An Analysis of Customer Satisfaction in the Company Vinařství V & M Zborovský, v.o.s

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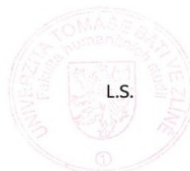Ústav moderních jazyků a literatur

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ABSTRAKT

Tato bakalářská práce se zabývá analýzou aktuální spokojenosti zákazníků v kamenné prodejně společnosti Vinařství V & M Zborovský, v.o.s. Práce je rozdělena do dvou částí. První část, která je teoretická, je zaměřená na zákazníka a jeho důležitost pro společnost. Dále se zde také zabývám zákaznickou spokojeností, jejím sledováním, marketingovým mixem a marketingovým výzkumem. V praktické části se zaměřuji na charakteristiku společnosti, metodiku výzkumu a samotnou analýzu aktuální spokojenosti zákazníků. V závěru bakalářské práce jsou popsány doporučení a návrhy, které by měly pomoct ke zvýšení zákaznické spokojenosti.

Klíčová slova: zákazník, zákaznická spokojenost, kamenná prodejna, marketingový výzkum, dotazník

ABSTRACT

This bachelor thesis deals with an analysis of current customer satisfaction in the brick-and-mortar shop of the company Vinařství V & M Zborovský, v.o.s. This thesis is divided into two parts. The first part of the thesis, which is theoretical, describes a customer and the importance of a customer for a company. Moreover, the theoretical part also deals with topics such as customer satisfaction, monitoring of customer satisfaction, marketing mix, and marketing research. The practical part focuses on the description of the company, the research methodology, a questionnaire and the analysis of current customer satisfaction in the brick-and-mortar shop of the company. At the end of the thesis are proposed recommendations and suggestions which should help increase customer satisfaction.

Keywords: customer, customer satisfaction, brick-and-mortar shop, marketing research, questionnaire

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I hereby declare that the print version of my Bachelor's/Master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

CONTENTS

INTRODUCTION

The bachelor thesis will deal with an analysis of current customer satisfaction in the brick-and-mortar shop of the company Vinařství V & M Zborovský, v.o.s. This topic was chosen because the author has a personal experience with this company. The author is not only a regular customer but also had a chance to work for this company in 2017. Furthermore, the author believes that customer satisfaction is significant for the existence of every business.

This company had never done customer satisfaction research before, the author and owners of the company agreed that it would be a great opportunity to find out if their customers are satisfied or not. Owners of the company asked the author to conduct a marketing research which will find out current customer satisfaction in the brick-and-mortar shop of this company. The company has a great potential and this marketing research should help increase the satisfaction of their customers.

The first part of the thesis, which is theoretical, will include information which will be essential for the second part of the thesis. Theoretical part will describe a customer, the importance of customer for a company. Moreover, this part of the thesis will also deal with topics such as customer satisfaction, monitoring customer satisfaction, marketing mix, and with marketing research.

The practical part will focus on a description of the company, a research methodology, a questionnaire and an analysis of current customer satisfaction in the brick-and-mortar shop of the company. This analysis will be done on the basis of an anonymous questionnaire created with the main focus on the evaluation of specific aspects which were chosen based on seven elements in the service marketing mix (product, price, place, promotion, people, process and physical evidence).

At the end of the thesis, findings will be presented and recommendations and suggestions will be proposed and it should help increase customer satisfaction in the company.

I. THEORY

1 Customer Satisfaction

1.1 Definition of a Customer

There are many different definitions of a customer in the literature, but a customer is generally understood as a person who decides to purchase a product or service, and/or pays for it. A customer can be described as a client, passenger, reader, guest, or a student (Pride and Ferrell 2016, 15).

According to Business Dictionary, a customer is described as "a party that receives or consumes products (goods or services) and has the ability to choose between different products and suppliers" (businessdictionary.com).

Furthermore, it is important to mention that there is a difference between a customer and a user because a customer may or may not be also a user of a product. A user is defined as a person "… who consumes or employs a good or service to obtain a benefit or to solve a problem, and who may or may not be the actual purchaser of the item" (businessdictionary.com).

1.2 The Importance of a Customer for a Company

A customer is important for a company because he or she brings money to a company. If a company wants to make more money it is necessary to pay close attention to customers and care about their satisfaction. Customer satisfaction is an essential element for a successful company because the satisfied customer will likely come back to a company and spend more money there (Nový and Petzold 2006, 98).

Nowadays, there are two main types of organizations. Each of them looks at a customer from a different perspective: the traditional organization and the modern customer-oriented organization (Kotler and Keller 2016, 150).

a) Traditional Organization Chart   b) Modern Customer-Oriented Organization Chart
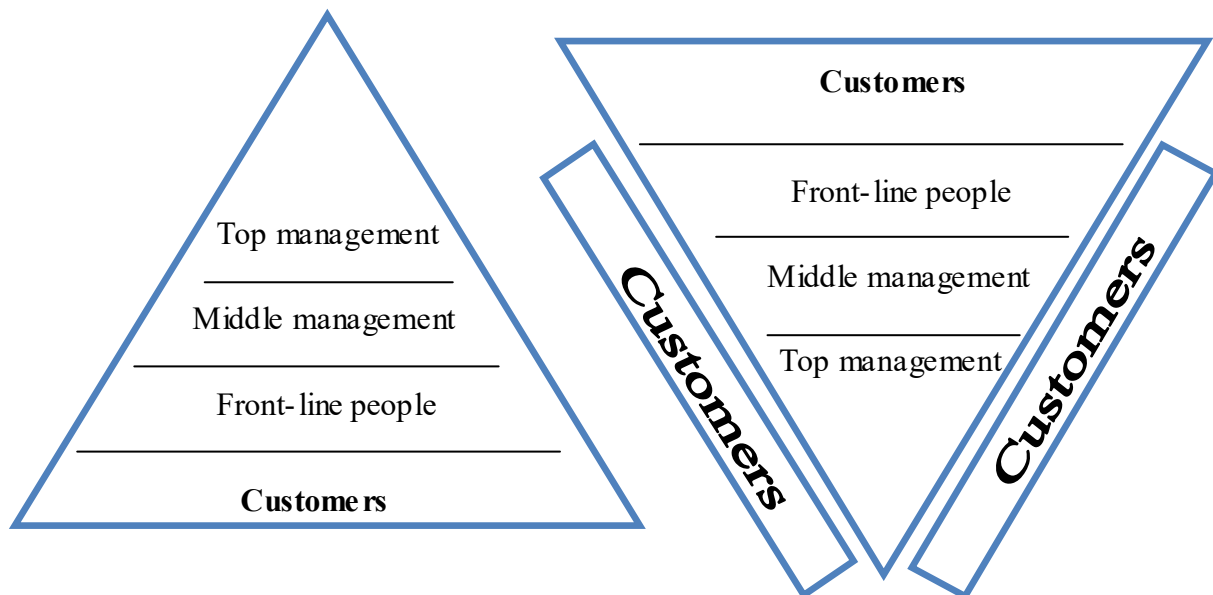
Figure 1. The Traditional Organization versus Modern Customer-Oriented Company Organization (Kotler and Keller 2016, 150)

1. Traditional Organization

The traditional model of organization has a hierarchical structure of a company which means that customers are at the bottom of the chart and the power goes upward to the top of the pyramid where the top management is placed. The top management makes decisions and all employees and customers are passive and follow these decisions as can be deduced from the chart (Kotler and Keller 2016, 150).

2. Modern Customer-Oriented Organization

The second type, on the other hand, is the modern customer-oriented organization which looks at customers from different point of view. The modern customer-oriented organization chart inverts the chart of the traditional organization and places customers on the top according to a change in the 1960s when a modern customer oriented marketing became dominant (Walle 2010, 50).

In that time, managers started to understand the importance of customers and the connection between customers and all employees in a company. Therefore, customers are placed at the top of the pyramid, under them are a frontline people who are in a daily touch with customers and satisfy them. Below them are middle managers and at the bottom is the top management which, means that the top management focuses on customer needs and wants in the first place (Kotler and Keller 2016, 150).

Furthermore, along both sides of the pyramid, Kotler and Keller placed customers and they pointed out that all employees must be personally involved in the process of meeting, knowing and satisfying customers. It means that also top management is connected with customers and can make decisions which are directly related to them (Kotler and Keller 2016, 150).

1.3 Definition of Customer Satisfaction

According to Oliver (2010, 8) customer satisfaction is described as "the consumer's fulfillment response. It is a judgment that a product/service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or overfulfillment." In other words, it means that customer satisfaction is a pleasurable feeling which a person feels after or during a consumption of a product or service. Moreover, Oliver (2010, 428) points out that satisfaction is delivered to a customer by a company.

A further definition is given by Babin and Harris (2016, 292) who describe customer satisfaction "as a mild, positive emotional state resulting from a favorable appraisal of a consumption outcome."

Besides that, Kotler and Keller (2016, 153) define customer satisfaction as "a person's feelings of pleasure or disappointment that result from comparing a product's perceived performance (or outcome) to expectations."

1.4 Customer Needs and Expectations

Every customer recognizes different needs such as physiological, safety or belongingness and love needs which he or she seeks to satisfy at the beginning of a buying process. These needs can be triggered by internal or external stimuli (Kotler and Armstrong 2016, 184).

- **Internal stimuli** – customer needs such as hunger or thirst,
- **External stimuli** – for example, an advertisement in a newspaper or a discussion with a friend who encourages a customer to think about buying a new television (Kotler and Armstrong 2016, 184).

Authors Pride and Ferrell (2016, 16) define a need as "something that is deep-rooted in an individual's personality."

However, it is not always possible for a company to meet customer needs and therefore, a management of a company divides customers based on their needs into segments and tries to meet their segment's needs (Pride and Ferrell 2016, 15).

Then customers may search information about a product or service from online media, friends or advertisements. According to information which customers found out, they evaluate all possible alternatives and make a purchase decision. Customers get into personal interaction directly with employees of a company or into impersonal interaction with machines or computers. During this interaction, customers start evaluating the quality of service, and they are deciding if the service is meeting their expectations or not (Wirtz and Lovelock 2016, 52; Johnston, 2016).

After customers purchased a product or service and fulfilled their needs, customers are continuing with evaluation and they decide to which degree the performance of a product or service met their expectations. A result of this evaluation is customer satisfaction or dissatisfaction (Kotler and Keller 2016, 153).

According to authors Babin and Harris (2016, 294), expectations are "pre-consumption beliefs concerning what will occur during an exchange and/or consumption of a product."

They list four different types of expectations:

- **Predictive Expectation** – these expectations will occur during an experience and form what a customer thinks,
- **Normative Expectation –** expectations of what a customer thinks should happen based on past experiences with a product or service,
- **Ideal Expectation** – expectations about what a customer wants to happen during an experience if everything was perfect,
- **Equitable Experience** – expectations that a customer forms regarding what he or she thinks should or ought to happen according to the level of work that he or she has put into the experience (Babin and Harris 2016, 295).

Customer expectations can be formed and influenced by positive or negative word-of-mouth, customer previous experience with a product or service, explicit promises such as an advertisement, a company's promises or by personal factors (Babin and Harris 2016, 295)

Authors Kotler and Keller (2016, 153) also identify three levels of customer satisfaction according to the degree the performance meets customer expectations: dissatisfied, satisfied and delighted.

- **The dissatisfied customer** – if the performance of a product failed to meet customer expectations,
- **The satisfied customer** – if the performance matches customer expectations. Furthermore, Kotler (1991, 19) described the satisfied customer as a customer who buys again, talks nicely about the company with others, pays less attention to competing brands and advertising and buys other products that the company can later add to its line,
- **The delighted customer** – if the performance surpasses customer expectations (Kotler and Keller 2016, 153).

1.5 Consequences of Customer Satisfaction and Dissatisfaction

1.5.1 Short-term consequences

It is necessary for a company to determine if a performance of a product or service met customer expectations or not and if a customer is satisfied or dissatisfied because acquiring a new customer is five to twenty-five times more expensive for a company than to retain a current customer (Gallo, 2014).

However, as Oliver (2010, 386) states most customers do nothing or do little in response to their consumption. Therefore, it is hard for a seller to learn to recognize if a customer is satisfied or dissatisfied.

Despite that, authors Nový and Petzold (2006, 45) list several behavioral characteristics of a satisfied customer which can already be visible in a shop. For example, satisfied customers:

- are in a good mood,
- are decent and respectful during a communication with a seller,
- seek and name benefits of a product or service,
- downplay and overlook shortcomings,
- look forward to using a purchased product or service,
- praise the seller, the selling method, the manufacturer, and the store,
- promise to repeat the purchase and to recommend it to friends and relatives.

Moreover, Oliver (2010, 386) adds that a usual response of a satisfied customer is complimenting a company or service provider and spreading positive word of mouth. Positive word of mouth indicates positive feedback to customer consumption and it is also a free advertising for a company.

Customers who are dissatisfied, on the other hand, usually complain, spread negative word of mouth, boycott a product class and a seller (Oliver 2010, 397). A dissatisfied customer will mention a negative experience to 9-15 people and it may quickly damage a reputation of a product and a company (Kotler and Armstrong 2016, 186; Nasir 2015, 96).

1.5.2 Long-term consequences

It is also important for a company to find a way how to create and achieve such long-term customer satisfaction because it leads to:

- a loyalty of customers,
- the prosperity and growth of a company.

A satisfied customer in long-term behaves differently than a satisfied customer in short-term. According to Nový and Petzold (2006, 46) the typical characteristics of satisfied customers in long-term are:

- recommend the seller to friends and relatives,
- return to the same seller in other considered or real purchases,
- come for advice if they need to understand technical parameters of a more complex product,
- feel constantly satisfied not only with the product but also with the overall purchase,
- willing to cooperate with the seller in filling out surveys or questionnaires.

All these characteristics which were described by authors Nový and Petzold represent a customer loyalty. According to Oliver (2010, 424) a loyalty means "that consumers be [are] able and willing to continue interaction with the brand in some way, usually by repetitive purchasing."

Oliver (2010, 428) also notes that satisfaction of customers is an essential element for creating, developing and maintaining loyalty and for this reason the performance of products or services has to meet customer expectations repeatedly.

However, authors Storbacka and Lehtinen (2002, 85) argue that a satisfied customer is not necessarily loyal and in specific fields, about 75% of satisfied or delighted customers changed the old company.

A customer loyalty can be measured, for example, by repurchase ratio, customer loyalty index (CLI) or by a technique which is called Net Promote Score (Hayes 2008, 103; van Opzeeland, 2016)

The technique Net Promote Score is used by top businesses such as T-mobile, Intuit or General Electric (Hayes 2008, 103). Customers are asked a question "How likely is it that you would recommend this product or service to a friend or colleague?" and they rate their likelihood of recommending the company on the scale from 1 to 10. Based on the result, they are divided into three categories: Detractors, Promoters and Passively Satisfied (Tahal et al. 2017, 130).

- **Detractors** – customers who rate 0 to 6 on the scale,
- **Passively Satisfied** – customers who gave 7 or 8 points on the scale, and these customers are left out of the calculation,
- **Promoters** – customers who gave 9 or 10 points on the scale.

The calculation of the Net Promote Score is based on the difference between the percentage of Promoters and Detractors.

NPS = % Promoters - % Detractors

The lowest result can be minimum -100 (all respondents are detractors), or maximum +100 (all respondents are promoters). If the result is higher than zero, it is considered to be a good result, and if the result is over +50, it is excellent (Tahal et al. 2017, 130).

Nevertheless, there are also some problems with this measurement technique, for example, it does not help a business to segment customers who completed a survey and it also ignores passive customers in the measurement even over half of them will purchase from a company again (Kuhn, 2017; Bartley, 2017).

1.6 Monitoring Customer Satisfaction

It is important for companies to measure customer satisfaction because as Kotler and Armstrong (2016, 186) point out, most unhappy customers never tell the company that they are dissatisfied. Management of the company needs direct and regular feedback from their customers to know if they are satisfied or not and in which areas they show a low satisfaction rating. Managers should get an overview of the situation, and then they can improve problematic areas. Moreover, they can build stronger relationships with their customers.

One of the methods which can help to identify customer satisfaction rating and to find out main reasons why a customer is dissatisfied is the Customer Satisfaction Index.

There are some types of the Customer Satisfaction Index, for example, the American Satisfaction Index or the European Customer Satisfaction Index (ECSI). These indexes are economic indicators which measure customer satisfaction rating based on a certain number of variables across Europe and the United States (theacsi.org; instituteofcustomerservice.com). Variables which are common for the ECSI and the ACSI are:

- Customers Expectation,
- Perceived Quality,
- Perceived Value,
- Customer Complaints,
- Customer Loyalty (Foret and Stávková 2003, 108).

The European Customer Satisfaction Index has one more variable which is called Image and represents the starting point of an analysis of customer satisfaction (Foret and Stávková 2003, 108).

Moreover, there are several methods of marketing research which can also be used to measure customer satisfaction, and these methods are discussed in more details in the chapter "Marketing Research".

However, it is essential to know that there are three main steps in the process of measuring customer satisfaction.
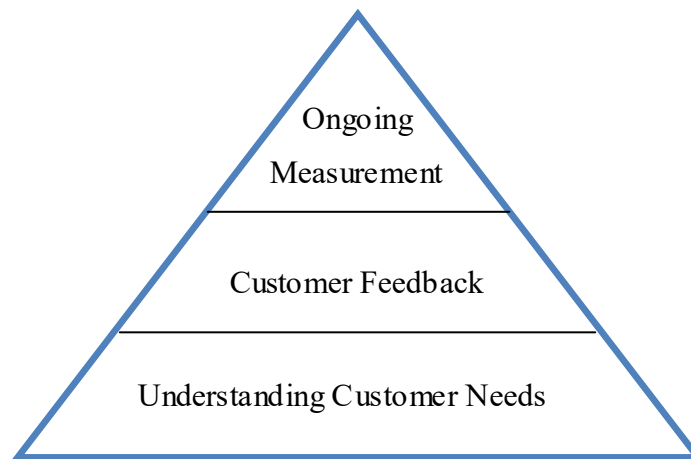
Figure 2. Three Steps to Measure Customer Satisfaction
(Source: Kurtz and Boone 2006, 324)

The first step in measuring customer satisfaction is to understand needs of customers, their wants and what they expect. This information should be a central concern of a company if a company wants to create a long-term relationship with their customers. In this step, researchers must also find aspects of a product or service that affect customer satisfaction, and constantly monitor new aspects which might appear (Kurtz and Boone 2006, 324).

The next step is to obtain customer feedback and create an ongoing program to ensure customer satisfaction. Feedback could regularly be collected by monitoring discussion groups, hiring mystery shoppers, through a phone interview or a website. All these methods help researchers to collect customer's attitudes and complaints and help to identify problematic areas (Kurtz and Boone 2006, 324).

1.7 Customer Satisfaction as a Part of Marketing Mix

A marketing mix is a unique combination of controllable variables which are designed to satisfy needs and wants of customers within the target market. The marketing mix consists of variables called the four Ps: product, price, place, and promotion (Lamb, Hair, McDaniel 2006, 51-53; Pride and Ferrell 2016, 6).

Nevertheless, this marketing mix of the four Ps was updated by authors Booms and Bitner in 1981. They added three Ps to encompass modern marketing realities and they created the seven Ps. These seven elements are a product, price, place, promotion, people, processes and physical evidence (www.professionalacademy.com).

1. Product – it is everything what a company offers to customers to satisfy their needs and wants. The product does not include only products but also services, package, warranty, brand name, value, and many other factors. It should be what customers expect to get (Lamb, Hair, McDaniel 2006, 52; professionalacademy.com).

2. Price – expresses the value of a product or service. Price is what a customer must give up to obtain a product or service. The price includes activities such as how to handle transportation and storing or kinds and locations of stores. It is an important competitive weapon and the most flexible element of the marketing mix (Lamb, Hair, McDaniel 2006, 53; Cannon, Perreault, McCarthy 2008, 36).

3. Place – is concerned to make products or services available when and where customers want them. A product or service should be available from where customers find it easiest to buy (Lamb, Hair, McDaniel 2006, 52; professionalacademy.com).

4. Promotion – includes activities such as advertising, public relations, sales promotion, and in more recent times, also social media. However, a good promotion does not guarantee success for a company because it has to be coordinated and managed with other elements of marketing mix (Lamb, Hair, McDaniel 2006, 54-53).

5. People – according to authors Kotler and Keller (2016, 48) people represent internal marketing of the company. Employees of a company get in contact with customers and offering them the product or service. Due to this fact, it is important that company ensure a good relationship with their customers. Authors also note that the marketing of the company will only be good as employees in the company (Kotler and Keller 2016, 48).

6. Processes – includes the creativity, structure, and discipline brought to marketing management. Processes focus on ways how the product or service is delivered, and if customers are satisfied or dissatisfied with the whole process (Kotler and Keller 2016, 48; professionalacademy.com).

7. Physical Evidence – focuses on the physical environment in which the service is delivered. It refers to factors which attract your customer first and based on these factors a customer will judges a product or service. These factors are, for example, parking, cleanliness (marketingteacher.com).

2 Marketing Research

2.1 Definition and Purpose of Marketing Research

The marketing research is described by the UK Market Research Society as "one of the most useful tools in business, any business. It is the way in which organizations find out what their customers and potential customers need, want and care about" (Bradley 2013, 7).

The purpose of marketing research is to help companies identify and define marketing opportunities and problems, evaluate marketing action, and marketing performance (Kotler and Keller 2016, 121)

2.2 Types of Marketing Research

According to marketing theories (Bradley 2013, Clow and James 2014; Kozel et al. 2006; Kozel, Mynářová, and Svobodová 2011) marketing research can be divided based on specific criteria into many types.

Marketing research can be divided into primary and secondary research based on the type of information which is used for research: (Kozel et al. 2006, 77).

- **Secondary research** – uses secondary data which were previously collected by somebody and were already used for another project. Therefore, it is cheaper, faster, and it saves time. However, the secondary research is obsolete because the data were collected in the past (Kozel et al. 2006, 78)
- **Primary research** – collects data for the first time and research is actual. On the other hand, it is expensive and takes a long time (Kozel et al. 2006, 78).

Moreover, the primary research can be divided into two basic types: qualitative and quantitative research.

- **Qualitative research** – the qualitative research goes deeper in analyzing the problem, and it tries to find out motives, attitudes, and causes of respondents. The typical question which is asked by researchers is "Why?" (Král, Machková, Lhotáková, and Cook 2016, 61; Foret 2012, 9-10).

- **Quantitative research** – focuses on collecting information about the frequency of occurrence of a certain phenomenon and the quantitative research answers these types of questions: who, what, how, how much, etc. The purpose of quantitative research is to gain measurable numeric data (Král, Machková, Lhotáková, and Cook 2016, 56; Kozel, Mynářová, and Svobodová 2011, 158).

Furthermore, author Tahal et al. (2017, 37-38) note that marketing research can generally be classified into three types: exploratory research, descriptive research, and causal research.

- **Exploratory Research** – the goal of the exploratory research is to define exact problems or to understand better a situation which is not clear. It is not used for making final marketing decisions but to find out the explanation by asking questions: why and how (Tahal et al. 2017, 37).

- **Descriptive Research** – tries to gain additional and deeper information about a marketing problem or situation by answering what, who, when and where questions (Tahal et al. 2017, 37-38).

- **Causal Research** – examines relationships between variables and tries to find and explain the cause and effect (Tahal et al. 2017, 38).

2.3 The Process of Marketing Research

Authors Kozel, Mynářová, and Svobodová (2011, 73) divide the marketing process into two phases. Each phase is branched into several steps which are related to each other.

The Preparatory Phase is the first phase which contains four steps and the Implementation Phase is divided into five further steps as shown in Table 1.

Authors also mention that if a marketing agency did marketing research, information about implementation of the recommendations into practice should be provided (Kozel, Mynářová, and Svobodová 2011, 73).
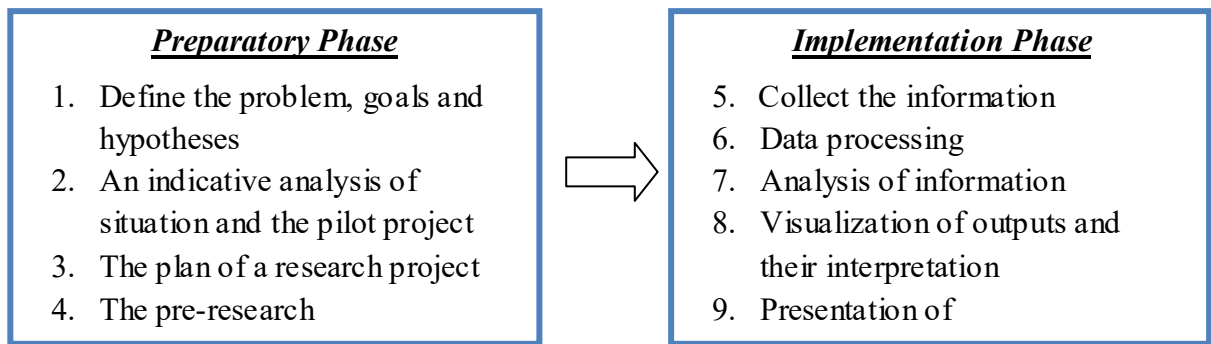
Preparatory Phase	**Implementation Phase**
1. Define the problem, goals and hypotheses 2. An indicative analysis of situation and the pilot project 3. The plan of a research project 4. The pre-research	5. Collect the information 6. Data processing 7. Analysis of information 8. Visualization of outputs and their interpretation 9. Presentation of

Figure 3. The process of Marketing Research (Source: Kozel, Mynářová, and Svobodová 2011, 73)

On the other hand, Kotler and Keller's marketing research contains only six steps. The first step in their process is to define the problem and research objectives. The other steps are: developing the research plan, collecting the information, analysis of data, present the findings and the last one is to make a decision (Kotler and Keller 2016, 125).

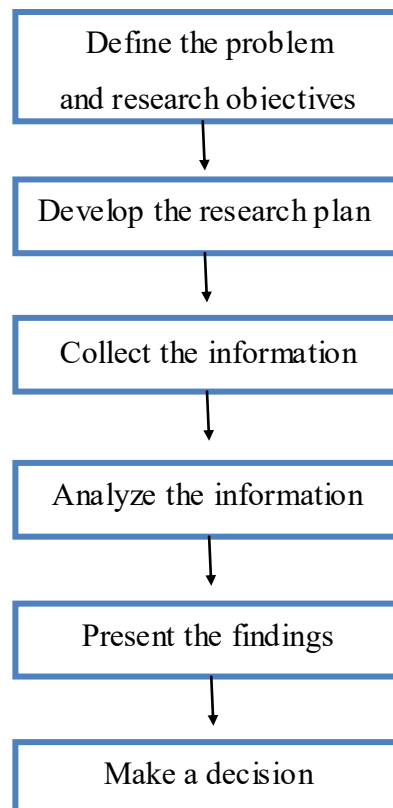Define the problem
and research objectives

↓

Develop the research plan

↓

Collect the information

↓

Analyze the information

↓

Present the findings

↓

Make a decision

Figure 4. The Marketing Research Process (Source: Kotler and Keller 2016, 125)

2.3.1 Define the Problem and Research Objectives

The most significant step in the marketing research is to find out a problem and understand the whole situation in the company. It is the hardest step because symptoms of the problem can be confused with the problem itself and if a problem is not defined correctly, it can cause many problems during the marketing research. This step might require over 50% of the time for the whole marketing research (Clow and James 2014, 31; Kozel, Mynářová, and Svobodová 2011, 74).

Subsequently, managers have to define the marketing research objective which is a goal statement and usually is in the form of a hypothesis. Hypothesis reports a relationship between two or more variables that can be examined with the obtained data. A good hypothesis can provide a map of the research project and help to evaluate the quality and value of the work at the end (McDaniel and Gates 2013, 39; 41).

2.3.2 Developing the Research Plan

In this step, researchers need to decide, for example, what their data source will be, how data will be collected or what instruments will be used during the marketing research process (Kotler and Keller 2016, 125).

According to Clow and James (2014, 34) researchers and management must agree on the level of precision of the information and about the size of the budget before an effective research plan is done. This information is significant for creating the time frame of the marketing research.

1. Data Sources

There are two data sources which can be used in the marketing research:

- **Primary data** – is collected for the first time and a specific project,
- **Secondary data** – is previously collected by somebody and were already used for another project (Král, Machková, Lhotáková, and Cook 2016, 54; Kotler and Keller 2016, 125).

2. Research Approaches

If researchers decide to use the primary data for their research, they have to determine, how the primary data will be collected. McDaniel and Gates (2013, 44-45) and also Clow and James (2014, 35-36) list three basic research methods:

- **Survey Research**

It is a primary method of descriptive research (Clow and James 2014, 35). The survey research is used to collect all types of primary data and can be done one-on-one or by distributing a questionnaire, for example, by telephone, in person, or via the Internet. The survey research usually obtains information about customer satisfaction, preferences, and opinions (Silver, Stevens, Wrenn, and Loudon 2013, 127-134; Clow and James 2014, 35).

- **Observational Research**

Often, this research is classified as descriptive research and is used for collecting primary data Usually, researchers or a machine observe an customer's action at a store or home when the respondent is using the product without direct interaction with the respondent (Clow and James 2014, 35, 135; McDaniel and Gates 2013, 154).

- **Experimental Research**

According to Kotler and Keller (2016, 128) the experimental research is the most scientifically valid research. Clow and James (2014, 36) point out that most experiments are done in the environment under control such as laboratories or movie theatres where customers can provide immediate evaluation of the change.

3. Research Instruments

After the research method is determined, researchers have to choose research instruments. There are three main research instruments for collecting primary data (Kotler and Keller 2016, 128):

- **Questionnaires** – a set of questions designed for respondents that will be involved in the specific research project.
- **Qualitative measures** – techniques of qualitative measure are relatively indirect and unstructured and they are used in a small group of people.
- **Technological devices** – modern devices such as Global Positioning System (GPS), Near Field Communication (NFC), and biometric-tracking wrist sensors can help measure customer's brain activity, electrodermal activity or to record how many times a customer goes around a billboard during a week.

4. Sampling Plan

A sampling plan is a significant step in the marketing research process and it takes a long time of careful planning (McDaniel and Gates 2013, 45). Authors Clow and James (2014, 227) divided the sampling plan into five steps: define the population, identify the sample frame, choose a sampling procedure, decide on the sample size and select the sample.

Furthermore, Natalie Sappleton (2013, 35) points out that if the researchers decide to use an Internet survey, the classic sampling methods are not effective. Sappleton (2013, 40) lists two techniques which can be used if researchers decide to use a social network channel called the Facebook.

Facebook sampling techniques are divided into two groups depending on the population of interest:

- **Techniques aimed at sampling the whole Facebook population** – there are 1.4 billion daily active users on Facebook (newsroom.fb.com) and author Gjoka et al., 2010 (Sappleton 2013, 40) suggests that one of the methods for sampling can be the random walk.

    The random walk is based on selecting one user to start from, and if his or her friend list is visible, then the researcher randomly chooses one friend from that list who enters the sample and becomes the starting point for choosing a new subject for the sample. If the friend list is not visible, then the researcher has to choose new person until the friend list is visible. The whole process ends when the researcher reaches the required quality of subjects.

- **Techniques aimed at sampling known groups (Facebook subpopulation)** – if the researcher chooses to focus on the known group, they can use a convenience sample which is based on selecting the sample according to ease of access (Sappleton 2013, 42). The convenience sample is the type of non-probability sampling and there are several methods how to contact the potential respondents. These methods are described in details in following chapter "Contact Methods".

5. Contact Methods

To choose the right contact method is the next step in the research. There are four ways to contact respondents (Kotler and Keller 2016, 132):

- by telephone,
- by mail,
- in person,
- online.

The telephone survey is cheap and fast contact method. However, this method is slowly replaced by the Internet surveys due to declining response rate (Clow and James 2014, 171).

The mail survey is, on the other hand, convenient for respondents but this method also has low response rate as the telephone survey. Moreover, researchers do not know who completed the survey and cannot offer the clarification (Clow and James 2014, 173).

The good for clarification of questions is the personal interview. Respondents can provide more complex answers during the more extended interview but there is lack of respondents' anonymity (Clow and James 2014, 176).

The Internet survey is gaining popularity worldwide, and many researchers use this communication channel because of lower costs, speed, real-time results and mainly because of the high level of accessibility. On the other hand, researchers should be concern about data quality and sample representativeness because it is hard to predict who is sitting behind the computer and answering questions (Clow and James 2014, 177).

Moreover, in the previous chapter "Sampling plan" Sappleton (2013, 41) lists two techniques of Facebook sampling and each technique also has specific contact strategies, for example, the contact method for techniques aimed at sampling the whole Facebook population is sending a personal message with or without the friendship request.

On the other hand, contact methods for techniques aimed at sampling known groups (Facebook subpopulation) are called user by user with a strategy of sending a personal message with or without the friendship request and a massive contact type which uses these types of contact strategies (Sappleton 2013, 41):

- **Group email message** – sending a personal message with a survey to all group members by an administrator of a group or page. Nevertheless, this contact method

might be problematic if a group is administered by several people or is without an administrator (Sappleton 2013, 42).

- **Page status change** – this contact method is based on creating a page or requesting permission from an administrator to promote a survey through a page status. However, it can take much time to reach a sufficient number of respondents, and it can be difficult to contact an administrator of a group or page (Sappleton 2013, 42).

- **Wall message in the group or page** – based on publishing a link on a wall in groups or pages which are not directly controlled by a researcher. However, a link might be seen only by people accessing a page which leads to low response rates (Sappleton 2013, 43).

- **2 stages: friendship and request** – creating an ad hoc profile through which researcher shares some interests with potential respondents. A survey can be published on a profile wall if there are a sufficient number of friends (Sappleton 2013, 43).

2.3.3 Collect the Information

The process of collection of data usually has two stages: pre-testing and the main study. The pre-testing is highly important because questions have to be clear and understandable to all respondents. After the pre-testing, researchers might change questions or the contact method to reach the goal of the marketing research (Král, Machková, Lhotáková, and Cook 2016, 53; Szwarc 2005, 142).

Kotler and Keller also point out that to achieve the consistency in the process of collecting the information is the most significant obstacle because respondents can give false answers or refuse to cooperate (Kotler and Keller 2016, 135).

2.3.4 Analysis of Information

After collecting data, it is time for data analysis. The purpose of the analysis is to process the data into meaningful information and report the results. The efficient method to report the results and help marketers and managers to make decisions is to create charts or tables (Clow and James 2014, 38; 380).

Author Wilson (2006, 262-264) list most popular ways how to present results:

- **Tables**
- **Pie Charts,**

- **Line Charts.**
- **Bar Charts.**

2.3.5 Presentation of Findings

One of the last steps is to present results of data analysis. Findings should be effectively communicated and presented in proper format by written or oral reports. In addition, Clow and James (2014, 433) note that findings and results can also be presented through modern technology, such as a video call, an e-mail or a website. A report usually includes title page, a table of content, executive summary, methodology, background, key findings, conclusion, and appendixes (McDaniel and Gates 2013, 395-398).

Moreover, the text of a report shouldn't be long and should be organized into graphics, text boxes and bulleted because the management of company needs to understand it and move quickly to the last part of a report which is the conclusion and recommendations (McDaniel and Gates 2013, 395-397).

2.3.6 Make a Decision

The last significant part of marketing research is to make a decision. The management of the company needs to weigh the evidence and decide if the results provide enough information to decide or a critical problem should be studied further. In the second case, the management team need to do more research, so they have sufficient evidence for the right decision (Kotler and Keller 2016, 136).

2.4 Questionnaire

A questionnaire is a set of questions which are used for collecting information about respondents that are involved in the specific research project. A function of a questionnaire is measurement (Feinberg, Kinnear, and Taylor 2013, 264).

2.4.1 Types of Questions

There are four main types of questions which are used in a survey: open-ended, closed-ended, and scaled-response questions (McDaniel and Gates 2013, 244).

1. Open-Ended Questions

Type of questions which are not limited to response choices and respondents can answer the questions in their own words. Researchers can through open-ended questions gain large

number of information and new insights or ways how customers look at a problem or a situation (Feinberg, Kinnear, and Taylor 2013, 274).

These questions also often require probing. It means that a respondent is encouraged for discussion about his or her answer in a questionnaire. However, this type of questions also has its disadvantages. It can be problematic to edit, code, and interpret all answers because there is usually a large number of unique responses (Clow and James 2014, 327).

2. Closed-Ended Questions

This type of questions requires the respondent to choose from a prepared list of possible answers. McDaniel and Gates (2013, 253) claim that traditionally, closed-ended questions are divided into two types: dichotomous and multiple-choice questions.

- **Dichotomous questions** provide only two fixed response alternatives which can be answered quickly by respondents. Nevertheless, these types of questions do not offer a neutral option for respondents (Silver, Stevens, Wrenn, and Loudon 2013, 146).
- M**ultiple-choice questions**, on the other hand, give more response alternatives. The answers show customer preferences, but it does not demonstrate a degree of intensity of these preferences (Silver, Stevens, Wrenn, and Loudon 2013, 146).

3. Scaled-Response Questions

Scaled-response questions are closed-ended questions designed to measure the intensity of respondent preferences or feelings. These questions provide a rating scale with different responses. For example, answers on a scale might be from "Strongly agree" to "Strongly disagree". There are more types of scaled-response questions but the most common is the Likert scale which is used to measure a degree of respondent's attitudes and feelings on a specific product, service or experience. The most common is the Likert scale with 5 options of choice but it can have any number of options of choice. (Clow and James 2014, 332-333; Hayes 2008, 64-65; fieldboom.com).

2.4.2 The Questionnaire Construction

Construction of customer satisfaction questionnaire is challenging step. Researchers have to pay attention to all phases of construction to prepare professionally, clearly organized and understandable questionnaire (Foret 2012, 33). Hayes (2008, 57) divided construction of customer satisfaction questionnaire into four stages (Hayes 2008, 57):

1. Determining questions which will be used in the questionnaire
When researchers start with the determination of questions, they must ensure that questions are not ambiguous. Moreover, researchers should keep in mind if they use more specific questions they will receive more specific feedback (Hayes 2008, 57 – 59; 75).

2. Selecting the response format
The next step is to select a response format, and Hayes (2008, 62-65) emphasizes that it is a significant step in a construction of questionnaire. Hayes presents two types of response format: the checklist format which uses dichotomous questions and respondent can quickly and easily answer questions and the Likert-type format.

3. Writing the introduction to the questionnaire
Then, researchers have to write a brief introduction which should explain a purpose of a questionnaire and instruction how to fill out questions (2008, 67).

4. Determining the content of the final questionnaire.
The last step is to select from initial list items which will be used in a final questionnaire. A purpose of selection is to determinate the best sample of questions which will be practical and not difficult for respondents to fill out. There are two methods for selecting the final items: human judgment and mathematical item selection. (Hayes 2008, 68-69).

II. ANALYSIS

3 Introducing the Company Vinařství V & M Zborovský, v.o.s.

3.1 Basic Information

Name of subject: Vinařství V & M Zborovský, v.o.s.

Location: Velké Pavlovice, Dlouhá 2, Postal Code 69106

Date of entry: 22nd January 2005

Legal form: Veřejná obchodní společnost (justice.cz)

Logo:

Figure 5. Logo of Vinařství V & M Zborovský, v.o.s.

(vinarstvizborovsky.cz)

3.2 Description of the Company

According to the owners' wish, the author did not publish the company's financial information and information about company's suppliers in this thesis.

3.2.1 History of the Company

The family company Vinařství V & M Zborovský, v.o.s. (hereinafter mentioned as "winery VM Zborovský") was established in 2005 by two brothers supported by their father. The company is located in the small town Velké Pavlovice. This town is one of the main wine centers of the largest wine sub-region in the Czech Republic called Velké Pavlovice (vinarstvizborovsky.cz).

Furthermore, in 2010, the company set up a website[1] where customers can find information about the company and in 2011 the company established wine café on the top floor of the company (vinarstvizborovsky.cz).

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[1] http://www.vinarstvizborovsky.cz

3.2.2 The Philosophy of the Company

The philosophy of the whole company is to produce quality natural wines, mostly attributive wines and to be eco-friendly in the cultivation of vineyards by using the most environmental friendly products. They use a modern technology to make a quality wine, they still preserve traditional procedures. Furthermore, the company strictly takes care of a diversity of fauna and flora and respects the natural processes and the biodiversity of the site which helps to maintain the ecological balance (vinarstvizborovsky.cz).

3.2.3 Information about Employees

The company has two owners who also manage the company. Based on the mouth confirmation of owners this company has seven full-time employees. Three employees work in the brick-and-mortar shop, three employees work in the production hall, and one employee helps with administrative work.

3.2.4 The Brick-and-Mortar Shop

The main building of the brick-and-mortal store of the winery VM Zborovský is divided into three parts. The first part is the wine shop with indoor and outdoor seating which is placed on the ground floor. The wine shop has an indoor seating capacity of 40 and an outdoor seating capacity of approximately 15. The outdoor area is placed under the shelter which is covered with a grapevine and the indoor seating area is separated by a sliding door and there is a fireplace (vinarstvizborovsky.cz).

The next part is the wine café which is on the top floor of the brick-and-mortar shop. The wine café has approximately 35 seats indoor and the outdoor seating capacity ranges from 24 to 40 people. The outdoor seating area is opened during the summer and customers can enjoy their time under the parasols with music in the background (vinarstvizborovsky.cz).

The last part of the main building is the wine cellar. However, the wine cellar is currently closed due to reconstruction, and it is the reason why the company does not offer wine tasting (vinarstvizborovsky.cz).

In the brick-and-mortar shop are also organized wine events such as Otevřené sklepy (Open Cellars) during the year because the company is a part of the wine group of registered winemakers called Víno z Velkých Pavlovic and this group manage these events during the year (vinarstvizborovsky.cz).

3.2.5 Products of the Company

The company has a total vineyard area of approximately 18 hectares which is planted with purple wine varieties such as Frankovka (Lemberger), Modrý Portugal (Blauer Portugieser), Rulandské modré (Pinot Noir), Svatovavřinecké (Saint Laurent), Zweigeltrebe and with white varieties such as Chardonnay, Muškát Ottonel (Muscat Ottonel), Rulandské bile (Pinot Blanc), Rulandské šedé (Pinot Gris), Ryzlink vlašský (Welschriesling), Tramín červený (Gewürtztraminer), Veltlínské zelené (Grüner Veltliner). Moreover, vineyards are located in excellent areas of cities Velké Pavlovice and Bořetice (vinarstvizborovsky.cz).

Moreover, the company produces varieties of wine which are dry, semidry and sweet. Customers can find on the offer also unique types of wine such as ice wines, straw wines, late harvest wines, claret wines, rosé wines and honey wines. Besides that, the company prepares a collection of St. Martin's wines every year for their customers. Moreover, all wines can be bought in the brick-and-mortar shop or via e-shop[2] where customers can find also all prices of wine (vinarstvizborovsky.cz).

Wine is sold in glass bottles and cask wine in plastic bottles without etiquette. The wine in the glass has a wine label which includes the logo of the company and the picture of the vineyard during a sunrise. The label is designed in yellow colour and includes information about a variety of wine, sort of wine, year of production, region, and a subregion where grapes were matured and where this area is located, etc. (vinarstvizborovsky.cz).

Based on author's observation and experience besides the wine, customers can also buy some refreshments in the wine shop and in the wine café. In the wine shop, the company offers a few snacks which are suitable to wine, for example, a plate with a variety of cheeses, slices of smoked meat and homemade pates with bread, tortillas with three different sauces, salty nuts, chips, Moravian cakes as well as beverages such as coffee, tea, non-alcoholic drinks and water. During the summer and autumn seasons, an ice cream freezer is place in the wine shop and customers can also buy an ice cream.

In the wine café, based on author's observation, there is a wider offer of refreshments and price list of some refreshments can be found on the web site of wine café[3]. Besides the same offer as in the wine shop, customers can choose from a varieties of desserts, non-

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[2] http://www.vinoodpramene.cz/

[3] http://kavarna.zborovsky.cz/nabidka-v-kavarne

alcoholic and alcoholic beverages such as different types of tea and coffee, beer, wine, hot chocolates and milk shakes.

4 Research Project Plan

4.1 Definition of the Problem

Consumption of wine in the Czech Republic is still rising and the South Moravia recorded a significant increase in a number of tourists in the last five years based on the information from the Czech Statistical Office (czso.cz). As a result of this, many wine companies have to face strong competition in the market and endeavor to gain customers. Therefore, companies try to build and maintain a unique brand and create new incentives which help to entice new customers and increase customer satisfaction.

This is also the case of the winery VM Zborovský and customer satisfaction is an indispensable part of this company since without it, the company cannot be successful because satisfied customers will likely come back to a company and spend more money there. Nevertheless, the owners of the company have never conducted any marketing research before to find out if their customers are satisfied or not and that is why this marketing research will be conducted.

4.2 Determination of Research Objectives

The main goal of this marketing research is to find out and evaluate current customer satisfaction in the brick-and-mortar shop of the winery VM Zborovský. The main focus will be to evaluate specific aspects which were chosen based on seven elements in the service marketing mix (product, price, place, promotion, people, process and physical evidence). If this marketing research finds out that customers are dissatisfied with some of these aspects, recommendations and suggestions will be proposed and it should help increase customer satisfaction in the company and to overcome these problems.

4.2.1 Hypotheses

Three hypotheses were determined to accomplish the goal of this marketing research, and in the end, these hypotheses will be confirmed or refuted.

Hypotheses 1: 80% of customers are satisfied with the quality of wines.

Hypotheses 2: 85% of customers are satisfied with the opening hours.

Hypotheses 3: 75% of customers are satisfied with the quality and clarity of the web page.

4.3 Types and Sources of Data

A primary source of data was used for this marketing research. Moreover, two types of data were collected: qualitative and quantitative.

4.4 Research Approach and Research Instrument

The research approach was a survey research and the research instrument used for collecting the data was a questionnaire.

The author used informative questions which helped to get more information about the respondents. Gained information should also help the company to get an overview of who participated in this research. Questions were focused on the evaluation of seventeen factors such as quality of wine, prices, or cleanliness. The rest of questions was used to help identify respondents of this research.

The questionnaire included one dichotomous question, with two fixed alternatives and one open-ended question, in which respondents could express their suggestions for improvement. Besides, it also included six multiple-choice questions with a predefined list of responses and respondents were required to make a selection from this list, and two of them also included an 'other' category which enabled respondents to write an alternative answer. Moreover, there were used scaled-response questions for evaluation of respondents' satisfaction or dissatisfaction with eighteen specific aspects. For evaluation of all aspects were used the 4-point Likert Scale. The author decided to remove the neutral option to force respondents to provide a negative or positive response because a neutral option does not express any intensity of respondent satisfaction or dissatisfaction with certain aspects.

Options on the 4-point Likert Scale were:
- Very satisfied,
- Satisfied,
- Dissatisfied,
- Very dissatisfied.

Furthermore, respondents were offered one more option which was "cannot evaluate" in case they had no experience of some aspects.

4.5 Sampling Plan

For the respondents sampling was used the social network channel Facebook, and the sampling technique used on Facebook was sampling known groups (Facebook subpopulation).

The sample unit for this research was the individual customer of the winery VM Zborovský and the sampling frame was members of the Facebook profile called Vinařství Zborovský. This profile was created by the company in 2010. As of 2018 the group has 865 members (834 visible profiles) who are considered customers of the company. The sample of respondents was selected based on convenience sampling.

4.6 Contact Method and Data Collection

As was already mentioned, data were collected by the survey research. The research was conducted from March 2 to March 19, 2018. It was done by distributing an electronic questionnaire and replied 100 respondents.

The electronic version of the questionnaire was created in Google Forms. A contact method was chosen a wall message in a group or a page and a link to the survey was placed on the Facebook wall of a profile of Vinařství Zborovský because it became a popular communication channel between the company and customers. Moreover, distributing the questionnaire online this way is a fast and inexpensive method for gaining a large amount of data.

4.7 Analysis of Information

Analysis of information was done by charts and tables which contain information about the absolute and relative frequency of obtained data. Moreover, for an analysis of collected data was also used author's experience and observation. Tools which were used for data analysis were a text editor created by Microsoft Office and Microsoft Excel which was also used for the creation of charts.

4.7.1 Evaluation of the Questionnaire

Question num. 1: How did you learn about the company Vinařství V & M Zborovský, v.o.s.?
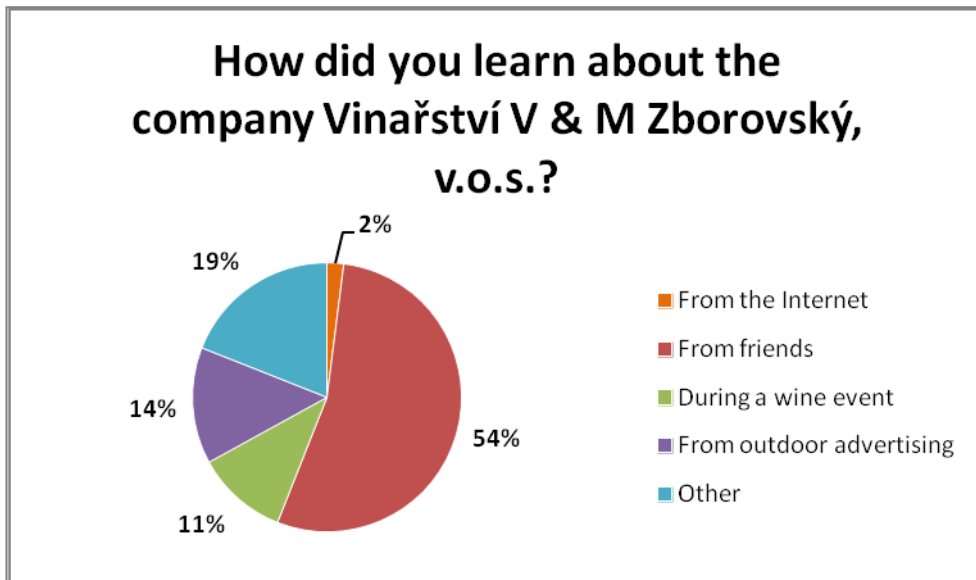

Figure 6. How Did You Learn about the Company Vinařství V & M Zborovský, v.o.s.? (Source: own)

Table 1. Frequency of Answers to Question Num. 1 (Source: own)

	Frequency	
	Absolute	**Relative**
From the Internet	2	2%
From friends	54	54%
During a wine event	11	11%
From outdoor advertising	14	14%
Other	19	19%
Total	**100**	**100%**

Question num. 1 of the questionnaire survey analyzes how did respondents learn about this company. Figure 6 shows that 54% of respondents chose the answer "from friends" and it is possible to assume that references from friends are the best advertising channel for this company and therefore the company should focus on it because it is cheaper than other channels and the company can save a lot of money which owners might invest for example into the production of new products.

The result also shows that 14% of respondents learned about the company form outdoor advertising and 11% of respondents during a wine event and it may be deduced that these

channels have also relatively strong impact and influence on customers and therefore the company should not underestimate their importance and focus on them as well.

Moreover, it is interesting to note that only two respondents learned about the company from the Internet and based on this result it may be assumed that the company should not focus on online channels but rather focus on other channels instead.

Upon closer observation of the collected data, respondents who chose the answer "other" were divided into four groups: locals (10%), friends of owners (6%), former employees (2%) and one respondent who learned about the company from the newspaper.

Question num. 2: How frequently do you visit this winery?

Figure 7. How Frequently Do You Visit this Winery? (Source: own)

Table 2. Frequency of Answers to Question Num. 2 (Source: own)

	Frequency	
	Absolute	**Relative**
Once a week	5	5%
Several times a week	3	3%
Once a month	16	16%
Several times a month	18	18%
Several times a year	52	52%
I have been there just once	6	6%
Never	0	0%
Total	**100**	**100%**

Table num. 6 provides an overview of frequency of customers' visits and it shows that 5% of respondents visit this company once a week and 3% respondents several times a week and it is possible to deduce that these respondents are loyal to this company which means there is a strong relationship between the respondents and the company and also they bring regularly money to the company and therefore the company should treat them as important customers and show them that owners appreciate their loyalty.

The result also shows that 18% of respondents reported that they visit the company several times a month and 16% of respondents once a month. What is more, over half of respondents visit this company several times a year. Based on a closer analysis of respondents' answers, it is interesting to note a surprising correlation of this result with the result of question number 1. It shows that five respondents who learned about the company during a wine event became regular customers and it is good feedback for the company because it is possible to assume that the company does not waste money when they invest into the organization of wine events.

Moreover, it is interesting to note that 6 respondents have been there just once and a possible explanation of this result is that the company is located in the centre of the town which a great advantage and therefore it is easy to for tourists to find it and just stop by for a glass of wine or a cup of coffee.

Question num. 3: Please evaluate how satisfied you were with individual factors.
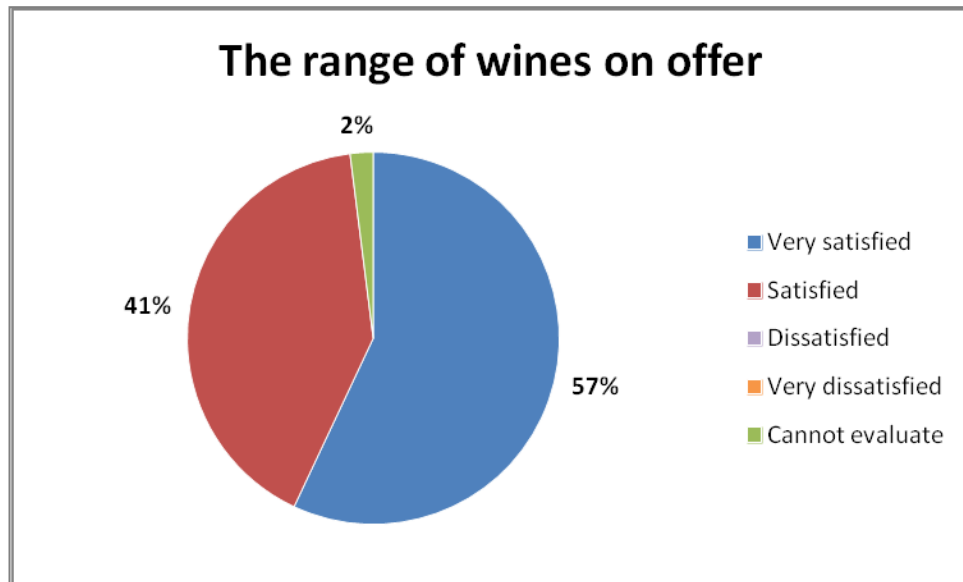
Factor num. 1 The range of wines on offer

Figure 8. The Range of Wines on Offer (Source: own)

Table 3. Frequency of Answers to Factor Num. 1 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	57	57%
Satisfied	41	41%
Dissatisfied	0	0%
Very dissatisfied	0	0%
Cannot evaluate	2	2%
Total	**100**	**100%**

From Table 7 above it can be seen that all respondents who decided to evaluate this aspect were satisfied with the range of wines on offer and this result indicates that the range of wines matches respondent's expectations. It is a good result for the company because satisfied customers will pay less attention to competing brands and buy other products that the company will later add to the offer.

It could be argued that the reason why any respondent was not dissatisfied with this factor may be the fact that owners of the company try to offer a wide range of wines to their customers based on a deeper analysis of the company's website.

The result that over half of respondents reported that they were very satisfied and 41% respondents were satisfied support the assumption that this factor does not need current

improvement. However, the company should not underestimate this factor and owners should come up and put new wine products on offer in the future.

Besides that, only two respondents chose the answer "cannot evaluate" and only these respondents were under 18 years of age and did not evaluate any factors related to wine according to the analysis of their responses.
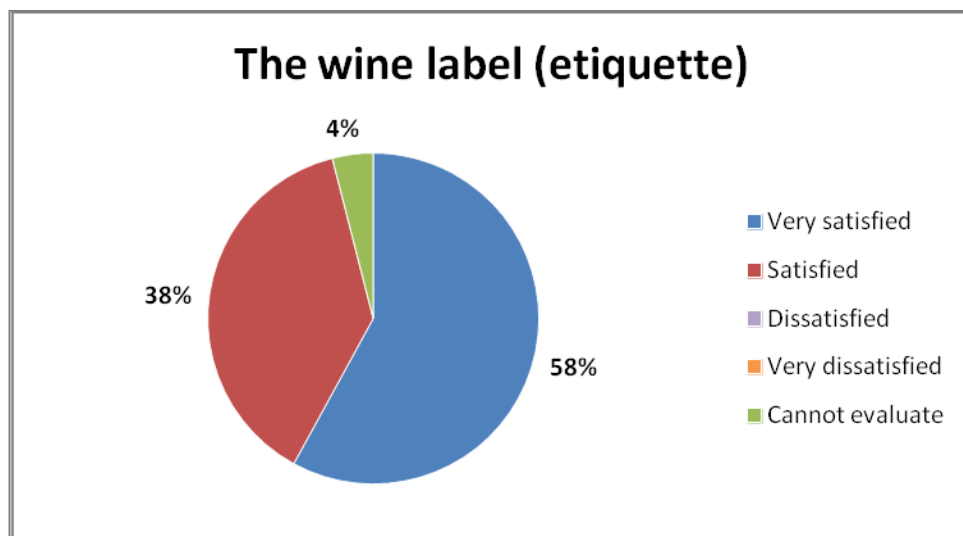
Factor num. 2 The wine label (etiquette)

Figure 9. The Wine Label (Etiquette) (Source: own)

Table 4. Frequency of Answers to Factor Num. 2 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	58	58%
Satisfied	38	38%
Dissatisfied	0	0%
Very dissatisfied	0	0%
Cannot evaluate	4	4%
Total	**100**	**100%**

Factor num. 2 of the questionnaire survey analyzes respondent's satisfaction with the wine label. It is important for the company to know if their customers are satisfied with this factor because it is the wine label that first attracts customers attention and helps customers to make a decision to buy a bottle of wine.

The result shows that over half of respondents were very satisfied and 38% were satisfied with the label. This result indicates that the wine label is effective, easy to memorize and identify, well-designed, clear and easy to understand, and customers like it.

Despite the fact that four respondents did not evaluate this factor, the company should not change the design of the wine label. Based on a closer analysis of respondents' answers, one respondent does not drink wine and two respondents, as was mention before, were under 18 years old and did not evaluate factors related to wine. It is also possible to assume that the reason why the last respondent did not evaluate this factor is that the respondent buys only cask wine which is sold in plastic bottles without the traditional company label.

Factor num. 3 The quality of wine
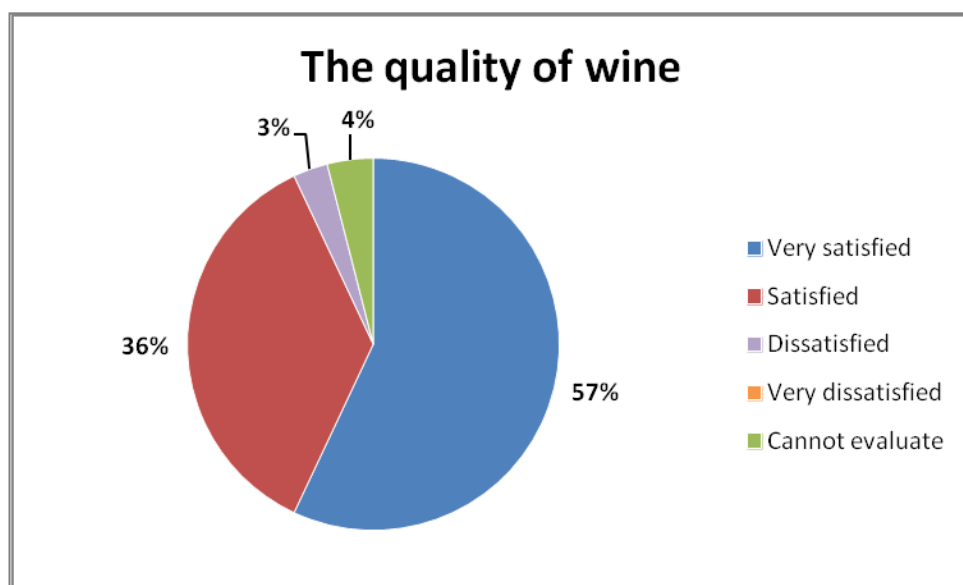
Figure 10. The Quality of Wine (Source: own)

Table 5. Frequency of Answers to Factor Num. 3 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	57	57%
Satisfied	36	36%
Dissatisfied	3	3%
Very dissatisfied	0	0%
Cannot evaluate	4	4%
Total	**100**	**100%**

It can be seen from the data in Table 9 that 57% of respondents were very satisfied and 36% of respondents were satisfied with the quality of the wine. It is possible to deduce from this result that respondents appreciate the quality of the wine which the company produces and offers and this level of quality is sufficient for them.

Moreover, it is a good result for the company because according to the research of Vinařský Fond from 2016 (Stěhulová, 2017) more Czech customers appreciate the quality wine and they are willing to spend more money for it. Due to this fact it is possible that customers who are satisfied with this factor will buy a wine in the company again and they will be willing to spend more money for it

However, three respondents were dissatisfied with the quality. A reason why these respondents were dissatisfied is unknown but a probable explanation is that wrong storage conditions such as room temperature or lighting might lead to changes in the quality of the wine. Furthermore, a cork can be damaged or old, or the quality of grapes can be lower which are also another reasons why the quality wine gets worse and became non-drinkable (Machovský, 2015).

To sum up, the quality of the wine is generally satisfying for respondents. However, the company should carefully and regularly monitor the storage conditions and the quality of the wine during the production process and also inform their customers about the right storage conditions at home.

Factor num. 4 The range of refreshments on offer
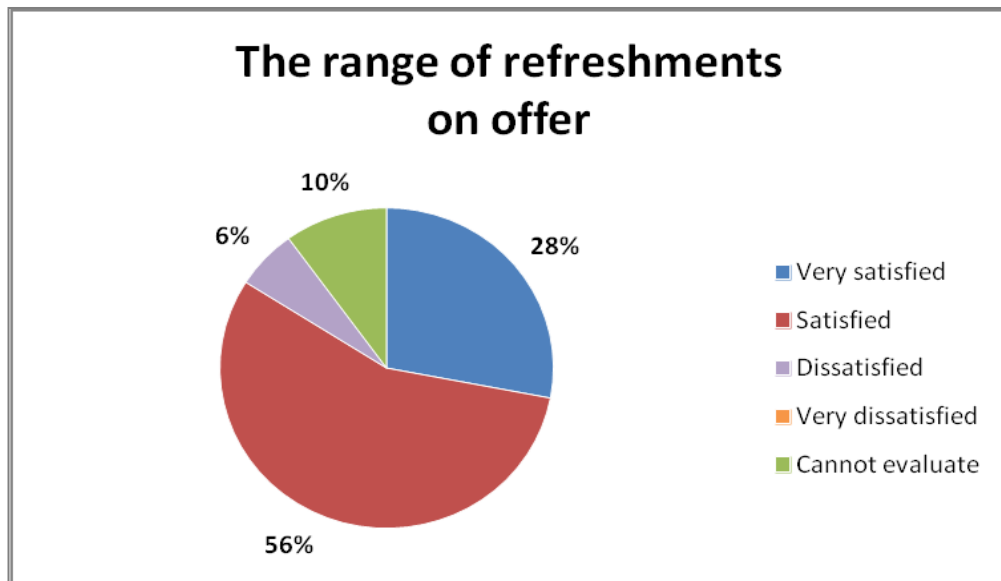
Figure 11. The Range of Refreshments on Offer (Source: own)

Table 6. Frequency of Answers to Factor Num. 4 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	28	28%
Satisfied	56	56%
Dissatisfied	6	6%
Very dissatisfied	0	0%
Cannot evaluate	10	10%
Total	**100**	**100%**

Figure num. 11 provides an overview of the results and it shows that only 28% of respondents evaluated this factor as very satisfying and 56% as only satisfying. What is more, 6% of respondents were dissatisfied with the range of refreshments. It is obvious that the satisfaction rate got lower in this factor and more respondents were only satisfied. Due to this fact, the company might consider possible improvements which will be discussed in 4.9.

Upon closer observation of the collected data, it is interesting to note that answers in the last question num. 11 show that even respondents who were satisfied with this factor would prefer a wider range of refreshments on offer.

Moreover, ten respondents chose the option "cannot evaluate" and a possible explanation for this result may be that respondents only come to the wine shop to buy wine

and do not order any refreshments. It is a good opportunity for the company to try to attract their attention and convince them to try refreshments on offer because customers might stay longer and increase their spending in the company.
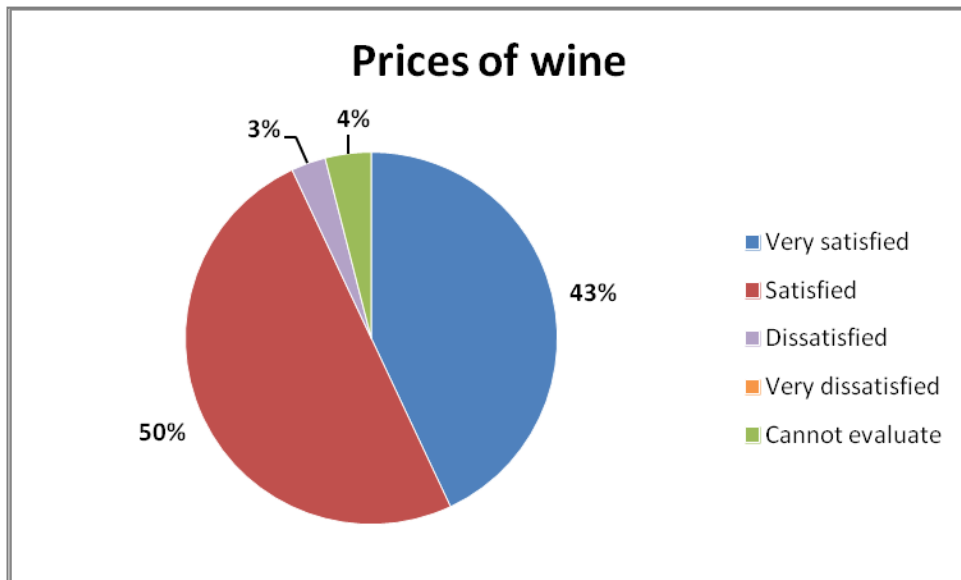
Factor num. 5 Prices of wine

Figure 12. Prices of Wine (Source: own)

Table 7. Frequency of Answers to Factor Num. 5 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	43	43%
Satisfied	50	50%
Dissatisfied	3	3%
Very dissatisfied	0	0%
Cannot evaluate	4	4%
Total	**100**	**100%**

Factor num. 5 of the questionnaire survey analyzes respondent's satisfaction with prices of wine. It is apparent from the Figure 10 that 43% of respondents were very satisfied and 50% of respondents were satisfied with this factor. It is possible to assume from the result that respondents are satisfied with the selling prices of wine which were set by the company and they are willing to pay these prices.

Despite the fact that three respondents were dissatisfied, the company should not change prices of wine because for certain people, for example, for students it could still be too much money for wine.

To sum up, prices of the wine are generally satisfying for respondents. However, the company should inform and explain to their customers that prices of wine are influenced by many aspects of the production process such as a quality of grapes, or work in a vineyard which is time-consuming and it is, therefore, necessary for the company to cover the cost associated with its production. It might help increase customer satisfaction with this factor if they will see and understand what exactly is covered in selling prices.

Factor num. 6 Prices of refreshments
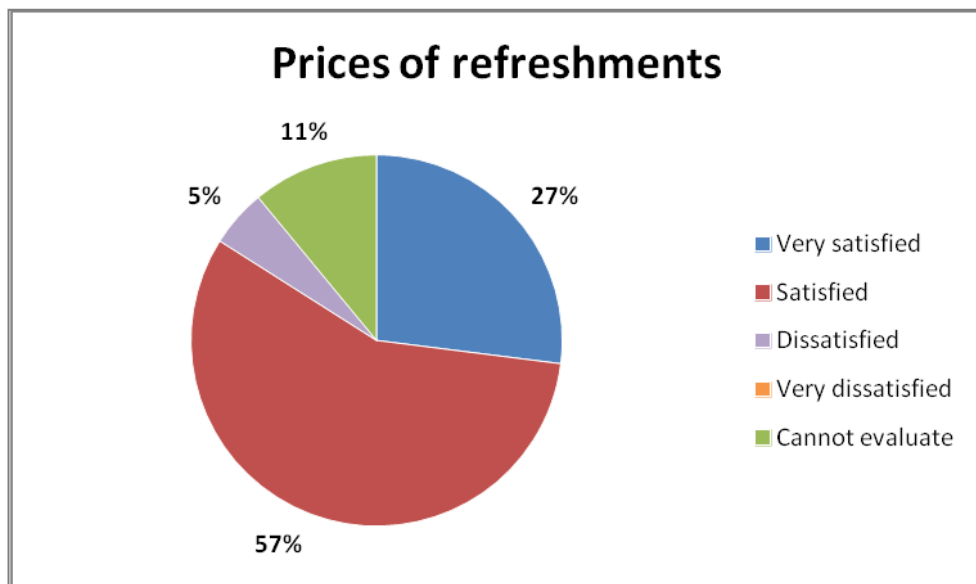
Figure 13. Prices of Refreshments (Source: own)

Table 8. Frequency of Answers to Factor Num. 6 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	27	27%
Satisfied	57	57%
Dissatisfied	5	5%
Very dissatisfied	0	0%
Cannot evaluate	11	11%
Total	**100**	**100%**

It can be seen from the data in Table 12 that 27% of respondents were very satisfied with the prices and for over half of respondents, prices of refreshments were satisfying. Eleven respondents decided not to evaluate this factor and a possible explanation for this result might be that these respondents buy only wine in the company. What is more, five customers were dissatisfied with this factor.

Based on a closer analysis of respondents' answers, one respondent explained, in the last question, his reason for dissatisfaction. He wrote that "plates with slices of smoked meat are quite "empty" for such a price". Other respondents who were dissatisfied were students who probably do not have a regular income. Despite the fact that these respondents were dissatisfied, the company does not need to consider improvements and change prices because based on the price customers may assume the level of quality of refreshments and for certain people, it could still be too much money for refreshments even if the company change prices.

Factor num. 7 Opening hours
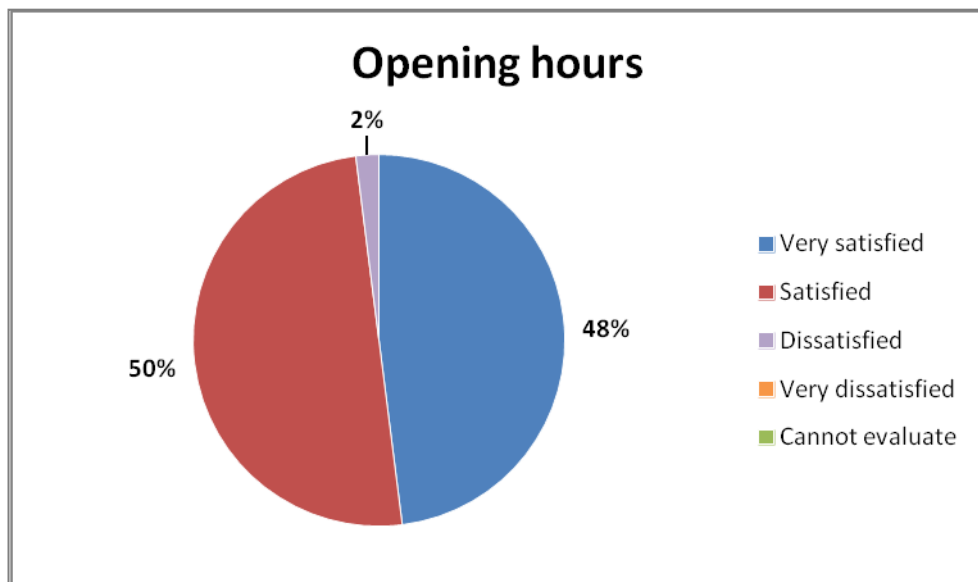
Figure 14. Opening Hours (Source: own)

Table 9. Frequency of Answers to Factor Num. 7 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	48	48%
Satisfied	50	50%
Dissatisfied	2	2%
Very dissatisfied	0	0%
Cannot evaluate	0	0%
Total	**100**	**100%**

Table 10. Opening Hours of Wine Shop (vinarstvizborovsky.cz)

Opening Hours of Wine Shop (winter-spring)		Opening Hours of Wine Shop (summer-autumn)	
Mon. – Thurs.	7:00 – 19:00	Mon. – Thurs.	8:00 – 22:00
Friday	8:00 – 20:00	Friday	8:00 – 22:00
Saturday	9:00 – 20:00	Saturday	9:00 – 22:00
Sunday	9:00 – 17:00	Sunday	9:00 – 20:00

Table 11. Opening Hours of Wine Café (vinarstvizborovsky.cz)

Opening Hours of Wine Café (winter-spring)		Opening Hours of Wine Café (summer-autumn)	
Mon. – Thurs.	13:00 – 21:00	Mon. – Thurs.	13:00 – 22:00
Friday	13:00 – 24:00	Friday	13:00 – 24:00
Saturday	13:00 – 24:00	Saturday	13:00 – 24:00
Sunday	13:00 – 20:00	Sunday	13:00 – 20:00

Table 13 provides an overview of the results and it shows that 48% of respondents were satisfied and half of respondents were satisfied with opening hours. This result is good for the company because it indicates that even the company is not open after midnight and opening hours change during the year season as can be seen from the data in Table 14 and 15, respondents are satisfied with it and the company should not change it.

Moreover, it is possible to deduce that the reason why customers are satisfied with this factor is that even if the wine shop closes earlier than the wine café, customers can order any wine which is available in the wine shop.

However, two respondents reported that they were dissatisfied with this factor. It is possible to assume that the reason may be the fact that the company is not open after midnight. Nevertheless, the company does not consider extending the opening hours in the future because the brick-and-mortar shop of the winery VM Zborovský is located in the center of the town and the company wants to respect the quiet hours.
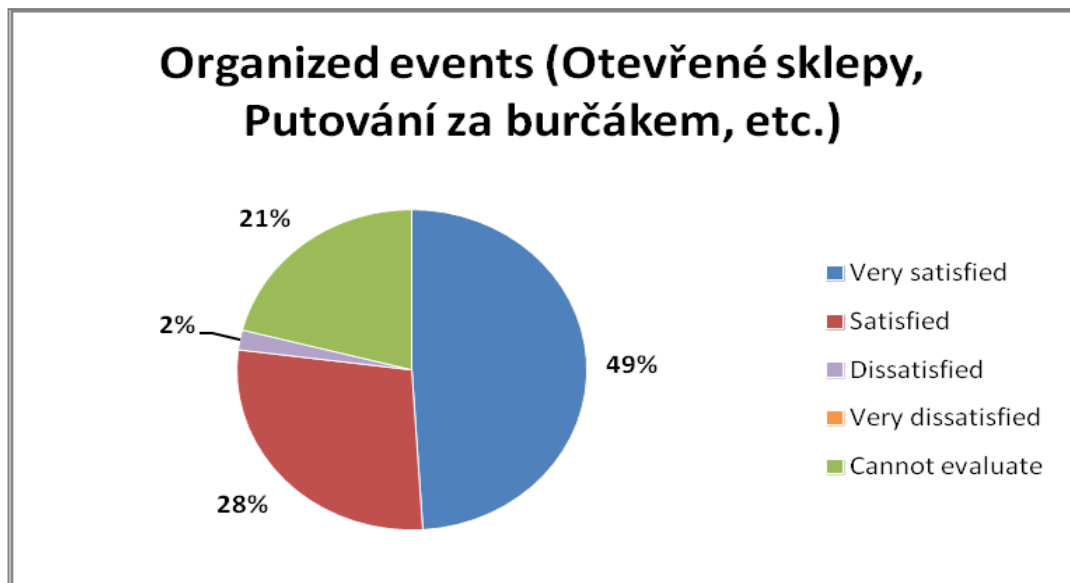
Factor num. 8 Organized events (Otevřené sklepy, Putování za burčákem, etc.)

Figure 15. Organized Events (Otevřené Sklepy, Putování za Burčákem, etc.)
(Source: own)

Table 12. Frequency of Answers to Factor Num. 8 (Source: own)

	Frequency	
	Absolute	Relative
Very satisfied	49	49%
Satisfied	28	28%
Dissatisfied	2	2%
Very dissatisfied	0	0%
Cannot evaluate	21	21%
Total	**100**	**100%**

Factor num. 8 of the questionnaire survey analyzes respondent's satisfaction with organized events. It is apparent from Figure 15 that majority of respondents were very satisfied and 28% were satisfied with organized events. This result indicates that customers perceive positively most of the aspects of organized events such as organization, communication with employees, and also wines which are offered during organized events. It is an important feedback for the company because during them the company can promote itself and attract the attention of new customers which might lead to profit increase so it is necessary that customers are satisfied with it.

The result also shows that two respondents were dissatisfied. This result may be explained by the fact that during organized events might be a longer waiting time at the counter or a full parking. Customers have to wait longer until their needs and expectations

are met which lead to lower satisfaction. The rest of the respondents did not evaluate this aspect because they have probably never participated in organized events.

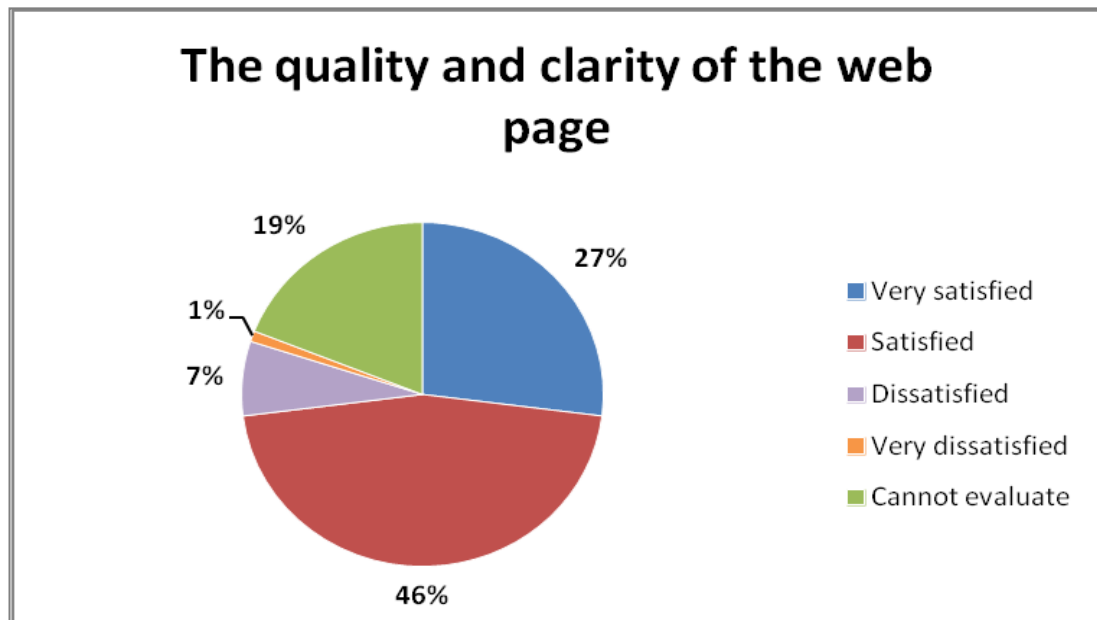**Factor num. 9 The quality and clarity of the web page**

Figure 16. The Quality and Clarity of the Web Page (Source: own)

Table 13. Frequency of Answers to Factor Num. 9 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	27	27%
Satisfied	46	46%
Dissatisfied	7	7%
Very dissatisfied	1	1%
Cannot evaluate	19	19%
Total	**100**	**100%**

It can be seen from the data in Table 17 that the satisfaction rate got lower in this factor. Despite the fact that majority of respondents were generally satisfied, seven respondents evaluated this aspect as dissatisfying and one respondent even reported that he was very dissatisfied with the quality and clarity of the web page of the company. It is possible to deduce that this result is due to a lot of information which is placed on the web page and it might be difficult for customers to follow them because the web page was established in 2010 and it is still the same. These findings suggest that the company should consider a

modernization of the web page because it seems that the quality and clarity of the web page is insufficient.

Upon closer observation of the collected data, it is interesting to note that 19% of respondents decided not to evaluate this aspect. It is possible to assume that these respondents do not use the web page of the company and they may prefer a Facebook profile of the company where they can also find information.

To sum up, the quality and clarity of web page are generally satisfying for respondents but it is obvious that satisfaction rate got lower and it is, therefore, necessary to make some improvements if the company wants to increase customer satisfaction with this factor which. These improvements will be recommended in 4.9 and they might also lead to the better promotion of the company on the Internet which may help to reach new customers.

Factor num. 10 Helpfulness and willingness of staff
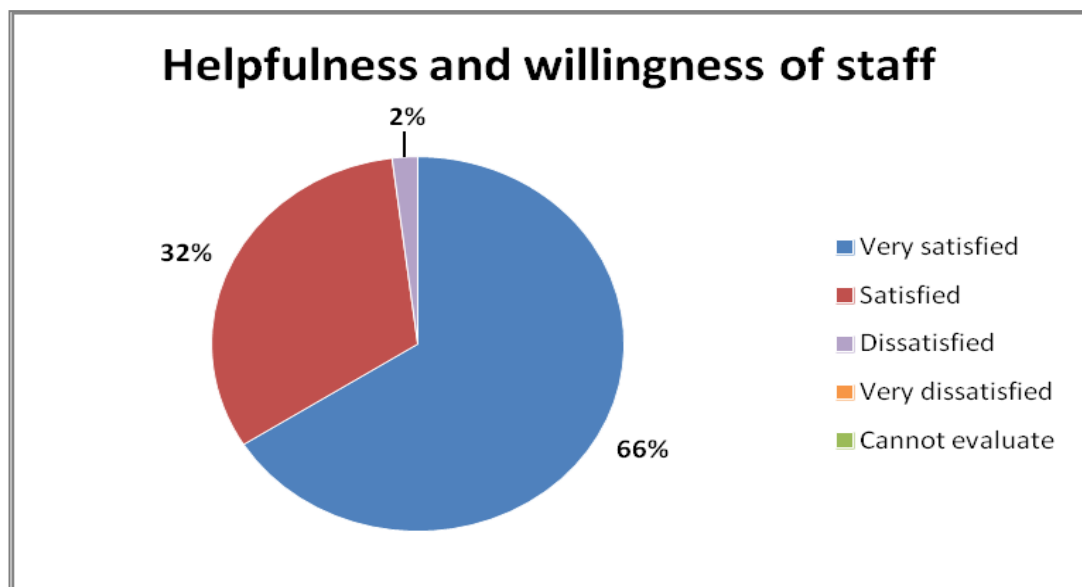
Figure 17. Helpfulness and Willingness of Staff (Source: own)

Table 14. Frequency of Answers to Factor Num. 10 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	66	66%
Satisfied	32	32%
Dissatisfied	2	2%
Very dissatisfied	0	0%
Cannot evaluate	0	0%
Total	**100**	**100%**

Factor num. 10 of the questionnaire survey examines respondent's satisfaction with helpfulness and willingness of staff. As shown in Table 18, over half of respondents evaluated this factor as very satisfying and 32% of respondents were satisfied. It is a good result for the company which indicates a high degree of willingness and helpfulness of staff.

Nevertheless, two respondents were dissatisfied. A possible explanation of this result according to author's personal observation and experience is that from May to September is the company visited by more people compared to months from November to April and therefore during the rush hours, customers have to wait longer until the staff has time to help them.

Besides that, based on a closer analysis of respondents' answers, one dissatisfied respondent recommended, in the last question num. 11, that the staff should be strengthened during the rush hours in the summer and autumn season or speeded up. It is an important feedback because according to this answer it is possible to identify the real reason for customer dissatisfaction and the company might try to solve it.

Furthermore, it is possible to assume that when the company is overcrowded, the profit increases and the company can afford to hire more staff which might increase also customer satisfaction with this factor and therefore the company might consider some improvements.

Factor num. 11 Communication with the staff (phone and email)
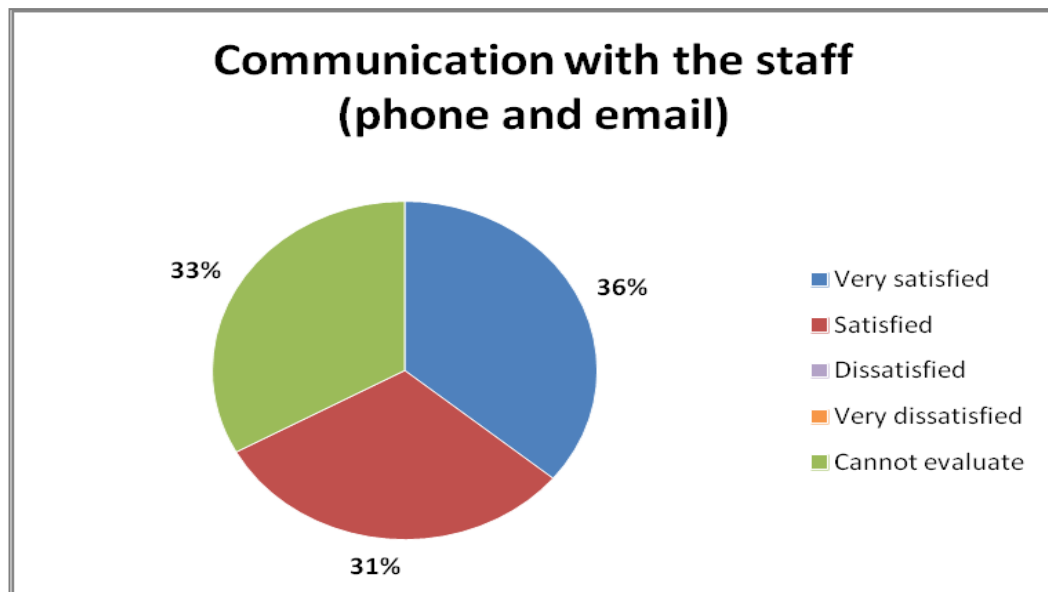
Figure 18. Communication with the Staff (Phone and Email) (Source: own)

Table 15. Frequency of Answers to Factor Num. 11 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	36	36%
Satisfied	31	31%
Dissatisfied	0	0%
Very dissatisfied	0	0%
Cannot evaluate	33	33%
Total	**100**	**100%**

Figure 18 provides an overview of the results and it shows that all respondents who decided to evaluate this aspect were generally satisfied with communication with the staff via phone and email. It is a good result for the company because the result indicates that the employees answer the phone and respond to emails. It also indicates the politeness and patience of staff and that this type of communication is effective and therefore the company does not have to consider possible improvements.

According to the analysis of data, 33% of respondents chose the answer "cannot evaluate" and it is possible to deduce from this result that these respondents have never called or wrote an email to the company and therefore they did not evaluate this factor.

Factor num. 12 The ability of staff to make an expert wine recommendation

Figure 19. The Ability of Staff to Make an Expert Wine Recommendation
(Source: own)

Table 16. Frequency of Answers to Factor Num. 12 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	42	42%
Satisfied	43	43%
Dissatisfied	4	4%
Very dissatisfied	0	0%
Cannot evaluate	11	11%
Total	**100**	**100%**

It can be seen from the data in Table 20 that majority of the respondents were generally satisfied with this factor. Based on author's personal observation and experience it might be deduced that this result is due to a requirement that full-time and also part-time employees have to study the wine theory before they start to work in this company. It might be assumed from the result that staff recommendations are right and useful for customers and it also indicates that customers trust the staff and it helps to build a stronger relationship between the company and its customers. It is a good result for the company because if the relationship is strong, customers will be more likely to come back for a next purchase.

The result also shows that 4% of respondents who evaluated the ability of staff to make an expert wine recommendation were dissatisfied which indicates that the performance of staff did not match the needs and expectations of respondents and the staff was not able to recommend the right wine to respondents. A possible explanation for this might be that employees did not study the wine theory properly or employees were not able to use theory in practical situations and therefore it is important for the company to focus on the practical training of new employees so they are able to make a satisfying wine recommendation to customers.

The rest of the respondents chose the answer "cannot evaluate and this result may be explained by the fact that these respondents have probably never needed a wine recommendation because they know what type of wine they like and want to buy.

Factor num. 13 The waiting time at the counter
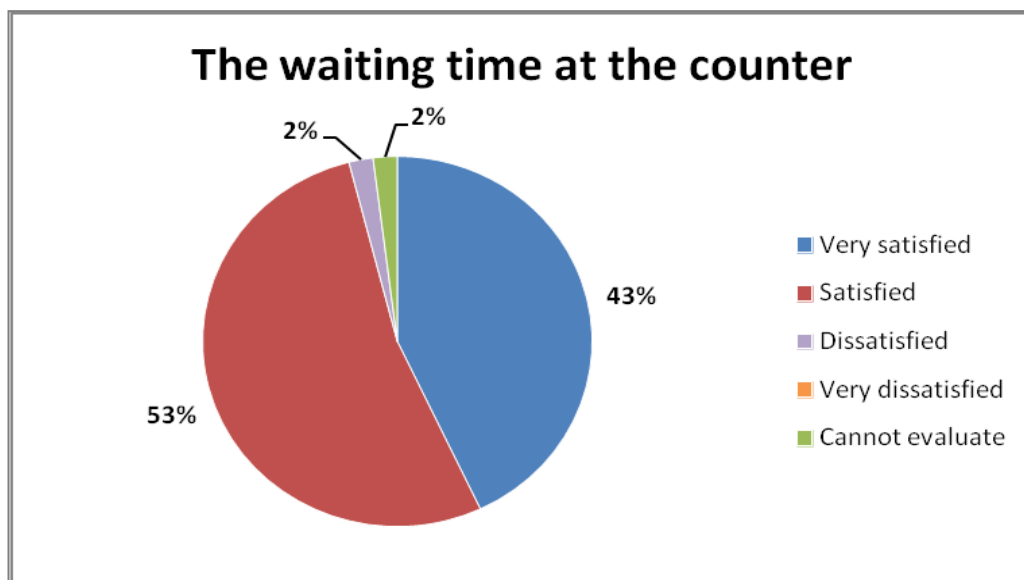
Figure 20. The Waiting Time at the Counter (Source: own)

Table 17. Frequency of Answers to Factor Num. 13 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	43	43%
Satisfied	53	53%
Dissatisfied	2	2%
Very dissatisfied	0	0%
Cannot evaluate	2	2%
Total	**100**	**100%**

Factor num. 13 of the questionnaire survey analyzes respondent's satisfaction with the waiting time at the counter. Over half of respondents evaluated as satisfying and 43% of respondents as very satisfying. This result shows that the waiting time is not long for customers and also that the staff is fast in serving customers. The faster service leads to a relationship which is more profitable and it also improves total customer satisfaction which it is good for the existence of the company.

However, two respondents were dissatisfied with the waiting time and a possible explanation for this respondents dissatisfaction might be related to the situation during the rush when based on the author's observation is the waiting line also outside of the winery. If the company wants to increase customer satisfaction with this factor, owners of the company might consider some improvements which will be recommended in 4.9.

The result also shows that two respondents did not evaluate this aspect and the reason might be that the staff came to their table and they did not have to wait at the counter or they just come here and did not buy anything.

Factor num. 14 Handling complaints
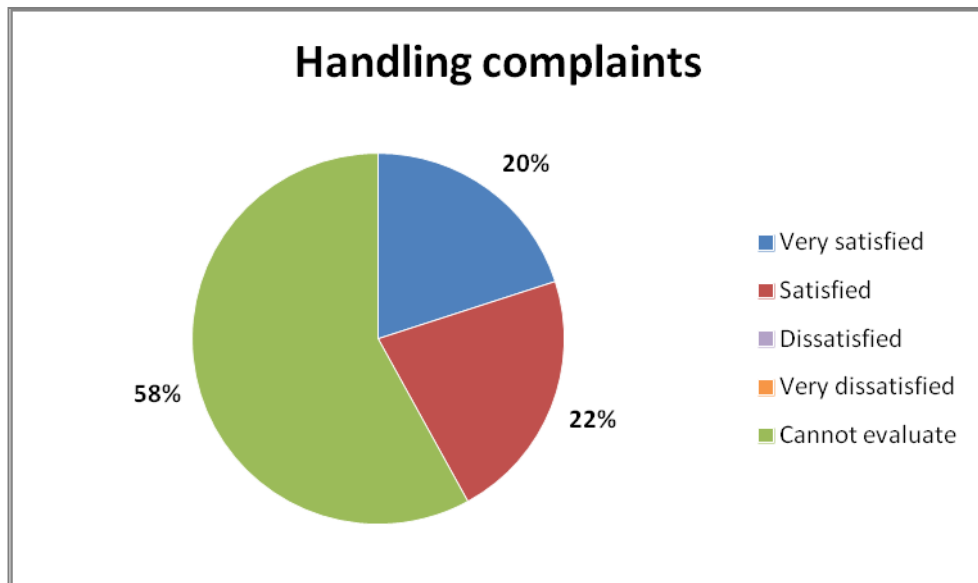
Figure 21. Handling Complaints (Source: own)

Table 18. Frequency of Answers to Factor Num. 14 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	20	20%
Satisfied	22	22%
Dissatisfied	0	0%
Very dissatisfied	0	0%
Cannot evaluate	58	58%
Total	**100**	**100%**

It can be seen from the data in Figure 21 that all customers who decided to evaluate this aspect were generally satisfied with handling complaints. However, based on a mouth confirmation by owners there was only one complaint in last years and therefore the company does not have documentation about it. Due to the fact that employees do not have to solve many complaints, the company saves a lot of money which owners can invest for example into the production of new products. However, the reason why respondents evaluated this factor as satisfying is not clear but it is possible to deduce that respondents might be satisfied with the system possible complaints are resolved.

What is more, 58% of respondents chose the option "cannot evaluate" and a possible explanation for this result is that these respondents probably have never complained. Thanks to the result it is possible to assume that the company offers high-quality products

and also that the company's prestige increases which is good for the company because it might attract more customers to purchase in the company.

Factor num. 15 The seating area (music, atmosphere)
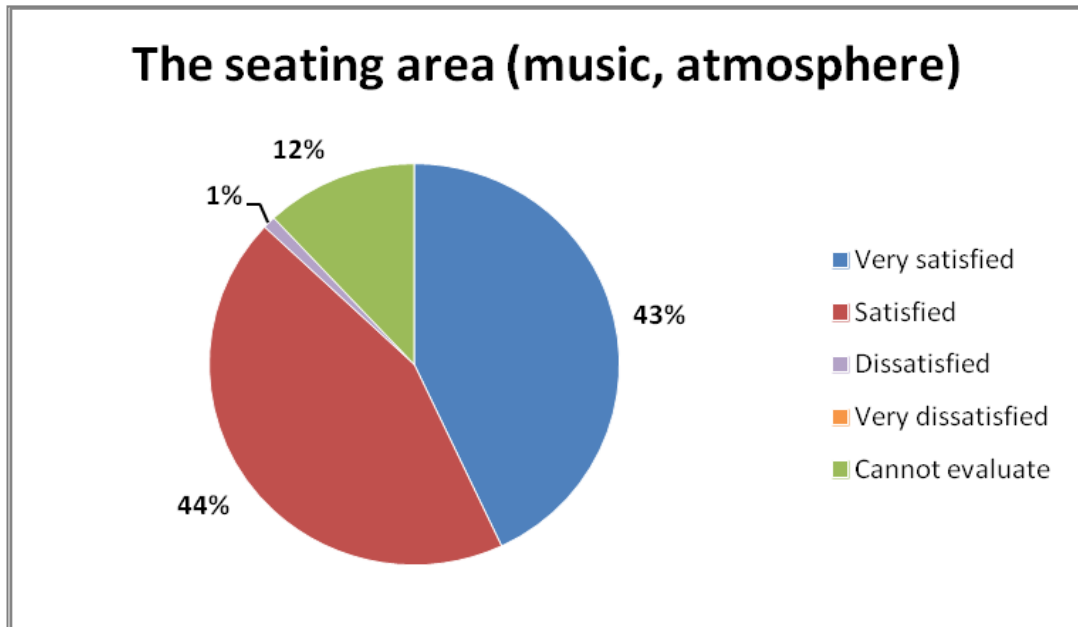
Figure 22. The Seating Area (Music, Atmosphere) (Source: own)

Table 19. Frequency of Answers to Factor Num. 15 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	43	43%
Satisfied	44	44%
Dissatisfied	1	1%
Very dissatisfied	0	0%
Cannot evaluate	12	12%
Total	**100**	**100%**

Factor num. 15 of the questionnaire survey analyzes respondent's satisfaction with music and atmosphere in the seating area. From Table 23 above, it is possible to say that over 80% of respondents were generally satisfied with this factor. One respondent evaluated the atmosphere and music as dissatisfying. In the last open question of the questionnaire, the respondent wrote that he would prefer an extension of the seating area in the winter when the place is overcrowded. The cause of respondent's dissatisfaction might be rooted in the fact that during the rush hours the place is full of people and there is no empty chair so

customers have to leave. Moreover, the relaxing atmosphere changes into the noisy atmosphere during this time and it is even quite hard to hear the music.

Table 23 also shows that 12% of respondents did not evaluate this factor and it might be assumed that these respondents do not notice or care about music and atmosphere because they come only for a quick shopping and do not stay in the company. In author's opinion, the company could see this as an opportunity to attract the attention of these respondents.

To sum up, music and atmosphere are generally satisfying for respondents but it still needs to be improved so that all respondents evaluate this factor as very satisfying. Higher customer satisfaction with this factor might influence the time spent in the company. If customers stay longer, their spending might increase and the company can invest this money in other improvements.

Factor num. 16 Cleanliness
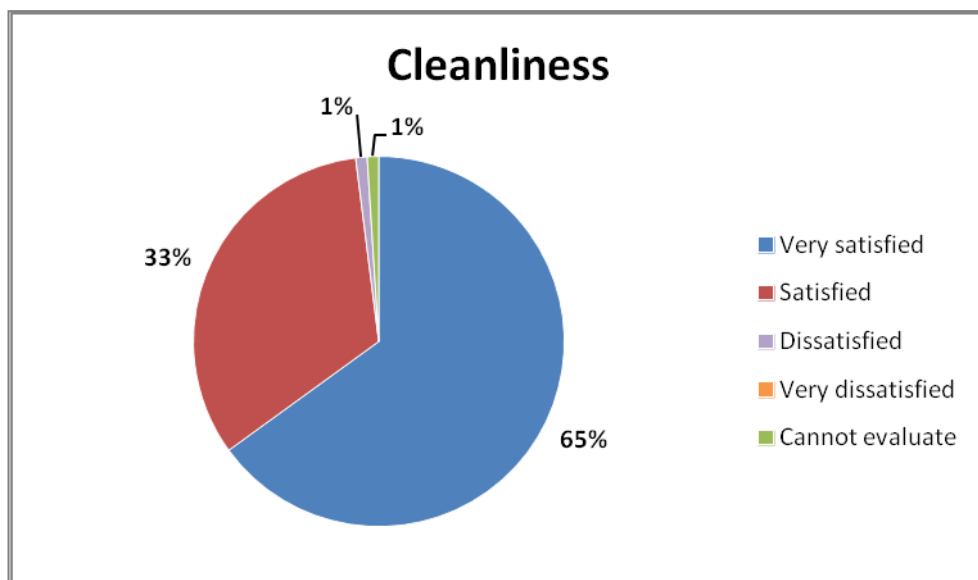
Figure 23. Cleanliness (Source: own)

Table 20. Frequency of Answers to Factor Num. 16 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	65	65%
Satisfied	33	33%
Dissatisfied	1	1%
Very dissatisfied	0	0%
Cannot evaluate	1	1%
Total	**100**	**100%**

Figure 23 provides an overview of the result and it shows that 65% of respondents were very satisfied and 33% of respondents were satisfied with cleanliness in the brick-and-mortar shop. From this result might be deduced that employees of the company carefully clean the whole place and also that they make sure that everything is clean during the day and customers' tables are not dirty and the whole place is neat.

It is a good result for the company because the clean place looks appealing and welcoming customers. It might also imply the quality of service and products and customers may feel more comfortable in the clean environment. Moreover, it also may help increase the happiness of employees which will lead to higher customer satisfaction because employees might feel also more comfortable and be nicer to customers.

Furthermore, it can be seen from data in Figure 23 that one respondent did not evaluate this factor and it might be due to fact that this respondent does not care about cleanliness because she probably comes only for a quick shopping. The result also shows that one respondent was dissatisfied with the cleanliness and based on author's observation and experience this might be caused by employees who are busy during the rush hours and they are not able to carefully monitor if the whole place is clean and therefore the company might consider some improvements.

Factor num. 17 The parking possibilities (bicycle or car)
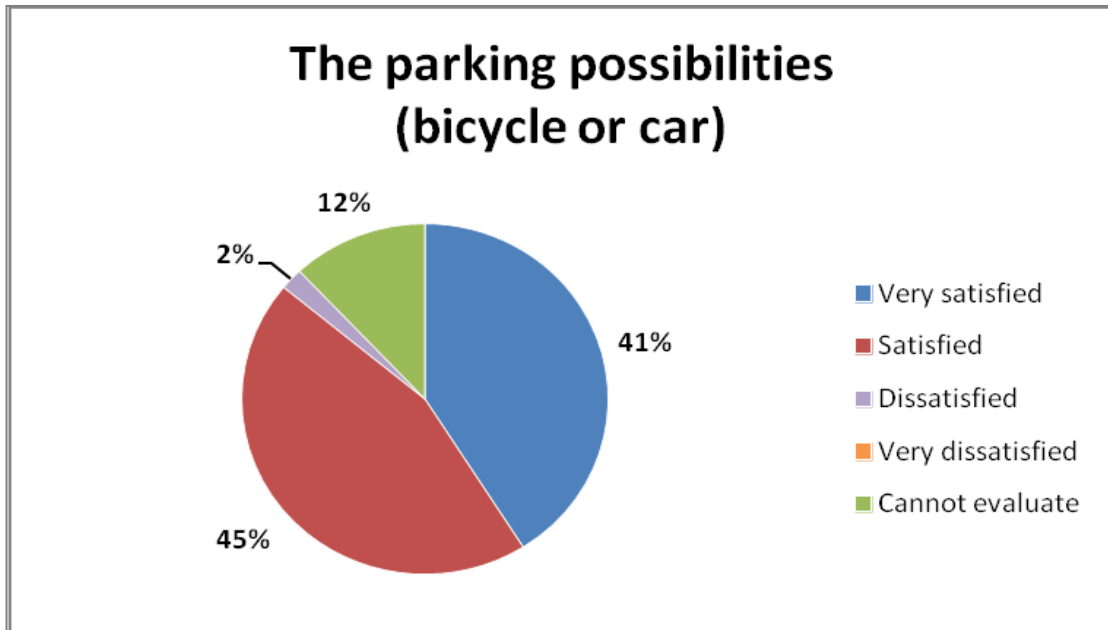
Figure 24. The Parking Possibilities (Bicycle or Car) (Source: own)

Table 21. Frequency of Answers to Factor Num. 17 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	41	41%
Satisfied	45	45%
Dissatisfied	2	2%
Very dissatisfied	0	0%
Cannot evaluate	12	12%
Total	**100**	**100%**

Table 25 provides an overview of the results and it shows that majority of respondents were generally satisfied with the parking possibilities. Only two respondents were dissatisfied and based on author's observation and experience it is possible to assume that this result is due to full parking for cars and bicycles during the rush hours. However, due to the fact that the company is located in the town center, parking possibilities for cars are limited but the company might consider some improvements for bicycle parking which will be will be recommended in 4.9.

Moreover, 12% of respondents who did not evaluate this factor and it might be assumed that these respondents probably walk to the winery or the café.

Factor num. 18 Overall satisfaction with the company
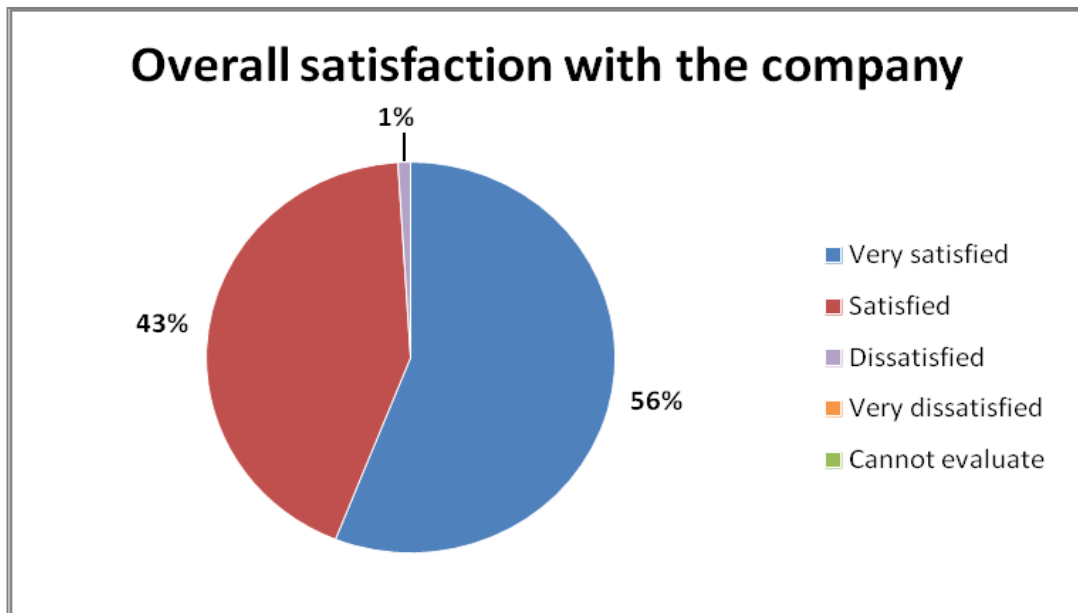
Figure 25. Overall Satisfaction with the Company (Source: own)

Table 22. Frequency of Answers to Factor Num. 18 (Source: own)

	Frequency	
	Absolute	**Relative**
Very satisfied	56	56%
Satisfied	43	43%
Dissatisfied	1	1%
Very dissatisfied	0	0%
Cannot evaluate	0	0%
Total	**100**	**100%**

Factor num. 18 of the questionnaire survey examines overall respondent's satisfaction with the company and according to result, it is obvious that 99% of respondents were generally satisfied with the company and only one respondent was dissatisfied.

Based on a closer analysis of respondents' answers, the dissatisfied respondent was a working woman who chose this company due to its location and comes to the winery a few times a year. On the other hand, this respondent evaluated most of the aspects in the questionnaire as very satisfying or satisfying but it might be assumed that the quality and the range of refreshments were only two factors which did not meet her expectations and may lead to the overall dissatisfaction with the company.

Despite the fact that one respondent evaluated her overall satisfaction with the company as dissatisfying, it is still a good result for the company because it shows that customers are overall satisfied with the company and therefore the company does not have to consider a lot of improvements.

Question num. 4: Why did you choose Vinařství V & M Zborovský, v.o.s. for your visit or purchase of wine?

Figure 26. Why Did You Choose Vinařství V & M Zborovský, v.o.s. for Your Visit or Purchase of Wine? (Source: own)

Table 23. Frequency of Answers to Question Num. 4 (Source: own)

	On the recommendation	Satisfaction with the staff	The range of goods	The quality of wine	Prices	Opening hours	The location	Other
Number of answers	22	30	43	52	34	17	55	1

In a response to question num. 4, respondents had a chance to choose more than one answer to show main reasons why they come to this company. The majority of respondents said that combination of factors such as the location (55) and the quality of wine (52) are the most important factors why they purchase wine or visit this company.

Furthermore, other reasons for the visit, according to results, were the range of goods and prices. It is an important result for the company because it provides important insights into respondents' thinking. Based on this insights it is also possible to confirm the fact that owners chose a good place for their company and that customers see and value the quality

of wines which the company produces and offers and this fact is also supported by the result of factor num. 3.

Question num. 5: Your gender
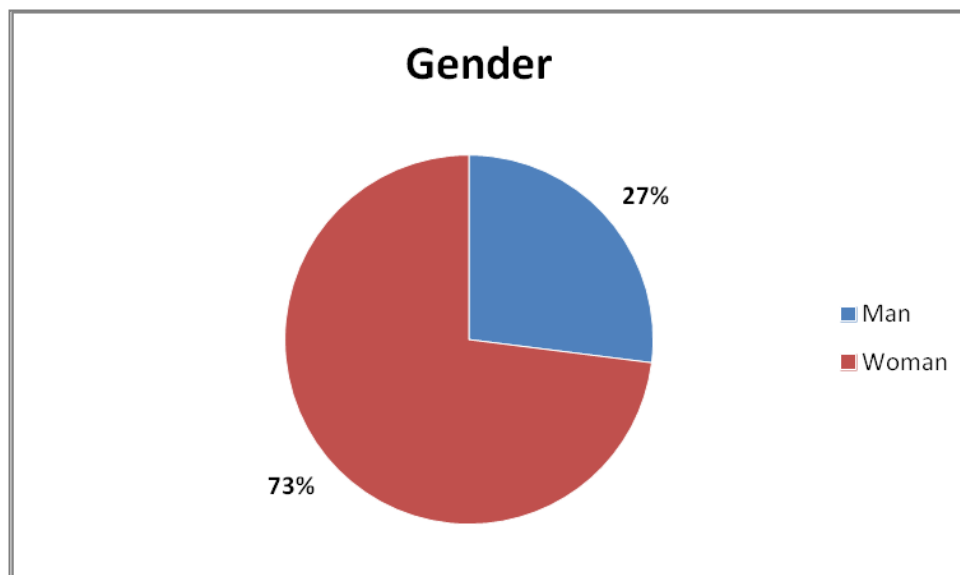
Figure 27. Gender (Source: own)

Table 24. Frequency of Answers to Question Num. 5 (Source: own)

	Frequency	
	Absolute	**Relative**
Man	27	27%
Woman	73	73%
Total	**100**	**100%**

The fifth question in this research focuses on the gender of respondents. It can be seen from the data in Table 28 that 73% of respondents of this research were women. The percentage of men was lower in this research and men form only 27% out of the total number of respondents. This result might be influenced by the fact that the questionnaire was posted on the Facebook profile and according to the research from 2017, which is called AMI Digital Index, Czech women visit social networks more often than men and they spend more time on them (Crha, 2017).

Moreover, the chief of Vinařský Fond of the Czech Republic Jaroslav Machovec also said that according to their research from 2016 more Czech women are interested in wine, they visit a wine tasting, open wine cellars and they play an important role in the wine consumption and this fact might also influence the result (Solaříková, 2017).

Question num. 6: Your age
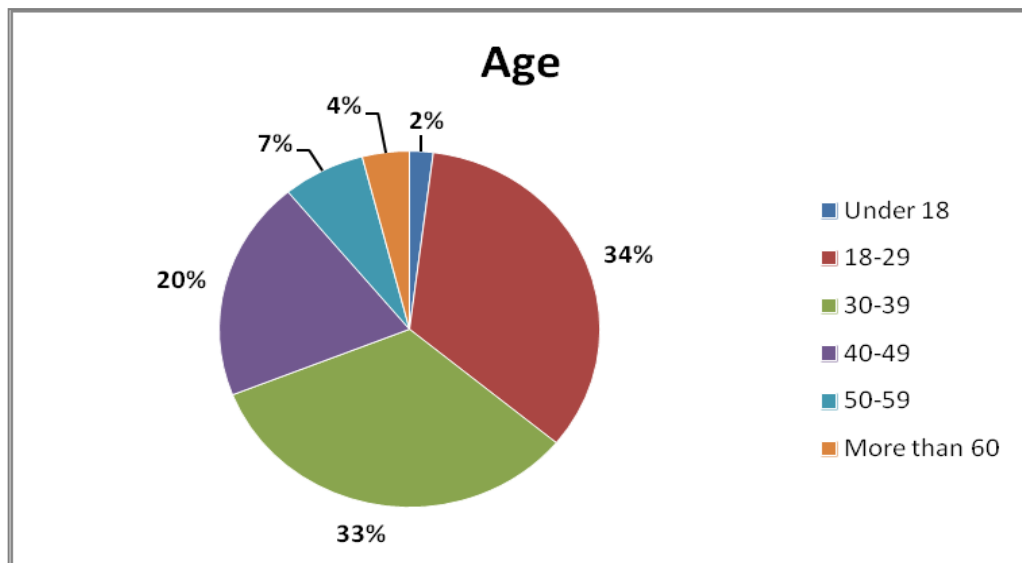
Figure 28. Age (Source: own)

Table 25. Frequency of Answers to Question Num. 6 (Source: own)

	Frequency	
	Absolute	**Relative**
Under 18	2	2%
18-29	34	34%
30-39	33	33%
40-49	20	20%
50-59	7	7%
60 and more	4	4%
Total	**100**	**100%**

Figure 28 provides an overview of the results and it shows that two respondents were under 18 and a possible explanation of this result might be that these respondents come to the company for an ice-cream or a cup of tea or hot chocolate. 67% of respondents reported that they are between ages 18 and 39 and it might be deduced based on a closer analysis of respondents' answers that they like wine and they like to visit the brick-and-mortal shop of the company.

Moreover, as shown in Figure 28, 20% of respondents were between ages 40-49 and 7% of respondents were between ages 50-59 and according to the research from 2017, which is called AMI Digital Index this result might be influenced by the fact that social media are visited more by younger users (Crha, 2017).

Upon closer observation of the collected data, it is interesting to note that only 4% of respondents were people aged 60 years or older. However, according to data in the publication called World Population Ageing which was published in 2017 by United Nations people aged 60 years or older had 183.0 millions of persons in Europe in 2017 and this number is expected to double by 2050 (United Nations, 2017). Due to this fact, the company should not overlook this demographic group and put them closer to the center of their attention because their purchase power might also increase in the future and it can bring more money to the company.

Question num. 7: Place of residence
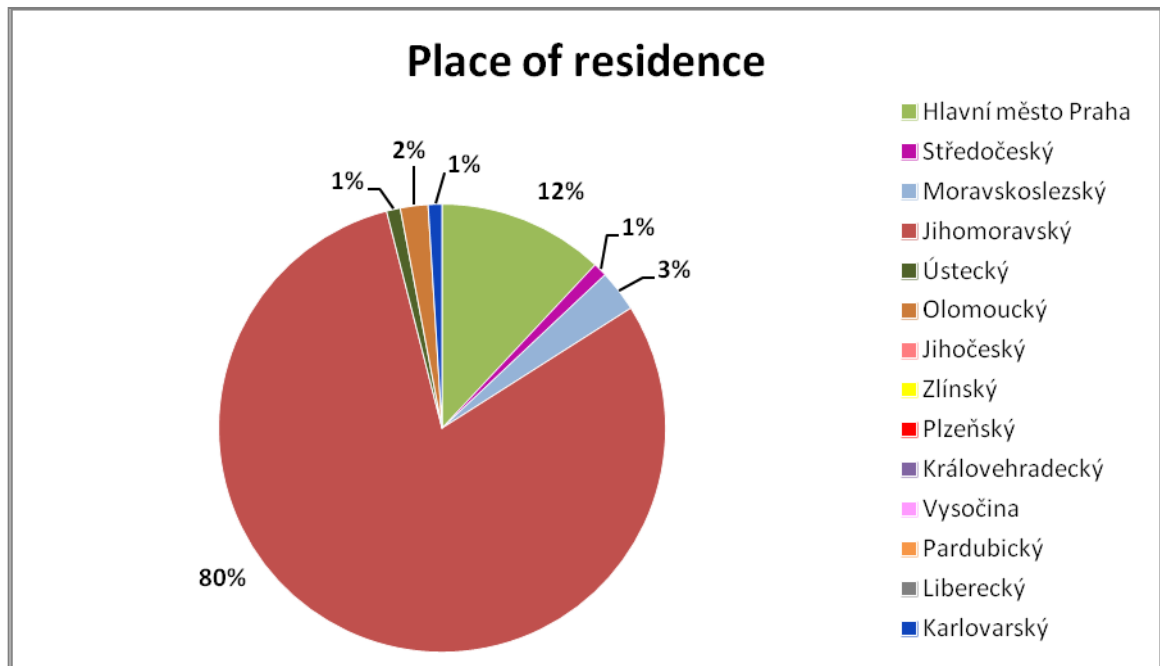
Figure 29. Place of Residence (Source: own)

Table 26. Frequency of Answers to Question Num. 7 (Source: own)

Region	Frequency	
	Absolute	**Relative**
Hlavní město Praha	12	12%
Středočeský	1	1%
Moravskoslezský	3	3%
Jihomoravský	80	80%
Ústecký	1	1%
Olomoucký	2	2%
Jihočeský	0	0%
Zlínský	0	0%
Plzeňský	0	0%
Královehradecký	0	0%
Vysočina	0	0%
Pardubický	0	0%
Liberecký	0	0%
Karlovarský	1	1%
Total	**100**	**100%**

The question num. 7 of the questionnaire examines the place of residence of respondents. From the table above it is possible to specify in which region respondents live. It is apparent that 80% of respondents live mainly in the Jihomoravský region. This result

might be influenced by the fact that the company is located in Velké Pavlovice in the Jihomoravsky region and it is closer to local customers.

A further analysis also showed that 20% of respondents were from different parts of the Czech Republic which indicate that also tourists visit this company. According to authors Král, Machková, Lhotáková, and Cook (2016, 88) people who live in different regions than the Jihomoravský region might have different needs and expectations and due to this fact, company should define and focus not only on local's but also on tourist's needs and expectations and try to surpass them to satisfied more customers.

Question num. 8: Your current status
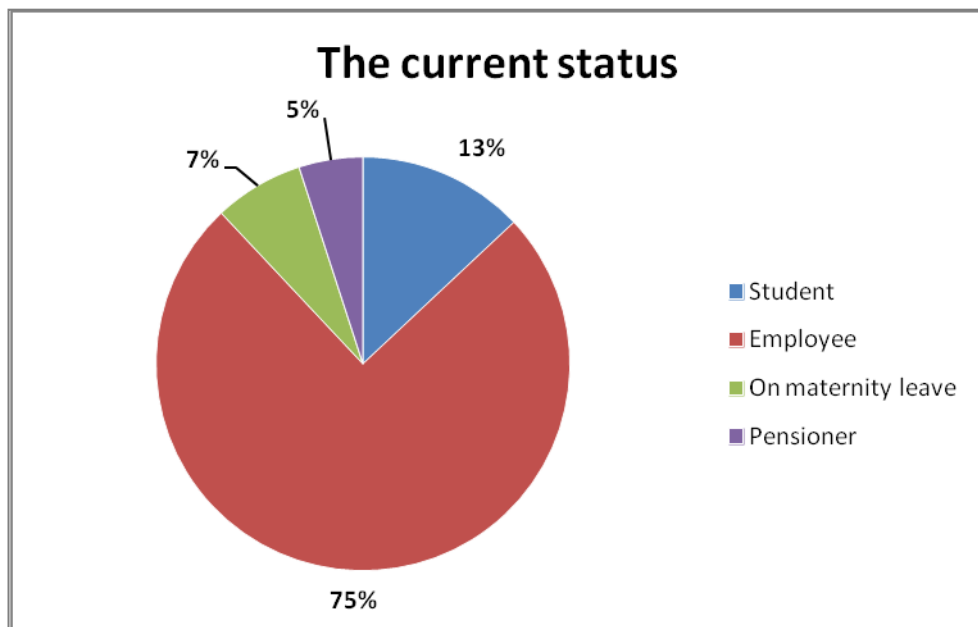
Figure 30. The Current Status (Source: own)

Table 27. Frequency of Answers to Question Num. 8 (Source: own)

	Frequency	
	Absolute	**Relative**
Student	13	13%
Employee	75	75%
On maternity leave	7	7%
Pensioner	5	5%
Total	**100**	**100%**

Table 31 presents the results of the current status of the respondents. It can be seen from the collected data that most respondents were employed. Moreover, there were 13% of

students among the respondents and 5% of respondents were pensioners. It seems possible that this result might be influenced by the fact that the company runs the only café in the town and people like to come over for a cup of tea of coffee.

Moreover, the result shows that 7% of respondents were on maternity and it may be assumed that people on the maternity leave like to spend time with their kids there because the company provides a small children area in the brick-and-mortar shop. Furthermore, it might also be influenced by the fact that close to the company is located a playground for kids and it is possible for parents to watch kids from the outdoor seating area of the company.

Question num. 9: How likely is it that you would recommend this company to a friend or colleague?
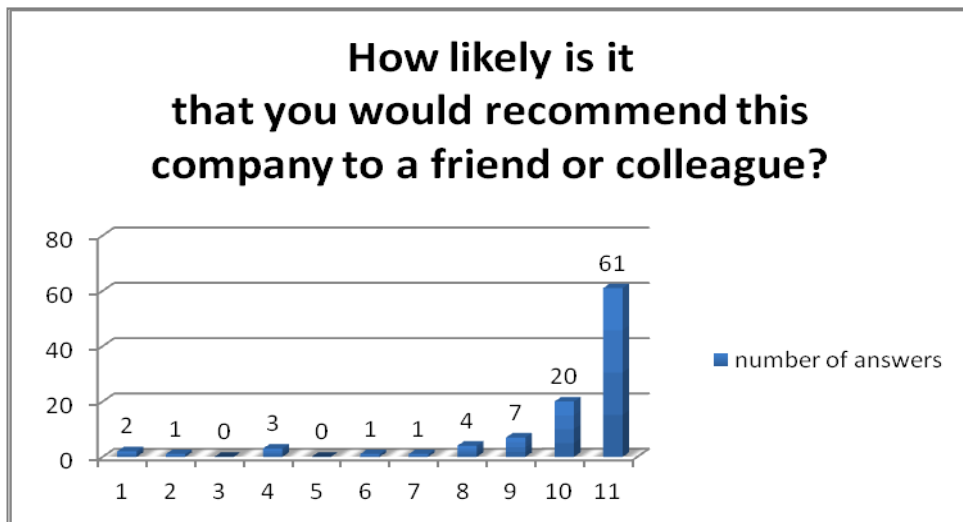
Figure 31. How likely is It that You Would Recommend this Company to a Friend or Colleague? (Source: own)

Table 28. Frequency of Answers to Question Num. 9 (Source: own)

	Frequency	
	Absolute	**Relative**
0	2	2%
1	1	1%
2	0	0%
3	3	3%
4	0	0%
5	1	1%
6	1	1%
7	4	4%
8	7	7%
9	20	20%
10	61	61%
Total	**100**	**100%**

NPS = % Promoters - % Detractors

NPS = 81% - 8%

NPS = 73%

The question number 9 of the questionnaire survey focused on measuring the customer loyalty. This measurement was done by the Net Promote Score technique and respondents were asked to rate on the scale their likelihood of recommending the company on the scale from 1 to 10.

The result of measurement is 73% which is an excellent benchmark and it indicates that the company has more satisfied customers than dissatisfied ones. This result also indicates that the company also generates many of positive word of mouth recommendations.

Question num. 10: Your suggestions for improvement

- everything was alright
- I would appreciate a wider range of refreshment. Plates with meat are quite "empty" for such a price.
- I would extend a range of refreshment, more lemonades, homemade desserts
- None
- a wider range of refreshment
- I would add more types of refreshments and traditional Moravian desserts.
- You are great, you are doing your job well.
- Deals such as "Buy one, get one free" :-)
- Staff should be strengthened during the rush hours in the summer and autumn season or speeded up…
- I do not have any suggestions
- The expansion, the place is sometimes overcrowded in the winter

In the last question, respondents had the option to express their own suggestions for the improvement. There were eleven answers which were translated into English.

As can be seen in the list of responses above, respondents mainly suggested improvements of refreshments. Furthermore, respondents also recommended the strengthening of staff during the rush hours in the summer and autumn season, deals such as "Buy one, get one free", or extension of the seating area.

Some of the suggestion matches results of some factors which reached a lower level of customer satisfaction and due to this fact, all these suggestions should definitely be considered by the owners of the company.

4.8 Presentation of findings

The first hypothesis says that 80% of the respondents are satisfied with the quality of wines and this hypothesis has been confirmed. According to the result, over 90% of respondents

were generally satisfied with the quality of wine. Furthermore, 57% of respondents were very satisfied with the quality of wine. It seems possible to deduce that this result is due to several factors such as high-quality grapes which are used for the production of the wine, eco friendliness of the company, and experience of the employees in this field.

The second hypothesis, which assumed that 85% of the respondents are satisfied with the opening hours, has also been confirmed. Almost all respondents (98%) were generally satisfied. This result may be explained by the fact that the company is open every day from the morning to the evening and even if the wine shop closes earlier than the wine café, customers can order any wine which is available in the wine shop.

The last hypothesis, which presumed that 75% of the respondents are satisfied with the web page of the company, has been refuted. The results revealed that 27% of customers were very satisfied and 46% of customers were satisfied with the web page of the company. 7% respondents were dissatisfied and one respondent was very dissatisfied. Due to this fact, the company should consider a modernization of their web page which was created eight years ago and simplify the content to make it clearer for customers.

4.9 Recommendations and suggestions for the company Vinařství V & M Zborovský, v.o.s.

According to the analysis of information in the research, the author of this thesis made recommendations and suggestions for the company which may lead to higher satisfaction of their customers. These recommendations were divided into sections according to seven elements in the service marketing mix.

1. Product

Results which were reported appear to support the assumption that the company Vinařství V & M Zborovský, v.o.s. should consider changes in the range of refreshments. The author of this thesis suggests the company to slowly modify refreshments of offer and extend it by, for example, homemade cakes, fresh lemonades, different homemade spreads, or sausages that go with the wine because based on author's observation and experience the range of refreshments has not been modified in last three years.

Based on the mouth confirmation of the owners the company does not have contracts with suppliers of refreshments and therefore owners can modify the range based on their own choice. The costs of this recommendation will be based on the selection of particular products and new suppliers by the owners.

Although, the company has to be aware of the risk that new refreshments might not be interesting for customers and they may waste time and money which might be invested into this improvement and therefore the author suggest to start with adding only few new products on regular offer and based on the reaction of customers continue with a modification of refreshments.

2. Price

Although the result shows that 5 respondents were dissatisfied with prices of refreshments and 3 respondents with price of wine, the author suggests the company not to change prices of refreshments or wine because 84% of respondents were generally satisfied with both factors and the price might be an indicator of the level of quality for some customers.

Moreover, if the company wants to consider change the price of some products, for example, by one or two Czech crowns, owners should be aware of the fact that for certain people, for example, for students it could still be too much money.

3. Place

Despite the fact that 87% of respondents were generally satisfied with the seating area, the author suggests the company to buy blankets for an outdoor seating area which may extend the time when customers can sit outside. Moreover, blankets can be used to create a lovely indoor atmosphere in the winter which might help increase customer satisfaction with this factor.

Table 29. The Calculation for Blankets (Source: own)

Price (excluding VAT)/ 40 blankets	2 960 Kč
Total price (excluding VAT)	3 560 Kč
The total price with VAT	**3 560 Kč**

It can be seen from Table 29 that the estimated total cost of 40 blankets will be 3 560 Kč if the company buy them in the company Ikea.

However, the company has to be aware of additional costs for washing these blankets and also of the risk that blankets might be damaged or stolen by customers.

4. Promotion

Another factor which reached lower satisfaction rate was the quality and clarity of the web page. The author recommends the company a modernization of the web page to make it

clearer for customers. Due to the fact that the web page is also used as e-shop, the company should not underestimate this factor.

The author of this thesis also suggests the company to make the content of the web page simpler for better orientation on the web page. It is suggested by the author to highlight the opening hours and the way to get to the company by car or bicycle.

Table 30. The Calculation for a Modernization of the Web Page
*(*Source: own)

Price of update and changes of the web page	3 500 Kč
Total price of update and changes of the web page	**3 500 Kč**

In Table 30 can be seen the estimated total price of update and changes of the web page which was calculated based on the preliminary offer by the same company which created this web page in 2010.

Although, the company has to be aware of the risk that the price which was offered is preliminary and total cost might be higher due to the unexpected problem which might arise during the update of the web page and the update can be longer than it is expected.

5. People

According to results of factors connected with employees, the author recommends organizing one-day of practical training for all employees based on the result that some customer would also welcome higher ability of staff to make an expert wine recommendation. Even though making an expert wine recommendation is difficult due to the fact that the taste of each wine is unique and each customer has a different taste, employees should have some practical experience and extended knowledge in this field.

Moreover, the author also suggests hire two young students as part-time workers during the summer season due to the fact that two customers were dissatisfied with helpfulness and willingness of staff. As was mention before in the analysis, this dissatisfaction might be caused by the busy staff during the rush hours because customers have to wait longer until the staff has time to help them and the author's suggestion may help to decrease the waiting time of customers. Moreover, if the company hire young students, the company does not have to pay their health and social insurance which the company helps to save money.

Table 31. The Calculation for One-Day of Practical Training (Source: own)

Wage for the teacher/6 hours	900 Kč
Beverages	120 Kč
Total price	**1 020 Kč**

Table 31 provides an overview of calculation for one-day of practical training and the estimated total price will be 1 020 Kč if the training is organized by the owners in the brick-and-mortar shop of the company.

However, if the training is organized by external company or outside the brick-and-mortar shop, the company has to be aware of additional costs such as a space renting.

Table 32. The Calculation of Wages for Two Part-Time Employees per Month (Source: own)

Wage per hour	73,20 Kč
Total wage per 80 hours/month	5 856 Kč
Total wage for two part-time employees per month	**11 712 Kč**

It can be seen from Table 32 that the estimated total wage for two students who will be hired as part-time employees will be 11 712Kč if each of them works 80 hours per month.

Although, the company has to be aware of risk that students might leave from day to day and owners might lose the money which might be invested into the practical training of these employees.

6. Process

Due to the result of factor num. 15 The seating area (music, atmosphere) that 87% of customers were generally satisfied and 12% of customers did not even evaluate this aspect, the author recommends to start organizing live concerts in the company. The author suggests organizing these concerts in cooperation with town music school because students might be happy to promote themselves at public place for free or just for beverages and the company does not have to pay wages of professional artists and save money which owners can invest into other improvements.

In the author's opinion, this might help to attract attention of customers who did not evaluate this factor and may also help to increase customer satisfaction in this factor.

Table 33. The Calculation for Beverages per One Artist (Source: own)

Beverages per one artist	60 Kč
Total price	**60 Kč**

In Table 30 can be seen the estimated total price for beverages per one artist and the price is 60 Kč.

However, the company should be aware of the risk that these events will not be interesting for customers and they will have to cancel the cooperation with the local music school and therefore the author suggest to start with one concert per week and based on the result to continue with planning other concerts.

7. Physical environment

The last author suggestion is connected with the parking. The author recommends the company to buy one more bicycle stand because based on author's observation and experience a lot of cyclists visit this company during the summer and autumn season. This improvement might help to decrease dissatisfaction of customers who visit the company on bicycle because based on author's observation customers have a problem to park their bicycles during the rush hours.

Table 34. The Calculation for the Bicycle Stand (Source: own)

Price (excluding VAT)/ one bicycle stand for five bicycles	834,02 Kč
Total price (excluding VAT)	834,02 Kč
Total price with VAT	**1 014,00 Kč**

Table 34 provides an overview of calculation for one bicycle stand and the estimated total price is 1 014 Kč the company buy them in the company Hornbach.

However, the company has to be aware of the risk that the bicycle stand can be stolen and the investment can be wasted.

4.9.1 Total Cost

The estimated total cost of all recommendations and suggestions is 20 866 Kč. However, the author suggests prioritize improvements in following areas based on the results of the research:

- **Promotion** – a modernization of the web page,
- **Product** – a modification of refreshments on offer,
- **People** – one-day practical training.

These improvements should be prioritized by the company to increase customer satisfaction with the factors in which the satisfaction rate was lower.

CONCLUSION

The goal of this bachelor thesis was to analyze current customer satisfaction in the brick-and-mortar shop of the company Vinařství V & M Zborovský, v.o.s. The company was established seventeen years ago and owners had never done customer satisfaction research before. Due to this fact, owners of the company asked the author to conduct this marketing research and then based on results make recommendations and suggestions which may help increase customer satisfaction in this company.

The bachelor thesis was divided into two parts. The first part of the thesis, which is theoretical, included information which was essential for the second part of the thesis. Theoretical part described a customer and the importance of customer for the company. Moreover, this part of the thesis also dealt with topics such as customer satisfaction, monitoring customer satisfaction, marketing mix, and with marketing research.

The practical part focused on the description of the company, the research methodology, a questionnaire and the analysis of current customer satisfaction in the brick-and-mortar shop of the company. The analysis was done on the basis of the electronic anonymous questionnaire with eleven questions. The questionnaire was created with the main focus on the evaluation of specific aspects which were chosen based on seven elements in the service marketing mix (product, price, place, promotion, people, process and physical evidence) and customer satisfaction with these factors was measured by the 4-point Likert Scale.

The research was done by distributing the electronic questionnaire from March 2 till March 19, 2018 and replied 100 respondents. All gathered data were presented in the form of tables and charts.

A very positive outcome of this analysis was overall respondents' satisfaction with the company Vinařství V & M Zborovský, v.o.s. The analysis showed that 56% of respondents were very satisfied and 43% of respondents were satisfied with the company. Moreover, the analysis of examined factors also showed that respondents were generally most satisfied with factors such as the range and quality of wines (98%), cleanliness (98%), helpfulness and willingness of staff (98%), and with opening hours (98%). On the other hand, factors which were evaluated by respondents as dissatisfying were mainly the quality and clarity of the web page (8%) the range of refreshments (6%), prices of refreshments (5%), and the ability of staff to make an expert wine recommendation (4%).

For factors which reached a lower satisfaction rate, the author suggested prioritize a modernization of the web page, a modification of refreshments on offer, and practical training for employees which may help increase customer satisfaction in this company.

The author believes that this marketing research and all recommendations and suggestions were beneficial for the company Vinařství V & M Zborovský, v.o.s. and help them increase customer satisfaction and also the number of loyal customers in the future.

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APPENDIX P I: THE QUESTIONNAIRE

Analýza spokojenosti zákazníků ve společnosti Vinařství V&M Zborovský, v.o.s.

Vážení zákazníci,

ráda bych Vás poprosila o vyplnění krátkého **anonymního** dotazníku, který je součástí mé bakalářské práce. Cílem tohoto dotazníkového šetření je zjistit aktuální míru spokojenosti zákazníků v kamenné prodejně V*i*nařství V&M Zborovský, v.o.s. Výsledkem budou návrhy, které by měly zvýšit zákaznickou spokojenost ve vinařství, a výsledná data také využiji k vypracování mé bakalářské práce. Vyplnění dotazníku Vám zabere pouze několik minut.

Mockrát děkuji.

1. Jak jste se o Vinařství V&M Zborovský, v.o.s. dozvěděli?

☐ z internetu

☐ od známých

☐ během vinařské akce

☐ z venkovní reklamy

☐ jinak: ……………

2. Jak často vinařství navštěvujete?

☐ 1x týdně

☐ několikrát týdně

☐ 1x měsíčně

☐ několikrát měsíčně

☐ několikrát ročně

☐ byl/a jsem tam jen jednou

☐ nikdy

3. Ohodnoťte prosím jednotlivé položky podle toho, jak jste s nimi byli spokojeni.
(vyberte u každé položky pouze jednu možnost)

	velmi spokojen	spokojen	nespokojen	velmi nespokojen	nemohu ohodnotit
Nabízený sortiment vín					
Označení vína (etiketa)					
Kvalita vína					
Nabízený sortiment občerstvení					
Ceny vín					
Ceny nabízeného občerstvení					
Otevírací doba					
Pořádané akce (Otevřené sklepy, Putování za burčákem, atd.)					
Kvalita a přehlednost webových stránek					
Vstřícnost a ochota personálu					
Komunikace s personálem (telefon nebo email)					
Schopnost personálu kvalifikovaně poradit při výběru vín					
Čekací doba u pokladny					
Vyřizování reklamací					
Posezení (hudba, atmosféra)					
Čistota					
Možnost parkování (kolo nebo auto)					
Celkové hodnocení vinařství					

4. Proč jste si k posezení či nákupu vína vybrali právě vinařství V&M Zborovský?

(možnost více odpovědí)

☐ na doporučení

☐ spokojenost s obsluhou

☐ nabídka sortimentu

☐ kvalita vína

☐ ceny

☐ otevírací doba

☐ lokalita

☐ jiné: …..............

5. Vaše pohlaví

☐ Muž

☐ Žena

6. Věková kategorie

☐ méně než 18

☐ 18-29

☐ 30-39

☐ 40-49

☐ 50-59

☐ 60 a více

7. Místo bydliště

☐ Hlavní město Praha

☐ Středočeský kraj

☐ Moravskoslezský kraj

☐ Jihomoravský kraj

☐ Ústecký kraj

☐ Olomoucký kraj

☐ Jihočeský kraj

☐ Zlínský kraj

☐ Plzeňský kraj

☐ Královéhradecký kraj

☐ Kraj Vysočina

☐ Pardubický kraj

☐ Liberecký kraj

☐ Karlovarský kraj

8. Jste:

☐ student

☐ pracující

☐ na mateřské dovolené

☐ důchodce

9. **Jaká je pravděpodobnost, že toto vinařství doporučíte svým přátelům nebo známým?**

   (ohodnoťte tuto pravděpodobnost na stupnici od 0 do 10;

   0 - rozhodně nedoporučím, 10 - rozhodně doporučím)

0	1	2	3	4	5	6	7	8	9	10

10. **Vaše návrhy na zlepšení:**

Ještě jednou Vám mockrát děkuji za spolupráci a za Váš čas, který jste věnovali vyplnění tohoto dotazníku.

APPENDIX P II: THE WEB PAGE