



## Factors Affecting Customer Satisfaction on Berger Paints Bangladesh Limited

By Md. Touhidul Islam

*Pabna University of Science & Technology, Bangladesh*

**Abstract-** The main objective of this research paper is to explore and investigate the customer satisfaction level of Berger paints Bangladesh limited. Berger, the market leader in the Bangladesh paint market, is one of the oldest names in the global paint industry. This Research paper will help the company to measure the present level of customer satisfaction and loyalty in Berger paints. This research investigates the factors that affect the level of customer satisfaction among the users, and what are the different influencing them. It has been used simple random sampling under the probability sampling method and used structured questionnaire for collecting information. This research used Microsoft Excel to analyze data. Major findings shows that customer of Berger paints are mostly satisfied about perceived product quality, product reliability, product durability, product availability & size, product innovativeness, product relationship and delivery performance. In case of service quality and customer care service one – third respondents are dissatisfied.

**Keywords:** *perceived value, perceived product quality, customer satisfaction, berger paints bangladesh.*

**GJMBR - E Classification :** *JEL Code : M31*



*Strictly as per the compliance and regulations of:*



# Factors Affecting Customer Satisfaction on Berger Paints Bangladesh Limited

Md. Touhidul Islam

**Abstract-** The main objective of this research paper is to explore and investigate the customer satisfaction level of Berger paints Bangladesh limited. Berger, the market leader in the Bangladesh paint market, is one of the oldest names in the global paint industry. This Research paper will help the company to measure the present level of customer satisfaction and loyalty in Berger paints. This research investigates the factors that affect the level of customer satisfaction among the users, and what are the different influencing them. It has been used simple random sampling under the probability sampling method and used structured questionnaire for collecting information. This research used Microsoft Excel to analyze data. Major findings shows that customer of Berger paints are mostly satisfied about perceived product quality, product reliability, product durability, product availability & size, product innovativeness, product relationship and delivery performance. In case of service quality and customer care service one –third respondents are dissatisfied. Perceived value of customer is low where most of the customers are dissatisfied about the Berger's product price. Finally some recommendations and suggestions are given on the basis of findings that will be informative & fruitful for Berger paints Bangladesh limited and customers.

**Keywords:** *perceived value, perceived product quality, customer satisfaction, berger paints bangladesh.*

## I. INTRODUCTION

Berger Paints is one of the oldest names in the paint industry, yet, it is one of the most technologically advanced companies in the country. It is constantly striving for innovating superior quality products and services. With more than 250 years of rich heritage, Berger manufactures world class paints for all kinds of substrates and also provides unparallel services. Berger's inception was laid out in 1760 by a German national named Louis Berger, who started dye and pigment making business in England. Louis involved his family into the business and eventually changed the status of the company to Louis Berger and Sons Limited. The company grew and expanded rapidly with a strong reputation for excellence in innovation and entrepreneurship. In the initial years, Louis successfully refined the process of manufacturing Prussian blue, a deep blue dye. This dye was widely used for the uniforms of many European armies of that time. Production of dyes and pigments evolved into production of paints and coatings, which till today, remains the core business of Berger. The company

**Author:** *Department of Business Administration, Pabna University of Science and Technology. e-mail: touhidpust@gmail.com*

grew rapidly, by establishing branches all over the world and through mergers and acquisitions with other leading paint and coating manufacturing companies. Berger Paints started "painting" Bangladesh since independence. Over the past few decades, Berger has evolved and transformed itself in becoming the leading paint solution provider in the country with a diversified product range that caters to all your painting needs. With its strong distribution network, Berger has reached almost every corner of Bangladesh. Nationwide Dealer Network, supported by 8 Sales Depots strategically located at Dhaka, Chittagong, Rajshahi, Khulna, Bogra, Sylhet, Comilla, and Mymensingh. Berger's one of the prime objectives is to provide best customer support-connecting consumers to technology through specialized services like free technical advice on surface preparation, color consultancy, special color schemes etc. To bolster customer satisfaction, Berger offers Home Decor Service from where one can get an array of services pertaining to painting. Apart from business, Berger Paints has added another dimension to its social responsibilities by contributing to the well being of the autistic children in Bangladesh from 2009. Berger grew rapidly by establishing branches all over the world and through merging with other leading paint and coating companies. Today, Berger is one of the leading companies in the global paint industry. Berger offers all kinds of painting solutions in decorative, industrial or marine segment for both decorative and protective purpose Berger Paints started its sailing into the sea of Bangladesh from pre-liberation era, to be precise in 1950. The main business flourished in the post liberation phase.

### a) *Research Problem*

Raising competition from Paint and non paint competitors and continuing development of innovative ways to provide financial services are all contributing to a growing interest in evaluating Berger's performance. Various groups of individuals are particularly interested in evaluating Berger's performance. This research is about evaluating the Berger Paints Bangladesh Ltd's customer satisfaction. This is a research project where I shall be trying to evaluate the overall customer satisfaction of Berger Paints Bangladesh Ltd on the basis of some factors that helps to explore customer satisfaction. These factors are product cost, product quality, delivery performance, supplier, time-to-market,

service support, personal interaction, and customer satisfaction. The two main competitors currently facing Berger Paints are Asian Paints and Elite Paints. At the moment, the advantage Berger is experiencing is the generic nature of Color Bank. Through survey, the most common finding was that when people generally visit outlet, most of them prefer Berger Paints for their good product quality and higher brand image in spite of Elite Paints has similar color variety, and its providing numerous shades, because they cannot maintain proper delivery.

#### b) *Significance of the Study*

This paper will help to find out the customer satisfaction level and loyalty among the Berger paint users. In this competing market what variety of product Berger paints are providing to their customer is a very important issue. Research has find out how strong relationship Berger maintain with their customer and how they are satisfying their customer by providing value. Therefore the researcher purpose is to find out, is there any significant relationship between Berger paints and customers perception towards using Berger products.

This research is mainly based on the answers of the questionnaire survey.

#### c) *Objectives of the Study*

The main objective of this study is to know about the overall the satisfaction level and loyalty affected by selected factors among the Berger paint users of Bangladesh.

- i. To investigate respondent's demographic.
- ii. To investigate the relationship between Perceived value (Product Price) and the customer satisfaction.
- iii. To investigate the relationship between Perceived product quality and the customer satisfaction.
- iv. To investigate the relationship between Product reliability and the customer satisfaction.
- v. To investigate the relationship between Product durability and the customer satisfaction.
- vi. To investigate the relationship between Product availability, size and the customer satisfaction.
- vii. To investigate the relationship between Product quantity and the customer satisfaction.
- viii. To investigate the relationship between Product innovativeness and the customer satisfaction.
- ix. To investigate the relationship between Service quality and the customer satisfaction.
- x. To investigate the relationship between Delivery performance and the customer satisfaction.
- xi. To investigate the relationship between Customer relationship and the customer satisfaction.
- xii. To investigate the relationship between Customer care service and the customer satisfaction.

#### d) *Limitations of the Study*

- Due to time constraints it is not possible to cover vast area. So that survey has limited scope for application in wide market.
- Few customers are hesitated, agitated and disturbed to deliver some information's due to the time wasted in the providing the same.
- The study was limited by a number of factors.
- Sample size was very small to present the proposed scenario and people here in our society are not familiar with marketing research.
- There might be some sampling error because of convenience sampling process.
- Cost constraints leads to reduction in number of respondents.

## II. REVIEW OF LITERATURE

#### a) *Perceived Value (Product cost)*

Berger is trying to make it possible to bring the best painting solutions at affordable prices. They have different category of product with different price. Product costing is defined as a process of estimating the cost of a final product at design stage (Sheldon et al, 1991). Ulaga and Eggert (2006) point out that manager identify direct product costs, i.e. the price charged by a supplier, as the key relationship cost-driver. With regard to the effect of price on customer satisfaction in the context of manufacturing firms, Fynes and Voss (2001) found both constructs to be inversely related. On the other hand, we found no studies with a direct influence of price on customer loyalty. Whitney (1987) pointed out the predominant percentage of manufacturing cost of a product is determined at product design stage. Therefore, estimating cost at design stage, i.e. product costing, is one of the vital enablers for accurate pricing in customer negotiation. Moreover, product costing is able to discover the linkages between design specifications and cost factors and then find the method to reduce cost at early stage. Product costing aims at estimating the cost of a product without complete information of process plan or other production data. There are a number of research perspectives in industry and academia. Alexander et al, (2002) narrowed these methods down to three categories: analogous method, statistical method and analytical method. Analogous methods suggest that similar products have similar costs. These methods describe similarity as the level of correspondence of relevant characteristics (Alexander et al, 2002). The degree of similarity in function or geometry is computed as the distance between two similar items. One of the drawbacks of analogous methods is the limitation of the number of characteristics. In addition, the information provided to search for a similar product at early design stage is insufficient and the values of some characteristics may

be missing. Moreover, part of overhead cost (like inventory cost) is not related with the specifications of product. Therefore, analogous methods are only suitable to estimate the costs related with product features.

#### b) *Perceived Product quality*

Berger Paints Produces decorative, industrial, marine, coatings along with binders/different polymers (for paints and textile industry). The factories employ modern technologies for the purpose that includes automatic and semi-automatic production and filling lines. Production and quality testing machine from famous makers in Asia, Europe and America ensures precision of operations and enviable quality of the product. Raw materials of consistent quality from renowned brands are being used and the best of the professionals in the industry oversee the production and quality assurance operations. People, mostly engineers and chemists, who are considered as the most valuable resources at Berger. Berger thus ensures manufacture of the best quality products at most competitive cost employing green manufacturing techniques. There are some studies that found a positive effect of product quality on customer satisfaction (Selnes, 1993; Janda et al, 2002; Chumpitaz and Papparoidamis, 2004), whereas the effect on customer loyalty clearly lacks empirical support in the business-to-business context. In consumer-based studies the positive link between product quality and loyalty has mostly been confirmed for behavioural loyalty (Devarajet al, 2001; Espejelet al, 2007). The transcendent definition of quality is derived from philosophy and borrows heavily from Plato's discussion of beauty. From this viewpoint, quality is both absolute and universally recognizable. According to Pirsing (1992, p.73), defining quality as excellence means that it is understood "ahead of dimension as a direct experience independent of and prior to intellectual abstractions. The product based approach has its roots in economics. Differences in the quantity of someone ingredient or attribute possessed by the product are considered to reflect difference in quality (Garvin, 1984). For example, better quality lines have a higher thread count. This view of quality, based on a measurable characteristic of the product rather than on preferences, enables a more objective assessment of quality. The manufacturing based approach has its roots in operations and production management. Here quality is defined as conformance to specious (Crosby, 1979). Quality of conformance relates to the degree to which a product meets certain design standards. This definition has an internal focus, in contrast to the external focus of the user based approach, and quality is considered as outcome of engineering and manufacturing practices. It is the basis for statistical quality control. Deviation from design specifications results in inferior quality, and consequently increased cost due to scrap, rework or

product failure. This definition allows for the precise and objective measurement of quality, although it has limited applicability for service.

#### c) *Delivery performance*

Berger always maintains proper delivery performance to meet customer demand. Because the consumers don't care if a supplier or distributor had a problem. "If something goes wrong in the supply chain, it ruins things for the consumer/end user". Their product delivery is always accurate. Berger has a strong distribution channel and logistic support all over the country to maintain proper delivery. Delivery performance, encompasses suppliers' ability to "meet delivery schedules (on-time delivery), adjust to changes in delivery schedules (flexibility) and consistently deliver the right parts (accuracy)" (Ulaga, 2003, p. 684). Compared to product quality, empirical support for delivery performance as an antecedent of satisfaction and loyalty is even more modest. The order-to-delivery (OTD) process is one of the most important processes to manage. It can be defined as consisting of four sub-processes; customer's ordering, supplier's delivery, logistics service provider's (LSP's) transportation, and customer's goods receipt sub-process (Mattsson, 2004). The performance of an OTD process concerns traditionally lead time and on-time delivery. In a logistics context, lead time is typically defined as the elapsed time between recognition of the need to order and the receipt of goods (Blackstone and Cox, 2005). On-time delivery is the extent to which the lead time, and as a consequence the delivery date and the delivered quantity corresponds to what has been confirmed (e.g. Forslund and Jonsson, 2007; Kallio et al, 2000). There are, however, other performance dimensions that in order-by-order environments also may be important: lead time variability, lead time adaptability and lead time flexibility. The external view considers that the internal perspective is insufficient to develop all the company's capabilities since some of them are created and strengthened by inter organizational relationships with other firms in the same network. This analysis perspective suggests that a company's critical resources can be expanded or constructed beyond the confines of the firm, and be integrated in inter-business routines and processes (Dyer and Singh, 1998), by being jointly directed at greater customer satisfaction (Zhao and Stank, 2003). In this context, outsourcing finds new theoretical support by being developed from a strategic perspective, that is, with the aim of obtaining a sustained competitive advantage. That requires relationships to be maintained within a framework of long-term cooperation, with suppliers considered to be partners (Pfohl and Buse, 2000).

#### d) *Customer Relationship*

A consumer products company remains profitable only if it has the right product at the right price in the right place at the right time. However, getting these stars to line up only happens when "the entire supply chain works as one. When BERGER places its logo on a product, the logo represents "a seal of quality." Protecting that quality makes BERGER responsible for its entire supply chain. Ulaga and Eggert (2006) identify supplier know-how and its capacity to improve the time-to-market as two benefit dimensions in the area of "customer operations". Supplier performance has been positively linked to manufacturing firm performance (Shin et al, 2000). If performance is affected by the quality of the relationship, then in order to sustain performance, the relationship must be sustained. Fundamentally, the on-going relationship between manufacturer and supplier is not important for its own sake. Rather, a healthy relationship is important because it encourages more information sharing, better communication, and more trust, each of which can improve planning, coordination, problem solving, and adaptation (Fynes et al, 2005), and thus manufacturing firm performance. It is important to understand how manufacturers react to supply failures and recoveries because these reactions may be the antecedents to significant costs. A supply failure may induce the manufacturing firm to invest in improving supplier capability up to required levels because supply failures increase transaction costs (Forker, 1997; Krause, 1999). Lacking trust in supplier reliability the manufacturing firm may expend resources and monies to identify back-up suppliers, or add slack (e.g. inventory, longer lead times) to the system. A critical supply failure, or a series of failures, can lead to potential relationship disintegration (Ellram, 1991; Bowersox and Closs, 1996).

#### e) *Product availability and innovativeness*

Maintaining liaison with nationwide dealers and also ensuring that Berger products are available everywhere in the country. Marketing Department communicates internally on how to bring new product and innovative painting solutions to meet the needs of various wants. Linking consumers' needs with the capacity of fulfilling them, the marketing department supervises Home Decor centers throughout the country. So Berger's products are available in the market. Time-to-market is the strategy of focusing on reducing the time to introduce new products to market. According to Whitney, (1990), the process is self-contained with little if no outside interference. The absence of manufacturing involvement, even in writing the manufacturing process plan, increases the possibilities for redundant activities and reduces the chances for getting the optimal design in shorter time. It has been found that 80-90 per cent of the time-to-market equation is absorbed in the design

phase. Reducing this time is central to getting products earlier to market. Further, 80per cent of a product's cost is committed during the design phase, whereas design only absorbs 8 per cent of incurred costs. The benefits of bringing products to market quicker than competitions are extra sales revenue and earlier breakeven, extended sales life, premium price giving bonus profits from being first, early introduction means "hooking" customers before competition and thus developing their loyalty, and leading to increased market share.

#### f) *Service Quality and support*

Berger has online customer support system to get advice from experts about their product. They have care line to get direct support and any information regrinding their product. Customer service is the ability to provide a service or product in the way that it has been promised. Gronroos (200, p.46) defined service as, "A service is a process consisting of a series of more or less intangible activities that normally, but not necessarily always take place in interactions between the customer and service employees or physical resources or goods and/or systems of the company, which are provided as solutions to customer problems". Customer service is the provision of service to customer before, during and after a purchase. According to Turban et al. (2002), "Customer service is a series of activities designed to enhance the level of customer satisfaction-that is, the feeling that a product or service has met the customer expectation." From the point of view of an overall sales process engineering effort, customer service plays an important role in an organization's ability to generate income and revenue (Paul H December 1998). From that perspective, customer service should be included as part of an overall approach to systematic improvement. A customer service experience can change the entire perception a customer has of the organization. Customer service is a system of activities of a company or organization that comprises customer support system, complaint processing, speed of complaint processing, ease of reporting complaint and friendliness when reporting complaint (Kim, park and jeong, 2004).

#### g) *Personal Interaction*

Berger maintains a very good relationship with their customers and dealers. Marketing department co-ordinates various events and activities as part of Berger's Corporate Social Responsibilities. For the last two years, Berger has been contributing to the welfare of autistic and differently challenged children of Bangladesh. In addition to that, the department is also involved in organizing BAEA (Berger Award for Excellence in Architecture), BASAB (Berger Award for the Students of Architecture, BUET), BYPAC (Berger Young Painters' Art Competition), Scholarship Program

for the students of Architecture, Khulna University etc. The personal interaction is acknowledged to represent one of the key issues in business and industrial marketing, both in terms of practice and theory. Organizational relationships are always a result of the actions of the individuals representing the organizations (Granovetter, 1985) and social relationships form the channel for doing business (Halinen and Toornroos, 1998). Personal interaction was defined as a key element of interaction between organizations already in the interaction approach (Håkansson, 1982). Later research has defined basic and complex functions for social relationships, with positive and possibly negative influences on business relationships (Halinen and Salmi, 2001). The variety of the personal interaction in project business relationships has been recognized at the community level in terms of relevant actors in the project marketing milieu, a concept introduced by Cova et al (1996). Accordingly, the milieu refers to the nature of the context in which project business firms operate. Within the milieu, project business firms have to generate or maintain credibility and to be a part of informational and social networks through personal interaction by individuals representing them. Cova and Salle (2000) emphasize community level rituals in the interaction during the sleeping relationship phase.

#### *h) Customer satisfaction*

Berger's one of the prime objectives is to provide best customer support-connecting consumers to technology through specialized services like free technical advice on surface preparation, color consultancy, special color schemes etc. To bolster customer satisfaction, Berger offers Home Decor Service from where one can get an array of services pertaining to painting. Satisfaction is a "positive affective state resulting from the appraisal of all aspects of a firm's working relationship with another firm" (Anderson and Narus, 1984, p. 66). Consistent with this view, satisfaction encompasses economic and noneconomic components. Economic satisfaction is defined as a "Positive affective response to the economic rewards that flow from the relationship with its partner, such as sales volume and margins", while non-economic satisfaction is a "positive affective response to the non-economic, psychosocial aspects of its relationship, in that interactions with the exchange partner are fulfilling, gratifying, and easy" (Geyskens et al, 1999). The relationship between economic and noneconomic components of scales for measuring satisfaction differs considerably among studies (Geyskens et al, 1999). Several researchers point out that customer satisfaction either directly (Yi, 1990; Szymanski and Henard, 2001; Spiteri and Dion, 2004; Woo and Ennew, 2004; Russell-Bennett et al., 2007) or indirectly through commitment (Wetzels et al., 1998; Abdul-Muhmin, 2002, 2005; Hennig-Thurau et al., 2002; Caceres and Paparoidamis,

2007) affects customer loyalty, which is one of the main marketing goals of firms (Berry and Parasuraman, 1991). In addition, the research on satisfaction has mostly been carried out in consumer markets, while not so much is known about satisfaction and its antecedents in business-to-business markets (Patterson et al, 1997; Abdul-Muhmin, 2002, 2005; Spiteri and Dion, 2004; Russell-Bennett et al, 2007). That there is a shortfall of research in this area has also been pointed out by Sheth and Sharma (2006) in their overview of the surpluses and shortages in business-to-business marketing theory and research. The authors identify organizational satisfaction as one of the areas that may generate theory-based empirical research, and point out that the understanding of satisfaction in business-to-business marketing is still limited. One way of addressing the link between customer value and satisfaction is therefore to study value as a formative construct. On the other hand, however, Devaraj et al. (2001) and Spiteri and Dion (2004) raised the question of whether we really need customer value as a construct. In their discussion they rely on Iacobucci et al. (1994), who were the first to observe that all that satisfaction research needs is the inclusion of price (besides the relationship benefits) as another determinant of satisfaction.

### III. RESEARCH METHODOLOGY

#### *a) Research design*

The projected framework (Figure 1.0) represented the outline and arrangement of relationships among the set of considered variables. In this study, the researchers are going to investigate what are the main reason (Product cost, Product quality, Delivery performance, Supplier, Time to market, Service support, and Personal interaction) that effect in consumer mind (Customer satisfaction) to use Berger paints.

**Research Design of this Study**

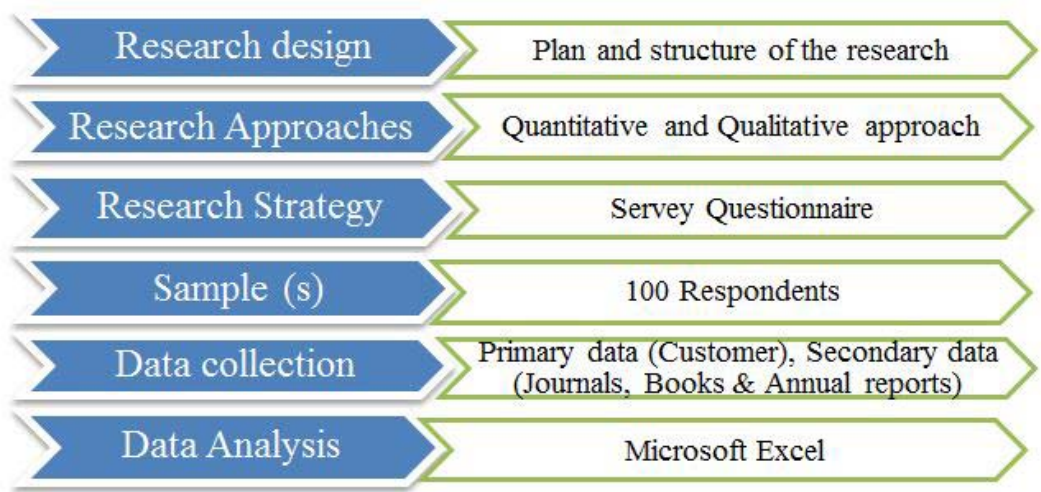


Figure 1.0 : Research design of the study

b) *Research Framework*

This paper attempted to bring the level of satisfaction and loyalty among the Berger paint users. Researchers have tried to put the relevant factors which influence the customers. This research was built upon

using the following framework. The framework consists of six (7) independent variables and one (01) dependent variable surrounding the consumer perception regarding Berger Paints. The framework for the projected study is presented below:

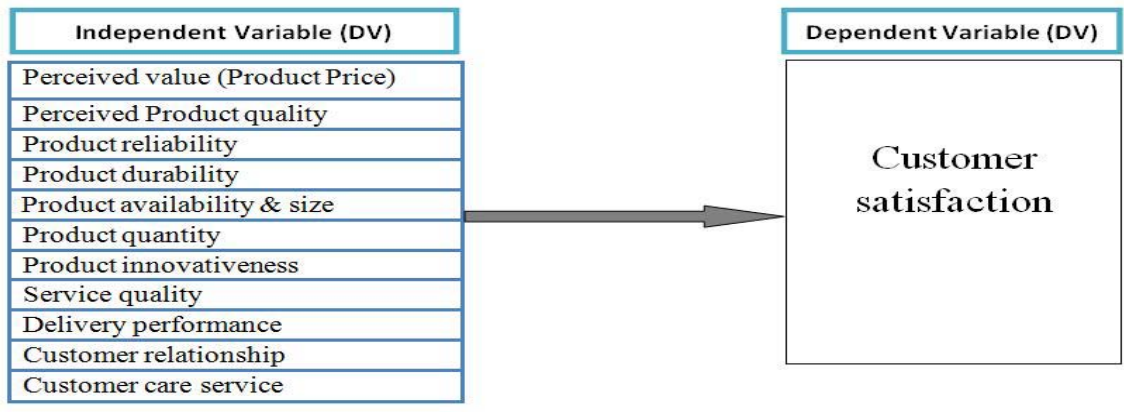


Figure 2.0 : Framework of Research Variable and their Relationships

c) *Sampling*

i. *Sample unit*

To done this research accurately researcher targeted the population who has currently using Berger paints. Sampling technique will be simple random sampling under the probability sampling method.

*Sample Size*

The sample size was N=100. The study will be conducted in Khulna city, Bangladesh.

d) *Tools and Techniques*

Questionnaires will permit us to gather information that cannot be found elsewhere from any

secondary information such as books, newspapers, and internet resources. So the questionnaire survey is the most successful method for this study to collect the data. Researcher used a structured questionnaire. In a structured questionnaire, quantitative data is required. Because of this reason, the researcher will use questionnaire. According to interval scale the response choices will be arranged. There are five (5) response choices. Five-point of liker type scales were used in all measures. These are:

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>

Figure 3.0 : Five-point of liker type scales

e) *Data Collection, types of data and sources*

Primary data has been collected through questionnaire and observation and Secondary Data are collected through journals, web sites, research papers

etc. In this study mostly primary data will be used to draw a recommendation. Twenty (17) questionnaires are to be filled out by respondents from the devised sample.

#### IV. DATA ANALYSIS

a) *Respondent's demographic*

Table 1.0 : Respondent's demographic

Demographic Variables		Frequency	Percentage (%)
Gender	Male	80	80
	Female	20	20
Age	Below 30	28	28
	30-40	50	50
	Above 40	22	22
Occupation	Service holder	38	38
	Business man	34	34
	Housewife	08	08
	Teacher	06	06
	Others	14	14
Marital Status	Unmarried	18	18
	Married	82	82

ample size  $S=100$

Here, Sample consists of 80 male and 20 female Berger Paint users. Here mentioned that 80% people are male and 20% people are female & out of 100 sampling units. The majority of the respondents are between 30-40 years of age that is 50%. 28% respondents are below 30 years of age, 22% are Above 45 years of age. So the young generations are the

maximum respondents. The mode for the responses is the majority of the respondents are Service holders. There I see that 38% are Service holders, 34% are businessman, and 8% are House wife, 6% are Teachers and the remaining 14% to others. There we see that 82% are married and 18% are unmarried respondents.

b) *Data Analysis based on Survey questions*

Table 2.0 : The dealers deal with higher price. (Perceived value)

Key	Male	Female	Total	Percent (%)
Strongly disagree	08	02	10	10%
Disagree	22	04	26	26%
Neutral	00	00	00	00%
Agree	10	04	14	14%
Strongly agree	40	10	50	50%
Total	80	20	100	100%

The findings here indicate that, a large number of people think that, costs of Berger's product is higher than before. And some people think that price of the

Berger's products is comparatively lower than others. We can graphically present it.



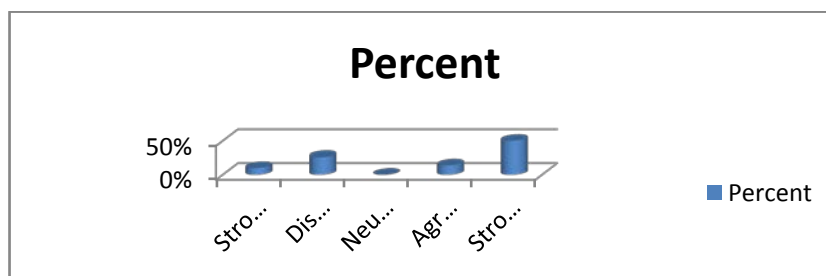


Figure 4.0 : Product price (Perceived value)

50% people strongly agree that, the dealers of Berger charges higher price. And 26% people think that the dealer charges reasonable price and only 10% respondent said that the price of Berger’s product is lower than others. So we can suggest that the

organization should think about the price of product that directly affects the customer satisfaction level. Berger has to try to make it possible to bring the best painting solutions at affordable prices.

Table 3.0 : Berger provides us with better product quality. (Perceived product quality)

Key	Male	Female	Total	Percent (%)
Strongly disagree	0	00	00	00%
Disagree	0	00	00	00%
Neutral	0	00	00	00%
Agree	42	14	56	56%
Strongly agree	38	06	44	44%
Total	80	20	100	100%

It represents that most of the respondents (56%) agree that Berger provides better quality product.

so, Berger has to develop its technology to provide further quality product to maintain customer satisfaction.

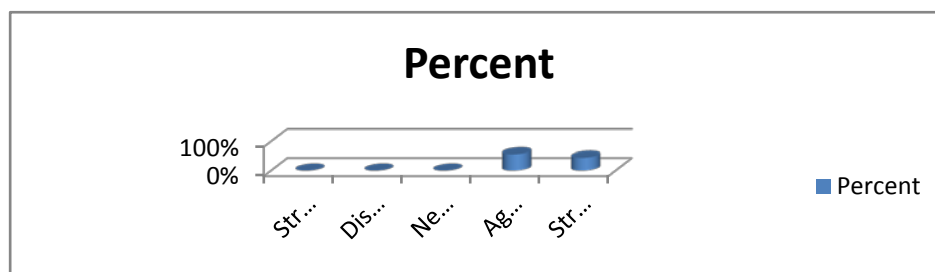


Figure 5.0 : Graphically presentation of Perceived product quality

Here we can see 44% customers strongly and 56% normally believe that the quality of Berger product is better.

Table 4.0 : Berger meets our quality standards (Perceived product quality)

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	00	00	00	00%
Neutral	00	00	00	00%
Agree	66	16	82	82%
Strongly agree	14	04	18	18%
Total	80	20	100	100%

Here also we see that most of the customers are agreed with the product quality standard of Berger because Berger maintains its product quality standard over the period.

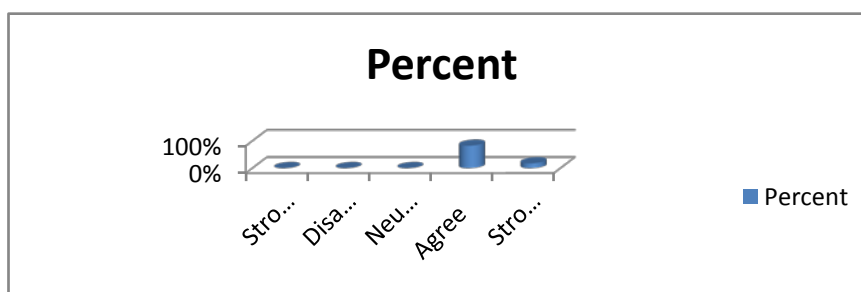


Figure 6.0 : Graphically presentation of Perceived product quality

This figure asserts that, customers think that, Berger meets the customer's quality standards.

Table 5.0 : Berger provides more consistent product quality over time (Perceived product quality).

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	14	04	18	18%
Neutral	00	00	00	00%
Agree	56	16	72	72%
Strongly agree	10	00	10	10%
Total	80	20	100	100%

The research findings show that, more than 80% people (agree+ strongly agree) believe that Berger provides more consistent product quality over time. And 18% customers are disagreeing with this statement.

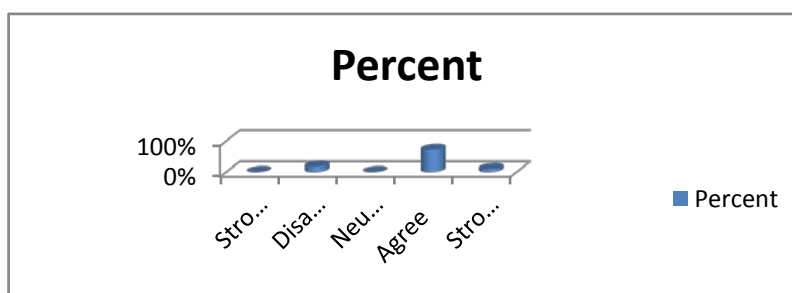


Figure 7.0 : Graphically presentation of Perceived product quality

Table 6.0 : Berger products are more reliable (Product reliability)

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	02	00	02	02%
Neutral	02	00	02	02%
Agree	50	14	64	64%
Strongly agree	26	6	32	32%
Total	80	20	100	100%

From the table we can see that 96% customers Berger's products are more reliable and 2% customers are disagree with the reliability and 2% are neutral. Therefore, organization has to work on this sector.

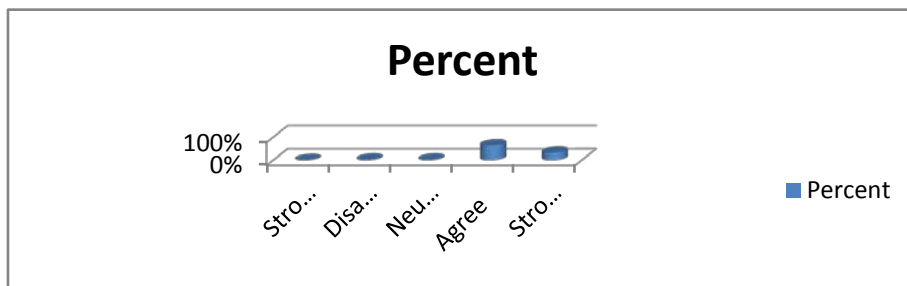


Figure 8.0 : Graphically presentation of Product reliability.

Table 7.0 : Berger paints are more durable than those of other paints of Bangladesh (Product durability)

The durability of Berger Color Bank compared to Asian, Romana, Elite Paints & others is more.

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	06	04	10	10%
Neutral	08	00	08	08%
Agree	14	02	16	16%
Strongly agree	52	14	66	66%
Total	80	20	100	100%

Out of the total respondents 52% said that, the durability of Berger color bank is more compared to others. And only 10 percent respondents are disagree with this statement.8% is neutral.

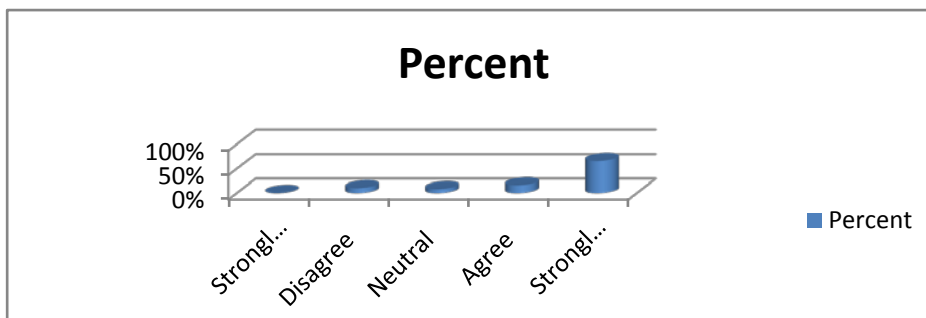


Figure 9.0 : Graphically presentation of Product durability

The durability of Berger Color Bank compared to Asian, Romana, Elite Paints & others is more.

Table 8.0 : Berger color bank can provide available color (Product availability & Size)

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	00	00	00	00%
Neutral	02	00	02	02%
Agree	24	04	28	28%
Strongly agree	54	16	70	70%
Total	80	20	100	100%

Most of the customers 98% (28%+70%) consider that Berger color bank provides available color. 2% customers are neutral about the availability of color Berger paints.

We can present the customer satisfaction about product availability through a bar diagram.

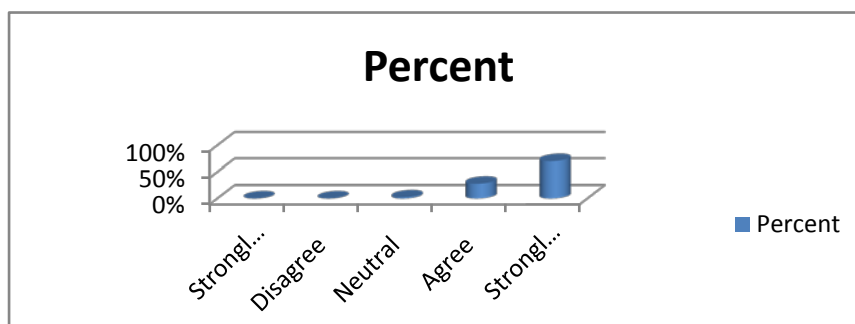


Figure 10.0 : Graphically presentation of Product availability & Size

Figure presents that 70% customers are strongly agree and 28% customers are normally agree about availability of color of Berger products.

Table 9.0 : Berger's products are available in its size (Product availability & Size).

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	02	00	02	02%
Neutral	00	00	00	00%
Agree	24	06	30	30%
Strongly agree	54	14	68	68%
Total	80	20	100	100%

Availability of product size is also a most important phenomenon in case of customer satisfaction. From the survey we can see that all of the respondents (98%) without 2% are agree with the available product size of Berger.

We can present the customer satisfaction about availability of product size through a bar diagram.

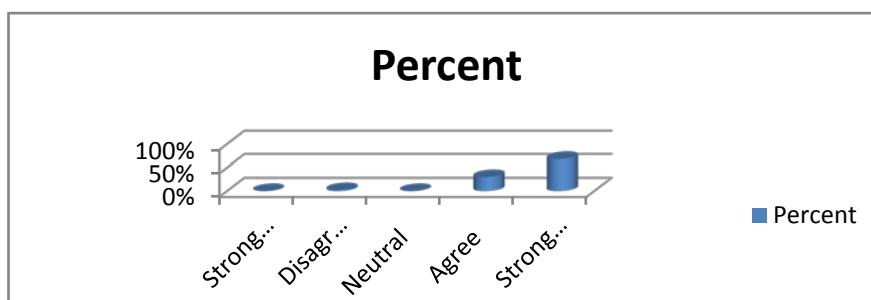


Figure 11.0 : Graphically presentation of availability of Product Size

Table 10.0 : Berger's products are available in its size (Product quantity)

Quantity of Color Bank products (per liter) are satisfactory than the competitor product.

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	14	06	20	20%
Neutral	36	04	40	40%
Agree	24	08	32	32%
Strongly agree	06	02	08	08%
Total	80	20	100	100%

Half of the respondents are neutral about quantity of color bank products per liter and 20% respondents are disagree about this statement.40%

people think that quantity of color bank products (per liter) are satisfactory than the competitor product.

We can present this analysis by the following figure -

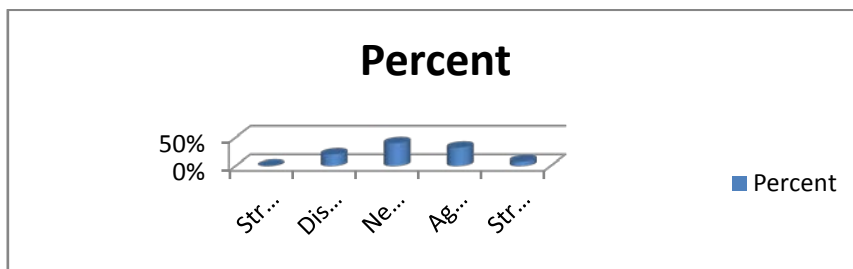


Figure 12.0 : Graphically presentation of Product quantity

Table 11.0 : Berger knows better how to improve existing products. (Product innovativeness)

Key	Male	Female	Total	Percent (%)
Strongly disagree	02	00	02	02%
Disagree	12	04	16	16%
Neutral	08	00	08	08%
Agree	48	14	62	62%
Strongly agree	10	02	12	12%
Total	80	20	100	100%

Above table represents that some customers (18%) think that Berger does not improve its existing product but most of the customers (74%) are agreed

with this statement. So, Berger has to try to improve its existing product to satisfy all types of customers. We can present this analysis by the following figure -

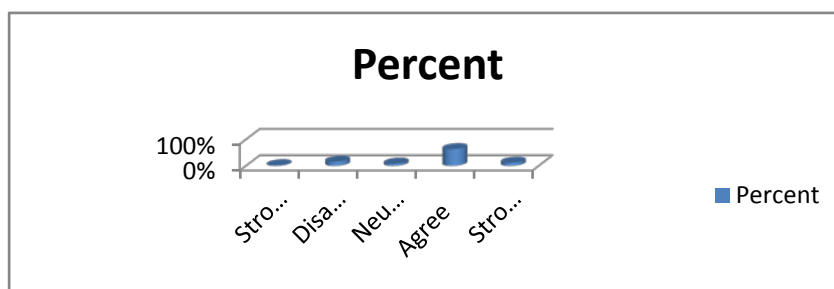


Figure 13.0 : Graphically presentation of Product innovativeness

Table 12.0 : Berger provide us new, improved and innovative product (Product innovativeness)

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	12	04	16	16%
Neutral	04	00	04	04%
Agree	60	14	74	74%
Strongly agree	04	02	06	06%
Total	80	20	100	100%

From the data analysis it is clear that 80% (74%+06) people think that Berger provide more up to date product with the changing needs of customers. 16% people think Berger does not provided and new product over the time.

We can graphically present the data which are analysed-

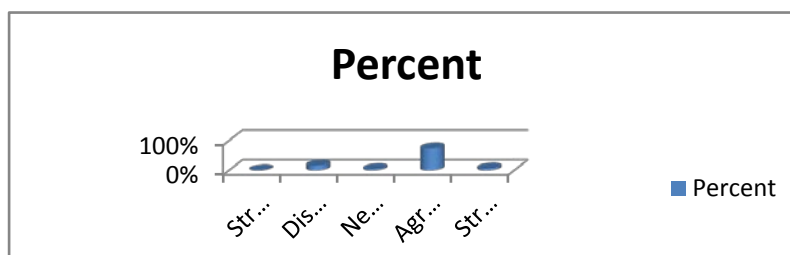


Figure 14.0 : Graphically presentation of Product innovativeness

The findings in the chart show that, more than 70% people (agree + strongly agree) believe that Berger performs better at presenting new products. On the other hand, around 16% respondents did not agree with the statement and 4% people did comment neither agree nor disagree.

Table 13.0 : Berger's home decor service is more attractive than those of others (Service quality)

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	20	04	24	24%
Neutral	02	02	04	04%
Agree	20	04	24	24%
Strongly agree	38	10	48	48%
Total	80	20	100	100%

Berger provides interior and exterior home decor service which most important factor of customer satisfaction. Research shows that 72% respondents are satisfied with the home décor service of Berger. Opinion of some people (24%) is that home décor service of Berger is not more attractive than others. We can graphically present the data which are analysed-

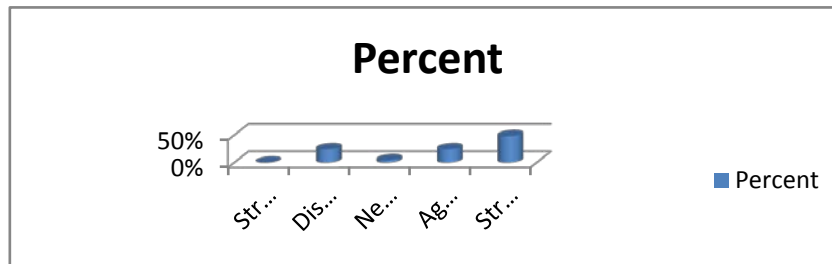


Figure 15.0 : Graphically presentation of Service quality

Table 14.0 : Berger performs better in meeting delivery. (Delivery performance)

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	08	02	10	10%
Neutral	04	00	04	04%
Agree	52	12	64	64%
Strongly agree	16	06	22	22%
Total	80	20	100	100%

Better delivery capabilities may satisfy customers demand. However, the findings above showed that, most of customers 86% (64+22) are satisfied with the delivery process of Berger paint. But some are disagree with the better delivery process. These customers think that Berger should improve its delivery process.

We can graphically present the data about delivery performance of Barger Paints-

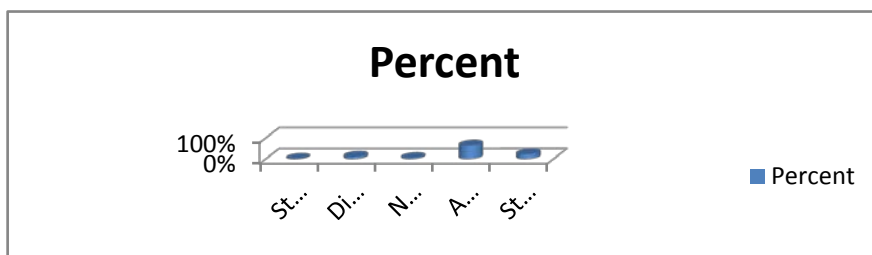


Figure 16.0 : Graphically presentation of Delivery performance

Table 15.0 : Berger maintains better relationship with us (Customers). (Customer Relationship)

Key	Male	Female	Total	Percent (%)
Strongly disagree	00	00	00	00%
Disagree	00	00	00	00%
Neutral	06	00	06	06%
Agree	60	14	74	74%
Strongly agree	14	06	20	20%
Total	80	20	100	100%

Berger tries to maintain better relationship with its customer because customer is the king of the market. From the survey we can state that Berger maintains better relationship with its customer because 94% respondents are agree with this statement.

We can graphically present the data about Customer relationship of Barger Paints-

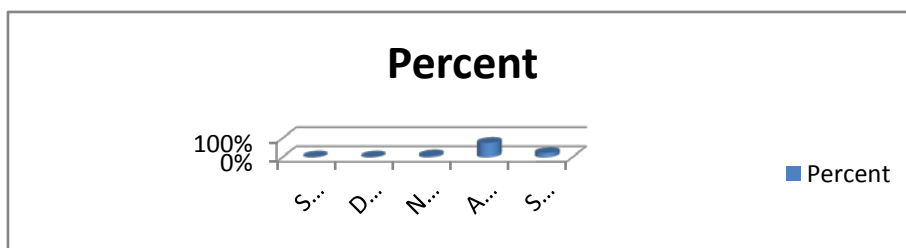


Figure 17.0 : Graphically presentation of Customer relationship

Table 16.0 : Berger provides better customer care service. (Customer care service)

Key	Male	Female	Total	Percent (%)
Strongly disagree	04	00	04	04%
Disagree	16	04	20	20%
Neutral	10	04	14	14%
Agree	48	12	60	60%
Strongly agree	02	00	02	02%
Total	80	20	100	100%

Berger has online customer support system to get advice from experts about their product. They have care line to get direct support and any information regarding their product. 62% customers think that customer service is available when information is needed but 24% customers are disagree with this statement and 14% are neutral. Hence, Berger has to increase the capacity to ensure available information in accordance with the customer demand.

We can graphically present the data about Customer care service of Barger Paints-

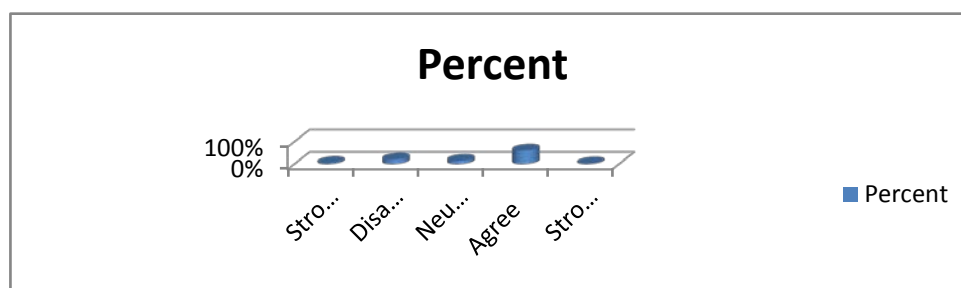


Figure 18.0 : Graphically presentation of Customer care service

## V. FINDINGS

There are some findings related to the research. These are given below –

- Customer perceived value is low. Most of the customers think that price of the Berger product is high.
- Perceived product quality of Berger paint is high. Most of the customers are satisfied about the Berger product quality.
- Product reliability is high. Most of the respondents are satisfied about product reliability of Berger paints.
- Most of the respondents are satisfied about product durability of Berger paints. Only 10% respondents are dissatisfied about product durability.
- Almost all of the respondents are satisfied about product availability & size of Barger paints.
- Most of the respondents are dissatisfied about the product quantity of Berger paints.
- Most of the respondents are satisfied and 18% respondents are dissatisfied about the product innovativeness of Berger paints.
- 72% respondents of are satisfied and 24% respondents of are dissatisfied about the service quality of Berger paints.
- Most of the respondents are satisfied about the delivery performance of Berger paints.
- Almost all of the respondents are satisfied about customer relationship of Berger paints.
- All customers are not satisfied about customer care service. 24% respondents are dissatisfied.

## VI. RECOMMENDATIONS

Berger paints is a company, which has so far shown good performance and holds the strongest position in the Painting market. It has a management wise enough to think of and implement an array of financial services through diversification program. It has good quality mid and bottom level management which gives more time for top management to think and plan for new things. It is possible to create better future in the

paint if Berger paints take action for producing more qualitative product which is better than other multi-national company. Now a day's most of the business sector is becoming service oriented. Berger Paint has a well established product in the market and is enjoying a high market share. In such a scenario, Berger can now fully concentrate on providing a better service to customer to improve satisfaction level, create new customers, and retain existing customers. From the analysis, it is clear that the main reason of Berger paint usage is their service support and personal interaction. Dealers are a major party to influence customers to purchase Berger products. If they are satisfied, then customers will be satisfied.

On the basis of my survey I recommend about Berger Paints BD Ltd. These are given below-

- ✓ Berger should introduce product with affordable price
- ✓ Berger Paints have to take strong strategy against it key competitor.
- ✓ The competitors are providing false information about Berger Paints. So Berger Paints should protect it. Otherwise Berger Paints may lose its Brand image, Quality etc.
- ✓ Berger Paints can reconsider its discount policy and provide more discount to customers.
- ✓ Berger Paints have to make some valuable paint contractors who have the goodwill.
- ✓ The company may always maintain its marketing and promotional strategy.
- ✓ Always be aware about the marketing strategy of competitors.
- ✓ Always try to maintain personal and corporate relationship with them.
- ✓ Always keep on touch with their promotional activity.
- ✓ Be aware about competitor's policy.
- ✓ Searching out their marketing strategies always.

## VII. CONCLUSION

Paint Industry of Bangladesh is now more competitive than before. According to the data analysis in Microsoft Excel Product quality, Delivery performance,



Supplier, Time to market, Service support, and Personal interaction are positively related with Customer satisfaction. And Product cost is negatively related with customer satisfaction. Because 64% of the customers said that price of the Berger product is very high price. From the study it is being also observed that Product cost, Product quality, Delivery performance, Service support, and Personal interaction have relationship with Customer satisfaction. By those results we can say that this thing is the main reason that people are using Berger paints.

So I think the buyers will buy these products because of the company's brand portfolio.

## REFERENCES RÉFÉRENCES REFERENCIAS

1. Johnson, Michael D., and Claes Fornell. "A framework for comparing customer satisfaction across individuals and product categories." *Journal of economic psychology* 12.2 (1991): 267-286.
2. Anderson, James C., and James A. Narus. "A model of the distributor's perspective of distributor-manufacturer working relationship." *Journal of Marketing* 48.4 (1984): 62-74.
3. Cova, Bernard, and Robert Salle. "Rituals in managing extrabusiness relationships in international project marketing: a conceptual framework." *International Business Review* 9.6 (2000): 669-685.
4. Cova, Bernard, and Robert Salle. "Rituals in managing extrabusiness relationships in international project marketing: a conceptual framework." *International Business Review* 9.6 (2000): 669-685.
5. Crosby, Philip B. "Quality is free: The art of making quality certain." *New York* (1979).
6. Garvin, David A. "What does product quality really mean." *Sloan management review* 26.1 (1984).
7. Granovetter, Mark. "Economic action and social structure: the problem of embeddedness." *American journal of sociology* (1985): 481-510.
8. Fynes, Brian, Chris Voss, and Seán de Búrca. "The impact of supply chain relationship dynamics on manufacturing performance." *International Journal of Operations & Production Management* 25.1 (2005): 6-19.
9. Forker, Laura B. "Factors affecting supplier quality performance." *Journal of Operations Management* 15.4 (1997): 243-269.
10. Halinen, Aino, and Jan-Åke Törnroos. "The role of embeddedness in the evolution of business networks." *Scandinavian journal of management* 14.3 (1998): 187-205.
11. Hossain, Fahad. "ANTECEDENTS OF CUSTOMER SATISFACTION AND LOYALTY IN." (2013).
12. Krause, Daniel R. "The antecedents of buying firms' efforts to improve suppliers." *Journal of operations management* 17.2 (1999): 205-224.
13. Kraut, Robert, et al. "Psychological research online: report of Board of Scientific Affairs' Advisory Group on the Conduct of Research on the Internet." *American psychologist* 59.2 (2004): 105.
14. Ulaga, Wolfgang, and Andreas Eggert. "Value-based differentiation in business relationships: Gaining and sustaining key supplier status." *Journal of marketing* 70.1 (2006): 119-136.
15. Whitney, Daniel E. "Part IV. Designing for producibility: Manufacturing and design: A symbiosis: If robots and other advanced assembly methods are to be used efficiently, products must be scrutinized in terms of manufacturability early in the design cycle." *Spectrum, IEEE* 24.5 (1987): 47-47.
16. Whitney, D. E. "The strategic approach to product design: use of product design teams in manufacturing." *The Automated Factory Handbook, TAB Professional and Reference Books, Blue Ridge Summit, PA* (1990).
17. Zhao, Meng, and Theodore P. Stank. "Interactions between operational and relational capabilities in fast food service delivery." *Transportation Research Part E: Logistics and Transportation Review* 39.2 (2003): 161-173.
18. Bowersox, Donald J., David J. Closs, and Omar K. Helferich. *Logistical management*. Vol. 6. New York, NY: McGraw-Hill, 1996.
19. Alam, Teg, and Mohammad Rishad Faridi. "A STUDY ON SATISFACTION, PERCEPTION AND EXPECTATION LEVEL OF INSTITUTIONAL CONSUMERS TOWARDS PAINT BRANDS IN AL-KHARJ REGION, KINGDOM OF SAUDI ARABIA." *European Scientific Journal* 10.13 (2014).
20. Akbar, Mohammad Muzahid, and Noorjahan Parvez. "Impact of service quality, trust, and customer satisfaction on customers loyalty." *ABAC Journal* 29.1 (2009).
21. [http://www.bergerbd.com/company\\_profile/history](http://www.bergerbd.com/company_profile/history)
22. [http://www.bergerbd.com/company\\_profile/qp\\_iso](http://www.bergerbd.com/company_profile/qp_iso)
23. Antecedent of customer satisfaction and loyalty in BPBL by Fahad Hossain.
24. Annual report 2012 of BPBL.

## Questionnaire

Pabna University of Science and Technology  
Questionnaire Survey

### Factors affecting customer satisfaction on Berger Paints Bangladesh Limited.

This research is conducted for academic purposes only. So please do not hesitate to answer. Your information will be kept confidential.

#### Personal Information:

Name:..... Occupation:..... Age: below 30  30-40  above 45   
 Sex: Male  Female  Marital Status: Yes  No  Building Type: Residential  Commercial   
 Others.....

Please indicate your answers by filling in the box like ✓, which most closely responds to your thinking.

SL NO.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	The dealers deal with higher price.					
2	Berger provides us with better product quality.					
3	Berger meets our quality standards.					
4	Berger provides more consistent product quality over time					
5	Berger products are more reliable					
6	Berger paints are more durable than those of other paints of Bangladesh					
7	Berger color bank can provide available color					
8	Berger's products are available in its size					
9	Berger's products are available in its size					
10	Berger knows better how to improve existing products.					
11	Berger provide us new, improved and innovative product					

12	Berger's home decor service is more attractive than those of others.					
13	Berger performs better in meeting delivery.					
14	Berger maintains better relationship with us (Customers).					
15	Berger provides better customer care service. .					

Thank you for your kind cooperation.

Respondent's signature (Optional).....

