaling
MIS       Marketing information system
MR        Marketing research

Figures:

Figure 1: Questionnaire design process ..............................................................18
Appendices

A  Transmittal letter
B  Questionnaire
C  Tables
Appendix A

Transmittal letter

Vážení obchodní přátelé,

chtěl bych Vás poprosit o chvíliku Vašeho času, který byste věnovali následujícím řádkům a následnému dotazníku.

Jsem studentem 3. ročníku Vysoké školy polytechnické v Jihlavě. V rámci zdarného zakončení studia na této škole stojím před jedním z posledních kroků a to je vytvoření bakalářské práce ve firmě, ve které již nějakou dobu pracuji.

Součástí mé bakalářské práce je i následující dotazník, ze kterého budu čerpat informace pro svou práci. Tyto informace mohou být využity i pro zlepšení vztahů mezi Škrampal spol. s r.o. a firmou, ve které pracujete. Prosím o co nejpravdivější odpovědi, které do dotazníku uvedete. Žádné z informací nebudou v žádném případě poskytnuty třetím osobám.

Dotazníky obsahují buď připravené odpovědi nebo Vás vybídnou k vyjádření názoru. Vaše odpovědi zakroužkujte nebo zvýrazněte.

Děkuji za vyplnění následujícího dotazníku a vrácení nejpozději do 20. 3. 2009.

S přátelským pozdravem,

Zbyněk Škrampal ml.
obchodně-technický zástupce
Škrampal spol. s r.o.
Appendix B

Questionnaire

1. Jste spokojeni s vyřízením jednotlivých objednávek zboží?
   A, Rozhodně ano
   B, Ano
   C, Nejsem si jist
   D, Ne
   E, Rozhodně ne

2. Jste spokojeni s rychlostí potvrzení dodacích termínů?
   A, Rozhodně ano
   B, Ano
   C, Nejsem si jist
   D, Ne
   E, Rozhodně ne

   Jaká doba by Vám vyhovovala?:.................................................................

3. Jste spokojeni s dodacími lhůtami?
   A, Rozhodně ano
   B, Ano
   C, Nejsem si jist
   D, Ne
   E, Rozhodně ne

   Jaká dodací lhůta by pro Vás byla optimální?:...........................................

4. Jste spokojeni s informacemi poskytnutými našimi zaměstnanci po telefonu?
   A, Rozhodně ano
   B, Ano
   C, Nejsem si jist
   D, Ne
   E, Rozhodně ne

   Jaké zlepšení byste navrhli?:......................................................................
5, Pokud nedostanete včas požadované zboží...

A, Počkám
B, Zruším objednávku
C, Půjdu ke konkurenci – v místě
D, Půjdu ke konkurenci – v okrese
E, Půjdu ke konkurenci – v kraji

6, Reklamujete často dodané zboží?

A, Rozhodně ano
B, Ano
C, Nejsem si jist
D, Ne
E, Rozhodně ne

Jak často?: ...........................................................................................................

7, Libí se Vám design a barevnost firemních stránek?

A, Rozhodně ano
B, Ano
C, Nejsem si jist
D, Ne
E, Rozhodně ne

8, Zdají se Vám stránky přehledné?

A, Rozhodně ano
B, Ano
C, Nejsem si jist
D, Ne
E, Rozhodně ne

Co byste změnili?: ................................................................................................

9, Jste spokojeni s počtem poskytovaných informací?

A, Rozhodně ano
B, Ano
C, Nejsem si jist
D, Ne
E, Rozhodně ne
10. Uvítali byste implementování elektronického obchodu?

A, Rozhodně ano
B, Ano
C, Nejsem si jist
D, Ne
E, Rozhodně ne

11. Uvítali byste bonus za nákup přes e-shop?

A, Rozhodně ano
B, Ano
C, Nejsem si jist
D, Ne
E, Rozhodně ne

12. Obtěžovaly by Vás občasné e-maily o novinkách a akcích (newsletter)?

A, Rozhodně ano
B, Ano
C, Nejsem si jist
D, Ne
E, Rozhodně ne
Appendix C
### Table 1:
1. Jste spokojeni s vyřízením jednotlivých objednávek zboží?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
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</tr>
<tr>
<td>Agree</td>
<td>15</td>
</tr>
<tr>
<td>Neutral</td>
<td>19</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>4</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
</tr>
</tbody>
</table>

### Table 2:
2. Jste spokojeni s rychlostí potvrzení dodacích termínů?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>10</td>
</tr>
<tr>
<td>Agree</td>
<td>28</td>
</tr>
<tr>
<td>Neutral</td>
<td>11</td>
</tr>
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<td>Disagree</td>
<td>2</td>
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<tr>
<td>Strongly disagree</td>
<td>1</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
</tr>
</tbody>
</table>

### Table 3
3. Jste spokojeni s dodacími lhůtami?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>17</td>
</tr>
<tr>
<td>Agree</td>
<td>23</td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>4</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
</tr>
</tbody>
</table>

### Table 4
4. Jste spokojeni s informacemi poskytнутými našimi zaměstnanci po telefonu?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>10</td>
</tr>
<tr>
<td>Agree</td>
<td>32</td>
</tr>
<tr>
<td>Neutral</td>
<td>9</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
</tr>
</tbody>
</table>
Table 5
5, Pokud nedostanete včas požadované zboží

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wait</td>
<td>14</td>
<td>27%</td>
</tr>
<tr>
<td>Cancel the order</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Go to competitor-local</td>
<td>22</td>
<td>42%</td>
</tr>
<tr>
<td>Go to competitor-county</td>
<td>7</td>
<td>13%</td>
</tr>
<tr>
<td>Go to competitor-land</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Table 6
6, Reklamujete často dodané zboží?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Agree</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Neutral</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Disagree</td>
<td>41</td>
<td>79%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>4</td>
<td>7%</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Firemní stránky

Table 7
7, Líbí se Vám design a barevnost firemních stránek?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>13</td>
<td>25%</td>
</tr>
<tr>
<td>Agree</td>
<td>21</td>
<td>40%</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>13%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Table 8
8, Zdají se Vám stránky přehledné?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Agree</td>
<td>27</td>
<td>52%</td>
</tr>
<tr>
<td>Neutral</td>
<td>13</td>
<td>25%</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>13%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Table 9
9, Jste spokojeni s počtem poskytovaných informací?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>10</td>
<td>19%</td>
</tr>
<tr>
<td>Agree</td>
<td>31</td>
<td>60%</td>
</tr>
<tr>
<td>Neutral</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Table 10
10, Uvítali byste implementování elektronického obchodu?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>35</td>
<td>67%</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>19%</td>
</tr>
<tr>
<td>Neutral</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Table 11
11, Uvítali byste bonus za nákup přes e-shop?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>47</td>
<td>90%</td>
</tr>
<tr>
<td>Agree</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Table 12
12, Obtěžovaly by Vás občasné e-maily o novinkách a akcích(newsletter)?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>13%</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
<td>19%</td>
</tr>
<tr>
<td>Disagree</td>
<td>27</td>
<td>52%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td><strong>In sum</strong></td>
<td><strong>52</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>