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CORPORATE MANAGEMENT AND CUSTOMER SATISFACTION AMONG BANKING INDUSTRY IN RWANDA

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ABSTRACT: *Corporate Management is all about making sure that decision are made effectively. This impetus towards corporate Management has been due to many factors. For instance, it matters for shareholders as it is a shield against abuse of directors while improving access to capital for the company itself and instilling financial stability in the market. The intent of the research was to assess the relationship between corporate Management and customer satisfaction. The research highlights the corporate Management practices in banks and how that affects customer satisfaction with the operations of Banks in Rwanda. There are a total of 12 banks in Rwanda. Out of the 12 banks, the researcher targeted the most commonly used banks in Rwanda. A total of 6 banks including National bank, Equity Bank, Bank of Kigali, I&M Bank, Banque Populaire(Atlas mara), Keanyan Commercial Bank(KCB). One branch of each of the six banks was chosen and included in the targeted branch population. The study specifically targeted branch managers of the different bank branches and customers in the different branches. Systematic sampling was used in identifying customers to include in the sample. The administered a structured questionnaires to 10 customers in each of the banks. The constituting of corporate boards is done through the involvement of all stakeholder or at least the key stakeholders. Moreover, academic standard are applied leading to the constitution of a qualified and gender sensitive board. However, there is a problem when it comes to sitting and waiting arrangements in the banks. The sitting arrangement and waiting arrangement in most banks in Rwanda is not conducive. The banks perform poorly on reliability because majority of the customers feel the banks do not provide their services in a timely manner. The customers have trust in the problem solving practices in banks. However, the customers believe the process takes long and employees in their banks did not prevent long waiting.*

KEYWORDS: Corporate Management, Customer Satisfaction, Banking Industry, Rwanda.

INTRODUCTION

Due to the separation of principal and agent, the primary function of a board is to ensure the decisions and behaviors of top executives serve the best interests of shareholders (Finkelstein &D'Aveni, 1994). Over the past two decades, corporate governance research has steadily become one of the mainstream research themes in strategic management. Extant research has examined a variety of associations of corporate governance practices to financial performance (Peng, 2004; Rechner& Dalton, 1991), R&D investments (Baysinger, Kosnik, & Turk, 1991), corporate fraud (Dunn, 2004), and corporate entrepreneurship (Zahra, 1996; Zahra, Neubaum, &Huse, 2000). Customer satisfaction is an important organizational outcome.

The success of a business depends on whether it creates a satisfied customer (Drucker, 1974). A great deal of marketing research has found positive effects of customer satisfaction. Satisfied customers tend to repurchase more (Brady & Cronin 2001), spread positive words

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about the focal firm(Swanson, 2003) and financial performance (Fornell, Mithas, Morgeson, & Krishnan, 2006; Luo, 2007). For example, Luo and Homburg (2007) suggest that due to the increasing availability of customer service information, not only customers but also job seekers are able to learn more about a firm‟s customer service, from which they make inferences about the firm‟s management and corporate cultures. Based on such inferences, job candidates make their employment decisions. They also find that a high level of customer satisfaction helps save investments in adverting and promotion. Relatedly, empirical evidence suggests that customer dissatisfaction hurts firm performance.

Corporate Management

Solomon (2007) defines corporate Management as a process of supervision and control intended to ensure that the company‘s management acts in accordance with the interest of shareholders. This definition is somehow very limited in that it caters only for the interest of shareholders. Corporate Management accrues benefits to multiple stakeholders. The King Report (2002) further makes an elaboration on its definition of corporate Management by describing corporate Management as a system that is concerned with holding the balance between economic and social goals and between individual and communal goals, the aim being to align as nearly as possible the interests of individuals, corporations and society.

Customer Satisfaction

The banking industry like many other financial service industries is facing a rapidly changing market, new technologies, economic uncertainties, fierce competition and more demanding customers and the changing climate has presented an unprecedented set of challenges. Banking is a customer oriented service industry, therefore, the customer is the focus and customer service is the differentiating factor. The business depends up on client services and the satisfaction of the customer and this is compelling them to improve customer services and build up relationship with customers.

Schneider and Bowen (1999) advocated that service business can retain customers and achieve profitability by building reciprocal relationships founded on safeguarding and affirming customer security, fairness and self esteem. It requires that companies view customers as people first and consumers second. Trust, commitment, ethical practices, fulfillment of promises, mutual exchange, emotional bonding, personalization and customer orientation have been reported to be the key elements in the relationship building process (Levitt,1986; Gronroos, 1994; Morgan,1994; Gummesson,1994; Bejou et al,1998).

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Statement of the Problem

What is customer satisfaction in the banking industry? What are the specific factors that influence the satisfaction level of the customers in the banking industry in Rwanda that relate to corporate Management? Banking operations are becoming increasingly customer oriented. The demand for 'banking supermalls' offering one-stop integrated financial services is well on the rise. The ability of banks to offer clients access to several markets for different classes of financial instruments has become a valuable competitive edge. Convergence in the industry to cater to the changing demographic expectations is now more than evident. Bank assurance and other forms of cross selling and strategic alliances are altering the business dynamics of banks and fueling the process of consolidation for increased scope of business and revenue. The thrust on farm sector, health sector and services offers several investment linkages. In short, the domestic economy is an increasing pie which offers extensive economies of scale that only large bank was in a position to tap.

With the phenomenal increase in the country's population and the increased demand for banking services; speed, service quality and customer satisfaction are going to be key differentiators for each bank's future success. Thus it is imperative for banks to get useful feedback on their actual response time and customer service quality aspects of retail banking, which in turn may help them take positive steps to maintain a competitive edge.

Even though corporate Management principles have always been important for getting good rating scores for large and publicly-held companies, they are also becoming much more important for customers, investors, potential investors, creditors and governments (Gompers *et al.*, 2001). Corporate Management therefore, receives high priority on the agenda of policymakers, financial institutions, investors, companies and academics (Heracleous, 2001).

Further, the limited studies in the area have focused mainly on developed economies (Becht et al., 2002). It is crucial to examine the relationship in the context of a developing economy. This study therefore, aims to explore the relationship between corporate Management and customer's satisfaction among listed commercial banks in Rwanda.

The intent of the research was to assess the relationship between corporate Management and customer satisfaction.

BANKING IN RWANDA

Brief History of the Banking Sector in Rwanda

The Rwandan financial sector started with the creation of the Central Bank, National Bank of Rwanda in April 1964,before the genocide of 1994, the development of the financial sector in Rwanda was weak: only three commercial banks and two specialized banks operated with a

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total of less than twenty branches in the country, and one microfinance (UBPR) with around one hundred forty six branches. The genocide negatively affected the development of the banking sector and almost both physical and human capital of all banks was destroyed during the genocide .

After the genocide the number of banks has increased, where in 2002 there were six commercial banks with twenty eight branches, two specialized banks and one union of financial institutions (UBPR) with one hundred forty eight branches. In 2007, commercial banks operated 38 branches, making only 7% of all branches of financial institutions. By the end of 2008, 8 commercial banks, 2 specialized banks and 1 Microfinance bank were operating. At the end of 2015, the Rwanda’s banking sector was composed of Twelve commercial licensed banks, Four micro-finance banks, one development bank,(BNR,2016).

CORPORATE MANAGEMENT AND CUSTOMER SATISFACTION

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Measures of Corporate Management

Corporate Management is about building credibility, ensuring transparency and accountability as well as maintaining an effective channel of information disclosure that would foster good corporate performance. It is also about how to build trust and sustain confidence among the various interest groups that make up an organization. Indeed the outcome of a survey by McKinney in collaboration with the World Bank in June 2000 attested to the strong link between corporate Management and stakeholder confidence (Mark, 2000) Kerich (2006), in his MBA project carried a similar study on corporate Management structures and performance of the firms in the Kigali stock exchange. The study analyzed factors relating to board size, composition, insider ownership and executive composition, and the manner in which they have influenced performance of firms in the stock exchange.

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Outside Director

Outside directors refer to the board members that are not employed by the firm. Agency theory suggests that board's effectiveness in monitoring managers is influenced by a board's independence (Dalton et al, 2007). Boards dominated by outside directors are believed to be more independent than boards dominated by inside directors, thus more effective.

A stream of empirical research has investigated the effects of outside directors. Yet, the findings are mixed and inconsistent. Chen, et al, (2006) found that in China, outside directors are more effective in preventing corporate frauds than inside directors. But, in a recent meta-analysis, Deutsch (2005) finds that the outsider director ratio is positively related to debt intensity, takeover defenses and CEO turnover, but negatively related to R&D expenditure. Such mixed findings suggest previous studies need to examine the intermediate links between outside directors the effects of outside directors on firm performance. In the context of this study, we explore the relationships between outside directors and customer satisfaction.

Provision of quality service to create and retain satisfied customer involves substantial organizational commitments that are associated with strategic controls from the board instead of short term financial controls. Baysinger et al. (1991) and Zahra (1996) find that outside directors have a negative impact on R&D investments and corporate entrepreneurship, because outside directors tend to focus less on strategic measures of firm performance than inside directors.

CEO Duality

Another aspect of corporate Management board mechanisms that can affect performance is duality of the role of the chairman and chief executive officer (thereafter CEO). This is known as CEO duality. CEO duality is a corporate Management mechanism that can affect performance. The previous research into this area looked whether CEO duality will lead to better or worse performance. There are three views concerning CEO duality. The first view supports that of non-CEO duality and the agency theory. Those who support non-CEO duality believe the best option is for the roles of chairman and CEO to be separated since it will help the board to be in a better position to monitor management opportunism. Evidence on this area tends to be in line with the prediction that CEO duality is harmful for firm performance. Yermack (1996) found that non-CEO duality could have a positive effect on stock returns. Sanda et al. (2003) also found a positive relationship between firm performance and non-CEO duality. Further to this Lam and Lee (2008) found non-CEO duality is good for family controlled firms. CEO duality occurs when a CEO is also the chairperson of the board. Since one of a board's primary functions is to monitor the top executives, CEO duality may lessen its monitoring effectiveness. Scholars have investigated the effects of CEO duality on different aspects of organizational performance.

Board Size

There has been a lot of research asserting that the board of directors is one of the most important corporate Management mechanisms in controlling and supervising managers. Relating to the effectiveness of the board, there is long debate of whether the size of the board can affect performance. Lipton and Lorsch (1992) and Jensen (1993) support the view that large boards are ineffective while small boards are more effective and easier for the managing director to control. Jensen (1993) argues that when the board size is more than 7-8 individuals this creates an ineffective management of the board. He points out that the

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reasons for the ineffective management may be due to board culture (that is the inability of the board to confront-disagree with other members) and the lack of board member's equity ownership. Yermack (1996) found that smaller boards are correlated with higher firm value. He provides empirical evidence using US data that firms with larger boards tend to correlate with lower Tobin Q values. Vafeas (1999) also reports a negative relation between board size and firm value as measured by market to book ratio.

Other researchers have different views on the matter. Cowen and Osborne (1993) found that performance of small businesses would improve when board size is increased and this increase is due to the introduction of non-executive directors. Their study focuses on family businesses alone. Coles et al. (2008) found that very small or very large boards are optimal and dispute the findings of Yermack (1996) since they found that complex firms need large boards with external directors. Cheng (2008) found that firms with larger boards have lower variability of financial performance due to the fact that large boards tend to make less extreme decisions through consensus and this leads to less variation in performance. Larmou and Vafeas (2010) using US data found that increases in board sizes for smaller firms with a history of poor operating performance was associated with better market performance. Hence it would appear from the above that the board size may show evidence of complex behavior and its effect on performance should probably be seen in connection with other variables like the skills of the board, the percentage of non-executives in the firm and firm size and board meetings.

Management Turnover

Another link that could be considered is that between top management turnover and corporate performance and whether the recruitment and dismissal of top-level management will have an effect on performance. Dahya et al. (2002) found that there was a negative relationship between corporate performance and top management turnover both before and after the implementation of the UK CMC. They assert that the increase in outside board members after the implementation of the CMC explained this phenomenon. This is in contrast to the argument that an increase in outside directors will have a positive effect on corporate performance. The variable of management turnover and performance has not been considered due to the small size of the population of management turnovers. The population of CSE firms at 31 December 2007 is 141 and the bulk of firms have not changed their management during the period 2002-2007. Hence it was found that any analysis of this variable might lead to misleading results due to insufficiency of the data.

Customer Satisfaction

Companies now recognize that the new global economy has changed things forever. Increased competition crowded markets with little product differentiation and years of continual sales growth followed by two decades of flattened sales curves have indicated to today's sharp competitors that their focus must change (Cacippio, 2000). Customer satisfaction programs are considered to be weapons that many companies use in fighting the battles in today's marketplace (Lenz, 1999). Organizations usually invest in customer satisfaction measured because they assume that satisfied customers will engage in a number of behaviors beneficial to the company and demonstrate a long-term commitment to their brand. These behaviors and actions include but are not limited to, continuation of the customer relationship, deepening of the customer relationship through cross-selling, and referrals to new customers (Murphy, 2001).

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Effective usage of customer measurement and management system can build organizational value (Johnson et al., 2000). Researches have recognized significant relationships between customer satisfaction and profitability and other economic effects. One of which relationship is the customer satisfactions influence and tantamount to success with profitability which was discussed further in the following sections:

Customer Satisfaction and High Profitability

Researches suggest and point toward the significant relationship between customer satisfaction and economic performance in general (Fornell et al., 2006). The assumption of a customer-profit link is the heart of the service profit chain (Heskett et al., 1997). The long-term success of any business depends on providing customers with value band satisfaction that will influence them to repurchase and grow together (Lee et al., 2004).

By providing the linkage between customer satisfaction and profitability, it also provides the ultimate justification for measuring customer satisfaction (Murphy, 2001). Research has demonstrated that a highly satisfied customer is six times more likely to re-purchase than a customer who is merely satisfied (Jones and Sasser, 1995). Both marketing and neoclassical economics view consumer utility or satisfaction, as the real standard for economic growth. The extent to which buyers financially reward sellers that satisfy them and punish those that do not and the degree to which investment capital reinforces the power of the consumer are fundamental to how markets function (Fornell et al., 2006).

By building strong relationships with customers, it can help reduce customer turnover rates, and thereby increasing profitability (Reicheld and Sasser, 1990) due, in part, to the fact that retaining customers is significantly less costly than acquiring new customers (Liswood, 1992). Customer satisfaction, as suggested by empirical evidences, tends to improve repeat business, usage levels, future revenues, positive word of mouth, reservation prices, market share, productivity, cross-buying, cost competitiveness, and long-term growth and if it tends to reduce customer complaints, transaction costs, defective goods, price elasticity, warranty costs, field service costs, customer defection, and employee turnover, it seems logical to expect that these effects will eventually affect stock prices and company valuations (Fornell et al., 20006).

Companies and firms have recognized that through exceeding customer expectations is a worthy goal, exceeding those expectations profitability is necessary for long-term corporate viability. In order to understand corporate profitability, there is also a need to understand what drives shareholder value in organizations. In the current trends, companies are focusing on the relationships between employee satisfaction, customer satisfaction and corporate profitability (Epstein and Jones, 2000). A strong relationship and tie should be established and maintained in the process of achieving high customer satisfaction. Each single conflict within an organization can have far-reaching consequences in long-term customer satisfaction, and that the human element- the way an employee interacts with a customer – plays the dominant role. The mentioned factors and practices strongly support that service recovery skills and procedures are critical in maintaining customer satisfaction (Belding, 2004).

The challenge therefore for companies is to provide customers to have smart, appropriate interactions regardless of which channels they use. The focus of bottom line growth will never relent. Firms also need to secure loyalty and increase the profitability of those clients

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aside from retaining their customers (Winters, 2008). Recent researches have confirmed that customer satisfaction and customer loyalty are related to key measures of financial performance, including but not limited to retention. Companies with loyal clients or customers tend to register higher customer satisfaction, increased sales, lower costs, and more predictable profit streams (Grossman, 1998).

Measuring Customer Satisfaction

Customer satisfaction is the state of mind that customers have about a company when their expectations have been met or exceed over the lifetime of the product or service. The achievement of which indicates and leads to company loyalty and product repurchase (Cacioppo, 2000). Because the nature if customer satisfaction is more of a function of the psychological state or behavior, much care should be taken into consideration in measuring it quantitatively and also in the processing of the data. A number of benefits can be derived from customer satisfaction measurements.

Briefly, good corporate Management is very important for sustainable development, not only for the individual company, but also for the economy as a whole. Therefore, the quality of Management should be continuously improved and good Management should be promoted. However, what is not measured cannot be improved. Hence, there is a need for a model to measure the quality of corporate Management.

Most attempts to measure the quality of corporate Management focus on compliance-related issues. Numerous rating models also seem to focus on the inputs of Management, such as the composition of boards and the separation of the CEO and chairman roles. However, they do not pay sufficient attention to the quality of information, decision-making processes, nor link the effectiveness of Management to output measures such as the brand image, employee and customer satisfaction indices, or profitability and value creation. Also, most measures fail to deal with learning and development in Management.

RESEARCH METHODOLOGY

This part provides a detailed analysis of the methodology which has been used by the researcher to collect data,analyse them and the presentation of the findings. Quantitative research was used.the quantitative research is the technique that involves a large number of respondents providing descriptive evidence that cannot be simply projected on whole population. This research undertakes a survey involving customers of 6 banks with a lot of customers in Rwanda.

The questionnaire was a self-completion questionnaire: the respondent completed it without any assistance.

Population and Sampling

Target population is defined as a complete set of individuals, cases/objects with some common observable characteristics of a particular nature distinct from other population. The population of interest of this study was commercial banks that are operating in Kigali, as they represent the unit of analysis but out of them the unit of observation who are the respondents was picked. The respondents were bank managers of the respective branches and customer.

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There are 12 banks that are operating within Kigali and all of them have branches. Due to finance and time factors, the study considered those banks that operate within the central business district. Commercial banks have branches all over Kigali.

A sample is a small selection from a larger whole; it is a fraction that is representative of the whole population.Mugenda (2003) define sampling as a process of selecting a number of individuals for a study, in such a way that the selected individuals represent the large group. The researcher used purposeful sampling to identify banks to include in the sample of banks. There are a total of 12 banks in Rwanda. Out of the 12 banks, the researcher targeted the most commonly used banks in Rwanda. A total of 6 banks including National bank, Equity Bank, bank of kigali, Rwandan commercial bank, I&m bank, banque populaire Rwanda(atlas mara). One branch of each of the six banks was chosen and included in the targeted branch population. There are two categories of respondents targeted in each of the branches. The researcher specifically targeted branch managers of the different bank branches and customers in the different branches. Systematic sampling was used in identifying customers to include in the sample. The researcher targeted to administer questionnaires to 10 customers in each of the banks. Systematic sampling is where the researcher picks the nth member of the research population (Kothari, 2004). Each N^{th} member of the research population is included in the sample population. On an appointed day, when the researcher visited the different bank Branches, the first ten customers who entered the bank was included in the sample population.

Source of data and data collection instruments

Research methods are the general approaches used in collecting information while research tools are the different instruments a researcher employs while collecting data (Bryman, 1993). The choice of research instrument as discussed by Crotty (1998) is dependent on type of data to be collected and data collection method adopted. This study triangulated different methods in data collection. Triangulation of methods means using a mixture of methods to facilitate collection of different types of data (Bryman, 1993).

Validity and Reliability

Research reliability and validity highly depends on correctness and trustworthiness of research instruments i.e. to what extent research instruments measure what they are meant to measure (Bryman, 2003). Research instruments are reliable to the extent they provide same results when repeatedly used. Research instrument validity and reliability is enhanced through ensuring proper wording, sequencing and formatting of questions (Crotty, 1998).

The researcher thoroughly checked the research instruments to ensure they do not have ambiguous words, double barrelled questions, leading questions, insensitive or unreasonable questions and biased questions e.g. gender biased questions. Such questions reduce research validity because the research instruments yield different results when administered desired to different research respondents. To ensure the research instruments deliver on information, the researcher with do a pilot study. As discussed by Mugenda and Mugenda (2003), a pilot study helps the researcher to evaluate the kind of information the research instruments draw and other challenges related to research methods adopted.

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Data Processing and Analysis Technique

The researcher closely examined the relationship between the questions and their respective responses in order to ensure consistency,accuracy and uniformity.Quantitative techiniques were used to process and analyse the collected data.using these technique,presentation and organization of findings made it very easy to comprehend and draw conclusions based on findings.

For the quantitative data, the Statistical Package for Social Science (SPSS) was used. The data was interpreted using frequency distribution and presented using pie charts and graphs. Central measure of tendency and variance helped in analyzing quantitative data to shed light on project progress. Further measures like chi square tests were used to show the relationship between corporate Management and customer satisfaction. To measure the strength of the correlation relationships, the researcher relied on the chi-square tests and cross tabulations that were easily be done once the data is input into software like SPSS.Thematic analysis was used for qualitative data by grouping them into various themes. The study also used cross tabulation to establish relationships between variables.

FINDINGS

This study was done to assess the relationship between corporate Management structures and customer satisfaction. The focus of the research was on how internal corporate structures or decision making channels affects customer satisfaction. The study looked into corporate Management to determine whether the corporate practices enhance customer satisfaction. According to the field data, 39% of the banks constitute their boards by way of vote of shareholders, 33% get their shareholders through old board appointing or electing new board members, while 28% get their board of directors through political appointments and head hunting. Across the banks, all bank directors were individuals with at least an undergraduate degree and relevant experience of over 8 years.

The sampled bank managers illustrated that the boards are involved in every major decision making process and are expected to provide leadership to the bank towards achieving strategic objectives. For most banks, the boards exist to provide leadership towards making the banks products more accessible and while growing shareholder value. Across all the sampled banks, the board of directors is very responsive to daily on-goings within the bank.

The study aimed at establishing if the banks demonstrate physically that they offer quality services. The results showed that 75% of the sampled customers believe their banks have modern equipment. However the quality of equipment differs across the banks. 25% of the customers who indicated that they were not satisfied with bank tangibles were concentrated in one bank. Concerning the cleanliness of employees, 90% of respondents agreed that bank employees are generally neat individuals. Therefore, employee neatness is a contributory factor to customer satisfaction across the banking sector. Clear documentation is important in enhancing customer confidence. This is because; accuracy and transparency are major concerns when it comes to money matters. The findings show that 91% of the respondents agree that bank documents are prepared properly. On whether the banks have convenient and waiting arrangements, the banks in Rwanda perform very poorly. The responses by customers show that sitting arrangement and waiting arrangement in most banks in Rwanda is not

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conducive. This is because 95% of the respondents thought the sitting arrangement in the banks is not convenient.

Corporate Management and Reliability of Bank Services

Data collected on service reliability shows that 65% of the respondents feel the banks do not provide their services in a timely manner. Many banks have strict procedures by which transactions are decided. Consequently, the Management structures of such banks do not support quick decision making to the satisfaction of members. 78% of customers feel their bank transactions are safe. The confidence level of customers in bank transactions was shown to be dependent on bank. The customers were split half on whether advertisements by the banks reflect reality or not. 59% of the customers agree that the advertisements by banks reflect reality while 41% had doubts in terms of whether the advertisements reflect reality.

When bank messages are considered to be phony, customers are likely not to have confidence in bank transactions and processes. However, the feeling that banks did not portray reality in their adverts was only limited to specific banks.

Responsiveness of Bank Services

The findings presented reveal that 78% of the customers believe their bank does address or solve their problems promptly. Interestingly, only 15% of the respondents believed the employees in their banks did not prevent long waiting. 97% of the respondents believed their bank had a good complaint handling process. Therefore, while the banks can be considered to be responsive, they fail in terms of solving problems promptly.

DISCUSSION

All banks strive to deliver service quality at it can provide competitive advantage .But to provide this requires action on the part of management. for a dissatisfied customer or service failure is a very important and necessary process for any service organization like Commercial bank, and continual development and improvement of this process is necessary. Customer satisfaction as it reflects in specific behaviours are also positive towards the bank, and as word-of-mouth is critical in services, this aspect cannot be ignored by the bank. Financial services that are provided are positively perceived specific strategies needs to be developed in order to retain customers. While employees are perceived to be skilled, the bank needs to ensure that they continue training to ensure that employee skills are at an optimal level.

There are a number of *limitations* associated with the study. It was conducted in commercial banks in Rwanda, which cannot be regarded as representative of other non commercial banks in Rwanda. This means that the results of this study cannot be generalized. Low levels of reliability in the survey also impacted the results.

For further research, little research has been published regarding corporate management and customer satisfaction in commercial bank sector in Rwanda. Research needs to be done in customer satisfaction with other factors including personal factors, price, product quality, situational factors and in other financial service industry of Rwanda.

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CONCLUSION

Corporate management and customer satisfaction are important constructs in service industries, and this is also the case in banking. The purpose of this research was to investigate the relationships with corporate management and customer satisfaction While customer satisfaction is largely positive, maintaining these positive perceptions is important for the continued satisfaction of both existing customers while also providing satisfaction to new customers. This would be done through the continued attention to interaction-between corporate management and customer satisfaction.

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