Identifying the Factors Affecting the Customer Satisfaction of Food Industries Using Thematic Analysis and Delphi

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Abstract

The main purpose of this study is to identify the factors affecting customer satisfaction using content analysis and Delphi techniques. This is especially important because customer satisfaction is an important issue for competitive companies. Because it affects customer loyalty and word of mouth. If companies identify and prioritize customer satisfaction using a customer satisfaction index, they can improve the items that customers like and try to increase them. In this study, to identify the factors affecting customer satisfaction through analysis the theme was then the Delphi method. In this method, the library method is used to obtain and collect basic information including theoretical literature, previous studies and identifying factors affecting customer satisfaction. Population in this research includes includes a number of food industry managers, wholesalers, members of distribution channels, retailers and customers of related products, food industry experts and experts familiar with the subject. It is done through library studies and, as appropriate, through interviews or questionnaires. Concepts and themes were extracted. The second statistical population for consensus on key factors affecting the satisfaction of food industry customers includes a number of managers of food industry experts and experts familiar with the subject under study,

which was done by Delphi method. Findings show that brand reputation is the first among the factors affecting customer satisfaction. Other factors ranked as Product Quality, Price, Product Freshness, Product Health, Product Taste, Distribution, Technology, Product Shape, Nutritional Value, Responsiveness and Relationship, and Product Variety. We concluded that the difference between successful and non-sucvessful companies resides in their view regarding the commercialization process. A couple of applied suggestions were made, as well as suggesstions for future research.

Key words: Customer satisfaction, Food products, Content analysis, Delphi method, Qualitative research.

Introduction

Companies lose about 10 to 30 percent of their customers on average each year, but they often do not know what customers they have lost, and when and why they have lost them. They also do not know what extent of their sales revenue and profit they have lost is due to a reduction in their customers (Hill, 2006: 22). Most companies traditionally have great emphasis on attracting new customers without worrying about the customers that they are losing. Such companies are like holed buckets that lose their customers like water, and instead of blocking the hole, they are looking for new resources to attract more customers. Everyone now knows that retaining existing customers costs less than attracting new customers (Hill, 2006: 13). One of the main reasons for the decline of customers is their dissatisfaction. The question is what causes their dissatisfaction? (Hill, 2006: 22). Without doubt, customer satisfaction is one of the strategic issues in recent years (Hill, 2006: 13). In the global economic environment, where customers determine the survival of companies, companies pay attention to customer expectations and preferences. They should focus all their activities and capabilities on customer satisfaction, since they the only source of return on investment of customers. Hence, the first principle in today's business world is to create customer-friendly values (Hill, 2006: 11). There is a strong association between customer satisfaction, customer retention and profitability (Hill, 2006: 13). Thus, the highly competitive market for packaged food products, faster changes in people's tastes and preferences for food products than other industries (Siru et al., 2008), the need for the customer-oriented approach for market development in decisions and allocation of limited resources and costly and time-consuming nature of continuous monitoring of consumer satisfaction make it necessary to pay attention to the factors affecting customer satisfaction. This study was an attempt to identify the key factors affecting customer satisfaction of food industry products.

Theoretical foundations

The food industry is a mirror of the economic and industrial development of a country and its extensive operations from production to distribution and consumption play a major role in development of each country's economy (Rostamzadeh and Ali Mohammadi Siaban, 2016). Increasing customer satisfaction has the following benefits that have been mentioned in most studies and customer satisfaction models:

1-Increasing customer loyalty: including tendency to recommend the product to others, increasing the likelihood of repurchase (Swiss customer satisfaction model, Ghiasi et al., 2015) and customer loyalty to the product in case of an increase in prices (Swiss customer satisfaction model)

2-Reducing customer complaints (American customer satisfaction model, Ghiasi et al., 2015)

3-Improving the customer's mental image of the product and services (Malaysian customer satisfaction model)

4- Improving customer relationship (Swiss customer satisfaction model)

5- Brand excellence and brand equity of the supplier company (Bakhshi and Aligholi Roshan, 2016)

6- Increasing market share

7- Increasing profit (Hill, 2006)

Thus, instead of continuously measuring customer satisfaction, identifying the factors that create this satisfaction is more cost-effective and it ensures that policies and orientations in line with achieving customer satisfaction are necessary and a priority, so that it allows investments to focus on these factors and the resources are not spent on unrelated activities that do not create value and satisfaction for the customer. Based on reviewing of the studies conducted in three decades from 1988 to 2018 (n = 95) on customer satisfaction on a variety of research areas (satisfaction with product, satisfaction with services or a combination of them), the following variables can be examined as follows.

Table 1- Factors affecting customer satisfaction

Variable	Authors
Brand reputation	Ismailpour and Borjouei (2016)
Product health	Wang Debreh (1983), Torley et al. (1989), Cook et al. (2001), Kim et al. (2013)
Product appearance	Bone and Kerry (2000), Vazquez et al. (2003), Hong Hu (2012), Hung Kim et al. (2017), Motameni et al. (2012), Hooshiar et al. (2014)
Product packaging appearance	Prander Gast (1996), Vazquez et al. (2003), Hong and Hu (2012), Hung Kim et al. (2017), Ghooyandeh Hagh et al. (2012), Talebi et al. (2014), Hooshiar et al. (2014)
Product maintenance quality	Ha and Zhang (2010), Satyapria et al. (2012)
Price	Jacobi et al. (1971); Anderson (1973);), Akarou Kurgankar (1988), Cook et al. (2001), Al Hassan (2005), Andalib and Kaski (2007), Yuksel et al. (2008), Kim et al. (2008), Sandel (2018), Mohammadnia (2007), Sohrabi et al. (2010) , Talebi et al. (2014), Haghighi et al. (2014)
Food value	Suriano (2002), Yuksel and Yuksel (2008), Ghiasi et al. (2015)
Product quality	Andalib and Kaski (2007), Yuksel and Yuksel (2008), Mohammadnia (2007), Sohrabi et al. (2010), Menatian and Hosseini (2011), Haghighi et al. (2014), Hoshyar et al. (2014)
Diversity of products	Wall et al. (1991); Schwarz & Schwarz (1993); Yuksel & Yuksel (2008), Raji et al (2013)
Responsiveness	Andalib and Kaski (2007), Abdolvand and Mohammadnia (2006), Mohammadnia (2007), Motamedi et al. (2011), Ghiasi et al. (2015)
Communications	Kim et al. (2008), Vondermir et al. (2011), Ranjbarian (2009), Sedghi et al. (2009) Samadi et al. (2010), Ahmadi and Hassanzadeh (2011)
The cost of change	Aydin and Ozer (2005), Kim et al. (2008)
Product taste	Anderson (1973), Suriano (2002), Al Hassan (2005), Sandel (2018), Ghooyandeh Hagh et al. (2012), Talebi et al. (2014)

Product distribution	Michel and Geritenoricks (1989), Malone (1990), Cook et al. (2001), Suriano (2002), Al Hassan (2005), Han and Rio (2009), Raji et al. (2013), Williams et al. (2017) , Mohammadnia (2007), Motamedi et al. (2011), Haghighi et al. (2014), Abdoli et al. (2015)
Product trust	Bloomber and Schroder (2002), Davis (2007), Heidarzadeh et al. (2015)
Product Information	Anderson (1973), Cook et al. (2001), Motameni et al. (2012), Heidarzadeh et al. (2015)
Perceived customer expectations	Olshawski and Miller (1972), Anderson (1973), Saven and Dover (1973), Elson and Dover (1979), Tse and Wilton (1988), Satya Prierra et al. (2012), Vazifehdoodt and Fakhrian (2008), Sedghi et al. (2009), Afshari et al. (2016)
Perceived quality of the customer	Olshawski and Miller (1972), Tse and Wilton (1988), Satya Prierra et al. (2012), Vazifehdoost and Fakhrian (2008), Haghighi and Akbari (2011), Haghighi et al. (2014), Afshari et al. (2015)
Novelty of products	Satya Prierra et al. (2012), Sandel (2018), Ghooyande Hagh et al. (2012)
Demographic variables	Satya Prierra et al. (2012), Williams et al. (2017), Mohammadnia (2007), Abdoli et al. (2015)
Technology	Mantian and Hosseini (2011), Motameni et al. (2012)
social responsibility	Ahmadi and Hassanzadeh (2011), Kheiri and Ghalandari (2011), Heidarzadeh and Sadeghian (2012)
Guerrilla marketing	Tsor et al. (2007), Kheiri and Ghalandari (2011), Saeednia and Goodarzi (2013)

The aim of present study is to increase customer satisfaction of food industry products by identifying the factors affecting customer satisfaction in these industries.

Methods

The present study is descriptive-analytical in terms of type and applied in terms of aim. It is also cross-sectional in terms of time. In this method, to obtain and collect basic information such as the factors affecting customer satisfaction, the library method is used. To obtain information on the factors affecting customer satisfaction, the statistical population included a number of food industry managers, wholesalers, members of distribution channels, retailers and customers of related products, food industry experts and the experts who were familiar with the subject of the study. They were collected through interview or questionnaire. The statistical population for consensus on key factors affecting the satisfaction of food industry customers included a number of managers and experts in the food industry and experts familiar with the subject. They were selected by the Delphi method. In the present study, to evaluate the reliability of the questionnaires, a parallel method using peer tests was used. Thematic analysis method was used to analyze the data. The non-random purposeful sampling method was used, and the principle of qualitative sampling (symbolic representation) was observed in it, since the aim of qualitative research is to understand the nature and form of the studied phenomenon to reopen the meaning, production of ideas, concepts and theories based on data (Mohammadpour, 2013).

Thematic analysis method

Thematic analysis, which is an independent analytical method, can be used in other analytical methods (Bayat, Latifi, Moradi and Islambolchi, 2019). Thematic analysis is performed in three ways: theme format,

theme matrix and theme network (Ghazi Mir Saeed et al., 2017). In this research, the theme network method was used.

Step 1 - Familiarity with the data: In this step, to get familiar with the depth and scope of the data content, "repeated reading of the data" and active search of meanings were performed. As we know, interview and the library method allow the researcher to obtain data and implement, and mark a few part of it. It is necessary to determine a certain volume of data from different data related to the subject and to study this data frequently (Clarke & Braun, 2013). Thus, with the initial review of the data, some points were recorded about the relationship between the notes to be used in the final analysis. Note taking is a flexible, organized and continuous process in data analysis that deepens the researcher's knowledge of data. These notes were recorded manually and were obtained from a review of the subject literature and the study of about 95 related books and articles, and exploratory interviews with business and management experts.

Step 2 - Creating initial codes: This step involves creating initial and open codes from the data. Codes introduce one of the data features that are interesting to the analyst. Codes are considered as the main components of thematic analysis and are in fact "names" or labels that refer to a part (sentence or paragraph) of data and are closely related to research questions (Clarke & Braun, 2013). In the initial code creation step, the data were transformed into meaningful groups. In this step, by studying the text of the data, the parts of the data that had meaning for the research questions were selected and named with an abbreviation. In this step, the text was broken down into smaller parts. An example of the code is presented in Table 4. Then, experts' answers to the interview questions were presented one by one and the analysis of each section was done thematically.

Delphi method

Delphi technique is one of the methods for obtaining group knowledge that is also used in decision making on qualitative issues. Delphi technique can be used in qualitative research that has an exploratory aspect and identifies the nature and basic elements of a phenomenon. The Delphi technique is a structured process for collecting information during successive rounds and ultimately group consensus. Many researchers have used the definition proposed by Linstone and Turoff to define the Delphi technique as "a way of structuring a group communication process that allows a group of individuals to solve a complex problem." The main goal of the Delphi method is to achieve the most reliable consensus of a group of experts through a series of centralized questionnaires with controlled feedback. Researchers can identify and prioritize issues and develop a framework to identify them by gaining the consensus of a group of experts through this process (Habibi et al., 2014).

Table 1 presents all the issues related to the design and methodology of research in the present study.

Table 2 - Research design and methodology

Research question	Methodology	Statistical population	Sampling method	Data collection method	Data analysis method
What factors affect the customer satisfaction of food industry products?	Qualitative approach, thematic analysis methodology and Delphi technique	A number of food industry managers, wholesalers, distribution channel members, retailers and customers of related products, food industry experts and experts familiar with the subject of study	Non-random purposeful	Library studies, interview and questionnaire	Delphi theme analysis and technique

Validity and Reliability

The validity of the themes was assessed and confirmed by reviewing theoretical foundations, research background, observation, interview, validation through data angulation and analytical angulation. To measure reliability, first, sources that most of them were foreign were reviewed line by line and coded manually. Also, in this study, Holsti's Method was used to calculate the reliability. In this method, texts were coded in two steps. Then, the percentage of agreement observed was calculated using the following formula:

Formula 3-1- Percentage of agreement observed

$$\text{PAO} = \frac{2m}{n1+n2}$$

In this formula, m is the number of agreements in the two coding steps, n1 is the number of units coded in the first step and n2 is the number of units coded in the second step. PAO will also be a number between zero (disagreement) and one (complete agreement). If it is greater than 0.7, it is desirable. Initially, 118 codes were identified, but with repeated examinations, 110 codes remained, of which 107 were common codes. This index for the present study is as follows:

PAO =(2*107)/(118+110)=0.93

Based on the result of the formula, the reliability coefficient was 93%, which is greater than 0.7, so it shows the results of this study is very reliable.

Results

The data analysis method was performed using thematic analysis method. Thematic analysis is a good way to provide skills in recognizing, analyzing, and reporting patterns in qualitative data (Holloway and Todres, 2003).

Reporting interview data analysis

About 95 articles and books were reviewed to collect information in the thematic method. Some data were also collected from semi-structured interviews with the statistical community (experts and professors in the field of business). It should be noted that in some interviews, the information was duplicate and in fact the saturation criterion was obtained (Seidman, 2013). Finally, 107 basic themes, including 101 themes were extracted from the library method and 6 themes were extracted from interviews. Theme is a key element in this method. Themes are the most valuable units that should be considered in thematic analysis, and themes mean a specific meaning that uses a word or sentence or paragraph. These themes do not occupy a specific space, because a sentence may have several themes or several paragraphs of text may have only one theme. In fact, in the qualitative section and thematic analysis method of the research, two sources of "semi-structured interview" and "written documents" were used simultaneously (Vaezi, Chegin and Aslipour, 2017).

Table 3 – Analysis of keywords in customer satisfaction evaluation section

Interview number	Marketer	Customer voice unit
1		*
2		*
3	*	
4	*	
5	*	
6		*
7	*	
8		*
9		*
10		*
11		*
12	*	*
13		*
14	*	*
15	*	*

For the theme of customer satisfaction evaluation, two basic themes including marketer and customer voice unit were received. Table above presents the results of experts for this theme.

Table 4- Analysis of keywords in the customer satisfaction factors section

Number of interview factors	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Quality	*	*	*	*	*	*	*		*		*	*	*		
packing	*		*	*	*	*		*	*	*	*	*	*	*	*
Price	*	*			*	*			*			*			
profit margin			*	*	*		*						*		
Reverse supply chain					*										
Conditions of sale					*		*							*	
Product health					*					*		*		*	*
Distribution	*	*		*				*	*			*	*		
product diversity		*		*									*	*	
customers interaction				*									*	*	*
Brand trust	*		*												*
Completing the basket of goods			*										*		
Marketing			*					*							
Perceived customer expectations												*			*
Customer relationship							*						*		*
Production technology										*					
responsiveness										*				*	*
Brand reputation									*	*	*	*			
taste								*							
Appearance										*		*			*
Pre-purchase test									*						*

For the theme of customer satisfaction factors, 21 basic themes including quality, packaging, price, profit margin, reverse supply chain, sales conditions, product health, distribution, product diversity, customer interaction, brand trust, completing the basket of goods, marketing, perceived customer expectations, customer relationship, production technology, responsiveness, brand reputation, taste, appearance, pre-purchase test were obtained. The table above shows the results of experts for this theme.

Table 5- Customer satisfaction ranking analysis from the perspective of the interviewees

ranking / Interview	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	advertising	packaging	taste	distribution			quality	quality	quality	Customer interaction	Profit margin	quality	Profit margin	quality	Profit margin
2	quality	Brand reputtaion	distribution	packaging	price	Pre-purchase test	price	Product diversity	Profit margin	Profit margin	Payment conditions	price	quality	Profit margin	
3	health	quality	price	responsiveness	Product health	Production technology	packaging	price	marketing	quality	quality	packaging	Sales conditions	marketing	
4	quality	price	taste	Brand reputation			Good distribution	Good distribu	packaging	Good distribu	price			packaging	distribution
5	quality	Brand reputation	price	Appearance	distribution		Brand trust		Completing basket of goods	packaging	Sales conditions			Completing basket of goods	marketing

In this interview, experts were asked to rank customer satisfaction factors according to their response rate. The blanks indicate that the interviewee did not consider that factor.

Some experts referred to a theme called profit margin. At a basic level, low profit margins can be interpreted as not being very profitable. If a company with a low profit margin experiences a decrease in sales, its profit margin will decrease even more, resulting in very low, neutral or even negative profit margin. Profit margins can also identify certain aspects of a company's pricing strategy. Low price leads to customer satisfaction.

Table 6- Competitors' investment analysis in customer satisfaction theme

Interview number / factors	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Advertising	*	*	*	*	*	*	*			*				*	
packing	*				*										*
taste	*												*	*	
product variety	*														*
Production Process			*											*	
Brand reputation				*	*								*	*	*
Appearance					*								*		
profit margin								*	*			*			
Marketing									*					*	
Pioneer in innovation									*				*		
Sales conditions											*				
Price												*	*		

Table 7- Customer satisfaction analysis

Interview number / factors	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
tomato paste		*		*		*	*	*	*	*	*	*	*	*	*
Compotes						*						*			
Jams					*	*			*			*		*	
pickles						*							*		*
Canned foods		*	*			*	*		*						
Hot and cold sauce	*										*	*	*		
Pickle											*			*	*

In the theme of customer satisfaction, the products were classified into categories of tomato paste, compotes, jams, pickles, canned food, hot and cold sauces and Pickle, and the satisfaction of experts was examined. For example, almost 90% of experts were satisfied with tomato paste.

Customer dissatisfaction analysis: There was no permanent dissatisfaction with any product, but there were temporarily dissatisfactions with some products due to human or machine defects (such as ketchup sauce - canned pinto beans). There were also products that have a direct relationship with the taste of customers in different climatic and geographical conditions (such as pickled tomatoes - canned lentils - prickly cucumber).

Identifying the factors affecting customer satisfaction using Delphi

After collecting questionnaires 1 and 2 among the members of the group, which included 15 managers and experts, a screening questionnaire was distributed to identify the appropriate indicators and factors affecting customer satisfaction. The results of thematic analysis using interviews and expert opinions showed that 23 items that were extracted from the literature were approved by experts. Then, Delphi technique was used for initial screening. The assigned scores were between 1 and 10 and the indicators with scores below 7 were removed. The Delphi technique continued for 2 rounds. The following tables present the results.

Table 8 - Scores of questions in the initial screening of the Delphi method

Question number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Sum	Mean
1	10	9	8	7	9	8	10	8	6	4	7	6	10	8	10	120	8
2	9	10	9	7	10	7	10	9	10	10	10	6	10	9	10	136	9.06
3	9	9	9	8	8	8	9	6	6	8	9	7	9	7	10	122	8.13
4	9	9	9	9	7	7	9	8	5	8	9	7	9	7	10	122	8.13
5	5	9	9	6	6	5	8	8	9	9	9	5	10	10	8	116	7.73
6	7	10	7	9	7	4	7	10	9	6	7	7	6	6	5	107	7.13
7	8	10	9	8	9	9	6	9	10	10	10	9	10	8	10	135	9
8	8	7	9	6	4	9	6	5	6	6	8	6	10	10	7	107	7.13
9	9	10	10	7	9	8	9	8	9	7	10	9	10	9	8	132	8.8
10	8	7	8	6	6	9	7	9	7	7	7	6	10	10	7	114	7.6
11	9	10	10	10	10	8	8	7	7	6	9	10	9	10	9	132	8.8
12	8	8	9	8	8	8	4	8	7	8	6	4	9	8	10	114	7.6
13	9	8	9	8	6	5	5	5	7	8	6	7	10	5	10	108	7.2
14	9	10	10	9	8	6	5	8	10	10	7	8	10	8	7	125	8.33
15	9	9	10	7	9	7	8	8	9	10	7	10	10	8	8	128	8.53
16	6	9	9	7	5	6	7	4	5	8	5	6	5	10	7	99	6.6
17	8	9	8	5	6	7	5	5	5	6	5	3	8	7	9	96	6.4
18	8	8	9	6	7	5	5	8	5	3	5	5	10	8	9	101	6.73
19	7	10	10	7	9	8	8	5	5	4	5	8	8	8	10	112	7.46
20	7	9	8	6	7	10	7	4	5	1	6	5	8	7	9	99	6.6
21	6	9	10	8	9	7	7	7	2	10	6	8	5	6	5	105	7
22	8	8	7	7	7	8	6	6	5	7	6	6	8	7	6	102	6.8
23	7	9	9	5	6	7	7	8	9	10	7	8	6	7	10	116	7.73

Table 9- Delphi method results

Variable	Variable
Brand reputation	Diversity of products
Product health	responsiveness
Product appearance	Communications
Product packaging appearance	cost of change
Product maintenance quality	Product taste
Price	Product distribution
Food value	Product trust
Product quality	Novelty of products
Product Information	Guerrilla marketing

After confirming all the criteria, the factors affecting customer satisfaction were identified according to the results of thematic analysis and Delphi technique.

Table 10 - Factors affecting customer satisfaction according to the results of thematic analysis

Variable
1. Brand reputation
2. Product health
3. Product appearance
4. Product packaging appearance
5. Product maintenance quality
6. Price
7. food value
8. Product quality
9. Diversity of products
10. Responsiveness
11. Communication
12. cost of change
13. Product taste
14. Product distribution
15. Product trust
16. Novelty of products
17. Technology
18. Guerrilla Marketing *

*Guerrilla marketing identifies new ways to measure and predict people's behavior, to influence people, and to test and determine quantify and quality. As psychologists teach us about human behavior, marketing should be recognized as a science in today's business world. In the figure below, people can try the watches

on their hands! The results of examining the thematic analysis and Delphi technique show that 18 factors affect the customer satisfaction. After several meetings with professors in the field of marketing and business, the variables of product maintenance quality, product trust, guerrilla marketing and cost of change were combined with other variables, and finally the final 12 variables were selected.

Conclusion

The present study was an attempt to identify the factors affecting customer satisfaction with food products. Thus, the literature and domestic and foreign studies were first reviewed to provide the basics in developing the necessary assumptions to identify factors affecting customer satisfaction using thematic analysis and Delphi technique. The present study was a developmental study in terms of aim and it was conducted qualitatively. The strategy for this research method was also sequential-exploratory. This qualitative research was conducted by thematic analysis method and Delphi technique. The research question was what factors affect customer satisfaction. Based on the results of qualitative research, six comprehensive themes were identified that included the concepts of customer satisfaction evaluation in which the concept of customer voice unit was included. The parts extracted from abstract included: friendly and long-term communication with customers is essential to build mutual trust, commitment and mutual understanding (Zigers & Hansler, 2015). Establishing friendly communication with customers allows the organization to collect customer information regularly through frequent interactions. It leads to a better understanding of the needs of customers and meet their needs by providing a suitable product (Lin et al., 2015).

The second theme was customer satisfaction factor that included the concepts of product quality, packaging, price, distribution and brand trust. The parts related to this theme included: Before making any decision, this question should be answered whether this decision has a positive effect on customer satisfaction. If the answer is yes, the decision will be made; otherwise, it will not be made (Salier, 1996). Customer orientation approach puts customers at the core of all organizational decisions (Narayan, 2015). Customer orientation should be evident in the mission statement, vision, goals, values, and strategy of the organization (Cook, 2008). Customer-oriented organizations focus highly on customer satisfaction and loyalty (Bartley et al., 2007). Once customer-oriented goals were determined, a business strategy should be developed to meet customer needs and achieve customer-oriented goals (Cook, 2008). The organization's processes and the way works are done should be appropriate to the needs of customers, not the needs themselves (Cook, 2008). Customer orientation should not ignore Islamic principles and instructions, but gaining the God's satisfaction should be at the center of all activities of the organization (Rashid et al., 2013). In addition, the organization's commitment to social responsibility affects customer satisfaction, so paying attention to social responsibilities is necessary for customer orientation (Rashid et al., 2013).

The third theme was customer satisfaction ranking, which included the concepts of product quality, price, packaging, distribution, and brand trust. In this section, the experts were asked to rank them based on the factors of customer satisfaction mentioned in the second theme. The parts of abstracts related to this theme included: In order that the whole organization values the customer, senior management should deeply believe in the fact that the customer is crucial to the organization (Cook, 2008). Senior managers should believe that the satisfaction of internal customers of the organization, including employees, is essential to satisfy external customers (Armstrong, 2009). Competitors' investment in customer satisfaction was the fourth theme that included the concept of advertising. Emotions of customer satisfaction are included in the concepts of product groups including potato pastes, sauces, compotes and jams. The parts of extracted abstracts related to this theme included: Customer-oriented organizations design their organizational structure around the market or target customers. Customer-oriented organizational structure is necessary to satisfy customers since it allows them to be close to customers and identify their needs and problems (Humburg et al., 2000). To satisfy the customers, the organizational structure should have a small hierarchy since reducing the layers of the organization increases speed of decision-making and increasing customer satisfaction (Shah et al., 2006).

Researchers and managers argue that the use of strict rules and regulations prevents employee flexibility and reduces customer satisfaction (Pessi and Rosenthal, 2001). Many organizations have realized that the focus should be on very small decision making to satisfy customers. For this purpose, they make extensive use of teams and delegate decision-making power to them (Cardi et al., 2000). Advanced production technology, which allows for flexibility in production and customization, is one of the essential tools for customer-oriented organizations (Perierra et al., 1997). Deployment of information technology requires long-term communication with customers, as it allows the organization to collect, store, update, and share customer information (Basaez et al., 2014). Equipping employees with appropriate equipment allows customers to meet their needs and the image that service facilities create in the minds of customers affects customer perception and satisfaction (Strong and Harris, 2004).

Practical recommendations based on the research questions

Investment on the factors that affect customer satisfaction among purchasers can bring many financial and non-financial benefits for them to improve performance and profitability and meet the needs of customers, and improve the welfare of society. In short, the difference between successful companies in the commercialization of products and technology and unsuccessful companies can be viewed in the way they look at the commercialization process. Many companies use the commercialization process as a series of separate steps or inherently creative work that should not be strongly managed, but successful and pioneer companies consider commercialization as an organized and integrated system that requires continuous

monitoring. In this regard, it should be noted that the companies that focus merely on a limited number of basic technologies would have difficulty in the long term to offer a competitive product to diverse markets.

Recommendations for future research

It is recommended for future research use objective and accurate information to evaluate the results of employees, customers and the organization instead of managers' judgments. Relevant information should also be collected directly from the relevant source. For example, customer questions should be answered by the customers themselves. It is also recommended to improve the personality and image of the brand by using various measures such as positive social activities in line with the interests of society.

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