

AN EVALUATION OF CUSTOMER SATISFACTION WITH BOTSWANA TELEVISION (BTV) PROGRAMMING USING THE GAP MODEL FOR DATA ANALYSIS

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Abstract *Providing customers with the best service delivery to satisfy their needs and wants in the television industry has been a very challenging task for Botswana Television (Btv) which came in very late in the industry after many countries have long been enjoying the benefits of the industry. Btv faces criticism from clients who have been watching TV broadcast from other countries like South Africa, Zimbabwe and from DSTV. For customers to be satisfied, they usually compare their perceptions of a service experience to their expectations. Expectations which are built based on their past experience, word of mouth and advertisements which they expect to be matched or exceeded by Btv as a service provider. However, there is always a difference between what customers expect of a service and what service providers perceive that customers expect. Where perceived performance exceeds a consumer's expectations, the consumer will be satisfied, but where performance falls short of the consumer's expectations, the consumer will be dissatisfied. This research wishes to investigate to extent to which customers are satisfied with Btv programmes and proposes improvements to Btv management in order to meet such expectations.*

Keywords: *Botswana Television, Customer Satisfaction, Expected Service, Perceived Service, Gap Model*

BACKGROUND

Providing right products and / or service in order to meet changing consumer needs is an ongoing marketing challenge in competitive global markets. Kim (2002) observes that consumers may choose a particular service not only because it provides the expected functional or performance benefits, but also because products and services can be used to express consumers' personality, social status or affiliation (symbolic purposes) or to fulfil their internal psychological needs, such as the need for change or newness (emotional purposes) (Kim, 2002). A service experience that provides only the functional benefits but fails to meet other aforementioned needs may leave the customer very dissatisfied with the service experience.

In his research, Spreng (1996) introduces the notion of information satisfaction. This is an important addition because marketers often provide consumers with a wealth of information about their products or services (through advertising, personal selling etc.) which influences consumer expectations about their products or services and which consumers sometimes have strong feelings about especially when they feel that they have been misled. In situations where the consumer feels that they have been misled, their overall feelings of satisfaction or dissatisfaction depend as much on the dissatisfaction with the information they

received about the product or service as on their satisfaction with the product or service itself. Thus consumers evaluate the information provided, as well as the product or service outcome in determining their overall level of satisfaction.

Spreng (1996) on the other hand, asserts that few things are as fundamental to the marketing concept as the notion of "satisfying the needs and desires of the consumer" (p 15). Yet, paradoxically, the dominant model of consumer satisfaction fails to adequately take this notion into account. Instead, satisfaction research (e.g. Brown, 1989) has focused primarily on the disconfirmation of expectations, rather than on desires, as the key determinant of satisfaction. According to the "disconfirmation of expectations" model, feelings of satisfaction arise when consumers compare their perceptions of a product or service experience to their expectations (Oliver, 1980). A consumer is satisfied when perceived performance exceeds consumer's expectations (positive disconfirmation). Where perceived performance falls short of the consumer's expectations (negative disconfirmation), the consumer is dissatisfied.

According to Spreng (1996), the extent to which a product or service fulfils a person's desires also plays an important role in shaping their feelings of satisfaction, as much as the marketing concept would predict and as has been acknowledged by some in satisfaction literature (e.g. Olshavsky and Spreng 1989, Westbrook 1983). Indeed,

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failure to consider the extent to which a product or service fulfils a person's desires has led to logical inconsistencies such as predicting that a consumer who expects and receives poor performance will be satisfied (LaTour and Peat, 1979) and research that sometimes shows no relationship between disconfirmation of expectations and satisfaction (e.g. Churchill and Surprenant, 1982).

Spreng (1996) goes on to say that feelings of satisfaction arise when consumers compare their perceptions of the performance of a product or service to both their desires and expectations. This comparison process produces not only feelings of satisfaction with the product or service, but also feelings of satisfaction with the information on which their expectations are based. Marketers in such forms as advertising and salesperson communications often supply this information. Both types of satisfaction are seen as having an important impact on overall feelings of satisfaction with the product or service experience.

PROBLEM STATEMENT

There is always a difference between what consumers expect of a service and what management of an organisation perceive as customers' expectation. To improve service, service providers must use multiple research approaches among different customer groups to ensure that they understand exactly what customers need and desire and responding to their suggestions. Organisations intent on improving service, satisfying their customers and retaining them need to continuously assess three types of customers: external customers who have experienced the organisation's service; competitors' customers who the organisation would like to make its own; and internal customers (employees) who depend on internal service to provide their own services.

This assessment encourages and enables management to incorporate the voice of the customer into decision making. It also reveals customers' service priorities, identifies service improvement priorities and guides resource allocation decisions. Also it allows for the tracking of organisation's and competitor's service performance over time, discloses the impact of service quality initiatives and investments. It offers performance-based data to reward excellent service and correct poor service. All these will result in a satisfied and loyal customer for the firm.

The characteristics of services pose some challenges to both customers and service providers. The invariability aspects of services mean that it is difficult for service providers to standardise the service. This may result in unsatisfied customers especially if they had received a better service from another service provider.

Services are also inseparable, which means that they cannot be separated from the service providers. This means that the

inability of the service to satisfy consumer needs will affect the image of the service provider and their organisation.

The intangible nature of services poses a great challenge to service providers in that it is difficult for them to communicate the benefits of their service to customers. This means that consumers may not enjoy some of the service's benefits because they have not been properly communicated to them. All these characteristics make it difficult for service providers to give their customers satisfactory service. It is therefore the objective of this paper to find out from viewers their level of satisfaction with Btv programming as well as determine their proposal on programmes they would like to see added to or removed from the existing ones; establish whether viewers feel they should be contacted before some programmes are banned on Btv; and finally find out what Btv management think about the viewers' perceptions of Btv programmes.

LITERATURE REVIEW

Brown (1989) asserts that dissatisfaction occurs when a negative discrepancy is present between the customer's anticipated outcome and the actual outcome. An alternative perspective on satisfaction/dissatisfaction has been proposed by Woodruff (1983), and Cadotte, Woodruff, and Jenkins (1987). They suggest that experience-based norms are more appropriate than expectations to serve as a benchmark against which a product or service experiences are compared. They further suggest that there is a zone of indifference between satisfaction and dissatisfaction levels, that is, although there may be some absolute performance standard with which all experiences for a given product or service are compared, in reality any given product or service experience must be outside an acceptable range of performance before it is viewed as either a positive or negative disconfirmation.

Brown (1989) found that an individual will compare his or her experience with a set of expectations thus applying the disconfirmation model to the evaluation of the service encounter. These expectations may be based, in part or in total, on past relevant experiences, including those gathered vicariously. An example would be where one may form expectations about a visit to a dentist from their own experience or from being informed about someone else's experience. On the other hand De Ruyter (1997) observes that in most models of customer evaluations of services, the focus is on comparative judgement of expectations versus perceived performance resulting in service quality and/ or service satisfaction. He goes on to say that customers form expectations prior to their encounter with the service provider, they develop perceptions during the service delivery process and subsequently they compare their perceptions to their expectations (Iacobucci, 1996).

Shankar (2003) argues that satisfaction and loyalty are not surrogates for each other. It is possible for a customer to be loyal without being highly satisfied, like where there are fewer other choices and it's also possible for a customer to be highly satisfied and yet not be loyal, like when there are many alternatives available. He also asserts that firms need to gain a better understanding of the relationship between satisfaction and loyalty. If for example, a firm finds that loyalty is associated with increased satisfaction it could directly focus on enhancing its loyalty programmes. However Fornell *et al.* (1996) found customer satisfaction to be greater for goods than for services and in turn greater for services than for government agencies. In their research on American Customer Satisfaction Index (1996) they observed that customer satisfaction is in decline primarily because of decreasing satisfaction with services. They further observed that the extent to which the product or service fits the customers' personal requirements is more important than reliability in determining customer satisfaction. They also found out that there are three determinants of the customer's overall satisfaction, namely: perceived quality, perceived value and customer expectations which may lead to two consequences; customer loyalty and customer complaints.

Perceived quality or performance is the served market's evaluation of recent consumption experience and is expected to have a positive effect on overall customer satisfaction. The served market's expectations represent both the served market's consumption experience with the firm's offering including non-experimental information (available through sources such as advertising and word of mouth) and a forecast of the supplier's ability to deliver quality in the future. Perceived value is the perceived level of product or service quality relative to the price paid

The immediate consequences of increased customer satisfaction are decreased customer complaints and increased customer loyalty (Fornell and Wernerfelt, 1987). When dissatisfied, customers have the option of exiting (e.g. going to a competitor) or voicing their complaints. Increased customer satisfaction should also increase customer loyalty (Fornell, 1987).

While most organisations would view complaining behaviour indifferently, Oliver (1987) suggests that complaining reduces dissonance caused by dissatisfaction while Nyer (2002) points out that complaining gives dissatisfied consumers the chance to vent out their unhappiness. This assertion was also supported by the findings of Alicke *et al.* (1992) when they found that the most common reason for complaining in social interactions was to vent negative emotions. When such individuals suppress their feelings of distress, it causes them to dwell on the causes of their dissatisfaction. Whilst there are studies conducted on social interaction, there is very little empirical evidence for the

effectiveness of venting in reducing dissatisfaction among real consumers in real consumption situations.

There is, however, evidence that suggests that venting will cause a short-term increase in negative emotions. Nyer (1997) found that subjects who were given a chance to express their feelings about a dissatisfying product or service reported higher levels of anger than did subjects who were not explicitly given a chance to express their feelings. The increased levels of negative emotions disappeared after a short period of time (say, an hour or two, and in a few cases after a day or two). Presumably, complaining leads to short term increase in dissatisfaction and this increased dissatisfaction dissipates after a few days. This suggests that highly dissatisfied consumers are more likely to engage in intense complaints, and consumers who complain intensely are more likely to experience reductions in satisfaction. However Kasouf *et al.* (1995) argue that consumer complaints are very useful forms of consumer initiated market information that can be used to make tactical decisions and satisfying consumer requirements.

Gronroos (1982) developed a model which points out that consumer compare the expected service with perceptions of the service received in evaluating quality. Similarly Smith and Houston (1982) claimed that satisfaction is related to confirmation or disconfirmation of expectations. Their research was based on a disconfirmation experience paradigm, which maintains that satisfaction is related to the size and direction of the disconfirmation experience where disconfirmation is related to the person's initial expectations (Churchill and Suprenaut, 1982).

Meyvis *et al.* (2002) assert that when consumers try to assess a product or service performance on a key benefit, their information search often reveal both diagnostic and irrelevant information. Although one would expect irrelevant information to have little impact on the predictions of the service or product performance, the irrelevant information systematically weakens consumers' beliefs that the service will provide the benefit. This dilution effect persists even after subjects have acknowledged the irrelevance of the additional information. This, however, depends on whether the product information is processed with the desired benefit in mind.

It can be said therefore, that consumers are selectively looking for information that suggests that the service will deliver the desired benefit and they categorise any additional evidence, be it irrelevant, disconfirming or confirming; and as a consequence, irrelevant information weakens consumer beliefs in the service' ability to deliver the benefit.

Kim (2002) suggests that many service providers see consumer knowledge as an advantage and they target many new services and products. This strategy seems intuitively appealing when based on the assumption that experts or

consumers with a prior experience and knowledge of the service have a learning of information processing advantage and proportionately higher levels of interest or involvement. On the other hand Wood (2002) suggests that compared to consumers with lower prior knowledge, those with higher prior knowledge may learn less about the new service. Those with higher prior knowledge incorrectly generalise from knowledge of existing services and assume that they already know how the service or product will perform or how it has to perform.

METHODOLOGY

This research uses the gap model for data analysis. This model suggests that the service quality a consumer judges to receive from a transaction is a function of magnitude and direction of the disconfirmation he/she experiences. This is basically a gap between expected and received service. According to Zethaml and Bitner (1985) there are five gaps:

- **The customer gap:** Deals with knowledge, this is, the difference between what consumers expect of a service and what management perceive that customers expect. The difference is the gap.
- **The standard gap:** The difference between what management perceive customers to expect and the quality specification set for service delivery. This is, not knowing what customers expect.
- **The service quality specifications gap:** This is the service delivery gap in other words. This is the difference between the quality specification set for service delivery and the actual quality of service delivery. It is attributable to the quality of the personnel delivering the service.
- **The communication gap:** Difference between the quality of service delivered and the quality of service promise made by advertising and other forms of communication.
- **The perceptions gap:** Difference between what is actually delivered and what customers perceive they have received because they are unable to accurately evaluate the service.

SAMPLING SCHEME

A total of 154 respondents, in Gaborone, were chosen using probability sampling. A total of 150 Btv viewers and four Btv management personnel were selected as respondents.

DATA COLLECTION

Two sets of questionnaires, which contain both open-ended and close-ended questions were used to both groups of respondents. The questionnaire comprised of questions on perceptions and overall satisfaction of programmes that are currently shown on Btv, The questionnaire also had questions that wanted to find out programmes that viewers felt were not beneficial to them and programmes they would like to see added to the already existing Btv package with a view to improving the services offered.

The questionnaire directed to Btv management personnel was to find out the gap between what they perceive customers want and need and what exactly customers need. It contained questions on what the management believe customers want and programmes management feels should be banned. In both questionnaires, the respondents were asked to indicate their degree of satisfaction with regard to these questions and statements by measurement of a five point Likert scale, which ranged between 1-5 where 1 represented very dissatisfied, 2 represented dissatisfied, 3 represented neutral, 4 represented satisfied, 5 represented very satisfied

DATA PROCESSING

Both qualitative and quantitative approaches were used in analysing the data. Questionnaires were coded and inputted into the computer using Statistical Packages for Social Sciences (SPSS). Through SPSS frequency distribution counts and cross tabulations are employed to analyse the data.

ANALYSIS

Table 1 presents the viewers' level of satisfaction with Btv programmes that are currently being offered.

Table 1: Satisfaction with the Programmes that are Currently Showing on Btv

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	12	8.0	8.0	8.0
	dissatisfied	56	37.3	37.3	45.3
	neutral	62	41.3	41.3	86.7
	satisfied	16	10.7	10.7	97.3
	very satisfied	4	2.7	2.7	100.0
	Total	150	100.0	100.0	

Table 2: Programmes I Would Like to See Removed on Btv Sports

	Viewers Frequency	Percent	Management frequency	Percent
wrestling	8	5.3	0	0
karate	4	2.7	0	0
Tshamekang	12	8.0	0	0
None	126	84.0	4	100
Total	150	100.0		

Table 3: Soaps You Would Like to See Deleted on Btv

Programmes	Viewers Frequency	Percent	Management Frequency	Percent
Passions	36	24.0	0	0
The bold	5	3.3	0	0
Total	41	27.3		
None	109	72.7	4	100
Total	150	100.0	4	100

45.3% of the viewers are dissatisfied with the programmes that are currently showing on Btv, while 13.4% (20/150) of respondents are satisfied with Btv programmes. 41.3% of the viewers were neither satisfied nor dissatisfied. Btv management personnel also showed that they were not satisfied with the programmes that are currently showing on Btv as 3/4 (75%) of them said they were not satisfied.

Further analysis was made to unravel the types of programmes the viewers were not satisfied with to the extent that they wanted them removed. These programmes fell in the range of sport, soaps, music, cultural and programmes.

Table 2 shows the programmes that viewers would like to see removed on Btv sports. Only 24 respondents gave their views with regard to removal of sports programmes on Btv. Tshamekang was the least favoured sports programme shown by 12 (8.0%) viewers who want to see it removed, wrestling with 8 (5.3%) viewers and Karate with 4 (2.7%) viewers. All the 4 respondents from Btv management seemed to think that consumers liked all their sports programmes because they did not indicate any sports programmes that they would like to see removed. This shows an existence of the Standard Gap and this suggests that there is a difference between what Btv management perceive as what customers want and the variety and quality of sports programmes that customers want

Table 3 shows viewers' responses on the soaps that they would like to see removed on Btv. Out of 150 respondents, 36 (24.0%) wanted to see Passions deleted, 5 wanted The Bold And The Beautiful deleted while 109 did not give their views. There is also an existence of the customer gap here because management seem to think that viewers like the soaps that they are showing while viewers want to

see them deleted. This shows that there is a gap between what customers expect of a service and what management perceives that customers expect.

Table 4 shows the musical programmes that viewers would like to see deleted on Btv. The least favoured programme is Mocaragana with 49 respondents, followed by Meribo with 10 respondents and The Fuse with 2.7%. 75% of Btv management also wanted Mocaragana to be deleted from Btv

Given the viewer's dissatisfaction with some of the programmes shown on the TV, viewers were asked about programmes they would like to see added on the TV. The programmes were categorised as, Sports, Soaps, Educational, Musical and cultural. The following tables and graphs show results:

When asked which additional musical programmes they would like to see on Btv, viewers' majority 42.7% favoured Local Choirs as an additional musical programme on Btv followed by Channel O and Music TV with 28.0% and 13.3 respectively. Customers gap was identified here when comparing what customers want and what management thought were the viewers' perceptions of their musical programmes. Btv management personnel (75%) thought that customers were happy with the music that Btv was providing as they offered Gospel music and Coca Cola Flava Dome programme mostly preferred by youths. Hence they felt nothing related to music should be added

Most viewers indicated that they mostly preferred Boxing (27.3%), followed by Soccer at 24.7%, local sports 12.7% 2 and formula 1 with 12.7%, volleyball at 9.3%, there is also an existence of the perceptions gap here because Btv

Table 4: Musical Programmes You Would Like to See Deleted on Btv?

	Viewers Frequency	Percent	Management Frequency	Percent
mokaragana	49	32.7	3	75
the fuse	4	2.7	0	0
meribo	15	10.0	1	25
None	82	54.7	0	0
Total	150	100.0	4	100

Table 5: Musical Programmes You Would Like to See Added on Btv?

	Viewers Frequency	Percent	Management Frequency	Percent
Local choirs	64	42.7		
Musical tv	20	13.3		
Mtv	12	8		
Jazz	12	8		
Channel O None	42	28.0	4	100
Total	150	100.0	4	100

Table 6: Additional Sports Programmes You Would Like to See Added on Btv

		Frequency	Percent	Management Frequency	Percent
Valid	formula 1	19	12.7		
	boxing	41	27.3		
	cricket	8	5.3		
	soccer	37	24.7		
	basketball	13	8.7		
	volleyball	14	9.3		
	local sports	13	8.7		
	None	5	3.3	4	100
Total		150	100.0		100

management seem to think that viewers were not concerned with variety.

Table 7 shows viewers' suggestions on additional educational programmes. A total of 36 viewers (24.1%) suggest Botswana documentaries and talk back shows should be added in the educational programme. This aspect was also suggested by all the Btv management. 18.7% favoured high school tutorials as an additional educational programme; parliamentary sessions, informative youth programmes and fashion programme were also rated programmes to be added with 13.3% respectively.

Table 8 shows viewers' suggestions on additional soaps that they would like to see shown on Btv. 56.0% of the viewers preferred generations, followed by Days Of Our Lives and Backstage with 28.7% and 8% respectively, Viewers

indicated that they preferred Generations to most soaps that are shown on Btv. 50% of Btv management personnel thought that the viewers are happy with the soaps that Btv provide.

Table 9 above reveals respondents' views on whether Btv has met their expectations since its inception. 128 (85.3%) respondents indicated that Btv has not met their expectations while 22 (14.2%) indicated that it has. From Btv management personnel 75% agreed with the viewers that Btv has not met their expectations since its inception but they did point out that it has made some significant improvements. Such improvements include the fact that they can show some major events live. An example would be the screening of the Miss World and All Africa games live.

Table 7: Additional Educational Programmes on Btv?

	Frequency	Percent	Management Frequency	Percent
high school tutorials	28	18.7		
Botswana documentaries	36	24.1	4	100
parliamentary sessions	20	13.3		
informative youth programmes	20	13.3		
fashion programmes	20	13.3		
cooking programmes	8	5.3		
CNN	4	2.7		
sky news	11	7.3		
None	3	2.0		
Total	150	100.0	4	100

Table 8: Additional Soaps on Btv?

	Frequency	Percent	Management Frequency	Percent
generations	84	56.0	2	50
days of our lives	43	28.7		
backstage	12	8		
isidingo	7	4.7		
Local drama	4	2.7		
None			2	50
Total	150	100.0		

Table 9: Has Btv Met Your Expectations Since its Inception?

	Frequency	Percent	Management Frequency	Percent
yes	22	14.7	1	25
no	128	85.3	3	75
Total	150	100.0	100.0	100.0

Table 10: Would You Subscribe To another Service Provider if they Offered you the Services you Indicated as Preferred Additional Programmes?

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	132	88.0	88.0	88.0
no	18	12.0	12.0	100.0
Total	150	100.0	100.0	

Viewers were also asked whether they would subscribe to another service provider if they offered the additional programmes that viewers preferred. The results show that

most viewers would subscribe to another service provider if they offered their desired programmes as indicated in Table 10.

Table 11 shows viewers' suggestions on how Btv can improve its service. Viewers suggested that Btv should show more recent programmes and they should also reduce the frequency of technical interruptions. The table also shows other viewers' suggesting Btv to add more entertaining programmes on how Btv can improve its service.

Table 12 shows Btv's overall level of service. 66 viewers found the service to be satisfactory, 39 found the service to be good, and 37 found it unsatisfactory while 8 viewers were satisfied with the service. 75% of Btv management personnel rated Btv's overall level of service as satisfactory. Management cited poor management as one of the factors contributing to unsatisfactory service of Btv.

Table 13 represents viewers' suggestions on improving customer care at Btv. 57.3% suggest that Btv should introduce toll free lines, 18.7% wanted an introduction of call centres operating 24 hours. 16.0% suggested that Btv management should get customers' views on their service while 8.0% suggested that Btv should train its staff on customer care.

Table 11: In Your View How Can Btv Improve its Service?

	Frequency	Percent	Management Frequency	Percent
show recent programmes(movies, comedy)	47	31.3		
avoid too much repetition of programmes	11	7.3		
reduce the frequency of technical interruptions	42	28.0		
get customers' views on how they can improve	11	7.3		
add more entertaining programmes	23	15.3		
more informative programmes	4	2.7		
programmes to be shown at convenient times for the targeted	8	5.3	4	100.0
None	4	2.7		
Total	150	100.0	4	100

Table 12: How Would You Rate Btv's Overall Level of Service?

	Frequency	Percent	Management Frequency	Percent
unsatisfactory	37	24.7	1	25
satisfactory	66	44.0	3	75
good	39	26.0		
satisfied	8	5.3		
Total	150	100.0	100.0	100

Table 13: What are Your Suggestions on Improving Customer Care?

	Frequency	Percent	Management Frequency	Percent
introduce toll free numbers	86	57.3		
train staff on customer care	12	8.0		
get customers' views of their service	24	16.0	4	100
introduce 24hours call centres	28	18.7		
Total	150	100.0	100.0	100

Table 14: Do You Feel That You Should be Contacted before Some Programmes Deleted?

	Frequency	Percent	Management Frequency	Percent
yes	146	97.3		
no	4	2.7	4	100
Total	150	100.0	4	100

Table 14 shows that 97.3% of the viewers would like to be contacted before some programmes are banned from being shown on Btv while 2.7% do not want to be contacted. Even though most customers would like to be contacted before a programme is introduced or banned from showing, this may prove to be difficult for the management. All Btv management respondents indicated that they did not contact viewers before introducing or banning some programme.

CONCLUSION

The analysis of this research shows that there is a perceptions gap between Btv management and Btv viewers. In this state Btv viewers believe there are offering what the viewers want while on the other side the viewers desire a certain degree of service to be offered. The analysis results give an impression that there is a gap between what the service believes the customer wants and what the customer believes should be compared to his expectations based on his comparative beliefs of what should be. Btv has been newly established and most of the Botswana have been watching South African broadcastings and shows. In this respect Btv has to strive to meet its customer expectations or exceed them to satisfy them. One best solution is to take viewers' suggestions into consideration in order to provide them with satisfying service. Most customers indicated that they were

not satisfied with the programmes that are currently showing on Btv. Most of the programmes that consumers indicated as additional programme they would like to see on Btv were South African programmes, which means in assessing Btv programmes, viewers compare them to South African television programmes.

This study shows the importance of getting customer views each time you delete or introduce a programme and know the type of your target market as each group may desire different service to satisfy it. It therefore brings us to the conclusion that it is not safe for management to rely on their own perceptions of what customers want or expect because management may not know what specific service quality assessment criteria viewers consider important. This aspect is confirmed by some programmes currently showing on Btv that viewers feel should be deleted while management feel that these are the programmes that viewers need. Viewers feel that these programmes are not entertaining enough, and not informative or educational. This shows that there is a knowledge and service gap between what consumers or viewers expect of Btv service and what Btv management perceives that customers want and expect.

Management may also misjudge how consumers perceive their overall level of service in relation to their competitors. One will not be wrong to assume that Btv management had thought that by providing some programmes different from the ones provided by South African television services, viewers would appreciate their creativity and welcome the new programmes but instead viewers have shown that they prefer the competition's programmes. This shows the existence of the service quality specification gap. In trying to differentiate themselves from competitors, Btv did not select the right service designs and standards to deliver their service and thus bringing in the delivery and standard gap into existence. This gap is usually attributable to the quality of the personnel delivering the service; Btv management has cited poor management as one of their problems an area in which we believe Btv has to improve to close this gap and satisfy its viewers.

Viewers have suggested that Btv should introduce toll free lines so that even those customers who cannot afford telephone calls can pass on their views on service improvement. To satisfy consumers, management must know and understand their needs so that they can provide them with service that they require. Customers have also indicated that they would subscribe to another provider if they provide them with the services that they require. This is a clear indication to management of the importance of incorporating viewers' requirements into their service delivery strategies in order to satisfy customers.

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