

## **An Assessment of Consumer Satisfaction for Food Retail Chains: A Case Study from Turkey**

**M. Göksel Akpınar<sup>1</sup>, Mevlüt Gul,<sup>2</sup> and Sinem Gulcan<sup>1</sup>**

<sup>1</sup>*Akdeniz University, Faculty of Agriculture, Department of Agricultural Economics,  
Antalya/TURKEY*

<sup>2</sup>*Süleyman Demirel University, Faculty of Agriculture, Department of Agricultural  
Economics,Isparta,TURKEY*

*mgoksel@akdeniz.edu.tr ; mgul@ziraat.sdu.edu.tr ; sinemgulcan@akdeniz.edu.tr*

### **Abstract**

Consumer oriented marketing concept appeared to be effective in accordance to the shift from the traditional marketing approach to the modern marketing approach. This process brings about the concept of customer value in retail food sector as it is the case in other sectors. The rise in number and variety of shopping units that operate in the retail market drives firms into value based marketing concept. Due to the positive effect on the relationship between customer value and customer satisfaction, measuring customer satisfaction in order to increase customer value in sector has gained importance.

This study is focuses on determination of satisfaction level of customers who make shopping in local and national supermarket chains operating in retail food sector. In order to achieve this, firstly the qualifications that constitute customer satisfaction conditions in supermarket chains and satisfaction level of customers regarding those qualifications are determined. The study was conducted in Antalya province of Turkey. The sample size was determined as 400 with 95 % confidence interval and 5 % margin of error. The data were collected from consumers via face to face survey. In the study 30 basic qualifications affecting performance of supermarket chains on customer satisfaction were enlisted under five main factors. Customer satisfaction index of supermarket chains was found out to be 74, 9 %, which is 72, 8 % in local chains and higher with 77, 8 % in national chains. Findings reveal that local supermarket chains focus on positioning strategy while national supermarket chains focus on good/service strategies. However, the lowest satisfaction level criterion of customers in food purchases in retail chains was found out to be related with after sales service process.

Keywords: Food Retailing, Supermarket, Consumer Satisfaction, Turkey

### **1 Introduction**

With the phenomenon of globalization and the rapid technological development in the world, important changes are taking place in the field of retailing. The marketing strategies are turning into a new dimension with the intense competition in food retailing market environment. The current which is called as new economy, makes an influence on the enterprise behaviour to become customer centric. Establishing long term relationships with customers and converting the relationships to their loyalty has become the key of profitability with this new current. In this new approach, the relationship with the customer is considered as the main axis. Customer relationship management (One to one marketing) has become a tool for finding customers, converting them into loyal customers and increasing the rate of profitability in this aggressive and competitive environment. In this customer centric new economy, there is an approach that may effect their understanding of

businesses, can be summarized as "The customer is the most appropriate business purpose, win this customer, retain her/him and increase the customer profitability due to the increase of your gain." (Helm, 2001; Ersoy, 2002).

Customer relationship management is a strategic trend which focuses on retention the existing customers and development of relationships. Customers' buying behavior is based on their perception of quality and satisfaction (Brown, 2000; Ersoy, 2002). As a result of consumer awareness, the companies are moving away from the "sell at any price to anyone" mentality; becoming tended to make the sale for ensuring consumer satisfaction. Consumer satisfaction is based on various criterias as consumer-oriented attitude development, integrated marketing efforts and creating profit-generating sales volume. As the concept of human and speed factor has entered into marketing area that brought in a new concept of "customer value" in our lives (Kaşıkçı, 2002).

The concept of customer value creation is associated with the customer or consumer satisfaction, and also with the management of sale points. Customer satisfaction is considered to be the one of the most important criteria for providing a better business performance and creating more value for the customer (Schneider et al., 1999, Raju et al., 1995). The concept determined as "customer value" or "creating value", is defined as the wanted service or product qualifications, which are perceived by the customer. The values usually include not only the existing values of the characteristics of products and services; they include also the values that as a result of the use of products or services (Scneider et al., 1999). The sentence said by Drucker, "Missions and objectives of the enterprises are creating customers and satisfying them" and T. Levitt's phrase "The purpose of the businesses are finding customers and make them loyal." emphasize the importance of the concept of customer value creation (Odabasi, 2006). If the concept of customer loyalty is considered by the terms of food retailing, successful business strategies will play a major role in the sales points. The basis of successful business strategies is based on consumer satisfaction.

Food retailing is defined as purchasing, pricing and making the consumer satisfaction maximum by submitting these services to the consumers. According to this definition food retailing has to provide the value of conformity, the value of product and business behavior (Yurdakul and Koç, 1997). The management of point sales maintains a good business culture, a good functional job analysis and also some features as a good choice of location, size, an appropriate method of sale (self-service or staff services), a suitable product policy (width and depth), brand policy (single or multi-brand) and consumer traffic. And also, placement and rack system, labeling system, working hours, pricing policy and the difference in competitors, price image, and sales promotion activities in the store and out of the store are in these features. The entry level, auditing and security, showcase style, environment, decor, lighting, perfume, music, proximity to the consumer, parking and traffic, air conditioning, heating, attitude and the behavior of staff, the pace of service, store image, customer culture are also located in these important features. On the other hand, the supply system, purchasing standards and resources, an appropriate order and inventory system, logistics support, burglary prevention system, cleaning, the attitude for returns and complaints are important in retail management (Karabulut, 1998).

For the concept of consumer satisfaction in marketing literature, the approach which is accepted in many of the studies is Oliver's "unapproved expectations" model. The concept of satisfaction is a perception of emotions about feeling happiness by the customer (Gök, 2006). Oliver described the consumer satisfaction as a result of using the product in the

cognitive and emotional stages (Oliver, 1997). Studies on this topic emphasize that consumer perceptions are not only a cognitive process of comparison; they also consist of consumer feelings (Mano et al., 1993; Oliver, 1993; Oliver et al., 1997).

Customer satisfaction can be considered as an output of the expectations and experiences during the purchase. The aim is to provide the expectations of the customer as possible; moreover, provide the unexpected values too (Mittal and Kumar, 1999). If the customer value is high, customer satisfaction is increasing according to it. If the desired results were achieved after the use of the product, it means a positive value is given to the customer and customer satisfaction will be high. Therefore, customer satisfaction should be measured for increasing the value of the customer (Stahl et al., 1999).

Some studies about food retailing are focused on the relationship between retail store properties, customer satisfaction and store sales performance (Gomez et al., 2003). In addition, customer satisfaction levels were investigated by determining the degree of importance on some supermarket features (Abubakar et al., 2001). The purchase place atmosphere is more effective than the product on the buying decision, stated by Kotler (1973). The weather, music, customer appreciation can affect the satisfaction about service (Lovell et al., 2001). The recent studies decide that the decision of the customer depends on the perceived value (Belliveau et al., 2002). Today, consumers are meeting with lots of products, brands and sale points. On these conditions, consumers' purchase decision is based on some kind of criteria and assessments (Uzunoğlu, 2007). Today's consumer identity is developing to the "new consumer", which is being informed on the effects of the individuality, being active, speed, experience, wisdom, enthusiasm, emotionality (Menteth et al., 2006).

The purpose of this study is to determine the qualifications which are perceived as important by supermarket consumers and evaluate the consumer satisfaction on the national and local supermarket basis in Turkey.

## 2 Material and Methods

The main material of the study was the data which is obtained directly from consumers. The data of the research field was obtained from Turkey Statistical Institute and the Metropolitan Municipality. Also, national and international literature textbooks were used.

The study area includes the urban area of Antalya province. Antalya province hosts an important potential for the retail sector due to being Turkey's agricultural and tourism center with the intense internal and external immigration and rapidly growing urban area population. Especially in the last five years, international retailers are positioned in Antalya market and expansion strategy as well as local and national supermarket chains.



**Figure1.** The Research Area

In practice on marketing research, different sample sizes are used by assuming certain confidence limits and a specific variance of the main mass for different sizes of the main mass and tolerance levels. The calculated sample size was 384 for the 95% confidence interval and 0.25 (0.5×0.5) variance in the conditions of having more than 500.000 main mass (the population of Antalya's central district: 775.157) and when the main mass divided into two groups (in this study the supermarket shoppers and who don't) (Collins, 1986; Kurtuluş, 1998). To achieve the volume of the sample, it was assumed that 50% of consumers living in urban area of Antalya were supermarket consumers, the margin of error was  $\pm 0.05$  and the confidence interval was 95%. In this direction, the enough sample size was 384 for the survey research area.

The study sample size was tested for the rate of 5% ( $n/N \geq 0.05$ )

Antalya city center =  $384/775.157 = 0.000495 < 0.05$

Accordingly, the value obtained as the deviation remained below 0.05. In the study the sample size defined as 400, taking into account the possible number of incorrect questionnaires. In the study, the survey method has been used as a method of collecting data and information. As a data and information collection tool, the personal interview (face to face interview) technique was employed.

Two assumptions were used during the measuring of the level of consumer satisfaction. The first assumption depends on symmetric impact of positive and negative qualities for customer satisfaction. According to the second assumption, there is an asymmetrical impact of positive and negative valued qualities on customer satisfaction. In this case, the impact of the negative quality performance is assumed to be much more effective than the performance of a positive nature quality on the performance of sale points (Mittal and William, 1998; Mittal and Baldasare, 1996; Özkan et al., 2006).

One of the most common methods of measuring the consumer satisfaction is the measurement of performance according to the qualifications. With this method, the degree of satisfaction becomes a function depending on qualifications (Sinclair et al., 1995). In this direction, the qualifications which were perceived as important in supermarket shopping were questioned. The classification of important qualifications were made by the technique of data intensification. Then, the evaluation of the performance in the consumer perception was made for national and local supermarket chains in terms of these qualifications. The consumer surveys used in the study for the measurement of consumer satisfaction. In the question form which was developed in this direction, the consumer assessments about 30 satisfaction criteria were evaluated in 10 likert scale. Descriptive statistics were used in the processing of consumer data. In addition, the factor analysis technique was employed which is one of the multivariate analysis techniques.

### **3 Results and Discussion**

#### *3.1 Socio-Demographic Characteristics of the Sample Mass*

A study about the role of demographic factors and satisfaction on creation of store loyalty, the relationship between these factors was found important. It was found that there is a positive relationship between loyalty and age. Besides, the income status wasn't a determiner for the creation of loyalty. Also, female consumers were more loyal than male consumers, the loyalty for to the closer shops was more than the loyalty for far stores (Anic et al., 2006).

In this context, consumers' gender, age, education, marital status, occupation, income and expenditure status were reflected. As can be seen in the survey characteristics presented in Table 1, the 48,0 % of 400 subjects were male and the 52,0 % were female. While the 29,5 % of the respondents were in 20-30 age group; 15,5% of those were over the age of 51. The significant majority of subjects were in the range of 31- 50 ages.

In the distribution by level of education, one of every four subjects was in the low education group; while the 33,1% were with a high degree of education. In addition, 40,6% of them were graduated from high school. In the marital status assessment, the 74,5% of respondent's were married; 21,5% of them were single and 4,1% of them were divorced or widowed. The average large of households' was detected as 3,4 person for the sample mass. The single household rate was 4,3% and the rate of households for 5 or more person were in their houses. When the distribution of respondents' given by professions, 21,6% of them were in private sector, 12,3% of them were working in public sector. The rates of retired person were 14,0%, housewives were 18,8%, self employed person were 18,1% and artisans were 15,3% in the sample mass.

In the scale of income, the customers who have 500 TL monthly income, were creating the lowest income group with 9,5%. The highest income group of customers who have 2000 TL and over, was identified at the level of 14,0%. A significant majority of respondents were in 501-1500 TL income group. In the assessment of monthly spending amounts of consumer families from supermarkets, the group was in the highest level with 201-300 TL. The second majority defined the 101-200 TL spending segment with the rate of 29,1%. The households which spend over 400 TL monthly, have had the rate of 12,0% . The level was 13,5% for those whose spend up to 100 TL.

**Table 1.** Some Demographic and Economic Indicators for the Consumer Mass Sample (n=400)

Variables	Values
Gender	Female: 52,0 %      Male: 48,0 %
Age	20-30 age: 29,5 %    31-40 age: 27,0 %    41-50 age: 28,0 %    51 and over age: 15,5 %
Education	Primary School: %15,5      Secondary School: %10,8      High School: %40,6 University: %29,3      Graduate:%3,8
Marital Status	Single: 21,5 %      Married: 74,5 %      Divorced-Widowed: 4,1 %
Profession	Government Employees: 12,3 %      Artisans: 15,3 % Retired: 14,0 % Private Sector Employees: 21,6 %      Self Employed: 18,1 % Housewives: 18,8 %
Household Size	1 person: 4,3 %      2 people: 18,0 %      3-4 people: 64,9 % 5 person and over: 12,9 %      Average: 3,4
Income (TL/month)	<501: 9,5%    501-1000: 33,5%    1001-1500: 27,3%    1501-2000: 14,8% 2000<: 14,0%
Expenditure* (TL/month)	<101: 13,5 %    101-200: 29,1%    201-300: 30,7%    31-400: 15,1% 400<: 12,0%

\*The monthly expenditure amount from supermarket chains (The exchange rate: 1Euro =1,59TL)

### 3.2 Consumer Satisfaction Factors in Food Retail Shopping

Developing shopping habits in parallel with the development of society and consumer expectations, has increased the interest in organized shopping centers especially in the last thirty years. Organized shopping malls have had an important place in our country within the last twenty years. Besides a different retailing understanding, these malls have been offering a combination of many different opportunities too. So it has created changes in consumer expectations (Aktepe, 2008).

Consumer satisfaction is defined as the relationship between the perceived performance and the consumers' expectations from goods and services. This concept is a function of consumer expectations. If the consumer's experience about the product is higher than their expectations, their satisfaction will be high; otherwise low (Schiffman et al., 2004).

In this regard, this study determines the features that are the consumers care about in supermarket chains as retail food sales point.

In this context, the 30 features about supermarket chains were presented to the consumer's assessment. The factor analysis techniques were applied to the obtained results for classification the features collected under the specific factors (Joseph et al., 1992; Ness. 2002). The number of important features was reduced to 23. These features were presented in table 2. The other 7 features were not taken into consideration due to the lack sufficient of relationship degree. The qualifications which were found important by supermarket consumers were grouped under five factors. These factors explained the 59,90% of the total variance.

**Table 2.** Explanatory Factor Analysis

Qualifications	Factor1	Factor2	Factor3	Factor4	Factor5
N1: Store Appearance	0,726				
N2: Parking Facilities	0,636				
N3: Store Size	0,797				
N4: Store Atmosphere	0,784				
N5: Store Cleanliness	0,678				
N6: Product Display and Section Design	0,677				
N7: Music	0,509				
N8: Product Quality	0,642				
N9: Product Diversity	0,720				
N10: Brand Diversity	0,665				
N11: Personnel Quality		0,690			
N12: Personnel Communication		0,702			
N13: Price Level			0,709		
N14: Regularity and Consistency of Price Label			0,537		
N15: Promotions and Price Discounts			0,620		
N16: Duration of the Cash Process			0,527		
N17: Packaging After Shopping				0,772	
N18: Carrying the Products to the Vehicles After Shopping				0,868	
N19: Customer Services				0,733	
N20: Exchange of the Defective Products				0,773	
N21: To be Taken Seriously of Customer Complaints and Questions				0,731	
N22: Location and Transportation Facilities					0,833
N23: Proximity					0,851
Total Variance	23,335	40,422	47,226	53,668	59,898
KMO (Kaiser-Meyer-Olkin)	0,897				

### 3.3 Consumer Satisfaction Measurement in Food Retail Chains

The second section of the study is for the determination of consumers' satisfaction level which are shopping from the supermarket chains. In this respect, the consumer satisfaction scores about the qualifications identified by factor analysis. The satisfaction scores have been obtained by grading in overall for each qualification. Then, reached the satisfaction index for supermarket customers by summation of the satisfaction coefficients. The table 3 shows the satisfaction index for the consumers which prefer supermarket chains for food shopping. Here, the weighted satisfaction level for consumers was calculated as 7,49 out of 10 and the overall satisfaction index was found as 74,9%. This number reflects the satisfaction level of consumer's supermarket shopping.

The lowest level of consumer satisfaction is concentrated in factor 4. Through these qualifications, carrying the products to the vehicles after shopping, packaging after shopping, customer service qualifications are deficient. The second lowest satisfaction level was associated with the qualification of factor 3. Supermarkets have failed to show adequate performance on the general price level and the waiting period in front of the cash. However these qualities are the effectiveness qualities for creating customer value and retention of existing customers. When the data in table 3 were analyzed, that appears the highest level of consumer satisfaction was associated with qualifications of the factor 5. Accordingly, supermarkets provide the highest performance by accessing to the consumers in supermarkets.

**Table 3.** The Consumer Satisfaction Index in Supermarket Chains

Qualifications Customer Satisfaction Conditions	Satisfaction Score	Weight Multiplier	Satisfaction Coefficient
Factor 1	7,9	0,047	0,372
N1: Store Appearance	8,2	0,049	0,406
N2: Parking Facilities	7,0	0,042	0,296
N3: Store Size	7,8	0,047	0,368
N4: Store Atmosphere	8,0	0,048	0,386
N5: Store Cleanliness	8,3	0,050	0,411
N6: Product Display and Section Design	8,2	0,049	0,404
N7: Music	6,2	0,037	0,229
N8: Product Quality	8,3	0,049	0,408
N9: Product Diversity	8,4	0,050	0,424
N10: Brand Diversity	8,1	0,048	0,389
Factor 2	7,6	0,045	0,340
N11: Personnel Quality	7,7	0,046	0,350
N12: Personnel Communication	7,4	0,044	0,330
Factor 3	7,1	0,042	0,301
N13: Price Level	6,8	0,040	0,273
N14: Regularity and Consistency of Price Label	7,5	0,045	0,339
N15: Promotions and Price Discounts	7,6	0,046	0,349
N16: Duration of the Cash Process	6,4	0,038	0,241
Factor 4	5,7	0,034	0,209
N17: Packaging After Shopping	4,8	0,028	0,136
N18: Carrying the Products to the Vehicles After Shopping	3,6	0,022	0,079
N19: Customer Services	4,8	0,028	0,135
N20: Exchange of the Defective Products	7,7	0,046	0,358
N21: To be Taken Seriously of Customer Complaints and Questions	7,5	0,045	0,337
Factor 5	8,4	0,050	0,421
N22: Location and Transportation Facilities	8,4	0,050	0,418
N23: Proximity	8,4	0,050	0,424
Total	167,1		7,491
Satisfaction Index (%)			74,9

\*The consumer assessment by the likert scale (10) for 3 national and 3 local chains with the largest total market share as 82,0%.

In the study by Abubakar et al. (2001), especially the geniality of the staff and the personnel quality was found to be important for providing customer satisfaction. Also in Krueckberg's study (1990), the helpfulness was found very important on the effect of store staff in providing customer satisfaction.

When the national and local supermarket chains are examined in terms of consumer satisfaction index, the consumer satisfaction index of national supermarket chains was found as 77.4% and local supermarket chains' index was 72,8%. In terms of general satisfaction index this is understood that the national supermarket chains have created higher consumer satisfaction. However, there can be seen the qualifications which were superior than each other in the comparison on the basis of qualifications.

With the assessment, satisfaction levels were found higher in national chains especially for the conditions in the factor 4. Packaging after shopping, carrying the products to the vehicles after shopping, customer service and exchange of defective products were these conditions.



As seen on the satisfaction coefficients, national supermarket chains have advantages which are the product- brand portfolio, retailing concept, store atmosphere and physical store characteristics. On the other hand there was not observed a significant difference between national and local chains for pricing and personnel quality in the perception of consumer satisfaction.

**Table 4.** The Consumer Satisfaction Index in National Supermarket Chains

Qualifications	Satisfaction	Weight	Satisfaction
Customer Satisfaction Conditions	Score	Multiplier	Coefficient
Factor 1	8,3	0,048	0,401
N1: Store Appearance	8,5	0,049	0,422
N2: Parking Facilities	8,2	0,047	0,387
N3: Store Size	8,4	0,049	0,408
N4: Store Atmosphere	8,5	0,049	0,420
N5: Store Cleanliness	8,4	0,049	0,413
N6: Product Display and Section Design	8,4	0,049	0,412
N7: Music	6,3	0,037	0,231
N8: Product Quality	8,6	0,050	0,424
N9: Product Diversity	8,8	0,051	0,457
N10: Brand Diversity	8,5	0,050	0,432
Factor 2	7,6	0,044	0,335
N11: Personnel Quality	7,8	0,045	0,351
N12: Personnel Communication	7,4	0,043	0,318
Factor 3	7,1	0,041	0,297
N13: Price Level	6,8	0,039	0,266
N14: Regularity and Consistency of Price Label	7,9	0,046	0,363
N15: Promotions and Price Discounts	7,7	0,045	0,344
N16: Duration of the Cash Process	6,1	0,035	0,216
Factor 4	5,9	0,034	0,218
N17: Packaging After Shopping	4,9	0,028	0,139
N18: Carrying the Products to the Vehicles After Shopping	3,7	0,021	0,078
N19: Customer Services	5,7	0,033	0,186
N20: Exchange of the Defective Products	8,0	0,046	0,372
N21: To be Taken Seriously of Customer Complaints and Questions	7,4	0,043	0,316
Factor 5	8,3	0,048	0,392
N22: Location and Transportation Facilities	8,3	0,048	0,396
N23: Proximity	8,2	0,047	0,387
Total	172,6		7,735
Satisfaction Index (%)			77,4

National Chains: 1.A, 2.B, 3.C (Market Shares: 34,1%)

The research findings support that the local supermarket chains are providing higher access to consumers. The local chains compose high penetration by small- scale retail store concept. As a result of the condensation in number of local store chains, there was a high index for local chains in terms of location and proximity criterias as the factor 5's qualifications. Accordingly, the local supermarkets apply the strategy of becoming closer to the consumer; the national chains apply the strategy of pulling the consumers to a center.

When the variations for the quality of national and local supermarket chains to satisfy the consumer are evaluated in terms of sale point management, it is understood that the national supermarket chains chose the consumers from all segments and give weight to product variety due to their strong capitals. It can be said that local supermarket chains are focusing to elect location for mass marketing or mass sales. This situation shows that local supermarket chains are tended to ensure customer loyalty with high accessibility and easy shopping opportunities. On the other hand, national supermarket chains choose ensuring the customer loyalty by the diversity of product/service and quality. In other words, local chains develop proximity strategies; national chains develop product-service based strategies. In a study on customer satisfaction and loyalty as the success factors of food retailing, quality product and service factors were described as the main determinant of customer satisfaction. This explanation is consistent with this result (Spiller et al., 2006).

**Table 5.** The Consumer Satisfaction Index in Local Supermarket Chains

Qualifications Customer Satisfaction Conditions	Satisfaction Score	Weight Multiplier	Satisfaction Coefficient
Factor 1	7,4	0,046	0,345
N1: Store Appearance	7,9	0,049	0,390
N2: Parking Facilities	5,9	0,036	0,215
N3: Store Size	7,3	0,045	0,329
N4: Store Atmosphere	7,6	0,047	0,354
N5: Store Cleanliness	8,1	0,050	0,409
N6: Product Display and Section Design	8,0	0,049	0,394
N7: Music	6,0	0,037	0,225
N8: Product Quality	8,0	0,049	0,393
N9: Product Diversity	8,0	0,049	0,392
N10: Brand Diversity	7,5	0,046	0,347
Factor 2	7,5	0,047	0,346
N11: Personnel Quality	7,5	0,047	0,349
N12: Personnel Communication	7,4	0,046	0,342
Factor 3	7,0	0,044	0,305
N13: Price Level	6,7	0,042	0,281
N14: Regularity and Consistency of Price Label	7,1	0,044	0,314
N15: Promotions and Price Discounts	7,6	0,047	0,355
N16: Duration of the Cash Process	6,6	0,041	0,269
Factor 4	5,4	0,034	0,202
N17: Packaging After Shopping	4,6	0,029	0,133
N18: Carrying the Products to the Vehicles After Shopping	3,6	0,022	0,081
N19: Customer Services	3,8	0,024	0,091
N20: Exchange of the Defective Products	7,5	0,046	0,344
N21: To be Taken Seriously of Customer Complaints and Questions	7,6	0,047	0,360
Factor 5	8,6	0,053	0,454
N22: Location and Transportation Facilities	8,5	0,052	0,442
N23: Proximity	8,7	0,054	0,466
Total	161,5		7,276
Satisfaction Index (%)			72,8

Local Chains: 1. A1, 2.B1, 3.C1 (Market Shares: 47,9%)

#### 4 Conclusion and Recommendations

As a result of economic and social developments, the worsening competition conditions in food retailing sector has bought them to develop new and different strategies for being able to fight against the competitors. This situation is forcing the retailers to radically transform the way they provide customer loyalty and satisfaction. These radical transformations include the concept of creation customer value, customer satisfaction, customer loyalty and consumer satisfaction. The main purpose of creating customer value in retailing is creating the customer loyalty in favor of the brand by providing consumer satisfaction. Today, while the quality and the services are a vehicle, creating value for the customer is becoming a purpose. Therefore, providing differences in perception and application will make an important contribution for the development of consumer loyalty and satisfaction.

So in which direction should these differences and additional services be developed?

While the satisfaction index values are evaluated, we remember that the lowest values were grouped as a factor 4. An application that can be recommended for packaging after sale process is to speed up the process by a staff member or by a technical packaging system over the long term. However, this situation could lead a negative response on the customers which are packaging the products with categorizing by their own choices. In addition the durability of the bags is expected by customers. Transporting the packages after the sale also can be done by the auxiliary staff.

Today, the newly customer service applications can be better improved in local chains. Also many customers would like to see more practical and quick application on changing the defective product after sale. But sometimes, the cashiers leave the cash empty for a while, the customers wait more and this causes trouble. The other factors which have usually lowered customer satisfaction are not to be taken seriously enough for the complaints and problems and the down faced supermarket workers. This approach should produce the sensation of “We are working for you. “ and being special for the business to the customers.

Another group with low satisfying coefficient was the factor 3. Here, the price level which is one of the most sensitive issues is expected to be become more convenient. However, the price labels would cause serious difficulties in terms of uniformity and consistency. Supermarkets’ own cards could be given as an example for suitable price applications but it is not enough and it is expected to create trouble in the long run. Some problems such as the product under another product’s label, unregistered discounts and promotions in the cash should be resolved. Some supermarket chains are trying to solve the length of processing time problem with some applications as digital self- service cashes. This innovation should be able to set an example for similar applications on national and local basis.

As a result of the research, national chains were seen more successful than local chains for the external appearance of the store, the atmosphere, product display and section design. The suggestion at this point could be hanging the guiding boards at the eye level in supermarkets. Also, the width of departments could be more, not limited with the width of the shopping basket. In addition, the change of department and product places could take some customer’s time so the shopping process becomes exhausting for them. Moreover the music in supermarkets which speeds up or slows down the shopping process, could be differentiated on the basis of departments with an innovative perspective instead of applying in the same way at each point of the supermarket. Fast music may be applied to the departments which have the customer density for a long time.

If this point is evaluated in terms of product fragrances, it will effect the consumer as sensory and make the food products enviable. Just as the smell of various fruit flavors in the fruit juice department.

Consequently, the local supermarket chains are focused on positioning strategies, the national chains are focused on improving the product/service strategies in Antalya province. 100% level of consumer satisfaction is impossible for all the sectors. If this rate could be provided, customer loyalty will be created. In this case, the deficiency of 75% customer satisfaction level occurs. It can be expressed that the performances are better in national chains.

In the study, the most neglected qualifications to ensure consumer satisfaction for both national and local supermarket chains are seen as after-sales services. These qualifications should be analysed in the perspective of customer relationship management. Providing long term customer satisfaction and turning these advantages into loyalty depend on understanding these qualifications well and developing logical solutions. Therefore the components which are created by the customer satisfaction aren't evaluated as independent; they should be organized and evaluated in accordance with consumer expectations. In addition, it should be followed by the international innovations because consumers will notice the importance given to innovation and improvements of supermarkets. Customer satisfaction and customer value can be created in the light of these considerations, so these cases will increase the loyal customers to the chains by turning them into customer satisfaction.

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