

# 1 Factors Affecting Customer Satisfaction on Berger Paints 2 Bangladesh Limited

3 Md. Touhidul Islam<sup>1</sup>

4 1

5 Received: 12 February 2015 Accepted: 28 February 2015 Published: 15 March 2015

---

## 6 **Abstract**

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

---

21 **Index terms**— perceived value, perceived product quality, customer satisfaction, berger paints bangladesh.

## 22 **1 Introduction**

23 Berger Paints is one of the oldest names in the paint industry, yet, it is one of the most technologically advanced  
24 companies in the country. It is constantly striving for innovating superior quality products and services. With  
25 more than 250 years of rich heritage, Berger manufactures world class paints for all kinds of substrates and  
26 also provides unparallel services. Berger's inception was laid out in 1760 by a German national named Louis  
27 Berger, who started dye and pigment making business in England. Louis involved his family into the business  
28 and eventually changed the status of the company to Louis Berger and Sons Limited. The company grew and  
29 expanded rapidly with a strong reputation for excellence in innovation and entrepreneurship. In the initial years,  
30 Louis successfully refined the process of manufacturing Prussian blue, a deep blue dye. This dye was widely  
31 used for the uniforms of many European armies of that time. Production of dyes and pigments evolved into  
32 production of paints and coatings, which till today, remains the core business of Berger. The company grew  
33 rapidly, by establishing branches all over the world and through mergers and acquisitions with other leading  
34 paint and coating manufacturing companies. Berger Paints started Bangladesh since independence. Over the  
35 past few decades, Berger has evolved and transformed itself in becoming the leading paint solution provider in  
36 the country with a diversified product range that caters to all your painting needs. With its strong distribution  
37 network, Berger has reached almost every corner of Bangladesh. Nationwide Dealer Network, supported by 8 Sales  
38 Depots strategically located at Dhaka, Chittagong, Rajshahi, Khulna, Bogra, Sylhet, Comilla, and Mymensingh.  
39 Berger's one of the prime objectives is to provide best customer support connecting consumers to technology  
40 through specialized services like free technical advice on surface preparation, color consultancy, special color  
41 schemes etc. To bolster customer satisfaction, Berger offers Home Decor Service from where one can get an array  
42 of services pertaining to painting. Apart from business, Berger Paints has added another dimension to its social  
43 responsibilities by contributing to the well being of the autistic children in Bangladesh from 2009. Berger grew

## **6 REVIEW OF LITERATURE A) PERCEIVED VALUE (PRODUCT COST)**

---

44 rapidly by establishing branches all over the world and through merging with other leading paint and coating  
45 companies. Today, Berger is one of the leading companies in the global paint industry. Berger offers all kinds of  
46 painting solutions in decorative, industrial or marine segment for both decorative and protective purpose Berger  
47 Paints started its sailing into the sea of Bangladesh from pre-liberation era, to be precise in 1950. The main  
48 business flourished in the post liberation phase.

### **49 2 a) Research Problem**

50 Raising competition from Paint and non paint competitors and continuing development of innovative ways to  
51 provide financial services are all contributing to a growing interest in evaluating Berger's performance. Various  
52 groups of individuals are particularly interested in evaluating Berger's performance. This research is about  
53 evaluating the Berger Paints Bangladesh Ltd's customer satisfaction. This is a research project where I shall  
54 be trying to evaluate the overall customer satisfaction of Berger Paints Bangladesh Ltd on the basis of some  
55 factors that helps to explore customer satisfaction. These factors are product cost, product quality, delivery  
56 performance, supplier, time-to-market, service support, personal interaction, and customer satisfaction. The  
57 two main competitors currently facing Berger Paints are Asian Paints and Elite Paints. At the moment, the  
58 advantage Berger is experiencing is the generic nature of Color Bank. Through survey, the most common finding  
59 was that when people generally visit outlet, most of them prefer Berger Paints for their good product quality and  
60 higher brand image in spite of Elite Paints has similar color variety, and its providing numerous shades, because  
61 they cannot maintain proper delivery.

### **62 3 b) Significance of the Study**

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

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

### **69 4 c) Objectives of the Study**

70 The main objective of this study is to know about the overall the satisfaction level and loyalty affected by  
71 selected factors among the Berger paint users of Bangladesh. i. To investigate respondent's demographic. ii.  
72 To investigate the relationship between Perceived value (Product Price) and the customer satisfaction. iii. To  
73 investigate the relationship between Perceived product quality and the customer satisfaction. iv. To investigate  
74 the relationship between Product reliability and the customer satisfaction. v. To investigate the relationship  
75 between Product durability and the customer satisfaction. vi. To investigate the relationship between Product  
76 availability, size and the customer satisfaction. vii. To investigate the relationship between Product quantity and  
77 the customer satisfaction. viii. To investigate the relationship between Product innovativeness and the customer  
78 satisfaction. ix. To investigate the relationship between Service quality and the customer satisfaction. x. To  
79 investigate the relationship between Delivery performance and the customer satisfaction. xi. To investigate the  
80 relationship between Customer relationship and the customer satisfaction. xii. To investigate the relationship  
81 between Customer care service and the customer satisfaction.

### **82 5 d) Limitations of the Study**

83 ? Due to time constraints it is not possible to cover vast area. So that survey has limited scope for application  
84 in wide market.

85 ? Few customers are hesitated, agitated and disturbed to deliver some information's due to the time wasted  
86 in the providing the same.

87 ? The study was limited by a number of factors.

88 ? Sample size was very small to present the proposed scenario and people here in our society are not familiar  
89 with marketing research.

90 ? There might be some sampling error because of convenience sampling process.

91 ? Cost constraints leads to reduction in number of respondents.

92 II.

## **93 6 Review of Literature a) Perceived Value (Product cost)**

94 Berger is trying to make it possible to bring the best painting solutions at affordable prices. They have different  
95 category of product with different price. Product costing is defined as a process of estimating the cost of a final  
96 product at design stage ??Sheldon et al, 1991). Ulaga and Eggert (2006) point out that manager identify direct  
97 product costs, i.e. the price charged by a supplier, as the key relationship cost-driver. With regard to the effect  
98 of price on customer satisfaction in the context of manufacturing firms, ??ynes and Voss (2001) found both  
99 constructs to be inversely related. On the other hand, we found no studies with a direct influence of price on

---

100 customer loyalty. Whitney (1987) pointed out the predominant percentage of manufacturing cost of a product  
101 is determined at product design stage. Therefore, estimating cost at design stage, i.e. product costing, is one of  
102 the vital enablers for accurate pricing in customer negotiation. Moreover, product costing is able to discover the  
103 linkages between design specifications and cost factors and then find the method to reduce cost at early stage.  
104 Product costing aims at estimating the cost of a product without complete information of process plan or other  
105 production data. There are a number of research perspectives in industry and academia. Alexander et al, (2002)  
106 narrowed these methods down to three categories: analogous method, statistical method and analytical method.  
107 Analogous methods suggest that similar products have similar costs. These methods describe similarity as the  
108 level of correspondence of relevant characteristics ??Alexander et al, 2002). The degree of similarity in function  
109 or geometry is computed as the distance between two similar items. One of the drawbacks of analogous methods  
110 is the limitation of the number of characteristics. In addition, the information provided to search for a similar  
111 product at early design stage is be missing. Moreover, part of overhead cost (like inventory cost) is not related  
112 with the specifications of product. Therefore, analogous methods are only suitable to estimate the costs related  
113 with product features.

## 114 **7 b) Perceived Product quality**

115 Berger Paints Produces decorative, industrial, marine, coatings along with binders/different polymers (for paints  
116 and textile industry). The factories employ modern technologies for the purpose that includes automatic and  
117 semi-automatic production and filling lines. Production and quality testing machine from famous makers in  
118 Asia, Europe and America ensures precision of operations and enviable quality of the product. Raw materials of  
119 consistent quality from renowned brands are being used and the best of the professionals in the industry oversee  
120 the production and quality assurance operations. People, mostly engineers and chemists, who are considered as  
121 the most valuable resources at Berger. Berger thus ensures manufacture of the best quality products at most  
122 competitive cost employing green manufacturing techniques. There are some studies that found a positive effect  
123 of product quality on customer satisfaction (Selnes, 1993; Janda et al, 2002; Chumpitaz and Paparoidamis,  
124 2004), whereas the effect on customer loyalty clearly lacks empirical support in the business-to-business context.  
125 In consumer-based studies the positive link between product quality and loyalty has mostly been confirmed for  
126 behavioural loyalty ??Devaraj et al, 2001; ??spejelet al, 2007). The transcendent definition of quality is derived  
127 from philosophy and borrows heavily from Plato's discussion of beauty. From this viewpoint, quality is both  
128 absolute and universally recognizable. According to Pirsing (1992, p.73), defining quality as excellence means that  
129 it is understood "ahead of dimension as a direct experience independent of and prior to intellectual abstractions.  
130 The product based approach has its roots in economics. Differences in the quantity of someone ingredient or  
131 attribute possessed by the product are considered to reflect difference in quality (Garvin, 1984). For example,  
132 better quality lines have a higher thread count. This view of quality, based on a measurable characteristic of the  
133 product rather than on preferences, enables a more objective assessment of quality. The manufacturing based  
134 approach has its roots in operations and production management. Here quality is defined as conformance to  
135 specious (Crosby, 1979). Quality of conformance relates to the degree to which a product meets certain design  
136 standards. This definition has an internal focus, in contrast to the external focus of the user based approach, and  
137 quality is considered as outcome of engineering and manufacturing practices. It is the basis for statistical quality  
138 control. Deviation from design specifications results in inferior quality, and consequently increased cost due to  
139 scrap, rework or product failure. This definition allows for the precise and objective measurement of quality,  
140 although it has limited applicability for service.

## 141 **8 c) Delivery performance**

142 Berger always maintains proper delivery performance to meet customer demand. Because the consumers don't  
143 care if a supplier or distributor had a problem. "If something goes wrong in the supply chain, it ruins things for  
144 the consumer/end user". Their product delivery is always accurate. Berger has a strong distribution channel and  
145 logistic support all over the country to maintain proper delivery. Delivery performance, encompasses suppliers"  
146 ability to "meet delivery schedules (on-time delivery), adjust to changes in delivery schedules (flexibility) and  
147 consistently deliver the right parts (accuracy)" ??Ulaga, 2003, p. 684). Compared to product quality, empirical  
148 support for delivery performance as an antecedent of satisfaction and loyalty is even more modest. The order-  
149 to-delivery (OTD) process is one of the most important processes to manage. It can be defined as consisting of  
150 four subprocesses; customer's ordering, supplier's delivery, logistics service provider's (LSP's) transportation,  
151 and customer's goods receipt sub-process ??Mattsson, 2004). The performance of an OTD process concerns  
152 traditionally lead time and on-time delivery. In a logistics context, lead time is typically defined as the elapsed  
153 time between recognition of the need to order and the receipt of goods (Blackstone and Cox, 2005). On-time  
154 delivery is the extent to which the lead time, and as a consequence the delivery date and the delivered quantity  
155 corresponds to what has been confirmed (e.g. Forslund and Jonsson, 2007; Kallio et al, 2000). There are, however,  
156 other performance dimensions that in order-by-order environments also may be important: lead time variability,  
157 lead time adaptability and lead time flexibility. The external view considers that the internal perspective is  
158 insufficient to develop all the company's capabilities since some of them are created and strengthened by inter  
159 organizational relationships with other firms in the same network. This analysis perspective suggests that a

## 12 F) SERVICE QUALITY AND SUPPORT

---

160 company's critical resources can be expanded or constructed beyond the confines of the firm, and be integrated  
161 in inter-business routines and processes (Dyer and Singh, 1998), by being jointly directed at greater customer  
162 satisfaction (Zhao and Stank, 2003). In this context, outsourcing finds new theoretical support by being developed  
163 from a strategic perspective, that is, with the aim of obtaining a sustained competitive advantage. That requires  
164 relationships to be maintained within a framework of long-term cooperation, with suppliers considered to be  
165 partners ??Pfohl and Buse, 2000).

## 166 9 Global Journal of Management and Business Research

167 Volume XV Issue IX Version I Year 2015

## 168 10 ( E ) d) Customer Relationship

169 A consumer products company remains profitable only if it has the right product at the right price in the right  
170 place at the right time. However, getting these stars to line up only happens when "the entire supply chain  
171 works as one. When BERGER places its logo on a product, the logo represents "a seal of quality." Protecting  
172 that quality makes BERGER responsible for its entire supply chain. Ulaga and Eggert (2006) identify supplier  
173 know-how and its capacity to improve the time-to-market as two benefit dimensions in the area of "customer  
174 operations". Supplier performance has been positively linked to manufacturing firm performance ??Shin et al,  
175 2000). If performance is affected by the quality of the relationship, then in order to sustain performance, the  
176 relationship must be sustained. Fundamentally, the ongoing relationship between manufacturer and supplier  
177 is not important for its own sake. Rather, a healthy relationship is important because it encourages more  
178 information sharing, better communication, and more trust, each of which can improve planning, coordination,  
179 problem solving, and adaptation (Fynes et al, 2005), and thus manufacturing firm performance. It is important  
180 to understand how manufacturers react to supply failures and recoveries because these reactions may be the  
181 antecedents to significant costs. A supply failure may induce the manufacturing firm to invest in improving  
182 supplier capability up to required levels because supply failures increase transaction costs (Forker, 1997; Krause,  
183 1999). Lacking trust in supplier reliability the manufacturing firm may expend resources and monies to identify  
184 back-up suppliers, or add slack (e.g. inventory, longer lead times) to the system. A critical supply failure, or a  
185 series of failures, can lead to potential relationship disintegration (Ellram, 1991; Bowersox and Closs, 1996).

## 186 11 e) Product availability and innovativeness

187 Maintaining liaison with nationwide dealers and also ensuring that Berger products are available everywhere in the  
188 country. Marketing Department communicates internally on how to bring new product and innovative painting  
189 solutions to meet the needs of various wants. Linking consumers' needs with the capacity of fulfilling them, the  
190 marketing department supervises Home Decor centers throughout the country. So Berger's products are available  
191 in the market. Timeto-market is the strategy of focusing on reducing the time to introduce new products to  
192 market. According to Whitney, (1990), the process is self-contained with little if no outside interference. The  
193 absence of manufacturing involvement, even in writing the manufacturing process plan, increases the possibilities  
194 for redundant activities and reduces the chances for getting the optimal design in shorter time. It has been  
195 found that 80-90 per cent of the time-to-market equation is absorbed in the design phase. Reducing this time  
196 is central to getting products earlier to market. Further, 80per cent of a product's cost is committed during  
197 the design phase, whereas design only absorbs 8 per cent of incurred costs. The benefits of bringing products  
198 to market quicker than competitions are extra sales revenue and earlier breakeven, extended sales life, premium  
199 price giving bonus profits from being first, early introduction means "hooking" customers before competition and  
200 thus developing their loyalty, and leading to increased market share.

## 201 12 f) Service Quality and support

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

---

## 217 **13 g) Personal Interaction**

218 Berger maintains a very good relationship with their customers and dealers. Marketing department coordinates  
219 various events and activities as part of Berger's Corporate Social Responsibilities. For the last two years, Berger  
220 has been contributing to the welfare of autistic and differently challenged children of Bangladesh. In addition to  
221 that, the department is also involved in organizing BAEA (Berger Award for Excellence in Architecture), BASAB  
222 (Berger Award for the Students of Architecture, BUET), BYPAC (Berger Young Painters' Art Competition),  
223 Scholarship Program for the students of Architecture, Khulna University etc. The personal interaction is  
224 acknowledged to represent one of the key issues in business and industrial marketing, both in terms of practice  
225 and theory. Organizational relationships are always a result of the actions of the individuals representing the  
226 organizations (Granovetter, 1985) and social relationships form the channel for doing business ??Halinen and  
227 To " rnroos, 1998). Personal interaction was defined as a key element of interaction between organizations  
228 already in the interaction approach ??Ha kansson, 1982). Later research has defined basic and complex functions  
229 for social relationships, with positive and possibly negative influences on business relationships ??Halinen and  
230 Salmi, 2001). The variety of the personal interaction in project business relationships has been recognized at the  
231 community level in terms of relevant actors in the project marketing milieu, a concept introduced by Cova et  
232 al ??1996). Accordingly, themilieu refers to the nature of the context in which project business firms operate.  
233 Within the milieu, project business firms have to generate or maintain credibility and to be a part of informational  
234 and social networks through personal interaction by individuals representing them. emphasize community level  
235 rituals in the interaction during the sleeping relationship phase.

## 236 **14 h) Customer satisfaction**

237 Berger's one of the prime objectives is to provide best customer support-connecting consumers to technology  
238 through specialized services like free technical advice on surface preparation, color consultancy, special color  
239 schemes etc. To bolster customer satisfaction, Berger offers Home Decor Service from where one can get an array  
240 of services pertaining to painting. Satisfaction is a "positive affective state resulting from the appraisal of all  
241 aspects of a firm's working relationship with another firm" (Anderson and Narus, 1984, p. 66). Consistent with  
242 this view, satisfaction encompasses economic and noneconomic components. Economic satisfaction is defined as  
243 a "Positive affective response to the economic rewards that flow from the relationship with its partner, such as  
244 sales volume and margins", while non-economic satisfaction is a "positive affective response to the noneconomic,  
245 psychosocial aspects of its relationship, in that interactions with the exchange partner are fulfilling, gratifying,  
246 and easy" (Geyskens et al, 1999). The relationship between economic and noneconomic components of scales  
247 for measuring satisfaction differs considerably among studies (Geyskens et al, 1999 ??991). In addition, the  
248 research on satisfaction has mostly been carried out in consumer markets, while not so much is known about  
249 satisfaction and its antecedents in business-to-business markets (Patterson et al, 1997; Abdul-Muhmin, 2002,  
250 2005; Spiteri and Dion, 2004; Russell-Bennett et al, 2007). That there is a shortfall of research in this area  
251 has also been pointed out by ??eth and Sharma (2006) in their overview of the surpluses and shortages in  
252 business-to-business marketing theory and research. The authors identify organizational satisfaction as one of  
253 the areas that may generate theory-based empirical research, and point out that the understanding of satisfaction  
254 in business-to-business marketing is still limited. One way of addressing the link between customer value and  
255 satisfaction is therefore to study value as a formative construct. On the other hand, however, Devaraj et al. ( ??001) and Spiteri and Dion (2004) raised the question of whether we really need customer value as a construct.  
256 In their discussion they rely on Iacobucci et al. ??1994), who were the first to observe that all that satisfaction  
257 research needs is the inclusion of price (besides the relationship benefits) as another determinant of satisfaction.  
258 To done this research accurately researcher targeted the population who has currently using Berger paints.  
259 Sampling technique will be simple random sampling under the probability sampling method.

## 261 **15 III.**

## 262 **16 Research Methodology**

## 263 **17 Sample Size**

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

## 265 **18 d) Tools and Techniques**

266 Questionnaires will permit us to gather information that cannot be found elsewhere from any secondary  
267 information such as books, newspapers, and internet resources. So the questionnaire survey is the most successful  
268 method for this study to collect the data. Researcher used a structured questionnaire. In a structured  
269 questionnaire, quantitative data is required. Because of this reason, the researcher will use questionnaire.  
270 According to interval scale the response choices will be arranged. There are five (5) response choices. Five-  
271 point of liker type scales were used in all measures. These are: using the following framework. The framework  
272 consists of six ( ??) independent variables and one (01) dependent variable surrounding the consumer perception  
273 regarding Berger Paints. The framework for the projected study is presented below: Primary data has been

274 collected through questionnaire and observation and Secondary Data are collected through journals, web sites,  
275 research papers etc. In this study mostly primary data will be used to draw a recommendation. Twenty ( ???)  
276 questionnaires are to be filled out by respondents from the devised sample.

277 IV.

278 **19 Data Analysis**

279 **20 Sample size = 100**

280 Respondent's demographic Here, Sample consists of 80 male and 20 female Berger Paint users. Here mentioned  
281 that 80% people are male and 20% people are female& out of 100 sampling units. The majority of the respondents  
282 are between 30-40 years of age that is 50%. 28% respondents are below 30 years of age, 22% are Above 45 years  
283 of age. So the young generations are the maximum respondents. The mode for the responses is the majority of  
284 the respondents are Service holders. There I see that 38% are Service holders, 34% are businessman, and 8% are  
285 House wife, 6% are Teachers and the remaining 14% to others. There we see that 82% are married and 18% are  
286 unmarried respondents. The findings here indicate that, a large number of people think that, costs of Berger's  
287 product is higher than before. And some people think that price of the Berger's products is comparatively lower  
288 than others. We can graphically present it. 50% people strongly agree that, the dealers of Berger charges higher  
289 price. And 26% people think that the dealer charges reasonable price and only 10% respondent said that the price  
290 of Berger's product is lower than others. So we can suggest that the organization should think about the price  
291 of product that directly affects the customer satisfaction level. Berger has to try to make it possible to bring the  
292 best painting solutions at affordable prices. It represents that most of the respondents (56%) agree that Berger  
293 provides better quality product. so, Berger has to develop its technology to provide further quality product to  
294 maintain customer satisfaction. Here we can see 44% customers strongly and 56% normally believe that the  
295 quality of Berger product is better. Here also we see that most of the customers are agreed with the product  
296 quality standard of Berger because Berger maintains its product quality standard over the period. The research  
297 findings show that, more than 80% people (agree+ strongly agree) believe that Berger provides more consistent  
298 product quality over time. And 18% customers are disagreeing with this statement. From the table we can see  
299 that 96% customers Berger's products are more reliable and 2% customers are disagree with the reliability and  
300 2% are neutral. Therefore, organization has to work on this sector. Out of the total respondents 52% said that,  
301 the durability of Berger color bank more compared to others. And only 10 percent respondents are disagree with  
302 this statement.8% is neutral. Most of the customers 98% (28%+70%) consider that Berger color bank provides  
303 available color. 2% customers are neutral about the availability of color Berger paints.

304 **21 b) Data Analysis based on Survey questions**

305 **22 Global Journal of Management and**

306 We can present the customer satisfaction about product availability through a bar diagram. Availability of  
307 product size is also a most important phenomenon in case of customer satisfaction. From the survey we can see  
308 that all of the respondents (98%) without 2% are agree with the available product size of Berger.

309 We can present the customer satisfaction about availability of product size through a bar diagram. Half of  
310 the respondents are neutral about quantity of color bank products per liter and 20% respondents are disagree  
311 about this statement.40% people think that quantity of color bank products (per liter) are satisfactory than the  
312 competitor product. We can present this analysis by the following figure - Above table represents that some  
313 customers (18%) think that Berger does not improve its existing product but most of the customers (74%) are  
314 agreed with this statement. So, Berger has to try to improve its existing product to satisfy all types of customers.  
315 We can present this analysis by the following figure - From the data analysis it is clear that 80% (74%+06) people  
316 think that Berger provide more up to date product with the changing needs of customers. 16% people think  
317 Berger does not provided and new product over the time.

318 We can graphically present the data which are analysed- The findings in the chart show that, more than 70%  
319 people (agree + strongly agree) believe that Berger performs better at presenting new products. On the other  
320 hand, around 16% respondents did not agree with the statement and 4% people did comment neither agree nor  
321 disagree. Berger provides interior and exterior home decor service which most important factor of customer  
322 satisfaction. Research shows that 72% respondents are satisfied with the home décor service of Berger. Opinion  
323 of some people (24%) is that home décor service of Berger is not more attractive than others.

324 We can graphically present the data which are analysed- Better delivery capabilities may satisfy customers  
325 demand. However, the findings above showed that, most of customers 86% (64+22) are satisfied with the delivery  
326 process of Berger paint. But some are disagree with the better delivery process. These customers think that  
327 Berger should improve its delivery process.

328 We can graphically present the data about delivery performance of Berger Paints- Berger tries to maintain  
329 better relationship with its customer because customer is the king of the market. From the survey we can  
330 state that Berger maintains better relationship with its customer because 94% respondents are agree with this  
331 statement.

332 We can graphically present the data about Customer relationship of Barger Paints- Berger has online customer  
333 support system to get advice from experts about their product. They have care line to get direct support and any  
334 information regrinding their product.62% customers think that customer service is available when information is  
335 needed but 24% customers are disagree with this statement and 14% are neutral. Hence, Berger has to increase  
336 the capacity to ensure available information in accordance with the customer demand.  
337

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

## 338 **23 V. Findings**

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

340 ? Customer perceived value is low. Most of the customers think that price of the Berger product is high.

341 ? Perceived product quality of Berger paint is high. Most of the customers are satisfied about the Berger  
342 product quality.

343 ? Product reliability is high. Most of the respondents are satisfied about product reliability of Berger paints.

344 ? Most of the respondents are satisfied about product durability of Berger paints. Only 10% respondents are  
345 dissatisfied about product durability.

346 ? Almost all of the respondents are satisfied about product availability & size of Berger paints.

347 ? Most of the respondents are dissatisfied about the product quantity of Berger paints.

348 ? Most of the respondents are satisfied and 18% respondents are dissatisfied about the product innovativeness  
349 of Berger paints.

350 ? 72% respondents of are satisfied and 24% respondents of are dissatisfied about the service quality of Berger  
351 paints.

352 ? Most of the respondents are satisfied about the delivery performance of Berger paints.

353 ? Almost all of the respondents are satisfied about customer relationship of Berger paints.

354 ? All customers are not satisfied about customer care service. 24% respondents are dissatisfied.

355 VI.

## 356 **24 Recommendations**

357 Berger paints is a company, which has so far shown good performance and holds the strongest position in the  
358 Painting market. It has a management wise enough to think of and implement an array of financial services  
359 through diversification program. It has good quality mid and bottom level management which gives more time  
360 for top management to think and plan for new things. It is possible to create better future in the paint if Berger  
361 paints take action for producing more qualitative product which is better than other multinational company.  
362 Now a day's most of the business sector is becoming service oriented. Berger Paint has a well established product  
363 in the market and is enjoying a high market share. In such a scenario, Berger can now fully concentrate on  
364 providing a better service to customer to improve satisfaction level, create new customers, and retain existing  
365 customers. From the analysis, it is clear that the main reason of Berger paint usage is their service support and  
366 personal interaction. Dealers are a major party to influence customers to purchase Berger products. If they are  
367 satisfied, then customers will be satisfied.

368 On ? Be aware about competitor's policy.

369 ? Searching out their marketing strategies always.

## 370 **25 VII.**

## 371 **26 Conclusion**

372 Paint Industry of Bangladesh is now more competitive than before. According to the data analysis in Microsoft  
373 Excel Product quality, Delivery performance, Supplier, Time to market, Service support, and Personal interaction  
374 are positively related with Customer satisfaction. And Product cost is negatively related with customer  
375 satisfaction. Because 64% of the customers said that price of the Berger product is very high price. From  
376 the study it is being also observed that Product cost, Product quality, Delivery performance, Service support,  
377 and Personal interaction have relationship with Customer satisfaction. By those results we can say that this  
378 thing is the main reason that people are using Berger paints.

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

1 2

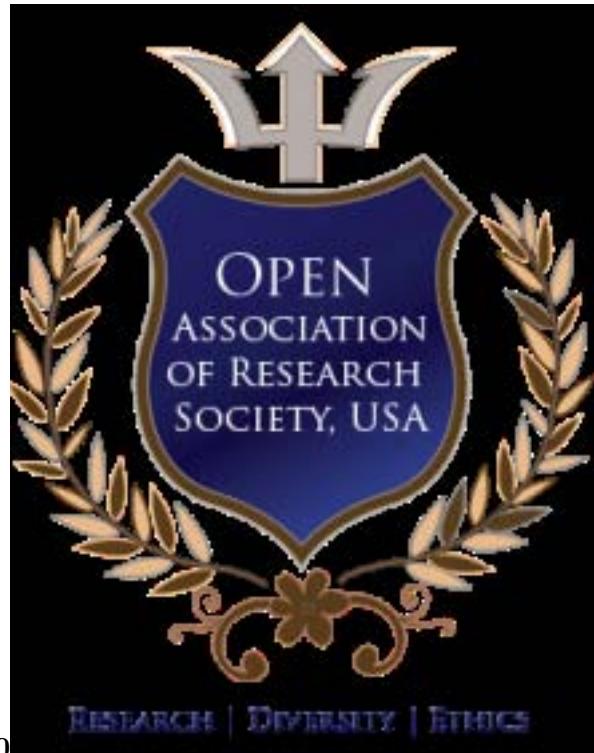


Figure 1: Figure 1 . 0 :

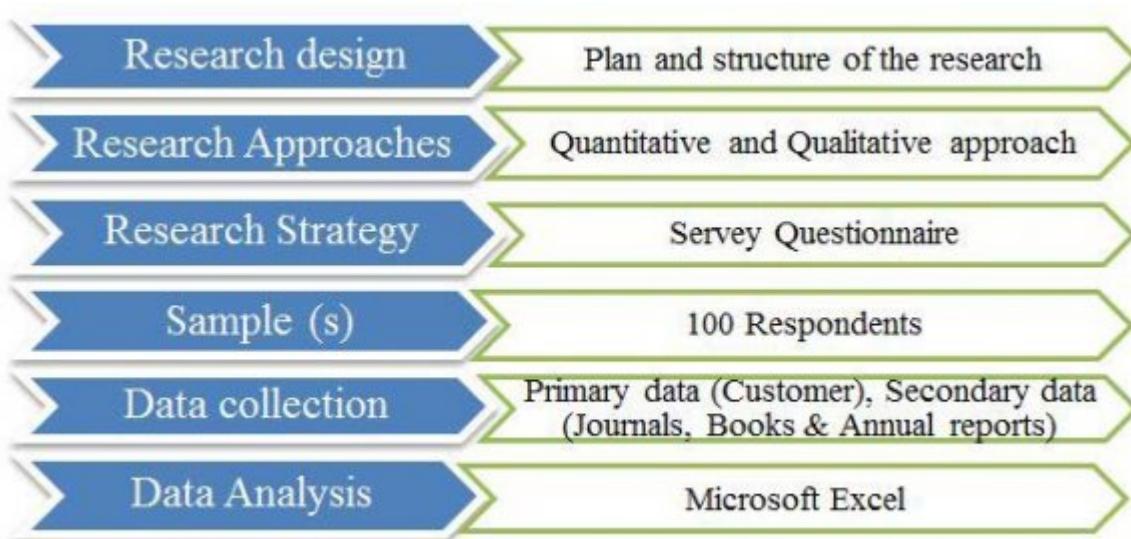


Figure 2: Figure 2 . 0 :

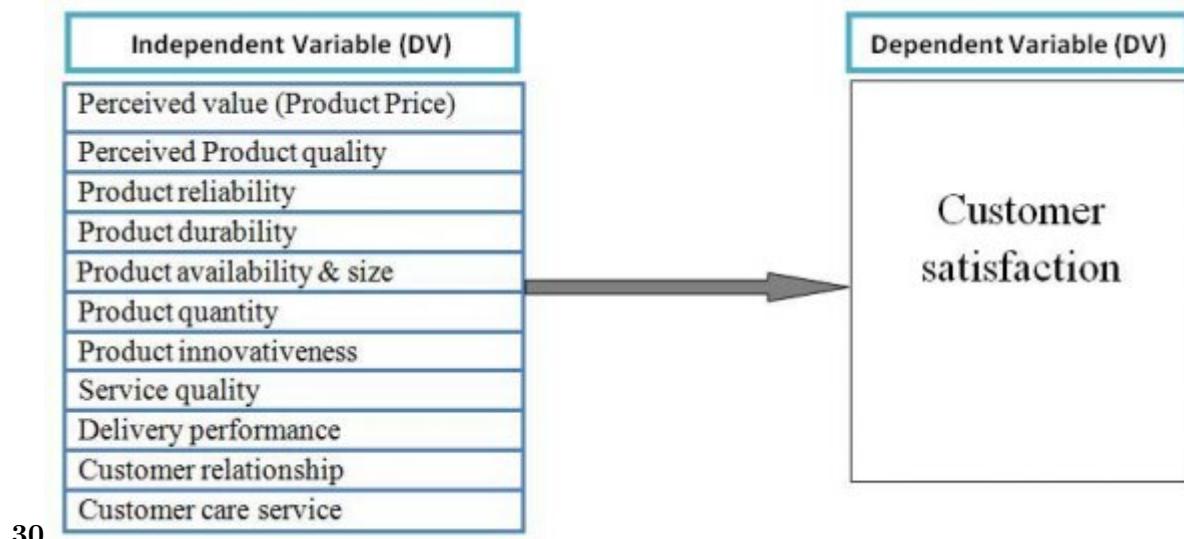


Figure 3: Figure 3 . 0 :

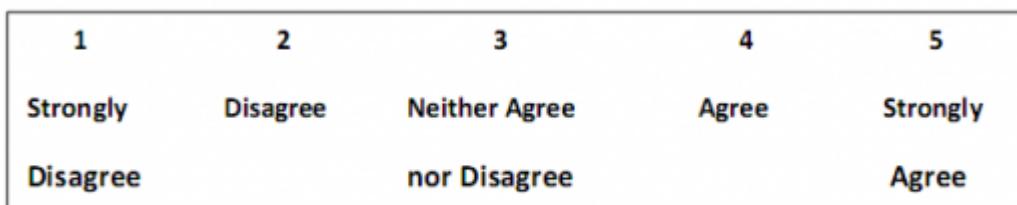


Figure 4: Figure 4 . 0 :



Figure 5: Figure 5 . 0 :



Figure 6: Figure 6 . 0 :



Figure 7: Figure 7 . 0 :

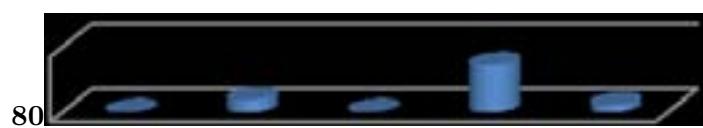


Figure 8: Figure 8 . 0 :



Figure 9: Figure 9 . 0 :

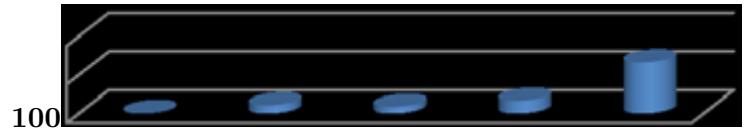


Figure 10: Figure 10 . 0 :



Figure 11: Figure 11 . 0 :



Figure 12: Figure 12 . 0 :

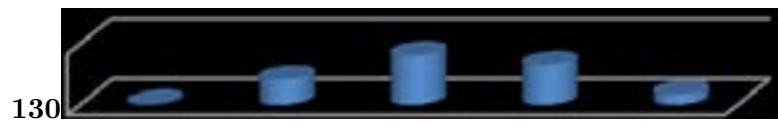


Figure 13: Figure 13 . 0 :



Figure 14: Figure 14 . 0 :



Figure 15: Figure 15 . 0 :



Figure 16: Figure 16 . 0 :



Figure 17: Figure 17 . 0 :



Figure 18: Figure 18 . 0 :



Figure 19:

**20**

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

Figure 20: Table 2 . 0 :

**1**

Year 2015  
 Volume XV Issue IX Version I  
 E )  
 ( Business Research

Figure 21: Table 1 .

**30**

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

Figure 22: Table 3 . 0 :

## 26 CONCLUSION

---

40

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

Figure 23: Table 4 . 0 :

5

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

Figure 24: Table 5 .

60

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

Figure 25: Table 6 . 0 :

70

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

Figure 26: Table 7 . 0 :

---

**80**

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

Figure 27: Table 8 . 0 :

**9**

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

Figure 28: Table 9 .

**100**

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

Figure 29: Table 10 . 0 :

**110**

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

Figure 30: Table 11 . 0 :

**120**

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

Figure 31: Table 12 . 0 :

**13**

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

Figure 32: Table 13 .

**140**

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

Figure 33: Table 14 . 0 :

**150**

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

Figure 34: Table 15 . 0 :

---

**160**

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

Figure 35: Table 16 . 0 :



380 The dealers deal with higher price.  
 381 2 Berger provides us with better product quality.

382 .1 3

383 Berger meets our quality standards.

384 [Bowersox et al. ()] , Donald J Bowersox , J David , Omar K Closs , Helferich . *Logistical management* 1996.  
 385 McGraw-Hill. 6.

386 [Alam and Faridi ()] , Teg Alam , Mohammad Rishad Faridi . *PERCEPTION AND EXPECTATION LEVEL  
 387 OF INSTITUTIONAL CONSUMERS TOWARDS PAINT BRANDS* 2014. 10 p. 13. (European Scientific  
 388 Journal)

389 [Johnson and Fornell ()] 'A framework for comparing customer satisfaction across individuals and product  
 390 categories'. Michael D Johnson , Claes Fornell . *Journal of economic psychology* 1991. 12 p. .

391 [Anderson and Narus ()] 'A model of the distributor's perspective of distributor manufacturer working relationship'. James C Anderson , James A Narus . *Journal of Marketing* 1984. 48 p. .

393 [Annual report 2012 of BPBL] *Annual report 2012 of BPBL*,

394 [Fahad Hossain (ed.)] *Antecedent of customer satisfaction and loyalty in BPBL*, [http://www.bergerbd.com/company\\_profile/qp\\_iso23](http://www.bergerbd.com/company_profile/qp_iso23) Fahad Hossain (ed.)

396 [Hossain ()] *ANTECEDENTS OF CUSTOMER SATISFACTION AND LOYALTY IN*, Fahad Hossain . 2013.

397 [Whitney ()] 'Designing for producibility: Manufacturing and design: A symbiosis: If robots and other advanced  
 398 assembly methods are to be used efficiently, products must be scrutinized in terms of manufacturability early  
 399 in the design cycle'. Daniel E Whitney . *Spectrum, IEEE* 1987. 24 p. . (Part IV)

400 [Granovetter ()] 'Economic action and social structure: the problem of embeddedness'. Mark Granovetter .  
 401 *American journal of sociology* 1985. p. .

402 [Forker ()] 'Factors affecting supplier quality performance'. Laura B Forker . *Journal of Operations Management*  
 403 1997. 15 p. .

404 [Akbar et al. ()] 'Impact of service quality, trust, and customer satisfaction on customers loyalty'. Mohammad  
 405 Akbar , Noorjahan Muzahid , Parvez . *ABAC Journal* 2009. 29 (1) .

406 [Zhao and Stank ()] 'Interactions between operational and relational capabilities in fast food service delivery'.  
 407 Meng Zhao , Theodore P Stank . *Transportation Research Part E: Logistics and Transportation Review* 2003.  
 408 39 p. .

409 [Kraut ()] 'Psychological research online: report of Board of Scientific Affairs' Advisory Group on the Conduct  
 410 of Research on the Internet'. Robert Kraut . *American psychologist* 2004. 59 p. 105.

411 [Crosby ()] *Quality is free: The art of making quality certain*, Philip B Crosby . 1979. New York.

412 [Cova and Salle ()] 'Rituals in managing extrabusiness relationships in international project marketing: a  
 413 conceptual framework'. Bernard Cova , Robert Salle . *International Business Review* 2000. 9 p. .

414 [Cova and Salle ()] 'Rituals in managing extrabusiness relationships in international project marketing: a  
 415 conceptual framework'. Bernard Cova , Robert Salle . *International Business Review* 2000. 9 p. .

416 [Krause ()] 'The antecedents of buying firms' efforts to improve suppliers'. Daniel R Krause . *Journal of operations  
 417 management* 1999. 17 p. .

418 [Fynes et al. ()] 'The impact of supply chain relationship dynamics on manufacturing performance'. Brian Fynes  
 419 , Chris Voss , Seán De Búrca . *International Journal of Operations & Production Management* 2005. 25 p. .

420 [Halinen and Törnroos ()] 'The role of embeddedness in the evolution of business networks'. Aino Halinen , Jan-  
 421 Åke Törnroos . *Scandinavian journal of management* 1998. 14 p. .

422 [Whitney ()] *The strategic approach to product design: use of product design teams in manufacturing*, D E  
 423 Whitney . 1990. Blue Ridge Summit, PA. (The Automated Factory Handbook, TAB Professional and  
 424 Reference Books)

425 [Ulaga and Eggert ()] 'Valuebased differentiation in business relationships: Gaining and sustaining key supplier  
 426 status'. Wolfgang Ulaga , Andreas Eggert . *Journal of marketing* 2006. 70 (1) p. .

427 [Garvin ()] 'What does product quality really mean'. David A Garvin . *Sloan management review* 1984. 26 (1) .