



**How customer complaint management impacts
innovation strategy of coffee shops in Dublin**

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ABSTRACT

Purpose: This research presents the worth relationship between customer complaints and the innovation strategy applied by coffee shops in Dublin using cross-functional research, gathering information provided by consumers of coffee, and also data from a limited amount of coffee shop owners, managers or their back-ups, in both cases using surveys; to get information how coffee shops in Dublin make inroads in product management (quality), customer experience and complaint management, all that to get an overview of the inside-out and the outside-in perspectives.

Design/Methodology/Approach: During the study was applied a questionnaire using a quantitative methodology to approach data related to customers' complaints and complaint management by employees of coffee shops in Dublin. To gather data, Google form and a Word template were platforms to deliver the surveys, applied to 51 consumers and 31 coffee shop employees. The survey participants were chosen randomly in Dublin.

Findings: The main finding of the investigation is around how customer complaints are managed in coffee shops in Dublin, resulting that the majority of the people consider that complaints are treated very good or not bad in coffee shops in Dublin. From different perspectives both sides, both customers and employees conclude that complaint management impacts organizational performance. Besides, this study is seen how relevant are complaint feedback to improving organizational performance, also it is seen how important is for coffee shops' complaint management and how this concept affects their innovation strategies in terms of product, service and environment at the coffee shop.

Research Limitations: The study probably needs more participants to reach a deep understanding of the impact of customer complaints in a coffee shop in Dublin or Ireland. Especially, when during the collection of data big chains of coffee shops did not answer the questionnaires for internal procedures.

Practical implications: Complaint management is a key area of activity that must be controlled in the organization about corporate goals. It, therefore, requires systematic controlling that puts complaint managers working on setting specific goals and metrics

constantly monitoring the extent to which those goals have been reached, and developing corrective actions in case it would be necessary.

Originality/Value: This paper offers guidelines and recommendations to help decision-makers once they face a complaint and how it should be treated to get a positive impact on the innovation performance of the business, using knowledge from personal experience and literature review. This research contributes to the literature on customer complaint management and custom integration by providing implications for managers seeking to utilize complaints as a valuable source of ideas for new product development.

Keywords: customer complaints, customer experience, coffee shops, innovation strategies

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I am delighted to present my dissertation on “**How customer complaint management impacts innovation strategies of coffee shops in Dublin**”. But firstly, I would like to say thanks to God for providing me with the opportunity to carry out research and improve my knowledge with this master. Secondly, I would like to show gratitude to my mother (Ana) and my father (Miguel), who unstoppably wrote me messages to keep going with this research until the end. Also, my friends, who support me to balance my life with this research and took the time to be participants or share my research survey. Additionally, I would like to express a huge thanks to all the coffee shop employees, managers and owners who gave me part of their time to finish the collection of data. Last but not least I would like to thank my supervisor Dr Maurice FitzGerald who was immense support for completing successfully this study.

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Chapter 1: Introduction

1. Introduction

This research gathers information about customer complaint management and its impacts on the innovation strategy of coffee shops in Dublin, where there are about 181 coffee shops per 100,000 people, being the second place in the world with high consumption of coffee according to the Irish Time (Denisson, 2021). But, despite that number, the coffee shops industry does not have a proper understanding of what complaints offer in terms of customer loyalty, reduction of failure costs, and increase in product and service quality. Moreover, companies hardly ever use complaints to increase the performance of product management (quality) and product innovation (Stauss and Seidel, 2019). It harms companies as dissatisfied customers change preferences and take the road of negative word-of-mouth communication (Stauss and Seidel, 2019). There is enough evidence around the world that shows that customer often arises complaints or feedback about products or services intending to avoid more failures or in some cases prevent harmful incidents that may cause high monetary costs and a bad reputation to some firms, as the incident with a woman in the US, who demanded to McDonald's restaurants more than 30 years ago, because she spilt the entire cup of coffee on her lap and got injuries at her pelvic region due to a high temperature of the coffee served by McDonald's in New Mexico. This case is an excellent example of the lack of care for some companies to take seriously what customers say about some product's characteristics because according to the website The Carlson Law Firm (2022) during the investigation of the case, was found that McDonald's received more than 700 complaints about the temperature of the coffee and clients saying that they got "*burned by their coffee*" before the mediatic demand presented by Liebeck (the affected customer) against the giant firm, so the company spent money for ten years settling burn injury claims but failed to address the dangerous temperature levels of its coffee to avoid more dissatisfaction or incidents with its customers.

By definition complaints, “*are expressions of dissatisfaction*” (Stauss and Seidel, 2019, p. 26). In general, complaints are intentional expressions of dissatisfaction about corporative behaviours made by interested parties or institutions. According to Barlow and Moller (2008, p. 22), complaints are “*gifts customers give to businesses*”, which means that complaint management is important to maintain profitability and avoid a loss of loyalty to the company. Therefore, complaint management is the core of a client retention strategy, intending to minimize dissatisfaction as complaints impact the decision-making of any company, seeking brand loyalty (Stauss and Seidel, 2019).

Innovation strategies are other aspects that are impacted by customer complaints as they are results after an incident (Wolf, *et.al*, 2021). For example, the trial between McDonald’s and Liebeck resulted in the label ‘Caution: Contents hot’ on coffee cups. For this reason, this paper evaluates the performance of coffee shops in Dublin concerning complaints management and innovation strategies.

The literature reviewed in general shows that there are strong links between customer complaints and innovation strategy since both come from a particular issue to sort out and need a group of specialized people to work out solutions, needs and wants, which are essential elements to achieving brand reputation, and other aspects such as brand loyalty and differentiation.

The findings of this study are mainly on the quality of the customer complaint management applied by coffee shops in Dublin, according to the findings after surveys, overall the coffee sector in Dublin is responding properly to disappointed customers and profound feedback from employees and customers. Additionally, it is seen that there are some paths to create innovative actions on the product, services, and environment of coffee shops in Dublin thanks to the feedback from customer complaints. However, the research of this study concludes that it is needed to reach more participants to have a deep understanding of the findings of the questionnaires applied in this research.

1.1. Research background

The background of this research is based on the importance and relevance of customer complaint management and its impacts on innovation strategies of coffee shops in Dublin. Recent studies show that complaint management is based on the planning, conducting and monitoring of all metrics taken by the company, related to complaints and dissatisfaction, which is the principal reason that customers have to abandon a company and forget about loyalty. Customer-focused excellence is reached by reducing complaints, which will not affect the core value of the company if it happens. Coffee shop owners and executives, in general, need to consider with responsibility customer concerns; as strategic decisions might be based on customer needs and requirements (Stauss and Seidel, 2019).

Complaints contain relevant data about quality defects, which are recognised by clients and their unfulfilled expectations (Stauss and Seidel, 2019). Thus complaint management also impacts quality management; the integration of both is used for quality improvement, innovation and product development (Stauss and Seidel, 2019). The background of this research can be connected with customer experience at coffee shops and the innovation strategy applied thanks to the feedback provided through customer complaints.

1.2. Research problem

Regarding customer experience and complaints always there will be several problems, as both concepts are related to dissatisfaction and other issues, that impact negatively the financial performance and market values of the firms as there is negative publicity to face, affecting stakeholders. A customer who experiences dissatisfaction with a firm product or service has three basic options, exhibit disloyalty and defect from the firm to an alternative supplier, complain and show displeasure to the firm or accept the issue and remain silent (Fornell *et al*, 2020). Yet, there is a positive feeling if the customer believes that the complaint was approached with responsibility, which is named as a firm's recovery, being accepted at a certain point because of excellent complaint management, however, the cost of it is even high and requires considerable efforts. Also, has a constant effect on customer loyalty (Fornell *et al*, 2020).

Post complaint satisfaction and loyalty are largely unclear and need to be better understood by firms to optimize their complaint handling (Fornell *et al*, 2020).

1.3. Rationale for research

The literature available about customer complaints and the influence on innovation strategy of the service industry, specifically in coffee shops is limited. And even when research related to customer experience and innovation strategy is conducted the most common data shown is about banking services and hospitality and there is no research so far about customer experience in coffee shops in Dublin, despite there is high consumption of coffee cups per capita in Ireland, making this research more valuable for academic, financial and business operational aims.

Feedback from customers plays a key role in operational performance in the service industry and more when a food product is offered to the public, as its quality of it is crucial to maintaining sales, brand loyalty and reaching brand recognition, which are important marketing concepts that impact positively in the success of a company because of the worth of mouth. For this reason, with this research, some problems in terms of customer complaint management might be improved for future managers or employees of coffee shops in general.

1.4. Gaps in the research

There is a lack of information when it is researched innovation strategies applied after a client gives feedback or complaints because of the quality of the product or services. Despite, there being enough information regard to customer complaint management, there is no data related to the interaction of that concept with innovation itself in academic platforms. The current study aims to get a correlation between innovation strategy and customer complaints as inputs to increasing sales and operational performances.

1.5. Research Aims and Objectives

The principal purpose of the research is to identify and evaluate how customer complaint management impacts the way how coffee shops in Dublin apply innovative strategies to build up brand loyalty and recognition. The research aims are meant to be reached through a literature review related to the main topic of this paper, with surveys applied to coffee shop users and employees. And analyzing data after getting the results of the surveys. The research objectives are as follows:

1. To recognize the importance of customer complaints in innovation strategies applied by coffee shops.
2. To recognize contributing factors that influence innovation strategies applied by coffee shops in Dublin.
3. To identify how customers' complaints affect the innovation of coffee shops in Dublin.
4. To present tools or mechanisms that might help managers or coffee shop employees to decide if they should carry out innovation in terms of product and service after receiving a customer complaint.

1.6. Research questions

The main research question of this paper is How does the relationship between innovation and strategies applied by coffee shops in Dublin depend on customer complaints?

The research sub-questions are as follows:

How does customer complaint management impact innovation strategies of coffee shops in Dublin?

Do coffee shops apply innovation strategies in Dublin? (Measure or evaluate the performance in this way)

Do coffee shops take decision strategies to regard research and development from customer complaints?

Do innovation strategies applied by owners/managers have a positive impact on coffee shop revenues?

Do coffee shops need a tool or mechanism to approach innovation as customers bring feedback?

1.7. Research methods for the current study

This paper will present data related to customer complaints and innovation using surveys which are going to be applied to coffee shop consumers and employees in the Dublin area. For weeks, people will answer the survey, to understand the context and influence of customer complaints on innovation strategies in the coffee shops, and to get an overview of the performance of the coffee shops regards to innovation and customer complaint management in Dublin. Additionally, the data will be analyzed to get recommendations in terms of innovation performance and complaint management to measure the impact of this concept on the quality of service and products delivered to the Irish community and the public in general.

1.8. Scope of the research

This research will only consider study elements related to innovation and customer complaints in the coffee shop sector in the Dublin area. Surveys and data analysis will be used to get an overview of how coffee shops are working in terms of innovation and customer complaint management. For this moment, coffee shops in other counties will not be considered in this study. The size of the coffee shop will not be a limitation in this paper, in other words, small, big or chain coffee shops can be approached to discuss their innovation and complaint management performance.

1.9. Structure of dissertation

Chapter 1: Introduction

The introduction is the first section of this paper, which explains the overview of the research, presenting the research background, the justification of the research, and the scope and gaps found during the research. Also, the research questions, and methodology.

Chapter 2: Literature review

The literature review of this research consists of information related to customer complaint management and innovation strategies from a business and academic perspective. Including concepts and processes regard to marketing and organizational management, such as customer experience, satisfaction, brand loyalty and operational elements to name a few.

Chapter 3: Methodology

The methodology includes the process and planning of how the data will be collected and the mechanism to achieve the aims and objectives of the current study. It also includes the process to launch surveys to get information related to customer complaints and innovation from two perspectives, inside-out and outside-in.

Chapter 4: Analysis and findings

This chapter presents all the analysis of the gathered data during the research related to the research questions of the study. Additionally, brings highlights of results of customer complaint management and innovation strategies from a business and operational perspectives.

Chapter 5: Discussion

This chapter shows the critical and rational analysis of the gathered data during the research, approaching a business and operational perspective.

Chapter 6: Conclusion and recommendations

In this chapter all the information from the literature review and findings from the applied methodology is analyzed into a conclusion and recommendations, providing a validation of the research objectives and aims. Also, it provides key features for future studies or managerial practice related to customer complaints and innovation strategies.

Chapter 2: Literature Review

2.1 Introduction

The literature review of this research will show the importance of customer complaints and why they are essential to organizations as they provide feedback to improve the company's competitiveness and profitability (Stauss and Seidel, 2019). Additionally, it will show how customer complaints impact the company's innovation strategies when complainants arise critical issues related to customer experience affected by dissatisfaction with the product, service, or other aspects. As complaints represent a way to express a problem and find out solutions, because of dissatisfaction with the company's performance, companies have the responsibility of improving and taking actions to fix immediately or later what annoys their customers as it could impact customers' goodwill, profits, and competitiveness (Knox and Van Oest, 2014, p. 43). And these aspects are related to innovation as the market accepts what was launched or improved to offer a better service or product after an incident claimed by complainants, who arise complaints that come from needs and those needs result in *"a new marketable product or a new process"* that help to reduce customer dissatisfaction. What is very important and essential at this point is how innovative is

the company as in some cases changes may increase costs and decrease productivity (Urabe *et al*, 2018)

2.2 Conceptual framework

The conceptual framework of this research mainly consists of two relevant concepts such as complaints and innovation. The research explains the concept of complaints, customer complaints, the impact and key elements of complaints management and the importance of these concepts for business management. On the other hand, it is seen that the research approach concepts regard innovation, types and paradigms.

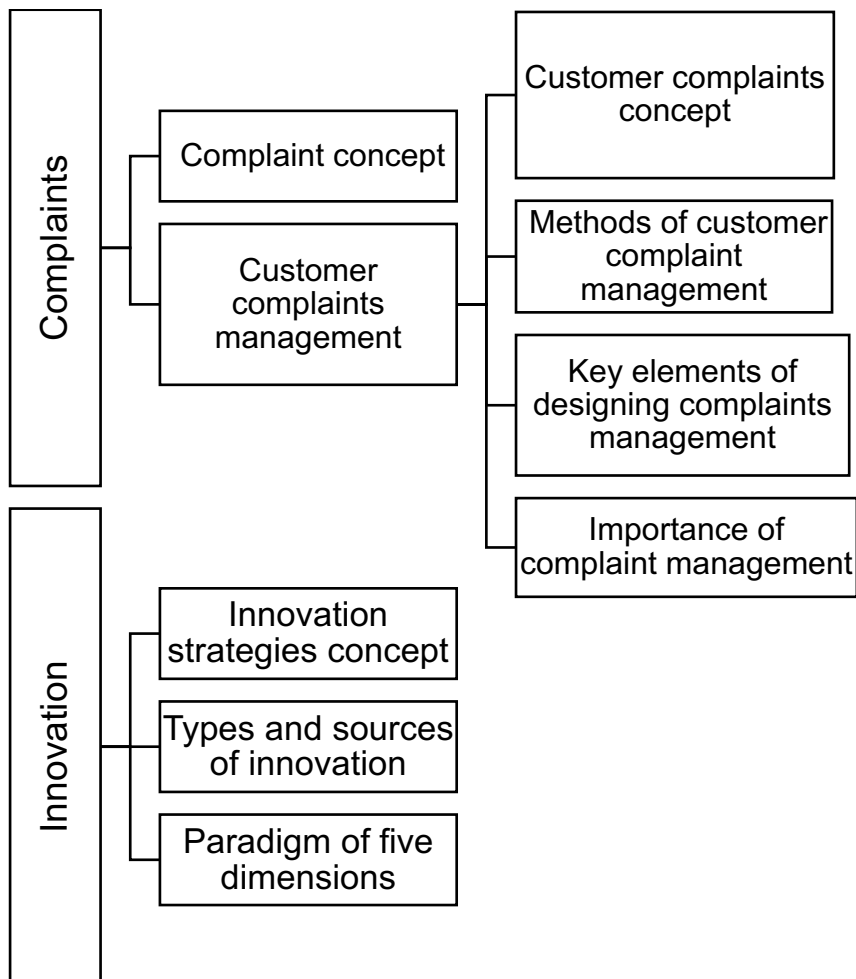


Figure 1: Conceptual framework

2.3 Concept of Complaints

Barlow and Moller (2008, p. 22), in simple terms, define a complaint as a “*gift*” to businesses from customers, as complaints contain expectation elements that were not met after a customer experience with a product or a service. Hence, complaints represent new chances for an organization to get in touch with its customers. Furthermore, for Barlow and Moller (2008, p. 38), complaints are the cheapest way of getting data and an understanding of needs and want about services and products from the consumer perspective and this happens because complaints are related to feelings as customers have interactions with brands (Sun, Gao, and Rui, 2021). For Stauss and Seidel (2019, p. 36) the expectation that Barlow and Moller (2008) mention, are built from what consumers get or experience in the market with the same or similar products. For this reason, customer complaints are “*important non-transactional events*”, that must be accessible to managers since they have critical elements or information that can be close between industries and customers (Knox and Van Oest, 2014, p. 42).

Preko and Agbanu (2015) highlight that complaints come from a cognitive response and the whole process finally ends in “*an emotional phenomena*” affecting the context and how complaints are addressed by customers. Preko and Agbanu (2015, p. 52) add that when a customer complains there is a “*personal tendency*” of dissatisfaction to seek” compensation from the firm”. But, Von Janda, Polthier and Kuester (2021) point out that benefits from actions taken after a complaint impact not only the customers but also there is a product improvement that impacts positively the firm, that is why is very important internal communication, the problem-solving and operating processes when companies handling complaints; in these aspects cause the need that employees must be trained and at least informed on how to face dissatisfied clients to evaluate and include the data given in decision-making processes as a proof of they take customer satisfaction seriously, also it shows that they have a customer-orientated business strategy, being the complaint management its core (Stauss and Seidel, 2019). This provides a sense of the genuine relationship between complainants and the firm, getting emotional and loyal behaviour between each other (Stauss and Seidel, 2019).

Complaints are crucial during the life cycle that is applied to businesses to retain potential customers, and this happens mainly between the phases of initiation and termination that a company face during its life cycle. Subsequently, complaints become essential to the growth and maturity phases, especially during the endangerment phase that affects each stage. Nevertheless, when Stauss and Seidel (2019) mention cost factors as aspects that can be impacted by complaints, they approach it like threats, especially when exist a product return, reimbursements, and other negative dissatisfaction consequences, because of an effort to resolve customer demand and fulfil them. On the other hand, Stauss and Seidel (2019, pp. 32-33) also mention that those costs could be not relevant at a certain point, especially when exist other benefits achieved, for example, when an existing product is returned, the process has critical information that gives the chance to firm to identify and change errors; during that, firms can see that an immediate migration of customers to the competition does not happen and there is still a chance to keep a dissatisfied customer. For this reason, complaints can be seen as well as opportunities for cost reductions and also as inbounds to improve sales, because complaints contain particular indications of organizational weaknesses in the planning, production and marketing of products and services, so when complaints are used as a channel to prevent customer churn and getting information that can be used for marketing or management purposes, just to name a few. And this makes it even more important for a complaint since dissatisfied customers and negative complaint experiences are reactions of those clients who have been very loyal to the firm for a long time and they reached a point that they experience a feeling of being cheated (Stauss and Seidel, 2019).

2.4 Complaint management

Once firm planning conducts and monitors all the aspects linked to complaints they carry out measures to start with complaint management, which must be based on a dissatisfaction minimizing strategy (Stauss and Seidel, 2019) because a satisfaction maximizing strategy does not always guarantee customer loyalty. Dissatisfaction, according to several writers, is the main reason why clients lead to break their loyalty to a company, which represents a consequence of *“non-fulfilment of basic needs”* (Stauss and Seidel, 2019, p. 11). Thus, needs that cause customer dissatisfaction

because of a failed product or service should be the principal reason why businesses react properly to customers' complaints, answering appropriately, and avoiding even more dissatisfaction which can be considered as another cause of customer migration, especially when they do not put effort or the right attention on what clients say regard to deficiencies on the product or service.

Studying to other authors, such as Lee and Hur (2019), define complaint management as a sort of information resource that helps to improve products and services, but the most important aspect of this concept is associated with how it influences the customer's perception in concordance with the quality services given at the business, which could be the reason why Stauss and Seidel (2019, p. 13) argue that complaint management is critical to growth in terms of profitability and it is the first step that every company should begin to reducing dissatisfaction. With this, the company ensure a culture of retention management and who is the target of this practice is the group of people who formally visit the firm and complaint or at least show any type of dissatisfaction. At this stage there is a sort of influence that leads to how complainants behave; Bruhn, Papen, and Zing (2015) include in their research that complaint management includes profound activities that help to sort out the problem, aiming steps such as stimulating, reception, processing, and response and these steps generate positivism and subsequently, it impacts in how costumer behave, verbal or written (Stauss and Seidel, 2019).

The principal objective of complaint management lies in boosting the profitability and competitiveness of companies, fixing errors to keep customer satisfaction, and minimizing detrimental results because of weaknesses in operational performance (Stauss and Seidel, 2019). That is why decision-making time and resource expenditure are influenced by the processes of complaint management which rely on how complex the customer requirements, production systems and the introduction of new products (Ansari, *et al.*, 2020) when it happens there is a complaint satisfaction that gives the chance to improve customer satisfaction, customer loyalty, sales, and profitability. For this reason, complaint management help to use appropriately the indications that complaints contain, design better internal processes and avoid mistakes (Stauss and Seidel, 2019). Besides, complaint management provides contributions to the quality management system with the gathered information, and it is utilized in the development of a measure to improve the whole chain, reducing failure

costs with the analysis of the information that can be found in complaints (Stauss and Seidel, 2019).

2.4.1 Methods of complaint management

Customers sometimes do not use the right channel to approach complaints, for this reason, is very important that companies create complaint input processes, that have the function of transferring the complaint to the right person and department of the company (Stauss and Seidel, 2019). The literature highlights that is crucial that all the relevant complaint data be recorded, especially the complainants' experience and the object of the complaint. Besides, elements such as place, time, and situational aspects are essential to guarantee the exact documentation of the problem, which represents the principal information of complaint-management tasks (Stauss and Seidel, 2019). Other aspects are important for complaint management, for example, the cause of the problem, which can be speculated by the complainant and the literature suggests that it should be recorded, since possible causes of the problem may include inputs for internal analysis processes.

When methods of complaint management are applied by companies exits two terms that are essential according to Stauss and Seidel (2019), are initial complaint and follow-up complaint; the first one consists of specific problems related to a product or service and the second one is represented by how the complaints are handled, and this is essential since it is related to the initial complaint. Moreover, methods of complaint management, include internal handling of complaint acceptance, processing and replying as steps to sort out complaints. If complaint acceptance is studied further, it includes aspects such as time, complaint channel used by the client, and who received the complaint. Looking at the others, like complaint processing, it is defined as the process to record data and management processing steps. Regarding complaint reaction, the most important concept of this step is the implications for the problem and its solutions. At this stage, time is crucial for complaint management, as dissatisfied customers are waiting for solutions to their problems and formal communication.

The processing procedures are also important, and they rely on the object of the complaint, the sort of problem and the urgency of the reaction required for monitoring

and efficiently processing the complaint. Stauss and Seidel (2019) add that the responsibility for processing is essential and the employees responsible for answering a complaint must be recorded. And this must be recorded in formal documentation, which is critical when methods of complaint management are raised. Stauss and Seidel (2019, p. 129) establish that documentation can be carried by employees of the company and clients; the documentation can be managed using complaint-management software systems, and documentation masks located on the internet or at the site.

Ansari, Schlueter, and Loewe (2020); Stauss and Seidel (2019) establish the importance of using software for complaint management, especially when existing a large number of complaints. Ansari, *et al* (2020) cite that the contact information of the customer is a type of information that is extracted by software for further processing, to get a structure and rapid documentation of the complaint (Stauss and Seidel, 2019). When data from complaints are recorded, exists an initiation of improvement processes. This step is very essential because is necessary to get all the information that should be collected, especially when complaint channel, addressee, object and type of problems are required to get completeness of documentation; but the most important thing during the documentation is to check if several problems documented in a complaint have been identified and recorded properly, this to maintain the accuracy of documentation because errors in data usually lead to difficulties in the complaint processing and can cause more customer dissatisfaction. Moreover, if documentation remains incomplete or incorrect, it might cause false conclusions. That is why is very essential that employees for different departments get training in these aspects to know how to deal with dissatisfied customers as mentioned by Stauss and Seidel (2019, p. 150), the employees who are first to be informed by a customer about any issue is responsible for recognizing, documenting, and processing the problem as a complaint. Besides, Stauss and Seidel (2019, p. 150) add that complaint owners are responsible for monitoring outcomes of the processing procedures and showing the results and coming out with suggestions, aiming an improvement in the process, and ensuring target-oriented communication with the customer. Another aspect which is very important during complaint management is evidence controlling, firstly because helps to identify the unvoiced complaints of dissatisfied clients; secondly, it helps to recognize those hidden complaints.

The design of the complaint management system should be based on key strategic elements, which are complemented by mechanistic and organic approaches. The first one, calls to establish protocols and guidelines to design and organize activities daily, like dealing with procedures for registering, processing and resolving customer complaints, connecting not only employees with the complaints but also with customers. That is why it is essential to develop behavioural guidelines because they invite and give directions on how to deal with complainants and get the relevant information regards to the complaint. Moreover, exist other guidelines which are regard to financial and non-financial returns, giving apologies and remedying any issue. The organic approach, basically this approach helps the organization in terms of getting the employees trained and gives the mechanism to create an internal environment, which helps to deal with the complaints, improving the quality of the employment relationship. So, training, empowering and extra-role behaviours are critical to improving the internal environment among employees. All this is to improve the emotional intelligence and knowledge of the team.

According to Ansari, Schlueter, and Loewe (2020), there are some methods and steps to manage complaints using software like **Information probing**, at this stage it is very important to use software that extracts relevant information from complaint text, making smaller the text to have modules that subsequently are processed. **Prioritization**, separating complaints into importance and criticality is essential. Ansari, *et al* (2020) include a multi-dimensional calculation that helps to analyse data regard to the priority of complaints, the number of complaints and the weight of complaints, adding value. **Failure-Cause-Localization**, at this stage possible failure case can be established, after the software process the key information and brings possible actions to eliminate the failure cause. In addition, there are key elements and concepts regard to complaints such as traceability of the system. **Solution-finding**, working on the most probable cause of failure defined measures and solutions to eliminate problems. Ansari, *et al* (2020) cite a principle called STOP that includes four different types of measures. Substitutive (S), Technical (T), Organizational (O) and Personal (P) measures, at this stage are very important for the critical evaluation of the employee because this principle (STOP) does not select the most suitable measure. For this reason, employees and managers must document all the processes

of complaint treatment and decision-making regard to customer complaints to integrate data that can be used in similar cases in the future.

2.4.2 Key elements of designing complaints management

How organizations treat complaints represents how dissatisfied or satisfied are costumers with a certain brand, for this reason, enterprises must work on company culture since it gives guidelines to act. In addition, the company should adopt a market orientation and an innovation orientation system to deal with the complaints (Rodriguez-Escudero, *et. al*,2021; Johnston and Mehra, 2002, pp. 145-146). Here, there are some key elements to design complaint management: **Complaint-soliciting culture**, which means taking complaint as a serious problem, being a culture in the company, and resolving the issue in a short time. **Easily understood and access complaint procedures**, both staff and customers are driven by clear procedures that describe how to register and resolve complaints. **The process is simple**, the process to respond to complaints must be simple and rapid to avoid bureaucracy. In other words, the customer would respond effectively and efficiently as the staff is empowered to solve complaints. **Systematic follow-up**, once the staff respond to a complaint, organizations should check if the case resolution was satisfactory, measure the treatment process, aiming problem root causes rather than only measure complaint reductions. **Innovation orientation** gives knowledge structure in the organizational system but also asks for changes in the organizational system. This aspect has an inside-out process; thus, the company is open to new ideas. **Customer orientation**, which is used data from actual and potential customers, in contrast with innovation orientation, this aspect has an outside-in process.

2.4.3 Importance of complaint management

When a customer complains there are elements regard to customer satisfaction that is improved because of the customer's voice, increasing customer loyalty. It impacts positively on the future of the company, for example in costs, price elasticities and brand loyalty, driving people to repeat purchases (Ko, 2021). Moreover, Stauss and Seidel (2019, p. 236) express that complaint management is a complex area but this one must be alienated from corporate aims. Complaint management impacts some organizational key aspects; for example, culture and staff attitude and retention that

directly impact profitably (Johnston and Mehra, 2002). To Stauss and Seidel (2019) is essential to compare the monetary benefits of the success of complaint management with the cost involved in complaint management, in other words, is necessary to compare the monetary market success of complaint management with the cost caused for each department of the firm. Lee and Hur (2019) add information that suggests that with good complaint management, organizations reach customer retention which helps to get economic gains in the relationship between organizations and customers. So, complaint management plays a key role in attracting new customers, promoting a new brand, and increasing sales, for this reason, companies need to check strategies and target customer satisfaction and loyalty (Rodriguez-Escudero, *et al*, 2018).

Bruhn, Papen, and Zing (2015, p. 201), add that complaint management is a “*key support for achieving customer retention*” which makes the organization more competitive, being a business objective because successful complaint management affects positively the following aspects: satisfaction, justice perception and loyalty, all experienced by the customer. Rodriguez-Escudero, *et al* (2018) mention that an easy-to-understand complaint management system facilitates an increase in customer perception and regard for justice and the future, it also generates economic benefits for the firm, with the result of recovering customer satisfaction and loyalty.

Stauss and Seidel (2019, p. 252) express that satisfaction can be defined as a subjective quality indicator in areas such as quality complaint management and the use of complaint management software is needed when there is a high volume of complaints, complex processing procedures, a wide range of products, different sort of problems, and high demand on complaint evaluation and control. Truly, complaints cause a stressful situation that drives employees to behave defensively with hostile responses and sometimes with a lack of analysis, but that is why it is important to base complaint handling on rules, tasks, times, and protocols of actions to respond to customers' complaint efficiently and consistently (Rodriguez-Escudero, *et al*, 2018).

2.5 Innovation

Szuper and Woloszyn (2020, p. 736) “*define innovation as the introduction of a new solution to practice*”. All the activities related to the launch of a concept, new products, a modernised product, new processes, or services are the process of innovation.

Szuper and Woloszyn (2020), argue that it happens thanks to social, legal, organisational, cultural, and economic actions. Moreover, it is done to create values for stakeholders and to monetize the business model (Corrales-Estrada, 2019), which has the aim of stimulating the global economy using innovation and technology by ingenious and enterprising individuals, who help to maintain the business alive and growing (Bhatt,2016).

Innovation is even more valuable when it is created by customers to create a competitive advantage, and apply originality and creativity (Urabe, Child, and Kagono, 2018). Because companies achieve competitive advantage using acts of innovation, which is the most powerful tool for entrepreneurs, who want to jump into an opportunity inside the business, which provides necessary resources to individuals or groups of individuals, willing to innovate as this process needs new ideas and inventions to become a reality and improve processes, marketing strategies, methods of organization and management as is demonstrated in figure 2 (Bhatt,2016).

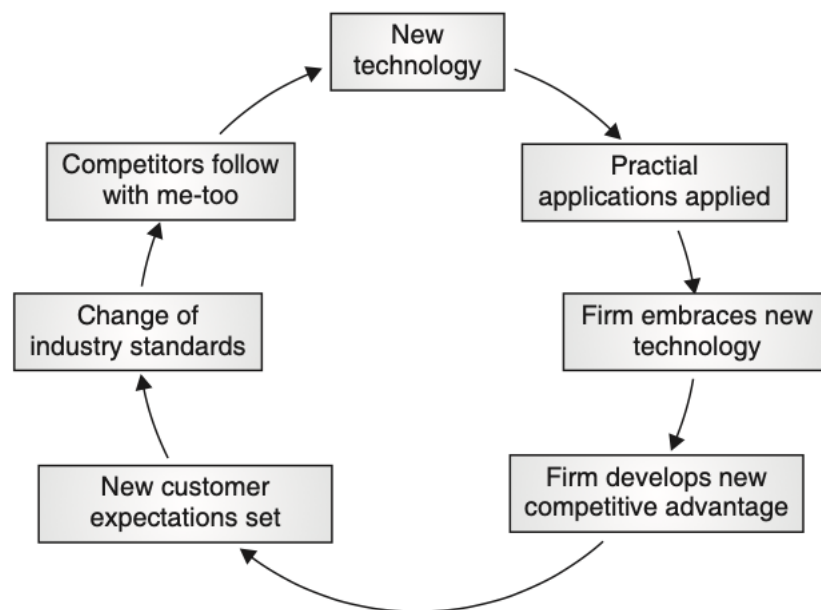


Figure 2: Cycle of Technological Development

Exist driving factors of innovation in organizations, since innovation is an inner drive to generate new ideas, because of factors like emerging technologies, which define how innovative can be a product, process, or service of an organization. Another motivating factor would be competitor actions. According to, this helps to improve

competitiveness and products can be adopted by the market easily because there is an adoption of competitor innovations. So, new ideas from employees, suppliers or customers create motivating factors to be introduced in the innovation process. Which also can be affected by external environments, as these have a major impact because of political, economic, cultural, or technological environments.

2.5.1 Types and sources of innovation

“Sources of innovation cannot be based solely on internal R&D departments”

(Szuper and Woloszyn, 2020, p. 743), that is why innovation is presented in many ways:

- **Product innovation:** the launch of a product or service with new technical characteristics or purpose with a significant impact on the market, making valuable changes to physical products, especially in terms of attraction, that persuade customers to purchase next-generation products or new models of products. Besides, new core products expand the portfolio, and they are often open to new processes to create them (Bhatt, 2016).
- **Process innovation:** inroads at distribution and production methods of a business, to reduce unit costs or product quality. Also, incremental improvements are done to increase profitability or adjust problems as they are identified during the process to add value to the organization.
- **Marketing innovation:** new marketing strategies of the company regarding advertising, pricing, positioning, and product recognition.
- **Organizational innovation** includes research and development activities in which the employees of the company improve their knowledge and skills through pieces of training. Also, it is applied when the company get licenses, patents, and software. Partnerships are as well seemed like the implementation of a new organisation method. All that is to create an efficient workplace.

2.5.2 Innovation strategies

Innovation strategy is goals and guidelines that have the aim of developing innovation strategically using the scope of actions for all innovative procedures (Wolf *et.al*, 2021).

The paradigm of five dimensions:

- **Technological-orientated innovation strategy:** this strategy contributes to the research and development of new products or services, Research & Development. (Wolf *et.al*, 2021)
- **Time-orientated innovation strategy:** is when innovation is communicated through channels at a particular time, being the first generating the innovation (inventor). The benefits of this kind of strategy rely on higher market shares or brand proliferation. (Wolf *et.al*, 2021)
- **Market-orientated innovation strategy:** through surveys the company is aware of customer needs and inroads are launched after an understanding process of the needs and innovation (Wolf *et.al*, 2021).
- **Competition-orientated strategy:** at this stage companies must settle actions to reduce cost impacts and increase quality among competitors, simplifying processes or products; in the end, its innovations must please the customer (Wolf *et.al*, 2021).
- **Cooperation-orientated innovation strategy:** the company opens itself to external influences, using collaboration with other firms, research joint ventures or joint projects. This kind of strategy is mainly used for small and medium-sized companies (Wolf *et.al*, 2021).

All these five strategies come with stages in the innovation process, the first stage is idea generation and mobilization, providing the freedom and methods to explore new ideas (Bhatt, 2016). The second stage is advocacy and screening, in this point stakeholders play an important role as they reject or accept ideas based on what they want to improve or sell, taking more emphasis on those ideas with great potential. Then, experimentation is needed as a stage, in here tests of sustainability are essential. Also, it determines potential customers and the purpose of innovation (Bhatt,

2016). After that, commercialization is carried out, being important the functionality of the product, in other words, the company must ensure that the innovative product solves the problem of its customers, analyse costs and benefits from the innovation, aiming progress the idea to the next development stage (Bhatt, 2016). The final stage is diffusion and implementation, which consists of recognition of an innovation and its structures and resources needed to produce it (Bhatt, 2016).

2.6 Summary

Customer complaints represent a “gift” for companies since they contain data or information that try to solve, improve and give guidelines to sort out mistakes done during the process of delivering services or a product. That is why customer complaints are relevant to the life cycle of a business and help to retain potential customers because companies try to improve actions that cause dissatisfaction to clients. Customers’ needs and wants play a key role not only in customer experience and customer retention but also impacts directly the loyalty given by customers to a certain company. These aspects are crucial when the leader of the complaint management carries out actions to sort out problems and the complaint management helps to improve the profitability and competitiveness of the companies. Another key concept presented in the literature review is innovation, which represents the introduction of new solutions that impact the experience with a product, service or environment. Since innovation looks at practical applications applied, embracing new technologies, developing new competitive advantages, and getting more and new customers’ expectations, which helps to change the industry standards and generate strong competitiveness for those firms which apply the cycle of technological development.

Chapter 3: Research methodology

3.1 Introduction

Research methodology has been widely used in knowledge and investigation areas, as a scientific procedure, which has the aim of narrowing down systematically hidden facts or elements that are experienced or seen once the researchers carry out

investigation actions to achieve specific objectives (Agarwal, 2015). The investigation actions such as processes, procedures and approaches of research rely on what the researchers want and need, the targeted group of people under investigation, inputs (literature) and expected outputs, resources available in terms of money and skilled researchers, time, and tools (Agarwal, 2015; Adams, Khan and Raeside, 2014). Figure 3 explains the steps needed to carry out a systematic research process according to Agarwal (2015), who considered that the first step is the formulation of the research problem and needs, then there are decisions about the type of research and hypothesis, to finally start with the collection of data and the sampling methodology with different approaches, random and non-random sampling. But the essential element during an investigation would be to identify the problem, understand what happens with it, know where to go to get information, and know to whom and what questions would be asked to get the right and expected investigation results.

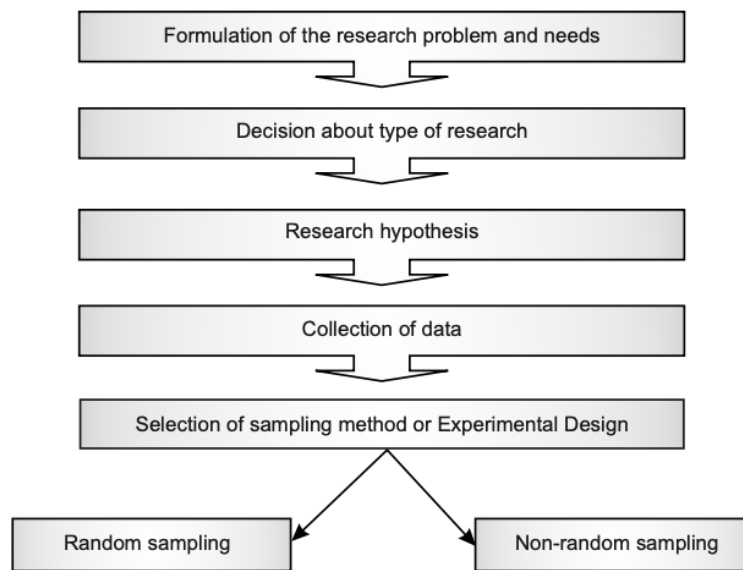


Figure 3: Systematic process of research, Agarwal (2015)

This research is expected to determine the research philosophy, strategy, approach, and design. Also, bring a data collection and sampling strategy, to finally show data analysis and research limitations. Besides, it presents ethical considerations, especially when questionnaires are presented to businesses and the public in general.

3.2 Research Philosophy

Research philosophy is a system of beliefs and assumptions (ontological) that help to create knowledge (epistemological) when researchers start with a new theory of human motivation and address a specific problem to develop new knowledge which relies on axiological assumptions, which influences the research progress. Assumptions help to understand research questions, what methods use and how to interpret findings (Saunders *et al*, 2019). Once the assumptions are settled with logical bases, they will constitute a credible research philosophy, influencing methodological choices, research strategy, data collection techniques and analysis procedures. Practical considerations come from a philosophical position and coherent research practice, which begin with a question about research beliefs and assumptions. The three types of research assumptions to distinguish research philosophy are ontology, epistemology, and axiology.

3.2.1 Ontology

This term refers to the philosophical study of existence, which helps to determine what sort of things exist. Being a branch of metaphysics, Ontology explains the fundamental nature of reality and being, answering questions about why and how things happen and what makes them a reality (Sheposh, 2019).

3.2.2 Epistemology

This term is a philosophical principle that studies the truth, belief and evidence especially used by intellects to reflect reality, using the decision-making process, which allows individuals to come out with a conclusion about any topic coming from knowledge, which make the term sophisticated and multidimensional, waiting for straight-forward and simplistic responses, additionally Saunders *et al* (2019) add that from this perspective people get the skill of how to communicate knowledge to others. This drive researchers to apply the theory of knowledge, from various contexts, innovating the norms that serve to expand its parameters (Sheposh, 2019).

3.2.3 Axiology

This term refers to the role of values and ethics (Saunders *et al*, 2019) and how they impact positively on the research, taking an approach with the value of beauty, and rightness according to moral and social behaviours (Sheposh, 2019). For this reason, thanks to this terminology researchers can decide individually and collectively which topics or things are better than others, which is relevant to judgments.

3.3 Research Strategy

Research strategy is a system of plans to achieve a goal, which is related to research questions, these are answered from a philosophical perspective to methods to collect and analyse data, using a deductive or inductive approach. But, according to Saunders *et al* (2019), the essential part is to achieve a reasonable level of coherence with the research design; this help to answer the research question or questions and achieve objectives, which guide the research strategy; so time, source of data, existing knowledge, research approach and purpose are linked to the philosophy and research strategy. The research strategy can be quantitative, qualitative or a mix of both, in this section experiments, surveys, documentary research, case study, ethnography, action research, grounded theory and narrative inquiry is done as plan strategies.

For this study, surveys have been applied as part of the research strategy, which converts this research into a deductive research approach, it is used especially for exploratory and descriptive research. As it is analysed quantitatively, inferential statistics are used, suggesting possible reasons between variables.

3.4 Research Approach

The research approach is essential to define clear research questions, which is important to get involved in the project with the standards expected, divided into exploratory, descriptive, explanatory or evaluative sections. The approaches to theory development bring two approaches to the reasoning adopted: deductive or inductive approach (Saunders *et al*, 2019). The first one occurs when the conclusion is derived logically from a set of premises, if these are true, the conclusion would be true. Besides, if the research begins with theory or academic literature and a research

strategy is designed to test the theory rigorously through a series of propositions to explain causal relationships between concepts and variables, which makes that the research goes for generalisation, to select samples carefully. In other words, a theory and hypotheses are developed and a research strategy is designed to test the hypothesis (Saunders *et al*, 2019). On the other hand, inductive reasoning results in gaps between the logical arguments and the conclusions and premises observed, using a particular concern about the context in which events take place. Additionally, if the research begins with the data collection to explore a phenomenon and from it, a theory is built up, it is an inductive approach, using this approach researchers are more likely to work with qualitative data, to use a variety of methods to collect these data to establish different views of phenomena (Saunders *et al*, 2019). But if there is a collection of data to explore a phenomenon, with explaining patterns, to come out with new or modify an existing theory with additional data collection the adductive approach is used (Saunders *et al*, 2019).

3.5 Research Design

The research design is how the researcher will go through its research questions, with a plan with clear objectives and specifying the source to collect data, and how it would be collected, taking into consideration ethical issues. Every element under investigation should be based on the research questions and objectives, showing coherence between them and the research philosophy. That is why the research design includes the plan and tactics regarding data collection and analysis. Tactics, take into consideration quantitative and qualitative data collection techniques (Saunders *et al*, 2019).

Quantitative research can use predetermined and structured data collection techniques, which is associated with positivism. Quantitative research with a deductive approach is used to test the theory, but if data is used to develop the theory, an inductive approach is used (Saunders *et al*, 2019). Quantitative research studies relationships between variables, using a range of statistical and graphical techniques. However, mixed methods research combines the use of quantitative and qualitative data collection techniques and analytical procedures (Saunders *et al*, 2019).

3.6 Data Collection

The data collection is essential to carry out exploratory studies regards hypotheses or phenomena, and it depends on which type of study is followed by the researcher, for example for a deductive study, data collection is used to evaluate propositions or hypotheses, according to an existing theory. If the research is inductive, the data collection is used merely to explore a phenomenon, identifying themes and patterns to create a conceptual framework. If the study is abductive, the data collection is used to explore a phenomenon, identifying themes and patterns (Saunders *et al*, 2019).

There are four types of data generated by participant observation, the first one is primary observations, this type of data is those that were noted on the site, specifying what happened or what was said at that time. The second type is secondary observations, which play a key role in observers' interpretations, as exist statements by observers of what happened or what was said (Saunders *et al*, 2019). The next one is experiential data, with this, are very important perceptions and feelings since there is an experience with the process of researching. Finally having the contextual data, with this is essential for the roles played by informants, organisational structures and communication patterns to help to interpret other data. Especially when you deal with primary data collection which according to Saunders *et al* (2019), goes through various phases, including observations before focusing on answering the research questions and reaching objectives, to accomplish it, is necessary to follow a descriptive observation which allows to the researchers to concentrate on observing and describing the physical setting. Once the description is done, a narrative account comes to the research to go and develop a framework or theory helping to understand first and then explain to others the necessary research highlights; eventually, the research will need to focus on particular events or interactions between key informants, which is called the phase of focused observation.

In this research, surveys will be used to collect data from coffee shop users and coffee shop employees to realise the impact of customer complaints on innovation strategies applied by the coffee shops in Dublin.

3.7 Sampling Strategy

The sampling strategy has been through the application of surveys for random coffee shop customers in Dublin, using especially social media as a channel to reach them, every contact has been asked to answer about nine questions related to customer experience in coffee shops in Dublin. This survey has been applied to more than 50 people living in Dublin, potential coffee consumers and adults. There is not a group of people targeted since the aim of the research is to get input about customer experience, complaints and innovation strategies from a customer perspective. On the other hand, about 30 surveys are expected to be reached to get an overview of how coffee shops in Dublin deal with customer complaints, how they handle them and react to satisfy their clients who expect good answers after complaining. For this reason, 30 coffee shops in the north side and south side districts of Dublin were visited (one by one) to get information through a survey with about 11 questions to get data related to complaining management and innovation strategies applied by them to maintain customer satisfaction and guarantee customer loyalty.

3.8 Data Analysis

Data analysis is very important during a dissertation as it provides tools to develop more facts around topics, answer research questions and reach objectives, especially when it analysed quantitative data is based on meanings derived from numbers, the expected results are numerical and standardised data, using diagrams and statistics to examine relationships and trends using the data collected (Saunders *et al*, 2019, p. 569). With quantitative data, there is some important information to be presented when research is carried out, including single variables, such as the specific amounts represented by individual data values, relative amounts including the highest and lowest data values, trends in data values, proportions and percentages for data values and distributions of data values (Saunders *et al*, 2019). Subsequently, start with the complex analysis comparing variables and interdependences between variables; at this stage comparing data is crucial, so two or more variables must be compared, as totals and interdependences between cases for variables. To analyse data software are very important as contains procedures to create tables and graphs, they are

versatile and handy for users who need to present and analyse data (Saunders *et al*, 2019).

3.9 Research Limitations

The research limitations are obstacles for researchers during an investigation, with this topic the main limitation was found out information regards to coffee shops in Dublin and relating them with innovation strategies from customer complaints and discussing from this perspective is even more difficult especially when there is no data available to go further. Another limitation would be enough feedback from surveys, especially those from coffee shop employees as many of them were doing their duties they were unable to answer the survey when they were asked. So, it impacts directly data collection and affects the efficiency to reach the research objective as numbers are very low to conduct relevant statistical material.

3.10 Ethical Considerations

Ethical considerations are important to avoid unethical practices and minimise ethical concerns, this is more critical when there are human participants and data collected from them, that is why the research must be sensitive to ethical concerns (Saunders *et al*, 2019, p. 58). It is crucial to plan to conduct the research in line with ethical principles and not cause harm, adapting the research with strategy. Every stage of research is relevant to practice ethical considerations, since the research is formulating and clarifying the research topic, integrity and objectivity play a key role, as responsibilities recognitions and risks are raised. When the researcher needs to design the research, the participants' privacy is an issue to be considered. At the stage to collect data, rights and privacy are also important, however, confidentiality and anonymity to avoid harm are even more crucial. When it is time to process and store data objectivity, confidentiality and anonymity are aspects to accomplish, but the most important thing is to verify data before they are reported to the public. To analyse and report findings, objectivity, confidentiality and anonymity are needed by the researcher to avoid harm. (Saunders *et al*, 2019, p. 250).

The surveys launched with this research are anonymous with no personal questions. Completed questionnaires were stored with passwords in a locked device to ensure

confidentiality and anonymity of the provided data. Participants had a right to privacy and did not feel pressurised into participating.

3.11 Summary

The research methodology section of this dissertation focus on identifying several methods related to different data collection techniques to answer research questions and accomplish objectives. The philosophy used for this research uses a deductive research approach and survey method of research strategy, aiming quantitative data collection methods with the help of surveys to gather quantitative data. A random sampling technique was used in the survey with 51 participants, who were mainly coffee shop consumers and 31 participants who were coffee shop employees. The software used to analyse the data was Microsoft Excel. As there are many trends in the market, it has been difficult to analyse customer experience. The positivism research philosophy chosen during this work has helped to narrow down the research.

Chapter 4: Analysis and Findings

4.1 Introduction

In this chapter, all the gathered data using surveys are analysed to answer research questions and meet research objectives. The data is analysed using descriptive and inferential statics.

To gather data using a quantitative survey, Google form was used as a tool of data collection technique. Overall, this study was conducted among a sample population of 82 participants, 51 of them answered the Coffee Shop Costumer Survey and 31 of them answered the Coffee Shop Employee Survey. Both surveys were applied randomly without any restriction (age, gender, etc); however, the Coffee Shop Employee Survey was critically applied only to people who are currently working in coffee shops or have experience dealing with customer complaints in coffee shops. The primary aspects covered in the data collection process were coffee consumption, customer experience in the coffee shop and complaint management. The data collected for the research study will be analysed in two different parts since there are

two perspectives, inside-out and outside-in perspectives from a coffee shop applied for this study.

4.2 Descriptive data analysis

The use of categories helps the researcher to deal with data that cannot be measured numerically but can be distinguished using sets (Saunders *et al*, 2019). In this research, categories have been applied to get an idea about how the data is distributed to analyse the association among variables.

4.2.1 Descriptive statistics (outside-in perspective)

The Coffee Shop Customer survey resulted in 51 respondents as this one was applied randomly to people living in Dublin or who have bought coffee in Dublin and have customer experience in coffee shops in Dublin. As an initial step, the descriptive statistics are found using specific variables, in this research study were nine which are described in table 1 of this chapter.

Descriptive Statistics			
	N	Mean	Standard Deviation
1. Have you ever bought coffee in coffee shops in Dublin?	51	1.06	0.24
2. How often do you buy coffee at coffee shops in Dublin?	49	2.43	1.34
3. Have you ever complained about any issue at the coffee shop?	49	1.35	0.48
4. If your answer is yes, why? Because of the:	23	1.91	0.60
5. Once you complain do you think the businesses (coffee shops) in Dublin treat properly your complaint or complaints?	36	1.36	0.49

6. If your answer was yes, did you see any change at the...?	24	1.46	0.59
7. Do you consider your complaint or complaints would help the coffee shop in terms of...	37	1.68	0.75
8. Overall, in your opinion, coffee shops in Dublin treat and manage customer complaints...	41	2.20	1.03
9. From your point of view, do you feel customer complaints help to improve customer experience in coffee shops in Dublin?	45	1.71	0.55

Table 1: Descriptive Statistics (outside-in survey)

The descriptive statistics table has the aim of evaluating the main tendency of relevant variables that were selected for this study (Mean \pm Standard deviation). Looking at the descriptive statistics table, it is seen that the mean of the people who have bought coffee in coffee shops in Dublin is 1.06 and the standard deviation is 0.24. This shows that the people who have bought coffee in coffee shops in Dublin are the majority of participants in this survey study. Moving to the next variable which evaluates how often people buy coffee in coffee shops in Dublin the data shows that the mean of this variable is 2.43 \pm 1.34. This shows that many of the respondents buy coffee at coffee shops but not often.

The next variables evaluate complaint management and the customer experience related to the complaint in coffee shops in Dublin. The mean for the variable which represents if the people complaining or not at coffee shops has a mean of 1.35 \pm 0.48, this data shows that most of the people do not complaint at coffee shops they ignore issues or preferer not to complaint despite gaps in the services, product, or environment at coffee shops in Dublin. When they were asked if they complained about the product, service, or environment at the coffee shops the results show that most of the complaints were because of the product with a mean of 1.91 \pm 0.60. When they were asked about the complaint management performance of coffee shops in

Dublin, the data shows that the mean is 1.36 ± 0.49 which means that most of them think that the coffee shops treat properly the complaints. And they see improvements in the product, with a mean of 1.46 ± 0.59 . According to the gathered data, the people believe that complaints help to work better and more efficiently at the coffee shops, this is represented by a mean result of 1.68 and a standard deviation of 0.75. Furthermore, the people were asked to evaluate the customer complaint management of coffee shops overall, the data shows that many of the people think that Dublin coffee shops' performance is "not bad" with a mean of 2.20 and standard deviation of 1.03. One of the research questions is if the customer complaints help to improve customer experience in coffee shops in Dublin, the result applying this survey study is that many people believe that customer complaints impact the customer experience at the coffee shops, the data show a mean of 1.71 ± 0.55 .

4.2.1.1 Frequency analysis

This study aims to identify how customer complaints impact innovation strategies of coffee shops in Dublin. The economical industry chosen for the study is Coffee Shops in Dublin, which represent an important industry as the consumption of coffee in Ireland represents high numbers. All the answers from the survey participants are gathered in this section to get a proper analysis and meet research objectives, all these to finally get important conclusions regards to this topic. This section, called frequency analysis contains a descriptive statistical mechanism which presents the results of important responses of the online survey respondents which are performed by Google forms. For better visualization and understanding, graphical representations of the responses to each question in the survey are shown and performed. Demographic facts such as gender and ages were not relevant for this study but consumption of coffee in coffee shops in Dublin was a critical fact to consider when this research survey study was applied randomly among people living in Dublin.

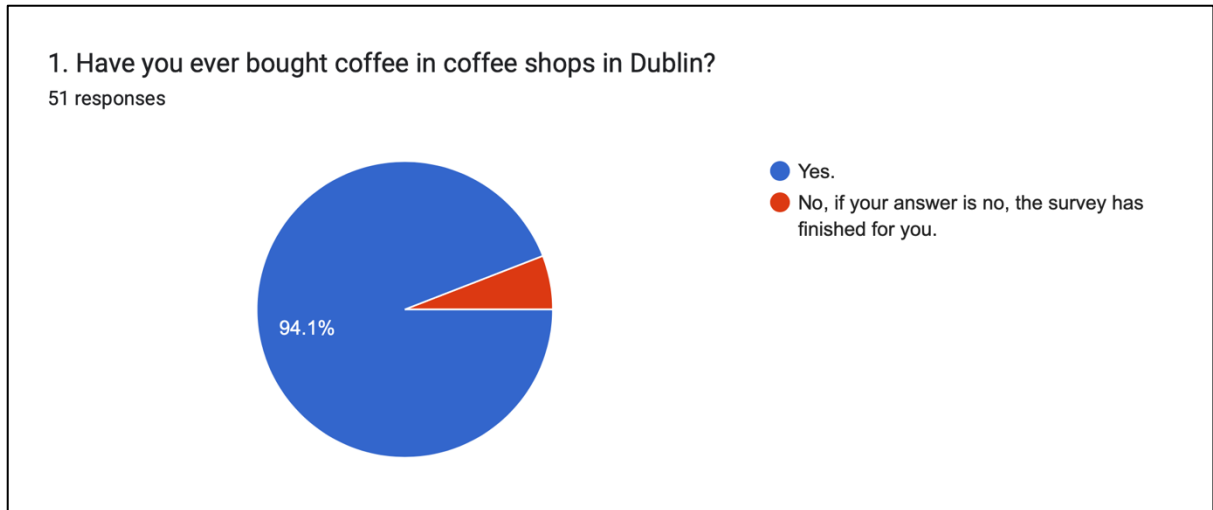


Figure 4: Consumption of coffee in coffee shops, the outline of survey participants

About 51 participants undertook the survey questionnaire. It is evident from the sample survey study that about 94.1% who participated in the survey study have bought coffee in coffee shops in Dublin, while only 5.9% haven't bought a coffee yet at coffee shops in Dublin. This shows that the majority of the people who took the survey are consumers of coffee.

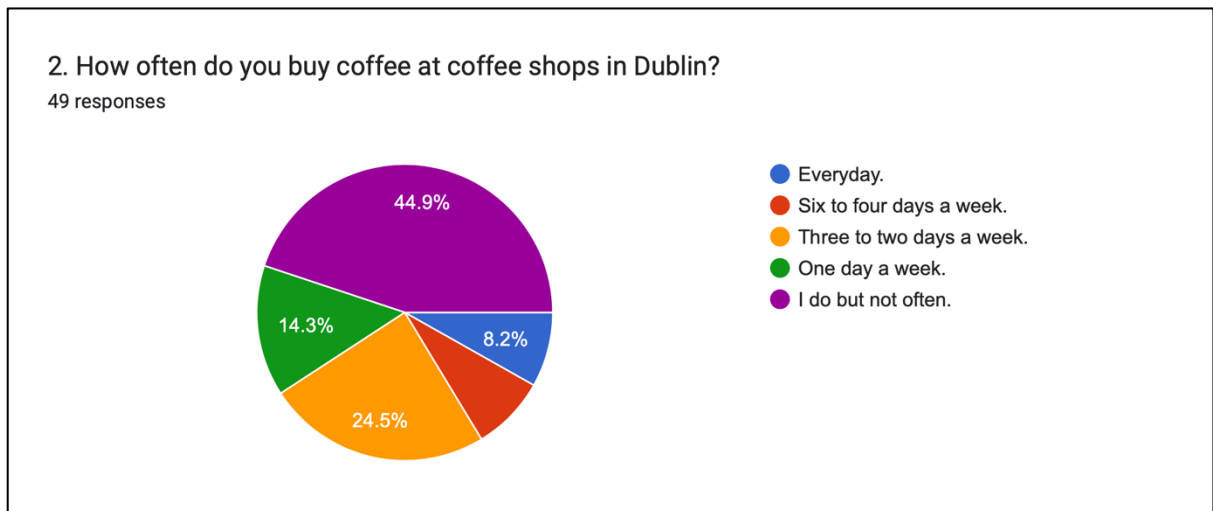


Figure 5: How often do participants buy coffee in coffee shops

The survey study was specifically inclined toward the people in Dublin who buy coffee in coffee shops so, 44.9% of the participants buy coffee but not often, while 24.5% of them buy coffee in coffee shops in Dublin three to two days a week. 14.3% of them

buy coffee at least one day a week, 8.2% buy coffee every day and the same amount do it six to four times a week.

After identifying how much the consumption of coffee in coffee shops in Dublin and the frequency as an activity for the participants, the next key focus area for the sample survey study was understanding the customer complaints in coffee shops and how coffee shops in Dublin treat complaints from a consumer perspective. The survey participants were asked questions regarding complaints raised at coffee shops in Dublin.

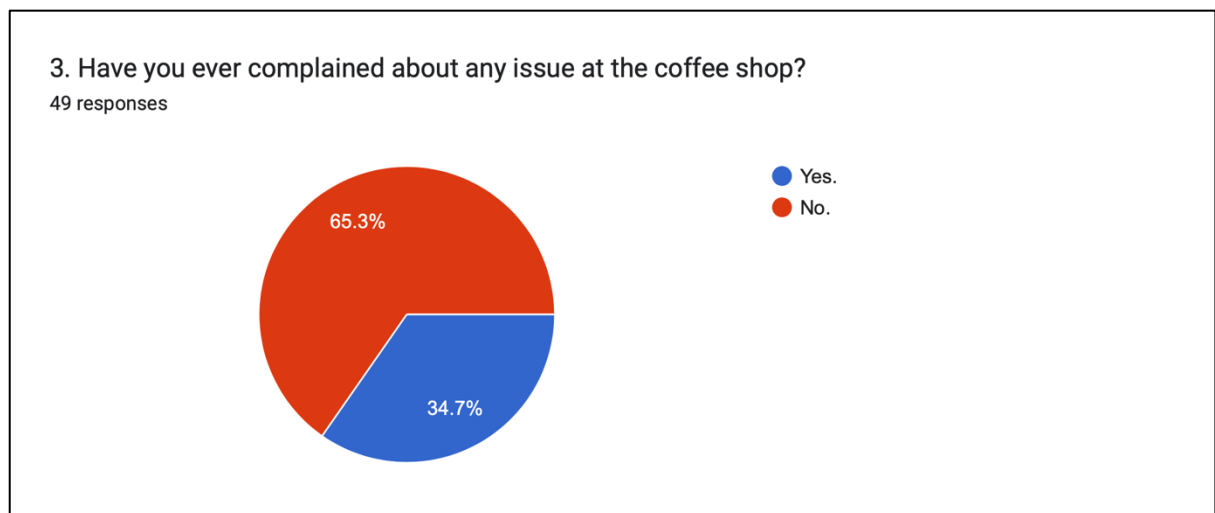


Figure 6: Complaints at coffee shops in Dublin

Around 65.3% of the 49 participants who undertook the survey answered that they have complained at a coffee shop in Dublin. While 34.7% of the 49 participants do not complain at all in coffee shops in Dublin. The result of the online survey shows that most of the people complained but more than 20% of them prefer to not say anything regards any issues at coffee shops or at least they haven't experienced any issue at a coffee shop in Dublin. This can be compared with the theory, according to Stauss and Seidel (2019), some dissatisfied clients certainly complain, so approximately 50-80% of the customer raise a complaint in a firm. Furthermore, Stauss and Seidel (2019, p. 48) claim that those customers who react strongly are those who have loyalty to a certain firm, and they reach a disappointing stage that must express a negative complaint.

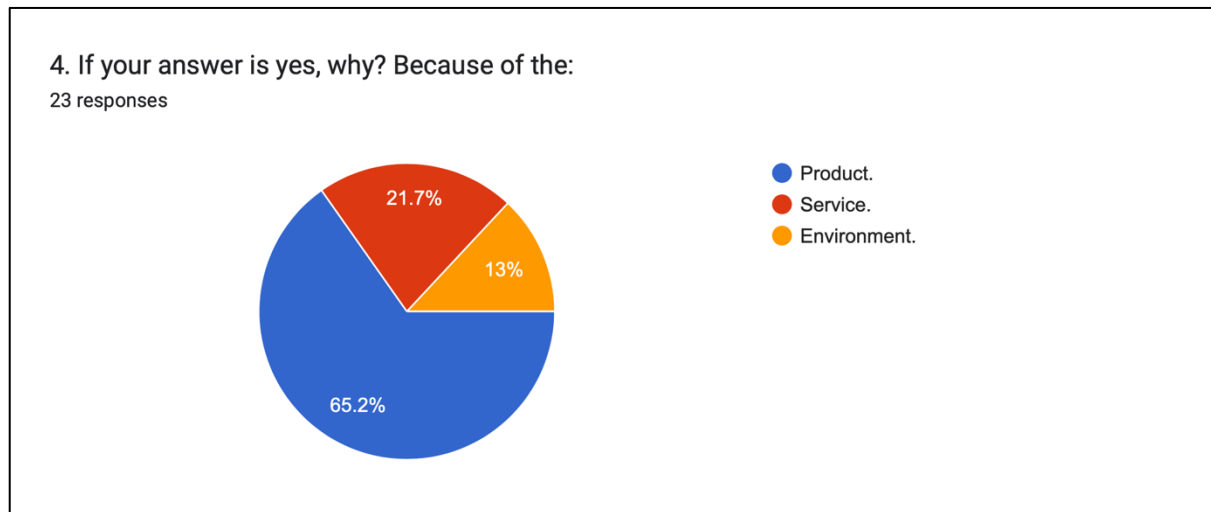


Figure 7: Customer complaint causes

Figure 7 shows the question of the survey sample study that was focused on understanding the principal factor or cause of complaints in coffee shops in Dublin. The result obtained from the sample mentions that about 65,2% of the participants complained about the product, due to the taste, temperature, price, or presentation of the products sold in a coffee shop in Dublin. Meanwhile, only 21.7% of the participants complained about the service at the coffee shops in Dublin. Finally have that 13% of the participants complained about the environment in the coffee shops, which may include cleanliness, noise levels and speed. Since most of the participants claimed that the product is the main cause of complaints it shows that the customers mainly visit coffee shops because of the quality of coffee or other products (food). This means that the customer experience at coffee shops is impacted by the quality of the products. For example, if we compare the Irish market of coffee consumption with the South African consumers, the results of this survey make sense because according to Kühn (2021) consumers in South Africa are more concerned with aspects of product quality like coffee bean origin, roasting techniques, and extractions technologies. All these aspects impact the price of the coffee and if the customers feel that the coffee shop is doing well in those aspects the customers are willing to pay for it. Moreover, the result of the structural model of total data by Anjani and Dewi (2020) supports the results of this online survey study of this research as it shows that product and price perception are significant for customer loyalty, however, service and environment

perception are not significant which can be compared with the result (percentages) of this research.

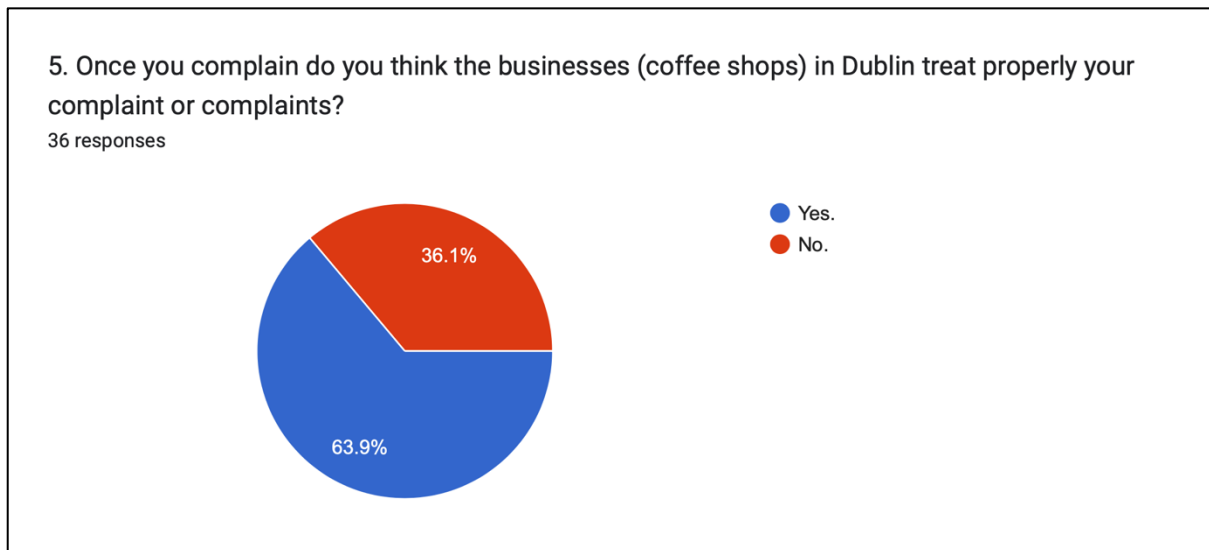


Figure 8: Perception of complaint performance at coffee shops by participants

With this question of the sample survey study, the participants were asked to answer simply if the coffee shops in Dublin treat well complaints or not, on-site and other channels, the results mark that 63.9% of the participants believe that coffee shops in Dublin treat properly the complaint or complaints and 36.1% of them believe that coffee shops do not treat properly all the claims regards to issues at the coffee shops in Dublin. Complaint satisfaction plays a key role in complaint management and innovation as the appropriateness of the solution to the problem and fairness are critical factors expected by the customer. Additionally, there are other factors related to emotions and emotional intelligence that become to be relevant to complaint satisfaction such as friendliness/politeness, empathy, understanding, effort, and helpfulness all these to act following the wishes of the customer (Stauss and Seidel, 2019). According to some facts related to complain satisfaction presented by Stauss and Seidel (2019) 54-70% of satisfied complainants are regular customers and this number can even increase if the company reacts quickly to customer complaints.

6. If your answer was yes, did you see any change at the...?

24 responses

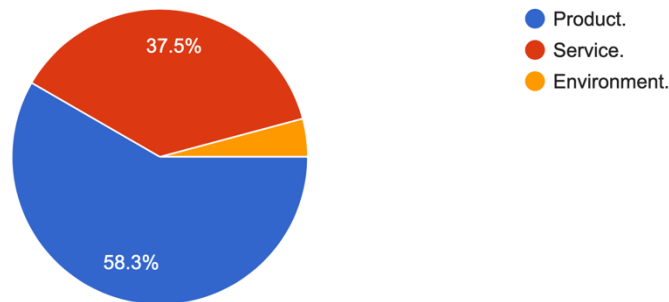


Figure 9: Aspects in which a complaint impacts more

In this question of the sample survey study, the participants were asked to specify in which aspects (product, service, environment) their complaints impact more and whether they have seen any change at the coffee shop. The results are that more than 58% of the participants have seen inroads in the products, more than 37% have seen improvements in the service and only 4.2% of them have seen something better in the environment, but these results are related to the results shown in figure 6, as they have a link with the complaints. The majority of them as seen improvements in the product as they represent a high source of income and they impact positively or negatively on the reviews, complaints, customer loyalty and monetary performance of a certain company.

7. Do you consider your complaint or complaints would help the coffee shop in terms of...

37 responses

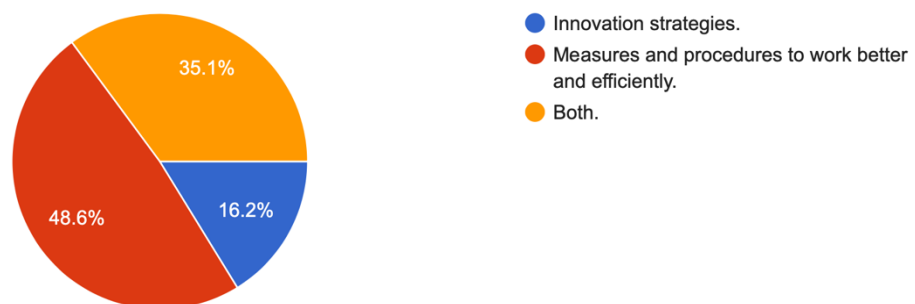


Figure 10: Influence of complaints, participants outline

To understand the importance of complaints and how relevant is complaint management from a customer perspective, the survey participants were asked if they consider that complaints would help the coffee shops in terms of innovation strategies, measures, and procedures to work better and efficiently or both. Nearly half of the responses (48.6%) claimed that complaints only impact ways how to work better and efficiently on site. 35.1% of the participants considered that additional complaints help to apply innovation strategies on site. And 16.2% of the respondents claimed that complaints only help to apply innovation strategies. These results have a high correlation with the literature review, which expresses:

1. The purpose of complaint management is to react quickly and efficiently to complaints as they are complicated to track and monitor (Oguntosin *et al*, 2021).
2. Innovation is driven by new ideas from customers (Rodriguez-Pinto *et al*, 2021)
3. The core company priority comes from satisfying customers' needs (Rodriguez-Pinto *et al*, 2021)
4. Complaints represent a result of organizational weaknesses in the operational and marketing performance of a company (Stauss and Seidel, 2019)
5. Customer complaints impact directly product improvements that enhance the benefits to customers and the firm itself. Moreover, the customer complaints contain worthy information that can be used for new product development (von Janda *et al*, 2021)

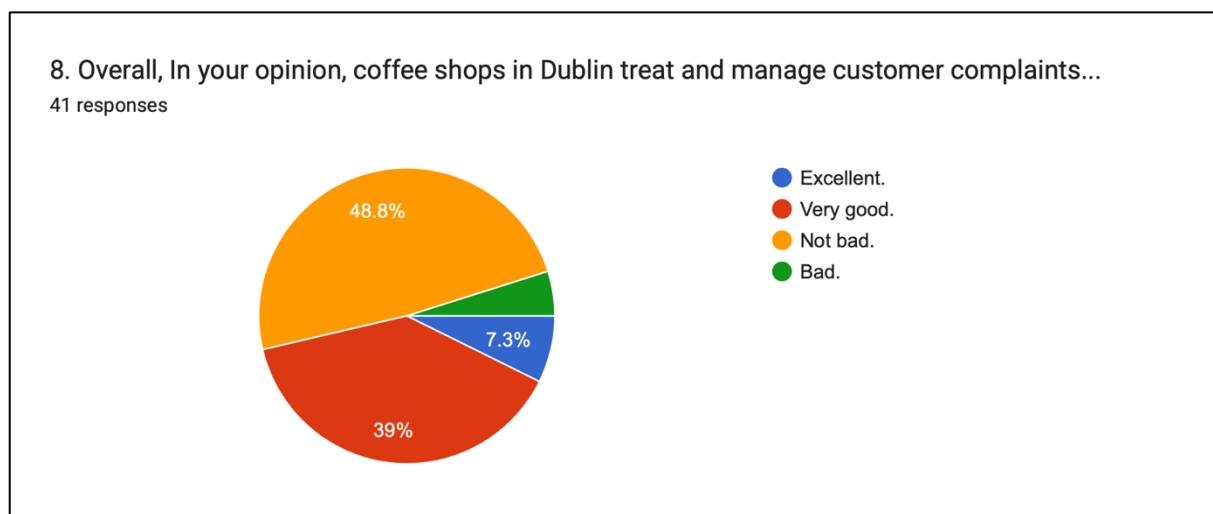


Figure 11: Evaluation of complaint management performance.

This question was focused on asking the participants about how they perceive the complaint management of coffee shops in Dublin. About 48.8% of the people answered that they consider that the performance is “not bad”, other parts of the participants vote (39%) that the performance is very good, and on less scale, 7.3% of the respondents were that the treatment is excellent and 4.9% consider is bad. This show that most of the participants consider that the performance of complaint management of coffee shops in Dublin is average, with many aspects to improve still representing an aspect to consider as positive.

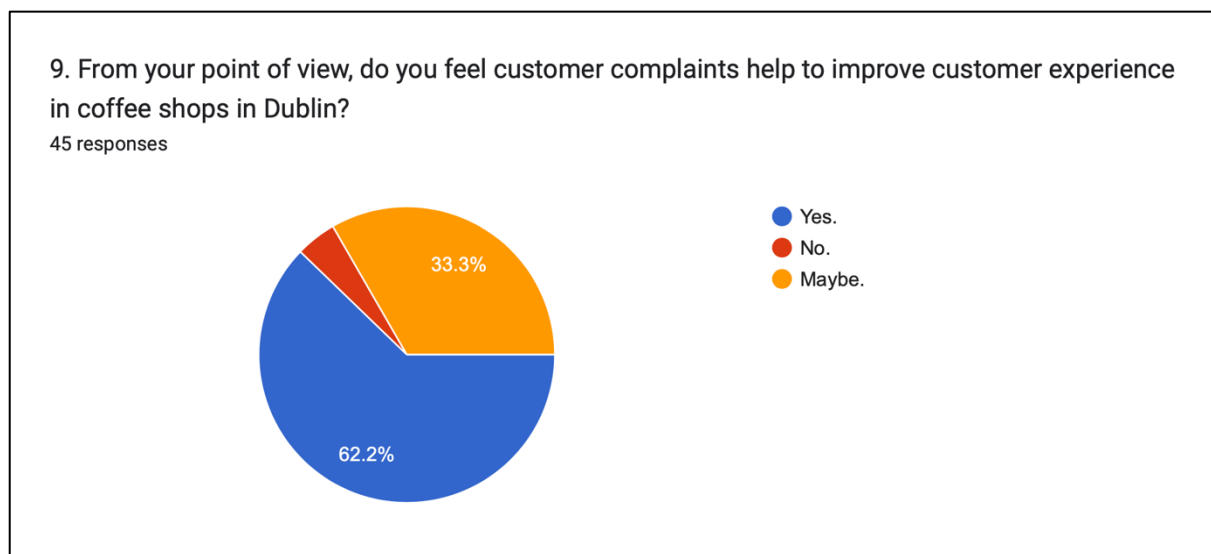


Figure 12: The influence of customer complaints on customer experience, participants outline,

The last question of the sample survey study was focused on determining the impact of customer complaints on the improvement of customer experience in coffee shops in Dublin. Out of the 51 participants who undertook the survey, 62.2% of the people believe that customer complaints impact customer experience, and 33.3% of the participants are not sure if complaints impact or not customer experience. Only 4.4% of the participants believe that customer complaints do not impact customer experience. These results are linked with the claims of Stauss and Seidel (2019) who express that customers' complaints play a significant role in customer perceptions, related to if they were taken seriously or not, impacting complaint satisfaction.

4.2.2 Descriptive statistics (inside-out perspective)

The Coffee Shop Employee survey resulted in 31 respondents as this one was applied randomly to coffee shop employees working in north and south side coffee shops in Dublin or people with experience working in coffee shops. As an initial step, the descriptive statistics are found using specific variables, in this research study were nine which are described in table 2 of this chapter.

Descriptive Statistics			
	N	Mean	Standard Deviation
1. Number of employees at the coffee shop	31	2.13	0.50
2. Does the company have a channel to get customer complaints?	31	1.19	0.40
3. Can you tell us about what is the channel to get complaints?	31	2.00	0.89
4. In general, your complaints are more about the...product, service or environment.	31	2.06	1.15
5. Who in the coffee shop more often handles complaints and answers those complaints?	31	2.71	1.01
6. Do you follow any system to approach complaints?	31	1.58	0.50
7. Do you consider overall the coffee shop performance well-treating customer complaints?	31	1.29	0.69
8. Do you apply any strategy to be innovative in the coffee shop sector?	31	1.39	0.50
9. Do you consider the business needs to perform better in terms of	31	1.97	0.80

customer complaint management and innovation strategies?			
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Table 2: Descriptive Statistics (inside-out survey)

As it was described for outside-in survey variables, the descriptive statistics table has the aim of evaluating the main tendency of relevant variables that were selected for this study (Mean±Standard deviation). Looking at the descriptive statistics table 2, it is seen that for the first variable of the study survey which represents the number of employees at the coffee shop, the mean is 2.13 and the standard deviation is 0.50. This shows that the majority of the people who took this survey are working for small coffee shops, with no more than 50 employees. Moving to the next variable which tries to get information about the channel to get a complaint, the mean is 1.19±0.40, which shows that the majority of the coffee shops where the participants work has a channel to get customer complaints. The third variable tries to get more information about the channels to get customer complaints, specifying which channels are more often used by customers and coffee shop employees. So, for this variable, the mean is 2.00±0.89, which shows that at the coffee shop (in site) more often people raise complaints instead of using social media or other internet resources. The next question was about the number of complaints regards product, service or environmental issues at the coffee shops, this resulted in a mean of 2.06 and a standard deviation of 1.15, which means that people tend to complain because of the service which might include the product or environment as the overall performance of the coffee shop. Additional, the survey asked the participants who at the coffee shops usually handles the customer complaints. The result was the owner and manager most of the time attend to customer complaints, which means that there are many gaps regards to time and speed to answer complaints at the coffee shops in Ireland. This variable resulted in a mean of 2.71±1.01. Besides, the survey includes a question which is very important to know the customer complaint management of a certain firm, this is if the coffee shop has a system (including software) to approach complaints. The results of this question are a mean of 1.58±0.50, this shows that the majority of the coffee shops tend to not have any system to approach complaints. The last question regards to customer complaint management was if the participants considered that the coffee shops perform well in dealing with customer complaints, the result was that most of the

participants think that coffee shops treat well customer complaints; this variable had a mean of 1.29 ± 0.69 .

The last two variables of the survey study represent variables regards to innovation strategies which is one of the research questions of this study. Asking the participants if at the coffee shop some innovation strategies are applied or not, resulting that most of them answered that the business applies innovation strategies, impacting the product, service and environment of the coffee shops. The second variable of this group represents an evaluation done by the participants' regards to the fusion between customer complaint management and innovation strategies, the result with a mean of 1.97 and a standard deviation of 0.80, means that the majority of the participants believe that the coffee shops do not have to perform better to treat customer complaints and apply innovation strategies because they already apply these concepts and do efforts to sort out any issues at the coffee shop.

4.2.2.1 Frequency analysis

This perspective of the study aims to identify how customer complaint management and innovation strategies of the coffee shops are applied at coffee shops in Dublin and how they impact customer experience and the business itself. At this stage were chosen employees of random coffee shops in Dublin (South and North side). The responses from the survey participants are gathered in this section of the document to finally get a proper analysis and conclusions. The frequency analysis of this research contains descriptive statistical mechanisms which show results of worthy responses from the survey applied to coffee shop employees using Google forms (online) and paper surveys (in-site). To get a good evaluation of the data, graphical representations of the responses to each question are created with its analysis.

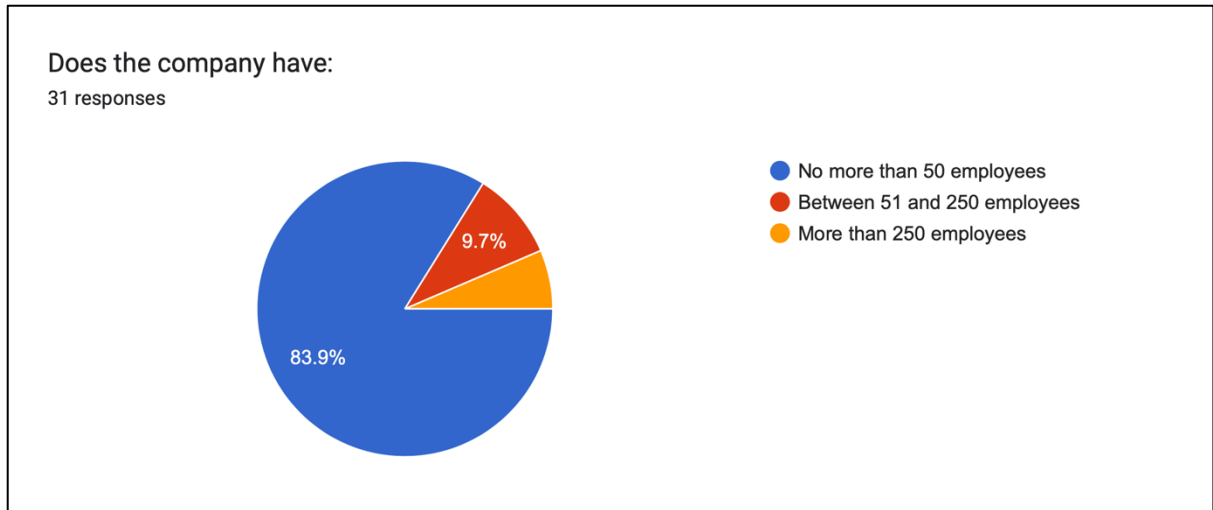


Figure 13: Coffee shop size, the outline of survey participants

About 31 participants undertook the survey questionnaire. Easily from the sample survey study, it can be seen that about 83.9% who participated in the survey are people working in small coffee shops, with no more than 50 employees, while a small number (less than 10 per cent) are working in coffee shops with more than 50 employees. This shows the reality of the coffee shop industry in Dublin and how innovative they are in terms of innovation strategies and customer complaint management.

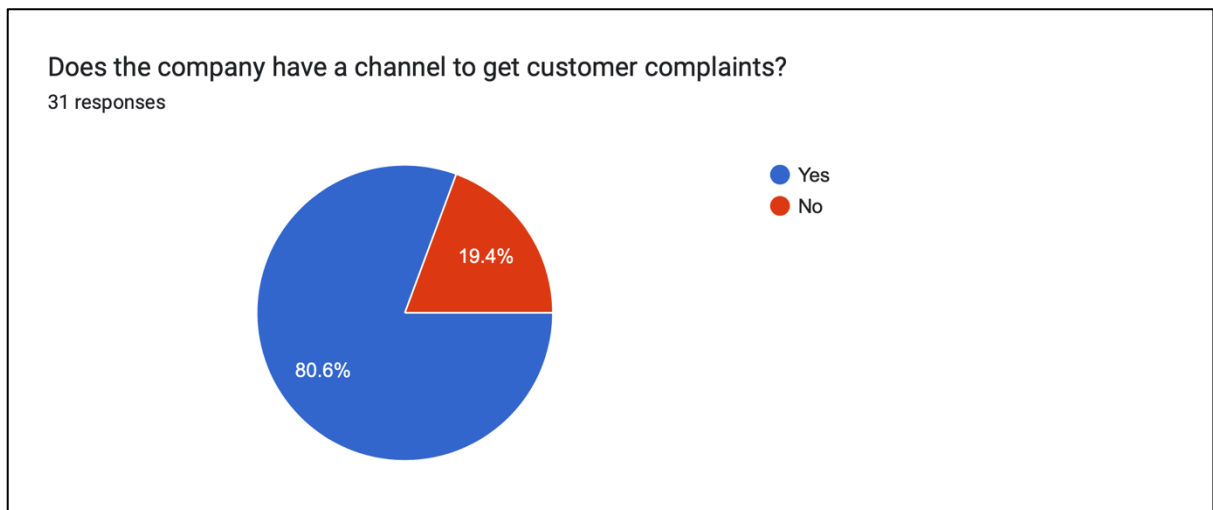


Figure 14: The use of channels for getting customer complaints, the outline of survey participants

The survey study was specifically inclined toward people who have experience working in coffee shops or currently working in coffee shops in Dublin, assuming that they have the know-how of dealing with customers and some innovative strategies that come from the customer or the coffee shop team. Since the use of Google to advertise or localize a coffee shop, the majority of the participants answered that the coffee shop has channels to get customer experience, 80.6%, while 19.4% of the participants answered that the coffee shops do not have channels to rise customer complaints. This result of the survey can be linked with what Barlow and Moller (2008, p. 38) highlight in their book, saying that companies' communication channels help to “learn about specific service gaps and product failures”. Besides, indicate that complaints are a sort of efficient and cheap way of getting information and expectations about products and services from clients. That’s why in the research can be seen that most of the coffee shop employees answered that coffee shops in Dublin have channels to get customer complaints. Besides, Stauss and Seidel (2019) point out that customer complaint channels remove barriers, and also represent a reduction of gaps related to customers’ material, time and phycological costs because they help to create stimulation to express dissatisfaction, that is why complaint channels have to be clearly defined and communicated properly to the customer. Also, both authors indicate that complaint channels reduce phycological, financial and temporal costs of complaining, as with the channels there are simply ways of problem-solving processes.

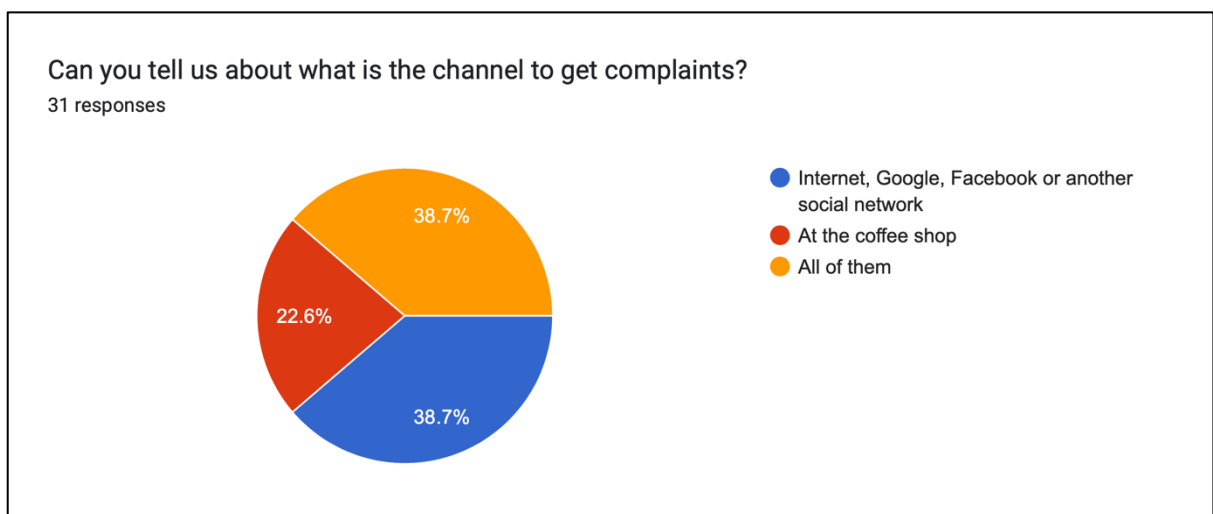


Figure 15: Different ways to complain at coffee shops

This question of the survey sample study was focused on understanding how customers' coffee shops in Dublin complain as there are many channels available to do it. The results obtained from the sample mention that customers complain immediately at the coffee shops without waiting to go home and write a review or complaint via social media or email to the firm. Internet (38.7%) and in site (22.6%) without any difference (38.7%, all of them) are the ways how dissatisfied customers complain in Dublin. It can be found in the literature review, which points out that electronic complaint channels by email or the Internet, have several advantages for the firm and the customer, as it represents a fast way to express dissatisfaction, it does not have a significant cost, and the time spent is very short (Stauss and Seidel, 2019). Stauss and Seidel (2019), also indicate that customers do not experience some psychological costs, as they do on-site, because they are not exposed to a direct critical conversation. Despite that, both authors agree that emails provide low dialogue barriers and promote additional complaints that might be worthy for organizations. Von Janda *et al* (2020) indicate that digital channels allow the customer to come out with dissatisfaction related to companies efficiently regard to time, and the most valuable aspect is that companies have the opportunity to learn from customer complaints.

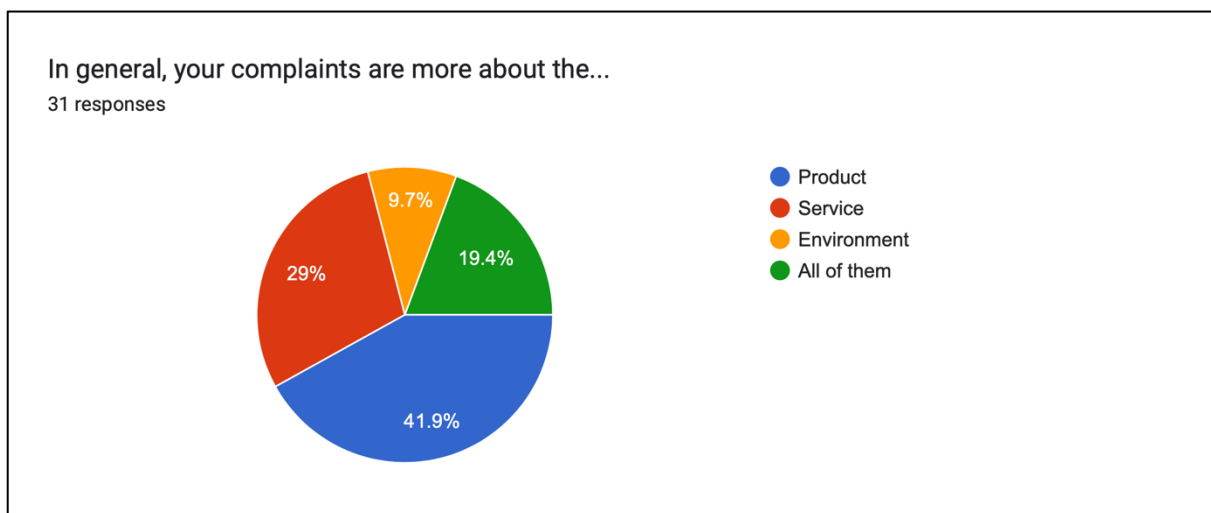


Figure 16: Reasons to complain at coffee shops according to coffee shops employees

In this question of the sample survey study, the participants were asked to indicate the reasons, the product, service, environment, or all of them, produce more complaints at coffee shops. It was noticed that around 41.9% of the employees agree that most

of the complaints are because of the product, which has a similar result when random coffee shop customers answered the same question (see figure 7). Being the product is the main reason why complaints are raised at coffee shops. The services reached 29% of the result, and some of the participants indicate that complaints are because of issues with the product, service, and environment as a factor to be evaluated by customers. But from both sides, customers, and employees the environment does not represent a big issue for coffee shops in Dublin.

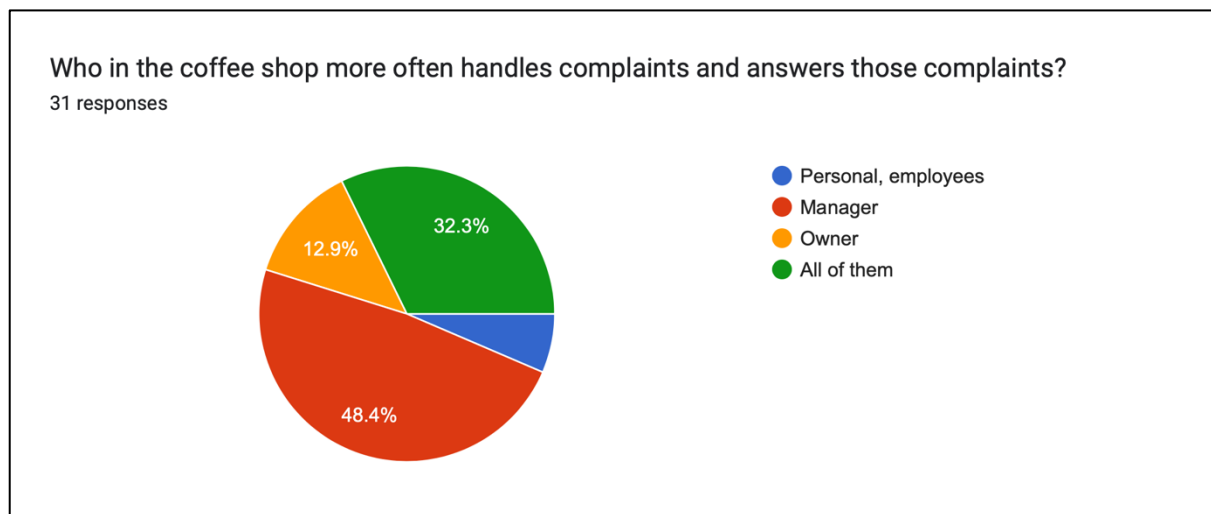


Figure 17: Results of who often deals with complaint art coffee shops

The participants were asked about who at the coffee shop deals with complaints and solve those complaints. Among the 31 participants who answer the question, 48.4% answered that the manager is the figure at the coffee shop that has the main responsibility of managing complaints. However, 32.3% of the participants answered that as a team, personnel, manager and owner deal and answer complaints, which would be the best way to answer quickly and efficiently complaint according to the literature review which highlights the importance of creating a culture of complaint management among each employee in the organization. The rest of the participants indicate that the owner is the person who only looks after the customer complaint management. Stauss and Seidel (2019) conclude that internal communication and operating processes for complaint management must be set up and monitored at different levels of the company. Moreover, indicate that employees must be informed and trained to deal with dissatisfied customer. This can be seen in the result of this survey that many coffee shops have their employees empowered to deal with

dissatisfied customers. That is crucial as complaints need to be included in the decision-making process. Responsibilities at different levels of the company have to be set up to ensure that everybody understands their responsibilities related to complaints (Stauss and Seidel, 2019).

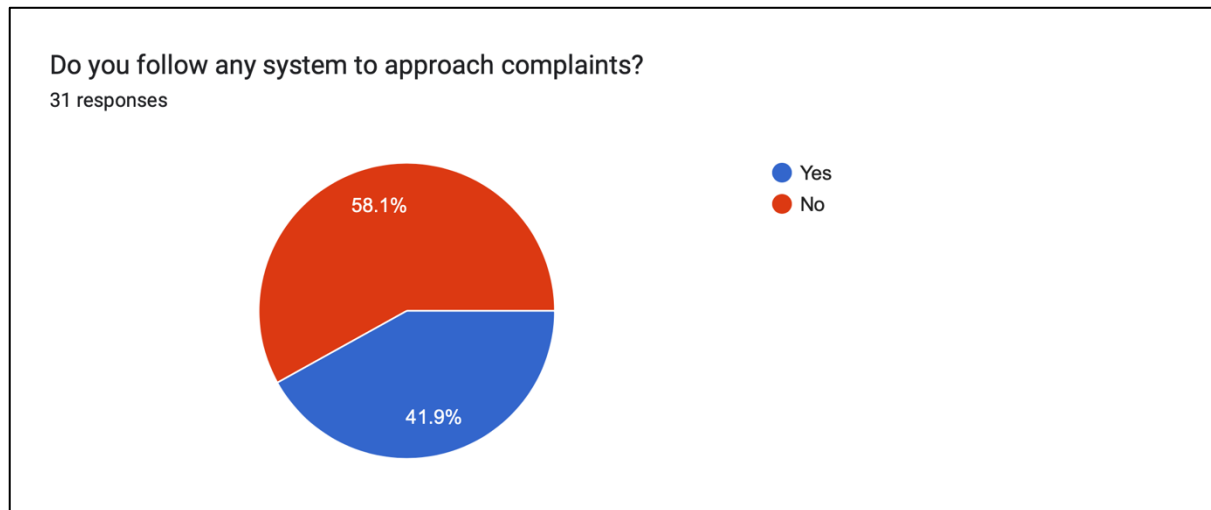


Figure 18: Use of a system to manage complaints

Another important aspect that plays a dominant role in managing complaints is the use of software or systems to approach complaints. The next question of the sample survey report was focused on the use of a system to approach complaints. The participants were asked if they use any system to manage complaints, then about 58.1% responded that they use a system to answer or deal with complaints. However, nobody of the participants could indicate the name of the system or at least what the system that the company use to handle complaints, which give some ideas to think that they could not understand the question, or they do not know the name of the system, but they use at the coffee shop. While 41.9% of the participants said that they do not use any system at the company to deal with complaints. According to the literature review from Stauss and Seidel (2019), who indicate that complaints contain quality deficiencies that represent a serious problem for the customer, and this can be used a manner to improve the quality system of the company, so the coffee shops in Dublin according to the literature do not have a quality management system that includes, planning, leadership, performance evaluation, improvement and operational support, which can be named as standards. For example, Stauss and Seidel (2019) include in the literature that there are some Standard ISO like ISO 10002:2014 and

ISO 9001 that bring the firm into line with the customers' expectations, increasing competitiveness with a high degree of customer satisfaction to achieve superior quality. Truly, the main respondents of this survey were people working in small coffee shops, even those working in bigger coffee shops did not answer that the company use software or systems to handle complaints. Stauss and Seidel (2019), agree that the complaint management processes cannot be efficient without the use of appropriate software.

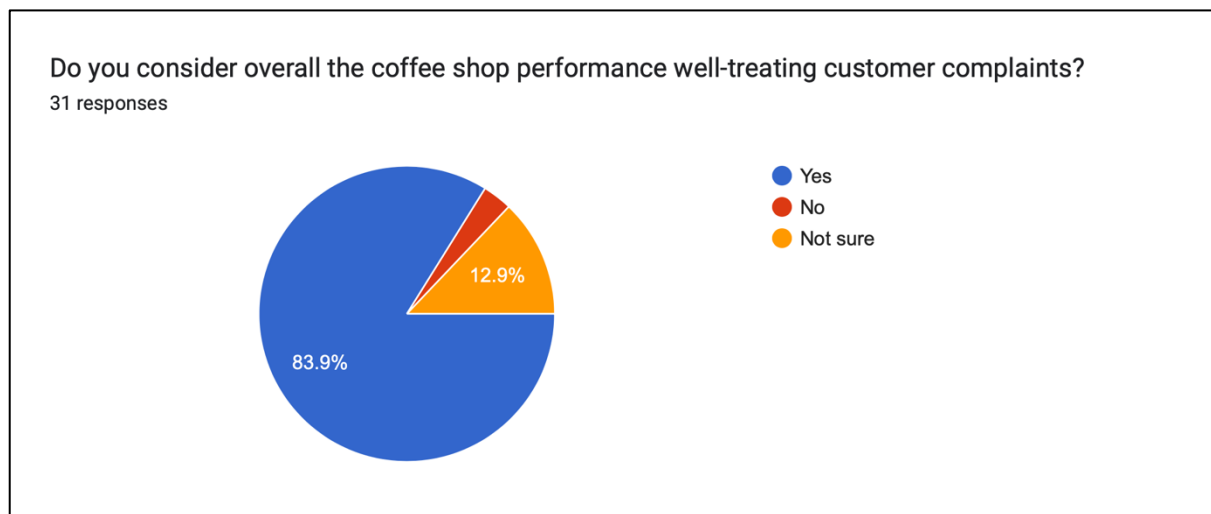


Figure 19: Results of self-evaluation of managing customer complaints by coffee shop employees

This question of the sample survey study for the particular section was regarding the self-evaluation of treating customer complaints. The survey participants were asked to indicate if they consider the coffee shop to treat well customer complaints. It is easily identifiable from the result statistics that around 83.9% of the responders of the survey think that the coffee shops' complaints are well-treated and only 3.2% of the respondents believe that they do not treat well customer complaints. And 12.9% of the participants are not sure if the company treat well or not good enough customer complaints. These results show a link with the results of the previous survey applied to the customer who the majority of them rated that the customer complaints in coffee shops in Dublin are treated as "not bad" or "very good", figure 11. According to von Janda *et al* (2020), companies respond 80% to customer complaints, and they reply less often to those messages with the potential to be innovative.

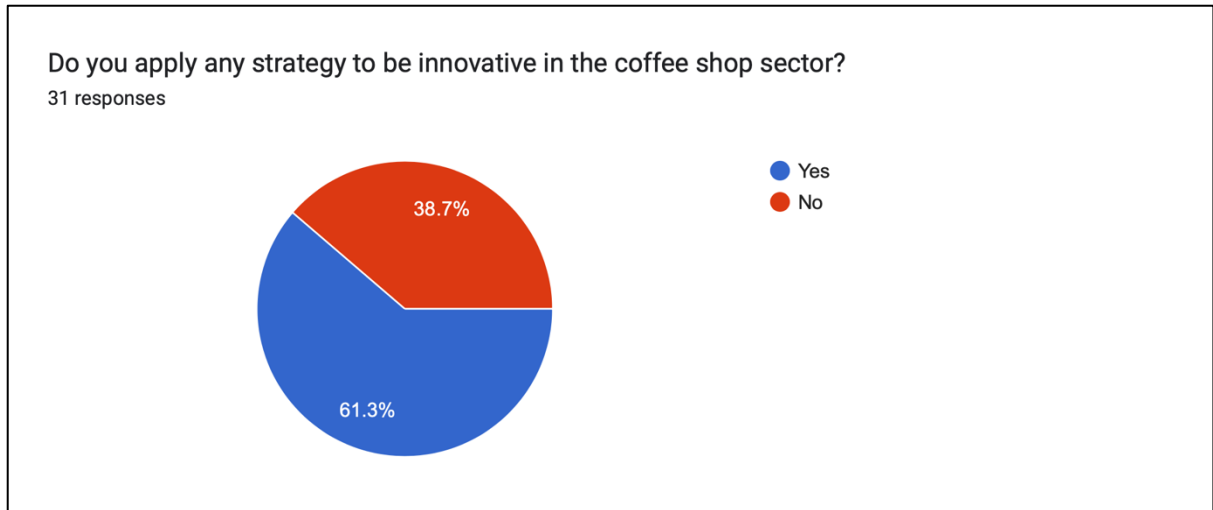


Figure 20: Application of innovative strategies in the coffee shop sector index

This question of the sample survey study for the particular section was regarding the innovation or strategy innovation in a coffee shop in Dublin. It is easily identifiable from the result statistics that around 61.3% population of the survey takers believe that the coffee shop where they work applies innovation strategies and only 38.7% of the respondents believe that the coffee shop does not apply any strategy related to innovation. These results can be linked as well with the previous results of the survey for the customer, in which the majority of them believe that coffee shops in Dublin apply innovation strategies as a result of good complaint management, figure 7. Von Janda *et al* (2020) find out some results among companies that suggest that 41% of the companies do not follow strategies to answer complaints and only 28% of them indicate that they will send the complaint to their R&D departments.

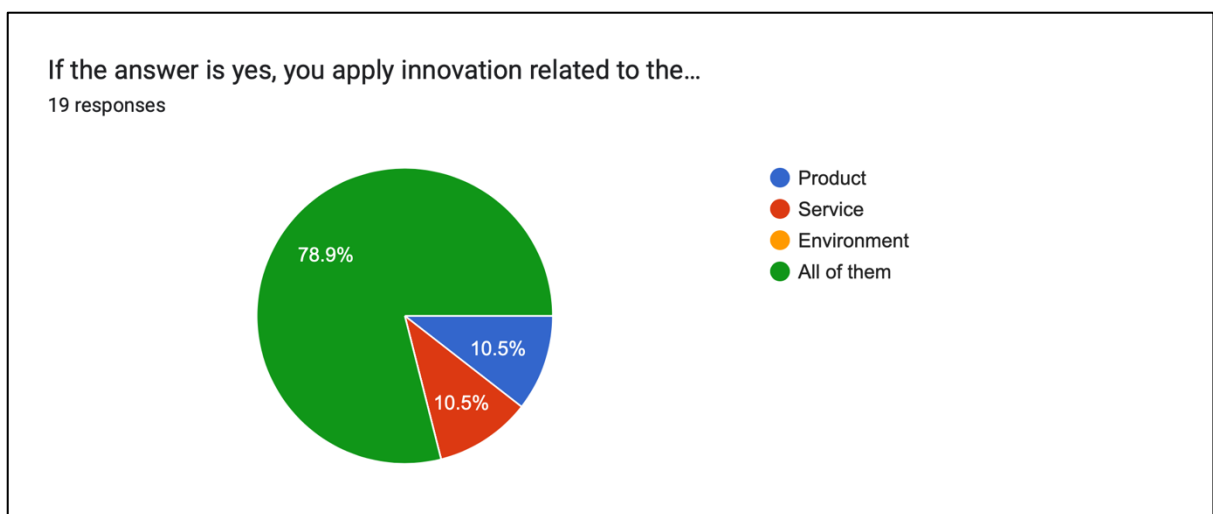


Figure 21: Application of innovation in coffee shops

This question of this particular aspect was focused on asking if the coffee shop applies innovation in different aspects such as products, service, environment, or all of them. 78.9% of the responses indicate that coffee shops apply innovation integrally from the product up to the environment of the coffee shop. 10.5% of the participants think that the innovation strategies applied are only related to service and the other 10.5% believe that they are only applied to the environment. These results are linked with the definition of innovation according to Urabe *et al* (2018), who indicate that innovation is the implementation of new ideas into a new product, process, or service, leading to dynamic growth which means that companies apply innovation to those aspects in which they can be more profitable. Besides, von Janda *et al* (2020) express that the use of customer complaints would help to open innovation and impact positively the new product development (NPD).

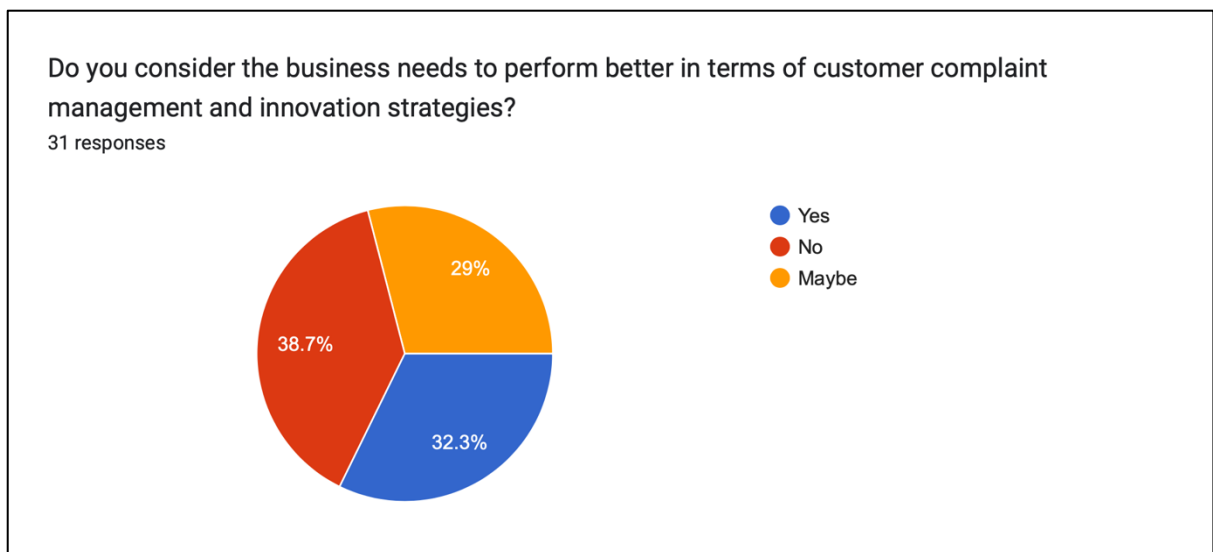


Figure 22: Self-evaluation regards performance in handling complaints and applying innovation strategies

This question of the sample survey study was regarding the experience of the employees with customer complaints and innovation strategies. The survey participants were asked to self-evaluate their performance handling customer complaints and applying innovation strategies, answering Yes, No or Maybe. 32.3% of the respondents believe that the companies need to perform better in terms of customer complaint management and innovation strategies. 38.7% believe that

companies do not have to perform better in those aspects (complaints and innovation strategies) and 29% of them are not sure if it is needed or not. These results can be linked with the results obtained when the customers were asked to evaluate the performance of the coffee shops in Dublin, 39% of them consider coffee shops in Dublin's performance "very good", figure 11. These results indicate that still exists a slow performance in handling complaints and poor innovation strategies apply by the coffee shop industry which can be improved. However, Oguntosin *et al* (2021) conclude that complaints are complicated to track and monitor, and it happens especially when companies need to handle them manually turning up to be inefficient and exhaustive. Regards to innovation performance, Rodriguez-Escudero *et al*, (2018) conclude that innovation is affected by the contribution of employees who might have different levels of knowledge, attitudes, and behaviours.

Chapter 5: Discussions

5.1 Introduction

For this research was conducted two surveys to get data and evaluations about complaint management and innovation strategies from two perspectives, coffee shops' customers and employees. After analysing the sample survey study data, it can be mentioned that coffee shops in Dublin, as a sector has successfully managed to integrate complaint management to be part of the operation of the company and bring excellent bases to create channels to get customer feedback, learn from dissatisfaction and integrate the data from complaints to use as innovative resources in the everyday work. While conducting research with quantitative survey data and collection methods, the response collected from the respondents is valuable and the response of the participants is profound, playing a vital role. In the current chapter section of the study important and relevant findings are presented from the quantitative survey conducted. The main discussion topics selected by the researcher are as follows:

1. Role of complaint management in improving organizational performance.
2. The influence of complaint feedback on the improvement of organizational performance.

3. The connection between customer complaint management and innovation strategies.
4. Required actions for a better complaint management culture.

5.2 Role of complaint management in improving organizational performance

Quality in services is not always something to achieve because products and services are not immune to failures; however, that is why complaint management plays a key role in the organizational performance of a certain company, as the main objective of complaint management is to work on satisfaction and improve the relationship with the customer as there are many ways to be communicative, using channels, which are used by companies and consumers to express dissatisfaction and take actions to correct issues (Preuss *et al*, 2022). According to the survey applied to coffee shop employees, 80.6% of the coffee shop participants have channels to complaints and 38.7% of them use the easiest and fast way to approach complaints, using the Internet. It is evident from the survey results that customers in Dublin do not hesitate to complain as 65.3% of them in the survey answered that they complain about any issue at the coffee shop, which can be chaotic for coffee shops but 39% of the respondents believe that coffee shops react properly to those complaints. The coffee shop employees, on the other hand, 83.9% of them believe that they treat well complaints. These numbers are not similar but the literature review suggests that when a company deals with dissatisfaction they are exposed to psychological or emotional facts that impact negative or positive on the final result of a complaint, especially when the company seeks emotional customer loyalty (Stauss and Seidel, 2019).

The coffee served and other products represent the main cause of dissatisfaction according to the data collected in this research. The results from the coffee shop employees survey indicate that more than 40% of the complaints at the shops are because of the product and if we look at the results from the coffee shop consumers survey, more than 65% of the complaint because of the products. So, this means that complaints impact the organizational performance of the coffee shops as it is a principal vehicle to inject feedback and instructions into the system (coffee shop). According to Stauss and Seidel (2019) apart from the organizational context and

expectations from the interested parties, customer requirements are essential in the Quality Management System of a company, impacting the planning, support and operation, performance evaluation, improvement, and leadership of the whole system. All that to get customer satisfaction, products and service with high standards and an excellent Quality Management System. Despite, 58.1% of the coffee shop employees indicating that the company follow any system, nobody mentions any system based on ISO. Nevertheless, it is seen from the results survey of coffee shop customers, that overall, the coffee shops in Dublin perform well with a quality management system, as 58.3% of the customers have seen any improvement in products, and 37.5% have seen inroads at services. Moreover, it is seen in the findings of this research that 83.9% of the respondents work at a coffee shop with no more than 50 employees, which means that the role of the manager or owner to answer and treat complaints is very important since the size of the company and responsibilities of each one are basic and allow the manager to go to the floor and work on the complaint management, so 48.4% of the respondents answered that manager at those who deal with the complaint and 32.3% of the coffee shops do not have a figure to answer the survey, all the team deal and answer the survey, which means that the impact of customer complaint management in the organization is very important, impacting the behaviour of the workers on-site, having a high culture of complaint management which is profound for the coffee shop sector in Dublin.

5.3 The influence of complaint feedback on the improvement of organizational performance.

Stauss and Seidel (2019) consider that critical customer feedbacks affect the organizational performance of a certain company because strategic decisions are based on customers' needs and requirements. Operational facts such as partnerships, resources, and processes are strongly influenced by customer requirements. Thereby, having complaint management helps to get more feedback, impacting the customer-oriented alignment of the company. This can be reflected in the result of the customer survey, in which 62.2% of the respondents believe that customer complaints help to improve customer experience and only 33.3% of them are not sure if it happens. Barlow and Moller (2008) gather data that suggest that when there is a good service

the customer experience is even better, and when it happens 60% of the people recommend a company. So, coffee shops in Dublin can proudly present data as the result of this survey research that resulted that 58.3% of the people have seen a change in the product and 37.5% have seen a change in the service in a good way. So, this can also impact the profitability of the coffee shops in Dublin, it is expressed by Celuch and Walz (2020) who indicate that when customers rise feedback the firm can improve service and reduce customer “defection”, which enables every company to increase profitability.

Another fact with regards to this survey, 48.6% of the customers have seen that complaints impact the measures and procedures to work better and efficiently at the coffee shops. Stauss and Seidel (2019), gather data that indicates that in the context of the Baldrige Model the importance of complaint is high for the organizational performance of a certain company, as complaints affect the core values because when a company reduce complaints, it means that there was customer-focused excellence applied, which retains customers for long term as there were improvements from mistakes.

5.4 The connection between customer complaint management and innovation strategies

Bhatt (2016) explains that innovation is a vital instrument for a business to convert an opportunity into a business or a different service as a result of good reception from individual and group parties that provide innovative opportunities. This means that when a customer complaint or expresses dissatisfaction there is an opportunity to gather data that contain crucial elements to apply innovation, as the complaint has elements to carry out a new process, service, or product because the product or the service itself can be improved or changed according to some needs and requirements. Besides, innovation is the process in which new ideas and inventions become a reality making inroads that become new products, processes, marketing strategies, and new methods of organization and management (Bhatt, 2016). According to the online survey applied to this research, 16.2% of the respondents believe that the impact of the complaint on innovation strategies of coffee shops in Dublin. But more of them

(35.1%) believe that complaints not only impact innovation applied by a coffee shop in Dublin but also impact operational behaviour, which means that coffee shops apply measures and procedures to work better and efficiently, which is a sign of inroads in the whole system of the company which can be connected with the facts presented regards to the concept of innovation (Bhatt, 2016).

During the visit to coffee shops in Dublin can be seen that there are many technologies applied concerning the coffee machine, which impacts the quality of the product, especially the coffee. Bhatt (2016) explains that exist driving factors of innovation in organizations, as mainly all of them are related to information that is included in customer complaints or actions that aim to innovation. Innovation as explained by Bhatt (2016), is influenced by emerging technologies, competitor actions, new ideas that can be from complaints, and emerging changes in the external environment.

According to the survey applied in this research, 61.3% of the respondents indicated that they apply innovation strategies in the coffee shop and 78.9% of them expressed that the strategies or changes are applied to the product, services, and environment. This has a relationship with the claim by Wolf *et al* (2021) who claim that innovation has successful results in the application of measures to sort out a problem and this turn out to a high market acceptance. However, still there are gaps in these aspects as is seen in the results of the survey, which present that 32.3% of the respondents believe that the coffee shops need to perform better in terms of complaint and innovation strategies, in contrast with the 38.7% of them who think that the coffee shops are already performing well and do not need to do something in this field. But 29% of the responses indicate that employees are not sure if they are performing well in terms of innovation strategies. This happens especially if the company develop a market-orientated innovation strategy, basing its performance on the specific needs of the market Wolf *et al* (2021).

5.5 Required actions for a better complaint management culture

Some facts in the surveys suggest that still, some actions need to be done to impact more in the complaint management culture of the coffee shops in Dublin. For example, 4.9% of the customer respondents believe that coffee shops in Dublin treat bad

customer complaints and 48.8% of them consider the performance is “not bad”. However, 3.2% of the employees of coffee shops in Dublin believe that they do not perform well in treating complaints. This means that some coffee shops need to develop a path to a customer-orientated corporate culture, despite there are some facts presented by Stauss and Seidel (2019) that this action might increase the number of complaints but has been discussed the valuable results of that information in the performance of a company.

Stauss and Seidel (2019) also determine that the corporate culture help to improve the central framework for internal communications, which could be impacting the good results of the coffee shops in Dublin in terms of work-team when a complaint arises. Because only 32.3% of the employees in coffee shops indicated that employees, managers and owners treat the complaints in the company which means that not all coffee shops have a culture of working together to sort out customer complaints and this is essential according to Stauss and Seidel (2019) who express that some measures and a goal-oriented design of corporate culture guarantee that employees develop skills to correspond dissatisfaction customer behaviours, with the aim that each employee acknowledge their own mistake during the operation, have the empowerment of analysing the cause of problems and develop solutions to those problems, have the responsibility and permission of decision-making authority, apply corrective measure from a customer-oriented solution, helping their future behaviours, just to name a few.

5.6 Limitations

The study conducted was on a sample population of 51 participants in the online survey for customers and 31 participants in the in-site survey for coffee shop employees. A random sampling technique was used for selecting the sample population, however, during the application of the survey for coffee shops employees tried to reach a big chain of coffee shops to get general information but the majority of them asked to contact the headquarters to get answered the survey, that is why less than 10% of the employees of the survey work in the coffee shop with more than 50

employees. Additionally, the study uses quantitative surveys in a cross-sectional time frame with time limitations.

Chapter 6: Conclusion and Recommendations

6.1 Conclusion

6.1.1 Overview of the research

This research aims to conduct a study for understanding the impact of customer complaints on innovation strategies apply to coffee shops in Dublin and the customer experience that is driven by how coffee shops manage the dissatisfaction of the clients. In this research, six-chapter studies are used to analyse and discuss the gathered data during the research. Based on the whole work done, important conclusions are raised in this research.

The research begins with an Introduction section (Chapter 1) which identifies the main aspects of the study and gives highlights about the research topics. The background of the research and justification of the research are discussed in this section of the study. Also, rationale research and gaps in the research are approached in this section to finally present the research questions, methods, and scope of the research. This part of the research, like the introduction, helps to identify the needs for the study to get an overview of the research.

The next section of the study is the Literature Review section (Chapter 2). This section brings the most important theories and aspects related to the topic of the research. The theories and important aspects cover the line of customer complaint management, innovation strategies and how critical are these aspects to the coffee shop sector in Dublin, giving a conceptual framework for the study. This section summarizes all the facts related to customer complaint management and its methods, the key elements of designing complaint management and its importance. Additionally, the most important aspects of innovation are presented in this chapter, explaining the types and sources of innovation, and their strategies.

The third section of the study is the Methodology (Chapter 3). This section shows the important aspects to launch research and all the theories behind a systematic process of research, presenting the research philosophy and its types of research. Also, this chapter is presented the research strategy and approach, and all the research designs to achieve the research questions with a plan of clear objectives and a wise collection of data under ethical considerations. Here, the crucial aspect that was presented is the sampling strategy with the application of random surveys, and the data analysis of them, using quantitative research methods.

The next two sections of the research are related to Analysis and Findings (Chapter 4) and Discussions (Chapter 5). Chapter 4, are explained the descriptive data analysis which was achieved during the surveys of the research. This section of the research explains the outside-in perspective, which is all the data gathered from coffee shop consumers, and the inside-out perspective all the data which was collected from coffee shop employees in Dublin. All that is to get an important overview of the performance of the coffee shops in Dublin from different aspects and considerations. So, frequency analysis explains the results and highlights the main findings to the considerer as important facts that answer research questions. Chapter 5 is the discussion of the main facts coming from the results' survey to narrow down the principal aspects according to the theories and objectives of the research, to finally have a deep understanding of the findings and their relationship with important theories such as complaint management, innovation strategies and customer experience.

6.1.2 Recognizing the importance of complaint management and innovation strategies among coffee shops in Dublin

With the findings of the random surveys applied to customers and employees can be concluded that complaint management and innovation strategies play a key role in the performance of the coffee shop sector in Dublin as there is enough evidence to conclude that coffee shops manage properly and make a substantial effort to convert the information included in the complaints as strategies of innovation to perform better and apply differentiation from a customer-orientated strategy. But the most important aspect that was found in the research is that exists a “*culture of failure*” in the coffee

shops in which more than 80% of the coffee shops in Dublin have channels to complain, which impacts the customer experience and feedback done by the customer as they have proper channels to complaint and express its dissatisfaction. 62.2% of the respondents believe that customer complaints help to improve customer experience in coffee shops, so that is why to exist high rates of performance for coffee shops in Dublin, for example, 39% of the respondents considered that coffee shops manage very good complaints, and more than 48% of them believe that the treatment is “not bad”. Having a “*culture of failure*” which helps to prevent failures and learn from mistakes, represents a tangible experience that guides to improve and development actions focusing on complaint feedback and creating opportunities (Stauss and Seidel, 2019).

6.1.3 How customer complaint management impacts innovation strategies of coffee shops in Dublin

The literature review and questionnaires applied in this study helped to understand the impact of complaint management on innovation strategies followed by coffee shops in Dublin. For example, with the survey applied to employees can be seen that 78.9% of the coffee shops apply an integral strategy of innovative actions that impact not only the product but also the service and environment which represent the importance of the customer complaint and its feedback and the effort of the coffee shop employees to performance integrally and better to satisfy customer needs and wants. This not only impacts the customer experience of the coffee shops in Dublin, but also impacts the knowledge, attitudes and behaviours of the front-line personnel who apply creative and innovative actions for the products, processes, and technology. With this, the researcher of this study can conclude that in general innovation orientation come from a structured knowledge that demands changes in the whole system of a certain firm, giving signs of staying open to new ideas, and impacting the company culture (Rodriguez-Escudero, 2021). Moreover, in the everyday work of coffee shops in Dublin, a customer orientation seeks to boost innovation and inroads from a competitive advantage, having a proactive perspective of customer orientation, anticipating market requirements, and embracing solutions that satisfy the customer (Rodriguez-Escudero, 2021).

6.2 Recommendations

6.2.1 Recommendations for future academic research

The current research gives opportunities and several topics for further research. Despite the current study containing the quantitative method of data collection which gives a deep understanding of the customer and employees' perspectives regard to customer complaints and innovation strategies if the researcher adopts a mixed method involving quantitative and qualitative methods could provide a deeper understanding of these topics. Moreover, this study focuses only on coffee shops in Dublin but perfectly could be applied in other counties or in general in Ireland to have abroad results and understand the coffee shop sector as an industry in Ireland. This study was created to have information from the small, middle and big size coffee shops in Dublin, but the dynamic of coffee shops especially those with more than 50 employees are always busy or they always depend on the headquarter so this research was not possible to have more responses coming from this type of coffee shops, so it will be a recommendation, using another strategy to reach them with more time and wise strategies to get information from this size of coffee shops. On the other hand, future research could be progressed with more participants or more samples to include more statistical analysis.

6.2.2 Recommendations for Practitioners

A recommendation for future practitioners would be to analyse the online review of coffee shops in Dublin or Ireland and get information from that feedback, create a matrix to determine if the customer complaint contains relevant information to make inroads on procedures or if they contain data to apply an innovation strategy. This could help to analyse the quality of the complaints and how they impact the everyday work of coffee shops in Dublin or Ireland.

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Appendices

Appendix 1: Survey questionnaire to coffee shop employees

Survey for Coffe Shop employees

As a result of my dissertation as a Master Student in Management at the National College of Ireland, I am launching a survey to get data related to the customer experience at coffee shops in Dublin. This survey with eleven questions, has the objective of evaluating customer experience in coffee shops in Dublin after customers make a complaint about any issue with the service, environment at the shop or with the product itself. If you have any enquiry or suggestions you can contact me by email (kennethgonzalezlindo@gmail.com) or by phone (0833367445). Thanks for your support.

***Required**

1. Does the company have: *

Mark only one oval.

- No more than 50 employees
 Between 51 and 250 employees
 More than 250 employees

2. Does the company have a channel to get customer complaints? *

Mark only one oval.

- Yes
 No

3. Can you tell us about what is the channel to get complaints? *

Mark only one oval.

- Internet, Google, Facebook or another social network
 At the coffee shop
 All of them
 Other: _____

4. In general, your complaints are more about the... *

Mark only one oval.

- Product
 Service
 Environment
 All of them

5. Who in the coffee shop more often handles complaints and answers those complaints? *

Mark only one oval.

- Personal, employees
 Manager
 Owner
 All of them

6. Do you follow any system to approach complaints?

Mark only one oval.

- Yes
 No

7. If your answer is yes, can you describe that system?

8. Do you consider overall the coffee shop performance well-treating customer complaints? *

Mark only one oval.

- Yes
- No
- Not sure

9. Do you apply any strategy to be innovative in the coffee shop sector? *

Mark only one oval.

- Yes
- No

10. If the answer is yes, you apply innovation related to the...

Mark only one oval.

- Product
- Service
- Environment
- All of them

11. Do you consider the business needs to perform better in terms of customer complaint management and innovation strategies? *

Mark only one oval.

- Yes
- No
- Maybe

Appendix 2: Survey questionnaire to coffee shop customers

Survey for Coffee Shop Customers.

As a result of my dissertation as a Master Student in Management at the National College of Ireland, I am launching a survey to get data related to the customer experience at coffee shops in Dublin. This survey with nine questions, has the objective of evaluating customer experience in coffee shops in Dublin after making a complaint about any issue with the service, environment at the shop or with the product itself. If you have any enquiry or suggestions you can contact me by email (kennethgonzalezlindo@gmail.com) or by phone (0833367445). Thanks for your support.

***Required**

1. 1. Have you ever bought coffee in coffee shops in Dublin? *

Mark only one oval.

- Yes.
 No, if your answer is no, the survey has finished for you.

2. 2. How often do you buy coffee at coffee shops in Dublin? *

Mark only one oval.

- Everyday.
 Six to four days a week.
 Three to two days a week.
 One day a week.
 I do but not often.

3. 3. Have you ever complained about any issue at the coffee shop? *

Mark only one oval.

- Yes.
 No.

4. 4. If your answer is yes, why? Because of the:

Mark only one oval.

Product.

Service.

Environment.

5. 5. Once you complain do you think the businesses (coffee shops) in Dublin treat properly your complaint or complaints? *

Mark only one oval.

Yes.

No.

6. 6. If your answer was yes, did you see any change at the...?

Mark only one oval.

Product.

Service.

Environment.

7. 7. Do you consider your complaint or complaints would help the coffee shop in terms of... *

Mark only one oval.

- Innovation strategies.
- Measures and procedures to work better and efficiently.
- Both.
- Other: _____

8. 8. Overall, In your opinion, coffee shops in Dublin treat and manage customer complaints... *

Mark only one oval.

- Excellent.
- Very good.
- Not bad.
- Bad.

9. 9. From your point of view, do you feel customer complaints help to improve customer experience in *
coffee shops in Dublin?

Mark only one oval.

- Yes.
- No.
- Maybe.

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Appendix 3: Dissertation plan

Dissertation plan			
Activity	Start	Finish	Status
Abstract	17/04/2022	19/04/2022	Finished
Introduction	20/04/2022	25/04/2022	Finished
Literature review	30/04/2022	12/05/2022	Finished
Research question	14/05/2022	18/05/2022	Finished
Methodology	19/05/2022	26/05/2022	Finished
Surveys, draft-creation	31/05/2022	04/06/2022	Finished
Launch surveys	06/06/2022	24/06/2022	Finished
Findings and Analysis	27/06/2022	08/07/2022	Finished
Discussions	11/07/2022	18/07/2022	Finished
Conclusions	25/07/2022	04/08/2022	Finished