
Culture in defining consumer satisfaction in marketing

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Abstract

The objectives of this article are to explain the importance of company culture and to point to the appropriateness of customer orientation as a method of expressing culture. The article further determines the connection between customer satisfaction and employee satisfaction and points to possible resistance when creating company culture through customer orientation. It further defines the relation between company mission and culture and explains the significance of researching value and researching customer satisfaction as basic preconditions of customer orientation in culture.

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Introduction

Observed in the long term, one of the basic responsibilities and rights of the managing structures is creating company culture. Every company has some features which make its culture different from others. It is possible to present company culture as the method in which a company carries out its activities and the way in which it would like to carry them out despite the short-term, and even to a certain extent the long-term, changes or disorders on the market. One of the most widely known methods of developing and presenting company culture is with the model 7S whose creator is the consulting company McKinsey & Co. The name "7S" is the acronym of the names of the model parts:

- (1) *strategy* – company strategy;
- (2) *structure* – formal and informal organisation and management levels;
- (3) *system* – systematic circulation of information within the company;
- (4) *style* – manner of management behaviour;
- (5) *staff* – characteristics and features of employees;
- (6) *shared value* – common values as the end goal of the company; and
- (7) *skills* – capabilities and skills of a company and each employee observed individually.

This model forms a good guideline towards which all companies should aspire in determining and establishing their "own" culture. It must be observed that every company has its own more or less expressed peculiarities and that a completely determined culture as the end goal does not exist, but it is possible to speak of orientation in which process every company should aspire to creating its own culture as a strategic characteristic.

Due to ever increasing competitive relations and changeability in the market, a company must be adaptable and should aspire primarily to the proactive approach in discovering the circumstances which can influence its success. Strategy should be used to research and reply to the question as to how to present the vision of what a company can become in the long term, taking into consideration that the basis of this vision is the ability of the company and all its employees to respond to challenges. Organisational structure should be adaptable, with as few hierarchical levels as



possible because fewer hierarchical levels means greater adaptability. Instead of permanent and unchangeable departments, it is necessary to think of establishing dynamic teams, which will be created with the purpose of responding to the daily greater or lesser challenges by creating processes which must be managed and which imply constant supervision and development. The system in organisation implies all the methods of collecting, creating and spreading knowledge within a company. Under knowledge we primarily mean information and it is clear that the basic task rests on an appropriately designed and established computer system as part of the company's integral informational system. Management style should imply the direct inclusion of managers in all processes within a company but not only as people who will create and supervise processes but as those who will participate in each process and who are aware of the necessity of constant improvement of every process, which may be called the company performance progress and its survival observed in a long time period. Shared values should be those with which end values of the company are confirmed and which, as the title suggests, must be the same for all employees, no matter to which hierarchical level of management they belong and how much responsibility or rights they have in managing the company or offering value to the customer in every process. Skills of the company or the employees do not imply mere responding to today's requirements but the ability of learning from one's own successes (or failures) as well as from the successes and failures of others. Employees within a company, as well as the company observed as a whole, are faced everyday with challenges such as never existed before and it is precisely the readiness to learn and respond to these new challenges which implies the skills of all employees, but also the company as a whole. For every company it is more important what its skills (namely, the synergetic result of the skills of all employees who create company culture) to respond to the challenges in the future are like than what its skills in regard to current challenges are like (Naumann and Giel, 1995).

Thus observed, company culture is nothing more than the recognisable core of the modern concept of marketing, whose basic elements are: "product" (observed through elements of "classic" marketing, and these are

product policy, price policy, promotion policy and place policy), people who create the processes which they manage, supervise and constantly upgrade (progress). This modern approach to marketing implies that company culture is something which can be actively managed. This is one of the basic values of a company which, just as with any other basic value, must be actively managed. It is precisely because of their duties and rights that managers must realise the influence of culture and must ensure the basic precepts for its correct determination.

Expression of culture through customer orientation

Companies which recognise the importance of customer orientation create a company culture which takes into consideration the interests of the customer in all its activities. Indeed such companies should observe the interests of the customer as a partner in achieving the success of a company, as superior to short-term separate interests (that are sometimes even opposed) which occur within a company, no matter whether it is the interests of the employees, managers or owner of the company. Everyone's role on the side of the company should primarily be observed through the success of offering value to the customer. The responsibility of all should be determined in the sense of creating and offering value to the customer and all processes within the company must be subordinate to enabling and offering maximum customer value in a given time period, so as to achieve the optimal success of the company in the long term.

Companies in which customer orientation culture prevails observe their customers as partners and employees must propagate the conviction that their existence depends on the success in solving the problems of the company's key partners. The attitude of the employee is a crucial factor in the performance of the customer-oriented company, not only in offering the basic product but also in offering all extra services, in other words, in offering the total product. Customer orientation should be the joint value of all the employees; company activity should be observed not as a delivery of certain products or services, but as a constant

offering of values to permanent partners who, like employees, are concerned about company performance – of course observing all the while their own particular interests expressed through expected, yet confirmed through the received real value of the product or service. If the company truly offers the greatest value to these customers at that moment and over a time period in relation to what has been invested, then their good intentions in regard to the performance and survival of the company are understandable. Products and services change, some old products “die”, new ones appear, but the company culture is something which is difficult to change and which remains a constant value. Someone once said:

Culture is what remains even after everything else is changed or lost.

Even if the company finds itself before challenges which it failed to respond to or was not able to respond to, culture remains its long-term frame of reference and it will follow the company, no matter the success measured by financial indicators. It is more probable that a customer will forgive some failures of the company if they are aware that they did not occur because of inadequate company culture but rather because of a current weakness or some other circumstances.

Once company culture is created and perceived by all the employees, authority and hierarchical levels of management become less important. Culture is placed above that, so that the teams that are created with the aim of responding to momentary challenges become more significant and as a consequence hierarchical levels within the company's organisational structure are reduced. When the employees clearly perceive the culture, numerous levels of middle management may be proved unnecessary advocates and supervisors of the realisation of the strategy created on the highest management level, which by its authority wishes to ensure its realisation. This implies that all employees and, equally importantly, the company's customers should participate in the creation of company culture. In fact, customer orientation as a company culture implies that the customers are in a way the highest management level within a company. One Australian company whose basic activity is public transport, turned the pyramid showing hierarchical management levels of

management upside down, in order to emphasise its orientation (Figure 1).

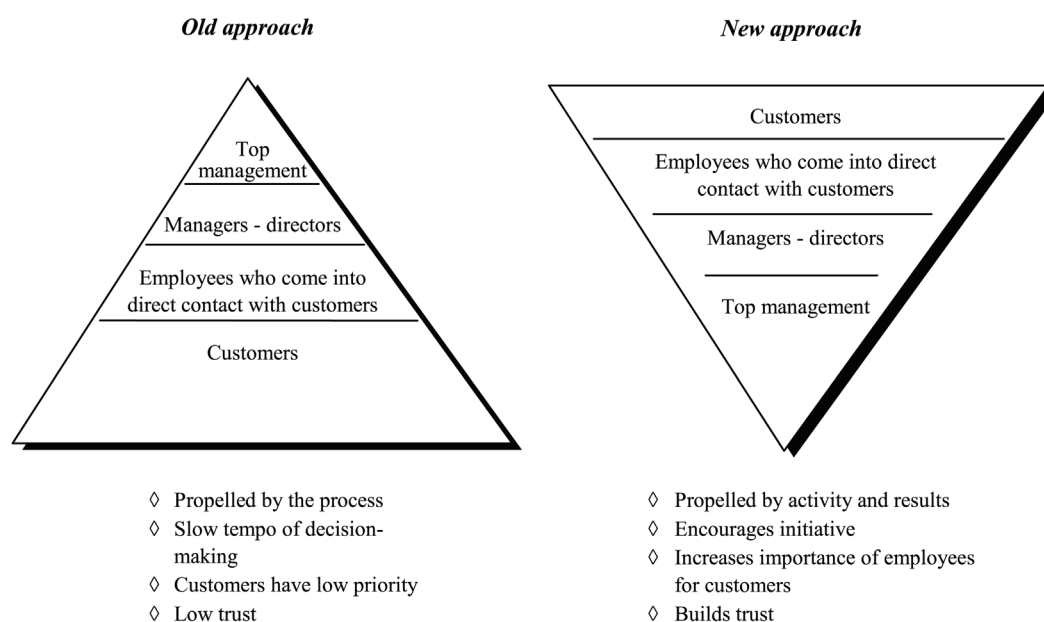
The figure shows that the customers are the highest hierarchical level, under which are the employees who come directly into contact with the customers. Then come the managers as the mid-level management and then the head management. By enabling the employees who come into direct contact with the customers to make decisions, the managers on higher levels can focus more on development and strategy implementation. This approach also enables everyone to be more focused on customer satisfaction. When this new programme was accepted in this transport company, the number of complaints decreased by 30 per cent (Dalrymple and Parsons, 1992).

All activities are undertaken with the aim of offering corresponding and, as a rule in each repeated transaction, greater value for the customer. After the customer, the greatest importance as a source of necessary information for marketing management must be given to the employees who know best what the customers expect and want, i.e. what causes the customer to be satisfied. It is precisely this which points to the fact that knowledge of the customer should be equally distributed on all management levels and that the precept according to which managers have the greatest rights and the greatest power in decision making yet know the customers the least is wrong; yet this is the prevailing practice and not only in our companies.

The task of the managers of a customer-oriented company is to help employees offer value to the customer by creating corresponding processes (including creating corresponding procedures and marketing policies – 4P), by a corresponding distribution of resources (human and financial) in order to be successful, i.e. as successful as possible over a period of time. Of course, managers must bear in mind the other parameters of company success (such as financial indicators), but observed primarily in the long term.

Customer satisfaction as the factor of culture

Customer satisfaction as a concept must have a basis in the endeavours of the management to motivate and encourage “customer

Figure 1 Customer orientation – old vs new approach

Sources: Daw (1992, p. 4); Dalrymple and Parsons (1995, p. 139)

orientation as company culture”. Company culture is carried out by its employees, whom we have said may also be observed as internal customers. The management must be the driving force behind the customer satisfaction process. The management must stick to the golden rule of relations towards employees which is:

Treat your internal customers in the manner in which you would like them to treat your external customers[1].

It is easy to lose sight of one’s objectives and what is even more confusing is that the customer’s satisfaction is not that simple and if we wish our employees to be dedicated to customer orientation as company culture, then they must know what determines customer satisfaction. People do not just buy the basic product or service and thus they do not give only money – they give and buy much more. Customers should be observed as people who give their trust to a company, product or service. It has already been pointed out that customer satisfaction and employee satisfaction act on each other as cause and effect. Similarly, the importance of customer loyalty, which is in a way an expression of the partnership relationship between customer and company, has also

been pointed out. This relationship should be observed in the long term. Company employees establish relations of trust with customers and their mutual acquaintance and trust is an added factor of customer loyalty (and not just observed through a certain product or service but also through the company’s entire activities). However, the loyalty of the employee to the company is also vital as, in turbulent market circumstances, there can be a thin line between successful and unsuccessful companies since a higher fluctuation of employees implies higher costs and more effort to the managing structures. Pointing to this fact helps the examination of the necessary dedication to customer satisfaction (and employee satisfaction) as the cause and effect of the company’s long-term survival.

Attempts to create company culture through expressing the importance of customer orientation must be supported by the process of a constant gathering of information from and about the customer. Company culture determines its strategy and conversely, strategy success confirms culture value. Therefore, in order for a company to be sure that a suitable customer orientation strategy is created (and this implies the feasibility of its realisation), then all

employees and customers must be included in the process. Their opinions must be built into every company activity of which the basis is the process which will reply to the question what do the customers want from the company, i.e. in what manner do they observe and determine value for themselves and how successful is the company in offering these values? We have already perceived that this process is monitoring customer satisfaction as the basic frame of reference of marketing management. It has been proved that monitoring consists of two parts: researching customer value and researching customer satisfaction, that mutually determine each other in the most unstable market conditions in human history. As a response to these changes, that is, due to these changes, companies must pay special attention to the most constant of all categories a company has and that is its culture. For this reason, culture must be oriented to the highest company values – the people (customers and employees) who have already given their trust to the company or will do so in the future.

Modern marketing lies on defining success by the customer and the task of the employees is to monitor how customers define success and this is by examining their observance of values and observing these values as needs which the company must fulfil in order to achieve customer satisfaction. It seems simple but it is only the concept that is simple whereas its implementation, and even more so, the creation of customer orientation as a company culture, needs the long-term dedication of employees (and the unreserved inclusion of the managers) to the same precept that the customer always comes before all else and that everyone's job in the company may be measured through his/her success in achieving customer satisfaction.

Of course what must be built into customer orientation as a company culture is the constant knowledge of market circumstances and changes in the market, as well as all products and services (activities in general) with which the competitor competes on the market and how they are regarded by current, potential and lost customers. It is possible therefore to claim that: in order for customer orientation to become company culture in the real sense of the word, it is necessary for the company to know its customers in full, to know its competitors and the conditions in the market in which it is competing.

Traditional marketing recognised the role of market orientation, but due to quick market changes it is no longer as successful as it was when circumstances were less changeable. Despite the fact that this work to a large extent has critically pointed out the failures of marketing observed in the classic manner, one may still observe classic marketing as the precondition of the success of the modern approach of observing the role of marketing. Similarly, knowledge of the principles of classic marketing is a precondition for the perception of the challenges and opportunities which are the result of company culture, that we may define as total dedication to benefit and customer orientation.

Basic factors of customer orientation success

The basic factors of orientation success may be found in the real and extensive recognisability of dedication to customer satisfaction, by top management levels. The management must take the initiative in creating processes of monitoring customer satisfaction even after establishing the initial process. The task of the management structure is constantly to promote and develop the process and this is through the company observed as a whole.

The next factor is recognisable by its constant promotion of this orientation. Once the management structures adopt a satisfaction monitoring process, all employees must participate in the vision of the customers' well-being. Although as a rule the process is initiated by the highest management levels, the participation of all employees, including those on the lowest hierarchical levels, is a key element in the process' success. Besides, we have already stated that the advantage of customer orientation as company culture implies decreasing the number of hierarchical levels and a decrease in the importance of authority in the sense of determining what is good and what not in company business. Culture, in other words customers, is placed as the basic measurement of everyone's success within a company.

One of the more purposeful ways to encourage employees to participate in the vision is to constantly communicate with all

employees. It is possible to realise this communication in various ways – through a company bulletin which would constantly inform the employees of all successes and failures within the company (yet avoiding unnecessary criticism and reproach) and by holding seminars, that is by constant education of the employees. Significant sources and literature direct us to the relationship between customer satisfaction and business results expressed through financial indicators. Yet many companies do not recognise and do not fully understand this connection. Managers on top management levels must collect evidence from both practice and theory and distribute them among company employees. They must hold seminars, write, collect and circulate material, posters and in general use all known modern methods of communication in order to point to the connection between customer satisfaction and market share, profit, investment returns, dividends . . . which are, to many people, the more familiar and usual indicators of company performance. In general, the basic frame of reference is the message on customer value and the influence of customer satisfaction on company performance. After all, the company is dependent on the customers and not vice versa – the customers choose and the company is chosen. The task of communicating is to enable employees to perceive that monitoring satisfaction is not just a momentary trend and that customer orientation is the basic determination towards which the development of company culture leans and this implies customer satisfaction as the end goal and measure of success of everyone's activities.

The conviction of the employees and also the customers on the ability to measure everyone's contribution to this end goal, regularly means increased motivation for accepting the process of monitoring satisfaction. It is precisely customer satisfaction monitoring that facilitates the creation of the corresponding company culture.

Resistance to change as a limiting factor to customer orientation

It is often difficult to change human thinking about the manner in which a certain job should be accomplished. When establishing processes of monitoring satisfaction,

companies may often encounter the problem of resistance on the part of the employees, which is certainly a limiting factor for customer orientation as a company culture. Customer orientation as a rule means more responsibility and easier control of the work of all employees, so that the resistance of individuals is very likely.

The initiators of culture change will certainly encounter resistance of various sorts. In any case it is necessary to bear in mind the saying that describes the challenges that every driving force of the new system and every advocate of change from the usual manner of thinking will encounter. The saying is attributed to Machiavelli and goes:

It is necessary to remember that nothing is harder than planning, nothing more uncertain than success and nothing more dangerous than managing the establishment of a new system. Animosity is directed against the driving force by all those who would profit by maintaining the status quo and defence is weak by those who would profit from the new system.

By a uniform approach towards all employees, a programme introduction and an explanation of all the advantages of the programme for the short-term, but primarily the long-term, success of the company, it is possible to decrease resistance and reduce it to an acceptable level. All the while, top level managers, who as a rule are the driving force, should be aware that a certain resistance level is unavoidable. No matter how recognisable the benefits of this orientation, there will always be advocates of another manner of thinking. That's just the way it is!

Correlation between company culture and its mission

The mission or vision is a clear claim of what the company wants and in which direction it is going, as well as what its reasons are for existence on the market. It is tightly connected to company culture and may also be the shortest (but also the crudest and most generalised) expression of company culture.

The mission is a clear claim of what the customers, employees and owners can expect from the company. It is necessary to view this claim in relation to competitors. It is that with which someone who is not familiar with the market will be able to firstly and most easily differentiate individual competitive companies. The company's mission must be

clear and easily recognisable and all who come into kind of contact with the company must be familiar with it. The mission is the expression of what the company aspires to and there is nothing wrong for as many people as possible to become familiar with this. Some examples of missions which were primarily foreseen as visions are: Akio Morito (president of Sony) wanted to enable everyone to have a “personal transportable sound” and so the company created the Walkman; Fred Smith wanted to deliver every received parcel by 10:30 the following day in any part of the USA and thus created Federal Express; Thomas Monaghan wished to deliver hot pizza to any home within 30 minutes and that’s how Domino’s Pizza was created (Kotler and Armstrong, 1994).

The mission is the reference point for everyone in the company (employees, internal customers) and for all participants who are outside the company (external customers) and may be expressed in various ways. The basic components of the mission may be:

- vision of business activities in the future;
- description of realisation of activities now and in the future;
- preconditions for fulfilment of mission and vision; and
- account of the approach we can all expect when doing business with the company.

Company culture is a more general term than mission and in the efforts to build a customer-oriented culture, the company must determine (in this order):

- (1) mission – end goal and long-term wishes;
- (2) belief in survival, growth and profitability;
- (3) values offered to customers;
- (4) joint values and convictions of all employees;
- (5) type of business and activities with which the company is competing;
- (6) target markets;
- (7) customers and their needs; and
- (8) particularities of the competition which are yet to be built.

All employees should be included when determining culture, yet top level managers are those who are expected to express what culture and company orientation are. Since the co-ordination of the entire company and its resources (human, financial and physical) are at issue here, culture must be observed and compared to cultures of current and

future customers, but also the valid cultures of companies that are the main competitors. For this reason research must be carried out and the results must be included in the process of establishing culture and managing company culture.

An organised and once spoken culture, even through its shortest possible expression – the mission (with the precondition that it is possible to examine it with the mission), must be widely recognised. The company must use all communication means to make its mission known and to point to its importance to the company. This information may be critical because, in a way, culture is the expression of what the customers and employees would like the company to be. If company culture is an expression of what they would like, then there is no reason to tell them that the company agrees to it. Of course, communicating requires a choice of message, medium and time for every segment of customer, but we must be aware that the message must be understandable to everyone and that primarily it must be truthful so that everyone will believe it unreservedly.

Customers must in all circumstances know what they can expect of the company. Employees and customers must know what values the company believes in, what values it advocates and finally, what values the customers may expect and receive from the company’s products and services. Customers must be familiar with that which they can expect from the company and they must know their rights which must be built into company culture. These rights, as part of the culture, are guidelines to employees towards which they should aspire and as to what is expected of them. They are a clear sign to customers as to what relation they can expect in the pre-purchase, purchase and post-purchase processes. Table I may serve as a form for the constant verification of the company’s customer orientation.

People wish to do business with a company they trust. If the company gives promises aiming to create a competitive advantage yet does not have the ability to fulfil these promises, then trust will be replaced with distrust. Trust is more difficult to acquire than lose. Numerous research studies have shown that customers unreservedly believe in companies on the basis of their positive experience in doing business with them and this, by definition, is customer

Table I Form for verification of customer orientation**1. Is it easy to do business with us?**

Simple to contact?

Quick to offer information?

Easy to order?

Do we offer rational promises?

2. Do we fulfil given promises?

Connected to success of product?

Delivery?

Installation?

Training

3. Do we fulfil the standards we have set ourselves?

Specific?

General?

Do we know what these standards are?

4. Do we understand?

Do we listen?

Do we support?

Do we ask "why not" instead of "why"?

Do we observe customers as individual companies or as individual persons?

5. Do we work in co-operation?

Do we share the blame?

Do we share information?

Do we bring joint decisions?

Do we offer satisfaction?

Sources: Shapiro (1988, p. 125); Dalrymple and Parsons (1995, p. 139)

satisfaction. Finally, too many companies use promises as a means to attract customers, instead of using promises (sometimes expressed through performance standards) to conduct internal pressure in order for the company to constantly fulfil customers' expectations.

Challenges to the management structure

For many companies the introduction of orientation towards success in offering value to the customer is a great change. Companies typically start off by using internal historic financial information (which is the prevailing view of success, yet is firstly the result of former and not current, and least of all, future success) when examining the market, competition and customers. In the past this was a significant factor of their culture; but companies that are customer oriented must have other information from the market and not just information about satisfaction and

customer values. With this aim in view, it is necessary to acquire information primarily through the proactive and continual approach. Monitoring customer value is such a cultural deviation that the introduction process must begin at the highest managerial level. It is only with their dedication that it is possible to start with the process of monitoring satisfaction, which is also the first step in creating customer orientation as the company culture. Their dedication must be recognisable to all. Meetings with major customers, receiving calls from all customers who wish to speak to them, securing special lines for customers are recognisable but only individual signs of this dedication which will positively influence all employees and direct them to the importance of monitoring customer satisfaction. A small but crucial step lies between the comprehension of the importance of monitoring customer satisfaction and dedication to this process and company culture which rests on customer orientation.

Understanding the factors of customer satisfaction and corresponding activities connected to these factors is a constant responsibility of the management. Connecting this to the success of a company will be all the easier the closer managers are to their customers, the sales personnel, the customer service department and above all, the more available market information is to them and the more aware they will be of its importance.

The development and introduction of a more efficient process of monitoring success in offering customer value requires considerable resources and effort. Corresponding facts must be gathered, carefully analysed, portrayed in the form of information and in a suitable way. Companies with many customers and competitors are faced with a big task which they must accomplish if they wish customer orientation to become a recognisable part of their culture. If a company does not know what determines customer satisfaction and how customers evaluate changes in competitive relations, then it will difficult to orient culture in that direction.

The introduction of the process of monitoring customers itself may last several years. Companies must determine what facts should be gathered, what forms of analysis are

suitable, as well as test and find the best forms of presenting information, of following the results of undertaken activities. Equally, creating and changing company culture is a long-term task. After all, company culture is the most stable category the company can manage.

Managers have the main responsibility of learning about instruments, methods and techniques of monitoring satisfaction and sharing this information with the entire company. Also, they have the main responsibility of choosing and conducting the corresponding activities on the basis of this information. All this forms the precondition of managing culture in that direction. Of course, this is a big task and managers with this aim in mind do need the help of outside experts, but the basic responsibility lies with them. They have a deciding say in the perception of all the advantages of customer orientation as the company culture which is, amongst other things, expressed by monitoring customer satisfaction.

Companies whose managers are able to perceive this, are predestined to succeed, no matter the intensity of the competitive battle in the market (which is becoming more intense each day). It will be easier for the company to respond to changes in the needs of its customers (either connected to the activities of the company or the market it is, or intends, competing on with existing or intended (known or unknown) competition activities) if its culture is customer oriented and, as such, its culture will be familiar to everyone.

According to Webster (1994), guidelines for top-level managers connected to the process of creating which will rest on customer orientation are:

- establishing customer orientation in all company activities;
- listening to the customer;
- defining and tending to various capabilities;
- defining marketing as marketing intelligence;
- precisely determining the customers;
- managing with the aim of profitability and not the amount of sale;
- establishing values for customers as the guiding star;
- customers determine quality (value);

- measuring and managing customer expectations;
- building relations with customers and their loyalty;
- defining activity as service activity;
- dedication to continual advancement and innovation;
- managing culture together with strategy and organisational structure;
- growing together with the partner and uniting; and
- destroying marketing bureaucracy.

These guidelines, according to the author, should be adhered to by every company if it wishes to be competitive on the global market. According to Anton (1996), there are four key organisational forms and two processes that are the basic support of the company culture expressed in customer orientation. These organisational structures exist independently of each other and are present in every successful effort directed to customer satisfaction. These are:

- *The team for propagating the mission.* One of the greatest problems which a company encounters in customer orientation is winning over top-level managers. All changes in the corporate culture must have a strong support and readiness for change. This team is made up of managers with the highest authority who are also the most highly esteemed within the company. This team co-ordinates, directs and sets in motion all the initiatives connected to the advancement of customer relations.
- *The satisfaction support department.* When the customer orientation initiative is set in motion, there is usually no department whose task is to support these efforts. Usually, the supporting, added activities for ensuring satisfaction are functions, duties of employees who do not own the company and who do this along with their usual job. The purpose of this department is to work with everyone and to remove all internal hindrances for continued improvement and ensure the necessary instruments for the implementation of the task quickly and efficiently.
- *Strategic wish alternative tactics (SWAT) team.* The SWAT team is a

multifunctional group of exceptionally motivated and authorised employees who go where problems arise with customer dissatisfaction and focus themselves on short-term corrections and long-term strategies of change in order to avoid these problems in the future. The team is fast and flexible and has great authority. In the experience of the author, the effort to make changes requires the implementation of numerous short-term tasks by this team. The team consists of well-paid employees with the occasional task of analysing specific problems and removing them for the benefit of the customers.

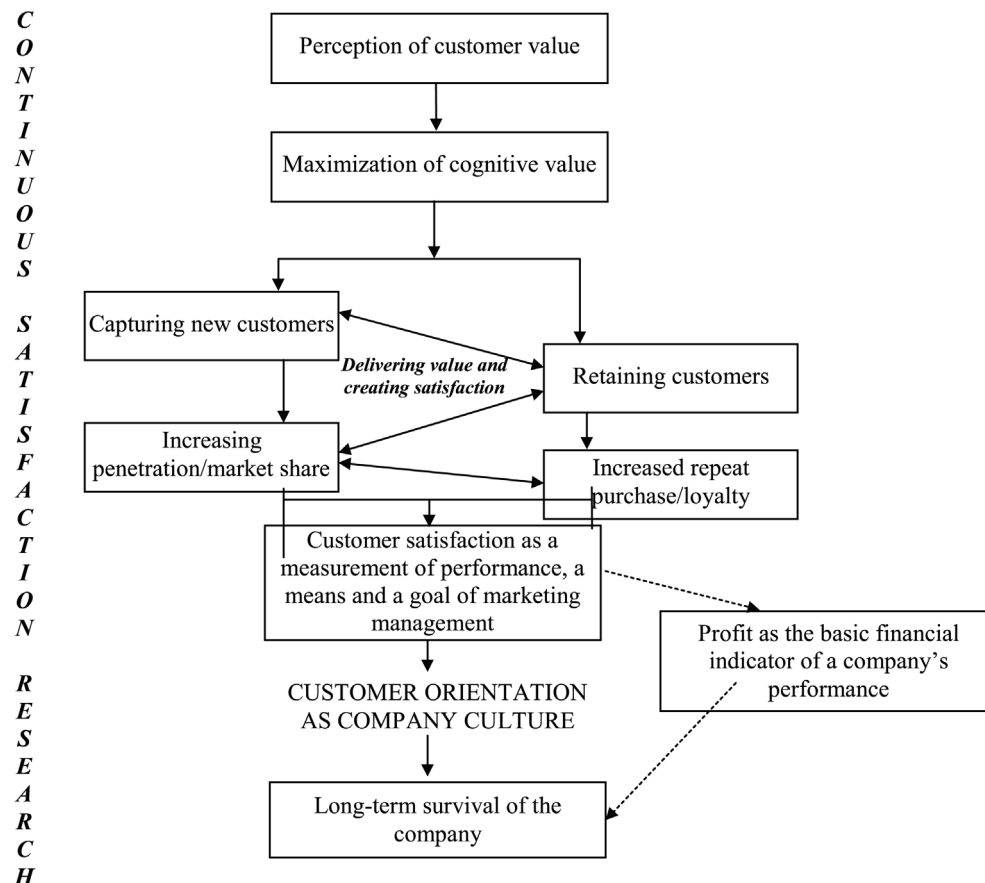
- *Training in information technologies.* It is often distressing to see how information technology in a company can aid or thwart the process of change in corporate culture. By combining and building permanent data on customer satisfaction into the information system, managers can constantly and at any moment feel

the “pulse” of the customers. This information must become an integral part of the corporate culture to enable speedy and efficient responses to the ever increasing requirements and demands of customers.

Figure 2 shows the connection between researching customer value and satisfaction, which together form the process of monitoring customer satisfaction. We can also see the connection between this process and capturing and retaining customers.

Figure 2 shows that customer satisfaction can at the same time be observed as a goal, a means and a measurement of marketing management performance and that, as such, it is the basic precondition of customer orientation culture. Customer satisfaction influences all the financial indicators and today’s satisfaction is directly woven into tomorrow’s financial success, while customer orientation as company culture is the precondition of the company’s long-term success.

Figure 2 The satisfaction monitoring process as a precondition of customer orientation as company culture



Note

- 1 Perhaps it is useful to repeat here the diamond rule which says: "Treat your internal customers the way they would like to be treated".

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