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## **The Analysis of Customer Satisfaction of Chengdu Readking Advertising Decoration Engineering Co., Ltd.**

**Dong Wang<sup>1</sup>, Somchai Tantasane<sup>2</sup>**

<sup>1</sup>MMOD, Graduate School of Business and Advanced Technology Management

Assumption University Thailand Email: [1666750265@qq.com](mailto:1666750265@qq.com)

Lecturer, Graduate School of Business and Advanced Technology Management

Assumption University Thailand. Email: [tantasa2002@yahoo.com](mailto:tantasa2002@yahoo.com)

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### **Abstract**

Customer satisfaction is one of the important factors affecting organizational performance. There are five dimensions to investigate customer satisfaction which are tangible, reliability, responsiveness, assurance, and empathy. Chengdu ReadKing Advertising Decoration Engineering Co., Ltd. was selected as an example to analyze the situation of the five dimensions of customer satisfaction. The purpose of the study is to analyze the customer satisfaction and evaluate the current situation of customer service in 2021. The sample size is randomly 100 customers from Chengdu ReadKing Advertising Decoration Engineering Co., Ltd. A mixed research method combining quantitative and qualitative research was adopted. The descriptive analysis and Multiple Linear Regression were applied with the interview as the quantitative and the qualitative analyses. The result shows that assurance, responsiveness, and empathy are the significant variables which influenced the customer satisfaction. The strongest influence toward the satisfaction is assurance following by responsiveness and empathy respectively.

**Keywords:** customer satisfaction, tangibility, reliability, responsiveness, assurance, empathy

### **Introduction**

#### **Background of the Study**

From 2019 to 2020, the impact of the global epidemic on countries is obvious and the global economy has suffered unprecedented damage. This critical environment and context challenges enterprises to survive improving customer satisfaction to sustain the successful of the organization. The advertising decoration industry in Chengdu, China faced the major challenge to maintain and improve the customer satisfaction under the crisis because the consumer behavior was totally change during the crisis and onward.

#### **Organizational Background**

Chengdu ReadKing Advertising Decoration Engineering Co., Ltd. has a history of 21 years and has a certain popularity in the local area with a relatively fixed customer base. It has a good

cooperation units and stakeholders in various industries. The management hopes to improve customer satisfaction and provide high-quality service to all customers over time. However, the company's equipment is old, the design professional and technical team is insufficient, the office space needs to be renovated, and there is a shortage of working capital although the opportunities still exist. China has achieved positive results in the treatment of Coronavirus Diseases in 2019 and the spread of Covid-19 has been well controlled. The company can introduce new equipment and technology through financing to enhance its competitiveness. By the way, the company is facing with a decrease in the number of customers, an increase in competitors including a shortage of personnel, and lack of government funding and policy support. Enhancing the company's competitiveness, improving the company's environment, and training the employees more to strengthen the qualified employees to be the professional designers representing the industry will take the company to establish good relations with customers continuously and healthily.

### **Statement of the Problem**

Since 2015, the company's performance has declined continuously. There has been a loss in 2019 for two consecutive years. The number of employees has been reduced from 46 at the beginning as the establishment to 7 at present. Moreover, the company didn't have a focus to strengthen the customer satisfaction. The main purpose of this study is to explore the factors influencing customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd. in Chengdu, China under the epidemic.

### **Significance of the Study**

Chengdu ReadKing Advertising Decoration Engineering Co., Ltd., as the research focus, can enrich the customer satisfaction based on tangibility, reliability, reactivity, assurance, and empathy perspectives. The research results and suggestions of this paper will be helpful to customers, technicians, service personnel, managers, and future researchers in advertising decoration graphic design industry.

### **Research Objectives**

1. To identify the main factors influencing customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd.
2. To develop recommendations to improve customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd. in Chengdu, China.

### **Research Questions**

1. What are the main factors influencing the customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd.?
2. How to improve customer satisfaction of Chengdu ReadKing Advertising Decoration

Engineering Co.,Ltd.?

### **Scope and Limitation of The Study**

This study only focuses on the company's customer satisfaction and the scale of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd. is small and it is only one from many advertising decoration engineering in the market. Moreover, there are few literatures on the research of customer satisfaction in the advertising decoration graphic design industry which can directly be used for reference.

### **Definitions of Term**

#### **Assurance**

Assurance is staff competence and politeness, and the ability to trigger confidence growth (Nguyen et al., 2017).

#### **Customer Satisfaction**

Customer Satisfaction is the customer's comparison of the expected consumption and the actual consumption; the actual consumption result is greater than the expected consumption is the customer satisfaction; otherwise, it is not satisfactory (Zhou, 2020).

#### **Empathy**

Empathy is that the organization thinks for customers, understands their situation and needs, and provides targeted help to customers (Nguyen et al., 2017).

#### **Reliability**

Reliability is the ability to be reliable, accurate, trustworthy and proactive in delivering on promises (Nguyen et al., 2017).

#### **Responsiveness**

Responsiveness is an organization's willingness to be proactive in helping customers and providing services in a timely manner (Nguyen et al., 2017).

#### **Tangibility**

Tangibility is physical facilities, equipment, and tangible elements of people (Nguyen et al., 2017).

### **Literature Review and Previous Studies**

Related concepts and literature of the variables reviewed in this chapter by dividing into two parts. The first part illustrated the discussion of the variables which are tangibility, reliability, assurance, empathy, responsiveness, and customer satisfaction. The second part concluded the previous studies related to the research in terms of enhancing the customer satisfaction.

### **The Theory of Appreciative Inquiry (AI)**

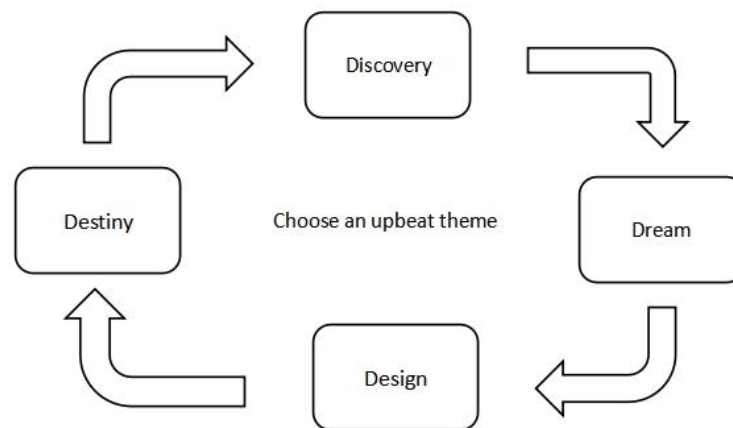
Cooperrider and Whitney (2007) thinks that the term "appreciative inquiry" can be described from many aspects. It subverts the problem-based management method. It is an

innovative positive change method, which can fundamentally reshape strategic planning, organizational integration, cultural change, investigation method and evaluation system. It inherits and develops Maslow's insight in positive social sciences. The methodology of transforming social constructivism theory into reality is mainly reflected in the potential source of narrative, language, metaphor, understanding and generative theory.

"Positive change core" is one of the largest untapped resources in the management field. The 4D cycle of AI is applied to improve individual, team and organizational change.

**Figure 1**

*4D cycle of Appreciative Inquiry (AI)*



Source: David L. Cooperrider & Diana Whitney (2007) , *Appreciative Inquiry: A Positive Revolution in change* China Renmin University Press, Beijing, China

- 1) Discovery: What makes life full of vitality? Sure.
- 2) Dream: What do we expect to happen? Expected results.
- 3) Design: What is the ideal situation? Build together.
- 4) Destiny: How to authorize, learn and adjust? Maintain.

## Previous studies

Customer satisfaction is one of the important indicators affecting corporate performance, so many scholars have studied the factors affecting customer satisfaction in the past literature. Satisfaction is more appropriately described as the impact of marketing strategy variables selected by intermediaries on corporate performance results. Satisfaction is more properly described as the influence of the intermediary selected marketing strategy variables on the company performance results. Furthermore, the estimation correlation is quite strong when the satisfaction is viewed using the correct satisfaction and performance indicators, the most favorable or hair event (MFC) perspective in the right environment (Otto et al., 2019).

In the study of Shanujas and other researchers, the importance of emotional ability may be

due to employees focus on improving technical and social capabilities to improve customer satisfaction in competitive scenarios (Shanujas & Ramanan, 2021).

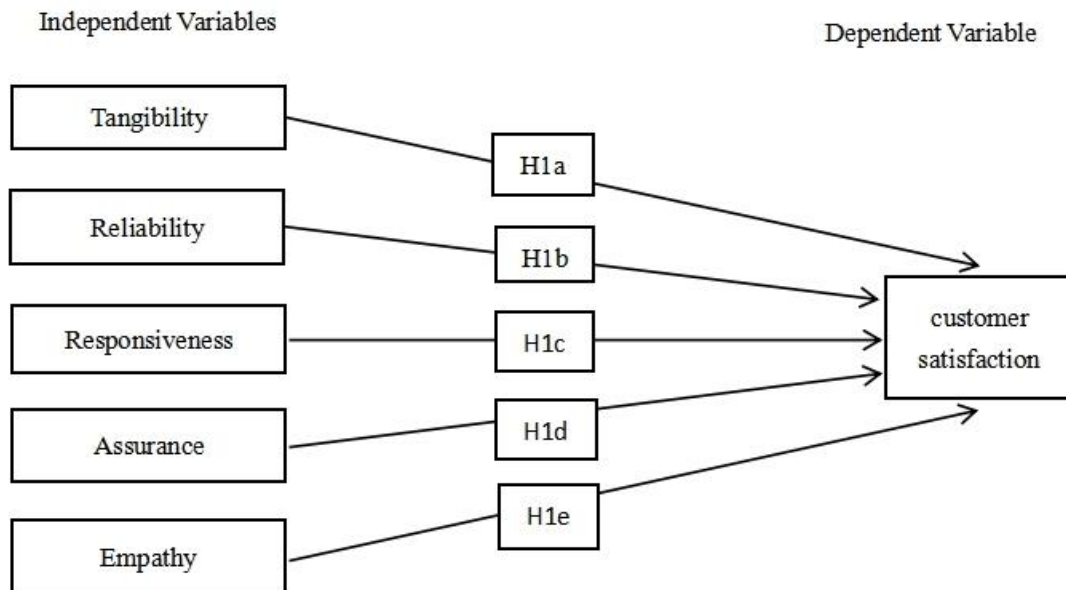
Bakri (2020) on tangibility features, reliability, responsiveness, assurance, and empathy all factors have a significant impact on digital marketing advertising satisfaction. Assurance is the biggest factor.

Nguyen (2017) and his collaborators studied the impact of tangibles, reliability, responsiveness, assurance, and efficiency on customer satisfaction, and found that the variable "tangibles" plays a vital role. In addition, responsiveness and assurance are the other two significant influencing factors. They also found an important relationship between reliability and empathy.

Customer satisfaction is closely related to service quality. To determine the current situation of service quality, Kham (2019) discusses five factors: tangibles, reliability, responsiveness, assurance and empathy. The research results show that tangibles variables have the greatest impact on the overall service quality. In addition, qualitative research shows that tangibles, reliability, responsiveness, assurance, and empathy are well founded and can have an impact on service quality. To analyze the current situation of customer satisfaction, put forward effective strategies to improve customer satisfaction (Zhou, 2020).

### **Conceptual Framework**

The researcher adopts the framework from Nguyen et. al. (2017) to be the conceptual framework because it aligned to the research objectives. Tangibility, reliability, responsiveness, assurance, and empathy are the factors as the independent variables and customer satisfaction is dependent variable.

**Figure 2***Conceptual framework***Statistical Hypotheses**

The hypotheses of this study cascaded to the five dimensions affecting customer satisfaction from the conceptual framework as followings:

H1a<sub>0</sub> There is no significant influence of tangibility on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd..

H1a<sub>a</sub> There is a significant influence of tangibility on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd..

H1b<sub>0</sub> There is no significant influence of reliability on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd..

H1b<sub>a</sub> There is a significant influence of reliability on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd..

H1c<sub>0</sub> There is no significant influence of responsiveness on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd..

H1c<sub>a</sub> There is a significant influence of responsiveness on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd..

H1d<sub>0</sub> There is no significant influence of assurance on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd..

H1d<sub>a</sub> There is a significant influence of assurance on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd..

H1e<sub>0</sub> There is no significant influence of empathy on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co.,Ltd..

H1e<sub>a</sub> There is a significant influence of empathy on customer satisfaction of Chengdu

ReadKing Advertising Decoration Engineering Co.,Ltd..

### **Research Methodology**

The research design of this study is mix method which is a combination of quantitative and qualitative methods. The research instruments are questionnaire as the quantitative approach to the respondents and interview was used as the qualitative approach to interviewees.

### **Population, Sample Size, and Sampling Method**

The target population of this study is the customers of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd. in Chengdu, Sichuan, China. The total number of customers as the population is 135 and the sample size is 100.

### **Data Collection**

The sampling method is convenience sampling as non-probability sampling method for collecting the data from the respondents.

### **Quantitative Research**

This research adopts Five-point Likert Scale under the questionnaire as the research instrument and descriptive analysis was applied including Multiple Linear Regression as the statistical treatment. The validity test from 3 experts and the reliability test were applied before the distribution of the questionnaire.

### **Qualitative Research**

The researcher selects 10 target customers to interview under the designed and validated questions. The 3 questions were designed based on the Appreciative Inquiry Perspectives. The questions are as follows:

- 1) In terms of customer satisfaction of ReadKing company, from the aspects of tangibility, reliability, responsiveness, assurance, and empathy, what experiences have impressed and satisfied you?
- 2) In the future, what capabilities do employees of ReadKing company need to add in terms of tangibility, reliability, responsiveness, assurance, and empathy to improve better customer satisfaction?
- 3) What other suggestions do you have for ReadKing company to further improve its work efficiency in terms of tangibility, reliability, responsiveness, assurance, and empathy to improve customer satisfaction?



## Reliability Test

Cronbach's Alpha Test Results of 30 customers:

**Table 1**

*The Result of Customer Satisfaction Reliability Analysis*

Variable		Cronbach's Alpha ( $\alpha$ )	Result
Dependent Variable	Customer Satisfaction	0.792	Reliable
Independent Variables	Tangibility	0.855	Reliable
	Reliability	0.749	Reliable
	Responsiveness	0.789	Reliable
	Assurance	0.788	Reliable
	Empathy	0.792	Reliable

Table 1 describes the result of Cronbach's alpha of each variable. All the values for the variables are greater than 0.7 in which Customer Satisfaction (0.792), tangibility (0.855), reliability (0.749), responsiveness (0.789), assurance (0.788), and empathy (0.792). Consequently, they are reliable for proceeding the data collection until meeting the sample size.

## Validity test

The validity test from 3 experts was applied before the reliability test and the distribution of quantitative questionnaires to Chengdu ReadKing Advertising Decoration Engineering Co., Ltd. customers. The qualified three experts, obtained a great deal of knowledge about academic research and organization development and management, checked the validity of quantitative and qualitative questions used for this research study by scoring for evaluating to illustrate the validity of each question. Each question must gain at least 0.6 mark for passing the validity test.

## Research Findings from Quantitative Analysis

**Table 2**

*Multiple Linear Regression Model Summary of Hypotheses 1*

*Model Summary*

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
1	0.777	0.604	0.583

Predictors: Tangibility, Reliability, Responsiveness, Assurance, Empathy

From the table 2, the correlation coefficient (R) was 0.777 which means tangibility, reliability, responsiveness, assurance, and empathy have a strong relationship with customer satisfaction. Furthermore, (R<sup>2</sup>) squared is 0.604 which can be interpreted as when tangibility, reliability, responsiveness, assurance, and empathy increase, thus increasing customer satisfaction by 60.4 %.

**Table 3**

*Summary of Coefficient for Regression Model of Hypothesis*

Model Coefficients - Customer Satisfaction									
95% Confidence Interval					95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	t	p	Stand. Estimate	Lower	Upper
Tangibility	0.0418	0.0545	-0.06643	0.150	0.767	0.445	0.083	-0.13244	0.299
Reliability	-0.0935	0.0977	-0.28737	0.100	-0.957	0.341	-0.1242	-0.38202	0.134
Responsiveness	0.2255	0.0890	0.04870	0.402	2.533	0.013	0.2379	0.05138	0.424
Assurance	0.3732	0.0803	0.21373	0.533	4.647	<.001	0.4790	0.27433	0.684
Empathy	0.1957	0.0944	0.00824	0.383	2.073	0.041	0.2095	0.00882	0.410

It can be seen from table 3 that there are three factors influencing customer satisfaction which are responsiveness, assurance, and empathy. Their p values are 0.013, 0.001 and 0.041 respectively. Among them, the key factor influencing customer satisfaction is assurance, with the highest stand estimate value of 0.479, followed by responsiveness, with the stand estimate value of 0.2379 and empathy, with the stand estimate value of 0.2095.

**Table 4**

*Summary of Hypotheses Testing*

Hypotheses	Statistical Hypotheses	Statistical Analysis Used	p-value	Stand Estimate	Results
H1a <sub>0</sub>	There is no significant influence of tangibility on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd..	Multiple Liner Regression	0.369	0.114	Failed to reject H1a <sub>0</sub>
H1a <sub>a</sub>	There is a significant influence of tangibility on customer satisfaction of Chengdu Read King Advertising Decoration Engineering Co., Ltd..				
H1b <sub>0</sub>	There is no significant influence of reliability on customer satisfaction of Chengdu Read King Advertising Decoration Engineering Co., Ltd..	Multiple Liner Regression	0.298	- 0.152	Failed to reject H1b <sub>0</sub>

H1b <sub>a</sub>	There is a significant influence of reliability on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd..				
H1c <sub>0</sub>	There is no significant influence of responsiveness on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd..	Multiple Liner Regression	0.014	0.234	Reject H1c <sub>0</sub>
H1c <sub>a</sub>	There is a significant influence of responsiveness on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd..				
H1d <sub>0</sub>	There is no significant influence of assurance on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd..	Multiple Liner Regression	0.001	0.483	Reject H1d <sub>0</sub>
H1d <sub>a</sub>	There is a significant influence of assurance on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd..				
H1e <sub>0</sub>	There is no significant influence of empathy on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd..	Multiple Liner Regression	0.041	0.209	Reject H1e <sub>0</sub>
H1e <sub>a</sub>	There is a significant influence of empathy on customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd..				

The results of linear regression analysis table 4 show that responsiveness, assurance and empathy are the factors affecting customer satisfaction, and then assume that the test results are reject H1c<sub>0</sub>, reject H1d<sub>0</sub> and reject H1e<sub>0</sub>. Regarding tangibility and reliability, the hypotheses testing results for tangibility and reliability are Failed to reject H1a<sub>0</sub> and failed to reject H1b<sub>0</sub>.

Therefore, there are three factors affecting customer satisfaction: responsiveness, assurance, and empathy. Assurance is the most key factor affecting customer satisfaction, and the highest standard estimate is 0.483. The organization should give priority to strengthening the focus on assurance first (because the p value is less than 0.05, the highest standard estimate is 0.483), then focus on responsiveness, the standard estimate is 0.234, and finally focus on empathy, the standard estimate is 0.209, to obtain customer satisfaction.

**Table 5**

*Summary of the Group Interview results form Question 1*

Question 1: In terms of customer satisfaction of ReadKing company, from the aspects of tangibility, reliability, responsiveness, assurance and empathy, what experiences have impressed and satisfied you?		
Variable	Common Theme	Summary
Tangibility	We see that the company's environment is not very clean and tidy, and the office equipment is relatively old. For example, computers, printers, scanners, copiers and other equipment used by designers, and the facilities in th	Replace some new office equipment and replace the old facilities with personalized sofa

	e customer rest area are also very old, such as sofas and tea tables. But it's good to have some small scenes.	s and tea tables to create a warm customer rest area.
Reliability	We believe that the company's reputation is still reliable, the company's design scheme can accurately reflect the ideas of customers, and the company is honest and trustworthy. The company has correct records of the adjustment process of the design scheme.	Can provide good customer service. Further improve the customer management system.
Responsiveness	We believe that the company is very timely from receiving orders to effectively delivering design manuscripts, the designer communicates with us smoothly, and the designer can basically solve the problems that need to be modified in the design process at any time. The company can quickly reconcile the contradictions between customers, designers and the company.	The rapid response of the designer team and the active cooperation of the customer service department
Assurance	The company's professional design reflects the designer's good design ability. For example, the designer graduated from a formal university to study professional design. The company's employees politely provide services to customers. The company's employees are still trustworthy. We are quite satisfied.	Qualified designers. Use new design software to meet customer requirements.
Empathy	Providing customers with a comfortable communication space, respect customers, treat different customers equally are crucial for strengthening the empathy. The company can understand and sympathize with the needs of customers, provide good service for customers, and consider the interests of customers. For example, design solutions can make us as satisfied as possible and save money in the process of implementation.	Timely and equally customer service

**Table 6**

*Summary of the group's answer results form question 2*

Question 2: In the future, what capabilities do employees of ReadKing company need to add in terms of tangibility, reliability, responsiveness, assurance and empathy to improve better customer satisfaction?		
Variable	Common Theme	Summary
Tangibility	We think Readking company should replace new office equipment, such as the designer's computer, which can respond faster, so that the time to open the design scheme file will be shorter. It can also provide a computer for customers to browse documents and consult materials.	It is necessary to add new office equipment and update the company layout, such as the facilities in the customer rest area.
Reliability	Designers can further improve their focus, or hold some design scheme seminars and invite us to participate, in order to improve customers' cognitive ability of design scheme. They can also invite us to visit the successful model designed by ReadKing company, so that we can have an intuitive feeling from design to finished product.	We need to improve the designer's focus, let customers participate in the design and visit its successful cases.
Responsiveness	We believe that the company's designers can contact customers more actively and communicate the design draft to customers more efficiently through network tools, such as e-mail, wechat, etc.	Designers should change passivity into initiative and actively serve customers.
Assurance	In the future, the company can add designers of different styles, further improve the design ability, update the software	Add designers of different styles. Add new design software to meet

	ftware, avoid single design and give customers more choice.	t customer requirements.
Empathy	To provide better service to customers. For example, the customer rest area should be more humane, we believe that giving customers a comfortable communication space can increase the company's good impression. Pay more attention to the interests of customers, understand, respect, equal treatment of different customers, do better. For example, the direction of the company and the customer should be as aligned as possible.	Understanding, respect and equality.

**Table 7**

*Summary of the group answer results form question 3*

Question 3: What other suggestions do you have for ReadKing company to further improve its work efficiency in terms of tangibility, reliability, responsiveness, assurance and compassion to improve customer satisfaction?		
Variable	Common Theme	Summary
Tangibility	We suggest that Readking company rearrange the environment, eliminate old equipment, and purchase a batch of new office equipment and software to improve work efficiency. In addition, employees' work clothes should be consistent and have unified identification marks.	New office equipment shall be purchased, and employees shall wear uniform clothes with consistent recognition.
Reliability	Readking can improve some interactive activities between designers and customers, such as scheme seminars, invite customers to participate, and set up some incentive mechanisms for employees and reward mechanisms for customers. Let customers participate in the whole process of design.	Let customers interact with the company and participate in the whole design scheme.
Responsiveness	We suggest that redking company set up a two-way selection mechanism between designers and customers. After each design scheme is completed, customers are invited to evaluate the designers. Designer performance is linked to customer evaluation, which is conducive to improving the enthusiasm and timeliness of designers.	Establish a two-way selection mechanism between designers and customers and improve the incentive mechanism.
Assurance	It is suggested that Readking company recruit designers of different styles to enrich the design, or introduce a top designer in the industry to further improve the design ability, update the software, keep pace with the times, and use new software to design schemes and present design effects, such as VR technology.	Recruit designers of different styles and top talents. Add new design software to meet higher customer requirements.
Empathy	Provide customers with a more comfortable communication space and rest area, and increase humanized facilities. For example, customers use computers to surf the Internet. Considering that customers use mobile phones and wireless networks, they should increase the power of wireless networks, establish customer opinion manuals, and regularly and timely feedback the processing results to customers. For the sake of customers, put the interests of customers in the first place.	Empathy and put the interests of customers first.

### Summary of the Qualitative and Quantitative Analyses

Through interviews and data analysis from Multiple Linear Regression, the company should put the assurance factors in the first place, improve the design ability, and recruit designers with different styles and top talents. Add new design software to meet higher customer

requirements. Secondly, the organizational members should pay attention to responsiveness and improve work efficiency. The design team should respond to the requirements of customers in time. The customer service department should actively cooperate with customers. Designers should change from passive to active, predict the problems that will arise, establish a two-way selection mechanism between designers and customers, let customers evaluate designers and improve the incentive mechanism. The third critical factor is empathy, understanding, respecting and treating different customers equally, so that customers can interact with the company and participate in the whole design scheme efficiently.

### **Conclusions**

The research findings reach the answers to the research questions. The main factors affecting customer satisfaction of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd. are assurance, responsiveness, and empathy. Assurance is the most critical factor affecting customer satisfaction, followed by responsiveness and empathy.

### **Recommendation of the OD Intervention for the Future Collage Development**

From the perspective of the company, recruit designers of different styles and top talents in the industry, add new design software and improve work efficiency. Team measures can train the design team and improve their technical ability and focus, to strengthen the guarantee. The company formulates a problem response plan to improve the ability of the design team to respond in time, change passivity into initiative, and predict possible problems. At the team level, let customers participate in the whole design scheme, interact with the company, establish a two-way selection mechanism between designers and customers, let customers evaluate designers and improve the incentive mechanism. In addition, the company should put the interests of customers first, enhance empathy, understanding Respect and treat different customers equally. In terms of team construction, we should correct the phenomenon that some designers are not enthusiastic and work passively. These interventions that positively affect customer satisfaction are consistent with the research results.

### **Recommendation for Further Study**

The further research can be applied other theories, models, and customer satisfaction, which is the impact on the advertising decoration graphic design industry. After paying attention to the cognition of customers, the researchers distributed 135 questionnaires to the customers of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd., of which 100 valid questionnaires were used. The study did well in this part of careful analysis. In the future, further research can be applied to different dimensions of Chengdu ReadKing Advertising Decoration Engineering Co., Ltd., to develop the advertising decoration graphic design industry.

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