

Dependence of the Quality of Services, Satisfaction and Loyalty of Professional Customers in the Auto Industry of Developing Countries: the Case of Bosnia and Herzegovina and FYROM

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Abstract: Starting from the fact that loyal clients ensure business stability and that the cumulative value of loyal clients is immense, it is clear why it is of great importance to examine customer opinions and attitudes regarding any product or service. The paper presents the results of customer satisfaction survey in the automotive industry through the presented analyses from 2014 to 2017 on a sample of 2419 professional (target) customers of one company from Bosnia and Herzegovina (BIH) and Former Yugoslav Republic of Macedonia (FYROM). The variables related to the satisfaction of professional customers have been presented through Chi-Square Tests initially regarding BIH, following with FYROM and then by comparing these two countries. The survey confirms that the variables that are directly related to the service of professional personnel and customer satisfaction, show statistically significant differences. It has also been proven that the systemic expansion of the sales network, the relocation of business units to new and larger locations, the introduction of new services and also recruiting a vast number of sales personnel who are not provided with adequate training directly affect the customer satisfaction.

JEL Classification: M21, M31, L11, L26

Key words: Customers • Satisfaction Survey • Loyalty • Bosnia And Herzegovina (BIH) • Former Yugoslav Republic Of Macedonia (FYROM)

INTRODUCTION

Measuring customer satisfaction is an inevitable tool for monitoring market trends and by carefully interpreting the results, a company can actively adapt to new changes on the market. Also, without loyal customers, business survival and profitability will not be guaranteed [1]. In the last 20 years many scientists, psychologists and economists have actively been studying and applying neuromarketing, replacing the rational with more complex internal holistic view of the "deeper" actions and explaining its impact, it is completely incomprehensible that there are service companies which do not examine the satisfaction of their customers [2, 3]. The easiest way to

foresee the future success of a product or service is to monitor customer satisfaction with the same product or service - customer satisfaction is an indicator of repeated purchase and is expressed by customer loyalty [4]. One such model is the service-profit chain model [5], which posits that profitability derives from customer loyalty and satisfaction which ensue from a customer's perception of quality and received value. Loyalty refers to the consumers' internal willingness to commit to the firm [6] and predisposition to maintain their consumption habits [7]. Sometimes, loyalty is represented by the number of repurchases made by the consumer during a period of time. If a consumer is loyal, it means that is predisposed to repurchasing a particular product or service [8].

However, links between service quality, satisfaction and behavioural outcomes are neither linear nor straightforward [9]. Quality improvements may not transform into higher customer satisfaction or higher profits [10] and high levels of satisfaction may not lead to loyalty or other positive forms of consumer behavior. The drivers of customer satisfaction and loyalty in service industries do not transform into higher customer satisfaction or higher profits [10] and high levels of satisfaction may not lead to loyalty or other positive forms of consumer behaviour. Also, loyalty research cannot be generalized across different industries [9].

This paper will explain the relationship between professional customer satisfaction and expected value, the relationship of value and satisfaction will be clarified, as well as the role of quality within the concept of value. In defining service quality dimensions, we followed the Nordic school [11, 12] and conceptualised the elements of quality in terms of three distinct constructs: (1) service output quality (a customer's perception of results received through interaction with the service provider); (2) quality of staff (the process of service delivery and interactions between a supplier's representatives and the customer); and (3) corporate image (a company's corporate identity in the mind of the customer, which is not necessarily tied to the customer's experience).

This paper presents the results gained by satisfaction survey of professional customers, of a family company that operates on the territory of BIH, Serbia, FYROM. One of the reasons for research presented here is a fact that successful family companies tend to create high level of consumers loyalty than corporate ones. The corporate brand of family-owned companies carries certain features that distinguish it from the corporate brands of other companies [13]. The purpose of the research is related to the problems that arose due to the sudden and systematic expansion of the sales network, the relocation of individual business units to new and larger locations, the introduction of new services and the recruitment of a larger number of sales staff, which did not receive adequate training. All these reasons directly affected the discontent of customers.

Review of Literature: There are many reasons why companies decide to measure customer or clients' satisfaction and loyalty, but the most fundamental account for their retention (loyalty) is detecting areas of the business which need to be improved and upgraded, listening to customers' reactions to the introduction of a new product or service in their assortment (on market),

measuring the level of customer satisfaction with a certain product or service, etc. The key thing is to understand what customers want better than the competition and then make the same customers come back repeatedly. In marketing terms, these two rules are translated into customer acquisition and customer retention [14, 15]. After the confirmation of customer loyalty, the loyalty of the company is being confirmed by establishing loyalty programs [16] that the company has systematically been introducing.

Customer satisfaction can be seen as a consequence of the received value given the expected value for the clients. Previous research confirms that service output quality positively affects customer satisfaction [17-20]. In addition, service output quality has also a direct impact on loyalty. Kristensen *et al.* [17] found that service output quality affects loyalty both directly and indirectly through satisfaction. Dabholkar *et al.* [21] and Lee [22] evaluated several competing quality-satisfaction-behavioural intention models and confirmed the mediating effect of customer satisfaction. Taylor and Baker [23] showed that models that include an interaction of satisfaction and service output quality provide a better understanding of consumer purchase intentions than do those models that include only the main effects of service quality or satisfaction. But, customer expectations are not to be regarded as permanent and stable category; On the contrary, expectations are variable before the purchasing process, during this process and also during the use of products or services due to different influences (changes in market circumstances, competition efforts, etc.). Fornell, Rust and Dekimpe [24] suggest that a change in customer satisfaction which has lagged behind and which contributes to future demand has a significant impact on consumption growth.

Satisfaction is the measure of the product's performance (received value) compared to what it is being compared with, i.e. the expected value (which is not a stable category and can be under various influences). Winning customers and keeping them are the most hard-fought elements of modern business. Things are fought over because they are precious and an organization's ability to win customers and to keep them coming back are indeed extremely precious attributes [25]. The satisfaction survey is based on the assumption that it is the difference between the known values and expectations, with the expected and realized value being approximately equal and that the expected and realized value can be significantly different. Thus, clients can be: (a) dissatisfied, (b) satisfied or (c) extremely satisfied, i.e.

enthusiastic. Companies whose clients are only "satisfied" still need to be careful, because satisfied customers are not resistant to competition attracting. Still, companies, which strive for high customer satisfaction and offer high quality service to their customers, may ensure that customers remain loyal to the company [26]. Customer satisfaction is directly associated with the quality of products or services, the attitude of the entire company towards the customer starting from the top management, the price, product availability, distribution and other elements of the marketing mix concept in the service activities [27, 28], just like satisfied customers tend to be loyal ones [29, 30]. In general, higher customer satisfaction brings higher customer loyalty [31].

Very often the concept of value and the concept of quality are identified in the literature. The quality of a service is also defined as the difference between expected and perceived service [32]. According to Gale and Buzzell [33], the market-perceived quality is the attitude of the client about products or services compared to competitor ones, while the value is seen as market-experienced quality observed with the relative product price. Also, it is estimated that the cost of attracting new customers is five to 25 times higher than the costs of maintaining the satisfaction and of current customers and therefore their loyalty [34]. Service companies should pay special attention to sales personnel, being in direct contact with customers and directly interacting with them in order to create a service [35- 37]. In service industries, the process of service delivery is often even more important than the service itself, especially when customer involvement is high. Several surveys in various service industries have founded the support for the quality of staff acting as an antecedent to customer satisfaction - e.g., Bitner *et al.* [38], Babin *et al.* [19]. Ekinci *et al.* [20] found that, while both were significant, the quality of staff had a stronger impact on customer satisfaction than service quality. Researchers have also explored the direct effects of quality of staff on customer loyalty.

Kristensen *et al.* [17] found that the quality of interactions with customers had a direct positive impact on loyalty and an indirect effect through customer satisfaction.

MATERIALS AND METHODS

The survey on the satisfaction of professional customers (auto mechanics and servicers), was conducted in the period from 2014 to 2017 on the territory of BIH and FYROM. The respondents are professional buyers,

company clients, who participated in annual Home Fair manifestations in the mentioned countries. Organization of the Home Fairs, which are primarily oriented to professional target customers is a sort of a must activity of improving sales in the last ten years for family business. Gathering useful information from the customers directly companies gain a different knowledge on the current competitive tactics of getting customer's loyalty [38]. In the middle and at the end of 2013, company opened three new business units in BIH and in 2014 two more. In addition, these years were also important for expanding the market and finding new buyers in FYROM, thus various issues were analysed in relation to satisfaction with the sales staff, their complaisance, competences and expertise, range of goods, flexibility in handling complaints or complaints, delivery services, sales and operations of field commercialists, the ratio of the value of the product to the price, the percentage share in the purchase, the quick order and so on.

The research was conducted on a sample of 2419 professional buyers from BIH and FYROM (BIH: 2014 = 442; 2015 = 445; 2016 = 449; 2017 = 420; FYROM: 2014 = 136, 2015 = 187, 2016 = 177, 2017 = 163), namely from those cities where business units in which they purchase are located or the goods are dispatched from. It is related to the satisfaction of professional customers with sales staff, their complaisance, competences and expertise, the assortment of goods, flexibility in resolving complaints, the service of goods delivery, the sales and the performance of field commercialists, the ratio of the products' value compared to the price, a percentage share of the purchase, etc.

For the purposes of this paper, only questions that are directly related to sales improvement are statistically processed. The results of this research have been directly used to improve the sales promotion of the mentioned company and its operations in these countries.

Following the hypotheses based on the research are stated in the work:

H1: Service quality is directly related to customer satisfaction.

H2: Service quality has a positive impact on customer loyalty.

H3: Changes in the sales network accompanied with recruiting new sales personnel directly affects the customer satisfaction.

The variables will be presented through Chi-Square Tests firstly regarding BIH, following with FYROM and then by comparing these two countries in the reporting period 2014 and 2015 in order to determine whether there are statistically significant differences in respondents' responses. The data were processed in software package SPSS, while the charts and associated tables were obtained using the Power BI i.e. business analytics services provided by Microsoft. The research was repeated in the next two years, as it had previously showed to be an excellent mechanism for monitoring the satisfaction and loyalty of customers.

RESULTS AND DISCUSSION

Different variables were analysed and some of them showed significant statistical divergence (Table 1).

Statistically significant difference between the respondents answers given in BIH in 2014 and 2015, were found only in first question in questionnaire "What is the relation of our employees towards you?". It amounts to .002 (Table 2). Compared to 2015, the number of those respondents who considered staff (traders) as "very business-like and competent" declined from 88.0% to 80.4%, while the percentage of those who considered this relationship to be "satisfactory" increased from 11.5% to 19.6%. The number of respondents who chose the answer "not satisfactory" dropped from 0.5% to 0%.

We strongly believe that reducing the number of responses "very business-like and competent" compensated with almost the same percentage of the "satisfactory" (7.6 to 8.1) was affected by the expansion of sales network, relocation of certain business units to new and larger locations, as well as recruiting a larger number of traders who took time for better and more complete training. In BIH the survey included professional buyers from all over the country, namely those cities where business units in which they purchase are located or the goods are dispatched from. Review of the answers to the question "What is the relation of our employees towards you?" for BIH in 2014 and 2015 (without new business units in Bijeljina and Laktasi) are shown in Tables 3 and 4 that follow.

By analysing the results of this variable in the period from 2014 to 2017 on a sample of 1756 respondents in BIH, we can see that the number of answers "not satisfactory" participates in a percentage of 0.46% (8 respondents), the answer "satisfactory" was chosen by 278 respondents

(15.83%) and the answer is "very business-like and competent" was chosen by 1470 respondents which accounts for 83.71%. Fig. 1. shows the increase in the number of responses "very business-like and competent" and "not satisfactory" as well as the percentage reduction of answers "satisfactory" in relation to 2015.

The research in FYROM covered the professional buyers from Skopje, Gostivar, Tetovo, Strumica, Kumanovo, Kicevo, Ohrid, Veles, Stip, Prilep, Bitola and the places around these cities. It is important to note that the number of surveyed customers varied according to the decisions of the company which customers should be interviewed and consequently the number of respondents either decreased or increased from year to year. Since the identity of the buyers is known to the authors of this paper, the buyers were individually monitored through the observed period. The only variable in the research for FYROM, which was conducted on a sample of 323 respondents in two years, where a statistically significant difference appears (.001) is "What is the purchase percentage of the goods sold in our store?" (Table 5).

Unlike the data of 2014, in 2015 there is a notable decrease in the number of respondents who believe that shopping is "excellent" (from 26.5% to 12.3%) and an increase in the number of those who consider the purchase to be "good" (from 29.4 % to 43.9%), as well as of those who consider it "bad" (from 16.9% to 23.0%).

The survey which was conducted in 2015 included a large number of new customers who still have not "redirected" their purchase to the new distributor i.e. company. The buyers, who have been buying in the Skopje branch office for years either come to a sales post or have the goods dispatched through one of the distribution channels, characterized the purchase by the answers "excellent", "very good" and "good", while new customers opted for the answer "bad".

Furthermore, the question "What is the purchase percentage of the goods sold in our store?" was graded by the given answers which described the purchase as "excellent" if it expressed their share of purchases in the company and accounted for over 90%, "very good" between 80-90%, "good" between 60-80% and "bad" below 60%.

Fig. 2 that follows shows the answers obtained over the four years of the study and a slight increase from year to year can be noticed regarding the answer "bad" (below 60%), namely (2015/43 respondents, 2016/43 respondents, 2017/49 respondents).

Table 1: Review of Chi-Square Test results for BIH and FYROM (2014 and 2015)

	BIH 2014/2015	FYROM 2014/2015	BIH and FYROM 2014	BIH and FYROM 2015
Question	Pearson Chi-Square/Asymp. Sig. (2-sided)			
What is the relation of our employees towards you?	.002	.264	.024	.095
Are you satisfied with the assortment of our goods?	.870	.968	.102	.070
Describe the flexibility in solving the complaint.	.063	.447	.458	.148
Expertise of sales staff...	.658	.226	.094	.257
What is the purchase percentage of the goods sold in our store?	.359	.001	.307	.000
Do you agree with this survey mode, to reach direct knowledge of what our clients want and to improve mutual business?	.206	.203	.943	.335

Source: The authors, according to the research

Table 2: Chi-Square Test for the variable "What is the relation of our employees towards you?"(BIH2014/2015)

Question	Offered answers	N (%)	Year		Total
			2014	2015	
What is the relation of our employees towards you?	Very business-like and competent	N	389	358	747
		%	88.0%	80.4%	84.2%
	Satisfactory	N	51	87	138
		%	11.5%	19.6%	15.6%
	Not satisfactory	N	2	0	2
		%	0.5%	0.0%	0.2%
Total	N	442	445	887	
	%	100.0%	100.0%	100.0%	
Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)		
Pearson Chi-Square	12.668 ^a	2	.002		
N of Valid Cases	887				

a. 2 cells (33.3%) have expected N less than 5. The minimum expected N is 1.00.

Source: The authors, according to the research

Table 3: Percentage review of the answers to the question "What is the relation of our employees towards you?" (BIH 2014 in 7 business units)

Answers	Not satisfactory		Very business-like and competent		Satisfactory		Total	
	Result	%RT Result	Result	%RT Result	Result	%RT Result	Result	%RT Result
Banja Luka	1	0, 93%	85	78, 70%	22	20, 37%	108	100, 00%
Doboj	1	1, 52%	57	86, 36%	8	12, 12%	66	100, 00%
Gradiska	0	0, 00%	51	89, 47%	6	10, 53%	57	100, 00%
Modrica	0	0, 00%	29	90, 63%	3	9, 38%	32	100, 01%
Prijedor	0	0, 00%	43	93, 48%	3	6, 52%	46	100, 00%
Tuzla	0	0, 00%	95	95, 00%	5	5, 00%	100	100, 00%
Zvornik	0	0, 00%	29	87, 88%	4	12, 12%	33	100, 00%
Total	2	0, 45%	389	88, 01%	51	11, 54%	442	100, 00%

Source: The authors, according to the research

Table 4: Percentage review of the answers to the question "What is the relation of our employees towards you?" (BIH 2015 in 7 business units, without Bijeljina and Laktasi)

Answers	Not satisfactory		Very business-like and competent		Satisfactory		Total	
	Result	%RT Result	Result	%RT Result	Result	%RT Result	Result	%RT Result
Banja Luka	2	1, 78%	80	71, 43%	30	26, 79%	112	100, 00%
Doboj 0	0, 00%	46	86, 79%	7	13, 21%	53	100, 00%	
Gradiska 0	0, 00%	38	82, 61%	8	17, 39%	46	100, 00%	
Modrica 0	0, 00%	22	81, 48%	5	18, 52%	27	100, 01%	
Prijedor 0	0, 00%	30	88, 24%	4	11, 76%	34	100, 00%	
Tuzla 0	0, 00%	61	80, 27%	15	19, 73%	76	100, 00%	
Zvornik 0	0, 00%	19	73, 08%	7	26, 92%	26	100, 00%	
Total 2	0, 53%	296	79, 15%	76	20, 32%	374	100, 00%	

Source: The authors, according to the research

Table 5: Chi-Square Test for the variable "What is the purchase percentage of the goods sold in our store?" (FYROM 2014/2015)

			Year		
Question	Offered answers	N (%)	2014	2015	Total
What is the purchase percentage of the goods sold in our store	Excellent (over 90%)	N	36	23	59
		%	26.5%	12.3%	18.3%
	Very good (80% - 90%)	N	37	39	76
		%	27.2%	20.9%	23.5%
	Good (60% - 80%)	N	40	82	122
		%	29.4%	43.9%	37.8%
	Bad (under 60%)	N	23	43	66
		%	16.9%	23.0%	20.4%
Total	N	136	187	323	
	%	100.0%	100.0%	100.0%	
Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)		
Pearson Chi-Square	15.777 ^a	3	.001		
N of Valid Cases	323				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 24.84.					

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 24.84.

Source: The authors, according to the research

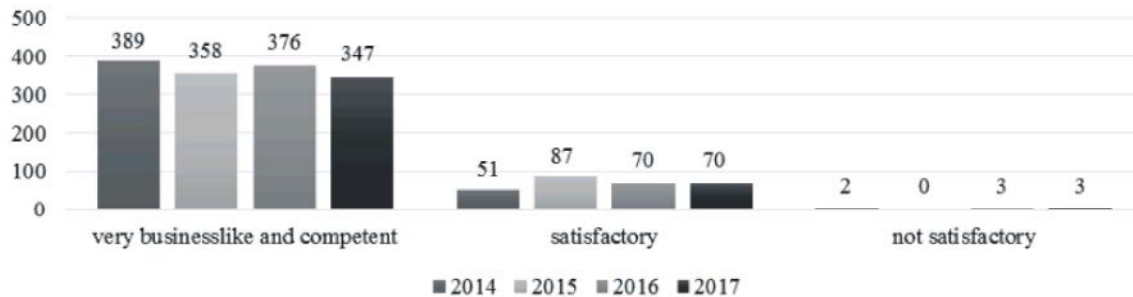


Fig. 1: Graphic representation of the answer to the question "What is the relation of our employees towards you" (BIH 2014/2017)

Source: The authors, according to the research

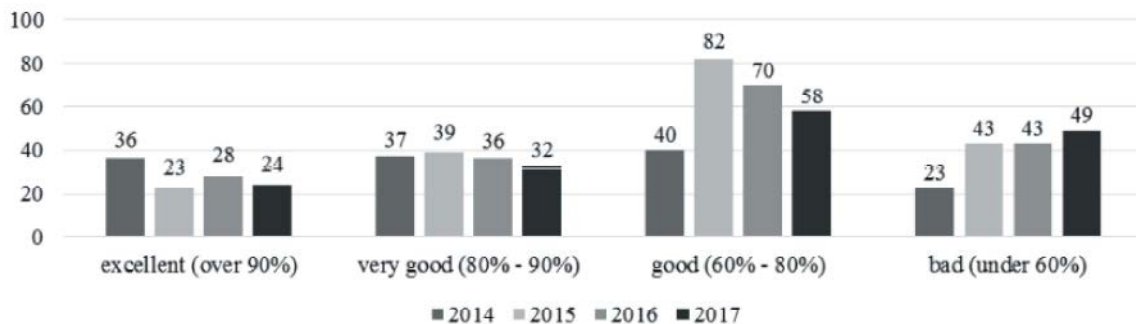


Fig. 2: Graphic representation of the answer to the question "What is the purchase percentage of the goods sold in our store?" (FYROM 2014-2017)

Source: The authors, according to the research

This refers to new customers who have not yet reached a certain percentage of shares in the purchase and whose presence at the Skopje Home Fair was of great importance, in order to learn new details of their shopping habits, favoured assortment, loyalty to competition and other market parameters through direct conversation

and competent questionnaire. Compared to 2014, there was a decline in the number of those respondents who considered the staff to be "very business-like and competent" (88.0% in BIH towards 78.7% in FYROM), while the percentage of respondents who referred to this relationship as "satisfactory" increased

Table 6: Chi-Square Test for the variable "What is the relation of our employees towards you?" (BIH-FYROM 2014)

Question	Offered answers	N (%)	Year 2014		Total
			BIH	FYROM	
What is the relation of our employees towards you?	Very business-like and competent	N	389	107	496
		%	88.0%	78.7%	85.8%
	Satisfactory	N	51	28	79
		%	11.5%	20.6%	13.7%
	Not satisfactory	N	2	1	3
		%	0.5%	0.7%	0.5%
Total		N	442	136	578
		%	100.0%	100.0%	100%
Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)		
Pearson Chi-Square	7.448 ^a	2	.024		
N of Valid Cases	578				

a. 2 cells (33.3%) have expected counts less than 5. The minimum expected counts is .71.

Source: The authors, according to the research

Table 7: Chi-Square Test for the variable "Do you believe that our commercialist should visit you more often and inform you about sale actions and new product range" (BIH and FYROM 2014)

Question	Offered answers	N (%)	Year 2014		Total
			BIH	FYROM	
Do you believe that our commercialist should visit you more often...	Yes	N	369	128	497
		%	83.3%	94.1%	85.8%
	No	N	73	8	81
		%	16.7%	5.9%	14.2%
Total		N	442	136	578
		%	100.0%	100.0%	100.0%
Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)		
Pearson Chi-Square	10.024 ^a	2	.002		
N of Valid Cases	579				

a. 0 cells (0.0%) have expected counts less than 5. The minimum expected counts is 19.26.

Source: The authors, according to the research

Table 8: Chi-Square Test for the variable "Do you believe that our commercialist should visit you more often and inform you about sale actions and new product range" (BIH and FYROM 2015)

Question	Offered answers	N (%)	Year 2015		Total
			BIH	FYROM	
Do you believe that our commercialist should visit you more often...	Yes	N	363	172	535
		%	81.63%	92.0%	84.7%
	No	N	82	15	97
		%	18.4%	8.0%	15.3%
Total		N	445	187	632
		%	100.0%	100.0%	100.0%
Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)		
Pearson Chi-Square	10.973 ^a	1	.001		
N of Valid Cases	632				

a. 0 cells (0.0%) have expected counts less than 5. The minimum expected counts is 28.70.

Source: The authors, according to the research

(from 11.5% in BIH to 20.6% in FYROM), so the transfer of percentages was almost direct (9.3 to 9.1). There is a statistically significant difference on this variable (0.024) when it comes to comparing these two countries in 2014 (Table 6).

Unlike the previously mentioned reasons, the smaller percentage of answers "very business-like and competent" was directly influenced by the introduction of new services, such as purchasing through the web shop which slowed down the IT platform and program during the implementation process and thus caused dissatisfaction among loyal customers, which is Along with the results showed in Table 2. and their analysis a direct proof of Hypothesis 3. Furthermore, that year was the year of greater recruitment of a large number of traders and warehouses, who needed some time for better and more complete training. The variable which is related to direct marketing and supply and sale of goods in the market, showed a statistically significant difference in the responses for the observed countries in 2014 and it accounts for .002 and next year, it accounts for .001. The number of negative responses in 2014 for BIH is 16.7%, while in FYROM it is only 5.9% (Table 7) and number of negative responses in 2015 for BIH is 18.4%, while in FYROM it is 8% (Table 8).

The reasons for a small percentage of negative responses in FYROM can be found in a large number of new buyers and the market that has been developing, leaving professional buyers insufficiently unfamiliar with both the assortment and the current sales actions. Macedonian professional buyers were learning about and getting used to a different way of doing business that the company had offered. At the time of the survey, the BIH market was sufficiently familiar with the company's habits, since the company has been operating there for 15 years and professional customers were sufficiently informed in the already saturated market. This part of the analysis confirms Hypothesis 2 and partly Hypothesis 3, since in period 2014-2017 only 8 respondents were not satisfied with relation of employees toward customers (Fig. 1), while the Hypothesis 3 is partially confirmed by the analysis related to Chart 2 and the increase in dissatisfaction among new customers. With this we come to the Hypothesis 1 and we conclude that it is not proved since the satisfaction of professional buyers in Bosnia have been in contact with the company for 15 years, yet their satisfaction has declined (Tables 3 and 4, Figure 1). The implication is that various factors influence clients satisfaction and that it combination of these factors (the

market, prices, distribution, promotion, competition, etc.) is probably in some correlation with local culture, which is next step in our research.

Conclusion and Managerial Implications: Every service oriented company that pursues to maintain its business in a competitive environment should focus on customer loyalty. Customer satisfaction is central to the basic concept of marketing. It is defined as an emotional and cognitive evaluation of the customer's experience with a product or service and it represents the first step in loyalty formation (Oliver 1999). Although loyalty is the basis for the success of any service oriented company, it is known that this state is not easy to achieve, nor sustain. Business problems, described in the work, which caused discontent among customers, relate to the service of the greater number of new traders who have not undergone quality training after the recruitment process. Rapid expansion of the sales network and relocation of individual business units to a new and larger locations slowed down or completely stopped the process of delivery to customers. Also, the introduction of new services, such as web shops sales, which slowed down the IT platform in the implementation phase, resulted in dissatisfaction with loyal customers. The number of loyal customers was reduced due to the lack of an adequate loyalty program. The recommendations for the company after these researches were the implementation of two software solutions integrated into one called ERP: NAV for the Company Management and LS for retail. These programs enable monitoring of the price of products in the market, aiming preventively reaction to possible dumping. Recommendations included a more innovative training system for existing and future traders through constant education. Also, Mystery shopping is being implemented, four times a year at the company level, as a very effective tool for measuring the quality of traders' service.

The introduction of new loyalty program for professional customers would enable the connection of each individual purchase, as well as the identification and categorization of customers. Furthermore, this would enable the offer of additional and targeted actions, as well as the development of other retail strategies. All these are tools for achieving customer's loyalty. All this, with the implementation of the ISO 9001: 2008 standard, will lead to improvement and efficiency of the quality management system process as a whole, which will be presented by the authors in the second part of the research - a paper that presents the results of the research for years 2016 and

2017. The authors of this paper believe that all these measures, directly influencing the sales improvement but above all the company's operations, were carried out in time, thus generating revenue growth in the primary market, giving the company the opportunity to expand to the Balkan region. Also, key customers were retained, with continuous collection of data on behavior and reactions of professional customers and the creation of a sales strategy in 2018 continued. The analysis may be valuable for assessing market efficiencies in the investigated field and region and thus offer a new input for designing more effective business politics not only for family owned companies, but also international ones.

There are several limitations, of course, that need to be noted. First, present study examined only the relation between customer satisfaction and loyalty toward quality of services on markets of two similar countries. Therefore, to generalize the result of this study, future research should target and include more emerging countries in the sample. Second, analyzed factors may vary from industry to industry.

We encourage researchers to further examine various antecedents of customer satisfaction and loyalty which eventually will help managers to efficiently allocate firm's limited resources.

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