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EVALUATING THE CUSTOMER EXPERIENCE IN WORTEN RESOLVE'S AFTER SALES REPAIR SERVICE AND ITS IMPACT ON SATISFACTION AND WORD-OF-MOUTH

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Master's in Management of Services and Technology

Supervisors:

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Prof^ª. Madalena Ramos, Associate Professor, Department of Social Research Methods

October, 2022



**BUSINESS
SCHOOL**

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“A Winner is a dreamer who never gives up”

- Nelson Mandela

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Finally, to my grandfather, my guardian angel - this achievement is also yours. I did it!

RESUMO

Face ao aumento da concorrência nos diferentes sectores, é essencial que uma empresa se diferencie, proporcionando aos clientes uma experiência memorável através de serviços. Neste sentido, é imperativo que avaliem os seus serviços de forma a melhorar a relação entre a empresa e o cliente, maximizando o nível de experiência e satisfação do mesmo, promovendo assim o *word-of-mouth*.

O objetivo desta investigação é avaliar a experiência do cliente no serviço de reparações da Worten Resolve e o seu impacto na satisfação e *word-of-mouth*. Assim sendo, foi realizado um estudo quantitativo através de um questionário a 154 clientes das lojas consideradas para o estudo (Colombo e Vasco da Gama). A análise de dados combinou em análises descritiva, de fiabilidade e de mediação, utilizando regressão linear simples e múltipla. Além disso, foi também realizado um estudo qualitativo através de uma entrevista ao supervisor dessas lojas.

Os resultados obtidos, no questionário e na entrevista, são positivos, demonstrando que a maioria dos clientes está satisfeita com o serviço de reparação da Worten Resolve e que existe concordância entre a perspetiva do cliente e a perspetiva do prestador de serviços, na maioria dos tópicos abordados. Ao utilizar testes de hipóteses, foi possível concluir que, neste estudo, a experiência do cliente tem um impacto positivo na satisfação do mesmo e na sua divulgação.

Finalmente, são apresentadas oportunidades de melhoria para estudos futuros, como o aumento do número de lojas analisadas e em diferentes regiões do país, bem como a sua comparação com os serviços da concorrência.

Keywords: Experiência do Cliente; Satisfação; *Word-of-mouth*; Retalho de Eletrónica de Consumo.

JEL Classification:

L80 – Industry Studies: Services: General

Y40 - Dissertations

ABSTRACT

Given the increasing number of competitors in different sectors, it is essential for a company to differentiate from others by delivering to customers a memorable experience through its services. As such, it is imperative that companies evaluate their services to improve the relationship between the company and the customer, maximizing the level of customer experience, satisfaction, and promoting dissemination of a good experience.

Henceforth, the aim of this research is to evaluate the customer experience at the Worten Resolve after sales repair service and its impact on customer satisfaction and word-of-mouth. Therefore, a quantitative study was carried out by applying a questionnaire to 154 customers of the stores considered for the study (Colombo and Vasco da Gama). The data analysis combined descriptive analysis, reliability analysis and mediation analysis, using simple and multiple linear regression. In addition, a qualitative study was also conducted by interviewing the supervisor of those stores.

The results obtained, in the customer questionnaire and in the interview, are positive, showing that most customers are satisfied with the Worten Resolve repair service and that there is agreement between the customer's perspective and the service provider's perspective in most of the topics covered. By using hypotheses testing it was possible to conclude that, in this study, customer experience has a positive impact on customer satisfaction and on word-of-mouth.

Finally, improvement opportunities for future studies are presented, such as increasing the number of stores analysed and in different regions of the country, as well as comparing them with competitor services.

Keywords: Customer Experience; Customer Satisfaction; Word-of-mouth; Consumer Electronics Retail.

JEL Classification:

L80 – Industry Studies: Services: General

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1. INTRODUCTION

In the last years, the retail sector and the way companies have approached the market experienced significant changes in Portugal and around the world. These changes led to a shift in the logistics paradigm related to service acceptance (Grewal & Levy, 2007).

Nowadays, the success of one company is no longer about inventory, but rather about creating engaging experiences for customers (Klaus & Maklan, 2013). Several studies have shown that the service is one of the main tools for a company to obtain consumer satisfaction and loyalty (Yuen & Chan, 2010).

In the last two decades, the focus of companies has been no longer on the tangible final product but on the service (Lusch et al., 2007). According to these authors, the main objective of a service is to provide benefit to the customer, it is not just something to increase the value of the goods.

With the commercialisation of goods, services began to gain importance, and with the commercialisation of services, customers began to demand more than just competent services, they demand also memorable and engaging experiences (Gilmore & Pine, 2002). Several studies have shown that Customer Experience is an important driver to create competitive advantage in any market (Bueno et al., 2019; Verhoef & Lemon, 2016). More recently, it was found that the concept of customer experience has a positive impact on customer satisfaction, since it is more focused on the overall experience, rather than on the immediate associated outcome (Klaus & Maklan, 2013). As such, it is very important that companies that want to differentiate themselves and gain a competitive advantage incorporate the concept of customer experience as the focus of their service provision. An experience is a new form of competition between companies, in which the offering of a positive and good quality experience to the customers has potential gains in satisfaction, loyalty and word-of-mouth (Kim, 2006; Meyer & Schwager, 2007).

The retail of consumer electronics and home appliances is under pressure in the market and faces enormous competition, since companies in this market offer similar products and services, in terms of features and price (Grewal et al., 2009). Also, there are other specific characteristics in this retail sector such as: uncertainty in demand, seasonality of sales, the diversity of choice for the final customer, the growth of e-commerce and the awareness of sustainability issues, that show the importance of being competitive to succeed (Stora Enso, 2014).

In this highly competitive sector, it is very important that companies have a good knowledge of what aspects are important to their customers, so they can stand apart from other retailers (Yuen & Chan, 2010).

According to Levitt (1983), the initial sale of a product is only the start point of a seller-customer relationship but the crucial point to grow this relationship is in the after-sales services. The relationship between the seller and the customer does not end at the store but goes as long as the offer lasts (Oliva & Kallenberg, 2003). These types of services are important to achieve customer satisfaction and to create good long-term relationships (Goffin, 1999).

1.1 Contextualization of Sonae

Sonae, SGPS, SA was considered the 158th largest retailer worldwide (Deloitte, 2021). Worten is one of the brands under the umbrella do Sonae and is dedicated to selling home appliances. In 2022, Worten had over 260 stores, of which only 198 have Worten Resolve services (Worten, 2022). In Spain, the company has one physical store in Madrid and 15 stores in the Canary Islands, since they are focusing on sales through the online channel (Jornal de Negócios, 2021). Additionally, according to Miguel Mota Freitas, Worten CEO, one of the company's goals for 2022 is to open 10 new stores and increase its online sales by 50% (Jornal de Negócios, 2022).

With this high number of stores and expected increase in sales, the number of items that are repaired or exchanged is increasing, which makes the quality of after-sales services increasingly important for both the customer and the company. Currently, there are Worten stores in 19 different Portuguese districts. In the district of Lisbon, two stores - Colombo and Vasco da Gama - stand out with the number of clients and in sales. Accumulated to September 2022, Colombo store invoiced 34.165 million euros and the Vasco da Gama store invoiced 21.181 million euros, being the two stores with the highest sales value at Worten. In relation to the Worten Resolve repair service, the Colombo store invoiced 331 thousand euros and the Vasco da Gama store 228 thousand euros, following the same trend as Worten as the two stores with the highest revenue for this service.

Worten continues to be the national market leader in the areas of household appliances, consumer electronics and entertainment, with a wide variety of products as well as high levels of service, taking on a particularly distinctive character in the after-sales service (Worten, 2016). In 2013, the company Worten decided to restructure the diversity of its services with the creation of Worten Resolve, which provides its customers with several after-sales services, such as repairs and maintenance or even installation and technical assistance at home.

The growth of the number of customers led the company to explore about its after sales services and how it impacts customer satisfaction and how customers recommend the company to others (word-of-mouth). This leads to the following research question: *What is the customer's perception of customer experience in the Worten repair after sales service and its impact on satisfaction and their intention to recommend that service to others? Moreover, does the customer's perception match what Worten wants (service provider's perspective)?*

Evaluating Customer Experience will help Worten understand how its customers perceive the after sales process and its relationship with their satisfaction and word-of-mouth (WOM).

1.2 General and Specific Objectives

The goal of this research is to analyse customer's experience in Worten Resolve's after-sales repair service and its impact on customer's overall satisfaction and on word-of-mouth, in two stores in Lisbon (Vasco da Gama and Colombo).

For this purpose, some specific objectives are offered:

- Evaluate the quality of Customer Experience of Worten after sales services from the consumers' perspective and from the service provider's perspective, in the two stores in Lisbon (Vasco da Gama and Colombo);
- Assess the overall satisfaction level of customer with the service they get from Worten Resolve, in the two stores in Lisbon (Vasco da Gama and Colombo);
- Assess the impact of Customer Experience on Satisfaction and Word-of-mouth, in the context of Worten After sales, in the two stores in Lisbon (Vasco da Gama and Colombo);
- Identify possible ways to improve Customer experience, Customer satisfaction and Word-of-mouth provided by customers about Worten Resolve.

1.3 Method

To answer the research question and achieve the previously proposed objectives, interview will be conducted with the Worten Resolve supervisor of the two main stores in Lisbon, the ones that will be considered for this study, to obtain the perception of the service provided, from the point of view of the service provider. Also, a questionnaire will be applied to customers of Worten Resolve's repair services from the stores considered for the study.

1.4 Scope

The present case study research focuses on a single company, Worten, more

specifically in one of its After-Sales Services offerings - Worten Resolve repair service - due to its distinct market position in its after-sales services. The type of after-sales service to investigate was chosen based on the company's interest, as this is the service that Worten Resolve consumers use more often.

Considering the company's focus, this study will only focus on two stores in Lisbon – Colombo and Vasco da Gama - due to their high level of sales and volume.

Although the researcher is currently an employee of Worten, this will not influence the conclusions of this study. Impartiality will be kept in the analysis and interpretation of data.

1.5 Dissertation Structure

In structural terms, this dissertation is divided into five chapters. The first chapter, the Introduction, provided a contextualization of the sector and the company under study and presented the objectives of this work, the main research question and, finally, the methods used.

The second chapter, Literature Review, is an analysis of the theoretical background of the concepts that support the development of the research. This chapter begins by analysing the concept of After Sales Services and its respective characteristics, proceeding to the presentation of the concept of Customer Experience, as well as its measurement and related constructs. Afterwards, the concept of satisfaction and word-of-mouth are also introduced and analysed, as well as their relationship with the remaining constructs.

The third chapter, Method, aims to support the achievement of the research goals by making a connection between the theoretical framework and the analysis of the data studied. The conceptual model, the population, sampling, pre-testing methods and the tools used for data collection and analysis will be disclosed.

The fourth chapter is dedicated to the analysis of the data and the results obtained from the questionnaire applied and the interviews conducted, presenting the data collected, the techniques used for the analysis, and finally, a discussion of the results.

Finally, the fifth chapter presents the main conclusions from the present research, the objectives achieved, the limitations of the research, and some suggestions for future work.

2. LITERATURE REVIEW

This chapter addresses the state of the art in the area of the research. The literature review is divided into subsections: Services/After Sales Services, Customer Experience and its relationship with Customer Satisfaction and Word-of-Mouth.

2.1 Services and After - Sales Services

In recent years, services had the greatest weight in the economy. By 2020, services were considered the largest economic activity in the EU in terms of gross value added with 73% of the EU's total GVA (Eurostat, 2021). In Portugal, the service industry represented 64,9% of the country's Gross Domestic Product in 2021 (The World Bank, 2022). With this growth in the service sector, it has become an important object of research at the enterprise level (Alzaydi et al., 2018).

In former times, service quality was defined as the difference between customer expectations and perceptions of service or as the customer's satisfaction/dissatisfaction regarding their service experience (Grönroos, 1984; Parasuraman et al., 1988). Customers' expectations and demands regarding the quality of the services provided are increasingly higher and as such, service plays a central role in obtaining competitive advantages and bringing the company and the consumers closer together, making the service a central part of the current market (Kotler, 2015).

A range of definitions of service have been suggested by different authors. According to Lovelock and Wright (1999), services are defined as economic activities between two parties, which means that there is an exchange of value between a seller and a customer, where the latter is looking for desired results to fulfil their needs. In 2003, Zeithaml and Bitner defined service as actions, processes, and performance. Grönroos (2016), referred to service as a process consisting of a set of activities that are achieved by the interaction between the customer and service providers, which are provided as solutions to the customer's problems.

Vargo and Lusch (2004) proposed a new paradigm in the current business model, in which the focus of companies is no longer the final product, but on the service provided, in order to provide benefits and create value for customers – Service Dominant Logic. These authors argue that for a company to be truly competitive, it must "face itself" and the market according to the service logic. In the same view, Grönroos (2016) states that if a firm adopts a service logic, they can turn any resource into service and make themselves meaningful for their customers.

It is then possible to perceive an evolution in the conceptualization of service. Not only the Service-Dominant Logic emerged and perceive all interactions between agents as support of service, Good-Dominant Logic also evolved and is stressing more and more the relevance of services associated to goods.

There are different types of services that companies can use to differentiate themselves from the competition. For Kotler and Armstrong (2007), the after-sales services are clearly one of the best ways for a company to differentiate itself from the market because it can accompany the customer during his purchase but also offer full support to the customer after the purchase of the product. According to Díaz and Márquez (2014, p.3), after-sales service is the "period of time during which the seller or manufacturer guarantees the buyer assistance, maintenance or repair of what was bought". According to Goffin and New (2001), this type of service can also be called "after-sales support", "technical support" or just "services". There are different types of after-sales services, such as installation, repair service, product-related training, and delivery to the customer. Nowadays, almost all consumer durables need after-sales services.

Grönroos (2000) defined After-Sales services as a recovery process that responds and attempts to solve a customer's problem that, if not solved, causes customer dissatisfaction. In the case where customers are experiencing issues with after-sales services, they will tend to switch to other competitors with competitive products and a better service quality. Therefore, this type of service attempts to recover customer satisfaction to the level it was before the problem occurred (Grönroos, 2000).

Olivia and Kallenber (2003) proposed that the relationship between the seller and the purchase does not have to end in the store at the moment the product is purchased, it goes as long as the service is provided. Therefore, it is important to look at after-sales services as a way for the company to differentiate itself from the market and satisfy its customers even after the purchase of the product. In addition, after-sales service should be recognized as a fundamental tool to create economic value and gather information about customers (Kotler, 2006).

2.2 Customer Experience

Customer experience has become a major strategic focus for a company and is considered crucial to create a unique and sustainable competitive advantage and to achieve customer satisfaction (McColl-Kennedy et al., 2015).

Several studies show that Customer Experience should be the new focus of companies and is a crucial point in customer's service quality evaluation. In this sense, according to Verhoef et al. (2009), a scale should be developed to evaluate the Service Experience, from the customer's

point of view, based on a more comprehensive conceptualization. According to a study done by Accenture (2015), "improving the customer experience" was ranked first as the top priority of company executives for 2016.

As early as 1955, Abbott stated that what consumers really want and value are not the products that are sold, but the satisfying experiences they can enjoy (Abbott,1955). In recent years, different interpretations of consumer experience in the services area have been offered. Among them are Klaus and Maklan (2013, p.228), who define it as the "customers' cognitive and affective assessment of all direct and indirect encounters with the firm relating to their purchasing behaviour". The customer experience results from the customer's interpretation of a given service and depends on the customer's interaction with the service provider throughout the customer's journey through the different touch points (Johnston et al., 2012).

Shaw and Ivens (2002) argue that the different moments of contact between the company and the customer are the perfect time to offer a good service. These authors propose a five customer experience phases that form a cycle (Figure 2.1). The first phase consists of customer expectations, which can be based on advertising, brand image, word-of-mouth, or past experiences. The second phase - pre-purchase interactions - includes activities undertaken to obtain a final decision regarding a customer's purchase. At this stage, touchpoints are usually designed through the internet, stores, sales equipment, and campaigns. The third phase is where there is the purchase order, implementation, and service of the service, through the contact with the purchase intention, the sales equipment and the internet. The penultimate phase - consumer product/service - is already related to after-sales service and the final phase in which the product/fourth. This phase is crucial to optimize or exceed the expectations that the customer initially had. Finally, the last phase - post experience review - is an evaluation phase of the entire customer experience. At this stage, the customer gives feedback on their experience compared to their initial expectations, usually through the assessment of customer satisfaction/experience. However, each experience is individual, since the perceptions and interpretations that each consumer makes are different and, as such, two people cannot have the same experience (Gilmore & Pine, 2002), which becomes a major challenge for companies.

In addition to the concept of "customer experience" there is also the "service experience", which is an integral part of the former. The difference is that "service experience"

refers to the customer as an actor who experiences a particular service, while "customer experience" is customer-centric and has as top priority the personal interaction with the customer and its positive impact on the evaluation, interpretation, and response to that interaction (Meyer & Schwager, 2007).

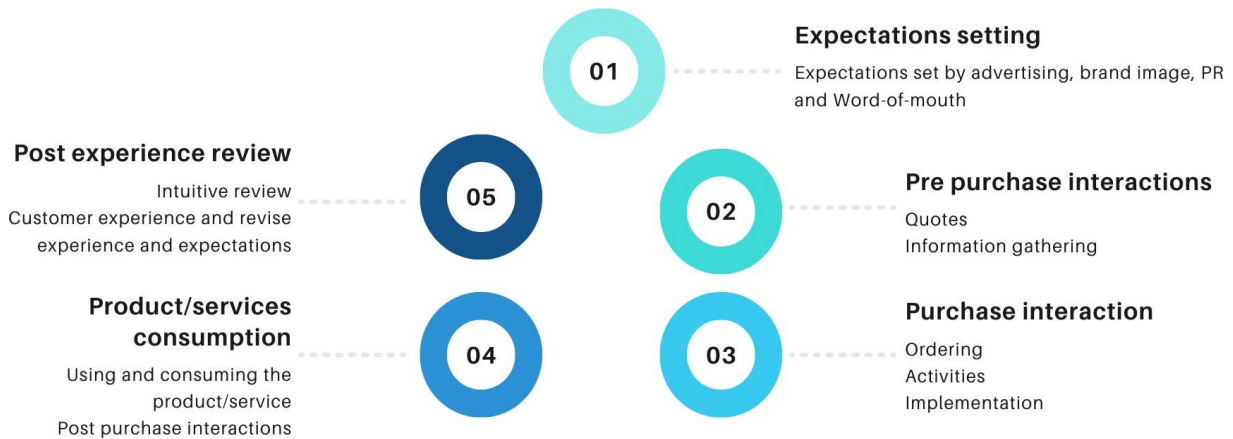


Figure 2.1- Stages of customer experience (Source: Shaw & Ivens, 2002; p.157)

To understand customer experience and its impact on customer satisfaction, it was necessary to develop a scale to evaluate the Service Experience, from the customer point of view. In 2012, Klaus and Maklan developed a scale to measure beyond service quality, validating the concept of customer experience and service experience - EXQ (Customer experience) - with four key dimensions, as per Figure 2.2: product experience, outcome focus, moments-of-truth, and peace of mind. Product experience refers to the customer's perception of the different alternatives that exist and the ability to compare offers; "outcome focus" is associated with the reduction of consumers' transaction costs, such as the analysis of new service providers; "moments-of-truth" refers to the moment of interaction between the consumer and the service provider emphasizing the importance of service recovery, i.e., dealing quickly with complications that may arise; "peace-of-mind" is based on the emotional benefits and skills perceived by the customer before, during and after the service provision.

In 2013, Klaus and Maklan adapted the EXQ scale and tested the theoretical model with the dimensions presented above and concluded that customer experience has a significant impact on customer satisfaction, loyalty, and word-of-mouth. It was also identified a greater

relationship between customer experience and word-of-mouth than between satisfaction and word-of-mouth.

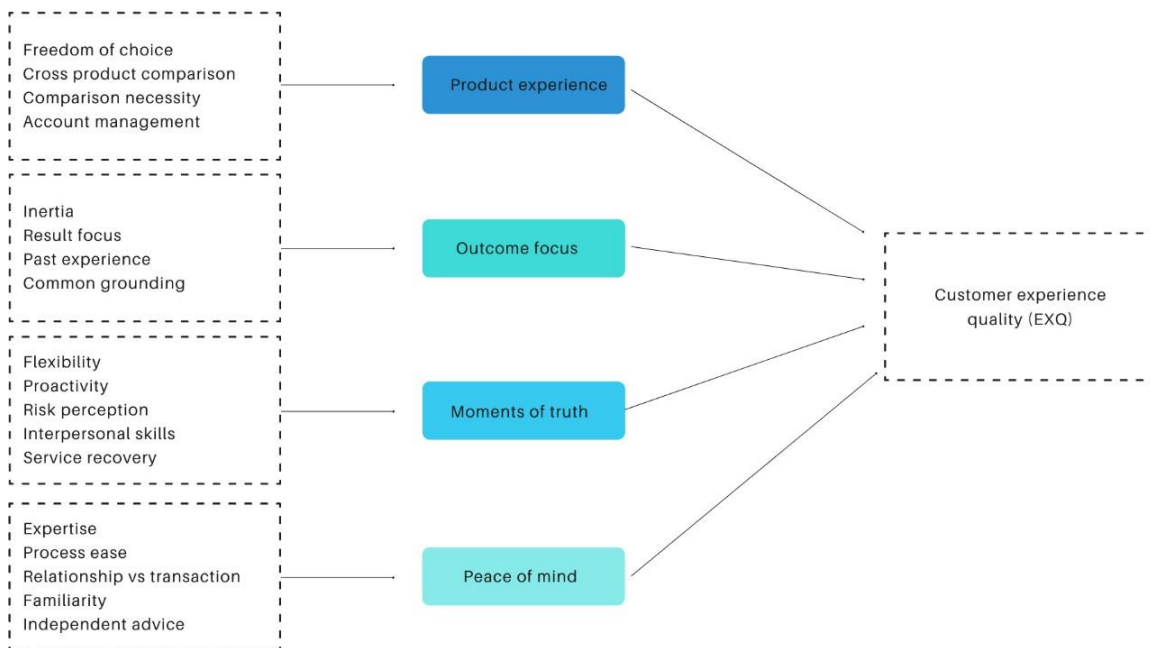


Figure 2.2 - Customer Experience Scale (EXQ)

In 2013, Klaus re-evaluated the EXQ scale and introduced an updated three-dimensional version of the scale with three stages: Brand experience, Service experience and Post-Purchase experience, represented in Figure 1.3.

1. *Brand experience*: This stage, pre-purchase experience, is related to a customer's prior to purchase experience, such as the customer's perceptions of the brand and its evaluation compared to competing offerings.
2. *Service experience*: This phase is typically viewed from the customer's perspective and includes all customer interactions with the service provider, such as discovery, purchase, and participation in a service,
3. *Post-Purchase experience*: This dimension describes the way a customer feels, thinks and acts about a service or product, after purchasing or consuming them.

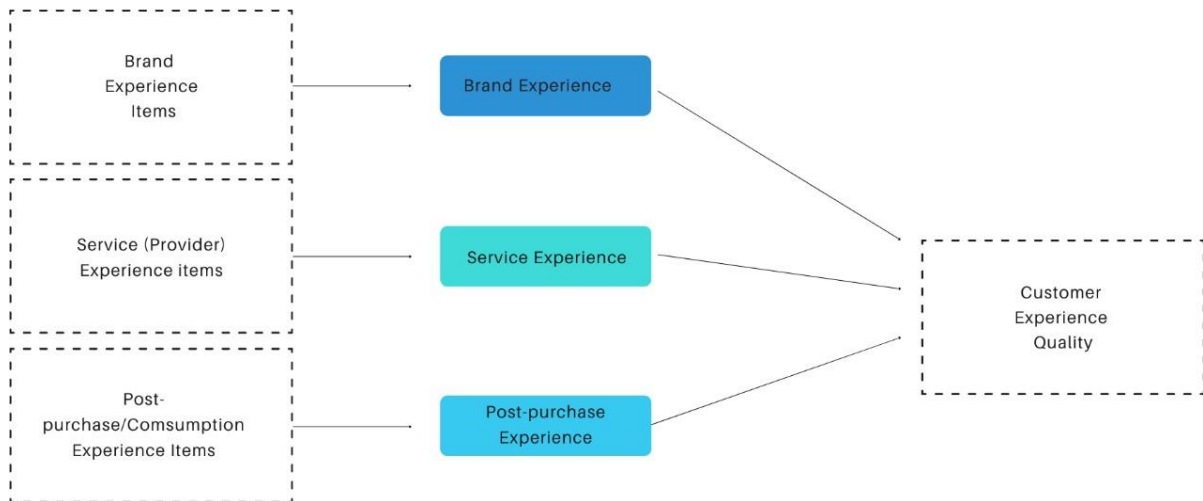


Figure 2.3 - Customer Experience scale dimensions (Source: Klaus, 2013)

The EXQ scale (Klaus & Maklan, 2012) was initially developed for the mortgage industry where 19 items were identified in the four dimensions presented above. Currently, further steps have been taken in the development and application of the EXQ, by drawing on data from both a business-to-business and business-to-consumer study, to explore the scale's psychometric properties (Kuppelwieser & Klaus, 2021).

Comparing this new three-dimensional version with the original EXQ scale, the new scale extends the number of items to only 25 instead of the original 48 items.

2.3 Customer Satisfaction

Starting in the 1970s, the concept of customer satisfaction began to be increasingly addressed in the business world due to the high competition in each market and the sophistication of consumers (Myers, 1991). This concept can have a positive impact on a company's revenue and can decrease in customer-related transaction costs (Lewin, 2009). Currently, customer satisfaction is considered one of the key points for the success of companies and has gradually become the main source of retailers' sustainable competitive advantage through differentiation (Holmlund, 2020).

According to Oliver (1980), before a service is provided, the customer has already created his expectations and after its use he makes a perception of its performance comparing the expectations with the perception that was previously made. Based on this theory, we can define Customer Satisfaction as a measure of how well the products and services provided by the company meet or exceed customer expectations.

There are different authors who address this topic, in which Zeithaml and Bitner (2003) stand out. According to these authors, satisfaction is seen as the customer's response to the performance of a particular product or service. When the customer's perceptions meet their expectations, the customer will be satisfied. On the other hand, if the perception and what the customer was expecting are different, the expectation has been broken and the customer will be dissatisfied (Hoffman & Bateson, 2011). Johnston et al. (2012), defined satisfaction as the confrontation between expectations and the perception of the performance of the service/product that was purchased by the customer. In this sense, it becomes necessary for organizations to have as a priority the focus on the customer to achieve and even exceed their expectations, giving them reasons to be satisfied with the products and services they purchase. Previous research on satisfaction and service quality has shown that customers' past experiences with a company can influence their current emotional and behaviour responses. In other words, past satisfaction with a previous service has a significant influence on current satisfaction (Nikbin et al., 2011).

Regarding this construct in after-sales service, it plays a significant role in creating customer's satisfaction. If the customer experiences issues with after-sales services, it will affect consumer's perception of quality and will tend to switch to other competitors (Oko & Onuoha, 2013). Also, the speed at which a service failure/customer complaint is resolved, has a direct impact on customer satisfaction and in word-of-mouth (Davidow, 2003).

On another hand, it's also possible to define customer satisfaction as the state of emotion associated with the conformity/nonconformity of a customer's perceived quality of service during and after service experience (Kaura, et al., 2012; Chen, 2010). Although "Customer Experience" and Customer Satisfaction are two distinct concepts, studies have shown that a good and meaningful experience results in customer satisfaction (Bueno et al., 2019). Customer experience measures a more complex customer construct than customer satisfaction, encompassing all interactions between customer and supplier - direct and indirect - rather than measuring the current state (Klaus & Maklan, 2013).

In the last few years, customer experience has had some changes and it is crucial that retailers pay attention to those changes to increase customer satisfaction and to gain competitive advantage (Arijit, 2020).

It is then possible to provide the following hypothesis:

H1 - Customer experience has a positive impact on satisfaction

2.4 Word-of-mouth

There are several definitions of Word of Mouth (WOM). Chan and Ngai (2011) defined it as a communication between a non-commercial communicator and a receiver regarding a product, service, brand or organization, where the communicator can influence the receiver's decisions in a positive or negative way. As mentioned earlier, before a service is provided, the customer has already created their expectations and they are often based on previous service experience, based on the company's image in the market or even by word-of-mouth recommendation from a friend, a family member or a comment on the Internet.

According to Romaniuk (2012), word-of-mouth occurs when a consumer shares his opinion, experiences or gives advice to other consumers about a certain product, service or brand. This communication influences consumer behaviour: they may purchase the service provided or, in case of negative feedback, to not trust that same service without having experienced it. With the advance of technology that we are witnessing today, word-of-mouth is no longer a communication just between friends and family. Information is transmitted at a much higher speed and through a variety of communication channels (social networks, email, blogs...), to any part of the world, as such the data caused by a negative word-of-mouth can be a huge risk for companies.

Lemon and Verhoef (2016) state that customer experience is the result of the customer's interaction with elements of the organization such as products, services, and employees. Therefore, this evaluation made by the consumer may result in the intention to repurchase/continue the service or not, influencing their intention to recommend to others (positive word of mouth) or to complain about the service provided (Johnston & Kong, 2011). If the customer is satisfied with their experience, typically return to the service provider and may recommend it to friends and family. On the other hand, if the customer is dissatisfied, will share their experience with others and they will probably never want to use the service (Bowman & Narayandas, 2001).

It is then possible to provide the following hypothesis:

H2 - Customer experience has a positive impact on word-of-mouth behaviour

Many research frameworks in the literature emphasise the relationship between the desire to recommend (WOM) and customer satisfaction (Chaniotakis & Lymperopoulos, 2009). According to many authors, WOM is one of the consequences of customer satisfaction and the positive perception of the customer achieved through the satisfaction leads to a positive word-

of-mouth (Rigopoulou et al., 2008). In other words, Kim (2006) states that satisfied customers are loyal customers and are more likely to give positive feedback and recommendations (word-of-mouth) about the service and the respective company. We can conclude that to have positive recommendations of their products and services, companies need to increase customer satisfaction and by doing so, they can benefit from retaining old customers and acquiring new ones. (Gremler & Brown, 1996). After-sales services can have an important role in improves word-of-mouth among satisfied customers in order to increase the company's image and reputation, as well as its profits and productivity (Hawkins et al., 2010).

It is then possible to provide the following hypothesis:

H3 - Satisfaction has a positive impact on word of mouth

Several studies have already demonstrated a functional link between customer satisfaction, WOM, perceived service quality and new customer acquisition (Parasuraman et al., 1985; Oliver 1997; Anderson et al., 2000). Hackl and Westlund (2000), also argue that the quality of service provided acts as a stimulus that can lead to customer satisfaction. This customer satisfaction will lead to positive comments about the service that will result in positive word of mouth, loyalty, and long-term profitability (Wirtz, 2003). Service quality and customer satisfaction are intertwined with customer word of mouth, repeat purchase intention, and loyalty (Kang et al., 2004; Söderlund & Ohman, 2005).

According to the authors Kitapci et al. (2014), word of mouth is influenced by a customer's satisfaction with the service provided. Jiewanto et al. (2012) also shows that word of mouth is influenced by other constructs, such as: the service quality, customer satisfaction and by the company image. Naik et al. (2010), concluded with their study that the antecedents of WOM intention were service quality and that they were mediated by customer satisfaction.

It is then possible to provide the following hypothesis:

H4 – Satisfaction mediates the impact of the quality of customer experience on word of mouth behaviour.

3. METHOD

Based on the research objectives to be achieved and the literature review presented earlier, this chapter aims to explain the methodological procedures used in the research process. First it will present the conceptual model according to the research hypotheses. Following this, the operationalization of the model, the data collection instruments, and the characterization variables will be introduced.

3.1 Conceptual Model

After the literature review on the concepts of Customer Experience, Customer Satisfaction and Word-of-mouth and the existing studies on this subject, four research hypotheses were established in chapter 1:

H1 - Customer experience has a positive impact on satisfaction

H2 - Customer experience has a positive impact on word-of-mouth behaviour

H3 - Satisfaction has a positive impact on word of mouth

H4 - Satisfaction mediates the impact of customer experience on word-of-mouth behaviour.

Based on hypotheses presented in the literature review, the following conceptual model was provided for this study (Figure 3.1):

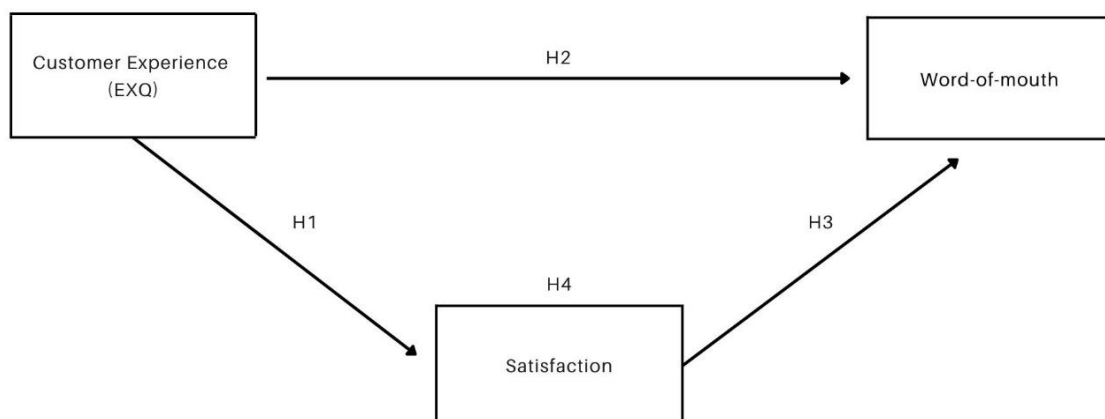


Figure 3.1 - Conceptual Model of the Study

Based on the discussions in the literature review, the modified EXQ scale developed by Klaus (2015) and further validated by Kuppelwieser and Klaus (2021) was adopted to measure customer experience. To measure satisfaction and word-of-mouth behaviour, the scales uses are the ones suggested and defined by Brown et al. (2005) and Dagger et al. (2007), following Klaus (2015).

Maklan and Klaus (2011) EXQ scale was initially used extensively for a variety of B2C services such as financial services, tourism, travel, and sporting events (Kuppelwieser & Klaus, 2021). In 2020, the authors increasingly tested the predictive validity of the scale, demonstrating the feasibility of the EXQ in measuring customer experience and ensure that its dimensions are applicable in both B2B and B2C contexts (Kuppelwieser & Klaus, 2021). That said, the Klaus and Kuppelwieser (2021) EXQ scale with 25 items in three dimensions was chosen to be used in this study. Regarding customer satisfaction, the scale used is adapted from Dagger's research (Dagger et al., 2007) and includes in 5 items. In 2005, Brown and other authors developed a paper to investigate the antecedents of positive consumer intentions and behaviours in the retail context. This study resulted in 5 items for the word-of-mouth construct developed by these authors and adapted by Klaus and Kuppelwieser (2021).

3.2 Operationalizing the Model

To operationalize the proposed conceptual model, two different collections of primary data were made - interviews and questionnaire.

3.2.1 Interviews

It is important to understand the perspective of the company and the ones that are involved in the Worten Resolve after sales services development over the years. They can provide inputs and more knowledge regarding the problem under study. As such, an interview was conducted with the supervisor of the stores that were considered for this study - Vasco da Gama and Colombo - to understand his perception of the aims of the service provided.

In the script presented in Annex 1, questions 1 and 3 aim to evaluate the service provided in both stores and to understand which after-sales service is most provided by Worten Resolve. With questions 2 and 4 the intention is to understand, from the perspective of the service provider, if the customers' needs are being met and what are the characteristics that the customer values most, to later compare with the answers obtained in the questionnaire. Finally, and in order to analyse the customer's process experience in repair service and its impact on

satisfaction and word-of-mouth, from the service provider's perspective, questions 5, 6, 7, and 8 were developed.

The objective will be to collect the service provider perspective of the service provided and to subsequently, through the questionnaire, evaluate consumers' perception of the service provided and to compare with the service provider's perspective. The different approaches presented allow us to understand two perspectives on the quality of after-sales service that is provided by Worten Resolve: consumer perspective vs service provider perspective. Through the interviews it is possible to understand what needs the service providers intend to satisfy and with the questionnaire we can understand if these needs are really being answered or not, as well as identify the variables which influence customer satisfaction.

3.2.2 Questionnaire

Continuing with primary data collection, a questionnaire was developed to assess the respondent profile, the quality of the service experience (EXQ Scale), the satisfaction and the intention to recommend (WOM). These three presented constructs were selected based on the literature review.

The questionnaire (Annex C) is composed of 43 questions to assess the respondent profile, the quality of the service experience (EXQ Scale), the satisfaction and the desire to recommend (WOM). The questions used are divided into four distinct parts:

1. *Profile questions*: 10 questions related to the customer profile such as age, gender, education level, and questions regarding their experience with the repair service.
2. *EXQ Scale*: 25 questions referring to the quality of customer experience - with three dimensions: Brand Experience, Service Provider Experience, Post-Purchase Experience - proposed by Klaus and Kuppelwieser (2021).
3. *Customer Satisfaction*: 5 questions referring to the satisfaction construct adapted from Dagger's research (2007).
4. *Word-of-mouth Behaviour Scale*: 3 questions involving the measurement of the level of word-of-mouth based on the work of Brown et al. (2005) and adapted by Klaus and Maklan (2020).

Considering the consumer rush, the primary data are obtained from closed questions, making it shorter, more objective and easier to answer and analyse. Throughout the questionnaire, a seven-point Likert like scale was used to classify the client's degree of agreement or disagreement (1 = "totally disagree" and 7 = "totally agree") and the items appeared in a random order.

3.2.3. Characterization Variables

To profile the respondents, some characterization questions were included in the questionnaire:

Age, which was also used to filter only adult respondents.

Gender, with “Male”, “Female” and "Prefer not to say" as possible answers.

Education Level, divided into the following categories: Basic 1st cycle (equivalent to 4 years of schooling), Basic 2nd cycle (equivalent to 6 years of schooling), Basic 3rd cycle (equivalent to 9 years of schooling), Secondary (equivalent to 12 years of schooling), Bachelor's degree, Master's degree, and Doctorate.

Concerning the service, costumers were asked about the *number of times they have already used the service*, and it was defined as possible answers: 1 time, 2 times, 3 times, or more than 3 times.

Regarding the period of time that *the respondent has been a Worten Resolve customer* the possible answers were: less than 1 year; 1-2 years; 3-4 years; and more than 4 years. Respondents were asked to indicate whether they had ("yes" or "no") a membership card (Worten Resolve Card).

The remaining questions relate to the service the customer has just used: the store where the service was carried out, what was the product repaired, whether the repair was successful and how long it took.

3.3 Data Collection

The questionnaire aims to evaluate the following constructs: Customer experience, customer satisfaction and word-of-mouth. As such, it is important to ensure that customer responses refer to their last experience. Thus, it was defined that the questionnaire would be available on the computer used by employees and was answered by customers when they were in the store. There are some limitations such as the fact that the customer may inhibit their response by being next to the employee or being in a hurry to leave and not wanting to stay to answer a questionnaire. However, these limitations are offset by the increased access to customers and the fact that the customers who will answer the questionnaire are those who use the service at that day.

As recommended by Yin (2009), before making the questionnaire available, a pre-test was conducted online with about teen consumers, in order to assess possible problems, give their opinions and doubts and suggestions for improvement, in order to make any necessary changes. After the pre-test, changes were made, such as: the estimated time to answer the questionnaire was changed according to the average of all participants; and changes were also made in the

writing of the questions, so that it would not be confusing for the client. Subsequently, the responses from this small sample will not be counted for data collection and analysis.

The questionnaire was prepared using Google Forms tool and was sent to the two biggest stores in Lisbon - Colombo and Vasco da Gama - with the objective of accessing the customer's perspective on the service provided in both stores. The questionnaire was available at an electronic device to obtain the customers' responses.

The questionnaire was available at the two analysed stores from the 28th of February until the 17th of May and received a total of 154 answers. It is important to consider the nature of the questionnaire and its potential limitations. Since it is a questionnaire with a small sample with only the customers who frequented the stores during this period, it is not representative of the entire population of Worten Resolve customers that used repair after sales service.

Regarding the interview, it was conducted to the Worten Resolve Supervisor of the stores in the Lisbon region on the 1st of August 2022 and lasted about 1 hour and 10 minutes. The interview was recorded, so that later it would be easier to collect all the information and carry out the analysis of the interview. The interview answers will be analysed in the next chapter.

3.4 Data Analysis Tools

Regarding quantitative data, the analysis was conducted through descriptive analysis, reliability analysis, and mediation analysis, using simple and multiple linear regression. The descriptive analysis was used to characterize the sample, the service provided and the consumers' perception of the quality of the service provided, through the constructs studied. After the descriptive analysis is done, it is important to ensure the reliability/internal consistency of the EXQ, Customer Satisfaction and Word-of-mouth items. For this, Cronbach's Alpha is calculated, a measure of reliability applicable to each construct (Marôco, 2014). Finally, the research hypotheses were tested using simple and multiple linear regression using the IBM SPSS Statistics program (version 26) along with the Macro Process for SPSS, developed by Andrew F. Hayes.

Additionally, qualitative information was also obtained by interviewing the supervisor of the stores in Lisbon. The information was collected through a questionnaire with questions related to the constructs presented in this study and with internal information from Worten Resolve. This interview was transcribed, and an analysis of the contents acquired was made, in order to understand what the perception of the service provider about Worten Resolve's repair service is.

3.5 Conclusion

This section presented the research hypothesis and the conceptual model that was tested based on the literature review and the initially proposed objectives.

After the hypotheses were defined, the questionnaire to be used in data collection was constructed, which is based on the EXQ scale validated by Klaus and Kuppelwieser (2021); Customer Satisfaction (Dagger et al., 2007); Word-of-mouth (Brown et al., 2005). To improve the quality of data collection, the questionnaire was subject to a pre-test before going to the stores to better understand and clarify the doubts of the participants.

After the questionnaire was finalized, data collection proceeded where a total of 154 responses were collected. Finally, the statistical methodology to be used to process and analyse the collected data was determined.

4. ANALYSIS OF RESULTS

4.1 Introduction

This chapter will present the statistical results obtained from the data collected. It will also evaluate the customer experience with Worten's after-sales repair service and how this construct relates to other variables selected from the literature review - satisfaction and word-of-mouth awareness. The chapter begins with a descriptive analysis of the sample and the services offered in the two shops studied, followed by an analysis of consumer perceptions of the quality of the services offered. This is followed by a reliability analysis of the constructs and the research hypotheses presented earlier will be tested using IBM SPSS and Hayes' macro process. Finally, a discussion will be held on the results obtained.

4.2 Worten

As disclosed in Chapter 1, this study focuses on the Worten Resolve repair service in two Worten stores in Lisbon: Colombo and Vasco da Gama. Therefore, initially a brief introduction of Worten Resolve will be provided to clarify the services provided by the company and its evolution over the years.

With the purpose of accompanying the customer in the after-sales, in 2013 Worten Resolve was created, an after-sales service that offers the customer a wide range of services: installations, configurations, maintenance and repairs. This bet by the company completely changed the after sales service that the company had operated until then and currently has more than 3.8 million members in Portugal and Spain on Worten Resolve card (Sapo, 2022).

According to the Brand Director, Worten has grown 30,0% per year, in the last 3 years, in the number of services provided. In total, about one million services have already been provided by Worten Resolve (Dinheiro Vivo, 2022). According to an interview with the COO (Chief Operating Officer) of Worten, Mário Pereira, Worten should start to be known as a service brand and has a strategy to complement the sale of products with repair services (Sapo, 2022). In recent years, Sonae has strengthened its repair area with the acquisition of other companies, such as Satfiel in 2021 and in 2019 with the acquisition of iServices. In the future, the company intends to build a repair network from the mobile app, through a Worten technician or a partner company.

This study focused on a specific after sales service - repairs - since, according to the supervisor of the Lisbon stores, it is the most sought-after service by clients nowadays. Regarding the stores selected, they are the two largest stores in the Lisbon region, both in size and in number of sales.

During the interview with the supervisor of the Lisbon stores, information was asked about the stores during the last year to further support the choice of the repair service and the stores chosen for this study. The results obtained were as follows: During the year 2022, accumulated to the month of July, both the Colombo and Vasco da Gama stores obtained the highest numbers in terms of billing with the repair service. The Colombo store invoiced 331 thousand euros and the Vasco da Gama store 228 thousand euros. The third biggest store in Lisbon is the Forum Sintra, with 147.4 thousand euros, a very significant difference to the first two stores. In comparison with the other stores in mainland Portugal, in the northern region of the country, the Matosinhos store has the highest turnover (198.4 thousand euros) and in the southern region is the Worten Cascais store with a figure of around 195.7 thousand euros. As such, both Colombo and Vasco da Gama are the two biggest stores in Portugal in terms of repair service invoicing.

In terms of customer traffic, throughout this year (until July), the Colombo store has already had 85 thousand customers for repairs, while the Vasco da Gama store had 47 thousand customers, continuing to be the two stores in Portugal with the highest customer traffic. In third position is Forum Sintra with 23 thousand customers.

Through the interview it was possible to conclude that in both stores (Colombo and Vasco da Gama) the post-sales service most frequently provided is repairs, with 70% being guarantees and 30% budgets. In this type of service, the categories with the highest number of sales are telecommunications and computers, and in both stores, there are more telecommunications repairs than computer repairs. In the Colombo store, telecommunications weigh 60% and computers 25% (accumulated over the year), and in Vasco da Gama the values are identical. Worten is currently specializing its teams to repair small domestic appliances, with the objective of increasing the value of repairs in these categories.

Regarding customers' needs, the stores' supervisor considers that Worten has increasingly made efforts to meet them, however there are still certain points that should be improved. Currently the company sends out questionnaires to customers via email, with several questions such as: type of store, date of repair, type of process (guarantee or estimate) and the question "what could Worten have done to improve your experience with the repair service?" to understand whether or not the customer was satisfied with the service provided. In July, the

response rate to the questionnaire was 28,0%; the company's goal is to increase this value. This conversion rate can be explained by the time it takes between the closing of the process and the sending of the questionnaire. In this case, it is necessary that the time between the closing of the process and the sending of the questionnaire is shorter and therefore it is important that the customer's email is attached to the process, so that it is sent out soon after it is finished.

One of the questions asked during the interview was if the service provided in each of the stores was different. However, in all Worten stores the way of working is the same and they all follow the same "first in, first out" policy regardless of the product being repaired. The training given to the salespeople is transversal to all stores, so the way of attending to customers and the method of repair are the same. The only differentiation that may exist is in the way of communicating with the customer, bearing in mind that each customer is unique and has his or her own needs, and that customers are also different from region to region.

According to the supervisor of the Lisbon stores, "Waiting time is one of the main factors that influence customer satisfaction and one of the most valued by customers" (the time the customer waits to be attended, from the moment he takes the ticket). Currently, this is one of the big challenges in Worten stores, namely in the Colombo and Vasco da Gama stores, where the company's goal is to serve the customer in less than 10 minutes. However, throughout this year (up to July), only 59.1% of the customers in the Colombo store waited less than 10 minutes, which is well below the KPI desired by Worten Resolve. In the Vasco da Gama store, the trend is the same, with only 56.1% of customers being served during this period. In addition to the waiting time, there are two other factors that influence customer satisfaction - the repair time and the information provided during the process. According to the interviewee "If we eliminate the "waiting time" factor, the one that has the greatest impact on customer satisfaction, and that is a need we are trying to improve, is repair time and the information provided about the course of the process". Currently, the customer can follow the repair process through a link - it provides information about the location of the item but misses information regarding on what stage of the process it is in and what is happening at the moment.

Several questions were asked to assess the perception of customer satisfaction. It was possible to conclude that for the company this is a fundamental factor for its success, and, as such, it has been increasingly specializing its salespeople and improving communication between all areas to ensure that the whole process is carried out successfully. From the company's point of view, the level of customer satisfaction in general is very high with the repair service and the level of satisfaction is the level of satisfaction is very similar in both stores since the way the service is provided is very similar. However, it is important to highlight

that this satisfaction is also related to the type of item that is repaired - for example, a cell phone takes less time to repair than a household appliance. As mentioned earlier, the time it takes to repair is one of the factors that can benefit or harm customer satisfaction. The supervisor referred that “If the repaired product is important to the customer's daily life, the customer would rather pay more but have the item fixed more quickly than the other way around”.

In the case of a customer showing dissatisfaction with the service provided, it is difficult for the company to try to work around the situation. However, if the customer demonstrates his dissatisfaction in written form (in the store, social media, via email), this matter is handled by the customer area team and the complaint is handled directly with the customer. In these cases, there may be some kind of reward to the customer, so that he trusts again in the services provided by Worten Resolve.

The other construct analysed in this study is Word-of-mouth. For Worten Resolve this construct is one of the company's biggest means of advertising to attract more customers and win over old ones. Worten Resolve analyses internally through the variable Net Promoter Score (NPS), which is a customer loyalty and satisfaction measurement taken from asking customers how likely they are to recommend the product or service to others. However, the company has no way of analysing whether a customer who was satisfied with the service provided, caused more people to enjoy the service through his recommendation. In table 4.1 it is possible to get a summary of the interview.

Table 4.1 – Interview Summary

| Questions | Answers |
|--|---|
| 1. What is the most provided after sales service in both stores? | It is the repair service and follows the same trend in most stores. Within this service, 70% refers to guarantees and 30% to budget. In the Colombo store, during 2022, 60% of the repairs were in telecommunication items and 25% in IT items, and in the Vasco da Gama store the trend was very similar. |
| 2. What needs want Worten Resolve to satisfy for consumers? Do you feel that these needs are currently being met? | Each customer has different needs, so our goal is for customers to be satisfied with all of Worten Resolve's services and if not, to understand what the main cause was. As such, we currently use a tool to measure customer satisfaction. This tool consists of a questionnaire where the customer places several information about the service provided, such as: the type of store, the date of repair, the type of process (warranty or budget) and the respective comment about their experience and the service provided ("what could Worten have done to improve your shopping experience?"). This is the way Worten Resolve uses to understand how satisfied the customer is with the service and what needs were or were not met. |
| 3. Is each store free to adjust the service or is the service identical in all stores? If yes, what are the differences in the Worten stores in Colombo and Vasco da Gama? | The way of working has to be the same in all stores. Each store has indicators that must be respected and in all stores there is a "first in, first out" policy, regardless of the item that enters the stores. The trainings are transversal, so the way of attending and repairing are the same. The only differentiation may be in the way we communicate with the customer, bearing in mind that each customer is unique and has his or her own needs, and that customers are also different from region to region. |
| 4. What are the main characteristics valued by clients in the service provided? Are Worten Resolve able to meet the clients' needs or is there any in which the company have more difficulty? | Waiting time (the time the customer spends in the store) is a big problem in these stores. Our goal is that the customer waits less than 10 minutes, however, by July 2022, in the Colombo store this goal was only met for 59.1% of customers and in the Vasco da Gama store, only 56.1% of customers waited less than 10 minutes. Another factor that has the greatest impact on customer satisfaction and which is a need that we are trying to improve is the repair time and the information provided on the course of the process (follow-up of the repair process). Our repair process has a link that serves to track the entire process but it only provides information of where the item is and not what is happening at the moment. |
| 5. Do you consider it possible that an unsatisfied client will return to enjoy the service? What do the company do to make this happen? | I consider it possible, but not easy. Many times we don't have visibility of all customers who have left the stores dissatisfied, if they don't demonstrate this dissatisfaction in written form (in the store, social networks, via email, etc). In cases where the complaint is made in writing, the complaint is managed by the customer area (suggestions and complaints team) and there may be some kind of reward, such as a voucher. |
| 6. From your experience, satisfaction implies a good recommendation by customers (Word-of-mouth). In what way? | The recommendation (Net Promoter Score) is one of the main indicators and the company's largest advertising medium, so we have studies that indicate that. However, there is no way to guarantee that a customer was able to bring more customers to the store through his recommendation. |
| 7. - What is the best way to ensure customer satisfaction in an after-sales service? | Constantly listening to the customer and understanding what their needs are, I believe is the main thing. However, it is also very important to make sure that all our sellers are more and more specialized in the service they provide and also to secure the best sellers and partners. |
| 8. Do you consider that customers are satisfied with the after-sales service provided to them? Is this satisfaction identical in both stores and is it identical taking into account the types of repairs? | In a generality, yes, most of the customers are satisfied with the service provided. The satisfaction factor in both stores is very similar, since the way the service is provided is the same. However, when we talk about the type of product that is repaired, of course the satisfaction will be different. For example, a cell phone takes much less time to repair than a television, so the cell phone customer will be more satisfied. The time it takes to repair is one of the factors that can benefit or harm customer satisfaction. The customer values the waiting time much more than the amount they will pay for the repair since the repaired items are important in the customer's daily life. |

4.3 Sample Characterization

4.3.1 Generic Information

To analyse the profile of the customers who participated in this study, the sample will be characterized by the following generic information: Age, Gender and Education level. In addition to these variables, other questions relevant to the study in question were included, such as "Number of times the consumer used the service", "Length of time as a customer", and whether if customer have "loyalty card". Therefore, an analysis was made to check the absolute and relative frequencies of these variables.

According to the Gender variable, in a total of 154 answers, it is possible to verify a more predominant male gender, with a weight of 59.1% and one person preferred not to disclose this information (Table 4.2).

Table 4.2 - Gender distribution of the sample

| Gender | n | % |
|-------------------|----------|----------|
| Female | 62 | 40.3 |
| Male | 91 | 59.1 |
| Prefer not to say | 1 | 0.7 |
| Total | 154 | 100.0 |

Ages are between 18 and 83, with a mean of 42 years (SD =15.4). This variable was operationalized considering six age ranges (Table 4.3). As can be seen, the highest concentration of respondents (28.6%) is between 29 and 39 years old, followed by those between "40 and 50 years old" (21.4%). On the contrary, the age group that presents the lowest percentage corresponds to the respondents above between the ages 73 and 83, with only 3,9%.

Table 4.3 – Age distribution of the sample

| Age Range | n | % |
|------------------|----------|----------|
| 18-28 | 32 | 20.8 |
| 29-39 | 44 | 28.6 |
| 40-50 | 33 | 21.4 |
| 51-61 | 25 | 16.2 |
| 62-72 | 14 | 9.1 |
| 73-83 | 6 | 3.9 |
| Total | 154 | 100.0 |

Regarding the level of education, this variable was divided into 8 categories. In table 4.4 it is possible to see that 17.1% have only a basic education and 28.9% have a high school education, being the category with the highest number of answers. More than a half (53.9%) have a degree, with 24.3% having a Bachelor's degree, 10.5% a Master's degree, and 8.6% a

PhD. It is possible to conclude that the sample has a profile of respondents with a tendency to have a high level of education.

Table 4.4 - Educational level distribution of the sample

| Education level | n | % |
|--|----------|----------|
| 1st cycle degree (equivalent to 4th grade) | 5 | 3.3% |
| 2nd cycle degree (equivalent to 6th grade) | 7 | 4.6% |
| 3rd cycle degree (equivalent to 9th grade) | 14 | 9.2% |
| High School (equivalent to 12th grade) | 44 | 28.9% |
| Baccalaureate | 16 | 10.5% |
| Bachelor's Degree | 37 | 24.3% |
| Master's Degree | 16 | 10.5% |
| PhD | 13 | 8.6% |
| Total | 152 | 100.0 |

To understand what the customer's relationship was with the repair service at Worten Resolve, the number of times the customer had used the service was analysed. It is possible to see that 11.7% have used the repair service for the first time and that 53.9% have used the service at least 3 times (Table 4.5).

Table 4.5 - Frequency of service use of the sample

| Frequency of service | n | % |
|-----------------------------|----------|----------|
| 1 time | 18 | 11.7 |
| 2 times | 53 | 34.4 |
| 3 times | 45 | 29.2 |
| More than 3 times | 38 | 24.7 |
| Total | 154 | 100.0 |

Regarding the relationship duration, it is found that only 9.7% of customers are Worten Resolve customers for less than 1 year. On the contrary, 28.6% of the interviewed customers are long-time customers (for more than 4 years). However, it is possible to conclude that most of the respondents have been customers of Worten Resolve for 3 to 4 years (31.2%) or for 1 to 2 years (30.5%).

Table 4.6 - Relationship duration of the sample

| Years as a customer | n | % |
|----------------------------|----------|----------|
| Less than 1 year | 15 | 9.7 |
| 1 to 2 years | 47 | 30.5 |
| 3 to 4 years | 48 | 31.2 |
| More than 4 years | 44 | 28.6 |
| Total | 154 | 100 |

Lastly, the majority (60.4%) of the sample does not have Worten Resolve's loyalty card.

4.3.2 Service Provided

To evaluate the service provided to the customer, some questions were asked to better understand what type of repair was done. As such, the customer identified in the questionnaire: the product that was repaired, the store where the repair was done, the time it took to repair, and whether it was successful or not.

Starting with the product repaired, this variable was divided into 7 categories, covering all items that can be repaired at Worten Resolve (Table 4.7). Cell phones and smartphones was the category where there were more repairs with a weight of 22.1% unlike the category of Mobility, which was the category with the fewest respondents, only 5.2%. Through these data, it is possible to see that there is no predominant category, but that, on the contrary, customers seek Worten Resolve to repair several items.

Table 4.7 - Repaired Product

| Repaired Product | n | % |
|---|----------|----------|
| Computers | 30 | 19.5 |
| Gaming (e.g. Consoles) | 13 | 8.4 |
| Large household appliances or air conditioners | 31 | 20.1 |
| Mobility (e.g. electric bicycles, electric scooters, Hoverboards) | 8 | 5.2 |
| Small household appliances | 22 | 14.3 |
| Mobile Phones and Smartphones | 34 | 22.1 |
| Televisions | 16 | 10.4 |
| Total | 154 | 100 |

As mentioned above, this study will focus on only two stores in Lisbon: Colombo and Vasco da Gama, since are the two stores in Lisbon with the most customers at Worten Resolve and the two largest stores in the region. The distribution by store is very similar (Table 4.8).

Table 4.8 – Worten’s Store

| Store | n | % |
|----------------------|------------|------------|
| Worten Colombo | 79 | 51.3 |
| Worten Vasco da Gama | 75 | 48.7 |
| Total | 154 | 100 |

The repair time variable was divided into 6 categories since, according to the store supervisor, these were the most realistic intervals for the waiting time of repairs. As can be observed in the table 4.9 of the 154 people interviewed, 33.1% had their repair ready between 24h and 48 hours, bearing in mind that in categories such as Gaming and Mobile Phones 69.2% and 64.7% of respondents, respectively, had a maximum of 48h waiting to have their item repaired. The second highest percentage corresponds to the period of “3 to 7 days” with 26.0%, taking into account that in all categories of articles, there was at least one answer from this period. In the period of “More than a week and less than a month”, there was no response from customers who went to repair their cell phones and smartphones, and in the category of Gaming there was only one response. Regarding repairs that took 1 month or more, only 3 responses were registered (2.0%) corresponding to customers who requested the repair of large appliances or televisions.

Table 4.9 – Repair Time

| Repair Time | n | % |
|--|------------|------------|
| 1 to 6 hours | 10 | 6.5 |
| 7 to 12 hours | 25 | 16.2 |
| 24 to 48 hours | 51 | 33.1 |
| 3 to 7 days | 40 | 26.0 |
| More than a week and less than a month | 25 | 16.2 |
| 1 month or more | 3 | 2.0 |
| Total | 154 | 100 |

While analysing the success of the service, a 1 to 7 likert like scale was used being 1 = Total Failure and 7 = Total Success, However, no responses below value 4 were obtained. Most of the people, 104 people, which corresponds to 67.5%, rated the service with 6 or 7 values, considering that the repair was very successful. On the other hand, only 3 people (2.0%) rated the service with value 4, considering that the repair service was average. The results are listed in Table 4.10.

Table 4.10 – Service Success

| Service Success scale item | n | % |
|-----------------------------------|------------|------------|
| 4 | 3 | 2.0 |
| 5 | 47 | 30.5 |
| 6 | 52 | 33.8 |
| 7 | 52 | 33.8 |
| Total | 154 | 100 |

4.3.4 Comparison Between the Two Stores

After a general analysis, an examination was made of the two stores present in the study in relation to different variables chosen, with the objective of comparing the overall satisfaction level and service quality in both stores. Table 4.11 shows that, of the sample under study, almost 50.0% of customers at the Vasco da Gama store have Worten Resolve's loyalty card. However, in the Colombo store the discrepancy is much higher and only 30% of customers have this card. Regarding service success (Table 4.12), the average service success is higher in the Colombo store than in the Vasco da Gama store, with values of 6.1 and 5.9 respectively. Also, the standard deviation of the Colombo store is lower, showing that the sample is more homogeneous. In that store most respondents (74.6%) scored Worten Resolve's repair service at 6 values or more compared to 60% responses at the Vasco da Gama store.

Table 4.11 - Worten Resolve's loyalty card in each store

| Worten Resolve's loyalty card | Worten Colombo | | Worten Vasco da Gama | |
|--------------------------------------|-----------------------|------------|-----------------------------|------------|
| | n | % | n | % |
| No | 55 | 69.6 | 38 | 50.7 |
| Yes | 24 | 30.4 | 37 | 49.3 |
| Total | 79 | 100 | 75 | 100 |

Table 4.12 - Service Success in each store

| Service Success | Worten Colombo | | Worten Vasco da Gama | |
|-----------------|----------------|------|----------------------|------|
| | n | % | n | % |
| 4 | 2 | 2.5 | 1 | 1.3 |
| 5 | 18 | 22.8 | 29 | 38.7 |
| 6 | 31 | 39.2 | 21 | 28.0 |
| 7 | 28 | 35.4 | 24 | 32.0 |
| Total | 79 | 100 | 75 | 100 |

| Service Success | Mean | SD |
|----------------------|------|-----|
| Worten Colombo | 6.1 | 0.8 |
| Worten Vasco da Gama | 5.9 | 0.9 |

In terms of how many years the respondents have been Worten Resolve customers and the number of times they have already used the repair service, the data obtained is very similar in both stores (Table 4.13 and Table 4.14). In Colombo, a large percentage of the respondents have been customers for 3 to 4 years (35.4%), while in the Vasco da Gama store, the largest percentage is for "More than 4 years" (32.0%). Comparing now the number of times they used the service, in both stores the highest concentration of respondents used the service only twice.

It is also important to highlight that in both stores only few customers have been a client for less than a year (7 persons in Colombo and 8 persons in Vasco da Gama). Regarding the frequency with which customers used the service, only 9 people, in both stores, used the service just once, which shows retention of the customers.

Table 4.13 - Years as a customer in each store

| Years as a customer | Worten Colombo | | Worten Vasco da Gama | |
|---------------------|----------------|------|----------------------|------|
| | n | % | n | % |
| Less than 1 year | 7 | 8.9 | 8 | 10.7 |
| 1 to 2 years | 24 | 30.4 | 23 | 30.7 |
| 3 to 4 years | 28 | 35.4 | 20 | 26.7 |
| More than 4 years | 20 | 25.3 | 24 | 32.0 |
| Total | 79 | 100 | 75 | 100 |

Table 4.14 - Frequency of service use in each store

| Frequency of service use | Worten Colombo | | Worten Vasco da Gama | |
|--------------------------|----------------|------|----------------------|------|
| | n | % | n | % |
| Once | 9 | 11.4 | 9 | 12.0 |
| Twice | 29 | 36.7 | 24 | 32.0 |
| 3 times | 23 | 29.1 | 22 | 29.3 |
| More than 3 times | 18 | 22.8 | 20 | 26.7 |
| Total | 79 | 100 | 75 | 100 |

4.4 Reliability of the Scales

After performing the analysis of the mean and standard deviation, it is important to perform an assessment of the measurement instruments in order to verify the reliability of a scale. To this end, Cronbach's Alpha coefficient (Cronbach, 1951) will be used, which is a reliability tool and a measure of the internal consistency of a scale for a set of indicators of a given construct (Bland; Altman, 1997). According to Hair Junior et al. (2005), reliability is the degree to which a set of indicators of a construct is consistent in its measurements. According to Lee J.Cronbach, this coefficient is very important and widespread in research involving the construction of tests and their application (Cronbach, 1951).

The value of Cronbach's alpha ranges between 0 and 1 (Cronbach, 1951), and, for most authors (Gliem, 2003), the minimum acceptable value is 0.70. On the other hand, the maximum expected value is 0.90 since, if the internal consistency of the items is higher than this value, it may mean duplication or redundancy. On the other hand, the maximum expected value is 0.90 since if the internal consistency of the items is higher than this value, it may mean duplication or redundancy. In these cases, the duplicated or redundant items should be eliminated.

The results of the reliability assessment of the scales are presented in Table 4.15. It can be observed that the Quality of Experience (EXQ) scale obtained in total 0.86 values, being the construct with the highest Cronbach's alpha.

Table 4.15 - Cronbach's Alphas for the instrument dimensions

| Scale | Cronbach's alpha |
|-------------------------|-------------------------|
| EXQ | 0.86 |
| Customer satisfaction | 0.62 |
| Word-of-mouth behaviour | 0.50 |
| Total | 0.89 |

In the remaining constructs, Customer Satisfaction and word-of-mouth, the values presented were considerably low (0.50 and 0.62). In Word-of-mouth, this value can be explained by the small number of items, however, it was decided to proceed with the analysis.

4.5 Analysis of Customer Experience

In this subchapter, and in order to test the hypotheses suggested by the literature review, an analysis will be performed to the constructs already presented - the Customer Experience (EXQ Scale), the satisfaction and the desire to recommend (WOM). Focusing on how much the customer agree with sentences regarding the services provided, a Likert scale was used (being 1 = totally disagree and 7 = totally agree) for each of the 33 items evaluated (Table 4.16 and Table 4.18).

Table 4.16 shows the analysis of the service quality Experience (EXQ Scale), - 25 items - by calculating the mean and standard deviation for the three dimensions: Brand Experience, Service Provider Experience and Post-Purchase Experience.

Table 4.16 - Descriptive Analysis of Customer Experience by item

| | | | | Scale (Relative frequencies) | | | | | | |
|------------------------------------|---|------------|------------|------------------------------|------|-------|-------|-------|-------|-------|
| | | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| EXQ | | 5.8 | 0.5 | | | | | | | |
| Brand Experience | | 5.7 | 0.6 | | | | | | | |
| BRE1 | Worten Resolve has a good reputation. | 5.8 | 1.0 | 0.0% | 0.0% | 0.3% | 9.9% | 19.7% | 0.3% | 0.4% |
| BRE2 | I am confident in the competence of Worten Resolve to make repairs. | 5.5 | 1.2 | 0.0% | 0.2% | 1.8% | 12.8% | 24.2% | 0.3% | 0.3% |
| BRE3 | Worten Resolve gives me independent advice (on which service is best for my case). | 5.7 | 1.0 | 0.0% | 0.0% | 0.3% | 9.2% | 0.3% | 0.3% | 0.3% |
| BRE4 | I choose Worten Resolve for factors other than price. | 5.6 | 1.0 | 0.1% | 0.2% | 1.0% | 4.6% | 0.3% | 0.4% | 0.2% |
| BRE5 | The people who work at Worten Resolve are good representatives of the company. | 6.1 | 0.9 | 0.0% | 0.0% | 0.3% | 3.4% | 0.2% | 0.3% | 0.5% |
| BRE6 | The repair service provided by Worten Resolve is of the highest quality. | 5.7 | 1.0 | 0.0% | 0.0% | 1.7% | 4.1% | 0.2% | 0.4% | 0.3% |
| BRE7 | Worten Resolve's repair service offers higher quality than its competitors. | 5.7 | 0.9 | 0.0% | 0.0% | 0.7% | 4.1% | 0.3% | 0.4% | 0.3% |
| Service Provider Experience | | 5.8 | 0.6 | | | | | | | |
| SPE1 | The Worten Resolve team gives me advice throughout the process of providing the service. | 5.6 | 1.1 | 0.0% | 0.5% | 0.3% | 10.7% | 23.2% | 37.6% | 27.6% |
| SPE2 | It is very easy to deal with Worten Resolve. | 5.9 | 1.0 | 0.0% | 0.0% | 1.0% | 5.7% | 19.2% | 31.0% | 43.1% |
| SPE3 | Worten Resolve keeps me informed throughout the repair process. | 5.7 | 1.1 | 0.2% | 0.2% | 1.0% | 5.9% | 22.3% | 39.1% | 31.2% |
| SPE4 | Worten Resolve demonstrated flexibility in interacting with me. | 5.9 | 0.9 | 0.0% | 0.0% | 1.0% | 3.1% | 19.8% | 42.9% | 33.1% |
| SPE5 | At Worten's repair service I usually deal with the same people all the time. | 5.9 | 1.1 | 0.1% | 0.2% | 0.7% | 5.3% | 17.2% | 40.0% | 36.5% |
| SPE6 | The Worten Resolve employees understand my wishes and concerns. | 6.0 | 1.1 | 0.1% | 0.2% | 0.7% | 3.9% | 14.7% | 37.1% | 43.3% |
| SPE7 | The workers at Worten Resolve are very friendly and have good skills in dealing with customers. | 5.9 | 1.0 | 0.0% | 0.2% | 0.70% | 5.8% | 18.3% | 39.3% | 35.7% |
| SPE8 | Worten Resolve offers the customer a good repair service. | 5.9 | 1.0 | 0.0% | 0.2% | 0.3% | 3.9% | 19.7% | 36.1% | 39.8% |
| SPE9 | I developed a good relationship with the employees at Worten Resolve. | 5.8 | 1.1 | 0.0% | 0.9% | 1.0% | 3.6% | 18.4% | 38.0% | 38.2% |
| SPE10 | Worten Resolve's facilities fit my needs better than those of their competitors. | 5.7 | 1.3 | 0.5% | 0.0% | 1.0% | 6.4% | 21.8% | 36.5% | 33.8% |
| SPE11 | Worten Resolve's facilities are designed to be as efficient as possible (for me). | 5.7 | 1.2 | 0.5% | 0.0% | 1.7% | 4.1% | 18.2% | 43.7% | 31.9% |
| Post-Purchase Experience | | 5.8 | 0.6 | | | | | | | |
| PPE1 | I choose Worten Resolve because they already know me. | 5.5 | 1.6 | 1.3% | 0.5% | 0.7% | 3.8% | 21.9% | 37.7% | 34.0% |
| PPE2 | Worten Resolve knows perfectly well what I want. | 5.9 | 1.0 | 0.0% | 0.0% | 2.0% | 4.4% | 16.1% | 43.3% | 34.2% |
| PPE3 | Worten Resolve keeps me up to date about its services and recent developments. | 5.7 | 1.1 | 0.1% | 0.0% | 2.1% | 5.5% | 21.7% | 42.6% | 28.0% |
| PPE4 | I believe that Worten Resolve will be available to me for a long time. | 6.0 | 1.0 | 0.0% | 0.0% | 1.3% | 3.5% | 18.0% | 36.0% | 41.2% |
| PPE5 | Worten Resolve treats me right when something not so good happens. | 5.7 | 1.0 | 0.0% | 0.2% | 1.7% | 3.2% | 27.4% | 41.8% | 25.6% |
| PPE6 | I am happy with the service provided by Worten Resolve. | 5.8 | 1.0 | 0.1% | 0.0% | 0.7% | 4.4% | 18.9% | 44.0% | 31.9% |
| PPE7 | Being a Worten Resolve customer gives me social approval. | 5.8 | 1.2 | 0,34% | 0.0% | 0.3% | 6.3% | 20.2% | 34.3% | 38,5% |

Starting with the brand experience, it has a mean of 5.7, with average items ranging from 5.5 to 6.1. Statement BRE5 "The people who work at Worten Resolve are good representatives of the company." was the item with the highest rating, with 6.1. On the other hand, statement BRE2 "I am confident in the competence of Worten Resolve to carry out repairs.", was the item with the lowest rating, with 5.5. Even so, it should be noted that, despite presenting the lowest average, this value is clearly above the central point of the scale (point 4). The "Brand Experience" dimension is related to the experience that the customer has with the brand. As such, the results obtained indicate that there is a positive perception by customers with Worten Resolve.

The dimension Service provider Experience presented the highest averages (5.8) of all dimensions, where there is a high rating for items SPE6: " Worten Resolve employees understand my wishes and concerns." (6.0) and SPE8: " Worten Resolve offers the customer a good repair service" (5.9). On the other hand, the statement with the lowest level in this dimension is SPE1: "The Worten Resolve team gives me advice throughout the service provision process", with mean of 5.5.

The last dimension of the Service Quality Experience, the Post-Purchase Experience has a high average (5.8), however PPE1: "I choose Worten Resolve because they already know me." is the item with the lowest average and the highest standard deviation of all the items studied (average = 5.5).

Comparing now the mean and standard deviation of the three dimensions which constitute the EXQ, as shown in table 4.17, it is possible to conclude that the Service Provider Experience is the dimension with the highest level of experience quality, while the Brand Experience has the lowest level. In general, the results obtained were positive, considering that EXQ has a mean higher than 5 points (5.8) of the seven-point Likert scale. It should be noted that in all items of the three dimensions, the answers with values of 6 and 7 on the scale exceed 60%, which corresponds to high levels of agreement. It should also be noted that of the 26 items, 18 of them have no response at all in at least 1 of the two lowest points of the scale (1 or 2) and the maximum percentage in point 3 of the scale was 2%.

Table 4.17 - Mean and standard deviation by EXQ dimension

| | Mean | Standard Deviation |
|------------------------------------|------|--------------------|
| <i>Brand Experience</i> | 5.7 | 0.59 |
| <i>Service Provider Experience</i> | 5.8 | 0.60 |
| <i>Post-Purchase Experience</i> | 5.8 | 0.64 |
| <i>EXQ</i> | 5.8 | 0.51 |

4.6 Analysis of Satisfaction and Word-of-mouth

In order to analyse the remaining constructs studied, Table 4.17 presents the results of the mean and standard deviation referring to Customer Satisfaction and word-of-mouth behaviour, as was done for Customer Experience.

Table 4.18 - Descriptive analysis of customer satisfaction and word-of-mouth by item

| | | Scale (Relative frequencies) | | | | | | | | |
|--------------------------------|---|------------------------------|-------------|-------|-------|-------|-------|--------|--------|--------|
| | | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Customer satisfaction | | 5,85 | 0,62 | | | | | | | |
| SAT1 | Os meus sentimentos para com a Worten Resolve são muito positivos. | 5,69 | 1,10 | 0,00% | 0,00% | 1,71% | 8,68% | 21,12% | 34,93% | 33,56% |
| SAT2 | Sinto-me bem em usar a Worten Resolve para o serviço que estava à procura. | 5,81 | 0,99 | 0,00% | 0,00% | 0,34% | 6,26% | 25,14% | 31,51% | 36,76% |
| SAT3 | De forma geral, estou satisfeito com a Worten Resolve e o serviço de reparações que prestam | 5,87 | 0,97 | 0,00% | 0,00% | 1,00% | 3,98% | 21,57% | 37,83% | 35,62% |
| SAT4 | Sinto-me satisfeito por a Worten Resolve produzir os melhores resultados que podiam ser alcançados para o meu caso. | 6,04 | 0,84 | 0,00% | 0,00% | 0,32% | 2,15% | 16,67% | 43,23% | 37,63% |
| SAT5 | O nível de resultados produzidos pela Worten Resolve é satisfatório para mim | 5,84 | 1,03 | 0,00% | 0,00% | 1,00% | 5,78% | 21,11% | 34,00% | 38,11% |
| Word-of-mouth behaviour | | 5,79 | 0,76 | | | | | | | |
| WOM1 | Faço comentários positivos sobre a Worten Resolve a outras pessoas. | 5,82 | 1,04 | 0,00% | 0,22% | 1,00% | 5,35% | 19,51% | 38,80% | 35,12% |
| WOM2 | Recomendo os serviços da Worten Resolve a quem me pedir conselhos. | 5,84 | 1,12 | 0,00% | 0,00% | 1,67% | 6,22% | 21,67% | 25,33% | 45,11% |
| WOM3 | Eu encorajo os meus amigos e familiares a utilizarem o serviço de reparações da Worten Resolve. | 5,71 | 1,04 | 0,00% | 0,00% | 1,37% | 7,28% | 23,32% | 36,18% | 31,85% |

As it is possible to verify in the analysed data, Satisfaction obtained an average of 5.9, which can be considered positive, since it is close to point 6 of the scale. All items for Satisfaction present an average between 5.7 and 6.0. Individually, item SAT4: "I feel satisfied that Worten Resolve produces the best results that could be achieved for my case." It obtained the highest rating (6.0) and, on the other hand, item SAT1: "My feelings towards Worten Resolve are very positive." It has the lowest rating (5.7), however very positive. These results show that, in general, the customer is satisfied with the service provided by Worten Resolve, and that there is always space to improve and increase the customer satisfaction index.

In relation to Word-of-mouth behaviour, this construct presents only 3 items, which totalize an average of 5.8 values. Only item WOM3: "I encourage my friends and family to use the Worten Resolve repair service" is below average. In the remaining questions, most of the sample (at least 70.4%) assessed the items at 6 or 7 values, which we may consider very positive results.

Comparing the mean and standard deviation of the two constructs, as shown in table 4.19, it is possible to verify that Customer Satisfaction presents a higher value. However, both dimensions present a solid positive mean value – close to 6 points of the seven-point Likert scale.

Table 4.19 - Mean and standard deviation by Satisfaction and Word-of-Mouth

| | Mean | Standard Deviation |
|--------------------------------|-------------|---------------------------|
| <i>Customer satisfaction</i> | 5.9 | 0.62 |
| <i>Word-of-mouth behaviour</i> | 5.8 | 0.76 |

After analysing the constructs for the entire sample, it was decided to do the same analysis, but through a comparison between the two stores (Table 4.20). It is possible to verify that in both the Colombo and the Vasco da Gama stores, all the constructs were above 5. However, in the EXQ construct, Colombo customers gave a better evaluation, while in Customer Satisfaction and Word-of-mouth, the evaluation was higher in the Vasco da Gama store. The standard deviations are low (between 0.5 and 0.7), meaning that the dispersion of data is small and therefore the values collected are grouped near the average.

Table 4.20 - Mean and standard deviation by EXQ, Satisfaction and Word-of-Mouth in each store

| | Worten Colombo | | Worten Vasco da Gama | |
|------------------------------|----------------|-----|----------------------|-----|
| | Mean | SD | Mean | SD |
| <i>EXQ</i> | 5.8 | 0.5 | 5.7 | 0.5 |
| <i>Customer Satisfaction</i> | 5.8 | 0.7 | 5.9 | 0.6 |
| <i>Word-of-mouth</i> | 5.7 | 0.8 | 5.9 | 0.7 |

4.7 Mediation Model: Research Hypotheses Testing

The present subchapter intends to test research hypotheses previously presented¹. To this end, linear regressions (simple and multiple) were performed, the various hypotheses, after validating their underlying assumptions. For this purpose, it was used IBM SPSS Statistics program (version 26) along with the Macro Process for SPSS to estimate the main effect and indirect effects.

In the appendices, there are 2 tables: F.1 and F.2 that describes whether the model is effective and with the results, the validation of linear regression assumptions has been done. In Table 4.21, that results of linear regression model can be seen. The direct output of the Macro PROCESS by Andrew F. Hayes (2013) can be observed in Annex G.

Table 4.21 - Model coefficients for the simple mediation model

| | | | | | R ² |
|--|------------------------------|------|----------|----------|----------------|
| Model 1: Mediating variable in the model | <i>Outcome: Satisfaction</i> | | | | .39 |
| | Coef. | SE | <i>t</i> | <i>p</i> | |
| EXQ | 0.76 | 0.08 | 9.96 | <.001 | |
| Model 2: outcome variable in the model | <i>Outcome: WOM</i> | | | | .40 |
| | Coef. | SE | <i>t</i> | <i>p</i> | |
| EXQ | 0.81 | 0.12 | 6.70 | <.001 | |
| Satisfaction | 0.14 | 0.10 | 1.46 | 0.15 | |
| <i>Bootstrapping for the indirect effect</i> | | | | | |
| | Efeito | SE | LL 95% | UL95% | |
| Indirect effect of EXQ on WOM via Satisfaction | 0.11 | 0.08 | -0.05 | 0.27 | |

N=154. Non-standardized coefficients are reported. 5000 bootstrap samples. LL - lower limit; UL - upper limit.

EXQ had a positive and significant effect on WOM ($B=0.92$, $t=9.87$, $p<.001$), supporting H2 regarding the total effect. As can be seen in Table 4.21 the EXQ had a positive and significant effect on Satisfaction ($B = 0.76$, $t = 9.96$, $p < .001$) but in turn Satisfaction did not have a positive and significant effect on WOM ($B = 0.14$, $t = 1.46$, $p=0.15$). These results support H1 but do not support H3 (respectively). EXQ did not have a significant effect on WOM, mediated by Satisfaction (indirect effect with bootstrapp estimate of 0.11), as the 95%

¹ As suggested by Tabachnick and Fidell (2007: 127), the residual diagrams were used to analyze the assumptions of normality, linearity and homogeneity of variances (Annex D), which can be assumed.

confidence interval for the indirect effect includes 0 (-0.05, 0.27). This means that EXQ has a direct effect on WOM but does not have an indirect effect mediated by Satisfaction, so H4 is not validated.

4.8 Main Considerations

In this fourth chapter, the sample was characterized, and the results were analysed and discussed, in order to analyse the quality of the experience of the Worten Resolve repair service, from the perspective of the customer and the service provider. Through the results, it is possible to systematize some of the main conclusions of this study.

With the questionnaire, it was possible to characterize the sample and conclude that 59% are male individuals, and the ages are well distributed, but the the highest concentration of respondents (28.6%) are between 29 and 39 years old and by people with the 12th grade (high school).

Regarding the frequency of use of the service, there are more people who have used the service 2 times (34.4%). Regarding the number of years, they have been customers, 31.2% of the respondents have used Worten Resolve for 3 or 4 years. However, 60.4% of people do not have Worten Resolve's loyalty card.

Overall, the Customer Experience evaluation is positive, presenting a total average of 5.8 on a seven-point rating scale. Within this construct, the Service Provider Experience presents the highest average (5.8), and the Brand Experience presents the lowest average (5.7), but still quite high. Regarding the remaining constructs, the evaluation was also very positive and even higher than that of Customer Experience. Customer satisfaction presented the highest average, with a value of 5.9, and Word-of-Mouth had an average of 5.8. In the case of the standard deviation of all variables, they were relatively small, ranging from 0.51 to 0.69, which shows that the values obtained are all very close to the averages presented.

In the total of the 43 items analysed, the item with the lowest average was PPE1 (I choose Worten Resolve because they already know me), by contrast, the item with the highest average BRE5 (The people who work at Worten Resolve are good representatives of the company).

To evaluate the reliability of the scales for the constructs used in this study, Cronbach's alpha was analysed. Customer experience (EXQ) obtained a value of 0.86 and although the remaining constructs (customer satisfaction and word of mouth) presented values below 0.7, in total the alpha value was positive (0.89).

Regarding the study hypotheses, all were validated (Table 4.22):

Table 4.22 - Validation of the research hypotheses

| Hypotheses | Results |
|---|---------------|
| H1 - Customer experience has a positive impact on satisfaction | Validated |
| H2 - Customer experience has a positive impact on word-of-mouth behaviour | Validated |
| H3 - Satisfaction has a positive impact on word-of-mouth | Not Validated |
| H4 - Satisfaction mediates the impact of customer experience on word-of-mouth behaviour | Not Validated |

As mentioned in chapter 2, several authors such as Rigopoulou et al. (2008) and Kim (2006) argue that satisfied customers are more likely to recommend the product or service to other people, so there is a relationship between satisfaction and word-of-mouth. However, in this specific study, such a relationship was not verified, since for the sample under study, customer satisfaction felt by the service provided does not mean that they recommend the service to friends and family, i.e., they may or may not recommend it.

Regarding hypothesis H4, some authors such as Hackl and Westlund (2000) and Wirtz (2003), argue that satisfaction is a mediator between the impact of EXQ on word-of-mouth. However, although this indirect effect is not proven since presents a bootstrap confidence interval which straddles zero, it is possible to conclude that EXQ has a direct effect on WOM.

5. CONCLUSIONS

This chapter presents the main conclusions of this study, based on the results presented in the previous chapter. Initially, the research question will be answered, as well as the overall objective and the specific objectives defined in Chapter 1. At the end, some limitations found in this study and also suggestions for future research related to this theme are listed.

5.1 Answer to the Research Question:

What is the customer's perception of customer experience in the Worten repair after sales service and its impact on satisfaction and their intention to recommend that service to others? Moreover, does the customer's perception match what Worten wants (service provider's perspective)?

From the previous analysis it is possible to verify that the Quality of Experience (EXQ) level in the sample is positive, with 5.8 on a scale of seven points. The dimension with the highest average value was Service Provider Experience (5.81), which suggests that the customer's perspective from the interactions with the service Provider (e.g., discovery, purchase, participation in a service) is one of the points that most pleases customers. However, all dimensions presented values above 5, which represents a very positive value. From an item's perspective, the ones showing a higher mean within Quality of Experience were BRE5 "The people who work at Worten Resolve are good representatives of the company" and SPE6 "The employees at Worten Resolve understand my wishes and concerns". From here it can be concluded that Worten Resolve's employees are responsible for customer being pleased with their experience and the positive value of Quality of Experience. On the other hand, the items with the lowest ratings were PPE1 "I choose Worten Resolve because they already know me" and BRE2 "I am confident in Worten Resolve's competence to carry out repairs", showing that the company should take some action to get to know its customer better and to consistently inspire confidence in customers. It was also concluded that there are no significant differences in perceived customer experience quality, overall, between consumers who frequent the Colombo store and the Vasco da Gama store.

Regarding the other constructs, Customer Satisfaction and Word-of-mouth, the evaluation given by the customers was also positive, with values of 5.9 and 5.8 respectively. Despite the positive results, there is still room for improvement. Comparing Colombo and Vasco da Gama, the constructs have similar means, however Vasco da Gama presents a more positive evaluation for the two constructs. After the data was collected, the research hypotheses were tested using

simple linear regressions, with the aim of understanding the impact of customer experience on Customer Satisfaction and Word of mouth, without context of the Worten Resolve repair service.

Hypothesis H1 was validated, confirming that customer experience has a positive impact on customer satisfaction in this context. It was found that 39% of the variability in the level of customer satisfaction is explained by the dimensions of service quality, proving that there is a correlation between the constructs. This relationship was also proven by different authors such as Parasuraman et al. (1985), Yuen and Chan (2010), Klaus and Maklan (2013) and Bueno et.al (2019) who argue that service quality (customer experience) is an antecedent of customer satisfaction.

Furthermore, H2 was confirmed, which showed that customer experience has a positive impact on word-of-mouth, where 40% of the variability of this construct is explained by the quality of experience (EXQ). As before, these results are in line with some studies published by several authors such as Oliver (1997), Bowman and Narayandas (2001), Johnston and Kong (2011) and Klaus and Maklan (2013).

According to the results, H3 and H4 could not be valued as satisfaction cannot be claimed to have a direct positive impact on WOM, nor mediates the impact of EXQ on WOM. Consequently, although EXQ has a direct effect on WOM, it does not have an indirect effect on Word of Mouth, through satisfaction.

Finally, making a comparison between the customer perspective (questionnaire) and the service provider perspective (interview), there are many similarities, which are interesting to be analysed. In the interview it is mentioned that in both stores, the way the service is provided (attendance and repair) are very similar. Through the data obtained by the questionnaire, it was possible to conclude that the services provided, present similar averages in all constructs (EXQ, Customer Satisfaction and Word-of-mouth). The differences between customer satisfaction in both stores can be explained by the communication of the salespeople and the different needs of the customers, as the supervisor of the stores in Lisbon said, "each customer has different needs".

During the interview, the supervisor mentioned there were some consumer needs that were very important to Worten Resolve, but that had to be improved, such as the information that is given to the customer throughout the process. In the customer questionnaire, some of these needs were also addressed through the following items SPE1: "The Worten Resolve team gives me advice throughout the process of providing the service" and SPE3 "Worten Resolve keeps me informed throughout the repair process", obtaining values of 5.6 and 5.7 respectively. These

are considerably acceptable values, however below the total EXQ average. It can therefore be concluded that customers agree that they should be more informed throughout the repair process.

Regarding the construct, Word-of-mouth, the supervisor mentioned that Worten Resolve have studies which show that satisfied customers make positive comments and that recommend Worten Resolve's services, however the company cannot guarantee that these people will or will not use the services. In the analysis of the questionnaire, it was possible to conclude that most customers make positive comments about the service provided and recommend this service to those who ask them for recommendations. However, item WOM3 "I encourage my friends and family to use the Worten Resolve repair service." obtained a lower classification within this construct, which demonstrates what was mentioned by the supervisor.

In the last question made to the supervisor, he mentioned that overall, despite there being points for improvement, the client was satisfied with the Worten Resolve repair service and from the data obtained in the questionnaire, it was possible to prove this statement. The customers rated the Customer Satisfaction variable with an average of 5.9, being the highest rated construct of the study. The item SAT4 "I feel satisfied that Worten Resolve produces the best results that could be achieved for my case" was rated with an average of 6.0, one of the highest values of the questionnaire. According to the questionnaire it was also possible to conclude that the average obtained in the success of the service was 6 on a scale of 1 to 7, therefore being a very positive value that contributed to customer satisfaction.

5.2 Assessment of the Achievement of the Objectives

The main objective of this thesis was to *analyse customer's process experience in Worten Resolve's after-sales service and its impact on customer's overall satisfaction and on word-of-mouth, in two stores in Lisbon (Vasco da Gama end Colombo)*. To achieve this goal and the specific objectives defined in the first chapter, an analysis was made of the data collected through the questionnaire and the interview with the supervisor of the Lisbon stores. The descriptive analysis gathered from that questionnaire and the interviews showed that, in general, consumers are satisfied with the quality of Worten Resolve's repair service, both from the customer's perspective and from the service provider's perspective. However, there are some improvements that can be made by the company, to increase the quality of service perceived by customers.

The last specific objective was to identify possible ways to improve Customer experience, Customer satisfaction and Word-of-mouth provided by customers about Worten Resolve. Through the data obtained and the conclusions already mentioned, it is possible to propose some suggestions for improving the Worten Resolve repair service in order to increase the levels of perceived quality of the service. In order to improve the perception and opinion of consumers about the service, Worten Resolve should focus on the aspects that the customer rated lowest, in all dimensions. In this way, it is important to focus on increasing customer confidence in their repair service and to pay more attention to each customer, in order to get to know them and their needs better. According to the interview of the supervisor of the Lisbon stores, it is also suggested that the company focus on reducing customer waiting times in store and also product repair time. This point can be improved with an increase in the number of employees in the store and in the technical repair centre. Another factor that customers value highly and should be improved is the information provided during the whole repair process, some customers in the sample consider that Worten Resolve does not keep them informed throughout the whole process. Currently, the customer can access a link to follow the process, however it only provides information of where the item is and not what is happening at the moment. As such, it is recommended that the company uses the data obtained and develop an action plan to evaluate the entire customer experience (pre, during and post purchase).

Given the above, the present study complements information acquired in the existing literature on customer experience and in the remaining constructs. However, it presents a better understanding of the quality of Worten Resolve's repair service as perceived by customers, a context which had not been previously studied. Through the analysis of the data obtained, this thesis provides recommendations for Worten Resolve that can be used by the company. As such, although there are many studies on this subject, the work done in this research also adds to existing practical knowledge in the area.

5.3 Limitations

Similar to all studies, there were some limitations throughout this research. One of the first limitations was the number of stores that were to be analysed for this study. Initially, the questionnaire was going to be applied in more stores, however, it was concluded that the sample collected in some stores was going to be too small compared to the others. As such, it was necessary to focus the study on the 2 stores with a larger number of customers, to ensure that the sample per store was larger. However, the results obtained can only be applied to the specific gathered sample but not to all Worten Resolve customers in the country. This characteristic

presents a limitation to the generalizability of the study results. Thus, a larger populational sample would certainly add much more value to this research

Regarding the perception of the supervisor of the Lisbon stores, it should also be taken into account that this may not be the perception of all supervisors in the country and that it may be different in the other regions. Thus, we can draw conclusions about the service provider's perspective only about the two stores analyzed.

Another limitation found is related to the fact that the data was obtained through devices in the stores after the service was completed, since many customers might not have had the time or patience to answer to the questionnaire after the waiting time. This might have created circumstances where respondents filled out the survey with little thoughtfulness. On the other hand, since the questionnaire was done after the service, the customer was able to answer the questions about the experience he just had and therefore the data was as current as possible. In case the questionnaire had been conducted online, it could be that the customers had not used the service for a long time.

5.4 Suggestions for Future Research

Following the limitations presented, it would be interesting to extend the research to other stores with Worten Resolve and to more regions. Thus, it would be possible to obtain a better perception of the service provided in different parts of the country and with stores with different characteristics (smaller stores, with a smaller number of customers) and compare if regionality can interfere in the evaluation of the Quality Experience dimensions. In this case, it would also be enriching to conduct more than one interview (one supervisor per region), meaning that there would not only be the perception of one supervisor.

In this study only the repair service was analysed, however for future research, it could also be interesting to study the application of the EXQ scale to other after sales services within Worten Resolve. Instead of only Worten Resolve being studied, further research could study the positioning of other companies in relation to after-sales services, or even allow respondents to introduce their preferred retail chain and compare between the two.

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ANNEXES

Annex A - Items of Customer experience, Satisfaction and Word-of-mouth construct

Table A.1 - Customer experience, Satisfaction and Word-of-mouth by item

| | <i>Items</i> | <i>Dimensions</i> |
|-------|--|------------------------------------|
| BRE1 | Worten Resolve has a good reputation. | <i>Brand Experience</i> |
| BRE2 | I am confident in the competence of Worten Resolve to make repairs. | |
| BRE3 | Worten Resolve gives me independent advice (on which service is best for my case). | |
| BRE4 | I choose Worten Resolve for factors other than price. | |
| BRE5 | The people who work at Worten Resolve are good representatives of the company. | |
| BRE6 | The repair service provided by Worten Resolve is of the highest quality. | |
| BRE7 | Worten Resolve's repair service offers higher quality than its competitors. | |
| SPE1 | The Worten Resolve team gives me advice throughout the process of providing the service. | <i>Service Provider Experience</i> |
| SPE2 | It is very easy to deal with Worten Resolve. | |
| SPE3 | Worten Resolve keeps me informed throughout the repair process. | |
| SPE4 | Worten Resolve demonstrated flexibility in interacting with me. | |
| SPE5 | At Worten's repair service I usually deal with the same people all the time. | |
| SPE6 | The Worten Resolve employees understand my wishes and concerns. | |
| SPE7 | The workers at Worten Resolve are very friendly and have good skills in dealing with customers. | |
| SPE8 | Worten Resolve offers the customer a good repair service. | |
| SPE9 | I developed a good relationship with the employees at Worten Resolve. | |
| SPE10 | Worten Resolve's facilities fit my needs better than those of their competitors. | |
| SPE11 | Worten Resolve's facilities are designed to be as efficient as possible (for me). | |
| PPE1 | I choose Worten Resolve because they already know me. | <i>Post-Purchase Experience</i> |
| PPE2 | Worten Resolve knows perfectly well what I want. | |
| PPE3 | Worten Resolve keeps me up to date about its services and recent developments. | |
| PPE4 | I believe that Worten Resolve will be available to me for a long time. | |
| PPE5 | Worten Resolve treats me right when something not so good happens. | |
| PPE6 | I am happy with the service provided by Worten Resolve. | |
| PPE7 | Being a Worten Resolve customer gives me social approval. | |
| SAT1 | My feelings toward Worten Resolve are very positive. | <i>Customer satisfaction</i> |
| SAT2 | I feel good about using Worten Resolve for the service I was looking for. | |
| SAT3 | Overall, I am satisfied with Worten Resolve and the repair service they provide | |
| SAT4 | I feel satisfied that Worten Resolve produced the best results that could be achieved for my case. | |
| SAT5 | The level of results produced by Worten Resolve is satisfactory to me | |
| WOM1 | I make positive comments about Worten Resolve to other people. | <i>Word-of-mouth behaviour</i> |
| WOM2 | I recommend Worten Resolve's services to anyone who asks my advice. | |
| WOM3 | I encourage my friends and family to use the Worten Resolve repair service. | |

Annex B - Interview guide

1. What is the after-sales service provided most in both stores? (Vasco da Gama and Colombo)
2. What needs do you want to satisfy for consumers? Do you feel that these needs are currently being met?
3. Is each store free to adjust the service or is the service identical in all stores? If yes, what are the differences in the Worten stores in Colombo and Vasco da Gama?
4. What are the main characteristics valued by clients in the service provided? Are you able to meet the clients' needs or is there any in which you have more difficulty?
5. Do you consider it possible that an unsatisfied client will return to use the service? What do you do to make this happen?
6. From your experience, satisfaction implies a good recommendation by customers (Word-of-mouth). In what way?
7. What is the best way to ensure customer satisfaction in an after-sales service?
8. Do you consider that customers are satisfied with the after-sales service provided to them? Is this satisfaction identical in both stores and is it identical taking into account the types of repairs?

Annex C – Questionnaire

Portuguese Version

Worten Resolve: Serviço de reparações

O presente questionário insere-se no âmbito de uma dissertação de Mestrado e destina-se a recolher informação exclusivamente para este fim. O estudo tem como objetivo avaliar a perceção da qualidade do serviço de reparações da Worten Resolve.

Se tem 18 anos ou mais e já usufruiu do serviço de reparações da Worten Resolve nos últimos dois anos, peço-lhe que disponha de cerca de 5 minutos para responder a este questionário, relativo à sua experiência como cliente deste serviço.

A sua participação é voluntária e não existem respostas certas ou erradas, pelo que se pretende que responda de forma mais honesta possível. As respostas ao questionário são anónimas e confidenciais e serão analisadas no conjunto de todos os participantes, e nunca de forma individual.

Muito obrigada pela sua participação!

Idade

Sexo

- Masculino
- Feminino
- Prefiro não dizer

Indique o grau de instrução mais elevado que completou:

- Básico 1º ciclo (equivalente a 4º ano)
- Básico 2º ciclo (equivalente a 6º ano)
- Básico 3º ciclo (equivalente a 9º ano)
- Secundário (equivalente a 12º ano)
- Bacharelato
- Licenciatura
- Mestrado
- Doutoramento
- Outro
- Não respondo

Quantas vezes já usufruiu do serviço de reparações da Worten Resolve?*

- 1 vez
- 2 vezes
- 3 vezes
- Mais de 3 vezes

Há quanto tempo é cliente da Worten Resolve?

- Menos de 1 ano
- 1 a 2 anos
- 3 a 4 anos
- Mais de 4 anos

Possui o cartão de Fidelização da Worten Resolve?

- Sim
- Não

Na sua última experiência com a Worten Resolve (a que acabou de ter), que tipo de artigo foi reparado?

- Telemóveis e Smartphones
- Computadores
- Grandes eletrodomésticos ou ar condicionado
- Pequenos eletrodomésticos
- Televisões
- Gaming (ex: Consolas)
- Mobilidade (ex: Bicicletas elétricas, trotinetes elétricas, Hoverboards)

Em que loja Worten Resolve acabou de usufruir do serviço de reparações?

- Worten Colombo
- Worten Vasco da Gama

Teve sucesso na reparação?

- 1
- 2
- 3
- 4
- 5
- 6
- 7

Quanto tempo demorou a reparação?

- 1 a 6 horas
- 7 a 12 horas
- 24 a 48 horas
- 3 a 7 dias
- Mais de uma semana e menos de um mês
- 1 mês ou mais

Grupo 1

Classifique, por favor, o seu grau de concordância ou discordância com as afirmações que lhe apresentamos em seguida. Utilize a escala de 1 = "Discordo Totalmente" a 7 = "Concordo Totalmente".

| Escala | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|---|---|---|---|---|
| A Worten Resolve tem uma boa reputação. | | | | | | | |
| A equipa da Worten Resolve dá-me conselhos ao longo do processo da prestação do serviço. | | | | | | | |
| A Worten Resolve oferece ao cliente um bom serviço de reparação. | | | | | | | |
| Eu escolho a Worten Resolve porque já me conhecem. | | | | | | | |
| Estou contente com o serviço prestado pela Worten Resolve. | | | | | | | |

| | | | | | | | |
|---|--|--|--|--|--|--|--|
| A Worten Resolve mantém-me informado(a) ao longo do processo de reparação. | | | | | | | |
| Eu encorajo os meus amigos e familiares a utilizarem o serviço de reparações da Worten Resolve. | | | | | | | |
| A Worten Resolve tem uma boa reputação. | | | | | | | |

Grupo 2

Classifique, por favor, o seu grau de concordância ou discordância com as afirmações que lhe apresentamos em seguida. Utilize a escala de 1 = "Discordo Totalmente" a 7 = "Concordo Totalmente".

| Escala | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| Estou confiante na competência da Worten Resolve para realizarem reparações. | | | | | | | |
| Escolho a Worten Resolve por outros fatores para além do preço. | | | | | | | |
| Os funcionários da Worten Resolve compreendem os meus desejos e preocupações. | | | | | | | |
| Desenvolvi uma boa relação com os funcionários da Worten Resolve. | | | | | | | |
| A Worten Resolve mantém-me atualizado sobre os seus serviços e desenvolvimentos recentes. | | | | | | | |
| A Worten Resolve trata-me corretamente quando acontece algo menos bom. | | | | | | | |
| Recomendo os serviços da Worten Resolve a quem me pedir conselhos. | | | | | | | |
| Estou confiante na competência da Worten Resolve para realizarem reparações. | | | | | | | |

Grupo 3

Classifique, por favor, o seu grau de concordância ou discordância com as afirmações que lhe apresentamos em seguida. Utilize a escala de 1 = "Discordo Totalmente" a 7 = "Concordo Totalmente".

| Escala | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|---|---|---|---|---|
| A Worten Resolve dá-me conselhos de modo independente (sobre qual o melhor serviço para o meu caso). | | | | | | | |
| O serviço de reparação prestado pela Worten Resolve tem a melhor qualidade. | | | | | | | |
| É muito fácil lidar com a Worten Resolve. | | | | | | | |
| No serviço de reparações da Worten costumo lidar sempre com as mesmas pessoas. | | | | | | | |
| O serviço de reparações da Worten Resolve oferece uma qualidade superior à dos seus concorrentes. | | | | | | | |
| As instalações da Worten Resolve são concebidas para serem o mais eficiente possível (para mim). | | | | | | | |
| Os trabalhadores da Worten Resolve são muito afáveis e possuem boas competências para lidarem com os clientes. | | | | | | | |
| A Worten Resolve dá-me conselhos de modo independente (sobre qual o melhor serviço para o meu caso). | | | | | | | |

Grupo 4

Classifique, por favor, o seu grau de concordância ou discordância com as afirmações que lhe apresentamos em seguida. Utilize a escala de 1 = "Discordo Totalmente" a 7 = "Concordo Totalmente".

| Escala | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|----------|----------|----------|----------|----------|----------|----------|
| Desenvolvi uma boa relação com os funcionários da Worten Resolve. | | | | | | | |
| A Worten Resolve demonstrou flexibilidade ao interagir comigo. | | | | | | | |
| As pessoas que trabalham na Worten Resolve são bons representantes da empresa. | | | | | | | |
| A Worten Resolve sabe perfeitamente o que quero. | | | | | | | |
| Acredito que a Worten Resolve vai estar disponível para mim durante muito tempo. | | | | | | | |
| Ser cliente da Worten Resolve dá-me aprovação social. | | | | | | | |
| As instalações da Worten Resolve adequam-se melhor às minhas necessidades do que as dos seus concorrentes | | | | | | | |
| Desenvolvi uma boa relação com os funcionários da Worten Resolve. | | | | | | | |

Grupo 5

Classifique, por favor, o seu grau de concordância ou discordância com as afirmações que lhe apresentamos em seguida. Utilize a escala de 1 = "Discordo Totalmente" a 7 = "Concordo Totalmente".

| Escala | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|----------|----------|----------|----------|----------|----------|----------|
| Os meus sentimentos para com a Worten Resolve são muito positivos. | | | | | | | |
| Sinto-me bem em usar a Worten Resolve para o serviço que estava à procura. | | | | | | | |
| De forma geral, estou satisfeito com a Worten Resolve e o serviço de reparações que prestam. | | | | | | | |
| Sinto-me satisfeito por a Worten Resolve produzir os melhores resultados que podiam ser alcançados para o meu caso. | | | | | | | |
| O nível de resultados produzidos pela Worten Resolve é satisfatório para mim | | | | | | | |

| | | | | | | | |
|--|--|--|--|--|--|--|--|
| Faço comentários positivos sobre a Worten Resolve a outras pessoas. | | | | | | | |
| Os meus sentimentos para com a Worten Resolve são muito positivos. | | | | | | | |
| Sinto-me bem em usar a Worten Resolve para o serviço que estava à procura. | | | | | | | |

English Version

Worten Resolve: Repair Service

This questionnaire is part of a Master's dissertation and is intended to collect information exclusively for this purpose. The study aims to evaluate the perception of the quality of the Worten Resolve repair service.

If you are 18 years or older and have used Worten Resolve's repair service in the last two years, I would ask you to take approximately 5 minutes to complete this questionnaire regarding your experience as a customer of this service.

Your participation is voluntary and there are no right or wrong answers, so we ask that you answer as honestly as possible. The answers to the questionnaire are anonymous and confidential and will be analyzed in the aggregate of all participants, never individually.

Thank you very much for your participation!

Age

Gender

- Male
- Female
- I prefer not to say

Please indicate the highest level of education you have completed:

- 1st cycle degree (equivalent to 4th grade)
- 2nd cycle degree (equivalent to 6th grade)
- 3rd cycle degree (equivalent to 9th grade)
- High School (equivalent to 12th grade)
- Baccalaureate
- Bachelor's Degree
- Master's Degree
-

PhD

- Other
- I don't answer

How many times have you used Worten Resolve's repair service?

- 1 time
- 2 times
- 3 times
- More than 3 times

How long have you been a Worten Resolve customer?

- Less than 1 year
- 1 to 2 years
- 3 to 4 years
- More than 4 years

Do you have the Worten Resolve loyalty card?

- Yes
- No

In your last experience with Worten Resolve (the one you just had), what kind of item was repaired?

- Mobile Phones & Smartphones
- Computers
- Large appliances or air conditioning
- Small household appliances
- Televisions
- Gaming (ex: Consoles)
- Mobility (e.g. electric bicycles, electric scooters, Hoverboards)

In which Worten Resolve store did you just use the repair service?

- Worten Colombo
- Worten Vasco da Gama

Were you successful in the repair?

- 1
- 2
- 3
- 4
- 5
- 6
- 7

How long did the repair take?

- 1 to 6 hours
- 7 to 12 hours
- 24 to 48 hours
- 3 to 7 days
- More than one week and less than one month
- One month or more

Group 1

Please rate how strongly you agree or disagree with the following statements. Use the scale from 1 = "Strongly Disagree" to 7 = "Strongly Agree".

| Scale | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|---|---|---|---|---|
| Worten Resolve has a good reputation. | | | | | | | |
| The Worten Resolve team gives me advice throughout the process of providing the service. | | | | | | | |
| Worten Resolve offers the customer a good repair service. | | | | | | | |
| I choose Worten Resolve because they already know me. | | | | | | | |

| | | | | | | | |
|---|--|--|--|--|--|--|--|
| I am happy with the service provided by Worten Resolve. | | | | | | | |
| Worten Resolve keeps me informed throughout the repair process. | | | | | | | |
| I encourage my friends and family to use Worten Resolve's repair service. | | | | | | | |

Group 2

Please rate how strongly you agree or disagree with the following statements. Use the scale from 1 = "Strongly Disagree" to 7 = "Strongly Agree".

| Scale | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| I am confident in the competence of Worten Resolve to carry out repairs. | | | | | | | |
| I choose Worten Resolve for factors other than price. | | | | | | | |
| The employees at Worten Resolve understand my wishes and concerns. | | | | | | | |
| I have developed a good relationship with the employees at Worten Resolve. | | | | | | | |
| Worten Resolve keeps me up to date on their services and recent developments. | | | | | | | |
| Worten Resolve treats me correctly when something not so good happens. | | | | | | | |
| I would recommend Worten Resolve's services to anyone who asks me for advice. | | | | | | | |

Group 3

Please rate how strongly you agree or disagree with the following statements. Use the scale from 1 = "Strongly Disagree" to 7 = "Strongly Agree".

| Scale | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| Worten Resolve gives me independent advice (about which service is best for my case). | | | | | | | |
| The repair service provided by Worten Resolve is of the highest quality. | | | | | | | |
| It is very easy to deal with Worten Resolve. | | | | | | | |
| In the Worten repair service I usually deal with the same people every time. | | | | | | | |
| Worten Resolve's repair service offers a higher quality than its competitors. | | | | | | | |
| The facilities at Worten Resolve are designed to be as efficient as possible (for me). | | | | | | | |
| The workers at Worten Resolve are very friendly and have good skills in dealing with customers. | | | | | | | |

Group 4

Please rate how strongly you agree or disagree with the following statements. Use the scale from 1 = "Strongly Disagree" to 7 = "Strongly Agree".

| Scale | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|---|---|---|---|---|
| I developed a good relationship with the employees at Worten Resolve. | | | | | | | |
| Worten Resolve has shown flexibility when interacting with me. | | | | | | | |
| The people who work at Worten Resolve are good representatives of the company. | | | | | | | |
| Worten Resolve knows perfectly what I want. | | | | | | | |
| I believe that Worten Resolve will be available to me for a long time. | | | | | | | |

| | | | | | | | |
|--|--|--|--|--|--|--|--|
| Being a customer of Worten Resolve gives me social approval. | | | | | | | |
| Worten Resolve's facilities fit my needs better than their competitors | | | | | | | |

Group 5

Please rate how strongly you agree or disagree with the following statements. Use the scale from 1 = "Strongly Disagree" to 7 = "Strongly Agree".

| Scale | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|---|---|---|---|---|
| My feelings towards Worten Resolve are very positive. | | | | | | | |
| I feel good about using Worten Resolve for the service I was looking for. | | | | | | | |
| Overall, I am satisfied with Worten Resolve and the repair service they provide. | | | | | | | |
| I feel satisfied that Worten Resolve produces the best results that could be achieved for my case. | | | | | | | |
| The level of results produced by Worten Resolve is satisfactory to me | | | | | | | |
| I make positive comments about Worten Resolve to other people. | | | | | | | |

Annex D – Validation of Linear Regression Assumptions

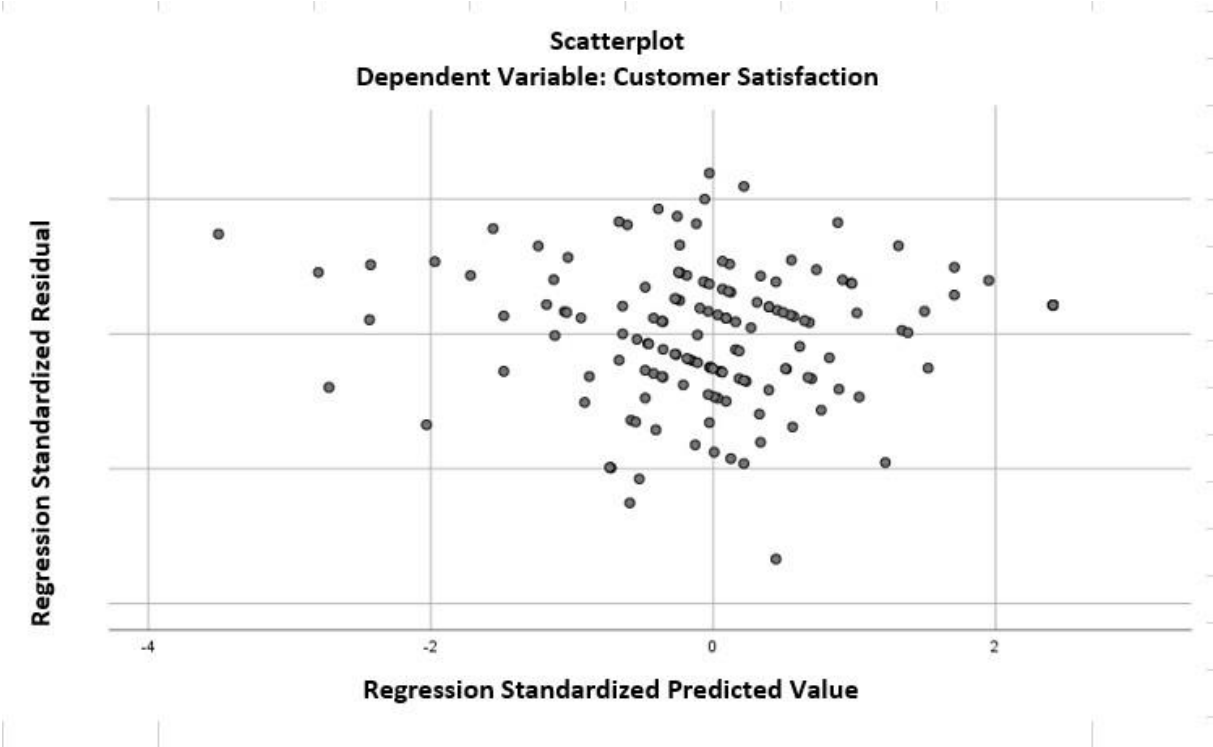


Figure D.1 – Normality, Homoscedasticity and Linearity Analysis – Simple Linear Regression Scatterplot – Customer Satisfaction

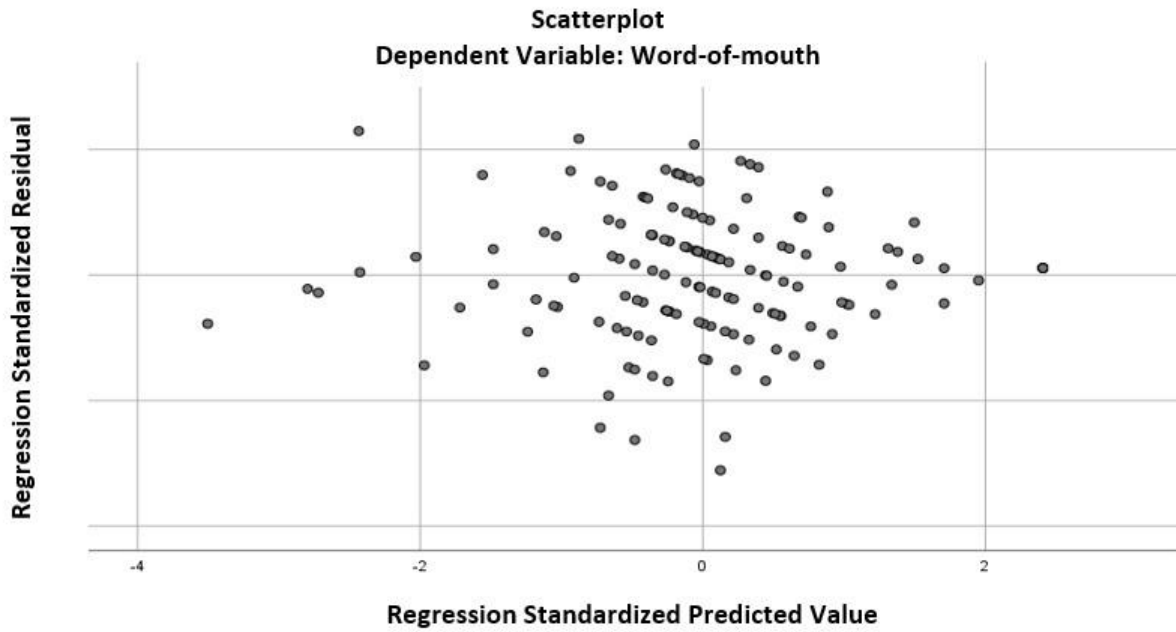


Figure D.2 - Normality, Homoscedasticity and Linearity Analysis – Multiple Linear Regression Scatterplot – Word-of-mouth



Figure D.3 - Normal P-P Plot - Regression of Standardized Residuals - Customer Satisfaction

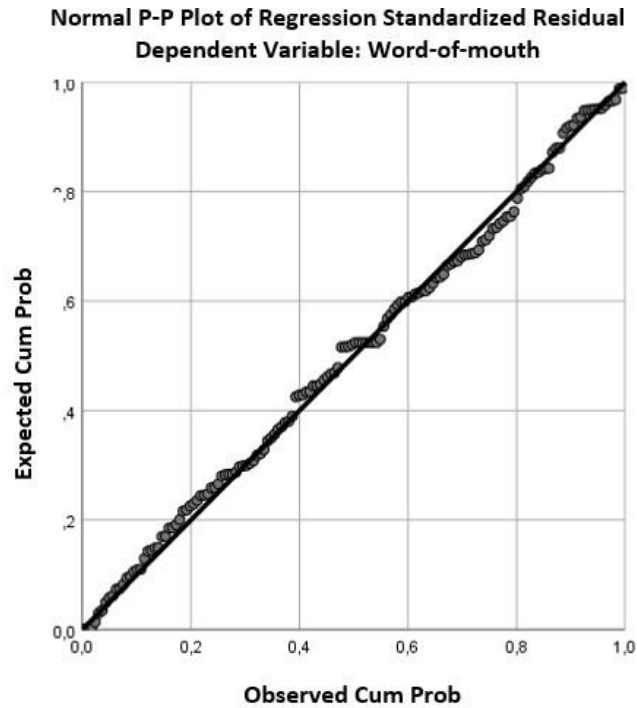


Figure D.4 - Normal P-P Plot - Regression of Standardized Residuals - Word-of-mouth

Table D.1 - Model Summary- Customer Satisfaction

| Model Summary | | | | |
|----------------------|-------------------|----------|--------------------|----------------------------|
| Model | R | R Square | Adjusted R-squared | Std. Error of the Estimate |
| 1 | ,628 ^a | ,395 | ,391 | ,48638 |

a. Predictors: (Constant), EXQ

b. Dependent Variable: Customer Satisfaction

Table D.0.2 - Model Overview - Word-of-mouth

| Model Summary | | | | |
|----------------------|-------------------|----------|--------------------|----------------------------|
| Model | R | R Square | Adjusted R-squared | Std. Error of the Estimate |
| 1 | ,632 ^a | ,399 | ,391 | ,59254 |

a. Predictors: (Constant), EXQ

b. Dependent Variable: Word-of-mouth

Table D.0.3 - Multicollinearity Analysis –Customer Satisfaction

| Coefficients ^a | | | | | | | | |
|---------------------------|-------------|---------------------|---------------------------|--------------------------------------|-------|------|-------------------------|-------|
| Model | | Unstandardized B | Coefficients Std.Error | Standardized Coefficients Beta | t | Sig. | Collinearity Statistics | |
| | | | | | | | Tolerance | VIF |
| 1 | (Constante) | 1,464 | ,442 | | 3,309 | ,001 | | |
| | EXQ | ,761 | ,076 | ,628 | 9,955 | ,000 | 1,000 | 1,000 |

a. Dependent Variable: Customer Satisfaction

Table D.0.4 - Multicollinearity Analysis –Word-of-mouth

| Coefficients ^a | | | | | | | | |
|---------------------------|-----------------------|---------------------|---------------------------|--------------------------------------|-------|------|-------------------------|-------|
| Model | | Unstandardized B | Coefficients Std.Error | Standardized Coefficients Beta | t | Sig. | Collinearity Statistics | |
| | | | | | | | Tolerance | VIF |
| 1 | (Constante) | ,262 | ,558 | | ,469 | ,640 | | |
| | EXQ | ,813 | ,120 | ,551 | 6,792 | ,000 | ,605 | 1,652 |
| | Customer Satisfaction | ,144 | ,099 | ,118 | 1,461 | ,146 | ,605 | 1,652 |

a. Dependent Variable: Word-of-mouth

Annex E - Test Results from Mediation Model 1

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.1 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4
 Y : WOM
 X : EXQ
 M : Satisfac

Sample

Size: 154

OUTCOME VARIABLE:

Satisfac

Model Summary

| R | R-sq | MSE | F | df1 | df2 | p |
|-------|-------|-------|---------|--------|----------|-------|
| ,6282 | ,3947 | ,2366 | 99,1103 | 1,0000 | 152,0000 | ,0000 |

Model

| | coeff | se | t | p | LLCI | ULCI |
|----------|--------|-------|--------|-------|-------|--------|
| constant | 1,4639 | ,4424 | 3,3090 | ,0012 | ,5898 | 2,3379 |
| EXQ | ,7612 | ,0765 | 9,9554 | ,0000 | ,6102 | ,9123 |

OUTCOME VARIABLE:

WOM

Model Summary

| R | R-sq | MSE | F | df1 | df2 | p |
|-------|-------|-------|---------|--------|----------|-------|
| ,6318 | ,3992 | ,3511 | 50,1614 | 2,0000 | 151,0000 | ,0000 |

Model

| | coeff | se | t | p | LLCI | ULCI |
|----------|-------|-------|--------|-------|--------|--------|
| constant | ,2616 | ,5580 | ,4688 | ,6399 | -,8409 | 1,3641 |
| EXQ | ,8132 | ,1197 | 6,7917 | ,0000 | ,5766 | 1,0498 |
| Satisfac | ,1443 | ,0988 | 1,4607 | ,1462 | -,0509 | ,3396 |

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

WOM

Model Summary

| R | R-sq | MSE | F | df1 | df2 | p |
|-------|-------|-------|---------|--------|----------|-------|
| ,6251 | ,3907 | ,3537 | 97,4622 | 1,0000 | 152,0000 | ,0000 |

Model

| | coeff | se | t | p | LLCI | ULCI |
|--|-------|----|---|---|------|------|
|--|-------|----|---|---|------|------|

| | | | | | | |
|----------|-------|-------|--------|-------|--------|--------|
| constant | ,4729 | ,5409 | ,8742 | ,3834 | -,5958 | 1,5416 |
| EXQ | ,9231 | ,0935 | 9,8723 | ,0000 | ,7383 | 1,1078 |

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

| Effect | se | t | p | LLCI | ULCI |
|--------|-------|--------|-------|-------|--------|
| ,9231 | ,0935 | 9,8723 | ,0000 | ,7383 | 1,1078 |

Direct effect of X on Y

| Effect | se | t | p | LLCI | ULCI |
|--------|-------|--------|-------|-------|--------|
| ,8132 | ,1197 | 6,7917 | ,0000 | ,5766 | 1,0498 |

Indirect effect(s) of X on Y:

| | Effect | BootSE | BootLLCI | BootULCI |
|----------|--------|--------|----------|----------|
| Satisfac | ,1099 | ,0797 | -,0456 | ,2651 |

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----