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CUSTOMER'S EXPECTATIONS IN IRANIAN EXCLUSIVE INDUSTRY

In this research, different types of modals for the evaluation of customers' satisfaction have been studied and compared. European model has been selected for the evaluation of customers' satisfaction in the industry. This model was first localized and then implemented. The final results were investigated for three one-year period and ultimate changes were considered. In this research, variables such as product quality, service quality, warranty service quality, financial service quality, and value, relationship with customers, perceived image, and loyalty were studied. For data collection of this descriptive research, we made use of field method and also all the customers were considered. The collected data were analyzed with SPSS software and Cronbach's Alpha method was used to investigate the features of companies' customers and the rate of their satisfaction in each of the indices and variables.
Keywords: customer expectations, customer, satisfaction, loyalty, evaluation, exclusive industry.

Introduction. Success of all organizations and institutions is affected by different types of reasons. One of the most important of them is related to customers' satisfaction which paves the ground to accomplishment in career. In other words, attracting customers' satisfaction is considered one of the key areas that can help to promote organization. One of the most typical methods in determining customers' needs and expectations is the customer's evaluation. The evaluation of customers' satisfaction is an effective tool for controlling the functions of organizations and can provide the possibility of strong points identification and amendable organizational points.

The main goal of the project is to evaluate the process of customers' satisfaction of Iran Transfo Company. In order to achieve this goal, different types of models in the evaluation of satisfaction were examined. Furthermore, analysis of adaptability rate with internal conditions of Iran Transfo Company, customers, and making use of previous reports feedbacks shows that applied model in the evaluation of customers' satisfaction will be selected. Then the participants of the study, statistical sample, method of data collection, and the methods of reliability and validity verification will be determined. Finally, data analysis method, findings of the study and further suggestions were proposed. If an organization is supposed to do the evaluation of customer satisfaction, it should devise a model that enjoys pretty organized theoretical bases and also it should arrange some indices to evaluate customers' satisfaction. After investigation of different types of models such as American customer satisfaction index (ACSI), Malaysian customer satisfaction index (MCSI), Swiss customer satisfaction index (SWICS), Sweden customer satisfaction basic (SCSB), eventually the index and the model were selected [1].

The model which will be used in this study is called European customer satisfaction index model (ECSI) that was revised in 1999 in Europe. As it is illustrated in Figure 1, European

customer satisfaction index model (ECSI) has 7 indicators and 12 types of relationships.
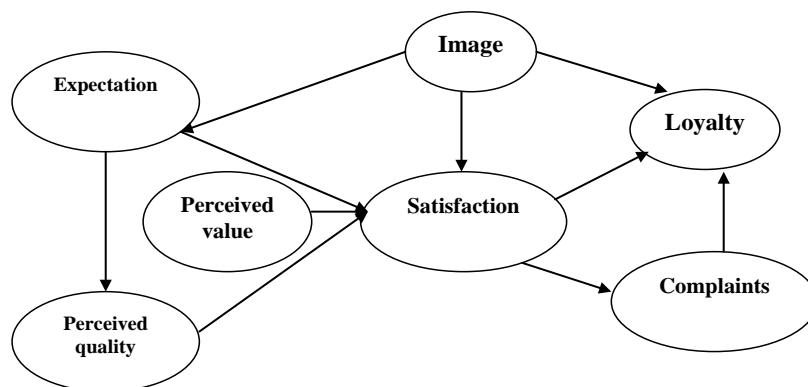

Figure 1 – **European customers satisfaction Index model (ECSI)**

Indicators of this model are the following ones:

1. *Customer expectations.* This indicator refers to customer expectations of product quality and services, the rate of adaptability of product features and services with customers' needs and product and services credibility feature before product purchase.

2. *Customer perceived quality.* Customer perceived quality feature is another type of model variables that deals with perceived quality and also perceived quality of the customers after purchase stage and also offering services before purchase stage, during purchase stage, after purchase stage and financial services. In addition, each of the mentioned indicators can be analyzed separately if they are significant enough.

3. *Perceived value.* Perceived value is concerned with the investigation of adaptability rate of paid price for the products and high quality services.

4. *Perceived image.* Perceived image refers to the reputation of the company, brand name reputation, etc.

5. *Customer satisfaction.* This indicator refers to the overall satisfaction of customers.

6. *Relationship with customer.* It refers to the quality of relationship with customers and the investigation of customer complaints system.

7. *Customer loyalty.* Customer loyalty refers to repurchase of new and current products by customer, introduction of Iran Transfo Company Products to other companies, etc.

With the investigation of each of the indicators in the model and also numerical calculations, development priorities will be determined in each of the organization processes. As a result, with the determination of development priorities, increase of satisfaction and customer loyalty, the organization can expand its market and also can devote more resources to itself. The organization can continue its development in the competitive markets with data analysis and collection of required data. The goals of this research can be related to the identification of basic needs, investigation of business customer's problems in an exclusive industry, calculation of industrial customer satisfaction with the help of European model, investigation of the reliability and validity of the model for the evaluation of customer's satisfaction. Furthermore, investigation of customers loyalty in three one- year period, determination of weak points and strong points of exclusive companies with the help of received feedback of customers and suggestions for the promotion of process priorities based on received information can be related to the goals of research.

Improvement in product process by exclusive companies, reduction of expenses due to the dissatisfaction of the customers, generalization of the results of Iran Transfo company to other exclusive producers, increase of competitive capability of internal exclusive companies in international markets, investigation of strong and weak points and support of internal exclusive companies in the freedom of product imports are regarded as the implications of this research.

Literature review. Customer's satisfaction and its evaluation have received attention of Iranian and international industries and governments as an essential and important goal from long years ago. In this regard, researchers have dealt with its investigation. In this section, we will have a review on different research and studies in this field in the world and especially in Iran. Hemati, Darabi [2] introduced customer's satisfaction as the collection of processes and measurements in the organization which is exerted to direct promotion of products and services quality and also meet the needs of customers. Moreover, it deals with the introduction and comparison of different and famous models indicators. Zaribaf, Roshani Bar Abin [3] researched on satisfaction evaluation models to increase the quality of Iranian products and simultaneously increase the satisfaction of the customers a bout products. They have devised a model for the industries. They have tested this model in tire producing company because of its importance in Iran and also variety of customers in this industry. The results of this study include numbers that shows customer's satisfaction for each type of product.

Sales manager with a thorough investigation and numbers can estimate the rate of satisfaction and sale. That can be effective on the prediction of future sale. Final result can be related to the determination of customer oriented trends in the mentioned organization and also implementation of logical decisions for the evaluation of customer satisfaction indicators in future. Kazemi, Mohajer [4] have stated that currently customer satisfaction has changed to the main goals of companies gradually. Its importance can be referred in the ratio of 30 percent of customer satisfaction in national reward of Malkom Baldrich quality and also the rate of customer satisfaction is proposed as a criterion for the evaluation of career quality. This survey has examined the effective factors on customer's satisfaction level in Eghtesad Novin Bank in the type of case study. Then the effective factors in terms of importance and customer's satisfaction of the mentioned bank are ranked with the help of distributing questionnaire between 140 customers of band finally, the function of improvement priorities that provides customer satisfaction has emerged. Hashem Zadeh [5] has conducted his research in three years. He has investigated about the evaluation of rules, regulations and functions of bank clerks based on customer's opinions, customer's status in bank, customer's satisfaction of the quality of services with the annual distribution of questionnaire between real and legal customers of Sanat and Madan bank. Researcher has stated that research on customer's satisfaction can be classified in two groups: 1) first group of research refers to the evaluation of customers from organization, its units or the clerks; 2) the second group includes the surveys that customer's satisfaction option is regarded as dependent or independent variable and the relationship of other indicators is evaluated with reference to the mentioned indicators. In the first group of research, a dimension called "service dimension" of an organization or clerks with customer is evaluated and states that customer's satisfaction or dissatisfaction is related to this dimension.

In organizations such as banks that there are plenty of opportunities for service offer, a welcome time can be provided to form an image of acceptable services and organization potentials. In exclusive competitive and entrepreneurial organizations which are considered as the sponsors of product, service offer dimension is remarkable in terms of ordering product, warranty, and announcement a bout product. Hashem Zadeh concludes that the quality of offered services to the customer can be the most effective indicator on customer's satisfaction.

Also the quality of service can have a mediating role on the effective indicators such as customer's perspectives to banks and clerks. Nour Alsana, Saghaye, Shadaloye, Samimi [6] assert that the success of organization is dependent on customer's satisfaction and mention that with paying attention to customer's satisfaction continuously is regarded as a kind of efficient organizational policy for being pioneer in the competitive word. In the organizations that offer services, because of not offering pleasant services, having a different and special model for the measurement of customer's satisfaction and the investigation of services quality seems necessary. The authors of this research aim to design a model for the evaluation of customer's perceived satisfaction of service quality based on Iranian universities structures. At the first stage, they identified customers and services. They designed a device for measurement of service quality and finally they provided questionnaires and interviews based on prioritizing of research faculty offered services and distributing those questionnaires in industry faculty of Iran University of Science&Technology. The results of this research are the identification of customer's needs, and strong point in the improvement of service quality at university [7].

Introducing the measurement and determination of customer's satisfaction is one of the main concerns of organizations and their managers. They have pointed to the importance of economic stability in the countries and have asserted that imposing tax and its redistribution are necessary to maximize social welfare. To fulfill this goal, imposing and receiving taxes should be in accordance with the rules and regulations of tax agencies and also satisfaction and cooperation of taxmen.

With the investigation of global customer's satisfaction evaluation model, researchers have devised a model for the identification of taxmen satisfaction with the help of common reasons and local culture of the country with consideration of 5 indicators called culture, role, communication, expectation, and clerks. They have investigated with using questionnaires in tax affairs organizations. They have concluded that clerks have the most important roles in taxmen satisfaction and clerks have the highest importance. Bloemer, Odekerkan-Schroder [8] have conducted a research on customer's satisfaction and loyalty in the department stores. They have selected a framework from Dickson study that includes differentiation between individual's background, individual's status background and individual's satisfaction background in the department store. These researchers have focused on trust and commitment as recognized on trust and commitment as recognized and moderate general structures between satisfaction and loyalty indicators. To confirm their conceptual model, they have collected their data from a big European department store with 357 customers and analyzed it with a linear structure model. The results of their study revealed that having a good relationship with consumers like having a good reputation or background has a positive effect on customer's satisfaction of department store. They found that satisfaction has a positive effect on trust sense of customer's and this sense of trust can lead to commitment, the increase of widespread advertisement, purchase decisions and insensitivity to prices.

Another important finding of this study was that researchers need to consider different types of customer's satisfaction of the department store systematically and should regard their perceived satisfaction of the department store. Conklin, Powaga, Lipovetsky [9] have dealt with the problem of main motivators' identification in the analysis of customer's satisfaction.

Analysis of customer's satisfaction is related to Cano theory which is effective on inter-quality product relationship and customer's satisfaction with cooperative theory tool and risk analysis. They have focused on the identification of main motivators priorities in the customer's satisfaction or key dissatisfaction of customer's with shapely value method and related risk techniques. They have revealed theoretical and practical advantages of shapely

value and related risk techniques in the explanation of optimal marketing strategy. In fact, with this method they have evaluated and measured the importance of key dissatisfactions which are related to management. They have concluded that managers can have the best directions for attracting and maintaining the customers with this method.

Park, Heo and Raim [10] have focused on the evaluation of quality satisfaction in different industries for the improvement of organization functions. Researchers have investigated the rate of satisfaction in developing industry of radio frequency (RFID) in Korea. In this country, there are some mobile RFID centers and they have already started their career or they are starting their career. Because of this reason, researchers decided to offer some suggestions before starting these kinds of business services. For example, a model for customer's satisfaction index in the classification of services and then the measurement of customer's satisfaction index in the presentation of practical concepts for service providers and improvement in the quality of services. Researchers with the investigation of different types of satisfaction indices in countries have formed a special model of this industry and have conducted a survey with web questionnaire from mobile holder members and the ones who participated in experimental mobile program of RFID. The hypotheses were investigated with chi-square method and with the help of structural equation analysis. The rate of index was calculated. The designed index showed that level of satisfaction of mobile RFID services was lower than mobile services in other similar countries which were due to lower ranks of quality factors and it affected customer's satisfaction. The results of the study confirmed the need for service providers in the improvement of functions and generally the improvement of quality factors for raising customer's satisfaction. Researchers state that short-term quality strategy of these companies should be related to the technological services improvement of RFID mobile and other related issues to communication such as system stability and download speed. Short-term and long-term strategies should include quality factors that have a significant effect on customer's satisfaction they include improvement based on content and service quality software which need attention to improvement.

Zaim et al. [11] have investigated about customer's satisfaction of telecommunication companies in Turkey. Because of the privatization of telecommunication companies in all over the world, increase in the number of operators and non-exclusive communication services such as telephone lines, mobiles, and Internet, etc., this article has investigated customer's satisfaction and services quality in this competitive market.

Researchers based on European customer's satisfaction index model (ECSI) have presented and localized the final model for telecommunication industry on the basis of current situation. Data were collected with face-to-face interviews with the customers of Turk Telecom Company and with the help of structural equation model. They investigated the relationship between data. Basing on the final results of this model, the researchers have mentioned that the reputation of the company, its brand, and its relationship with customer's are the most important and effective indicators on customer's satisfaction and expectations. Reputation is the result of trust, innovation, professionalism, and having cooperation with society and the increase in customer's credibility.

Even if Turk Telecom Company is an exclusive company in offering telephone line services, it has a competitive status in offering mobile service. Basing on this issue, four constructive variables like customer's expectations, customer value, perceived quality and company reputation were investigated in terms of their effects on customer's satisfaction. The results showed that company reputation, perceived value and perceive quality have a positive and significant effect on customer's satisfaction but reputation of the company is the most effective factor. The second important reason is perceived quality that evaluates validity of the products or services. The results show positive relationships between customer's satisfaction

and their loyalty and also perceived value and perceived quality, with reviewing literature review, there is a keen interest in companies to please their customers and develop their careers. All the mentioned companies and organizations were in competitive environment and Turk Telecom Company has already joined to the competitive market. The investigations devised the most appropriate ordered model based on definite formal models and intended industry. Research in the field of customer's satisfaction and their loyalty in exclusive markets is rare and even there is a lack of research in Iran. Thus, we decided to conduct an investigation about Transfor Mator producing industry in Iran as an exclusive industry in producing Transfor Mator in Iran. This issue has been investigated in the following hypothesis – the rate of business customer's satisfaction has a direct relationship with their loyalty.

The aim of this research is to investigate customers' expectations, needs and their problems in an exclusive industry in terms of their satisfaction.

Basic material.

Methodology. The first and the most important phase in CSM system implementation can be related to devise a group of goals. There are a lot of typical goals that each CSM project can make use of it. In this research, the goals such as needs of analysis, customer's expectations and investigation on the rate of customer's satisfaction of company function, determination of improvement priorities, determination of customer satisfaction index (CSI) and making use of internal opinions about CSI are considered. In the first stage, customer's needs and expectation of the company are determined and then their priority and importance in comparison with each other will be determined to fulfill this goal which is done in one-year period, there searcher will participate in some group sessions with customers and company experts in customer-oriented fields (such as business, sale, quality control, production, warranty and dealing with complaints) asked them to discuss their expectations. Their importance was ranked. This form is arranged based on pair comparison technique and it helps to research that customer's identify their expectations based on importance and priority respectively.

In the second stage, customer's satisfaction of organization function will be measured in terms of expectations. Also other effective factors on customer's satisfaction will be measured. To collect data in this respect, at first customer's satisfaction questionnaire was designed with reference to new needs. Each of the effective factors on customer's satisfaction was considered.

In the third stage, improvement priorities will be identified and registered. All the companies, industrial and offering service institutions are interested in the measurement of each customer credibility and the rate of trust and benefit potentials with the separation of their customer's and their classification in special groups.

In order to offer special service for each customer and based on his real needs, this measure is unavoidable. Thus, in this research with the classification of customer's from different perspectives, we aimed to provide required and organized information in relation with each of the customer's features. The present study is conducted to recognize more accurate features of the customer's and offer more acceptable services to them.

So some questionnaires were designed that customer's were classified in 3 groups – regional power customers, macro contractual companies, micro companies and industries. Information such as customer's name, total amount of purchased MVA, purchase ratio of each of items to total production of Iran Transfo, cooperation period and relationship type with the company has been determined. In this questionnaire, sale personnel of Iran Transfo were asked to devote indices in the range of 1 to 10 to their customers based on the mentioned criteria (number one and ten show weak and strong importance of the customer's respectively).

In the next stage, they were asked to evaluate the importance of each item based on their own and their customer's perspectives. In this stage, the importance of each 21 item scale were determined with respect to customer's perspectives and number 1 and 5 are indicative of weak and strong importance respectively. Since micro companies were in minorities, they were asked to evaluate determined features of each industry (cement, petrochemical and iron) except completing their company personal information.

Total amount of purchase, ratio of purchase volume to total production of Iran Transfo, relationship time, type of relationship (coherent, incoherent and temporal), purchase based on Rial unit of money, MVA, period and experience of cooperation, purchase numbers, attraction rate (being sure about non-reference of the customers to the competitors), future demand rate, short distance between places, ease in receiving credits (interested in cash type settlement), complexity of purchase process (number of effective factors and individuals on customer's purchase), establishment of long-term relationship, slight sensitivity to price changes, its effect on purchase decision of other customers (rate of customer's credit and importance in the industry), financial assets and potentials, rate of customer's loyalty, rate of customer's benefits, rate of customer's technical knowledge of industry and products, rate of complaints, criticism, and suggestions of the customer's. Finally, after reviewing sale personal opinions of Iran Transfo Company were illustrated in the following pyramid of Iran Transfo Company (Fig. 2) and sampling procedure of this pyramid will be conducted.
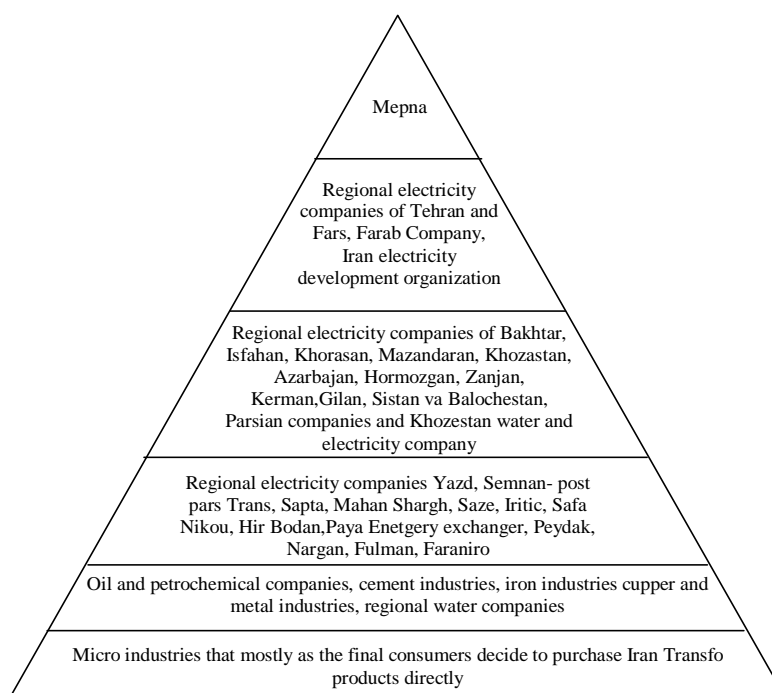

Figure 2 – **Sale personal opinions of Iran Transfo Company**

Questionnaires were used for data collection. Designed questionnaires had the following main parts:

1. *Introduction part of questionnaire.* This part is designed to make the customers and respondents aware of opinion poll and study goals.

2. *General questions part.* This part is designed to present information about general features and characteristics of customer's. Since respondents to these questionnaires are not aware of company purchases and changes in positions and due to collection of all customers purchase information by a unit called customer's service, the amount of available information in customer's service unit is more comprehensive in this part in comparison with the other part. As a result, general questions will be deleted from questionnaire and related items will be added to it by data processor.

3. *Technical questions part.* This part contains the main content of questionnaire questions and includes related questions and variables to main indicators of customer's satisfaction model.

After designing the mentioned questionnaire, their reliability and validity were investigated too. There are many methods to measure validity that in this study content validity will be used. Also there are different methods to measure reliability that in this study Cronbach's Alpha method will be used. For the calculation of Cronbach's Alpha index, basic samples were used finally data analysis will be conducted with SPSS and Excel soft wares and Cronbach's Alpha index of questionnaire questions will be determined. If this index is over 7%, it can be mentioned that questionnaire has an acceptable level of reliability.

As it has been mentioned, Cronbach's Alpha index in the present study is 95%. To increase trust to completed questionnaires, it has been stressed that in each company, questionnaire should be completed by an expert person or group and also head managers and other heads should confirm it. If the questionnaires are sent, in each company one person will be in charge of responsibility in receiving and sending questionnaires and establishment of better relationship.

To answer the following three main questions, the collected data will be analyzed based on the explained data analysis method. Questions that are used:

1) What are the features of Iran Transfo company customers?

2) What is the rate of customer's satisfaction of Iran Transfo Company in each of indicators and variables of model?

3) What is the percentage of independent variables effect on dependent variables? (Investigation of hypothesis).

To answer questions one and two, a descriptive analysis was used. Descriptive analysis includes descriptive analysis of general data such as purchase rate, cooperation duration, and purchased product, etc., and also technical descriptive analysis of data and related content to questionnaire such as indicators and variables will be studied. In addition, with using central indices and distribution indices, ranking indicators and variables can be done. In this section, since strategic index of customer's satisfaction in 1389 equals at least to 80%, it should be mentioned that obtained data from indicators and variables can be interpreted in the following manner:

− rank of 80% and over than 80% – pleasant status / based on customer's satisfaction standard;

− rank of 50% to 79,9% – average status / lower than standard / alarming range;

− rank of under 50% – unpleasant status / very lower than standard.

To answer question 3, a deductive analysis is used. This analysis is based on statistical hypotheses of data analysis and research hypotheses, as s result, for the determination of independent variables effect on dependent variables, regression analysis and coefficient index

were used. The present study in three consecutive years from 1387 to 1389 will investigate all internal customers of Iran Transfo (sixteen regional electricity companies and all industrial buyers of Transfor Mator in Iran) and foreign customer's (like Pakistan, Armenia, Azarbajan, Iraq, Afghanestan,Yaman, Banglandesh, Kenya, South Africa, Niger, Nigerye, Syria and Lebnan). The study focuses on marketing, customer's satisfaction, analysis of buyer's behaviors and management of improvement process.

Research variables are selected with respect to European customer's satisfaction model. But because of assimilation of variables with exclusive competitive industry and localization of some variables with the selected organization, new variables were added to model. Reliability and validity of these questions after above- mentioned changes were investigated.

About 75 variables (without consideration of open questions in questionnaires) were defined in this research and classified in main criteria and indicators.

At the moment, we will deal with each of these indicators – variables of product quality criteria, variables of service quality criteria, variables of after sale service quality criteria, variables of expectations criteria, variables of relationship with customer's criteria, variables of loyalty criteria, variables of toted satisfaction criteria, variables of perceived image criteria.

Results and data analysis.

Descriptive statistics. This study was conducted with sending 1,5 questionnaires to 1,5 customers of Iran Transfo that out of this sample, 20 customers had to-face interviews at work- place and three of them had face to face interview in Iran Transfo company. Eighty two questionnaires were sending to different customer's that the number of respondents were 42 that with total investigation of the questionnaires, we selected 34 questionnaires.

Validity. For the determination of questionnaire validity, we made use of content validity method, opinions of managers and experts of Iran Transfo Company and also making use of successful experiences of European model.

Content validity is a type of validity that is usually used to measure constructive components. Content validity is a kind of measurement tool that is dependent on raised questions. If measurement questions tool shows special features and skills that researcher intends to measure them, content validity test will be used. In content validity, questionnaire of questions and related variables to each indicator will be examined and irrelevant questions will be deleted and relevant questions will be added. Hence it is suggested that the designed questionnaire should be sent to high head managers and assistants for the examination of validity.

Reliability. There are a lot of ways to determine reliability of the test that in this study Cronbach's Alpha method (one of the most famous method in the measurement reliability). This method is used to calculate internal reliability of the questionnaire. In this tool, each question can have different numbers. Cronbach's Alpha index is used for measurement of differences in attitudes and ideas. In fact, we supposed to find the rate of similarity between the responses of respondents. To calculate Cronbach's Alpha index, basic samples were used (sample had from 20 to 30 elements (due to normal distribution)). Following data analysis with statistical SPSS software, Cronbach's Alpha index for this research question was 95,1% that was considered a significant index. This index was predictable based on European model and improvement of questionnaire during two years.

Cronbach's Alpha Index in this study reliability statistics.

Cronbach's Alpha	N of items
0/951	75

The results of hypotheses are the following ones: purchase proposal of Iran Transfo Company to other companies with 99% reliability index which has a direct relationship with the level of product satisfaction. Purchase proposal of Iran Transfo Company to other companies with 95% reliability index which has a direct relationship with service satisfaction. In the following section, customer's satisfaction of criteria will be investigated based on model indicators and answers of research questions.

Perceived quality of criteria. To calculate perceived quality of criteria between customers, we used four quality indicators such as product quality, services quality, after sale services quality and financial services quality (Table 1).

Table 1 – **Research variables**

Research variables	The percentage of importance	The percentage of satisfaction (87)	The percentage of satisfaction (89)	Cronbach' Alpha	CSI Index 68,75%
1	2	3	4	5	6
Variables of product quality criterion:					
Adaptability of product with intended technical features of the customers	100	75,77	80,36	0,95	
The quality of raw materials and used equipments in Transfo Mators	100	72,68	66,96	0,95	
Passing the tests based on standards	91	80,67	75,93	0,95	
Durability of the products	91	77,63	68,52	0,951	
Efficient usage of Transfor Mators	94,6	73,45	72,22	0,95	
Designing surface appearance of the product	63,6	80,47	70,54	0,95	
The stability of product quality in consecutive purchases	81,8	71,91	66,67	0,95	
The quality of packaging	71	67,27	75	0,95	
On-time sending of maps and technical documents	81,8	62,37	62,5	0,952	
The quality of sent maps and technical documents	85,4	62,76	66,96	0,95	
Easy installation of Transfo Mators	72,8	78,35	78.57	0,95	
Reduction of leakage cases	89	61,36	50	0,95	
Preservation of environment and obeying security issues for user	78,2	76,32	67,59	0,95	
The quality of Iran Transfo products in comparison with foreign producers	83,6	77,32	62,04	0,951	
Variables of service quality criterion:					60,75%
Communication and interaction manner of company staff	82	80,15	82,14	0,95	
Skills of company personnel	92	80,56	76,79	0,951	
Easy access to communication channels of company	76	81,38	71,43	0,95	
Quality and manner of customer informing	72	76,52	66,96	0,951	
The official process of conducting affairs	74	75,51	62,04	0,95	
Quality of training courses	74	69,79	52,88	0,951	
Quality of instruction booklets in the installation and utilization	80	69,79	68,75	0,951	

Table 1 (continued)

1	2	3	4	5	6
Delivery time of instruction booklets in the installation and utilization	70	*	63,39	0,951	
On-time sending of product accessory tools	91	63,75	55,36	0,951	
Complete sending of product accessory tools	91	64,5	58,04	0,951	
Fulfilling commitments	89	59,25	65,18	0,949	
Warranty conditions	87,2	69,27	68,52	0,949	
Providing inspection possibility and chance for the customers	83,6	76,3	71,43	0,951	
Providing acceptable facilities for the customers in the company	71	79,74	74,11	0,95	
The manner of product delivery	78,2	70,57	68,75	0,951	
The time of product delivery	91	*	50	0,95	
The quality of offered services in sub-branches companies of Iran Transfo	83,6		56,25	0,95	
The ease of ordering product	72,8	71,21	70,54	0,95	
Variables of after-sale services quality criterion :					**62,48%**
On- time provision of accessory tools in warranty period	89	69,89	62,5	0,951	
On- time attendance of repair, support installation and consulting teams	85,4	64,89	65,74	0,951	
On-time sending of required equipments	91	64,89	63,46	0,951	
The quality of guarantee services	83,6	73,66	64,81	0,949	
The quality of warranty services	81,8	*	63	0,95	
The ease of accessing to after sale services company	81,6	*	65,74	0,95	
Technical supports	81,8	70,97	67,59	0,95	
Installation quality	85,4	72,04	66,35	0,949	
Periodical support and services quality	80	53,23	56,48	0,951	
The price of purchased equipments from after sale services company	72,8	55,28	45,19	0,949	
Repair expenses and wage of after sale services company	72,8	50,59	44,23	0,95	
The manner of technicians and after sale services personnel behaviors	80	*	76,92	0,95	
The rate of technicians and after sale services personnel skills	92,8	*	70,19	0,95	
Variables of financial services quality criterion:					**64,74%**
Adaptability of deposit with reference to contract fee	84,4	73,01	62	0,95	
Credit duration	66,6	58,01	68,48	0,951	
Credit level	68,8	62,32	68,48	0,95	
The rate of accuracy in financial affairs and customers accounts	80	70,79	69,79	0,95	
The speed of financial functions	68,8	69,86	69,79	0,95	
Adaptability of prices with market prices	80	52,27	51,09	0,95	

Note: * – variables that were not considered in the last opinion poll

The first indicator is product quality that based on Table 1, its first variable is the adaptability of product with the technical features of customer's that has 100% importance for

the customers and it shows the highest significance of this item. Mean of customer satisfaction in this variable is 80/36 that has had 5% of increase. This criterion shows the increase of flexibility with respect to technical demands of customer's and increase of producing potentials in Iran Transfo Company (the difference of results in 1387 in this report and ex-report was due to changes in the measurement of 5 item Lickret scale. This change has error to some extent which is negligible). Customers of Iran Transfo with 66/96% mean has relatively high satisfaction of raw materials quality and used elements in Transfor Mators. This variable and product quality variable have 100% importance for the customers. Decrease of satisfaction of raw materials quality and elements was predictable based on warranty reports and increase of customer's complaints. Standard tests showed very high satisfaction of customers with percentage of 75/93%. The importance of this item is 91%. Customers in previous periods have mentioned that enjoying a strong laboratory is one of the strong points of Iran Transfo Company. But it seems that satisfaction of the customer's planned tests is decreasing. Stability and durability of Iran Transfo Company with the mean of 68/52% has attracted customer's satisfaction highly.

Even if talking about the satisfaction of durability some Iran Transfo products, especially new products are a little hard and 25% of customers have neutral ideas about it. But customer's features and reputation show that durability of Iran Transfo Company is at an acceptable level from customer's perspective. Importance index of this item is 91% for the customer's 9 percent decrease in this item relates to the consideration of older customer's ideas in this analysis. Acceptable and appropriate functions of Transfor Mators with 72/22% mean have attracted high percentage of customer's satisfaction. It is clear that acceptable function of Transfor Mators enjoy high importance between customers.

This item enjoys 94/6% index. In this item, there is not very significant difference in the results of two previous periods. Another factor is related to product design that customer's with 70/54 mean has satisfaction of Iran Transfo products. This item has the lowest importance between the variables product quality variables.

Importance index of this item is 63/6% customer's satisfaction of product design has decreased ten percent in comparison with ten years ago.

In product quality stability variable, CSI mean is 66/67% and is indicative of relatively high customer's satisfaction. Stability of high quality in the products can increase loyalty and positive mental image in the customer.

This item has 81/8% importance for customers. This criterion has five percent decrease in comparison with last period. Its reason refers to quality decrease of some elements specially cables and coloring system. Package quality can impose a lot of expenses to the company if it is ignored. In addition, loading damages, incorrect loading and unloading due to incorrect packaging can impose high expenses to the company.

On the other hand, standard and correct implementation except economizing in the expense does not need to serious investment in this field. With reference to the statistics, the obstacles in the development of Transfor Mator refer to loading time, reloading, and unloading that with increase of packaging quality except economizing in warranty expenses, customer's satisfaction can be increased without any special investment. It is worthy to note that packaging in the marketing of products has the role of 5 second advertisement except physical protection. Customer's CSI mean in 1389 was 75% that is a high percentage but it can be increased to higher levels. Importance index of this factor from customer's perspective is 71% but we should not pay attention to customer's expectations since expenses and disadvantages of this factor ignorance refer most to Iran Transfo not customer. Satisfaction of packaging quality has increased 8% percent which is significant. Sending maps and technical documents with 62/5% mean has the lowest result between product quality indicators. But

generally it has attracted customer's satisfaction highly. This criterion is the third improvement priority between product quality variables. This factor has 81/8% importance for the customers. This variable is one of the factors that with a little attempt and without any special investment can increase customer's satisfaction remarkably.

The rate of customer's satisfaction of technical documents sending time has been fixed in comparison with last period. In this period unlike the previous one, customer's have higher satisfaction of maps quality and technical documents. The rate of satisfaction of this factor like packaging and sending documents with out any extra investment has the potentials of increase and with more accurate planning, speed and quality of technical documents presentation to the customer's can be accelerated. Technical documents quality with the mean of 66/96% has attracted relatively high rate of customer's satisfaction. Four percent growth of this variable is observable in comparison with previous period. But when we add 85/4% importance of this item to growth rate, we can observe the rate of this factor success in the increase of satisfaction of product quality indicator and its effect on CSI.

In the ease of Transfor Mator installation, customers have very high satisfaction with the mean of 78/57%. But this simplistic view in products installation can create some problems for Iran Transfo Company and other after sale product companies. Inappropriate installation of contractors is the main reason of problems and defects because of after sale companies reports and several reports of customer's complaints, With taking some measures such as imposing warranty limitations on inexperienced contractors in the installation process, offering special facilities to after sale services companies, and more training and supervision on reliable installers of company, etc., we can prevent from a lot of damages. Packaging quality index of this factor is lower than other product variables and it is 72/8% and this reason leads the customer to assign installation process to inexperienced contractors. The responsibility of Iran Transfo Company can be related to professional and correct installation of the equipments and pointing to destructive and harmful effects of incorrect installation for the customers. Customer's perspective to the ease of Iran Transfo Company products installation has not changed in comparison with the past.

Unfortunately, leakage issues are still the most important weak point in the field of Iran Transfo products quality. This factor with the mean of 50% has the lowest average between product quality factors. Since most of the customer's complaints are related to leakage issues, this issue was investigated this year and is still the most important problem in the quality of production. Because of existence of many problems in this field, leakage issue is one of the main destructive reasons of customer's mental image. Importance index of 89% is indicative of customer's sensitivity to this issue that with solving this problem, we can increase customer's satisfaction remarkably. Leakage problem is the first improvement priority between product quality variables. Unfortunately this problem not only has increased from customer's perspectives but also has decreased 11 percent of their satisfaction in comparison with last year. Iran Transfo Company is one of the most successful companies in social marketing concept. This company with the mean of 67/59% has attracted relatively high satisfaction of customer's in environmental and social fields. The importance of this item is 78/2% for the customer's. Customer's satisfaction of environment preservation and attention to safety issues by the user has decreased to 9% in comparison with past compared to foreign product producers, generally Iran Transfo company customer's have relatively high satisfaction of this company products in comparison with foreign competitors.

This issue will be determined with the investigation of previous variables and consideration to 62/04% mean of this criterion. Importance index of this item is over 83/6%. Comparison of these two results shows 15% percent decrease in the rate of customer's satisfaction. Also it should be mentioned that for revising the questionnaire, this item has

changed with the help of previous feedbacks in this field. It is possible that high percentage of dissatisfaction is related to title change. Previous title measured general quality of Iran Transfo products but in this period, quality of products has been evaluated with foreign competitor's products. In CSI table of product quality variables, Iran Transfo customer's have relatively 68/75% satisfaction of Iran Transfo products.

Service quality is the second factor. In this indicator the first variable is communication manner of personnel in the company that respectful and good communication of Iran Transfo personnel with customers has increased customer's satisfaction with 82/14% mean. This index has a high importance. In comparison with previous, customer's satisfaction of this factor has increased on 2%.

In terms of personnel skills, customers have referred to them as skillful personnel. It is observable for mean of 76/79. Customers do not have any expectation of Iran Transfo personnel since the importance of this item is 92% customer's satisfaction of personnel skills in Iran Transfo company has decreased 4% in comparison with past. Its reason refers to the differences of customers in the measurement procedure or increase of current customer's satisfaction.

In the ease of access to communication channels of company, definite communication channels for the customers has increased customer's satisfaction over 71/43%. It is necessary to consider that these channels are clear for permanent customer's and for the customers that refer to Iran Transfo for the first time, manner of contact and communication channels have been updated and will be available for them. For some customers has relatively the highest dispersion of this variable (variance 0/8). Having definite communication channels for customers has 76% importance.

Iran Transfo customer's satisfaction has decreased to 10% in comparison with previous period because of unfamiliarity of communication channels with company. Iran Transfo Company with providing appropriate and correct requires information for the customer's has achieved to satisfaction of over 66/96% in quality of informing. This type of appropriate informing to customer's to customer's has the importance of 72% since quality of informing to customer has a direct and close relationship with having definite communication channels, it seems logical that satisfaction of this variable has decreased to 10%. Customer's satisfaction of following official procedures in Iran Transfo Company is relatively high with 62/04% mean. With attention to the nature of this variable and four mentioned indicators, it can be concluded that with a slight change in official bureaucracy, communication and training channels with customer's can increase customer's satisfaction to a higher level.

Significance of this variable is 74%. The comparison of the results with other period shows 13% decrease in the rate of satisfaction. In terms of training courses quality, it can be stated that customers are not satisfied of training courses of Iran Transfo Company. Mean of 52/88% can support this hypothesis. Significance of this variable is 71% which attracts attention to this variable as a type of variable and can increase public satisfaction of customers without any special investment with accepting this item as an appropriate chance to create competitive point. Weak point will be changed to a strong point. As it has been stated in the previous analytical report, customer's satisfaction of two variables called guide booklets and quality of training courses were investigated separately and interesting results were found.

High satisfaction in the previous period was related to the quality of sent booklets not the quality of training courses. Rate of satisfaction of training course quality has decreased 17% which is related to the separation of variables.

Acceptable quality of booklet instructions in installation section has attracted customer's satisfaction highly with the mean of 68/75%. Also there is a need to up date booklets.

During last period, some of the customer's expect to have up-to-date instructions

for special Transfor Mators. Installation booklet of instructions had high importance for the customers. The rate of this importance was 80% as it was explained before. High customers' satisfaction of combined variable of training courses quality is included in booklet. Rate of customer's satisfaction of booklets quality did not have a significant change in comparison with the past. Iran Transfo customers have relatively high satisfaction of booklets delivery (63/39). Since the booklets have been sent two years ago and after Transfor Mator delivery, it should be stated that for achieving optimal time, an opinion poll should be conducted. Delivery of these booklets to customers has the importance of 70%. In the past period, this variable was not measured. In sending accessories in suitable time, even customers have relatively high satisfaction of Transfor Mator accessories quality, this high satisfaction is not related to complete sending process of accessories.

Customers with the mean of 55/36% have low satisfaction of sending accessories. This variable is one of the lowest variables between service quality variables and is one of the priorities of improvement. With attention to the results of this variable, we can observe higher standard deviation. Standard deviation of 1/29 refers to the fact that there is a possibility that not sending accessory completely and also on time is related to some special Transfor Mator that has a significant effect on the decrease of satisfaction mean between customers.

With the consideration of related contracts and investigation of delay reasons can prevent from decreasing customer's satisfaction. Importance index of this factor is 91% for the customers that are one of the most important reasons for customers in service quality field.

Rate of satisfaction of on time sending of accessories has decreased 8% in comparison with the past. This factor like the previous one has low satisfaction of customer's with the mean of 58/04%. Also with the standard deviation of this factor (1,12), we can generalize the explanations of other factors to this variables. The importance of this index is 91%.

There is a reduction of 6% percent in comparison with the last period in the measurement of this variable. Iran Transfo customers believe that this company with the mean of 65/18% follows its commitments and customers have relative satisfaction of this issue. This issue has importance of 89% for the customers.

Customers believe that Iran Transfo Company has fulfilled its promises 6% more than past. This issue can be related to up-to date orders in the production of Transfor Mator with distribution function mean of warranty condition is 68/52% that shows relatively high satisfaction. But time duration and warranty conditions from marketing management perspective are the tools that can make numerous opportunities for economical unites to compete with the competitors in a dynamic competitive environment. As a result, the mentioned reason and having access to after sale services of Iran Transfo Company can be used as a type of competitive advantage in optimal increase of market participation and in comparison with foreign producers.

The importance of this issue will be clearer when we observe 87/2% percent of its significance for customers in warranty conditions.

In two periods of measurements in the rate of customer's satisfaction, there is no significant difference. Since visiting and inspection of Iran Transfo products is available for the customer's in production, testing, and delivery processes, Iran Transfo customer's can be aware of their production orders trends which can increase their satisfaction. The rate of customer's satisfaction is 71/43%. The importance of production process inspection for the customer's is 83/6%. This criterion has had 5% decrease compared to past period. In providing suitable facility services to the customers and in the company, mean of satisfaction, with the development of welfare and communication facilities in arranging and controlling arrival and departure times of customer's, the level of satisfaction can be increased highly. This item is one of the less important items in providing services to the customers and its importance index

is 71%. Even this factor has a less importance from customer's perspective; because of its positive mental effect can have a positive role in the improvement of mental image and widespread advertisement.

This criterion has 5% decrease compared to past period. Customers with the mean of 68/75% have relatively high satisfaction of Iran Transfo products delivery system. But it should be mentioned that some customers with assigning their products loading to unreliable contractors impose heavy damage to themselves and also high extra expenses to Iran Transfo and national economy. With the implementation of standard and correct loading we can economize not only in most of the expenses, but also we can increase customer's satisfaction of safe and on time product delivery highly. The significance of this item is 78/2%. Customer's satisfaction of this variable has decreased 2%.

Time of product delivery from previous measured feedbacks has been regarded in this questionnaire rate of satisfaction of this item is 50%.

As it is clear, this criterion has the lowest rate of satisfaction between services quality factors. Since the significance of this item is 91%, it can be concluded that this item is the first proposed item in the improvement of functions and the increase of customer's satisfaction. Delay in the delivery of Iran Transfo products in recent years is among the main complaints of customers. This factor was not measured in the scale during past years. Another criterion that has been added to measurement criteria is the investigation of offered services quality in the other interrelated companies of Iran Transfo.

Customers have low satisfaction of this criterion and it is 56/25%. As it is found 25% of customers are not satisfied of interrelated companies' services. Development and progress of main company is not enough to meet the customer's satisfaction because customer is in relation with Iran Transfo Company and customer oriented services should be conducted coherently in the group. This issue has special importance and significance for the customer's and its index is 83/6%. Based on significance index and satisfaction, this factor is considered one of the improvement priorities in services quality field. In terms of facility factor, ordering system has been replaced with flexibility criterion before customer's demand since it is more comprehensive than ordering system. Like past period, customers have high satisfaction of this factor (70/54%).

The importance of this criterion for customers is 72/8%. As it was pointed, the rate of satisfaction of this criterion does not have any significant difference with the last period.

Iran Transfo customer's satisfaction of offered services quality is 65/70% which is relatively high. But improvement of services quality except production center can have an important role in new customer's attraction, maintenance and increase of customer's purchase, and domination over new markets. It does not need any major investment and can be considered as a golden opportunity in modern marketing.

Quality of after sale services is the third indicator and its first factor is on time provision of accessories tools with warranty which customer's have relatively high satisfactions of after-sale services functions in this field and have showed this with 62/50%. It is predictable that this criterion has a very high significant for the customers. Significance of this index for the customers is 0/89. The rate of customer's satisfaction of on time provision of accessories tools compared to past has decreased 7%. On time cooperation of repair, installation, consulting, and support teams in offering services has the mean of 65/74% which has highly attracted customer's satisfaction. Statistics of after sale services companies and customer's services unit show continuous progress of service provision by after sale services companies and this company is successful in decreasing waiting time of customers. The significance of this item is 85/4%. Participation and cooperation of dispatched teams in after sale services companies has increased customer's satisfaction of this item to 1% more than past periods.

Increase of on time service system has created remarkable competitive advantage for Iran Transfo Company. On time sending of required equipments has attracted customer's satisfaction with the mean of 63/46%.

Because of its importance to the customers its predictable significance is 91%. This amount has the highest significance in after sale services quality. There is not any significant difference in the results of this item with previous period. To have more comprehensive item in this period, the measurement of repair quality section was replaced with warranty services quality section. After sale Services Company of Iran Transfo has attracted high satisfaction of customers with the mean of 64/81%. The significance of this item for the customers is 83/6%. But it has been decreased to 9% compared to past which maybe is related to the change of item title. Warranty services quality has been added to customer's satisfaction model and evaluation process. Customer's satisfaction of this variable is 63%.

The significance index of this item is 81/8% for the customers. This criterion was not measured in the previous period's variable of accessibility to after-sale Services Company is one of the newest added items. Customer's satisfaction of after-sale Services Company is relatively high and over 65/74%. After sale Services Company with the development of its agencies can increase customer's satisfaction.

The significance index of this item is 81/6% for the customers. This criterion was not measured in the previous periods. Technical supports and consults of these after sale services companies have attracted relatively high satisfaction of the customers with 67/59%. Customers with the index of 81/8% are interested in receiving these types of technical supports. Rate of satisfaction of technical supports has decreased 3% in comparison with the past. Establishment and installation quality factor with the mean of 66/35% has relatively high satisfaction.

Increasing quality of establishment and installation can make not only more profit for the company, but also can decrease problems of incorrect installation and possible damages to the Transfo Mators. The significance of this item for the customers is 85%.

The rate of satisfaction of establishment and installation quality of Transfo Mators has decreased 6% compared to past. Maintenance quality and times of offering service with 56/46% is the lowest level of CSI between the variables of after sale Services Company and other variables. This section has the lowest satisfaction of the customer's and even some customer's claim that they are not aware of such types of services. It should be mentioned that these kinds of services, communication with the customer's advertisement about the company can increase mental positive image which does not have any expenses for Iran Transfo Company with these types of services, customers will feel the accompaniment of Iran Transfo with themselves. Even if this issue in after sale services quality has relatively low importance for the customers, low satisfaction of customers has made this item the third priority of improvement. Compared to past, the rate of satisfaction has increased 3%. It seems necessary to achieve more success in this field. Customers are dissatisfied of the equipments prices in the after-sale services companies. The mean of this item is 45/19% which is the lowest level in this measurement. The significance index of this item is 72/8% for the customers.

It seems necessary to revise pricing procedures of after sale Services Company in equipment section due to its importance and customer's dissatisfaction.

This item is one of the priorities of improvement in customer's services quality section. As it is observable 39% of respondents are dissatisfied of this item. The rate of customer's satisfaction of equipment prices not only has not changed but also has decreased 10%. Repair and wages expenses of after sale services companies had had the lowest level of CSI between major criteria of variables 44/23% of satisfaction is indicative of customer's dissatisfaction of these prices. This factor needs more accurate investigation in improvement

priorities section. The significance index of this item is 72/8% for the customers. In terms of repair expenses and wages, we can observe 6% of dissatisfaction. In terms of technicians and after-sale services clerks' behaviors, customers have very high satisfaction of their behavior. Their satisfaction of this item is 76/92%. None of the customers is dissatisfied of this issue. The significance of this item for the customers is 80%. This criterion was not measure in the previous periods. Another item in after sale services companies is related to the skills of technicians and clerks and has attracted 70/19% of customer's satisfaction.

The highest rate of signification of this item is 92/80%. Having skillful technicians in after-sale services companies has made the position of this item safe. This criterion was not measured in the previous period. In CSI table and between after sale services quality variables, the variable of after sale services of Iran Transfo Company has attracted customer's satisfaction with the mean of 62/48% which is relatively high.

A financial issue is classified as the fourth indicator in the evaluation of financial services quality and is the first factor in paying deposit with reference to the mentioned cost in the contraction that customers have relatively high satisfaction of it. The mean of this factor is 62%. The importance of this criterion is 84/4% for the customers. Customer's satisfaction of this variable has decreased 9% compared to past period. In general, Iran Transfo customers have relatively high satisfaction of financial transactional procedures.

As it is observable, the mean of this factor is 63/54%. The significance index of this item is 75/6% for the customers. The rate of satisfaction of this item has decreased to 7% compared to past. It can be inferred that with respect to credit duration factor, customers have high satisfaction of devoted credit duration by Iran Transfo Company. The rate of satisfaction of this item is 68/48%. As it can be seen, 50% of the customer's are satisfied of this condition. The significance of this criterion for the customer's is 66/6%.

The results of this period have had a significant growth because of 10% satisfaction increase in the credit duration. Customers have high satisfaction of credit level. The mean of this factor is 68/48%. But the significance of this item for the customers is a little higher than credit duration. It is 68/8% there is a 6% growth in the rate of customer's satisfactions of credit level. Financial and accounting affairs of Iran Transfo Company are clear for the customers and this issue leads to their satisfaction. It can be inferred from the mean of 69/79%. The significance of this issue is 80% for them. This criterion has not had any significant differences compared to past. The speed of conducting financial procedures is 69/79%. Customers are satisfied of this rate. This criterion like credit level and credit duration items has lower significance compared to other variables. The significance of this item is 68/8% for the customers. The results of this criterion are not very different from other periods.

The most important obstacle of this company in the competition field is: the lack of prices adaptability with market prices. The rate of customer's dissatisfaction of this issue is with the mean of 51/09%. In addition, 25% of the customers are dissatisfied or completely dissatisfied of this item. In order to avoid customer's expectations, market analysis seems necessary in the reduction of prices before any planning in this respect. Creating balance in the prices has the significance of 80% for the customer's. This index will have a significant difference with reference to customer's classification into industries and governmental offices. Non-governmental customers are more sensitive to price changes and differences. Satisfaction of this criterion has a slight reduction in comparison with the past. Mean of customer's satisfaction of Iran Transfo financial issue is 64/74% that is relatively high satisfaction.

As it has been mentioned in the introduction, European model of customer satisfaction had been localized to receive optimal results. One of the changes in this model is complaints issue in European model that with the addition of some other variables has been considered as relationship with customer's indicator (Table 2).

Table 2 – **Research variables**

Research variables	The percentage of importance	The percentage of satisfaction (87)	The percentage of satisfaction (89)	Cronbach's Alpha	CSI Index 68,75%
Variables of products and services value criterion:					
Customer perspective on the value of purchased and cost products		68,45	62,5	0,949	
Customer perspective on the value of cost services		69,88	60	0,95	
Variables of expectations criterion:					
Customer expectations of Iran Transfo products quality				0,95	
Customer expectation of Iran Transfo services quality				0,95	
Variables of relationship with customers criterion:					59,63%
The rate of attention to customers technical suggestions and opinions	76		53,57	0,949	
Covering damage and accepting mistakes by Iran Transfo company	88		55,77	0,95	
The manner of dealing with customer complaints	80		58,65	0,951	
The speed of dealing with customer complaints	72		56,73	0,951	
Ease of access to the unit of communication with customers	66		65,18	0,95	
Iran Transfo measures and functions with customers of recent period	72		67,86	0,95	
Variables of loyalty criterion:					
Interested in continuing of cooperation		90,4	82,69	0,951	
using new produced products of Iran Transfo		86,46	82,69	0,95	
Purchase proposition from Iran Transfo to other company		88,68	75	0,95	
No replacement of competitors in equal condition		67,97	57,69	0,952	
Variables of total satisfaction criterion:					
Adaptability of produced products of Iran Transfo with the level of expectation				0,95	
Adaptability of Iran Transfo services with the level of expectation				0,95	
Variables of perceived image criterion :					67,09%
Professionalism versus amateurism	75	75,78	75	0,95	
Responsible versus irresponsible	70,54	72,92	70,54	0,95	
Trustworthy versus unreliable	81,25	77,6	81,25	0,95	
Modern equipments versus old equipment	68,75	77,37	68,75	0,951	
Creative and prospective versus underdeveloped and unimaginative	58,04	65,63	58,04	0,95	
Customer oriented versus organization oriented	58,04	67,45	58,04	0,949	
Pioneer versus traditional	58,4	77,08	58,04	0,95	

It is related not only to customer's complaints but also to customer's relationship with other industries. In the first item of this indicator, since the suggestions and technical opinions of the customers are not supported by Iran Transfo Company, they have low satisfaction of this item. The rate if its mean is 53/57%. This kind of dissatisfaction can be decreased with reasonable explanations about rejecting suggestions of following their constructive suggestions.

The significance index of this item is 76% for the customers (since customer's opinions have not been considered in the previous periods, there is not possibility of comparison). Customers have low satisfaction of this company, since Iran Transfo Company does not accept its mistakes.

The reasons are originated from two issues. The first reason is related to the inability of this company in correct justification of customers about the mistakes of the company and the second reason is related to this fact that maybe the occurred mistakes are related to Iran Transfo Company and due to this fact it should be informed to the customers to keep their trust toward company. The significance of this item is really very high for the customers. Number of 88% shows customers need about trusting in Iran Transfo Company. Unfortunately, 95% of unsatisfied customers never complain about this issue that this trend is not advantageous at all.

Since dissatisfied customers can imply the problems of products and processes to the producer of goods. On the other hard, the only measure that these customers take is to change their company and producer and they create the worst situation.

Approximately 58/65% of the customers who had complained about Iran Transfo Company were satisfied of the mentioned company reactions and responses to their complaints. If customers do not have enough motivation to complain, the number of unsatisfied customers will be increased which is certainly unpleasant. The improvement of systems in dealing with customer's complaints has 80% significance. From customer's perspectives, the rate of speed in dealing with customer's complaints is relatively slow and with the mean 56/73%. The point is that with having appropriate and on time reactions to the complaints, posing information and processes in dealing with complaints, the negative effects of complaint issue will be decreased in customer's mind. Based on the investigations, 95% of unsatisfied customers do not complain. They decrease their shopping or stop their shopping without any complaints. In the industry that Iran Transfo is cooperating, the possibility if complaining is not too available for all the customers. But even some few customers stop their shopping from Iran Transfo Company. Then company will lose a lot of profits.

With reference to new and latest research, if the companies want to prevent from losing 5% of their customers, they can add 25 to 85% to their profit. Unfortunately, accounting systems companies cannot perceive the value of their loyal customers. In addition, the factors which are effective on productivity directly can play an important role in the appropriate management of market and quality and it is effective on gaining profit indirectly. Availability of customer's services center has attracted the customers relatively highly with the mean of 65/18%. About 50% of the customers are satisfied with this variable. Accessibility of this variable has significance of 66% for the customers. Iran Transfo Company could attract relatively high satisfaction of the customer's with the 67/86%. The significance of this issue is 72% for the customers. In CSI table, total indicator of relationship with Iran Transfo Company is 59/63% which is relatively high mean.

Total indicator of customer's perceived quality. Customers perceived quality has been calculated for two groups called product quality and services quality (selling services, after-sale services and financial services).

Customer's satisfaction of produced products of Iran Transfo Company is 66/96% which is relatively a high number. Total satisfaction of Iran Transfo customers with respect to offered services is 65/18% which is relatively high. The mean of these two factors as the indicator of customers' perceived quality is 66/07%. With the comparison of means it is clear that there is 2% of reduction in comparison with the past period.

Other indicators are the following. The first one is value. Customers estimate about the product which has the highest profit. Based on their devoted expenses, their limitations in information, and the rate of their incomes, they do their best to maximize their profits and values. They have acceptable expectation levels that follow it. Their satisfaction and the possibility of shopping are affected by the product which should be based on their expectations. As a result, in this analysis the differences between customer's expectations and perceptions of Iran Transfo Company about products are dealt with. The ideal goal in this field is to increase customer's expectations to the maximum and to decrease the gap between the customer's perceptions and expectations. Level of expectations, real perceptions and the differences between these two concepts are explained. The differences are observable.

If we cannot increase perceived value, customers' expected value will be decreased. In comparison with the past, the rate of perceived value has been improved. With the calculation of mean, total indicators for the customer expected value and perceived value are 88/43 and 61/25% respectively.

The indicator of perceived image. Total indicator of perceived image has the mean 67/09% which is relatively acceptable. Now each of the indicators will be investigated. Iran Transfo customers believe that this company is a highly professional company. About 75% of satisfaction for this factor shows that it is in a good competitive status. Marketing and sale strategies can be designed and implemented on the basis of customer's opinion on professionalism concept of Iran Transfo Company. The results show that customer's support the concept of professionalism is Iran Transfo Company. It has created relatively positive image for customers about the concept of commitment which has the mean of 70/54%. Customers believe that the rate of commitment in Iran Transfo Company has decreased more than 2% in comparison with the past. Based on opinions of Iran Transfo customers, this company has been considered as a reliable and trustworthy company. This can create an appropriate chance for Iran Transfo Company in terms of competition. Its mean is 81/25%. The mean of 68/75% shows that customers believe Iran Transfo Company utilizes modern and advanced equipments. This concept can create a good plan for promotion and improvement. Having modern and up-to-date technology is a strong reason to attract new customers. In addition, this item should be used to attract foreign customers since they regard Iran as a type of developing country. As a result, with the identification of potential customers and effective factors on customer's shopping on positive image can be created.

Even this rate has decreased to 9% percent this rate is an acceptable value for the modernization of Iran Transfo Company. On the other hand, customers do not accept and consider Iran Transfo Company as a kind of creative producer. The mean of this factor is 58/04%. The rate of this variable even has decreased in comparison with the past.

The mean of 58/04% shows that Iran Transfo is relatively customer oriented company. In fact, real organization- oriented system is based on customer oriented system. Since the companies can develop with customer's satisfaction and their productivity. Having customer oriented system is one of the goals of Iran Transfo Company. So all the involved people in this process try to increase the rate of this mean and improve it to the best. Both customer and organization satisfaction must be fulfilled. But Iran Transfo Company has not achieved

success in this field and the results show 9 percent of reduction in comparison with the past period. Customers with the mean of 58/04% regard Iran Transfo Company as a pioneer company but it is not very good news. Since the environment of Iran Transfo Company is a kind of competitive and dynamic company, the companies that have less competition will fail. Thus, it is better that Iran Transfo company in the present competitive market with utilizing fast measures increase its commitments and meet the demands of customers with the help of global technology. But in this field, we can observe backwardness of Iran Transfo Company which is a serious alarm.

Before dealing with customer's loyalty in Iran Transfo Company some of the competitors of this company consider respondent customers to this opinion poll as one of the suppliers of their products. If the suppliers feel customer's dissatisfaction, they will buy market share vary quickly. Determination of competitive differences and acceptable status in the market is one of the basic essentials in competition. It is noteworthy that the present list includes only some competitors and other types of dangers such as industry competitors of other industries, potential competitors, substitute goods and even purchase power of buyers and distributors should not be ignored. Loyalty of Iran Transfo Company is relatively high and is 74/52%.

With reference to total CSI and relative satisfaction of some indicators, this result helps to support obligatory loyalty hypothesis. We tried to test this hypothesis in this measurement. For example, a question was added to the questionnaire (question number 4: If another company with similar price and quality in sale item propose to you, what percentage is possible that you replace that company with Iran Transfo?). The mean was 57/69% which was the lowest number between loyalty variables and the hypothesis supported. The reasons of customer's cooperation with Iran Transfo Company are indicative of patterns of loyalty which is called other emotional loyalty. Having national bias and domestic industries supporting confirm the mentioned fact. The goal of this part is the investigation of customer's loyalty stability. The pattern of obligatory loyalty is not stable at all. The pattern of emotional loyalty can be stable in very special situation but achieving to fixed loyalty particularly in industrial productions, is dependent on logical pattern of loyalty demanding high maintenance of quality and services at the highest level and with the consideration of customer's needs, conditions and satisfaction.

At the moment, we will investigate each of the indicators in the measurement of loyalty between the customers of Iran Transfo Company.

How much are you interested in keeping your cooperation with Iran Transfo Company? This factor with the mean 82/69% has the highest average between loyalty variable and other criteria. This mean is indicative of the highest loyalty in cooperation with Iran Transfo Company. If Iran Transfo Company produces your required new products, how much are you interested in using these products? The mean of 82/69% confirm the high quality of Iran Transfo products. This result had been confirmed in product quality item. The highest level of loyalty can show required certainty for R&D item in designing new products.

Do you tend to suggest Iran Transfo Company to other companies? Exclusive companies generally do not need to advertise about their products but in the competitive world of today when all customers try to have domination over exclusive feature, the necessity of having positive advertisement is observable. The effect of advertisement has the mean of 75%. But this number is significantly different compared to last period. If another company with similar price and quality, propose you sale proposition, what percentage is the possibility of replacing that company with Iran Transfo Company? Even the customers of Iran Transfo Company with relatively high mean of 57/69% are not interested in replacing this company with the other company. Having lower meant in comparison with other variables can create

challenges in accepting loyalty pattern. As it is stated, this variable with the lowest mean decreased the total mean of loyalty. If this variable were not in the questionnaire, the total mean of loyalty would be 80%.

The most important reason form marketing perspective can be attention to customer's opinion. One of the policies of Iran Transfo Company in customer orientation trend is related to the meeting of head managers with the customers, investigating about their problems and demands and conducting measurement of customer's satisfaction. This reason can be effective on the creation of security and belonging feeling. Also the effect of having customer's services center, dealing with complaints in this center, and periodical trips in this regard should not be ignored. Paying attention to customer's suggestions, exchanging the problems with them, attracting their trust, and respecting customer's opinion can increase sense of membership in the customer. These customers will have a type of belonging feeling to Iran Transfo Company and certainly will be sensitive to the problems of this company. In addition, these types of satisfied customer's will help to increase productivity and share of Iran Transfo Company in the market.

Their loyalty is longer. When Iran Transfo Company supplies market with a new type of product or reforms its present products, the customers will shop more. Advertisement is really effective on selling the products of Iran Transfo Company. In this condition, they will not be affected by sale prices a lot and rarely will pay attention to the products and advertisements of their competitors. They will present new ideas about the services and products to the company. Since interactions with satisfied customers are typical, providing services for these customers is less than new customers.

In addition, the expenses of attracting new customers are five times higher than old customers and the expenses of gaining profit form a new customer is 16 times higher than ex-customer.

Discussion and conclusion. This article was an investigation about customer's satisfaction, demand, and loyalty in the exclusive industry of producing Transfor Mator in Iran. The goal of their research was to investigate customer's demand in an exclusive company and we made use of questionnaires to achieve some key points to succeed in the industry and attract the customers which was based on localized European customer's satisfaction model.

Even if the entire foreign customers did not accompany us in this research, they represented a complete sample of the entire cooperative customers and express their opinion through questionnaires and interviews. With the help of Alpha Cronbach's method and investigation of data in the opinion polls, we could find the strong and weak points of the organization.

The hypothesis was supported that the rate of business customer's satisfaction has a direct relationship with their loyalty.

We could find the reasons of customer's cooperation with this company that the most important reason was related to customer's satisfaction and the other reasons are the following ones: purchasing from Iran Transfo Company which is cheaper than foreign imports. Not having the possibility of importing, obligatory provision of products in Iran Transfo company (such as having complete exclusiveness and obligation of employer), supporting domesticate industries and nationalism feelings, that Iran Transfo company due to cooperation with Zimense company follows basic standards. As it was stated in the introduction section, in this questionnaire some parts had been regarded for the customers to express their opinions freely. It was relatively effective on final analysis of the results. The most important demands of customers have been classified with these priorities. Fulfilling the commitments is the first

factor which includes contract regulations, warranty conditions, production and delivery times. Other priorities are customer's expectations on the increase of quality, offering reasonable and equal prices similar to international prices, improving services and after sale services, commitment to international standards, increase of quality and speed in the presentation of documents, maps and technical features, suitable communications with customers and supervising sub-branches companies, holding training courses.

The strong point of Iran Transfo company from customer's perspectives can be related to acceptable quality of products at international standard level, its consecutive improvement, efficient management, skillful human resources, improved organizational planning, facilities to conduct different tests, having suitable raw materials, after sale services, provision of accessory equipments, enjoying native potential, chances to make use of nationalism feelings, easy access to companies and required services, flexibility in orders, reasonable prices, exclusive production of power Transfor Mator in Iran and under the license of Zimense company. The weak points of Iran Transfo Company are the following ones based on their importance for the customers. Not fulfilling their commitments (contract regulation, delivery time of products), low quality of the products and accessories, following inappropriate pricing policies, organizational direction, lack of flexibility before customer's demands and understanding their needs and pressures, avoiding competition and following exclusiveness feature, delay in offering services and also after-sale services, slow development of quality, and lack of creativity and variety, the lack of perseverance to follow R&D strategy.

This research had some limitations such as geographical atmosphere of strategic customer's (strategic customer's questionnaires completed in face to face interactions). Another limitation is related to the lack of access to customer's information in special political and martial places. In addition, some customers did not have enough cooperation in this research. For example, foreign customers did not complete the questionnaires even we asked them. On the other hand, some customers just had the role of final purchaser not user.

Further suggestions. Based on the results and conducted research, forming CSM committee for this company seems necessary. To attract customer's satisfaction, a committee with the participation of commercial head, sale head, after sale services, head quality control department, supply department head and agent of executive was formed to evaluate and analyze customer's satisfaction for implementing related measures in this respect. Second suggest is to change priorities to improvement projects. It means that improvement priorities will change to functional projects and except determination of project official, their scheduling plan will be determined too. The third suggestion is to focus on the first priority that in this priority, customers of Iran Transfo Company believe that company does not have enough flexibility before customer's demand. As a result, it is necessary that company after contracting considers new customer's demand. The forth suggestion is related to company about accepting its mistakes. Customers of Iran Transfo believe that company accepts its mistakes rarely and also seldom shoulder the responsibility of the damages. There is general consensus between most of the customers. It is essential that the agreed notes in the frame work of contract about compensating of damages get fulfilled. The fifth suggestion is this action related to on time sending of accessories. Customers believe that Iran Transfo Company after sending Trance can create some problems for the customers in sending accessory tools and according to one of the customers, Iran Transfo Company does not provide gasoline for you after car delivery. Even this car is as modern as Benz, it is useless for us. Thus, it is recommended that in sending spare tools, they should have more regular program. The sixth suggestion is related to correct estimation of delivery time of products. Informing customers

about the changes and other terms in agreements can change their negative impression toward company. The seventh suggestion is related to revise trends in dealing with customer's complaints since customer's have low satisfaction of dealing with complaints, it is necessary that company not only investigates this process but also decrease the time in dealing with customer's complaints. The next suggestion is related to involve customers in the affairs of company. Since it is an exclusive company, it is suggested that the company focuses on the mentioned priorities in this index. With involving customers in improvement process, the company can invite key customers to attend in the programs and to exert changes in product and services processes.

With the provision of opinion poll questionnaires, the customers can express their opinion about future programs, the problems in the provision of raw materials, increasing prices and other related issues. With the establishment of customer's suggestions system which is an effective mechanism in the cooperation with customers and company, customers will send their opinions and suggestions for the improvement in an organized system and the company will praise them too. On the other hand, based on improvement priorities in the quality of product, we can refer to oil leakage. To deal with this issue in a better way, it is necessary that these customers get identified and with holding common sessions with them, the reasons get investigated and each customer can get informed about the best strategy. Another important suggestion in this field can be related to make use of customer's loyalty. Customers of Iran Transfo Company are loyal to the company and this loyalty can create a good chance for improvement that loyal customers do not get dissatisfied.

Thus, it is necessary that Iran Transfo Company tries to improve customer's satisfaction of improvement priorities. It seems that Iran Transfo company to improve communication with the customers and to make most use of customer's loyalty for the increase of productivity, should try to manage the relationship with the customers. Using this strategy which is the most developed strategy of management during 10 years in the world can help to Iran Transfo Company to exert effective type of management on their customers and their expectations. This type of organization is based on software that can organize different types of activities such as call management, customer's data center, and interactions with the customers. This research was an attempt to investigate the direct relationship of business customer's satisfaction with their loyalty.

It is suggested that for further research a group of different customer's such as strategic customer's get examined more accurate. Also the relationship between customer's expectations and their satisfaction can be investigated too. Perceived quality and perceived value of the indicators are good factors to be investigated. Furthermore, perceived quality of the products and services and their effects on business customer's satisfaction can be investigated. The relationship between perceived value of business customers and perceived quality and expectations can be dealt with.

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Очікування споживачів в ексклюзивній промисловості Ірану

У статті проведено дослідження та порівняння різних моделей оцінювання рівня задоволеності споживачів. У рамках дослідження була використана Європейська модель. Результати аналізу подані за трирічний період. Були вивчені такі змінні, як: якість продукції, якість обслуговування, якість гарантійних послуг, якість фінансових послуг, а також відносини зі споживачами, сприйманий імідж та лояльність. Для збору даних був використаний метод польових досліджень. Зібрані дані були проаналізовані з використанням програми SPSS. Метод Альфа Кронбаха був застосований для дослідження особливостей компаній-споживачів та рівеня їх задоволення за кожною із виділених змінних.

Ключові слова: очікування споживача, споживач, задоволеність, лояльність, оцінювання, ексклюзивна промисловість.

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Ожидания потребителей в эксклюзивной промышленности Ирана

В статье проведено исследование и сравнение разных моделей оценивания уровня удовлетворенности потребителей. В рамках исследования была использована Европейская модель. Результаты анализа поданы за трехлетний период. Были изучены такие переменные, как: качество продукции, качество обслуживания, качество гарантийных услуг, качество финансовых услуг, а также отношения с потребителями, воспринимаемый имидж и лояльность. Для сбора данных был использован метод полевых исследований. Собранные данные были проанализированы с помощью программы SPSS. Метод Альфа Кронбаха был использован для исследования особенностей компаний-потребителей и уровня их удовлетворенности по каждой из выделенных переменных.

Ключевые слова: ожидание потребителя, потребитель, удовлетворенность, лояльность, оценивание, эксклюзивная промышленность.