

MEASURING SPECTATOR'S EXPECTATIONS OF SERVICE QUALITY PROVIDED IN BASKETBALL STADIUMS IN GREECE

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A common definition of "service quality" views quality in terms of the consumer's impression of an entity's overall excellence or superiority (Zeithaml, 1987). Definitions of service quality rotate around the idea that it is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Gronroos, 1984; Lehtinen & Lehtinen, 1991; Parasuraman, Zeithaml & Berry, 1985; 1988). Meeting customers' expectations is ultimately the bottom line for the adoption of a quality management approach by many service organizations. The extent of discrepancy between customers' expectations and their perceptions of performance is accepted as an important measure of customer service quality (Parasuraman, Berry & Zeithaml, 1991). Customers' expectations of a service provider are thus considered to be of primary importance

in assessing quality (Afthinos, Theodorakis & Nassis, 2005).

According to Wakefield and Blodgett (1994) until lately, most of the research conducted in services' marketing has focused on customers' perceptions of the service quality delivered and their resulting satisfaction. While the consumption of most services is primarily driven by functional motives the consumption of leisure services appears to also be driven by emotional motives, such as the excitement and stimulation of the experience. In the case of leisure services, especially those in which customers must stay in the facility for an extended period of time (perhaps for several hours), Bitner (1992) suggested that the facility itself, or "servicescape", may have a substantial effect on customers' satisfaction with the service experience and for this reason, it will play an important role in determining whether customers will consume from the service provider again.

PURPOSE OF THE STUDY

The primary purpose of this paper was to examine spectators' expectations of the service quality provided in the basketball stadiums where the professional teams of Northern Greece play. The paper examined the Greek basketball fans' expectations of the service quality provided in the venues where the professional games are played. The sport fans' age was also examined as a factor of their expectations' differentiation.

RELATED LITERATURE

The issue of service quality has received considerable attention in the leisure management literature (Alexandris & Palialia, 1999; Costa, Tsitskari, Tzetzis & Goudas, 2004; De Knop, van Hoecke & de Bosscher, 2004; Howat, Crilley, Absher & Milne, 1996; Hermann, 2004; Lentell, 2001; Murray & Howat, 2002; Papadimitriou & Karteroliotis, 2000; Robinson, 2003a; 2006; Theodorakis & Kambitsis, 1998; Woratchek, 2000). More and more, sport service providers emphasize quality services and efficient operation in order to remain profitable (Papadimitriou & Karteroliotis, 2000). As previously mentioned, one of the main reasons why customers attend leisure services is to experience excitement and stimulation (Wakefield & Blodgett, 1994). Research conducted by Mano and Oliver (1993) and Pratt (1980) indicated that the degree of arousal or excitement which customers experience while consuming the leisure service may be a

major determinant of their subsequent pleasure or satisfaction with the service experience. The "servicescape" is important because it can either enhance or suppress these emotions. The "sportscape" model has been an important contribution to the sport spectator service quality literature (Hightower, Brady & Baker 2002). The "sportscape" (i.e. the context in which spectator services are provided) consists of several dimensions and it has been shown to influence fans' excitement and satisfaction with the experience (Wakefield & Sloan, 1995) and their likelihood of patronizing the events at a facility (Wakefield, Blodgett & Sloan, 1996). Wakefield and Blodgett (1994) concluded that when customers perceived the "servicescape" to be of higher quality they were more satisfied with it and were therefore more inclined to wish to attend games played at the same stadium.

As service quality received considerable attention, sport participants and spectators raised their expectations for more benefits (Howat et al., 1996; Mawson, 1993). In this environment, according to Papadimitriou and Karteroliotis (2000), phrases like "define your customer", "explore customer expectations" and "meet the customer's needs" have attained a predominant role within a management philosophy. Organizational success is inherently linked with the ability of the sport service provider to identify and respond to needs, but also to influence what is perceived as quality service by the targeted segment of the market. For this reason, sport

managers are searching for tools to effectively measure service quality (Tsitskari, Tsiotras & Tsiotras, 2006) and researchers from the field of sport and leisure management and marketing have started to conceptualise and measure the service quality construct and presented studies that model service quality in various sport settings.

The exploratory empirical work of Parasuraman, Zeithaml and Berry (1988) in retailing organizations which led to the SERVQUAL instrument with five dimensions (reliability, tangibles, responsiveness, assurance and empathy) has been widely cited by researchers in the sport and recreation sector. The application of the SERVQUAL model to recreation services lead to the creation of an instrument which consists of 25 quality-related criteria that evaluate consumers' desires and perceptions about the services received (Mackay & Crompton, 1990).

Similarly, Howat, Absher, Crilley and Milne (1996) followed a consumer-oriented approach which led to the development of CERM CSQ structure which consists of four factors (core services, staff quality, general facility and secondary services) and measures service quality provided in public sports and leisure centers. Kim and Kim's QUESC model (1995) was also developed based on a consumer-oriented approach and used data from private and public sport organizations in Korea. The model consists of 11 broad dimensions: ambiance, employee attitude, employee reliability, information available, program offered, personal considerations, price, privilege,

ease of mind, stimulation and convenience. Papadimitriou and Karteroliotis (2000) examined consumers' expectations of service quality provided in private sport and fitness centers in Greece by using the FITSSQ, a multidimensional model which needs to be further tested in order to improve the internal consistency of some of the scheme's subscales.

In other parts of the sport sector –in which the consumer enjoys sport as a spectator—relatively few research papers have been presented in the literature. McDonald, Sutton and Milne (1995) have also examined service quality in professional sport. In fact, McDonald and his co-authors (1995) developed the TEAMQUAL scale consisting of 39-items to measure five dimensions of service quality in professional team sports, which were based on the idea that quality judgements are based on the gap between customer expectations and customer perceptions. The researchers reported five elements of perceived service quality: tangibles, reliability, responsiveness, assurance and empathy.

Theodorakis and Kambitsis (1998) proposed the SPORTSERV which consisted of five dimensions of quality perceived by the sport spectators i.e. access, reliability, responsiveness, tangibles and security). Finally, Kelley and Turley (1999) investigated the importance of service attributes used by sport fans when evaluating the quality of service and level of satisfaction they experience at sport events. The findings from this study suggest there are nine quality

factors in the sport event context and some of them are unique to sport events service evaluation.

According to Robinson (2007), underpinning both quality improvement and customer satisfaction is the concept of customer expectations. Knowledge of what the customers expect from sport organizations allows service attributes of importance to be identified. There are several major factors that influence customer expectations including word of mouth communications from other customers, personal needs of customers, past experiences and external communications from service providers (Howat et al, 1996).

Meeting customers' expectations and satisfying their needs are important elements in an organization's effort to retain its customers and gain competitive advantage (Fornell & Wernerfelt,

1987; Parasuraman et al., 1988). By measuring the spectators' expectations, the sport teams' and/or the installations' managers may obtain valuable information regarding the quality of the service that is mostly expected. Therefore, they may take action to gauge the extent to which these expectations are satisfied by the services offered.

METHODOLOGY

Subjects

One hundred subjects were randomly selected among the spectators in each of the five games, building a total sample size of 500 subjects. Basketball stadiums where Greek professional games take place differ significantly from one another. This variation made it important for the researchers to gather the opin-

Table 1
Sample Demographics

Variable	Value label	Value (%)
Profession	Public servant	15,6
	Business owner/ Free-lancer	21,6
	private sector employee/Labourer	20,4
	Unemployed/pupil/student	41,8
Total month income	≤ 500	36,8
	500 - 1000 €	31,2
	1000 - 1500 €	18,2
	≥ 1500 €	13,8
Education	Elementary	1,4
	Secondary (high school/lyceum)	50,2
	Higher (bachelor's degree)	41
	Master's degree/doctorate	7

ions of as many fans and from as many grounds as possible. Men represented 75.6% of the sample while women only 24.4%. Subjects aged less than 19 yrs were 16.4%, 40.6% were between 20-29 yrs, 24% were 30-39 yrs, 10.6% were 40-49 yrs and 8.2% were older than 50 yrs. In addition, 11.2% had been attending basketball games for 1 yr, 14.4% for 2 yrs, 16% for 3 yrs, 8.4% for 4 yrs, 6% for 5 yrs, and 43.3% for more than 5 years. More demographic information is presented in Table 1.

Survey Distribution

Data were recorded during five randomly selected games, using a chart of random numbers from the professional league schedule in Greece. Each game took place in different professional basketball installations within Northern Greece. Only one game in each court was selected, in order to eliminate the possibility of asking the same fans. Only non season ticket holders were selected. In order to randomly select the subjects at each game, the interviewers obtained a seating chart of each of the facilities and selected 100 seats prior to the games, using a random number chart. In cases that pre-assigned seats were empty, the alternative numbers-seats were chosen. If those seats were also empty, the subjects would be marked as "Non-Respondent". In total, 505 questionnaires were distributed and 500 of them were completed by the fans -five of them denied to fill in the evaluation form.

Instrument

Expected service quality was measured using an evaluation instrument created to serve the needs of the study. The researchers made a list of the variables that would constitute the evaluation tool after a thorough review of the bibliography concerning expected and perceived service quality in sport installations and by using as a model an instrument created by Choo (1998) that evaluated both the expected and the perceived quality offered in corporate basketball games in South Korea. A panel of five experts was invited to screen the instrument for its content validity. The qualitative comments led to an instrument which consisted of two sections: the first gathered the spectators' demographic characteristics and the second included 23 items used to evaluate the spectators' expectations for the service provided in basketball grounds (Table 2). Respondents were instructed to indicate the extent of their evaluation of each item using a 5-point scale, ranging from 1: "very bad" to 5: "very good". The evaluation tool was then [filled up by] 60 sport fans which attended an amateur basketball game in one of the sample installations in Thessaloniki. Factor and Reliability Analysis conducted to this data gathering revealed six factors of the service quality expected in basketball grounds: "show time", "staff", "comfort", "sport venue", "luxury" and "information".

Using the above questionnaire the researchers conducted a test-retest pilot study during two amateur basketball

Table 2
The Twenty-three Expectation Variables of the Modified Instrument.

Variable	
1.	Clean restrooms
2.	Good lighting
3.	Clean facilities
4.	Courteous staff
5.	Private lounge
6.	Covered seating
7.	Souvenir shop
8.	Good commentary on games – Information about the game and the players
9.	Game magazine
10.	The pre-game entertainment
11.	The half-time entertainment
12.	The post-game parties
13.	Meeting the players
14.	Snack and refreshment counters
15.	Restaurants
16.	Statistical information concerning the game
17.	Telephones
18.	Security
19.	Parking
20.	Accessibility of facility
21.	Knowledgeable employees
22.	Polite employees
23.	Accessible employees

games in two of the researched venues. The sample of the pilot study consisted of 60 spectators. The first part of the survey was conducted on-site while the re-test was conducted two weeks later by phone (the researchers obtained this information by the respondents). The results of the Interclass Correlation Coefficient were more than satisfactory ($r > .70$). More specifically, for the "show time" factor the $icc = .70$, for "staff", $icc = .81$, for "comfort", $icc = .72$, for "sport

venue" $icc = .85$, for "luxury", $icc = .75$ and for "information" $icc = .78$.

For the needs of the study, the evaluation tool will be from now on referred to as "SERVEXPECT".

FINDINGS

Factor and Reliability Analysis Results

The internal structure of the expectations of the service quality construct was examined through an exploratory factor

Table 3
Rotated Component Matrix for the Six-factor Solution
(Factor Names are Shown before the Loaded Variables)

VARIABLE	FACTORS						H ²
	1	2	3	4	5	6	
<i>"Show time"</i>							
Good commentary on games – Information about the game and the players	,728						,649
Game magazine	,679						,605
The pre-game entertainment	,834						,777
The half-time entertainment	,786						,731
The pot-game parties	,491						,630
Meeting the players	,530						,446
<i>"Staff"</i>							
Courteous staff		,499					,625
Knowledgeable employees		,803					,779
Polite employees		,757					,747
Accessible employees		,768					,715
<i>"Comfort"</i>							
Snack and refreshment counters			,432				,428
Security			,776				,686
Parking			,785				,676
Accessibility of facility			,757				,626
<i>"Sport venue"</i>							
Clean restrooms				,802			,702
Good lighting				,766			,653
Clean facilities				,851			,770
<i>"Luxury"</i>							
Private lounge					,773		,704
Covered seating					,785		,742
Souvenir shop					,661		,596
<i>"Information"</i>							
Restaurants						,577	,663
Statistical information concerning the game						,582	,661
Telephones						,770	,674
<i>% of Variance</i>	32,75	10,46	7,39	5,45	5,36	4,52	
<i>Total Variability</i>	32,75	43,21	50,6	56,1	61,5	66,02	
<i>Eigenvalue</i>	7,53	2,41	1,69	1,27	1,23	1,04	

The smallest was 0.30 and H²= communalities

Table 4
Descriptive Statistics and Reliability for the 6-Factor Solution

Subscale	Mean	SD	Alpha	N items
Show time	3.88	.93	.8464	6
Personnel	4.15	.75	.8457	4
Comfort	4.51	.56	.7395	4
Sport venue	4.63	.55	.7984	3
Luxury	3.60	1.08	.7348	3
Information	3.71	.98	.6237	3

α of the whole scale=.8992

analysis based on the 23-item inventory. The extraction method employed was principal component followed by varimax rotation. Varimax rotation was selected in order to have distinct and independent factors that would describe different components of the spectators' aspects about service quality that should be offered in basketball grounds. Such a model of independent factors would enhance their interpretability and would lead in clearer conclusions. The results from this analysis gave a model of six factors (KMO: 0,884), with each factor's eigenvalue greater than 1.0, which explained 66.02% of the total variance. The rotated component matrix for the above factor model is presented in Table 3.

The internal consistency reliability of the six factors was assessed by computing Cronbach's alpha coefficients (Table 4). All factors were given names according to the loaded variables. More specifically, the first factor, "show time" which accounted for the 32.75% of the total variance was structured by variables such as "pre-game" and "half-time

entertainment". In the second factor, "staff" (10.46%) the variables regarding the installations' employees were loaded (e.g. "knowledgeable" and "courteous employees"), where the third factor "comfort" explained the 7.39% of the total variance and involved items regarding "security", "parking", "accessibility" and "refreshment counters". In the fourth factor, named "sport venue" (5.45%), items concerning the cleanliness and good lighting of the facility were charged, while "luxury", the fifth factor, accounted for the 5.36% of the total variance and was named after its variables which expressed the spectators' expectations about "private lounges", "covered seating" and "souvenir shops". Finally, the sixth factor, "information" (4.52%) loaded items like "telephones" and "statistical information concerning the game."

Results of the Expectations' Descriptive Statistics

As it is shown in Table 5, most variables loaded to the first factor ("show

time") are expected by the spectators of basketball games with the exception of the variable "post-game parties". A 26.1% of the respondents declared that they do not really wish post-game parties to take place while a 19.6% expressed a moderate expectation of this variable. All other items were much expected by the spectators.

Table 6, which presents the frequencies of the spectators' expectation items

of the "Staff" factor, revealed similar results. All respondents seem to expect by the installations' employees to be courteous, knowledgeable, polite and accessible. Even more impressive are the results presented in Table 7 which refers to the spectators' expectations of the variables loaded on the factor "Comfort". The respondents indicated the importance of this factor by expressing their great expectation of its variables: "snack

Table 5
Percentages of the spectators' expectations
for each variable loaded to the factor "Show time"

Variable	Not expected/ Not expected at all (%)	Moderate expected (%)	Expected/Very much expected (%)
Good commentary on games – Information about the game and the players	10.1	16,9	72,9
Game magazine	11.8	17,4	70,8
The pre-game entertainment	8.8	17,0	74,2
The half-time entertainment	7.7	13,9	78,5
The post-game parties	26.1	19,6	54,2
Meeting the players	11.6	13,1	75,2

Table 6
Percentages of the Spectators' Expectations
for Each Variable Loaded to the Factor "Staff"

Variable	Not expected/ Not expected at all (%)	Moderate expected (%)	Expected/Very much expected (%)
Courteous staff	3,6	18,9	77,5
Knowledgeable employees	2,9	23,4	73,7
Polite employees	3,3	13,5	83,2
Accessible employees	4.8	20.8	74.5

Table 7
 Percentages of the Spectators' Expectations
 for Each Variable Loaded to the Factor "Comfort"

Variable	Not expected/ Not expected at all (%)	Moderate expected (%)	Expected/Very much expected (%)
Snack and refreshment counters	1.7	9.5	88.8
Security	1.9	5.4	92.8
Parking	3.5	6.0	90.4
Accessible of facility	1.9	6.5	91.7

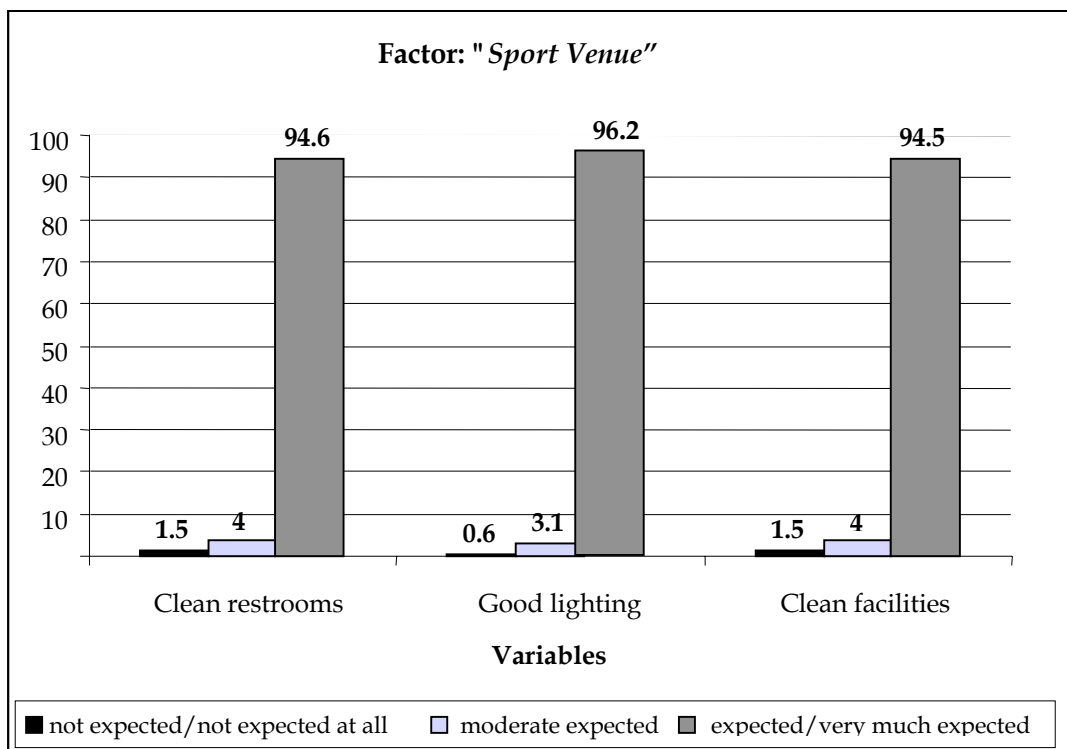


Figure 1: Percentages of the Spectators' Expectations for Each Variable Loaded to the Factor "Sport Venue"

and refreshment lounges", "security", "parking" and "accessibility of the facility".

The responses given to the variables of the factor "Sport venue" are reasonable; all spectators wish that the basketball installations would be "clean" and would have "clean restrooms" and "good lighting" (Figure 1). On the contrary, Greek basketball spectators do not seem much to desire "Luxury". As it is presented in Figure 2, "covered seating" (expected: 76.4%) and "souvenir shops" (expected: 63.4%) are much more desirable than "private lounges" (expected by the The variables of the "Socializing" factor presented in Figure 3 revealed that the

basketball fans expect "telephones" to exist in the installations (expected: 70.5%). They also wish that "statistical information concerning the game" would be given to them (expected: 68.8%) but they seem to be less interested in "restaurants" within in the sport installations (expected: 60.4%).

One-Way Anova Results

To examine whether different age groups had different expectations of the service quality provided in Greek professional basketball stadiums, an analysis of variance (ANOVA) test was con-

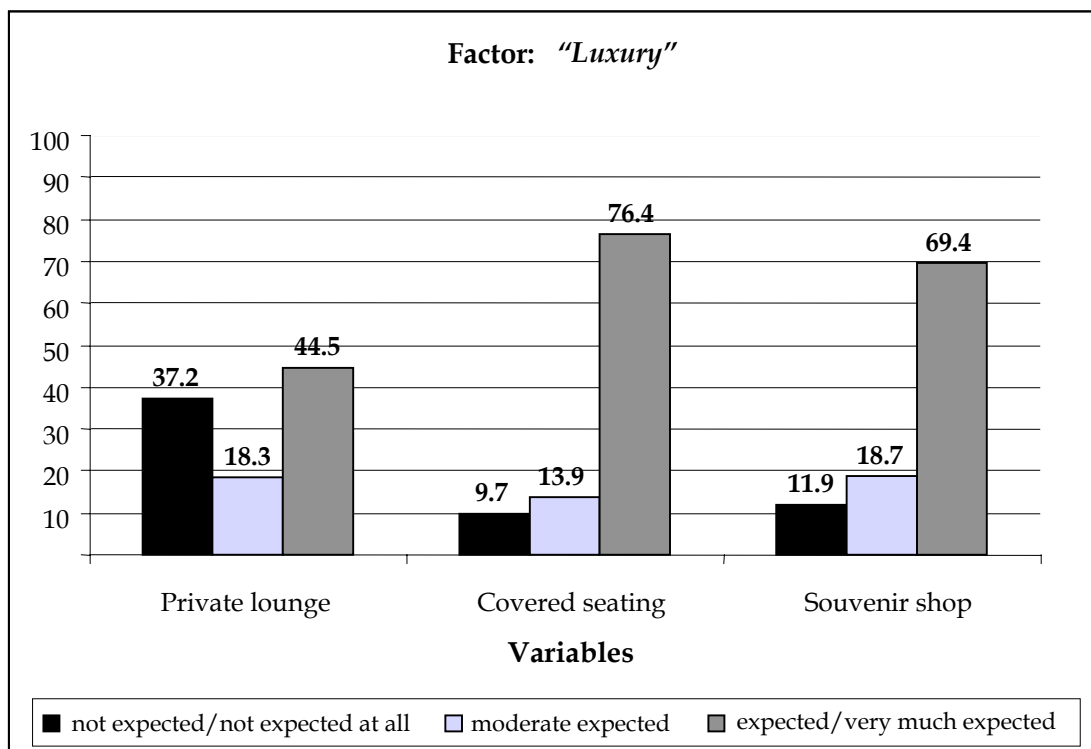


Figure 2: Percentages of the Spectators' Expectations for Each Variable Loaded to the Factor "Luxury"

Table 8
Means and Standard Deviations of the Answers Given
to the "Comfort" Factor According to the Fans' Age

Factor		N	Mean	Std. Deviation
<i>Comfort</i>	< 19	74	4.2838	.7767
	20-29	189	4.5265	.5259
	30-39	109	4.5229	.4782
	40-49	47	4.6809	.4061
	> 50	36	4.6528	.4065
	Total	455	4.5121	.5554

ducted for each factor. The different age groups used for comparison were: a) 19 years old and younger, b) 20-29 years old, c) 30-39 years old, d) 40-49 years old and finally e) 50 years old and younger. If a difference between the age groups was identified, Scheffe tests were performed in order to determine which means were significantly different at the 0.05 and 0.01 level.

All age groups had much the same expectations with respect to the services that should be provided by the basketball venue. There was only one statistically significant difference identified. This concerned spectators aged between 40-49 years old and spectators aged more than 50 years old compared with those aged less than 19 years and their respective answers to the variables of the "comfort" factor. Even though all the above age groups perceived "comfort" as being more than necessary for the stadiums, older spectators desired it more strongly.

DISCUSSION

In the case of sports spectators Wakefield and his colleagues (Wakefield et al., 1996; Wakefield and Sloan, 1995) have already referred to the "sportscape", as they labeled the context which consists of several dimensions including stadium access and parking, facility aesthetics and cleanliness, scoreboard quality, seating comfort, layout accessibility, space allocation, crowding, signage, food service and fan control. The "place" variable of the marketing mix seem to attract the attention of many researchers (Alexandris, Kouthouris and Meligdis, 2006) who have discussed the relation of "place attachment" to a variety of behavioural outcomes, such as satisfaction levels (Hwan, Lee and Chen, 2005), recreation specialization and leisure participation patterns (Bricker and Kerstetter, 2000; Williams, Patterson, Roggenbuck and Watson, 1992), perceived crowding (Kyle, Graefe, Manning and Bacon, 2004c), and behavioural

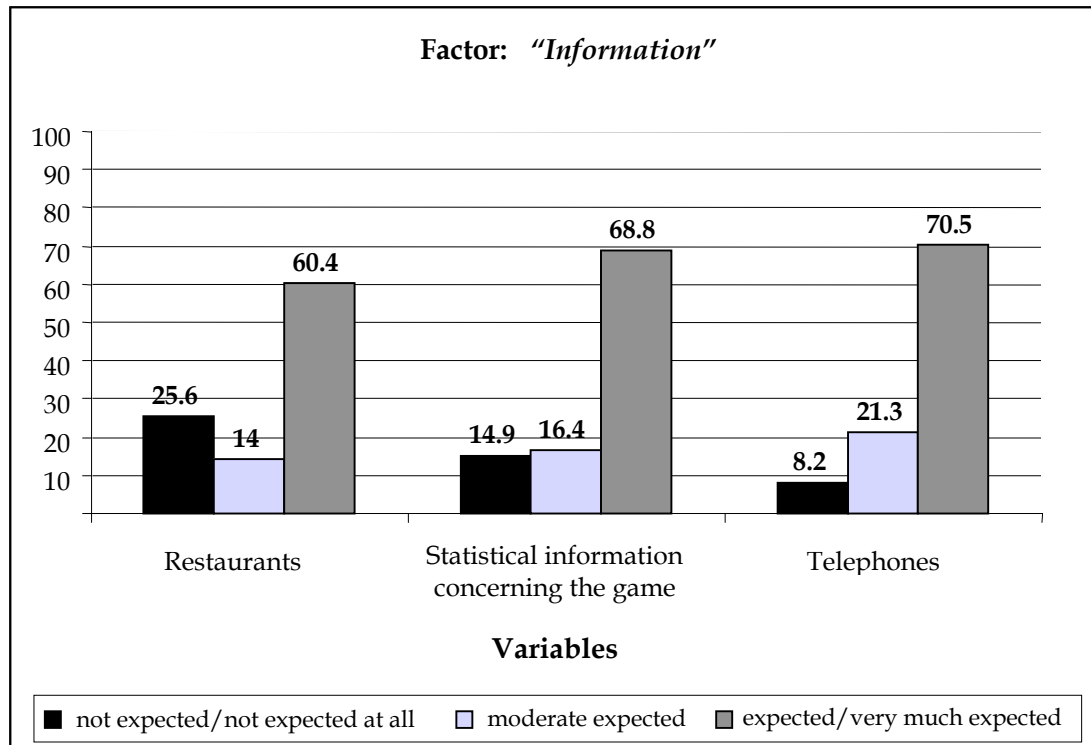


Figure 3: Percentages of the Spectators' Expectations for Each Variable Loaded to the Factor "Information"

loyalty (Kyle, Graefe, Manning and Bacon, 2003b).

The results of the current research substantiate the argument repeatedly stated in the literature that service quality is a multidimensional construct. More specifically six dimensions on the spectators' expectations model for service quality were detected: *show time, staff, comfort, sport venue, luxury and information*. The multidimensionality of service quality in professional sport has been the result of the research by Theodorakis and Kambitsis (1998), who proposed six dimensions of quality when they referred to the sport specta-

tors' evaluation of the service provided in basketball grounds: satisfaction, access, responsiveness, reliability, security and tangibles. McDonald et al. (1995) have examined service quality in professional sport teams (tangibles, reliability, responsiveness, assurance and empathy) which were also based on the idea that quality judgments are based on the gap between customer expectations and customer perceptions. Kelley and Turley (1999) moreover investigated the sport fans' evaluation the quality of the service quality provided and the level of satisfaction they experience at sporting events. The findings from this study

suggested that there exist nine quality factors in the sporting event context and some of them are unique to this particular service encounter: employees, price, facility access, concessions, fan comfort, game experience, show time, convenience and smoking.

As Wakefield and his associates (Wakefield, Blodgett and Sloan, 1996; Wakefield and Sloan, 1995) have shown, the content in which spectator services are provided (i.e. the stadium in which a contest takes place) is a significant predictor of a fan's attendance and loyalty. Only the consumers (i.e. the spectators) know the quality of a service as they experience it. It is, therefore, important that sport managers and marketing managers pay particular importance to their customers (in this case spectators) expectations and the various factors that might influence such expectations.

However, according to Robinson (2006; 2007) customers of sport services generally expect more than they perceive they get. Research carried out by Howat et al. (2006) with customers of leisure centers in Australia, by Theodorakis, Kambitsis, Laios and Koustelios (2001) with spectators at professional basketball matches and Williams (1998) with customers of sport and leisure services in the UK, have consistently demonstrated that customers rate their expectations higher than their perceptions of the quality of service that they receive. The above results are somehow supported by the answers that basketball spectators gave to the SERVEXPECT variables. Most items are very much expected by the respondents

maybe because of the fact that as people become use to a service they begin to expect more (Walsh, 1991). In this study, most spectators (43.3%) seem to be used to the service quality offered as he/she attended games in the particular grounds for about five years. Event organizers and team managers should take consideration of this parameter and make an attempt to provide some new services (for example some half time entertainment) or improve the already offered ones (for example the cleanliness of the stadiums) so that to attract the interest of the sport fans, meet their expectations and needs.

Finally, the researchers conducted analysis about how the spectators' expectations are affected by the factor of age. It can be argued that people in different age groups share almost the same expectations about the quality of service provided. The only exception appears in the case of the factor "comfort" were among the younger and older spectators were detected differences. The above conclusion is somehow reasonable. The "comfort" factor consists of variables as "security", "parking", "accessibility" which mostly concern the older fans and not those below the age of 19 who are mostly interested in the game's result and not their comfort when visiting a basketball game. Moreover, under the age of 19 most youths do not drive cars, as in Greece, people obtain a driving license after the age of 18 (Manolas, 2008).

This research studied only the physical context including the facilities and equipment in which the service is provided. As it was proved, sports manag-

ers of the teams and/or stadiums studied should make improvements in all aspects of the service they offer inside (e.g. cleanliness) and outside (e.g. parking) the installation in case they wish to enhance spectators' perceptions of service quality. Basketball has been Greece's very favourable sport for nearly two decades (Theodorakis, Kambitsis, Laios & Koustelios, 2001). Despite its rapid growth, in the last few years the Greek professional basketball league has been concerned with the significant decrease in the general interest surrounding the sport, which has resulted in a fewer number of fans attending the league's games (Douvis, 2000). This decrease will probably deteriorate. The reason is that the teams' or the sport venues' managers are not trying to figure out and understand their fans' expectations and so offer the services that meet or even exceed their needs.

In the case of the basketball installations studied in this research, the teams' and installations' managers should raise no excuse about all the effort that needs to be made in order to improve the physical context in which the service is provided. More research on the spectators' expectations and perceptions of the service quality provided in the installations would give more valid conclusions of it. According to Gerson (1999) customer satisfaction surveys may help facility managers to close the gap between customers' perceptions and the perceptions of the service provider. He also suggested that customer satisfaction surveys should be conducted at least quarterly so that an organization may

indicate its improvement over the time. Setting such a monitoring system and collecting information regularly will be a good marketing exercise for Greek sport clubs and/or installations where marketing literature is still limited (Alexandris & Palialia, 1999).

By using the SERVEXPECT scale regularly, marketing managers of professional teams and installations will have the chance to record the probable reduction of the gap between customers' perceptions and expectations of the service quality provided. As McDonald and Milne (1998) have stated, the unpredictable nature of outcomes in professional sports, together with the inability of the sport marketer to control the core product, provide a great challenge and opportunity to influence customer satisfaction by offering high quality services. By analyzing the information gathered by the SERVEXPECT scale, sport marketers can identify spectators' expectations and be able to: a) better serve their consumers, b) assess organizational strengths and weaknesses and c) identify opportunities to increase consumer satisfaction.

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