

A SURVEY ON CUSTOMER SATISFACTION OF
A CHINESE LANGUAGE NEWSPAPER
IN PORTUGAL

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Abstract

The history of Chinese immigrating to Portugal is as long as Tejo river. But Chinese language media's appearance in Portugal happens only in the recent decades. With the fast increasing of Chinese immigrants in Portugal after year 2000, the number of Chinese language newspapers on sale in Portugal has also increased. There were seven titles currently being sold in the newsstands. Moreover, Chinese language newspapers from Spain and Germany are also appearing in Lisbon newsstands.

In this master project we have studied the perceptions of Chinese readers towards the customer satisfaction of written mass media. For this purpose, we have conducted a case study on customer satisfaction of a local Chinese newspaper: the *Journal Sino*. This study has four specific objectives: to understand customer satisfaction of content, customer satisfaction of delivery service, customer satisfaction of communicating with *Journal Sino* employees, and the last but not the least, the advertisement customer satisfaction.

Journal Sino is the first Chinese language newspaper issued in Portugal. The weekly published newspaper has become the largest Chinese language newspaper in Portugal. In spite of it, the Journal is still encountering competition from other Chinese language newspapers. The management of *Journal Sino* is preparing a new round of reform to keep the advantage. Customer satisfaction survey is chosen as a breakthrough point to guide the reform.

Based on statistics results, we identified major issues exist in content of *Journal Sino*, observed customers' perceptions of delivery service, and communication issue. Advertisement customer satisfaction and customer overall satisfaction of *Journal Sino* also were evaluated.

Key words: Consumer behavior, Customer satisfaction, Service quality, Marketing

JEL Classification System: M16 International Business Administration M31 Marketing

Resumo

A história da imigração chinesa para Portugal é tão longa como o rio Tejo. Mas a entrada da língua chinesa nos média portugueses aconteceu apenas nas últimas décadas. Com o rápido crescimento de imigrantes chineses em Portugal após o ano 2000, o número de jornais chineses à venda também aumentou. Existem actualmente sete títulos disponíveis nas bancas. Além disso, os jornais de Espanha e Alemanha escritos em chinês estão a aparecer nas bancas de Lisboa.

Neste projecto de mestrado, estudou-se a percepção dos leitores chineses em relação à sua satisfação dos meios escritos de comunicação. Com este objectivo, levou-se avante um estudo de caso sobre a satisfação dos clientes de um jornal local chinês: *the Journal Sino*. Este estudo possui quatro objectivos específicos: compreender a satisfação do cliente sobre o conteúdo, o serviço de distribuição do jornal, na comunicação com os empregados do jornal, e por último, e não menos importante, a satisfação sobre a publicidade.

Journal Sino foi o primeiro jornal chinês a ser publicado em Portugal. O jornal semanal tornou-se o maior jornal de língua chinesa em Portugal. Apesar disso, o jornal ainda está a encontrar competição com outros jornais de língua chinesa. A gestão do jornal está a preparar uma nova ronda de renovações para manter a vantagem. A pesquisa de satisfação do cliente é escolhida como um ponto de partida para orientar essas renovações.

Com base nos resultados obtidos, identificaram-se as principais questões existentes em relação ao conteúdo do jornal, à percepção dos clientes sobre o serviço de entrega e a questão da comunicação com os empregados. A satisfação sobre a publicidade e a satisfação em geral com o jornal são também avaliadas.

Palavras-chave: Comportamento do Cliente, Satisfação do cliente, Qualidade de serviço, Marketing

Sistema de Classificação JEL: M16 International Business Administration M31 Marketing

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List of abbreviations

AD	Advertisement
ASAE	Autoridade de Segurança Alimentar e Económica
EMEL	Empresa Pública Municipal de Mobilidade e Estacionamento de Lisboa
KLM	KLM Royal Dutch Airlines

Executive summary

Newspapers as a culture symbol, their purpose is to deliver information. On the other hand, for immigrants who land on a new territory, they resort to their mother tongue language newspaper as an important method to collect information. With the increasing of Chinese immigrants in Portugal, Chinese language media market has emerged in the past decade.

The *Journal Sino*, currently the largest Chinese language newspaper in Portugal is being already published for more than 10 years. In 10 years' period, management of *Journal Sino* initiated two rounds of reform which guaranteed the advantage of *Journal Sino*. The current structure of the newspaper layout was also set by the second round of reform. But the laggards never stopped their pace to try to catch up. Even Chinese language media from Spain, entered Portuguese market and try to share a part of it. In such circumstances, the management of the *Journal Sino* is considering to initiate another round of reform.

The purpose of this thesis is by making a customer satisfaction survey to understand customer perceptions and evaluate their satisfactions on *Journal Sino*, so as to give suggestions for the new reform of *Journal Sino*.

In order to achieve the target, quantitative and qualitative methods were applied. Questionnaire survey and individual interview were the major maneuvers to complete the project. Originated from the functions and processes of the newspaper publishing, a specialized questionnaire was designed to evaluate customers' perceptions about the content, the customers' satisfaction of the delivery service, communication issue, and advertisers' satisfaction. The questionnaire is composed by 30 multiple choice questions plus individual observation section. Guided with consumer behavior theory, a related demographic survey and reading habits survey was integrated in the questionnaire for management of *Journal Sino* to better understand their customers and make relative adjustments.

More than 130 questionnaire sheets were collected from random picked interviewees. The interviewees come from all over the Portugal. They are all customers of *Journal*

Sino, either readers or advertisers. Finally, 100 questionnaire sheets have been picked out as my research sample. After systematic statistics, we get the conclusion that, in general, customer satisfaction of *Journal Sino* is acceptable. Customer satisfaction of delivery service and communicating with newspaper employees is quite good. But there are weaknesses in the customer satisfaction of content and advertisement. Especially widely complaints about content are noted in individual observation section. They have complained most about the failure about the timeliness of the news, especially the news part. The design of advertisement also needs to be improved according to the opinions of interviewees.

Meanwhile, after research on the results of demographic characterization and reading habits, we noticed the impact of new media on the traditional written mass media. As the level of education of *Journal Sino* readers is very high, there is more and more demand on the Portuguese events information.

Hopefully this present work may benefit the new round of reform in the *Journal Sino*.

Sumário executivo

O jornal, como símbolo cultural, tem o propósito de prover informações. Por sua vez, para os imigrantes que aterram em novos territórios, o recurso ao jornal em sua língua materna é um método importante de coletar informações. Com o crescente aumento da população de origem chinesa em Portugal, o mercado dos media em língua chinesa emergiu na década passada. Newspapers as a culture symbol, their purpose is to deliver information. On the other hand, for immigrants who land on a new territory, resort to mother tongue language newspaper is an important method to collect information. With the increasing of Chinese immigrants in Portugal, Chinese language media market emerged in the past decade.

O Jornal Sino, atualmente o maior jornal de língua chinesa em Portugal, publica há mais de 10 anos. Neste período, a gestão do *Jornal Sino* iniciou duas rondas de reforma, as quais garantiram a vantagem do *Jornal Sino*, a estrutura atual do jornal também foi definida na segunda ronda de reforma. Entretanto, os jornais que vinham atrás nunca reduziram os esforços para apanhá-lo. Mesmo medias em língua chinesa oriundas de Espanha entraram no mercado português e tentaram adquirir uma parte deste. Em tal circunstância, a gestão do *Jornal Sino* está a considerar outra ronda de reforma.

O propósito desta dissertação é fazer uma pesquisa de satisfação do consumidor a fim de entender as percepções dos consumidores e avaliar sua satisfação em relação ao *Jornal Sino*, de modo a poder propor reformas novas ao Jornal.

De modo a atingir o objetivo, métodos qualitativos e quantitativos foram aplicados. Inquéritos por questionário e entrevistas individuais foram as principais ferramentas para completar o projeto. Originado das funções e processos de publicação de jornais, um inquérito especializado foi projetado para avaliar a percepção dos consumidores sobre o conteúdo, serviço de entrega, problemas de comunicação e satisfação de anunciantes. O inquérito é composto por 30 questões de múltipla escolha mais observações individuais. Guiada pela teoria de comportamento do consumidor, uma pesquisa demográfica e de hábito de leitura foi integrada no questionário para a gestão

do *Jornal Sino* a fim de melhor entender os consumidores e fazer ajustes de acordo. Mais de 130 folhas de inquérito foram coletadas de pessoas entrevistadas ao acaso. Os entrevistados vêm de todo Portugal. Todos são consumidores do *Jornal Sino*, tanto leitores como anunciantes. Finalmente, 100 folhas de inquéritos foram selecionadas como amostra de pesquisa. Depois de analisadas sistematicamente estatísticas, chegamos à conclusão de que, de maneira geral, a satisfação dos consumidores do *Jornal Sino* é aceitável. Satisfação no serviço de entrega e comunicação com os empregados do Jornal é bastante boa. Entretanto, há problemas na satisfação no conteúdo e anunciantes. Especialmente reclamações sobre conteúdos são tratadas em seção individual. A maior queixa foi relativa à atualidade do conteúdo, especialmente na parte das notícias. O desenho dos anúncios também deve ser melhorado, de acordo com as opiniões dos entrevistados.

Entretanto, depois de pesquisar os resultados da caracterização demográfica e hábito de leitura, notamos o impacto dos novos media em relação aos media escritos tradicionais, como o nível da educação dos leitores do *Jornal Sino* é bastante elevado, por isso, há cada vez mais procuras de notícias sobre Portugal.

Esperamos sinceramente que este trabalho beneficie a nova ronda de reforma do *Jornal Sino*.

1. Introduction

The present study under the program of Master in International Management aims to have a closer look on the topic of consumer behavior of a migrant group in Portugal. This migrant group is the Chinese community which accounts for more than 20.000 members according to unofficial statistics provided by the Chinese Embassy in Portugal.

The Chinese community is quite big enough to generate several businesses whose main customers target are the Chinese people themselves. Included in this category of businesses are the typical Chinese food and ailments, money transfer services, personal services like hairdressing, Chinese books and literature sales and, of course, the news and magazines distribution, among many others.

For the study of consumer behavior in the Chinese community we would like to focus on the customer satisfaction in regard to newspapers business. Therefore, we choose to do a case study on the *Journal Sino* which is the one with the largest circulation in Portugal among a total of seven titles available that are published in Portugal, Spain or in other countries of Europe.

The main objective of knowing the general customer satisfaction of the newspaper incorporates four specific objectives that are customer satisfaction of content, customer satisfaction of delivery service, customer satisfaction of communicating with *Journal Sino* employees, and the advertisement customer satisfaction.

First issued in year 1999, the *Journal Sino* is currently the biggest Chinese language newspaper in Portugal. With more than 10 years of development, *Journal Sino* has fostered a stable reader group, and the circulation of each issue reaches 5000 units. The Journal itself has evolved to weekly published newspaper from previously monthly published briefings. At the beginning, *Journal Sino* used the name *PUHUA TONGXUN (LUSO-SINO NEWSREPORT)*, with several enthusiastic Chinese oversea students' contribution, *PUHUA TONGXUN* became the first registered Chinese language newspaper in Portugal. The inchoate *PUHUA TONGXUN* was a quite simple publication mostly because of its reduced market size and the newspaper was

only printed in A4 size and as much as 12 pages. The printing was even more amateur yet, the commercial office printer and copy machines were the tools to get the job done (http://news.xinhuanet.com/world/2010-02/09/content_12958292.htm, 2010)

Gradually, strong demand from increasing Chinese immigrants helps the newspaper to grow and even lead the emergence of the Chinese language media market in Portugal. By the time of 2007, severe competition in the written mass media market started to emerge. There were seven Chinese language newspapers distributed in Portugal, but at that time, the total Chinese immigrants in Portugal were less than 20,000 (data from Chinese embassy in Portugal). How to survive in this business became an issue for all the Chinese language media people in Portugal, including the employees of *Journal Sino*. In addition, unfortunately, the initial oversea students had left the newspaper office, therefore, no scientific theories, no experts' guidance, no professional employees, only via venture capital donated by the old Chinese immigrants group, *Journal Sino* survived that darkness period.

Since 2009, worldwide economic crisis started its influence on Chinese community in Europe. Meanwhile, Euro crisis drastically damaged southern European countries' economy. Chinese immigrants' revenue kept shrinking. The profitability of *Journal Sino* was also descending. Even in such bad circumstances, the PUXIN BAO (*Journal Lusó Novo*), another Chinese language newspaper originated from Spain, a major competitor in the past decided to return to Chinese language media market in Portugal in year 2011. Encountering such a big challenge, the management of *Journal Sino* decide to apply systematic maneuvers combined with scientific theories guidance to initiate a new round of reform for the newspaper to face the challenge.

A suggestion of taking customer satisfaction research as a breakthrough point for the entire reforming project is approved by top management of *Journal Sino*, for *Journal Sino* have never ever done a formal customer survey in spite of its 10 years long publication record. Before the present survey, the management and employees have tried to collect feedbacks from customers, but it was only limited to the oral data collection without systematic action, so it was impossible to make professional data analysis. Under the guidance of consumer behavior and customer satisfaction theory,

we made a survey to discover readers' perceptions and evaluated the customers' satisfaction of the newspaper.

In order to achieve the purpose of the Master Project, we used the methodology of survey. By the survey administered to the readers, we could figure out customer satisfaction of content of *Journal Sino*, customer satisfaction of delivery service, customer satisfaction of communicating with *Journal Sino* employees, advertisement customer satisfaction, and eventually, general customer satisfaction of *Journal Sino*. The contribution from this research work is to identify the issues that can harm the long term sustainability of the newspaper and to give suggestions for a future reform of the *Journal Sino*.

The survey is designed in the form of answering questionnaire plus taking individual interviews. We have dispatched about 130 structured questionnaires to the target customers (readers and advertisement customers) and we are able to collect 100 valid feedbacks. By analyzing the results with statistical methods we can recognize the realistic satisfaction of the customers toward *Journal Sino*. In order to keep the results more objective and precise, the sampling is totally randomized and there are no preferences set for the target customers. People who read the *Journal Sino* (no matter they are subscribers or occasional buyers) or advertisement customers of *Journal Sino* are all accepted to answer the questionnaire. Considering that *Journal Sino* is a nationwide published newspaper, our target interviewees are from all over the Portugal, In North, we reach to Vila do Conde and in the South, to Albufeira, Algarve. With diversified target interviewees, we believe that it is guaranteed the objectiveness and accuracy of the final results.

About the contents of the questionnaire, we divide them into three parts, and set four aspects, as mentioned above, to discuss about the customer satisfaction of *Journal Sino*. With the guidance of my supervisor Professor Álvaro Rosa, besides the structured multiple choice questions, we add individual observation section to introduce interviewees talk about their feelings about *Journal Sino*. Those comments could give us a clear clue about the problems we are facing and help set the orientation of newspaper's reform.

The entire customer satisfaction survey lasts for three months. There are 100 valid questionnaires in the research sample. Under the guidance of scientific theories together with statistic calculation we could get finally some lights about the customer satisfaction in those four abovementioned aspects, and identify major issues that influence the results of customer satisfaction.

The detailed discussions of the results of the survey are placed in methodology & data analysis part of this thesis.

2. General information about newspaper *Journal Sino*

2.1 Readers of *Journal Sino*

Traditionally, Portugal is an emigration country. The emigration wave began since the great discovery in the fifteenth century. Emigration remained high until 1973 when the first oil shock slowed down the economies of the Western European countries (<http://www.mongabay.com/history/portugal/portugal-emigration.html>, 2010). After the economy boosts in 1980s, accompanied with another rounds of economic recession, emigration become popular again in the latest decade which cause the problem of lack of labor force in Portugal. Improving labor force supply becomes a task for Portuguese government.

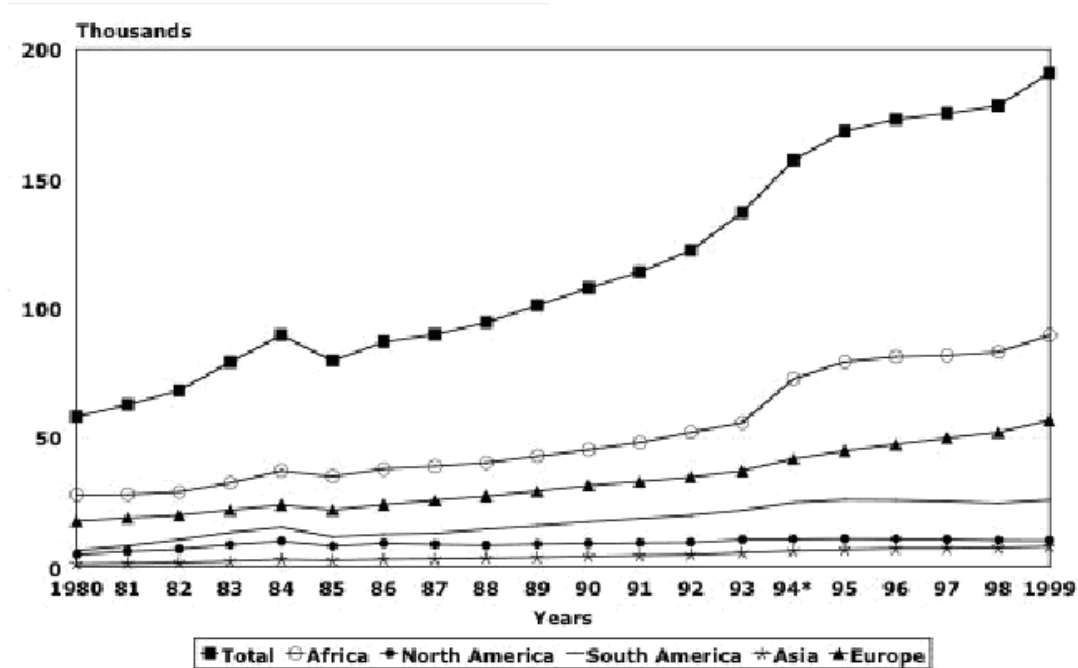
On the other hand, China is also traditionally an emigration country. The emigration history could be traced back to the Ming dynasty (1368-1644), the first ancient Chinese emigrants was believed to arrive to South Asia (Kwei, 1935). Early in seventeenth century and eighteenth century, people from Qingtian county Zhejiang province already arrived in Europe via Siberia, Russia route to sell traditional Chinese stone carving products (Kwei, 1935). During World War I, Western European countries recruited more than 140,000 Chinese labors to serve in Europe, most labors from northern China were sent back after the war, but a few labors from Qingtian county (in south of China) stayed in Europe to carve stones for upper class (Kwei, 1935). They are the ancestors of modern Chinese merchants in Europe. But in Portugal, the number of those retention labors was only about 200 (http://blog.sina.com.cn/s/blog_67b5e8550102e2xz.html, 2012)

Historically, Portugal is neither a popular destination for Chinese emigrants, nor for other Asian countries emigrants.

It is illustrated in Figure 1, among all the immigrants who came from all continents to Portugal (since 1980~1999), Asian immigrants were always the minority group, and the numbers stayed in the bottom. For the Chinese case, only after the amnesty

happened in 1992, Chinese legal residents in Portugal were first beyond 2000, among which, many of them arrived to Portugal from other European countries in order to get a legal residence permit (data from Chinese embassy in Portugal). Majority of these legally staying Chinese emigrants are from Qingtian county Zhejiang province.

Figure 1: Legally resident foreign population in Portugal, by continent of origin: 1980 to 1999 (in thousands)



Source: Fonseca, M., Caldeira, M.J., Esteves, A. 2002

In Hofstede (2005)’s theory, China is defined as a collective country. People would prefer themselves living in a group structure or society more than considering themselves living as isolate individuals. For Chinese, there is an interesting phenomenon that people who belongs to a group tend to favor their group members and are ready to go against people outside the group. How they define the group is another interesting phenomenon. Sometimes it is done by blood, sometimes by geography. The latter one is more obvious in Southern China than in North. Holding this ideology, via family reunion policy and work visa, more and more Chinese from Qingtian area of Zhejiang province have immigrated to Portugal. The major reader group of *Journal Sino* is composed by these immigrants. In 2006, Chinese legal

residents in Portugal reached 15 thousand for the first time (data from Chinese Embassy in Portugal). After 2006, though Portuguese immigration law has been modified and facilitated immigration process which has attracted more Chinese emigrants to come to Portugal. However, the economic and food inspection “Acção Oriente” operated by ASAE in 2008 destroyed many traditional Chinese restaurant business, plus the economy difficulty, many Chinese choose to move back to China or transfer to other countries. Estimated by clerk working in Chinese embassy in Portugal, the current Chinese emigrated residents in Portugal would be just a little beyond 20 thousand individuals. Still, the majority of them are from Qingtian county and the city of Wenzhou in Zhejiang providence. The percentage of them is about 85%. (data from Chinese Embassy in Portugal). The rest are from various provinces and regions of China.

In summary, the universe of potential readers of *Journal Sino* is about 20 thousand. But not all Chinese would purchase or read newspaper, plus other characteristics of Chinese immigrants in Portugal such as low level of literacy, the number of potential readers is quite lower. Liang Zhan, the president of *Journal Sino* has commented in the interview that “*Looking back into the history, most of Chinese arrived here for business, not for oversea study, not for high tech job offer, and most of them only received basic education*”, when he was asked about the early generation of Chinese immigrants in Portugal. During daily work, a journalist from *Journal Sino* mentioned to me that “*Majority of Chinese here are profit oriented, emphasis on efficiency and hard working, if you talk about politics or culture things, you might feel being isolated, if the topic change to how to run a business, they all talk like a professor. They don't care much about society, but do care about how to double their income and reduce the cost simultaneously in next month*”. In some interviews that we have done with some elder Chinese for this project we were shocked that some of them were illiterate, not mention subscribing or reading newspapers. However, they own big shops or warehouses to do wholesale business. How did they achieve this? Certainly, the amnesty and help from other Chinese fellows who came from the same village or family. Currently, the circulation of *Journal Sino* per week is 3000, 500 of which

dispatch to subscribing readers (told by Liang Zhan). Considering some of free-offered newspaper would not be taken, and some would be passed to another reader, synthetically evaluated, the number of readers of *Journal Sino* is around 2000 and whose advertising customers are also included in this figure.

2.2 Purpose of readers, what they are looking for

We all agree that human beings are social animals. No matter how individualistic a single person could be, he or she still live in a society, the surroundings support of the human being's existence. People who emigrate to a quite unfamiliar environment would suffer a series of drastic changes. These changes would make people feel anxious. Many Chinese oversea students who studies in Portugal have expressed similar feelings to me. The anxiety would only relieve until they get familiar with the new environment. We call this process as a kind of re-socialization. The issue appears during this process is conflicts, especially culture conflict. *“Living abroad force oversea students generate a feeling of being isolated, no matter it was done by American or by Chinese fellows. They feel themselves abnormal in both environments: lost contact with beloved family, lost long term relied old culture recognition and social status in old environment,, and feel awkward, hopeless and helpless, self-estimation could never be approved in the new environments, everyday they live in the mood of fatigue, weak, depression, fear, and suspicion...”* (Klein, M. H., Miller, M. H., & Alexander, A. A. 1981: 310~331)

Above-mentioned phenomenon not only exist in oversea student group, it occurs when individual expose to new environment and lose his or her cultural identity. The long term relied old culture has become marginalized in the new environment. This made the individual feel being isolated. From the anthropology aspect, in order to survive and to get better development opportunities, individuals who live under the marginal culture tend to stay closer to other members of their original community to search for help and gradually try to merger into the new community and try to get approved by dominant culture in the new environment, thus they start to adjust

themselves, such as studying the host country language, trying to understand new customs, etiquettes and the like.

During this process, mass media plays an important role. Werner J. Severin (2008) from Yale University pointed out three significant functions of mass media, which are: supervising surroundings, connect all parts of the society to adapt to new environment, inherit social culture.

Based on the analysis above, we assert media's function here is to help emigrants to create a sub-dominant culture which co-exist with the marginal culture and the dominant culture as a buffer to help immigrants accomplish the process of re-socialization.

We consider what our readers need is to acquire information and help them re-socialize in their new environment which is Portugal in our case. This intention is to exert influence on readers' expectations over their reading behavior, and these expectations would affect finally the customer satisfaction. We would pay attention to this issue when analyzing the relative part of feedbacks of questionnaire.

On the other hand, during the interview with Lang Zhan, the president of *Journal Sino*, he told me that at the beginning, the main purpose of creating *Journal Sino* is to delivery information.

2.3 Purpose of advertisement customers

The enlargement of the customer base allows that Chinese language media such as *Journal Sino* to attract advertisement customers. In *Journal Sino*, there are various advertising solutions. No number of advertisement customers has been measured, but every week employees of *Journal Sino* receive advertising request for various issues. The purpose of advertisement customers is simple which to gain exposure of their business. But the figures related with advertising service have never been collected. It is a good opportunity to initiate such a survey, to test their satisfaction and get better understanding of advertisement customers. We set a specific part for the advertisement customers in research questionnaire.

2.4 Foundation of *Journal Sino*

Frankly speaking, establishment of *Journal Sino* is not a profit oriented behavior. As mentioned by Liang Zhan, in late 1990s there were not many Chinese people living in Portugal. Chinese Portuguese Industrial Merchants Association (Associação de Comerciantes em Industriais Luso-Chinesa) which founded in 1997, at that time, wanted to establish a kind of agency for their propaganda issue. Liang Zhan, former vice president of Chinese Portuguese Industrial Merchants Association at that time, was appointed to be in charge of this affair. He contacted some oversea students in Portugal and seven of those organized a team to collect and edit news. After a period of preparation, the first edition of *Journal Sino* was officially issued on March 8th 1999.

The first 47 editions of the journal called PUHUA TONGXUN

(http://news.xinhuanet.com/world/2010-02/09/content_12958292.htm, 2010).

At that time Chinese language newspapers in other European countries, such as Great Britain, Germany or France, already entered into the industrial printing era, all the newspapers incorporated with a print plant. The great circulation guaranteed the necessary revenue. For the *Journal Sino* case, although it was well accepted by local Chinese residents, the scale of economy, the original motivation of creating *Journal Sino* limited its fast development. The contents at that period were mostly copied from Internet.

2.5 Reform of *Journal Sino*

After the initial two years of the circulation, the *Journal Sino* has made its first reform in year 2001. Liang Zhan decided to enlarge the page size to normal newspaper size instead of previous A4 size printing, the total pages increased to 32 pages (20 pages more than previous version), a Portuguese print plant was employed to print the double colored newspaper. The title of the newspaper also changed to *Journal Sino*. Until then, *Journal Sino* became a genuine weekly published newspaper.

The contents in that period also progressed a lot, the management of the newspaper created several practical columns for Chinese immigrants, such as Portuguese language study, European driving license exam simulation test, etc... By cooperating with renowned Chinese scholars who had lived in Portugal for a while or experts in certain fields, *Journal Sino* was able to publish useful daily life information in every week's newspaper.

In order to help new immigrants integrate into the Portuguese society, the management emphasize on creating original articles instead of simply copy and edit news from websites in that round of reform. One full time journalist was recruited to join the team. He was required to make interviews and write articles that talk about Chinese immigrants' life in Portugal in a new created section named Society Observation. Usually it occupies two to three pages at that time.

Accompany with the development of newspaper, advertisement customers also start to contact with newspaper office to publish their advertisements in *Journal Sino*. Profit of this part is used to compensate printing costs and wages of the employees.

The layout of *Journal Sino* in that period was kept as 32 pages, and divided into main part, supplement and the advertisement.

The front page is classified as the first page of main part. It contains title of the journal (both Chinese Portuguese written), issued date, serial number, contact of newspaper office, headline (most important news during the past week), guidance which includes five or six lines of important news, the rest are the space left for advertisements (approximate half page).

The first column of main part is Portuguese news, which usually occupies three pages. The news covers politics, economic and society fields. Sources usually come from Xinhua Correspondent, Lusa Correspondent, and several Portuguese local daily newspapers. One part time translator was hired to translate Portuguese news.

The following column is that society observation which is very popular among Chinese residents. It usually occupies two to three pages. The contents are focus on Chinese agencies, communicates, and recent news of famous Chinese individuals in Portugal. Sometime it publishes formal announcements which have been granted or

authorized by the Chinese embassy in Portugal.

The following section is international news occupying two pages. Having no bias on nationalities, the editors find important or interesting news via websites or press releases to copy to the newspaper.

News from the hometown of overseas Chinese specifically focus on news happened in Zhejiang, Fujian, Guangdong and Shandong provinces for they are major emigrants outputting providences. It usually occupies one or two pages. The sources are the Xinhua correspondent, local Federations of Returned Oversea Chinese and local news network.

The economy section occupies one page, reviews hot economic news related with China, or deeply analyzes famous economic cases. The sources are Xinhua correspondent or web portals in China.

Chinese news occupies one or two pages, exclusively reported big events happened in China mainland during the week. The sources for the news are also web portals. These columns comprehend altogether the main part of the journal.

The second part is a supplement containing sports, romance, health, long series story, overseas Chinese bio, entertainment, history story. Usually this part occupies seven to eight pages, provide various everyday life information. The materials sources are from other media or from the free-lance individual column writers.

The remaining pages are open to all kinds of Advertisements. The size could be as big as the entire page or could be even small as a matchbox which is specially provided to individuals for advertising their personal stuff. One page is singled out for all kind of that matchbox sized ads, and named classified ads. One or two editors are responsible for giving advertisement solutions and art design.

After this round of reform, *Journal Sino* starts its commercialized operation. The reform guarantees the development of *Journal Sino*. But from the interview with Liang Zhan, president of *Journal Sino*, many issues still bothered him. First, the circulation was still an issue. As mentioned above, market size and population of Chinese immigrants in Portugal restricted the speed of development of *Journal Sino*. The circulation before 2007 was remained around 1000 per week. Small scale of

economy brought a series of problems. An outstanding issue was lack of professional employees. The former oversea students had left newspaper office, some of them finished their studies and some of them found better developing opportunities. At that time all employees worked in newspaper office were recruited in the local Chinese community. As we already discussed previously, Portugal is not a traditional emigrating destination for Chinese, the majority of the Chinese immigrated to Portugal are for business rather than for academic purpose. Lack of elite immigrants affects Chinese merchants' business, including Chinese language media business. We can clearly noticed in Table 1, not many articles originated from employees of the newspaper, a big part had to be outsourced because neither the journalist nor the editors had received professional media and communication education, some of them even only finished high school. It was possible to recruit professional Chinese media employees from China or other European countries, but the income of *Journal Sino* was hard to pay the wages needed for those experts. Fortunately, internet was not quite popular at that moment in Portugal nor among Chinese residents in Portugal, People who surf on internet even suffered the double standards charging regulations, which differentiate national network traffic and international network traffic. For the Chinese immigrants, it was not easy to surf on the internet and some even did not recognize the potential of the computer. The reality left a big space for *Journal Sino* to provide services. Even though, the scale of economy made it not a quite profitable business. The price for Journal Sino was, in 2001, one point three Euros. The reduced circulation made the printing cost very high. Count on those annually subscribed readers who only need to pay 65 Euros to the newspaper, *'the income was only enough to compensate printing cost and staff salaries'* said Liang Zhan.

Anyway, we could notice that Chinese language media market already start developing in Portugal.

Table 1 New Layout of *Journal Sino* after 2001 reform

NAMES	PAGES	SOURCES
Front Page	1	Newspaper office
Portuguese News	3	Cooperate with scholars
Society observation	2-3	Newspaper office
International News	2	Outsourcing
News from hometown of oversea Chinese	1-2	Outsourcing
Economy Column	1	Outsourcing
Sino News	1	Outsourcing
Sports News	1	Outsourcing
Romance	1	Outsourcing
Health	1	Outsourcing
Long series	1	Cooperate with scholar
Oversea Chinese bio	1	Outsourcing
Entertainment	1	Outsourcing
History Story	1	Outsourcing
Advertising	Alterable	Newspaper office

2.6 The second reform of *Journal Sino*

Entering 21st century, with Chinese shop thriving in Southern Europe, more and more Chinese rushed to Portugal and settled down for business purpose. Increased population enlarged the scale of economy of China related business, including Chinese language media market. At the same time, more Chinese language journals from other European countries entered into Portuguese territory, and tried to share a part of the market. As I remembered there were seven Chinese language newspapers

on sale in Lisbon in year 2005, among which there were big media agencies, such as *Journal Ouhua* and *Journal Huaxin*, established in Spain, with large quantity of circulation, they all had pages of contents for Chinese residents in Portugal.

Take the *Journal Ouhua* for example, Liang Zhan told us that even this newspaper started three years later than *Journal Sino*, under the sponsorship of 3E International Group, it was possible for them to manipulate more capitals, human resources and distribution channels compared with *Journal Sino*. There are 96 pages in colored printed in *Journal Ouhua*. The Journal distributes in Spain, France and in Portugal and the circulation is beyond 20,000 issues per edition. Their entering into Portugal was compared as big alligator coming, but their penetration campaign was only limited in sales in Portugal.

Bigger threat came from *Journal Huaxin*. It was just *Journal Huaxin* started the “free distribution period” in Chinese language media market. When they entered Portugal market in 2005, they put some of their journal in Chinese warehouse area for free distribution. In 2007, their correspondents in Portugal announced they would publish a brand new Newspaper target to the Chinese readers in Portugal, named *Journal Luso Novo*. With less than 20,000 Chinese residents, and in a total of 7 Chinese language newspapers on sale, one of which were even started free distribution, the pressure for the *Journal Sino* was unprecedented.

Another round of reform had been conducted by the management of *Journal Sino*. If we consider the first round of reform made *Journal Sino* as a genuine newspaper, the reform in year 2007 just set the prototype for the future development of *Journal Sino*. The management contacted *Europe Weekly*, the most well-connected Chinese language newspaper in Europe to discuss about cooperation. *Europe Weekly* originated from *Nouvelles d'Europe* (in France) is the largest Chinese language media in Europe. In 2005 *Nouvelles d'Europe* united WENHUI XINMIN UNITED PRESS GROUP (located in Shanghai), the largest newspaper publisher in China, published Chinese language journal *Europe Weekly*. *Europe Weekly* emphasizes on networks, advanced ideology plus years of experiences of operation team make them quickly opened European market. Their measure of exploring new market is by franchising.

Newspapers that want to cooperate with them are authorized to use the title *Europe Weekly* as a part of their original title, meanwhile, editors are authorized to share the news reported by journalists of *Europe Weekly*. In addition, the newspaper office could even receive pages of news happened in China in the past week from *Europe Weekly*. Those pages of news already have been well edited by editors of WENHUI XINMIN UNITED PRESS GROUP, and layout design work also has been finished. News paper office only needs to add those pages to their own newspaper and send to print. Because of the professionalism, pages from WENHUI XINMIN are widely praised by Chinese readers in Europe. Before cooperation with *Journal Sino*, the *Europe Weekly* had already established franchise in Austria, Spain and Italy. The cooperation between *Europe Weekly* and *Journal Sino* helped *Europe Weekly* enter into the Portuguese media market, also by using pages provided by WENHUI XINMIN UNITED PRESS GROUP through this action, the *Journal Sino* was able to upgrade the quality of Chinese news part. Those pages brought *Journal Sino* upgrade to a new level. Editors of the *Journal Sino* were able to upgrade their professional skills. The president of *Journal Sino* also mentioned that the cooperation opened his vision and gave him an opportunity to compare *Journal Sino* with other Chinese newspapers. By discussing with the management of *Europe weekly*, Liang Zhan felt that providing more local information and providing diversified service would be a breakthrough point of this round of reform.

About the layout, the pages were enlarged from 32 pages to 64 pages in this round of reform. Many new columns were created to fit the changing of the external environment.

Weekly Focus picks up the hottest topic or most important event happened in the past week to discuss and make in depth analysis. The events like Portuguese president election, the China high speed railway accident, the riot in England in last summer were all used as main topics in this column.

As a response to the Chinese newspapers in Spain entering into Portuguese market, Spanish news part has also added in the revised *Journal Sino*, and these news usually occupies four pages, introducing Chinese residents' life in Spain. The contents are

provided by correspondents of *Europe Weekly*.

Besides newly created columns, the well-praised columns were reinforced in the reform. Portuguese news part was expanded to four pages. Society observation was increased from two or three pages to six pages. News from hometown of oversea Chinese was increased from one or two pages to five pages. The Sino news was increased to three pages, plus a three pages long column: Chinese in-depth survey which discuss about China's economy, government policies, and military news.

By this reform, more information was provided to readers, people have different interests may be easier to find materials which attract them. Generally, after this reform, contents of *Journal Sino* could be categorized as five major categories: News, In- depth survey, Society, information, and advertisements. Newspaper employees, *Europe Weekly*, Outsourcing partners are three responsible units for the contents.

By examining Table 2, we can see 11 columns were created, eight columns were expanded. Diversified information almost covered all aspects.

Table 2 New layout of *Journal Sino* after 2007 reform

NAMES	PAGES BEFROE '07 REFORM	PAGES AFTER '07 REFORM	RESPONSIBLE UNIT	CATEGORY
Front Page	1	1	Newspaper office	News
Weekly Focus	None	1	Newspaper office	In-depth Survey
Portuguese News	3	4	Outsourcing to translator	News
Spanish News	None	4	<i>Europe Weekly</i>	News
Society Observation	2-3	6	Newspaper office	Society
Sino News	1	3	<i>Europe Weekly</i>	News
Int'l News	2	4	<i>Europe Weekly</i>	News
News from ho- metown of oversea Chinese	1-2	5	<i>Europe Weekly</i>	News
Economy Column	1	2	<i>Europe Weekly</i>	News
Sports News	1	2	Newspaper office & <i>Europe Weekly</i>	News
Chinese in-depth survey	None	3	<i>Europe Weekly</i>	Survey
Oversea Chinese Bio	1	1	<i>Europe Weekly</i>	Society
Finance Column	None	1	Outsourcing to accounting firm	Info
Law Column	None	1	Outsourcing to law firm	Info
Cuisine Column	None	1	<i>Europe Weekly</i>	Info
Hi-tech Channel	None	1	<i>Europe Weekly</i>	Info

Cont.

NAMES	PAGES BEFROE '07 REFORM	PAGES AFTER '07 REFORM	RESPONSIBLE UNIT	CATEGORY
Travel Info	None	1	<i>Europe Weekly</i>	Info
Chinese Study	None	1	Outsourcing to Chinese school of Lisbon	Info
Essays	None	1	<i>Europe Weekly</i> & readers	Story
Chinese Yellow Page	None	1	Newspaper Office	Adverting
Romance/Gossip	1	1	<i>Europe Weekly</i>	News
Entertainment	1	1	Newspaper Office	News
Health	1	1	<i>Europe Weekly</i>	News
Long series	1	1	Outsourcing to scholars	Story
History Story	1	1	<i>Europe Weekly</i>	Story
Classified Ads	1	1	Newspaper Office	Advertising
Advertising	Alterable	Alterable	Newspaper Office	Advertising

By cooperating with *Europe Weekly*, the distribution channels of *Journal Sino* also get expanded. Management of *Journal Sino* thought since Chinese newspaper in Spain can make their sales in Portugal, they also can make their sells in Spain. *Journal Huaxin* can make their newspapers free distributed in Portugal and *Journal Sino* can also do the same. After this round of reform, circulation of *Journal Sino* raised to 5000. In order to resist the influence of Spanish Chinese media's free distribution, 2000 of which were of free distributed in Spain via big Chinese wholesale warehouses. Before *Journal Luso Novo* published in year 2007, *Journal Huaxin* just made free distribution via big Chinese wholesale warehouses in Portugal. Inspired by this,

management of *Journal Sino* also decides to drop 1000 of Journals for free distribution in warehouse area in Porto Alto and Vila do Conde in Portugal. But as we observed, low price penetration method did not help Spanish Chinese language newspaper gain a lot of Portuguese customers, because they are not localized newspaper. Lacking of local information blocked their development. And after year 2009, *Journal Luso Novo* almost stopped their operation in Portugal.

Since *Journal Sino* has already turned to profit oriented after its first reform in 2001, profitability is a concern for the management. Enlarged number of circulation, made the print price of single newspaper become much lower, but five times circulation quantity makes the total print cost raise a lot, plus the franchise fee, the management of *Journal Sino* have thought of changing the business model. Liang Zhan felt that newspaper was a good platform for gathering customers, and value adding services could be introduced in to help profiting. Liang Zhan cooperated with a Chinese translator and registered a consulting company CONSULTING WORLD to provide translation service to local Chinese residents, and provide consulting service to Chinese businessman who comes from other European countries. Besides, considering there are many aged Chinese immigrants have difficulty in studying Portuguese language, Liang Zhan contacted a partner in China to start running Chinese language IP TV (transfer of Chinese television signal via internet). Until now, these valuing adding services are still running.

When we look back, we should agree with the success of the reform. Facing the severe competition, *Journal Sino* enlarged circulation and entered Spanish market by aligning with *Europe Weekly*. More pages provide more reading options. The number of subscribers after the reform has reached 800. Value adding service also started since this period.

3. Literate review

3.1 Consumer behavior theory

Superficially, profit comes from consumer's purchasing behavior. For both manufacturer and service provider, consumers' decision of buying product or service makes their business sustainable and developing. In business management field, many theories have been created to observe the mechanisms link with consumer's attitude, their purchasing behavior and elements which influence on customer's decision. (Hawkins & Mothersbaugh, 2010)

Consumer behavior theory is one that discusses about those phenomena. When productivity could not sufficiently meet the demand, management and academics theoretically focused on how to improve efficiency, and improve productivity.

When productivity was conspicuously improved, business competition emerged. Academics turned their research to marketing aspects, and began interpreting marketing by applying disciplines studied in the human behavioral science field, such as psychology, cognitive science, and so on.

"The field of consumer behavior is the study of individuals, groups, or organizations and the processes they use to select, secure, use, and dispose of products, services, experiences or ideas to satisfy needs and the impact that these processes have on the consumer and society." (Hawkins & Mothersbaugh, 2010:6)

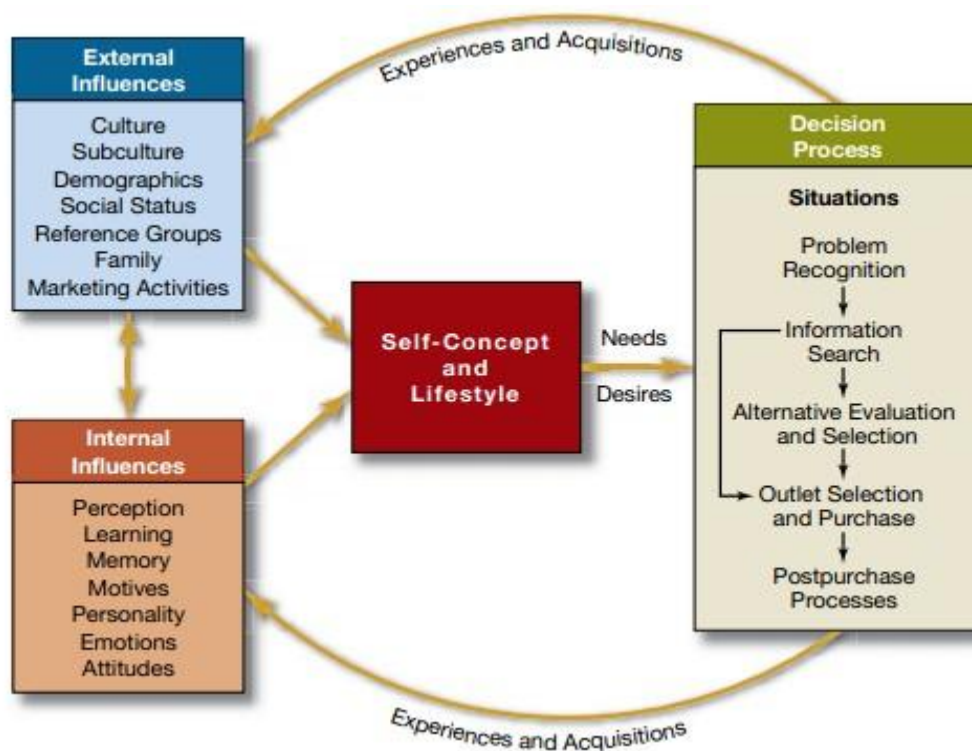
Initially, consumer behavior was narrowly focus on consumer's purchasing behavior, in 1899, American socialist Thorstein Veblen discussed about conspicuous consumption in *The Theory of the Leisure Class*. He defined a kind of consumption behavior, conspicuous consumption, which is using money and other resources to show off a higher social-status. (Veblen, 1899)

With further development, the border of research on consumer behavior was enlarged to cover influences of consumption decisions and the consequences generated by purchasing process, which give influence on various aspects. (Hawkins, Mothersbaugh, 2010)

3.1.1 Process of consumption decision

Hawkins *et. al* (2010) described the mechanism of consumer behavior (Figure 2). Internal and external elements give influences on formatting of personal's self-concept and lifestyle. Those elements including culture, social value, demographic, family, and individual personality, mentality, physical status, etc... In different circumstances, those elements shape different self-concept or life style hence those elements give influences on generation of individuals' demands and the way of how they would meet the demands.

Figure 2 Overall model of consumer behavior

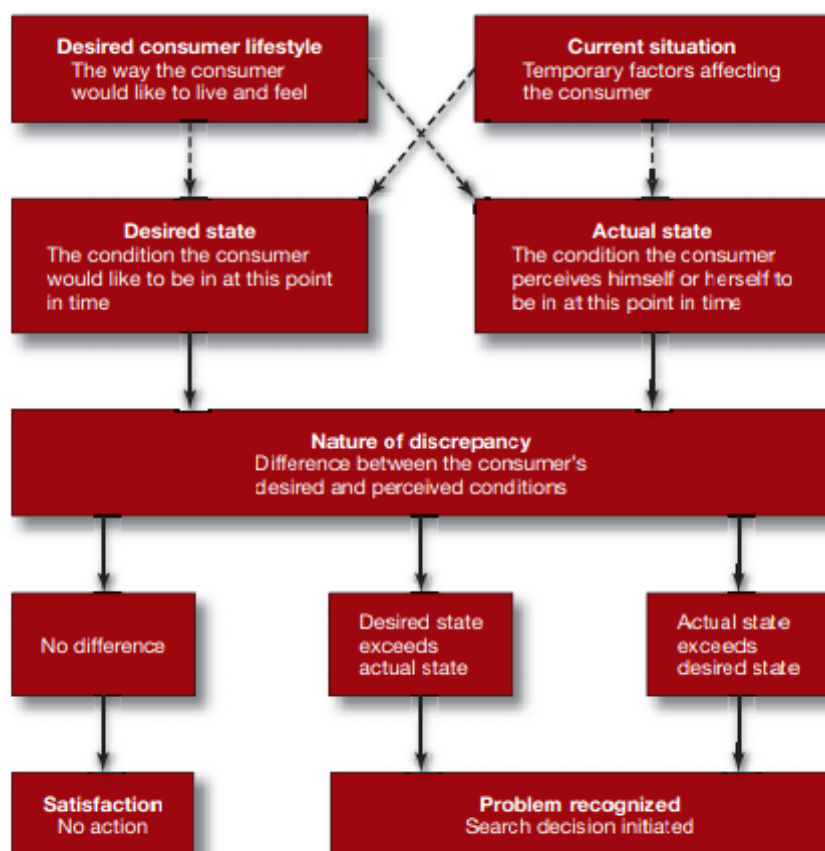


Source: Hawkins *et, al* 2010

Scholars also have researched on the generation of demands and the results these demands lead to.

Hawkins and Mothersbaugh (2010) further explain the process of problem reorganization in decision process (Figure 3), which generates motivation of consumption. It seems that the impulsion of consumption originate from comparing of desired “myself” and actual ‘myself”. When there are differences, consumers start looking for solutions. Before they make the final decision of purchase, several solutions might be compared by the customers. Academics call this as “*alternative evaluation and selection*” (Hawkins & Mothersbaugh, 2010: 549) as we see in decision process part in over all model of consumer behavior (Hawkins & Mothersbaugh, 2010)

Figure 3 The process of problem reorganization



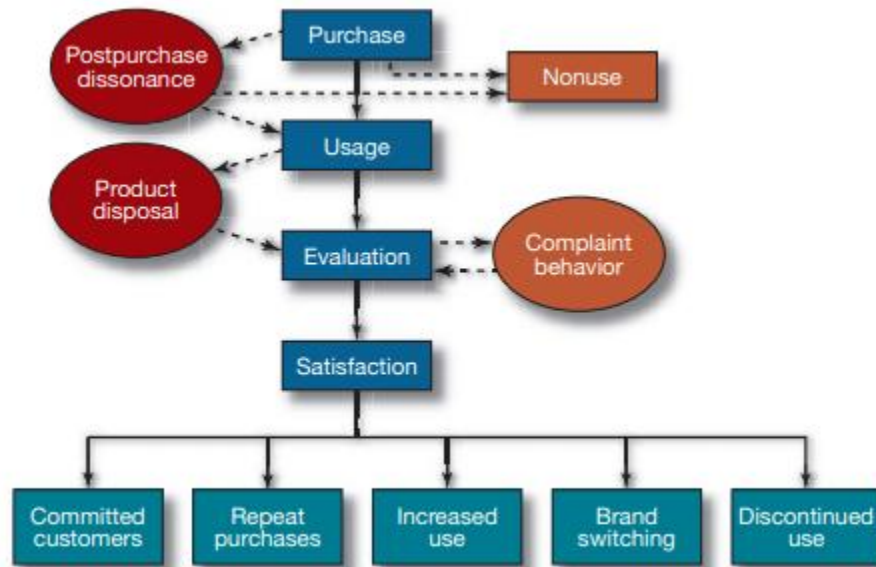
Source: Hawkins *et, al* 2010

3.1.2 Post purchase dissonance and its influence

After comparing and purchasing, the whole process would go to another stage. A series of behaviors and psychological actions are observed by academics in this stage. A circumstance named “*post purchase dissonance*” (Hawkins & Mothersbaugh, 2010: 623) happens here. When consumers start to doubt about the correction of their decisions, surrounded by suspicious and anxious atmospheres, “*post purchase dissonance*” comes out. “*This is a common consumer reaction after making a difficult, relatively permanent decision. Doubt or anxiety of this type is referred to as post purchase dissonance* (Hawkins & Mothersbaugh, 2010: 623).”

At this point, some consumers choose to not use the product or service they purchased for they already denied their previous purchasing decision. It might be caused by the packaging or external appearance of the product which makes consumers lose confidence. Meanwhile some other consumers would use what they purchased and give their evaluations or comments. These evaluations are no matter satisfactions or complaints that would influence consumer’s next decision. We can see that these evaluations would also affect all relative aspects in the consumer behavior model by internal circulating (Hawkins & Mothersbaugh, 2010).

Figure 4 Post purchase consumer behavior



Source: Hawkins *et, al* 2010

Consumer's attitude towards a product or service has important meaning in research of consumer behaviors, and many researchers have already made a lot of achievement in this field.

3.2 Customer satisfaction

Customer satisfaction is frequently mentioned when discuss about consumer's attitude.

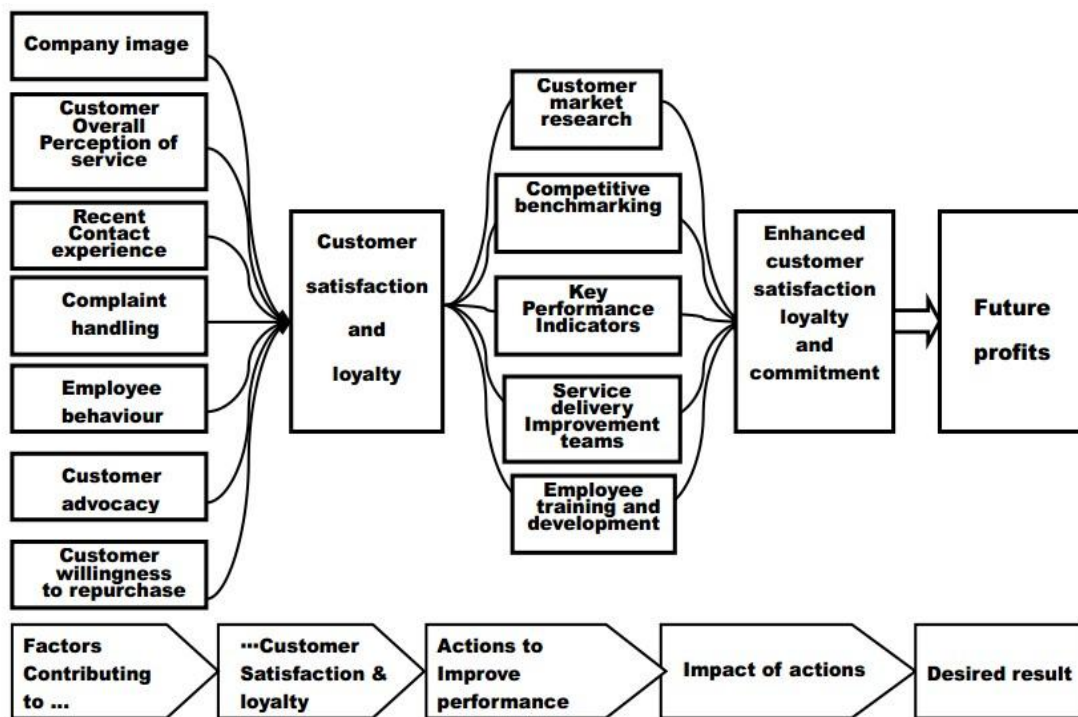
"Customer satisfaction is how customers view an organization's product, as well as by comparison with what they have heard or seen about other companies or organization"(Szwarc 2005: 6)

Paul Szwarc (2005) pointed out during 1950-1970 Customer satisfaction was not be concerned because of no enough product supply after World War II. Entering 1980s' more and more companies realized that it's more expensive to develop new customers

than maintain old customers (Peck *et al*, 1999). How to build a good relationship and satisfy customers becomes top concern for managers. A lot of research about theory and measure method had done in this period.

Paul Szwarc (2005) illustrated a complex model of customer satisfaction as shows below (figure 5)

Figure 5 A more complex customer satisfaction model



Source: Szwarc (2005)

It shows many aspects that would influence customer satisfaction. Not hard to understand, customers’ experience of contacting with company, how a company would deal with customers’ complaints, and even employees’ behaviors, etc... would give a direct image to customers about how they feel about the company and their service. Whenever one or some of those aspects fail, customer satisfaction goes down, and it eventually affects consumers’ consumption decisions and company’s future profits.

Researchers developed several counter-measures to cope with customer satisfaction

failure, such as customer market research, service delivery improvement, employee training etc... (Szwarc, 2005). Above all of these, there exists a prerequisite that we should know how customer satisfied on the product or service, in another word, we need measure customer satisfaction. Only after this procedure, managers or decision makers are able to take future actions to maintain their current service level or to improve it.

3.3 Service quality and measuring customer satisfaction.

3.3.1 Concept of Service quality

To measure customer satisfaction in service field, another concept is needed to be introduced here. *“Service quality, as perceived by customers, can be defined as the extent of discrepancy between customers’ expectations or desires and their perceptions (Parasuraman et al. 1990:19)”*. Satisfaction means people feel content with what they have possessed, comparing with what they thought they would possess. Customer satisfaction can be measured by testing what customers consider about the product or service they received comparing with the customers expected the product or service was supposed to be (Parasuraman et al. 1990). Zeithaml, Parasuraman & Berry (1990) introduced Service quality theory to evaluate customer satisfaction and further pointed out the potential reasons which would cause poor customer satisfaction in their book. *“...Companies fare best when they prevent service problems altogether and fare worst when service problems occur and are not resolved to the customer’s satisfaction (Parasuraman et al. 1990:31)”*

3.3.2 SERVQUAL tool

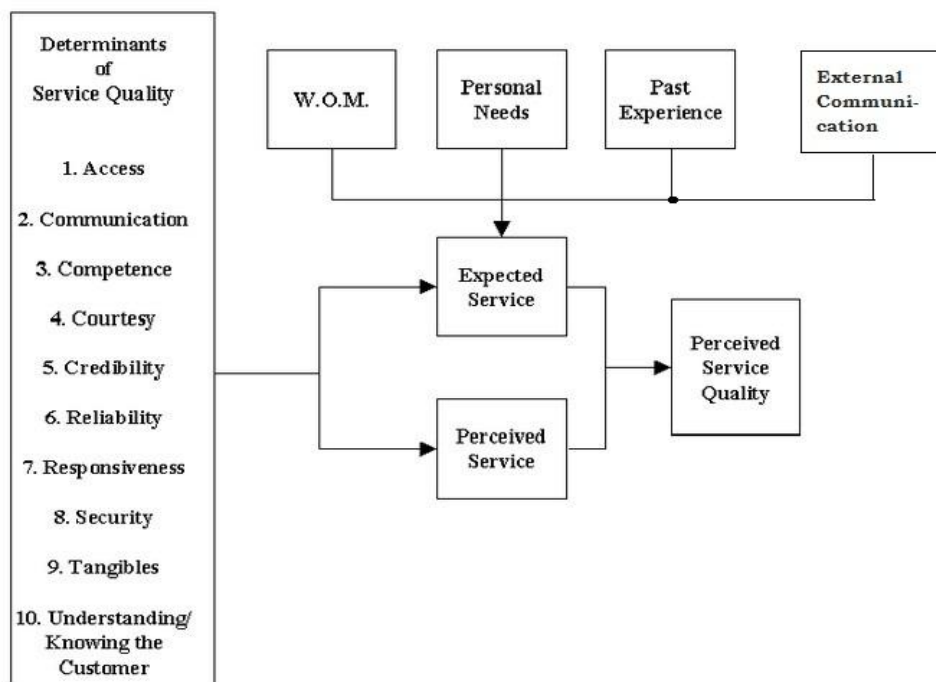
To statistically describe and evaluate service quality, Parasuraman et al. (1990) executed customer surveys in different business fields. They analyzed and summarized the feedbacks and put forward a creative measuring instrument:

SERVQUAL. SERVQUAL is composed by two parts, expectations and perceptions of customer. When perceptions meet expectations, service quality become high, when they are not perfect match with each others, service quality short falls. So, what managers need to focus is narrowing the gaps between customer perceptions and their satisfactions.

During the research on service quality, Parasuraman *et al.* (1990) identified several elements which would influence customers' expectations. Word of mouth, personal needs, past experience, external communications. It looks similar with model of consumer behaviors, those external and internal factors influence individual's self-recognition, then, generate individualized expectations.

By observing on focus groups, three researchers summarized ten dimensions as the criteria that customers used in judging service quality (Figure 6). Those dimensions both influence expectations and perceptions.

Figure 6 Customer assessment of service quality



Source: Parasuraman *et al.* (1990)

With SERVQUAL theory developing, Parasuraman, *et al.* (1990) refined ten dimensions into five according to the level of correlation. Tangible, Reliability, Responsiveness, Assurance, Empathy are five criteria to evaluate companies performance in SERVQUAL. The reliability “...do what you say you are going to do (Parasuraman *et al.* 1990: 27)” was proved to be most concerned.

When applying SERVQUAL, sending questionnaire and making the data analysis are the major approach. In their Standard SERVQUAL questionnaire, each 22 statements are located in expectations section and perceptions section. By comparing the results, executives may directly evaluate the service quality, hence, to judge the customer satisfaction in a business. (Parasuraman, *et al.* 1990)

4. Methodology and data analysis

4.1 Measuring methods of survey

Academics have already made a lot of research on measuring customer satisfaction. A lot of publications in this topic are readably easy to access. Some of which focus on theoretical approach, like Paul Szwarc (2005) classified the measurements into strategy-level, operational-level and research oriented level in his book *Researching Customer Satisfaction and Loyalty*, while, some discuss with pure technical issues in measurement, such as *Measuring Customer Satisfaction and Loyalty* (Hayes, 2008).

The purpose of this thesis is to evaluate how customers are satisfied with the *Journal Sino*, and give suggestions to improve in the competitiveness and profitability of *Journal Sino*. Our work mainly stays in the operational-level, and we have chosen practical methods to measure customer satisfaction.

Qualitative research and quantitative research are the two approaches which widely applied for surveys. They are practical and effective. For quantitative research method, we designed a questionnaire sheet which contains 30 multiple-choice questions. The questionnaire was designed to reveal customer satisfaction in four aspects: customer satisfaction of content, customer satisfaction of newspaper delivery service, customer satisfaction of communicating with *Journal Sino* employees, and advertisement customer satisfaction. Among four dimensions, customer satisfaction of content and advertisement customer satisfaction are the two major parts which we put strength for. When designing the questionnaire, we have absorbed the opinions from management of *Journal Sino*. Considering the characteristics of Chinese residents in Portugal who are the major customers group of the journal and the target group of our survey, questions are set as form of multiple-choice questions, for the potential interviewees would all emphasis on efficiency and are not willing to spend too much of their own time on non-profiting matters. We have collected around 130 feedbacks from customers of *Journal Sino*, and eliminated some incomplete or inconsistent replies. Finally, 100 feedback questionnaire sheets are chosen as our research samples of this

customer satisfaction survey.

We carried out interview sessions in order to better confirm certain ideas collected from the questionnaire and considering the actual conditions of our target interviewees group, the face to face communication method was chosen. On the other hand, whenever interviewees had any doubt with the question appeared on the questionnaire sheet, we had explained or guided them on the spot. The effect of direct interpretation should be always better than interviewees' groundless guess. By this way we could guarantee the validation of those replies.

Furthermore, in order to make the survey stay objective and prevent the pre-set of the results, an open question is added right after the last question of the questionnaire for interviewer to carry out in-depth interview with those interviewees who is willing to express their opinion on all the issues related with the *Journal Sino*. In this open question, interviewees would be asked about their feelings of the *Journal Sino*. The respondents could talk about everything about the journal, either complaints or suggestions, from page design to philosophy of media business development, all topics are open to be discussed. We think the vivid replies would give researcher fresh feeling about how the customers view the journal and would inspire ideas of how to improve the journal. All the interviewees had been asked to answer this question, but finally 51 respondents gave their comments on the *Journal Sino* in this section. The rest either did not want leave their comments or did not know how to express their feelings.

4.2 Design of the questionnaire

Like mentioned previously, one approach of measuring customer satisfaction is by applying service quality theory to evaluation how customers perceptions would meet their expectations (Parasuraman *et al.* 1990). When designing the measuring instrument SERVQUAL, 5 dimensions were used as a framework by Parasuraman *et al.* (1990). They placed 22 statements in both expectations part and perceptions part. We had thought to apply the SERVQUAL tool as the measuring method to complete

the survey, but when we evaluated the details of those statements, we realized that the SERVQUAL was too brief and too general for our specific customer satisfaction survey in media field. We need a tool which should be more close to revealing the problems we faced or going to face in service the customers.

Based on the features of newspaper and characteristics of customer group, combined with my work experience in *Journal Sino*, We have designed a specific questionnaire for the survey. Considering the purpose of the survey is to test the customer satisfaction and provide information for the future revision of the newspaper, we have added a demographic characterization part and reading habits part which more links to consumer behavior research to make the survey enriched. As analyzed in previous chapter, consumer behaviors affect the generation of customers' expectations on product or service, hopefully, the added part would help us better understand our customers.

The questionnaire has been divided into three parts. Include 30 multiple-choice questions and one individual observation section. The first part is designed to collect basic information of the customers, to give the management of *Journal Sino* an image of the composition of the customers.

There are six questions in this part, including questions that ask about their age, education status, occupation, and very important question where they come from (which region of China they come from).

The second part is designed as targets the readers. It is asked about their reading habits, favorite columns, and which countries' information they focus most in each column. Considering most advertisement clients also read the newspaper, they are required to answer this part too. By asking those questions, we are able to shape the expectations of customers on content. After identifying readers' expectations, we directly ask about readers' perceptions. In those questions we have asked if their perceptions to each column would meet their expectations. The reply has been classified into five degrees, which from completely agree to not agree at all. By calculating the replies, we could get a direct figure about readers' opinions with each column and test their satisfaction of content. In question 19 of the questionnaire, I

listed some features which would influence readers' perceptions, such as timeliness of the news, content, writing style, graphic design, and asked readers to prioritize those options. By analyzing which features our readers emphasize most, combining with results of readers' perceptions, we are not only able to exam customer satisfaction of content, but also able to identify which part the Journal did well or bad, and point out the reasons of the results.

Besides survey on the satisfaction of content part, the questionnaire also involves survey on satisfaction of delivery service of newspaper and communication issues between customers and newspapers, influencing factors also have listed for interviewees to prioritize. Those who have enjoyed value adding service provided by *Journal Sino* also could apply this part to express their feelings. Comparing with content part, questions for survey on satisfaction of delivery service and communication issues have not gone that deep. We fear of that if the questionnaire listed too long, it would be really hard to collect sincere interviewees.

The third part of the questionnaire is exclusively designed for AD customers. Until now, the major profit channel for *Journal Sino* is still the advertisements. Editors would leave space for AD in each page of newspaper, and there are 10-20 entire page of advertisements in every week's newspaper. The price of an AD in *Journal Sino* runs from 20 Euros to 400 Euros per time, differing in accordance with the type and the size of advertisement. So AD customers are an important group in our survey and we need to set the special part for them. In this part, five questions have been asked. Questions cover their nationality, type of AD they published, how they know the newspaper, their feelings of the Advertising service, and the factors which influence their feelings. By asking those questions we would get a brief idea of our AD customer group and their customer satisfaction.

The last question in the questionnaire is designed for all the interviewees to let them synthetically express their feelings about the newspaper. The five choices range from very satisfied to not satisfied at all. After the choices, following an individual observation section to ask their opinion about *Journal Sino*, interviewees can mention everything related with *Journal Sino*. Executives are responsible to listen and write

down what they said. By using this method, We are able to identify the merits and defects of the newspaper, combining the results of above mentioned questions audience could get a whole picture of customer satisfaction of *Journal Sino*, and able to discuss the reasons and give the suggestion on the future development of *Journal Sino*.

4.3 Target population & process of the survey

The people who read *Journal Sino* and those who publish advertisement on *Journal Sino* are all target group for the survey. Before the survey, we estimate the majority customers of *Journal Sino* come from mainland of China, and other employees of *Journal Sino* do know some people from Macao that are our regular readers too. So, to locate them and build the contact becomes the major task when starting the survey. Luckily the majority of Chinese in Portugal work in Chinese shops or Chinese restaurants. It is not hard to find them. In order to make our research sample diversified, the management of *Journal Sino* has decided not to limit target population in big Lisbon area, instead, research sample is collected from all over Portugal. Yet, as mentioned above, considering the characteristics of Chinese residents in Portugal, it is impossible that we just send the questionnaire sheet to them via e mail or post office and wait for the feedbacks but meeting them in person and invite them to fill out the questionnaire on spot to guarantee the actuality and validity of the data. When all the sample collecting work finished, we could assure the observations comes from all over the Portugal, from Vila do Conde to Algarve area. The diversified respondents and the face to face inquiring method meant a lot of expenditure and time spending. Due to the lack of research labors and budget, the quantity of research sample has been set to 100-150. Comparing with the scale of the customer group the sample quantity seems a little bit insufficient, but when the results come out, management do consider the research has significant meanings in guiding the reform of the Newspaper.

In two months period, I invited another colleague to help me make the interviews. We

met around 150 customers of *Journal Sino*, collected 130 samples and picked up 100 valid questionnaires for the final research sample. The interviewees spread in different age groups, had different background and work in different areas.

4.4 The demographic characterization of the sample

People can notice from the results in percentage in demographic characterization part (Table 3), the majority of our customers are in age 26 – 45, the percentage is 62% (32%+30%). Many of them (42%) have lived in Portugal for more than 10 years, and the younger the age is, the less is the number of customer is. Over half of our readers (52%) traveled abroad at the age between 16 and 25.

In demographic characterization part, what astonish us most are the results of readers' education level. Before the survey, in the interview with the employees of *Journal Sino*, all of them considered that education level of *Journal Sino* customers would be extreme low, for they sometimes receive complaints that readers do not understand the meaning of the articles. But the results of the survey shows, only 5% of our readers merely finished elementary school, 60% finished high school education, and even 7% are post-graduates. The interviewees of our survey engage in different professions, employees, employers, self-employed, and students are the major state of being of Chinese in Portugal. Among the interviewees, only one chose no need to work, the others all work or study. Not surprisingly, in our research sample, the majority interviewees are from Zhenjiang, China (67%), this is also consistent with the fact that most Chinese residents live in Portugal come from Zhenjiang, China.

Table 3 Demographic characterization of the sample

1. Age group

A 15-25	23%
B 26-35	32%
C 36-45	30%
D 46-55	12%
E >55	3%

2. Years in Portugal

A 1-3	16%
B 3-5	20%
C 5-10	22%
D >10	42%

3. The age that one has travel abroad

A <16	14%
B 16-25	52%
C 26-35	25%
D 36-45	8%
E 46-55	1%
F >55	0%

4. Education level

A Elementary	5%
B Middle School	35%
C Senior Middle School	32%
D Bachelor degree	21%
E Superior than Bachelor degree	7%

5. Working status

A Employee	33%
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Cont.

B Employer	24%
C One man business or family business	27%
D No needs to work	1%
E Students (including researchers)	15%

6. Origin

A Born in Portugal	1%
B From Zhejiang Province , Mainland China	67%
C Mainland China, but not Zhejiang Providence	32%
D China, but not from mainland	0%

4.5 Reading habits

In second part of the questionnaire, we have listed 18 questions. The first six questions are oriented to study the reading habits of the customer group. The questions ask about how often they read newspaper, how do they get the newspaper, if they subscribe the newspaper, how long they subscribe newspaper, the purpose of their reading and which is their favorite part to read.

By asking those questions, we could collect many useful figures for the first time in *Journal Sino's* history. We observe that among 100 interviewees, 24% subscribe the *Journal Sino*, however, 56% of our sample keep reading the newspaper every week. These readers make reading newspaper as a habit. Another 32% make the reading as a way to get information or leisure for they chose occasionally reading.

When ask the interviewees on how they get the newspaper to read, over 50% of interviewees(55%) have answered that they get the newspaper without any payment,

in which 36% get free dispatched, 19% get free reading from other friends.

This relate with the distribution method of *Journal Sino*. After the second reform, in order to attract AD customers, employees of *Journal Sino* send 1000 of journals to major Chinese warehouses in Porto Alto and Vila do Conde for free distribution every week.

It is also asked about the purpose of reading the newspaper. There are four options listed in the questionnaire. As the results show, what we could find is 26% choose “pass the time”, 56% choose “read the news”, 5% choose “read stories”, 13% choose “read advertisement”. Although, *Journal Sino* is a weekly published newspaper, over half of our sample readers (56%) read it as a daily newspaper, and we may conclude that their purpose is to acquiring fresh news. Those articles of in depth reports are not their primary concern, even lower than advertisement.

By now, we can identify one major customer expectation on the content from our research sample, which is reading news. The results of question “*which section do you focus most*” also shows news section is their primary concern, 60% of interviewees have chosen this. The second most focus (16%) section is society, the third (14%) is in depth survey. Advertisement and Information rank fourth (7%) and fifth (3%).

Table 4 Results in percentage of reading habits part

Q 7. Frequency in read *Journal Sino*

A Every week	56%
B One month one time	3%
C Occasionally	32%
D Whenever need	8%

Q8. Subscribers of the *Journal Sino*

A Yes	24%
B No	76%

Q9. Number of years as subscribers of the Newspaper

A 1 year	21%
B 1-3 years	33%
C 3-5 years	8%
D > 5 years	38%

Q10. Channel for getting the *Journal Sino*

A Annually subscribe	24%
B Purchase when necessary	21%
C Get free offer	36%
D Get free from other friends	19%

Q11. The reasons why reading *Journal Sino*

A Pass the time	26%
B Read the news	56%
C Read the stories on the newspaper	5%
D Read the advertisement	13%

Q12. Sections of interest

A News	60%
B In-depth survey	14%
C society observation	16%

Cont.

D information	3%
E advertisement	7%

4.6 Customers' expectations on the content

In order to further explore customer requirement on the content, in this part, it was asked the interviewees *"In each section, which countries' content do you focus most?"* And it is required that interviewees assign priority to those materials according to countries differences in each section. The results showed in Table 5.

The replies give us a clear clue. Except AD section, Portuguese contents are the most focused part for the interviewees. In the news section, 57% of interviewees choose focus most on Portuguese news, in in-depth survey section 58% of them choose Portuguese part, in society section, 55% of interviewees choose Portuguese, in information section, the percentage is 58%. Only in AD section, 48% of interviewees choose Portuguese, while the rest 52% choose Chinese.

What interesting here is when we make further research about which countries' contents they focus second most, Chinese content become the hottest answer. Except AD section, Chinese contents were their second most focus part. In news section, also 57% of interviewees choose Chinese as second place, in in-depth survey section 58% of them choose Chinese, in society section, 56% of interviewees choose Chinese, in information section the percentage is 57%. And in AD section, since Chinese content is the most focused part, so here, there are 51% of interviewees rank Portuguese AD in the second place.

Table 5 Statistic results of which countries' content readers focus most

Q13 In each section, contents most interested by country

Reply in Percentage in News Section

Portuguese	57%
Spanish	9%
Chinese	33%
Other Countries	1%

Second Most focus in News Section

Portuguese	34%
Spanish	8%
Chinese	57%
Other Countries	1%

Reply in Percentage in In-Depth Survey Section

Portuguese	58%
Chinese	42%

Second Most focus in In-Depth Survey Section

Portuguese	42%
Chinese	58%

Reply in Percentage in Society Section

Portuguese	55%
Spanish	9%
Chinese	35%
Other Countries	1%

Second Most focus in Society Section

Portuguese	36%
Spanish	7%
Chinese	56%
Other Countries	1%

Cont.

Reply in Percentage in Information Section

Portuguese	58%
Spanish	9%
Chinese	33%
Other Countries	0%

Second Most focus in Information Section

Portuguese	35%
Spanish	7%
Chinese	57%
Other Countries	1%

Reply in Percentage in AD Section

Chinese	52%
Portuguese	48%
Spanish	0%

Second Most focus in AD Section

Portuguese	39%
Spanish	51%
Chinese	10%

So, for the content of newspaper, what customers expected most is diversified Portuguese information (including Portuguese new) which would help them to recognize the society that they are living in. And there is also high requirement of Chinese information comes from readers. When evaluating customer satisfaction, these customer expectation factors would surely give influence on the results.

In the questionnaire, it has been further listed some features which would collect information on what may influence readers' perceptions. The results are showed in the

Table 6.

Based on statistic, we could clearly point out timeliness of the news is the most emphasized feature by customers, for that 43% of the interviewees choose it as the primary feature which influence their satisfaction with the newspaper. In addition, the secondary feature which interviewees consider that mostly influence on their satisfaction is also timeliness of the news (39%) and it is still 2% higher than the content (37%). On the contrast, graphic design is the least emphasized feature. After all, the *Journal Sino* is a newspaper, not magazine. Texts and articles are the major methods to broadcast.

We notice that when customers choose the most emphasized feature that influences their satisfaction, the percentages of content and timeliness of the news are very close. Readers have showed their tolerance on writing style and graphic design features. The results of the survey has released that the readers care more about if the content is new and if the content is what they interested in. Their major purpose is acquiring information, so if the topic of articles is attractive, readers wouldn't mind too much about writing skills or layout of the newspaper.

Table 6 Analysis on features that influence readers' satisfaction

Primary features	
Timeliness of the news	43%
Content	42%
Writing style	6%
Graphitic design	9%

Secondary features	
Timeliness of the news	39%
Content	37%
Writing style	21%
Graphitic design	3%

Tertiary features	
Timeliness of the news	13%
Content	14%
Writing style	64%
Graphitic design	9%

Quaternary features	
Timeliness of the news	5%
Content	7%
Writing style	9%
Graphitic design	79%

In summary, by setting relevant questions, and ask interviewees to set priority to some options, we have identified the purpose of customers reading *Journal Sino* is mainly

acquiring information, especially reading news. Interviewees have ranked their favorite part with the sequence of News, Society, In-depth survey, Information, and advertisement. Among the content from different countries, they focus most on Portuguese, then, Chinese, Spanish, and other country's content. The features they emphasize most are **timeliness of the news and content**.

4.7 Customers' perceptions on the content

In this section we will analyze the customers' perceptions of the newspaper content. Generally speaking, the results of customers' perceptions on the content are not high (see as Table7). Positive replies in all five sections given by interviewees are all around 60%, no exceed of 70%. We should notice that customers' perceptions are far away from their expectations. In all five sections the percentage of negative replies is around 30%-40%. The highest positive replies percentage is only 67% which is society section and still less than 3/4 of interviewees give positive replies. In other sections figures stay in 64%-65%, and in news section the positive percentage is only 56%. It is the lowest one among 5 sections.

Table 7 Results of customers' perceptions on the content

Q14. The news section meets customers' expectations

Very much	3%
Well	12%
Agree	41%
Not quite agree	40%
Not at all	4%
Positive 56% (3%+12% +41%)	Negative 44% (40%+4%)

Q15. The in-depth survey section meets customers' expectations

Very much	2%
Well	11%
Agree	52%
Not quite agree	32%
Not at all	3%
Positive 65% (2%+11% +52%)	Negative 35% (32%+3%)

Q16. The Society section meets customers' expectations

Very much	4%
Well	11%
Agree	52%
Not quite agree	30%
Not at all	3%
Positive 67% (4%+11% +52%)	Negative 33% (30%+3%)

Q17. The Info section meets customers' expectations

Very much	4%
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Cont.

Well	11%
Agree	49%
Not quite agree	32%
Not at all	4%
Positive 64% (4%+11% +49%)	Negative 36% (32%+4%)

Q18. The advertisement section meets customers' expectations

Very much	3%
Well	11%
Agree	50%
Not quite agree	32%
Not at all	4%
Positive 64% (3%+11% +50%)	Negative 36% (32%+4%)

Recalling the question on the features that most likely satisfy the customers (Table 6) we have noticed that it is timeliness of the news that influence the results of customers satisfaction of content. The failure of news section just reflects customers' expectations on timeliness of the news have not been quite met. This is one reason which causes the bad results in this part. Besides timeliness of the news, content has also been highly emphasized by the interviewees. Portuguese newspaper *Correio da Manha* has got a good reputation within the Chinese community, "because those percussive news or images made readers feel nervous and exciting" (one Chinese reader commented in the questionnaire). Comparatively, the news contents of *Journal Sino* appear neutral. Especially, in Portuguese news part, the pages are all translated by a Chinese lady who has married to a Portuguese. The topics she chooses are relatively close to everyday life.

As the results shows, interviewees focus most on Portuguese news; the percentage is

much higher than Chinese news which ranks in second position. In the newspaper *Journal Sino*, there are only four pages dedicated to Portuguese news per week. It seems not sufficient to the readers, and this also influence the results of customer satisfaction of content.

In order to identify the exact issues, we need to resort to the results of individual observation section. In this section, interviewees have been asked how their feelings about the *Journal Sino*, they can express whatever they want to express, only if it is related with the *Journal Sino*. 51 out of 100 interviewees have left 54 pieces of comments. We have done a categorization study on collected statements, and calculated based on positive or negative expression to each specific issue. (See Table 8)

We observe that, among the 54 comments, there are 44 of comments are related with reading part of the newspaper (11 negative on timeliness of the news, 22 negative on the content, and 11 positive comments on the content). The rest 10 comments are two negative in value adding service, one positive in delivery service, three negative in advertising service, and four other issues.

Actually, among the four other issues, there are three relate with reading part too, the complaints are about over endurable word spelling mistakes. (the fourth one has complained about the quality of printing).

Among 11 negative comments on the timeliness of the news, eight are about the news part, the rest three has complained about the expiration of personal stuff over the advertisement.

Unlike the comment on timeliness of the news, the comments on the content part show various observations from interviewees. 11 comments have praised content among which, two have praised news part, five have praised society part, and four have praised information part. Meanwhile, we have noted 22 complaints about the content. Seven have complained about not sufficient of Portuguese news. It is the second largest complaint group for a single issue in all negative comments (the largest one is the eight complaints about the timeliness of the news). Four have complained about boring topic of articles, four have complained the society part that not report

normal citizen but report a lot of stuff about upper class. Four have doubted the verity of the stories, and the rest two have blamed about the articles are too long. As a matter of fact, there are a variety of observations on this issue. But it is already clear that what caused the bad benchmarks in content part, and especially in the news part. Customers complain most are the **timeliness of the news** issue, and **in-sufficient of Portuguese news**. Besides, there are various complaints related with topics of articles.

Table 8 Statistic of results of individual observation section

<i>Issues</i>	<i>Positive</i>	<i>Negative</i>	<i>Sum</i>
Timeliness of the news	0	11	11 Negative
Content	11	22	11 Negative
Delivery Service	1	0	1 Positive
Communication Issue	0	0	0 Neutral
Value Adding Service	0	2	2 Negative
Advertising Service	0	3	3 Negative
Other Issues	0	4	4 Negative

4.8 Customer satisfaction of delivery service

The distribution methods of *Journal Sino* are retailing, free distribution in warehouse areas, and post office delivery to the subscribers. In recent years, the number of subscribers of *Journal Sino* has continued decreasing drastically. Besides the survey on satisfaction of content, we consider it's necessary to evaluate delivery service satisfaction, because The newspaper office have received complaints from customer that they had not received newspaper in time or they have changed address but only one month later they started receiving newspaper again. On this issue, we have

designed two questions in order to clarify this issue. We have directly asked customer's satisfaction of delivery service, and listed several features for subscribers to choose which they concern most in the delivery service. Those features include punctuality, condition of the journal when received, tracking system failure, responsiveness of address changing.

The results in this part are quite optimistic (Table 9). Although only 24 out of 100 random picked customers have subscribed newspaper and replied these two questions, 22 of the replies are positive and convert to percentage, it reaches to 92%. There are only two replies whose perceptions are negative. The newspaper management is quite gratified that no one has chosen "*not satisfied at all*". It seems the complaints newspaper office had received was a minority. When we ask what feature they focus most in delivery service, no doubt, punctuality is their first concern, the percentage reaches 96%. Thanks to the reliability of Portuguese post mail system. If the newspaper is sent in time to the post office, the newspaper would arrive to the customer in time. From the individual observation section, the results are quite encouraging: this part is the only one which won the positive results. (see as Table 8)

Table 9 Statistic results of customer satisfaction of delivery service

Q20. Satisfaction with the delivery service

<i>Variables</i>	<i>Responses</i>	<i>Percentage</i>
Very much	4	17%
Well	5	21%
Agree	13	54%
Not quite agree	2	8%
Not at all	0	0%
Positive 92% (17%+21% +54%)		Negative 8% (8%+0%)

Q21. Features considered most important in the delivery service

<i>Variables</i>	<i>Responses</i>	<i>Percentage</i>
Punctuality	23	96%
Condition of the journal when received	1	4%
Tracking system failure	0	0%
Responsivity of address changing	0	0%

4.9 Customer satisfaction of communication with *Journal Sino* employees

Initially, this part was designed for the customers who have or who are using the newspaper value adding services, such as legal document translation, business consulting, IP TV etc... But when we started this survey, interviewees showed their enthusiasm on this part. We thought that all the respondents might have contacted with the employees of the newspaper when they subscribed newspaper or published an advertisement. So we have decided that all interviewees who had contacted with newspaper employees are allowed to answer this part, and finally we received 84 valid responses in this part. The structure of this part is the same as the customer

satisfaction of delivery service part. Two questions, one ask about their satisfaction level in communicating with the *Journal Sino* employees. The other one ask interviewees to point out most concerned features in communication process. The results are showed in Table 10.

From 84 valid responses, 70 interviewees feel satisfied with communicating with employees of *Journal Sino*, and 12 feel dissatisfied.

The satisfied results reach 84%. It is a quite well benchmark.

When we exam the features interviewees focus most in this part, it is Efficiency (44% chose this) that is most praised.

When we check the replies of individual observation section in questionnaire, among the 54 comments, no complaint is about the newspaper efficiency issue. There are two complaints about communication part. One has complained about the ambiguous price standard of value adding service. The interviewee felt he has been over charged in a translation service. The other one complain about the results of business consulting service. But these are all single cases.

Table 10 Results of customer satisfaction of communicating with *Journal Sino* employees.

Q22. Easiness in communicating with the Newspaper's office (editor, logistic or responsible)?

<i>Variables</i>	<i>Responses</i>	<i>Percentage</i>
Very much	10	12%
Well	19	23%
Agree	41	49%
Not quite agree	12	14%
Not at all	2	2%
Positive 84% (12%+23% +49%)		Negative 16% (14%+2%)

Q23. The most important features in communicating with journal office

<i>Variables</i>	<i>Responses</i>	<i>Percentage</i>
Accessibility	23	28%
Efficiency	37	44%
Communication barriers	12	14%
Final results of the communication	12	14%

4.10 Advertisement customers' satisfactions

At the beginning of this section, we set a few questions which have been directed to understand who the advertisers are, including their nationality, the type of advertisement they publish, and how do they have found the *Journal Sino*. In our sample, there are 28 interviewees who have used the advertising service in *Journal Sino*.

The results show (Table 11) that 26 out of 28 replies are of Chinese nationality, the other two, one holds the Portuguese nationality and another one holds the French nationality, but as we remembered these two interviewees are all Asian face and they could speak fluent Chinese language. We do find some European advertisement customers of *Journal Sino*, such as KLM, Mercedes Benz, but for some reason they politely refused our invitation. However, we did expected that it has to be Chinese or European citizen that will answer our survey as readers of other nationalities are scarce.

The results also show the majority of advertisements are for business. It occupies 53% (15/28) of the total advertisement. The second most popular AD type is personal stuff advertisement, 25% (7/28). In the third place is the classified Ads and the percentage is 18% (5/28), and the last one is etiquette ads with 4% (1/28).

The results are exactly the same as we have anticipated before.

In regard of the channel people get to know *Journal Sino*, the results show that 53% (15/28) of the customers mention that it is through other Chinese, 14% (4/28) of customers are from Portuguese friends, and 33% (9/28) of customers are by other means. This including getting free dispatched newspaper or purchased in Chinese food shop or read it in Chinese embassy etc...

Table 11 Results of survey on advertisement customers

Q 25. The nationality of the advertisers

<i>Variables</i>	<i>Responses</i>	<i>Percentage</i>
A Chinese	26	92%
B Portuguese	1	4%
C Other European country	1	4%
D None of above	0	0%

Q 26. Type of AD customers have published in the *Journal Sino*

<i>Variables</i>	<i>Responses</i>	<i>Percentage</i>
A Business advertisement	15	53%
B Self-employed business (classified ads)	5	18%
C Personal stuff (service、 second hand transfer、 etc)	7	25%
D Etiquette ads (obituary, congratulation message)	1	4%

27. The way people have got to know the *Journal Sino*

<i>Variables</i>	<i>Responses</i>	<i>Percentage</i>
A Word of mouth from Chinese	15	53%
B Word of mouth from Portuguese	4	14%
C Other media	0	0%
D Other ways	9	33%

In regard to the customers' satisfaction of advertising service, we have asked interviewees to pick out the features they focused, and asked them to prioritize them as what have been done in the content part. Unfortunately, among 28 AD customers, only five prioritized those features, so we have to give up the priority statistics and only calculate about which feature they concern most.

When evaluating the results of which feature the customers focus most, it seems the AD customers appear more rational. They do not over emphasize on punctuality, but

also focus on written communication style (Table 12). Each option attracts 39% of AD customers. The third place is graphic design, although it ranked last when ask the readers about their most concerned features, here 18% of AD customers choose to focus this most. One out of 28 AD customers choose the option of communication. In the questionnaire, there is also a space so that the respondents may indicate the features which might be not covered by the questions, but no one used that.

Table 12 Results of features the AD customers considered most important

Q29. Features considered important in the AD service of *Journal Sino*

<i>Variables</i>	<i>Responses</i>	<i>Percentage</i>
Punctuality	11/28	39%
Graphic design	5/28	18%
Written communication style	11/28	39%
Communication with the employees	1/28	2%
Others	0/28	0%

In this section, the results show that 79% (Table 13) of sample customers give a positive comments, 21% left a negative comments. As the results in delivery service part, no interviewee chose “not satisfied at all”.

In the individual observation part, among the 54 comments, there are three that mentioned it is all negative in the advertisement section. Among which, two complain about the graphic design, one complain about written communication style. As the journal having no professional in art design or advertising designer, we tend to think the results are acceptable.

Table 13 Results of customer satisfaction in advertising service

Q.29 Importance of the AD service in the Journal Sino

<i>Variables</i>	<i>Responses</i>	<i>Percentage</i>
Very much	4	14%
Well	3	11%
Agree	15	54%
Not quite agree	6	21%
Not at all	0	0 %
Positive 79% (14%+11%+54%)		Negative 21% (14%+2%)

4.11 General customer satisfaction

The last issue, and the most important one, in this Master project is to get to know about the general customer satisfaction. In the questionnaire, the interviewees are required to give a final comment about their satisfaction of *Journal Sino*. After the objective multiple choice part, they are invited to talk about their feelings of *Journal Sino*.

The results are showed in Table 14, and the general customer satisfaction of *Journal Sino* is just on average. There are 77% of positive and 23% of negative responses. Not that terrible as the results in the content part or not that good as the results in the delivery service part. We think the results just realistically reflect the condition of customer satisfaction of *Journal Sino*.

Table 14 Results of general customer satisfaction of Journal Sino

Q30. Global satisfaction about Journal Sino	
Very much	7%
Well	18%
Agree	52%
Not quite agree	20%
Not at all	3%
Positive 77% (7%+18% +52%)	Negative 23% (23%+3%)

5. Conclusions, suggestions & limitations

5.1 Conclusions

With two months of conception, formatting and questionnaire design, two months of implementation, one month data analyzing, we are able to finalize the first survey on customer satisfaction of *Journal Sino*. The main purpose is to better understand the customers of *Journal Sino* to give some inspirations for the new round of reform of *Journal Sino*.

Under the guidance of the theory of consumer behavior and customer satisfaction we have designed a specific questionnaire for the survey so to identify the customers' expectations and testing customers' satisfactions toward the newspaper.

There are 130 questionnaires collected, however, only 100 are completely validated and included in our research sample. After data analysis, we get the conclusions below:

In general, among the respondents 77% replied they are globally satisfied. On the other hand, dissatisfaction rate is 23%.

In detail, we have considered our study in four aspects of customers' satisfaction and they are: the content, the delivery service, the communication with *Journal Sino* employees, and the advertisement in the newspaper.

Customer satisfaction of the content is the worst part. In average, 63.2% of the respondents feel their perceptions have met the expectations. The News section is the lowest, only 56% consider satisfied with the newspaper, and the highest section is the society, with 67% of respondents saying the perceptions have met their expectations. Customer satisfaction of the delivery service is the best part, with 92% of respondents feel satisfied or very satisfied. Customer satisfaction of communication with *Journal Sino* employees' ranks second place, 84% of interviewees are satisfied with this. And the percentage of advertisement customers' satisfaction is about 79%.

Behind these conclusive figures, via reading habits survey included in the questionnaire, we further identify the purpose of customers reading the *Journal Sino*

is to acquire information, especially local information. Portuguese news are their most focused part, and in the reading part, timeliness of the news and content are the top two features which influence respondents' judgment on satisfaction. Obviously, bad performance in timeliness of the news and lack of Portuguese news result in low satisfaction of news section of the paper. There are 8 and 7, respectively; complaints of these two issues appeared in the individual observation section. About the content of the newspaper, in the individual observation section, we have noted 44 opinions from the readers are related with it. Eliminating 11 complaints about timeliness of news, there are 11 out of the rest 33 comments are of positive appraising the content, but the remaining 22 are complaints from various angles.

In the delivery service aspect, the respondents emphasize most on punctuality, which has been proved to be well performed by the Portuguese national mail system.

In communication aspect, efficiency is most emphasized by customers, and our samples' satisfaction of this point is positive.

In adverting part, the respondents emphasize both on punctuality and written communication style. There are also complaints about the design of advertisement in the individual observation section.

Besides the customer satisfaction survey, by analyzing the demographic characterization of the sample, we may conclude the influence of new media on the youth is very strong, once this segment of the Chinese community in Portugal is the smallest among the readers of the *Journal Sino*, and once again, the high education level of the readers would require that the *Journal Sino* to pay more attention to the content of the newspaper. At last, we noticed that foreign advertiser is really scarce for *Journal Sino*.

5.2 Suggestions and recommendations

Based on the analysis and conclusions we have drawn, in operation level, we would like to give suggestions and recommendations to the management of *Journal Sino*.

From demographic characterization part, we have noticed that the younger the age is,

the less the number of customer is. With the development of new media, newspapers would not be the unique source for local Chinese to acquire information. Younger generations resort more to internet or other new media for information acquisition. It requires the management notice the change of the outside environment, consider the demands from youth group and provide suitable solutions.

In demographic characterization part, we also have noticed that the employees had underestimated education level of readers. That leads to some complaints appear in the individual observation part that criticize the topics of articles. What important here is to understand customers expectations on content and provide proper solution.

As we can observe, most of the Chinese travelled to Portugal for pursuing a successful life. Based on the results we have achieved in reading habits part, combining the analysis of customers' reading purpose with their preference of the content, we can assert customers have the strongest need to acquire local information, because as the immigrant group, getting local information is their inherent requirement. The motivation is what we analyzed RE-SOCIALIZATION.

In my personal opinion, what customers really want to read are practical information, about Portugal, such as EMEL is going to raise parking fee in the centre part of Lisbon or ASAE has started another campaign to inspect grocery stores. It is possible that journalists and editors from *Journal Sino* select more topics of this kind.

There is another important thing needs to be mentioned here: when we asked the feature which most influences customers' perceptions of content, the respondents have chosen clearly the timeliness of the news. When we asked the feature they focus most in comment on delivery service, they chose punctuality. When came to the communication part, the respondents chose efficiency.

People might not understand the phenomenon. In my eyes, speed is Chinese people's life. In 1980s', there was a famous billboard in a street in Shenzhen China, it was written that '*Time is money, Efficiency is life*'. It was the period when China just started the Open Door Policy. By that time, people felt they have been deprived a lot in 10 years' culture revolution. They want to work hard in order to earn a normal life. When they have a chance to see the life in well developed countries, they feel the

huge distance between the two sides. They want to catch up by hard working. Nowadays, many Chinese feel other Chinese having better life than they do, and they want develop faster by hard working. That's why we have noticed their desire of punctuality and efficiency issues in their expression. That requires management of the *Journal Sino* to focus always on the efficiency issue, or the satisfaction of customer would drastically falls down, due to the failure of this.

5.3 Limitations

As a structured survey, the questionnaire is supposed to be more concrete and to the details, even more aspects are supposed to be mentioned. Unfortunately, the characteristics of our target interviewees made this unachievable. During the interview, we already received many complaints for the questionnaire was too long.

Finally, limited budget could only make a survey in a small scale. If it is possible a larger scale of survey would be recommendable to take.

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Annex

Questionnaire about the *Journal Sino*

Part 1 Respondent Information

1. Age group?

A 15-25 B 26-35 C 36-45 D 46-55 E >55

2. How many years do you stay in Portugal?

A 1-3 B 3-5 C 5-10 D >10

3. Age when travel abroad?

A <16 B 16-25 C 26-35 D 36-45 E 46-55 F >55

4. Education level ?

A Elementary

B Middle School

C Senior Middle School

D Bachelor degree

E Superior than Bachelor degree

5. Working status?

A Employee

B Employer

C One man business or family business

D No needs to work

E Students (including researchers)

6. Where do you come from?

A Born in Portugal

B From Zhejiang Province, Mainland China

C Mainland China, but not Zhejiang Providence

D China, but not from mainland

Part 2 Questionnaire for readers

7. How often do you read *Journal Sino*?
- A Every week
 - B One month one time
 - C Occasionally
 - D Whenever need
8. Do you subscribe *Journal Sino*?
- A Yes
 - B No (go to question 10)
9. If yes, for how long time are you subscribing the Newspaper?
- A 1 year
 - B 1-3 years
 - C 3-5 years
 - D > 5 years
10. By which channel you read *Journal Sino*?
- A Annually subscribe
 - B Purchase when necessary
 - C Get free offer
 - D Get free from other friends
11. Why do you read *Journal Sino*?
- A Pass the time
 - B Read the news
 - C Read the stories on the newspaper
 - D Read the advertisings
12. Which section do you focus most? (please prioritize by 1,2,3,4,5)
- A News
 - B In-depth Surveys
 - C Society
 - D Info
 - E Advertisings
- _____
13. In each section, which countries' content do you focus most ?
- A News (please prioritize by 1, 2, 3, 4)
- Portugal
 - Spain
 - China
 - Other countries
- _____
- B In-depth Surveys (please prioritize by 1, 2,)

Cont.

Portugal China

C Society (please prioritize by 1, 2, 3, 4)

Portugal Spain China Other countries

D Info (Portugal, China, please prioritize by 1, 2, 3, 4)

Portugal Spain China Other countries

E Only advertisings (please prioritize by 1,2,3)

Chinese AD Portuguese AD Spanish AD

14. Do you think the news section can meet your expectations?

A Very much B Well C Agree D Not quite agree E Not at all

15. Do you think the In-depth Surveys section can meet your expectations?

A Very much B Well C Agree D Not quite agree E Not at all

16. Do you think the Society section can meet your expectations?

A Very much B Well C Agree D Not quite agree E Not at all

17. Do you think the Info section can meet your expectations?

A Very much B Well C Agree D Not quite agree E Not at all

18. Do you think the Adverting part can meet your expectations?

A Very much B Well C Agree D Not quite agree E Not at all

19. What features do you consider most likely satisfy you (please prioritize by 1, 2, 3, 4)?

A Actuality B Content C Quality of writing D graphic design

E Special request (Please indicate if possible)

20. Are you satisfied with the delivery service?

A Very much B Well C Agree D Not quite agree E Not at all

Cont.

21. What features do consider most important in delivery service (please prioritize by A,B,C,D)

A Punctuality

B The conditioning of the journal when received

C Tracking system failure

D Response on info changing

22. Do you think it is easy to communicate with the Newspaper's office (editor, logistic or responsible)?

A Very much B Well C Agree D Not quite agree E Not at all

23. What do you consider important while communicating with the journal office? (please prioritize by A,B,C,D)

A Accessibility

B efficiency

C Communication barriers (language、 ideology、 etc)

D Final result of the communication

24. Have you ever published advertising in *Journal Sino*?

A No (Please jump to question 33)

B Yes (Please continue the questionnaire for Advertising clients)

Part 3 Questionnaire for the AD clients

25. Please indicate your Nationality

A Chinese

B Portuguese

C Other European country

D None of above

26. What kind of AD have you offered in the *Journal Sino*?

A Business advertisement

B Self-employed business (classified ads)

C Personal stuff (service、 second hand transfer、 etc)

D Etiquette ads (obituary, congratulation message)

Cont.

27. By which means you got to know the *Journal Sino*?

- A Word of mouth from Chinese mates
- B Word of mouth from Portuguese mates
- C Other media
- D Other ways

28. Are you satisfied with AD service of *Journal Sino*?

- A Very much
- B Well
- C Agree
- D Not quite agree
- E Not at all

29. What do you consider as important in the AD service of *Journal Sino*?

- A Punctuality
- B Graphic design
- C written communication style.
- D Communication with the employees
- E Others. Please indicate if possible_____

30. Globally, are you satisfied with *Journal Sino*?

- A Very much
- B Well
- C Agree
- D Not quite agree
- E Not at all

Please give us your comment on *Journal Sino*

Then this questionnaire finished. Thank you for your assistant!