Performance Measurement of Almarai Products and Customer Satisfaction

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Citation

Abstract
The aim of the paper, especially focuses on measuring the performance of Almarai company’s products through customer satisfaction. The key results are focused on the determination of distinctive preferences and expectations. Measuring customer satisfaction emphasizes immediate and meaningful outcomes about customer preferences and expectations and by the way the company’s performance may be evaluated in relation defined satisfaction criteria that shows the pros and cons of performances of a company. Satisfied customers usually return and purchase more, they also impart the message with their surroundings about their experiences pertaining to particular products and services of a company they trust more. It shows that the Almarai Company’s products are satisfying the customer’s expectations and requirement over its competitors. It shows that the priorities and services of Almarai Company’s products are likewise the other companies and performing over other companies. The overall study describes that overall the performance of the Almarai Company is satisfactory and a large portion of the population is satisfied with the wide range of company products.

1. Introduction

Performance measurement through customer satisfaction is a relatively new concept to many companies and competitors that are prospering in the new global economy recognize that measuring customer satisfaction is the key of success and by doing this they understand how to better attract new customers. The successful competitors always recognize that customer satisfaction is a critical strategic policy that could result in increased market share and increased profits.

Performance measurement is the process of collecting, analyzing and/or reporting information regarding the performance of an individual, group, organization, system or component [1]. Moullin defines it as "the process of evaluating how well organizations are managed and the value they deliver for customers and other stakeholders" [2].

The problem companies face, however, is exactly how to do all of this to understand how to measure and quantify customer satisfaction. Plans are sketched out using customer satisfaction research findings to target customers and processes that are most favorable to extend profits. Too many companies rely on outdated and unreliable measures of customer satisfaction as they focus sales volume describing their customers' states of mind while these approaches are not perfect substitute of a valid and well-designed customer satisfaction surveying program. The demographic characteristics of the respondents (age, gender, level of education) influence the structure of their
expectations towards dairy product packaging, determine their purchase decisions [3]. Environmental features of dairy product packaging have great significance for the respondents, and meeting their expectations in relation to their buying decisions [4].

In most of the companies, marketing and sales employees are basically responsible for designing and implementing customer satisfaction surveying programs through questionnaires, focus groups, top management and marketing division’s programs. Customers are informed about changes in the related product and services as a result of listening to their needs. Performance measurement through customer satisfaction is incorporated into the strategic vision and mission statement of the company. Stakeholder compensation is also combined with directly to the customer satisfaction surveying program. To be successful, organizations need to design a customer satisfaction surveying tool/program that meets the certain criteria and employee performance and compensation can be attached to the final results [5].

Customer satisfaction is the state of mind that customers have about a company or its products or services when their expectations have been met or exceeded over the lifetime of the products or services. The customer satisfaction leads to company loyalty and product demand. Customer satisfaction measurements have been made with an understanding and filling the gap between customer expectations and performance of product and services. The relative price, price-quality ratio and price fairness influence producers' loyalty and improved business relationship performance [6]. The majority of pre-existing food consumption research supports imply that a good taste and a high degree of healthiness are incompatible with each other [7].

Performance measurement and customer satisfaction itself can be understood through a number of different facts about the relationship with a customer for example:

• Satisfaction with the quality of product or service;
• Satisfaction with an ongoing relationship with customer;
• Satisfaction in the price of a product or service;
• Satisfaction due to a product or service exceeded the customer's expectations.

Various factors, namely, age, education years, food safety awareness, evaluation of government regulation, policy, evaluation of organic milk price, and purchase convenience, have a significant impact on consumer trust [8]. A number of dairy food companies in Saudi Arabia have been using varied competitive strategies over the last few years, but this study reveals how Al-Marai uses a strategy of market penetration to beat the competition [9].

2. About the Company

Almarai is an integrated organization spanning its food and beverage products from dairy farms through to retail stores. The other brands are known as “ALMARAI”, “ALYOUM”, “SMOOTHY” and “ZADY”. Almarai company limited, a dairy company, provides nutritious food and beverages in Saudi Arabia. It provides dairy liquids, including flavored milks and lactose-free milk; yoghurts and desserts; food products, such as cheese spreads, cheese slices, butter, ghee, cream, and mozzarella; fruit juices; bakery products, including breads, ready-to-eat pastries, and biscuits; and poultry products.

Almarai means 'green pastures' in Arabic, a name that has now become synonymous with freshness, quality and service across the Middle East. Almarai is the largest integrated dairy foods company in the world, with a reputation for quality that is unmatched within the gulf countries. Almarai began in 1976 under the leadership of HH Prince Sultan bin Mohammed bin Saud Al Kabeer, as it remains to this day. The company's headquarters are based in Riyadh, the capital of the Kingdom of Saudi Arabia, and the Almarai company extends throughout the Arabian Peninsula, leading and influencing the agricultural, dairy processing and food distribution industries.

Company vision is the preferred choice in food products; promoting nutrition, health and well being in the GCC and its mission constantly exceed consumer expectations by providing the highest quality food products and superior customer services. However, Almarai is committed to ‘excellence in execution’ drives growth and wins consumer trust [10].

![Figure 1. Almarai Revenue Evolution.](https://www.almarai.com/en/investors/financial-information)
The success of Almarai is not only its sophisticated farm houses, its well established distribution network within the Gulf countries and Central Processing Plants but is also the result of continued focus on customer satisfaction, to deliver high quality products daily to our consumers and to satisfy its stockholders. Almarai has since become one of the foremost food companies in the Gulf and spanning the food supply chain from dairy farms and arable farms through to retail outlets in six Gulf countries.

The company has great emphasis on continuous research and product innovation to ensure its customers and the quality and value they expect. The company is a market leader and holds approximately 50% of the fresh milk market with the next highest competitor holding around 30%. Almarai is viewed as an innovator in the area of marketing throughout the region, and has led the way in original promotion and advertising.

Almarai’s strategic implementation plans 2015 showed continuous growth across its product range. “Almarai is one of five food companies considered by international media as likely to be among world’s most future brands [10]. In the company, the consumer is at the core supply chain as their insight guides the growth of the business and contribute in the product development process. The company is constantly gaining significant financial growth as well geographical expansion resulting in increased job opportunities for Saudi nationals.

3. Review of Literature

Agnieszka & Anna (2016), in an empirical study, analyze the relations between customers’ expectations, product packaging and their demographic characteristics such as gender, age and education. The research primarily applies cognitive-critical analysis and secondly survey questionnaire for gathering primary. The tools used in the analysis were Factor analysis and the Kruskal-Wallis independence test. The findings of the study concluded that demographic characteristics of the respondents pertaining to age, gender, level of education have a positive influence on dairy product packaging and consumer purchase decisions. Shijiu Yin, Mo Chen et al. (2016), in his research paper focus on consumer trust in organic milk and influencing factor of different brands through using 876 randomly selected consumers in Shandong Province of China. The finding of the research describes that Chinese consumers generally lack trust in organic milk. The factors like age, education, safety, government policy, organic milk price and convenience have significant influence on consumers trust. The other factors such as income, protection of the environment, and risk taking capacity are not influenced consumer trust [8].

Agnieszka & Anna (2015), examined the importance of the environmental factors of dairy product packaging during the consumer buying decision process with consumer expectations. This paper consists of both of theoretical and empirical nature. In the theoretical part, the study used the cognitive-and-critical analysis of the world’s literature. In the empirical part, such research methods were used as: questionnaire survey for gathering primary data using factor analysis and cluster analysis for the analysis of the primary data. Collins & Bogue (2015), examined stakeholder stakeholder data to design health products for the ageing population using qualitative analysis. The research carried out 16 in-depth interviews to identify the main product design attributes. The finding of the research explains a significant influence on the design of health promoting foods targeted at the ageing population. Lumala Jokitalo et al. (2015), explored in a study how certain consumer characteristics such as dieting, health motives and food value and taste cues shape, whether and why health and taste attributes are perceived as inclusive or exclusive over 40 consumers through personal and group interviews. The findings of the study show that dieting status, health motives and food values shape the perception of inclusively and exclusively of health and taste, convenience, and candy products.

Laihonen Harri et al (2014), in a research on measuring performance on service system based on organization and customer perspective, both evaluated the performance...
measurement of a service system based on three perspectives: the performance of individual actor, the network efficiency and customer oriented service operations.

Kathuria Lalit & Gill Paramjeet (2013), conducted a research with the aim of understanding brand awareness among consumers and analyzing the attitude of consumers towards selected branded commodity food products, especially focus on branded rice and banded sugar through a sample of 200 respondents across different cities of India.

Svensson & Wagner, (2012), in his case study based on a regional producer of dairy products in Sweden, The data were collected from managers through non-structured interviews and corporate documents. The findings of the explore that the company’s business cycle may be divided into nine stage initiated with arable land of dairy and supplying products to the market involving retailers and consumers. The case study stresses on the importance of environmental concern of business. Boniface & Gyau (2012), determined the dimensions of price satisfaction which affect the performance relationship between Malaysian dairy producers and the dairy processors who purchase their milk. The research tested eight hypotheses using partial least square methods based 133 surveys of producers in Malaysia. The findings of the study suggest that price dimensions significantly influence producers' loyalty and performance of the business.

In a survey of nearly 200 senior marketing managers, 71% feel that customer satisfaction is very useful in managing and monitoring their businesses. (Farris, Paul W.; Neil T. Bendle; Phillip E. Pfeifer; David J. Reibstein (2010).

A study on Al-Marai and the Saudi food industry based on Middle East (2008), examined the management developments across the globe and pinpoint practical implications prepared by an independent writer. In this paper the authors have gathered the information from the Saudi dairy company, Al-Marai, their market position, their competition, and their operations provides strategic insights and practical implications having influence on some of the world’s leading organizations.

Sadi & Henderson (2007), in a case study focused on the largest dairy food company in Saudi Arabia and its subsequent responses related to marketing. The findings of the study explain that how Almarai company has been using strategic leadership over a number of dairy food companies in Saudi since last few years and getting a competitive advantage. This study provides a unique perspective of a dairy food company nationwide through offering quality products across the Middle East.

M M Al-otabi and R K Robinson (2002) have made a study on the dairy industry in Saudi Arabia to know the current situation of the industry and to know the future prospects of the industry and business in the country.

Work Berry, Leonard L.; A. Parasuraman (1991) provides the basis for the measurement of customer satisfaction with the customer’s expectations of performance and perceived level of performance. In this study, the respondents were asked to evaluate their experience with both products, along with seven points within these four items: “satisfied to dissatisfied”, “favorable to unfavorable”, “pleasant to unpleasant” and “I like it very much” to “I didn’t like it at all”.

In the study of Eroglu, Sergin A, and Karen A. Machleit (1990), the six items asked respondents’ evaluation of their most recent experience with ATM services and ice cream restaurant, along with seven points within these six items: “please me to displease me”, “contented with to disgusted with”, “very satisfied with very dissatisfied with”, “did a good job for me” to “did a poor job for me”, “wise choice to poor choice” and “happy with to unhappy with”.

4. Importance of the Study

Satisfying customers is the key success for any organization. The income of all these organizations is derived from the fund received from the products and services delivered to its various customers. To attract and retain customers, the company must satisfy them and for satisfying the customer, the performance measurement of the product and services is most important. Understanding the customer and measuring the performance thorough customer satisfaction help any company to identify opportunities for product and service innovation and serve as the basis for performance appraisal and reward systems. It can also ensure that quality improvement efforts properly focused on issues that are most important to the customer.

For a long period of time a number of dairy products firms have been operating and using the competitive strategies to stay in the Saudi Arabian market, but the present study shows how Almarai is using its strategy against its competitors and gaining an increasing market share than its competitors. It strengthens its distribution and promotional emphasis in the Middle East as well as in South East Asian markets [16].

5. Scope and Objectives of a Customer Satisfaction Surveying Program

The objectives of the research are:
1. To assess how well Almarai products are satisfying customer expectations and requirements over its competitors;
2. To estimate established priorities and service standards how well Almarai is performing over other companies.
3. To identify factors that contribute to customer satisfaction and dissatisfaction with the company;
4. To determine the current status or situation of Almarai’s products or services;
5. To know about the rank of the company on the basis some defined variables over other similar companies.

6. Hypothesis

Hypothesis 1: That the Almarai products are not satisfying customer expectations and requirements over its competitors;
Hypothesis 2: That the established priorities and service
7. Research Methodology

The present study is based on primary data collected from a structured questionnaire from different customers of different age groups of both male and female from Hail province of Saudi Arabia. The secondary sources of data are the part of Almarai published annual reports, different Journals available on websites and published reports from Almarai itself. The data collected relate to mainly from the population of Hail region of Saudi Arabia and the size of survey has been limited to 150 respondents. Random selection of the respondents has been taken from the different age group of the population. The data has been analyzed through graphical analysis, percentage (%) method and testing of hypothesis has been done through Chi-square test/ One-sample Kolmogorov Smirnov test.

8. Result and Discussion

The research survey has been made on 150 respondents. Out of 150 respondents 122 were male and 28 were female.

In the following figure 3, we can see that most responses have been given by the young population, which was of age group between 20-24 years and 26-34 years respectively were 36% and 42% of the total percentage respectively.

The figure 4 explains that out of total 150 responses, 40% feedback is given by single or bachelors and 34% and 16% feedback given by the person married having children and person married not having children. The percentage of widowed and divorced was very low.

Figure 4 explains the most of responses collected from the persons who have completed their schooling were 50%. The percentage of contribution in this research of bachelor degree holders and Master’s degree holders were 14% and 6% respectively. The doctoral degree holder’s percentage was 16%. Only 14% respondents were less than high school.
It is evident from figure 7 that half of the population feel better in using Almarai products and 30% population feel that the products from Almarai company is much better than the products from any other brand. 20% population feels that they don’t feel much difference with other company products. No any respondents said that the product form Almarai company is worse.

![Figure 8. Customer Buying Status.](image)

From the figure 8, it is clear that 46% percent population is definitely like the products from the Almarai Company and 46% people also answered that they probably like the Almarai company’s products. 8% people were not sure that they would always like to buy the same company products.

![Figure 9. Company Rating.](image)

The above figure 9, shows that out of 150 surveyed people, 15 respondents said that they find the quality of Almarai products is excellent, 42 respondents said the quality is very good, while 48 and 21 respondents feel that the quality of Almarai products is good and fair respectively. Only 24 respondents feel that quality is poor.

It is also evident from the above figure that out of 150 surveyed respondents, 24 respondents said that along with the quality they also find the services of Almarai company excellent, 45 respondents said the services are very good, while 48 and 27 respondent feel that the service of Almarai company is good and fair respectively. Only 24 respondents feel that services of the company are poor.

![Figure 10. Performance of Products through Satisfaction.](image)
The above figure 10, is the outcome of the performance measurement as per the customers and it explains that out of 150 surveyed populations 27 respondents said that they are very satisfied with the quality of Almarai products, 84 respondents said the quality is satisfactory, while 48 respondents feel that the quality of Almarai products is satisfactory only at some level. No respondents feel that quality is dissatisfactory.

The similar type of the results has founded as it has been shown in the figure 8, as the value that the customers get from the Almarai products is overall satisfactory. Only 6 respondents say that they feel some dissatisfaction which is negligible compared to the whole.

Similar to above, other favorable results also has found as shown in the figure 8, this shows that the purchase and usage experience through the survey outcome that customers get from the Almarai products is overall satisfactory. Only 9 respondents out of 150 feel some dissatisfaction regarding these which are also negligible compared to the whole.

In continuance to figure 10, figure 11, is the outcome of the product’s importance through quality, value what the customers get, purchase and usage experience as per respondents. It explains that out of 150 surveyed populations 36 respondents said that they feel that the performance of Almarai products are very important quality wise, 66 respondents’ rate performance as important, while 48 respondents rate the quality wise performance of Almarai products is important only at some level. No respondents feel that quality wise performance of the products is not extremely important.

Approximately similar results have found as it has been shown in the figure 9 that the value that the customers get from the Almarai products is overall important. Only 3 respondents out of 150 feel that the values that customers are getting from the products are not important.

The same other favorable results also has been found, shown in the above figure 9 that the feeling of purchase and usage experience that customers have regarding the Almarai products are overall important. Only 3 respondents out of 150 feel the value they getting is not important for them.
Above figure 12 explains that 20% and 40% respondents are very satisfied and satisfied respectively through using the Almarai company products. 14% populations are satisfied as some level. 26% populations are not satisfied with the Almarai products.

The figure 13 also explains that 20% and 14% respondents strongly agree and somewhat agree with Almarai company’s performance while 48% respondents were neutral regarding this question. 18% population are either somewhat disagree or strongly disagree with the performance of Almarai company.

The figure 14 shows very important results regarding the rank given by the respondents to Almarai company products. If we start form the ‘quality of the product(s)’ the rank 1 has been given to Almarai company products by the customers. The overall rank 1 is also given by the population to the Almarai company products regarding ‘taste of the product(s)’. ‘Availability of the Almarai products’, ‘value what customers get’ and ‘overall demand of Almarai products’ have been given the Rank 2 by the respondents.

![Figure 14. Ranking of the Products.](image)

From the figure 15, it is clear that 40% percent population is definitely want to recommend the products of Almarai company and again 40% people also answered that they probably like to recommend the Almarai company’s products. 20% people were not sure that they would always like to recommend the same company products.

![Figure 15. Product Recommendation.](image)

From the figure 16, it is evident the beside Almarai company, products, the other same range of most acceptable products in Saudi Arabia are Nadec, Nada, Alsafi, Saudia, Najdyh and some other products from different companies like Nestle, those are the closest substitute and competitors of the company.

![Figure 16. Customer Choice.](image)
The following table 1 and the figure 15 is the outcome of some mixed responses from the 150 respondents. The overall results from this table looks favorable. It means that the Almarai company’s product are performing either equally with or more than its competitors/ companies with some mixed public reactions.

![Graph showing mixed responses](image)

Figure 17. Mixed Response from Respondents.
### Table 1. How are you agree/disagree: Some Mixed Response from Respondents.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Ingredients</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>This is one of the best products.</td>
<td>39</td>
<td>15</td>
<td>33</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td>2</td>
<td>This product is exactly what I need.</td>
<td>15</td>
<td>54</td>
<td>21</td>
<td>36</td>
<td>24</td>
</tr>
<tr>
<td>3</td>
<td>Sometimes I have mixed feelings about keeping the Almarai product.</td>
<td>30</td>
<td>39</td>
<td>33</td>
<td>39</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>My choice to buy Almarai’s product is my wise decision.</td>
<td>24</td>
<td>39</td>
<td>27</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>I have truly enjoyed and enjoying with Almarai’ product</td>
<td>27</td>
<td>45</td>
<td>12</td>
<td>27</td>
<td>39</td>
</tr>
<tr>
<td>6</td>
<td>I feel bad about my decision to buy Almarai’s products.</td>
<td>66</td>
<td>45</td>
<td>15</td>
<td>21</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>Owning this Almarai brand (s) has been a good experience.</td>
<td>24</td>
<td>39</td>
<td>36</td>
<td>18</td>
<td>33</td>
</tr>
<tr>
<td>8</td>
<td>I felt confused while shopping for Almarai product.</td>
<td>24</td>
<td>36</td>
<td>27</td>
<td>24</td>
<td>39</td>
</tr>
<tr>
<td>9</td>
<td>I am sure that one of the other brands of Almarai’s that I did not choose would have been equal to or better than this brand.</td>
<td>42</td>
<td>36</td>
<td>18</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>10</td>
<td>I really would not like any more information about the various brands of Almarai’s.</td>
<td>15</td>
<td>54</td>
<td>33</td>
<td>15</td>
<td>33</td>
</tr>
<tr>
<td>11</td>
<td>It is likely that the brand of Almarai choose is better than the brands of other company’s I am currently familiar with.</td>
<td>33</td>
<td>42</td>
<td>24</td>
<td>15</td>
<td>36</td>
</tr>
</tbody>
</table>

### 9. Results from Hypothesis Testing

As it shown in table 2: and Table 3: Hypothesis Test Summary Hypothesis 1 was established to assess how well Almarai products are satisfying customer expectations and requirements over its competitors. The results indicated that we are unable to reject the null hypothesis. It shows that the Almarai Company’s products are satisfying the customer’s expectations and requirement over its competitors.

Hypothesis 2 was established to estimate the priorities and service standards how well Almarai is performing over other companies. The results indicated that we are unable to reject the null hypothesis. It shows that the priorities and services of Almarai Company’s products are likewise the other companies and performing over other companies.

### Table 2. Hypothesis Test Summary.

<table>
<thead>
<tr>
<th>S.N</th>
<th>Null Hypothesis</th>
<th>Test</th>
<th>Sig</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The categories of Sometimes I have mixed feelings about keeping the Almarai product occur with equal probabilities.</td>
<td>One sample chi-square Test</td>
<td>.896</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>2</td>
<td>The categories of I feel bad about my decision to buy Almarai’s products occur with equal probabilities.</td>
<td>One sample chi-square Test</td>
<td>1.000</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>3</td>
<td>The distribution of this is one of the best products are normal with mean 30.000 and standard deviation 9.00.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>.759</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>4</td>
<td>The distribution of This product is exactly what I need is normal with mean 30.000 and standard deviation 15.44.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>.911</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>5</td>
<td>The distribution of My choice to buy an Almarai’s product is my wise decision is normal with mean 30.000 and standard deviation 5.61.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>.759</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>6</td>
<td>The distribution of I have truly enjoyed and enjoying with Almarai’ product is normal with mean 30.000 and standard deviation 12.73.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>.983</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>7</td>
<td>The distribution of Owning this Almarai brand (s) has been a good experience is normal with mean 30.000 and standard deviation 8.75.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>.947</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>8</td>
<td>The distribution of I felt confused while shopping for Almarai product is normal with mean 30.000 and standard deviation 7.04.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>.874</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>9</td>
<td>The distribution of I am sure that one of the other brands of Almarai’s that I did not choose would have been equal to or better than this brand is normal with mean 30.000 and standard deviation 11.22.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>.746</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>10</td>
<td>The distribution of I really would not like any more information about the various brands of Almarai’s are normal with mean 30.000 and standard deviation 16.16.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>.960</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>11</td>
<td>The distribution of it is likely that the brand of Almarai’s chooses is better than the brands of other company’s I am currently familiar with.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>.979</td>
<td>Retain null hypothesis</td>
</tr>
</tbody>
</table>

Asymptotio are displayed. The significance levels .05.
better and enjoying the Almarai Company products. And half of the surveyed population are in agreement with the rank given by the respondents to Almarai Company’s products. The value that the customers get from the Almarai products is overall satisfactory. The purchase and usage experience that the customers get from the Almarai products is also overall satisfactory and important.

The survey results have also shown that most of the respondents feel satisfied after using the Almarai Company’s products. And half of the surveyed population are agree with Almarai Company’s performance while half of the respondents were salient on the performance matter. The some important results have also been found regarding the rank given by the respondents to Almarai Company’s products. The ‘quality of the product(s)’ and ‘taste of the product(s)’ has been given Rank-1 by respondents. On the matter of ‘Availability of the Almarai products’, ‘value what customers get’ and ‘overall demand of Almarai products’ have been given the Rank 2 by the respondents. The present research also explains that a large percentage of the population is satisfied with the wide range of company products.

### Hypothesis Test Summary

<table>
<thead>
<tr>
<th>S.N</th>
<th>Null Hypothesis</th>
<th>Test</th>
<th>Sig.</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The categories of Overall Quality occur with equal probabilities.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>.896</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>2</td>
<td>The categories of Value and that consumer get occur with equal probabilities.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>1.000</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>3</td>
<td>The categories of Purchase experience occur with equal probabilities.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>1.000</td>
<td>Retain null hypothesis</td>
</tr>
<tr>
<td>4</td>
<td>The categories of Usage experience occur with equal probabilities.</td>
<td>One sample Kolmogorov-Smirnov Test</td>
<td>1.000</td>
<td>Retain null hypothesis</td>
</tr>
</tbody>
</table>

Asymptotic are displayed. The significance level is .05.

### 10. Conclusion

As the measurement of performance through customer satisfaction is a new concept for many companies in Saudi Arabia and has grown in the business world. The studies on customer satisfaction and performance evaluation have also been constantly performed. The research shows that a large number of the population in Saudi Arabia is using the Almarai products as routine. Half of the populations feel better and enjoying the Almarai Company products.

The customers also feel that the products from Almarai Company are better than any other similar company. Most of the customers found that the quality of Almarai products is up to standard. The outcomes from the performance measurement as per the customers are satisfactory and important pertaining to the quality of Almarai products. The value that the customers get from the Almarai products is overall satisfactory. The purchase and usage experience that the customers get from the Almarai products is also overall satisfactory and important.

The survey results have also shown that most of the respondents feel satisfied after using the Almarai Company’s products. And half of the surveyed population are agree with Almarai Company’s performance while half of the respondents were salient on the performance matter. The some important results have also been found regarding the rank given by the respondents to Almarai Company’s products. The ‘quality of the product(s)’ and ‘taste of the product(s)’ has been given Rank-1 by respondents. On the matter of ‘Availability of the Almarai products’, ‘value what customers get’ and ‘overall demand of Almarai products’ have been given the Rank 2 by the respondents. The present research also explains that a large percentage of the population is satisfied with the wide range of company products.

### 11. Limitations of the Study

1. Consideration needs to be given to the sample size that is necessary to meet the data requirements of the study and it is not said firmly that the sample size 150 which has been taken to this study is sufficient to obtain accurate result(s).
2. The accuracy of data collected from the respondents is also depends upon their mood and interest in filling the questionnaire.
3. The research has been made it in very short time; so that result from this study could vary from actual at some level.

### References


[14] Measuring Customer Satisfaction: Improving the experience of King County's customers: Prepared by the Office of Performance, Strategy and Budget and the Customer Service Director, King County Executive's Office, 401 Fifth Ave. Suite 800 Seattle, WA 98104-1818206-263-9623


