Masters Thesis Dissertation

**Mystery Shopping and Customer Satisfaction Surveys –
Loyalty Predictors?**

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Lisbon, 20th March 2007

Chapters

- **Objectives**

- **Theoretical approach**

- **Methodology – data analysis**

- **Results**

- **Conclusions**

- **Limitations and areas for future development**

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Objectives of the Masters Thesis

Objectives of the Masters Thesis

The objectives of the Masters Thesis include:

Determine the relation between Store Attitudinal Loyalty and:

- Mystery Shopping

- Merchandising Audits

- Store Satisfaction

Test a binary regression model where the dependent variable is Store Attitudinal Loyalty

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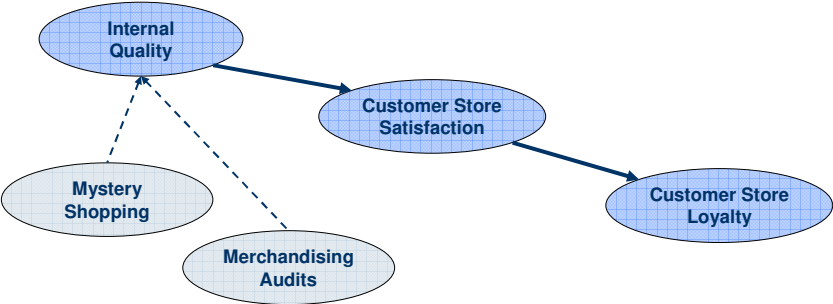
Theoretical approach

Theoretical approach

- Initial model – Johnson and Gustafson (2000)

- Internal Quality
- Customer Store Satisfaction
- Mystery Shopping
- Merchandising Audits
- Customer Store Loyalty

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- Customer Loyalty

- "Loyalty includes an individual's **intention to return**[1] to a service provider, as well as **intention to recommend**[2] the provider to others – Bendall-Lyon and Powers (2003)

Behavioural Loyalty[1]

Attitudinal Loyalty[2]

- Repetitious purchase behaviour
   Jones and Sasser (1995)
  - Recency
  - Frequency
  - Amount
  - Retention
  - Longevity

- Reflect emotional and psychological attachment
  - Customer referrals - Jones and Sasser (1995)
  - Word-of-mouth – Jones and Sasser (1995)
  - Likelihood to recommend - Reichheld (2003)
  - Expectations of service – Griner (2002)

Not always imply psychological commitment
May indicate how much is at risk

May indicate whether a customer is at risk

The use of both behaviour and attitude substantially increases the predictive power of loyalty - Pritchard and Howard (1997).

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- Customer **Store** Loyalty – Bloemer and Ruyter (1998)

The biased (non random) **behavioural response** (revisit), expressed over time

By some **decision-making unit** with respect to one store out of a set of stores

Function of **psychological** (decision making and evaluative) process

Resulting in **brand commitment**

This thesis analysed the attitudinal part of Customer Store Loyalty – Willingness to recommend

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Theoretical approach

- Customer Satisfaction

    - "Customer Satisfaction is a **mental state** which results from the **customer's comparison of expectations prior to a purchase with performance perceptions after a purchase**" – Soderlung and Vilgon (1999)

$$\frac{\text{Perceived performance}}{\text{Expectations}} \Bigg\} \text{Customer satisfaction}$$

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Theoretical approach

- Customer Satisfaction vs Customer Loyalty – Jones and Sasser (1995)
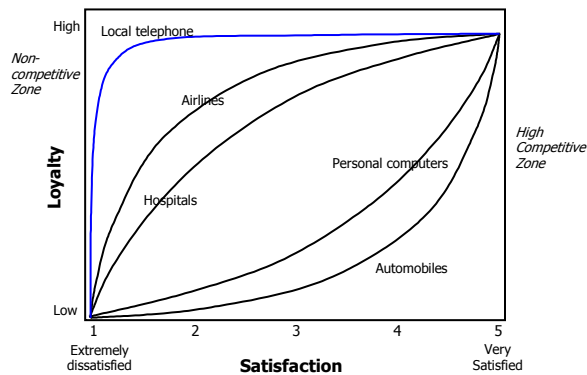
> **Customer Loyalty** may not be the best predictor of **customer performance and profitability**, especially in businesses where customers have high switching costs

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Theoretical approach

- Customer **Store** Satisfaction

  - The **outcome of the subjective evaluation** that the **chosen alternative** (the store) **meets or exceeds expectations**" – Engel *et al* (1990)

  This concept of Store Satisfaction will be used in the quantitative part of the thesis

Theoretical approach

- **Mystery Shopping** definition

  - "Mystery Shopping, a **form of participant observation**, uses **researchers** to **act as customers** or potential customers to **monitor the quality of processes** and **procedures** used in the **delivery of a service**" – Wilson (1998a)

Customer Satisfaction surveys vs	**Mystery Shopping**
- Address the end product of the production line – Buxton (2000)	- Reveal performance at each stage of service delivery – Buxton (2000)
- Outcome of a service encounter – Wilson (1998a)	- Measures the process of a service encounter
- Collects perceptions – Wilson (1998a)	- Collects facts - Wilson (1998a)

Theoretical approach

- **Merchandising Audits** definition

- A **formal evaluation** conducted to a **point of sale** (for example, a store), executed by an **auditor**, which is given the authority to **verify** whether a **group of physical variables / procedures are observed** (temperature, cleanliness, store window, and other variables)

This concept is related to **Store Image**, which is "The complex of consumer's perceptions of a store on different salient attributes – Bloemer and Ruyter (1998)

Merchandising Audits	vs	Mystery Shopping:
- Auditors identify themselves		- Shoppers try to maintain anonym
- Measure impersonal standards (ex: image standards, materials, …)		- Typically measure personal standards (courtesy, response time, …)

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Methodology of data analysis

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| OBJECTIVES | THEOR. APPROACH | METHODOLOGY | RESULTS | CONCLUSIONS | LIM & DEV. | Slide 15 |

- **Brief characterisation of TELCO**

  - Telecommunications company

  - Clear hegemony in its market

  - Number of customers in the million range

  - Strong network of owned stores

  - Dynamic department of Market Research (4 waves / year of the main studies)

  - Store personnel variable retribution (bonuses, prizes) is linked to the results of major research studies

  - Data used in this thesis was collected in the first trimester of 2005

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Methodology

| OBJECTIVES | THEOR. APPROACH | METHODOLOGY | RESULTS | CONCLUSIONS | LIM & DEV. | Slide 16 |

- **Market Research at TELCO**

  - Mystery Shopping
    - Questionnaire with 3 main dimensions, totalling approx. 40 questions
    - Reception (30%)   - Technical competence (30%)   - Commercial competence (40%)

  - Merchandising Audits
    - Questionnaire with 4 main dimensions, totalling approx. 40 questions
    - Store window (25%)   - Interior (30%)   - Products (20%)   - Posters and Pamphlets (25%)

  - Store Satisfaction
    - Questionnaire with 13 questions – main questions (store satisfaction regarding):
    - Environment   - Time waited   - Competence   - Kindness   - Understanding of the problem
    - Clarity of the answer   - Information available

  - Store Attitudinal Loyalty
    - 1 questions inside Store Satisfaction questionnaire:
    "Would you recommend this store to a friend or to a family member?"

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Results

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Results – Mystery Shopping

- **No statistical significant differences** among the averages of the 6 geographic regions (in all questionnaire dimensions)

Mystery Shopping results

- Reception: 87,1%
- Technical Competence: 67,7%
- Commercial Competence: 54,7%

N = 73

Dimensions ▬ Global Mystery Shopping average = 68,1%

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Results – Merchandising Audits

- **Some statistical significant differences** among the averages of the 6 geographic regions were found, in thee dimensions: *Interior*, *Products* and *Posters and Pamphlets*
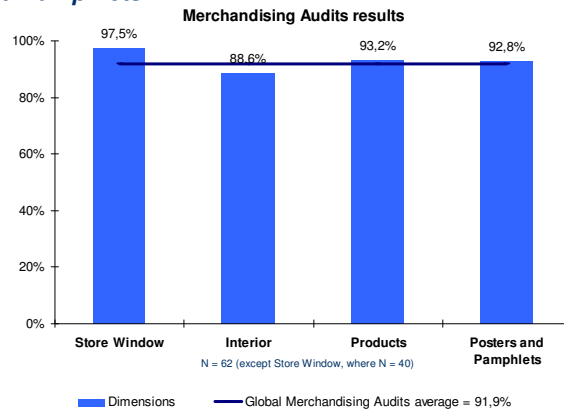
Merchandising Audits results

- Store Window: 97,5%
- Interior: 88,6%
- Products: 93,2%
- Posters and Pamphlets: 92,8%

N = 62 (except Store Window, where N = 40)

Dimensions — Global Merchandising Audits average = 91,9%

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Results – Store Satisfaction

- **Overall results** can be considered **very high** (0 to 10 scale)

Store Satisfaction Results

- Environment: 8,65 — N = 949
- Time waited: 8,33 — N = 954
- Competence: 9,15 — N = 951
- Kindness / Courtesy: 9,18 — N = 949
- Underst. of the problem: 9,20 — N = 940
- Clarity of answer: 9,16 — N = 938
- Information available: 8,60 — N = 949

Dimensions — Store Satisfaction average = 8,73

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- There are **statistical significant differences** among the **store satisfaction** averages of the **6 geographic regions**, in all dimensions
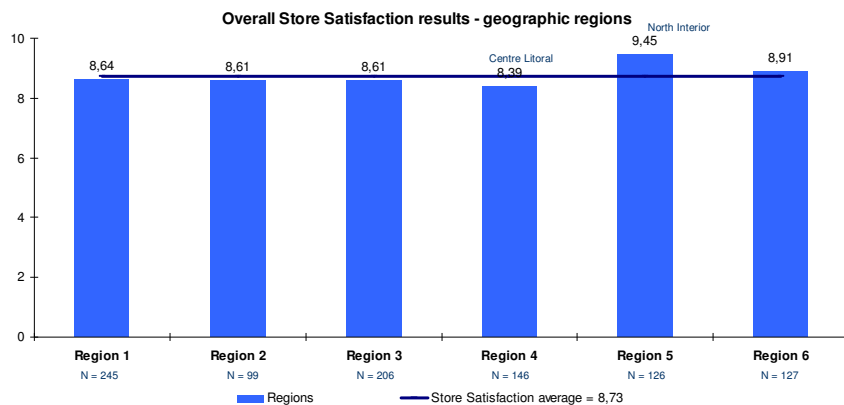
Overall Store Satisfaction results - geographic regions

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- **Linear regression:**
  Dependent variable = Overall store satisfaction
  Independent variables = all other variables

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,848[a]	,719	,715	,797

a. Predictors: (Constant), 7.7. Information available in pamphlets, posters, …, 7.2. Time waited until being attended, 7.1. The environment of the store (light, temperature, space, …), 7.6. Clarity of the answer to your situation / request, by the employee, 7.4. Politeness /courtesy of the employee, 7.3. Professional competence of the employee, 7.5. Understanding of your situation / request, by the employee

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	852,802	7	121,829	191,982	,000[a]
	Residual	333,792	526	,635		
	Total	1186,594	533			

a. Predictors: (Constant), 7.7. Information available in pamphlets, posters, …, 7.2. Time waited until being attended, 7.1. The environment of the store (light, temperature, space, …), 7.6. Clarity of the answer to your situation / request, by the employee, 7.4. Politeness/courtesy of the employee, 7.3. Professional competence of the employee, 7.5. Understanding of your situation / request, by the employee

b. Dependent Variable: 8. And how would you evaluate your overall satisfaction with your visit to this store?

- **More than 70% of the total variance** is **explained by the model**

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Results – Store Satisfaction

- **Significant variables:**

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	,372	,257		1,446	,149
	7.1. The environment of the store (light, temperature, space, …)	,134	,033	,125	4,066	,000
	7.2. Time waited until being attended	,222	,023	,292	9,513	,000
	7.3. Professional competence of the employee	-,067	,078	-,062	-,850	,396
	7.4. Politeness / courtesy of the employee	,286	,087	,266	3,296	,001
	7.5. Understanding of your situation / request, by the employee	,065	,083	,059	,785	,433
	7.6. Clarity of the answer to your situation / request, by the employee	,217	,053	,218	4,082	,000
	7.7. Information available in pamphlets, posters, …	,105	,022	,139	4,721	,000

a. Dependent Variable: 8. And how would you evaluate your overall satisfaction with your visit to this store?

> **Relevant independent variables in the regression are:**
>
> - Store environment
> - Time waited
> - Courtesy / kindness
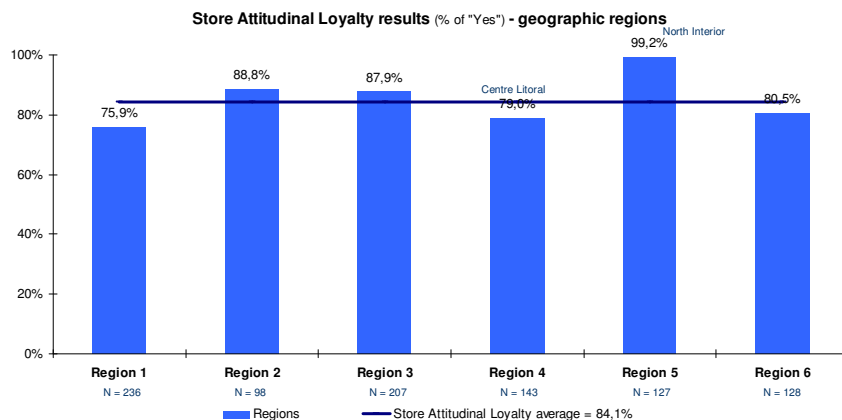> - Clarity of the answer
> - Information available

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Results – Store Attitudinal Loyalty
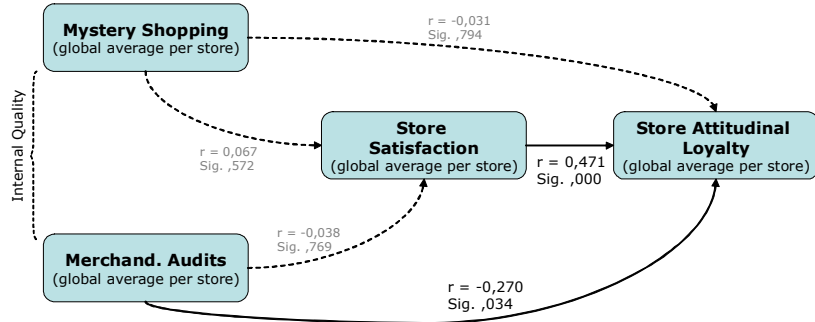
- There are **statistical significant differences** among the **store attitudinal loyalty** averages of the **6 geographic regions**

Store Attitudinal Loyalty results (% of "Yes") **- geographic regions**

	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6
%	75,9%	88,8%	87,9%	79,0%	99,2%	80,5%
N	N = 236	N = 98	N = 207	N = 143	N = 127	N = 128

North Interior
Centre Litoral

■ Regions ── Store Attitudinal Loyalty average = 84,1%

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Mystery Shopping
(global average per store)

r = -0,031
Sig. ,794

Internal Quality

r = 0,067
Sig. ,572

Store Satisfaction
(global average per store)

r = 0,471
Sig. ,000

Store Attitudinal Loyalty
(global average per store)

r = -0,038
Sig. ,769

Merchand. Audits
(global average per store)

r = -0,270
Sig. ,034

- **Store Satisfaction** results are **positively correlated** with **Store Attitudinal Loyalty** results – confirmation of Bloemer and Ruyter (1998) empirical findings
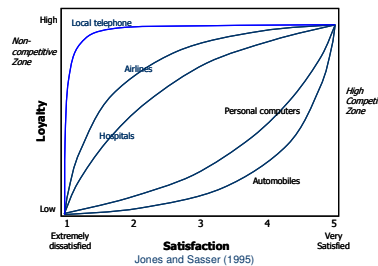
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Store Satisfaction vs Store Attitudinal Loyalty

- Store Satisfaction and Store Attitudinal Loyalty are clearly correlated

- **Slightly convex relation**: some less satisfied customers are not severely punishing Telco in terms of attitudinal loyalty

Jones and Sasser (1995)

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Slide 27

Results – Linear regression

| OBJECTIVES | THEOR. APPROACH | METHODOLOGY | RESULTS | CONCLUSIONS | LIM & DEV. | Slide 27 |

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,471[a]	,222	,211	,140742

a. Predictors: (Constant), Average store satisfaction %

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,094	,169		,556	,580
	Satisfaction average, %	,862	,191	,471	4,501	,000

a. Dependent Variable: Would you recommend?

- By **each percentage point increase** in the **average** of **Store Satisfaction**, **Store Attitudinal Loyalty average increases 0,862%**

- The **Regression Model** does **not show evident improvements** when **Mystery Shopping** and **Merchandising Audits** data are incorporated

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Slide 28

Results – Logistic regression

| OBJECTIVES | THEOR. APPROACH | METHODOLOGY | RESULTS | CONCLUSIONS | LIM & DEV. | Slide 28 |

Classification Table[a]

|			Predicted		
			Would you recommend - recode (Maybe = No)		Percentage Correct
Observed			No	Yes	
Step 1	Would you recommend - recode (Maybe = No)	No	31	116	21,1
		Yes	16	768	98,0
	Overall Percentage				85,8

a. The cut value is ,500

- The **prediction ability** of the model is **very limited**: based on **Store Satisfaction** data, one can only **predict correctly 21,1%** of the **"No, I would not recommend the store"**

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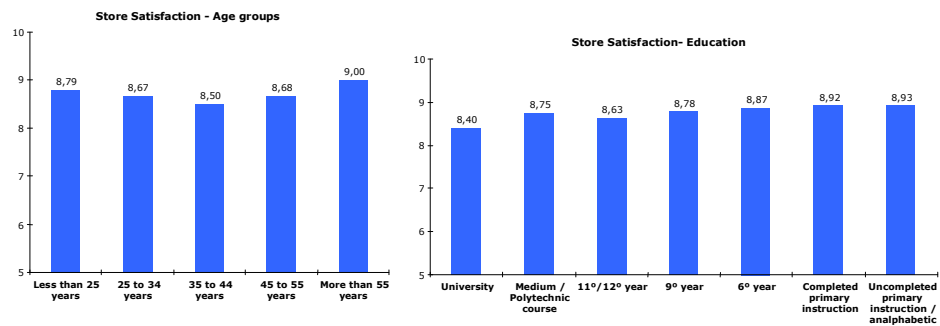# Results – Test of additional hypothesis
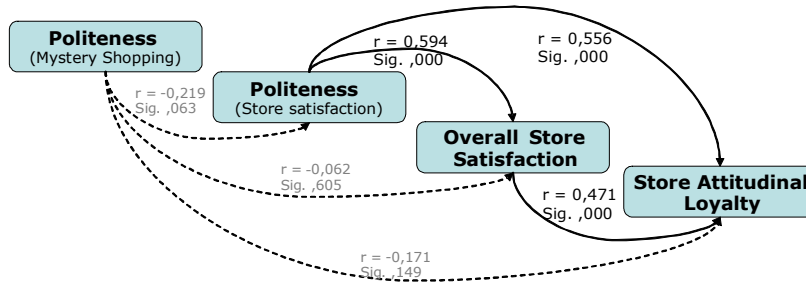
- As seen before, **Politeness** / **courtesy** is one **important variable**, when **explaining** Overall **Store Satisfaction** and **Store Attitudinal Loyalty**

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Results – Store Satisfaction and Store Attitudinal Loyalty highlights

- **Customers** in the **35 to 44** age range seem to be **less satisfied**

- **The less qualified** / **educated** the respondents, the **more satisfied** they are

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Results – Store Satisfaction and Store Attitudinal Loyalty highlights

Store Satisfaction - Did you solve your issue

- 8,83 (Yes)
- 8,56 (Only in part)
- 7,88 (No)

Store Attitudinal Loyalty - Did you solve your issue
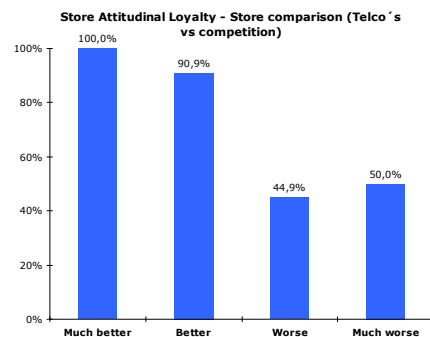
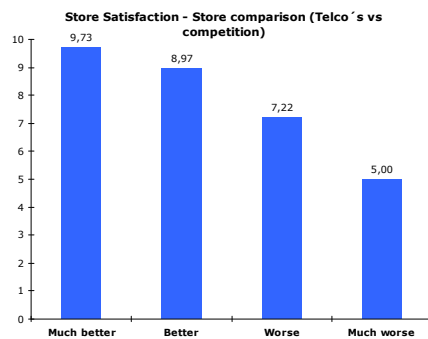- 85,68% (Yes)
- 75,61% (Only in part)
- 75,44% (No)

- **Problem / situation / issue solving** has a **positive impact** in **Store Satisfaction**, as well as in **Store Attitudinal Loyalty**

- Other evidences of data analysis (not shown in these charts): **Store Satisfaction** and **Store Attitudinal Loyalty decrease** when the **waiting time increases**

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Results – Store Satisfaction and Store Attitudinal Loyalty highlights

Store Satisfaction - Store comparison (Telco´s vs competition)

- 9,73 (Much better)
- 8,97 (Better)
- 7,22 (Worse)
- 5,00 (Much worse)

Store Attitudinal Loyalty - Store comparison (Telco´s vs competition)

- 100,0% (Much better)
- 90,9% (Better)
- 44,9% (Worse)
- 50,0% (Much worse)

- **Customers** who consider **Telco's store better** or **much better** than **competitive stores** reveal **higher levels** of **Store Satisfaction** and **Store Attitudinal Loyalty**

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Conclusions

Conclusions

- **Mystery Shopping** and **Merchandising Audits** results **do not clearly correlate** with **Store Satisfaction** and **Store Attitudinal Loyalty** results
    - Customers may value other attributes than those in the questionnaires – Godfrey (1995)

- **Overall Store Satisfaction depends on**:
    - The environment of the store   - Time waited   - Courtesy / Politeness
    - Clarity of information   - Information available

- **Overall Store Satisfaction** is **positively correlated** with **Store Attitudinal Loyalty** results

- **Store image** results (as measured by customers) are **positively related** with **store satisfaction** and **store loyalty** (confirming empirical findings of Bloemer and Ruyter (1998))

- **Problem solving** at the store level **impacts positively Store Satisfaction** and **Store Attitudinal Loyalty**

- **Time waited** in the queue **influences** the levels of **Store Satisfaction** and **Store Attitudinal Loyalty**

Conclusions (cont.)

- **Senior** and **less qualified customers** evidence **higher levels** of **Store Satisfaction** than **younger** and **more qualified** ones

- The **convexity** of the **logarithmic tendency line** relating **Store Satisfaction** and **Store Attitudinal Loyalty** partially **confirms Jones and Sasser** (1995) **conclusion** for local **telephone companies** (different environments, however – 10 years ago, regulated sector)

  Possible explanations:

  - Customers may sense high switching costs

  - There may be only few Tesco substitutes

  - Customers may not see a huge difference in services provided by Telco competitors, in terms of their stores

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Conclusions (cont.)

- **Direct managerial implications**

  - Address more carefully younger and more qualified customers

  - Reinforce store personnel training in politeness / courtesy

  - Reinforce training in problem / situation solving

  - Carefully manage queues at a store level

- **Indirect managerial implications**

  - Stimulate customers to give feedback on Store Satisfaction and areas for improvement (stamp-on questionnaires, breakfast meetings)

  - Consider a lead-generation scheme, in a loyalty program

Limitations and areas for future development

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Limitations and areas for future development

- Limitations

- Different number of evaluations
  - Mystery Shopping and Merchandising Audits - one measurement per store
  - Store Satisfaction and Store Attitudinal Loyalty - several observations per store

- Different timings of fieldwork execution:
  - Mystery Shopping – January 2005
  - Merchandising Audits – February 2005
  - Store Satisfaction / Store Attitudinal Loyalty: February and March 2005

- Different initial scales on Store Satisfaction (0-100%) and Store Attitudinal Loyalty (0-10)

- Possible bias regarding Store Satisfaction and Store Attitudinal Loyalty measurement, due to the explicit presence of interviewers near the stores

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Limitations and areas for future development

- Areas for future research

- Business perspective

- Test a different approach, starting with qualitative studies, trying to identify the real attributes valued by Telco customers. Then, adapt all questionnaires to those attributes

- Include a profitability analysis, in order to test whether customer loyalty and satisfaction are correlated with profitability

- Methodological perspective

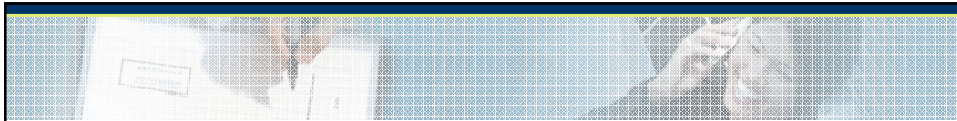- Consider collecting data by phone, in the next waves

- Test the impact of Consumption Satisfaction on Store Satisfaction – Finn (2001)

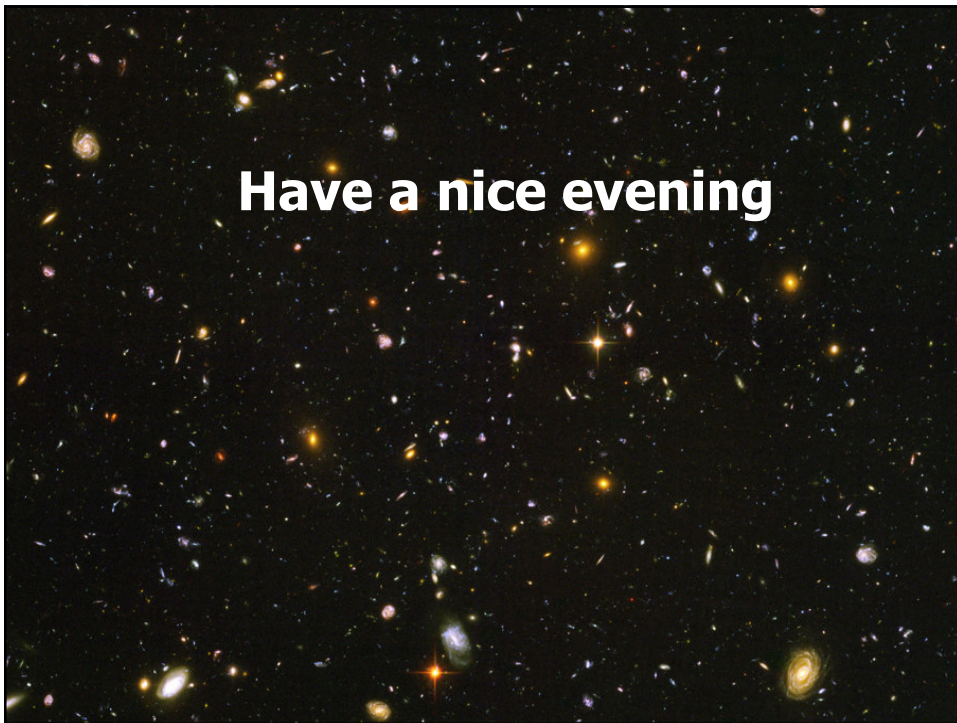António José Carreira Valente – MBA Marketing

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Questions and answers

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Thank you for your attention

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Have a nice evening

Extra slides

Extra slides

Satisfied customers:

- Buy more and become more loyal – Jones and Sasser (1995)
- Support positive word-of-mouth – TARP research
- Buy additional products and services
- May cost less (standardised processes)

Tools:

- Mail surveys, telephone surveys
- One-on-one interviews, focus groups
- Web surveys
- Mystery Shopping

Wengel (1998), Heskett et al (1994)

Limitations of traditional customer satisfaction measurement

- Discrepancy between real and reported behaviour
- Some facts are brought to light by means of natural setting only
- Verbal capabilities of the respondent
- Is not a standardised process
- Usually high scores
- Too often the satisfaction measurements are conducted because of external pressure
- Many times serves to reinforce existing conclusions
- "What consumers think about what managers think consumers are thinking about"

- **Customer Satisfaction vs Customer Loyalty** – Heskett *et al* (1994)
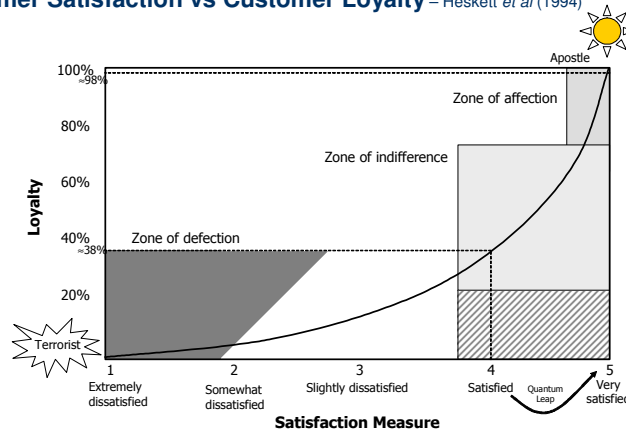
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Mystery Shopping

Forms of evaluation:
- On-site shops
- Mystery call / telephone shops
- E-commerce web site shops
- Hidden video/audio recording
- Mystery stealer, and others

Limitations:
- Potential for subjectivity
- Sample size and margin of error
- Complacency
- Constant recruitment of new shoppers

Benefits of using the methodology:
- Highlight the importance of serving customers
- Reinforce positive actions with incentive rewards
- Provide feedback from front line operations
- Help to ensure service quality
- Enforce employee integrity

- Fieldwork control
- Exposure level of the mystery shopper
- Mystery shoppers´ memory
- Not always well accepted by employees

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Extra slides

Merchandising Audits

- Allow increased effectiveness in evaluating physical variables
- Can give physical proof of unobserved procedures (with documents, pictures, videos)

Limitations:
- Lack of staff personnel authorisation
- Potential for lack of surprise effect
- Sometimes difficult process (pictures, …)
- Attempt to interfere in the evaluation (st. manager)

Correlations

		Global average - Mystery Shopping	Global average - Merchandising Audits	Average customer satisfaction - %	Would you recommend this store to a friend?
Global average - Mystery Shopping	Pearson Correlation	1	-,043	,067	-,031
	Sig. (2-tailed)	.	,737	,572	,794
	N	73	62	73	73
Global average - Merchandising Audits	Pearson Correlation	-,043	1	-,038	-,270*
	Sig. (2-tailed)	,737	.	,769	,034
	N	62	62	62	62
Average customer satisfaction - %	Pearson Correlation	,067	-,038	1	,471**
	Sig. (2-tailed)	,572	,769	.	,000
	N	73	62	73	73
Would you recommend this store to a friend?	Pearson Correlation	-,031	-,270*	,471**	1
	Sig. (2-tailed)	,794	,034	,000	.
	N	73	62	73	73

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Extra slides

- **Profitable vs Non-profitable loyal customers** – Reinartz and Kumar (2002)

Limitations of loyalty measurement

- Some times the relation between loyalty measures and profitability measures is not very high

- Distinction between profitable and non-profitable loyalty

- Healthy growth is built on profitability of customers, not on their raw numbers of their loyalty

- High cost of loyalty programs

High profitability

Butterflies
(high profit potential)

- Good fit between company´s offerings and customers´ needs
- High profit potential

Actions:

- Aim to achieve transactional satisfaction, not attitudinal loyalty
- Milk the accounts only as long as they are active
- Key challenge is to cease investing soon enough

True Friends
(highest profit potential)

- Good fit between company´s offerings and customer needs
- Highest profit potential

Actions:

- Communicate consistently but not too often
- Build both attitudinal and behavioural loyalty
- Delight these customers to nurture, defend, and retain them

Low profitability

Strangers
(lowest profit potential)

- Little fit between company´s offerings and customers´ needs
- Lowest profit potential

Actions:

- Make no investments in these relationships
- Make profit on every transaction

Barnacles
(low profit potential)

- Limited fit between company´s offerings and customers´ needs
- Low profit potential

Actions:

- Measure both the size and share of wallet
- If share of wallet is low, focus on up- and cross-selling
- If size of wallet is small, impose strict cost controls

Short-term customers   Long-term customers

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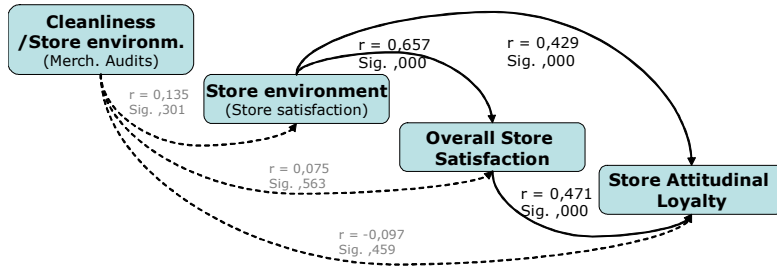
Theoretical approach

- **Customer Satisfaction vs Customer Loyalty** – Jones and Sasser (1995)

Loyalty measure in Jones and Sasser (1995) research: stated intent to repurchase products or services
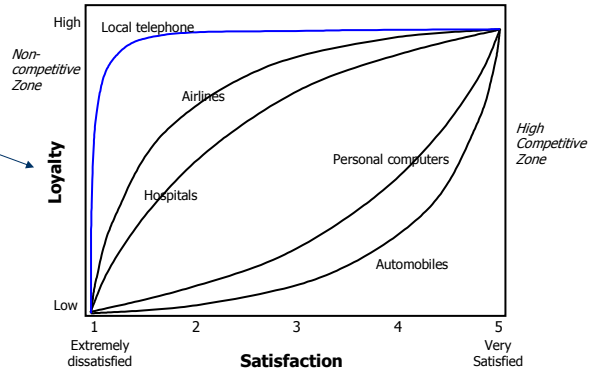
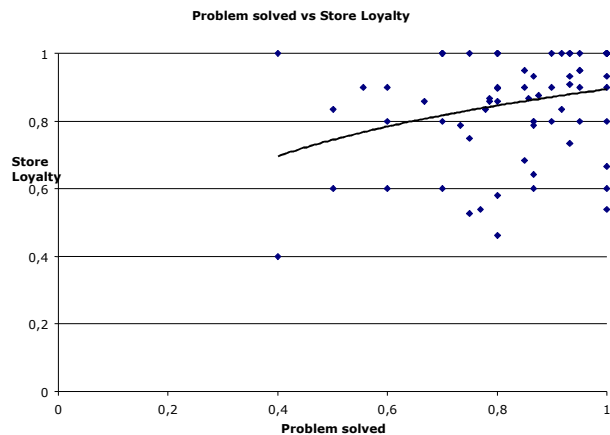
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Results – Other relations

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Results – Other relations

Problem solved vs Store Loyalty

- **Problem resolution does not seem to have a proportional impact on Store Attitudinal Loyalty**

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Extra slides

- **Mystery Shopping questionnaire (topics)**

Reception - 30%
    Visual contact
    Welcome
    Posture
    Personal appearance
    Politeness / Courtesy

Technical competence – 30%
    Identification of client's service needs
    Adequate product/service recommendation
    Description of product/service characteristics
    Objections management
    Payment methods
    3 specific questions regarding each trimester shopping scenario

Commercial competence – 40%
    Confidence
    Summary
    Cross-selling
    Sale closing
    Additional clarifications
    Adequate language
    2 specific questions regarding each trimester shopping scenario

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Extra slides

- **Merchandising Audits questionnaire (topics)**

Store window front – 25%
- Cleanliness
- Organisation
- Campaigns
- Official materials
- Illumination

Store Interior – 30%
- Cleanliness
- Temperature
- Organisation
- Back-office
- Broken lamps
- Official materials
- Promotional materials
- Other variables

Products – 20%
- Product prominence
- Product organisation
- Product price
- Other variables

Posters and Pamphlets – 25%
Posters (15%)
- Availability of posters
- Posters prominence (regarding exposition)
- Posters fitted in the frames
- Posters condition
- Posters recency

Pamphlets (10%)
- Availability of pamphlets
- Pamphlets fitted in the frames
- Pamphlets recency

Extra slides

- **Store Satisfaction questionnaire (topics)**

- Store environment (light, temperature, comfort, …)
- Waiting time
- Staff's professional competence
- Staff's politeness / courtesy
- Staff's understanding of the specific customer situation/problem/need
- Clarity of staff's answer to the specific situation/problem
- Information available in the brochures, posters, …
- Overall satisfaction

Extra slides

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,947	70,667	70,667	4,947	70,667	70,667	3,640	51,997	51,997
2	,648	9,258	79,925	,648	9,258	79,925	1,955	27,927	79,925
3	,615	8,787	88,712						
4	,465	6,649	95,362						
5	,192	2,745	98,107						
6	,082	1,175	99,282						
7	,050	,718	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component	
	1	2
7.1. The environment of the store (light, temperature, space, …)	,380	,746
7.2. Time waited until being attended	,271	,854
7.3. Professional competence of the employee	,850	,417
7.4. Sympathy and kindness of the employee	,873	,387
7.5. Understanding of your situation / request, by the employee	,907	,333
7.6. Clarity of the answer to your situation / request, by the employee	,896	,274
7.7. Information available in pamphlets, posters, …	,559	,398

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

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Extra slides

Cluster Distribution

		N	% of Combined	% of Total
Cluster	1	325	60,6%	33,9%
	2	211	39,4%	22,0%
	Combined	536	100,0%	55,9%
Excluded Cases		423		44,1%
Total		959		100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16,363[a]	6	,012
Likelihood Ratio	16,282	6	,012
Linear-by-Linear Association	9,619	1	,002
N of Valid Cases	531		

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 11,47.

Centroids

		7.1. The environment of the store (light, temperature, space, …)		7.2. Time waited until being attended		7.3. Professional competence of the employee		7.4. Sympathy and kindness of the employee		7.5. Understanding of your situation / request, by the employee		7.6. Clarity of the answer to your situation / request, by the employee		7.7. Information available in pamphlets, posters, …	
		Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
Cluster	1	9,53	,731	9,30	1,097	9,77	,464	9,82	,397	9,83	,386	9,81	,409	9,53	,833
	2	7,73	1,466	6,97	2,158	7,92	1,560	7,96	1,591	8,03	1,563	7,91	1,797	7,24	2,397
	Combined	8,82	1,391	8,38	1,963	9,04	1,378	9,09	1,385	9,12	1,349	9,06	1,493	8,63	1,983

Crosstab

			What is your completed instruction level?							Total
			University	Medium / Polytechnic course	11º/12º year	9º year	6º year	Completed primary instruction	Uncompleted primary instruction / analphabetic	
TwoStep Cluster Number	More satisfied	Count	43	24	66	58	43	68	19	321
		% within TwoStep Cluster Number	13,4%	7,5%	20,6%	18,1%	13,4%	21,2%	5,9%	100,0%
	Less satisfied	Count	53	11	50	33	17	36	10	210
		% within TwoStep Cluster Number	25,2%	5,2%	23,8%	15,7%	8,1%	17,1%	4,8%	100,0%
Total		Count	96	35	116	91	60	104	29	531
		% within TwoStep Cluster Number	18,1%	6,6%	21,8%	17,1%	11,3%	19,6%	5,5%	100,0%

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