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### Customer Satisfaction Survey and Improvement Strategies for Company A

By

Yangyang Ren<sup>1\*</sup>, Tianmei Wang<sup>2</sup>, Qin Luo<sup>3</sup>

<sup>1\*</sup>School of Economics and Management, Southwest Petroleum University, Chengdu, 610500

<sup>2</sup>School of Economics and Management, Southwest Petroleum University, Chengdu, 610500

<sup>3</sup>School of Humanities and Management, Southwest Medical University, Luzhou, 646000



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#### Abstract

Since 2018, China's department store retail industry has entered a new retail phase centered on "upgrading the consumer experience and digitalization". Improving customer satisfaction and repurchase rates has become key. To this end, this paper focuses on industry leader Company A and its customer satisfaction research, using the CCSI model to analyze six dimensions: expected quality, perceived quality, brand image, perceived value, customer loyalty, and customer satisfaction. The aim is to provide reference opinions for Company A's future development.

**Keywords:** customer satisfaction; Investigation; CCSI

## 1. Introduction

Since the 21st century, China's economy and retail industry have both experienced rapid growth. In traditional retail models, manufacturers have held a dominant position, while the retail sector has been relatively passive. Meanwhile, as consumption levels rise and consumer behavior becomes increasingly diverse and personalized, consumers are gaining greater influence in the market<sup>[1]</sup>. As the link closest to consumers, the retail sector must proactively align with market trends and optimize its marketing strategies. Among these, customer satisfaction—a key indicator comprehensively reflecting consumers' satisfaction with a company's products, services, and other aspects—plays an indispensable role<sup>[2]</sup>.

As the core component of retail industry, the development of department store retail industry and consumer demand complement each other. Consumers directly form their perception of enterprises through price, quality and service, so improving the quality of products and services becomes the key. In addition, since 2018, China's department store retail industry has entered the "new retail" stage characterized by "consumption experience upgrade, comprehensive consumption upgrade and comprehensive digital transformation"<sup>[3]</sup>, and the challenges have intensified. In this context, enhancing consumer brand recognition and satisfaction to promote repurchase has become the key for enterprises to win.

Therefore, it is very important to deeply study the customer satisfaction of department store retail. As an industry leader with over 30 years of history and more than 1,000 stores, Company A is also facing the impact of the "new retail" model (integrating online and offline channels, logistics, and new payment methods) as well as competition from numerous rivals such as MINISO and MUJI. Transformation and upgrading are imperative<sup>[4]</sup>. Therefore, based on the improved CCSI model<sup>[5][6]</sup>, this paper analyzes the current situation of customer satisfaction in enterprise A from six dimensions: expected quality, perceived quality, perceived value, brand image, customer satisfaction and customer loyalty<sup>[7]</sup>, which has important practical value.

## 2. Research design

### 2.1 Investigation contents and methods

The research mainly adopts questionnaire survey method, and the survey contents mainly include: the basic situation of the respondents, consumers' satisfaction with enterprise A, and consumers' suggestions for improvement of enterprise A, etc.

### 2.2 Survey object and scope

The survey targets mainly the customers who have spent money in enterprise A in Luzhou City, and the scope of this survey is in the main urban areas of Luzhou City: Jiangyang District and Longmatan District.

### 2.3 Investigation and implementation

\*Corresponding Author: Yangyang Ren.



### 2.3.1 Sampling pre-investigation

Before the formal investigation, we conducted a five-day pre-survey near the local large shopping malls in advance, and distributed 65 questionnaires. Through the pre-investigation, it is found that some questions in the questionnaire are not properly set, and the questionnaire questions are revised slightly to prepare for the formal investigation.

### 2.3.2 Formal investigation

In the actual investigation, a total of 412 questionnaires were distributed, including 280 paper questionnaires, 280 recovered, 132 electronic questionnaires and 132 recovered. Among the 412 questionnaires recovered, 102 questionnaires were customers who did not buy the products of enterprise A, which did not meet the requirements of this study, so they were regarded as invalid questionnaires, so the actual valid questionnaires were 310.

### 2.3.3 Data inspection

The research mainly uses SPSS24.0 software to analyze the data of effective questionnaires. The survey results show that the reliability coefficient of the questionnaire is 0.857, which is greater than 0.7, and the reliability is good, and the questionnaire has certain reliability and stability; KMO test result is 0.867, greater than 0.7, and Bartlett sphericity test

value is 1523.833, P value is less than 0.05, which is good and the survey is effective.

## 3. Research results

### 3.1 Customer Satisfaction Analysis

#### 3.1.1 Analysis of expected quality

From Table 1, it can be seen that the average score of customers' quality expectation for enterprise A is 3.88, which is much higher than the overall average score, among which 4 and 5 marks account for 67.7% of the sample, totaling 210 people, which shows that customers expect to use products with good quality; The average service expectation is 3.85, among which 214 people scored 4 and 5, accounting for 69% of the sample, indicating that customers have higher service expectations for enterprise A; However, the average score of after-sales expectation is 3.52, which is much lower than the overall average score. There are 167 people who score 4 and 5, indicating that customers have low expectations for after-sales expectation of A company.

Conclusion: The average score of expected quality is 3.76. It can be seen that customers' expected quality of enterprise A is above average. Customers have high expectations for product quality and service, but lack confidence in after-sales guarantee.

**Table 1 Statistical Analysis Table of Expected Quality**

	1	2	3	4	5	average score
Environmental expectation	6 (1.90%)	23 (7.40%)	73 (23.60%)	136 (43.90%)	72 (23.20%)	3.79
Service expectation	3 (1.00%)	16 (5.20%)	77 (24.80%)	143 (46.10%)	71 (22.90%)	3.85
Quality expectation	3 (1.00%)	11 (3.60%)	86 (27.70%)	130 (41.90%)	80 (25.80%)	3.88
After-sales expectation	10 (3.20%)	33 (10.60%)	100 (32.30%)	120 (38.70%)	47 (15.20%)	3.52
average score	22 (1.78%)	83 (6.70%)	336 (27.10%)	529 (42.65%)	270 (21.77%)	3.76

Note: 1 means that the expected quality evaluation is the lowest, and 5 means that the expected quality evaluation is the highest, increasing from 1 to 5.

### 3.1.2 Analysis of Perceived Quality

From Table 2, it can be seen that the average perceived quality of customers is 3.71, which indicates that the perceived quality of customers to enterprise A is above average. Among them, the average score higher than the perceived quality is: the speed of goods provided by the shopping guide, the shopping environment and the quality of goods, which shows that enterprise A has done better in these three aspects, which makes customers very recognized; However, the average scores below the perceived quality are: cashier's service attitude and after-sales service. Through investigation, it is known that some customers think that the clerk does not know enough about the store's products, inventory and other information, and the service attitude is cold, which affects the shopping experience.

Conclusion: Customers are generally satisfied with the perceived quality of enterprise A, and the service execution is the main shortcoming.

**Table 2 Statistical Analysis Table of Perceived Quality**

	1	2	3	4	5	average score
Cashier service attitude	8 (2.60%)	34 (11.00%)	76 (24.50%)	134 (43.20%)	58 (18.70%)	3.65
Shopping guide provides goods speed	4 (1.30%)	17 (5.50%)	83 (26.80%)	114 (36.70%)	92 (29.70%)	3.88
Shopping environment	3 (1.00%)	13 (4.10%)	94 (30.30%)	131 (42.30%)	69 (22.30%)	3.81
Commodity quality	9 (2.90%)	16 (5.20%)	86 (27.70%)	139 (44.80%)	60 (19.40%)	3.73
after-sales service	10 (3.20%)	34 (11.00%)	106 (34.20%)	115 (37.10%)	45 (14.50%)	3.49
average score	34 (2.20%)	114 (7.36%)	445 (28.70%)	633 (40.82%)	324 (20.92%)	3.71

Note: 1 means that the expected quality evaluation is the lowest, and 5 means that the expected quality evaluation is the highest, increasing from 1 to 5.

### 3.1.3 Brand image analysis

As can be seen from Table 3, the average score of customers' perception of the brand image of enterprise A is 3.68, which belongs to the middle level. In the table, the average score of customers' perception of brand prominence of enterprise A is 3.48, which is much lower than the overall average level, indicating that customers think that the brand prominence of enterprise A is low; On the other hand, customers' perception of A company's popularity was divided into 3.92 on average, and 218 people scored 4 and 5, accounting for 70.3% of the sample, which was much higher than the overall average level, indicating that A company's market popularity was good.

Conclusion: Enterprise A needs to strengthen word-of-mouth construction and differentiation advantages, which is conducive to improving customer recognition.

**Table 3 Statistical Analysis Table of Brand Image**

	1	2	3	4	5	average score
Reputation	11 (3.50%)	35 (11.30%)	74 (23.90%)	134 (43.20%)	56 (18.10%)	3.61
Overall impression	4 (1.30%)	19 (6.10%)	69 (22.30%)	125 (40.30%)	93 (30.00%)	3.92
Overall impression	2 (0.60%)	21 (6.80%)	92 (29.70%)	141 (45.50%)	54 (17.40%)	3.72
Is it more outstanding than other brands?	12 (3.90%)	25 (8.10%)	107 (34.50%)	135 (43.50%)	31 (10.00%)	3.48
average score	29 (2.33%)	100 (8.08%)	342 (27.60%)	535 (43.13%)	234 (18.88%)	3.68

Note: 1 means that the expected quality evaluation is the lowest, and 5 means that the expected quality evaluation is the highest, increasing from 1 to 5.

### 3.1.4 Analysis of Perceived Value

From Table 4, it can be seen that the average customer's price perception of enterprise A is 3.52, and the number of people who score 4 and 5 accounts for 53.5% of the sample, indicating that the price of enterprise A is higher for customers, which leads to lower customer's price identity; The average score of customers' perception of the cost performance of enterprise A is 3.72, among which 184 people scored 4 and 5, accounting for 59.4% of the sample, which is much higher than the overall average score, indicating that although the price of enterprise A is high, customers are satisfied with its cost performance.

Conclusion: The average perceived value of customers to A enterprise is 3.59, which belongs to the middle level, and it is urgent for A enterprise to improve price competitiveness and service value matching.

**Table 4 Statistical Analysis Table of Perceived Value**

	1	2	3	4	5	average score
Price	7 (2.30%)	41 (13.20%)	96 (31.00%)	116 (37.40%)	50 (16.10%)	3.52
Price– performance ratio	6 (1.90%)	24 (7.70%)	96 (31.00%)	108 (34.90%)	76 (24.50%)	3.72
Is the service attitude directly proportional to the price?	8 (2.60%)	24 (7.70%)	110 (35.50%)	133 (42.90%)	35 (11.30%)	3.53
average score	21 (2.27%)	89 (9.53%)	302 (32.50%)	357 (38.40%)	161 (17.30%)	3.59

Note: 1 means that the expected quality evaluation is the lowest, and 5 means that the expected quality evaluation is the highest, increasing from 1 to 5.

### 3.1.5 Customer Satisfaction Analysis

As can be seen from Table 5, the average score of customer satisfaction is 3.68, 174 people scored 4, accounting for 56.10%, and 36 people scored 5. Therefore, it can be seen that the customer satisfaction evaluation of enterprise A is above average.

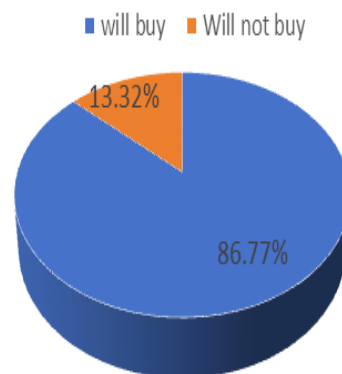
**Table 5 Statistical Analysis Table of Customer Satisfaction**

	1	2	3	4	5	average score
Degree of satisfaction	6 (1.90%)	22 (7.10%)	72 (23.30%)	174 (56.10%)	36 (11.60%)	3.68

Note: 1 means that the expected quality evaluation is the lowest, and 5 means that the expected quality evaluation is the highest, increasing from 1 to 5.

### 3.1.6 Customer loyalty analysis

As can be seen from Figure 6, 269 people will continue to buy back the products of enterprise A, accounting for 86.77%, and 41 people will not buy back the products of enterprise A, accounting for 13.32%. Overall, the customer's loyalty is very high.



**Figure 6 Possibility of repurchasing the products of enterprise A again**

### 3.2 Difference analysis

As can be seen from Table 6, there are significant differences in brand image, perceived value and customer satisfaction among customers of different ages ( $P < 0.05$ ). According to the  $f$  value, the perceived value is the most different.

Conclusion: In the perceived value, the highest average score is the customers under 18 years old, which may be due to the lack of sufficient cognitive ability of customers at this age, leading to high score.

**Table 6 Difference Analysis of Customers of Different Ages**

Test variable	Age	N	Mean value	Standard deviation	F	P
Expected quality	Under 18 years old	7	4.1071	0.65918	1.069	0.372
	18-24 years old	156	3.7244	0.66185		
	24-35 years old	112	3.7455	0.68690		
	35-45 years old	20	3.8250	0.67424		
	Over 45 years old	15	3.9833	0.52156		
	amount to	310	3.7597	0.66639		
Perceived quality	Under 18 years old	7	4.1143	0.71979	1.298	0.271
	18-24 years old	156	3.6718	0.65054		
	24-35 years old	112	3.6893	0.72626		
	35-45 years old	20	3.7900	0.67582		
	Over 45 years old	15	3.9467	0.55789		
	amount to	310	3.7090	0.67951		
Brand image	Under 18 years old	7	4.3571	0.53730	2.886	0.023
	18-24 years old	156	3.6282	0.67411		
	24-35 years old	112	3.6540	0.72383		
	35-45 years old	20	3.7750	0.73851		
	Over 45 years old	15	4.0000	0.42258		
	amount to	310	3.6815	0.69349		
Perceived value	Under 18 years old	7	4.4762	0.46576	4.321	0.002
	18-24 years old	156	3.4979	0.71190		
	24-35 years old	112	3.6042	0.76658		
	35-45 years old	20	3.6333	0.62968		
	Over 45 years old	15	3.9556	0.54724		
	amount to	310	3.5892	0.73228		
Customer satisfaction	Under 18 years old	7	4.71	0.488	2.858	0.024
	18-24 years old	156	3.68	0.770		
	24-35 years old	112	3.65	0.867		
	35-45 years old	20	3.55	0.999		
	Over 45 years old	15	3.67	1.047		
	amount to	310	3.68	0.842		

## 4. Suggestions for improvement

### 4.1 Optimize after-sales service and improve expected quality.

(1) Establish a transparent after-sales system, publicize the "After-sales Protection List" in conspicuous positions such as the store cashier, commodity labels and online interfaces,

clarify the return process, warranty period and response time limit, and launch the after-sales progress tracking function, so that customers can check the after-sales status in real time through small programs; (2) Strengthen the construction of after-sales team, set up after-sales specialists, conduct professional training every month, assess post qualifications through scenario simulation, establish after-sales case base, formulate standardized solutions for high-frequency problems, and shorten the processing cycle.

#### **4.2 Strengthen staff training and improve the quality of perception.**

(1) Develop a training plan, develop a product knowledge base APP, integrate product parameters, inventory status and selling point words, and require shop assistants to study on time and pass random spot checks. At the same time, implement a "new employee tutorial system", with senior employees teaching in the early stage and focusing on training active service words; (2) Carry out service assessment mechanism, incorporate service attitude into KPI assessment, and regularly collect customers' opinions as relevant standards for service satisfaction assessment.

#### **4.3 Create product reputation and enhance brand image.**

(1) Establish a good reputation, cooperate with local KOL to carry out an immersive live shop visit, focusing on service details, professionalism, etc., and enhance the brand's position in the hearts of customers; (2) Create brand differentiation, based on the consumption characteristics of Luzhou, launch personalized brand proposition, design distinctive logo of Luzhou market, add urban characteristics on the basis of brand, and reflect the uniqueness of products.

#### **4.4 Increase preferential discounts to enhance perceived value.**

(1) Differentiated pricing strategy, aiming at price-sensitive customers, launching "single purchase" activities, allowing many people to enjoy discounts in groups, issuing category-oriented coupons to loyal customers, and implementing full

reduction of products; (2) Enhance the service value perception, print bonus services on the cashier's receipt, such as "You enjoy free packaging this time, which is worth X yuan", promote the upgrade of membership rights, give priority to diamond members' purchase by appointment, free door-to-door return, etc., and enhance the customer stickiness of high-priced single customers.

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