Success Factors of Customer Satisfaction Realization in the Automotive Premium Retail Business

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Student Declaration

I declare that the work in this thesis was carried out in accordance with the regulations of the University of Gloucestershire and is original except where indicated by specific reference in the text. No part of the thesis has been submitted as part of any other academic award. The thesis has not been presented to any other education institution in the United Kingdom or overseas. Any views expressed in the thesis are those of the author and in no way represent those of the University.

Signed:

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Abstract

The creation of strong and positive relationships with customers is a most important goal for a company from a customer loyalty point of view. Loyal customers testify that the goods and service of a company are perceived positively in comparison to its competitors. These loyal customers are the company's ‘fans’. The key question is answered from one side by the product or the service and from the other hand through how satisfied and delighted the customers are. The situation in the automotive retail business is changing, as a result of increasing competition through new mobility concepts and digitalisation. Online sales within the industry, have increased drastically. Therefore, increasing competitive rivalry is given. To remain competitive and capitalise on market opportunities, companies have to compete effectively with other automotive providers, or otherwise referred to within this new era, as “digital” competitor. An important question therefore resides in how automotive brands can create loyal customers. Ultimately, creating customer satisfaction and delight is essential. Existing knowledge based on the scientific literature were reviewed, the methods and methodology critiqued and expert interviews were conducted. The output of the literature review led to a new combination of knowledge that already has set a new basis for customer satisfaction with the derived models. In combination with the expert interviews a new model of customer success and delight “Eight fields matrix for customer delight” (the eight jewels) was derived. Through the creation of this new model, the main contribution of this thesis, is the ability to both appreciate and interpret how customer satisfaction and delight is created in premium automotive retail. Additionally, the ideal realisation in premium automotive retail store (dealership) is reflected as example. These new insights can be easily transferred to other dealerships or other branches of business. The insights are also valuable and potentially usable in a more general industry context, to increase customer satisfaction and delight and the working conditions for all stakeholders.

List of Abbreviations

AR	Action Research
CD	Customer Delight
CS	Customer Satisfaction
CV	Customer Value
PhD	Doctor of Philosophy
RD1	Research Degree Application Registration Form
RQ	Research Question
RP	Research Project
SQ	Service Quality
SRA	Social Research Association

List of figures

Figure 1: Correlation between quality, price and satisfaction.................................. 21
Figure 2: Dimensions of customer satisfaction 22
Figure 3: Elements to operationalise customer satisfaction..................................... 23
Figure 4: Correlation between quality, price and satisfaction.................................. 31
Figure 5: Repurchase intentions by satisfaction level 33
Figure 6: Factors for loyalty profit 34
Figure 7: Factors that influence desired and adequate service 35
Figure 8: Dimensions of service quality 37
Figure 9: Kano's model.. 40
Figure 10: Characteristics of excellent service 41
Figure 11: EFQM Model 43
Figure 12: Berry's Framework for great service (1995).. 45
Figure 13: Dimensions to satisfy and delight customers 48
Figure 14: Elements to operationalise customer delight 50
Figure 16: Research process with it´s interdependencies 82
Figure 17: The research onion... 86
Figure 18: Deduction and Induction 92
Figure 19: The research design stage as part of the research process.................... 94
Figure 20: Methodologies in the context of research philosophies 96
Figure 21: Basic types of designs for case studies 100
Figure 22: Doing case study research: A linear but iterative process 101
Figure 23: Maintaining a chain of evidence 103
Figure 24: Convergence and non-convergence of multiple sources....................... 104
Figure 25: Logic model for case study data analysis 107
Figure 26: The Lewinian Experiential Learning Model.. 110
Figure 27: Kolb's learning cycle.. 110
Figure 28: The action research spiral 112
Figure 29: Interviewer guide 149
Figure 30: Declaration of ethics 151
Figure 31: Dimensions of customer satisfaction 152
Figure 32: Elements to operationalise customer delight 152
Figure 33: Fields of topics.. 169

Figure 34: Mind map of success factors 175
Figure 35: Circle of success factors 177
Figure 36: Sequence of the study 182
Figure 37: Eight fields of customer delight logic 201
Figure 38: Elements to operationalise customer delight 202
Figure 39: Dimensions to delight customers 202

List of tables

Table 1: Relevant situations for different research methods 99
Table 2: Case study tactics for four design tests 102
Table 3: Sources of evidence 105
Table 4: Overview about AR steps 113
Table 5: Data of interest and problem diagnosis 116
Table 6: Characteristics of interview types 121
Table 7: Ranking of success factors 166
Table 8: Graph of success factor ranking 168
Table 9: Elements to operationalise customer delight in sequence 189
Table 10: Elements to operationalise customer delight – people............................ 189
Table 11: Circle of success – with elements to operationalise CD 190
Table 12: Eight fields of customer delight 191

Table of Contents

Acknowledgements 3

Abstract 4

List of Abbreviations 5

List of figures 6

List of tables 8

Table of Contents 9

1.2 Research Problem and Aim 16

1.2.1 Research Questions and Objectives 18
1.2.2 Contribution to Knowledge 19
1.2.3 Relevance of the Research 19
1.2.4 Objectives and the Proposition of the Research 19

1.3 Contextual Background 20

1.4 Theoretical Framework 21

1.5 Research Design 24

1.6 Main Findings 25

1.7 Thesis Structure 25

1.8 Summary 27

2 Literature Review 28

2.1 Introduction and Structure 28

2.2 The Sense of Customer Satisfaction 29

2.3 Customer Satisfaction and Customer Delight 30

2.4 Loyalty as Outcome of Customer Satisfaction and Delight 32

2.5 Expectations as the Basis for Customer Satisfaction Evaluation 34

2.6 Factors for Service Quality 37

2.7 Concepts of Service Excellence 38

2.7.1. Kano-Model 39
2.7.2. Johnston 40
2.7.3. EFQM Model 42
2.7.4. Operationalisation of Service Excellence 44

2.8 Conclusions Derived from the Concepts and their Operationalisation 46

2.9 Summary of Literature Review 52

3 Customer Value and Satisfaction...**53**

3.1 Overview...53

3.2 Company Culture..55

3.3 Customer Demand...57

3.5 Retaining Customers...58

3.6 Customer Loyalty 59

3.7 Quality and Satisfaction..61

3.8 Different Concepts of Customer Satisfaction 63

3.9 Customer Satisfaction Strategy 68

3.10 Customer Focus as Culture..72

3.11 Success Factors for Customer Satisfaction 74

3.12 Summary of Customer Satisfaction 79

4. Methodology and Methods 81

4.1 Introduction..81

4.2.1 Research Framework 81

4.2.2 Purpose of the Study 81
4.2.3 Problem Definition (Research Questions) 82
4.2.3 Limitations of Research 83

4.3 Research Methodology 84

4.3.1 Research Philosophy 85
4.3.2 Critical Realist Approach as a Methodological Approach 87
4.3.3 Theoretical Position 90
4.3.4 Research Approach 91
4.3.5 Ethics of Research 92

4.4 Research Design..94

4.4.1 Research Strategy 95
4.4.2 Selection of Methods 95
4.4.3 Theoretical Introduction of the Case Study Approach 97
4.4.4 Action Research 108
4.4.5 Theoretical Background of Survey Design 117
4.4.6 Theoretical Introduction of In-depth Convergent Interviews 120

4.5 Required Skills and Learning Organisation......................131

4.5.1 What is Reflection? 131
4.5.2 Learning Organisation 132
4.5.3 Required Skills for the Case Study Approach 133
4.5.4 Required Skills for the AR-Researcher 133
4.5.5 Required Skills for Positivistic Researchers 133
4.5.6 Interventionist versus non-interventionist approach 133

4.6 The Role of Researcher Values and Bias 134

4.7 Research Quality 135

4.8 Evaluation of Methods and Methodology................................137

4.9 Summary of Methodology...140

5. Qualitative Research Approach 142

5.1 Decision on Interview Type 143

5.2 Interview Design 145

5.3 Development of the Interviewer Questions and Guideline 147

5.4 Recording Approach 153

5.5 Defining a Sample..153

5.6 Negotiation of Access to Interviewees 154

5.7 Conduct of Interviews 155

5.8 Transcription..156

5.9 Content Analysis of the Interview Transcripts........................157

5.10 Quality Criteria...160

5.11 Summary of Qualitative Research Approach.........................162

6. Analysis...164

6.1 Content Analysis of the Interview Transcripts........................164

6.2 Content Analysis Results 165

6.3 Analysis of Results..178

6.4 Summary of Analysis 179

7. Discussion 181

7.1 Findings and Insights..181

7.2 Refinement of Models 183

7.3 Case Study: Ideal Satisfaction and Delight Realisation 192

7.8 Summary of Discussion 197

8. Conclusion 199

8.1 Contribution to Knowledge 199

8.2 Recommendations on Basis of the Results 203

8.3 Proposition for Further Research 203

8.4 Summary of Conclusion 204

References 208

Appendix i 227

Appendix ii 235

Appendix iii 240

1 Introduction

Customer satisfaction (CS) has been a topic of concern for marketers for a considerable time (Yi, 1990, for an earlier academic overview; Mittal & Frennea, 2010, for a more recent overview combining academic and managerial perspectives). The interest continues, perhaps with a more recent emphasis on the linkages between customer satisfaction and other outcomes of interest to management (Roth & Bösener Kathrin, 2015; Sánchez-Rebull et al., 2018).

Over time, emphasis has come to be placed on the nature of CS in particular settings, whether geographical, sectoral or customer type. Arora & Narula (2018) provide a review of the literature relating particularly to *service quality* and *customer loyalty* in relation to customer satisfaction. The nature of the review highlights reasons that characterize the continuing interest in this topic. Their review shows that questions remain that continue to frustrate and fascinate academics and practitioners alike. They conclude by saying "It is observed that in the research on linkages between service quality, customer satisfaction and loyalty, there is no fixed research model." (p. 45).

An example of the current focus of many research efforts is that of Roberts-Lombard, Makola, Nkosi, & Mabhena. (2020), who focus on one sector, one customer type and one country for their research. They also extend the boundaries of previous generations of research effort by including 'customer delight' (CD) as an outcome beyond CS. They observe "Customer delight has developed into a key research focus area in relationship marketing (Barnes et al., 2016; Goswami & Sarma, 2019; Torres & Ronzoni, 2018)" (p. 72). Roberts-Lombard et al. (2020) paper typifies the flux in research in this area however in that their hypothesised model does not explicitly contain a CS construct. This stands in stark contrast to the literature reviewed by Arora & Narula (2018), where CS remains a dominant construct.

Arora & Narula observe: "During the past decades, customer satisfaction has frequently been advanced to account for customer loyalty (Oliver, 1997; Zeithaml et al., 1990). Oliver (1997) defines satisfaction as the summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with a consumer's prior feeling about the consumer experience." (Arora & Narula, 2018, p. 32). In citing Oliver & Zeithaml et al., Arora & Narula provide evidence of the close connections present in a number of strands of the literature in this area, particularly in relation to quality and to value.

The step from CS to customer delight (CD) remains implicit in some work but was a central component of the views of Schneider and Bowen (1999). They argued “These insights suggest that focusing on customer delight and outrage — emotions more intense than satisfaction or dissatisfaction — may lead to a better understanding of the dynamics of customer emotions and their effect on customer behavior and loyalty” (p. 36) This perspective informs the work here.

As this brief introductory excursion into the field shows, there remains considerable variety in perspective, the number of salient constructs and a continuing need to expand understanding in relation to constructs, settings and locations.

There is a further twist. One element that the above paragraphs do not explicitly touch on is the nature of ‘product’, ‘goods’ and ‘service’ (though some of the reviewed papers do). The distinctions and similarities in these terms and the way they are used has contributed an extra layer of complication in the literature. This complication has a long history.

Carson and Gilmore observed in 1996 that Shostack’s seminal article (1977) contained the seeds of this issue: “Marketing academics and practitioners increasingly use the word *product* as a generic term to describe both goods and services. In this article, however, the author (Shostack) equates the word *product* with *manufactured goods”* (p. 29). The significance of Shostack’s usage is that the much-cited article was entitled ‘Breaking Free from Product Marketing’. Shostack pointed out that most purchases used a blend of both good and service to fulfil customer need. He posited a scale of market entities running from commodities to ‘pure’ services. ‘Automobiles’ are positioned towards the mid-point of the scale, as in Shostack’s view they are ‘tangible dominant’ with substantial service elements – and their market positioning, in his view, is weighted towards image.

[As a side note, ‘goods’ in German translates as ‘Waren’, which has more of a sense of ‘wares’ in English. For this reason, ‘product’ is preferred as a translation to good, and this usage is applied here.]

The key reason for the importance of the distinction between product, good and service has been the rise of the service economy and increased emphasis on the marketing of services (Witt & Gross, 2020). Researchers’ currently tend to link their perspective on CS to particular products, whether goods or services. Berry and Parasuraman (1991) showed from their analysis of the growth of services marketing literature that

“The analysis reveals that services marketing developed academically because it filled a need in marketing practice” (p. 13).

It is against this somewhat complex and confusing background that my professional experience and a desire to understand, implement and develop CS/CD programmes intersect.

1.1 Motivation to Conduct this Study

In recent years, I have been involved with (to me) interesting projects in the domains of customer satisfaction and customer delight. The view taken in my organisation, that CS is a precursor to CD. is consistent with that approach today sometimes found in the literature. The thrust of the company projects was attempts to move our customers from a state of satisfaction to one where they were delighted. In this one view, CS is seen as a necessary precursor to CD, where CD is a non-linear outgrowth of CS. To move customers to delight first requires knowledge of CS.

The other view, largely due to Oliver et al. (1997), however argues that CD is a distinct emotional state different from CS. This research strand questions any direct relationship between CS and CD. As Finn, (2012, p. 107), observes “CD is used to refer to two things in the service literature, for a distinct response and for an upper zone of positive nonlinear response to CS”.

In terms of definition, satisfaction is defined as the evaluation of the fulfilment of customer´s needs and expectations; whereas delight is defined as exceeding of needs and expectations of customers with a surprising or emotional factor (Wirtz et al., 2012, pp. 360-361).

Whether CS does lead to CD or not, there remains an organisational requirement to measure levels of CS. As with many companies there was also a need to identify what the level of CS was and what determines it. “Due to the fact that C.S. is one of the key components in the competitiveness of a company (Saeidi et al., 2015), and because at the same time this satisfaction strongly influences the competitiveness of the company (Krajňáková et al., 2015), increased C.S. leads to increased competitiveness. For this reason, it is necessary for the company to know the real satisfaction level of its customers” (Suchánek & Králová, 2018).

1.2 Research Problem and Aim

The aim of the research project is to explore how customer satisfaction (and, by extension, delight) can potentially be realised in the German premium automotive retail business. One of the results of increasing competition and customer demand, is

(Agnihotri et al., 2017), that premium car producers are trying to gain customer loyalty through customer satisfaction; this is a major goal because of resulting higher margins that are believed to accrue (Azman & Gomiscekb, 2015; Wirtz et al., 2012). In focus is the service to gain customer satisfaction. The academic literature regarding CS is well established, but support for management as to *how* to satisfy and delight customers is lacking in detail.

The trend in sales is moving more towards online sales (digital sales). The market has witnessed new (online) players and intermediaries, thereby cutting out the middle retailer (the franchised dealerships) (TNS Infratest & Kearney, 2018). These trends lead to decreasing brand loyalty for current franchised automotive retailers and, based on market studies, has resulted in a reduced customer base and an important monetary loss in turnover (Gottschalk et al., 2005). Today's business model of car makers is changing because of this digitalisation of retailer channels, e-mobility and self-driving car trend. "Such [*digital*] innovations enable novel services, which in turn require actors within the automotive industry to change their business models" argue Athanasopoulou et al. (2019).

Athanasopoulou et al. (2019) identify from their research (using Q-methodology amongst industry experts and academics) four perspectives that are believed likely to affect the industry's business model: personalized services, generic mobility services, shared mobility and connected cars. They found that servitisation is ingrained in two of the four perspectives.

Servitisation through digitalisation has broad impact on industry, as the review by Paschou et al. (2020) illustrates. This includes considerable impact requiring customer relationship management to be improved and reorganised. As a consequence, the often-neglected attention to improvements in service, customer retention through quality, satisfaction, and delight, become the key to retaining customers. The 'traditional' business model for car makers involves distribution through closely-controlled franchised dealerships. In such a model, the on-going relationship (for servicing and repairs) with the customer is delivered through the dealer. The aim for fresh business models in the industry then is to create an automotive brand with high loyalty and a positive and good feeling of the customers when they think about the (car) brand. In the future, the Original Equipment Manufacturer (OEM = Car Maker) has to assume greater responsibility for the customer relationship and be responsible for managing the customer interface, because of the potential impacts of digital

servitisation and disintermediation – a situation recognized a while ago (Chircu & Kauffman, 1999), but one that remains little investigated in the automotive sector.
Summarising, this research project may be significant to the OEMs, as it attempts to detail any key success factors for customer relations in the servitised business model for OEMs. Existing knowledge lacks deep insights in the premium automotive retail sector in particular, as well as details on *how* to achieve CS and potentially CD.
The contribution of this research is to be found in practical understanding as to what constitutes customer satisfaction (and possibly delight) in this sector. It should also show how OEMs may realise higher loyalty through customer satisfaction and delight flowing from a developed business model. It serves to advance understanding more generally of the consequences of moves to digitalisation and its impact on business models.

1.2.1 Research Questions and Objectives

The research questions reflect the central objective of the research project and act as the basis for the empirical approach. The research questions are:

1. What constitutes customer satisfaction from the perspective of practitioners in the German premium automotive retail business?

2. Given practitioners' perspectives, what concepts and theories might be relevant to gain customer satisfaction in the German premium automotive retail business?

3. How might customer satisfaction ideally be realised by combining practitioner perspectives and theory in the German premium automotive retail business?

The first research question is based on the theoretical literature that offers various definitions of what customer satisfaction and the lack of research regarding experience in the German premium automotive retail business.
Through reflection and combination, it was possible for the author to create a model of dimensions for customer satisfaction that now has to be tested and detailed during the

empirical phase based on the second research question. The third research question regarding the realisation of customer satisfaction can also be answered through the reviewed literature, but not with the focus on the German luxury automotive retail business and without the explicit knowledge of practitioners.

1.2.2 Contribution to Knowledge

The initial purpose of this study is to close the gap between theoretical and practical knowledge to improve customer satisfaction at the retail level. In addition, it is intended to develop understanding of the theoretical constructs and measures necessary to underpin application. In focus is the service to gain customer satisfaction and not the product (good). In general, it can be summarised that the literature provides some knowledge regarding satisfaction or delight in the automotive retail business generally, but missing are the aspects which create satisfaction and above all delight within the premium automotive retail sector and its ideal realisation based on key success factors. Regarding CS and CD, detailed research in other fields of retail can be found and used as a basis to derive, transfer, extend and adapt knowledge to premium automotive retail. The gap in knowledge can be found in the missing details of satisfaction and delight and its ideal realisation on a retail level in the automotive premium sector. The key question how to deliver service excellence is not answered yet. Furthermore, no detailed academic knowledge on the premium automotive retail business is available.

1.2.3 Relevance of the Research

The general concepts of customer satisfaction and the factors for its realisation have been theorised (Berry, 1999; Gouthier, 2012; Zeithaml et al., 2010). There are different approaches to explain customer satisfaction and its antecedent factors, but there is little written on how companies can realise the concepts (Johnston, 2004). Thus, by considering both how customer satisfaction can be realised and in examining this under researched sector, this thesis provides both the potential for knowledge and practice contributions.

1.2.4 Objectives and the Proposition of the Research

CS is a key priority for businesses in the premium automotive sector. Today many companies in this sector fail to satisfy customers lack of knowledge or poor realisation. Addressing the question as to what ways can CS be created, is the central objective of this study. The specific objectives are:

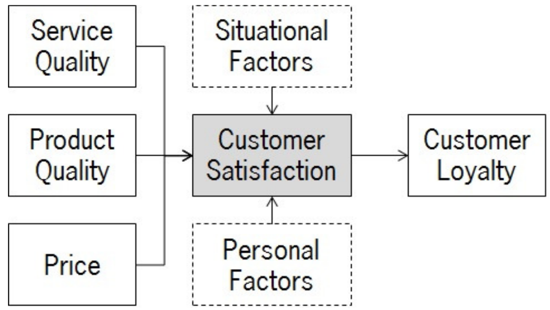
1. To provide what is the definition of customer satisfaction from the perspective of practitioners in the German premium automotive retail business

2. To identify the concepts and theories of customer satisfaction from academic research and to develop potential methods to implement relevant insights into the practice of German automotive premium retail businesses.

3. To find new insights into concepts of customer satisfaction for the German premium automotive retail business by combining practitioner perspectives and the identified theory

1.3 Contextual Background

Customer satisfaction is defined as being the result of the interaction between service quality, product quality and price (Zeithaml et al., 2010) (see Figure 1). The customer's evaluation of these factors is always influenced by situational and personal factors - based on the customers' a priori needs and expectations. Customer satisfaction can be seen from a psychological perspective though emotions or from an analytical point based on expectations. Literature suggests that the analytical view based on cognitive comparisons has more importance to customer satisfaction (Juran, 1989; Rust et al., 2000). "Satisfaction is the consumer´s fulfilment response. It is a judgement that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfilment" (Oliver, 1997, p. 13). Satisfaction is not static however. It is influenced by a variety of factors over time. The result of customer satisfaction is customer loyalty if the general situation allows a customer to be loyal. For example, time constraints or accessibility could influence loyalty.



Source: Zeithaml et al., 2012, p. 79

Figure 1: **Correlation between quality, price and satisfaction**

1.4 Theoretical Framework

"The "house of quality," the basic design tool of the management approach known as quality function deployment (QFD), originated in 1972 at Mitsubishi's Kobe shipyard site" (Hauser & Clausing, 1988, p. 63). Kiran (2016) provides a comprehensive overview of the uses of these concepts. The QFD approach, particularly the 'house of quality' (HoQ) is used as an approach in this study.

Bearing in mind that two chief components of Zeithaml's definition of CS concern quality (the third being price), the components of CS can be seen within the framework of a HoQ. They become a house of service excellence. Everything stands under the main objective of creating a company with which it is easy to do business (Johnston, 2004).

In this initial formulation, the roof is stabilised by three columns that have different diameters representing the relative importance for the whole building. The largest is the column of 'minimum customer requirements' (a necessary condition) that must be fulfilled to reach basic levels of CS. The second largest is made of a system that deals with customer complaints and avoids negative effects on CS (one-dimensional). The column in the middle of the building is not necessary for the stability of the house but it is the element which serves to deliver competitive advantage as it can create customer delight (which in this formulation is not a linear outgrowth of CS). Without the middle column satisfaction is reached, but only at a basic threshold level. For higher levels to be attained, factors such as empathy, 'going the extra mile' and a personal touch may be required. The complete house is based on understanding, and having a successful interpretation of, customer expectations. This underlines the importance of a customer orientation as central element for the company, its goods and its services.

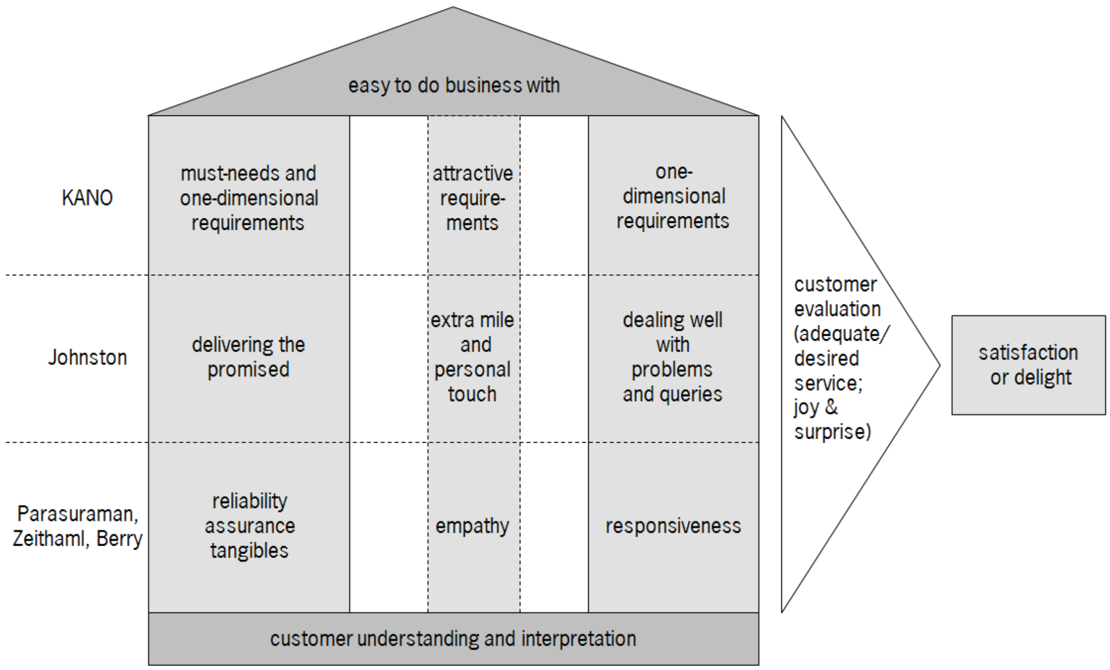


Figure 2: Dimensions of customer satisfaction
Source: Marquardt

Figure three shows the elements required for operationalisation of the model above. The EFQM model, Berry´s work and that of other authors provided general dimensions as shown in Figure two, also serve as the basis for operationalisation as summarised in Figure three.

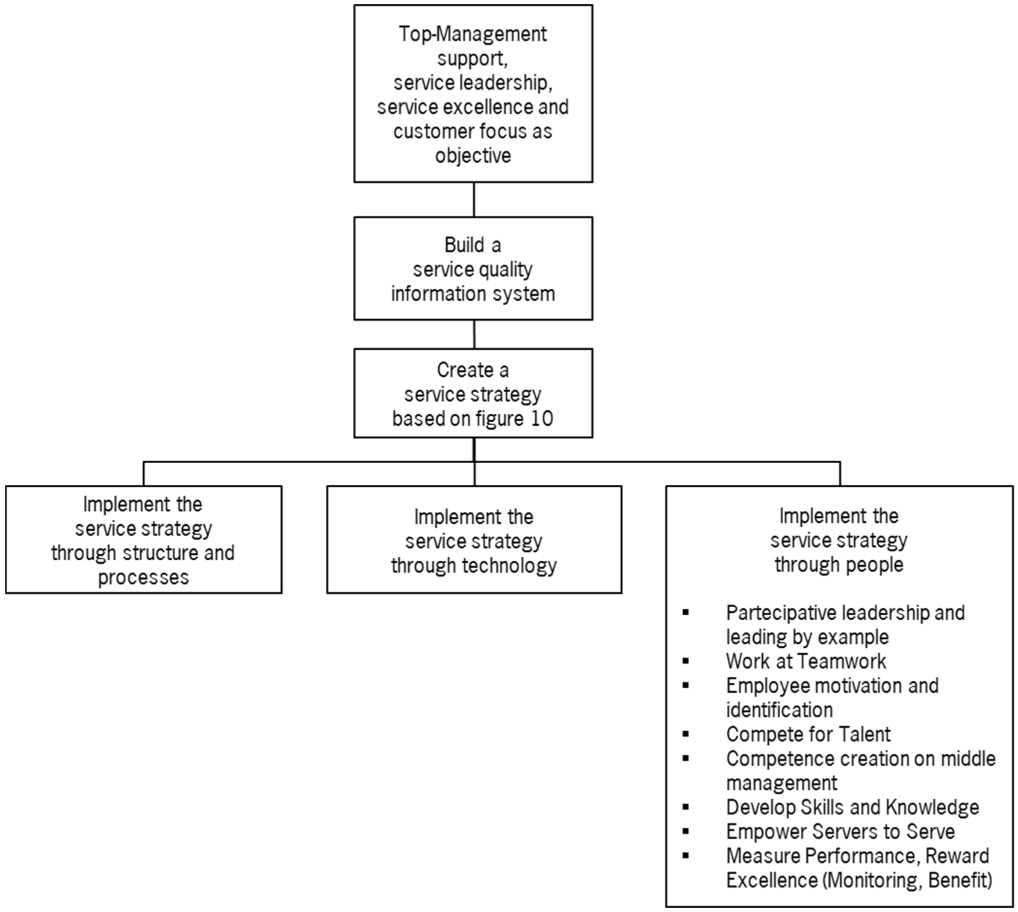


Figure 3: Elements to operationalise customer satisfaction

Source: Marquardt

The first research question might be answered with the help of the “dimensions of customer satisfaction”. The dimensions and their explanation might also be a good starting point for practitioners to answer the second research question regarding what concepts and theories might be relevant to gain customer satisfaction in the German premium automotive retail business. The third research question - how customer satisfaction might ideally be realised by combining practitioner perspectives and theory in the German premium automotive retail business - might be answered with the help of figure three in relation to the “elements to operationalise customer satisfaction”.

1.5 Research Design

The set of methods and procedures used in collecting and analysing data regarding the research problem is called research design. This study takes a critical realist perspective using a qualitative approach to research design. The research questions require an approach that is able to explore interpersonal communication, beliefs, behavior and emotions in relation to customer satisfaction and delight. Qualitative data have to be elaborated in different steps to gain useful information that can be further deconstructed and analysed. The methods adopted are qualitative interviews. In the research study a sufficient number of in-depth interviews until saturation of insights, are performed to represent different opinions regarding customer satisfaction. This allows for a deeper insight into the motivations, reasons and influencing factors behind customer satisfaction and delight and their realisation in the automotive premium retail.

As a second step, the qualitative findings and success factors for customer satisfaction (elements to operationalise customer satisfaction) are sharpened through a quantitative evaluation of their importance. The interviews start with a deductive approach from general theoretical knowledge about customer satisfaction (dimensions of customer satisfaction) and go to specific topics of operationalisation (elements to operationalise customer satisfaction). The participants have been identified by purposeful sampling, whereby managers working in Germany at the retail or wholesale level have been contacted to establish if they would agree to participate in the research. In order to explore the variations of ideas, managers with final customer contact, managers responsible for market research and managers working in strategy have been considered. The in-depth interviews have been conducted to cover examples of direct customer contact, of market research as well as to cover the opinions of strategists.

This research seeks understanding through sources that offer the appropriate amount and type of data (Carson et al., 2001). The insights were generated by the use of semi-structured convergent in-depth interviews (Carson et al., 2001) in order to gain knowledge and understanding about customer satisfaction and its realisation. The existing and summarised ideas from literature (“dimensions of customer satisfaction”, Figure 1) have been validated as well as the “elements to operationalise customer satisfaction” (Figure 2) by practitioners in relation to their experience and interactions with customers. The propositions are that:

1) the dimensions of customer satisfaction and the elements to operationalise are confirmed in general by practice,

2) additional or different dimensions to gain satisfaction are identified and

3) further or different elements of operationalisation are necessary.

The insights are reflected, interpreted and connected by the researcher with the goal to confirm knowledge, change knowledge and to find new insights.

This research study conforms to the Handbook of Research Ethics of the University of Gloucestershire.

1.6 Main Findings

The main findings are that all interviewees are aware of customer satisfaction and its importance. All participants could describe well the key elements of customer satisfaction, without having insights into the theoretical basis from literature. The house of dimensions (Fig. 2) is confirmed as well as the factors for realisation. New contribution to knowledge is generated through the improvement of factors by additional points and for every success factor the ideal operationalisation content is also defined. The new model of the “eight fields of customer delight – the 8 jewels” has been developed as a new contribution. It can be said, that the gap in knowledge has been narrowed for the theoretical and realisation level for premium automotive retail.

1.7 Thesis Structure

Each chapter of the thesis begins with an introduction that gives a quick overview for the reader. Additionally, every chapter closes with a summary of the chapter with the main topics. The first chapter starts with the overall introduction and gives a short overview of the complete thesis. Above all, the first chapter outlines the motivation of the study, the research questions, the research objectives, the background, the theoretical framework, the research design, and also provides a short summary of the main findings.

The second chapter reviews the literature and the theoretical background on customer satisfaction and delight. The relationship between customer satisfaction and loyalty, the relevance of customer expectations, service quality and service excellence are presented and debated. The model of the "dimensions to delight customers" is derived and also the model of "elements to operationalise customer delight" is developed.

The third chapter focuses on the key aspects of customer satisfaction. This chapter provides a critical examination on company culture, customer demand, purchase phases, customer retention, loyalty and quality. Also, the different concepts of customer satisfying factors are discussed.

Chapter four examines the research methodology and methods for this study. The research framework, research methodology, research design, required skills and how we learn, the role of researcher values, and bias, as well as research quality are detailed.

The fifth chapter is about the qualitative research approach and details the types of interviews and also the decision on the chosen approach. Furthermore, the interview design, the interviewer questions and guidelines, the recording concept, the sample, the access to the interviewees, and the conduction of the interviews are described.

Chapter six details the analysis. The transcription, the qualitative data analysis, the content analysis of the interview transcripts, one example of the content analysis in practice, the overall results, quality criteria and the analysis of it are shown. Above all, the ranking of success factors, the fields of topics and the circle of success factors is derived.

Finally, chapter seven discusses the results and findings, both theoretical and practical recommendations. Presented within this chapter are 1) the overall research findings and insights, 2) the refinement of models 3) the case study of the ideal customer satisfaction and delight realisation 4) the recommendations on the basis of the results, potential limitations, the contribution to knowledge, and the propositions for further research. The main points are the contribution to knowledge with the model of the "Eight fields of customer delight – the 8 jewels" and the derived case study with the details of the ideal customer satisfaction and delight realisation.

1.8 Summary

Customer satisfaction is very important for customers as well as for companies. The research gap in the premium German automobile retail sector and how to fulfil satisfaction is closed through a qualitative study based on expert interviews. The output is a newly developed theoretical model with practical suggestions for customer satisfaction and realisation.

Each chapter will follow the grid below adding to the grid the summary of the proceeding chapter. This allows the reader to follow the work in progress in a systematic chart.

Aims	Explore how customer satisfaction can ideally be realised in the German premium automotive retail business.
Objectives	Answering the question what to do and how to realise customer satisfaction is the objective of this study.
Gaps	
Propositions	
Methodology	
Methods	
Results	
Contribution	

2 Literature Review

The Literature review synthesises the theoretical knowledge and methodological ideas in the field of customer satisfaction. The focus is on services in gaining customer satisfaction and not the product (physical good).

2.1 Introduction and Structure

A sharp focus on delighting customer gains more shareholder value, than concentrating only on shareholder value, writes Denning (2012) and cites the opinion of Jack Welch (Former CEO of General Electric). In the past many organisations were satisfied with appeasing their customers and then starting to satisfy them (Grover & Vriens, 2006) in order to retain them. That means relationships between the business and consumers were very much transactional. However, with an increased competitive rivalry, organisations began to focus more on satisfying real needs and superseding consumer expectations to retain custom. Through previous research, it was identified that satisfaction is not enough to retain customers (Gouthier, 2012; Power, 2012). What is needed is a new concept of satisfaction (Oliver, 1997) – higher levels of satisfaction or customer delight through service excellence that might lead to customer retention. These findings require that any future approach is about binding the customer to the brand through brand experience that delivers both satisfaction and a positive emotional experience. As Kim et al. (2015) showed, customer satisfaction is more strongly related to loyalty than is delight. Satisfaction may be defined as the fulfilment of expectations and delight as exceeding expectations with a surprising or emotional factor (Alexander, 2010). “Service excellence, however, is concerned with the creation and sustainability of standards (Edvardsson & Enquist, 2011) that go beyond meeting expectations (Berman, 2005)” (Sekhon et al., p. 904). There are different approaches on how to explain customer satisfaction but there is little written on how companies can realise the concept (Johnston, 2004). Also the academic discussion has no clear definition as to what are the requirements or pre-requisites for service excellence (Gouthier, 2012).

This literature review is narrative and is based on a key word search using the research databases EBSCO, EMERALD and the online thesis database EThOS (UK doctoral thesis). Furthermore, the German theses online database is also reviewed. Moreover, online searches of relevant services marketing books were reviewed in different university libraries in Germany (Stuttgart, Munich, Nuremberg) It starts with the most recent journal articles regarding customer delight and then tracks back along the developing body of literature to the basics of service marketing.

The literature review concentrates on American, British and German sources. The geographic focus is Germany. It also focuses on the automotive business because of the actual challenges faced by the car maker industry and on retail level because of the proximity to the final customer. The core focus is on the services thought to gain customer satisfaction, and not the physical product. As it is the service element that the literature suggests as key in building CS and potentially CD, the wholesale and OEM-level themselves are not the focus, because of their lack of direct interaction in service delivery (for the most part) with the retail customer.

The structure of this literature review starts by addressing the question why companies need to delight their customers, and then presents a synthesis of the customer satisfaction concepts and theories to date, and analyses how customer satisfaction can be operationalised. The conclusions are summarised at the end of this chapter.

2.2 The Sense of Customer Satisfaction

“We see what customers see from their own perspective: a varied marketplace of disparate brands, all intent on winning and keeping customers” (Power, 2012). Today we can also see that competitors follow the champions in their sector and gain increasing customer satisfaction levels (Metje, 2012).

What a customer experiences is the competition between companies that try to improve customer loyalty. Gaining new customers and retaining existing ones, is done by combining different aspects of strategic positioning within the market (Hungenberg, 2004). Because of research insights and deficits in strategic differentiation in practice the possibility to make a difference through customer satisfaction arises (Stauss et al., 2005).

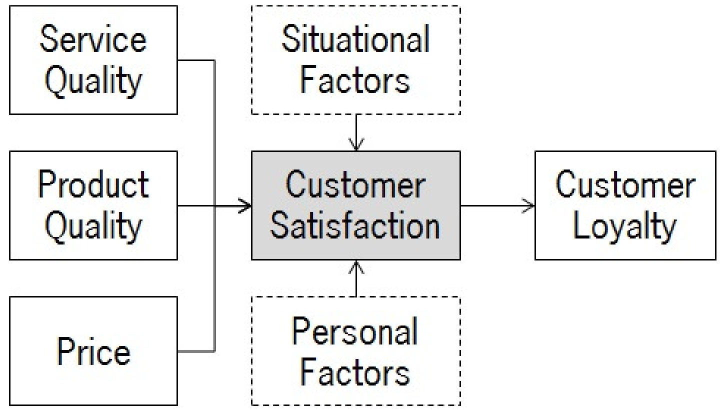
Research has confirmed that customer loyalty follows satisfaction and increasing customer willingness to change follows dissatisfaction (Stauss et al., 2005). Another important realisation is that the objective of customer satisfaction improves performance - companies with an active role in customer satisfaction are more successful on average (Bates et al., 2003; Matzler, 1996; Stauss et al., 2005). But on the other hand, satisfied customers are not automatically retained customers (Gouthier, 2012).

“Quality in service is fundamentally key to company´s competitiveness. Companies are wasting money with service programs and undermining credibility with management rhetoric that is not backed up with action” states Berry (1995, p. 1).

2.3 Customer Satisfaction and Customer Delight

“Satisfaction is the consumer´s fulfilment response. It is a judgement that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfilment.” states Oliver (2010, p. 13).

Customer satisfaction is defined as the result of service quality, product quality and price (Zeithaml et al., 2010) (Figure 1). Perceived service quality is a part of customer satisfaction (Zeithaml & Bitner, 1996). The customer evaluates these factors and is influenced by situational and personal factors based on a set of formally defined needs and expectations (Zeithaml et al., 2010). Satisfaction is not static and is influenced by a variety of factors over time. The result of customer satisfaction can be customer loyalty. This literature review concentrates on the service quality view and excludes the price and product elements because of this focus on service. Situational and personal factors influence the evaluation of the satisfaction level (Zeithaml et al., 2010). Above all the general mood of a person influences his evaluation due to the fact that human beings are never objective (Zeithaml et al., 2010). Also other persons and their opinions have to be mentioned as influencing factors.



Source: Zeithaml et al., 2010, p. 79

Figure 4: Correlation between quality, price and satisfaction

If customer satisfaction is exceeded from the level of contentment it can be called delight if the fulfilment level is higher than the expectations (Zeithaml et al., 2010). Customer delight can be used to gain competitive advantage based on a profoundly positive emotional state that follows after exceeding customer expectations with a surprising degree (Zeithaml et al., 2010). Customer delight can be seen – as explained - from a psychological point of view with emotions or from an analytical point with exceeded expectations (Rust et al., 2000; Zeithaml et al., 2010). Literature suggests that the stronger factor for delight is emotions and not simply exceeding customer expectations and also that the analytical view based on cognitive comparisons has more importance to customer satisfaction (Barnes et al., 2016; Rust et al., 2000). Reflection on costs and benefits of delight, are necessary before attempting to exceed customer satisfaction to delight as an objective, because it is not clear if it really pays back (Zeithaml et al., 2010). Often it is written, that excellence is created by exceeding customer expectations (Johnston, 2004; Schneider & Bowen, 1999). Today this is seen as exaggerated (overquality) because it can be unnecessarily costly, it can be understood as overpriced, it could create a spiral of expectations that is hard to realise (Johnston, 2004). The available evidence suggests that, in comparison to satisfaction, CD is seen as an emotion, whether as a non-linear outgrowth of CS or as a separate concept. Other interesting research findings are that emotions (like delight) are a better indicator to predict customer behaviour than satisfaction alone, which is seen as a clear (cognitive) judgement (Johnston, 2004; Oliver, 1997; Yu & Dean, 2001). Högström (2011) mentions that experiences create greater value, which leads to the observation that emotions, which are very likely themselves to be influenced by experiences, have to be addressed.

The evaluation of satisfaction and delight can be based on affective (liking/pleasure) or cognitive (thinking/judging) components (Grover & Vriens, 2006; White & Yu, 2006). Oliver (2010) suggests that delight has only recently been a research focus. He identifies delight as an affect in psychology which results from joy and surprise. He concludes that delight is a heightened affect state. (Oliver, 1997). He also states that: “The Question of whether satisfaction is an emotion still has not been answered” and also that “Emotion is a hybrid cognition-emotion not well described in the psychological literature” (Oliver, 1997, p. 342). “Satisfaction and delight are separate concepts. They entail different emotional states but address both service quality” writes Torres and Klines (2006, p. 295). It can be said that satisfaction is a well-researched field with clear factors based more on cognitive comparisons (Barnes et al., 2016). The concept of delight is still lacking in knowledge; however, the literature does underline the importance of emotions to gain delight.

2.4 Loyalty as Outcome of Customer Satisfaction and Delight

The outcomes of customer satisfaction are increasing levels of loyalty to companies (Figure 5). It is known that higher levels of satisfaction or better states of delight, lead to higher loyalty levels (Power, 2012). According to a study of Power (2012) it needs service excellence to create customer delight to gain increased customer loyalty. “Loyalty in a business context which describes a customer´s willingness to continue buying from a firm over the long term and recommending the firm´s product to friends and associates. Customer loyalty does not just refer to customer behaviour. It also includes preferences, liking, and future intentions” states Wirtz et al. (2012, p. 360). This statement is about loyalty as behaviour (conative) and not as psychological loyalty, which can be a mental state (affective, cognitive) (Rust & Oliver, 2000). Research has not been as extensive for the psychological case as has been conducted for the behaviour case. For this reason, this study concentrates on loyalty as behaviour (which is probably of more interest to companies, as Wirtz et al.’s (2012) outcomes suggest). Yu and Dean (2001) write that emotions are the best predictor for loyalty.

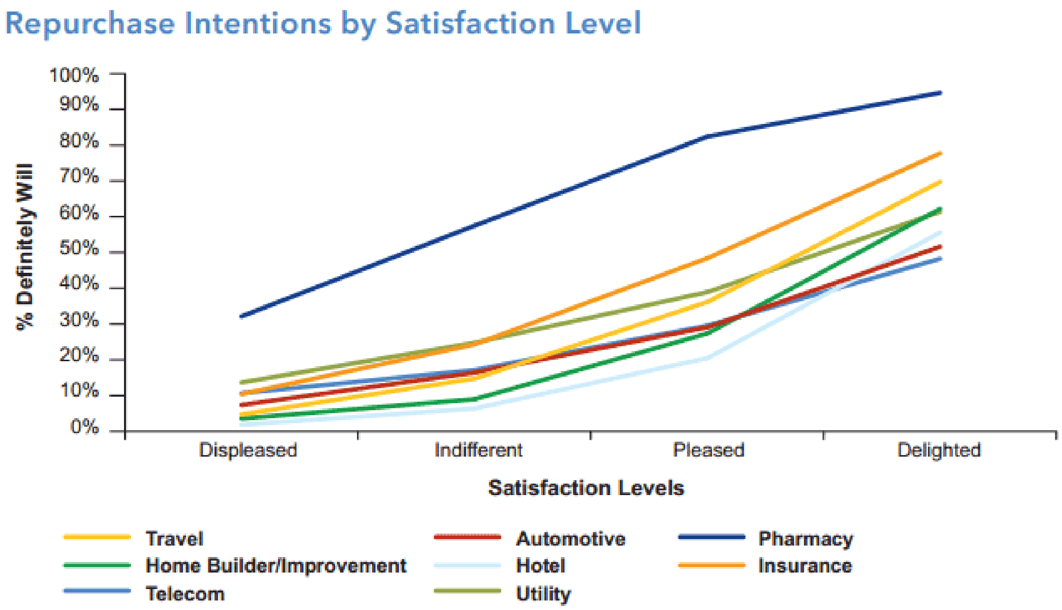


Figure 5: Repurchase by

intentions satisfaction level

On a 10-point

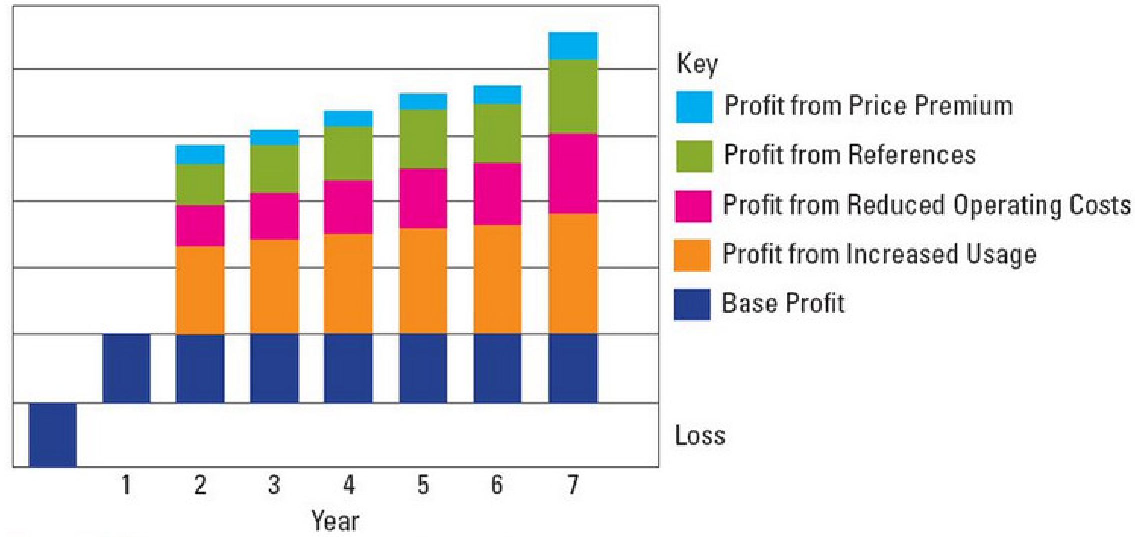
scale, displeased is 1 - 5 points; Pleased is 6 - 7 points; Satisfied is 8 - 9 points; Delighted is 10 points; Source: Power, 2012

Figure 5: Repurchase Intentions by Satisfaction Level

Four factors exist (Wirtz et al., 2012) that cause higher margins for companies because of loyal customers:

- Increased purchases due to customer growth or purchase concentration
- Reduced operating costs because of less demands based on each other's experience
- Referrals to other customers result as additional sales and marketing savings
- Price premium because of less price sensitivity and no promotional discounts

The literature also offers the concept of the lifetime value of a customer (Rust & Oliver, 2000) that increases returns and is based on customer loyalty. It can be summarised that different studies confirm that companies with loyal customers generate higher earnings.



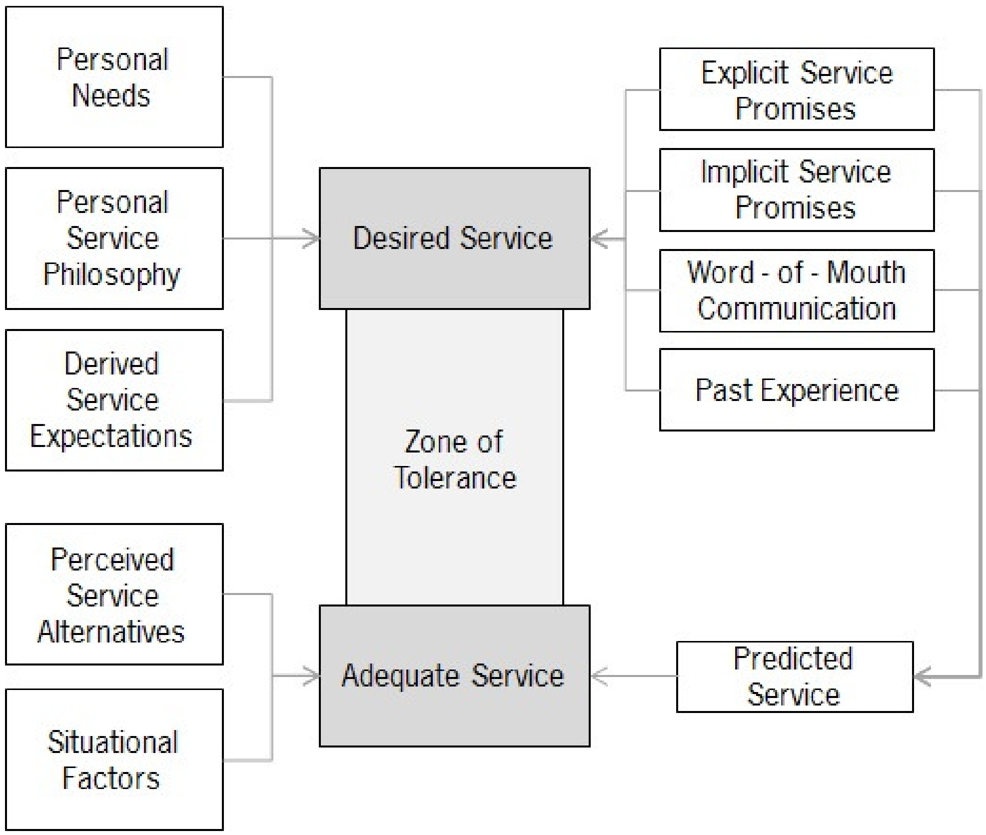
Source: Wirtz et al. (2012)

Figure 6: Factors for loyalty profit

2.5 Expectations as the Basis for Customer Satisfaction Evaluation

Zeithaml et al., (2010, p. 79) show that customer satisfaction is based on delivered product quality, service quality and price. These factors are evaluated based on customer expectations. The idea that service quality is a function of the expectations-performance gap was reinforced by a broad-based exploratory study conducted by Parasuraman, Zeithaml & Berry (1985). This study also revealed a set of evaluative dimensions that customers use as criteria in judging service quality (Zeithaml et al., 2000, p. 5). Customers expect a minimum level of adequate service and also have a desired level of service that describes their ideal “wished for” level (Zeithaml et al., 2010). These evaluations are global assessments based on many individual transactions. Between the standard boundaries of what is acceptable and what is desired exists the zone of tolerance (Zeithaml et al., 1991). This describes the levels of service that customers are willing to accept due to the fact, that services are a result of many variables and do not always have the same level of quality. If the minimum level considered acceptable is not reached - customers are going to be dissatisfied or frustrated. If performance exceeds desired service levels customers will be pleased and can also be surprised. The zone of tolerance can expand or contract, and also for different customers depending on different factors as shown in the figure below.

Usually the adequate service level is a moving target because of different experiences of single customers (Wirtz et al., 2012; Zeithaml et al., 2010).



Source: Zeithaml et al. (2010)

Figure 7: Factors that influence desired and adequate service

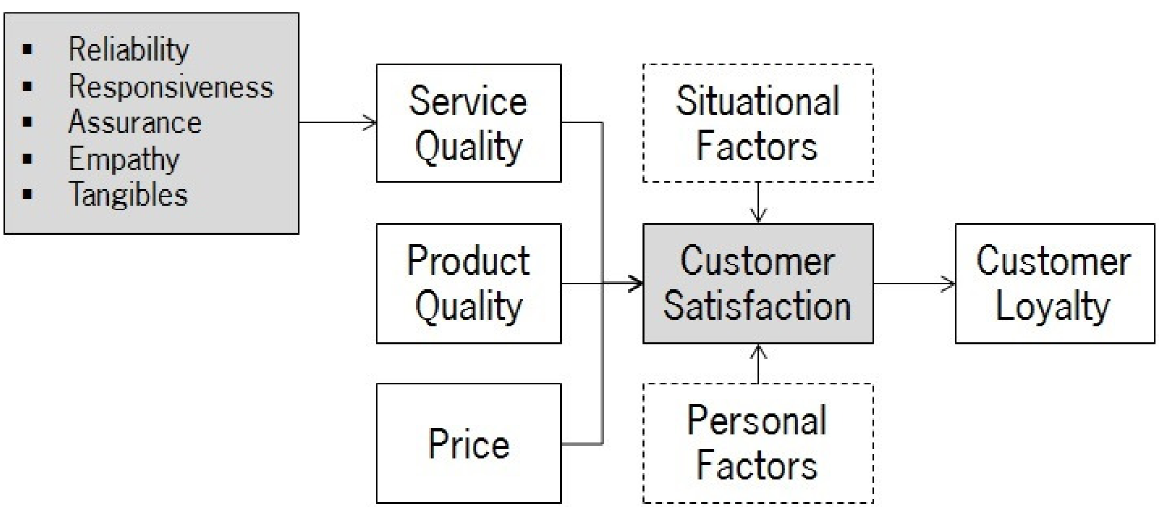
Desired service is based on three major influences. These are personal needs, personal service philosophy, derived service expectations (Lovelock et al., 1999). The first are conditions essential to the customer. These shape what the customer desires in a given service. The second is the underlying general attitude to service and the correct realisation through service providers. Derived expectations are defined by another person or group influencing the direct customer. The service has to answer the expectations of the customer and the expectations of the persons that are represented by the customer. Desired service expectations are very stable in comparison to adequate service expectations (Zeithaml et al., 2010). The key influences on adequate service are perceived service alternatives, situational factors and predicted services. Alternatives are other service providers that fulfil the customers need or the customer themselves, if he / she is able to conduct the type of service (Wilson et al., 2016). Alternatives have a short-term character and tend to fluctuate. Situational factors can be divided in ones not controlled by the service provider and which consist of external complicated conditions that limit the service provider, and personal situational factors of the customer that intensify their need for service. An influencer of adequate service is predicted service. It describes objective expectations of the probability of performance or estimate of performance regarding the single transaction (Zeithaml et al., 2010). Last but not least, predicted service and desired service are influenced by explicit service promises, implicit service promises, word-of-mouth communication and past experiences (Wirtz et al., 2012). These are the several different sources of information that are influencing factors for customer satisfaction.

Wirtz et al. (2012) say that explicit service promises are directly or indirectly communicated statements about a service offered by the organisation to the customer. These messages are under the control of the company and define the predicted services as well as the desired service level. Implicit service promises are dominated by price and tangibles. It is a clue that the customer does base on the price-level and the appearance of tangibles. Wirtz et al. (2012) suggest that Word-of-mouth communication is information with particular weight to the customer because of ta presumed lack of bias. It comes from consumer reports, friends, family members, forums or social networking. It contains evaluation undertaken by third persons that influence the expectation of predicted and desired service of the customer. Past experiences describe the reflection of previous exposure to services in a similar or comparable situation due to eventually limited experiences.

The literature suggests that a company should always meet an adequate service level, to gain at least customer acceptance; considering customers personal needs a desired level might be reached.

2.6 Factors for Service Quality

Service quality and its evaluation are the key to customer satisfaction is the suggestion from the literature. The creation of service quality is based on five dimensions, according to one well-cited model in the literature. SERVQUAL had become by 1996 a widely adopted basis for measuring and managing service quality (Buttle, 1996), with twelve publications from the original team by the time of Buttle's review. The five SERVQUAL dimensions are reliability, responsiveness, assurance, empathy and tangibles (sometimes rendered as the acronym 'Rater'). The most important of these is reliability. These dimensions have been researched by Parasuraman, Zeithaml and Berry (Berry & Parasuraman, 1993; Lovelock & Wright, 2002; Zeithaml et al., 1990). in Buttle's (1996) critique, he concluded that despite a number of identified shortcomings, SERVQUAL seems to be moving rapidly towards institutionalized status. He quotes Rust and Zahorik (1993) as observing, "the general SERVQUAL dimensions ... should probably be put on any first pass as a list of attributes of service". Some twenty-three years later a review (Valdez, 2017) of the previous ten years (2007-2017) service quality measurement literature concluded that models such as SERVQUAL still constituted the major element in research.



Source: Zeithaml et al. (2010)

Figure 8: Dimensions of service quality

The SERVQUAL dimensions can be seen as the basis to answer the third research question. The dimensions are defined as follows (Zeithaml et al., 2010):

- Reliability is the most important factor to customers and means to perform the promised accurately. If reliability is not given, no satisfaction can be reached.
- Responsiveness is the fast and adequate reaction to customer´s requests, questions and complaints. It is evaluated by the answers and the reaction time.
- Assurance is the courtesy and knowledge of employees and their ability to gain trust and confidence. This factor is very important to services with difficult ex ante evaluation.
- Empathy defines the personal and individualised attention to customers based on the knowledge about individual preferences of these customers.
- Tangibles are the physical proofs of services. It is the appearance of physical facilities, equipment, personnel and communication materials. These are used as representatives to evaluate quality.

2.7 Concepts of Service Excellence

For the creation of great service quality service, excellence is needed. Gouthier (2012) mentions that the three most commonly used concepts for service excellence are the Kano-Model, Johnston´s view on service excellence and the national quality award models. The MBNQA in USA, the Deming Prize in Japan and the EMFQ Model in Europe/Germany are representatives of the national award models that work as worldwide references (Talwar, 2011). Because of their importance in the literature the KANO and Johnson views are considered here, and because of the geographical focus on Germany the EFQM Model is also chosen for the following reflection.

2.7.1. Kano-Model

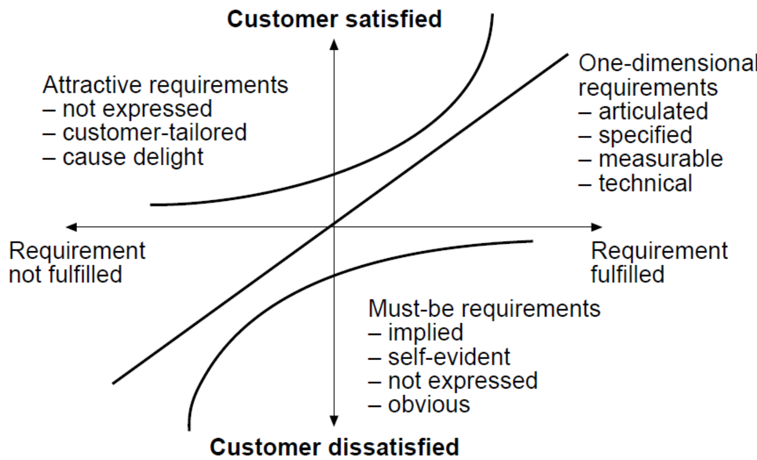
The Kano Model (Kano et al.,1984) helps to understand what customer expectations have to be fulfilled to gain satisfaction and also what must be addressed to avoid customer dissatisfaction. Mikulic and Prebezac (2011) provided an extensive review of the usages and deployment of the Kano model.

In the model, 'satisfaction' (CS) is seen as a two-state construct as containing both satisfied and dissatisfied elements. The Kano model has five categories of customer determined requirements (Must-be, One-dimensional, Attractive, Indifferent, Reverse). Of these, three categories are described here because of their relevance for service excellence (Gouthier, 2012).

As shown in the following figure, these three categories are must-be, one-dimensional and attractive requirements (Högström, 2011). The first group (must-be) immediately leads to dissatisfaction if the "taken for granted" characteristics are not present. One-dimensional needs can create dissatisfaction or satisfaction in dependency to the offered features or services that exceed the must-be contents (Erto et al., 2011). The third group (attractive requirements) can increase or decrease the satisfaction level proportionally to the presence of additional features or services. These are neither expressed nor demanded (Gouthier, 2012).

The logic of the Kano Model gives important ideas of what is necessary and what is less important to reach customer satisfaction or delight. "Managers have a strong interest in identifying product/service features that are key drivers of customer satisfaction and dissatisfaction. In this regard, classifying product/service features according to the Kano model provides managers with valuable information that can be used in designing new products/services or in improving existing ones". Mikulic and Prebezac (2011, p. 61). It can be said that the must-be characteristics are an absolute must and should not be neglected in the attention of the management because dissatisfaction is an immediate consequence and may prevent, as a direct consequence, the basis for customer delight.

Figure 9 illustrates aspects of the Kano (Matzler et al., 1996). The difficult part is to find the right level of service offers to gain at least a minimum of satisfaction, in order to avoid dissatisfaction based on the one-dimensional aspects. The question to delight is how to meet attractive requirements, this leads to the idea to find out the different importance levels of customers regarding different sets of services, even if a customer does not express or demand these offers. This leads to an approach to customer understanding or customer interpretation.

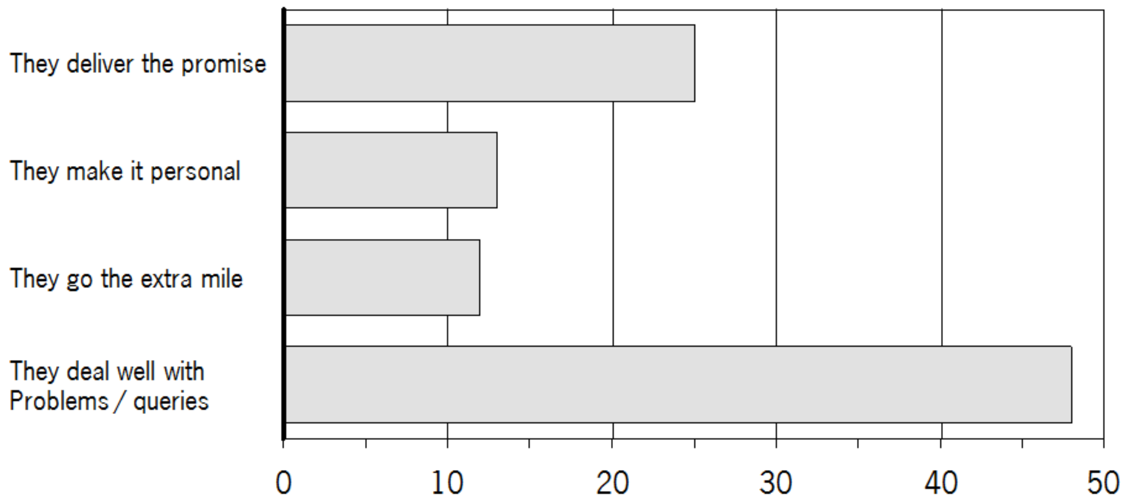


Source: Matzler, Hinterhuber, Bailom & Sauerwein 1996, p. 7

Figure 9: Kano's model

2.7.2. Johnston

Johnston´s research has the main finding is that service excellence is about "easy to do business with" for customers. This is subdivided into four topics with decreasing importance: "dealing well with problems and queries, delivering the promise, providing a personal touch and going the extra mile" (Johnston, 2004). He mentions that customer expectations are driven by the promise and so even low-service offers can delight customers if the promise is delivered. It is interesting that customers who experience a problem which has been dealt well with, have higher levels of delight than simply "satisfied" customers (Michel et al., 2009; Schneider & Bowen, 1995; "recovery paradoxon": Johnston, 2004), and that the ability of companies to deal with problems effectively is the critical factor that determines whether an organisation is evaluated as providing service excellence or, on the other hand, poor service. Exceeding customer expectations can have a huge impact. The personal touch has lower importance for customer delight as shown in figure number ten (Johnston, 2004).



Source: Johnston (2004)

Figure 10: Characteristics of excellent service

In Johnston´s opinion, service excellence creates intense feelings that customers use to refer to an organisation, “its people and its services. Individuals can immediately understand if they receive excellent services – even if it´s hard to say why” (Johnston, 2004, p. 130). Johnston sees service excellence from an emotional point of view. Organisations often cannot understand its importance because they find it elusive. Johnston’s research is based on 150 persons and of whom only 100 are real customers. The others are relationship managers or senior managers. The research is also not limited in industries. One of the open questions is if Johnston´s research is valid for all types of customers and the second one is if the 150 respondents are really enough to assure the findings.

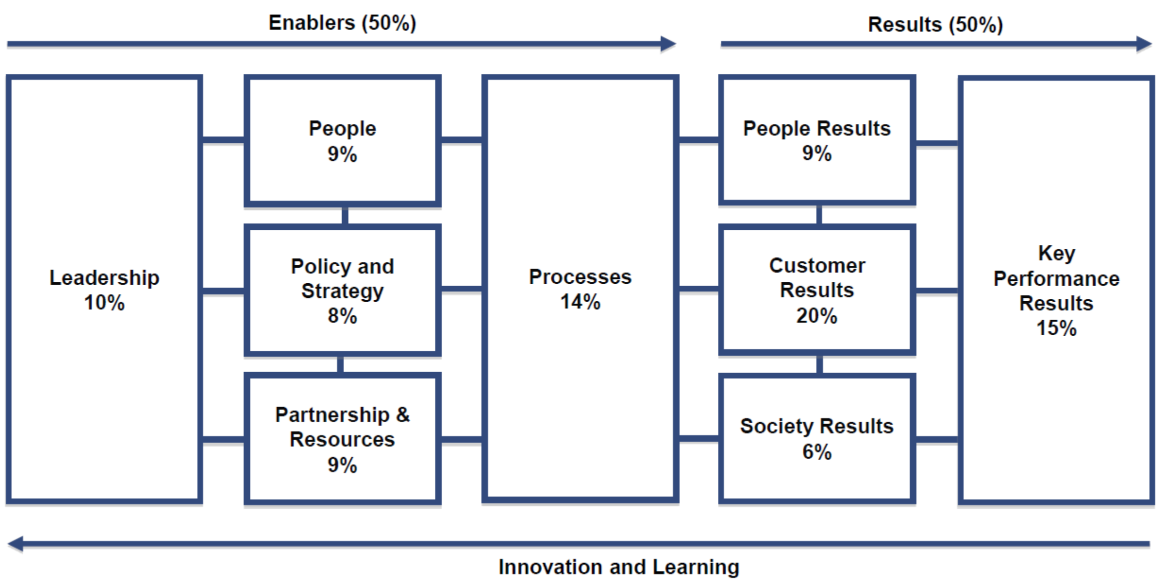
Johnston´s “delivering the promised” is very similar to the Kano Model with the must-be requirements. The difference is that the promised can exceed the must-be criterion. That means, that a company has to find out what the must-be criteria are and can than decide what could be a promise to delight on top. But, it can also be deduced, that a company should be very careful with promises to customers because this is going to be measured like a must be criteria and delivering less than the promised leads immediately to dissatisfaction. The importance of how to deal with complaints is underlined very strongly by Johnston and often not realised in companies.

The findings of Johnston and the Kano Model are complementary and can be combined. Johnston, in comparison to Kano, weights the importance of his findings, what helps to focus both models. If a company seeks to delight its customers, the model in the summary, based on the findings in the literature, might provide a firm foundation.

2.7.3. EFQM Model

Excellence Models are a strong instrument to develop a company. It is proven, that organisations that win awards (e.g. EFQM¸ European Foundation of Quality Management) outperform compared to companies with the same size and within the same industry (Talwar, 2011). Different excellence models exist worldwide, but their approaches are similar (Talwar, 2011). One of these is the EFQM Excellence model that is taken as the relevant model for Europe (Gouthier, 2012). This model helps companies to improve their long-term performance levels based on a holistic approach with different evaluation criteria. It is a model that shows the cause and effect relationships between enablers and the results of company actions. There are five enablers that can be seen in figure 11 on the left side. The steady success of a company is guaranteed by strong leadership that focuses on shaping the future and realising the planned based on ethics and trust (EFQM, 2012). People stand for a culture that creates win-win situations for the company and its employees based on the development of capabilities, fairness and equality. The motivation of people, building commitment, and the usage of skills and knowledge are also addressed. Strategy stands for deployment, development and implementation of mission and vision based on a stakeholder view (EFQM, 2012). Partnership and resources define the planning and management of the companies own and third-party resources with the aim of strategy support as well as the effective execution of processes. Last but not least follow processes, with the highest weight, that addresses the design, management and improvement of company processes, with the objective to optimise stakeholder interests.

EFQM (2012) offers the overview of enablers and results reproduced in the figure below. The right-hand side of the following Figure eleven shows the results that the enablers generate. These results are subdivided in four groups. The most important result group is customers. The intent is that a company seeking excellence should agree performance indicators with its customers to measure if the needs and expectations are met. Key results are used to measure the satisfaction levels of internal key stakeholder's interests. People results stands for needs and expectations of the employees that are measured by indicators that are based on the company's strategy regarding people. The fourth group are society results that report the results from a societal, ecological and political point of view (external stakeholders). The model for a company is to be checked based on a stabilised frequency by a PDCA-Logic (Plan, Do, Check, Act) programme to maintain its effectiveness.



Source: EFQM (2012)

Figure 11: EFQM Model

A key question to be addressed is what can be derived from the existing concepts to facilitate organizations in achieving customer delight The EFQM model gives a good overview of relevant topics that have to be addressed to achieve service excellence, but it is too generic for detailed derivations that help to understand *how* to find the characteristics that have to be applied. This model can be very helpful as a basis for benchmarking with different aspects of leading companies and for the implementation of service excellence. The model is very rational but lacks the emotional components (Gouthier, 2012; Yu & Dean, 2001) of customer delight; therefore some combination with the Kano-Model and Johnston´s view is necessary.

2.7.4. Operationalisation of Service Excellence

Often concepts are known but implementation is lacking, because it is not clear how the concepts can be deployed. According to Johnston (2004) “little has been written on how service excellence can be achieved (p 129)”. Also, Gouthier communicates, that the challenge is to operationalise service excellence because of a lack in data quality in order to develop service quality effectively and efficiently (Gouthier, 2012). Relevant deficits exist regarding the utilisation of satisfaction survey information and the capability of middle management (Stauss et al., 2005). Nevertheless, an overview of positions can be created as well as a reflection on the reviewed ideas. Customer delight needs a management system that involves the whole company (Gouthier, 2012) in developing motivation to gain customer delight. To realise a customer orientation, the whole company has to follow this goal with the support of the senior management - capability deficits are often at middle management level (Stauss et al., 2005). Dornbach (2007) argues that reasons for success in service excellence are diverging from company to company. The main features can be outlined. Management has to communicate very transparently, to involve all employees early, to create a service culture based on revised processes and structures, to lead participative and to lead by example. Transparency in regard to problems, criticism, customer relations of different departments (process thinking), customer expectations and the satisfaction for all employees should be created. Dornbach (2007) underlines also the importance of employees for service excellence. He writes that high levels of customer orientation can only be gained with high levels of employee motivation and company identification. Teamwork, process-thinking, permanent learning, the concept of internal customers and objective agreement is needed. Johnston points out that there are six barriers to service; “inappropriate culture, lack of customer focus, lack of resources, management issues, people issues and poor processes” (Johnston, 2008, p. 130).

Ueno (2010) lists seven features as crucial for service quality: the right people, teamwork, empowerment, performance appraisal and reward, communication and culture.

Wirtz et al. (2012) define a ‘wheel of loyalty’, starting with the right selection of customers, delivering quality service, creating higher-level bonds through social integration and customisation. The wheel is closed with effective complaint and service recovery processes.

Berry and Parasuraman (1991) formulate ten lessons for service: Listening, Reliability, Basic Service, Service Design, Recovery, Surprising Customer, Fair Play, Teamwork, Employee Research and servant Leadership. He also states that the potential is diminished if even one of these ten essentials is missing.

Service quality and its evaluation are the keys to satisfaction is a reflection of views in much of the literature. Creation of service quality is based on five dimensions Berry (1995). These are the SERVQUAL factors of Reliability, Responsiveness, Assurance, Empathy and Tangibles. The most important of these says Berry is reliability. Figure 12 shows Berry's framework for 'great service'.

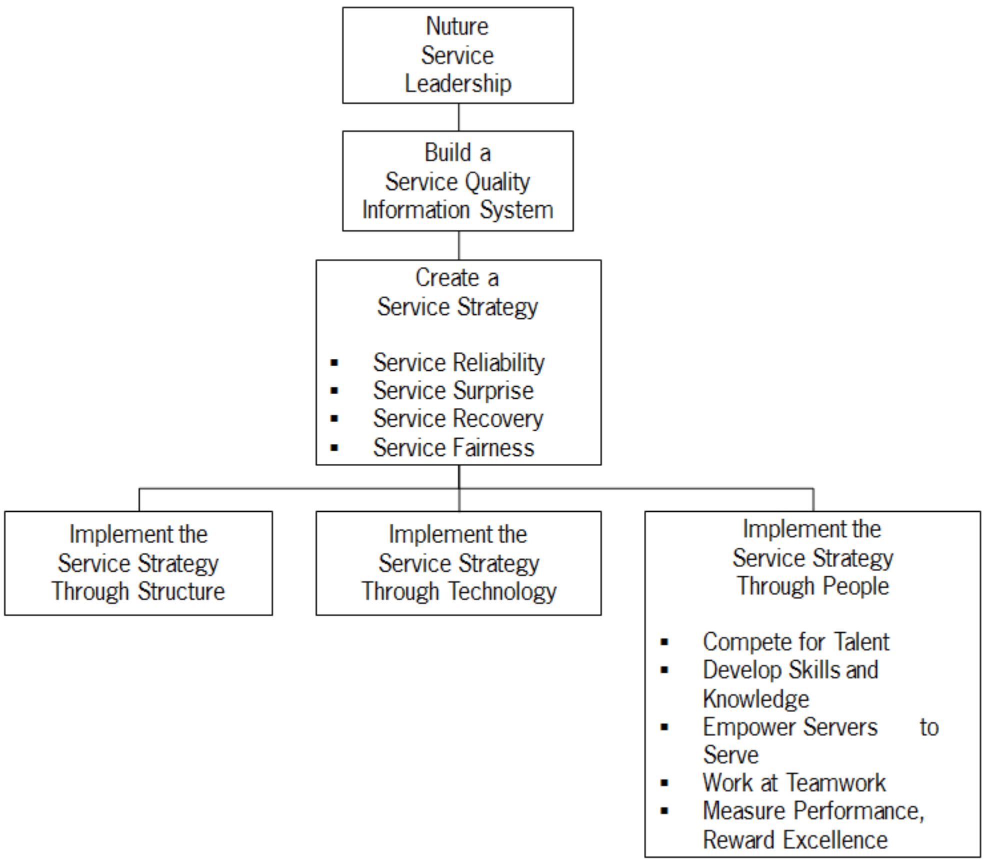


Figure 12: Berry's Framework for great service (1995)

Yu & Dean (2001) writes that managers fail to recognise the power of emotions and that organisations have to manage the emotional components (service setting, affective and cognitive components). There is however a need to define suitable scales for those emotions that exist.

2.8 Conclusions Derived from the Concepts and their Operationalisation

Research evidence shows that it is undoubted that customer satisfaction leads to higher profits; therefore, companies should to strive for it, if consistent with organisational aims and objectives. The ideas and concepts presented in the literature with their reflected insights provide a valuable base for further research. The thoughts of Kano and his collaborators give the basis for a clear understanding of customer satisfaction. It is however a general view on the topic.

More difficult to understand for sure is the right level of the one-dimensional requirements as these are overlapping with must-needs and attractive requirements, as Mikulic & Prebezac (2011) point out. Kano is also clear on the distinction between 'articulated' and 'not-expressed' requirements. This distinction underlines the subjective part of expectations.

Johnston gives more detail how to realise (and how not) to realise satisfaction and delight. His work therefore is seen as a more detailed basis for managerial realisation. His view is valuable above all in the formulation of a vision and overall strategy as the statement is clear, but he does not go into the detail of operations.

The EFQM model also provides a good overview of managerial topics that have to be addressed for ideal operationalisation, but on the other hand it again lacks the details for the operative level. This leads to the framework of great service from Berry. He gives a very good overview of the key topics for operational realisation. These topics have to be addressed and further detailed for final success on an operational level (here, in the context of premium automotive retail). These ideas and concepts as a sum build a good basis for strategy, vision and realisation.

In the following figures, the ideas of these authors are reflected and reorganised in a synthesised overview.

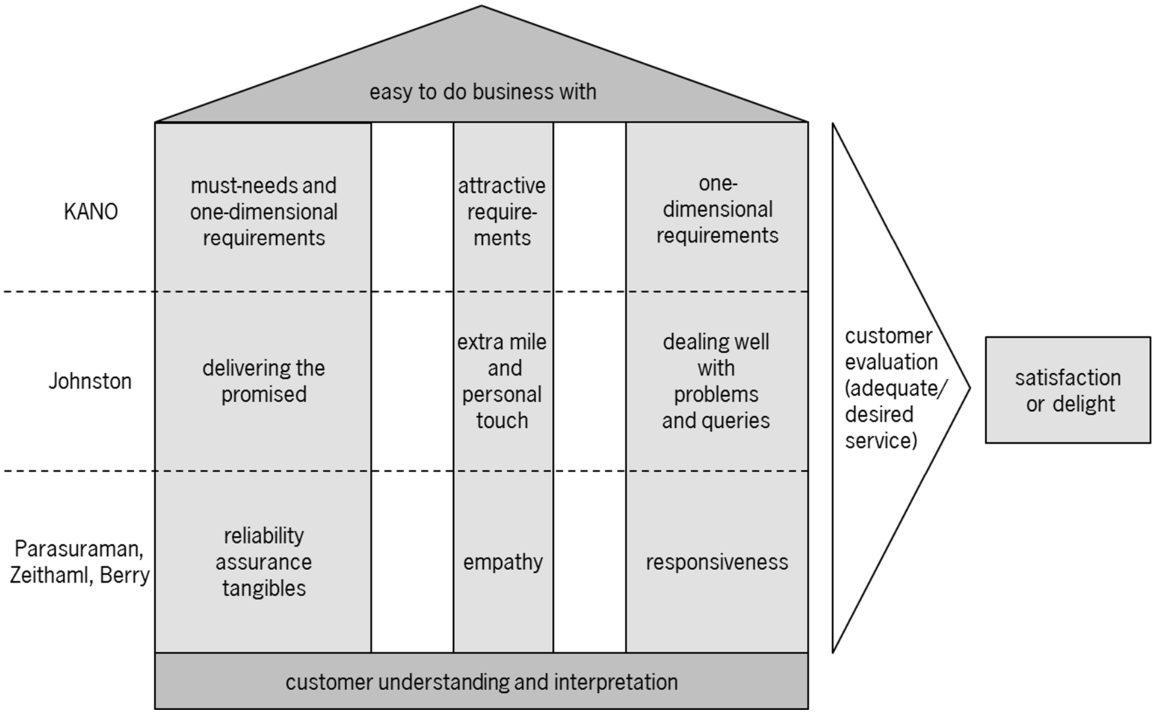
The reviewed literature has the aim to give answers to the central questions of the study:

1. What constitutes customer satisfaction from the perspective of practitioners in the German premium automotive retail business?

2. Given practitioners' perspectives, what concepts and theories might be relevant to gain customer satisfaction in the German premium automotive retail business?

3. How might customer satisfaction ideally be realised by combining practitioner perspectives and theory in the German premium automotive retail business?

The questions can be partially answered with the synthesis of the selected models and other existing theory. The synthesis then creates a basis for an organization's service strategy. Using an approach derived from practice associated with application of the Kano model, the dimensions of customer satisfaction can be seen as a 'house of service excellence'. Everything contributes to the main objective of creating a company with which it is easy to do business. This main objective can be conceptualised as an overarching roof. This roof is then supported/stabilised by three columns that have different diameters that represent their potential importance for the whole building. The largest one is the column of basic customer requirements that must be fulfilled. The second largest is made of a system that deals well with customer complaints and avoids negative effects on customer satisfaction (one-dimensional). These 'columns' relate back to the elements of the three key models (Kano, Johnston and SERVQUAL/EFQM). The importance of how to deal with customer complaints is also underlined by Gruber et al. (2011). The column in the middle of the building is not necessary for the 'stability' of the house, but it is the element that makes the difference to competitors because it may lead to CS/CD delight. The extra mile and the personal touch with empathy are the additional parts to reach measurable excellence. These ideas derive from the work of Berry and his collaborators and followers. The complete house is based on customer understanding and interpretation, which underlines the importance of a customer orientation as central element.



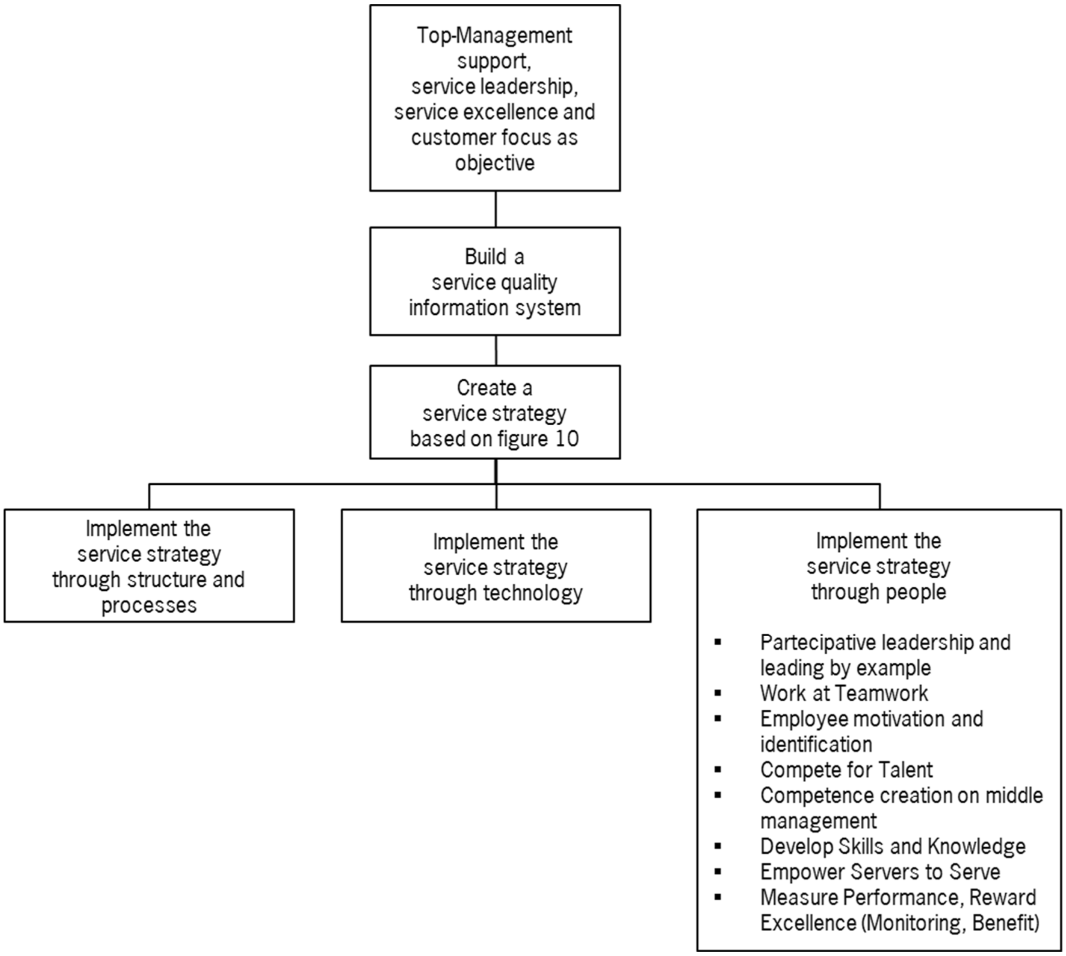
Source: Marquardt (2013; own development)

Figure 13: Dimensions to satisfy and **delight customers**

This understanding of what customer satisfaction and delight means – based on the literature – provides a platform to see how it can be utilised to derive a service strategy. The realisation of customer delight is a question that is only partially answered in the literature. The core distinction of CD from CS (if CD is not to be viewed as a non-linear outgrowth of CS) remains currently unresolved. However, some questions can partially be answered based on the reviewed literature. As a key intent of this research is to provide a platform for implementation, the next stage is to synthesis a framework that can be used for this purpose.

The following figure (figure 14) shows the elements requiring operationalisation. The EFQM model, Berry´s view and the other reviewed authors are used to summarise the operationalisation knowledge. A successful operationalisation of customer satisfaction is (from observations in the literature) to be based on senior management support, a dedication to service leadership and excellence, as well as customer focus as an objective.

Starting from that basis, an information system to monitor service quality is needed. These two steps are preparations for the third step – the choice and definition of the service strategy. The service strategy must be defined in relation to the topics shown in figure 13. These range from customer satisfaction based on ‘must’ needs to customer satisfaction/delight with individualisation and attractive requirements. After the strategic dedication and definition of a service strategy, the implementation starts with well-defined processes and appropriately derived organisational structures. After all these steps, the key factor for success - people – becomes the focus. Leadership should be participative and conducted by example through managers (Berry, 1995). Working in teams as well employee motivation and identification with the company should be generated (Berry, 1995). Recruitment should focus on service-oriented talents. Competence creation, knowledge and skill development for all employees and very focused for Middle-Management are important topics for human resource development (Berry, 1995). Employees need empowerment for own decisions regarding customers and for their own motivation. The complete chain of service excellence should be measured and rewarded (Berry, 1995).



Source: Marquardt (2013; own development; based on Berry 1995)

Figure 14: Elements to operationalise customer delight

The literature research did not provide detailed, specific knowledge regarding satisfaction in the automotive retail business. As reviewed, the general concepts of customer delight and the factors for realisation in general exist (Berry, 1999; Gouthier, 2012; Zeithaml et al., 2010) but the key question of *how* to deliver service excellence is not answered yet (Gouthier, 2012; Johnston, 2004).

Due to these current omissions in available findings, additional research is required in order to gain new insights regarding the attainment of customer satisfaction and delight in the automotive retail business specifically. This gap in knowledge concerns both the validity of the concepts and also their realisation in the automotive retail business. The purpose of this study is to close this gap in knowledge regarding the relevant success factors and their operationalisation to generate customer satisfaction (and delight) in the premium automotive sector. The gap may be closed through further research with the objective to validate existing knowledge, especially that summarised in figures 13 and 14, and to find possible new insights.

Additional questions are also required. The concept of delight as an emotion distinct from satisfaction is not yet well researched. Given the view (held by a number of authors) that it is an extension of satisfaction, it is also integrated into this further research here. It must also be underlined (Gouthier, 2012) that the *levels* of delight are seen in relation to customer *expectations*. Different customers expect and request different levels of service (Gouthier, 2012). Higgs et al. (2005) point out that the significance of expectations lies in their relation to post-consumption satisfaction, and that consumers of premium products are more likely to adopt *ideal* expectations, while mass consumers use *forecast* expectations, set lower than the ideal.

Due to this distinction, key influences have to be understood in more detail. An understanding of adequate (forecast) and desired (ideal) service level (what does it mean to premium customers) and how to create the service quality based on their expectations is also needed.

The clearest potential source for information on CD is almost certainly customers themselves, as it is something recorded/experienced in their recollection/memories. The other group who have the possibility of recognising CD are professionals working with customers directly. A set of convergent interviews with customers and sales professionals on a retail level in the German retail market could potentially address these points. Ideally, this is conducted with different managers in retail, at a market research and strategy level, to examine the different aspects.

2.9 Summary of Literature Review

One approach to gain loyalty is the concentration on customer satisfaction or even higher on customer delight. The idea is to gain loyal long-lasting customers. The purpose of this literature review is to review and summarise the concepts of customer satisfaction and customer delight and as a result the relevant factors in practice.

The approach used is a review of the most relevant writers and concepts for customer satisfaction and delight as well as their operationalisation. The findings are that customer satisfaction is a well-researched field of knowledge, but customer delight lacks detailed research – above all regarding its psychological basis, costs and benefits in practice. Customer satisfaction can be described through accepted models and factors. The operationalisation of these models, especially in the automotive retail business, continues to lack detailed knowledge.

The next steps for analysis and research are needed and defined. The added value is that new insights about the different models of customer satisfaction, customer delight and their realisation are created. An actual overview of the concepts and approaches is given.

Aims	Explore how customer satisfaction can ideally be realised in the German premium automotive retail business.
Objectives	Answering the question what to do and how to realise customer satisfaction in the right way is the objective of this study.
Gaps	Gaps in knowledge exist regarding the general customer satisfaction concepts and the relevant success factors and their realisation in the German automotive premium retail.
Propositions	
Methodology	
Methods	
Results	
Contribution	

3 Customer Value and Satisfaction

3.1 Overview

Arora and Narula (2018) say at the conclusion of their review of work concerning customer satisfaction, quality and CS (p. 44): “The [paper] summarizes various models and derives linkages between the constructs, thereby showing that service quality influences customer loyalty both directly and indirectly (Cronin and Taylor, 1992; Cronin et al., 2000; Zeithaml et al., 1996; Caruana, 2002). In addition, service quality has also an impact on overall organizational performance (Gorla et al., 2010; Lakhal, 2009).

In another study, Ndubisi and Nataraajan (2018) examined the effects (direct and indirect) of relational dynamics on customer satisfaction. They found that the long-term oriented relationship variables of trust, fairness, and empathy influenced customer satisfaction through overall relationship quality.

These studies show that a more or less complex net of factors joins together CS, service quality, loyalty and customer/employee (organisational) relationship factors. For the most part, the extant studies treat the variables as independent. Sánchez-Sánchez-Fernández et al. (2009) edited a volume designed to bring together the then current thinking in the UK and USA on ‘serving the customer’ and ‘customer satisfaction’. In his editorial overview, he linked these concepts to the ides of *consumer value* (p. 1). Holbrook’s approach, rooted in axiology, was taken up and tested by Kalafatis et al. (2010) – see Figure 15 below. They concluded “Collectively, the resulting empirical evidence provides support for the hierarchical structure of the dimensions of the TCV [Theory of Consumer Value] and confirms treating the conditional dimension as a moderator” (p 6), This as, the authors point out, contrasts with the bulk of the literature which holds conceptually holds that the various dimensions are independent. TCV in this formulation was originally developed by Sheth et al. (1991).

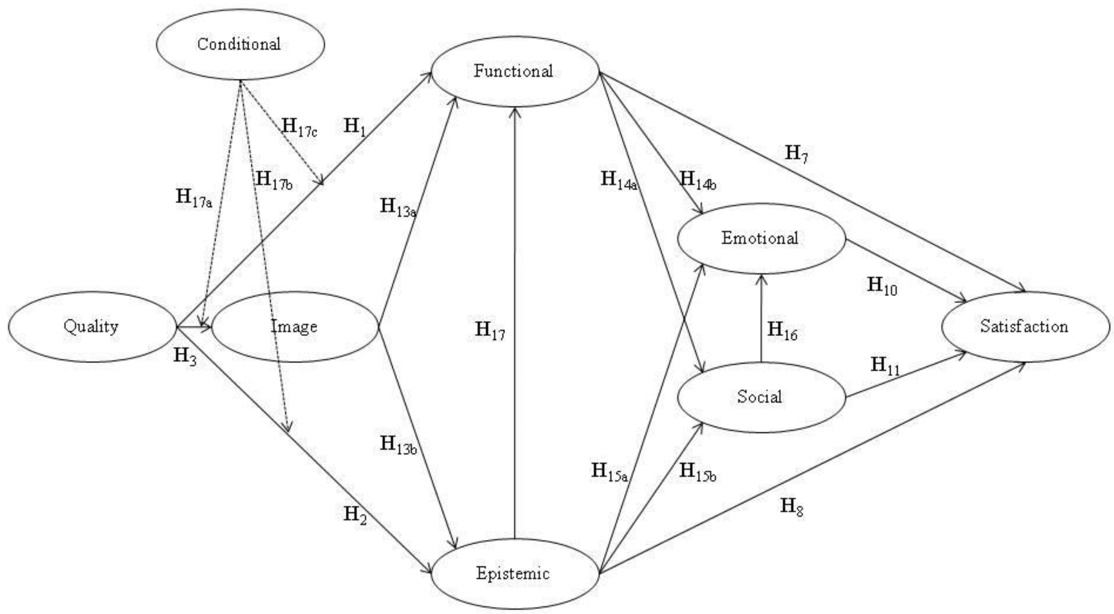


Figure 15: Model of Relationships in Quality and Consumer Satisfaction Source: Kalafatis, Ledden & Mathioudakis, 2010, p. 4

Customer satisfaction is seen as a key performance indicator and has become a key element of business strategy (Gitman & McDaniel, 2005). Today's market place is under the influence of strong technological development, digitalisation, globalisation of competition, which can ultimately have either positive or negative impacts on company's growth rates, depending upon how they choose to compete (Krasteva (2014) reviews these trends alongside demographic and ecological factors affecting global markets). The overall approach of marketing therefore needs to adapt to environmental pressures (Hungenberg, 2004). The focus of many organisations has been to move towards a customer satisfaction approach (Morgan, 2012; Raithel et al., 2012).

A customer is a person that is treated by a professional employee of the company. Therefore, the company is in contact with a customer to talk about offers from the products and services to him or her. The customer is interested in the value that a product or service offers. The customer and the company work together as a system

(Deming, 1986). Customers must be seen as the objective of marketing activity but also as a marketing element and reference of marketing management (Diller, 2007). Satisfaction is based on the received value that the customer receives in contact with the company through the desired products and / or services (Zeithaml et al., 2010).

According to Drucker (1979) any complete business strategy consists of an offensive and a defensive part. The first is the offensive strategy that tries to find new customers and also tries to attract customers from competition for the own products and / or services. The second strategy is the defensive approach that focuses on the retention of already existing customers. This strategy looks for loyalty of customers to increase the barrier against the competition.

3.2 Company Culture

One of the main responsibilities, rights and also main instruments to manage a company well is to define its organisational structure, select the people and define and live the culture of the company (Hungenberg, 2004). The culture of the company is the long term and short-term behaviour regarding the market and the internal organisation. It consists of how the company does business, how it behaves internally and how it behaves externally to the market and so with the customers (Wilson et al., 2016). The classic 4Ps define the dimensions of the product through the politics of the product, the politics of price, politics of promotion and politics of place (Diller, 2007). The element people, contains the highly important topic of progress because people define processes, manage and improve the overall system continuously. Products and services change with the time, some old products or services run out of business, new offers appear, but the culture of a company stays a constant value (Hungenberg, 2004). If the culture of a company wants to focus on customer satisfaction true and comprehensive dedication of all activities, competencies and responsibilities towards customer satisfaction is needed. As the basis the customer has to be well known and understood as well as the competition and the market environment (Wilson et al., 2016). This understanding turns into an objective for all employees and so for the entire company. This underlines the importance of customer orientation as culture because companies and their products and services are chosen by the customers. As Drucker

(1993) wrote, the purpose of business is to create and keep customers. This perspective recognises the most important factors for a company – the customers and the employees.

The customer satisfaction concept has to be anchored in the daily management of the company (Gouthier, 2012). The management has to be motivated and encouraged to live customer orientation as company culture. The company culture is brought to live through the employees and therefore these have to be seen as customers from inside of the company (stakeholders). The overall customer satisfaction orientation can only be brought to live if the management is really credibly motivated and active to realise the customer satisfaction focus. The management has to treat the internal customers, the employees, like they want their external customers to be treated by the employees and the whole company. For the creation and dedication towards customer orientation as company culture, understanding and knowledge of the employees and management regarding customer satisfaction is needed (Wirtz et al., 2012). Customers do not purchase only a simple product or service. Customers acquire much more than that – they give their trust to the service or / and product of a company. Additionally, customer loyalty, the expression of a long – term relationship or partnership between a company and its customer has already been described (Rust, 2000, p 49). Customer loyalty is based on trust (Herrmann & Fritz, 2011). This trust is the basis of a well-established relationship between the company employees and their customers. For the creation of a company culture with the customer in focus the detailed analysis and continuously developed knowledge from and about the customers is necessary (Diller, 2002).

This means to research customer value and also to research customer satisfaction that interdependently define each other. As Sánchez-Fernández et al. (2009) suggest: "Another fruitful research opportunity concerns the study of relationships between consumer value and other variables – for example, satisfaction as a determinant of consumer value".

In the research concerning the links between these various (multiple) factors, customer relationships often occur, as for example in Figure 15 above, with emotional and social factors. To secure effective customer relationships at an organisational level (rather than at the dyadic only) the culture of the organization must be appropriate. Culture has been shown to link significantly with CS (Gillespie et al., 2008). Kahn and Ghouri (2018) also note in relation to customer value that (p. 28): "The market-oriented culture of an organization efficiently and effectively develop [sic.] the business operation to create superior value for customers, hence superior business performance."

To reach a high level of stability special attention has to be given to the highly constant category of culture. Consistency shows a significant positive interaction with mission, adaptability and involvement, for example, in predicting market-to-book ratios and sales growth (Kotrba et al., 2012).

As basis for customer orientation and therefore as basis for customer satisfaction it is necessary for the company to create an overall customer understanding and also overall competition, market and customer satisfaction understanding (Herrmann and Fritz, 2011). This means that the company has to set up or improve the overall customer data and market analysis management. Additionally, the competition and their products and services have to be analysed and understood continuously as well as the customer behavior regarding the competition (Wilson et al., 2016).

3.3 Customer Demand

Customer demand changes by time; needs change over time and different or new needs with different intensity appear that customers wish to fulfil (Juran, 1989, p. 96). Together to changing needs, desires also change. Following the logic of Maslow these needs may result from desires and they may be affected by the human instinct for physical viability (Diller, 2007). Also life circumstances or the social environment are strong influencers on personal needs and desires (Zeithaml et al., 2010). These aspects emerge when a customer realises or feels that he or she is lacking in the personal existence of something. The lack of something normal for life is described with the word needs. Desires are described as the result of wishes to improve life. If we compare desires to needs the picture changes because desires mean elevating the actual state with positive value in comparison to the actual situation (Zeithaml et al., 2010). The gap between need and desire arises through the customer's imagination of upcoming use cases when the desires are realised. Seen in this way, neither needs nor desires are a stable category; they are under the influence of multiple variables (Vignali et al., 2003). Therefore, needs can become desires and vice versa. Murray's classification of need (1938), Maslow's hierarchy of needs (1943), Rokeach's list of values (1973) and the Sheth – Newman - Gross theory of consumer values (1991) are seminal authors on this topic.

Their descriptions and analysis provided the basis for the understanding of the (inter)dependence between needs and values for customers. Later research has tended to expand on these insights. For example, Norris and Williams (2016) found in their studies of consumers that “Those who emphasized the importance of extrinsic goals considered more consumer goods necessities, and those who emphasized the importance of intrinsic goals considered fewer consumer goods necessities” (p. 78).

3.4 Initial and Repeated Purchase

A customer can be a first acquisition customer or already a repeated purchase customer. The repeated purchase customer usually takes his or her acquisition decision based on ex – post knowledge coming from the precedent purchase experience. This acquisition (repeated purchase) is based on real experience and real received value with the process, product and / or service. The new customer purchase (new customer / initial purchase) is based on expectations of value (ex – ante) of the product, process and service. Crosby (1997, p. 92) states, that “customers must be identified every day; their needs must be examined and met moment by moment; and they must be nurtured so that they regard you as their preferred supplier.”. Repeated acquisition is based usually on the already experienced process, product or service as this customer has already a certain level of real experience. This already perceived value in the past is the basis and often the decisive factor for the following purchase in comparison to the alternatives.

3.5 Retaining Customers

Convincing and winning new customers is a high effort to every company. Retaining customers is a lot easier and so cheaper (Vignali et al., 2012). This leads to the approach that customer retention should always be in focus as it leads to higher profitability than the search for new customers. Capturing new customer has a five to 10 times higher cost (based on the market and segment that the company is operating in) than retaining existing customers, based on the findings of different research studies (Vignali et al., 2012). The cost to find new customers increases because of the lack of the access to decision makers, lack of understanding they have of the product or service, no clear perception as to the product's value as it has not been experienced yet. The objective of a company has to be fulfilling or even better overachieving expectations with real value higher than expected. This leads to satisfaction and so to repeat purchase.

3.6 Customer Loyalty

Customer Satisfaction leads to higher profits as a result of customers who are loyal to the brand, the product or the service (Azman & Gomiscekb, 2015; Wirtz et al., 2012).
Therefore, customer satisfaction is a very good indicator to measure the success of a product, service or even a company (Vignali et al., 2012). Customer satisfaction can be seen as the leading indicator to measure the success of a company in the past, present and also for the future as it is an indirect predictor for the loyalty of customers (Herrmann & Fritz, 2011).
Customer loyalty is based on customer satisfaction as it increases the happiness and willingness to stay with the product, service or the brand. This increases the threshold to switch suppliers / brands and also decreases the elasticity of prices as loyal customers are fewer prices sensitive (Wirtz et al., 2012). These various factors in a sum lead to a higher profitability if customers are satisfied. Therefore, customer satisfaction is a good indicator for loyalty and loyalty is a good indicator for profitability (Wirtz et al., 2012). Additionally, a loyal customer base leads to a higher stability for investments because upcoming cash flows are better, with a higher degree of certainty. The higher the satisfaction level of a customer, the higher is also the probability that the customer is loyal and so the higher is also the probability that this customer will repeat the purchase from the same brand / company. Together with the higher degree of loyalty of existing customers and the spreading of the satisfaction of a brand in a market (reputation) new customers will also come to the brand (Wirtz et al., 2012). Upcoming transactions have a lower cost through a high level of satisfaction as it decreases interaction with the customer and bases on the positive experience and trust. The costs for new customers decrease as the existing customer satisfaction leads to a higher reputation in the market that automatically supports the credibility of a product, service or the brand in general. Satisfied customers tend to be willing to pay more (decrease price elasticity) because of good experiences and the costs and efforts connected to change the supplier and so price increases are tolerated to a higher

extend (Wirtz et al., 2012). Summarising the value of loyal customers is more dimensionally very positive. Creating new customers implies higher costs because these have to be convinced in advance of the purchase of the advantageous value in comparison to the competition they already know and they are happy with at the moment (Wirtz et al., 2012). This is of course valid for products or services in a non - monopoly situation. Usually satisfied customers also buy in a higher frequency and quantities and also buy additional services and products from the company. For example, a satisfied new car buyer often also buys for his wife or family with the same brand. Following to the main product purchase also the after sales turnover is made with this brand. The spread of positive voice leads to new customers and turnover with the help of satisfied customers (Wilson et al., 2016). Winning new customers through positive word of mouth is realised at a lower cost than winning new customers without the support of loyal customers (Lovelock et al., 1999). The positive reference from an existing customer can be of significant or decisive relevance for a possible new customer that is evaluating the market and looking on alternatives (Herrmann & Fritz, 2011). On the other hand, dissatisfaction leads to negative word of mouth information that leads to the same effect but in the opposite direction. Higher levels of customer satisfaction lead to a higher reputation of the company. This higher reputation helps to introduce new products or services as customers will transfer the experienced value and market reputation also to the new products. The financial statements of a company and also its market evaluation indicate the significance of brand value (Vignali et al., 2003). Brand value is a property of the company that is based on customer satisfaction, loyalty and admiration from the market. Therefore, it is important to find out what generates customer value and how it leads to satisfaction. Satisfying the customers is the best opportunity for the success of a company while the biggest threat is dissatisfying them. Knauer (1992) conducted interesting studies regarding customer satisfaction and write:

- *only 4% of the dissatisfied customers complain directly to the company*
- *retaining a customer costs 4-5 times less than capturing a new customer*
- *over 90% dissatisfied customers no longer wish to do business or come into contact with the company*
- *satisfied customers are prepared to pay more for the product or service*

- *each dissatisfied customer will on average tell nine other people about his dissatisfaction*
- *every satisfied customer will tell five other people about a good product or service*

Loyalty from customers is a key issue. As shown it increases profitability through various factors. It may also be that loyal employees create satisfaction which in turn creates loyal customers, within the context of an appropriate corporate culture. A positive service climate increases customer appraisal of employee performance and, hence, customer loyalty (Salanova et al.,2005).

3.7 Quality and Satisfaction

Noe et al. (2010) provide a useful overview of relationships concerning CS, values, employees and perceptions They say (p. 142) that “Successful companies approach acquisition of customer knowledge and customer satisfaction with passion”. Building on the work of earlier authors they quote “Recent theories that have been subjected to rigorous empirical evaluations propose that customers’ perceptions of service quality will predict their satisfaction and, ultimately, their intentions to return (Ford, 1998, p. 99)” and that “Research also supports the notion that customers use multiple comparison standards for the evaluation of service quality and satisfaction (Ekinci, 2003)”.

Özkan et al. (2019) further update the work of Noe et al. to comment on the effects of service quality and customer satisfaction on customer loyalty. They concluded “Moreover, the study shows that customer satisfaction and service quality has a direct effect on perceived value, corporate image and corporate reputation and customer loyalty. Customer satisfaction and service quality help to explain the likelihood that customers will repurchase the service” (p. 402).

The expected value (expected benefit) is strongly defined by quality. This is similar to satisfaction and quality. Differences exist between quality and customer satisfaction and also in the type of their research and measuring.

Rust and Oliver (2000, p. 312) defined the main differences between quality of service and customer satisfaction:

- *dimensions, on the basis of which quality is evaluated, are specific, while satisfaction may be the result of any dimension (and which need not be exclusively connected to quality)*
- *expectations of quality are based on the ideal or the perception of the best, while numerous questions which are not directly connected to quality may aid in the creation of satisfaction (such as needs, perception of "sincerity")*
- *perception of quality does not require experience with services or those offering services, while estimation of satisfaction does*

Customer satisfaction is based on the evaluation of one single transaction or more successive transactions. The evaluation of service or product quality is derived from real usage and experience. No direct interaction is derivable between customer satisfactions or service quality. Anderson et al. (1994) describe the connection between quality and satisfaction, saying that quality is a cause and satisfaction a consequence. A sum of evaluations of service, product quality and price are evaluated by customers regarding their satisfaction with a given transaction.

To reach quality the quality of the basics, tangible product and / or service has to be given. The products can also be divided in tangible and intangible products. Every product or service can be defined in one of the two described categories. Usage or transaction in the context describes the purchasing process and the time the product is in use or service. The customer's judgment about the overall excellence or supremacy of a product or service is seen as the experienced and received quality in reality (Zeithaml et al., 2012).

Quality is usually defined primarily in literature through individual features. The definition is based on two dimensions as a basis, namely the suitability for use and reliability in use. The first describes if the service or the product offers the promised features and the expected characteristics that fulfils the needs of the customer. The second term describes the level of maturity of the product without defects. If we detail the look on quality in the existing literature it can be seen that the concept is based on the difference between desired and delivered characteristics. From that point of view, the overlap with the concept of values emerges. This underlines the difference in the basic assumptions between customer satisfaction and the quality of service. The quality of services can be assessed without usage in reality of the services. Additionally, also the insight exists that customer satisfaction is not only related to quality but also to delivered value (Özkan et al., 2019). Value describes the connection between perceived quality with price or realised benefit with corresponding costs (Vignali et al., 2003). Satisfaction has as basis the delivered value that itself rests mainly on quality and price.

Summarising, satisfaction is based on price but quality itself is not based on price. Satisfaction is measured not only in the actual moment of usage of the product and / or service, but it is an evaluation over the past experience and also on the expected upcoming benefit based on the foreseen future usage. In contrast, quality is the result of the actual ongoing experience of the product and or service. For quality evaluation the product or service does not even need to be in usage.

The distinctions between satisfaction and quality are derived from the differences between the ideas of value and quality. The value concept and the quality concept with market experience are similar. The value concept comprises detailed product features that are reflected in the price relation. Satisfaction refers to the benefits in relation to the total costs and the quality concept is focused on the benefits, without taking into consideration the costs.

Summarising customer satisfaction is based on experience with the product and / or service but quality can even be evaluated without usage. Flowing from customer satisfaction, value is the result to the customer that is derived from quality in combination with price. Crosby (1997, p. 98) writes, that "the best customers are those who realise that their success is based on the quality of the goods and services provided by their suppliers".

3.8 Different Concepts of Customer Satisfaction

Customer satisfaction has been researched for decades by various authors. The idea on seeking customer satisfaction introduced new convictions on how to approach markets and customers and can be seen as the further development of marketing or a revolution of existing concepts (Vignali et al., 2003). As the elements of marketing lead to customer satisfaction if they are well elaborated and interact well. Customer satisfaction can be seen as the further development of marketing. Seeing it as a revolution is also not wrong but would neglect the already existing contributions to customer satisfaction by the "classic" 4Ps of marketing. The underpinning bases of the customer satisfaction concept are offering value to the customer and so it should be at the centre of every company agenda. Because of a strong sales and promotion focus the idea of customer satisfaction is not always in focus for all companies however. The customer satisfaction concept can be seen as a clear system how to think about customers and the value that a company should provide with the aim to meet their expectations. These expectations are relative as they depend on the different levels of expectation of each customer. The idea of the customer satisfaction concept seems to be common but there is no agreement in detail what satisfaction consists of and also how it is generated. Different concepts of customer satisfaction exist:

- The Equity Theory is based on the idea that satisfaction is generated when the involved parties in the process think that outcome of the exchange is likely to be equilibrated with the investments (Huseman et al., 1987). It is about the equilibrium between categories such as costs, time and effort on the one side and the result of investments on the other side in the mutual process.

- The Attribution Theory evaluates the result of the buy into success or failure and sees it as a consequence of different factors (Thrope & Jackson, 2003). These factors can be the perception of purchasing capabilities, efforts or external factors like challenges during the purchasing process or the influence from third parties like the advice about specific products or services of the sales staff.

- The Performance Theory is the most transparent concept to understand. It defines customer satisfaction as directly connected to the level of features of product or service performance that can be evaluated in an objective way.

- The predominant concept is the Expectations Confirmation Theory (Oliver, 1980). It is easy to understand. Customers think about expectations before purchasing the product or service based on the spread of the success of product or service features. After having bought the product or used the service the level of fulfilment in comparison to the level of expectations is evaluated. The result is an evaluation of equal, better or worse than the expected. It is a negative disconfirmation in the case that the product or service is worse than expected or it is a confirmation if the product is in line with the prior expectations.

The predominant definition of customer satisfaction is to see it as the result of a subjective evaluation if the chosen alternative corresponds or exceeds to the primarily defined customer expectations. Following the opinion of Oliver, customer satisfaction should be understood primarily as the fulfilment response of customer expectations (Oliver, 2010).

We can see in some studies on customer satisfaction that the phase after the purchase does not necessarily have to be focused on only observing perceiving values. It seems rather to be a process in the mind of the customer that is under the effect of different emotional responses for example excitement, pride or fury (Westbrook & Oliver, 1991). Because of the emotional part in the post – purchase evaluation the simple measuring of the fulfilment of satisfaction or dissatisfaction is not going far enough and would be misleading. Exactly this difficulty of the measurement explains why it is so hard to evaluate the post - purchase convictions (focus on one specific brand, repeated purchase intention), attitudes and activities (spreading through word – of – mouth, complaining,) of the customers. The element of emotions together with the measurement of perceived value improves the explanation.

Different generalised psychological theories give a basis to look at the generation of attitudes and customer satisfaction. They certify to the theory of satisfaction that it can be seen as a confirmation of expectations.

The Cognitive Dissonance Theory describes that the customer balances his or her former attitude with an assessment of the actual success and notices every minor deviation between expectations and results (Cooper, 2007).

The Contrast Theory consists of the idea that the impact of surprise leads the customer to raise (overdraw) every bigger difference among the expected and received value (Schaffer, 2005).

The Negativity Theory points out that every disconfirmation of expectations directs to a more powerful feeling of dissatisfaction than feelings of satisfaction from confirmed expectations would lead to (Peyton et al., 2003).

The Assimilation - Contrast Theory means that there is an expanse of acceptance and rejection in a person's perception and proposes that information about the product or service should create the highest level of expectation taking care to prevent a large difference which the consumer cannot accept (Yi, 1990). The Contrast Theory is the antipode of the Dissonance Theory.

The theory about Hypothesis Testing signifies that promotion generates expectations about a product or service and following this acts as a hypothesis for customers who are trying to certify their expectations during the utilisation of the chosen specific product or service (Vavra, 1997).

Based on all these concepts the connection of value and customer satisfaction is evident and, thus understood, customer satisfaction is a result of received value in proportion to expected value for a customer. Similarly, expected and real value is under the effect of the subjective evaluation of the customer. This leads to the result that satisfaction is the outcome of a subjective realisation of expectations (Woodruff & Gardial, 1995).

How the received value fulfils expectations is the evaluation criterion of the success of every product and service. The perceived success of a product or service is brought in relation to the initially expected success and to the received success.

Expectations are under the influence of a variety of factors (for example for products with an already defined level of quality). These factors are always very individually dependent on the personal interests and motivations of a single customer (Herrmann & Fritz, 2011). Therefore, each customer individually creates his own expected value (Graf & Maas, 2014). Every single customer individually sees, feels and tries out real value and has its own defined level of satisfaction as every person has different experience levels. It is important to underline, that customer expectations are not a stable or continuous category. Based on the advancing experiences, motivations and change circumstances also expectations are variable in general. These expectations change not only before and during the process of acquisition, but also during the utilisation of the product or services due to changing influences (changes on the side of the customer but also changes of the market circumstances e.g. change in competition, etc.).

The gap theory (gap between expected and real value) states that satisfaction is formed on the basis of the difference between the customer expectation and what he or she in reality receives (Shetty et al., 1991). This theory can also be seen as a specific view on the theory of expectations confirmation. Between the evaluation of satisfaction and dissatisfaction exists a so called “tolerance zone”. This zone defines that between the relation of satisfaction and real value a certain zone of acceptance exists. If some unfulfilled and for the customer less important values are in this zone of tolerance (defined by the customer) he or she will still be satisfied. The zone of tolerance describes a filter mechanism of importance and unimportance of expected values – the exact content is hard to foresee from outside (Zeithaml et al., 2012). Of course, also if the level of expectations is surpassed lightly or in specific expectations of lower importance, the result is going to be satisfaction and not delight. Delight can be the result if the customer expectations are surpassed on a great level. Satisfaction can reach three different levels. The lowest is dissatisfaction if expectations are not met, satisfaction if the expectations are met or delight if the level of expectations is greatly overachieved. For the level of delight most authors add the component of surprise to the overachievement to gain delight.

The probability that delighted customers are going to purchase a product or service repeatedly is six times higher in comparison to the probability that a satisfied customer is going to purchase again.

Customers can be divided in different groups based on their individual level of satisfaction and loyalty (Vignali et al., 2003). "Apostles" create the highest value to the company because they talk actively about the products or services and are very delighted including a very high level of loyalty to the company. Customers with a good level of satisfaction but with average levels of loyalty are called "mercenaries". This is a customer group that also switches company if the competition offers more value to them. Customers that are not changing the company or the product or the service even with a low level of satisfaction but showing a high level of loyalty are imprisoned in this specific situation and therefore they are called "prisoners". Non-loyal customers with low levels of satisfaction and the willingness to change the company are called "terrorists". Based on the different groups of customers the aim should be to create "apostles" and "prisoners" as well as convincing "mercenaries", but also to avoid "terrorists" as far as possible (Herrmann & Fritz, 2011).

The satisfaction level of a customer is the time delayed result of purchased products or services. Therefore, it is a 'measure' of received value. That means that researching value means finding out how customers experience value, what value is for the customers, what value consist of and what is the detailed content of value to the customer (Wilson et al., 2016). This kind of value research is conducted with the objective to create and deliver the appropriate value to customers.

Satisfaction is the measure of success of received value in the contest with the products or services in competition (Zeithaml et al., 2012). This comparison with competition is based on expected value, which is not a stable category, because of the possible influence of these many changeable factors.

Customers select the products or services from those offered and provided by different companies. The customer´s satisfaction is a feeling about their impression regarding their choice of different offers and it also the measure of success of positive value for the customer delivered from the chosen company. This feeling can further be described as a positive or negative impression of the customer based on the usage results of the service or product in the situations of usage in reality by the customer (Zeithaml et al., 2012). Customer satisfaction underlines what a company is doing well in relation to what the company is doing poorly. Customer value looks after the question what the company should be doing (Vignali et al., 2003).

3.9 Customer Satisfaction Strategy

Market growth strategies are based on retaining existing customers and/or on gaining new customers, always with the stress on loosing fewer customers than winning new ones. Long – term studies underline that for long lasting success the retention of customers and so satisfying customers is the major objective (Hungenberg, 2004). Usually repeated purchase is the objective of a company as most of the turnover is generated through repeated purchase (Wirtz et al., 2012). Therefore, the first buy is the smaller part of the turnover but ensures in the long run these first buyers replace customers who are leaving (for other products, changing demographic, less purchasing power and other similar reasons). First-time buyers become (ideally) repeat purchasers. The aim of the company must be – based on the concept of values and satisfaction – that expectations of value have to be met in comparison to the alternatives (competition) to avoid dissatisfaction (Zeithaml et al., 2012).

Drucker (1954) stated that the of all jobs is to create and retain customers. This can be done through an offensive or defensive approach (Drucker, 1979). First of all, the company has to know the customer and has to listen to the customer. To get a better understanding of the level of knowledge regarding customer needs in an organisation requires a view of the different organisational levels and each level's knowledge and interface to customers (Vignali et al., 2003). Accepting (for the sake of argument) that the typical organisation of a company looks like a pyramid, at the highest level (usually) the greatest level of overview and knowledge can be found. From a customer point of view however the highest level of the company has (probably) least contact with the customer.

Only some companies assign specific customer analysis and data collection activities and responsibilities for customer insights (Vignali et al., 2003). Therefore, employees in customer service do not actively and systematically look for new ideas even though they receive complaints, suggestions and comments, because sales people are the major interface to the customer. Sales staff are primarily oriented to sales and not to the collection of data. The personal qualities to handle customer information well and also to use it often depends more on the situation and personal qualities of the individual than on a systematically planned and realised approach. Unfortunately, people in sales are often not trained to remember and understand useable ideas. Companies system of suggestions often does not lead to successful results and often no simple access to the top - level management exists (Vignali et al., 2003). After sales service is often the moment of truth for the customer. The customer decides for a product and brand because he or she is convinced of the value of the product that brings usefulness to him or her. In the moment of necessary maintenance or repairs to keep the product running or to get it running again the customer pays highest attention if the value of the product is further given and also how the process, the customer treatment, speed and pricing worked. Technicians come on stage when the customers need them the most and when the customers already realised and recognised the added value of the product. Often customers interact closely with the technicians because of interest or the need to use the product. Therefore, this level of the organisation can be an important source of information about the product, the service, the customer and the insights and additional information that come from the intense interaction. Often this possibility to gain information and ideas is not used as well as the possibility to create highest customer satisfaction through putting extra efforts in this moment of truth (Vignali et al., 2003).

The ideal case is for all managers and higher levels in an organisation to look continuously for the ‘real’ situation in the market, for the ‘real’ information from the customers, for the ‘real’ interaction with the customers. Often it is not foreseen in their incentive system or their intrinsic motivation looks more for self - optimisation and avoidance of possible unpleasant conflicts with final customers. The essential basic resources for a company are the people with their ideas and products / services in the long run. That means in offering the right product and service in the right way to create satisfaction to the customer and this is prerequisite of his or her loyalty. An additional pre-condition is the monitoring of customer satisfaction and maintaining the levels to result in keeping the already reached market share and also improving profitability (Vignali et al., 2003).

At the same level are the customers. They are the company's most important resource as a kind of "partial employees" (Bateson & Hoffmann, 2011). Research has shown there is a direct link between customer satisfaction and employee satisfaction: employee satisfaction leads to CS (Jeon & Choi, 2012). Customer satisfaction should always be the intrinsic stimulus of every company in doing business. It should be realised in the complete process chain to provide services and or products to reach customer loyalty (Herrmann & Fritz, 2011). From a strategic perspective most earnings of a company are created by loyal customers and their repeated purchases (Wirtz et al., 2012). Only the smaller part of the income is gained from new customers as they are dealing with the company the first time and still have to be convinced to be loyal future customers. The modification and of course the fulfilment of existing needs is the objective because following the basic concept of market demands it is based on the constant growth of the market in normal market circumstances (Hungenberg, 2004). The objective of the defensive strategy is the retention of existing customers. The standard method of attaining customer loyalty in a normal market situation is gaining customers and rendering satisfaction (Rust & Oliver, 2000). The basis is the building of loyal customers and gaining high market shares at lower costs that lead to the success in the market. this is a certain bias because gaining a high market share means finding new customers and, in parallel, creating loyalty focuses on customer satisfaction. In sum this is a combination of the offensive and defensive strategy (Drucker, 1979). In stable market conditions satisfaction strongly supports gaining new customers (Wilson et al., 2016). The explanation is that on either side profitability is increased. It is hard to state that the two approaches lead to improvement of profits. It must be underlined that the both approaches support each other and increasing customer satisfaction leads also to an increase of market share, but not necessarily vice versa. The reason is that a higher market share also leads to a more diverse structure of customers and following the needs and desires of a larger group also

presents more manifold difficulties (Vignali et al., 2003). This makes the possibility of reaching satisfaction or a higher level of satisfaction more difficult.
Going one step back the thought comes to Where product and or service development where complexity would be highly increased if all the needs and desires of this bigger customer group should equally satisfied. focus on customer satisfaction may well not lead to a lower market share in comparison. The reason is that a high level of customer satisfaction leads to a positive word – of – mouth leading to new customers and so to an increased market share (Zeithaml et al., 2012). On the other hand, a higher market share could lead to higher customer dissatisfaction because of the also higher heterogeneity of customers and their individual desires and needs. Ideally, the increase in customer numbers means that customer satisfaction is only slowed down and plateaus, but that the level of CS does not decrease overall. A company with high market share struggles to create high levels of customer satisfaction because it has to cope with the heterogeneous needs and desires of the large customer group (Diller, 2002).
Based on these insights, a company with a large customer base and therefore with a high market share is relatively vulnerable to competition if the company does not measure and focus on customer satisfaction. The reason is that a competitor that focuses strongly on customer satisfaction could overcome the satisfaction levels of a large market incumbent for specific customer groups and therefore grow by attracting the customers of the incumbent. If an incumbent company however focuses on the customer satisfaction strategy well and is also a first mover, then a competitive advantage and competitive barrier is going to be created (Hungenberg, 2004).
In the case that the competitive environment moves, a customer satisfaction strategy may enable a firm to keep its market position by addressing specific customer types. Offensive corporate strategy looks in general for new customers in a growing market environment and also in a stable or decreasing market. This means that in a stable or decreasing market the new customers have to be attracted from the competitors.
Hungenberg (2004) suggests that the defensive and the offensive strategies have specific mutually inclusive activities in common. These activities are the set - up of barriers and the realisation of customer satisfaction. Barriers help to avoid the transfer of a customer to products or services of a different company because they increase costs, make it harder and increase uncertainty for the customer. This is also valid for

customers that are not completely satisfied by the actual service or product, but they avoid the costs and effort to switch to a new supplier.

Loyalty to one company resulting from customer satisfaction decreases the wish to change. The needs, desires and demands can ideally be satisfied through the strategy of customer satisfaction.

3.10 Customer Focus as Culture

The main challenge but also responsibility for the management of a company is to set up the ideal organisational structure with the right people and to define and lead the company culture by example (Juran, 1989). The company culture is very unique for every company and defines lots of formal and also informal aspects. Often the model 7s coming from Mc Kinsey and company is used to define and describe the company culture. ¨7S¨define the summary of the seven parts of the model (Hungenberg, 2004). In more detail the content is the following:

1) strategy: the overall long – term company strategy
2) structure: organigram with formal and informal organisation as well as management levels including reporting lines
3) system: internal systematic circulation of information in the company
4) style: type of managerial behaviour
5) staff: type of people and their characteristics and qualifications
6) shared value: common values of the employees and of the company
7) skills: capabilities and skills of every individual employee and the complete company

The Mc Kinsey and Company model offers a potential overview of the content of a corporate culture. It can be used to derive, develop and implement company culture. A final and ideal culture does not exist. A culture is always under development and is always evolving as it is the sum of many variables. The general aim should be to develop and reach a positive and aspiring culture. It can be said that every company has automatically its own stronger or weaker expressed culture. The culture can be influenced and changed on base of the mentioned factors of the 7S model to gain a culture as asset with the desired strategic characteristics.

From the point of view customer focus the best expression of this culture is its realisation in practice. Customer oriented companies that aim for customer satisfaction recognise the importance of accompany culture that puts the customer in focus in the overall processes and activities of the company (Vignali et al., 2003). The interests of the customer are first in comparison to short – term interests of the owner, the employees or managers of the company. Sometimes these interests can be conflicting. Therefore, the necessities of the customers must be well researched and observed (Zeithaml et al., 2012). The success in generating value for the customer is the main objective that all activities have to contribute to. Therefore, ideally the company reflects on the creation of value from the point of view customer. To gain ideal success for the company on a strategic time line the activities, competencies and responsibilities of everybody involved within the company should be under the premise and also subordination to create, to offer value for the customer in a given time period (Graf & Maas, 2014). Customers are seen as their partners from the employees and owners that have the conviction that all depends on their customers (Wilson et al., 2016). The company culture is normally a strong inherent constant asset that is hard to change in comparison to products or services that change in their respective product life – cycle (Bateson & Hoffmann, 2011). Culture remains also if all other circumstances changed or are threatening to a company; It is based on strong beliefs that are hard to change quickly as it is a long – term trustful frame. The company culture is a long – term conviction and therefore if a customer is convinced of the values and culture of a company he or she is forgiving errors or problems with more patience if these problems arise from short – term complications or difficult circumstances. Company culture also overtakes partially the effort to lead because the culture automatically defines values, behavioural expectations, authority and hierarchical circumstances (Wilson et al., 2016). Therefore, the creation and implementation of a company culture supports the management of a company if the culture is credible, understood, perceived and actively lived. Company culture is positioned above and as a general overlooking rule (Hungenberg, 2004).

Customer focus in the sense of customer orientation as a culture in the company means that customers are the highest managerial level in the company but without decision power (Vignali et al., 2003).

From the customer point of view, the hierarchical structure of the company has to be turned around because in the logic of customer focus now the customer is the leader.

That means also that all employees that are in direct contact with the customers also become the second highest importance followed by the managers in the middle level and then follows the top management (Carlzon & Peters, 1987). If the employees that are in direct contact with the customers are empowered also to take decisions, the top management gains more time to focus more on strategical company development and realisation. In general, this new type of working together also gives everybody the possibility to focus more on customer satisfaction. All activities are done under the objective to offer the desired and with every repeated buy increasing value to the customers (Wirtz et al., 2012).

Understanding customers requires that the highest importance has to be given to the understanding and the information coming from the employees that know the customers best and so that can predict the necessary content and values for customer satisfaction (Vignali et al., 2003). This underlines that the customer insights and the knowledge about the customers should be equally shared in the company on all levels of organisation. If this goal is achieved also the concentration of power at the level of managers and top-management makes sense because also the transparent customer information – as basis of all decisions - would be available.

The objective for the managers in a customer orientated company is to support employees to create value to the customer through the creation of ideal processes and the ideal allocation of necessary resources (people, qualifications, money, etc.). From the point of view customer focus the orientation on short – term parameters get less importance even if managers have also to manage financial indicators on a short – time basis. The focus on customer satisfaction in the long run should always be the main objective (Johnston, 2008).

3.11 Success Factors for Customer Satisfaction

In order to create customer satisfaction or even delight the basic approach is to focus on customer orientation (Wilson et al., 2016). The crucial point the recognition by the owners and the top – level management of a dedication to customer orientation such that it leads to customer satisfaction. Following this general dedication and establishment of the key processes, the continuous monitoring of customer satisfaction has to be introduced by the management (Webster, 2002). Gitman et al. underline the direct connection of results of business in the form of positive financial key performance indicators and positive customer satisfaction values (2005). Customer satisfaction can be seen as the final objective of a company as satisfaction is the basic determinane of the development of a company culture, consisting of the basis of customer orientation and measurement of every involved person's activities. The following key questions address the level of customer orientation in a company (Vignali et al., 2003). Ideally these questions should be answered positively to create a positive environment to foster customer satisfaction.

I. Is it easy to do business with our company? Are we simple to get in contact? Do we offer quick information? Is it easy to order with us? Is our offer of promises rational?
II. Do we fulfill given promises? Are we connected to create success of our product? Do we offer and fulfill the expectations of delivery, installation and training?
III. Do we fulfill the standards we have set ourselves in detail and also in general? Do we internally know what these standards mean?
IV. Do we listen, support and understand our customers? Are we solution oriented and make things happen? Do we treat customers right as individuals or as companies?
V. Do we cooperate at work? Do we share successes, blames and information? Do we decide jointly and create satisfaction?

"The customer-firm relationship can rely on various constituents, such as the product or service, employees' performance, brand name or the firm itself. Beyond these constituents, customer trust also remains an essential component in developing customer loyalty toward the firm. Several studies highlight the decisive role of customer trust in the buyer-seller relationship in the context of retailing". (Nguyen et al., 2013, p. 96). Nguyen et al. go on to say "Of course, customer trust is not the only factor that explains customer loyalty. Other factors, such as service quality, service value, customer satisfaction or even price, can also modify loyalty." (2013, p. 96) Trust is created by the fulfilment of the promised on a continuous timeline (Rust & Oliver, 2000). Distrust is the result of promises of a company that are not fulfilled. Lee et al. (2015) suggest that trust is largely cognitive in origin, while distrust is affective.

To gain trust is a long and stable way to retain the customer. Loosing trust is easily done, because of the affective nature of distrust. Summarising, it is easier to lose trust than to gain trust. If customers are satisfied with the service or a product (and quality, value and price) they come to trust the company, and this in turn leads to loyalty. The customer's cognitive belief is in the performance of the company, based on their past positive experience in business. Where companies try to attract customers with promises but they then fail to fulfill these promises affective reactions are likely to lead to distrust. Despite the conceptual clarity, there is little empirical evidence to support the idea that a company's promises are used as internal objectives, improvements or pressure to reach the objectives to fulfill the expectations based on the promises.

Little et al.'s (2006) study suggested there were "seven aspects of promise enablement" - leadership, culture, knowledge, communication, people, systems and structure (p. 32). As noted by Flanagan (2010, p. 20), "although IM [internal marketing] is posited as the method for enabling employees to deliver on promises made (Bitner, 1995; Little et al., 2006), the practice of IM communication does not appear to be explored in detail in the sparse literature available in this area"

Flanagan cites (2010, p. 21) Schultz and Hatch (2005) who state that, in practice, working with "branding programs that mix marketing, communication, HRM [Human Resource Management], organization structure, and strategy is difficult because these different business units harbor competing competencies, methods and mindsets" (p. 340), meaning that organising to deliver corporate promises remains a difficult task.

Webster (Webster, 2002) defined guidelines for the top level of management regarding customer orientation in order to fulfil the expectations of the customers:

1. realise customer orientation in all company activities
2. listen to your customer
3. define and tend to various capabilities
4. define marketing as marketing intelligence
5. precisely determine your customers
6. manage the company with the objective of profitability and not sales quantity
7. establish values for customers as the guiding north star
8. customers determine quality (value) and not you
9. measure and manage customer expectations
10. build relations with customers and their loyalty

11. define activity as service activity
12. dedicate to continuous improvement and innovation
13. manage culture jointly with strategy and organisational structure
14. grow together with your partners and stick together
15. destroy bureaucracy

Anton (Anton et al., 2003) write that there are key organisational settings and main processes that are the basis for the company to support the expression of culture with the focus on customer orientation. The mentioned organisational setting to support customer focus is not depending on each other and can be introduced independently of each other. These structures are the key to any orientation on customer satisfaction. Namely these are a team to spread the vision and mission and the right information technology to support and speed up effects.

The biggest challenge for the company in customer orientation is to set up the right team for propagating the mission including the top-level managers (Bateson & Hoffmann, 2011). Change management for an improved company culture is only possible with the strong and credible support (as well as with the conviction and readiness) of the top management. Therefore, the team to spread the vision and mission consists of the managers with the highest formal rank and the highest authority connected with the highest credibility and esteem in the company (Anton et al., 2003). This group defines, directs, coordinates and manages all necessary activities in regard of customer focus, customer relations and customer satisfaction.

The appropriate information technology in a company supports change management towards a customer focus culture. Many companies work with a key performance indicator system. This system can be improved by introducing customer satisfaction key performance indicators into the system (Gitman et al., 2005). This continuous measurement of the ¨temperature¨ of the customer should help to improve the orientation of the company and CS in any given moment. It can be said that customer satisfaction influences the actual and future success of a company (Dornbach, 2007). Therefore, only taking a detailed look into customer value is not enough. The connection between the value offer and the success on the market is the important insight to learn and to adjust the company's actions and approaches in the sense of a plan, do, check, act circle. Companies usually use KPI (Key Performance Indicators) to measure, evaluate and manage their business (Hungenberg, 2004). The disadvantage of KPIs – above all financial KPIs due to their postponed derivation - is that they are always retrospective. However, indicators of customer value and customer satisfaction results are available immediately or continuously during the purchasing and post purchasing phase as first indicators, so may be better suited to steer the company. This gives motivation to research and analyse customer satisfaction and customer value continuously. This continuous monitoring may then become part of a standard Key Performance Indicator (KPI) system, should the company have one. Value, involving mainly post-purchase evaluation following product usage, is likely to be a more stable appraisal. Compared to customer value the category of customer satisfaction is more strongly linked to features of products and / or services and to the daily customer´s experience *during* the usage of the products and or services and / or the brand (See Oh and Kim (2017) for a review of literature concerning CS, SQ and CV between 2000 and 2015).

The different details on the cause and effect of customer value and customer satisfaction are compared (Woodruff & Gardial, 1995) in the following passage.

Customer value is based on the content that customers expect of the product and / or service. It is not dependent on the usage time (experience) of the product and / or service. The expected customer value (needs) exists also without the offer of products and / or service from any brand. Customer value offers the possibility to the company to understand and to anticipate what the company should develop and offer to gain value for the customer (Webster, 2002).

In one common perspective (Graf & Maas, 2014) the base of customer satisfaction is the comparison of real and expected value that creates feelings and reactions of the customer. Most researchers agree that CS is a post-consumption assessment by the concerning the purchased product or service and conclude – supported by empirical evidence – that CV is an antecedent of customer satisfaction (Blocker, 2011)

The evaluation of satisfaction is done during the usage of the product and / or service with a tendency towards a past orientation. Every customer satisfaction judgment is connected to a specific product and / or service and / or brand. Customer satisfaction is the evidence of the generated effect (Zeithaml et al., 2012). It evaluates how the company is producing satisfaction and therefore how it is generating value to the customer.

A well-developed customer satisfaction research approach can be used as a starting point for research into customer value. The research for customer satisfaction measures as basic thought the difference/divergence between expectations and the perceived value (Graf & Maas, 2014). This measures of expected and perceived value can be close to each other or can differ strongly in a purchase situation. The scale of this differences in satisfaction reaches from dissatisfaction to satisfaction and can lead to delight (Zeithaml et al., 2012). If the customers are satisfied the company has to focus on retaining these customers as they are not completely loyal to the products, services or the brand as competition could attract them with new promises and greater offer (expected value). If exceptional delight is achieved for customers, it is much harder for the competition to attract them as loyalty is likely to be higher in this group of customers. This customer group (delighted customers) has a particular relationship the company based on the strong affect these customers feel with the product and / or service offered through the company. This kind of customer is very loyal and would even accept price increases because this customer group shows lower price elasticity (Wirtz et al., 2012).

3.12 Summary of Customer Satisfaction

This chapter has provided a critique on the theoretical constructs related to customer satisfaction. CV is seen as antecedent to CS. Graf and Maas (2014) point out that "Numerous empirical studies support this assumption (Patterson & Spreng, 1997; Cronin et al., 2000; Eggert & Ulaga, 2002; Liu et al., 2003; Spiteri & Dion, 2004; Yang & Peterson, 2004; Blocker, 2011)." (p. 71)

Loyalty is a likely outcome of satisfaction, and that satisfaction is partly based on trust. It is easier to lose trust than to gain trust, because of their affective and cognitive bases respectively. If customers are satisfied with the service or a product this is based on/leads to trust in the company which in turn may lead to loyalty (or as some literature has it, higher customer lifetime value to the business). Above all, the chapter gave an overview on customer value and the success factors. Customer value is based on the content that customers expect of the product and / or service. CV does not depend on the usage time (experience) of the product and / or service.

The basis of customer satisfaction is the comparison of real and expected value that creates feelings and reactions of the customer. The evaluation of satisfaction is done during the usage of the product and / or service with a tendency to past orientations. The "Elements to operationalise customer delight" are well underlined also in this chapter. Regarding the success factors it can be seen that additionally to chapter two some factors are specially underlined. Communication, vision of customer orientation, listening to your customer, building relations with customers and their loyalty, continuous improvement, management of culture jointly with strategy and organisational structure and growing together with your partners are underlined. The chapter overviews well the aspects of customer satisfaction and provides a good basis of understanding for the further research.

Aims	Explore how customer satisfaction can ideally be realised in the German premium automotive retail business.
Objectives	Answering the question what to do and how to realise customer satisfaction in the right way is the objective of this study.
Gaps	Gaps in knowledge exist regarding the validity of the general customer satisfaction concepts and the relevant success factors and their realisation in the German automotive premium retail.
Propositions	1. what is the definition of customer satisfaction from the perspective of practitioners in the German premium automotive retail business. 2. what are the concepts and theories of customer satisfaction from academic knowledge to practice of German automotive premium retail business. 3. find new insights into concepts of customer satisfaction for the German premium automotive retail business by combining practitioner perspectives and theory.
Methodology	
Methods	
Results	
Contribution	

4. Methodology and Methods

4.1 Introduction

The purpose of this chapter is to define and detail both the methodology and the methods, which are best suited for this study, and whose purpose is to gain new knowledge regarding customer satisfaction and delight in the German luxury automobile retail sector. The gap in knowledge regarding the relevant success factors for creating customer satisfaction and delight in a focused segment the generation of operationalisation approaches are examined. Furthermore, this chapter characterises, theorises, and reflects on how case study research (qualitative data), action research (AR) and survey research (quantitative data), can be adopted in the domain of customer satisfaction and concludes with the chosen approach. Additionally, this chapter critiques how these three research approaches can be applied in the research domain of 'customer satisfaction in the automotive retail business´.
This chapter shows the journey of reflection that leads to a research design to address the research´s leading questions. The research framework is detailed by summarising the purpose of the whole study including the research questions and specifies the limitations of the research. The research methodology is discussed and selected by defining the research paradigm of the study, the reflection of research approaches and finally through ethical thoughts. Also the research design is determined, responding to all relevant questions regarding methods, data collection, analysis, interpretation and research quality.

4.2.1 Research Framework

The research framework describes the objective of the study based on the research questions and its limitations.

4.2.2 Purpose of the Study

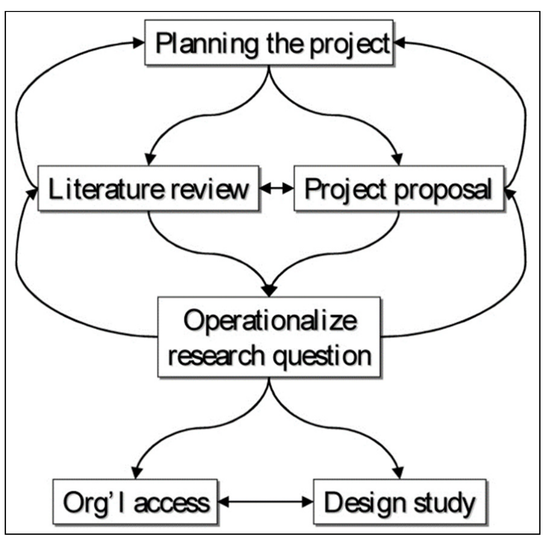
"Companies must always bear in mind the consumer's satisfaction, considering loyalty as the major goal" (Vignali & Vignali, 2009, p. 61). We know that satisfied customers usually return to the same business to create new turnover and margins.

It is also known that the level of loyalty increases with customer delight (Power, 2012). How to gain this in the best way in the automobile luxury retail business is not detailed enough in literature as the systematic literature review has outlined.

The purpose of the study is therefore to address this gap in knowledge regarding the relevant success factors, and operationalisation approaches for customer delight, in the luxury car segment in Germany. This aim determines the purpose of this thesis – finding the right research methodology and design to answer the central questions.

4.2.3 Problem Definition (Research Questions)

The formulation of the research questions is an iterative process. According to Brewerton and Millward (2001) specific research questions are defined that will be addressed by the design of this studywith a view to gaining new insights and thereby forming a contribution to knowledge.



Source: Brewerton and Millward (2001)

Figure 15: Research process with it´s interdependencies

The objective of the study is to gain new theoretical and practical insights into how customer delight can be improved in a specific setting. Therefore, three research questions have been developed:

1. What constitutes customer satisfaction from the perspective of practitioners in the German premium automotive retail business?

2. Given practitioners' perspectives, what concepts and theories might be relevant to gain customer satisfaction in the German premium automotive retail business?

3. How might customer satisfaction ideally be realised by combining practitioner perspectives and theory in the German premium automotive retail business?

The research questions follow several aims (Saunders, et al., 2009). The questions have been formulated to establish what factors are important within the defined segment. The literature presents various views on different success factors, but no research has been conducted thus far, on success factors within the context of luxury automobiles. Also, different convictions regarding the importance of different factors exist. These questions can be seen from the point of importance of communication, beliefs, behaviour and emotions for customer satisfaction and delight. The questions present an exploratory character in investigating human and organisational behaviour (Brewerton & Millward, 2001). The research questions aim to detail the practical approaches with ideal concepts to identify the success factors. Moreover, the purpose and the detailed content of the research questions indicate that a qualitative approach might be required.

4.2.3 Limitations of Research

"No research is perfect" states Gray (2009, p. 61) and therefore, no study is free from limitations. The focus of this study geographically is Germany and the sector is the luxury automobile producers. So, the limitations of this research are that the study focuses only on one industry, in one specific segment, and for one country.

Possible additional restrictions considered were the limited access to interviewees or representative of data, given that high level management formed part of the sample. Also, issues related to the confidentiality of information, were considered an additional barrier to obtaining the necessary information. Kelly (2006) states that interviewees can give information for knowledge they need in exchange, if the right methodology is applied. In this study it is assumed that interviewees are willing to participate and to contribute as they have an intrinsic interest to improve the topic. Other challenges can be seen in the choice of methodology because different approaches could deliver different results as detailed in the next chapter.

4.3 Research Methodology

The research methodology explains in detail the theoretical position, the research approach and ethical considerations. Berg (2001) writes that the purpose of research is to find answers to questions, that is achieved by applying methodological procedures. The two major methodological social research traditions are positivism and phenomenology. Positivism with quantitative methods is based on statistically testing theoretical hypotheses based on scientific methods to generate the data. In comparison to quantitative methods, the phenomenological approach using qualitative methods is based on the content and the meaning of language in relation to the overall context in question. The qualitative approach can be seen as a post – positivist method as it does not set previously defined dimensions of outcome (Lincoln & Guba, 1985).
Using qualitative data makes sense in order to analyse complex topics with the aim to derive theory about the researched topic (Saunders et al., 2009).
Qualitative data –derived for example from interviews - have to be elaborated upon to be able to use them as information for further analysis. In qualitative research techniques it can be said that often researchers tend to underestimate the accuracy of the procedures that result from categorical data in comparison to numerical data. It can be said that qualitative research looks for information and not for facilitation of generalisation. Researchers that follow a qualitative approach concentrate on how people organise themselves and their setting. Qualitative researchers have an interest in understanding how people make sense of their circumstances through social roles and structures, artefacts, symbols, rituals and further elements.

The main element of qualitative research is that researchers are interested in actual people, and by talking to them, with the help of qualitative procedures, they are able to learn and assess unquantifiable insights about these individuals and their knowledge. Qualitative techniques provide the researcher with possibilities to investigate how people create structure and meaning to their lives day by day, and are also able to share the insights and perceptions from other individuals. Qualitative methodologies allow for the possibility to investigate in what way people learn, improve and also how they make sense of their lives and of the lives of others in their surroundings. There are some who hold contrary views, arguing that the qualitative approach is too subjective, difficult to repeat, difficult to generalise and not very transparent (Bryman & Bell, 2007). On the other hand, qualitative methodologies are important for organisational and management research as it details new deep insights that quantitative methods do not offer (Silverman, 2005). For the ideal understanding of complex, deep phenomena, qualitative methods for detailing and researching are necessary (Venkatesh et al., 2013).

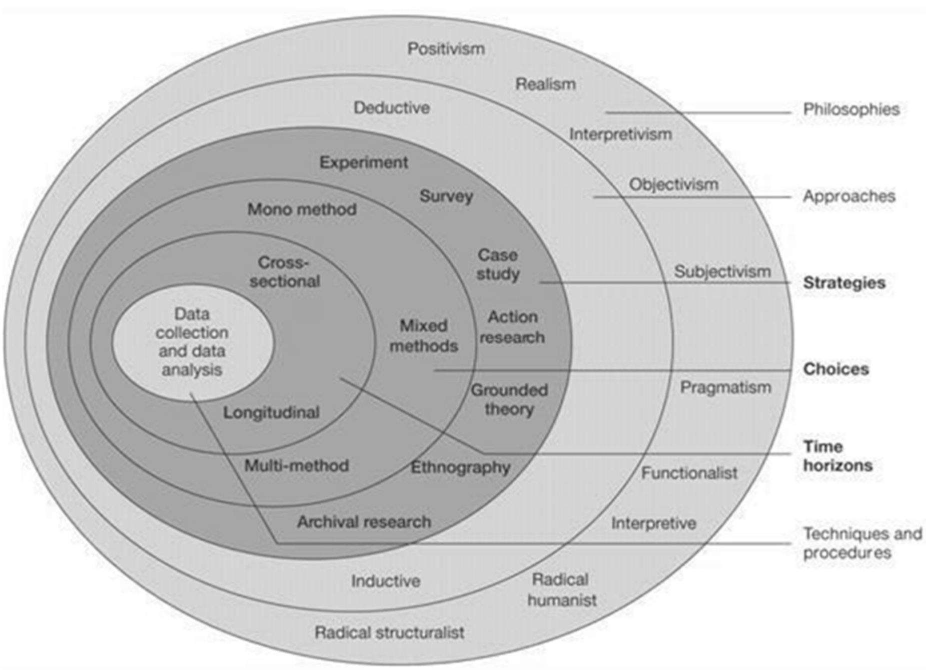
Human beings as resources of knowledge will be researched in order to determine insights about customer satisfaction in the German automotive premium retail sector. Qualitative analysis to gain insights will be the main instrument to conduct the research in a theoretically informed manner.

4.3.1 Research Philosophy

Research philosophy includes the topics ontology and epistemology. Ontology describes the question whether external reality exists independently from the social actor’s perceptions and actions (=Objectivism) or whether reality is constructed out of the individual view point of social actors (= Subjectivism). Both are at the extreme poles of a continuum. Epistemology deals with the acceptance of knowledge created - in an appropriate way - within a given field of study (Saunders et al., 2012). The importance of having awareness and knowledge about differences between philosophical standpoints as knowledge is that it supports the researcher in clarifying the research design, evaluating which research design works to answer the research question and supports the researcher in defining a research design which is outside of ‘his or her past experience’ (Easterby-Smith et al., 2012, p. 18).

Therefore, the realisation and understanding of different research philosophies and their dedicated research strategies, methods and techniques are the foundation for making an informed choice concerning a suitable solution for methods to address the research questions. The research question, philosophy, strategy, methods and -techniques must together generate a coherent research design. This concept is well explained through the research onion (Saunders et al., 2012).

The author's belief system is based on a critical realist perspective (interpretivist paradigm), in that the wishes to understand more deeply what is 'really happening' in a given context through a more personal process. This is because the phenomena are relative to each other and not based on isolated variables, as it is more commonly seen in a positivistic approach. The study's content of interpersonal communication, beliefs, behaviour and emotions regarding customer satisfaction are candidates for appropriate examination through qualitative approaches. These aspects are very dependent on the context, the experience a person has and that person's personal subjectivity.



Source: Saunders et al. (2012, p. 160)

Figure 16: The research onion

4.3.2 Critical Realist Approach as a Methodological Approach

The approach of the critical realist neither accepts a constructionist nor an objectivist ontology and instead takes the view that the "social world is reproduced and transformed in daily life" (Bell et al, 2019, p. 559). Social phenomena are produced by mechanisms that are real, but not directly accessible to observation and are discernible only through their effects. Therefore, it is about uncovering causal mechanisms and the aim is to explain how social phenomena are come to reality.
The critical realist approach is used for this study. The interview research as research method with the methodological approach of critical realism is often used (Cassel, 2006). It can be seen that this is because of the nature of the topic, whereby organisations, interconnections and relationships are the central interest. These factors contain this high significance because the relationships of interest are complex in their structure and are difficult to access. Therefore, even a limited number of interviews (with persons of acumen) can give important insights into the nature and origin of the phenomena of significance. Clearly the sample size (number of interviews) in any interview-based research project will, with a high probability, never be large enough to be suitable for the use of statistical analysis.
The methodological approach of critical realism is a relatively new orientation. Many disciplines such as economics, history, psychiatry, sociology, criminology, geography, linguistics, social studies, social work, ecology, law, information studies, media studies, environmental studies, interdisciplinary science studies and management are using critical realism. Eight key presumptions of critical realism were defined by Sayer (1992, p. 5). These are shown in the following list:

A) The world exists independently of our knowledge of it.

B) Our knowledge of the world is fallible and theory-laden relationship between knowledge and its object. Nevertheless, knowledge is not immune to empirical check and its effectiveness in informing and explaining successful material practice is not mere accident.

C) Knowledge develops neither wholly continuously, as the steady accumulation of facts within a stable conceptual framework, nor discontinuously, through simultaneous and universal changes in concepts.

D) There is necessity in the world; objects - whether natural or social - necessarily have particular powers or ways of acting and particular susceptibilities.

E) The world is differentiated and stratified, consisting not only of events, but objects, including structures, which have powers and liabilities capable of generating events. These structures may be present even where, as in the social world and much of the natural world, they do not generate regular patterns of events.

F) Social phenomena such as actions, texts and institutions are concept dependent. We not only have to explain their production and material effects but to understand, read or interpret what they mean. Although they have to be interpreted by starting from the researcher's own frames of meaning, by and large they exist regardless of researchers' interpretation of them. A qualified version of 1 therefore applies to the social world. In view of 4–6, the methods of social science and natural science have both differences and similarities.

G) Science or the production of any kind of knowledge is a social practice. For better or worse (not just worse) the conditions and social relations of the production of knowledge influence its content. Knowledge is also largely— though not exclusively— linguistic, and the nature of language and the way we communicate are not incidental to what is known and communicated. Awareness of these relationships is vital in evaluating knowledge.

H) Social science must be critical of its object. In order to be able to explain and to understand social phenomena, we have to evaluate them critically.

The main ideas of critical realism are based on the work of Bhaskar (1975). He formulated in the 1970s the necessity for an alternative approach to the positivist approach in research. Critical realism gives an alternative approach on how to conduct research but nevertheless does share similarities with other paradigm approaches. One example is that there is a consensus amongst both critical realists and positivists, regarding the assumption that the way we observe the existence of the world is independent of our knowledge of it. In comparison only positivists believe that reality exists in the domain of physical observation but critical realists transcend to the realm of “observable elements and observable ones” (Halperin & Heath, 2012, p. 36). Critical realism is able to add insights into a situation or an experience in the way that it brings underlying content to salient meaning to life. On the other hand, critical realism may not provide the possibility of data quantification, lexical opacity, or rigorous sampling. A comparison of constructivism and critical realism shows that there is a mutual acceptance of multiple realities (Kempster & Parry, 2011).

The use of interview research and critical realism is also compatible because there is no direct interest in statistical analysis or generalisation or sampling complexities but interest in a detailed analysis of insights and experiences. Critical realism supports us to have an organised and layered view of reality, knowledge and also how to conduct research mainly as there is emphasis on result generalisation. External validity or generalisation may not be within the main focus of a critical realist. The research process looks to achieve internal validity by ensuring that explanations must provide an ‘epistemic gain and are ‘practically adequate’ to the context from which they are drawn’ (Kempster & Parry, 2011, p. 112).

4.3.3 Theoretical Position

The theoretical position consists of the research paradigm and the philosophical standpoint. The basic belief system that guides the investigator determines the choice of methods (Saunders, et al., 2009). Widespread definitions for the positivist and interpretivist ontologies and epistemologies, and the relevant methodologies, exist and are addressed within the methodological literature. Easterby-Smith et al. (2012) recognise the educational path-effects and argue 'more often they (researchers) simply follow the tradition passed on by those who trained them'. Moreover, during the author´s earlier educational development, no philosophical standpoints were discussed and so the in Germany common positivist view was a 'given fact'.

During the development of this thesis, knowledge about the ontological poles (Vignali et al., 2012), subjectivism (constructivism) and objectivism (positivism) as well as the discussion of epistemological approaches about how to generate knowledge became apparent. The author's belief system is now based on a critical realist perspective (interpretivist paradigm) in that the wish now is to understand deeply what is 'really happening' in a given context through a more personal process. Positivism does not use (or draw on) the experience and knowledge of people for gaining new answers because simply the methodology does not ask for it. Carson et al. (2001, p. 6) state that "positivists seek to maintain a clear distinction between facts and value judgments, search for objectivity and strive to use a consistently rational, verbal and approach to their object of research".

The research questions show the study's content of interpersonal communication, beliefs, behaviour and emotions regarding customer satisfaction. These aspects are very dependent on the context, experience of a person and their subjectivity. Glaserfeld (2001) states that interpretivism does not deny reality; rather, it refutes the idea that we can reasonably know reality outside of our personal perspectives. Following the opinion of Lincoln and Guba (1994), interpretivism and its ontology challenge the relationship between the known and the mind of the knower and this is key point for the ontological question. Based on the assumption that different persons have the ability to socially construct or interpret their interaction, interpretivism looks for logical interpretations of the experiences (Gray, 2009).

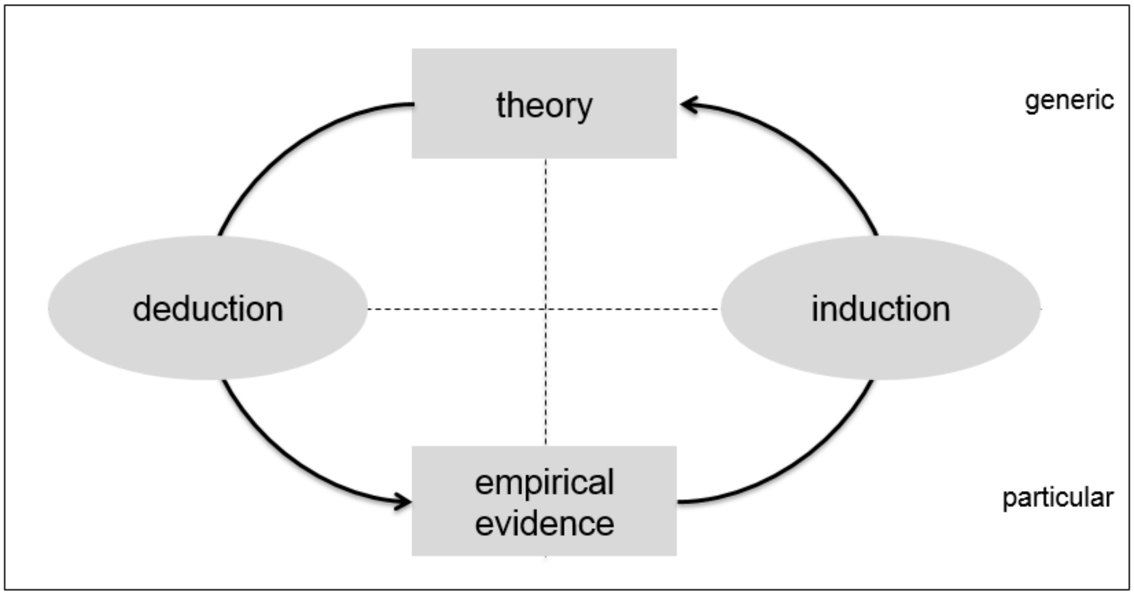
This research uses interpretivism because it focusses on how meaning is given intention and how beliefs develop as interaction with social events. The author

perceives subjectivism and objectivism as two inseparable sides of one coin. This is based on the reflections of Vignali et al. (2012, p. 10) who proposes that quantitative and qualitative research should be seen as 'supplementary rather than opposed types'. A decisive criterion for the selection of an appropriate research strategy and technique for data generation and analysing is the (1) research question itself, (2) the availability and maturity of given academic knowledge and whether (3) a contemporary or historical context is the subject of the study.
Summarising, the study follows the logic of a critical realist because understanding is the focus to generate fresh answers. Due to the research questions, inductive methods are needed after deducing basic insights from the literature (Eriksson & Kovalainen, 2008).

4.3.4 Research Approach

"The method selected should be appropriate to the question being asked" (Brewerton & Millward, 2001). Carson et al. states that "research problems will require outcomes and conclusions that fall into two broad categories of findings: firstly outcomes that identify general statements (generalisations); and secondly, those that identify specific understanding and findings of an in-depth nature" (Carson et al., 2001, p. 15).
General statements for the success factors of customer delight already exist. So the approach is to detail them and afterwards to ask how they can be operationalised.
The specific topic as it is mentioned before normally asks for deep understanding through few sources that will offer the appropriate amount and type of data (Carson et al., 2001). This defines that the first step of the empirical part starts with a basis of deduction that is going to be the existing knowledge of customer satisfaction. Then the important part of detailing and finding new knowledge starts through induction. The research question that focuses on the operationalisation of customer satisfaction is going to be answered by an inductive approach. This approach is expected to achieve good results with regards to the research questions.
It can be said that a deductive approach is positive for research that is based on comprehensive literature and theories, but that the inductive one is best for research areas that still need more exploration. A mixed approach may expected to achieve better results with regards to the research questions where it can be applied. As shown in figure 17, the deductive reasoning begins with a theory (generic) and then finds out

if this is ‘true’ through observation. In comparison, inductive reasoning begins with empirical evidence (particular) and goes backward towards generalisations and theories.



Source: Bell et al. (2019, p. 22)

Figure 17: Deduction and Induction

4.3.5 Ethics of Research

“In recent years’ ethical considerations across the research community have come to the forefront. This is partly a consequence of legislative change in human rights and data protection, but also a result of increased public concern about the limits of inquiry” states the Social Research Association (2003). Research is about getting information, analysing theses and finding new insights through analysis and reflection (Walliman, 2006). In this process human beings and different interest groups are involved. The SRA (Social Research Association) defines four main topics for ethics. The first one is about carrying out the research within the moral and legal order of society and keeping to high scientific standards. The second headline defines that relationships to funders should be clear and balanced without the risk of compromise. Mauthner et al. (2002) state that “there is a concern that researchers should retain their academic freedom.

They should not accept contractual conditions that conflict with ethical practice, such as confidentiality of data and protection of participants' interests, and should consider carefully any attempt to place restrictions on their publication and promotion of their findings". The third SRA topic deals about professional behaviour in conjunction with colleagues. The findings and methods should be open to collegial review. The fourth point is obligations to subjects that participate actively or passively in the research study. These have to be protected from undue harm. That means that their participation must be voluntary and fully informed (informed consent) (Israel & Hay, 2006). Anonymity must be offered and guaranteed if requested, as well as protection of disclosure. The most important ethical point is to keep harm away from research participants. This general mindset must always be in mind of the researcher during all research stages (Saunders et al., 2012). Honest and transparent communication about the research is the basis to keep harm away from research participants (Bell & Bryman, 2007). That also guarantees an informed consent of the research participants. This research project is conducted within the principles of the SRA. Above all, interviewee (anonymity) and data protection (confidentiality) are realised because a certain conflict potential is presumed under this topic due to the planned interviews with different but interacting managers in market research, strategy and operations at a retail level. All information is coded to avoid any risk to companies or persons that support the study being identified. During the generation of empirical evidence this is an indispensable prerequisite to ensure participation and information.

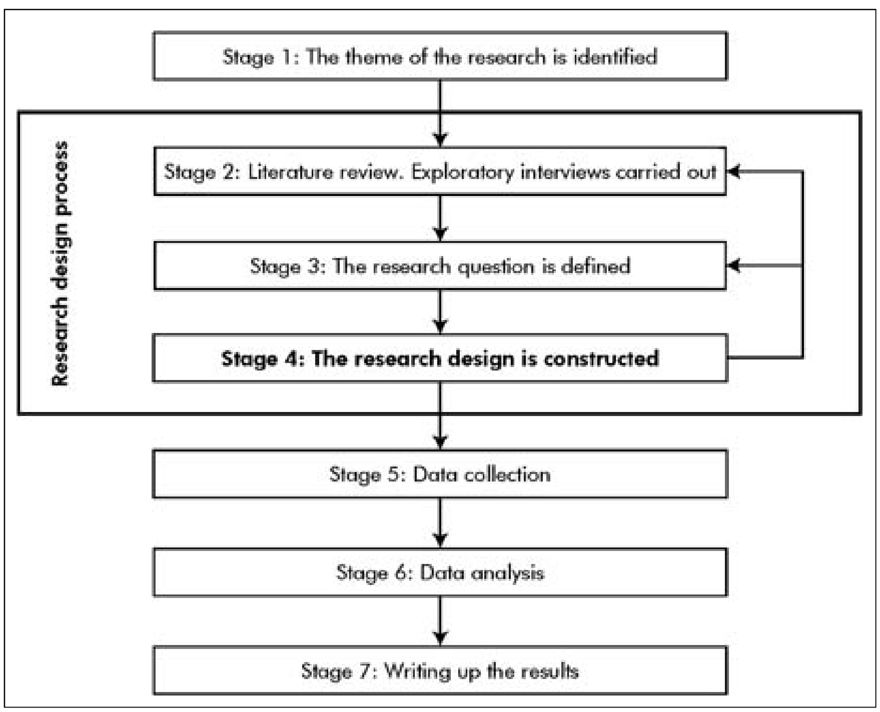
This research study conforms also to the Handbook of Research Ethics of the University of Gloucestershire. Managers will be invited to participate in this study. If they agree, their participation consists of an interview where they will be asked questions using an interview guideline. Participation is voluntary, information is used only for research purposes and no questions have to be answered.

To avoid issues of power, the participants were not selected from direct colleagues or employees. Withdrawal was always possible. In that case, all information about the interview would have been destroyed. The participants were fully informed about the study, the author´s professional background and confidentiality and anonymity was guaranteed. An Informed Consent Form was provided that specified the issues outlined above.

The interviews were recorded (with permission) and transcribed afterwards. If the interviewee did not agree to recording, written notes would have been made. Records are stored securely and destroyed when no longer required for the study. All information was coded to avoid any risk to companies or persons that supported the study. No organisation´s or participant's names were shown. Information gained might be published or presented but the origins of information will always be kept confidential.

4.4 Research Design

Research design is defined differently by different authors. Thietart and Wauchope (2001) define it by starting with literature review, defining the RQs and finally by deriving the research design. This chapter includes the topics research strategy as overall organisation, chosen methods as detailed approach description, participants as scope and availability, data analysis and interpretation as well as validity and reliability under the topic research design (Greener, 2008).



Source: Thiétart and Wauchope (2001)

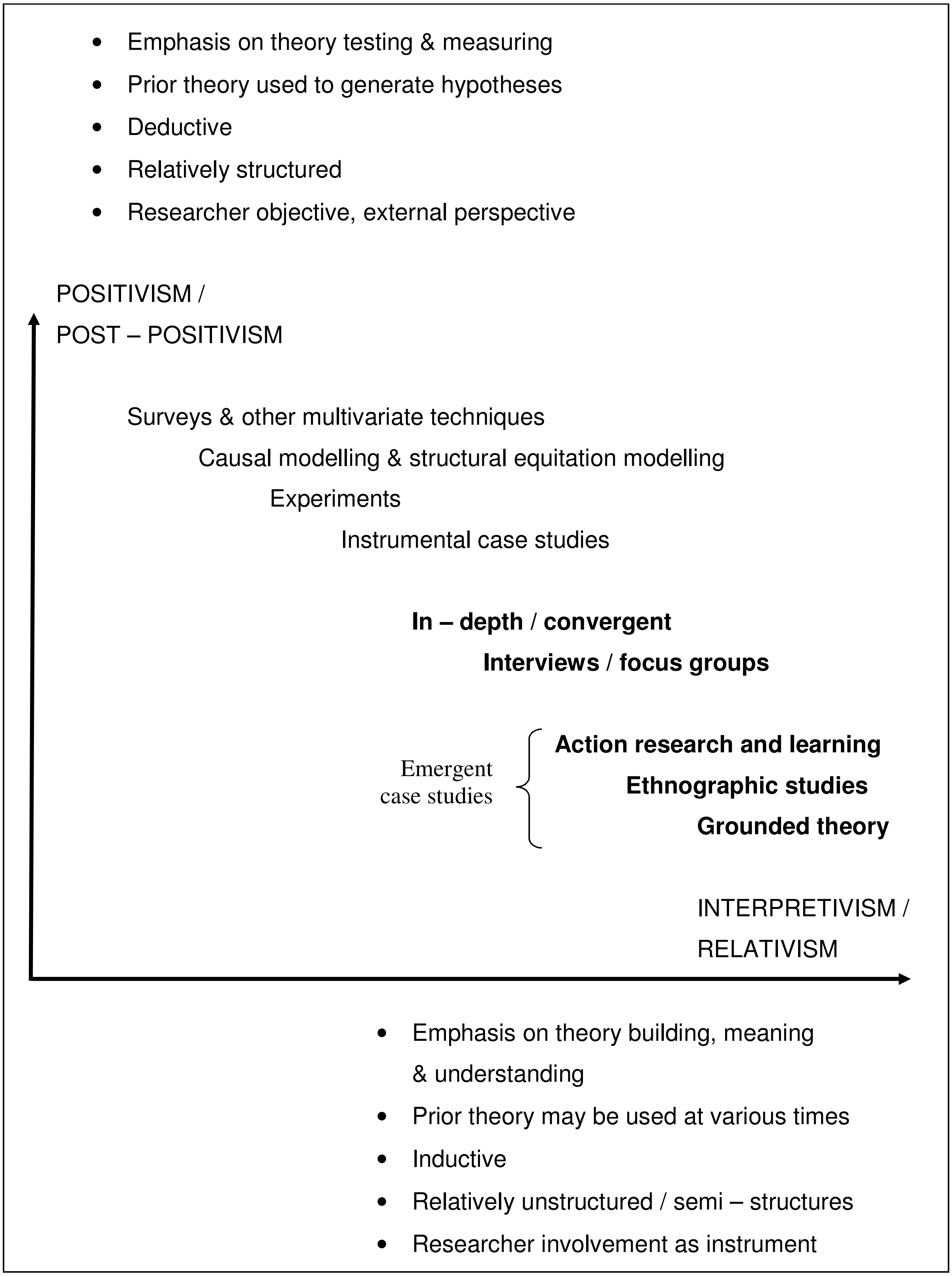
Figure 18: The research design stage as part of the research process

4.4.1 Research Strategy

The previous sections explained the theoretical position and the research approach of this study. Research strategy has to break down into detailed operational steps of the project. A comprehensive plan is needed to answer the research questions (Walliman, 2006, p 38). It must include a guideline on how to collect, analyse and interpret evidence. The first step is the preparation of the interview schedule, followed by their execution and finally by analysis and interpretation, that in fact starts parallel to the interviews, but finishes two months later because of the necessary reflection and elaboration of generated data. The complete phase of empirical evidence is planned to be finalised within six months. The preparation of the interviews takes six weeks. The organisation, conduct and documentation of the interviews takes ten weeks. Data analysis and interpretation starts parallel to the first interviews and takes about 18 weeks.

4.4.2 Selection of Methods

The methods address the interest to validate existing theories and to gain new insights. The Research questions are the decisive criteria for selecting the orientation of a study. The chosen research questions address inductive aspects. This choice also confirms the research paradigm of critical realism. The ontology (nature of reality) of critical realism sees reality as existing independent from the mind, but it is also stratified into multiply layers (Benton & Craib, 2001). The epistemology (ground of knowledge) of critical relism combines positivism and interpretivism (Easterby-Smith et al., 2012). Social life is created by people´s actions and has external impact on them (Easterby-Smith et al., 2012). Figure 19 gives an overview of methodologies in the context of research philosophies.



Source: Carson et al. (2001, Chapter 5, p. 8)

Figure 19: Methodologies in the context of research philosophies

4.4.3 Theoretical Introduction of the Case Study Approach

The following paragraphs describe the case study approach. The theoretical derivation rests above all on the work of Yin (1994, 2009, and 2014). Other articles and books are used to develop the discussion. Verschuren (2003) writes, that confusion concerning aims and actual content of the case study approach and the way researchers define a case research object and subsequently observe it, abounded in the past. This is because followers of the reductionist research approach attributed lack of rigour and objectivity to case studies (Rowley, 2002; Verschuren, 2003). Verschuren (2003) underlined the general divergence concerning the empirical object of a case study and the way of doing social research. Case study research can include the utilisation of both quantitative and/or qualitative data. Following theoretical reflection, a key concern of the case study approach became the question of whether to adopt single case studies or multi-case studies, the latter providing more possibilities to achieve new insights perhaps. Also considered in the literature is whether a holistic or embedded case study research approach is more constructive. Some criticisms relating to the case-study approach concern lack of evidence for generalisations, due to the fact that a unique event or process is detailed, rather than a classical statistical sample. In addition, the case study approach was seen as vulnerable to researcher bias and therefor the subjectivity of the conclusions has been questioned. As a result of these criticisms, positivists have pointed to the difficulties of implementing validity and reliability with the case study strategy (though these are positivistic concerns, rather than for those who chose a different approach).

Today a number of concrete advantages of case study strategy are accepted in the academic community and so case study research is a widely accepted research approach (George & Bennett, 2005). Flyvbierg (2006) writes of the advantage that case studies provide content-dependent knowledge and that this is more valuable than the 'vain search for predictive theories and universals'. The richness of deep information gained from key informants and / or other sources concerning the existence of a phenomenon is seen as an additional advantage (Simons, 2009). Because of this insight, case studies are seen as an appropriate strategy in the stage of theory–building.

Case studies can be descriptive, explanatory or exploratory, dependent on the research topic (Yin, 2014). The first two types answer 'how' and 'why' questions and usually not as positivistic questions. Exploratory case studies are more inductive and try to answer ‘what’ or ‘who’ questions that give indications about structures and pattern. Eisenhardt and Martin (1989, pp. 548) sees the case study as an explorative approach and writes that case studies are ‘particularly well suited to new research areas or research areas for which existing theory seems inadequate’. Yin (2014, p. 16) divides the case study method into two parts:

1. A case study is an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident.

‘Because phenomenon and context are not always distinguishable in real-life situations’, Yin (2014, p. 16) includes data collection and analysis strategies, into the second part of case studies.

2. The case study inquiry copes with the technically distinctive situation in which there will be many more variables of interest than data points, and as one result -relies on multiple sources of evidence, with data needing to converge in a triangulating fashion, and as another result benefits from the prior development of theoretical propositions to guide data collection and analysis.

Creswell (1994, p. 12) defines cases as studies in which the researcher explores a single entity or phenomenon, bounded by time and activity.
All definitions have in common that a contemporary phenomenon is detailed in a single or several entities, the research case/s. Additionally, Verschuren (2003) and Yin (2014) explicitly integrate the analysis phase into their definitions. This is because the analysis step’s main objective is to gain evidence, for example, regarding propositions initially defined by the researcher through analytical techniques. The case study is viewed as non-interruptive because the researcher has no or limited control over actual events.

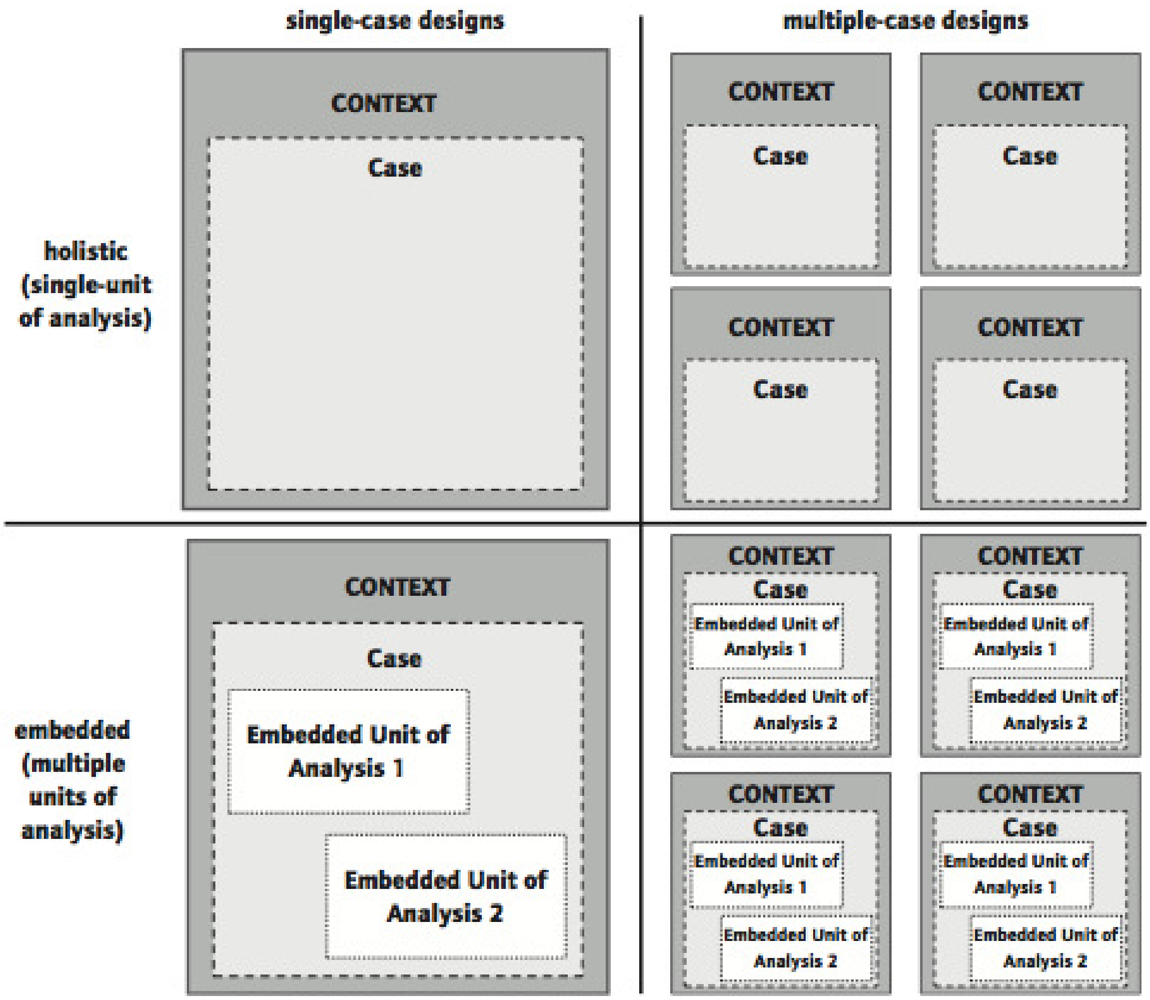
The following table shows, that case study research is held most appropriate to answer how and why questions (explanatory, descriptive), where no control over behavioural events is required and when the focus is on contemporary events within a ‘real-life’ context (Yin, 2014).

METHOD	1) Form of Research Question	2) Requires Control of Behavioural Events ?	3) Focuses on Contemporary Events ?
Experiment	How, why?	Yes	Yes
Survey	Who, what, where, how many, how much?	No	Yes
Archival Analysis	Who, what, where, how many, how much?	No	Yes / No
History	How, why?	No	No
Case Study	How, why?	No	Yes

Source: COSMOS Corporation. Yin (2014, p. 9)

Table 1: Relevant situations for different research methods

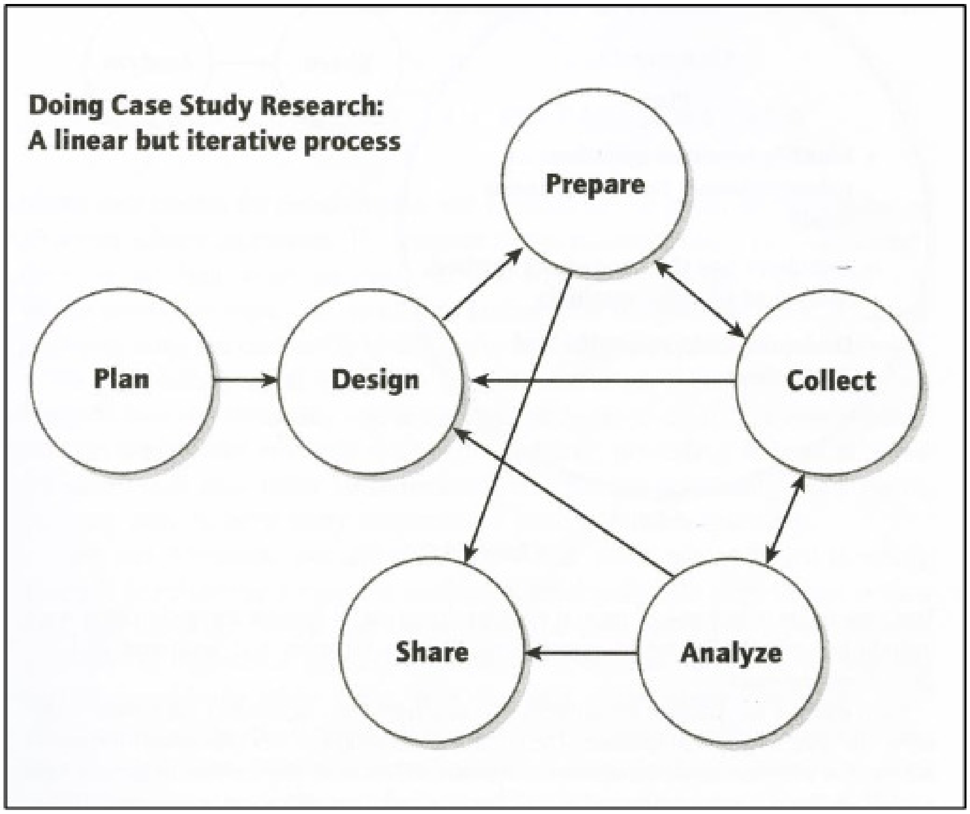
Yin (2014) developed a matrix that differentiates between holistic and embedded design and single-case and multiple-case design. Researchers that pursue a holistic case study design analyse the case from a helicopter view whereas an embedded case study design examines the individual perspective versus the researched phenomena (Gerring, 2007; Yin, 2014). Multi-case studies are based on different cases that examine a previously defined number of research units that are subsequently compared to each other (comparative case study). All conclusions of case study designs must be evidence-based to contribute to objectivity.



Source: COSMOS Corporation. Yin (2014, p. 50)

Figure 20: Basic types of designs for case studies

To gain improvement of objectivity, validity and reliability, but also to evaluate the quality of a case study research design, Yin (2014) suggests the utilisation of a linear but iterative research process that is based on positivistic quality criteria as shown in the following figure number 21 and table number two below.



Source Yin (2014, p. 1)

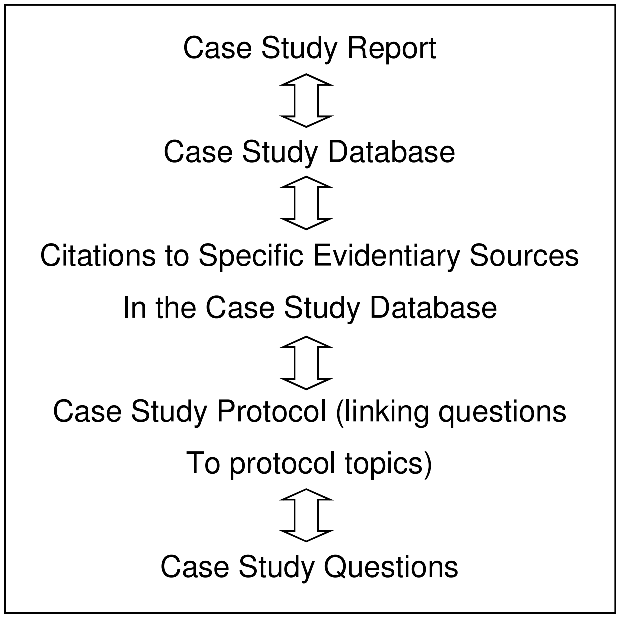
Figure 21: Doing case study research: A linear but iterative process

TESTS	Case Study Tactic	Phase of Research in which Tactic Occurs
Construct validity	• Use multiple sources of evidence • Establish chain of evidence • Have key informants review draft case study report	Data collection Data collection Composition
Internal validity	• Do pattern matching • Do explanation building • Address rival explanations • Use logic models	Data analysis Data analysis Data analysis Data analysis
External validity	• Use theory in single-case studies • Use replication logic in multiple-case studies	Research design Research design
Reliability	• Use case study protocol • Develop case study database	Data collection Data collection

Source: Yin (2014, p. 45)

Table 2: Case study tactics for four design tests

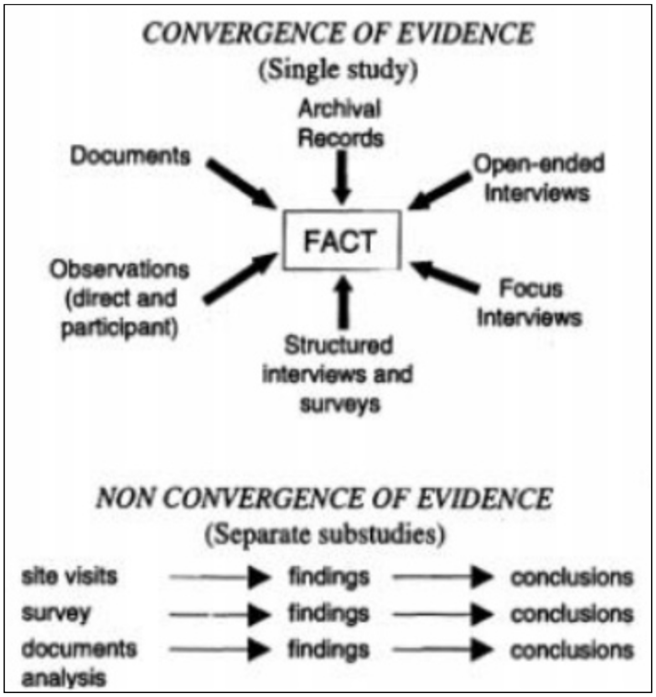
Reliability of the process is furthered by the development of a well thought-out case study protocol which further serves as a template for interviewers (Yin, 2014). Convergence of evidence is gained through three principles (see following figures number 22 and 23). The first is to use multiple sources of evidence and, subsequently, to seek convergence of evidence, e.g. via the means of data triangulation. The second one is the creation of a case study database that stores all evidentiary data and reports of the investigator. The third principle is the improvement of reliability through maintaining a chain of evidence that enables the reader to ‘follow the derivation of any evidence from initial research questions to ultimate case study conclusions’ and ‘to trace the steps in either direction’ (Yin, 2014, p. 122).



Source: Yin, 2014, p. 128

Figure 22: Maintaining a chain of evidence

Yin (2014) suggests as a general strategy to rely on theoretical propositions, to develop a case description and to use qualitative and quantitative data as well as examining rival explanations as a general analysing strategy. Within the selected strategy, the researcher can use specific analysis techniques such as pattern matching, explanation building, time-series analyses, logic models, and cross case synthesis. As conclusion of a case study, the insights have to be shared with the interested audience (Yin, 2014).



Source: Yin, 2014, p. 121

Figure 23: Convergence and non-convergence of multiple sources

4.4.3.1 Application of the Case Study Research Approach

This section explains how case study research could approach in the research domain of the ‘customer satisfaction in the German luxury automotive retail business’. The case study’s main research question *could* be ‘how can customer satisfaction be gained ideally in the German luxury automotive retail business´ or `why do common concepts of customer delight not touch sufficiently customers in the German luxury automotive business`. The case study could, based on key-informant and document information, examine the differences between customer satisfaction in different automobile segments. In a comparative approach, mass car producers could be compared with luxury car makers to generate common patterns which lead to new insights of the known customer delight approaches. Different RQs could be `why is the retail business of company A more successful in achieving customer delight than company B? ` In a single case study, company A could be the case whereas in a multi-case study, the companies A and B would be the cases to be examined. A completely different research question could be the analysis of delight as behaviour in comparison to the attitude. The psychological aspect of loyalty as an attitude without rational evaluation is not yet researched widely today. The question could be `why are people loyal to automotive brands without rational reasons? `.

4.4.3.2 Data of Interest and Sources

The following table gives an overview about possible sources for data of interest and evidence based on the RQ ‘how can customer satisfaction be gained ideally in the German luxury automotive retail business´

Sources of evidence	**Research data**	**Applicable for RQ**
Documentation	Process descriptions, feedback from customers, academic knowledge	Yes, but retrospective
Archival records	Training documentation, process descriptions	Partially, retrospective
Interviews	Experts, customers, staff, researchers	Yes, actual and multi-variant
Direct observation	Staff, customers	No, delight cannot be observed
Participant observation	Staff, customers	Difficult, delight is very subjective to single individuals
Physical artifacts	-	No, delight is no hardware

Source: Yin, 2014, p. 106

Table 3: Sources of evidence

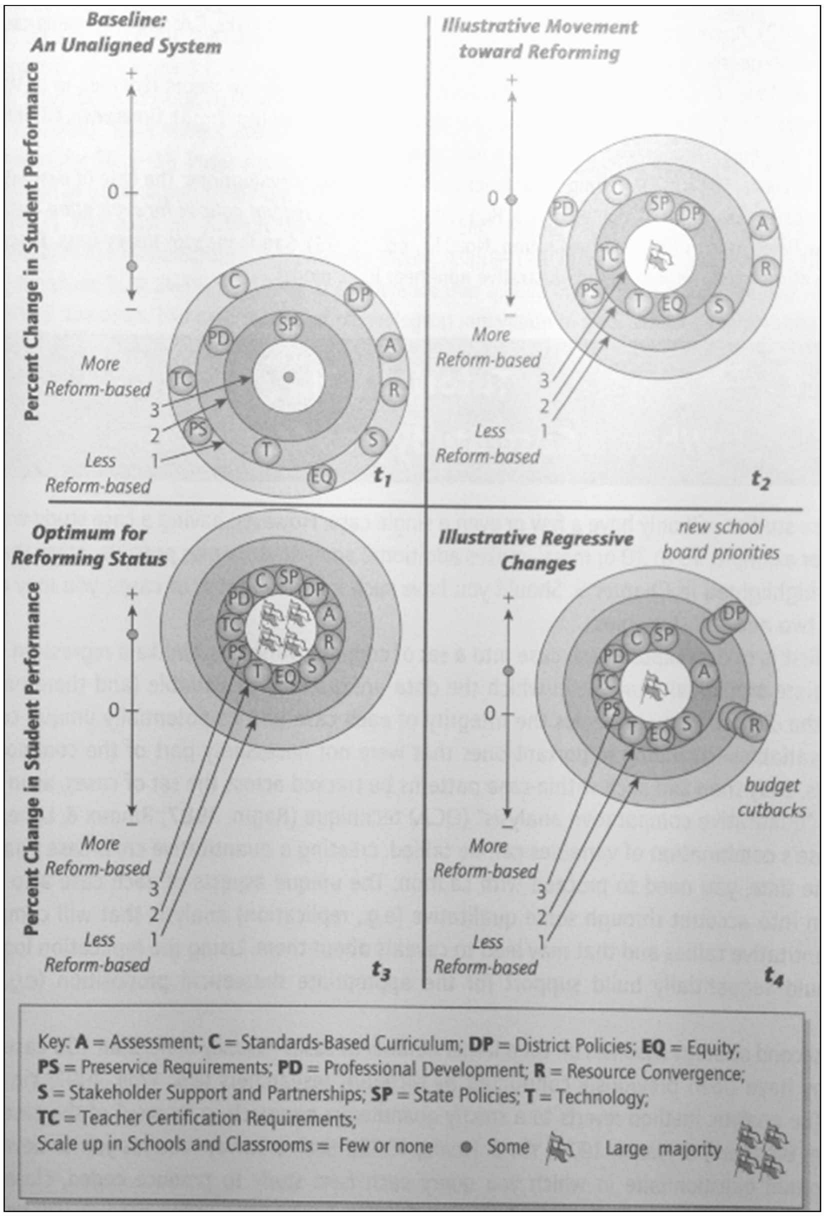
4.4.3.3 Data Collection and –Analysis

The starting point is the existing theory of customer satisfaction for a case study project. The phenomenon to be studied is how customer satisfaction can (ideally) be realised in the German luxury automotive retail business. In order to support reliability, the researcher has to create a case study protocol that gives a sufficiently detailed overview concerning the targeted research question, sub-units, key-informants and about the data collection plan. Additionally, the case study protocol incorporates, in an embedded design approach, company's A and / or B subunits to be examined. To increase construct validity (Yin, 2014), multi sources need to be chosen. These can be – as shown above - interviews with experts, customers, staff, and researchers and also the review of documentation and / or archival records. The intended case is based on interviews of customers, staff and management.

For example, if a management representative confirms factor A as a major driver for customer satisfaction and also customers and staff confirm the view, then the finding gives a strong indication that the factor influences customer satisfaction.

A further source for evidence can be documentation that can give insights concerning processes, staff training and company guidelines regarding customer delight. During a case comparison between different companies, documentation could, for example, underline potentially large differences between staff training that influences customer satisfaction. In the case study all identified relevant factors for customer satisfaction – based on existing theory – should be considered as variables, but the researcher must always be open for new insights that can be gained during analysis.

The success factors from the literature concerning customer satisfaction realisation will hopefully show the aspects for customer satisfaction realisation that must be examined in the case study, based on the sources of evidence. The chain of evidence is generated through continuous crosschecking, in the sense of a continuous back and forth between gathered findings, research questions and the conclusions drawn so far. Through triangulation of data, convergence of evidence will emerge, and the researcher can define his conclusions based on a logical combination. If the demonstrated aspects for customer satisfaction are fulfilled by company A, then the researcher can derive, based on the examined relations and conclusions, a holistic picture concerning the company's orientation concerning customer satisfaction. If no fulfilment is found, or differences between companies are the output, new insights can be generated. These insights can be the starting point of a further case study, which, for example, has the objective to explain the researched differences between companies regarding customer delight. The data analysis can be well displayed via a logic model, as proposed by Yin and Davis (2007) on the case of an education reforming system.



Source: Yin and Davis (2007). Yin (2014, p. 173)

Figure 24: Logic model for case study data analysis

Each pennant represents one of the seven examined dimensions. The degree of the realised performance (which has previously been generated from the gathered evidence) is decisive for the location of the pennant inside the diagram. When all pennants (seven dimensions) are located in a diagram, then the researcher can illustrate the findings and what might hamper development.

To complete this case study, all the findings and evidence gained will be presented and shared with interested audience through a case study report.

4.4.4 Action Research

Action Research is a research approach than can be subdivided in many different types (Herr & Anderson, 2005). The following section gives a theoretical introduction to the AR approach and describes the common features of the AR approach and of its sub types. Details of how cooperative inquiry can be applied in the context of customer satisfaction as one example of AR are presented.

4.4.4.1 Theoretical Introduction and Definitions of Action Research

The (probably) most commonly used definition of AR was given by Rapport (Carson et al., p. 160): “Action research aims to contribute both to the practical concerns of people in an immediate problematic situation and to the goals of social science by joint collaboration within a mutually acceptable ethical framework.”

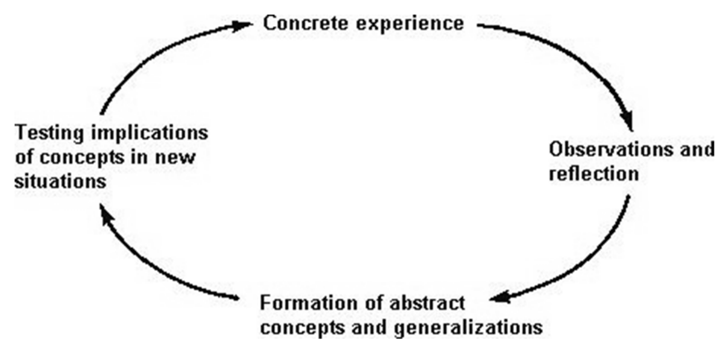
4.4.4.2 Criticisms of AR

Case study research and AR share similar criticisms. Valsa (2005) writes that AR lacks rigour and validity, that ´it is a deficit model as it just concentrates on a specific problem and consequently results/findings cannot be used for generalisations’ (McIntosh, 2010, p. 36). Supporters of AR point out that validity and rigour are gained via a systematic procedure, data gathering via multiple data sourcing, data triangulation and analysis via partition of findings with critical persons and an interested research community. AR should start from theoretical foundations and O’ Leary (2004, p. 66) underlines the importance of doing a literature review in the course of AR as ‘production of new knowledge is fundamentally dependent on past knowledge'. New findings and theories should therefore be integrated to the theoretical framework created during the literature review. Reason (2006) emphasises the participants' experiential knowledge, and experience in action that shall become part of the theoretical framework. This is in line with Friedman and Rogers (2009, pp. 35) who state that good AR theory building 'starts with the participants understanding`. They further identify 'hitherto unconscious motivations and its subsequent effects in specific events', which 'in turn influenced the behaviour of others'. Thus, the AR-process provides a powerful set of causal concepts which shall enable participants to reinterpret their perceptions and theories (Friedman & Rogers, 2009, p. 36).

One of the most important factors in AR is the concentration on change of processes in social systems. Empowerment of clients realises the change which creates sustainable improvement of a specific research topic. AR involves the people affected, thus targeting the change of behaviour into the research process, when participants have the opportunity to express and share their thoughts and opinions with other participants of a research process (Easterby-Smith et al., 2012). Based on the comprehension that people have the ability of being self-directive and choosing how they will act, Reason (1988) and Heron (1996) write that participants should have a voice on the selection of the issues to be researched, which gives rise to co-operative inquiry.

4.4.4.3 Experiential Learning Theory

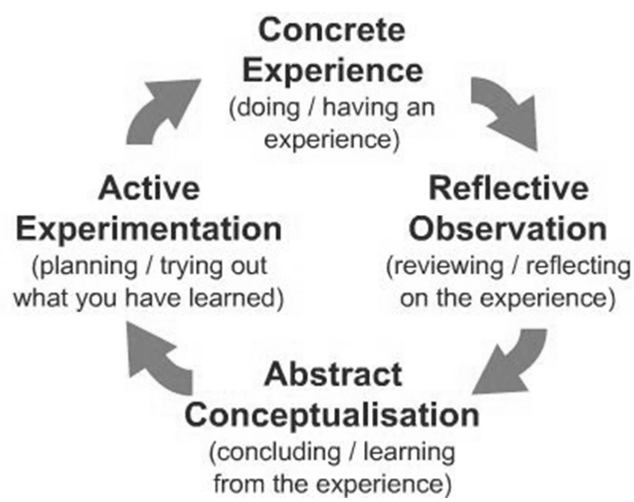
People involvement into the research process was already mentioned by Lewin (1948) who recognised that a targeted change of habits can be, compared to participant-groups solely informed by a lecturer in a monologue, significantly better achieved via people participation. The cyclic process of AR has its roots in experiential learning theory and can be attributed to the academic work of Dewey (1938), Lewin (1948) and Piaget (1970). These authors viewed experiential learning as a continuous process of creating knowledge and not 'learning' as just an outcome (Kolb, 1984).



Source: Kolb (1984, p. 21)

Figure 25: The Lewinian Experiential Learning Model

Today the ‘Kolb’s learning cycle’ describes experiential learning as the process that links education, work and personal development (Kolb, 1984). This cycle is based on concrete experience, reflective observation, formation of abstract conceptualisation and applying respective active experimentation.

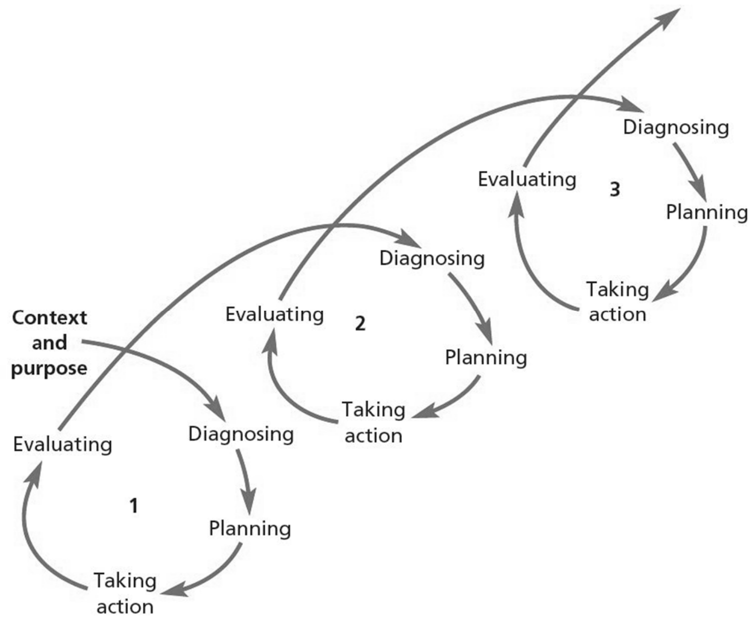


Source: Kolb (1984)

Figure 26: Kolb’s learning cycle

The principles of the continuous learning cycle are well known in other management fields such as Total Quality Management (Deming, 1986; McNiff & Whitehead, 2011; Oess, 1988). Further AR concepts are based on the double-loop learning model framed by Argyris and Schön (1993) and their connected understanding of a certain “theory-in use” applied by people. ‘Action science’ was formed by Argyris (1993). He argues that double-loop learning is very rare in organisations due to the fact that people, if faced with difficult and / or threatening situations, seem to follow a common master programme (= theory-in-use). The theory-in-use is determined by the overarching values exercising unilateral control over people, to strive to win and not to lose, to suppress negative feelings and to be as rational as possible. Argyris and Schön (1978) attribute this defensive behaviour to a so-called Model I (single loop learning) which, probably by nature, is automatically applied by the majority of people. Model I behaviour can be reasonable in the case that urgent decisions need to be taken by a management, for example in emergency situations, or that errors identified in a controllable system can be corrected by 'changing routine behaviour' (Argyris, 1993). Model II does not seek unilateral control but is rather based on the idea of self-reflection concerning the question how to increase other people's 'capacity to examine their defensive reasoning and the unrecognised negative consequences' (Argyris, 1993). Thus, the utilisation of Model II is appropriate for complex, threatening / embarrassing and difficult situations which need to be, based on a shared and democratic understanding, to be improved.

AR is conducted through different steps. The four-step procedure of AR (diagnosis, planning, taking action and evaluating) was widely devised from studies in the past (Coghlan & Brannick, 2005) as the four step process can be more easily memorised at short notice, in comparison to Mumford (2001) who explains the AR process in a six stage procedure.



Source: Saunders et al. (2012, p. 183)

Figure 27: The action research spiral

Overview about the AR steps:

STEP	TASKS
(1) Diagnosis	To identifying an organisational subject which needs to be improved. To study given academic knowledge concerning the research domain e. g. via the means of a literature review.
(2) Planning	To found a cross – functional team. To brief team about AR – process and rules for team working. To describe the current situation, working system and areas which need to be changed / improved. To prioritise the research questions and select the important research question. To define the research objectives and hypotheses.
(3) Taking action	To collect, organise, analyse and interpret data. To generate, prioritise, enact and execute appropriate measurements.
(4) Evaluating	To measure the results. To reflect on results and to write the Action Research Report. To share the findings via dissemination.
=>	Jump back to (1)

Source: based on Coghlan et al., 2005, pp. 22

Table 4: Overview about AR steps

4.4.4.4 Application of AR Via Co-operative Inquiry

This section aims to describe how AR could be applied based on the research project regarding customer satisfaction and delight in the German luxury automotive retail business. The assumption is that management wants to increase (CS/CD) customer satisfaction/delight in luxury automobile points of sale in Germany. The literature offers factors for customer delight (CD) as an extension or more intense from of CS. “Customer delight differs from customer satisfaction in that it relates to extraordinarily high satisfaction coupled with an emotional response such as joy. Not all product or service attributes are able to lead to customer delight (Berman, 2005; Füller & Matzler, 2008, p. 116; Matzler et al., 1996).

The case company’s management decided to apply factors identified from the literature as the theoretical basis and starting point in initialising a sustainable change process in the retail organisation. A four-step AR process (see specific section) is used. Based on this procedure, the subsequent sections delineate the process further. As the research participants are expected to work together as an inquiry group and in cycles of action and reflection, co-operative inquiry is chosen as the particular AR form.

Co-operative inquiry is based on democratic principles which are manifested by the approach of second person inquiry. The team members act as co-researcher and work together as inquiry group which operates in cycles of action and reflection (Reason & Bradbury, 2008). The epistemological background of co-operative inquiry is that it draws on the team-member’s experiential, presentational, propositional, and practical knowledge (Reason & Bradbury, 2008).

Diagnosis (step 1) and planning (step 2)

Toyota, General Motors and Volkswagen compete to be the biggest car makers in the world measured by produced cars. Volkswagen – the number three in the market in 2013 – tries to keep and to gain new customers through satisfaction and delight. Therefore, all Volkswagen’s brands try to improve CS/CD. Based on the theoretical insights, most senior management decided to improve what they perceived as the key factors at dealership level. Management sought sustainable change with the help of this cooperative AR strategy.

In the planning phase (step 2), a cross-functional team is set up. The cross-functional team is composed of salesmen, after sales representatives, receptionists, and the CRM-manager.

At the beginning, a senior management member describes the actual situation and the need of to improve CS/CD. The objective was to secure the agreement of all team-members in initiating a sustainable change process.

The researcher assigned by senior management to the task presents the AR strategy, underlining the principle and importance of double loop learning for the success of the project. Top management empowers the team to decide necessary actions by themselves as a proof of trust and as motivation for the team. Rules of teamwork are defined in order to work efficiently and effectively. One of these is that unilateral control of participants over others is not permitted. The reassigned researcher also introduces to the theoretical concepts of CS/CD as starting point of the project.

The team defined the research question ‘how can the dealership improve customer satisfaction based on the theoretical factors? ` The AR objectives are to find out what is the actual level of these factors in the company, what can be done to achieve higher satisfaction/delight levels and to implement the appropriate actions to increase CS/CD in the dealership.

4.4.4.5 Data of Interest

Based on the theoretical factors for CS/CD, the team systematically verifies the how well realised (diagnosis) these factors are currently, any current problems and their cause. The following table shows examples of research data and the causes the AR team could look for:

Research data of interest	Diagnosis of current problem
Top-Management support	Ineffectual management support
Service quality information system	No data are available because no structured process exists
Structure and processes	Processes are only defined from standard situations; Not enough people exist
Service through right people	No Teamwork exists; No empowerment is implemented

Source: Marquardt, own development, 2014

Table 5: Data of interest and problem diagnosis

Taking action (step 3) and evaluating (step 4)

The step of 'taking action' (step 3) contains the data collection, analysis and interpretation as well as the generation, prioritisation and execution of solutions. The team could, for example, collect data regarding people empowerment through interviews, workshops and benchmarking. This data is analysed, interpreted and the result could be that people feel insufficient empowerment is in place. In this way, all factors of customer satisfaction and new ideas could be touched. In his role as supporter and facilitator, the researcher summarises the findings and informs, together with an elected team-leader, the executive board about findings and next steps.

Based on the findings, the team decides to take measures to increase CS/CD. One action, for example, could be the access to a customer claim budget that is managed by the employees and that every single employee can decide to use it or not in the case of customer claims. Following this logic, all the theoretical factors are discussed and appropriate actions are decided and prioritised.

Key-performance indicators are defined at the beginning of the evaluation step (step 4). These are utilised to measure and monitor the development, progress and success of the realisation during the improvement process. This could be, for example, a customer satisfaction questionnaire together with the monitoring of the claim-budget usage. Transparent responsibilities and timelines are integrated in a standardised action plan. A monthly or weekly jour fixe is used to inform the executive board about the progresses and / or adjustments. This guarantees the sustainability of the continuous improvement and communication to the executive board. To finalise the

AR process, all findings should be monitored and publicised by the researcher via an AR report in relevant journals.

4.4.5 Theoretical Background of Survey Design

Parasuraman et. al (2007, p. 178) write that “qualitative research is the collection, analysis, and interpretation of data that cannot be meaningfully quantified, or summarised in the form of numbers; Quantitative research is the collection, analysis, and interpretation of data involving larger, more representative respondent samples and numerical calculation of results.” The most common quantitative method (quantitative approach) is the survey (Creswell, 2014). The survey design gives a quantitative description of opinions of a group by studying a sample of that group. These findings are generalised for the whole group (Creswell, 2014). The survey must be conducted in one moment or repeated over time and can utilise different approaches such as mail, phone, Internet or interview. The selection of a representative group with an adequate number, access to it, stratification and random choice is the next step (Creswell, 2014; Treiman, 2009). A survey instrument such as paper and pencil or online products such as Survey Monkey must be chosen. The instrument must fulfil requierments of validity and reliability. Pilot testing as well as a plan as to how to ensure a high response rate (for example: four-phase process: pre-information, survey, reminder, personal reminder) must be created. The survey itself contains different variables connected to the research questions that under test. Data analysis should reflect on returned and not returned surveys, contain a descriptive analysis of data for independent and dependent variables as well as identification of inferential hypothesis. As final step conclusions should be drawn based on the results of the statistical tests as well as implications of the results for practice or future research (Creswell, 2014).

4.4.5.1 Application of the Survey Approach

The survey design asks for a specific research question. A possible central RQ could be:

> What are the most important factors for customer satisfaction realisation in the German luxury automotive retail business?

The survey should ideally be conducted over a short time to gain results that are valid for the actual (current) situation of customers. A longer period would cover different impressions that are not the objective of the RQ. An extensive large-sample survey at a given moment can only be realised with difficulty, due to the lack of availability of customers in this luxury business. A more effective method to gain answers should be the personal interview, which also is responsive to the needs of this sensitive customer group. The interview method offers also the possibility to investigate any responses directly and so avoid non-answered questions as far as possible.

The selection of a respondent group can simply be based on the customers that enter the dealership. At a given moment, these individuals constitute the potential buyers for the product. In this sense they represent the population of interest.

The access to the dealership and to the customers is guaranteed through the support of the relevant wholesalers that have an interest in the study. The dealership supports the participation in the study through pre-information of the customers, through transparency regarding the usage of all data and the existing relationship to the customers. To determine an adequate number of survey participants, an arbitrary figure of ten percent of the customers in one week are covered, given prior knowledge of the likely number of persons entering dealerships. Such a number (30+) would go towards achieving conformity with the central limit theorem.

To ensure validity the survey should be conducted in three different dealerships to be able to measure eventual differences. The survey is based on paper and pencil to be very flexible during the interviews and because of the simple manner of production. Pilot testing should be conducted in one of the dealerships two weeks before the complete realisation to check and modify the survey. The survey itself contains different variables connected to the research questions that are based on the data of interest.

4.4.5.2 Data of Interest

The survey researches the opinion of customers regarding the data of interest. These are the dimensions and their possible realisation content as shown in the following figure. The questionnaire checks for example the importance in a scale going from one (low) to five (high) how important the factors are and what content the customer appreciates (independent and dependent variables). The main question would for example be: How important is “dealing well with problems and queries” for you? This question is then connected to what that means: How important is “getting an answer quick” for you or “is the treatment friendly?”. So the questionnaire is able to prioritise topics and gives indications on sub-topics to the researcher.

4.4.5.3 Data Analysis

Data analysis should, from the beginning, both answered and not answered surveys, contain a descriptive analysis of data for independent and dependent variables as well as identification of inferential hypotheses. At this stage, questions and their answers are summed and checked against each other. Also, a check of the different dealerships is realised to ensure comparative quality or give new insights. The expected output is a prioritisation of topics that have to be realised to gain CS/CD and also a list of success factors that detail the topics. The output can be a confirmation of existing theory in the specific business and segment, or could lead to new insights and so to the need of further research. As final step, conclusions should be drawn based on the results of the statistical tests as well as implications of the results for practice or future research

4.4.6 Theoretical Introduction of In-depth Convergent Interviews

Reconstructing subjective theories is the general aim of an interview. That means that getting access to the complex stock of knowledge an individual has about the studied topic is the aim of an interview (Flick, 2010, p. 156). Interviews usually generate an extensive amount of verbal data or, later in the documentation phase, much transcribed text in comparison to quantitative methods such as surveys that generate directly measured data. In comparison to other research methods the interview is based on the direct presence of the interviewee and the interviewer. This leads to the necessity of good skills to conduct an interview. Webb (2002, p. 71) states that interviews can be classified by their degree of structure and directness. Structure defines the amount of freedom that the interviewer has to change the content or order of questions. Directness represents the amount of awareness the respondent has about the nature and purpose of the study. Usually interviews have a certain degree of organisation. Totally unstructured or wholly structured interviews are also not usual. Interviews can vary in form and can be used without any structure like an informal conversation or more structured to create a picture of an external reality (Carson et al., 2001). The basic structure of the interview has to leave enough freedom to the interviewer to understand and follow the thoughts of the interview (Robson, 2009, p. 279). Specialised types of interviews exist in qualitative research with different objectives and characteristics. For deep understanding of very specific topics the Expert Interview is a recommended approach to gain insights. That means that specialised persons in the specific domain of knowledge must be found and interviewed. For biographic research topics the Narrative Interview is the approach of choice (Schütze, 1983) in which the interviewee is asked to tell his or her ideas in form of a story. Witzel (1982) matches a pretty strict focus of the context with a pretty open approach of asking the questions to the so-called Problem Centred Interview.

Flick developed an overview of the specific characteristics of each interview type as shown in table 6.

Criteria	Standardised Interview	Semi-Standardised Interview	Expert Interview	Narrative Interview	Problem Centred Interview
Openness to the interviewee´s subjective view by:	Structured Questions	Open Questions	Limited only interested in the expert, not the person	Non-influencing of narratives once stated	Object and process orientation, room for narratives
Structuring (e. g. deepening) the issue by:	Structured Questions	Hypothesis-directed questions, confrontational questions	Interview guide as instrument for structuring	Generative narrative questions, narrative questioning at the end	Interview guide as basis for turns and ending unproductive presentations
Domain of application	Confirming hypotheses	Reconstruction of subjective theories	Expert knowledge in institutions	Biographical courses	Socially or biographically relevant problems
Problems in conducting the method	Missing the subjective view of participants	Extensive methodological input, problems of interpretations	Role diffusion of the interviewee, blocking by the expert	Unilateral interview situation, problematic to develop pressure	Unsystematic change from narrative to question-answer schema
Limitations of the method	Assumption of knowing objective features of the object is questionable	Introducing structure, need to adopt the method to the issue and the interviewee	Interpretability of expert knowledge	Assumed analogy of experience and narrative, reducing the objective to what can be recounted	Problem orientation, unsystematic combination of most diverse partial elements

Source: Based on Flick (2010, p. 212)

Table 6: Characteristics of interview types

“The purpose of this approach is to get inside someone´s head and enter into their perspective to find out things like feelings, memories and interpretations that we cannot observe or discover in other ways” states Carson et al. (2001, 6/2) about in-depth interviews. This description perfectly fits the needs of the research questions here and in-depth interviews are therefore chosen for this study. The final concern is choosing the right approach for a given research question. In-depth interviews can be conducted as convergent interviews. This “is a cyclic series of in-depth interviews with experts that allow the researcher to refine the questions after each interview to converge on the issues in a topic area: it is a series of successive approximations arising from a continuous refinement of method and content” states Carson et al. (2001, 6/15). After the reflection on several possibilities, an appropriate approach occurs may be chosen. In-depth convergent interviewing was felt to offer the best fit to the research questions here. The existing hypotheses about theories from literature that had been determined before the data collection of the actual study are tested in the interviews. The interviews are realised converging along the guide line after every interview in order to deepen understanding of new knowledge if necessary. Theory is built while data is collected.

4.4.6.1 Preparation of the Study

The study has to be well prepared to be able to gain new knowledge and to work efficiently and effective. The first step of preparation in the chosen method is the creation of a structured interview guideline that summarises the existing knowledge based on the literature review (Brewerton & Millward, 2001). This guideline has different parts. One part refers to the key concepts of customer satisfaction and another part connects these success factors to operationalisation approaches. The questions and discussion topics are taken into the interviews. This is the basis to “involve the respondent in a conversation rather than an interview, and the conversation may cover the general topics and associated probes without the respondent knowing they had been planned to be raised” defines Carson et al. (2001, 6/4). Open questions are going to be used to gain reflection and opinions on topics. The research question regarding the operationalisation concepts is prepared with a priority ranking (scale of 6 – heuristically) to evaluate these concepts. German school marks ranging from 1-6 (1 = best; 6 = worst) are used for easy understanding of the interviewees. The German school mark system is chosen for this evaluation as it is common to everybody in Germany and therefore also to the interviewees. These grades are comparable to the common system in the UK. In comparison 1 means A, 2 means B, 3 means C, 4 means D and 5 / 6 signify failed. The grades can be added with a plus (+) or minus (–) to show the tendency of the mark as in the British system. Before using the guideline, a prior test is conducted with two persons from the researcher's personal network having understanding of the topics. Parallel to the preparation of the interview content, the interviews are planned and scheduled. No multiple repeated interviews are intended, due to the lack of availability of busy interviewees. The participants are going to be fully informed of confidentiality and anonymity and they are given a written and signed covering form.

The method of in-depth convergent interviews seeks information-richness and the analytical capabilities of the researcher are the focus and not the sample size. Carson et al. (2001, 7/16) write that "the selection is not a random, representative sample but is a collection of relevant people that are chosen purposively, that is, chosen to provide relevant rather than representative information about the purpose of the research project". They suggest that stability can occur with as few as six in-depth interviews. Higher numbers of interviews are not expected to gain important increases in understanding. This situation is of times referred to as saturation (See Saunders et al. 2017 for a discussion of this concept), Nevertheless, this study will cover at least eight interviews to assure stability of results and to cover three different groups of participants as detailed in the following chapter (Brewerton & Millward, 2001).

4.4.6.2 Selecting the Participants and Negotiating Access (data making)

The sample size is eight interviewees as defined in the chapter before. These persons are managers in market research, strategy and operations of an automobile luxury brand as defined in the research framework. Managers are interviewed to gain an overview of concepts, success factors, their realisation content and insights to validate the found patterns. The interviewees work for a well-known German automotive brand. The group of interviewees (relevant management level) is selected from the practitioner´s network (Carson et al., 2001), via a research request based on a letter that asks for research support, and by personal recommendation.

4.4.6.3 Data Analysis and Interpretation

Data making and analysis is based on a careful reflection of each interview. Mintzberg (1979) observed that data do not generate theory – only researchers do. After the preparation of the interviews and their completion, data analysis follows. During the interviews the words are recorded or notes are taken, depending on the agreement of the individual interviewee. These records are then used to generate a full transcript analysis, giving rise to a detailed summary and assessment after each interview. Dawson (2002, p. 118) explains content analysis as ´a very common approach where the researcher systematically works through each transcript assigning codes, which may be numbers or words, to specific characteristics within the text´. According to Collis and Hussey (2003) content analysis is a formal approach of qualitative data analysis. Mostyn (1985, p.117) describes it as 'the diagnostic tool of qualitative researchers, which they use when faced with a mass of open-ended material to make sense of'. According to Given (2008, p. 120) content analysis is the intellectual process of categorising qualitative text data into clusters of similar entities, or conceptual categories, to identify consistent patterns and relationships between variables and themes. In qualitative research, content analysis is interpretive, involving close reading of text. Qualitative researchers that use a content analysis approach are aware that interviews and the derived texts are open to subjective interpretation, reflects different multiple meanings, and is context dependent. During the analysis of qualitative data such as interview transcripts, analyses across the whole set of data usually generate clusters or codes that put together as patterns or themes. Important arguments are going to be included into the questionnaire (improvement of questionnaire with new insights) based on the priority marks of interviewees and the own understanding. The topics and reasons are collected in a table and afterwards detective work of coding, finding patterns and consistencies is conducted (Brewerton & Millward, 2001). Carson et al. (2001, 6 /11) write "in a second stage the creative leap starts with finding interdependencies and phenomena. Uncovering patterns, themes, and categories is a creative process that requires making carefully considered judgments about what is really significant in the data."

The second stage of analysis clearly needs some reflection and intellectual input from the researcher; evolving over time from immersion in the data, in-depth consideration of the categories identified in the data and then building upon them. Reflection is oriented towards new insights and theories that are going to be documented in a research report, with the aim of disseminating the findings to an audience. This report must cover the topics of literature, methodology, research description, interpretation and quality of research, transparency, trustworthiness as well as ethical concerns should be integrated (Thiétart & Wauchope, p. 3).

Personal interchanges with other researchers also informed the thematic analysis, given its use as a common approach to qualitative data analysis. Bell et al. (2019) suggest thematic analysis is not an approach that has an identifiable heritage or distinctive cluster of techniques, because the search for themes is an activity that is present in most of the qualitative data analysis approaches. There is also a variation in language: what is a theme for one authors is the same as a code or a group of codes for another; this often requires a discussion to help an individual settle on a position to be used consistently in their particular research study.

4.4.6.4 Qualitative Data Analysis - Content Analysis

The qualitative content analysis works through a systematic procedure to extract information. The text is searched through raster scanning for relevant information (Gläser et al., p. 46). Content analysis provides an approach to understand the content of spoken data material. The material of interviews is technically analysed to guarantee a maximum of objective, systematic and quantitative quality and the avoidance of subjectivism (Mayring, 2010).

Collis and Hussey (2003) write that content analysis represents a formal approach – an analysis method - to qualitative data analysis. Content analysis is seen by some as "the diagnostic tool of qualitative researchers, which they use when faced with a mass of open-ended material to make sense of" (Mostyn, 1985, p. 117). Dawson (2002, p. 118) defines content analysis as "a method where the researcher systematically elaborates each transcript giving codes, that may be numbers or words, to specific characteristics in the text". Given (2008, p. 120) defines content analysis "as the intellectual process of categorising qualitative textual data into clusters of similar entities, or conceptual categories, to identify consistent patterns and relationships between variables or themes". Content analysis is interpretive and involves close reading of the text in qualitative research. Qualitative researchers that base themselves on a content analytic approach know that written data (text) is open to

subjective interpretation, that it reflects multiple meanings, and that it is dependent on the context (for example it can be a piece of a larger discourse). During the analysis of qualitative data such as written interview transcripts, analyses across the complete available set of data normally produce clusters or codes that translate into “themes”.
According to Vignali et al. (2012), content analysis is a method for summarising any form of content by counting various aspects of the content. That leads to a more objective evaluation than only comparing content based on the individual understanding and impressions. This counting and analysis of various aspects can be used to evaluate the importance of evaluations, factors and themes. Bryman and Bell (2007, p. 638) state “in other words, a kind of implicit quantification may be in operation that influences the identification of themes and the elevation of some themes over others.” The frequency of findings or numbers can be used to interpret the significance of qualitative data (Bell et al., 2007). Huberman and Miles (1994, p. 42) write that “qualitative information can be either counted directly or converted into ranks or scales.” The key idea of this quantification is to find out where emphasis is put by the interviewees and where the importance of factors is. In this study frequencies of topics are counted to estimate their importance and ‘school marks’ are used to rank factors and help derive insights.
Content analysis and its development can be traced to the study of mass media in the 20th century (Kohlbacher, 2006; Mayring, 2002). Content analysis has become an important research tool for researches from different countries and schools of thought. Krippendorff (2004) sees content analysis as research process that helps conclusions to be made from the content in the text so that higher meaning can be derived from the text to the context of the research. Content analysis opens a possibility to structure data through data analysis that are typically unrestrained. Gillham (2000) underlines that content analysis is not about the analysis that really matters, but about the level of useful statements, that could be derived from the data. Content analysis is defined as a way to convert content of communication into quantifiable descriptions (Berelson, 1971; Kohlbacher, 2006). This thought is underlined by Titscher et al. (2000) and further detailed with the statement that, with categorical data, it could help develop more inferences from quantitative data. Texts from different sources such as interviews, articles, descriptions, similar texts in different languages are examples for the raw material that can be used as input for content analysis (Lakshman, 2012). Content analysis can be used to go further than written data to the point where it is an

analytical technique that enables researchers to study human behaviour in an indirect way, based on the analysis of people´s communication (Fraenkel & Wallen, 2005, p. 483).

Content analysis has no limit to what may be measured, but has a limit to the approach how to summarise, categorise and make extrapolations based on analysis of the messages in a research study (Neuendorf, 2002). Content analysis is a systematic approach that is useful statistically in the case of categorical data as it further supports to analyse relationships between the variables (Riffe et al., 2005). Stemler (2001) supports the view that content analysis goes beyond words as it is based on data coding and categorisation. This is realised through putting related words or meaning into groups and putting the words in separated units. These units that are also called categories give the possibility to translate quantitative data into qualitative data (Kohlbacher, 2006). Kondracki et al. (2002) see content analysis as the systematic analysis of messages with the objective of enriching the content. Conducting a content analysis is not to improve the beauty of the content but rather to go deeper in our understanding of the content. Hsieh and Shannon (2005) see content analysis as a coding processing designed that opens the possibility to translate raw data into a homogeneous form. Coding is in the centre of content analysis because it supports the researcher to analyse critically the content of the written data and derive evaluations regarding the connection of the content (Uysal & Madenoğlu, 2015). Rose et al. (2014) define content analysis as a set of procedures and processes that contains the description of texts through the usage of structured encryption that gives the possibility to derive conclusions from the written set of data. Kohlbacher (2006) and also Ryan and Bernard (2000, p. 780) define content analysis as “a process that contains data reduction to simplified units that aids to analyse in more detail and so helps to improve the quality of the research insights and output”.

Bos and Tarnai (1999) as well as Rose et al. (2014) argument that, through the possibility of defining the codes or themes used in the research project, other researchers are also able to look for these patterns in similar research and so could improve the reproducibility of this kind of research and also improve the knowledge in that field of study. Categorisation can be seen as a set of criteria that can be integrated around a theme (Sarantakos, 2005).

In this thesis, the categories determined by the researcher were derived by examining the interviews and the literature. This led to the development of the conceptual framework for this research. According to Schreier (2012) a researcher may want to study the content of a message or the features (form) of what is said and how. For both content and form the use of content analysis is useful. Content analysis is one of the established methods for the analysis of texts. The focus at the begin is on the countable aspects of written data (Titscher et al., 2000). Lots of different researches have used the content analysis in their research as method. Content analysis is used, to focus on the analysis to predict outcome, to derive compelling arguments and to develop thought with provoking recommendation (Neuendorf, 2002). Of course, content analysis has strengths and weaknesses. Rose et al. (2014) recognise that content analysis is very flexible and so makes it applicable to a variety of research types because of the availability of different software programs that can deal with huge data input. It is also useful for example in organisational research with the possibility of usage of a longitudinal study (Kondracki et al., 2002).

Content analysis can be especially helpful in the understanding of sensitive topics (Harris, 2001; Insch et al., 1997). It is also known that despite of the advantages and strengths of content analysis, there are also some concerns and disadvantages about the research method. Kohlbacher (2006) writes that a potential weakness of content analysis is the sampling and coding process. Harris (2001) argues that it is hard to create an objective approach during content analysis as the bias of the researcher is always present in the whole process. In the phase of code development of content analysis for a research study, there is a possibility of semantics which could develop to a weakness if applied in a research study (Insch et al., 1997). Todd et al. (1995) commented further that it could be problematic abstracting content from a context because meaning could be lost in this process. Kondracki et al. (2002) write that the capability to review data, track, assess or manage messages over a period of time gives important arguments for the usage of the content analysis as a method. If a particular phenomenon is documented and stored overtime, an archive of relevant information is available and therefore content analysis also supports new research in that field of knowledge (Insch et al., 1997). Content analysis also contains the risk of oversimplifying, overlooking or overcomplicating the key text. If one of these risks arise, an important part of the text could be influenced (Kohlbacher, 2006). It is suggested that if the source of the explanation is not included in the text, researchers could have difficulties to provide a detailed explanation and so this could lead to overstatements (Rose et al., 2014). The finding further increases the challenge of quality of documentary evidence and of the strengths of the arguments. One strength of the content analysis is the limited research cost. Content analysis is an inexpensive tool to use and, in comparison to other research techniques, it is relatively cheaper and easier to use for more analysis as a basis for comparison to earlier findings (Kondracki et al., 2002). Through content analysis a limit to inferences that could be deduced from the study is created. Additionally, generalisations can only be made as derivation or in connection to the text (Kondracki et al., 2002). Of course, if much analysis has been conducted on a specific topic, then it could be possible to derive general findings in relation to the specific field of knowledge. In face of this possibility, a major reason for concern about the use of the content analysis method is the disability to evaluate causality. It is argued that connections between variables can be identified but it is impossible to explain effectively the causality through only this method (Duriau et al., 2007). Furthermore, it is difficult to analyse how specific variables are moderating relationships and connections. Additionally, in spite of the argument for generalisation, there remain difficulties as no two contexts are identical, which leads to a difference in how the contents are understood and analysed. Anderson et al. (1994) see an approach on how to solve this challenge through aligning the new research with previously developed coding schemes with the idea to improve the replication of the research. This shows that the limitations of content analysis have to guarantee that the tools are reliable, replicable and valid (Neuendorf, 2002).

De Wever et al. (2006) argue that content analysis can still achieve what positivist research can. From their point of view accuracy, objectivity and reliability can be achieved by using this method. These researchers underline that accuracy is achievable if the researcher is complete in his or her explanations. Accuracy is the extent a process is free from bias. This is seen as the objectivity of subjectivity by Duriau et al. (2007). In the case that it is not possible to avoid subjectivity in content analysis; then it gains increasing importance to connect the research to a theoretical base. Basing research on a theoretical model increases the validity of the content and coherence of the work improves precision (Rose et al., 2014).

Macnamara (2005) argues for the necessity of a quantitative approach to content analysis, because even with the comprehensive statistical analysis, inferences have to be made and the usage of written data shows different ways of interpretation and derivation of insights. Content analysis contains of coding raw written data material into different headings. This approach supports the straightforward interpretation of the relevant data material and also supports identifying patterns in the research. A theoretical framework to establish a set of measures before starting analysis should be used to be able to pay attention to all possible variations in the research to avoid issues of accuracy and validity (Berg, 2001).

Content analysis helps qualitative analysis in examining latent meaning that could lead to the review or to the elaboration of new insights and theories (Hsieh & Shannon, 2005). Following the thoughts of Bryman (2004, p 392) ´content analysis is more suitable to the qualitative studies because it gives the burden of proof to the researcher to drill deeper and to bring new insights to emerge´.

The content analytical researcher is like a detective with the responsibility of searching out latent connections and relationships with the objective to increase the insights about and the understanding of a phenomenon.

Ehnert (2008) thinks that content analysis could not be the right approach for all explorative open research studies as it may be difficult to define the research boundaries. Additionally, as already argued by Kondracki et al. (2002) and supported by other researchers, coding could become very complex and extensive if it is not done properly.

Content analysis has no definitive procedures to be conducted or to generate or to interpret codes (Duriau et al., 2007). Therefore, it has high importance for researchers to study the theories in their chosen field of research, to identify pre-existing topics and to use the already existing knowledge as a base in their own research to avoid complications (De Wever et al., 2006; Priest et al., 2002).

Following the work of Dey (1998, p. 36) ´the objective of qualitative data analysis is to describe the world as it is seen by different observers´. No clear and accepted single set of conventions for analysis corresponding to those used for quantitative data exists for qualitative data according to Robson (2009) and to Mayring (2010).

The literature suggests several different ways as to how qualitative data can be analysed in a rigourous way.

Three general methodologies (Mayring, 2015) of content analysis can be seen as the common and agreed basis within the literature. These methodologies are not mutually exclusive of each other but can be used jointly to gain mutual benefit. The methodologies are also independent from each other and no serial processing is necessary.

The best approach is based on the type of material as well as the research questions (Mayring, 2010, p. 65). The first methodology is Summarising Content Analysis. A first reduction of the text is done in Summarising Content Analysis through paraphrasing, while less important parts as well as identical meanings are passed over. In a second reduction, similar paraphrases are consolidated and summarised together. The effect of Summarising Content Analysis is a higher level of abstraction of the data, but the created material still also has to reflect the initial image.

The second methodology is the Explicative Content Analysis. The objective is to clarify unclear, diffuse or controversy parts of the written data through clarification using the context in the written data (narrow context analysis) or from outside (wide context analysis). The aim is an improved understanding. The output is formulated by explicating paraphrases. The third methodology is the Structuring Content Analysis. Based on Flick (2010, p. 326) ´the Structuring Content Analysis restructures the paraphrased text to show the internal structure of the text to help explaining the phenomenon of the study´.

4.5 Required Skills and Learning Organisation

Every research approach also has to fit to the individual researcher. Different skills are required for different approaches. As a basis, awareness on how we learn is essential to reflect on the gained insights and to create new knowledge.

4.5.1 What is Reflection?

Reflection is the most powerful mental instrument of human life. It is the basis of development and also a key factor for private and professional development and must be an educational aim (Dewey, 1998).

Schön's 'The reflective practitioner' (2011) is an important contribution to understand reflection (Moon, 2008, p. 45). Schön writes: "The best professionals know more than they can put into words. To meet challenges of their work, they rely less on formulas learned in graduate school than on the kind of improvisation learned in practice." (Schön, 2011, p. 375). Alynski (1971) writes that usually people only go through their life without digesting the happenings they are undergoing, and that reflection is a key-process for the collection of real experience (Alynski, 1971; Brockbank, 2006, p. 96). "Management is mindless unless the meaning of happenings is understood by managers and this, in turn, requests from managers to adopt a reflective mind as an ongoing constituent of practice" state Gosling and Mintzberg (2003, p. 3). A reflective mind-set contains a constant interplay between action and reflection to be viewed as interactive to each other. "To stop and think, to step back and reflect thoughtfully on experiences" (Gosling & Mintzberg, 2003, p. 3) is a great definition of reflection. Experiences should be used as basis for reflection and should be combined with additional knowledge in order to gain higher levels of results (Krogh et al., 1998). So, new ideas, reactions and approaches can be found.

In this study, it can be underlined, that reflection and its inherent learning process is needed to find new insights to increase customer satisfaction. Boud et. al. (2006, p. 14) support the findings regarding customer satisfaction: ´Advancement comes to depend upon the demonstration of skills that empower, energise and support staff in continuously producing and refining quality products and service´.

4.5.2 Learning Organisation

Learning is a cyclic process that has its roots in experiential learning theory and can be attributed to the academic work of Dewey (1938), Lewin (1948) and Piaget (1970). These authors viewed experiential learning as a continuous process of creating knowledge and not 'learning' as just an outcome (Boud et al., 2005; Kolb, 1984; Robson, 2009). The concept is based on concrete experience that is reflected. This reflection generates concepts and generalisations that are followed by testing of the concepts to gain new concrete experiences to reflect and so step by step concepts and generalisations are developed in a continuous circle.

Kolb's "learning cycle" describes experiential learning as the process that links education, work and personal development (Kolb, 1984). This is based on concrete experience, reflective observation, formation of abstract conceptualisation and applying respective active experimentation.

4.5.3 Required Skills for the Case Study Approach

Following the opinion of Yin (2009) a case study researcher should be very skilled above all for the data generation process. Yin suggests the skills of asking good questions to ensure that a fruitful dialogue unfolds with key informants to generate rich and undistorted information and evidence. The researcher should also be a good listener who avoids bias because a case study is non-interruptive. Case studies are conducted within the dynamic environment of company's practices, so the researcher needs to be flexible and adaptive. The researcher needs to have a 'firm grasp of the issues being studied' (Yin, 2009, p. 71) in order to ask the right questions but also to be able to recognise convergence of evidence and not to waste time of interviewees.

4.5.4 Required Skills for the AR-Researcher

Within the AR process, the researcher takes over the role as consultant and facilitator who needs to have, in parallel, the ability to step back at certain points and to 'derive abstractions from about the immediate experiences' (Easterby-Smith et al., 2012).

4.5.5 Required Skills for Positivistic Researchers

Quantitative research approaches ask for skills in statistics. One example are multivariate-analysis methods. Normally statistical software – for example SPSS – is used and so the researcher should be familiar with it or seek training. Additionally, statistical knowledge is very useful to be able to interpret the data findings in the right way. Regarding the development of a questionnaire, the researcher must be able to create questions that are easy to read and that do not lead to misinterpretations.

4.5.6 Interventionist versus non-interventionist approach

During reflections on the research topic and the different approaches, one possibility that emerged was changing the convergent interview approach to an AR approach. The result of the study should be implications for change, but is not required to realise change and improvement immediately, as the automotive industry works with highly standardised dealerships and change must be prepared, well discussed and agreed due to the specific brand approach. That means that such change in social systems can only be realised if stakeholders are open to it, because they help decide on proper actions to realise change/improvement. The study contributes to practice because it summarises the proposed topics and factors to improve customer satisfaction and customer delight. This output then can be the starting point for a following AR/Change Project.

4.6 The Role of Researcher Values and Bias

The philosophical standpoint of a researcher influences the choice of the research design and the awareness of a possible bias. Often it is written that a quantitative research approach guarantees an independent researcher position and also that researcher bias is reduced to minimum level or even eliminated. Education in Germany is based on such a positivistic view on the world. The position of action research has been long contested: “The harshest assault came from Lukesch and Zecha (1978, p. 40) whose criticisms were that the basic terms and methods of action research remained unclarified and that its objectives were characterised by "vague terms, unclarified preconditions and contradictions". Their impression was that otherwise disunited German action researchers merely agreed in their 'socio-political orientation', and concluded that, "Handlungsforschung cannot be considered a new research strategy but rather a more or less disguised method of politico-pedagogical manipulation" (Altrichter & Gstettner, 1993, p. 342). The situation currently is, from the perspective of AR, a little improved, but it remains a marginal pursuit in Germany. The author’s character and experience in contrast is rooted in a qualitative conviction drawn from his belief in the value of understanding complexity. Instruction and investigation of research methods resulted in knowledge about different philosophies and lead, finally, to an understanding of why approaches in Germany utilising his personal international experience often became very number driven and analytical. This insight and reflection now helps with a much better understanding of behaviours that initially were perplexing. The realisation came that closed questions in a survey would never, or hardly ever, find the why and how to answer complex questions. A social researcher who uses a reductionist approach must be aware that the bias of data gathering cannot be traded off using statistical key-figures and data-analysis methods. Simple qualitative and open questions seem to be more subjective, but at least the researcher is conscious of the method's limitations. Saunders et al. (2012) write 'it may be better to link them [questionnaires] to other methods in a multi-method research design' – this underscores a possible approach to lowering the risk of bias. Summarising, studies may be more powerful if they have a direct relation to a specific context that gives orientation to the interested reader and so lowers the exposure to misinterpretation.

4.7 Research Quality

To reach quality in business research good reliability and validity are necessary as criteria. Validity describes if exactly the data were measured that should have been measured. Reliability is the prerequisite for validity. Cassel (2016, p. 15) states that reliability is about the consistency of measures and validity focuses on whether a measure actually measures what it is supposed to measure. These categories are widely developed and accepted in quantitative research (Bell et al., 2019). As qualitative research focuses less on measurement of variables certain thoughts should be addressed. However, Kmet et al. (2004, p. 5) provide a series of questions with which to evaluate study quality in qualitative research:

Question / objective sufficiently described?
Study design evident and appropriate?
Context for the study clear?
Connection to a theoretical framework / wider body of knowledge?
Sampling strategy described, relevant and justified?
Data collection methods clearly described and systematic?
Data analysis clearly described and systematic?
Use of verification procedure(s) to establish credibility?
Conclusions supported by the results?
Reflexivity of the account?

As their list demonstrates, it is possible to approach the topic of research quality without resort to the ideas of validity, reliability and generalisability often encountered.
More generally the topics included in general works on research methods and quality are likely to include:

Reliability: Consistency and reproducibility of results

Measure reliability: Consistent and similar test scores over time
Validity: Good study design and accurate result presentation
Internal validity: Cause and effect relationship
Design validity: Research design and implementation
External validity: Applicability and transferability of research results
(Price, 2019)

Validity in a qualitative sense means that the outcome of a study is accurate (Creswell, 2009). Reliability in qualitative research is about being thorough, careful and honest, in a manner that has to be shown in the study (Vogt, 2011). Reliability is defined as accuracy and consistency regarding the findings. Documentation of procedures and steps during research to allow inter-subjective confirmability is necessary. Cassel (2006) writes about qualitative methods in organisation studies that "accepting the label of a social ´scientist´ does imply a willingness to adopt the scientific model of offering our data to scrutiny, and the testing of reliability and validity. Indeed, such practice should lead to better quality, more transparent research (Cassel et al., 2006). Guba and Lincoln (1994) propose an alternative. Namely trustworthiness and authenticity to assess qualitative research. Trustworthiness is further defined as credibility, transferability, dependability and confirmability (Bell et al., 2019). These four criteria for judging the soundness of qualitative research are thought to be used instead of the more traditional quantitatively-oriented criteria. In comparison based on Guba and Lincoln (1994) the traditional criteria of quantitative research are internal validity, external validity, reliability and objectivity. The criteria of Guba and Lincoln are based on the assumption that there is a reality external to our perception of it. This is the reason why the "truth" of an observation combined with an external reality (main view of validity) does not make sense in their opinion. In the following the thoughts are detailed. The results of qualitative research have to be credible (credibility). This is based on the objective of qualitative research to understand the phenomena. The research results were discussed during different research conferences and a synthesis of the output will be published supporting the open review and discussion on the findings.

Transferability means how much of the insights of the qualitative research can be used to be transferred in general to other situations. Transferability is the responsibility of the researcher that derives the generalisation. Dependability underlines the necessity for the researcher to take the always changing context of the research into consideration. The researcher has the responsibility to describe the circumstances of the research and how these influence the study. Confirmability is defined as the level to which others can confirm the findings.This can be ensured by the documentation of the procedures and a researcher that reviews the results. A different possibility would be a data audit that reviews the data collection and analysis.

This research study will be a 'snapshot 'of the moment of the current situation during the data collection process. Credibility is enhanced by a review of the findings by the researcher and others. Here, the research results were discussed during different research conferences and a synthesis of the output will be published further supporting the open review and discussion on the findings. Transferability and dependability are ensured through a detailed description of the research, the context and the important assumptions. The overall approach and confirmability is assured by scrutiny from the supervisors and a second doctoral researcher in a related field. This steps have already been taken for this study, through a presentation to peers and additional presentations during conferences (CIRCLE conferences: 08-10th of April 2015, Szczecin, Poland and 30th March – 1st April 2016, Naples, Italy). Overall documentation of the study has been completed, such as to offer a basis to re-conduct all necessary steps. Further details are given in section 5.10.

4.8 Evaluation of Methods and Methodology

The aim of this chapter is to describe and reflect on different research approaches for this research project. The paragraphs above cover case study research, action research (AR) and the survey-method, as well as the qualitative method of convergent expert interviews. The chapter aims to illustrate for all these research methods the way how they can give answers to different research questions, based on the philosophical standpoint of a critical realist. Research projects with an explorative character or complex situations often focus on the use of qualitative approaches. Case study research concentrates on specific phenomenon in a certain context. AR is the ideal approach when the researcher pursues interruptive research aims and organisational change processes. Quantitative data-based research methods should be applied in mature research domains and not in specific and complex topics because of the risk of missing important information.

It can be summarised that for the initial RQs the best approach is a qualitative one to develop the desired insights. Many potential approaches, both qualitative and quantitative, were considered: survey research, case-based research, focus group interviewing, observation studies, grounded theory, action research and in-depth interviewing. The research questions are the decisive criteria for selecting the orientation of a study.

Carson et al. (2001, 7/4) writes of case-based research that “we will have a research question, a puzzlement, a need for general understanding and feel that we may get an insight into the question by studying a particular case”. This statement underlines that a case-based method is not an appropriate basis to approach RQs of a more general nature and less specific focus. Focus group interviewing is also excluded because of the need to understand the winning factors of customer satisfaction in a very small segment where the amplitude of individual opinions is expected to be more interesting than general group opinions. An additional factor for exclusion is the difficulty to organise singular meetings at one time for the group of interest because of their lack of availability. Observation studies cannot be practised, as the research questions that require long-term experience of, and relationship with, the customer are impractical for a study of this type. One major weakness observational studies is that the subjects of interest are not explicitly involved, and if the interest is in an evaluation of the consciousness of the subject, then what the person thinks or feels remains inaccessible to observation. Taking this into account suggests that where the Research Questions concern feelings and emotions the RQs cannot be answered easily by observation.

Grounded theory is a very interesting approach to gaining new insights, but it is most useful where an area lacks the basis of already existing knowledge (prior theory). Here, this study is able to use existing knowledge as a platform, and it can rely on robust responses, due to the level of interviewees who have competence and mastery of domains needed (Eriksson & Kovalainen, 2008; Johnston, 2004). Also, the iterative development of the topics of research does not provide the base for focused research questions (Goulding, 2005). The lack of clearly a defined end goal of this method – possible when no newer insights are created - seems also to present difficulties.

Action research is said by Carson et al. (2001, 11/2) that it is “essentially about a group of people who work together to improve their work processes”. This method alone is not appropriate to answer the research questions. It could, in this narrow vies, be used to improve the operationalisation of concepts for customer satisfaction.

The chosen research questions suggest a largely inductive approach. As Thomas (2006, p. 237) suggests “The purposes for using an inductive approach are to (a) condense raw textual data into a brief, summary format; (b) establish clear links between the evaluation or research objectives and the summary findings derived from the raw data; and (c) develop a framework of the underlying structure of experiences or processes that are evident in the raw data.”.

This choice also confirms the research perspective of critical realism. The choice of a critical realist is guided by the aim of the initial research questions that determine the research design. The author wants to underline that quantitative research may fail to capture important key information (Parasuraman et al., 2007) even if the educational background is dominated by quantitative research. “Not everything that counts can be counted, and not everything that can be counted counts.” (Cameron, 1963, p. 13).

“The purpose of this approach is to get inside someone´s head and enter into their perspective to find out things like feelings, memories and interpretations that we cannot observe or discover in other ways” states Carson et al. (2001, 6/2) about in-depth interviews. This description perfectly fits the needs of the RQs and is therefore chosen. Interviews can vary in form and can be used without any structure, much like an informal conversation or be more structured to create a picture of an external reality (Carson et al., 2001). After reflection on several possibilities the right approach seems to be somewhere in between, with a modicum of structure. In-depth convergent interviewing offers the best fit to the research questions. The existing propositions about theories from literature that had been determined before the data collection of the actual study are tested in the interviews. The interviews are conducted, converging along guide lines after every interview to reach deepen understanding of new knowledge, if necessary. Theory is built while data is collected.

4.9 Summary of Methodology

The chapter defines and explains the research approach of a study that analyses the German automotive luxury retail business regarding the success factors of customer satisfaction and the operational concepts behind it. The choices regarding research framework, methodology and design are described. The philosophical standpoint and also different methods are reflected and evaluated. The approach of data generation and analysis is also detailed. The practical implication provides the guiding principle for the research approach. The choice of approach reflects fundamental beliefs and thoughts on how to execute the research endeavour in a well-planned and thoughtful manner. The basic conviction is that critical realism and three main research questions almost necessitate a methodological approach using convergent interviews with relevant managers from market research, strategy and operations background amongst sources of data. The value lies in the definition of a complete, executable study having a high probability of gaining new and interesting knowledge regarding customer satisfaction and delight.

Aims	Explore how customer satisfaction can ideally be realised in the German premium automotive retail business.
Objectives	Answering the question what to do and how to realise customer satisfaction in the right way is the objective of this study.
Gaps	Gaps in knowledge exist regarding the validity of the general customer satisfaction concepts and the relevant success factors and their realisation in the German automotive premium retail.
Propositions	1) what is the definition of customer satisfaction from the perspective of practitioners in the German premium automotive retail business. 2) what are the concepts and theories of customer satisfaction from academic knowledge to practice of German automotive premium retail business. 3) find new insights into concepts of customer satisfaction for the German premium automotive retail business by combining practitioner perspectives and theory.
Methodology	Theoretical position of a critical realist is the basic conviction.
Methods	
Results	
Contribution	

5. Qualitative Research Approach

The main value of this research is in new insights generated into customer satisfaction in the automotive premium retail sector, coupled with an understanding of the organisational perspective. From this new insight, the intent is to derive an improved approach to generating CS/CD in this retail setting, and perhaps more widely.

The key initial enquiries that shaped the research approach, following Kipling's six honest serving men (1902) were:

A) Who: identify stakeholders, customers, involved persons, target audience, etc., all of whom are important in the development of this study.

B) What: identify the activities and operations that have to be done before, during and after the study. This defines the plan and the milestones.

C) Where: helps to define the scope of the research, the factors, the questions, the propositions and the required data, with the aim of giving more focus.

D) When: looks at the time factors that are necessary, or those that could be a determinant affecting the finalisation of the overall research output.

E) Why: asks for understanding and so for the purpose of the data collection and the objective, that opens up new areas and new methods that could help the study, the output or improve the responses.

F) How: identifies means and methods to bring the research forward and it ensures that the highest efficient and effective approach is chosen.

'Who' will be addressed through initial soundings, expert interviews and consideration of any available documentary evidence. The question 'what' will be answered through the analysis on the ideal success factors of customer satisfaction. 'Where' and 'when' are going to define the point in the organisational structure, also the ideal timeframe and location to realise a change. ‘Why’ is essentially a given: current market conditions behove premium automotive manufacturers to seek way to increase customer long-term value or loyalty to the company. With the ‘how’ leading to recommendations for the (most) effective approaches to implement CS/CD.

‘Ideal realisation for ideal customer satisfaction’ would be the maximally desired output of this research study. In this chapter the several qualitative research approaches, the development of the design, transcription, qualitative data analysis, content analysis and quality criteria reflections are going to be shown. The research is going to be conducted using a critical realist approach as basis, given that the distribution and brand ownership structures condition the respondents capacity to change their circumstances.

5.1 Decision on Interview Type

This qualitative research has as a very specific area of interest. Therefore, a completely unstructured interview is not going to be applicable for this specific case, where the application of prior insight will assist in structuring knowledge. there are multiple, complex and interconnected aspects of customer evaluation, but also subjective and emotional elements that have to be understood. Therefore, not only the interviewees but also the interviewer should have a high level of freedom to express and to follow their thoughts within an appropriate framework. An open exchange of opinions and questions increases the probability to gain deep, interconnected and subconscious insights, that perhaps even the interviewees are not previously aware of. The decision to use a semi-structured approach leads to the freedom of an exchange of opinions and freedom to change the order of the questions or to improve the questions based on the collected content from the interviewee. Regarding directness, the interviewee is going to be fully informed about the content and the objective of the research. This is necessary to gain a more complete overview and also the specific insights from the interviewee. The classification of the chosen interview type can be described as more direct and more unstructured than indirect and structured. This interview type has differential advantages, given the research questions and the overall research objective. Carson et al. (2001). suggest these are:

1) Open questions regarding the experience and beliefs of customer satisfaction will generate an open reflection and discourse about examples and general patterns.

2) The freedom of asking new or detail questions as well as rephrasing based on the discourse or response will lead the interviewer and the interviewee to deeper insights and focus on the relevant content regarding the research objective.

3) Supporting the interviewee through active listening, reflecting with him/or her, keeping the argumentative train of thought and completing ideas leads to a full development of concepts and thoughts.

4) An open conversation creates trust and helps the interviewee to talk and reflect with more freedom than in a very structured interview. A dialogue creates the mutual advantage of more honest, precise and deep answers than in a very structured and standardised interview type.

Dawson (2002, p. 28) writes that "a semi-structured interview is possibly the most often used type of interview approach in the qualitative social research". The researcher looks for specific information in this type of interview which can be brought into comparison and matched with information derived from other interviews. In order to gain this comparable information, the same questions have to be asked in every interview to every interviewee. Of course, the interviewer also desires to interview with the objective of remaining flexible, so that additional insights or important information are still able to appear.

To ensure quality and comparability as well as standardisation, the interviewer defines an interview schedule for this type of interview. This can be a list of specific questions or a list of topics that are going to be addressed and discussed during the interview. This basis is used during every interview to establish continuity. It is possible for the schedule to be revised and updated after each interview where necessary to embed additional topics that have shown up as an output during the previous interview. In-depth interviews are seen as "a technique designed to elicit a vivid picture of the participant's perspective on the research topic" (Mack, 2005, p. 29). Additionally, in-depth interviews are normally conducted face – to – face and the participants are one interviewer (researcher) and one interviewee (participant). Cooper and Schindler (2006, p. 226) underline that ´the individual depth interview (short version: in-depth interview) is an individual interaction between an individual interviewer and a single participant´. For the objectives of this research, a semi-structured interview approach has been chosen and questions were carefully prepared based on the research questions, the literature review, the propositions and overall objectives and asked to every single interviewee. The interviews lasted from 1 to 2 hours. The questions for the interview were formed before the interviews were initially conducted. Every interview was based on the same questions and topics and was also conducted in the as similar form and order as possible – a 'right way' for this study.

Seligman, (1996) writes, that the researcher should - in order to come up with a valid and beneficial result - follow the right way while conducting research data and this can be achieved by having clear procedures in place. This clarity is given by the methods and instruments used. It is also important to understand the methods for analysis, as well as for data generation. Content analysis will be used to derive the perceptions from the transcribed data for further analysis and derivation of insights for application.

5.2 Interview Design

To achieve high quality data, researcher bias has to be acknowledged and where possible controlled. Attention has to be paid on the possible projection of beliefs, values and convictions during a mutual, interactive interview from the interviewer on to the interviewee. Therefore, before the interviews, no theoretical schemes should be in the mind of the interviewer. The researcher should be "interested in learning the group´s construction of reality and how possessions, purchasing, apparel, automobiles and leisure time activities fit into that reality" states Hirschmann (1986).
A set of questions are the basic content of an interview, as Robson (2009) suggests. Based on the prior answers, subsequent new, derived or changed questions are asked in this type of semi-structured interview in order to deepen understanding. The interview design consists of a planned sequence of questions designed initially in order to fulfil the ROs and answer the RQs. In addition, probes and prompts should be prepared in advance of the interview as content of the interview design. Probes are

used to expand the answers of interviewees when the interviewer beliefs that more content or additional information could be gained. Different methods exist to create probes. Usually short moments of silence or a short verbal confirmation of understanding and reflection (e.g. ahaaa., mmmm., etc.) are used to stimulate additional responses. Also, previously prepared sentences, questions, or confirmation in advance by the interviewer could be applied (Zikmund & Babin, 2007).

At the beginning of every interview, a short self-introduction is necessary to break the ice and provide motivation for the upcoming interview. The interviewer should talk about him/herself, his/her motivations, and his/her background and why s/he is interested in this specific field of research. Giving room to open up for the interviewee is the main objective of this first phase of an interview. A good atmosphere is essential in this early phase to gain trust and so insights from the interviewee (Flick, 2010). The explanation and purpose of the research, why the interviewee was selected for the study and an assurance that all information is anonymous is the content of the first interview phase are requisites based on Robson's (2009) insights.

After the first phase, the research topic is normally introduced by an open question. A detailing through more questions based on theory and propositions follows (Flick, 2010). Through these questions, the implicit knowledge of the interviewer based on the scientific literature gets tested and explicit. Robson (2009, p. 279) states that in semi-structured interviews "interviewers have their shopping list of topics and want to get responses to them, but they have considerable freedom in the sequence of questions, in their exact wording, and in the amount of time and attention given to different topics ". Mayring (2002, p. 69) writes, "By responding to thoughts, emotions and beliefs, the interviewer also creates empathy with the interviewee, which helps to maintain an open and honest atmosphere during the interview". Deepening the understanding of the researcher regarding interesting aspects through questions and the development of a mind-structure around the research objective is the freedom of the interviewer.

More structured parts are also usual, for example to gain some standard factual material at the start or at the end of the interview like the exact position in a company or information about the curriculum vitae of the interviewee. In general, theoretical concepts should be derived after the interviews and not during the interviews. The interviewer should discover the life world and its insights from the interviewee (Flick, 2010).

5.3 Development of the Interviewer Questions and Guideline

At the beginning of each interview, the interviewer presents him/herself to the interviewee and explains his/her interest and motivation for the topic. In addition, the ethics of research are explained and a printed and signed version is handed to the interviewee. The interviewees are fully informed and confidentiality and anonymity are declared.

The interview aims to address the central questions of the research. Therefore, a short introduction of the overall topic is given and a first direct question regarding pre-existing evaluations and beliefs that are present in the interviewee´s conscious and sub-conscious knowledge regarding customer satisfaction is asked. This first question leads to answers of the first research question about “What constitutes customer satisfaction from the perspective of practitioners in the German premium automotive retail business?” A four-page presentation is shown, step by step, during the interview to signal and explain the different succeeding topics.

In a second step, the interviewer prepared a slide of “the house of dimensions” as developed in the chapter literature review. This slide is shown and explained to the interviewee and it is asked if this is right or wrong and what should be added or changed. This part gives insights to the second research question that addresses: “Given practitioners’ perspectives, what concepts and theories might be relevant to gain customer satisfaction in the German premium automotive retail business?” Additional, subsequent questions are asked if the discourse did not touch the requested content during the interview.

The last chart concerning the ‘ideal realisation’ of customer satisfaction (based on the literature) is shown and explained. The derived “Elements to operationalise customer delight” are then shown, without any indication of dependence to each other or prioritisation.

Now, every part of these slides is reviewed and evaluated and also changed or added through questions by the interviewee. This approach leads to the answers of research question three: “How customer satisfaction might ideally be realised by combining practitioner perspectives and theory in the German premium automotive retail business?”

Some important aspects regarding the question quality have to be thought trough before the beginning of the interviews because in every interview the questions could

be a subject to change based on the semi-structured approach. Following to the opinion of Zikmund and Babin (2007, p. 353), it is ´important that the requirements imposed by each question must be in accordance to the respondent ´s capabilities´. This means that depending on the knowledge, qualification and understanding of each interviewee, the questions can be asked directly and also with technical expressions or have to be simplified to facilitate understanding.
In the case of this research, the level of interviewees is very high and therefore no problems of understanding should occur. Only for interviewees with less practice in English a translation of the slides in German was offered in addition to the English version in order to improve understanding. This translation was done by the author and cross checked and back-translated by an English teacher to ensure the meaning, grammar and syntax (Saunders et al., 2009).
The interviewer must be sensible of using the correct wording of the questions to avoid a negative interview climate or a closed interviewee. In general, any form of stress or impertinence influences interview conditions and can lead to a lower willingness to cooperate or share knowledge. As a general rule ´questions should be asked with common formulations and everyday words in order to avoid too complex correlations´ (Faulbaum et al., 2009, pp. 58).
The developed interview design was pre-tested in interview situations with two automotive managers working in the area of concern. The pre-testing of the developed interview guide, ethics declaration and the short four-page presentation was very important to refine the explications, diagrams and questions. The interview process and the content were improved in a relaxed situation for the interviewee and the interviewer with direct feedback on the approach and the content.
The interviews were conducted in June and July 2017 by the author. Figure 28 shows the used interviewer guide followed by its translation. The following chart shows the declared rules of ethics and the following figures show the key-charts of the used presentation for the interviewees.

UNIVERSITY OF GLOUCESTERSHIRE
at Cheltenham and Gloucester

Interviewleitfaden Dissertation

A) Einführung Thema „Erfolgsfaktoren Kundenzufriedenheit im Premium Automobilhandel“ – Fokus Dienstleistung

B) Datenschutz und Aufnahme für Textanalyse

C) Was ist Kundenzufriedenheit? Was sind Erfolgsfaktoren? (Begeisterung / Emotionen)

D) Vorstellen „House of Service Excellence“ auf Basis Literatur

E) Fragen nach Zustimmung / Ablehnung / Ergänzung und Beispielen

F) Fragen nach Erfolgsfaktoren für Dimensionen (offene Frage)

G) Vorstellen Erfolgsfaktoren auf Basis Literatur

H) Fragen nach Einschätzung / Erfahrung zu Erfolgsfaktoren

I) Durchgehen Erfolgsfaktoren und Zustimmung / Ablehnung / Ergänzung sowie Ausprägungen und Kategorisierung Muss/Soll/Top und Wichtigkeit

J) Fragen nach TOP 5 Themen/Statements zur Umsetzung Kundenzufriedenheit

K) Unterschied Premium- / Massenhersteller?

L) Vielen Dank !

Source: Marquardt (2017; own development)

Figure 28: Interviewer guide

The interviews were conducted in Germany because of the focus of the research. Therefore, the interviewer guide was formulated in German. The translation is the following:

A) Introduction to the topic “Success factors of customer satisfaction realisation in the automotive premium retail business“– Focus service with the perspective of realisation (What do I have to do? How do I have to do it?)

B) Explanation of the ethics and the recording concept for content analysis

C) Open question: Which success factors are important to reach customer satisfaction in the automotive premium retail business? (What / How?)

D) Presentation of the „House of Service Excellence “based on literature

E) Ask for agreement / disagreement / addition and examples

F) Ask for success factors for dimensions (open question)

G) Presentation of success factors based on literature

H) Ask for assessment / experience regarding success factors

I) Explain success factors and ask for agreement / disagreement / addition and manifestations and categorisation of must have / should have / major and their importance in German school marks

J) Ask for TOP 5 topics / statements to realise customer satisfaction

K) Thank you very much!

UNIVERSITY OF GLOUCESTERSHIRE
at Cheltenham and Gloucester

08.06.2017

Datenschutz

Das Interview dient rein der Gewinnung von Wissen im Rahmen der Dissertation **„Erfolgsfaktoren der Kundenzufriedenheit im Premiumautomobilhandel“**.

Alle Angaben zum Interviewpartner werden aus dem Text entfernt und geheim gehalten.

Die Interviews werden mit einem Aufnahmegerät aufgezeichnet und in Schriftform ausgewertet. Nach Beendigung der Dissertation werden die Daten gelöscht.

Die Teilnahme an den Interviews ist freiwillig.

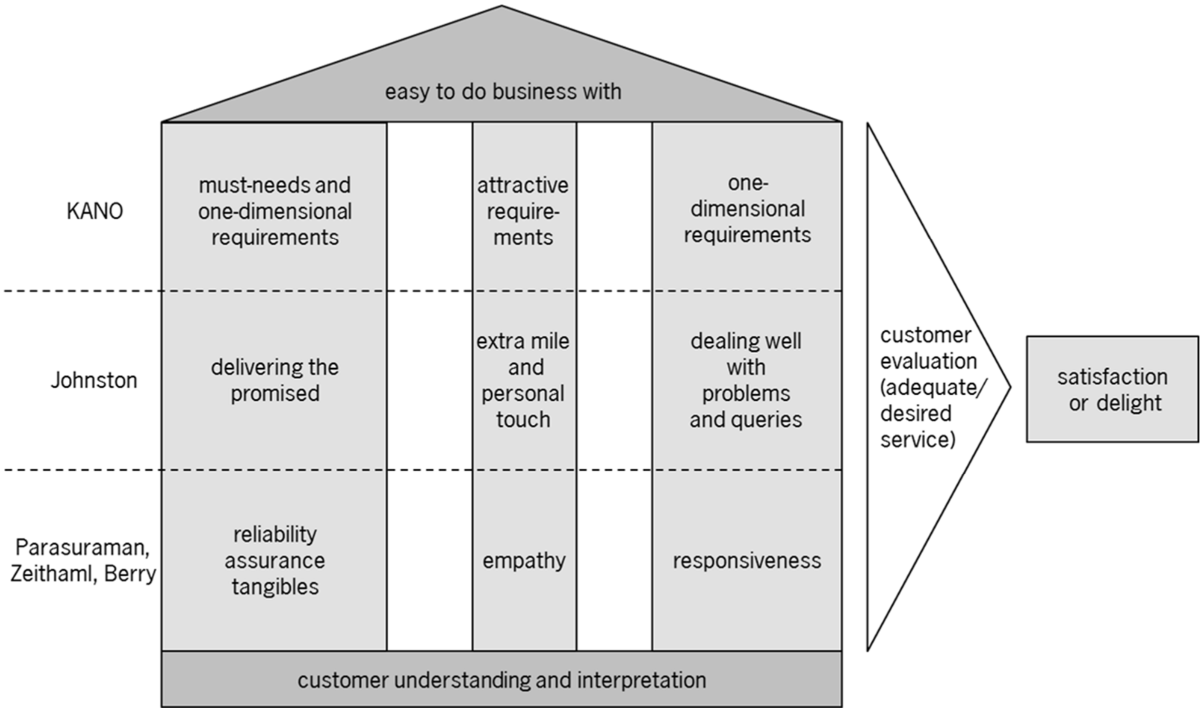
Jederzeit besteht die Möglichkeit das Interview abzubrechen und das Einverständnis in eine Aufzeichnung und Niederschrift zurückziehen.

Andreas Marquardt

Source: Marquardt (2017; own development)

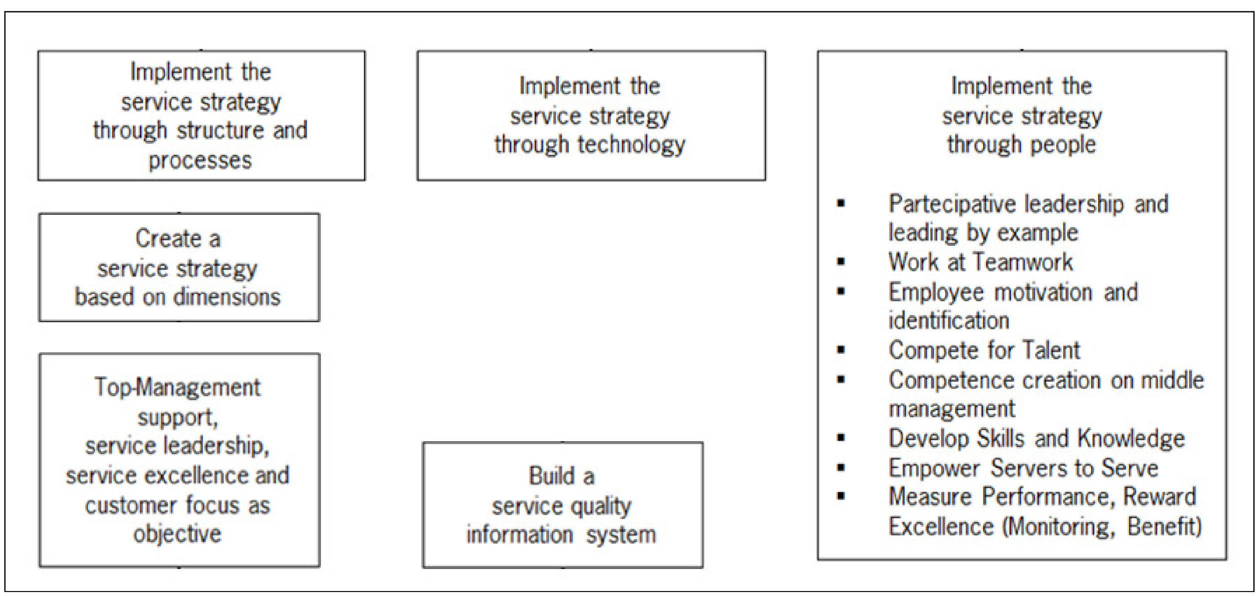
Figure 29: Declaration of ethics

“The interview is conducted only to gain knowledge for the dissertation “success factors od customer satisfaction in the premium automotive retail”. All data of the interviewee are cancelled from the text and kept undisclosed. The interviews are recorded with a digital voice recorder and analysed in written form. After finalisation of the dissertation all data are going to be deleted. The participation in the interview is voluntary. The interview can be stopped at any moment and the agreement to use the recorded data and the written data can be withdrawn.



Source: Marquardt (2017; own development)

Figure 30: Dimensions of customer satisfaction



Source: Marquardt (2017; own development)

Figure 31: Elements to operationalise customer delight

5.4 Recording Approach

The interview design creates a high amount of verbal data, therefore just taking notes is not going to be sufficient, and an efficient system is needed. Flick (2010, p. 294) writes that ´the interview responses have to be recorded in a way that enables the researcher to analyse the content at any later point of the project without any loss of meaning´. These requirements are ensured through the usage of a digital audio taping system during the interview discussion. This guarantees the loss-free reproduction of the audio recording at any time. Before starting the interview, the interviewee is informed about the usage of the recording device and also about the necessity of the transcription for further analysis. As described in the ethics chapter and also declared to the interviewee all data are anonymous and are deleted after the finalisation of the research.
Another recording option is to take a visual and sound record via a video camera. For this research the decision is not to use a video taking device because of its irritation potential to the interviewee. Literature suggests that ´this irritation could impede the interviewee from opening up´ (Lamnek, 2005, p. 393). During the interviews, the interviewer's guide as well as the slides used are used to take notes of important comments and thoughts as well as to prepare for the subsequent questions. The last slide (Elements to operationalise customer delight) is also used to write down the ideal operationalisation approaches and the given marks for each topic.

5.5 Defining a Sample

Flick (Flick, 2010, p. 117) writes that ´in principle there are different ways to derive a group of interview participants´. Individuals are put together in statistical or probability sampling according to certain criteria (e.g. job-role, demography, gender, etc.) in order to arrive at a sample that represents the research object´s typicality as well as possible. Certain persons are normally chosen according to their expected level of new insights for the developing theory (Flick, 2010). In general, it can be summarised that the right sample size in a qualitative study is the quantity of people (interviewees) that can adequately answer the research questions (Marshall, 1996). Some interviewees are better informants in comparison to others, and so this group of people has a higher

probability to offer interesting insights and an understanding for the topic as well as for the interviewer (Marshall, 1996).
Based on the research objectives, the criteria for choosing a good participant have to be derived a priori. These criteria have to be refined after each interview. The overall size of the sample is also defined by criteria based on the insights resulting from the interviewees. A priori, it is difficult to estimate the necessary size of the sample in a qualitative study because the saturation of insights defines the quantity, and indirectly (again) the quality of the participants affects sample size requirements. Robson (2009, p. 199) writes that ´the number of participants depends on various factors such as the scope of the study, the nature of the topic, the quality of the data and the research method´. Glaser and Strauss (1967, p. 45) write that the necessary criterion is the "theoretical saturation". This defines, that the number of participants necessary for interviews normally becomes clear during the progress of the study because new insights stop appearing and so data saturation is gained (Robson, 2009). To cope with these factors a flexible research design and an iterative sampling is necessary. Summarising, a small but very qualified and well-chosen sample is going to be the best choice with the highest expectations for valuable insights for the research questions of this study.

5.6 Negotiation of Access to Interviewees

The main criteria for the selection of participants are their knowledge of the topic based on the research objectives, a very good overview (of the automotive business), high experience (in the luxury automotive retail business) and accessibility for interviews following Carson et al., (2001). These criteria led to directors and managers in different functions working in the premium automotive business. The participants were selected from managers in the premium car business and from very experienced consultants, in order to further increase the heterogeneity of the sample and to cover potentially wider aspects and views on premium car retail. The premium automotive business model consists of a retail level, and a wholesale/manufacturer level. At retail level managers, directors or managing directors were chosen. At manufacturer level managers or directors with direct interfaces to the research topic were selected. From consulting, project managers or partners of the automotive sales and marketing practice were interviewed. No further selection criteria on gender, age or social status of the participants were used.

All interviewees were male due to the fact that nearly no women are present on higher management levels in the German premium automobile management. The chosen sampling approach in this research also contains some risks. In general, the selection of the sample might be biased due to the pre-selection of participants. In order to avoid or at least minimise biases the selected interviewees are working in different departments, different entities as well as on different levels of the organisation. Each participant was contacted individually, and single appointments were agreed.

All participants accepted to participate in the study because of the interest in the study and the network to the author. This gives the study a unique setting because these very experienced interviewees are not available for third party studies. In total, the study consists of eight interviewees, because no additional insights emerged after around six interviews. The interviewees are one managing director, three first level directors, one business consulting partner and three second level managers. All of the interviewees are working for a premium automotive brand in Germany.

In detail, respondents are the director of the customer department of an OEM, the director of the company sales department of an OEM, the director of marketing and customer relationship management of an wholesale organisation, the managing director of the most successful retail organisation, the business consulting partner responsible for the topic of interest, the operations manager of the company sales department, the sales manager of the most successful retail organisation, the management consulting project manager responsible for sales and marketing projects.

5.7 Conduct of Interviews

Every interviewee was asked to meet with the interviewer for about one to two hours to go through the theoretical background and to be interviewed. The defined time was an estimate based on the experiences of the pilot-interviews. It was used for all interviewees in the final consent information. The difficulty is to determine in advance the duration because of the non-standardised interview approach that is strongly depending on the context, the knowledge of the interviewee and the setting as well as the freedom of time planning the interviewee has over his own calendar (Saunders et al., 2009). The interviewees were offered the possibility to use their offices or meeting rooms to conduct the interview. The interviewer visited the participants in their own environment and so an ideal atmosphere to reflect most openly on the different topics was given. The interviewer introduced himself, the topic, the ethical standards, asked for consent and went through the previously revealed models and guidelines with the interviewee (Bell & Bryman, 2007).

5.8 Transcription

During the interviews, the verbal data was recorded. To be able to analyse this data in a rigourous way, the verbal data has been converted into textual data. This implies a reduction of audio data into a written form (Mayring, 2002). The textual data are the basis for further analysis in qualitative research and is also the basis for further elaboration of the material. The written data, also called transcripts, allows the researcher to develop a reproducible interpretation that is available for critical appraisal and therefore offers a high level of methodological quality (Lamnek & Krell, 2010). Robson (2009, p. 456) states that there are `no widely accepted standards for transcription, but certain rules have emerged persistently in the literature. In general, it can be said, that transcription has the objective to generate the maximum exactness in classifying and presenting the interviewees statements´. To confirm the appropriateness of the chosen qualitative research process and its transcription different criteria exist. Manageability, readability, learnability and interpretability are typical criteria.

The documentation approach for this study consists of the recorded interviews on a mp3-player and the conservation of the parallel taken notes during the interviews. The data was later transcribed into written verbal data. Additional aspects as pauses, pitch or facial expressions as well as body or hand movements, were neglected for the transcription because they were thought not to provide additional value for meeting the thesis research objectives. The interviews were conducted in German and so also transcribed in standard German orthography and also including the correction of colloquial expressions into standard written German expressions. The transcript is a chronological transcript of the interview line by line. The change from interviewer to interviewee is marked and also through a new passage underlined.

Flick (2010, p. 300) writes that “a transcription system should be easy to write, easy to read, easy to learn and easy to search”. These criteria led the transcription and can be seen as confirmed.

Because of the expected quantity of written data, methods of reduction will be necessary. Only data that are relevant for the research were selected and transcribed to gain richer content for further analysis. That means that during the transcription the introduction, conversations about different topics, additional explications and the farewell were reduced if it was not directly relevant for the research objectives. Through this technique the complete volume of the written data can be reduced without touching the content for the analysis. Based on Dey (1998) it has to be underlined that any reduction of the text volume influences what at the end constitutes data for the research and so it could influence the findings of research. Therefore, reductions were conducted with care where no information loss occurred.

5.9 Content Analysis of the Interview Transcripts

It appears that the most appropriate way to analyse the content based on the pre-defined criteria of evaluation is Summarising Content Analysis. This provides the reader with a summarised and general understanding of the interconnections and overview of the content. The first reduction of the Summarising Content Analysis was already conducted during the transcription of the verbal data.

Therefore, the grouping and summarising of similar paraphrases (second part of the summarising content analysis) is the next step. The first step is to get familiar with the text and to transfer the main findings on to a higher level of abstraction. These more abstract concepts are going to be the labels for the phenomena in the text. Open Coding is the technical term for this procedure.

Flick writes, that the ´categories are allowed to emerge from the detailed analysis of the text and that following to the first step the distinct categories will be tested for any logical connection using mind-map techniques, which is known as axial coding´ (2010, p 310). Basically, coding approaches can be seen as different ways of handling textual material between which the research may move back and forth if necessary and which can be combined (Flick, 2010). The methodology of qualitative data analysis always starts with the aim to abstract. Therefore, open coding is used and if during further analysis additional necessities of analysis emerge the axial and selective coding can be used additionally. In practice no clearly defined differentiation between these approaches exists. Flick (2010, p. 312) writes, that the ´process of coding should then continue until theoretical saturation occurs, meaning that further coding, enrichment of categories etc. no longer promise any new insights into the topic´. The used codes can be near to the text or taken from the related literature. Constructed codes are taken from relevant literature and in-vivo codes are the technical term for codes taken from the text (Flick, 2010).

Following to this step the codes are reviewed and grouped around phenomena from the written data. The result are categories that are again linked to more abstract codes. The output is a matrix of codes and categories that are linked to the text (Flick, 2010). Following the Axial Coding gives a structure of hierarchy and relations between the categories and codes. This output is reached by creating a dependence picture of their relation to the research questions. The approach aims to answer the question what category and code is causing a phenomenon and what category and code is the consequence of a phenomenon (Flick, 2010). It focuses on finding one central category and phenomenon in all dimensions and features and links all other categories in a systematic concept.

During the detailed definition of the content analysis approach, different questions appeared. The first question was how to organise the analysis spreadsheet. As an open collection of topics and findings from the interviews and a following structuring or a structured approach from the first analysis on to direct the interviewee's answers to their initial field of questions. As the interviews were conducted as semi-structured, a more structured approach directing the answers to the fields of questions was chosen to derive directly connected insights to the questions. For this approach a matrix was developed to collect all fields of questions (analytical units) and the key findings from each interviewee. The fields are:

1) Customer satisfaction, delight and "house of service excellence"
2) Premium approach
3) Success factors
4) Ranking of success factors

For the purpose of better understanding the fields, propositions and key words of the research were coloured differently where questions and answers related to 1) were coloured yellow and questions and answers related to 2) were colour red. Green colour will be used only to identify the questions related to 3). The field 4) is directly over taken to the evaluation matrix. Inconsistency of answers from an interviewee will be underlined. In a following step these findings are summarised and reflected in each field of question as well as reflected as a whole. Additionally, a second matrix was developed to analyse the findings regarding importance and ranking of the success factors (4) based on the counting of the given marks from the interviewees. This counting and analysis of various aspects is used to evaluate the importance of evaluations, factors and themes. This helps the identification of themes and the elevation of some themes over others (Bryman & Bell, 2007). The frequency of findings and the ranking is used to interpret the importance and ranking of factors. During the content analysis different evaluations had to be clarified and so the transcription of the interviews was further clarified. After the detailed transcription the first summary of topics and content followed and created as output an excel spread sheet with the main content. This excel spreadsheet was further used to derive the main meanings (axial and selective coding) through a manual analysis from the interviews and learning's. This step was conducted through a mind-map summary. Afterwards generalisation titles for the found topics were derived. Every notion of a topic (open code: in-vivo and constructed codes) was counted in the interviews and is also reflected in the mind map. Every single notion was only counted once for each interviewee to avoid overestimations of importance. Arising of content is the importance and the quantity of arising is not automatically a statement of compelling importance and meaning of a topic.

The translation of the final findings into the English language was conducted by the author and cross checked by a grammar school English teacher for correctness to ensure the meaning, grammar and syntax (Saunders et al., 2009). This was done as last step to avoid any loss of data quality through the translation from the German language between the analysis steps. Transparency, quality and credibility of that translation is given through the professional cross check and also the translated data and the original data is given in the appendix for transparency, the possibility of further analysis and review.

5.10 Quality Criteria

A set of quality criteria have to be used to evaluate the level of confidence with the present research approach and its results. In recent years' quality criteria for qualitative research developed step by step. Most authors use concepts of validity and reliability derived from quantitative quality criteria evaluation. The content analysis must assure as all research methods the criteria of quality to be recognised as proper instrument of research. Guba and Lincoln (1994) propose trustworthiness and authenticity to assess qualitative research. Trustworthiness is further defined as credibility, transferability, dependability and confirmability (Bell et al., 2019). Flick (2010, p. 396) states that ´reliability is translated into dependability, which can be achieved with an auditing procedure, involving the researcher's documentation of data, methods and decision-making during a project, as well as its end product´. Seale (2002) suggests, that the research report should be exposed to criticism of a disinterested peer reviewer. He also writes that the author should give enough information to the reader to be able to evaluate the applicability of the insights to other situations (transferability). This research work is evaluated in the categories as follows.

Credibility is given because the author of the study is engaged in the field of interest since more than twelve years in different functions on retail, wholesale and OEM-level and already conducted different successful consulting projects in the topic. Additionally, final customer contact and full responsibilities for the retail network in a huge country are also part of his daily work. The research results were also discussed during different research conferences and a synthesis of the output will be published supporting the open review and discussion on the findings. Dependability and credibility are further increased because a repetition of the qualitative interviews with similar interviewees in a similar setting would lead to similar results. The author comes to this conclusion because different interview partners on different organisational levels with different backgrounds were consciously chosen and interviewed in different locations and at different times with each other's interview supporting results. This proves the used interview methodology lead to a reasonable level of credibility. Transferability of the study and its results is given because the gained insights can be used, proved and controlled against other results from studies of customer satisfaction and delight. Additionally, the results of the study are not in total contrast of existing knowledge but refine and detail knowledge in a specific segment and sector. Due to the detailed description of the topics, approaches and results, the interested reader can check on his own if the concepts are applicable in other contexts or realities. Confirmability can be confirmed for the study based on the conducted pre-test of the interview approach before the conduction of the first interview with the support of a manager in the automotive premium business (not an interviewee) lead to the insight, that the introduction, the questions, the models are clear and understandable but also one point to change was found. The result was to change the order of the success factors on the to the interviewees shown chart to avoid a subjective given ranking in advance and to start with open questions before showing any chart to the interviewees. Transferability and dependability are ensured through a detailed description of the research, the context and the important assumptions. The overall approach and confirmability are guaranteed by a check through the supervisor and a second doctoral student that proofs the approach. This has already been done for this study through a presentation during one of the classes and the additional presentations during conferences with a scientific audience (CIRCLE conferences: 08-10th of April 2015, Szczecin, Poland and 30th March – 1st April 2016, Naples, Italy). An overall documentation of the study is realised and also necessary to conduct all steps as already presented. Dependability and confirmability of the interview analysis are ensured through the used guideline for the interviews and the used charts for every interview. Neutrality of the data analysis phase is also ensured through a second manager – holder of a PhD in Marketing research – also working in the automotive premium business (not an interviewee). The complete analysis process was checked, and the results were compared with the results of the author. With the help of triangulation, it was confirmed that the results have no researcher bias. Transparency is fundamental to quality and therefore the complete process is documented in all details and all conducted steps from interview recording, transcription, content analysis, mind map techniques and the derivations and combinations of knowledge. This ensures a transparent, clear and understandable approach for the audience.

Based on this evaluation this study can be seen as a credible source of knowledge because necessary levels of credibility, transferability, dependability and conformability are met.

5.11 Summary of Qualitative Research Approach

Qualitative research created significant new insights in concept and in theory of the social sciences and also in Business studies. Qualitative research researches the ideas, concepts, characteristics, content, definitions and also the symbols, artifacts, metaphors and so the real meaning of circumstances and things. The question ‘what’, ‘how’, ‘When’ and ‘where’ are addressed. Ideal realisation for ideal customer satisfaction is the claimed output of this research. In this chapter the methodology, the several qualitative research approaches, the development of the design and overall approach are shown. The type of approach was chosen after the reflection of the different interview types. The research is going to be conducted considering the critical realist approaches as basis. The kind of interview – the individual depth interview – is derived and also the interview design including the questions and guideline is developed. Reflections on the quality criteria is discussed. The recording concept as well as the definition of the sample is defined. The chapter also describes who is interviewed and how the access to this high-ranking people is negotiated. Also, the conduction of the interviews and transcription is described. The interview design was discussed, and the approach derived and developed. The interview design was based on the main research fields and the interviewer questions and guideline were derived. The recording concept was reflected, and a digital recording of the interviews was chosen. The sample size was defined based on a reflection who has the best insights to the topic and on the authors network. The access to interviewees was negotiated and organised. A pre-test interview with all material and recording was conducted and following the interviews were realised in June and July 2017. The transcripts were written, summarised, content analysis was conducted, and the process was checked. Quality criteria were reflected and utilised. In the next chapter the detailed analysis is in the center of interest.

Aims	Explore how customer satisfaction can ideally be realised in the German premium automotive retail business.
Objectives	Answering the question what to do and how to realise customer satisfaction in the right way is the objective of this study.
Gaps	Gaps in knowledge exist regarding the validity of the general customer satisfaction concepts and the relevant success factors and their realisation in the German automotive premium retail.
Propositions	1) what is the definition of customer satisfaction from the perspective of practitioners in the German premium automotive retail business. 2) what are the concepts and theories of customer satisfaction from academic knowledge to practice of German automotive premium retail business. 3) find new insights into concepts of customer satisfaction for the German premium automotive retail business by combining practitioner perspectives and theory.
Methodology	Theoretical position of a critical realist is the basic conviction.
Methods	Qualitative research approach with in depth interviews and content analysis.
Results	
Contribution	

6. Analysis

Chapter six presents the primary data analysis. The detailed transcripts are analysed using content analysis. The transcripts, the content analysis and summaries of the interviews are given in the appendix. The success factors are ranked, the results are sorted into a matrix, a mind map is derived, and the model of a circle of success is developed. These results are further analysed and summarised. The objective of this research is to understand how customer satisfaction is realised (identifying key success factors), within the luxury automotive retail business. Ideal realisation for ideal customer satisfaction is the claimed output of this study.

6.1 Content Analysis of the Interview Transcripts

In the appendix the overview of the content analysis is shown. The content analysis was conducted with German texts to avoid loss of information or errors in translation. Parallel all transcripts were translated into the English language to show transparently the analytical approach. The translation of the final findings into the English language was conducted by the author and cross-checked by an English teacher for correctness to ensure the meaning, grammar and syntax (Saunders et al., 2009). This was done as last step to avoid any loss of data quality through the translation from the German language between the analysis steps.

Manual coding is used as it is very flexible in usage (Saldaña, 2009). It is a manual system based on a subjective approach. This is exactly what a phenomenological approach is about. Different colours were used to mark specific findings regarding their field of content. Red is used for the content “premium”, yellow is used for “customer satisfaction” or “customer delight”. Green is used for “success factors” and “operationalisation”. The marked content was brought to an Excel sheet and further sorted to fields of topics as described in the following chapters and based on the analytical approach detailed in section 5. 9. (Flick, 2010). The resulting insights are based on the interview transcripts in the appendix. The fields of topics were derived from the found content.

6.2 Content Analysis Results

The following chart shows the results regarding the success factors given by the interviewees based on German school marks (6 low; 1 high; +/- 0,5 is possible to add to show the tendency). These grades are comparable to the common system in the UK. In comparison 1 means A, 2 means B, 3 means C, 4 means D and 5 / 6 signify failed. The grades can be added with a plus (+) or minus (–) to show the tendency of the mark like in the British system.

Three groups of interviewees could be matched. These groups are strategists (1), market researchers (2) and retailers (3) from the automotive premium retail. Their 'votes' were grouped and analysed. The greatest difference was then further investigated regarding the focus of the interviewee. The scale of the following graph was cut at 2.8 because no lower vote was given.

The following figure "ranking of success factors" shows the output of the interviews, the category, the topic, the overall sum of marks, the sum of marks for each group of interviewees, the delta of minimum and maximum marks and the marks from every interviewee. The delta values were further analysed when a significant difference showed up.

The line of significance was defined by the author at 0.8 or more because 8 out of 16 topics fell into this category. A lower level would lead to a higher ambiguity with 14 of 16 topics. The marks for the single interviews are a direct result from the interviews. During the interview an estimation of marks, based on the derived model of success factors, was asked of the interviewees and consolidated directly into the Excel spread sheet. The delta in marks is calculated by using the highest mark of one group of interviewees minus the lowest mark of another group of interviewees. The marks for the groups of strategists, retailers and researchers are calculated by the average of their marks.

Category	Topic	Total	Strategists	Retailers	Researchers	Delta	I1 S	I2 S	I3 RS	I4 RS	I5 R	I6 R	I7 R	I8 R
A	Implement the service strategy through structure and processes	1.6	1.8	1.6	1.5	0.3	1.5	2.0	2.0	1.0	1.0	3.0	1.5	1.0
B	Implement the service strategy through technology	2.4	2.0	2.8	2.0	**0.8**	1.5	2.5	2.0	2.0	3.0	2.0	3.0	3.0
C	Create a service strategy based on dimensions	1.7	1.0	1.8	2.3	**1.3**	1.0	1.0	2.5	2.0	2.0	2.0	1.0	2.0
D	Top-Management support	1.6	1.5	1.4	2.0	0.6	2.0	1.0	2.0	2.0	1.5	1.0	2.0	1.0
E	Service Leadership	1.7	1.0	1.6	2.5	**1.5**	1.0	1.0	3.0	2.0	1.5	1.0	2.0	2.0
F	Service excellence and customer focus as objective	1.1	1.0	1.0	1.5	0.5	1.0	1.0	1.0	2.0	1.0	1.0	1.0	1.0
G	Build a service quality information system	2.3	2.5	2.3	2.0	0.5	2.0	3.0	2.0	2.0	3.5	1.0	2.5	2.0
H	Implement service strategy through people	1.1	1.0	1.3	1.0	0.3	1.0	1.0	1.0	1.0	1.0	2.0	1.0	1.0
H1	Partecipative leadership and leading by example	1.3	1.5	1.0	1.8	**0.8**	1.0	2.0	2.5	1.0	1.0	1.0	1.0	1.0
H2	Work at teamwork	1.9	2.3	1.5	2.3	**0.8**	1.5	3.0	2.0	2.5	2.0	1.0	2.0	1.0
H3	Employee motivation and identification	1.2	1.8	1.0	1.0	**0.8**	1.5	2.0	1.0	1.0	1.0	1.0	1.0	1.0
H4	Compete for talent	1.6	1.0	2.0	1.5	**1.0**	1.0	1.0	1.0	2.0	1.0	3.0	2.0	2.0
H5	Competence creation on middle management	1.9	2.5	1.5	2.0	**1.0**	3.0	2.0	2.0	2.0	1.0	1.0	2.0	2.0
H6	Develop skills and knowledge	1.7	1.5	1.6	2.0	0.5	2.0	1.0	2.0	2.0	2.0	1.0	2.5	1.0
H7	Empower servers to serve	1.4	1.5	1.6	1.0	0.6	2.0	1.0	1.0	1.0	2.0	2.0	1.5	1.0
H8	Measure performance, reward excellence	1.8	1.5	1.8	2.0	0.5	2.0	1.0	2.0	2.0	1.5	2.0	2.5	1.0

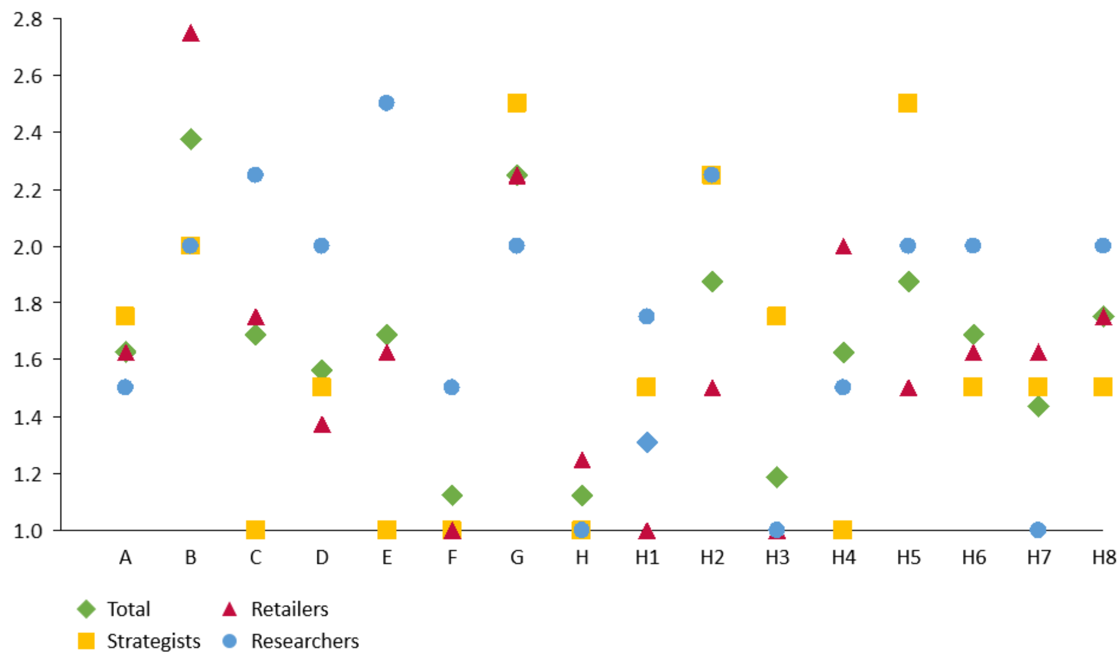
Source: Marquardt (2018; own development)

Table 7: Ranking of success factors

Implementing the service strategy through structure and processes received a high vote with 1.6 and a low delta with 0.3. Implement the service strategy through technology led to a lower vote of 2.4 but a high delta with 0.8. Above all the group of interviewed retailers sees a lower importance in technology because of their high realisation standard and negative experience with low performance technology and IT. Technology and IT are seen as supporting instruments. Create a service strategy based on dimensions gained a vote of 1.7 and a high delta of 1.3. The group of interviewed retailers underline the importance of the vision for the overall success in contrast to the researchers that see less importance in a service strategy supposing that their knowledge is also clear on retail level. Top management support is seen as important with the mark of 1.6. Service leadership gained a mark of 1.7 with a delta value of 1.5 due to the group of researchers that see a lower importance in leadership. It can be underlined that the researchers due to their missing knowledge and experience of operative leadership underestimate the factor. Service excellence and customer focus as objective earned the highest overall mark of 1.1. Build a service quality information system led to the low result of 2.3 and is seen as supportive instrument and not as key topic of success. Implement service strategy through people reached a vote of 1.1 and so is also in the group of the two highest votes together with service excellence and customer focus as objective. Also, the delta for this topic is very low with 0.3 and shows the overall agreement between the different interviewee types. Participative leadership and leading by example gained 1.3 with a high delta of 0.8. The retailers underline in their high vote the practical importance again in comparison to the researchers based on their missing practical experience. Work at teamwork led to an overall mark of 1.9 with again a high delta of 0.8 between the Retailers and in this case the Researchers and Strategists. The practical necessity underlines also here the importance in comparison to general managers or topic experts like the researchers and strategists. Employee motivation and identification gained 1.2 with a high delta of 0.8 and in this case contrasting between the retailers and the strategists. Compete for talent has the mark of 1.6 led by the strategists in contrast to the retailers based on a delta of 1.0 resulting from the operative necessity to get things done and not only to have the best people that leave early because of more attractive jobs for them. A continuity and steadiness in staff are requested by the practitioners. Competence creation on middle management earns the vote 1.9 with also a high delta of 1.0 between the strategists and the retailers. These see the middle management competence as crucial again based on the operational necessities. Develop skills and knowledge leads to 1.7. Empower servers to serve reaches 1.5 and measure performance, reward excellence gains the vote of 1.8.

The category H is asking for the evaluation of “Implement service strategy through people” and gave the highest mark with (1.1) and the lowest delta (0.3) between the groups of interviewees. As example the interviewee one gave the following quote regarding the category H as evidence for the ranking: “you need a participative leadership style and leading by example – mark one. Give example, show that it works and what the results are.”

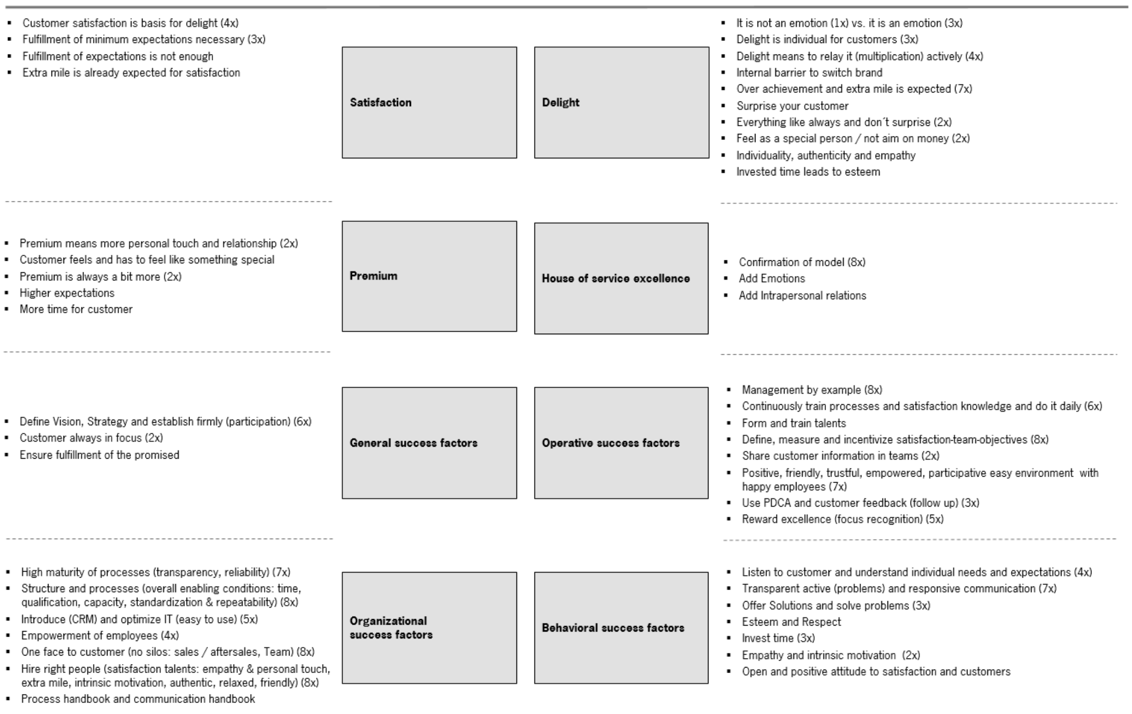
The interesting finding of the ranking is, that all topics are in a range of marks of 1.1 to 1.9. Only two topics, namely “implement the service strategy through technology” and “build a service quality information system” have lower marks with 2.3 and 2.4. This underlines that these topics are of support to the others and that all topics together only work in the interaction to lead to overall customer satisfaction and customer delight. In the following graph “success factors ranking” the ranking of success factors can be analysed visually regarding the overall result and as well for each group of interviewee type (Retailers, Strategists, and Researchers). The X-axis is the topic and the Y-axis is the value of the mark based on the “ranking of success factors”.



Source: Marquardt (2018; own development)

Table 8: Graph of success factor ranking

The given absolute marks are not further used as the ranking of the topics have more importance. Through a mind map summary and derivation of generalisation titles for the found topics the following figure of fields of topics was created. Open coding was further used with in-vivo and constructed codes. Every notion of a topic was counted in the interviews and is also reflected in the mind map. As stated every single notion was only counted once for each interviewee to avoid overestimations of importance.



Source: Marquardt (2018; own development)

Figure 32: Fields of topics

The derived fields of topics and their quantitative notion are as follows:

Satisfaction:

- Customer satisfaction is basis for delight (4x)
- Fulfilment of minimum expectations necessary (3x)
- Fulfilment of expectations is not enough
- Extra mile is already expected for satisfaction

Delight:

- It is not an emotion (1x) vs. it is an emotion (3x)
- Delight is individual for customers (3x)
- Delight means to relay it (multiplication) actively (4x)
- Internal barrier to switch brand
- Over achievement and extra mile is expected (7x)
- Surprise your customer

- Everything like always and don´t surprise (2x)
- Feel as a special person / not aim on money (2x)
- Individuality, authenticity and empathy
- Invested time leads to esteem

House of service excellence:

- Confirmation of model (8x)
- Add Emotions
- Add Intrapersonal relations

Premium:

- Premium means more personal touch and relationship (2x)
- Customer feels and has to feel like something special
- Premium is always a bit more (2x)
- Higher expectations
- More time for customer

General success factors:

- Define Vision, Strategy and establish firmly (participation) (6x)
- Customer always in focus (2x)
- Ensure fulfilment of the promised

Operative success factors:

- Management by example (8x)
- Continuously train processes and satisfaction knowledge and do it daily (6x)
- Form and train talents
- Define, measure and incentivise satisfaction-team-objectives (8x)
- Share customer information in teams (2x)
- Positive, friendly, trustful, empowered, participative easy environment with happy employees (7x)
- Use PDCA and customer feedback (follow up) (3x)
- Reward excellence (focus recognition) (5x)

Organisational success factors:

- High maturity of processes (transparency, reliability) (7x)
- Structure and processes (overall enabling conditions: time, qualification, capacity, standardisation & repeatability) (8x)
- Introduce (CRM) and optimise IT (easy to use) (5x)
- Empowerment of employees (4x)
- One face to customer (no silos: sales / after sales, Team) (8x)
- Hire right people (satisfaction talents: empathy & personal touch, extra mile, intrinsic motivation, authentic, relaxed, friendly) (8x)
- Process handbook and communication handbook

Behavioural success factors:

- Listen to customer and understand individual needs and expectations (4x)
- Transparent active (problems) and responsive communication (7x)
- Offer Solutions and solve problems (3x)
- Esteem and Respect
- Invest time (3x)
- Empathy and intrinsic motivation (2x)
- Open and positive attitude to satisfaction and customers

In detail, the fields of topics contain very valuable content for the realisation of customer satisfaction and customer delight. The first fields are those summarised as satisfaction and delight and a third field belonging to the research questions - the field of premium. It can be underlined that customer satisfaction is seen as the basis for delight and to reach satisfaction the fulfilment of the minimum expectations based on the customer expectations is necessary.

Interviewee number three stated for example: “From the point of view of the customers no surprising factor is necessary or wanted for customer satisfaction. The in the USA used scale of positively surprised lead to customer claims. If you do what you do is everything all right. I come to you (customer) because everything is all right and I don´t want to have any surprises.” Only one interviewee (interviewee number two) gave the additional insights that only the fulfilment of expectations is not enough anymore and that the extra mile is already expected to reach satisfaction.

Regarding the definition of delight, it was underlined that delight is created when a customer relays positively and actively to others and that the customer seems to have an internal barrier to switching to a different brand. Delight is very individual depending on the character of each customer. To reach delight it is expected to over-achieve and to go the extra mile. Standardisation on a high level with no surprises is expected, in contrast only a single interviewee saw surprise as key. One of the interviewees mentioned that based on internal studies about 25% of the customers can be categorised as delighted when everything works as expected and when they do not have to interact with the dealership. The customer should receive attention and invested time with individuality, authenticity and empathy that leads to esteem and makes him/her feel like a special person, not as someone being aimed at directly for his/her money.

The field of topics “Premium” was underlined by the necessity of a more time, personal touch and relationship, so that the customer feels like somebody special. Interviewee number four stated: ”the Impression to the customer must be individual. The feeling of the customer must be that he is somebody special.“ A premium customer has higher expectations and so premium is in general always ‘a bit more of everything’ with greater individuality. In general, the factors for Premium had a low importance to the interviewees and were only mentioned as answers if directly asked for. In the Premium Segment the human touch and interaction is needed. Questions regarding the ideal operationalisation lead to the learning that most solutions are highly individual and vary dependent on the type of customer.

Regarding the “House of service excellence” the interviewees confirmed the model with the comment from one interviewee to add emotions and intrapersonal relations.

The field of general success factors groups the topic to define the Vision, Strategy and also to establish it firmly with participation of the employees in the company. Having the customer always in focus and always fulfil the promised are also part of the general field.

The field of operative success factors groups the topic management by example through all levels of managers as well as the continuous penetration of the importance of the satisfaction knowledge and its daily application. Training and forming of talents as well as defined, measures, incentivised and rewarded team-objectives for satisfaction and delight are necessary. Honest recognition is better than money as a general insight. As teams have to work together, individual incentives were not seen to lead to overall excellence. The customer information has to be shared in the teams and the customer feedback has to be followed up and used in a Plan, Do, Check, Act logic.

The most interesting insight is the overall environment in a premium retail automotive location. The interviewees underlined that a positive, friendly, trustful, empowered, participative, easy environment with happy employees is key to delight and is automatically transmitted also to the customer. The customer can feel this environment and this approach immediately and leads to a win-win situation of all parties involved.

The result of the organisational success factors underlines the necessity of a high maturity of processes with high reliability and high transparency to the customers. Structures and processes have to be set to be able to deliver the promised and to have time to invest for the customer. The overall enabling conditions of time, qualification, capacities and standardisation as well as repeatability of processes have to be met. An easy to use Information Technology (IT) and Customer Relationship Management (CRM) is the supporting factor.

One of the most important hurdles in today's premium automotive retail is, based on the interviews, the separation between sales and after-sales regarding the qualification and incentive system. This grievance frustrates teams from interacting well with information transparency about the customers. 'One face to customer without silo-thinking' and working in a team is the right approach according to interviewees.

Customer oriented people are seen as hard to train, so they have to be hired with their talents of empathy, personal touch, willingness to go the extra mile, with intrinsic motivation, authenticity, relaxed character and friendliness. In the view of respondents as supporting tool, a clear process handbook and communication handbook is an advantage.

The field of behavioural success factors leads to the insights that listening to customer and understand the individual needs and expectations is key together with transparent active and responsive communication. Communication about problems and transparently offered solutions and solving the problems are key to success. Interviewee number two underlines that "the expectation level (regarding person, service, environment, dedicated time) has to be found out and used as an orientation.

Responsiveness, solving problems and interaction are the answer. The service employee has to be capable and empowered."

Additionally, time for the customer and esteem and respect together with empathy are recommended by the interviewees. Intrinsic motivation paired with an open and positive attitude to satisfaction and customers realises customer satisfaction and delight.

To gain additional insights on the success factors the quantitative notions were analysed and all topics with less than four counts were not taken into consideration. Every notion of a topic was counted in the interviews and is also reflected in the mind map. Every single notion was only counted once for each interviewee to avoid overestimations of importance. Arising of content is the importance and the quantity of arising is not automatically a statement of compelling importance and meaning of a topic. Through the count of maximal one number of notions for each interviewee and topic a certain importance can be derived. The idea is, that the mentioned topics have practical importance due to the number of counts.

General success factors:

- Define Vision, Strategy and establish firmly (participation) (6x)

Operative success factors:

- Management by example (8x)
- Continuously train processes and satisfaction knowledge and do it daily (6x)
- Define, measure and incentivise satisfaction-team-objectives (8x)
- Positive, friendly, trustful, empowered, participative easy environment with happy employees (7x)
- Reward excellence (focus recognition) (5x)

Organisational success factors:

- High maturity of processes (transparency, reliability) (7x)
- standardisation & repeatability) (8x)
- Introduce (CRM) and optimise IT (easy to use) (5x)
- Empowerment of employees (4x)
- One face to customer (no silos: sales / aftersales, Team) (8x)

- Hire right people (satisfaction talents: empathy & personal touch, extra mile, intrinsic motivation, authentic, relaxed, friendly) (8x)

Behavioural success factors:

- Listen to customer and understand individual needs and expectations (4x)
- Transparent active (problems) and responsive communication (7x)

It can be immediately analysed that the key focus is on the organisational and operative topics for success. These topics were further put into a mind map to derive additional insights. As a first step the interviewee count was removed and the names of the summarising group was deleted, to facilitate moving back and forth within the topics.

Source: Marquardt (2018; own development)

Figure 33: Mind map of success factors

The result is a mind map of the main fields of success factors. These are namely positive environment, right people, management by example, process and knowledge, team objectives, communicate, vision and strategy and one face to the customer. The mind map does not reflect the sequence or importance of each topic. In addition to the already used topics with a count of more than three, the primary eliminated topics were now also matched to the mind map. The topics are:

General success factors:

- Ensure fulfilment of the promised

Operative success factors:

- Form and train talents

Organisational success factors:

- Process handbook and communication handbook

Behavioural success factors:

- Esteem and Respect
- Open and positive attitude to satisfaction and customers

The result is that these also fit into derived fields of customer success. But, during the interviews, it became clear that respondents felt that no one single factor is the winning factor for customer satisfaction and customer delight, but that he interaction and collaboration between the different fields of success factors leads to real customer satisfaction and customer delight. So, the idea was to derive a sequence of fields of success factors to improve the understanding of the interplay of the single fields. The circle of success is a derivation from the mind map from the point of view from an imagined customer. The customer has different customer touch points in the automotive premium retail, and based on these interactions, a circle of collaboration of the single fields could be derived.

Source: Marquardt (2018; own development)

Figure 34: Circle of success factors

The circle represents an imagined sequence (based on interviewee perceptions) of a time-based perspective of the elements needed to be in play to facilitate/ensure an ongoing positive experience for customers.

The first customer interaction is the general feeling of a human being getting in contact or entering a premium retail automobile store. Therefore, a generally positive environment is the starting point, followed by active and responsive communication through the right people. The organisation ideally presents one face to the customer without change and shows knowledge of the interfaces. These customer-facing people can give their best when processes and knowledge is settled and mature, respondents believed. Management by example is the key for the overall customer focus approach. The circle is supported by objectives for the team and not only for single individuals leading to a good exchange of information and collaboration. The complete fields are supported and defined by an overall vision and strategy that supports each topic. The single characteristics of each field can be reviewed in the part fields of topics.

6.3 Analysis of Results

Overall the interviews delivered new, astonishing and very valuable insights to review the existing knowledge of customer satisfaction and delight.

The insights regarding “satisfaction” and “delight” lead to a new picture that stands in contrast to the literature where satisfaction and delight have clear definitions. Therefore, these definitions should be reviewed and should be detailed further.

The derived insights regarding “premium” overlap strongly with the insights of “delight”, so that the delight approach automatically covers the premium segment.
The developed “house of service excellence” was confirmed by all interviewees only one interviewee added that emotions and also the intrapersonal relation should be integrated. The newly introduced field of behavioural success factors underlines this necessity on the level of success factors.
Based on the interview results, the model of success factors was reworked regarding their specific importance. The success factors are not based on their single importance, but it can be seen that there is an interplay between the different factors. No single factor leads to success, but the connection between these factors is the winning combination in the analysis of respondents views. Different views of Retailers, Strategists and Researchers were evident.
Above all there was an underestimation by strategists and researchers regarding operational necessities, which were much more evident to retailers. The topics – excluding two – can be seen because of low delta between the votes as generally accepted by the different interviewee types. The two excluded topics are namely “implement the service strategy through technology” and “build a service quality information system” with lower marks of 2.3 and 2.4. This underlines that these topics are primarily a support to the others, and that all topics together only work in the interaction to lead to overall customer satisfaction and customer delight.

Every field of customer satisfaction and its connected topics were detailed as to content and meaning, and how they could be realised, using the interview data. This provides practical learning for practitioners. The field of behavioural success factors is a new concept that does not appear in the reviewed literature. On a higher abstraction level (through the mind map approach), general fields of success factors were derived and following through the analysis of importance based on the interview results, the circle of success factors was developed.

The overall output of the interviews and their analysis is valuable and leads to the necessity to review and expand the existing knowledge from literature in this particular context at least.

6.4 Summary of Analysis

The research questions and the conviction of the researcher led to a qualitative research approach based on convergent in-depth interviews. The interviews were transcribed into written data and the qualitative data analysis followed in different steps and different approaches via content analysis with mind maps, summaries and generalisation. The content analysis results are surprising, because they stand partially in contrast to existing knowledge. Results here suggest that the definitions of satisfaction, delight and premium have to be refined. It seems, based on this study, that the “house of service excellence” can be further developed. The resultant model of success factors can be revised into a ‘circle of success’ with clear focus topics that may well be managerially useful. This elaboration of existing knowledge with new insights is followed up in the next chapter.

Aims	Explore how customer satisfaction can ideally be realised in the German premium automotive retail business.
Objectives	Answering the question what to do and how to realise customer satisfaction in the right way is the objective of this study.
Gaps	Gaps in knowledge exist regarding the validity of the general customer satisfaction concepts and the relevant success factors and their realisation in the German automotive premium retail.
Propositions	1) what is the definition of customer satisfaction from the perspective of practitioners in the German premium automotive retail business. 2) what are the concepts and theories of customer satisfaction from academic knowledge to practice of German automotive premium retail business. 3) find new insights into concepts of customer satisfaction for the German premium automotive retail business by combining practitioner perspectives and theory.
Methodology	Theoretical position of a critical realist is the basic conviction.
Methods	Qualitative research approach with in depth interviews and content analysis.
Results	1. Success factors and their ranking 2. Fields of topics 3. Circle of success factors
Contribution	

7. Discussion

7.1 Findings and Insights

The existing knowledge of customer satisfaction, delight, and the connected models and success factors were elaborated, and new models were derived. The derived models “Dimensions to delight customers” and the “Elements to operationalise customer delight” represent contributions to extend existing knowledge. The testing of these two models rests on their specification, interrogation and review through the expert interviews.

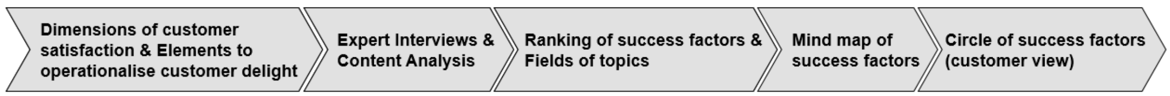
The initial literature review illuminated existing knowledge about customer satisfaction and customer delight. The literature continues to show divergence in findings and in theoretical models, with the chief existing tension being between those who view CD as an ‘extreme’ state of CS, and those who argue they are separate. In this study the continuum view of CS/CD was adopted, and the research tends to confirm this perspective.

By utilising approaches to goal achievement in quality management (Kano’s model, Satisfaction indices) the “dimensions of customer satisfaction” and the “elements to operationalise customer delight” were developed and explained in chapter two. These two models where then used as starting point for the interviews to engage with the selected experts as to their thoughts on these issues, and then to reflect on the knowledge from literature.

These interviews were than transcribed and analysed through content analysis (explained in chapter five and further elaborated in chapter six). The outcome of this analysis was a ranking of the success factors and significance of the fields of topics (figure 32). Only the most significant topics (based on the rankings of importance given by interviewees) were further used, as described in chapter six. Through further analysis and reflection, with the help of the ranking (importance) which had been developed and the fields of topics (key factors) the mind map of success factors was developed as output of the interviews. The details are described in chapter six.

This mind map was then reviewed from the point of view of a customer (touchpoints of customer flow through a dealership). This gave the sequence of touch points encountered by the customer. This was then combined with the derived topics of the

mind map. The result of this interaction between models is represented in the “circle of success factors”, which has a managerial focus.
The following figure shows the sequence of this research study.



Source: Marquardt (2019; own development)

Figure 35: Sequence of the study

The three research questions

> “What constitutes customer satisfaction from the perspective of practitioners in the German premium automotive retail business?”
>
> “Given practitioners’ perspectives, what concepts and theories might be relevant to gain customer satisfaction in the German premium automotive retail business?”
>
> “How might customer satisfaction ideally be realised by combining practitioner perspectives and theory in the German premium automotive retail business?”

were answered through, firstly, a combination of existing models of knowledge followed by new insights from the expert interviews.
Based on the interview insights, existing knowledge can be modified and extended. Consideration of the central topics of “satisfaction” and “delight” follows in the next section. The findings from this study regarding “premium”, and the insights flowing from consideration of the “house of service excellence” also extend understanding.
The model of success factors is developed further to identify the specific importance of individual factors in this study context. The field of ‘behavioural success factors’ is also a new consideration that does not appear in the literature reviewed as a basis for this research.
On a higher level of abstraction, the general fields of success factors were specified, based on prior understanding. Following through the analysis of importance using the interview results, the ‘circle of success factors’ was developed. In the next section also, the success factors and their importance are reviewed. The overall output of the

interviews and their analysis is very valuable and leads to the necessity to review and update the existing knowledge from literature.

7.2 Refinement of Models

The insights regarding “satisfaction” and “delight” lead to a new picture that stand in contrast to the literature where aspects of satisfaction and delight are still open or not well described. Therefore, these definitions are reviewed and further detailed. Based on the literature the following knowledge was gained. Satisfaction offers a pleasurable level of fulfilment. Customer satisfaction is defined as the result of the interaction of Service Quality, Product Quality and Price. The customer evaluates these factors, always influenced by situational and personal factors based on his/her formerly defined needs and expectations. Satisfaction is not static. Situational and personal factors influence the evaluation of the satisfaction level.

This definition was underlined by the interviews. One interviewee gave the insights that the fulfilment only of (reasonable) expectations is not enough anymore and that the ‘extra mile’ is nowadays an expectation needed to produce customer satisfaction. The literature suggests if customer satisfaction reaches beyond the level of contentment, it can be called ‘delight’, if the fulfilment level is higher than the expectations for each of the relevant factors. The interviewee confirm that customer satisfaction *is* seen as the basis for delight. To attain customer satisfaction, the fulfilment of the minimum expectations based on the customer’s prior expectations is necessary. For the definition of delight, it was underlined by the interviewees, that delight is perceived when a customer is seen to react positively and actively towards others in the situation Reaching this point means, in the opinion of the interviewees, that a customer develops an internal (mental, emotional,) barrier to switching to a different brand. To reach delight, interviewees expected that the organisation, its employees, the service level and the product had to over achieve in some measure; that the customer would perceive them as having gone the extra mile.

Current understanding from the literature underlines that customer delight is a profoundly positive emotional state that follows after exceeding customer expectations to a surprising degree. It is defined as feature that is unexpected and surprisingly enjoyable. The interviews show, that standardisation on a high level with no surprises

is expected in contrast to a single interviewee that saw surprise as key. This is a different finding in comparison to literature.
Customer delight can be seen – as explained - from a psychological point of view with emotions (affect) or from an analytical perspective (cognitive) with exceeded expectations. The evaluation of satisfaction and delight can be based on affective (liking/pleasure) or cognitive (thinking/judging) components (Grover & Vriens, 2006; White & Yu, 2006). Oliver (2010, p. 366) writes: ´Delight has only recently been a research focus. It is an affect in psychology and results from joy and surprise. ´ It is a heightened affect state (Oliver, 2010). He also states that: "The Question of whether satisfaction is an emotion still has not been answered" and also that "Emotion is a hybrid cognition-emotion not well described in the psychological literature" (Oliver 2010, p. 342). "Satisfaction and delight are separate concepts. Literature suggests that the stronger factor for delight is emotions and not exceeding customer expectations (Rust et al., 2000) an also that the analytical view based on cognitive comparisons has more importance to customer satisfaction (Rust et. al., 2000; Burns, 2006). The interviews found out, that delight is very individual depending on the character of each customer and it can be seen as an emotion and less as not being an emotion. The interviews underline, that satisfaction can be seen as a thinking/judging component and delight as liking/pleasure component. Therefore, the findings from literature are confirmed through the interviews.
Based on the literature the attempt to delight means to gain higher customer loyalty, but also to go an extra mile for the customer and so to create extra effort. Creating delight also raises future expectations of customers (if they remember). This leads to higher future efforts if the competitive advantage should be kept and competition is following. This leads to the conclusion that companies should only create delight where competition can hardly follow to avoid steadily climbing costs due to raising the expectations bar. This approach can be unnecessarily costly, it can be understood as overpriced, it could create a spiral of expectations and it´s hard to realise (Johnston, 2004, p. 130).
The interview findings show a different picture because it was underlined for delight the customer should receive attention and invested time with individuality, authenticity and empathy that leads to esteem and makes him feel like a special person with not aiming directly on his money. This argumentation focuses on the behavioural component and underlines emotions and not steadily increasing higher efforts. In a

recent paper (Parasuraman et al., 2021) (published after this research was conducted) theorise that CD has six elements: the customer experiencing positive emotions, interacting with others, successful problem-solving, engaging customer's senses, timing of the events and sense of control that characterizes the customer's encounter. Of these suggested elements, positive emotions, interaction, problem resolution, sensory engagement (potentially at least - through controlled retail environment design in dealerships, plus the design, fit and finish of the vehicles themselves) and timing were all found in interviews here. No interviewee mentioned a customer's sense of control.

Summarising, satisfaction based on literature and the actual interviews can be seen as attaining a pleasurable level of individual expectations (with regard to all the dimensions) and their over-fulfilment. Delight can be seen as positive emotional state that is such that the customer is likely identify his/her experience to others (including personnel in the company). Delight is reached by over-achieving the level of satisfaction based on highly conforming activities that achieve a high level of standardisation. (It is, to place it on another context, always achieving the expected standards for five-star service in a luxury hotel, never falling short) The extra-mile is realised through behavioural aspects such as attention, invested time with individuality, authenticity and empathy that leads to esteem and makes the customer feel special person.

The question how “Premium” is defined is also answered by the expert interviews. In their opinion it is the necessity of investing more time, personal touch and relationship, so that the customer feels like something special. A premium customer has higher expectations and so premium is in general, always a ‘bit more of everything. Based on these insights it can be summarised, that the field “Premium” is covered by the aim to “delight” because the content strongly overlaps in the findings.

The model “house of service excellence” was confirmed by all interviewees, and only with one interviewee that emotions and also the intrapersonal relations should be integrated. However, it may be that these aspects can be subsumed under personal touch and empathy in the model, and so no extension of the model is necessary.

In comparison to the reviewed literature, additional insights are gained through the interviews and the analysis. Literature from Gouthier (2012), (Talwar, 2011), Zeithaml et al. (2012), Erto et al. (2011) and Berry (1995) was used to develop the elements for operationalisation. Based on these authors, a successful operationalisation of customer satisfaction requires Top-Management support, a dedication to service leadership and excellence, as well as a customer focus as objective. Starting from that basis, an information system to monitor service quality becomes necessary. These two steps are preparations for the third step – the choice and definition of the service strategy. This ranges from customer satisfaction based on 'must' needs to customer delight, with its individualisation and attraction requirements.

After definition of a service strategy, implementation starts with well-defined processes and associated organisational structures. Experience suggests that technology should be used to work effectively and efficiently in this area.

After these steps the key factor for success - people – becomes the focus. Interviewees and more general management thought suggest that a number of requirements must be met to deliver on this type of endeavour.

Salagean (2014) considered literature concerning leadership styles in relation to quality management, which was identified as processual. The conclusion was that the most appropriate style identified in the literature was that of transformational leadership. Salagean (2014, p. 167) writes "as part of his research the characteristics of transformational leaders, taking into account the variables with the following seven items were identified:"

> Value system, The vision, Optimism, Agent of change, Trust, Motivation
> Emotional intelligence

These items, identified and utilised in quality management, associate strongly with the desiderata for service excellence.

Berry (1993) formulates ten lessons for service excellence:

> Listening, Reliability, Basic Service, Service Design, Recovery,
> Surprising Customer, Fair Play, Teamwork, Employee Research and servant Leadership.

Berry states that the potential is diminished if even one of these ten essentials is missing. Nwabueze (2011) argued that the ability to communicate with employees about what needs to be done and how, and ensuring employees are rewarded for successful completion of tasks were key characteristics of leaders in these contexts. The characteristics identified by Salagean (2014), Berry (1993) and Nwabueze (2011) lead to a conclusion, when coupled with the research findings here, that CS/CD implementation requires certain leadership and managerial traits. These traits are contextualised in this industry and sector as spanning both the manufacturer and dealership arrangements.

Leadership should be ideally be participative and conducted by example. Working in teams, employee motivation and identification with the company need to be generated. (value system and vision) Recruitment or customer facing teams in particular should focus on service-oriented talents (emotional intelligence). Competence creation, knowledge and skill development for all employees and very focused for Middle-Management are important topics for human resource development Teamwork and employee research). Employees need empowerment for decisions regarding customers and for their own motivation. The complete chain of service excellence should be measured and rewarded.

Using the suggestions from the literature, the “Elements to operationalise customer delight” were developed and tested through a presentation at the 13th International CIRCLE Conference in Naples (Italy; 30th March – 1st April 2016).

These “Elements to operationalise customer delight” were then used as basis for the interviews and refined with the marks of importance from the interviews. The general finding from the literature that customer satisfaction and delight can only be reached by the combination of the factors is also underlined through the interview results. The interviewees were remarkably consistent in their responses, as shown by the low delta between scores.

Combining the synthesis of literature and interview perspectives with the customer view led to the “circle of success factors”. This circle of success factors was further used to (re)review the model of “Elements to operationalise customer delight”.

The initial model of success factors was reworked using the specific importance stemming from the sequence of the “circle of success factors”. During the interviews it became also clear that no one single factor is the winning factor for customer satisfaction and customer delight. Interaction and collaboration between the different fields of success factors was needed, in a manner again consistent with the literature. This interaction leads to real customer satisfaction and customer delight. Therefore, the circle idea was further adapted and following from the initially four levels of importance (1-4) of the “Elements to operationalise customer delight” that were derived from literature to a circle of eight fields. The result is the sequence of the “elements to operationalise customer delight”. This logic starts with field one and finishes with field eight. Because of the general importance of continuous improvement and learning, the circle than restarts again at field one. The processual nature of this reasoning echoes that found in Salagean (op cit.).

Learning is as a continuous process of creating knowledge and not 'learning' as just an outcome (Kolb, 1984). This is based on concrete experience, reflective observation, formation of abstract conceptualisation and applying active experimentation. The principles of the continuous learning cycle are well known in other management fields such as Total Quality Management (Deming, 1986; McNiff & Whitehead, 2011; Oess, 1988). AS Williams (2020, p. 18) observes "Shewhart and Deming brought us the plan-do-check-act (PDCA) cycle that is intrinsic to many successful quality programs" Today the "plan, do, check, act" logic is often used in management. Ideally double-loop or even better continuous loop learning based on the idea of self-reflection and improvement is used. (Argyris, 1993). Therefore, the model of the "eight fields of customer delight" is based on the PDCA-Logic for continuous repetition and improvement. Additionally, an organisation that wishes to be a learning organisation has to adopt and improve the actual conditions as a means to strategic advantage. The concept is based on concrete experience that is reflected; this reflection generates concepts and generalisations that are followed by testing, to gain new concrete experiences to reflect again. And so, step by step, concepts and generalisations are developed in a continuous circle. Kolb's "learning cycle" characterises this type of experiential learning as the process that links education, work and personal development (Kolb, 1984, p. 5). The model of the "eight fields of customer delight" further underlines the importance of this type of learning for companies who wish to improve as learning organisations.

The initial model was put into a matrix form and sequence:

1.	2.	3.
Top-Management support, service leadership, service excellence and customer focus as objective	Build a service quality information system	Create a service strategy based on dimensions
4.	**5.**	**6.**
Implement the service strategy through structure and processes	Implement the service strategy through technology	Implement the service strategy through people

Source: Marquardt (2018; own development)

Table 9: Elements to operationalise customer delight in sequence

The numbers mark the importance, logic and dependence to the following topics. The matrix uses the idea of 'seeing it with the eyes of the customer' (circle of success factors from the point of view customer).

The topic "Implement the service through people" consists of eight further subjects:

Participative leadership and leading by example	Work at teamwork	Employee motivation and identification	Compete for talent
Competence creation on middle management	Develop skills and knowledge	Empower servers to serve	Measure performance, reward excellence (Monitoring, Benefit)

Source: Marquardt (2018; own development)

Table 10: Elements to operationalise customer delight – people

On basis of the initial model “Elements to operationalise customer delight” that was derived from literature and the prioritisation derived from the “Circle of success factors” the revised “Elements to operationalise customer delight in sequence” was developed. Using an iterative learning process, the “Circle of success factors” can be further developed by an integration of the “Elements to operationalise customer delight in sequence”. This leads to the following
“Circle of success – with elements to operationalise CD”.

1.	2.	3.	4.
Positive environment	Communicate	Implement the service strategy through people	Implement the service strategy through structure (one face to the customer), processes and knowledge
5.	**6.**	**7.**	**8.**
Service leadership (management by example), Top-Management support	Build a service quality information system and implement the service strategy through technology	Service excellence and customer focus as objective for teams	Create a service (vision & strategy) strategy based on dimensions

Source: Marquardt (2018; own development)

Table 11: Circle of success – with elements to operationalise CD

Based on the further insights concerning success factors gained during the interviews the matrix was further developed by integrating all aspects from the fields of topics. A matrix that consists of eight topics was derived that shows the ideal realisation of success factors for satisfaction and delight. The numbers reflect the importance and the sequence of the fields. The matrix works in a PDCA (plan, do, check, act) logic for a learning organisation and loops around from 1. to 8. and never finishes in its improvement and realisation. The circle represents a holistic integration of the insights from literature and learning from the interviews. It represents a post-research synthesis.

1.	2.	3.	4.
Positive environment: positive, friendly, trustful, empowered, participative, easy with happy employees (Employee motivation and identification)	Communicate transparently, actively, responsive with esteem and respect (empathy) with your customer and have time. Listen to customers and understand the individual needs and expectations. Build relations and grow together.	Implement the service strategy through people. Compete for talent and train and form them (empathy, personal touch, willingness to go the extra mile, intrinsic motivation, open, positive attitude to satisfaction, authenticity, relaxed character, friendliness, communication skills)	Implement the service strategy through structure (one face to the customer; have time), high maturity of processes (reliability, transparency, deliver the promised, solve problems, capacities) satisfaction knowledge and competence (skills, knowledge, handbooks) on all levels
5.	**6.**	**7.**	**8.**
Service leadership, leading participative and by example, Top-Management support and continuous daily penetration of satisfaction importance. Work at teamwork. Empower servers to serve, have time, define rules.	Build an easy to use CRM and service quality information system (customers & employees) to measure and share information and implement the service strategy through technology. Use feedback in a PDCA circle.	Service excellence, customer satisfaction, delight and customer focus as objective with measured excellence and rewards (recognition) and incentives for teams.	Create a service vision and strategy based on dimensions and establish firmly with your employees
=>			Jump back to 1.

Source: Marquardt (2018; own development)

Table 12: Eight fields of customer delight

7.3 Case Study: Ideal Satisfaction and Delight Realisation

One of the main objectives of the research is to derive/determine how the realisation of customer satisfaction and customer delight at the premium automotive retail level might look. Therefore, the model with the eight fields was developed. To be useful, this model needs to be implemented. This case study was developed and reviewed from a industry expert and confirmed.

Orpen noted decades ago “the dominance of the 'scientific model' has resulted in management researchers being insufficiently concerned with questions of implementation, and the impact their research has on the people being investigated and the organization for which they work.” (1985, p. 118). Orpen also usefully points out that researchers in management may be involved in “helping to implement the 'solution' which they propose on the basis of their research results. Their job consists, not just of doing the research, but seeing that their results are used in a way that assists the organization” (1985, p. 117). In the following section the eight fields model is used, together with prior knowledge of premium car retail, to sketch one picture of how an approach to implementation might look.

First of all, the silos between sales and aftersales have to be taken down, because the organisational and retributive separation avoids ideal customer treatment and ideal customer relations, but also customer value for the company. Usually during the acquisition of a car, the buyer has contact to a new car salesperson. The salesperson helps the customer to configure the new car and leads the customer through the process until the car is delivered and handed over. The salesperson enters into a relationship of familiarity and trust with the customer because joint time and effort is invested, and a car is usually the second most expensive purchase made by a person after a house or pension plan. Usually the customer comes back to the dealership in cases of queries and problems and contacts the salesperson, because s/he is the known person of trust. The salesperson usually hands over the case to a service consultant in after-sales who does not know the customer, but yet handles the process from a technical and process point of view. This leads to a situation of one lost relationship and also lost information for the salesperson and also for the service consultant. Often a salesperson has a medium to high educational background and a certain communication skill. After-sales service consultants usually are internally developed employees, from technician to head of workshop and then service consultant. So, typically, they are technical experts but no communication or people treatment specialists.

The first lesson from this argumented model is the learning also derived from the interviews, that the interface to the customer has to be seamless, uniform, unitary. ‘One face to the customer’ is key to treating him or her well, because all the knowledge and insights about the customer are with one person. A strong and easy to use CRM – System can help to support here. But again, it is about people and so people are required as interfaces. To handle all customers ‘with one face’ means the company needs a new structure that gives the salesperson more time for the customer. That means the organisation has to support him/her by decreasing his/her administrative work. This suggests the need for a team of a salesperson, administrative assistant and service employee. Such small team could handle a group of customers. The structural and process details have to be developed through a process and structure analysis. Usually salespeople work in a system of geographical areas of responsibility and work on customer lists structured by names, or simply on a first come, first. Served basis. This type of approach has to be improved and matched to customer types and characters. Better that the salesperson, or “customer consultant”, matches well to the customer than to a geographical area. The second lesson is that the salary system has to be revised, a point Nwabueze (2011) endorses. Today, a service consultant earns around one third of the salary of a salesperson. This differential potentially destroys ex ante any willingness to support and cooperate with the salesperson by a service consultant and vitiates any motivated team-work. Summarising, the organisational set – up in the dealerships has to be changed involving structure, processes and salary-system.

The next step is to consider the Positive environment (field 1): positive, friendly, trustful, empowered, participative, easy with happy employees (Employee motivation and identification). Most of these words lead to a leader (dealer manager) with an appropriate approach and character (additional to the managerial skills). Somebody optimistic (positive), friendly and trustworthy is needed to give trust and power to the employees. His or her personal conviction is to lead participation with openness and an ‘easy’ general attitude. Somebody who relay lives the role with passion and not only as a job. These are characteristics that might be said to characterise transformative, servant leadership. These points lead to the first step of a general positive and happy environment for the customers, employees and stakeholders.

The interview output is that communication not only with customers, but also between the team members is crucial. This behavioural aspect has to be understood and trained and lived on a daily basis. An understanding of transparency is important, because any negative message needs to be combined with a positive plan to (re)solve by means of a solution that leads to satisfaction. The active and responsive part has to be embedded in the thinking of the employees. No message is worse than a bad message. Often misunderstandings follow miscommunication. Listening carefully to customers and understanding their individual needs and expectations is required. Employee time invested is, together with esteem and respect, crucial for customer communication. This point also leads back to the process analysis ensuring staff have sufficient time for the customer. Understanding, training and management by example are the right instruments for realisation here, the literature the interviews and experience suggest.

To live and realise all these processes require the right people. At the beginning of this chapter the character, interpersonal skills of the manager in addition to his or her management skills in general were identified in general, for the customer contact functions persons with empathy, a personal touch in their relationship to customers, open minded attitude, a general positive attitude to satisfaction, authenticity, relaxed character and friendliness are needed. Often this kind of person can more readily be found in other sectors such as hotels or fashion retail, rather than automotive retail. These empathetic aspects of a person can hardly be instilled by training. The person has to be hired with this skill. Completing the picture also the willingness to go the extra mile, an intrinsic motivation, and the already explained communication skills are needed. This type of focus and approach can be found in the literature dealing with configurational models for strategic HRM (See Golding & Beardwell in Beardwell & Thompson (eds.), 2014) Summarising, the dealership has to compete for this talent and train and form the team.

Where the structure of a dealership changes to the concept of partner having but one face to the customer supported by a team, the capacities and role models and processes, have to be analysed and new ways to suit the required configuration have to be developed. The aim has to be time for the customer and very stable standardised, mature, repeatable, reliable, transparent and secure processes to deliver the promised and more. Through process analysis, team workshops, joint development of new processes and then writing handbooks, training, living the processes as well as steady review through a plan do check act circle moves the configured organisation towards the goal. This approach should bring also the team together and motivates them. Knowledge and competencies have to be sharpened on all levels to understand each role, every process step and the overall approach of fulfilling the promises and customer delight through organisational learning

Senior managers must also support the approach, to underline not only its importance but also to empower the manager that then himself / herself empowers the employees. Coming from the interviews, leadership requires time with the employees, and here the continuous and daily penetration of satisfaction is important. Work at teamwork has to be realised in the new structure so empowered servers have the necessary time for the customer. For empowerment, rules, activities, competencies and responsibilities have to be defined for every job role and staff recognise that senior management is committed to such a learning approach.

To support the degree approach and to gain time for the customer a supportive IT and CRM - including a service quality information system (customers & employees) – may well be necessary. Today many dealerships lack current IT support., unlike the manufacturing arm. Dealership employees need to be trained to use contemporary tools to know about their customers, share information and to handle customers well. Any feedback from empowered employees has to be used positively to learn about the customers and to improve the organisation in a PDCA circle - logic. “The need for the people who use customer relationship management (CRM) systems to 'buy-in' is widely recognised as a critical success factor” say Corner and Rogers (2005, p. 267), while pointing out that it is infrequently operationalised.

Lost sales today are often created in after sales because the service consultant does not actively feed the CRM or salesperson about the desires and thoughts of the customer that he or she is dealing with at the moment, because it is not his/her focus and because of lack of time and teamwork.

The interviews showed that honest recognition from superiors is more important than economic recognition for excellent results and also that incentives have to be given for the team and not to single employees to foster good cooperation and team work.

Learning from this insight means giving team objectives on service excellence, customer focus, customer satisfaction and delight. The objectives have to be measured and the rewarded. An interesting tool is also the recognition, noted by interviewees, of the best customer feedback and the involvement of employees as best practice learning in the monthly team meetings.

Coming from such lessons, the dealership has to be routed to have the customers always in focus. Based on this idea, a service vision and strategy derived from the dimensions of satisfaction and delight has to be defined anticipatively with the employees. This vision and strategy has to be established firmly with all employees through steady communication, training and underlining, in the manner advocated by Salagean (2014).

7.4 Potential Limitations

The potential limitations of any research has to be acknowledged, even with the highest prudence in the choices of methodologies, evaluations, process and research quality. This research has an applied, implementation oriented, approach in an area (CS/CD) that remains theoretically under-specified. High-level interviewees with insider knowledge were consulted., using a semi-structured depth approach. Each interview lasted between one and two hours. After the sixth interview (of eight conducted) no additional important insights were appearing. the sample, such as it was, was judgemental, selected precisely because the individuals occupied positions that would provide a range of perspectives. The most important factor was contribution to knowledge that was achieved with using retailers at least at branch manager level with final customer contact (and possibly, huge knowledge) complemented by half the interviewees from one premium automotive brand manufacturer in Germany, so limitations to one brand are given.

Regarding the context and quality, it can be underlined that the topic of customer satisfaction and delight is of general interest in commerce. It may be that the general findings here can be transferred, with adaptations to other settings. The detailed look on the automotive premium retail level in the social and economic context of the German market in particular has limitations. Following this thought, the repetition of this research in a different context (social / geographical) would lead also to different findings.

Based on the literature and in combination with the research here, the synthesised general findings from the present research can perhaps be transferred as conceptual frameworks to other areas. Given the culture and geographical location of the present

research, it is not clear if the results are directly usable in other cultures or locations. Literature from different cultures was used as a basis in part for this study, so the derivation and usage of these new insights in different cultures is potentially possible. To answer the question of geographical, social and cultural differences in detail further research is needed in the field of premium retail customer satisfaction and delight.
In a many qualitative studies one potential bias exists, that the received answers are biased by the interviewer. The aim of an interview is to gain insights in the pre-existing beliefs. The risk is that answers are influenced by the interviewer during the interview. It is nearly impossible that the interviewer does not transfer his/her attitudes and beliefs a little to the interviewee. Therefore, standardised interview guidelines, questions and charts were used to increase neutrality and objectivity. The author used the possibility to review the interviews, transcription and data analysis with a neutral third person to avoid the interviewer bias to the greatest extent possible in the situation. Therefore, the insights gained and derived are expected to provide a sufficiently objective understanding and interpretation of the investigated context.

7.8 Summary of Discussion

The main value of this research is in new insights to customer satisfaction (CS/CD) in premium automotive retail and in the derivation of an improved approach to realise customer satisfaction and delight in automotive premium retail business. This research work addresses key question that are of concern to many companies.

This work focuses on the automotive premium retail business precisely because it is the sector where the author works. The key questions here are answered from one side by the product or the service and from the other hand through how satisfied and delighted the customers are. This work questions how satisfaction and delight can be ideally created and reviewed. To derive new insight, the methodology and methods were reviewed and the approach using convergent in-depth interviews was developed. The output of the literature review led to a new combination of knowledge that already set a new basis for customer satisfaction with the synthesised models. In combination with the expert interviews, a new model of customer success and delight “Eight fields matrix for customer delight” was derived.

Aims	Explore how customer satisfaction can ideally be realised in the German premium automotive retail business.
Objectives	Answering the question what to do and how to realise customer satisfaction in the right way is the objective of this study.
Gaps	Gaps in knowledge exist regarding the validity of the general customer satisfaction concepts and the relevant success factors and their realisation in the German automotive premium retail.
Propositions	1. what is the definition of customer satisfaction from the perspective of practitioners in the German premium automotive retail business. 2. what are the concepts and theories of customer satisfaction from academic knowledge to practice of German automotive premium retail business. 3. find new insights into concepts of customer satisfaction for the German premium automotive retail business by combining practitioner perspectives and theory.
Methodology	Theoretical position of a critical realist is the basic conviction.
Methods	Qualitative research approach with in depth interviews and content analysis.
Results	1. Success factors and their ranking 2. Fields of topics 3. Circle of success factors 4. Eight fields of customer delight – "the 8 jewels"
Contribution	Contribution to knowledge is generated through the new model of the "Eight fields of customer delight – the 8 jewels" and the example of the ideal customer satisfaction and delight realisation.

8. Conclusion

8.1 Contribution to Knowledge

There are two areas of contribution – one to general understanding of CS/CD, the other an advance in knowledge related to implementation to achieve CS/CD.

The first contribution concerns CS/CD, contextualised to the area of premium auto retailing in Germany. Experts in this industry hold strongly to the view that CD is a further elaboration of CS. Further, they identify a number of characteristics associated with the emergence of CD. These characteristics are: over-fulfilment of individual expectations (go the extra mile), standardise on a high level with no surprises, give attention, invest time with individuality, authenticity and empathy.

In holding to this view, they stand apart from those who hold that CD is a distinct state that is not an extreme form of CS. However, this question cannot be resolved definitively by the research here. As Parasuraman et al. (2020) summarise:

> "Achieving customer delight generally involves positively valenced emotions, interactions with other customers and employees, successfully solving the customer's problem during the service encounter, linking the experience to nostalgia and engaging various senses, a range of duration including quick versus prolonged timing, and finally a customer feeling a sense of control/agency." (p. 17)

The interviewees would certainly support the ideas of positive emotions, interpersonal interactions, problem solving, sensory engagement, and customer agency. It would also be the case that the interviewees would see these as being needed for CS itself. Issues of duration and of nostalgia were not evident in this study. What is also striking is the overlap between these qualities and the issues for service excellence from Berry (1995), characteristics of transformational leaders, and the conditions for delight from Parasuraman et al. (2020). Even with these (recurring) general factors, it remains the case that there may well be that there is no uniform concept of CD that holds for all customers and settings

Additionally, insights regarding the identification of "customer satisfaction" and "customer delight" were gained, leading to a more nuanced picture. Interviewees outlined how they see customer satisfaction nowadays remaining as the basis for delight. However, though to reach satisfaction the fulfilment of the customer's minimum expectations continues to be necessary, it is no longer enough. Not only the fulfilment of minimal expectations is required today, but committing to the 'extra mile' of effort to attain satisfaction is already a given. Today, not going the extra mile results in dissatisfaction, in the view of respondents.

Regarding their definition of delight, they underlined that delight is created when a customer displays affect positively and actively to others. When such an emotional level is reached, they believe that the customer will have created an internal barrier to switching to a different brand. Delight is very individual state, depending on the character of each customer. It can be *seen* as an emotion, and any lesser state as not being so positively emotional. To reach delight, some form of over-achievement is required in addition to having gone the extra mile.

While the literature has emphasised surprise as a determinant of CD, here standardisation at a high level with no surprises, in contrast, defines the operating characteristics. Even to reach CD through over-achievement must not disturb the equilibrium. Only one single interviewee saw surprise as key in achieving delight, in the manner some identify as 'essential' in the literature (for an example of this, see Crotts & Magnini, 2011).

This is also in contrast to a more long-standing general opinion in literature that surprise is one of the factors for delight. Interestingly it was also mentioned that, based on internal company studies, about one quarter of the customers can be categorised as delighted when everything works as expected and when they do not have to interact further with the dealership (for follow-up, service, remedy of faults).

One interviewee expressed it well by saying that the customer should receive attention and time investment with individuality, authenticity and empathy, leading to self-esteem. The goal should be to makes him/her feel like a special person and not to be seen as aiming directly at his/her money was an added comment.

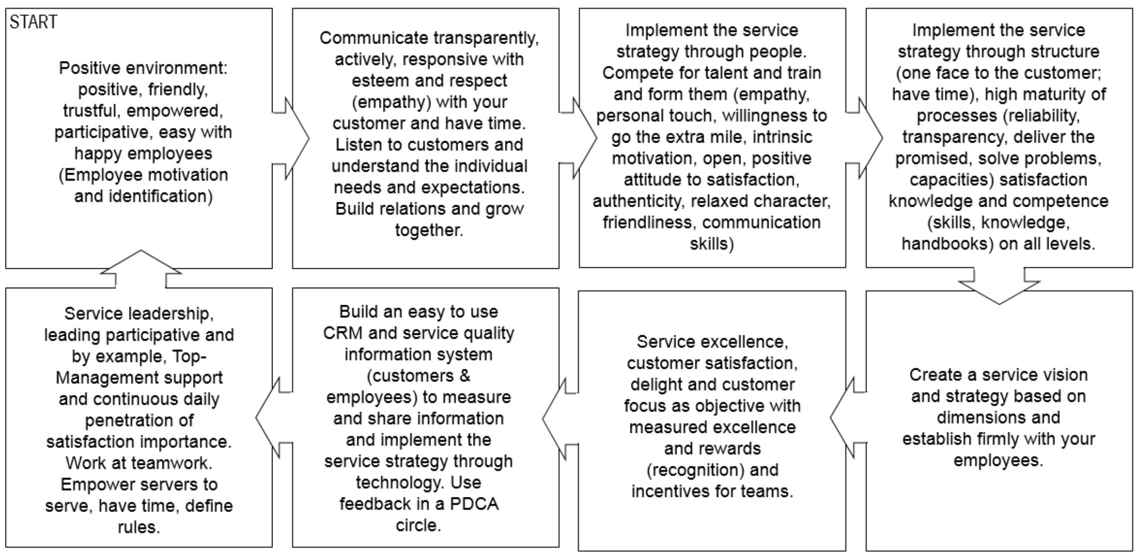
This finding shows that, on a theoretical level, additional insights are given that could lead to further research with focus on the definition and disentanglement of satisfaction and delight across contexts.

The second contribution to knowledge is a new model for customer satisfaction *realisation* that is easy to understand and gives guidance to implementation. This new model is based on profound expert knowledge from the field; senior managers from a

German premium automotive brand having up-scale autos and dealerships, with heightened sensory characteristics having proffered their insights.

The figure below shows the fully elaborated model “eight fields of customer delight logic”. This figure summarises their views, and crucially, provides a perspective on the order required for effective implementation to achieve CS/CD.

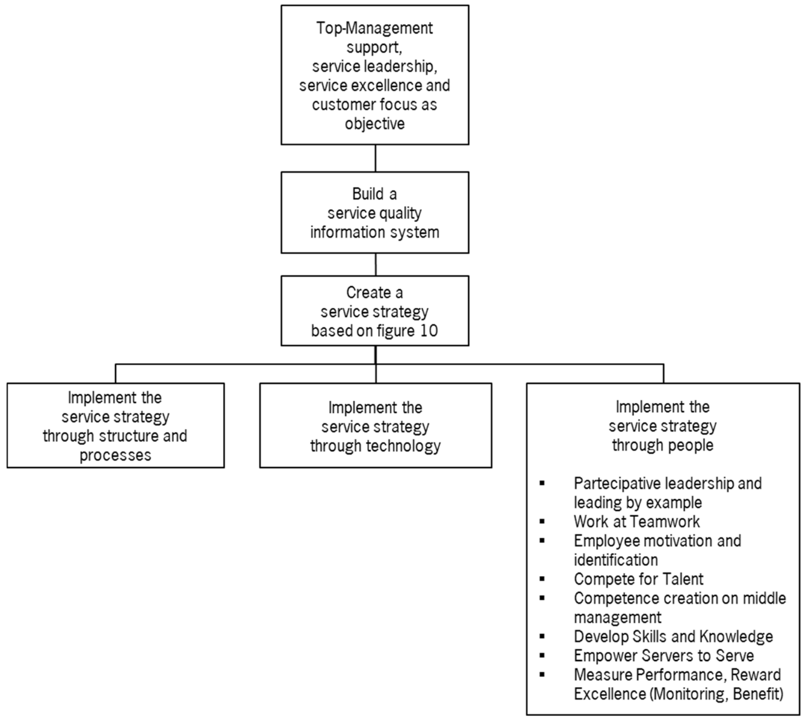
The contribution to knowledge in application is an this easy to understand and easy to use approach to realise customer satisfaction and delight in a company or organisation.



Source: Marquardt (2019; own development)

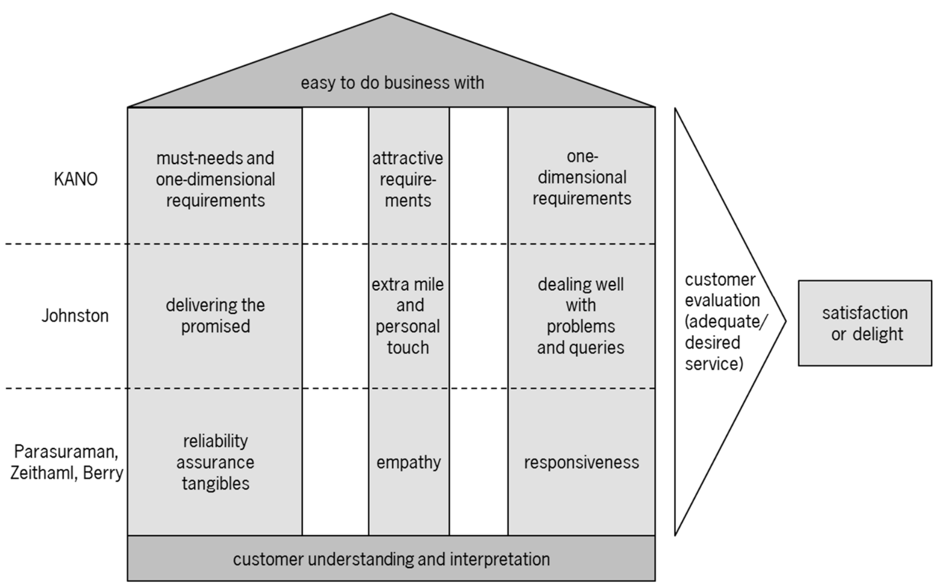
Figure 36: Eight fields of customer delight logic

Additionally, valuable extensions of knowledge from literature could be developed, as shown in chapter two. The reviewed literature and reflection on it lead to a new combined insight that set a new basis for achieving CS/CD. This new combination of knowledge is shown the “elements to operationalise customer delight” and the “dimensions to delight customers” in the following two figures.



Source: Marquardt (2013; own development; based on Berry 1995)

Figure 37: Elements to operationalise customer delight



Source: Marquardt (2013; own development)

Figure 38: Dimensions to delight customers

In a direct comparison of the models, the “dimensions to delight customers” give a general overview at a macro level of the topics that have to be addressed in general as a vision or mission. The elements to *operationalise* customer delight give more practical indications as to how to ‘get it done’ in practice, but still lack detail and prioritisation of topics.

This need for prioritisation and implementation-ready guidance is addressed in the freshly developed model “eight fields of customer delight logic”. This approach offers very clear practical guidance on how to get customer satisfaction and even delight realised in practice. The model also includes some aspects of a learning organisation with application of the Shewhart – Deming Plan-Do-Check-Act cycle.

8.2 Recommendations on Basis of the Results

The results of the derived knowledge and models from literature and the confirmed insights from the expert interviews as well as the new insights from the interviews lead, in combination, to an improved overall model of success factors to realise customer satisfaction and delight in the studied context. For a company to gain higher profits through increased customer loyalty (less brand switching) and recommendations to new customers through word of mouth advertising, the recommendation from this study would be to review the organisation structure, customer facing processes, with the help of the “eight fields matrix for customer delight”. Continuous improvement and reflection seems to be the key for success in repeatedly achieving CS/CD. The recommendation is for every activity is to reflect the “eight fields of customer delight logic” with the objective of improvement for all stakeholders.

8.3 Proposition for Further Research

Further research is recommended in other sectors determine if differences or additional insights can be brought to the fore. Additionally, more brands could be integrated in this study to learn if customers of other brands and their managers have different views or confirm the knowledge.

As customer delight is not yet completely understood in this context, also further effort should be put on this question. Responding to the question as to whether satisfaction and delight are separate or related concepts remains important. To date studies in varying contexts using varied approaches in differing countries have, perhaps not surprisingly, reached differing conclusions.

Because of the complexity and very individual content of the topic, no customer primary quantitative research is suggested. A comparative case study of automotive premium retail locations with a traditional and the revised approach based on the “Eight fields of customer delight logic” could be very interesting, to learn if the model is further confirmed in practice. Such a case could feature management, sales staff and customer views. and if it could become the new standard in the automotive industry.

Current conceptualisations of CD tend to rest on either an ‘extreme satisfaction’ position, or of CD as a distinct emotional state. Given the present state of knowledge, neither view may hold everywhere in all contexts. It may be that temporal and axiological factors, particularly aesthetics, may have a role to play. This is arena worthy of further research.

Data concerning satisfaction and delight is routinely collected by many companies and evaluation websites such as Trustpilot, Feefoo, TripAdvisor and so on. Text mining, content analysis and other computer-assisted data recognition and analysis techniques could prove useful here.

An additional interesting further research project could be the field of employer branding, as it is still a developing topic (Maheshwar et al., 2017). One of the findings of this study is that the ‘right people’ are key to achieving CS/CD. Therefore, attraction, engagement and retention of the “right” talents is important and addressed by employer branding. Increasing competition to attract highly skilled personnel shows the importance of this, and underlines the necessity for further research in connection to customer satisfaction and delight.

Whatever of the many potential topics are pursued, then the contrasts between customer views and management perspectives is worthy of particulate study.

8.4 Summary of Conclusion

The main value of this research is in new insights into customer satisfaction in premium automotive retail and the derivation of an improved approach to *realise* satisfaction in premium automotive retail business, and potentially in premium retail in general. This work addresses issues that underpin a key question for many of companies: How can we gain and retain loyal customers?

The central question of how to satisfy and delight customers in practice is addressed and to some degree answered. This work questions how satisfaction and delight can (ideally) be created. Existing literature was reviewed to find answers and was further developed and combined with new insights from expert interviews. To derive this new insight, an appropriate methodology and methods were selected after review. Convergent in-depth interviews were shown to be a developed method that offered penetrating managerial insight.

The output of the literature review led to a new combination of knowledge that already set a new basis for customer satisfaction with the derived models. In combination with the expert interviews a new model of customer success and delight “Eight fields of customer delight logic” was derived. The main win of this research is an easy to understand and easy to use approach to realise customer satisfaction and delight quickly in a company or organisation.

Aims	Explore how customer satisfaction can ideally be realised in the German premium automotive retail business.
Objectives	Answering the question what to do and how to realise customer satisfaction in the right way is the objective of this study.
Gaps	Gaps in knowledge exist regarding the validity of the general customer satisfaction concepts and the relevant success factors and their realisation in the German automotive premium retail.
Propositions	1. what is the definition of customer satisfaction from the perspective of practitioners in the German premium automotive retail business. 2. what are the concepts and theories of customer satisfaction from academic knowledge to practice of German automotive premium retail business. 3. find new insights into concepts of customer satisfaction for the German premium automotive retail business by combining practitioner perspectives and theory.
Methodology	Theoretical position of a critical realist is the basic conviction.
Methods	Qualitative research approach with in depth interviews and content analysis.
Results	1. Success factors and their ranking 2. Fields of topics 3. Circle of success factors 4. Eight fields of customer delight – "the 8 jewels"
Contribution	Contribution to knowledge is generated through the new model of the "Eight fields of customer delight logic – the eight jewels logic" and the example of the ideal customer satisfaction and delight realisation as well as through theoretical insights on satisfaction and delight

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Appendix i

Overview of the conducted Interviews in English:

Summary of the interviews sorted with field of topic, question and interviewee:

Interviewers Guide	Question	I 1	I 2
A) Introduction to ¨success factors of customer satisfaction in the premium automotive retail¨	What is customer satisfaction on automotive premium retail level and what are the success factors? How do you understand delight from the perspective of emotions and not from the point of analytics (exceed expectations)? What success factors do you see for customer satisfaction and for customer delight (TOP 5)?	Customer satisfaction is the basis for customer delight. Fulfilment of the promised = minimum expectation. Premium means more personal touch and alignment / communication. Customer sees himself as something special. Surprises only for customer delight. Over achievement is very relationship based and emotional and goes beyond the standard processes. Listen to customers = understand needs and treat customer personally, transparent communication, offer solutions, have the right qualifications, capacities and the possibility to replicate.	Level of expectations is not enough to reach customer satisfaction any more.

B) Discussion of ¨house of service excellence¨	Introduction to “House of Service Excellence”.	Confirmation of Model, delight is individually dependent on each customer – therefore understand expectations.	Confirmation. Fulfilment of standards is not enough anymore. Extra mile is already expected. Satisfaction and delight are different things. Satisfaction is the basis for delight. Delight means actively telling to others. The question is if recommendations are given?
C) Detailing of success factors in general	What are the success factors of customer satisfaction in a dealership and how do I realise this from your point of view?	Maturity of processes, qualification, structure and capacities, measure objectives (customer call), empowerment / freedom of employees, no clinical customer relations, managers are often no example (no customer contact), positive motivation to customer relations, Openness to customers.	Ensure that the promised is realised. Understand customer expectations. Communicate with customer. Responsiveness, solve problems, interact. Reward customer orientation. Empathy is given by nature. Select the right person with extra mile and personal touch. Structure for extra mile and own freedom (empowerment).

D) Detailing of ¨success factors to realise customer satisfaction¨	Present success factors based on literature. Ask for marks and realisation approaches. How would you do it and realise it?	Define detailed strategy for dealership together with employees. Eliminate pain-points of IT. Management should work actively as example with their experience. One-Face to the Customer = a person that cares. Abolishment of sales and aftersales separation. Exchange of customer information in team. Clear customer focus. Teamwork only with clear responsibilities. Objectives on joint team level. Don not over evaluate identification. Talent can be trained but customer orientation can only be trained on a limited level. Hire competencies in management. Not everybody has to be able to do everything. But all have to understand in general (train processes). Customer budgets are often unused because of missing knowledge and fear of negative consequences. Long term intrinsic attitude with focus on performance and customer. For rewards use more recognition than money.	Confirmation. Add empathy and intrinsic motivation. To be able to use instruments these have to exist first. Understandable (for operative employees) vision. Live the example and be intrinsically or extrinsically motivated (bonus). Measure customer satisfaction and reward on employee level. CRM should be used to have transparency over customer. Empower employees and live examples. One face of the team should be the interface to the customer with working internal interfaces. On efface is better. Hire the right people (motivated, identification, empathy, knowledge). Wage and bonuses must be right (hygiene). Give the room for empowerment. Award excellence with thing s that employee would not buy for himself.

E) Detailing the TOP5 Topics	What are the best five (TOP 5) topics for customer satisfaction realisation?	Analysis, prioritisation, needed things, communicate successes, daily living.	Knowledge of employee regarding customer satisfaction, empathic overachievement of customer expectation, should but doesn't need to be surprising, uninterrupted customer satisfaction (vision, strategy, processes, systems, people, etc.). Most important factor are the right people.

I 3	**I 4**
A) Transparency in sales and aftersales. Fulfilment of minimal requirements. Process transparency. Personal relationship. Only process efficiency and no additional relationship (customer delight in this case = less contact: trust; 25% of the customer maximum; cultural values: it is a family to dealerships and community). Delight when customers feel like person and not any more like customers. Process steps / gestures that do not aim for money. Premium is always a bit more. Delight: if everything works as always. Customer must be so satisfied that he feels an internal barrier to change and that he talks actively to others. Step to delight is very subtle. The incentive system has to be focuses on customer satisfaction (not sales) and IT systems have to be given. Transparency: be able to take a decision on A, B, C (advantages and disadvantages). Give evaluated individual recommendation. Hire the right people with natural service orientation and intrinsic motivation. Prerequisites to life service orientation have to be given (processes & capacities & qualification).	A) delight is the over fulfilment of the expectations. This is not an emotion. Over additional value. Invest time. Do not stress. Have a relaxing athmosphere. Be clear, tarnsparent and traceable. Organise capacities for the salesman. Give administrative tasks to other employees. One employee should be the face to the customer (capacities, processes, trust). Right people (relaxed, authentic). Superior as coach and example. Reachability (communication). Guideline for customer talks and focus on solutions. Transparency in communication. Good customer treatment and empathy. Service advisor = retention. Adjust retribution systems. Decreasing number of customers with focus on technic.
B) Surprice is not necessary for customer delight. Everything should be in order as expected and customer does not like surprises. Understand customer in detail.	B) The model is right.

C) Most important factor to create customer satisfaction is the follow up call (OK for 80%). Better realised IT systems. Test drive with the right model and engine.	C) Impression to customer must be individual. The feeling of the customer must be that he is somebody special.
Confirmation. The topic customer information is missing. Rituals / customer vicinity / customer information. Share customer information with other departments (structure / system). Offer and delivery of customer information (as fuel). Time and motivation (structure, qualification) for CRM. Liberation of time. Fill specific CRM and increase. One face to the customer. Tear down silos. Differences in retribution system must be abolished. Team can stand behind. Service Strategy must be pragmatic and supported by systems. Leading by example for employee and customer. Regularly actualised and modern systems with easy workflow that pass the balls. Use clear CRM Worklists followed by KPI. AWARD culture. Joint teams beyond Silos. Intrinsically motivated Employees with attractive environment lead to customer delight. (without measurement). Adapt incentive systems. Live by example and empower people. Train for new forms of work and customer orientation. Empower to decide and escalate only no agreements. Define value limits. Reward with money and recognition. Recognition and top / down list (psychology).	Trust. Communicate this. Guideline of customer satisfaction and customer delight by superior. Continuous addressing of the topic. Explain. Manage by example. Do not be theoretical. Structures and processes have to be defined as basic requirements. Trainings. Easy to use IT. Customer satisfaction survey not important. Leading by example. Employee is the most important factor. Unite silos. Team events. Empathy. Right employees. Give competencies to employees. Problem of income differences. Agreement of objectives and appreciation. Reachability. Possibility to take time, authentically, transparent, honest, reliable, friendly. Right man in the right position.
D) Ensure strategically customer satisfaction with structure and processes. Give TOP-Management support. Manage by example. Motivate and empower people. Install new working approaches. Install structure and processes therefore. Use technology as enabler.	D)

I 5	**I 6**
A) Individuality and authenticity. Answer to questions. Strong focus on emotions. Customer delight is recommendation from a customer. Functions as multiplication. Customer satisfaction is basis and emotional delight leads to customer delight. Customer satisfaction can be measured. Understand individual expectations. Meet the requirements of expectation and realisation. Strong emotional relation. Transparency. Transparency. Authenticity, honesty, friendliness, individuality. Professionalism. Empathy. Individuality.	A) Customer expectations lead to minimum prerequisite and leads to customer satisfaction. Extra mile is customer delight. Time develops satisfaction to delight. This is more appreciation. Premium has a higher customer expectation (more time with customer). Expectation of attendance. Individual character of customer. Define level on your own and use PDCA. Pre-defined and measureable level does not exist for customer satisfaction and customer delight. Personal support through salesman. Time with customer. Clean and correct process. Extra mile and unexpected leads to delight. Take time. Satisfied employees with happiness and task as content. Inflation of extra mile is difficult. Empathy in the premium segment.
B) strong interdependence. Emotion is missing in the model. Interpersonal level is missing. Add customer management / steering. Coinage / education / training of customers. Right active communication directed to the customer and not reactive.	B) Reliability and honesty and openness. Information about problems. Empathy. Appreciation. Time with customer.
C)	C) Human being is central. Customer contact. Appreciation of customers. Time with customer. Discourse with customer.

D) Trust. Freedom and empowerment. Time. Money. Resources. Coaching. Sparring. Support. Personality. Skilled competence, disciplinary lead. Restrictive and cascaded guidelines. Guidelines. Predictability is important. Explain to all levels and employees. Only people can do it. Soft topics. KPI and qualitative measurement with time for the customer. Participative leadership. Reflect own actions / doing. Lead by example. Values. Empowerment and freedom. Opinion of employees. Joy and fun at work. Give good feeling. Develop employees. Atmosphere. People have to have passion for it. Regular standard meetings. Team workshops. Events. Team develops itself. Biggest multiplication creates middle management. Use your freedom and empowerment. Install an incentive system with personal and team performance. Positive connections.	D) Example. Management must support. Customer focus. Derive from customer. Define minimum for customer and formulate a vision. PDCA based on customer. Define processes and document them. Train people. Comprehensible for all and with their participation. Technology as support. Get customer feedback. Lead by example. Represent. Imagination and credo. Delegate tasks. Involve employees. Teams that work together. Participation of employees. Support by management. Workshops. Trainings. Continuously. Social competence. Empathy. Normal worker. Overall information. Team Building. Information and feedback. PDCA. Transparency oin information. Soft factors. Train customer treatment. Lead / manage the customer. Have time. Create relationship. Recognise and appreciate customers and employees. Customer satisfaction as conception of oneself.
E) Analyse route cause, vision, mission, strategy, personal touch and customer match, user types, train / qualify.	E) Respect and appreciate customers. Friendliness and openness towards customers. Take time for customers. Customer in focus (focus structure for this). Consequent PDCA (track measures, check, get feedback loop) in organisation and with customer.

I 7	I 8
A) Understand customer expectations. Individuality. Personal treatment and problem solving. Respect. Appreciation. Seamless. Quick. Simplicity. Avoid hurdles and stress. Know expectations and anticipate these. Create a bit over fulfilment. Transparency. Empathy. Friendly. Personal.	A) Quick solutions. For premium additional topics are the key. More emotional than rational. From the stomach. Delight is based on satisfaction. Multiplication on basis of customer satisfaction and customer delight.
B)	B) good.
C) Add anticipation and simplicity.	C) Higher service level. Empathy. Extra mile. Solve problems. Measure performance and pay for it. Incentives for extra mile. Train and give competencies to others.
D) Customer satisfaction in focus and not delegation. Enable people. Live examples. Explain and train. Gain understanding. Simplicity. Fulfil customer expectations. Organise the structure to deliver. Give importance to customer treatment / data. Give / lead by example. Recognise performance. Avoid silos. Team. Objectives. Train. Seamless. Define processes. Give Budget.	D) Support employees. Be reachable (contact). Capacities. Basis of employees. Individual strategy for each dealership. Cooperation of silos. Overall Processes. Performance and Incentives. Measure on employee level. Improve competencies. Lead by example. Transparent and overall information. Avoid clay layer in management. Connect sales and aftersales. Increase competencies of employees / empowerment. Training, coaching, knowledge improvement. Connection MD to employees. Understand and live. Knowledge, strategy and processes. Give decision power / competence. Pay for performance.
E) Flexibility, individual solutions, speed, predictive, unique. Experience for customer must be like that.	E) Strategy customer focus, PDCA; Live strategy; Use possibilities of monetary incentives / wages, HR development, Include employees in decisions, use customer feedback

Appendix ii

Interview 3 in English:

What is customer satisfaction on automotive premium retail level and what are the success factors?

In the sense of the KANO – model exist different factors (punctuality, description, etc.). In general, it is about transparency in sales and aftersales. For example – if an appointment was missed – you don´t even have to talk about the other factors anymore. Above all it is about the fulfilment of the promised. This is an important factor of hygiene. Process transparency is very important. But, this doesn´t make people happy. A personal relationshiphas to be seen as satisfying. There are also customer groups that are only looking for process efficiency and no additional relationship. For this group process efficacy is sufficient. For that group I can create delight by minimising the contact to the dealers (only offering the service in quality when it is necessary). One example is AMAZON and their order – button. This is person and product category dependent. This is a maximum of 25% of the customers. It could also be, that this is the highest form of a relationship because there is the highest trust. The ones that do not trust will rather change the producer. Except they are bound because of the product. Mostly this are people that bought the fifth or sixth 911 model. This can be a result of trust (process efficiency). Values of culture are important. The brand is a family for the retailers and the community.

For the other group of customers delight starts when they feel as persons and not anymore as customers. This is gained through process steps / behaviour that do not aim for money. That can be attentiveness that was deliberately done for me. For example, an additional explanation of the car for the wife regarding the functionalities – one retailer did this and created delight. I am going to explain the functionalities again without negativation (you did this wrongly / you can do this better). To define delight is even difficult for customers. Customers say delight is if everything works as always. The customer has to be so satisfied, that he has an internal barrier to change brand and that he actively talks to others about it. The example of a dentist shows: the customer is not motivated to go there, it hurts, nevertheless the customers talk about it to others and stay. That is based on transparency and the additional service the dentist does because he knows me. Than I have an internal barrier to change. The importance of transparency is: having the overview to take a decision A, B, C (with explained advantages and disadvantages). And also receiving an evaluated recommendation because I know the customer. Not because I think it is better, because I know you. The step to delight is very subtil. Premium is always a bit more.

What are the best topics of realisation?

It is about processes and people. I need the right people – here we have the necessity of improvement. A natural service orientation with intrinsic motivation is necessary. The retail is very technically focused at the moment (aftersales). If processes don´t work, I can burn the people. The prerequisites to live the service orientation have to be given. The todays incentivation is only focused on sales / turnover. It leads to frustration and to job change of the employee to another company if the right incentive systems are not given. The IT-Systems cannot plan appointments well today (for example). No transparent moment of time can be given today (finalisation of repairs or delivery of new car). That frustrates customers.

What is delight for you? Do you see delight from the point of view emotions or from the analytical perspective (in the sense of overachievement of expectations)? What success factors do you see for customer satisfaction and customer delight (TOP 5)? How do you evaluate the model of the "House of Service Excellence"?

From the point of view of the customers no surprising factor is necessary or wanted for customer satisfaction. The in the USA used scale of positively surprised lead to customer claims. If you do what you do is everything all right. I come to you (customer) because everything is all right and I don´t want to have any surprises.
There is a gap between what we think that the customer desires and what he really wishes and so there is also a gap what process is the right one (SerfQual approach about gaps of Zeithaml). This is also for us the basic problem because we think that we do everything right – but we do not know it.
One of the best creators of satisfaction is the follow – up contact. That must be focused more (introduced in the PSS KPI, new training chapter for the retail). It does not lack

in understanding but at the system or at the badly realised system. To interpret the desires of the customer wrongly could be a gap. The call center can call – but this is only OK for 80%. 20% want to talk to the original employee. Sometimes the customer demand is not clear. For example, the test drive car pool has to have the models and engines that the customer desires to test. We would already be happy to get a test drive done. The customer wants to try the exact motorisation.

What are the success factors for customer satisfaction for the PC / premium car retail from your point of view and how do I reach this? How do you evaluate the success factors derived from literature? How do you evaluate these factors with marks and how would you realise these? How would you realise it in general?

The summary is confirmed. Good, it is exactly so.

The topic customer information is missing. Rituals / customer vicinity / customer information. Offer the customer information also to the other departments. (with structure / systems). Customer information as preparation (like fuel).

Important are the managers or people (salesman / service consultant) that take the information from the CRM system and also understand the importance to put information into the system. Integrate customer information into structures and processes.

Explicit underlining of the topic is important. Perhaps the salesman needs the support from other persons or systems to have time and motivation for CRM. A way to get the knowledge of the employees into the system has to be found. US – PCs sometimes really have no time. Often it is a mixture of missing motivation and missing time. Because of that somebody is needed to put the information into the CRM.

Implement the service strategy through structure and processes. Mark: 1

Feed specific CRM and extend. It is important to finish the separated silo thinking of the departments in the PC. The main point is that the employees of the PC do not pass the ball from one to the other. That would be radically customer oriented. Customers want one interface. The customer does not mind if the interface is sales or aftersales. The information handover does not happen systematically and is the biggest interruption from the customer perspective. The interviewee has low insights about the bonus and incentive systems and retail. The different bonus system for sales and aftersales have to be abolished (delta: unequal treatment). The silo thinking has to be abolished. One interface has to be provided to the customer (first level support; key idea: I call Kevin). Behind this interface can be a whole team.

Create a service strategy based on dimensions. Mark: 2
This has to be oriented at the internal processes and strategies. It should not be academic.

Top-Management-Support, Service-Leadership, Service Excellence and customer focus as objective. Mark: 1 at the beginning and in the realisation phase mark 2
Sensei - principle: Manager has to live it by example for employees and customers. No Sunday speeches should happen.

Implement the Service Strategy through Technology: Mark: 2
The technology has to be adopted regularly. Technology is not an end in itself. Easy usages are important. It has to be actualised continuously. It must exist a workflow in the team structure that passes the balls. New collaboration possibilities arise from this. A joint digital space would be good.

Built a service quality information system. Mark: 2
Our (Interviewee Brand) PPR is benchmark. Single customers have to be used to show and explain KPIs (example character). A worklist should be defined from single persons, than follow the KPI.

Implement Service Strategy through people. Mark:1
People and Empowerment is more pronounced with premium brands.

Teamwork: Mark 2-3
Also single employees can do a lot.
Employee Motivation und Identification. Mark: 1
Compete for Talent. Mark: 2
Competence Creation. Mark: 1
Develop Skills and Knowledge: Mark 2
Participative Leadership and Leading by example: Mark: 1

Work by example and give good examples / underline with appraisal. Introduce an awarding culture (premiums) is important.

Work at Teamwork: Mark: 2-3

Teams that ignore silos. Teamwork is good. You can do also a lot as single employee. Also single employees have to be responsible.

Employee Motivation & Identification. Mark: 1

That is the key topic. You can have this intrinsically or by objectives. With the help of workshops / concepts and trainings people can be lead to the insight that this is important. Manage by example and empowerment of people is important. Performance is the result. I can than also measure it but people will do it automatically. As soon as I have an attractive environment this gets an automatic result.

Competence Creation at middle Management. Mark: 2

Conduct workshops / trainings. Conduct trainings to new working concepts and customer orientation.

Empower servers to serve. Mark: 1

A, C, R, for each PC have to be defined (activities, competencies, responsibilities) and also levels with escalation processes. No decisions are escalated but conflicts Value limits have tobe introduced.

Measure Performance und Reward Excellence. Mark: 2

Self-explaining. Reward Excellence also belongs to empowerment. It should be a mixture of money and recognition. Money is already at the limit with this brand. Introduce a top and bottom list: nobody wants to be at the low end.

What are your TOP 5 topics for customer satisfaction realisation?

Realise customer satisfaction strategically through structure and processes. At the beginning support through the TOP – management. Above all management by example. Support motivation and people empowerment. Install empowerment of middle management and new working techniques and keep them running. Technology is an enabler and not the objective itself.

Appendix iii

Overview of the interviews in German:

Interview 1:

Was ist Kundenzufriedenheit auf Automotive Premium Retail Level und was sind dazu die Erfolgsfaktoren?

Man spricht immer von Kuzu und Kube. Die meisten Personen sprechen bereits von Kube und nicht mehr von Kuzu. Kundenzufriedenheit ist Basis für Kube und erstmal die Erfüllung des dem Kunden Versprochenen. Dies stellt wohl auch die Mindesterwartung des Kunden dar. Dies bedeutet, dass der Kunde zufrieden mit der Leistung ist, wenn das ihm versprochenen (Inhalt, Preis, Termin) erfüllt worden ist. Im Premiumbereich schwingt mit, dass der Kunde mehr erwartet. Der Kunde erwartet ein mehr persönlich abgestimmtes Vorgehen als z.B. eine Volumenreparatur. Eine persönlichere Ansprache, die Kommunikationswege z.B. WhatsApp oder Anruf der Assistentin wird erwartet, um noch im Stadium zufrieden zu sein. Kunde fühlt sich im Premium als etwas Besonderes und schwimmt dadurch ebenso in der Erwartung mit. Dies gilt ebenso für den Vertrieb mit einem individuelleren Anspruch. Z.B. Home-Delivery oder Testfahrt in Wunschfarbe. Begeisterung ist On-Top und würde ich als Überraschungsmoment bezeichnen. Dies sind Inhalte die nicht an den Kunden kommuniziert und nicht von ihm erwartet werden.

Wie siehst Du Begeisterung aus der Perspektive der Emotion und nicht aus der Perspektive der Analytik (Übertreffen von Erwartungen)?

Durch emotionale Begeisterung kann sicherlich objektive nicht Erfüllung Übertroffen werden. Sicherlich existiert diese Differenzierung in Geben und Nehmen (Auftrag und Geld) und emotionale Begeisterung. Eine Premiummarke muss insbesondere auf das Drumherum (Über Erwartung) hinausgehen. Das Gefühl besonders Behandelt zu werden kann dieses übertreffen erzeugen. Dies ist viel Chemie und hat nichts mit den Standardprozessen zu tun (Beispiel Ritz). Dies bedeutet auch, dass ein Blumenstrauß im Auto nicht automatisch zu Begeisterung führt. Dies ist sicherlich überraschend aber nicht automatisch positiv und emotional.

Welche Erfolgsfaktoren siehst Du für Kundenzufriedenheit und Kundenbegeisterung (TOP5) ?

Als erster Schritt möglichst gut Zuhören was der Kunde möchte. Das was er kommuniziert und auch das was er vielleicht nicht kommuniziert. Sozusagen eine Bedarfsanalyse die Zeit kostet. Gemeinsames Verständnis darüber (Sender und Empfänger) zum Ende des Gespräches herstellen. Wenn diese Vereinbarung dann auch Eintritt ist eine gute Voraussetzung geschaffen, dass am Ende beide Parteien zufrieden sind. Zuhören, auf Bedarfe eingehen und sich diese bestätigen lassen. Bei Abweichung frühzeitig an den Kunden transparent kommunizieren und erklären und Lösungsvorschlag erbringen. Ansonsten kommt es schnell zu Unzufriedenheit. Schnelles einfangen und in positive Richtung bringen. Ebene darüber: PZ darf nicht Fehler machen, die Erwartung zu hoch zu hängen und nicht Prozess und Strukturen sowie Qualifikation dazu zu haben. Mitarbeiter braucht Zeit für Kunden um diesen gut zu betreuen. Für Ableistung müssen die Prozess und Kapazitäten vorhanden sein, dass Mitarbeiter nicht gegen sich selbst zwischen versprechen und Erfüllung kämpfen. Replizierbarkeit der Prozesse muss vorhanden sein.

Wie bewertest Du das "House of Service Excellence"?

Nachvollziehbar. Basis muss da sein. Darauf kann aufgebaut werden. Danach Sahne darauf aufbauen. Daraus folgt Loyalität und Empfehlung. Je nach Kunde kann Basis ausreichen aber auch Begeisterung ist je nach Kunde individuell. Deswegen mit Kunde immer klären was seine Erwartung ist. Cola-Beispiel: der eine will light der andere Zero. Ohne Basiserfuellung geht nichts. Diese muss intuitiv sein. Viele Leitfäden sind im täglichen Geschäft nicht anwendbar.

Was sind aus Deiner Sicht die Erfolgsfaktoren für Kuzu im PZ und wie erreiche ich das?

Erstmal würde ich mir ansehen wie ist der Reifegrad zu Prozessen, Strukturen, Kapazitäten und Qualifikation ist bezüglich Kundeninteraktion. Check Feedback, Kundenbeschwerden, Termintreue, etc. Die Frage ist wie gut ist die Erfüllung der Basis? Aus dem Reifegrad würde ich Ableiten wo die Messlatte ist und dann davon Ziele ableiten wo wir gerne liegen würden und dafür die Ziele und Voraussetzungen schaffen. Dadurch macht Arbeit mehr Spaß und wird mehr Erfolg bringen. Mehrverkauf und Crossselling folgt. Man muss einen Weg finden diese Ziele zu messen z.B. Kunden anrufen. Man darf das Messen nicht überdrehen, da Mitarbeiter unsicher werden und dadurch unauthentisch werden. Mehr Freiheit den Mitarbeitern geben um Kuzu und KuBe zu erzeugen. Umgang mit Kunden darf nicht klinisch sein und muss. Häufig kümmern sich um die Kundenbetreuung die Führungskräfte nicht und Mitarbeiter haben keine Orientierung. Kümmern und auf mich eingehen ist das Zentrale. Die Grundeinstellung der Leute muss positiv zu Kundenbetreuung sein. Die größte Gefahr ist Menschen zu unterschätzen: Kaufkraft und Multiplikationskraft. Verkäufer müssen auf den Kunden zugehen.

Wie siehst Du die Erfolgsfaktoren auf Basis der Literatur. Wie bewertest Du diese mit Schul - Noten und wie würdest Du diese operationalisieren?

Create Service Strategy based on Dimensions Note: 1
Dies ist notwendig für den Gesamt-Zusammenhang. Ziele klar und Menschen müssen es verstanden haben.

Prozesse, Strukturen und Technologien Note: 1-2
Was und wie die Mitarbeiter es tun sollen. Perfektes IT-System wird es nie geben.

Thema Drei Note: 1

Top-Management-Support, Service Leadership and Customer Focus als Objective Note: 2 – ist selbstverständlich. Falls Strategie dies abbildet benötigt es keine weiteren Details (zu abstrakt). Mitarbeiter an der Kundenschnittstelle hilft Top-Management-Support und Service-Leadership erstmal nicht direkt weiter, da deutlich operativer.

Build a quality information system Note: 2

Mitarbeiter merkt dies auch ohne Informationssystem. ZDF sind dazu nicht zwingend notwendig. Jedoch ist ein solches System gut um Einzelmeinungen zu objektivieren.

Wie würdest Du es machen und umsetzen?

Implement a service strategy through processes and structures:
Mit großer Strategie der OEMS durch die PZs tingeln und spezifisch auf PZ brechen. Feintuning vornehmen. Anpassen auf Reifegrad, Struktur und Prozesse. Natürlich auf Synergien in PZ-Gruppe der einzelnen Themen achten. Viele Mitarbeiter bei dieser Ableitung bereits einbinden.

Umsetzung mit Technologien:
Was sind typische Pain-Points im täglichen Geschäft und dies optimieren.
Häufig ist die IT sehr alt. Was kann dabei individueller pro PZ sein (individuelle IT)? Basics müssen natürlich in allen PZs vorhanden sein.

Top-Management-Support, Service Leadership, Customer-Focus as objective:
GF und Mgmt. unterstützt nicht nur mit Zielen, sondern auch mit Ihrem Erfahrungsschatz aktiv mitzuarbeiten (Vorbild: Support).

Leadership: Retailer sollte anders strukturiert sein (sales / aftersales). Eher im Sinne eines Kümmerers unabhängig vom Status des Kunden Kauf, Reparatur, etc. Diese Rolle kann ich vorleben durch das Management (Verkaufsleiter, Serviceleiter). Vorleben wie funktioniert Betreuung Kunde. Abschaffung der funktionalen Trennung im Sinne von One-Face to the Customer. Optimierung Kundenbetreuung; Oft hat Servicemitarbeiter die Details des Fahrzeuglebens ohne Wissensuebergabe an den Verkäufer.

Customer-Fokus as Objective: Note: 1
Weg vom Produktfokus hin zum Kundenfokus.
Konsequentes ins Zentrum setzten, da sonst Kunden nur wegen Produkt zu Online Kauf oder Wettbewerb gehen.

Service Leadership Note: 1

Implement the service strategy through people:
Partizipativer Fuehrungsstil und leading by example: Note 1
Vorleben, zeigen, dass es geht und was es bringt.

Work at Teamwork Note 1-2:
Hat die Gefahr die Verantwortung aufzuteilen.
Frage der Ziele und Kundenwert für Sales und Aftersales Potentiale gemeinsam geben.
Employee-Motivation und Identification: Note 1-2

Nicht überstrapazieren, da Menschen auch andere Motive haben. Insgesamt zu wenig Teamevents in PZs.

Compete for talent: Note: 1
Viele Fähigkeiten können ausgebildet werden. Wieviel Talent brauche ich wirklich. Kundenorientierung/Fokus kann ich nur bedingt ausbilden. Es gibt einen Typus der gerne mit Menschen interagiert der offen auf Menschen zu geht, diese versteht und interessiert ist. Leute die vom Kunden akzeptiert werden. Diese kommen häufig aus anderen Branchen z.B. Modehandel.

Kompetenz Kreation auf middle Management: Note: 3
Mit Kompetenz einkaufen und dann feinschleifen.

Develop Skills and Knowledge: Note: 2
Alle sollten verstehen, nicht Alle müssen dies können.
Abläufe visualisieren und mit positiven und negativen Beispielen schulen (Visualisierung und Workshop).
Querchecken mit Messystem und nachschaerfen. Insbesondere Prozesse nachschleifen.

Empower servers to serve: Note: 2

Stärkt Kompetenz und Motivation. Nicht Rabatte oder Nachlässe. Budgets werden häufig nicht genutzt, da Unwissen wofür und Angst vor negativ Konsequenz.

Measure Performance and reward excellence: Note: 2 (3)
Brauche langfristige Grundeinstellung und dies ist Bestandteil des täglichen Jobs. Monitoren ist eine 2 und Reward eine 4. Eher Anerkennen nicht bezahlen. Lob ist nicht zu unterschätzen. Dies muss im Umfeld bekannt sein.

5-Top-Themen zur Umsetzung zur KuZu:

- Wo stehen wir heute: Analyse
- Priorisierung wo gewinnen wir am schnellsten / wenigsten Einsatz
- Was brauchen wir dafür?
- Sucht schnelle Erfolge und kommuniziert diese
- Durchdringung und ins tägliche tun integrieren

Appendix iv

Interview 2:

Was ist Kundenzufriedenheit auf Automotive Premium Retail Level und was sind dazu die Erfolgsfaktoren?

Welche Rahmenbedingungen brauche ich zum Erzeugen und was steht genau dahinter?

Wie siehst Du Begeisterung aus der Perspektive der Emotion und nicht aus der Perspektive der Analytik (Übertreffen von Erwartungen)?

Nur treffen des Erwartungsniveau reicht für KuZu nicht aus.

Wie bewertest Du das "House of Service Excellence"?

Zustimmung zu House of Excellence. Kunden haben heute bereits ein hohes Erwartungsniveau. Erfüllung des Standards führt heute nicht mehr zu Zufriedenheit. Extra-Meile wird heute bereits erwartet. Mittlere Saeule wird bereits heute benötigt. Linke und rechte Säule ist Standard für KUBE. Linke und rechte Säule führen nicht zu KUBE sondern KUZU. Zufriedenheit und Begeisterung sind verschiedene Sachen. Zufriedenheit ist die Grundlage für Begeisterung. Begeisterung drückt sich aus – es wird weitererzählt. Nur Zufriedenheit ist Standard. Modell stärker zu Begeisterung differenzieren – dies ist schwieriger zu messen: Frage aus der MAFO: Würden Sie den Service weiterempfehlen?

Was sind aus Deiner Sicht die Erfolgsfaktoren für Kuzu im PZ/Premium Automobilhandel und wie erreiche ich das?

Managen des Erwartungsniveaus (Delivering the Promised). Kann ich das versprochene Einhalten? Dies muss sichergestellt sein. Faktoren die dahinterstehen (Menschen, Interaktion, etc.) müssen kommunizieren. Transparenz zu was ist die Kundenerwartung. Mitarbeiter muss die Erwartungshaltung antizipieren. Dies kann geschult werden, falls dies nicht angeboren ist. Training, Schulung, Best-Practice. Erwartungshaltung (Person, Service, Umgebung, Zeit die man sich nimmt) muss eruiert sein. Darauf basierend ausrichten. Responsiveness, Probleme lösen, Interaktion. Serviceberater muss hierzu befähigt sein. Was ist Fokus der Mitarbeiter (Verkauf, Incentive, Regeln, Verhalten standardisieren) – wie sind seine Prioritäten? Wie muss MA ggü. Kunde sich verhalten? Strukturierung einführen. Kundenorientierung muss belohnt werden. Empathie ist personenabhängig – hängt von Recruiting der Richtigen Person ab. Empathie ist naturgegeben – kann nicht erlernt werden. Auswahl des richtigen Personals wichtig. Personal Touch und Extra Mile hängt stark an einzelner Person. Extra Meile kann intrinsich motiviert sein oder extrinsisch durch Belohnung. Zusatzleistungen / Extra-Mile sollten definiert sein. Wie stark lenke ich Kunde / welche Freiheiten erlaube ich? Rahmenbedingungen und Kenntniss muss geschaffen werden. Welche Zusatzleistung kann ich in welcher Situation bieten (Struktur).

Vorstellen Erfolgsfaktoren auf Basis der Literatur. Frage nach Noten und Operationalisierung. Wie würdest Du es machen und umsetzen?

Bestätigung der Literatur. Strategische Verankerung ist sehr wichtig. Insbesondere die Instrumente es überhaupt Umsetzen zu können – Kundenbegeisterung zu schaffen. Operationalisierung sehr wichtig. Es fehlt Empathie und intrinsische Motivation.

Prozesse, Strukturen: Note: 2
Brauchst Du um zu messen und systematisch anzugehen. Prozesse und Strukturen sind für internationale Standardisierung wichtig. Kann auch einzeln eine Herzblutsache sein.

Create a service strategy based on dimensions: Note: 2-3
Definitiv als Vision formulieren. Es muss verständlich für die operativen (die das Leben sollen: Dimensionen) verständlich sein. Wichtig für Wachstum (international, etc.).

Top-Management-Support: Note 2, Service Leadership Note 3, and Customer Focus als Objective Note: 1
Super wichtig. Wichtiger ist der der den Kundenkontakt hat es zu leben.

Kommen von Strategie, Prozesse muss das TOP-Management geschult werden und dieses muss es vorleben. Dies kann extrinsisch oder intrinsisch erfolgen (bonus / Schulung oder richtigen Leute). Service Leadership kann durch Workshops oder Job-Rotation erzeugt werden. Customer Fokus als Objective ist ein No-Brainer. Dies sollte generelles Ziel sein.

Built a service quality information system: Note: 2
Sehr wichtig dem Top-Management und den Mitarbeitern Feedback geben zu können. Man kann dies nach jeder Interaktion abfragen. Dabei sollte der Kunde nicht überbeansprucht werden. Die Werte sollten auf einzelne Mitarbeiter gebrochen werden und monatlich prämiert werden.

Implement the Service Strategy through Technology. Note: 2
Starke Interdependenz zu service quality Information system. Extrem wichtig. Kunde sollte Spaß am ausfüllen der Befragung haben. Kunde sollte nicht überfordert werden. Für den Verkäufer muss möglichst große Transparenz über Kunde vorliegen. Möglichst einen Schritt / Wunsch vorausdenken. Kann viel mit Big-Data gemacht werden. Vorhersagen. Umfassendes CRM-System sollte gebaut werden und richtig bedient/genutzt werden.

Implement the service strategy through people. Note: 1

Participative Führungsstil und leading by example: Note 2-3
Top-Management muss zeigen wie es geht. Best-Practice leben. Handlungsrahmen und Freiheiten den Mitarbeitern geben.

Work at Teamwork. Note: 2
Zerstrittenes Team ist das schlimmste. Teamwork extrem wichtig. Schnittstellen müssen funktionieren im Sinne von Teamface to the customer. One-Face to he customer wird wegen Splittung (Sales / Aftersales) nicht funktionieren.

Employee-Motivation und Identification: Note: 1
Richtigen Leute einstellen. Für die Sache begeistern und Tätigkeit. Damit identifizieren. Mit der Marke identifizieren (fahren, Rennstrecke, etc.). Emotional

intelligente Leute mit Empathie und Fachwissen. Schönheit und Verlässlichkeit (Grundtugend).

Compete for talent. Note: 1
Bezahlung als Hygiene-Faktor wichtig. Bonifizierungsaussichten geben. Geeignete Menschen mit geeigneten Mitteln ansprechen.

Kompetenz Kreation auf middle Management: Note: 2
Schulung, etc. oder Einkaufen.

Develop Skills and Knowledge: Note: 2
Das ist sehr ähnlich. Schulung, etc. oder Einkaufen.

Empower servers to serve: Note: 1
Handlungsfreiheit in time und Quality geben. Insbesondere Schnelligkeit.
Rahmenbedingungen für Schnelligkeit schaffen.

Measure Performance and reward excellence: Note: 2
Kundenbefragung und Loyalitätsmessung basierend auf Informationssystem.
Dinge die sich Mitarbeiter nicht kaufen würde.

5-Top-Themen zur Umsetzung zur KuZu:
Mitarbeiter muss wissen was KUBE für Kunden erzeugt. Dies muss transparent sein, sonst kann ich es nicht leisten. Maßgeblich ist das empathische und übertreffen der Kundenerwartung.Sollte aber muss nicht überraschend sein. Verankerung der KUBE in der Organisation muss durchgängig von Vison, Strategie zu Prozessen uns Systemen sein. Wesentlich ist das finden der richtigen Menschen, die, dass überhaupt leisten können. Extra-Meile gehen (größer als Kundenerwartung).

Interview 3:

Was ist Kundenzufriedenheit auf Automotive Premium Retail Level und was sind dazu die Erfolgsfaktoren?

Im Sinne vom Kano - Modell gibt es mehrere Faktoren (Pünktlichkeit, Erklärung, etc.). Allgemein beschrieben handelt es sich um Transparenz im Sales und Aftersales. Wenn zum Beispiel ein Termin verpasst wird braucht man über die restlichen Faktoren gar nicht mehr reden. Insbesondere handelt es sich um die Erfüllung des Versprochenen. Dies ist ein wichtiger Hygienefaktor. Prozesstransparenz ist sehr wichtig. Das macht die Leute aber nicht glücklich. Als zufriedenstellend ist eine persönliche Beziehung zu sehen. Es gibt auch Kundengruppen die wünschen sich nur Prozesseffizienz und keine weitere Beziehung. Für diese ist Prozesseffizienz ausreichend. Für diese Gruppe kann ich Begeisterung auslösen dadurch, dass ich den Kontakt zum Handel noch mehr abnehme (nur zur Verfügung stellen von Leistung in Qualität sobald ich es brauche). Beispiel ist AMAZON mit dem Bestell - Button. Dies ist Personen - und auch Produktkategorie - abhängig. Dies sind max. 25 % der Kunden. Kann auch sein, dass dies die höchste Form der Beziehung ist, da dort das höchste Vertrauen ist. Die die nicht vertrauen wechseln eher den Hersteller. Außer sie sind durch das Produkt gebunden. Meistens sind dies Leute die den 5. oder 6. 911er gekauft haben. Dies kann eine Folge von Vertrauen sein (Prozesseffizienz). Kulturwerte sind von Bedeutung. Die behandelte Marke ist eine Familie zu Händlern und Community.
Für die andere Gruppe ist Begeisterung sobald sich diese als Person und nicht als Kunde fühlen. Dies wird erlangt durch Prozessschritte / Gesten die nicht auf Geld abzielen. Dies kann eine Aufmerksamkeit sein die bewusst für mich gemacht wurde. Zum Beispiel eine Zusatzerklärung des Autos für die Frau hinsichtlich Funktionen – Händler hat dies erklärt und Begeisterung erzeugt. Ich erkläre Ihnen nochmal was ohne eine Negativierung (das haben sie falsch gemacht / das können Sie besser machen).

Die Definition von Begeisterung fällt selbst Kunden schwer. Kunden sagen, wenn Alles läuft wie bisher ist dies Begeisterung. Der Kunde muss so zufrieden sein, dass er eine innerliche Wechselbarriere hat und anderen Leuten davon aktiv erzählt. Das Beispiel

Zahnarzt zeigt: Kunde hat keinen Bock dort hin zu gehen, es tut weh, trotzdem erzählt man dies weiter und man bleibt. Dies basiert auf Transparenz und der Zusatzleistung die er macht, da er mich kennt. Dann habe ich eine innere Wechselbarriere. Die Bedeutung von Transparenz ist : mich in die Lage versetzten eine Entscheidung A, B, C zu treffen (mit erklärten Vor- und Nachteilen). Und eine bewertete Empfehlung geben, da ich Dich (Kunde) kenne. Nicht weil ich es besser finde, sondern weil ich Dich kenne. Der Schritt zur Begeisterung ist ein total subtiler.Premium ist ein ticken mehr.

Was sind die besten Themen der Umsetzung?

Es geht um Prozesse und Leute. Ich brauche die richtigen Leute – da haben wir Verbesserungsbedarf. Benötigt wird eine natürliche Service-Orientierung mit innerem Antrieb. Der Handel ist im Moment sehr technisch getrieben (Aftersales). Wenn Prozesse nicht stimmen kann ich die Leute verheizen. Die Voraussetzungen zum Leben der Service - Orientierung muss gegeben sein. Incentivierung ist heute nur auf Sales / Umsatz ausgerichtet, wenn die Systeme nicht gegeben sind, führt dies sonst zu Frustrierung und zum Wechsel des Mitarbeiters zu einem anderen Unternehmen. Die Systeme können heute nicht sauber terminieren (zum Beispiel). Kein sauberer Zeitpunkt (Fertigstellung der Reparatur oder der Lieferung des Neuwagens) kann heute genannt werden. Somit frustrieren sich darüber Kunden.

Wie siehst Du Begeisterung? Aus der Perspektive der Emotion und nicht aus der Perspektive der Analytik (Im Sinne von übertreffen von Erwartungen)? Welche Erfolgsfaktoren siehst Du für Kundenzufriedenheit und Kundenbegeisterung (TOP5)? Wie siehst Du das "House of Service Excellence"?

Die Kundensicht sagt, dass ich für KUBE nicht überraschen muss / werden will. Heute gilt far more than expected. Die in den USA verwendete Skala positively surpriced hat zu Kundenbeschwerden erzeugt. Wenn Ihr das macht was ihr macht passt Alles. Ich komme zu Euch (Kunde), da Alles passt und ich nicht überrascht werden will.

Es gibt ein GAP zwischen dem was wir glauben was der Kunde will und was er wirklich will und folglich auch welcher Prozess dann der Richtige ist (SerfQual-Ansatz über GAPs von Zeithaml). Das ist das grundsätzliche Problem auch für uns, da wir denken

es richtig zu machen – es aber es nicht wissen. Einer der größten Zufriedenheitserzeuger ist der Follow – Up - Kontakt. Dies muss stärker in den Fokus (eingebaut in PSS KPI, Neues Training-Kapitel für Handel). Es mangelt nicht am Verständnis, sondern am System oder am schlecht umgesetzten System.
Den Kundenwunsch falsch zu interpretieren kann ein GAP sein. Das Call-Center kann anrufen – aber für nur 80% ist das OK. 20% wollen den originalen Mitarbeiter sprechen. Der Kundenwunsch ist manchmal nicht klar. Zum Beispiel muss der Testfahrzeugpool die vom Kunden gewünschten Motorvarianten abbilden. Wir wären schon froh überhaupt eine Testfahrt hinzubekommen. Eigentlich will Kunde die genaue Motorisierung ausprobieren.

Was sind aus Deiner Sicht die Erfolgsfaktoren für Kuzu im PZ / Premium Automobilhandel und wie erreiche ich das? Wie siehst Du die Erfolgsfaktoren auf Basis der Literatur. Wie bewertest Du die Faktoren mit Noten und wie würdest Du dieses Operationalisieren? Wie würdest Du es machen und umsetzen?

Die Zusammenfassung findet Zustimmung. Gut, genauso ist es.
Es fehlt das Thema Kundeninformation. Ritualisierung / Kundennähe / Kundeninformation. Kundeninformationen bereitstellen in den anderen Bereichen. (durch Struktur / System). Kundeninformation als Bereitstellung (wie Fuel). Wichtig sind Manager oder die Leute selber (Verkäufer / Service Berater) die die Sachen aus dem CRM herausziehen und es für wichtig halten es im System einzutragen. Kundeninformation in Strukturen und Prozesse aufnehmen. Explizites herausgreifen des Themas ist von Bedeutung. Vielleicht braucht der Verkäufer um Zeit oder Lust für CRM zu haben, die Unterstützung anderer Personen / Systeme. Es muss ein Weg gefunden werden, dass das Wissen der Mitarbeiter ins CRM kommt. US - PZs haben manchmal wirklich keine Zeit. Häufig ist es eine Mischung aus keine Lust und keine Zeit. Dazu muss jemand her dies in CRM zu bekommen.

Implement the service strategy through structure and processes. Note: 1
Dediziertes CRM füllen und ausbauen. Wichtig ist, dass in den PZs das Silodenken durchbrochen wird. Hauptkernpunkt ist, dass Mitarbeiter im PZ sich intern die Bälle nicht übergeben. Das wäre radikal kundenorientiert. Der Kunde möchte einen

Ansprechpartner. Dem Kunden ist es egal ob der Ansprechpartner Sales oder Aftersales ist. Dies (Informations - Übergabe) findet systematisch nicht statt und ist der größte Bruch aus der Kundensicht. Er (Interviewee) hat wenig Einblick in Bonus-Systeme und Handel. Das Bonus - System Aftersales / Sales muss aufgelöst werden (Delta: Ungleiche Behandlung). Das Silo-Denken muss abschafft werden. Für den Kunden muss es einen Ansprechpartner (First – Level - Support; Kernsatz: I call Kevin) haben. Dahinter kann ein Team stehen.

Create a service strategy based on dimensions. Note: 2
Diese muss an internen Prozessen und Strategien orientiert sein. Sie darf nicht akademisch sein.

Top-Management-Support, Service-Leadership, Service Excellence und customer focus as objective. Note: 1 am Anfang und danach in der Umsetzung Note 2
Sensei - Prinzip: Manager muss es Vorleben ggü. Mitarbeitern und ggü. Kunden. Keine Sonntagsreden sollten stattfinden.

Implement the Service Strategy through Technology: Note: 2
Die Technologie muss regelmäßig angepasst werden. Die Technology ist kein Selbstzweck an sich. Ease of use ist wichtig. Sie muss ständig aktualisiert werden. Es muss einen Workflow geben zum in der Teamstruktur Bälle zuwerfen. Neue Collaboration Möglichkeiten entstehen dadurch. Ein gemeinsamer digitaler Space wäre gut.

Built a service quality information system. Note: 2
Unser (Interviewee Brand) PPR ist benchmark. Einzelne Kunden müssen vor KPIs hingestellt werden (Beispiel Charakter). Eine Worklist sollte von einzelnen Personen aufgebaut sein, danach folgen die KPI.

Implement Service Strategy through people. Note:1
People und Empowerment wird wohl bei Premium stärker ausgeprägt sein.

Teamwork: Note 2-3
Auch Einzelpersonen können Vieles.

Employee Motivation und Identification. Note: 1

Compete for Talent. Note: 2

Competence Creation. Note: 1

Develop Skills and Knowledge: 2

Participative Leadership und Leading by example: Note: 1

Vorleben und gute Beispiele / Lob unterstreichen.Award-Kultur (Prämieren) ist wichtig.

Work at Teamwork: Note: 2-3

Teams die über Silos hinweggehen. Teamwork ist gut. Man kann aber auch vieles im Einzelnen tun. Man muss auch einzelne verantwortlich machen.

Employee Motivation & Identification. Note: 1

Das ist das Kernthema. Entweder habe ich diese intrinsisch oder über Ziele. Über Workshops / Konzepte kann man die Leute zur Erkenntnis, dass es wichtig ist, bringen. Vorleben und Empowern ist wichtig. Dann ergibt sich Performance. Diese kann ich dann noch messen aber sie werden es selbst tun. Sobald ich attraktives Umfeld habe ergibt sich das.

Competence Creation at middle Management.Note: 2

Workshops / Training durchführen. Schulung zu neuen Arbeitsformen und Kundenorientierung durchführen.

Empower servers to serve. Note: 1

A, K, V, pro PZ definieren und Stufe und Eskalationswege festlegen. Nicht Entscheidungen werden eskaliert, sondern Konflikte. Es müssen Wertgrenzen definiert werden.

Measure Perfomance und Reward Excellence. Note: 2

Ergibt sich. Reward Excellence gehört oben dazu. Mischung zwischen Geld und Anerkennung. Geld ist bei der Interviewe Marke schon ausgereizt. Top & Bottom-Liste einführen: Keiner wollte unten stehen.

Was sind Deine 5-Top-Themen zur Umsetzung zur KuZu?

Strategisch durch Strukturen und Prozesse KUZU verankern. Am Anfang durch das TOP-Management supporten. Vorallem durch vorleben. Motivation, Empowerment von Leuten voranbringen. Empowerment für Middle-Management und neue Arbeitsweisen installieren und am Leben halten zu können. Technologie ist Enabler und nicht Ziel an sich.

Interview 4:

Was ist Kundenzufriedenheit auf Automotive Premium Retail Level und was sind dazu die Erfolgsfaktoren?

Zeit investieren und Zeit geben dem Kunden. Kunde darf nicht gehetzt sein. Entspannte Atmosphäre schaffen. Authentisch sein in allem was man tut. Erreichbar sein. Alles was man tut muss für den Kunden klar und gut nachvollziehbar sein.
Der Verkäufer muss Zeit haben über Assistenz, ANÜ, etc.. Kunde verbringt viel Zeit mit Kunde. Verkäufer ist Ansprechpartner des Vertrauens. Viel Admin fällt ebenso zu Verkäufer.
Kunde ruft zu Allen Themen den Verkäufer an. Verkäufer und Serviceberater muss von Admin befreit werden. Diese müssen von Admin befreit werden. Assistenten müssen hierzu eingestellt werden. Pro Serviceberater wird eine Service-Assistenz benötigt. Es geht nicht um Serviceberater, sondern um Kapa in Assistenz. Eine Schnittstelle Richtung Kunde wäre gut. Team hat den Nachteil des Ausfalls bei Krankheit (Vertretungsregelung). Mitarbeiter müssen viele Themen parallel machen können (Telefon, Kassieren, Beraten, Auto übergeben, …). Entspannt sein ist Typ-Sache. Coachen geht hier ein Stück weit. Wenn Mitarbeiter den Freiraum haben sich auf Ihren Job zu konzentrieren sind diese ebenso entspannter. Authentizität braucht die richtigen Leute. Personalauswahl. Vorgesetzter ist der Coach. Vorgesetzen müssen vorleben.Erreichbarkeit ist das zentrale Thema. Warteschleifen oder nicht Erreichbarkeit führen zu Markenwechsel. Call-Center nicht gut. Überlauf muss bedient werden. Personal muss da sein. Transparenz und Nachvollziehbarkeit ist Personalauswahlthema. Leitfaden bauen wie Du Kunden etwas sagen kannst und Lösung / Vorschlag mit Kunde erarbeiten. Kunde muss das Gefühl haben, dass er bei Dir gut aufgehoben ist. Problem benennen und nicht herumeiern. Serviceberater der Zukunft sind Vertriebler und sollen Verkaufen. Kaufmännische Ausbildung und Technik über Werkstatt beibringen. Technische Fragen kann Werkstattmeister beantworten. Umgang mit Kunden und hoher Empathie-Faktor wichtig. Vergütungssystem umstellen. Schere ist zu groß (200.ooo vs. 60.ooo Euro). Serviceberater entscheidet über Retention. Serviceberater sollten Fixum und ebenso Provision haben. Technik Freaks nehmen ab.

Wie siehst Du Begeisterung aus der Perspektive der Emotion und nicht aus der Perspektive der Analytik (Übertreffen von Erwartungen)? Welche Erfolgsfaktoren siehst Du für Kundenzufriedenheit und Kundenbegeisterung (TOP5)? Wie bewertest Du das "House of Service Excellence"?

Kunde muss Eindruck haben, dass Du ihm das Individuelle bietest. Kundengruppen ticken gleich und man kann gleich unterwegs sein. Kunde muss das Gefühl haben, dass er für Dich etwas Besonderes ist.
Modell ist richtig.
Wie definiert ein Kunde Zufriedenheit und Begeisterung. Gibt es das überhaupt aus Kundensicht.

Ein Kunde sagt ich bin zufrieden, dann haben wir einen guten Job gemacht. Das Wort Begeisterung kennen diese Kunden nicht. Steigerung nach oben nicht vorhanden.
Begeisterung ist eine Übererfüllung des Erwarteten. Es ist kein Gefühlszustand.
Begeisterung entsteht, wenn er etwas bekommt, was er nicht erwartet hat. (z.B. schnellere Fertigstellung Fahrzeug). Mehrwert dem Kunden bieten.

Was sind aus Deiner Sicht die Erfolgsfaktoren für Kuzu im PZ/Premium Automobilhandel und wie erreiche ich das? Wie bewertest Du die Erfolgsfaktoren auf Basis der Literatur mit Schulnoten? Wie würdest Du es Operationalisieren?
Vertrauen in die Mitarbeiter. Dies macht Sie frei und glücklich. Den Mitarbeitern dies auch sagen.

Top-Management-Support. Note: 1-2
Grundvoraussetzung für erfolgreiche KUZU ist die Vorgabe des GF / der Führungskraft.
In jeder Besprechung zum Thema machen. Dranbleiben. Du bist nie am Ende.

Service-Leadership. Note: 1-2

Besprechungen. Erwartungshaltung. Was ist KUZU. Vorleben. Ich kann nur verlangen was ich selbst vorlebe.

Service Excellence und customer focus als objective. Note: 1

Create a service strategy based on dimensions. Note: 2
Im Handel nicht Top-Thema. Autohaus ist wenig strategisch. Hier erwartet der Kunde Menschen. Sollte nicht zu theoretisch werden.

Implement the service strategy through structure and processes. Note: 1
Grundvoraussetzung, dass Dienstleistung funktioniert. Mitarbeiter schulen im Service-Kernprozess. Jeder weiß was wer wann zu tun hat und übergibt dann an den Kollegen.

Implement the Service Strategy through Technology: Note: 3
Zu viele Systeme im Einsatz. Einfach bedienbar.

Built a service quality information system. Note: 3-4
Unwichtig. Muss gemonitort werden. Befragung kurzfristig. Gleicher Tag. Telefon. Keine Agentur. Macht ein Mitarbeiter des PZ. Muss schnell gehen. Geschlossene Fragen. Auch offene Fragen. In entspannter Zeit. Nicht so wie wir es heute tun. Heute wird Kunde 10-14 Tage später mit Fragebogen kontaktiert. Zeit ist zu lange und zu vielen Themen ausgesetzt. Kunde kommt häufig innerhalb 5-7 Tagen nach Werksabholung wieder in Werkstatt.

Implement Service Strategy through people. Note:1

Participative Leadership und Leading by example: Note: 1
Führen durch Beispiel. Mitarbeitern behilflich sein. Lernen für Mitarbeiter.

Employee Motivation und Identification. Note: 1
Mitarbeiter ist eh das wichtigste. Feedback positiv. Rückmeldung von Kunden positiv. Mitarbeitern danken. Mitarbeiter ist auch selbst Kunde (Rollen verdrehen), um zu verstehen. Damit identifizieren.

Work at Teamwork: Note: 2

Klare Strukturen und Prozesse und Teamevents (Grillen, Sommer, Weihnachten, Versammlung). Sales und Aftersales zusammenbringen. Mittagessen zusammen. Vorgesetzte kann das initiieren. Gehaltsdeltaproblem.

Compete for Talent. Note: 1

Richtige Mitarbeiter finden. Arbeit muss Spaß Machen. Empathie. Bindung ans Unternehmen. Die Leute ausbilden. Zusammenarbeit mit Schule und Hochschule. Die Leute persönlich abholen und binden.

Competence Creation at middle Management.Note: 1

A K V.

Develop Skills and Knowledge: 2

Mitarbeiter einbinden. Schulen.

Empower servers to serve. Note: 2

Kompetenzgabe an Mitarbeiter durch A K V und Prozesse und Vertrauen.

Measure Perfomance und Reward Excellence. Note: 1-2

Zielvereinbarung und Geld (besser car: compliance). Vergütungssystem Aftersales anpassen analog Verkäufer. Fixum und Provision. Wertschätzung unterjährig.

5-Top-Themen zur Umsetzung zur KuZu:

Erreichbarkeit, Zeit nehmen können, Authentisch, Transparent, Ehrlich, Zuverlässig, Freundlich gesetzt.

Interview 5:

Was ist Kundenzufriedenheit auf Automotive Premium Retail Level und was sind dazu die Erfolgsfaktoren?

Jeder Kunde hat individuellen Erwartungshorizont. Diesen muss ich erkennen (individuell) und wollen und können diesem gerecht zu werden (Grundnutzen). Hohes Maß an Individualität und Authentizität ist Zusatznutzen. Kunde gut abholen bei Fragen. Starker Gefühlsbezug. Kunde muss gutes Gefühl haben. Transparenz bei Problemen ggü. Kunden. Übererfüllen ist nicht KuZu sondern maximale und authentische Transparenz. (Antworten aus Individualer Sicht)

Was sind die besten Themen der Umsetzung?

Transparenz, Authentizität, Ehrlichkeit, Freundlichkeit, Individualität.

Wie siehst Du Begeisterung aus der Perspektive der Emotion und nicht aus der Perspektive der Analytik (Übertreffen von Erwartungen)?

Begeisterung, wenn Kunde frei darüber spricht und empfehlt. Multipikatorenfunktion.Emotionales Hochgefühl / Enthusiastisch ist Begeisterung. KuZu ist Basis und emotionale Begeisterung führt zu KuBe. Auch MA kann Kunden Begeistern. Starke Emotions / Gefühlssicht. Begeisterung ist Emotion. Übererfüllung durch lächeln, Nachfrage etc. Subjektiver Zusatznutzen. KuZu ist Messbar.

Welche Erfolgsfaktoren siehst Du für Kundenzufriedenheit und Kundenbegeisterung (TOP5)?

Wie siehst Du das "House of Service Excellence"?

Stufe zwei geht stark einher mit Stufe eins. Reine Abstraktion als Modell ist schwierig. Es gibt starke Interdependenzen. Es ist ein Zusammenspiel. Das Modell ist zu Sachlich. Emotion fehlt. Note 6 (von max. 10). Es fehlt die zwischenmenschliche Ebene.

Was sind aus Deiner Sicht die Erfolgsfaktoren für Kuzu im PZ/Premium Automobilhandel und wie erreiche ich das?

Professionalität. Empathie. Individualität.

Vorstellen Erfolgsfaktoren auf Basis der Literatur. Frage nach Noten und Operationalisierung. Wie würdest Du es machen und umsetzen?

Top-Management-Support. Note: 1
Beispiel VPM – ohne Support verloren. Vertrauen. Freiheitsgrade. Zeit. Geld. Ressourcen. Couching. Sparring.

Service-Leadership. Note: 1
Vorgabe von Themen und Zielen. Persönlichkeit, Fachliche Kompetenz, Disziplinare Führung.

Service Excellence und customer focus als objective. Note: 1
Top-Down initiiert. Restrektiv und kaskadiert vorgeben. Vorgabe wie im Einzelhandel.

Create a service strategy based on dimensions. Note: 2
Sehr wichtig. Auftritt / Brand festlegen. Marke sollte einheitlich sein. Wider erkannt warden. Berechenbarkeit wichtig. Was erwartet mich dort. Kaskadiert und mit Freiheitsgraden weiterentwickelt.

Implement the service strategy through structure and processes. Note: 3
Top-Down Iniitiert. Top Management Beispiel. Kaskade von Oben. Participative Elemente mit Workshops. Freiwillig im Dialog weiterentwickeln. Ebenen und Mitarbeiter abholen.

Implement the Service Strategy through Technology: Note: 2
Service und viele Punkte können nur durch Menschen abgebildet werden. Softe Themen. Grundnutzen kann erzielt werden. Der Zusatznutzen nicht. Mit Technologie den Menschen unterstützen. Mensch muss im Vordergrund stehen. Im Premium-

Segment ist der Mensch im Vordergrund. Darf nicht das Alleinstellungsmerkmal sein. Nur als Assistenz. Darf den Menschen nicht ersetzen.

Built a service quality information system. Note: 1
Sehr wichtig. KPI sollten genutzt werden. Kundenbefragungen digital sollten hinterlegt sein. Fragebogen sollte qualitativ durch nachgelagertes Telefonat erfolgen. Standardisiert aber keine standardisierten Fragen. Strukturiert aber Gesprächskomponente / Dialog aufnehmen. Kundenberater / Telefonist sollte 30 min. mit Kunde sprechen und zuhören. Internet, Cookies, etc. könnten das auch. Nicht Premium. Individualität und Authentizität wichtig.

Implement Service Strategy through people. Note: 2
Mitarbeiter müssen das Leben und müssen Inhalte transportieren. Generieren aber die Inhalte nicht.

Participative Leadership und Leading by example: Note: 1
Partizipieren und nicht rhetorische Fragen stellen. Wirklich über die Empathie eigenes Handeln reflektieren und durch die Mitarbeiter. Vertrauen. Offenes Klima schaffen. Ehrlichen Dialog mit den Mitarbeitern führen. Partizipation der Mitarbeiter. Führen durch Vorbild. Verlange nichts was Du nicht selbst bereit bist zu tun.

Employee Motivation und Identification. Note: 1
Inneres Team. Führung muss auf intrinsische Motivation abzielen. Geld, Druck, etc. führt mit Druck zu Leistung und ist nicht nachhaltig. Vorleben. Werte vermitteln. Freiheitsgrade. Meinung des MA ist wichtig. Freude und Spass am Arbeiten. Gefühl vermitteln. Mitarbeiter Entwicklung.

Work at Teamwork: Note: 1
Im Service spüren die Athmosphäre. Fröhliche Truppe. Leute Lust darauf haben. Regeltermine, Teamworkshops und Events in und ausserhalb der Arbeitszeit. Ziel ist Selbststeuerndes Team. Team entwickelt sich und kann nicht befohlen werden.

Compete for Talent. Note: 3

Talent ist nicht ZDF im CV. Der richtige Mann am Platz. Nur Top-Leute behindern sich gegenseitig. Nicht der Beste ist richtig sondern der Beste für die Stelle und das entsprechende Umfeld. Der Überqualifizierte wandert weiter und macht Alle nervös.

Competence Creation at middle Management.Note: 1
Das sind die Mitarbeiter die das Individuum führen. Diese Schicht hat die größte Multiplikatoren-Funktion.

Develop Skills and Knowledge: 1
Portfolio der Personalentwicklung. Weiterbildung. Coaching. Sparring. Ich bin enabler meiner Mitarbeiter.

Empower servers to serve. Note: 2
Entwickle Deine Mitarbeiter weiter, dass diese sich innerhalb der Freiräume selbst bewegen / helfen. Jeder Kunde ist anders. Mach den Mitarbeiter stark und autark um den Kunden befriedigen zu können und klare Prozesse, wann es über den Chef eskaliert werden muss.
Parameter definieren. Grundprozesse festlegen. Prozesse leben dürfen. Ein Prozess ist keine Ameisenstraße. Mitarbeiter muss bei Abweichung mit eigener Denkleistung Lösung finden.

Measure Perfomance und Reward Excellence. Note: 2
Menschen brauchen Ziele und Belohnung. Bonus-System installieren mit Teamleistung und Einzelleistung. Positiv verknüpftes Bonus-System. Keine Negativ Elemente nutzen.
Einzelleistung Geld auszahlen. Für Team ein Teamevent anbieten. Messbaren Durchschnitt bonifizieren um Nasenfaktor zu vermeiden.

Kundensteuerung aufnehmen. Prägung / Erwartungshaltung des Kunden anerziehen. Richtig kommunizieren Richtung proaktiv Kunde und nicht reaktiv.

5-Top-Themen zur Umsetzung zur KuZu:
1. Analyse und Verstehen (Route Cause: Wurzel finden). Verstehe das Problem.
2. Vision, Strategy, Mission

3. Personal / Mannschaft Kunden matchen; Zielgruppenanalyse Kunden matchen mit Mitarbeitern. Wo sind Barrieren. Qualifikation? Sprache?

4. Umsetzten Kunden Kommunikation, Prozesse, Transparenz, Angebote, Kundenbindung forcieren, MA qualifizieren

5. Mitarbeiter qualifizieren (MA sind Schatz der Orga)

Interview 6:

Was ist Kundenzufriedenheit auf Automotive Premium Retail Level und was sind dazu die Erfolgsfaktoren?

Was will Kunde von mir haben? Was ist Minimum-Voraussetzung? Dies ergibt KuZu. On-Top Leistung bringt KuBe. Dies kann ich über Kundenbefragungen oder Branchenvergleiche machen. Abhängig von Mittelklasse oder Luxusklasse andere Kundenerwartung.

Je nach Fahrzeug / Fahrzeugsegment hat Kunde eine Empfangs- und Behandlungserwartung. Dies wird über den Kunden vorinterpretiert. Einzelübergabe und persönliche Betreuung durch seinen Verkäufer und Zeit seines Verkäufers. Je mehr Premium desto mehr Zeit am Kunden (Produkterklärung). Kunde muss Gegenwert verspüren.

Wie siehst Du Begeisterung aus der Perspektive der Emotion und nicht aus der Perspektive der Analytik (Übertreffen von Erwartungen)?

Kann man KuZu und KuBe generell definieren oder ist es auf ein Umfeld beschränkt? Faktor Kunde ist wichtig. Hängt stark von individuellem Charakter des Kunden ab. Messlatte schwierig zu differenzieren. Der Kundentypus ist schwierig zu definieren. Das Quäntchen mehr machen ist schwierig zu definieren. Jeder Retailer muss für sich selbst diese Latte definieren und kontinuierlich reviewen basierend auf KuZu-Messung. Starten mit Wahrnehmung des Händlers und nachstellen auf Basis des Kundenfeedbacks.

Kunde erwartet sauberen und korrekten Prozess. Alles darüber hinaus geht in Richtung Begeisterung. Dies ist für ihn unerwartet. Zeit nehmen für Erklärungen. Zufriedene Mitarbeiter die sich auch freuen und dies als inhaltliche Aufgabe sehen. Schwierig über Jahre hinweg, ständig inflationäre Mehrleistung zu bringen.

Welche Erfolgsfaktoren siehst Du für Kundenzufriedenheit und Kundenbegeisterung (TOP5)? Wie bewertest Du das “House of Service Excellence”?

Verlässlichkeit und Ehrlichkeit und Offenheit aufnehmen. Dem Kunden ist dies Wichtig. Insbesondere offene Probleminformation. Akzeptieren, dass Kunde viele Infos hat. Einfühlungsvermögen im Premium Segment sehr wichtig. Mehrfachkäufer erwarten eine andere Wertschätzung. Zeit am Kunden wichtig. Je höherwertig das Fahrzeug desto mehr Zeit. Zuhören. Wo ist die Grenze zwischen Zufriedenheit und Begeisterung? Es fehlt die messbare Latte.

Was sind aus Deiner Sicht die Erfolgsfaktoren für Kuzu im PZ/Premium Automobilhandel und wie erreiche ich das?

Produkt und die Menschen sind der zentrale Faktor.
Punkte in zeitliche Reihenfolge bringen. ZB aus Kundenprozess-Sicht. Dadurch ist Mitarbeiter vorne und Management weiter hinten. Kunden ist Top-Management egal. Insofern sollten Faktoren die Kunden direkt beeinflussen in den Vordergrund rücken. Danach folgt Infrastruktur und dann Backoffice / Management (da dies nur mittelbar einwirkt). Gute Kunden werden immer einen Draht zum Management haben. Dies ist widerum Wertschätzung ggü. Kunden. Unterscheidung in Mittelbar und Unmittelbaren Einfluss auf Kunden.
Es fehlt zeitlicher Faktor. Zeit am Kunden. Relation der einzelnen Punkte bezüglich Zeitaufwand. Diskurs mit dem Kunden erlauben. Zeit macht aus Zufriedenheit Begeisterung. Dies ist mehr Wertschätzung.

Vorstellen Erfolgsfaktoren auf Basis der Literatur. Frage nach Noten und Operationalisierung. Wie würdest Du es machen und umsetzen?

Top-Management-Support. Note: 2
Führen durch Vorbild. Management muss dahinter stehen. Top-Management ist nicht direct am Kunden. Unterstützung. Nicht direkter Kundenkontakt.

Service-Leadership. Note: 2
Schwierig greifbar.

Service Excellence und customer focus als objective. Note: 1

Von Kundenfokus kommen und in Prozessen und Strukturen anpassen. Annahme was Kunde wünscht und ableiten. Der optimale Prozess muss nicht Kundenoptimal sein. Abwägen wie stark Kundenorientierung im Mittelpunkt vs. Prozess. Dadurch kann Prozess nicht mehr lean / ungenau sein.

Create a service strategy based on dimensions. Note: 1
Dies ist die globale Überlegung wie Ziele und Strategie aussieht.
Selbst definieren, was der Kunde als Minimum will und als Zielbild formulieren. Dieses Bild mit Kunden gegenmessen und Maßnahmen bei nicht matching treffen.

Implement the service strategy through structure and processes. Note: 1-2
Basis für Alles. Ideal Prozesse überlegen und in Handbuch dokumentieren und nachhaltbar Machen. Für MA verständlich und entsprechend schulen. Idealerweise Mitarbeiter beteiligen und darüber nahebringen.

Implement the Service Strategy through Technology: Note: 3
Kein direkter Kunde im Blick sondern unterstützend für Service-Prozesse.
Über Strategy zu Strukturen und Prozesse. Davon folgend die Technologie definieren.

Built a service quality information system. Note: 2-3
Dies ist für den Review im zweiten Schritt wichtig. Es ist wichtig, dass es gemacht wird. Kundenfragebögen, Feedbackbögen. Bei jedem Kontakt anonym abfragen. Gewinnspiel bei Bedarf.

Implement Service Strategy through people. Note: 1-2

Participative Leadership und Leading by example: Note: 1
Vorbild führen. Umgang repräsentieren. Nichts verlangen, was MA nicht umsetzten kann. Gleiche Vorstellungen und Credo.

Partizipativer Führungsstiel 3: Führung entscheidet.

Employee Motivation und Identification. Note: 1

Aufgaben übertragen. Bild sollte rund sein. Mitarbeiter einbinden. Nicht Geld. Motivation durch gut zusammenarbeitende Teams. Bei Entscheidungsfindungen und Workshops beteiligen. Events. Management lebt was es sagt.

Work at Teamwork: Note: 2
Teams müssen innen gut zusammenarbeiten. Teamworkshops. Schulung. Kundenorientierung besprechen und Zusammenhänge.

Compete for Talent. Note: 2
Brauche nicht nur Top-Talente. Normaler Arbeiter reicht je nach Stelle. Sozialkompetenz und Empathie ist wichtig. Am Ruf des Arbeitgebers arbeiten und Bewerbertage / castings machen.

Competence Creation at middle Management.Note: 2
Mittleres Management muss abgeholt sein. Workshops. Team Building Maßnahmen. Informieren und Feedback. Kontinuierliche PDCA. MA und mittlere Ebene einbinden. Informationstransparenz.

Develop Skills and Knowledge: 2-3
Skills / weiche Facts sind bei Kundenbezug wichtiger. Kunde muss geführt werden. Kundenumgang Schulungen. Intern schulen und Einzel / Gruppenmaßnahmen mit Trainern.

Empower servers to serve. Note: 1-2
Es muss nicht Geld sein. Kundenberater muss Zeit haben den Kunden zu beraten und das Verhältnis aufzubauen. Kunden wertschätzen. Die Geste zählt für MA als Anerkennung.

Measure Perfomance und Reward Excellence. Note: 2-3
KuZu muss das Selbstverständnis sein. Danach Nachhelfen. MA nicht auf Bonus trimmen. KuZu muss Credo sein.

5-Top-Themen zur Umsetzung zur KuZu:
Kunden Respektieren und Wertschätzen

Freundlichkeit und Offenheit ggü. Kunden

Zeit nehmen für Kunden

Kunde im Fokus (Orga darauf ausrichten)

Konsequentes PDCA (Nachhalten, Prüfen, Feedbackschleife) bei Organisation und Kunde.

Interview 7:

Was ist Kundenzufriedenheit auf Automotive Premium Retail Level und was sind dazu die Erfolgsfaktoren? Wie siehst Du Begeisterung aus der Perspektive der Emotion und nicht aus der Perspektive der Analytik (Übertreffen von Erwartungen)? Welche Erfolgsfaktoren siehst Du für Kundenzufriedenheit und Kundenbegeisterung (TOP5)? Wie bewertest Du das "House of Service Excellence"?

Plausibel. Struktur sinnvoll. Ohne Erklärung schwierig zu verstehen.

Was sind aus Deiner Sicht die Erfolgsfaktoren für Kuzu im PZ/Premium Automobilhandel und wie erreiche ich das?

Erwartungshaltung. Kunden verstehen und richtig interpretieren. CRM oder Erinnerung dazu sehr wichtig. Nicht inflationär Zusatzleistungen bringen. Individualität.Persönliche Ansprache und Lösungen wichtig. Respekt. Wertschätzung. Seamless, Schnell, Unkomplex. Hürden und Stress für Kunden niedrig halten. Bedürfnisse des Kunden kennen. Bedürfnisse antizipieren. Jedes mal ein wenig übererfüllen. Kleine Dinge die glücklich machen. Grußkarte oder Modellauto für Frau / Kind. Einfachheit ist entscheidend für Kundenbindung. Nicht Gefühl über den Tisch gezogen zu werden. Transparenz ggü. Kunde. Empathisches Personal – den verschiedenen Kunden muss man gerecht werden. Wie lese ich den Kunden. Personal. Freundlichkeit. Mitarbeiter ist happy wenn Kunde happy ist. Kunde geht auf schwächstes Glied (Ausschlag) in der Kette.

Vorstellen Erfolgsfaktoren auf Basis der Literatur. Frage nach Noten und Operationalisierung. Wie würdest Du es machen und umsetzen?

Antizipativ und Einfachheit fehlt.

Top-Management-Support. Note: 1
KuZu nicht delegieren sondern beim GF in den Zielen und Wert darauf legen.
Jede Kundenverärgerung zu GF.

Service-Leadership. Note: 1

KuZu muss im Vordergrund stehen. Leute müssen enabled sein.

Service Excellence und customer focus als objective. Note: 1

Vorleben. Verständnis schaffen. Erklären. Schulen. Zusammenhänge erklären.

Create a service strategy based on dimensions. Note: 1

Einfachheit. Wer sind die Kunden. Wie werde ich Ihnen gerecht?

Implement the service strategy through structure and processes. Note: 2

Eigene Hauptabteilung und Datenscreening.

Implement the Service Strategy through Technology: Note: 2-3

Connected System mit Restaurant Empfehlung und nicht nur Telefon.

Built a service quality information system. Note: 3

Anzahl Beschwerden, ungefragtes Feedback, etc.

Implement Service Strategy through people. Note: 1

Participative Leadership und Leading by example: Note: 2

Führungskraft muss exakt vorleben.

Employee Motivation und Identification. Note: 2

Monetär und ganz stark Wertschätzung.

Work at Teamwork: Note: 3

Wie PZ das abbildet ist Kunde egal. Silos vermeiden (Sales / Aftersales).Team ja.

Compete for Talent. Note: 1

KuZu in Jobbörse hoch hängen und platzieren.

Competence Creation at middle Management Note: 2

Ziele, Schulung.

Develop Skills and Knowledge: 1

Schulung.

Empower servers to serve. Note: 1

Prozessual. Budget geben.

Measure Perfomance und Reward Excellence. Note: 1

Pit-Lane-Club.

5-Top-Themen zur Umsetzung zur KuZu:

Flexibilität

Individuelle Lösungen

Speed

Vorausschauen

Einzigartig

Erlebnis für Kunde muss so sein.

Interview 8:

Was ist Kundenzufriedenheit auf Automotive Premium Retail Level und was sind dazu die Erfolgsfaktoren? Was sind die besten Themen der Umsetzung?

Kunde sind vom Produkt bereits Begeistert. Es gibt Berührungsängste. Zugang zu Premium; Marke schaffen. Sehr gute und sehr schnelle Lösungen präsentieren bei Problemen. Schnelle Mobilitäts- und Serviceleistung. Gesamtlösungen anbieten.

Wie siehst Du Begeisterung aus der Perspektive der Emotion und nicht aus der Perspektive der Analytik (Übertreffen von Erwartungen)?

Zufriedenheit ist eher emotional weniger rational. Aus dem Bauch heraus entschieden. Eher aus dem Bauch entscheiden und sich von der Marke begeistern lassen.
KuZu KuBe hängen stark miteinander zusammen. Begeisterung kann erst auf Basis von Zufriedenheit entstehen. Multiplikation aufgrund von KuZu und KuBe.

Welche Erfolgsfaktoren siehst Du für Kundenzufriedenheit und Kundenbegeisterung (TOP5)? Wie bewertest Du das "House of Service Excellence"?

Modell past. Extra-Meile sehr wichtig. Durch höheren Preis wird höherer Service, Empathie und die Extra-Meile erwartet. Gerade in Zeiten von Problemen zeigt sich dies. Im Falle Premium sind die Zusatzthemen der Kernfaktor. Wenn Produkt super werden Fehler im Service auch verziehen. Keine weiteren Ergänzungen.

Was sind aus Deiner Sicht die Erfolgsfaktoren für Kuzu im PZ / Premium Automobilhandel und wie erreiche ich das? Vorstellen Erfolgsfaktoren auf Basis der Literatur. Frage nach Noten und Operationalisierung. Wie würdest Du es machen und umsetzen?

Gehe ich mit. Messen von Leistung und Vergütung ist wichtig. Im Aftersales Bereich fehlt mir das Thema Dienstleistungsstrategie. Dort fehlt die monetäre Motivation die

Extra-Meile zu gehen. Könnte man mit Teambonus auf Basis KuZu Messung machen. Kompetenzweitergabe an Mitarbeiter sehr wichtig.

Top-Management-Support. Note: 1
Mitarbeiter stärken.

Service-Leadership. Note: 2

Service Excellence und customer focus als objective. Note: 1
Erreichbarkeit. Kapazitäten einplanen. Kundenbindung auf Personenbasis wichtig.

Create a service strategy based on dimensions. Note: 2
Im Mittelpunkt der Kunde. Definition im Arbeitskreis. Support aus anderen Branchen oder durch Conultant. Dienstleistungsstrategie muss individuell für PZ sein. Regionale Unterschiede beachten.

Implement the service strategy through structure and processes. Note: 1
Spezifisch auf Abteilungen brechen und Übergreifend weiter definieren. Prozesse definieren. Verzahnung Aftersales und Sales.

Implement the Service Strategy through Technology: Note: 3

Built a service quality information system. Note: 2
Messen von Leistung und Vergütung. Objektiv für jeden einzelnen Mitarbeiter. Anruf darf nicht von Call-Center kommen.

Implement Service Strategy through people. Note: 1

Participative Leadership und Leading by example: Note: 1
Mit Mitarbeiter Kompetenzprofil erstellen. Kompetenzen ausbauen. PDCA Circle. Führen durch Beispiel. Strategie kommt manchmal unten nicht an.

Employee Motivation und Identification. Note: 1
Kompetenzabgabe. Definition Einbindung Strategie. Messen Leistung für Vergütung.

Work at Teamwork: Note: 1

Teamwork Service mit Sales. Teamwork im Service übergreifend. Mentorenfunktion.

Compete for Talent. Note: 2

Durch richtige Methoden können Mitarbeiter weitergebildet warden. Training. Coaching.

Competence Creation at middle Management Note: 2

Bindeglied GF mit Mitarbeitern. Verstehen und Leben.

Develop Skills and Knowledge: Note: 1

Coaching. Schulung. Seminar. Wissen um die Prozesse. Wissen um Strategie.

Empower servers to serve. Note: 1

Mitarbeitern Entscheidungskompetenz geben für schnelle Reaktion.
Kulanzen (200 Euro) und Ersatzfahrzeugfreigaben.

Measure Perfomance und Reward Excellence. Note: 1

Kundenzufriedenheitsindex. Ab Schwelle gibt es bestmögliche Vergütung. Teamevent 1-2 Tage.

5-Top-Themen zur Umsetzung zur KuZu:

- Richtige Strategie Kundenfokus und PDCA
- Leben Strategie: GF, Middle MGMT. Und Mitarbeiter
- Neue Wege in der Vergütung gehen und Entwicklungsmaßnahmen
- Kontinuierliche Einbindung aller MA
- Feedback von Kunden einholen (zur Strategie)

Summary of the interviews in German sorted with field of topic, question and interviewee:

Interviewleitfaden	Frage	I 1	I 2
A) Introduction to ¨success factors of customer satisfaction in the premium automotive retail¨	Was ist Kundenzufriedenheit auf Automotive Premium Retail Level und was sind dazu die Erfolgsfaktoren? Wie siehst Du Begeisterung aus der Perspektive der Emotion und nicht aus der Perspektive der Analytik (Übertreffen von Erwartungen)? Welche Erfolgsfaktoren siehst Du für Kundenzufriedenheit und Kundenbegeisterung (TOP5) ?	KuZu Basis fuer KuBe, Erfuellung des Versprochenen = Mindesterwartung, fuer Premium persoenlichere Anstimmung, Kunde haelt sich fuer etwas Besonderes, Ueberraschung fuer KuBe. Uebertreffen ist viel Zwischenmenschliches und Emotional und geht ueber Standardprozess. Kunden zuhoeren = Bedarf verstehen und eingehen, Transparent Kommunizieren, Loesungen anbieten, Qualifikation und Kapazitaet und Replezierbarkeit haben.	Erwartungsniveau reicht für KuZu nicht mehr.
B) Discussion of ¨house of service excellence¨	Vorstellen “House of Service Excellence”.	Bestätigung Model, Begeisterung ist Kundenindividuel deshalb Erwartungen klären	Zustimmung. Standarderfüllung reicht heute nicht mehr. Extrameile wird bereits erwartet. Zufriedenheit und Begeisterung sind verschiedene Sachen. Zufriedenheit ist die Grundlage für Begeisterung. Begeisterung bedeutet weitererzählen. Frage danach ist

			Weiterempfehlung ?
C) Detailing of success factors in general	Was sind aus Deiner Sicht die Erfolgsfaktoren für Kuzu im PZ und wie erreiche ich das?	Reifegrad Prozesse, Qualifikation, Strukturen und Kapazitaeten. Ziele Messen (Kundenanruf), Mitarbeiter Freiheit geben. Nicht-Klinischer Kundenumgang. Fuehungskraefte meist nicht als Vorbild (kein Kundenkontakt). Positive Grundeinstellung zu Kundenbetreuung. Zugehen auf Kunden.	Sicherstellen, dass das Versprochene eingehalten wird. Kundenerwartung vertstehen. Kommunikation zu Kunde. Responsiveness, Probleme lösen, Interagieren. Belohnung Kundenorientierung. Empathie ist naturgegeben. Richtige Person wählen mit extra Mile und personal touch. Struktur zu Zusatzleistung und eigener Freiheit (Empowerment).
D) Detailing of ¨success factors to realise customer satisfaction¨	Vorstellen Erfolgsfaktoren auf Basis der Literatur. Frage nach Noten und Operationalisierung. Wie würdest Du es machen und umsetzen?	Strategie je PZ mit Einbindung Mitarbeiter feintunen. Pain-Points der IT ausmerzen. Management sollte mit Erfahrungsschatz aktiv als Vorbild mitarbeiten. One-Face to the Customer = Kuemmerer. Abschaffen	Bestätigung. Ergänzen Empathie und intrinsische Motivation. Instrumente um überhaupt umsetzen zu können müssen vorhanden sein. Verständliche (operative MA) Vision. Vorleben

		Trennung Sales und Aftersales. Wissensaustausch ueber Kunde im Team. Klarer Kundenfokus. Teamwork nur mit klarer Verantwortung. Ziele fuer Team gemeinsam geben. Identifikation nicht ueberbewerten. Viel Talent kann ausgebildet werden; Kundenorientierung nur bedingt. Kompetenz im Management einkaufen. Nicht Alle muessen Alles koennen muessen aber verstehen (Prozesse schulen). Kundenbudgets haeufig Unwissen wofür und Angst vor negativ Konsequenz. Langfristige Grundeinstellung zu Performance und Kunde. Eher anerkennen als bezahlen als Reward.	und intrinsisch oder extrinsisch (boni) motiviert sein. KUZU Messung auf Mitarbeiterebene und Reward. CRM sollte genutzt werden, um Transparenz über Kunden zu haben. Empower Mitarbeiter und vorleben. Teamface to the Customer mit funktionierenden Schnittstellen. One-Face besser. Richtige Leute einstellen (Begeisterung, Identification, Empathie und Fachwissen). Bonifizierung und Bezahlung muss stimmen (Hygiene). Rahmenbedingungen für Empowerment schaffen. Award Excellence mit Dingen die sich MA nicht kaufen würde.
E) Detailing the TOP5 Topics	5-Top-Themen zur Umsetzung zur KuZu:	Analyse, Priorisierung, brauchen dafür, Erfolge kommunizieren, Durchdringung ins tägliche Tun	Kenntnis des MA über KUBE. Empathisches Übertreffen der Kundenerwartung. Sollte muss nicht überraschend sein. Durchgängigkeit von KUBE (Vision, Strategie, Prozesse, Systeme, Leute

			,…). Wichtigste sind richtige Menschen.

I 3	**I 4**
A) Transparenz im Sales und Aftersales. Erfüllung der Mindestanforderungen. Prozesstransparenz. Persönliche Beziehung. nur Prozesseffizienz und keine weitere Beziehung (KUBE=weniger Kontakt: Vertrauen; 25% Kunden max.; Kulturwerte. P. ist eine Familie zu Händler und Community.). Begeisterung sobald sich diese als Person und nicht als Kunde fühlen. Prozessschritte / Gesten die nicht auf Geld abzielen. Premium ist ein ticken mehr. Begeisterung: wenn Alles läuft wie bisher. Kunde muss so zufrieden sein, dass innerliche Wechselbarriere hat und anderen Leuten davon erzählt. Schritt zur Begeisterung ist ein total subtiler. Incentive-System muss auf KUZU ausgerichtet sein (nicht Sales) und Systeme müssen gegeben sein. Transparenz: Lage versetzten Entscheidung A, B, C zu treffen (Vor - und Nachteile). bewertete individuelle Empfehlung geben. Richtigen Leute mit natürlicher Service-Orientierung mit innerem Antrieb. Voraussetzungen (Prozesse & Kapa & Quali) zum Leben der Service-Orientierung muss gegeben sein.	A) Begeisterung ist die Übererfüllung des Erwarteten. Dies ist kein Gefühlszustand. Mehrwert bieten. Zeit investieren. Nicht hetzen. Entspannte Atmosphäre. Klar und gut nachvollziehbar. Kapa schaffen Verkäufer. Admin an andere MA. 1 Face to Customer. Freiraum Mitarbeiter (Kapa, Prozesse, Vertrauen). Richtige Leute (entspannt, authentisch). Vorgesetzter als Coach & Vorbild. Erreichbarkeit (Kommunikation). Leitfaden für Kundengespräche und Lösungsfokus. Transparenz in Kommunikation. Guter Kundenumgang und Empathie. Serviceberater = Retention. Vergütungssystem anpassen. Technikfreak nimmt ab.
B) Überraschung für KUBE nicht nötig. Alles muss passen und Kunde will keine Überraschung. Kunden genau verstehen.	B) Modell richtig.

C) Größten Zufriedenheitserzeuger ist der Fllow-Up-Kontakt durch Mitarbeiter nicht Call-Center (80% OK). Besser umgesetzte IT-Systeme. Testfahrt mit richtigem Modell und Motorisierung.	C) Kundeeindruck muss individuell sein. Gefühl des Kunden muss sein, dass er etwas Besonderes ist.
Zustimmung. Es fehlt das Thema Kundeninformation. Ritualisierung / Kundennähe / Kundeninformation. Kundeninformationen bereitstellen den anderen Bereichen. (Struktur / System) Kundeninformation als Bereitstellung (Fuel). Zeit und Lust (Struktur, Quali) für CRM. Freispielen Zeit. Dediziertes CRM füllen ausbauen. Silodenken durchbrechen. Einen Ansprechpartner. Bonus-System Aftersales / Sales muss aufgelöst werden (Delta). Dahinter kann Team stehen. Service Strategy muss pragmatisch und von Systemen unterstützt sein. Vorleben durch Manager ggü. Mitarbeiter und Kunde. Regelmäßige und aktuelle Systeme zum ease of use mit Work – flows, die die Bälle zuwerfen. Klare CRM Worklist nutzen, danach KPI. AWARD-Kultur. Teams über Silos hinweg. Intrinsisch motivierte Mitarbeiter mit attraktivem Umfeld führen zu KUBE (ohne Messung). Incentive- systeme anpassen. Vorleben und Empowern. Schulung zu neuen Arbeitsformen und Kundenorientierung. Empowerment zu Entscheidung und nur Eskalation bei Dissens. Wertgrenzen definieren. Reward mit Geld und Anerkennung und Oben/Unten Liste (psychologisch).	Vertrauen. Dies Kommunizieren. Vorgabe zu KUZU/KUBE durch Führungskraft. Kontinuierliche Penetration des Themas. Erklären. Vorleben. Nicht theoretisch sein. Strukturen und Prozesse müssen als Grundvoraussetzung definiert sein. Schulen. Ease to use IT . KUZU Befragung unwichtig. Führen durch Beispiel. Mitarbeiter ist das Wichtigste. Silos zusammenbringen. Teamevents. Empathie. Richtige Mitarbeiter. Kompetenz an Mitarbeiter geben. Gehaltsdeltaproblem. Zielvereinbarung und Wertschätzung. Erreichbarkeit, Zeit nehmen können, Authentisch, Transparent, Ehrlich, Zuverlässig, Freundlich gesetzt. Richtige Mann am richtigen Platy.
D) Strategisch mit Strukturen und Prozesse KUZU verankern. TOP-Management support. Vorleben . Motivation, Empowerment von Leuten. Neue Arbeitsweisen installieren. Strukturen und Prozesse dazu. Technologie als Enabler.	D)

I 5	**I 6**

A) Individualität und Authentizität. abholen bei Fragen. Starker Gefühlsbezug. KUBE ist Empfehlung durch Kunde. Multiplikatorenfunktion. KuZu ist Basis und emotionale Begeisterung führt zu KuBe. KUYU ist messbar. Individuellen Erwartungshorizont erkennen. Wollen und Koennen gerecht werden. Starker Gefühlsbezug. Transparenz. Transparenz, Authentizität, Ehrlichkeit, Freundlichkeit, Individualität. Professionalität. Empathie. Individualität.	A) Kundenwunsch führt zu Mnimum Voraussetzung und führt zu KuZu. Extra-Meile ist KuBe. Zeit macht aus Zufriedenheit Begeisterung. Dies ist mehr Wertschätzung. Premium hat höhere Kundenerwartung (mehr Zeit am Kunde). Behandlungserwartung. Zeit macht aus Zufriedenheit Begeisterung. Individueller Charakter Kunde. Latte selbst definieren und PDCA. Messbare Latte nicht vorhanden für KUBE KUZU. Betreuung durch Verkäufer. Zeit am Kunden. Sauberer Korrekter Prozess. Mehrleistung Begeisterung unerwartet. Zeit nehmen. Zufriedene MA mit Freude und Aufgabe als Inhalt. Inflationäre Mehrleistung schwierig. Einfühlungsvermögen im Premiumsegment.
B) starke Interdependenzen. Emotion fehlt im Model. Zwischenmenschliche Ebene fehlt. Kundensteuerung aufnehmen. Prägung / Erwartungshaltung des Kunden anerziehen. Richtig kommunizieren Richtung proaktiv Kunde und nicht reaktiv.	B) Verlässlichkeit und Ehrlichkeit und Offenheit. Probleminformstion. Einfühlungsvermögen. Wertschätzung. Zeit am Kunden.
C)	C) Mensch ist zentral. Kundenkontakt. Wertschätzung Kunde. Zeit am Kunden. Diskurs mit Kunden.

D) Vertrauen. Freiheitsgrade. Zeit. Geld. Ressourcen. Couching. Sparring. Support. Persönlichkeit, Fachliche Kompetenz, Disziplinare Führung. Restrektiv und kaskadiert vorgeben. Vorgabe. Berechenbarkeit wichtig. Ebenen und Mitarbeiter abholen. nur durch Menschen abgebildet werden. Softe Themen. KPI und qualitative Messung mit Zeit am Kunden. Partiziptaiv führen. Eigenes Handeln reflektieren. Vorbild. Intrinsische Motivation. Vorleben. Werte. Freiheitsgrade. Meinung MA. Freude und Spass bei der Arbeit. Gefühl vermitteln. MA Entwicklung. Athmosphäre. Leute Lust darauf. Regeltermine, Teamworkshop. Events. Team entwickelt sich. größte Multiplikatoren-Funktion ist middel management. sich innerhalb der Freiräume selbst bewegen. Bonus-System installieren mit Teamleistung und Einzelleistung. Positiv verknüpftes.	D) Vorbild. Management dahinter stehen. Kundenfokus. Von Kunde ableiten. Kundenminimum definieren und Zielbild formulieren. PDCA mit Kunde. Prozesse definieren und dokumentieren. Schulen. Verständlich für Alle und beteiligen. Technologie als Unterstützung. Kundenfeedback einholen. Vorbild führen. Repräsentieren. Vorstellung und Credo. Aufgaben übertragen. Einbinden. Zusammenarbeitende Teams. MA beteiligen. Support Management. Workshops. Schulungen. Kontinuierlich. Sozialkompetenz. Empathie. Normaler Arbeiter. Durchgehende Info. Team Building. Informieren und Feedback. PDCA. Informationstransparenz. Weiche Facts. Kundenumgang schulen. Kunde führen. Zeit haben. Verhältnis aufbauen. Kunden und MA Wertschätzen und Anerkennen. KuZu als Selbstverständnis.
E) RouteCauseAnalzse, Vision, Mission, Startegy, Personal und Kunde matchen, Usertyen, Qualifizieren.	E) Kunden Respektieren und Wertschätzen Freundlichkeit und Offenheit ggü. Kunden Zeit nehmen für Kunden Kunde im Fokus (Orga darauf ausrichten) Konsequentes PDCA (Nachhalten, Prüfen, Feedbackschleife) bei Organisation und Kunde.

I 7	I 8
A) Erwartungshaltung Kunden verstehen. Individualität. Persönliches eingehen und Lösung von Problemen. Respekt. Wertschätzung. Seamless. Schnell. Unkomplex. Hürden und Stress vermeiden. Bedürfnisse kennen und antizipieren. Ein wenig übererfüllen. Transparenz. Empathisch. Freundlich. Personal.	A) schnelle Lösungen. Premium sind Zusatzthemen der Kernfaktor. eher emotional weniger rational. Aus Bauch. Begeisterung auf Basisi von Zufriedenheit. Multiplikation auf Basis KuZu und KuBe
B)	B) Gut.
C) Antizipativ und Einfachheit ergänzen.	C) Höherer Service. Empathie. Extra - Meile. Probleme lösen. Messen Leistung und Vergütung. Vergütung für Extra - Meile. Kompetenz - Weitergabe.
D) KuZu im Vordergrund nicht delegieren. Leute enabeln. Vorleben. Erklären Schulen. Verständnis schaffen. Einfachheit. Kunden gerecht werden. Orga darauf ausrichten. Wichtigkeit geben VC. Vorleben. Wertschätzen. Silos vermeiden. Team.	D) Mitarbeiter Rücken stärken. Erreichbarkeit. Kapazitäten. Personenbasis. Startegie individuell PZ. Verzahnung Silos. Übergreifende Prozesse. Leistung und Vergütung. Messen MA - Ebene. Kompetenzen ausbauen. Führen durch Example. Lehmschicht durchgängig machen / übergreifende Info. Vernetzen Sales AS. Kompetenzabgabe / Erhöhung. Weiterbildung, Training, Coaching. Bindeglies GF / MA. Verstehen und Leben. Wissen Startegie und Prozesse. Entscheidungskompetenzen geben. Für Leistung bezahlen.

Ziele. Schulen. Durchgängigkeit. Prozesse definieren. Budget geben.	
E) Flexibilität Individuelle Lösungen Speed Vorausschauen Einzigartig Erlebnis für Kunde muss so sein.	E) Strategie Kundenfokus PDCA; Leben Strategie; Wege in der Vergütung, Entwicklungsmaßnahmen, Einbindung MA, Feedback von Kunden