

ST.MARY'S UNIVERSITY COLLEGE
FACULTY OF BUSINESS
DEPARTEMENT OF MANAGEMENT

SERVICE DELIVERY AND BUSINESS
CUSTOMER SATISFACTION
A CASE STUDY OF BERHANENA SELAM
PRINTING ENTERPRISE

BY
AZEB TEFAYE

JULY, 2010
SMUC
ADDIS ABABA

**SERVICE DELIVERY AND BUSINESS CUSTOMER
SATISFACTION
A CASE STUDY OF BERHANENA SELAM PRINTING
ENTERPRISE**

**A SENIOR ESSAY SUBMITTED
TO DEPARTEMENT OF MANAGEMENT**

**FACULTY OF BUSINESS
ST.MARY'S UNIVERSITY COLLEGE**

**IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF BACHELOR
OF ARTS IN MANAGEMENT**

**BY
AZEB TESFAYE**

**JULY, 2010
SMUC
ADDIS ABABA**

ST.MARY'S UNIVERSITY COLLEGE
SERVICE DELIVERY AND BUSINESS
CUSTOMER SATISFACTION
A CASE STUDY OF BERHANENA SELAM
PRINTING ENTERPRISE

BY
AZEB TESFAYE

FACULTY OF BUSINESS
DEPARTEMENT OF MANAGEMENT

APPROVED BY THE COMMITTEE OF
EXAMINERS

_____	_____
Chair person	Signature
_____	_____
Advisor	Signature
_____	_____
Internal Examiner	Signature
_____	_____
External Examiner	Signature

Declaration

I, the undersigned, declared that this senior essay/project is my original work, prepared under the guidance of Ato Biruk G/Michael. All sources of material used of the manuscript have been duly acknowledged.

Name Azeb Tesfaye

Signature _____

Place of Submission SMUC

Date of Submission July, 2010

Submission approval sheet

This Senior Research paper has been submitted to the department of management in partial fulfillment of the requirements of BA degree in Management with my approval as an advisor.

Name Ato Biruk G/Michael

Signature _____

Date of submission _____

ACKNOWLEDGEMENTS

First of all, I would like to thank the almighty God for his limitless support all the way through my life and for successful accomplishment.

Next, special thanks go to my advisor Ato Biruk G/Micheal for his constructive suggestions, guidance and grata dice in the writing of this senior paper. He has been kind enough to devote his time to follow up each section of my paper. I feel privileged for being advised by him.

I would like to extend my heart felt appreciation and special thanks to my best friend Mekdes Amannuel and my sister Meaza Gizaw for the financial and moral support they have rendered to me.

Table of contents

	page
Acknowledgements.....	i
Table of content.....	ii
List of Tables.....	iv
 I. Introduction	
1.1 Background of the study.....	1
1.2 Statement of the problem.....	2
1.3 Research Questions.....	3
1.4 Objectives of the study.....	3
1.5 Significance of the study.....	4
1.6 Scope of the study.....	4
1.7 Definition of terms.....	4
1.8 Research Design and Methodology.....	5
1.8.1 Research Design.....	5
1.8.2 population and sampling technique.....	5
1.8.3 Types of data to be used.....	6
1.8.4 Method(s) of data collection.....	6
1.8.5 Method(s) of data analysis.....	6
1.9 Limitation of the study.....	6
1.10 Organization of the study.....	7
 II Review of Related Literature	
2.1 customers Service.....	8
2.2 Importance of customer service.....	8
2.3 Needs of customers.....	9
2.4 quality.....	10
2.4.1 Quality assumption.....	10
2.5 Types of Customers.....	11
2.6 Determinants of customer satisfaction.....	11
2.7 Measure customer satisfaction.....	12
2.8 Importance of customer satisfaction.....	12
2.9 customer care.....	13
2.10 Approach.....	14
2.10.1 Customer Satisfaction.....	14
2.10.2Customers Retention.....	15
2.11 The Art of Service Recovery.....	16

2.11.1 Measure the cost.....	16
2.11.2 Actively encourage compliant.....	16
2.11.3 Respond quickly.....	17
2.11.5 Train employees.....	17
III Data presentation, Analysis & Interpretation	
3.1 Data analysis of the study.....	18
3.2 Summary of interview	34
IV Summary, Conclusions and recommendations	
4.1 Summary.....	35
4.2 Conclusions.....	37
4.3 Recommendations.....	38
Bibliography	40
Appendix-I Questionnaire customers of BSPE	
Appendix-II Questionnaire to employees of BSPE	
Appendix-Iii interview guide	

List of Tables

	Page
Table I institutional background information of the respondents.....	19
Table 1 – Customer service expectation and delivery.....	20
Table 2 – Years of being customer and continuity with the enterprise....	21
Table 3 – Overall customers’ satisfaction.....	22
Table 4 –Delivering Quality service and Office location.....	22
Table 5 – Comparing from rival firm and using current technology.....	23
Table 6 – Defect item and getting response.....	25
Table 7 – Employees interpersonal skill.....	26
Table8 – The overall performance of employees.....	27
Table 9 – Compliant handling method of the enterprise.....	27
Table I Demographic characteristics, educational qualification and work experience of the respondents.....	29
Table II Working condition of the enterprise.....	30
Table III Attractiveness of the salary and benefit.....	31
Table IV Relationship between management & employee.....	32
Table V Employee training and organizational policies in handling customers compliant.....	33

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Customer satisfaction is the customer's overall feeling of contentment with a customer interaction. Customer satisfaction recognizes the difference between customer expectations and customer perception. Satisfaction may develop quickly or it may be cultivated over a period of time. Customers have many concerns, and the marketer's job is to reduce as much of the customer's stress as possible and to create a pleasant customer's experience. While also providing current information and helping to solve for the customer's satisfaction may be a customer's after thought. The customer may think back on the experience and realize how pleasant or unpleasant it was (Harris, 2002:2).

The art of printing is among the top inventions that made it possible for the world to reach the present stage of civilization. The modern printing industry has proved useful in many respects, namely, in the expansion of the literary horizon, economic development, the betterment of social living with particular emphasis on its contribution to the efforts for the extensive propagation of knowledge to the many. As soon as the translation of the books of the Holy Scriptures was satisfactorily launched, Leul Ras Tafari worked out plans to import a press for the printing of these books (www.bspe.com.et accessed at December 23, 2009).

Birhanena Selam Printing Enterprise (BSPE), one of the pioneer printing enterprises in Ethiopia was established in 1921. It is one of the largest and leading of all printing organizations in the country which has played a significant role in the development of the economy by supporting the

rapid propagation of ideas, knowledge, education, and information, commercial and social needs and also handle the printing demand of newspapers, books, magazines, journals and the like. As the enterprise nature of work has a direct interaction with its customer through the delivery of quality and reliable materials on time and maintain confidentiality. This makes the industry different from others. In other word, customer orders find much emphasis and their satisfaction from the output measured (www.bspe.com.et accessed at December 23, 2009).

Thus, the study will try to identify problems regarding customer satisfaction and way of handling compliance of BSPE.

1.2 Statement of the Problem

Quality service is highly correlated with customer satisfaction. And in the world of competition, quality service is the most important parameter that needs critical attention for organization. Company should do every effort to attract more customers by providing quality service(Denton, 2001:13).

Obviously, the enterprise is known by handling the printed demand of various publishers like newspaper, book, magazine and the like and it has a direct interaction with its customer's through delivery of quality and reliable materials on time. However, according to some customer's compliant, there is dalliance in providing service to its customers and imperfection of the products, which leads to customers' dissatisfaction and poor relationship with customers.

In addition to that the need to satisfy customers' interest arises mainly from fear of loosing them to others competitors' hands. However,

enterprises which exhibit not much care for about their customers and BSPE's customers compliant about their service provider.

Therefore, the study tried to assess the major factor that arises on handling service delivery practice and customers satisfaction of Birhanen Selam Printing Enterprise.

1.3 Research questions

In this context, the study attempt to answer the following basic questions in order to get brief conclusion and recommendation.

- How does Birhanena Selam Printing Enterprise work in maintaining the delivery of quality product and service on keeping and improving current customers' satisfaction?
- How does Birhanena Selam Printing Enterprise in order to satisfy its customer in delivering quality service?
- How does the enterprise work improving its employees?

1.4 Objectives of the Study

General objective

- ❖ The ultimate objective of the study was to assess the level of customer satisfaction on service delivery of Birhanena Selam Printing Enterprise.

Specific objectives

- ❖ To assess whether the company is offering quality service or not.
- ❖ To assess the performance of BSPE in attracting, retention and enhancement of customers.
- ❖ To assess the level of employee satisfaction on their job.

1.5 Significance of the Study

The study provides valuable information on the following points:-

- ❖ It helps the enterprise to develop customers satisfaction according to their requests /stakeholder's needs/
- ❖ It was enhancing the awareness and due attention given to the issue of providing quality service to the customers.
- ❖ It will provide recommendation on the basis of the study and this helps the managers in order to know and give appropriate solution to the problem..
- ❖ It serves as a supplementary reference for those who might be interested in doing research on similar topics.

1.6 Scope of the Study

The study were limited to customers who are coming and giving order once in a week due to difficult to cover the wide range of customers who give printing orders to the enterprise in one year time.

1.7 Definition of terms

Customers: - is a person or organization that purchases goods or services from another organization such as manufacturers, retainers, wholesalers or service providers (Wikipedia.org accessed at December 23, 2009).

Customer Satisfaction:- a business term, is a measure of how products and services supplied by a company meet or customers expectation (Wikipedia.org accessed at December 23, 2009).

Customer Service: - is a series of activities designed to enhanced the level of customers satisfaction that is, the feeling that a product or service has met the customers expectation (LScott, 2002 en,Wikipedia.org/wiki/customer service accessed at December 26, 2009).

1.8 Research Design and Methodology

1.8.1 Research Design

As the study were expected to assess problems of service delivery and customers satisfaction in Birhanena Selam Printing Enterprise the researcher used descriptive research design to achieve the research objective.

1.8.2 Population and Sampling techniques

The target populations of the study were customers and employees of Birhanena Selam Printing Enterprise.

The enterprise has huge customers, even though the enterprise has no available customer list. According to Matholra (2006: 383) a total number of 200 customers were taken as a reliable sample. Therefore, the student researcher believed that 200 sample respondent consider sated sample size by using convenience sampling the reason for that most of the customers don't visit at the same time.

On the other hand, out of the total population of 800 employees of the enterprise, 7% or 56 employees were selected using stratified random sampling techniques in order to get proportional representation of total population.

Department name	Population size	Sample size
Administrative Department	100	7
Marketing department	200	14
Production department	300	21
Finance Department	100	7
Technical Department	100	7
Total	800	56

1.8.3 Type of data used

To obtain the necessary information for the study both primary and secondary source of data were used.

1.8.4 Method of data collection

To gather appropriate and valid information the study used both primary and secondary data sources. The primary data are first hand information collected from the respondents through the distribution of questionnaires and personal interview. Secondary data are collected from various documents like unpublished annual reports, related literatures and from internet.

1.8.5 Method of data analysis

After the collection of data checking and adjusting so as make sure that the questions were filled out properly. Next the responses of the sample population were categorized by grouping similar response together in order to avoid repetition of ideas. Then tabulation of the results was done showing the number of responses to each question and percentage of respondents who gave each possible response to the questions. Thus, descriptive statistical method was used because it is appropriate method of analyzing quantitative study.

1.9 Limitation of the study

While in doing the research, the following limitations were encountered. Among these, the management was not show willingness to provide all the required information also difficult to cooperate for interview, there no customer registration list and time constraints.

1.10 Organization of the Study

The study is organized in to four chapters. The first chapter contains the background of the study, statements of the problem, research questions, objectives of the study, significance of the study, limitation of the study, definition term, research design and methodology and organization of the study. The second chapter deals about review of related literature conceptual work of the study. The third chapter discusses data presentation, analysis and interpretation. The fourth chapter discusses summary, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1 Customers service

Customer service is anything we do for the customer that enhances the customer experience. Customers have varying ideas of what they expect from customer interaction. The customer's service provider must get to know his/her customers and strive to provide them with excellent customer service. No matter how accurately we see our definition of customer's service, we still have to live up to what our customer thinks that customer service is. The customer's satisfaction is the goal to attain (Harris, 2000:2).

2.2 Importance of customer's service

One of the most effective and least expensive ways to market a business is through excellent customer service. Customers are an obvious requirement for doing business. The importance of customer service is at an all-time high. Business realizes that providing a product/service alone is not enough in today's competitive economic environment.

Today, customers are much more sophisticated. They are informed about how product should perform and know that if they are dissatisfied with the service that they receive, someone else probably sells the product and will provide better service. They may also expect that expressing their unhappiness with a situation will elicit a positive result.

The provision of customer service is an important component of the business cycle. In many cases, customer's service is the positive element that keeps current business coming back. The customers service provider is frequently the one, who "saves the day" and the account.

When a person goes out of his or her way to provide excellent customer service, work is more fun and more fulfilling; as a result positive relationships with others develop (Harris, 2000:2).

2.3 Needs of customers

Every customer comes into the customer situation with differing wants. While wants are frequent hard to identify and may occasionally be unrealistic, all customers' have the following five basic needs.

- **Service:** - customers expect the service they consider is appropriate for the level of purchase that they are making. A small, spontaneous purchase may have a smaller service need than large purchase that has been carefully planned and researched.
- **Price:** - the cost of everything purchase is becoming more and more important people and businesses want to use their financial resources as efficiently as possible. Many products previously considered unique offerings are now considered commodities.
- **Quality:** - customers want the products that they purchase to be durable and functional until the customer decides to replace them. Customers are much less likely to question price if they are doing business with a company that has a reputation for producing a high quality product.
- **Action:** - customers need action when a problem or question arises. Many companies offer toll-free customer assistance telephone lines, flexible return policies and customer carryout services in response to the need for action. Customers are human beings and like to think that they are an important priority and that when a need or question arises someone will be ready and waiting to help them.

- **Appreciation:** - customers need to know that we appreciate their business. Customer service providers can convey this appreciation in many appropriate ways. Saying thank you to the customers through our words and action is a good starting point (Harris, 2000:4-5)

2.4 Quality

Customer satisfaction is closely linked to quality. In recent year, many companies have adopted TQM (**Total Quality Management**) programs designed to constantly improve the quality of their products, services and marketing process. Quality has a direct impact on product perform once and hence on customer's satisfaction.

In narrowest sense, quality can be defined as “freedom from defect.” But most customer centered companies go beyond this narrow definition of quality. Instead, they define quality in terms of customer satisfaction. The fundamentals of today's total quality movement have become total *customer satisfaction* (Kotler, 1996:10).

2.4.1 Quality assumption

Quality should satisfy the following attributes

- Achieve well defined purpose
- Needs customer satisfactions
- Comply with applicable standards
- Products or services must be consistent and reliable
- Excellence
- Comply with health and safety regulation (www.qaa.ac.UK accessed at December 29, 2009)

2.5 Types of customers

According to Quinn (2000:60) customers divided in two categories.

- **External:** - these are the peoples whom we deal business, either face-to-face or over phone or by correspondence with the intent of selling them our goods and services. Potential customers feel good to the company by buying their products and taking service external customer always sharing their experiences to other customers.
- **Internal customer:-** these are those who work inside the companies through whom we give service or products and information to the public.

Internal customer make influences to external customers they thought positively about the company's products.

2.6 Determinants of customer satisfaction

According to Wiersema (1996:22) a number of variables can affect customer satisfaction. Quality of products/service, product/service bundle, price, after sales service, problem solving, customer service, on time delivery, billing process, working hours, location, facilities, friendliness of employee, warrantee, firms communication (like advertisement and promotion) all contribute to other customer satisfaction or dissatisfaction. But importance of each factor in the over all satisfaction of a customer could vary and none each factor separately does have single power and is not compare by it self in determining customer satisfaction as a whole. The implication of this to the firm in question would be to identify those factors driving satisfaction and make priority in their order of importance for improvement and strategy formulation focusing on those factors have greater contribution to over all customer satisfaction.

2.7 Measure customer satisfaction

According to (Oberoi, 2007:79) the field of customer satisfaction is complex. One of the most important facts in managing customer satisfaction is to define specific service delivery standard and objectives and adjust the performances. Organizations have several types of customers and performance with in specific category. If the outcomes of research demonstrate that the needs of customers are met institutions could well think their customers will be entirely satisfied. In relation to this (Oberoi, 2002:80) sate the following:

Customers need will change over time and therefore so will their expectation of service standards. However if they are to keep up with the customer over changing demands they will need to ensure that they have some methods of assessing exactly what those requirements are and measure their satisfaction.

This implies that there is obviously a need for the service manager to know how customers feel about the service they receive, and the best way of doing this to measure the customers' satisfaction. However, service providers can not be confident that the people who obtain service are entirely satisfied with it or not. Oberoi further explain that the staff of institution may not be applying the service standards as laid down by the institution. There could be several reasons for this one of the reason is service providers are unaware of the service standards that they are supposed to be adhering to it because they are under pressure on heavy workload, or it could be because they are dealing with changed process.

2.8 Importance of customer satisfaction

Satisfied customers are the sources of the company's profit and they are the reason why companies that could be either private or public. Delivery first rare customer's service allows a company to handle number of

significances Kotler state the following four important points (Kotler, 2002:40).

- Building competitive barriers:- because of the establishment of essential service infrastructure, the company can present a formidable barrier to any potential competitors that might want to join the market.
- Ensuring customer loyalty:- satisfied customers remain loyal longer and established the concept of relationship marketing.
- Service differentiation:- the refers to difficulty of differentiating one's service from those of it's competitors. Such problems can be solved through delivery differentiated offer, delivery and or image.
- Decreasing marketing cost:- satisfied customers cause decrease in marketing and selling costs of the company because their costs are lower than new customers. They are the best sources of advertisement and they prevent company from loosing potential customers (Kotler, 2002:41).

2.9 Customer Care

The main aim of customer care should be to cerate customer relations to the point of mutual trust and respect. Good customer relations are not easily achieved, and they take time and effort to develop. However, they are quickly damaged in the event of problems arising from indifference or inability. Major strengths for any printing company are a loyal base of customers, and a reputation for providing quality in all aspects of its work.

Customers may find it difficult to differentiate between printers qualities for similar types of work. In this situation, a customer may be influenced by company attitude and approach (Porter, 1994:282).

Key pints of customer care according to Porter outline are:-

- Impressing on the customer that his/her work is important and valued,

- Communicating efficiently through company representatives,
- Helping the customer to obtain what he/she needs,
- Providing adequate management support for marketing activities,
- Providing specific training in customer care for all the employees who are likely to meet customers,
- Handling all enquiries smoothly,
- Handling complaints efficiently and sympathetically,
- Combining technological knowledge with courteous service,
- Taking to customers in a way that they understand,
- Handling accounts diplomatically,

Putting together, they represent the feature of a product or service that meets the satisfaction of a customer's need.

2.10 Approach

2.10.1 Customer Satisfaction

Customer satisfaction depends on a product's perceived performance in delivering value relative to a buyer's expectation. If products performance falls short of the customer's expectations, the buyer is dissatisfied. If performance exceeds expectations, the buyer is dissatisfied. Outstanding marketing companies go out of their way to keep their customers satisfied.

Satisfied customers make repeat purchases and they tell others about their good experiences with the product. The key is to match customer's expectations with company performance smart companies aim to delight customers by "promising only what they can deliver, than delivering more than they promise" (Kotler, 1996:10).

Gale et al. (1994) with particular relevance to customer satisfaction the relative price and quality of goods and services produced or sold through a company alongside customer service generally determine the amount of sales relative to that of competing companies.

Although groups targeted through relationship marketing may be large, accuracy of communication and overall relevancy to the customer remains higher than that of direct marketing, but has less potential for generating new leads than direct.

2.10.2 Customer Retention

The retention a key principle of customers by satisfying their requirements. This technique is now used as a means of counter balancing new customers and opportunities with current and existing customers as a means of maximizing profit. (Gordon, 1999:336) Many companies in competing markets will redirect or allocate large amounts of resources or attention towards customer retention as in markets with increasing competition it may cost 5 times more to attract new customers than it would to retain current customers (Kotler,1999).

According to Buchanan and Gills (1990) the increased profitability associated with customer retention efforts occurs because of several factors that occur once has been established with a customer.

Customer retention efforts involve considerations such as the following:

- Customer retention measurement: – Dawkins and Reichheld (1990) calculated a company's "customer retention rate". This is simply the percentage of customers at the beginning of the year that is still customers by the end of the year. In accordance with this statistic, an increase in retention rate from 80% to 90% is associated with a doubling of the average life of a customer from 5 to 10 years.
- Determine reason for defection: – Look for the root causes, not mere symptoms. This involves probing for details when talking to former customers. Other techniques include the analysis of customers' complaints and competitive.
- Develop and implement a corrective plan: - This could involve actions to improve employee practices, using benchmarking to

determine best corrective practices, visible endorsement of top management, adjustments to the company's reward and recognition systems, and the use of "recovery teams" to eliminate the cause of defections.

2.11 THE ART OF SERVICE RECOVERY

Complainers provide the firm an opportunity to recover from the service failure. When the service is provided incorrectly the first time, an important but often forgotten management tool is the art of service recovery. When the service delivery system fails, it is the responsibility of contact personnel to react to the complaint. Experts in the area of service recovery recommend that in establishing service recovery as a priority and developing recovery skills, firms should consider the following issues (Douglas and Baseson : 364).

2.11.1 Measure the Costs

The costs of obtaining new customers are three or five times greater than those of keeping existing customers. Current customers are more receptive to the firm's marketing efforts and are, therefore, an important source of profit for the firm(Douglas and Baseson:366).

2.11.2 Actively Encourage Complaints

Experts assert that actively encouraging complainants is a good way to "break the silence." Remember that complainants who actually voice their complaints to the source of the problem are the exception- most customers don't speak up. Strategies to encourage complainants include customer surveys, focus groups, and active monitoring of the service delivery process to ensure customer satisfaction throughout the encounter, before a customer leaves the premises (Douglas and Baseson: 366).

2.11.3 Respond Quickly

When a service failure does occur, the faster the company responds, the more likely that the recovery effort will result in a successful outcome. In fact, past studies have indicated that if the complaint is handled promptly, the company will retain 95 percent of its unhappy customers. The faster the firm responds to the problem, the better the message the firm sends to customers about the value it places on pleasing its customers (Douglas and Baseson:367).

2.11.5 Train Employees

Unhappy employees will have difficulty in keeping customer happy. The employee should consider measuring the satisfaction level and then developing action plan. Expecting employees to be naturals at service recovery is unrealistic. Most employees don't know what to do when a failure occurs, and many others find making on-the-spot decisions a difficult task. Employee training in service recovery should take place on two levels. First, the firm must work at creating in the employee an awareness of customer concerns. The second level of employee training beyond developing an appreciation for customer needs, is defining management's expectation toward effective recovery efforts. Effective recovery effort that the employees has to bend the firm's rules and regulations the exact type of activity that employees trained not to do any cost often the rules and regulation of the firm tie the hand of employees. When it comes to effective recovery effort particularly in the area of prompt response (Douglas and Baseson:368).

CHAPTER THREE

3.1 DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This part deals with the analysis of the data gathered from BSPE customers and employees of the enterprise. The data were obtained through distributed to the customers and employees of BSPE as well as conduction an interview to marketing research department head.

This research study tries to investigate the degree of customers' satisfaction from the BSPE. To make this research paper representative, 200 and 56 questionnaires are prepared to the customers and employees of BSPE respectively. But 92.5% and 100% respondents are filled and returned back from the customer and employees of BSPE respectively. So the analysis is presented based on the response gathered from the respondent.

The information obtained from the BSPE customers and employees were summarized by using descriptive statistic method. Where by the row data is computed in percentage and presented in a tabularized form by detail explanations and critical interpretation of the data that is made to show implication of the major finding.

Table I: Institutional background information of the respondents

No	Items	Respondents	
		Number	Percentage (%)
1	Institutional distribution		
	• Financial (Finance & Economic Devt., Bank, Insurance)	40	21.62
	• Health educational, unions	60	32.43
	• Media	45	24.32
	• Government	45	8.1
	• Private organization	13	7
	• Personal	12	6.48
	Total	185	100
2	Type of order given by clients		
	• News paper	40	21.62
	• Security printing	25	13.51
	• Books	28	15.13
	• Magazines	17	9.18
	• Receipts	35	18.91
	• Posters and post cards	16	8.64
	• Diaries and calendar	24	12.97
Total	185	100	

Source: questionnaire

As it indicated in the above table in item 1 about 32.43% of the respondents from health, education and union, 24.32% respondents from media, 21.62% respondents from financial institution, 8.1%,7% and 6.48% of the respondents respectively from government, private organization and personal. In general the respondents were chosen from the selected institutions that are regularly contacts with BPSE.

As it indicated in the table in item 2 of the same table regarding orders given by client's newspaper rated 21.62% of respondents, receipts rated 18.91%, books 15.13% security printing 13.51% of the respondent and 12.97%,9.18%,8.64% of respondents are dairies and calendar ,magazine and posters respectively.

Table 1 – Customer service expectation and delivery

No	Items		Respondents	
			Number	Percentage (%)
1	Expectation of BSPE regarding service	Very high	100	54.05
		High	70	37.83
		Medium	15	8.1
		Low	-	-
		Very low	-	-
Total			185	100
2	Service delivery of the enterprise	Very good	-	-
		Good	3	1.62
		Medium	5	2.7
		Bad	67	36.21
		Not good at all	110	59.45
Total			185	100

Source: questionnaire

Item 1 of table 1 shows those whose expectation is very high and high are 54.05% and 37.83% respectively and no one gave low and very low response. Therefore, most of the respondents have positive attitude towards the BSPE.

Item 2 on the same table shows, 59.45% of the respondents say the service delivery is not good at all, and 36.21% of the respondents reply badly. As to the researcher's views, even though the customers had very high and high levels of expectation by the customer's; the enterprise doesn't provide enough service.

Table 2 – Years of being customer and continuity with the enterprise

No	Items		Respondents	
			Number	Percentage (%)
1	For how long being as a customer	Less than 1 year	20	10.81
		1-4 years	50	27.02
		5-8 years	65	35.13
		More than 8 years	50	27.02
		Total	185	100
2	Continuity with the enterprise in relation to the service	Yes	35	18.91
		No	50	27.02
		I don't know	100	54.05
		Total	185	100

Source: questionnaire

As indicated in the above table 2 of item 1 shows that 62.15% of the respondent's fall being as a customer for 5 years and more than 8 years, the rest 27.02% and 10.81% fall under 4 year and less than 1 year being as a customer respectively. To conclude that large numbers of the respondent are customer's of the enterprise.

Item 2 of the same table show more than half (54.02%) of the respondent replied they are uncertain about the continuity with the enterprise.

One can infer from the above information that the enterprise faces difficulties with the existing customer.

Table 3 – Overall customers’ satisfaction

No	Items		Respondents	
			Number	Percentage (%)
1	Customer care	Very high	-	-
		High	10	5.4
		Medium	120	64.51
		Low	50	27.02
		Very low	5	2.7
Total			185	100
2	Level of satisfaction	Very high	-	-
		High	-	-
		Medium	78	42.16
		Low	65	35.13
		Very low	42	22.7
Total			185	100

Source: questionnaire

Item 1 of table 3 shows 64.51% of the respondent replied medium customer care which has large percentage. Therefore, BSPE is treating its customer to providing quality service. Item 2 of the same table indicates 42.16% of the level of satisfaction is medium. Whereas, 57.83% of the respondent’s replied as low and very low.

As the above data prevailed most of the customers are dissatisfied. Therefore, the enterprise identifies the weakness and makes necessary action in order to meet the satisfaction of its customers.

Table 4 –Delivering Quality service and Office location

No	Items		Respondents	
			Number	Percentage (%)
1	Delivering quality service	Very high	30	16.21
		High	31	16.75
		Medium	67	36.21
		Low	45	24.19
		Very low	12	6.48
Total			185	

2	Situation of the office location	Very convenient	10	5.4
		Convenient	100	54.04
		Some what convenient	75	40.54
		Inconvenient	-	-
		Very inconvenient	-	-
Total			185	100
3	Order deliver at the right time	Very high	-	-
		High	35	18.91
		Medium	100	54.05
		Low	40	21.62
		Very low	10	5.40
Total			185	100

Source: questionnaire

As observed in table 4 of item 1 indicates 36.21% replied that the delivery of quality service is medium, 30.67% of the respondents low and very low replies. From these we may face a problem regarding service. Therefore for the reason that the researcher conclude that BSPE customers will be forced to complain.

Item 2 of the same table 54.04% of the respondent that replied the office location is convenient. These shows the BSPE located in suitable area.

Item 3 indicates 54.05% respondent's replied as medium and 27.02% replies as low and very low the rest 18.91% replies as high.

From the above information one can understand that the enterprise doesn't serve its customer and also the enterprise doesn't keep its promises.

Table 5 – Comparing from rival firm and using current technology

No	Items		Respondents	
			Number	Percentage (%)
1	Are you used other printing press?	Yes	160	86.48
		No	25	15.82
Total			185	100

2	Quality service delivered as compared to others	Very high	21	13.12
		High	28	17.5
		medium	60	37.5
		low	40	25
		Very low	11	6.87
Total			160	100
2	Rendering service using current printing technology	Very high	35	21.87
		High	40	25
		Medium	69	43.12
		Low	10	6.25
		Very low	6	3.75
Total			160	100

Source: questionnaire

As indicated above table 5 of item 1 majority of the customers agree use other printing press before which covers 86.48%. On the same table the enterprise service delivery comparing with other firms results in a situation where most of the respondents rated the position of the enterprise between medium and low level, 37.5% of the respondents rated medium while 25% of them rated low.

On the basis of the above information one can say that there is no big difference regarding the service delivery of the enterprise compared to others.

Item 2 in the same table shows 43.12% respondent agree medium level of using technology, 21.87% and 25% replied as very high and high respectively. The rest which is 10% responded as low and very low response. Hence the enterprise renders service by using well developed printing technology.

Table 6 – Defect item and getting response

No	Items		Respondents	
			Number	Percentage (%)
1	Have you got defect item?	Yes	123	66.12
		No	47	25.40
		I don't know	15	8.10
		Total	185	100
2	To whom did you communicate?	General Manager	5	25.40
		Marketing Manager	57	66.12
		Production Manager	43	8.10
		Sales Person	9	-
		Others	9	-
		Total	123	100
3	Did you get quick response from the concerned body?	Yes	40	32.43
		No	71	51.35
		I don't know	12	16.21
		Total	123	100

Source: questionnaire

Table 6 shows that in item 1 66.12% respondents get defected item. This shows that the chance of getting defect item is high. The data indicates that the enterprise produce items below the standard level.

On the same table item 2 shows the respondent were asked to whom they have addressed their complaint. Accordingly, 66.12% of the respondents to their complaint to the marketing manager, 25.40% of the respondents to the General Manager and 8.10% of the respondents to the production manager. From this one can conclude that, customer related issue was conducted in marketing management department.

Item 3 shows majority of the respondents agree they don't get response from the concerned body. This shows the negligence or unwillingness of the management or the concerned body towards customer care.

Table 7 – Employees interpersonal skill

No	Items		Respondents	
			Number	Percentage (%)
1	Interpersonal skill	Very high	60	32.43
		High	70	37.83
		Medium	47	25.4
		Low	7	3.78
		Very low	-	-
Total			185	100
2	Willingness in responding to complaints	Very high	-	-
		High	25	13.51
		Medium	78	42.16
		Low	75	40.54
		Very low	7	3.78
Total			185	100
3	Employees friendliness	Very high	57	30.81
		High	63	34
		Medium	45	24.32
		Low	20	10.81
		Very low	-	-
Total			185	100

Source: questionnaire

According to table 7 of item 1 majority of the respondents rated very high and high interpersonal skill i.e. 37.83% of them rated as high, 32.43% of the respondents rated as very high, 25.4% of them rated as medium and the remaining 3.78% rated as low. From this one can conclude that there is insignificant ethical manner.

Item 2 of the same table shows 42.16% of the respondents said willingness of respondent compliant is medium, 40.54% as low, 13.51% of the respondent said high and the rest 3.78% rated as very low. From this the researcher concluded that even though the employees have good skill but the enterprise may follow different procedure in solving problem. As observed in item 3 of the above table 34% of respondent said employees friendliness is high, 30.81% of respondent's rated as very high and 24.32% rated as medium level.

From the above result the employees are maintaining their personality in order to build long term relationship with customers.

Table 8 – The overall performance of employees

No	Items		Respondents	
			Number	Percentage (%)
1	Employees delivering quality service	Very high	-	-
		High	45	24.32
		Medium	63	34
		Low	77	41.62
		Very low	-	-
Total			185	100
2	Performance of employees regarding customer service	Very high	18	9.72
		High	45	24.32
		Medium	97	52.43
		Low	25	13.51
		Very low	-	-
Total			185	100

Source: questionnaire

As observed from the item 1 of table 8, 41.62% said that employees do not provide quality service. 34% rated as medium level and the rest 24.32% of the respondent rate as high. The same table item 2 shows medium level of employee performance rated 52.43%. 24.32% rated as high. 13.51% and 9.72% rated low and very high respectively.

From this to conclude that rendering quality service is poor. This shows that the employee make necessary improvement regarding customer service.

Table 9 – Compliant handling method of the enterprise

No	Items		Respondents	
			Number	Percentage (%)
1	Compliant feedback system	Very high	-	-
		High	15	8.1
		Medium	93	50.27
		Low	54	29.18
		Very low	23	12.43
Total			185	100

2	Efficiency in handling compliant	Very high	10	5.40
		High	23	12.43
		Medium	35	18.91
		Low	70	37.83
		Very low	47	25.40
Total			185	100
3	Consultancy service	Very high	24	12.97
		High	57	30.81
		Medium	79	42.7
		Low	25	13.51
		Very low	-	-
Total			185	100

Source: questionnaire

Table 9 shows that 50.27% of respondent's state that feedback system are medium level. While 29.18% respondent said low. The remaining 12.43% replied as very low. This shows the feed back system is not well developed and organized.

Item 2 of the same table show 37.83% responded that efficiency of compliant handling is low, 25.40% rated very low, 18.91% rated medium and the remaining 12.43% low and 5.40% very high. The implication of the respondent profile show, it is possible to say that the performance of handling compliant is inefficient.

Item 3 of the same table giving information regarding the printing process and other related issues rated 42.7 % is medium, and 30% is high. To conclude that there is shortage of expertise personnel.

Table I Demographic characteristics, educational qualification and work experience of the respondents

No	Items		Respondents	
			Number	Percentage (%)
1	Sex	Male	39	69.64
		Female	17	30.57
		Total	56	100
2	Age (in years)	21-30	10	17.85
		31-40	20	35.71
		41-50	12	21.42
		Above 50	14	25
		Total	56	100
3	Educational qualification	Certificate	8	14.28
		Diploma	27	48.21
		Bachelor	16	28.57
		2 nd Degree & above	5	8.92
		Total	56	100
		4	Total work experience in this organization	0-5
6-10	10			17.85
11-15	13			23.21
16-20	12			21.42
Above 20	11			19.64
Total	56			100

Source: questionnaire

According to the information in item of table II above out of the total number of sample taken there were 39 (69.64%) male and 17 (30.57%) female employees. Regarding the age of respondents 17.85% are in the range of 21-30 and 35.71% are in the range of 31-40 years and also , the percentage of respondents age range 41-50 is 21.42% which are of middle age and respondents who are above 50 years of age contribute almost 25% of the total sample population. Item 3 of the table shows that 14.28% have certificate, the largest number of respondent have diploma which is 48.21% and the rest 28.57% and 8.92% falls in Bachelor and Masters Degree respectively. Item 4 of the same tables that show that all respondents have worked only in this organization.

The questions asked to employees and their responses with the interpretation are presented below.

Table II Working condition of the enterprise.

No	Items		Respondents	
			Number	Percentage (%)
1	Existence of Conducive working environment	Very high	-	-
		High	15	26.78
		Medium	22	39.28
		Low	10	17.85
		Very low	9	16.07
Total			56	100
2	Level of work load	Very high	15	26.78
		High	18	32.14
		Medium	12	21.42
		Low	5	8.92
		Very low	6	10.71
Total			56	100

Source: questionnaire

Item 1 of table II shows 39.28% said medium level of working environment, 26.78% high level. 17.85% and 16.07% respondent low and very low respectively. This implies that the employees are not comfortable with the working environment. The same table indicates

32.14% responds high level of work load and 26.78% high rate. The rest 21.42% and 8.92% respectively responded medium and low. This shows that there is

high level of work load which means that employees don't perform their jobs enthusiastically.

Table III. Attractiveness of the salary and benefit

No	Items		Respondents	
			Number	Percentage (%)
1	Salary attractiveness	Very high	-	-
		High	15	26.78
		Medium	22	39.28
		Low	10	17.85
		Very low	9	16.07
Total			56	100
2	Attractiveness of other benefit	Very high	-	-
		High	17	30.35
		Medium	20	35.71
		Low	11	19.64
		Very low	8	14.28
Total			56	100

Source: Questionnaire

Table III of item 1 show 39.28% respondents responded that salary attractiveness is medium, 26.78% high. But 33.92% of the respondents are not attractive by their salary. We can infer from the respondents given that majority of the staff are earning very low salary. Item 2 of the same table indicate 35.71% of the respondent forwarded medium response on other benefit, 30.35% responds high and the rest 33.92% responds low and very low. According to the data benefit is not more concern work performance related issue. Therefore employee does not work effectively.

Table IV. Relationship between management and employees

No	Items		Respondents	
			Number	Percentage (%)
1	Employees management relationship	Very high	-	-
		High	-	-
		Medium	18	32.14
		Low	20	35.71
		Very low	18	32.14
Total			56	100
2	Responsiveness toward suggestion/recommendation to improve providing service	Very high	-	-
		High	5	8.92
		Medium	15	26.78
		Low	13	23.21
		Very low	23	41.07
Total				

Source: questionnaire

Item 1 of table IV indicates 35.71% of the respondent there is very low relationship between employees and management. From this conclude that lack of effective communication leads to difficulty in attaining the enterprise short term and long term objectives.

Item 2 of the same table 41.07% responded that the responsiveness toward suggestion in improving the service is very low, 26.78% responded medium and the rest 23.21and 8.92% low and high respectively.

Based on the above analysis; suggestion and recommendation are not getting due attention. Hence, the rigidness of the management discourages the employees in identifying problems and giving suggestion in finding solutions.

Table V . Employee training and organizational policies in handling customers compliant

No	Items		Respondents	
			Number	Percentage (%)
1	Opportunities in education and training	Very high	-	-
		High	-	-
		Medium	3	5.35
		Low	23	41.07
		Very low	30	53.57
		Total	56	100
2	Policies and procedure toward handling customers	Very high	-	-
		High	-	-
		Medium	13	23.21
		Low	18	32.14
		Very low	25	44.64
		Total	56	100

(Source: Questionnaire)

Observed from the above table V of item 1 show 53.57% responded very low rate, 41.07% responded low and the remaining said medium which is (5.35%). These show that majority of the employees doesn't well trained in related with service provide to its customer.

Item 2 of table V indicate 44.64% of responds a very low rate. This show organizational policies and procedure have impact on handling customers compliant easily. 32.14% responds as low rate. According to the large number of the respondent organization policies should have the dominant impact in managing compliant.

3.2 Summary of interview with marketing research customer relation division head

According to the interview, the division head said:

“The work method & services improvement office disclosed that BSPE is on the way to facilitate a sales credit policy which will create a financial bond with potential customer. The marketing research division strongly underlined that almost due to the larger number of employees and financial shortage, no training is given which would have helped them to know detail concepts of service delivery and customer satisfaction. However, those on higher management level and technical worker get different types of training at different times that highly support the delivery of better service and customer satisfaction. Being as an enterprise it is one excellent step to become modern, conceptually useful and a key to the core competency of the enterprise, which is the bases for quality management system and Business Re-engineering which the enterprise is intending to exercise in the real world of completion. These systems are important in developing well structured network between the departments, develop new service delivery structure that make a satisfied customer and to minimize wastage of the time. Today the enterprise going to start implementing this new working cultural process and which will show result showing a better progress in the service.”

CHAPTER FOUR

SUMMARY, CONCLUSION AND RECOMMENDATIONS

4.1 Summary

This study is attempted to assess service delivery and business customer satisfaction of the enterprise. In this chapter, it is tried to address the basic questions raised in chapter one and the necessary information obtained from the sample respondents, draw conclusions and propose recommendations based on the major findings of the research.

The major findings of the research are summarized as follows:

- The study indicates that (54.05%) of the customer responds very high service expectations.
- According to this study, majority of the customers indicate that the enterprise doesn't deliver quality service. As a result majority (54.05%) of the customers are uncertain to continue with the enterprise.
- The study reveals that, customers are medium treating by the enterprise from this we may face the enterprise improve their service by keeping the needs and wants of its customer.
- According to the study, on time delivery of customer order (54.05%) of the respondent's falls as medium. If the required time is not consistently implemented the enterprise delivery performance may decrease.
- According to the study 86.48% of the respondents are user of other printing enterprise.
- The study reveals that majority of the respondent (66.12%) of the respondents may face defect on item.
- According to the study, employee's willingness to respond customer compliant has very important issue but, 42.16% of replies as medium.

- Among the total number of respondents concerning the overall performance of employees giving service to its customer (52.43%) replies as medium, this shows service providers are improved the service delivery practice to satisfy its customer.
- According to this study, in relation to the feedback system practice accounts 50.27% of respondents reveal that the system is medium.
- The study reveals that, 63.23% of the respondents reply handling compliant is bad. This implies that the enterprise is not implemented the maximum effort to maintain its customer.
- According to the study, in relation to employee's satisfaction related issue majority of the employees are not satisfied with their job. There are factors to contribute job related satisfaction issues. Even though, employees are not comfortable with environment, salary and other benefit. Due to this reason the employees don't give quality service to the customers.
- Regarding employees getting training and education opportunity majority (94.64%), of the respondent replies low and very low. The rest (5.35%) replies as medium. This shows majority of the respondents are not well educated and trained from the enterprise, particularly delivering quality service issue.

4.2 Conclusion

As can be seen from the previous section of this chapter customers of BSPE are not generally satisfied with its service. Hence based on these major finding or the study, the following concluding remarks have been drawn.

- Customer service expectations were high, where as most of customer experienced low perception towards the service. In relation to this the research finding also shown lower level of satisfaction as most of the customers rated. Therefore, it is concluding that the satisfaction level of the customer low. This fact affects the enterprise business and it may lose loyalty.
- The enterprises delivery is not proper. Moreover, the research finding also revealed that imperfection of item, delay of time, poor handling compliance method. From these factors, to conclude that the enterprise lack of consistency and commitment due to these it is difficult to stay in the market and directly affect the future relationship of the enterprise with the existing customer.
- Employees do not have job satisfaction. From this factor, to conclude that, it is difficult to cerate smooth employee and customer relation ship.
- Employees are no chance to get education and training in delivery service to its customer. One can conclude that, the employee does not develop their skill in order to serve its customer.

4.3 Recommendations

As can be seen from the above concluding remarks, generally the enterprise is not providing quality service on its customer. In this section, the researcher has tried to give recommendations that could help the enterprise facing the various possible causes of the customer's dissatisfaction on enhance the overall effectiveness of the enterprise service delivery process.

- ✓ The state of satisfaction depends on a number of both psychological and physical variables, which correlate with satisfaction behaviors. BSPE should measure its customer satisfaction thorough deliver on time as fast as possible in order to increase the level of satisfaction for its customers. Highly satisfied customers spread positive words of mouth and become effective walking, talking advertisement for the organization that lower costs of attracting new customers.
- ✓ BSPE should make to establish good customer relationship through understanding the problem thoroughly before tackling it and understand customer's needs and desire.
- ✓ BSPE should arrange regular review meeting to obtain feedback from customers through a techniques such as customer's satisfaction survey, customer panel discussion and the like. Customer feedback can provide increasing communication with customer's detailed information about how the service is perceived. It is a chance for customer to voice objections, suggest changes or endorse the existing process, and for the organization, to listen to what they say and act upon it. If the firm handle the complaint successfully, customer is likely to prove or loyal than if noting had gone wrong.

Listening sympathetically to establish the details of the complaint, recording the details together with relevant material, such as damaged goods, offering rectification whether by repair, replacement or refund, appropriate follow-up action.

- ✓ BSPE should give special attention to employee problems and increase work motivators such as benefit, salary and on the job training and also the enterprise assigning the more concerned staff with fully responsible to solve the problem on customer related issue and creating awareness of customer concern.

Bibliography

Buchanan, R. and Gilles, C. (1990) **value managed relationship**: the key to customer retention and profitability European Management Journal, Vol 8, no 4, 1990

Dawkins, P. and Reichheld, F. (1990) **customer retention as competitive weapon** directors and Boards, Vol, 14, no 4, 1990.

Denton Keith (2001). **How to give service to your customer**. New Delhi Universal Book stall.

Derek Porter. **Print management**: Pira international publishing (1994) ISBN 185020212.

Gale, B.T. Chapman., R.W. (1994) **Management Customer value**: Creating quality and service that customer can see New York: Free press.

Gordon, Ian (1999). **Relationship Marketing**: new strategies, techniques and technologies to win the Customers you want and kept them forever. John Wiley and Sons Published p 336 ISBN 047164173.

Harris, Elaine K. (2000). **Customer service**. A practical approach. 2nd ed. Prentice Hall incur.

Kotler, Philip Armstrong Gray, Saunders, John and Wong, Veronica. (1999). **Principles of Marketing** 2nd ed. Prentice Hall Europe.

Kotler, Philip Armstron Gray, (1996). **Principles of Marketing** 7th ed. Prentice Hall India.

Kotler P. (2002). **Marketing Management**. New Delhi: Printing Hall of India Plc.

K. Douglas Hoffman & John E.G. Bateston **Essential of services marketing**: concepts, strategies, & cases south-western Thomson learning www.swcollege.com accessed at December 29, 2009)

Jamier L. Scott (2002). en,Wikipedia.org/wiki/customer service.
(Accessed at December 26,2009)

Obreio, Prees (2007:79). **Customer relation**. New Delhi: Sarup and sons.

Quinn (2000). **Market reading Customer Service**. Mumbai, Prentice Hall.

Wiersema, F (1996). **Customer Intimacy**. Knowledge exchange: California.

“Effect of failure Recovery Strategy on Customer behavior Via Complaints”

<http://findarticles.com> accessed at December 29, 2009)

www.wikipedia.org accessed at December 23, 2009)

(www.bspe.com.et accessed at December 23, 2009).

(www.qaa.ac.UK accessed at December 29, 2009)

APPENDIXES

St. Mary's University College

Faculty of Business

Department of Management

I. Questionnaire to be filled by Customer of BSPE

This questionnaire is designed to collect data on **Service Delivery and Business Customer Satisfaction** study in partial fulfillment of the requirements for my first degree. This study aims to get information about your feelings that you get service from Berhanena Selam Printing Enterprise. The information that you provide will be kept secret and be used mainly for academic purpose.

Please indicate in one of the following check box (✓)

I. Background information

1. The nature of your organization or the sector is involved

- | | |
|---|--|
| <input type="checkbox"/> Industrial | <input type="checkbox"/> Media |
| <input type="checkbox"/> Agricultural | <input type="checkbox"/> Government |
| <input type="checkbox"/> Financial(Finance & Economic Devt ., Bank, Insurance.) | <input type="checkbox"/> Civil service |
| <input type="checkbox"/> Private organization | <input type="checkbox"/> Personal |
| <input type="checkbox"/> Community owned | |
| <input type="checkbox"/> Institutional (Health, Educational, Unions) | |

2. Types of orders you have given to/service you have received from

- Berhanena Selam
- | | | | |
|-------------------------------------|---|--|--|
| <input type="checkbox"/> NEWS Paper | <input type="checkbox"/> Books | <input type="checkbox"/> Magazines | <input type="checkbox"/> Security printing |
| Commercial Printing | <input type="checkbox"/> Others | | |
| <input type="checkbox"/> Receipts | <input type="checkbox"/> Posters & post cards | <input type="checkbox"/> Diaries & Calendars | |

Please specify if others _____

Questions related to the study

I. Questions regarding customers satisfaction

1. Before you plan to go BSPE how was your expectation regarding service?

Very high High Medium Low Very low

2. How is the service delivery of the enterprise

Very good Good Medium Bad Not good at

3. For how long you have been a customer of the enterprise?

Less than 1 year 1-4 year 5-8 year More than 8 year

4. Will you continue with the enterprise in relation to the service?

Yes No I don't know

5. If your answer is "No" to question 4 please explain the reason?

6. How do you evaluate customer care of the BSPE?

Very high High Medium Low Very low

7. How do you examine your overall level of the satisfaction with the BSPE?

Very high High Medium Low Very low

II. Questions related to service delivery of BSPE

1. How do you rate the situation of the office location?

Very convenient Convenient Some what convenient

Inconvenient Very inconvenient

2. How do you evaluate orders delivered at the right time?

Very high High Medium Low Very low

3. Did you use other printing enterprises? Yes No

4. If your answer "yes" to question 3 how do you evaluate BSPE quality service delivered as compared to others printing enterprise?

Very high High Medium Low Very low

5. Do you think that BSPE rendering it's service using current printing technology?

Very high High Medium Low Very low

6. What do you say about the enterprise in delivering quality service?

Very high High Medium Low Very low

7. Have you got defect item?

Yes No I don't know

8. If your answer is "Yes" to whom did you communicate?

To General Manager To Marketing Manager

To production Manager

To sales person specify others

9. Base on question 8 do you get quick response from the concerned body?

Yes No I don't know

III. Questions regarding the employees of BSPE

1. How do you evaluate BSPE employees delivering quality service?

Very high High Medium Low Very low

2. How do you evaluate the interpersonal skill of the employees?

Very high High Medium Low Very low

3. How are willing the employees to respond customer complaints?

Very high High Medium Low Very low

4. From the relationship point of view, how do you evaluate friendliness of the employees?

Very high High Medium Low Very low

5. How do you evaluate the employees overall performance regarding customer service?

Very high High Medium Low Very low

IV. Questions regarding the BSPE compliant handling method

1. How is compliant feedback system of the enterprise?

Very high High Medium Low Very low

2. How helpful the consultancy service of the enterprise?

Very high High Medium Low Very low

3. How do you rate the enterprise efficiency in handling customer compliant?

Very high High Medium Low Very low

4. If you would like to add some more problem which are not mentioned above please write

THANKS FOR YOUR THOUGHTFULLY COOPERATION

II Questionnaire to be filled by Employees of BSPE

This questionnaire is prepared to conduct **Service Delivery and Business Customers Satisfaction** of your organization in partial fulfillment of the requirements for my first degree. This study aims to get information about your work life in the organization, the information that you provide will be kept secret and be used mainly for academic purpose, and I hope your kind cooperation lies with frankly responding to this questionnaire.

Please,

- To maintain confidentiality, do not write your name or sign anywhere in the questionnaire
- Give your response to all the statements found in this questionnaire
- Kindly, do not consult others while responding

Part I. Background information

Age _____ Sex _____

Education _____

Total work experience in this organization _____

Thank you,

Part II. General Information

Please indicate your judgment for the following questions using a check mark (✓) one of the following alternative.

No	Item	Very High	High	Medium	Low	Very Low
1	Existence of conducive working environment in the enterprise					
2	Attractiveness of the salary to the employees					
3	Attractiveness of other benefit					
4	Level of workload					
5	The relationship between employees and management					
6	Responsiveness towards suggestions/recommendations which leads to the improvement of service providing					
7	Opportunities for upgrading employees education and training					
8	The effect of organizational policies and procedure towards handling customers compliant					

III interview Guide

This interview guide is designed to collect on Service Delivery and Business Customer Satisfaction of Birhanena Selam Printing Enterprise.

Your kindly effort and cooperation will certainly have significant contribution and effect of the result to be obtained from the research.

1. What is the enterprise facilitates in policies, procedures and tools to support customer compliant?
2. Does the enterprise have retention strategy?
3. In response to failure how does the company act on customers compliant in terms of financial, psychological and time values they lose?
4. What kind of activities you undertaken in developing employees dealing with the service deliver to its customers, like training and so on.
5. What action taken by maximizing service delivery and customer's satisfaction?