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## USE OF CUSTOMER SATISFACTION INDEX ON THE EXAMPLE OF OFFICE RENTAL SERVICES

**Abstract:** Along with the development of following marketing concepts, companies operating both locally and globally, have begun to focus more on clients itself and on their needs. The use of Customer Satisfaction Index allows to specify customers needs and how satisfied they are with provided services or purchased products. Author presents in the article the concept of CSI and shows the practical application of it using an example of office space services provided by one of Polish technology parks.

**Key words:** satisfaction, loyalty, technology park

### INTRODUCTION

Philip Kotler defines satisfaction as a pleasure or disappointment resulting from the comparison of the product (or a result of its actions) with the expectations. If the product does not meet expectations, the customer is dissatisfied. If the product meets expectations, the customer is satisfied. If the product exceeds expectations, the customer is highly satisfied or delighted [2]. Spring and MacKenzie have prepared their own model, in which they considered satisfaction as a result of the client's needs, expectations and experiences with the product after using the product [6]. Just like in previous definition we can find two crucial issues: needs and expectations. Both components have a significant impact on the level of satisfaction.

The importance of satisfaction grew with the development of various marketing concepts. The best example of growing importance of satisfaction is comparison of two concepts: sales concept and marketing concept, which emerged in the mid-50s of the twentieth century [2]. For the first time companies focused on customers and their needs while creating products and services. That was the moment when satisfaction was gaining importance. In sales concept starting point was the company, the purpose was the products, and the result was profit through sales increase. In the case of marketing concept the starting point was the market, the purpose was to meet the customers needs, and the result was profit through customer satisfaction.

Kotler brings up the arguments of marketing specialists who argue for the use of the concept of marketing. They are as follows:

- assets of company have little value without customers,
- the crucial task for companies is to attract and keep customers
- companies gain customers through a better, competitive offer
- the role of marketing is to create a better offer and deliver satisfaction to customers
- customer satisfaction affects the proceedings of various departments of the company
- marketing needs from other departments readiness to cooperate in providing customer's satisfaction.

Customer's satisfaction built through quality of products and services is also reflected in the Quality Management System named ISO 9001. Certification of office space rental service was the reason why studied technology park decided to analyse customer's satisfaction. The article discussed only the office rental service rental because it was subject of certification, but science and technology parks provide a range of services that contribute to the development of innovation [3]. ISO 9001 is a standard that specifies requirements for a quality management system. If the company wants to be certified, it must meet certain requirements defined by the standard. From the customers'

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point of view and their satisfaction, the most important point of ISO 9001 strategy is point number 8 [7]. It refers to the measurement, analysis and improvement. It doesn't impose a way of monitoring customer satisfaction, but notes that such research must be conducted. Such researches allow to control the quality of products and services, and, if needed, allow to react to the decline of quality or satisfaction.

### SATISFACTION MEASUREMENT METHODS

When carrying out customer satisfaction surveys it's important to answer the question, what will be the best indicator in this particular case, for example, in the case of rental of office space. There are many methods for investigating the level of customer satisfaction. They are both quantitative and qualitative methods [8]. The most commonly used are:

- analysis of sales,
- analysis of the loss of customers,
- analysis of the complaints,
- mystery shopper test.

Very useful are also models developed by specialized organizations dealing with quality and satisfaction research. The table lists the most common indicators used to assess satisfaction.

Table 1 The main indicators of customer satisfaction evaluation

	Indicator	Indicator characteristic
1	Customer Satisfaction Index (CSI)	Allows the analysis of customer satisfaction in terms of each relevant characteristics for customer satisfaction and total product / service. Measures the expectations of our customers and their satisfaction. Uses a weighting system for the assessment of attributes (criteria).
2	American Customer Satisfaction Index (ASCI)	The American satisfaction index was first published in 1994. Is a macro-level indicator, which measures consumer satisfaction with the quality of the products and services they use, both domestic and imported.
3	Customer Relationship Management (CRM)	Strategy, whose main objective is to build long-term, positive relationships with customers. Its basis is the correct definition of customer value, customer value creation, reaching out to selected customers, shaping their expectations, providing customers with the expected value.

Source: EMAR Marketing Research [4]

In Europe, the most commonly used measure is Customer Satisfaction Index [1]. The most important feature of this indicator is that it measures both the importance of the individual components that affect satisfaction, as well as the level of satisfaction. CSI indicator was also used to test the studied technology park. CSI research consists of exploratory and diagnostic phase.

Exploratory phase was carried out to identify the attributes of customer satisfaction. Taking into account the fact that the office rental service is not too complex, it was easy to identify key factors that affect customers' satisfaction. For this purpose there were conducted interviews with people from the administration of the technology park, which are responsible for lease. In addition, the interview was conducted with the person from technology park management. On this basis were defined characteristics, to which customers pay greatest attention. They were:

- quickness of solving reported cases,
- transparency of received invoices,
- the quality of the office space leased,
- technical equipment of offices,
- cleaning service,
- the presence of the reception in the office building.

The second step was conducting a survey, which in accordance with the concept of Customer Satisfaction Index allowed to assess the validity of individual items for customers.

In the diagnostic phase there was carried out measurement of customer satisfaction with abovementioned services. For this purpose there was used questionnaire, which combined with the results of the exploratory phase allowed to identified a customer satisfaction index.

A survey of the validity of the individual elements consisted of two parts. The first concerned determining how important for respondents are the elements associated with running a business in the park, and the other concerned issues of renting space. In the first part tenants were asked to answer 5 closed questions, in the second part were 6 closed questions. In the construction of the questionnaire was used 7-step Likert scale [5]. Number 1 was assigned to the statement "in general invalid" while 7 meant "very important".

The second survey was divided into three sections:

- lease
- technical equipment and service
- administration

The survey consisted of 16 questions, of which 14 were closed questions, 2 were open-ended questions. Again, most of the questions in the Likert scale was used. This time, however, the value of 1 was assigned to the statement "strongly dissatisfied" and the number 7 "definitely satisfied". Open-ended questions related to the functioning of the suggestions related to the administration department.

Based on surveys CSI index was calculated and was created diagram showing which parts need improvement and which meet customer expectations.

## RESEARCH RESULTS - EXAMPLE OF TECHNOLOGY PARK

In order to fully assess the level of satisfaction the average rate of validity must be compared with average rate of satisfaction.

Table 2 Average validity and customer satisfaction

Attribute	Average importance	Weight	Average satisfaction	Weighted score
Quickness of solving reported cases	6,83	17,92%	5,61	1,01
Quality of the office space	6,67	17,50%	5,88	1,03
Technical equipment of offices	6,61	17,34%	6,12	1,06
Transparency of received invoices	6,5	17,06%	5,83	0,99
Cleaning services	6,06	15,90%	6,06	0,96
Presence of the reception in the office building	5,44	14,27%	6,21	0,89
<b>Weighted average</b>				<b>5,94</b>
<b>Customer Satisfaction Index</b>				<b>84,85%</b>

Source: Own research

The analysis has been conducted with six pre-defined attributes, which are presented in the table below. There was also satisfaction index calculated for the studied attributes, which is exactly Customer Satisfaction Index.

As can be seen from the summary the overall satisfaction rate is 84.85% which is a very high score. It can therefore be concluded that these six attributes that have the greatest importance for customers, satisfy them in 85%.

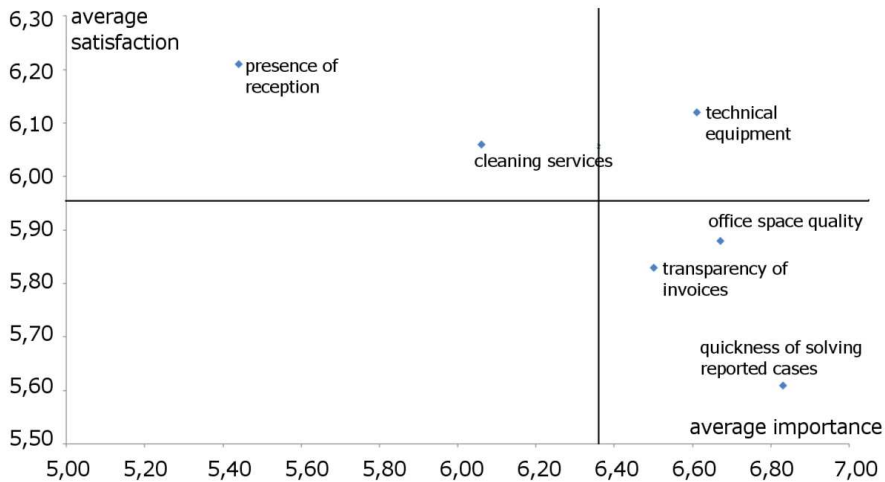


Figure 1. Diagram importance-satisfaction

Source: own research

The above diagram is very useful because it allows to specify a group of factors that need to be improved, as well as those that bring us significant benefits. As shown, it takes into account the evaluation of the validity on the horizontal axis, and the assessment of satisfaction on the vertical axis. Lines which divide scheme are average rating of importance and satisfaction of all appropriate factors.

According to the methodology of CSI, in the first place, the managers should focus on the elements that are located in the right lower quarter. In this case those are: quickness of reported problems solving, transparency of invoices received and the quality of rented office space. These are elements in which level of importance significantly exceeded the level of satisfaction.

Subsequently, it is recommended to consider elements in the lower left quarter, they are in fact below average satisfaction, but at the same time have less validity than the average.

The top half concerns aspects that exceed the average level of satisfaction. Left upper quarter relates to items that are not so important for customers, but they are fully satisfied by the company's offer. In this case, these services are cleaning service presence of the reception in an office building.

Right upper quarter are the attributes, where the rate should be maintained at the current level, these are the elements of high importance for the customer, which are also highly rated in terms of satisfaction. There is a single element, namely, the technical office equipment.

## CONCLUSIONS

An increasing awareness of customers, both in the B2B and B2C market require from companies greater commitment and attitude to the needs of customers. It is cheaper to keep a

customer than to acquire a new one. Monitoring customer satisfaction allows to keep customers and get new, and it is advisable for any business and any industry. Regular satisfaction survey is also required by the ISO 9001 Quality Management System. Article helped to show that Customer Satisfaction Index is a tool that easily allows to identify the most important characteristics of a product or service, as well as evaluating satisfaction survey characteristics. Graphical presentation of the results clearly shows which elements should be improved, and which should be maintain on the current level. CSI is a versatile tool that can be use in both the B2B and B2C market, which best example is office rental service provided by studied technology park. Regardless of whether managers use the Customer Satisfaction Index method, or any other measure, research should be carried out regularly to see if offer weaknesses could be improved.

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