

# **Investigating the perceived service quality expectations of Sibanya platinum mining: A case of the (South African) overhead crane industry**

**L Dahms**



**[orcid.org/0000-0001-5553-602X](https://orcid.org/0000-0001-5553-602X)**

Mini-dissertation accepted in partial fulfilment of the requirements for the degree [Masters](#) of [Business Administration](#) at the North-West University

Supervisor: Prof JJ Prinsloo

Graduation: July 2022

Student number: 28282817

## ABSTRACT

This study aimed to investigate customer service-quality expectations delivered by the overhead-crane industry to Sibanye-Stillwater's Southern Africa PGM operations (for the purpose of this study, 'Sibanye platinum') in the North-West province, South Africa.

Overhead-cranes are essential to customer operations to ensure cost savings, enhanced safety, maximising productivity uptime, and reducing downtime. Operational problems result in production losses and can be caused by downtime of overhead-cranes. According to a blog by the Crane Inspection & Certification Bureau (based in Texas, USA), customers are at risk of safety, quality, cost, and potential downtime, whereas the overhead-crane industry service providers risk the loss of business, legal claims, and safety hazards.

This study assists companies in identifying guidelines that could help them benefit from competitive performance, quality, upsurge performance, striving for excellent standards, and improved customer relationships. Provide results that could be useful to managers for strategic planning and drafting company policies and quality-improvement procedures.

The methodology followed in this study involved two parts: a literature study and an empirical research study by means of interviews. Data were collected through interviews with constructed open-ended interview guides to obtain customer perspectives on service quality delivered by overhead-crane companies. The interview guide intended to characterise the perception and expectations of the target population consisting of Sibanye-Stillwater management, who oversee the overhead-crane functions at Sibanye-Stillwater's PGM operations in Rustenburg, North-West province, South Africa. The selection of operation engineers and supervisors as the population was because of their positions, responsibilities, and legally-correct appointments related to overhead-cranes. Six interviews, including the pilot study, were conducted until saturation plus one was reached.

The research design was based on a qualitative approach, applying non-probability purposive sampling. The study focused on the content of discussions, with each interview and transcript analysed and codes developed through a thematic framework.

It was evident from the empirical study that the following service quality expectations showed up as themes after the Thematic analysis was done. Most participants revealed that 'stewardship', 'in a timely manner' and 'service-delivery' are highly relevant themes to service-quality expectations in the overhead-crane industry.

**Key words:** expectation, perception and service quality

## ACKNOWLEDGEMENTS

Throughout the writing of this Mini-Dissertation, I have received a great deal of support and assistance. I am feeling blessed and am grateful and would like to acknowledge and give thanks to:

- My God, Lord and Saviour, Jesus Christ, guiding and granting me the ability and wisdom to complete my MBA.
- I want to express my profound gratitude to my husband, Herman Dahms, and two children, Filicia Dahms and Duncan Dahms, for providing unfailing support, love, and non-stop encouragement throughout the years of study. They were always there for me. Reaching for my dreams would not have been possible without them,
- My mother, Erieka Wykerd, for her love, support, and encouragement. Always believing in me and teaching me to dream big and reach for the stars.
- I would like to thank my family and friends for their understanding, support, encouragement, and sympathetic ear throughout this journey,
- My “study buddy”, Johan Hattingh – thank you for your support, guidance, and encouragement.
- Essie Esterhuysen, my co-worker, thank you for assisting with the interviews scheduling and gathering of information.
- Last but not least, I would like to thank my supervisor, Prof Hein Prinsloo of the North-West University, for his assistance, guidance and advice. Prof Prinsloo was always available to assist and give advice when needed. His feedback pushed me to sharpen my thinking and brought my work to a higher level by steering me in the right direction.

# TABLE OF CONTENTS

<b>ABSTRACT .....</b>	<b>I</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>II</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>X</b>
<b>CHAPTER 1: NATURE AND SCOPE OF THE STUDY .....</b>	<b>1</b>
<b>1.1 Introduction .....</b>	<b>1</b>
<b>1.2 Background .....</b>	<b>1</b>
<b>1.3 Problem statement .....</b>	<b>2</b>
<b>1.4 Literature.....</b>	<b>2</b>
<b>1.5 Primary research question.....</b>	<b>6</b>
<b>1.6 Research objectives .....</b>	<b>6</b>
<b>1.7 Importance and benefits of the proposed study .....</b>	<b>7</b>
<b>1.8 Delimitations and assumptions .....</b>	<b>8</b>
1.8.1 Delimitations (scope) .....	8
1.8.2 Assumptions.....	8
<b>1.9 Definition of key terms .....</b>	<b>8</b>
<b>1.10 Research design.....</b>	<b>9</b>
1.10.1 Literature study.....	9
1.10.2 Empirical study .....	10
<b>1.11 Population and sampling .....</b>	<b>10</b>
1.11.1 Field of study .....	11
1.11.2 Organisation studied.....	12

1.11.3	Geographical demarcation.....	13
1.12	<b>Pilot study .....</b>	<b>15</b>
1.13	<b>Data collection .....</b>	<b>15</b>
1.14	<b>Participants' rights .....</b>	<b>16</b>
1.15	<b>Data analysis.....</b>	<b>18</b>
1.16	<b>Assessing and demonstrating the quality and rigour of the proposed research design .....</b>	<b>18</b>
1.16.1	Trustworthiness .....	18
1.17	<b>Proposed chapter layout.....</b>	<b>19</b>
<b>CHAPTER 2: QUALITY SERVICE-DELIVERY EXPECTATIONS.....</b>		<b>21</b>
2.1	<b>Introduction .....</b>	<b>21</b>
2.2	<b>Customer value.....</b>	<b>22</b>
2.3	<b>Service quality .....</b>	<b>23</b>
2.4	<b>Customer expectation .....</b>	<b>24</b>
2.5	<b>Customer satisfaction .....</b>	<b>27</b>
2.6	<b>Customer perception.....</b>	<b>28</b>
2.7	<b>Sibanye-Stillwater.....</b>	<b>29</b>
2.8	<b>Overhead-cranes .....</b>	<b>31</b>
2.9	<b>Understanding customer needs .....</b>	<b>35</b>
2.10	<b>Conclusion.....</b>	<b>36</b>
<b>CHAPTER 3: RESEARCH METHODOLOGY .....</b>		<b>37</b>
3.1	<b>Introduction .....</b>	<b>37</b>
3.2	<b>Problem statement and the reason for the study .....</b>	<b>37</b>

<b>3.3</b>	<b>Objectives of the study .....</b>	<b>38</b>
<b>3.4</b>	<b>Research design.....</b>	<b>38</b>
3.4.1	Qualitative approach.....	38
<b>3.5</b>	<b>Data collection methods .....</b>	<b>38</b>
3.5.1	Interview guide design .....	39
3.5.1.1	Structure of the interview guide .....	39
<b>3.6</b>	<b>Target and study population.....</b>	<b>40</b>
3.6.1	Sampling .....	41
<b>3.7</b>	<b>Data collection procedure.....</b>	<b>41</b>
<b>3.8</b>	<b>Data analysis.....</b>	<b>41</b>
<b>3.9</b>	<b>Trustworthy.....</b>	<b>42</b>
<b>3.10</b>	<b>Ethical considerations .....</b>	<b>42</b>
3.10.1	Ethical approval .....	42
3.10.2	Confidentiality .....	42
<b>3.11</b>	<b>Summary .....</b>	<b>42</b>
<b>CHAPTER 4: EMPIRICAL RESULTS BASED ON THEMATIC ANALYSIS .....</b>		<b>43</b>
<b>4.1</b>	<b>Introduction .....</b>	<b>43</b>
<b>4.2</b>	<b>Semi-structured interview guide questions.....</b>	<b>43</b>
4.2.1	Question 1-identified themes: .....	48
4.2.2	Question 2 identified themes: .....	49
4.2.3	Question 3 identified themes: .....	51
4.2.4	Question 4 identified themes: .....	53

4.2.5	Question 5 identified themes: .....	54
4.2.6	Question 6 identified themes: .....	54
4.2.7	Question 7 identified themes: .....	55
4.2.8	Question 8 identified themes: .....	56
4.2.9	Question 9 identified themes: .....	58
<b>4.3</b>	<b>Conclusion.....</b>	<b>58</b>
<b>CHAPTER 5: CONCLUSION AND RECOMMENDATIONS.....</b>		<b>60</b>
<b>5.1</b>	<b>Introduction .....</b>	<b>60</b>
<b>5.1</b>	<b>Achievement of objectives.....</b>	<b>60</b>
5.1.1	Primary objective .....	60
5.1.2	Secondary objective .....	60
<b>5.2</b>	<b>Expectation summary .....</b>	<b>61</b>
<b>5.3</b>	<b>Recommendations.....</b>	<b>70</b>
5.3.1	Suggestions for further study .....	70
<b>5.4</b>	<b>Conclusion.....</b>	<b>70</b>
<b>BIBLIOGRAPHY.....</b>		<b>72</b>
<b>APPENDIX A: RESEARCH INFORMED CONSENT - SIBANYE -STILLWATER.....</b>		<b>82</b>
<b>APPENDIX B: INTERVIEWED GUIDE .....</b>		<b>85</b>
<b>APPENDIX C: QUESTIONS .....</b>		<b>90</b>
<b>APPENDIX D: INTERVIEWS .....</b>		<b>117</b>
<b>APPENDIX E: EMS REC FEEDBACK.....</b>		<b>155</b>
<b>APPENDIX F: SOLEMN DECLARATION.....</b>		<b>156</b>
<b>APPENDIX G: DECLARATION OF LANGUAGE EDITING .....</b>		<b>157</b>
<b>APPENDIX H: TURNITIN REPORT .....</b>		<b>158</b>

## LIST OF TABLES

Table 1-1:	Sauro's Model Approaches to Measure Customer Expectations .....	5
Table 1-2:	Sauro Measurement of Expectations .....	5
Table 1-3:	Sibanye Platinum, Rustenburg Operations.....	14
Table 2-1:	Customer Four Core Forms of Value (Khubana, 2021) .....	22
Table 4-1:	Participants Results in Transcripts .....	44
Table 4-2:	Reduction of categories as per Question 1 into applicable themes.....	46
Table 5-1:	Table of conclusion .....	62



## LIST OF FIGURES

Figure 1-1:	The Kano model (Fahy & Jobber, 2019:7).....	3
Figure 1-2:	Factors Affecting Customers' Perception (Nur' Najmah, 2019).....	6
Figure 1-3:	Research Design .....	10
Figure 1-4:	Operational Engineer Job Scope.....	11
Figure 1-5:	South African Platinum Mine Owners (Africa Mining IQ, 2020).....	12
Figure 1-6:	Statistics SA Minerals Sales at Current Prices (R million) .....	13
Figure 1-7:	The Location of North-West Province Within South Africa (Africa Mining IQ, 2020).....	13
Figure 1-8:	SERVQUAL Dimensions (Parasuraman <i>et al.</i> , 1985) .....	17
Figure 1-9:	Dissertation Chapter Layout.....	20
Figure 2-1:	Chapter 2 outline (author's own work).....	21
Figure 2-2:	Customer Value Benefits And Sacrifices (Rehme, 2018).....	22
Figure 2-3:	Expectations Framework (Vujasin, 2020) .....	23
Figure 2-4:	Dimensions of Service Quality (Widianti & Sabar, 2019) .....	24
Figure 2-5:	Sibanye-Stillwater Umdoni Tree (Sibanye-Stillwater, 2021c).....	26
Figure 2-6:	Sibanye-Stillwater's Global Footprint (Sibanye-Stillwater, 2021b) .....	29
Figure 2-7:	Sibanye-Stillwater Fatalities Report (Sibanye-Stillwater, 2021c).....	30
Figure 2-8:	Customer Needs Classification (Patel, 2022) .....	36

## LIST OF GRAPHS

Graph 2-1:	Sibanye-Stillwater production by a ratio (Sibanye-Stillwater, 2022d) .....	31
Graph 2-2:	Hoisting Units Imports to South Africa (SARS, 2020) .....	34
Graph 4-1:	SERVQUAL Five Factors .....	52
Graph 4-2:	Selecting of Hoisting Components .....	56
Graph 4-3:	Brand Preference .....	57

## **LIST OF ABBREVIATIONS**

CEO	Chief Executive Officer
CICB	Crane Inspection & Certification Bureau
LEEASA	Lifting Equipment Engineering Association of South Africa
LMI	Lifting Machinery Inspector
MHSA	Mine Health & Safety Act No. 29 of 1996
OEM	Original Equipment Manufacturer
OHSA	Occupational Health and Safety Act 85 of 1993
PGM	Platinum Group Metals
POC	Purchase Of Concentrate
SARS	South African Revenue Service
Stats SA	Statistics South Africa

# **CHAPTER 1: NATURE AND SCOPE OF THE STUDY**

## **1.1 Introduction**

A customer's experience determines where customers buy, and 65% of customers acknowledge changing suppliers due to a bad experience (Tšernov, 2021). This research focused on customer-service quality expectations, from Sibanye-Stillwater's Southern Africa Platinum Group of Mines (PGM) operations (Further referred to as 'Sibanye platinum'), of the overhead-crane industry as service provider. The study aimed to determine whether the overhead-crane industry has a clear understanding of their customer's expectations, as defined by Sibanye-Stillwater's platinum division, and to identify guidelines that would help to use the necessary tools and methods to deliver a higher quality of service in 'Sibanye platinum'.

## **1.2 Background**

An overhead-crane is a fixed machine specially designed to carry heavy materials from one place to another, consisting of wire ropes/chains, sheaves and hoist rope. Overhead-cranes are broadly used in the mining, engineering, railways, metal-production, construction, and petrochemical industries. The overhead-crane industry provides service, maintenance, supplies spare parts and lifting products to customers who are obligated by the South African government to comply with the Driven Machinery Regulations 2015, promulgated in terms of the Occupational Health and Safety Act 85 of 1993 (OHSA) to service, load-test, and maintain their equipment (LEEASA, 2019:98)

Operational problems result in production losses and can be caused by downtime of overhead-cranes. Overhead-cranes are essential to customer operations to ensure cost savings, enhanced safety, maximising productivity uptime, and reducing downtime. This is done by offering preventative maintenance provided by means of continuous servicing of equipment, after-service repairs, 24-hour breakdown assistance, and load-testing certification of cranes, hoists and lifting equipment (Young electric company, 2022).

Omarjee reports that mining production in South Africa has declined by 11.6% yearly, with the platinum sector being one of the largest negative contributors to reduced production (Omarjee, 2021). Statistics South Africa (Stats SA) reports that the Covid-19 pandemic is one of the most significant economic challenges that businesses, including the mining sector, have faced since the global financial crisis (Stats SA, 2020).

The managing director of IDEAS cranes, believes that a complete lack of clarity exists around overhead-crane companies and customers because companies do not understand customer expectations of service quality, resulting in confusion and poor advice (Percy, 2014).

The importance of finding clarity is to advance the alignment between suppliers and customers in the specification and expectation of quality and, therefore, clarity is critical to success (Guest, 2015). The Crane Inspection & Certification Bureau (CICB) identifies major challenges in the crane industry (Crane Inspection & Certification Bureau, 2021). The challenges identified by the Bureau consist of the following:

- accidents leading to injuries and death.
- equipment damages, replacement costs and project delays.
- legal exposure.
- hidden costs such as labour expenses due to downtime.

The purpose of this study is to search for the contributing factors of perceived customer expectations affecting quality service required, as opposed to what the overhead-crane industry is delivering.

### **1.3 Problem statement**

According to a blog by the CICB (based in Texas, USA), customers are at risk of safety, quality, cost, and potential downtime, whereas the overhead-crane industry service providers risk the loss of business, legal claims, and safety hazards (Crane Inspection & Certification Bureau, 2021b). In order to meet customers' expectations, such as delivering good-quality customer service, it is imperative to know and understand the client's needs (Business Queensland, 2020).

Thus, based on the aforementioned viewpoint, the problem statement summarises the lack of clarity in customer expectations of service quality delivered by the overhead-crane companies.

### **1.4 Literature in support of the problem**

To satisfy a customer's needs, a provider must understand what the customer expects, resulting in customer satisfaction. Customer satisfaction is a feeling that meets or exceeds a customer's expectations (Lamb *et al.*, 2019:26).

Research over many decades has shown that expectations influence perception (also known as prior beliefs) to make sense of what we perceive in the present and that these are influenced by similar past experiences (Trafton, 2019). For instance, if the service provided by an overhead-

crane technician was not according to the customers' expectations, it affects the current perception of the customer toward the service provider.

When we are uncertain about something, we instinctively rely on our previous experiences to optimise behaviour. Combining prior knowledge with uncertain evidence is believed to impact perceptions, thoughts, and actions (Trafton, 2019).

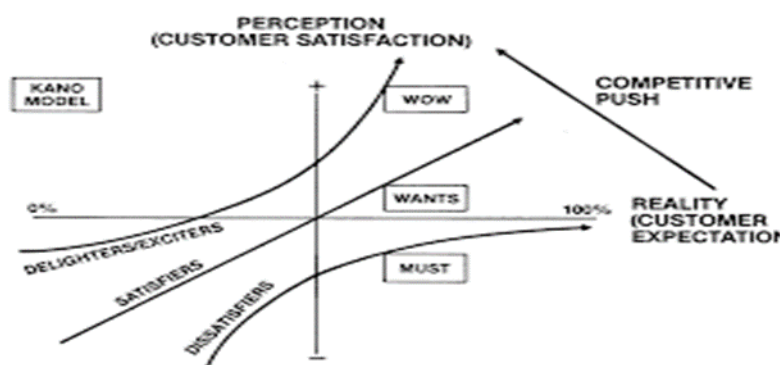
The literature study aims to gain theoretical knowledge of:

- Customer expectations, and
- Customer perception.

Fahy and Jobber (2019), authors of *Foundations of Marketing*, state that expectations come about through pre-buying experiences, suppliers' marketing events, and conversations with other people (Fahy & Jobber, 2019:7).

To build a successful relationship, companies need to understand customers' value and ensure that value offerings exceed the perceived performance compared to the customers' expectations, which will result in customer satisfaction. Fahy and Jobber (2019) use the Kano model to identify customer satisfaction as delight, neutral, dissatisfaction, and outrage.

The Kano model in Figure 1-1 indicates that customer satisfaction is created by exceeding customers' expectations so that they are delighted with the outcome (Fahy & Jobber, 2019:7).



**Figure 1-1: The Kano model (Fahy & Jobber, 2019:7)**

According to Parasuraman, customer expectations are determined by recommendations, customer needs, and previous experience (Parasuraman *et al.*, 1991a:39-46).

A customer's experience is determined by how customers are treated, how complaints are handled, and the feeling after the interaction. The way customers share the experience is instant and evident (Litmos Heroes, 2019).

A study conducted by Grab Holdings Inc. concluded that service quality does not affect customers' perception, but understanding customers' needs and expectations do increase customer satisfaction, resulting in positive customer perception (Nur' Najmah, 2019:55).

Toyota Motors India performed an exploratory study on customer perception and expectations using SERVQUAL as the measuring instrument. The finding revealed a positive alignment of perception and satisfaction and a gap between the service quality expected and actual service received (Baber, 2018:311).

Customer satisfaction, therefore, is a customer response on how well consumption meets the customer's expectation of a product or service; therefore, identifying the qualities of a product or service will add to customer value and satisfaction (Lamb *et al.*, 2019:4).

Sauro explains how understanding customer expectations assist with diagnosing problems and leads to satisfaction, repeat customers, and customer referrals. He states that customer expectations, customer satisfaction, and loyalty are all connected. Sauro identifies three popular approaches on how to model customer expectations, as indicated in Table 1-1 (Sauro, 2015).

**Table 1-1: Sauro's Model Approaches to Measure Customer Expectations**

<b>Model</b>	<b>Description</b>
Disconfirmation:	The experience either exceeds or disappoints expectations.
Experiences-only:	The latest experience outdoes prior expectations and has the most significant effect on satisfaction. For example, should a service performed on an overhead-crane take longer than expected but be conducted correctly, the customer is most likely to be dissatisfied, even though expectations are met.
Ideal point:	Any deviation from what a customer expects impacts satisfaction, even if it is better than expected.

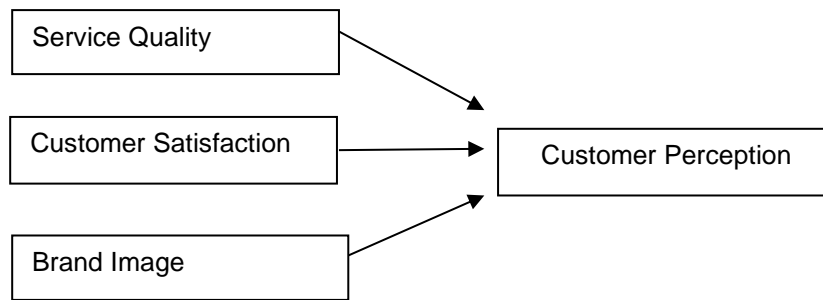
**Table 1-2: Sauro Measurement of Expectations**

<b>Model</b>	<b>Description</b>
Qualitative expectations:	Participants identify expectations before clicking a link or button or submitting a form, whereafter the result is compared with the experience. Determining the difference in expectations can help diagnose interaction problems.
Difference scores:	Participants identify service expectations on a scale before experiencing the service and measure on the same scale afterwards.
Independent expectations:	Independent groups rate the expected service, with a different group rating the experience received.
Experience satisfaction only:	Participants only rate their satisfaction, meaning if the score is low or high, the service experienced was met or not met (low for 'not met' and high for 'met').

Customer perception, defined as what customers think of an organisation and how they think, affects maintaining good relationships (Stec, 2021).

According to Nur' Najmah (2019), three factors affect customer perception: service quality, customer satisfaction, and brand image. He tested the theory of no relationship between customer perception and brand image by using the quantitative method; the hypothesis was rejected, confirming that there is indeed a relationship between perception and company image.





**Figure 1-2: Factors Affecting Customers' Perception (Nur' Najmah, 2019)**

Guidelines suggested by Nur' Najmah include implementing a policy to provide the best service quality, such as appearance and friendliness. He states that improving service quality and customer satisfaction is vital to producing positive customer perceptions. Customers perceive good service when their expectations are met and they are satisfied with the service delivered (Nur' Najmah, 2019:60).

### **1.5 Primary research question**

What are the perceived expectations of a customer (in the case of this study, Sibanye platinum) on service quality offered by the overhead-crane industry in South Africa?

### **Secondary research questions**

- Which factors contribute to the customer's (Sibanye platinum's) perceived expectations of service quality delivered by the overhead-crane providers in South Africa?
- Which guidelines can be obtained to identify gaps between quality service expected by a customer (Sibanye platinum) and actual service delivered by overhead-crane companies?
- What resources are required to effectively deliver services in terms of customer expectations?

### **1.6 Research objectives**

To answer these questions and for the purpose of this study, the following primary and secondary objectives have been identified.

#### **Primary research objective**

The primary objective of this study was to investigate the perceived expectations of a customer (Sibanye platinum) regarding service quality delivered by the overhead-crane industry in South Africa.

## **Secondary research objectives**

In order to achieve the primary objective, the following secondary objectives were formulated.

- Identify the factors contributing to the customer's (Sibanye platinum's) perceived expectations of service quality delivered by the overhead-crane providers in South Africa.
- Obtain guidelines to identify gaps between quality service expected by a customer (Sibanye platinum) and overhead-crane companies' actual service delivered.
- Identify adequate resources required to perform on expected service quality.

### **1.7 Importance and benefits of the proposed study**

This study provides the reader with critical information on how well customers understand the setting of their expectations to the service provider and to what extent the service providers, in this case the overhead-crane company understand their service performance and capabilities.

Other benefits include, to:

- Identify possible causes of poor service quality relating to poor performance.
- Propose methods of an enhanced quality-management system.
- Enhance methods on the culture of quality awareness.
- Provide results that could be useful to managers for strategic planning and drafting company policies and quality-improvement procedures.

Combining all the above factors could help companies identify guidelines that could help them to benefit from competitive performance, quality, upsurge performance, striving for excellent standards, and improved customer relationships.

With limited shared research data available on the overhead-crane industry in South Africa, it is imperative to understand the thoughts and opinions of the customers' experience, view, or belief of the overhead-crane service providers in order to meet clients' expectations while remaining economically competitive.

## **1.8 Delimitations and assumptions**

### **1.8.1 Delimitations (scope)**

Operations engineers act as managers and are appointed according to requirements stipulated by legislation; they are responsible for the plant and the maintenance of machinery and equipment. This study excludes other engineering professions and only focuses on the operations engineers because of their roles and responsibilities. Data collection took place via face-to-face and virtual interviews.

The research was achievable because:

- Sufficient time was available to conduct the study.
- No cost implications due to data collection on a digital platform.
- Access to required resources and available equipment to conduct the study.

### **1.8.2 Assumptions**

No assumptions are applicable.

## **1.9 Definition of key terms**

To familiarise the reader with terms used in this study, the following guideline is provided regarding terminology.

### **Sibanye-Stillwater**

Sibanye-Stillwater is a multinational mining and metals-processing group with a diverse portfolio of mining and processing operations and projects and investments across five continents. The group is also one of the foremost global Platinum Group Metals (PGM) autocatalytic recyclers and has interests in leading mine tailings retreatment operations.

Sibanye-Stillwater has established itself as one of the world's largest primary producers of platinum, palladium, and rhodium. It produces other PGM, such as iridium and ruthenium, along with chrome, copper and nickel as by-products (Sibanye-Stillwater, 2022b).

Sibanye-Stillwater is the world's largest primary producer of platinum, the second-largest primary producer of palladium, and the third-largest producer of gold (Sibanye-Stillwater, 2022a)

### **Sibanye platinum**

For the purposes of this study, Sibanye platinum refers to Sibanye-Stillwater's PGM operations.

Sibanye-Stillwater's Southern Africa PGM operations consist of underground mining operations, surface sources and concentrators in South Africa at Kroondal, Rustenburg and Marikana, and Mimosa in Zimbabwe (a 50% joint venture with Impala Platinum). The company also has a 91% stake in the Platinum Mile tailings retreatment facility near Rustenburg, which recovers PGM from the tailing's streams from the Rustenburg operations. (Sibanye-Stillwater, 2021c)

### **Perception**

Customer perception indicates how a customer feels about a business. This includes their thoughts, emotions and opinions related to a company or brand (Indeed Editorial Team, 2021a)

### **Expectation**

Customer expectation consists of a set of ideas about a company, product, service or brand that a customer holds in their mind (Toor, 2020).

### **Service Quality**

Service quality is the standard at which a company delivers its services compared to the expectations of its customers. A company with high service quality offers services that match or exceed its customers' expectations (Indeed Editorial Team, 2021c)

## **1.10 Research design**

The research design is based on a qualitative approach, applying a non-probability method with purposive sampling. Qualitative data is in a descriptive form collected via questions and reported as text.

The study was cross-sectional due to the time constraints, with primary and secondary data gathered via semi-structured interviews guided by a deductive approach until data saturation was reached. Thus, when researchers take a deductive approach, they start with a theory or a general statement to specific, observing and driving the process of gathering data by examining the possibilities to reach a logical conclusion (Bradford, 2021).

The methodology followed in this study comprises two parts, a literature review and an empirical research study by means of interviews and questionnaires.

### **1.10.1 Literature study- as secondary data**

Secondary data was gathered through theoretical research, obtained using the latest relevant internet online articles, journals, dissertations, government publications and books to gain knowledge focused on customer expectations and perception.

### 1.10.2 Empirical study- as primary data

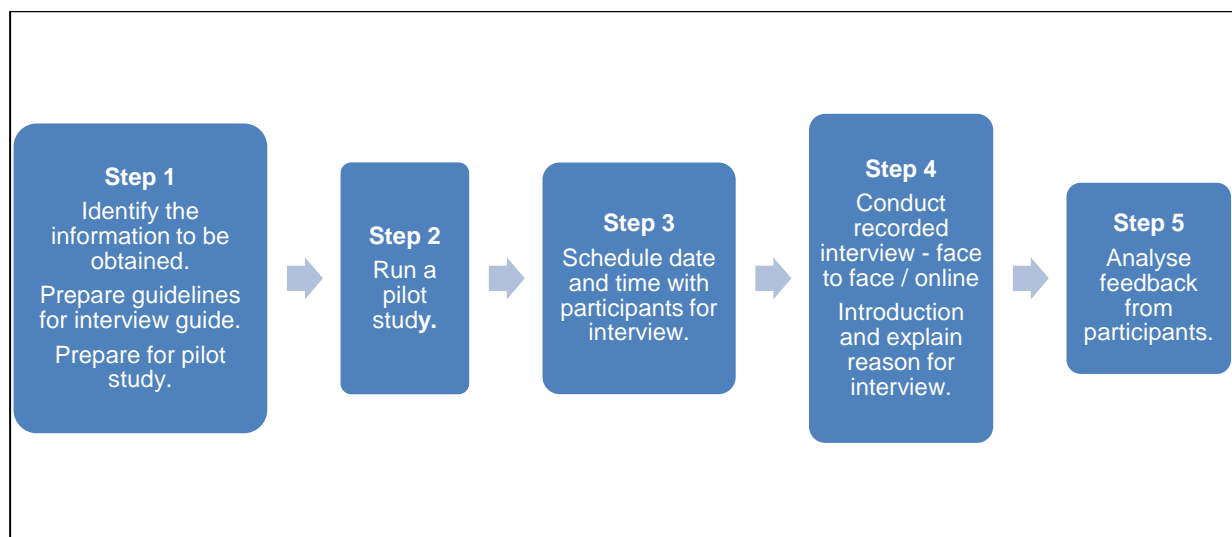
Emerald Group Publishing defines empirical study as collecting and analysing primary data created on experiences and observations gathered by interviews and questionnaires (Emerald Group Publishing, 2021).

Due to limited research data available on the overhead-crane industry in South Africa, it is imperative to understand customers' perceptions, views or beliefs.

Therefore, this study utilised the exploratory method to clarify customer expectations through semi-structured interviews with managers in the platinum-mining industry.

The semi-structured interviews, based on open-ended questions, encouraged two-way communication and gathered more in-depth information. The customer's perception questionnaire on service quality was measured using the SERVQUAL model, a tool that evaluates the quality of service by dividing factors into five dimensions: responsiveness, tangibles, reliability, assurance and empathy (Parasuraman *et al.*, 1991a:41). These variables served as guidelines during the development of the interview guide.

### Description of overall research design



**Figure 1-3: Research Design**

### 1.11 Population and sampling

Population is defined as an entire group of individuals, institutions or objects with collective characteristics that distinguish them from others (Osikhotsali, 2021).

Saunders *et al.* (2003:233) stated that the choice of a non-probability sampling technique would be inclined by several factors, such as the research question(s) objectives, the geographical area, and assistance with collecting data as well as the structure, size and nature of the study.

Sampling was based on a purposive approach. Interviews were conducted amongst the population (Table 1.4) until saturation (+ 1) was reached.

### 1.11.1 Field of study

The population constitutes management who were directly involved with overseeing the overhead-crane functions in the Sibanye platinum, Rustenburg operations in North-West province, South Africa. The selected population for this study comprised:

- Operations engineers at Sibanye platinum; and
- Mining supervisors or foremen at Sibanye platinum.

The management functions consisted of operations engineers within the middle-to-senior management level and the mine-foremen level.

The selection of operations engineers was due to their roles, responsibilities, and appointments according to legal requirements applicable to overhead-cranes.

A reference to the Minerals Act, 1991, which remains in force in terms of schedule 4 of the Mine Health & Safety Act no. 29 of 1996 (MHSA), states that all machinery shall have a 2.13.1 legally appointed engineer (Mine Health and Safety Council, 2021). Part of the engineering duties and responsibilities is to ensure that all machinery is reliable, as shown in Figure 1-4.

<b>Introduction</b>
Pilanesberg Platinum Mines seek to employ a Mining Operations Engineer to join their dynamic team
<b>Purpose of the position</b>
The Engineer must ensure the integrity of all surface infra structures, fixed and moving machinery inclusive of all electrical machinery and equipment within the area of responsibility of the Mining Operation;

**Figure 1-4: Operational Engineer Job Scope**

The mine foreman is responsible for the daily, monthly, and quarterly visual inspection and record-keeping of overhead-cranes before use and reports to the engineers. The record-keeping comprises a safety file or inspection register that must be updated every month by the appointed

foreman or competent person. A person with the necessary knowledge and technical skills to inspect lifting machines or lifting equipment is known as “competent” (Mining Safety, 2021).

### 1.11.2 Organisation studied

The mining organisation being studied is one of South Africa's largest platinum producers. Only Sibanye platinum applied to this study. South Africa is rich in a variety of minerals. In addition to diamonds and gold, the country also contains reserves of iron ore, platinum, manganese, chromium, copper, uranium, silver, beryllium, and titanium. This study focused on the Sibanye platinum population. The focus was based on several factors, such as sales and production, as indicated by using secondary data obtained from Stats SA (Stats SA, 2020).

According to Africa Mining IQ, a mining database portal, South Africa is a mineral-rich country with 526 mines and one of the largest platinum producers in the world (Africa Mining IQ, 2020).



**Figure 1-5: South African Platinum Mine Owners (Africa Mining IQ, 2020)**

Data published by Stats SA reported mineral sales of the Platinum Group Metals (PGM) for January 2022 at R18 908.5 million, being the highest-earning of all mineral groups in that month, as indicated in Figure 1-6 (Stats SA, 2020:9)

Mineral group and mineral	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22
Gold	12 198,0	5 288,3	7 733,5	10 977,5	6 286,8	6 720,8
Iron ore	9 828,0	9 388,4	7 465,5	6 687,1	7 431,8	7 633,1
Chromium ore	2 000,1	1 970,8	1 619,7	1 770,6	2 073,3	2 287,3
Copper	209,7	258,2	244,6	214,9	196,3	275,0
Manganese ore	3 284,2	3 360,0	3 553,3	2 737,7	3 775,4	3 552,6
PGMs	29 883,6	24 855,0	24 378,9	27 047,8	23 691,0	18 908,5
Nickel	780,7	701,7	857,9	1 044,5	980,4	869,5
Other metallic minerals	1 229,0	1 225,0	1 525,3	1 605,3	1 588,6	1 721,3
Coal	13 270,5	14 147,8	17 513,0	14 949,4	14 062,9	13 369,8
Building materials	1 056,4	1 114,8	1 066,1	1 046,1	999,8	942,3
Other non-metallic minerals	2 493,7	2 087,4	2 817,2	2 849,3	3 249,2	1 634,4
<b>Total</b>	<b>76 233,9</b>	<b>64 397,4</b>	<b>68 775,0</b>	<b>70 930,2</b>	<b>64 335,5</b>	<b>57 914,5</b>

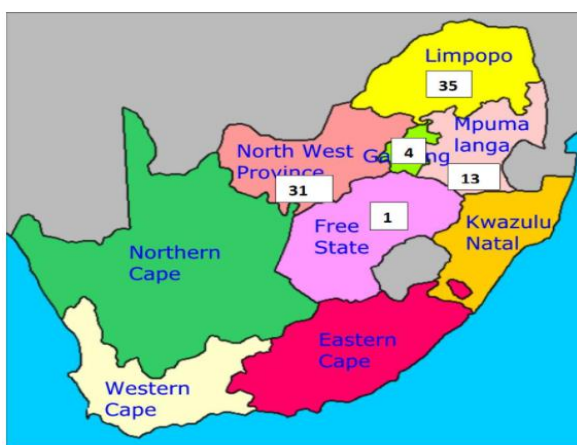
**Figure 1-6: Statistics SA Minerals Sales at Current Prices (R million)**

### 1.11.3 Geographical demarcation

The study was mainly conducted in Rustenburg, North-West province, South Africa, as illustrated in Figure 1-7.

Sibanye platinum consists of underground mining operations and surface sources and concentrators in South Africa and is based at Kroondal, Rustenburg, and Marikana (all in North-West province). Mining and process of platinum South Africa operations are from both the UG2 and the Merensky reefs located in the Bushveld complex, a geologically unique region containing more than 80% of the world's known PGM (Sibanye-Stillwater, 2021c).

The geographical area of the organisation studied have different operational sites situated in several provinces in South Africa, of which only the North-West province will be applicable to this study, as indicated in Figure 1-7:



**Figure 1-7: The Location of North-West Province Within South Africa (Africa Mining IQ, 2020)**



The geographic breakdown of platinum mines in each province is:

- Free State 1
- Gauteng 4
- Limpopo 35
- Mpumalanga 13
- North-West 31

Due to strict mining regulations and Covid-19 limitations, site access was difficult to obtain. Therefore, support workers with valid site access helped gather information from the North-West Rustenburg operations, as indicated in Table 1-3.

**Table 1-3: Sibanye Platinum, Rustenburg Operations**

<b>RUSTENBURG – North-West</b>		
<b>Vertical Shafts</b>		
<b>Name</b>	<b>Qty</b>	<b>Management</b>
Siphumelele	1	Operation Engineer / Foreman
Khuseleka	1	Operation Engineer / Foreman
Thembelani	1	Operation Engineer / Foreman
<b>Decline Shaft</b>		
Bathopele Mine	1	Operation Engineer / Foreman
<b>Concentrating Plants</b>		
Waterval UG2	1	Operation Engineer / Foreman
Waterval retrofit	1	Operation Engineer / Foreman
Chrome Recovery Plant	1	Operation Engineer / Foreman
<b>Tailings Retreatment Plants</b>		
Western Limb (WLTR)	1	Operation Engineer / Foreman
Platinum Mile	1	Operation Engineer / Foreman
Chrome	1	Operation Engineer / Foreman

Tailings Retreatment Dams		
Klipfontein	1	Operation Engineer / Foreman
Waterval	1	Operation Engineer / Foreman
Surface Infrastructure		
Central Workshops	1	Operation Engineer / Foreman

This study's semi-structured interviews included 13 participants, as indicated in Table 1-3. As mentioned in 1.11, interviews were conducted amongst the population until saturation (+ 1) had been reached.

Saunders *et al.* (2003) suggest that in-depth or semi-structured interviews should be conducted for an exploratory study, comprising of an average of three to twenty-five participants.

### 1.12 Pilot study

A pilot study, also known as a preliminary study, is described as a small-scale comprehensive survey relating to a specific research tool, such as an interview guide, with the purpose of finding problems and barriers and is a crucial element to a promising study design (Janghorban *et al.*, 2014).

After the semi-structured interview guide had been developed, a pilot study was conducted to determine whether the construct was valid and reliable, and that assisted with refining the interview guide. The pilot study was done on one or more typical participants, and where problems were identified, adjustments were made until consensus, and clear understanding were reached. (Van Teijlingen & Hundley, 2002) believe that a pilot study helps identify unclear or vague statements in the research procedure, whilst Van Wijk and Harrison think it can add value and reliability to the complete research project (Van Wijk & Harrison, 2013)

### 1.13 Data collection

Signed consent was obtained from Sibanye platinum, authorising semi-structured interviews to be conducted, and the assurance was given that information shared and discussed during this research would be treated as confidential.

The information gathered through this research is purely for academic purposes. The relevant data will be destroyed should the organisation choose to withdraw.

The agreement stipulated:

- Research on the above topic may proceed within Sibanye platinum.
- The researcher was allowed to contact the relevant participants.
- Data collected may be analysed by an external party.
- The researcher was permitted to publish the research finding, excluding the participant's identity.

#### **1.14 Participants' rights**

Participation in this study was entirely voluntary. If there were any questions the participant preferred not to answer, they had a right to do so. Interviews took half an hour, depending on if any follow-up questions were raised. With permission granted, the discussion was recorded by using the following methods:

- Face-to-face interviews
- Phone interviews
- Video or Skype interviews

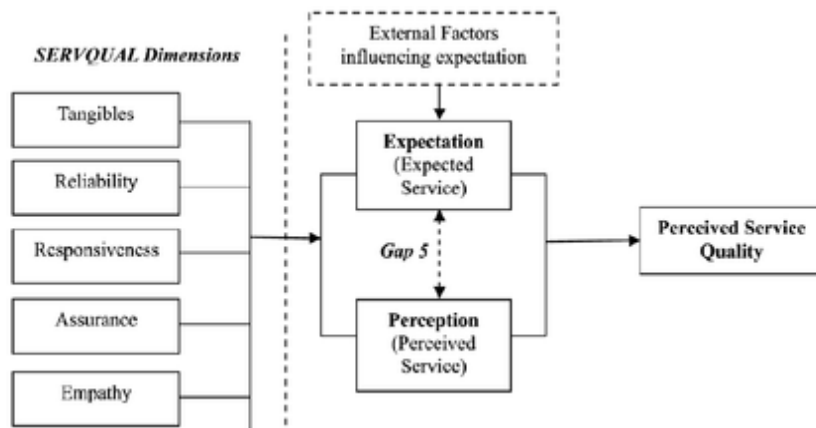
Although participation was essential for this study, the participant could choose not to participate and could stop participating without stating any reasons and without suffering negative consequences. The participants could contact the researcher at any time to clarify any issues pertaining to this research.

Semi-structured interview guides have significant benefits, such as preparing questions beforehand and supporting two-way communication whilst keeping the conversation on topic and also allowing for more in-depth information by enabling the respondents to answer questions openly and to give their reasons for the answers (Fuelcycle, 2021).

Using SERVQUAL guidelines, a semi-structured interview guide drawing on the literature review was developed to collect primary information aligned with the research questions.

This model is also referred to as the RATER model, which stands for the five service factors it measures, namely: reliability, assurance, tangibles, empathy, and responsiveness. As is indicated by the name of this model, SERVQUAL is a measure of service quality. (Parasuraman *et al.*, 1991b).

Figure 1-8 reflects the external factors influencing customer expectations and perception resulting in perceived service quality.



**Figure 1-8: SERVQUAL Dimensions (Parasuraman *et al.*, 1985)**

The semi-structured interview guide was drafted in English, and a pilot study was done before interviews were conducted.

The steps for preparing and conducting an interview guide are (Fuelcycle, 2021):

- Prepare for the interview by drafting a list of information required.
- Write a semi-structured guide that will assist as a reminder relating to the questions.
- Conduct a pilot study.
- Plan an interview date and time with the respondent.
- Record the interview.
- Give an introduction and recap the purpose of the study by presenting the topics to be discussed during the interview.
- Start with the uncomplicated questions, then move on to more complicated questions.
- Be wary not to lead the questions and ensure they remain open-ended.
- The interview should be completed within 30 minutes and consist of three parts:
  - The first part evaluates the customer's perception regarding the service quality of the overhead-crane industry in South Africa.
  - The second part provides the opportunity to state the customer's expectations regarding service quality.

- The last section provides the opportunity for any concerns not addressed in the first two sections.
- Draft notes of the interview, recording impressions and thoughts.

### **1.15 Data analysis**

Steps in analysing semi-structured interview data (Mortensen, 2021):

- Transcribe the data.
- Get familiar with the information.
- Assign selective codes to the data to define the matter.
- Search for patterns or topics in the codes through the various interviews.
- Assess the topics.
- Identify and name topics.
- Create the report.

### **1.16 Assessing and demonstrating the quality and rigour of the proposed research design**

#### **1.16.1 Trustworthiness**

Trustworthiness is used in qualitative research to describe how believable the study results are (Barrow, 2019). Lincoln and Guba (1985), two leaders in developing the trustworthiness framework, describe trustworthiness as how much truth value is placed in the data and how it is interpreted and analysed. The framework consists of five elements – credibility, dependability, confirmability, transferability, and authenticity.

This study aimed to apply the knowledge in practice and to assist managers in the overhead-crane industry and other service industries to understand the platinum mining sector's perceived expectations of service quality. Understanding the customer's needs and expectations can improve service quality and satisfy customers.

Throughout the research period, the study complied with North-West University's ethical protocol and guidelines.

It is essential to note that this research was purely for academic study.

At the outset, the researcher took full responsibility to honour the fundamental ethical principles of social research, namely:

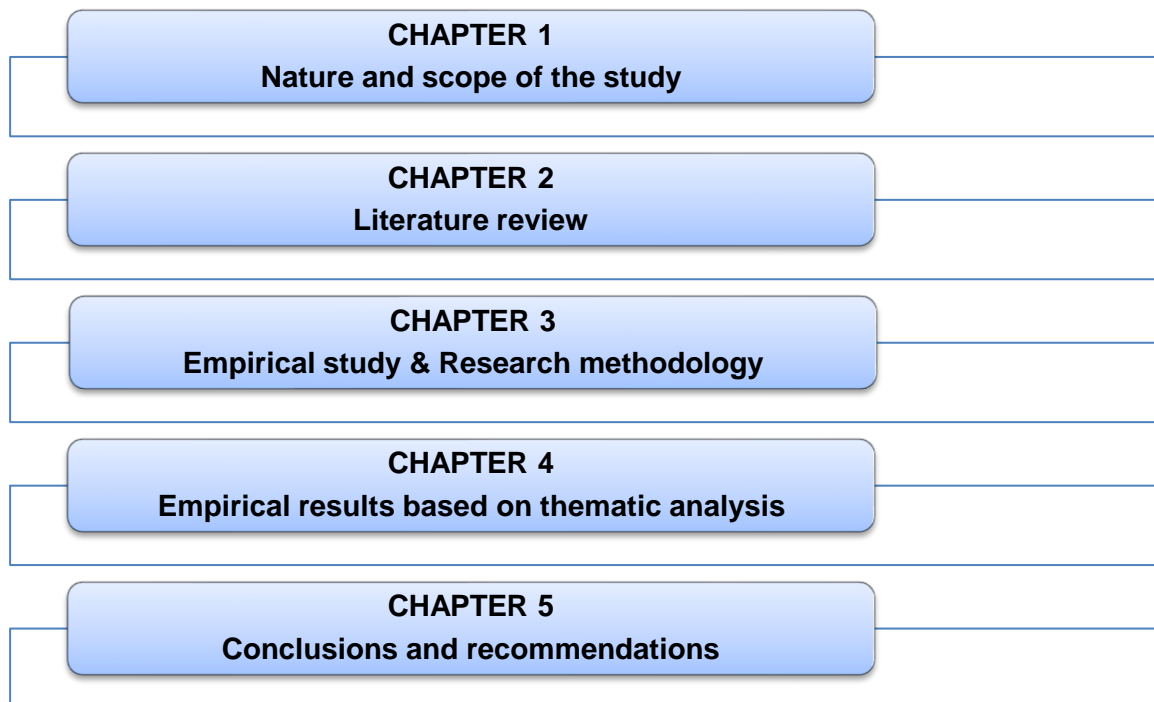
- All research work was conducted in an honourable manner, always treating the participant with respect and dignity.
- The participant's identity was kept confidential and could be anonymous if required.
- The participants were well informed of all relevant procedures and methods of the study.
- Ethical clearances were obtained from the ethics committee before research commenced.
- Participants had no risk by participating in the study.
- Participation in the interview was voluntary.
- Participants could withdraw should they want to.
- Participants were well informed of the survey's time duration, the purpose, and the nature of the research. An estimated allocated time to conduct the interview was provided.

### **1.17 Chapter layout**

This mini-dissertation was organised into five chapters as per Figure 1-9.

The first chapter introduces the topic by giving the background to the study, describing the research problem and methods, and presenting the structure.

Chapters 2 and 3 form central theoretical and empirical parts divided into subheadings. The focus of chapter 2 is to familiarise the reader with the concept of customer value, perception and expectations and to create a scientific background. The core of the empirical part in chapter 3 explains the methods and procedures used in gathering the data discussed and the research methodology used. Chapter 4 is an in-depth study, with the Sibanye platinum participants' findings summarised, and conclusions and recommendations are discussed in chapter 5.



**Figure 1-9:      Dissertation Chapter Layout**

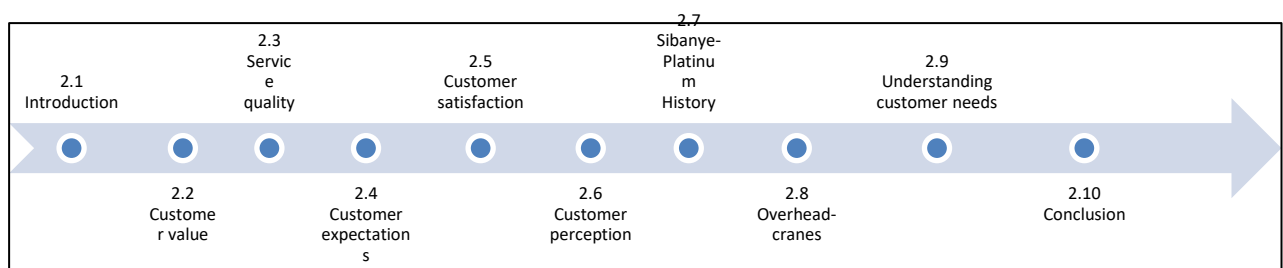
## CHAPTER 2: LITERATURE REVIEW ON QUALITY SERVICE-DELIVERY EXPECTATIONS

### 2.1 Introduction

The primary objective of this study is to investigate the expectations of a customer (in this case, Sibanye platinum) regarding service quality delivered by the overhead-crane industry in South Africa.

Many recent studies have focused on understanding customers' needs and expectations in the general service industry. Though much research is available on this topic, minimal research is available on customer-service expectations from overhead-crane companies in South Africa.

Chapter 2 follows the structural outline, with section 2.2 discussing customer value comprised of perceived benefits and sacrifice. Section 2.3 highlights the importance of service quality. Section 2.4 explains that customers perceive good service in terms of should expectations be met or exceeded. Customer satisfaction and perception are discussed in sections 2.5 and 2.6, followed by the history and background of Sibanye-Stillwater in section 2.7. Section 2.8 gives an overview of an overhead-crane and its purpose, and 2.9 evaluates the problem statement of understanding customer needs, with the conclusion in section 2.10 on the literature findings as indicated in Figure 2-1.



**Figure 2-1: Chapter 2 outline (author's own work)**

In order to address a customer's perceived expectations of service quality, factors contributing to the perception of service-quality expectations should be identified. One of the fundamental ways to provide value to a customer is by focusing on aspects related to improving service quality; therefore, one should start by understanding the main concepts of customers' expectations.

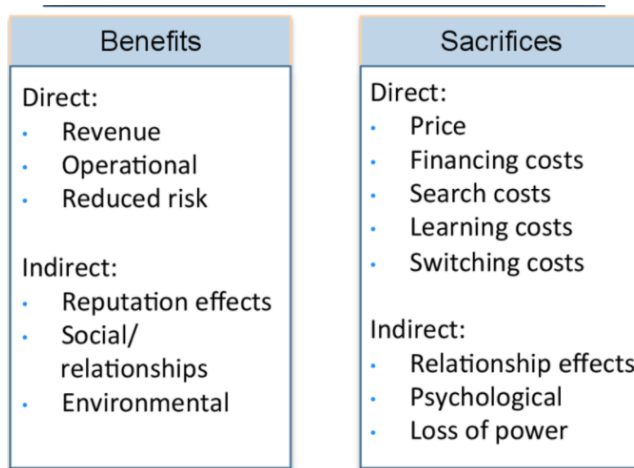


## 2.2 Customer value

Delivering customer value is essential to an organisation, but it is crucial to understand that the customer – and not the organisation offering the service or product – defines the value (Fahy & Jobber, 2019:7).

### **Customer value = perceived benefits – perceived sacrifice**

Perceived benefit can derive from the product or service delivered by the overhead-crane company, such as the supply of a hoist or the responsiveness of the technicians. Perceived sacrifice is identified as the total cost associated with buying the product or service, such as the time and energy required to purchase the service or goods, as illustrated in Figure 2-2.



**Figure 2-2: Customer Value Benefits And Sacrifices (Rehme, 2018)**

Customers' four core values that have been identified are price value, performance value, emotional value and relational value. Once these have been identified, a clear customer value proposition can be identified, as explained in Table 2-1 (Woolnough-Rai, 2020)

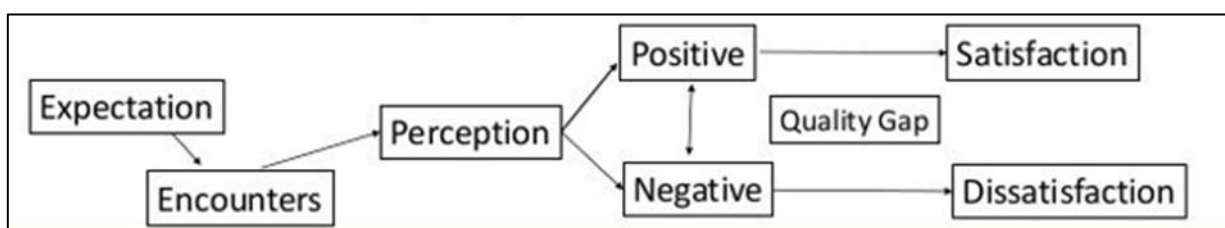
**Table 2-1: Customer Four Core Forms of Value (Khubana, 2021)**

Price value	A product or service is perceived to be cheaper than the competitor's. Some customers prefer lower prices.
Performance value	Customers are product performance-focused and attracted to functionality and perceived quality levels.
Emotional value	Perceived brand focused.
Relational value	Good quality of service received by service providers results in building trust relationships. Value is co-created between customer and supplier.

Customer satisfaction depends on the perceived performance compared to the customer's expectations (that is, whether these have been achieved and expectations met or exceeded).

The variables in determining customer satisfaction consist of *performance* and *expectation*. The main distinction between customer expectation and customer perception is that customer expectation is based on assumptions as deciding factor when purchasing, whereas customer perception is an interpretation of collective information after purchase (Keth, 2016). Both views are essential in delivering a superior offering to the customer and satisfying them.

The difference between expectations and perception determines whether the customer is satisfied or disappointed, and this is known as the Customer Gap (Parasuraman *et al.*, 1985:42). Suppose the product or service performance exceeds customer expectations. In that case, it is positive. The customer is satisfied and easily retained; however, should the performance be less than expected, the customer would be dissatisfied, as illustrated in Figure 2.3.



**Figure 2-3: Expectations Framework (Vujasin, 2020)**

### 2.3 Service quality

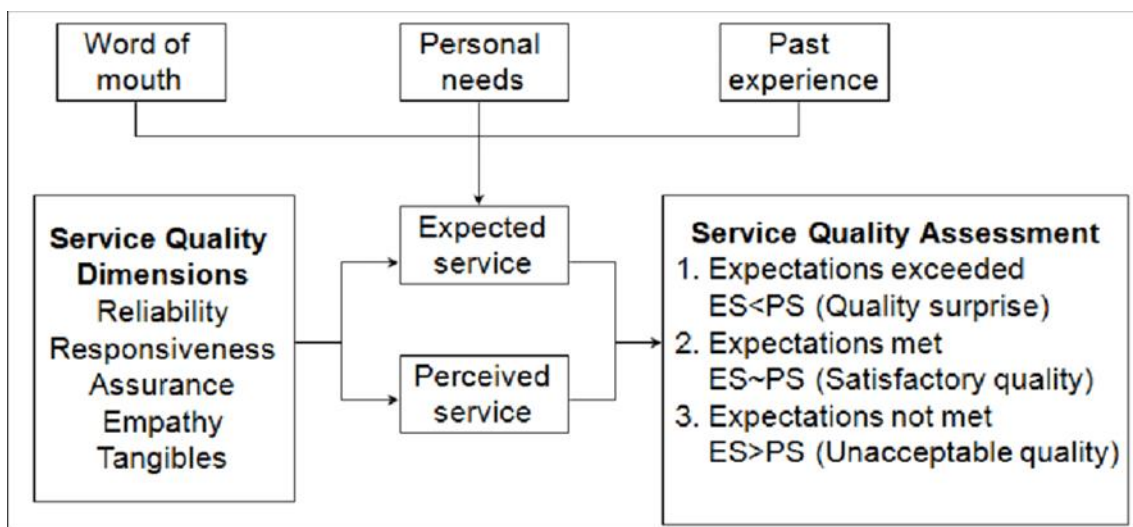
Samuel Moore Walton, the founder of Walmart Inc., believes the customer is the boss and that the customer can fire every person in the organisation, from the chairman downwards, by simply spending his money somewhere else (Reiss, 2014).

Service and product differentiation are increasingly tricky with intensely competitive situations in the market. Service quality can be a powerful differentiator and achieved by continuously asking what can be done better. Outstanding service-quality providers add value for customers and enjoy a decisive competitive advantage whilst reducing prices for price-sensitive customers.

The incorrect treatment of customers or poor service can result in poor reputational and financial outcomes for all organisations. The previous Managing Director of Toyota South Africa and Chief Executive Officer of McCarthy Limited, Brand Pretorius, believes that retaining customers through exemplary service can be the most critical success factor towards customer satisfaction. He further states that power shifted in favour of the customer with the Consumer Protection Act 68

of 2008, ensuring that consumers can make better choices in the marketplace (Pretorius, 2019:179).

Guidelines suggested by Nur' Najmah (2019) include implementing a policy to provide the best service qualities to customers, such as appearance, friendliness, and more. He states it is vital for improving service quality and customer satisfaction to produce positive customer perceptions. Customers perceive good service when their expectations are met and they are satisfied with the service delivered, as indicated in Figure 2-4 (Nur' Najmah, 2019:56).



**Figure 2-4: Dimensions of Service Quality (Widianti & Sabar, 2019)**

## 2.4 Customer expectation

Expectation is defined as the uncertainty, anticipation, or event which is to be considered the most likely to happen without spending much time thinking about other possible outcomes. An expectation is a belief that focuses on the future, which may or may not be realistic. A less-promising result gives rise to the emotion of disappointment (Wikipedia, 2021). Fahy and Jobber (2019:7) believe that uncertainty means people perceive risk when purchasing and that expectations are formed through pre-buying experiences and discussions with others. A study conducted by PricewaterhouseCoopers concluded that 54% of consumers in the USA believe that customer experience at the majority of companies needs improvement (Puthiyamadam & Reyes, 2018:3)

Watts (2017) believes that what we assume of the world, determines how we experience it. A study done by Trafton has revealed that expectations influence a person's perception, also referred to as prior beliefs, that help us understand what we perceive in the present based on similar past experiences. We automatically rely on our previous experiences when we are

uncertain. From our experience, we have some kind of expectation to guide our judgment and optimise our behaviour (Traflet, 2019).

The first important starting point in meeting and exceeding customer expectations is knowing and understanding a customer's expectations (Valarie *et al.*, 1990:39).

An article published by Keth (2016) defines customer expectation as the assumption of a customer's experience in satisfying a need with a resource at his/her disposal or expected of a product or service. This expectation can be influenced by cultural background, demographic factors, advertising, family lifestyle, personality, beliefs, reviews, and experience with similar products. These influencing factors help the customer evaluate the quality, value and ability of the product or service to meet the need.

Valarie *et al.* (1990) believe customer expectations are determined by five components: word of mouth, communication, personal needs, external communication, and experience. Willott (2019) lists factors influencing a customer's expectations as communication, previous experience with current and other service providers, and word of mouth.

Brainkart.com (2022) identifies customer expectations as internal, external, situational, and the firm produced factors impacting consumers' expectations. **The internal factors** include personal needs, level of involvement, previous experience, and service philosophy, of which prior experience is considered the most important internal factor. **External factors** identified are competitiveness, social context, and word of mouth, also considered the most vital source of information to form expectations. **Situational factors** consist of time constraints, weather, emergencies and customer mood. The **firm produced factors** comprise service personnel, company image and pricing.

Expectations are mutually explicit and implicit. Detailed (explicit) expectations tend to be about product performance, such as shelf life or free warranty, and are easily identified. Implicit expectations are things customers believe are apparent and, more crucially, something you think you get (Watts, 2017).

Furthermore, Watts believes that customers have unspoken assumptions about performance, such as prioritising a regular customer or knowing their sales history. They get elevated to becoming explicit expectations that the service provider apparently knew about and willfully ignored. When these implicit expectations are not met, it all goes wrong. Positive expectations increase our dopamine levels. If expectations are not met, the dopamine levels fall, resulting in a feeling of aggravation, a response that affects our mood and the ability to work effectively (Watts, 2017).

Sibanye-Stillwater's vision is to create superior value for all stakeholders to improve operation smoothness, productivity, upliftment of communities, environmentally responsible and high-level operations. This is supported by safe operations, promotion of competitiveness and success, enabling growth, and the strength of business strategy rooted in work done, supported by constant communication, education and training, as illustrated in **Figure 2-5** (Sibanye-Stillwater, 2021c). The culture and actions are based on five core values: commitment, accountability, respect, enabling, and safety (Sibanye-Stillwater, 2017a).



**Figure 2-5: Sibanye-Stillwater Umdoni Tree (Sibanye-Stillwater, 2021b)**

Sibanye-Stillwater believes that nothing is more critical than the workforce's safety, health, and well-being. They rely on reducing the risk exposure by providing continuous attention to sustaining a safe work environment with the availability of all needed resources such as required tools, materials and equipment to encourage all to deliver sustainability and production. This entails the availability of appropriate resources, continuous training, and provision of personal protective equipment. It also entails collaboration by all parties taking ownership of health and safety and complying with standards and procedures by immediately reporting any unhealthy or dangerous situation. It is necessary to ensure that all contractors and employees are equipped with the appropriate skills and awareness of their occupational health and safety obligations to execute

work-related duties in a safe manner (Sibanye-Stillwater, 2021). This is done by acknowledging the right to a safe working environment and that each person ought to daily go home safe and unharmed (Sibanye-Stillwater, 2020b).

## 2.5 Customer satisfaction

Overhead-cranes market segmentation centres on solution offerings that are sub-categorised into segments of service and products presented to various customer regions and industries. The service-offerings segmentation consists of repairs, maintenance, servicing, and load-testing of equipment, with products sub-segmented into crane components and hoisting equipment.

When a product or service meets the customer's expectation, the customer is satisfied (Corporate Finance Institute, 2022). Customer satisfaction is all about counting the number of complaints you have received. On the other hand, customer delight is about striving to receive compliments. In today's competitive world, customer satisfaction is not enough; one must exceed customer expectations and create customer delight to be competitive (Prachi, 2022).

The Kano model assists with separating characteristics that result in dissatisfaction; it divides customer satisfaction and dissatisfaction into three factors: must-be, more is better, and delighters (Fahy & Jobber, 2019:8).

**Must Be** – customers expect overhead-crane technicians to report on time; being late will be annoying and result in a neutral level of dissatisfaction.

**More is Better** – takes satisfaction past neutral into positive; for instance, not responding to an enquiry can upset a customer, but a prompt response can result in satisfaction.

**Delighters** – exceeding the service offering, better than expected.

The question is, how does one determine customers' expectations?

Fahy and Jobber (2019:7) state that expectations are created through pre-buying experiences and discussions with others and supplier marketing activities.

According to Parasuraman, customer expectations are determined by recommendations, customer needs, and previous experience – and should the experience not meet the expected service, a gap arises (Parasuraman *et al.*, 1985). Jared (2022) states the formulation of customer expectations is through customer needs, feelings, and ideas towards the service or brand of the product, with these expectations signifying their desires from the products or services paid for.

According to an article published by Promising Outcomes, expectations consist of a prediction and an ideal expectation. The predicted expectation is based on regular negative experiences with a service provider, and therefore they anticipate the following service to have the same result. The ideal expectation defines the perfect characteristic of a product, service, transaction, relationship, or performance desired by a customer (Promising Outcomes, 2020).

Lamb *et al.* (2019:3) identify customer satisfaction as meeting or exceeding customer expectations and, based on how well customer expectation is achieved, will assist with exploiting customer satisfaction.

Pretorius believes that customers have never been better informed or more demanding than they are today, with their expectations increasing all the time and their loyalty and patience decreasing. A reality that all businesses should understand is that it is harder to understand, please and define customers (Pretorius, 2019:179).

## **2.6 Customer perception**

The Team at CallMiner states that one of the twenty-five ways to improve customer satisfaction is to focus on culture by implementing training programmes around cultural values to ensure everyone shares the same values and consistently demonstrates these when dealing with customers (The Team at CallMiner, 2020).

DeMers writes that regaining customer trust takes time and cannot be forced but recommends a seven-way strategy to earn customers' trust naturally. He further states that continuous personal communication with the customer is crucial in rebuilding the relationship and ensuring under-promise and over-delivery – such as, don't make empty promises if delivery takes two weeks, don't promise one week (DeMers, 2017).

He suggests that the following seven strategies be implemented.

- Create a clear customer-experience vision.
- Understand who your customer is.
- Create an emotional connection with your customer.
- Capture real-time customer feedback.
- Use quality and knowledge-based framework when compiling your team.
- Act upon regular employee feedback.
- Measure the Return On Investment from delivering an excellent customer experience.

According to MacDonald, customer experience offers the most exciting opportunity, and companies should implement strategies to focus on the improved customer experience that would result in positive customer perceptions (MacDonald, 2020:12).

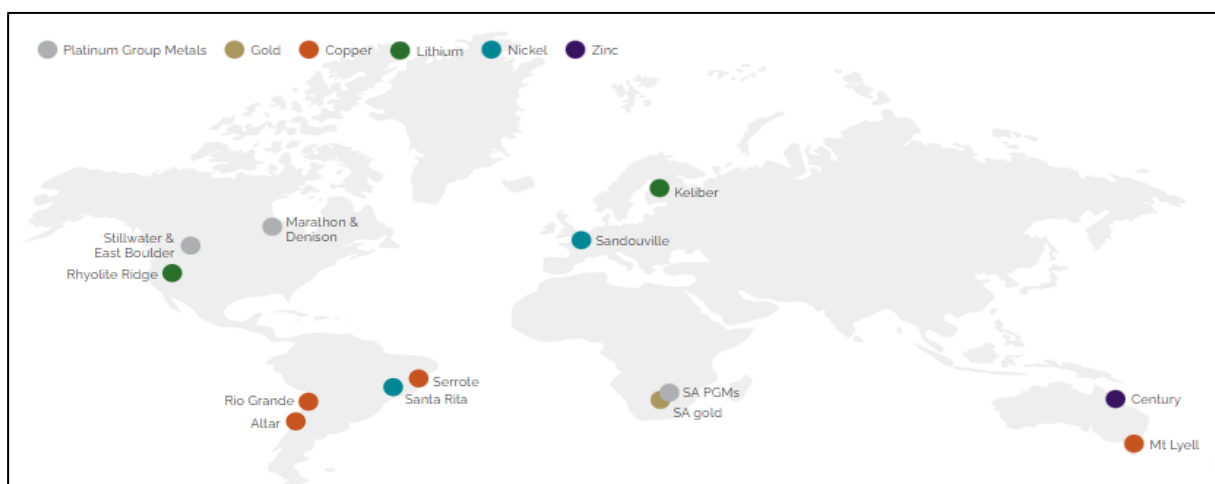
Rozdeba believes customer trust in a company is lost when they feel that they have been lied to (Rozdeba, 2016).

Sibanye-Stillwater believes that contractors and employees working at Sibanye-Stillwater operations play a vital role in achieving occupational health and safety objectives. They are achieved by taking ownership of initiatives of Occupational Health and Safety management that comply with documented standards and procedures (Sibanye-Stillwater, 2021b).

Factors affecting production include safety-related work stoppages, mining grades, industrial action, and other mining-related incidents such as the Covid-19 pandemic (Sibanye-Stillwater, 2020a).

## 2.7 Sibanye-Stillwater

Sibanye-Stillwater, previously known as Sibanye Gold, was listed in February 2013. The creation of Sibanye-Stillwater was due to the unbundling of Gold Fields Limited, which was 100% owned by GFI Mining South Africa Proprietary Limited, with mines such as Kloof, Driefontein and Beatrix, a gold mine. Gold Fields Limited was perceived to be a high-cost gold producer with a limited operational lifespan (Sibanye-Stillwater, 2017a). Today Sibanye-Stillwater, a mining group with a portfolio of gold, copper, nickel, zinc, lithium and platinum group metals (PGM), has a global footprint and operates in countries such as South Africa, the United States, and Zimbabwe, as indicated in Figure 2.6 (Sibanye-Stillwater, 2022d).



**Figure 2-6: Sibanye-Stillwater's Global Footprint (Sibanye-Stillwater, 2021a)**



Sibanye-Stillwater has a diverse mix of commodities and is globally the largest leading producer of platinum, followed by being the second-largest primary producer of palladium and the third-largest gold operations in South Africa and the United States of America (Sibanye-Stillwater, 2022b).

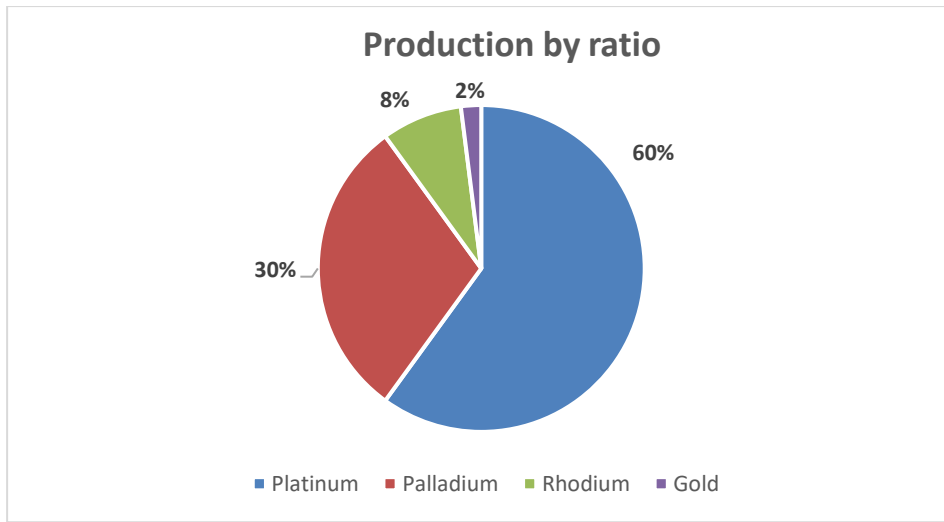
In an interview, the CEO of Sibanye-Stillwater, Neil Froneman, attributed the success of building a modern mining company in a short period towards the turnaround strategy of cost-saving, improved productivity, and being more technically focused (Sibanye-Stillwater, 2017a:1:11). After the global financial crisis, Sibanye-Stillwater was fragmented and financially distressed, which concluded in several acquisitions, of which the first two were Aquarius and Rustenburg and finally, during 2017, Stillwater. The company's PGM division in South Africa has recorded total revenue of R27,578.4 million for 2019 (Marketline, 2020:12).

Eighteen fatalities were recorded at Sibanye-Stillwater operations in 2021 and nine during 2020, of which one was related to lifting and rigging, as indicated in Figure 2-7 (Sibanye-Stillwater, 2021b).

Date	Operation	Name	Employee/ contractor	Occupation	Incident
17 January 2020	Bambanani Shaft, Kroondal	Mr Joao Silindane	Employee	Rock drill operator	Rock mass failure
7 February 2020	Rowland Shaft, Marikana	Mr Khulile Nashwa	Employee	Winch operator	Locomotive derailment
20 March 2020	Thembelani Shaft, Rustenburg	Mr Emanoel Kaphe	Employee	Rock drill operator	Rock mass failure
24 March 2020	Siphumelele Shaft, Rustenburg	Mr Rossofino Manhavelle	Employee	Belt attendant	Slip and fall
8 August 2020	Kloof 1 Shaft	Mr Mfuneka Manikela	Contractor	Contractor	Inundation of broken rock
13 August 2020	Driefontein 5 Shaft	Mr Bonginkosi Hlope	Employee	Learner miner	Rock mass failure
2 October 2020	Beatrix 4 Shaft	Mr Ceb Gunguthwa	Employee	Miner	Rock mass failure
2 October 2020	Beatrix 4 Shaft	Mr Hlophang Temeki	Employee	Rock drill operator	Rock mass failure
6 December 2020	Rowland Shaft, Marikana	Mr Erens Mello	Employee	Winch operator	Scraping and rigging

**Figure 2-7: Sibanye-Stillwater Fatalities Report (Sibanye-Stillwater, 2021b)**

Sibanye-Stillwater's revenues are mainly driven by income from PGM, gold, and by-products sales produced from its mines and its recycling facilities.



**Graph 2-1: Sibanye-Stillwater production by a ratio (Sibanye-Stillwater, 2022e)**

Production for 2020 by ratio was approximately 60% platinum, 30% palladium, 8% rhodium and 2% gold (Sibanye-Stillwater, 2022c).

During 2019, Sibanye-Stillwater shifted from a Purchase Of Concentrate (POC) to a Toll Treatment arrangement with Anglo American Platinum Limited to smelt and refine concentrate from its Rustenburg operation whilst retaining ownership of the refined produced metal. At its Marikana process plant, all concentrate is refined by the precious metal refinery. Kroondal and Platinum Mile Resources Pty Ltd's operations remain on a POC agreement (Ndwalaza, 2022).

The group report of Sibanye-Stillwater for the period 2020 states the significant demand for PGM is their use for autocatalysts and jewellery. These two areas accounted for around 53% of gross platinum demand in 2020. Gross auto catalyst demand alone accounted for 30% of platinum and 89% of palladium demand in 2020 (Sibanye-Stillwater, 2020a:9)

Furthermore, the report declares that during 2020, Sibanye-Stillwater recognised a record profit of R30,622 million (Sibanye-Stillwater, 2020a:16).

## 2.8 Overhead-cranes

Overhead-cranes have been around for over 175 years (Tekwell, 2021). Most people have seen at least one in a movie or in the industry they work in, such as mining, steel, automotive, manufacturing, food, petrochemical, paper, etc.

The first steam-powered overhead-crane was developed in 1930 by a German company, Ludwig Stuckenholtz; whereafter it was mass-produced during 1940. In 1876, during the Industrial Revolution, the first electric overhead-crane was invented in England by Sampson Moore, a

Liverpool engineer, to be used by the Royal Arsenal in London's gun factory to lift and move ammunition and equipment (Tekwell, 2021).

Since their introduction, overhead-cranes have become an essential part of innumerable production operations due to their safety, savings of time, and ease of operation (Iqsdirectory, 2022).

An overhead-crane is heavy-duty machinery used for relocating hefty loads and equipment from one spot to another safely and carefully by using the overhead space of a facility. Overhead-cranes are used to load and unload, move materials, lift dies from stamping machines, or feed raw material. Industries use overhead-cranes for maintenance, repairs and services on equipment and production in rough conditions such as corrosive conditions that can lead to rapid equipment deterioration (Iqsdirectory, 2022).

The offerings of the overhead-crane companies primarily consist of maintenance, repairs, installation, and consultation of all brands of lifting and hoisting components, including man-on-site services and maintenance contracts on equipment for short- to long-term periods.

The strategic positioning of an overhead-crane company is being a solution provider by offering technology and expertise to enhance safety, production, and performance and reduce lifetime maintenance costs (Brainpower troopers, 2021:47). This is done through:

**Customer experience:**

Professional interaction with customers, placing them first by understanding their needs and the different sectors they operate in by providing the best suitable business process.

**Innovative solutions:**

Mastering the environment to provide engineered equipment through leading technology and industry practice.

**Service leadership:**

Enhancing the life-cycle of equipment through skill and competent staff, presenting high-quality service offerings.

**Delivery-chain excellence:**

Offering turnkey solutions with professional distribution service from supply to installation.

In mining, overhead-cranes are heavy-duty equipment designed to work constantly and efficiently in heat, moisture-resistant and dusty conditions for the lifting and moving of several tons of materials and gear (Iqsdirectory, 2022).

Overhead-cranes work several times faster than a floor- or land-based device; even in unsafe and severe conditions involving heated metals, chemicals, or toxic materials, overhead-cranes can move materials safely without jeopardising workers, resulting in two primary reasons for using overhead-cranes: efficiency and safety with loads effortlessly lifted, lowered, and relocated by a specially trained operator controlling the movement through a variety of control devices of the crane (Iqsdirectory, 2022).

Although the basic principles of the machines are the same, it is best practice to ensure that overhead-cranes are inspected regularly due to innovation and improvements. Mark Kleiner, Managing Director of Condra Cranes & Hoists, South Africa, believes that it has no long-term value if a crane is not maintained (Guest, 2021).

Overhead-crane prices were not always the lowest, but there is growing evidence of a trend toward customers valuing lower overall lifetime costs compared to price. These lower costs were achieved through supplier commitment and an ability to deliver ongoing, reasonably priced after-sales service and maintenance (Eagle, 2021a).

Companies' almost-new machines can sometimes be unable to deliver effective maintenance, lose value faster than much older cranes, and risk escalating maintenance costs. When a customer needs service, he sometimes finds the cost higher than projected (Schwerdtfeger, 2021).

According to Arno Dahms, the Managing Director of Stahl Cranes and Hoists, the demand for service offerings is driven by different factors, namely infrastructural investments such as project activities and others such as:

- Infrastructure that is old and outdated,
- Limited capital available,
- Plant availability below 50% - impact on production,
- High maintenance cost,
- High safety risk,
- Ineffective information processes, and
- Paper-based vs online application.

An article published by HOIST magazine highlights that the increasing demand of the mining industry across South, West and East Africa continues to affect the development of the hoisting market. Customer-buying behaviour drivers include safety, product performance, after-sales support, quality, price and payment terms (Eagle, 2021a).

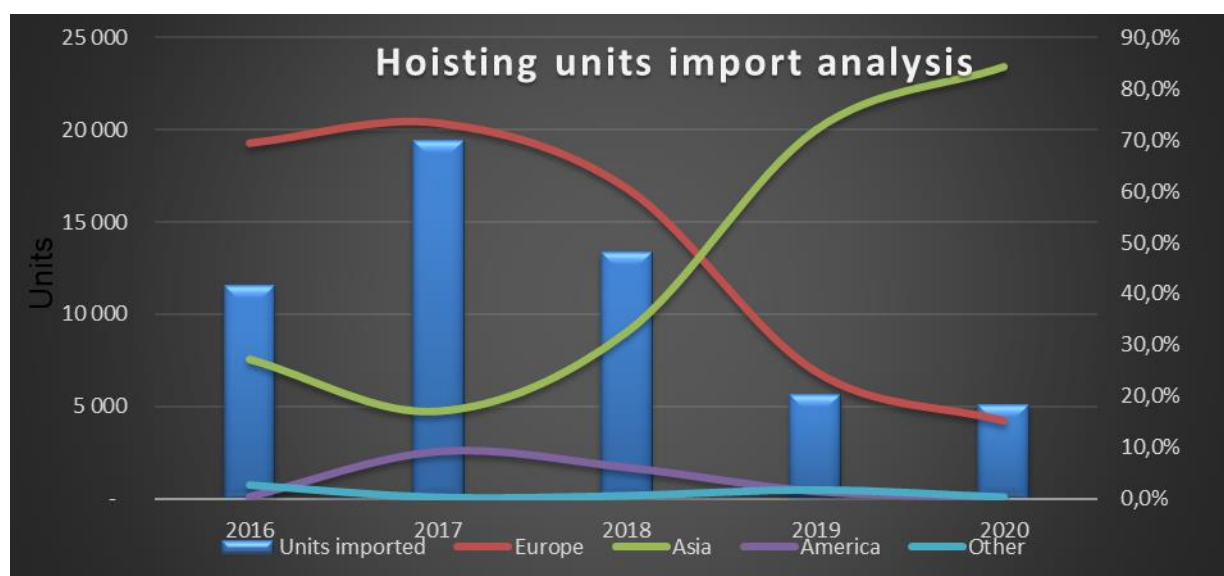
Stahl Cranes & Hoists considers two kinds of customers (Brainpower troopers, 2021:49):

- **The price-sensitive customer**

Sales leads are generated by the commercial department or project consultants. These departments would be responsible for the feasibility study and pricing, usually obtained through a tender process.

- **The quality-focused customer**

The sales entry would be created with a lead generated by the production division that would be more focused on reliability. Data gathered from South African Revenue Service (SARS) Trade Statistics states that the number of electrical hoists imported to South Africa revealed a shift – from most units imported from Europe during 2016 to the majority imported from Asia in 2020. The result can be due to Asian products being more price-competitive than European products (SARS, 2020).



**Graph 2-2: Hoisting Units Imports to South Africa (SARS, 2020)**

## 2.9 Understanding customer needs

Overhead-crane companies provide a solution to their customers and not just a brand or a service; therefore, it is essential to understand the customer's needs and educate the customer to establish the value that overhead-crane companies can offer (Brainpower troopers, 2021:41).

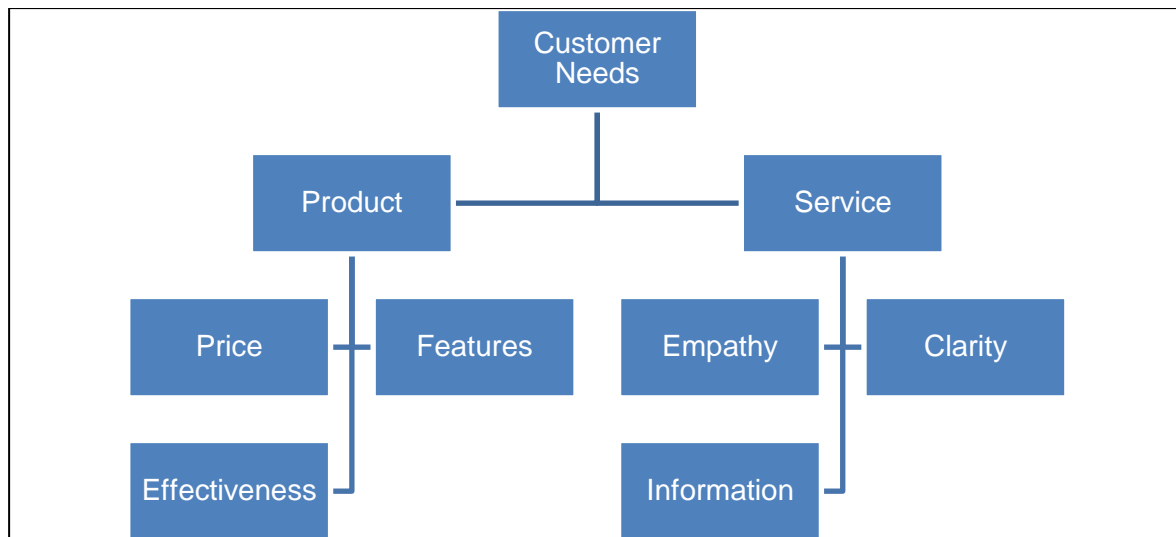
According to Patel (2022), customer-focused companies are 60% more lucrative than others, and 76% of customers expect companies to understand their needs. To be able to identify customer needs, it is vital to understand the motives behind customers' decision-making. A study done by PricewaterhouseCoopers states that 32% (or one in every three customers) will change suppliers after a bad experience (Puthiyamadam & Reyes, 2018:3). The key to good service is understanding customers, which will result in solid customer relationships and generate sales because of positive word-of-mouth recommendations (Jones, 2021). To ensure a customer experience resulting in happy, satisfied customers is taking the first step toward understanding customer needs (Breschi, 2022).

A significant part of customer experience is meeting a customers' needs, which can have a quick and positive result in the following ways (Patel, 2022):

- Provide faster solutions with faster and more effective support,
- Improve product and service to satisfy customer needs, and
- Reduce the number of call-outs or standing time, which warrants efficient solutions to customer problems.

Breschi identifies the most common types of customer needs as product and service needs. The product needs consist of functionality, price, convenience, experience, performance, reliability, efficiency, and compatibility. Service needs include empathy, fairness, transparency, control, accessibility, information and options (Breschi, 2022).

Patel (2022) believes that customer needs consist of delivering an improved experience by surpassing their expectations and that customer needs comprise of product and service (as indicated in Figure 2-8). The price-of-product need is usually grounded on customers' budgets, with functional features being reliable and effective in timesaving and providing a solution to their problems. Service needs are part of the emotional needs; being able to satisfy the emotional needs of a customer can result in a competitive advantage. Factors such as empathy, clarity and information provided from beginning to end are essential contributors to the customer's satisfaction, as indicated in Figure 2-8.



**Figure 2-8: Customer Needs Classification (Patel, 2022)**

## 2.10 Conclusion

Customers define value by comparing the perceived value to perceived sacrifice, which results in four core values: price value, performance value, emotional value, or relational value. One of the fundamental ways to provide value to a customer is by focusing on aspects relating to improving service quality; therefore, one should start by understanding the main concepts of customers' expectations.

To meet customers' expectations, such as delivering good-quality customer service, it is imperative to know and understand their needs. A lack of knowledge can influence the decision-making of a customer. Therefore, the customer needs to be educated to understand the quality benefits of the product and service. In addition, overhead-crane companies need to understand the customers' needs and expectations.

In order to address the concept of a customer's perceived expectations of service quality, contributing factors were identified as a customer's experience and customer needs.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The primary objective of this study was to investigate the mining sector's (in this case, specifically Sibanye-Stillwater's platinum division) perceived expectations of service quality delivered by overhead-crane companies in South Africa. In order to address the primary objective, secondary objectives were identified and divided into literature and empirical study.

The literature study focused on gaining theoretical knowledge of customers' perceived expectations of service quality.

Chapter 3 focuses on Sibanye-Stillwater employees' opinions, as managers directly involved with overseeing the overhead-crane functions, and their perceived expectations of service quality delivered by overhead-crane companies.

The empirical study was led through an exploratory method based on open-ended questions, which encouraged two-way communication through live, telephone and Microsoft Teams communication platform interviews. An open-ended interview guide was compiled, with the customer-perspective questionnaire on service quality measured using SERVQUAL's five dimensions: responsiveness, tangibles, reliability, assurance, and empathy. The reliability of the research was achieved with the assistance of the North-West University guidelines and ethical protocol.

This chapter provides an understanding into the methods and procedures used in gathering the data for the empirical research of this study. It discusses the population used, the field of study, institute and geographical demarcation, method and size of data collection, and finally, the presentation and discussion of the research results.

### **3.2 Problem statement and the reason for the study**

With the problem statement summarised as the lack of clarity on customer expectations of service quality delivered by overhead-crane companies, open-ended research questions posed to participants will assist with achieving the research objectives of determining the customer's expectations in improving the overhead-crane companies' performance.

This study aimed to provide the reader with critical information on how well customers' expectations are understood by companies and to what extent the overhead-crane service providers understand their service performance and capabilities.



### **3.3 Objectives of the study**

Chapter 1 of the study provided the research objectives, and for the purpose of this study, the following primary and secondary objectives were identified:

The primary objective was to investigate the perceived expectations of a customer (Sibanye platinum) as compared to the service quality delivered by the overhead-crane industry in South Africa. In order to accomplish the primary objective, the following secondary objectives were formulated:

- Identify the factors contributing to the customer's (Sibanye platinum's) perceived expectations of service quality delivered by the overhead-crane providers in South Africa.
- Compile guidelines to identify the gaps between the quality of service expected by a customer (Sibanye platinum) and the actual service delivered by overhead-crane companies.
- Identify the resources required to deliver on expected service quality.

### **3.4 Research design**

#### **3.4.1 Qualitative approach**

For this study, a qualitative method was used. Renwick (2021) describes the qualitative design as not being about numbers. It focuses on human response and perspective, with data gathered from conversations and interviews with open-ended questions.

### **3.5 Data collection methods**

Data were collected through interviews. The researcher constructed an open-ended interview guide to obtain customer perspectives on service quality delivered by overhead-crane companies. This interview guide intended to characterise the perception and expectations of Sibanye-Stillwater's platinum-mining industries regarding the overhead-crane companies.

The interviews with open-ended research questions helped achieve the research objectives by determining the customer's expectations and therefore guidelines on how to improve the overhead-crane companies' performance. A request for an interview was made telephonically, whereafter an introduction letter was emailed to the participant outlining the study's nature, purpose, and benefits. Interviews were recorded with a digital recording device and then transcribed through an external party.

### 3.5.1 Interview guide design

A cover letter (appendix A) highlighting the purpose of the study accompanied each interview request, with an introduction, stated purpose, and study benefits defined. The cover letter indicated the interview procedures and ethical conduct.

The interview guide (appendix B) consisted of three parts with ten open-ended questions requiring order ranking from 1 to 5, with 1 indicating lesser importance and 5 indicating extremely important for service quality. This was measured using SERVQUAL's five dimensions: responsiveness, tangibles, reliability, assurance, and empathy.

#### 3.5.1.1 Structure of the interview guide

The structure of the interview guide consisted of three sections:

- **Section 1 - Evaluate the customer's perception regarding the service quality of the overhead-crane industry in South Africa.**

This section posed the following questions to the participant:

1. Which words would the participant use to describe the quality of service received by overhead-crane companies, and why?
2. The participants had three selections to choose from – poor, average, or great – whereafter they had the opportunity to explain the reason for their choice.
3. The participant was asked to describe his experience relating to factors influencing customers' expectations on service delivered by overhead-crane companies.
4. The factors presented to the participant consisted of communication, word of mouth, and their experience with current overhead-crane companies.
5. The participants were asked to give their opinion on the overhead-crane company's distribution channels, such as product-line development and technology.
6. The deciding factor of the participant when choosing a product brand with the question, which product would he prefer and why?
7. The selections listed were Asian, European, American, and Others. The participant had to answer what product he uses in reality and why.

- **Section 2 - Provide the opportunity to state the customer's expectations relating to South Africa's service quality regarding overhead-cranes.**

This section posed the following questions to the participant:

1. The participant was asked to rate and discuss the importance of the following factors towards the service quality approach from 1 to 5, with '1' indicating less important and '5' suggesting extremely important, and allocate one number to each category using SERVQUAL's five dimensions: responsiveness, tangibles, reliability, assurance and empathy.
2. The participant's suggestions for improving service experience with the overhead-crane companies?
3. Does the equipment quality influence the participant selection of supplier of choice (and to elaborate on the answer)?
4. The participants' opinion of the overhead-crane company's distribution channels, such as product-line development and technology?
5. The participant was asked, in his opinion, which is the most important deciding factor when selecting hoisting components, whereafter he was required to choose a second option and indicate if there were any other variables he would like to add.

The selection factors included the product price, quality and safety, contract costs, service reliability and flexibility, and customer support.

- **Section 3 - Provided the opportunity to give any feedback that the first two sections did not cover for further research.**

1. The final question provided the opportunity to add or raise any comment that was not discussed or addressed.

### **3.6 Target and study population**

The target population of this study consisted of Sibanye-Stillwater management, who oversee the overhead-crane functions at Sibanye-Stillwater's PGM operations in Rustenburg, North-West province, South Africa. Six interviews, including the pilot study, were conducted until saturation plus one was reached.

The selection of operation engineers and supervisors as the population was because of their positions, responsibilities, and legally-correct appointments related to overhead-cranes.

### **3.6.1 Sampling**

The sampling was based on a purposive approach. Purposive sampling is a non-probability sampling, also referred to as selective, subjective or judgemental sampling. With purposive sampling, researchers rely on their judgment when selecting a population (Alchemer, 2021). Purposive sampling is a selection based on the study objective and the population's characteristics (Crossman, 2020).

### **3.7 Data collection procedure**

Signed consent, including a confidential agreement, was obtained from Sibanye-Stillwater. The approval enabled the researcher to proceed with the semi-structured interviews, including contacting relevant participants to schedule an interview date and time. Authorisation obtained allowed an external party to analyse the information used purely for academic purposes. The researcher was permitted to publish the research finding without disclosing the participant's information.

Interviews lasting not more than 30 minutes were conducted face-to-face through live and Microsoft Teams interviews. Interviews were conducted with key personnel consisting of operations engineers within the middle-to-senior management level and foremen. With the consent of the participant, the discussion was recorded. Participation was voluntary, and if they chose to withdraw or not answer a question, they could do so at any time.

### **3.8 Data analysis**

For this study, interview transcriptions were analysed and familiarised using the Thematic analysing method. Selective codes were defined, and important sections were highlighted relevant to the research questions. Highlighted areas were assessed and categorised, whereafter a theme was identified relevant to the sections.

Crosley (2021) defines the Thematic method used to analyse qualitative data as uncovering data in the interview transcripts by searching for relationships and similarities between various pieces of data.

Caulfield (2019) describes Thematic analysis as a method to analyse qualitative data customarily applied to interview transcriptions. The researcher thoroughly examines data and identifies themes and patterns through familiarisation, coding, defining and reviewing themes.

The Thematic analysis aims to identify, analyse, and describe patterns or themes across the data set and is not associated with a specific philosophical orientation (Bryman & Bell, 2019:350).

### **3.9 Trustworthy**

After the semi-structured interview-guide development, a pilot study was conducted that revealed the construct to be valid and trustworthy and assisted with refining the interview guide. No problems were identified, and consensus and clear understanding were reached

### **3.10 Ethical considerations**

#### **3.10.1 Ethical approval**

Before the pilot study and interviews could start, formal approval was obtained from the North-West University Economic and Management Sciences Research Ethics Committee, based on the fundamentals associated with the ethical principles of social research.

#### **3.10.2 Confidentiality**

Confidentiality was ensured to all participants with a confidentiality agreement between the researcher and Sibanye-Stillwater. The agreement stated that all information shared and discussed during this research would be confidential. All information gathered through this research was purely for academic purposes. The participants remain anonymous, and the relevant data would be destroyed should the participant withdraw. The research report will be available on the North-West University's library site, and all data collected will be kept on a password-protected computer. Other researchers may use the data collected, and any ethical concerns may be directed to North-West University Economic and Management Sciences Research Ethics Committee.

### **3.11 Summary**

An interview guide was used in the empirical study to investigate Sibanye platinum employees' opinions on the expectations of service quality delivered by overhead-crane companies. The validity and reliability were revealed by means of a pilot study.

Purposive sampling was used in this study. A total of six interviews were held until saturation was reached. The target population was focused on operation engineers, and they are supervisors of all races, genders and ages who were directly involved with overseeing the overhead-crane functions at Sibanye platinum operations in Rustenburg, North-West province, South Africa.

## **CHAPTER 4: EMPIRICAL RESULTS AND FINDINGS BASED ON THEMATIC ANALYSIS**

### **4.1 Introduction**

This chapter discusses the findings based on the primary research question, namely, what are the customer's (Sibanye platinum's) perceived expectations on service quality offered by the overhead-crane industry in South Africa? The study focused on the content of discussions, with each interview and transcript analysed and codes developed through a thematic framework.

Results are presented with relevant verbatim quotations from the interviews necessary to support comments made by the participants. Examples of the Consent form, Introduction letter, interview guide and transcripts are included as appendices. The thematic analysis in Chapter 4 deals with only Question 1; the analyses of other questions are attached as appendices.

### **4.2 Semi-structured interview guide questions**

The structure of the interview guide comprised three sections:

Section 1 - Evaluated the customer's perception regarding the service quality of the overhead-crane industry in South Africa.

Section 2 - Provided the opportunity to state the customer's expectations relating to service quality of overhead-cranes in South Africa.

Section 3 - Provided the opportunity to give any feedback that the first two sections did not cover for further research.

In the following section, data reduction is shown, and themes are identified.

Interview guide questions are analysed using the thematic analysis method.

#### **Question 1 Which words would you use to describe the quality of service received by overhead-crane companies and why?**

This question aimed to identify the customer's perception and experience rating of quality service received by overhead-crane companies.

**Table 4-1: Participants Results in Transcripts**

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
<p>1.</p> <p>Which words would you use to describe the quality of service received by overhead-crane companies, and why?</p> <p>Poor</p> <p>Average</p> <p>Great</p> <p>Why?</p>	<p>Average</p> <p><i>Why?</i></p> <p>It's not, by saying average, in some areas we as Sibanye's expect the crane company, well basically if I get a crane company in to come and maintain my cranes, I expect them to <b>take full ownership</b> of that crane. That's our expectancy. Because <b>lifting is high-risk</b> practice and we did have fatalities in the old Anglo group before, where motors fell off due to <b>poor maintenance</b> done by crane maintenance companies which was inspected and over inspected by crane companies, and <b>still fatalities occurred due to equipment failure that could have been prevented</b>. So the expectation is that we should not be there, that we should not ever have something like that happen because we source in a crane company as the LMI ("Lifting Machinery Inspector") to ensure that our cranes is at a <b>100% safe</b> and <b>operating capacity at all times</b>. Unfortunately, there's different sections in the mines that different levels of energy are thrown at their specific overhead cranes, which also obviously makes a huge difference to how those cranes are maintained, meaning that if I still <b>take full ownership</b>, although there's an OEM ("Original Equipment Manufacturer") or an LMI doing the services and repairs on my</p>	<p>Great.</p> <p><i>Why?</i></p> <p>My experience, especially with Stahl, <b>if there is a problem, they immediately report it; they log it in the books, in the logbooks. They send me the quotations immediately</b>, and ja, as soon as I get the order, <b>they make the appointment</b>, and <b>they come and install the parts</b> that are needed to be installed or to be fixed. There's <b>no time delay</b> from their side to get a job done.</p>	<p>Great</p> <p><i>Why?</i></p> <p>Alright, currently, what we do have with Stahl is a monthly what they do <b>our monthly inspections</b> on our cranes. They do our annual load testing on the cranes. So yes, <b>they're actually on time every month</b>. They <b>sign off our documentation correctly</b>. <b>They always available</b>. <b>They always guide us</b>. When there is some challenges, because we are not, do not have <b>the expertise on-site when it comes to cranes</b>, the mechanical side. So ja. It's actually a very good relationship that we have, and the <b>most important thing we have is the trust relationship</b> that we've built with Stahl.</p>	<p>Great.</p> <p><i>Why?</i></p> <p>Most of the time we <b>get good feedback</b> or if something is wrong then <b>we get feedback immediately</b>, but ja, the work is going on.</p>	<p>Great</p> <p><i>Why?</i></p> <p>The current service provider offers <b>fast</b> and <b>efficient service</b> and <b>advice</b>.</p>

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
	<p>cranes, I still take full ownership for that, my cranes will be in a good condition. The problem is everybody do not feel the same about that. The general feeling is that there's an OEM, there's an LMI that should take ownership and full ownership of this crane if we use them on a constant basis, obviously. And that's basically the expectation, to have always a clear picture of what is going on on your crane, the recommendations that the OEM gives you obviously to get that done and keeping the crane in a serviceable condition at all times, and that you do not get into a situation where across travel motor falls off and kills a person or an over ??? doesn't work and we all know equipment fail, but a motor falling off is not equipment failure, that's a lack of maintenance. And that is maintenance done by an OEM. So that's a bit of a concern. But, ja, that's, from a company's point of view, that's why I say it's average because it's not always and on all the areas the same. It's dependent on the amount of energy thrown in by the owner of that crane. And everybody do not have the liberty of time to throw in a lot of energy, that's why we do source in an OEM and LMI to do that for us.</p>				

Data were thematically analysed in Table 4.1, whereafter various categories were identified, as indicated in Table 4.2.

The reduction of these categories into applicable themes is presented in Table 4.2



**Table 4-2: Reduction of categories as per Question 1 into applicable themes**

	Reduction of categories Question 1	Themes identified:		
		Stewardship	In a timely manner	Service delivery
Q1 in the interview guide has been analysed and reduced into more manageable and usable themes.	<b>Participant 1</b>	<p><b>P1</b> "...take full ownership of the crane."</p> <p><b>P1</b> "...to always have a clear picture of what is going on on your crane."</p> <p><b>P2</b> "... if there is a problem, ...they report it...they log it in the books."</p> <p><b>P2</b> "...they come and install the parts that are needed to be installed,"</p> <p><b>P3</b> "They always guide us .... does not have the expertise on-site when it comes to cranes."</p> <p><b>P3</b> "They sign off our documentation correctly... most important thing we have is the trust relationship."</p> <p><b>P4</b> "...we get good feedback"</p> <p><b>P5</b> "...offers...advice."</p>	<p><b>P1</b> "... ensure that our cranes is at 100% safe and operating capacity at all times... keeping the crane in a serviceable condition at all times."</p> <p><b>P2</b> "...send me the quotations immediately. There's no time delay."</p> <p><b>P3</b> "...they're actually on time every month.... They are always available."</p> <p><b>P4</b> "...or if something is wrong, then we get feedback immediately."</p> <p><b>P5</b> "...offers fast and efficient service."</p>	<p><b>P1</b> "... fatalities due to poor maintenance still fatalities occurred due to equipment failure that could have been prevented.a lack of maintenance."</p> <p><b>P3</b> "... our monthly inspections on our cranes."</p> <p><b>P5</b> "...offers... efficient service."</p>
	<b>Participant 2</b>	<p>"... if there is a problem, they immediately report it</p> <p>"... they log it in the books."</p> <p>"...send me the quotations immediately."</p> <p>"... they come and install the parts that are needed to be installed,"</p>		

		Themes identified:		
	Reduction of categories Question 1	Stewardship	In a timely manner	Service delivery
	<p>"There's no time delay."</p> <p><b>Participant 3</b></p> <p>"... what they do our monthly inspections on our cranes."</p> <p>"... they're actually on time every month."</p> <p>"They are always available."</p> <p>"They sign off our documentation correctly."</p> <p>"They always guide us."</p> <p>"... do not have the expertise on-site when it comes to cranes."</p> <p>"...the most important thing we have is the trust relationship."</p> <p><b>Participant 4</b></p> <p>"...we get good feedback."</p> <p>"... or if something is wrong, then we get feedback immediately."</p> <p><b>Participant 5</b></p> <p>"... offers fast and efficient service and advice"</p>			

#### **4.2.1 Question 1-identified themes:**

Four of the five participants described the quality of service received from the overhead-crane companies as “great”, and one selected “average”.

Based on the thematic analysis of Question 1 (interview guide), the following themes were identified:

- **Stewardship**

Stewardship is defined as the act or activity of looking after and making decisions about something. Other terms associated with stewardship include administration, conduct, control, direction, governance, government, guidance, handling, maintenance, management, operation and supervision (Merriam-Webster, 2022b).

Morris (2014) identifies characteristics of good stewardship as:

- Commitment to selfless service and to embrace innovation and change,
- Responsible and accountable,
- Belief in sustainability by understanding that they are building value for their customers by being team players and working together to reach the common goal, and
- Good communication skills and transparency.

Sibanye-Stillwater aims to commence its stewardship and supply chain management interests in a sustainable and responsible manner, including adhering to internationally-recognised practices (Sibanye-Stillwater, 2017b).

Statements made by the participants:

**P1** “I expect them to take full ownership of that crane. That’s our expectancy...to have always a clear picture of what is going on, on your crane, the recommendations that the OEM gives.”

**P2** “... they come and install the parts that are needed to be installed.”

- **In a timely manner**

In a timely manner is identified as when something is done or completed quickly, on time, or without wasting any time (Gary, 2022).

Participant statements:

**P2** "...send me the quotations immediately.... there's no time delay."

**P5** "...offers fast and efficient service."

- **Service delivery**

Service delivery consists of constant interaction between two parties for a duration of time, with one party offering a service or supplying a product that is mostly something that the customer cannot usually create or perform on their own (Indeed Editorial Team, 2021b).

**Participants statements:**

**P1** "Because lifting is a high-risk practice and we did have fatalities in the old Anglo group before where motors fell off due to poor maintenance is done by crane maintenance companies which were inspected and over inspected by crane companies, and still fatalities occurred due to equipment failure that could have been prevented."

**P3** "They always guide us when there are some challenges because we are not, do not have the expertise on-site when it comes to cranes."

**General notes:**

Safety is one theme that stood out but was found not strong enough to be identified as a main theme and therefore will not be examined in Question 1.

**P1** "...to ensure that our cranes is a 100% safe."

**Question 2 In your opinion, which factors influence customers' expectations of service delivered by overhead-crane companies? Such as communication, reviews or word-of-mouth of the supplier and previous experience with crane companies?**

Data were thematically analysed as per Annexure C, Table 4-3; whereafter, various categories were identified as indicated in Table 4-4. The reduction of these categories into applicable themes will now be discussed.

#### **4.2.2 Question 2 identified themes:**

Based on the thematic analysis of Question 2 (interview guide), the following themes were identified Table 4-4:

- **Word-of-mouth**

Findings in a study indicate that negative or positive word-of-mouth can raise or lower customer expectations, affecting customer satisfaction (Shi *et al.*, 2016). As shown in chapter 2, the key to good service is understanding customers, which will result in solid customer relationships and generate sales because of positive word-of-mouth recommendations (Jones, 2021).

Hayes (2021) describes word-of-mouth as when customers exchange experiences about a company's product or service with colleagues, friends, family, and others.

Three of the five participants believed that word-of-mouth is a primary factor affecting customers' expectations on service delivery.

Participant statement:

**P1** "...definitely word-of-mouth, everybody talks to each other on the mines, and somewhere in a meeting, it comes out that we get a good service from this supplier. If there's bad; unfortunately, the bad outweighs the good."

- **Current and previous experiences**

Expectations result from past or current experiences that lead us to believe the same will happen in the future (Dickmann, 2020).

Two of the five participants rated current and previous experience as the greatest contributor to influencing customers' expectations on service delivered.

Participant statement:

**P2** "...experience with your current supplier. That is the biggest point that I will raise, is my current experience with the current supplier."

**General notes:**

The participants did not identify communication from the interview guide as one of the factors influencing customers' expectations on service delivered.

**Question 3** In your opinion, how would you rate the importance of the following factors towards the service quality approach (from 1 to 5, with one indicating less important and five indicating extremely important)? Would you please

**allocate one number to each category? Reliability, Responsiveness,  
Assurance, Empathy and Tangibles.**

Data were thematically analysed, whereafter various categories were identified, as indicated in Annexure C, Table 4-5. The reduction of these categories into applicable themes will now be discussed as shown in Table 4-6.

#### **4.2.3 Question 3 identified themes:**

Based on the thematic analysis of Question 3 (interview guide), the following themes were identified:

- **Trustworthy**

Trust describes something you can believe in and rely on, meaning being reliable. Trustworthy consists of two words, one being trust and the other worthy. It combines the typical word trust, which portrays something you can rely on, and the word worthy, which defines something that is worthy of respect. (Vocabularycom, 2022).

Participants' statements:

***P1*** "Obviously, I trust every LMI that goes onto my crane with my life."

***P2*** "... ensure that you do what you say you're gonna do. Delivery on their work, how can I say, to deliver on their promise."

- **Timely**

Ferguson (2022) believes customers want to feel valued, and one of the signs of poor customer service is the response to customer requests. Customers are likely to change suppliers should they have an immediate need for a service that is not delivered.

Participant statement:

***P2*** "... the willingness and the effectiveness is also one of the big factors so that you don't have to sit and wait for them to come out, to respond to your call, to respond to what is needed to be done. So, ja, that is critical."

- **Service offering**

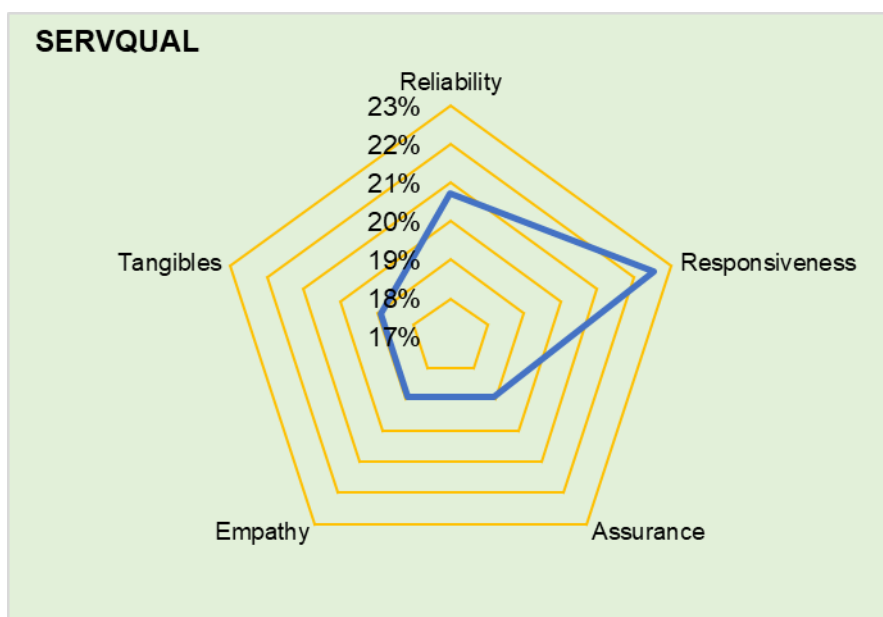
Service offering contains the planned pool of resources, such as people and tools, which accomplish the service offering's ability to satisfy customer needs (Marc, 2016).

Participant statement:

**P1** "... his vehicles need to be compliant to our site's specific regulations, the employees need to be trained, they need to be well presented, have all the necessary protective clothing and equipment."

#### General notes:

Participants rated the five factors identified by Parasuraman *et al.* (1991b) and, aligned with the themes identified in Question 3, found responsiveness to be a significant factor in the service quality approach.



**Graph 4-1: SERVQUAL Five Factors**

**P1** "... everything comes to a halt, that can lead, one day's delay another R20 million",  
Meaning that if I call, I would expect the guys to be there now."

#### **Question 4. What suggestions do you have for improving your service experience with the overhead crane companies?**

Data were thematically analysed, whereafter various categories have been identified as indicated with Annexure C, Table 4-7. The reduction of these categories into applicable themes will now be discussed as shown in Table 4-8.

#### 4.2.4 Question 4 identified themes:

Based on the thematic analysis of Question 4 (interview guide), similar themes were identified as per Question 1:

- **Stewardship**

Stewardship is regarded as a great way to describe responsibility with the meaning of caring and taking responsibility for something. Stewardship consists of four workplace principles: ownership, responsibility, accountability, and reward (eh3333, 2016).

Participants statements

*P1* "Lifting Machinery Inspectors takes full responsibility or full ownership of that specific piece of equipment; I don't call him for service he calls me and tells me that we will be servicing your cranes, here are your quotations here is your project, this is the plan when we're gonna do it."

*P2* "... there's nothing going past that we don't know:

- **Service delivery**

As indicated in chapter 2, customers perceive good service when their expectations are met and they are satisfied with the service delivered (Nur' Najmah, 2019:56).

Participant's statement:

*P1* "Well, first of all, obviously, you should not go back, and if you go back on your monthly inspection, you pick up something that was missed in a service, that's a concern."

#### **General notes:**

Although a similarity between stewardship and service delivery was identified as per Question 1, participants 4, 5 and 6 had no suggestions (relating to Question 4) on improving their service experience.

#### **Question 5 Does the quality of the equipment influence your selection of the supplier of choice? Yes /No - Please elaborate.**

Data were thematically analysed, whereafter various categories were identified as indicated in Annexure C, Table 4-9. The reduction of these categories into applicable themes will now be discussed (as shown in Table 4-10).



#### **4.2.5 Question 5 identified themes:**

Based on the thematic analysis of Question 5 (interview guide), the following themes were identified:

- **Performance-based on competencies**

Performance is the activity or the accomplishment of a specific task with the ability to perform one's duties, and being sufficiently qualified is referred to as one's competencies: Being competent entails "knowing" and performance means "doing" (Jay, 2014).

Participants' statements:

*P2* "...the supplier comes and must have knowledge of what he's doing."

*P3* "...operation will come to a standstill, and I won't be able to maintain what I need to maintain."

- **Trust relationship**

A customer trust relationship is a customer's commitment and confidence in a person or the company to deliver on its promises (Bishop, 2021).

*P1* "...with which you have a lasting relationship that you can build trust on."

*P2* "...guarantee or a warranty on their work done."

#### **General notes:**

Three of the five participants answered "yes", and two participants responded "no" to the question if the quality of equipment influenced the selection of suppliers.

#### **Question 6 What is your opinion of the overhead-crane company's distribution channels, such as product-line development and technology?**

Data were thematically analysed, whereafter various categories were identified (as indicated in Annexure C, Table 4-11). The reduction of these categories into applicable themes will now be discussed, as shown in Table 4-12.

#### **4.2.6 Question 6 identified themes:**

Based on the thematic analysis of Question 6 (interview guide), the following secondary theme was identified based on participants' insufficient knowledge of the overhead-crane companies' distribution channels and product lines.

- **Customer knowledge (secondary theme)**

*P1* "...unfortunately we need to look at cost always."

*P2* "I don't have much knowledge of that one because we've got what we have here."

*P3* "I don't know if you really can change anything on a crane itself."

*P3* "Never did a crane company come to my office and actually, you know, promote something that we can use in the future."

*P5* "...but I am not aware of new technology improvements on overhead cranes."

**Question 7. Which factor, in your opinion, is the most important deciding factor when selecting hoisting components? Price of the product, quality and safety of components, contract cost (such as installation), service reliability and flexibility (product warranty) or customer and technical support? Which would you rate second and third, and any other variables in your opinion?**

Data were thematically analysed, whereafter various categories were identified as indicated in Annexure C, Table 4-13. The reduction of these categories into applicable themes will now be discussed (as shown in Table 4-14).

#### **4.2.7 Question 7 identified themes:**

Based on the thematic analysis of Question 7 (interview guide), the following themes were identified:

- **Quality and safety**

Customer-buying behaviour drivers include safety, product performance, after-sales support, quality, price and payment terms mentioned in chapter 2 (Eagle, 2021b). Furthermore, chapter 2 highlights Stahl Cranes & Hoists' consideration of two kinds of customers (Brainpower troopers, 2021:49).

- The price-sensitive customer, with sales leads generated by the commercial department responsible for the feasibility study and pricing, usually obtained through a tender process.
- The quality-focused customer, with the sales entry generated through a lead by the production division would be more focused on reliability.

*P1* "Safety. Unfortunately, in a lifting instance, safety is number one priority."

*P2* "...service delivery. Going hand in hand with the quality, product quality...If you want quality, you're gonna pay. If you want to save money, you will take the cheapest."

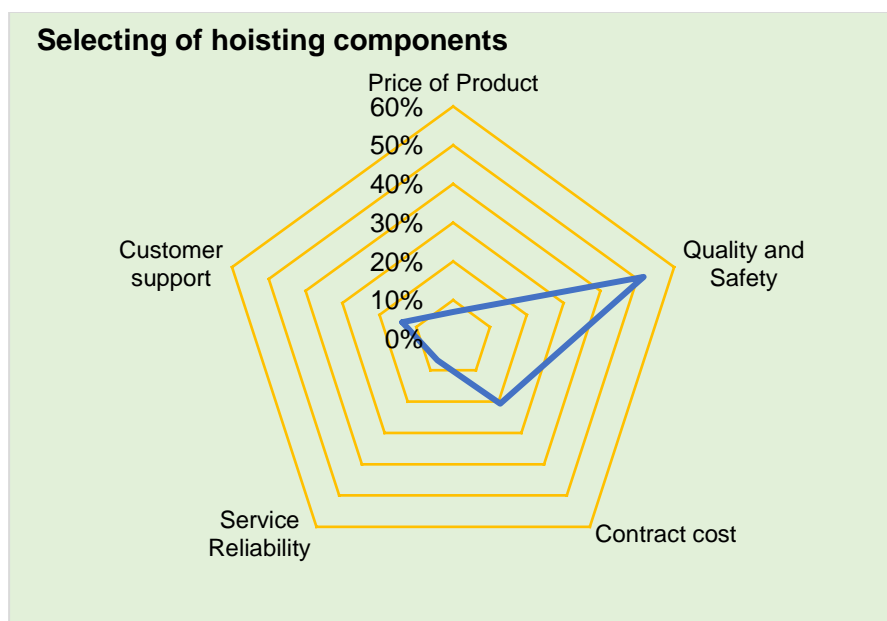
- **Contract costs**

**P2** “So cost is not a, definitely, on lifting equipment, there's no way that you can say cost must have an influence on your decision.”

**P3** “First of all, we need to look at the price; that is, any business in the world must look at the price first.”

### **General notes**

Participants rated quality and safety as the most important deciding factors, followed by the contract cost.



**Graph 4-2: Selecting of Hoisting Components**

**Question 8. When choosing a product brand, which one would you prefer and why? Asian, European, American or Others.**

Data were thematically analysed, whereafter various categories were identified, as indicated in Annexure C, Table 4-15. The reduction of these categories into applicable themes will now be discussed (as shown in Annexure Table 4-16).

#### **4.2.8 Question 8 identified themes:**

Based on the thematic analysis of Question 8 (interview guide), the following themes were identified:

- **Geographic location**

Chapter 2 discussed the shift from the number of units imported from Europe during 2016 in comparison to the majority imported from Asia in 2020. The result could be due to Asian products being more price-competitive than European products (SARS, 2020).

Participants' statements:

**P2** "European because that is a kind, it depends on the kind of brand of crane."

**P4** "Maybe European."

**P5** "European"

- **Brand selection difficulty**

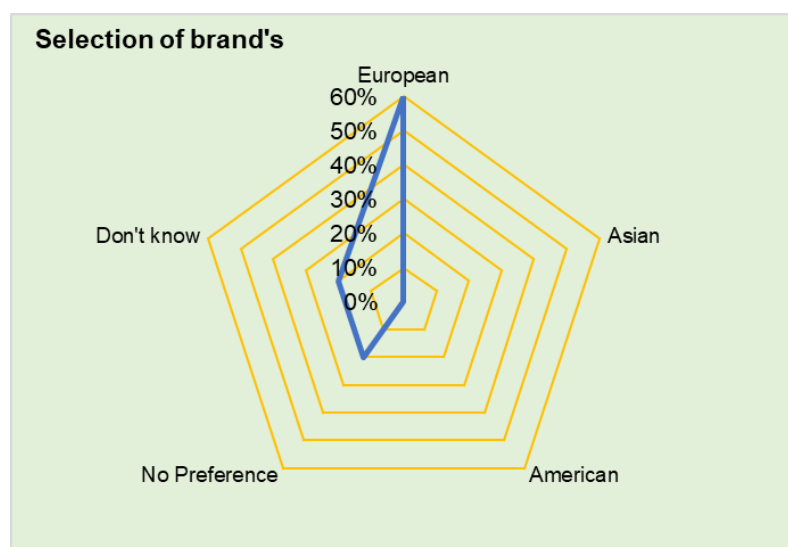
The first important starting point in meeting and exceeding customer expectations is knowing and understanding a customer's expectations (Valarie *et al.*, 1990:39).

Participant's statement:

**P3** "I won't be able to answer. And there again, we rely on them to make sure that whatever product they supply to us, they must make that decision; we don't have that expertise. It's too difficult for us, you" know."

### General comments

The majority response regarding the product selection preference was uncertain, but once the origin of the brands was explained, the European product was identified as the preferred brand.



**Graph 4-3: Brand Preference**

### **Question 9: In reality, what brand do you use and why?**

Data were thematically analysed, whereafter various categories were identified, as indicated in Annexure C, Table 4-17. The reduction of these categories into applicable themes will now be discussed (as shown in Table 4-18).

#### **4.2.9 Question 9 identified themes:**

Based on the thematic analysis of Question 9 (interview guide), the following theme was identified:

- **Uncertainty**

Uncertainty defines the absence of certainty about someone or something and may be almost a complete lack of knowledge. Uncertainty is also referred to as being doubtful and includes the inability to make a decision (Merriam-Webster, 2022a).

Participants' statements:

**P3** "...to be honest, I'm not sure who's the original manufacturers of the cranes that we do have on-site, that I don't have now in here."

**P4** "I would say more or less a bit of all."

**P5** "I'm not too sure; I think European."

#### **General notes:**

Participants' statements indicate that participants are not directly involved with the product decision-making process, and a sub-theme of decision-making is identified.

**P1** "The procurement basically puts out a product on tender...so they will look at all the different options and make an informed decision that based on cost and reliability and design, this would be the correct way to go."

**P2** "I found them here, and they need to keep them in good and healthy order, and the only thing to go is to have the Original Equipment Manufacturer's spares."

### **Question 10. Would you like to add anything that was not mentioned in the interview?**

Participants had nothing more to add to the interview.

## **4.3 Conclusion**

In this chapter, the thematic analysis technique employed was to identify codes and themes — this technique aided in highlighting patterns emerging from the research objectives. Most

participants described the quality of service received from overhead-crane companies as “great”. Customers' service expectations primarily consist of stewardship that entails safety, productivity, availability, and recommendations. Therefore, service-quality expectations received were identified as stewardship, a timely manner, and service delivery.

Factors affecting service-delivery expectations consist of word-of-mouth and current/previous experience. Trustworthiness, timely and service offerings were rated as important aspects of the service-quality approach. Stewardship and service delivery once again provided suggestions on improving the service experience with overhead-crane companies by being trusted and needing “to do it right the first time” and reminding the customers of service intervals.

Quality and safety are the most important deciding factors when selecting hoisting components, followed by contract costs. To meet customers' expectations, such as delivering good-quality customer service, it is imperative to know and understand their needs. A lack of knowledge and uncertainty is evident regarding the existing products and brands in use and the selection of new products.

The next chapter presents the conclusions and recommendations of the research findings.

## **CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This final chapter concludes the empirical study and literature findings presented in chapters 2 and 3.

This chapter consists of two sections while keeping the primary and secondary objectives in mind, as expressed in chapter 1. The first section will focus on the conclusions drawn from the literature review and the empirical study. The discussion focuses on the findings of the statements made by the participants.

The second section of the chapter will focus on recommendations based on the conclusions drawn. Lastly, adherence to the study's objectives is determined, and areas subject to further research are proposed.

### **Limitations**

Limited shared research data available on the overhead-crane industry.

### **5.1 Achievement of objectives**

The assessment of this study's success is based on achieving the objectives set out in chapter 1, section 1.6.

#### **5.1.1 Primary objective**

The primary objective of this study was to investigate a customer's (Sibanye platinum's) perceived expectations of service quality delivered by the overhead-crane industry in South Africa.

The primary objective was achieved by realising the secondary objectives of the study.

#### **5.1.2 Secondary objective**

In order to achieve the primary objective, the following secondary objectives were created:

1. In the literature study
  - Identify the factors contributing to a customer's (Sibanye platinum's) perceived expectations of service quality delivered by the overhead-crane providers in South Africa.

- Obtain guidelines to identify gaps between quality of service expected by a customer (Sibanye platinum) and actual service delivered by overhead-crane companies.
- Identify adequate resources required to perform on expected service quality.

#### 1. In the empirical study

- Identify the factors contributing to a customer's (Sibanye platinum's) perceived expectations of service quality delivered by the overhead-crane providers in South Africa.
- Obtain guidelines to identify gaps between quality service expected by a customer (Sibanye-Stillwater) and actual service delivered by overhead-crane companies.
- Identify adequate resources required to perform on expected service quality.

### **5.2 Expectation summary**

In order to address the concept of a customer's perceived expectations of service quality, the contributing factors were identified as customers' experience and customer needs.

Overhead-cranes are essential to customer operations through cost savings, enhanced safety, maximising productivity uptime, and reducing downtime.

To meet customers' expectations, such as delivering quality customer service, it is imperative to know and understand their needs. A lack of knowledge can influence the decision making of a customer. Therefore, the customer needs to be educated to understand the quality benefits of the product and service. The customer relies on the overhead-crane company for advice and recommendations. In addition, overhead-crane companies need to understand the customers' needs and expectations.

The conclusions follow the basic structure of the interview guide and will be displayed in a Table format. Table 5.1 reflects the objectives relevant to the questions identified, whereafter the findings of the literature review and empirical study are revealed.

.



**Table 5-1: Table of conclusion**

Objectives	Questions	Chapter 2 – Literature	Chapter 4 - Empirical	Objective conclusion
Identify the factors contributing to customers' (Sibanye-Stillwater) perceived expectations of service quality delivered by the overhead-crane providers in South Africa.	<p>1. Which words would you use to describe the quality of service received by overhead crane companies? Why?</p> <ul style="list-style-type: none"> <li>• Poor</li> <li>• Average</li> <li>• Great</li> </ul>	<p>Sibanye platinum believes that contractors and employees working on Sibanye-Stillwater <b>operations play a vital role in achieving occupational health and safety objectives</b>. They are achieved by <b>taking ownership</b> of initiatives of Occupational Health and Safety management that comply with documented standards and procedures (Sibanye-Stillwater, 2021b)</p> <p>Patel (2022) believes that customers' needs consist of delivering an improved experience by surpassing their expectations and that customer needs comprise of product and service. The price of product is usually based on customers' budgets, with functional features <b>being reliable and effective in timesaving</b> and providing a solution to their problems. Service needs are part of their emotional needs; being able to satisfy the emotional needs of a customer can result in a competitive advantage. Factors such as empathy, <b>clarity and</b></p>	<p>Stewardship</p> <p>P1 "I expect them to take full ownership of that crane. That's our expectancy... to have always a clear picture of what is going on, on your crane, the recommendations that the OEM gives."</p> <p>P2 "...they come and install the parts that are needed to be installed." In a timely manner</p> <p>P2 "...send me the quotations immediately... there's no time delay."</p> <p>P5 "... offers fast and efficient service."</p> <p>Service Delivery</p> <p>P1 "Because lifting is a high-risk practice and we did have fatalities in the old Anglo group before, where motors fell off due to poor maintenance ... by crane-maintenance companies which were inspected and</p>	The objective has been successfully met, based on literature and empirical findings.

Objectives	Questions	Chapter 2 – Literature	Chapter 4 - Empirical	Objective conclusion
		information provided from beginning to end are essential contributors to the customers' satisfaction.	over inspected by crane companies, and still fatalities occurred due to equipment failure that could have been prevented." P3 "They always guide us when there are some challenges because we are not ...do not have the expertise on-site when it comes to cranes."	
Identify the factors contributing to the customer's (Sibanye platinum's) perceived expectations of service quality delivered by the overhead-crane providers in South Africa.	2. In your opinion, which factors influence customers' expectations on service delivered by overhead-crane companies. Such as: <ul style="list-style-type: none"> <li>• Communication.</li> <li>• Reviews and word-of-mouth of the supplier.</li> <li>• Previous experience with other crane companies</li> </ul>	Fahy and Jobber (2019), authors of Foundations of Marketing, state that expectations come about through pre-buying experiences, suppliers' marketing events, and conversations with other people (Fahy & Jobber, 2019:7). According to Parasuraman, customer expectations are determined by recommendations, customer needs, and previous experience (Parasuraman <i>et al.</i> , 1991a:39-46). Customer perception, defined as what customers think of an organisation and how they think, affects the maintenance of good relationships (Iero, 2020).	Word-of-mouth P1 "...definitely word-of-mouth, everybody talks to each other on the mines, and somewhere in a meeting, it comes out that we get a good service from this supplier. If there's bad; unfortunately, the bad outweighs the good." Current and previous experiences P2 "...experience with your current supplier. That is the biggest point that I will raise, is my current experience with the current supplier."	The objective has been successfully met, based on literature and empirical findings.

Objectives	Questions	Chapter 2 – Literature	Chapter 4 - Empirical	Objective conclusion
Identify the factors contributing to a customer's (Sibanye platinum) perceived expectations of service quality delivered by the overhead-crane providers in South Africa.	3. In your opinion, how would you rate the importance of the following factors towards the service quality approach?	<p>Rozdeba believes losing customer <b>trust</b> in a company is when they feel that they <b>have been lied to</b> (Rozdeba, 2016).</p> <p>Sibanye platinum believes that nothing is more critical than the workforce's safety, health, and well-being. They rely on reducing the risk exposure by providing continuous attention to sustaining a safe work environment <b>with the availability of all needed resources such as required tools, materials and equipment to encourage all to deliver sustainability and production. The availability of appropriate resources, continuous training, and personal protective equipment in collaboration</b> with taking ownership of health and safety, complying with standards and procedures by immediately reporting any unhealthy or dangerous situation, is essential and expected of all parties. It is necessary to ensure that all contractors and employees are equipped with the appropriate skills and awareness of their occupational health and safety obligations to execute work-</p>	<p>Trustworthy P1 "...Obviously, I <b>trust every</b> LMI that goes onto my crane with my life." P2 "... ensure <b>that you do what you say you're gonna</b> do. Delivery on their work, how can I say, to deliver on their promise." P3 "... must have a guarantee or a warranty."</p> <p>Timely P2 "...the willingness, and the effectiveness is also one of the big factors, so that you don't have to sit and wait for them to come out, to respond to your call, to respond to what is needed to be done. So, ja, that is critical."</p> <p>Service offering P1 "...his vehicles need to be compliant to our site's specific regulations, the employees need to be trained, they need to be well presented, have all the necessary protective clothing and equipment."</p>	The objective has been successfully met, based on literature and empirical findings.

Objectives	Questions	Chapter 2 – Literature	Chapter 4 - Empirical	Objective conclusion
		related duties in a safe manner (Sibanye Stillwater, 2021). This is done through the right to a safe working environment and that each person ought to daily go home safe and unharmed (Sibanye-Stillwater, 2020a).		
Obtain guidelines to identify gaps between quality service expected by a customer (Sibanye platinum) and overhead-crane companies' actual service delivered.	4. What suggestions do you have for improving your service experience with the overhead-crane companies?	Sibanye platinum believes that nothing is more critical than the workforce's safety, health, and well-being. They rely on reducing the risk exposure by providing continuous attention to sustaining a safe work environment with the availability of all needed resources such as required tools, materials and equipment to encourage all to deliver sustainability and production. The availability of appropriate resources, continuous training, and personal protective equipment in collaboration with taking ownership of health and safety, complying with standards and procedures by immediately reporting any unhealthy or dangerous situation, is essential and expected of all parties. It is necessary to ensure that all contractors and employees are equipped with the appropriate	Stewardship P1 "Lifting Machinery Inspectors take full responsibility or full ownership of that specific piece of equipment; I don't call him for service, he calls me and tells me that 'we will be servicing your cranes, here are your quotations here is your project, this is the plan when we're gonna do it'." P2 "... there's nothing going past that we don't know." Service delivery P1 "Well, first of all, obviously, you should not go back, and if you go back on your monthly inspection, you pick up something that was missed in a service, that's a concern."	The objective has been successfully met, based on literature and empirical findings.

Objectives	Questions	Chapter 2 – Literature	Chapter 4 - Empirical	Objective conclusion
		skills and awareness of their occupational health and safety obligations to execute work-related duties in a safe manner (Sibanye Stillwater, 2021). This is done through the right to a safe working environment and that each person ought to daily go home safe and unharmed (Sibanye-Stillwater, 2020a).		
Obtain guidelines to identify gaps between quality service expected by a customer (Sibanye platinum) and overhead-crane companies' actual service delivered.	5. Does the quality of the equipment influence your selection of the supplier of choice? Yes /No - Please elaborate	Customer buying behaviour drivers include safety, product performance, <b>after-sales support</b> , <b>quality</b> , price, and payment terms (Eagle, 2021b).	Performance-based on competencies P2 "... the supplier comes and must have knowledge of what he's doing, must have the correct equipment, the correct spares, and also the correct people to do the job, qualified people to do the job and must have a guarantee or a warranty." P3 "...operation will come to a standstill, and I won't be able to maintain what I need to maintain."  Trust relationship P1 "... with which you have a lasting relationship that you can build trust on."	The objective has been successfully met, based on literature and empirical findings.

Objectives	Questions	Chapter 2 – Literature	Chapter 4 - Empirical	Objective conclusion
			P2 "... guarantee or a warranty on their work done."	
Obtain guidelines to identify gaps between quality service expected by customers (Sibanye platinum) and actual service delivered by overhead -crane companies'.	7. Which factor, in your opinion, is the most important deciding factor when selecting hoisting components?	<p>Sibanye-Stillwater believes that contractors and employees working on Sibanye-Stillwater <b>operations play a vital role in achieving occupational health and safety objectives.</b></p> <p>Customer buying behaviour drivers include safety, product performance, after-sales support, quality, price, and payment terms (Eagle, 2021b).</p>	<p>Quality and safety P1 "...Safety. Unfortunately, in a lifting instance, safety is number one priority." P2 "...service delivery. Going hand-in-hand with the quality, product quality... If you want quality, you're gonna pay. If you want to save money, you will take the cheapest." Contract costs P2 "...So cost is not a definitely on lifting equipment, there's no way that you can say cost must have an influence on your decision." P3 "... <b>First of all, we need to look at the price</b>; that is, any business in the world must look at the price first."</p>	The objective has been successfully met, based on literature and empirical findings.
• Identify adequate resources required to perform on	6. What is your opinion of the overhead-crane company's distribution channels, such as product	<b>When we are uncertain about something, we instinctively rely on our previous experiences to optimise behaviour.</b> Combining	<p>Customer knowledge (secondary theme) P2 "...I <b>don't have much knowledge</b> of that one</p>	The objective has been successfully met, based on literature and empirical findings.

Objectives	Questions	Chapter 2 – Literature	Chapter 4 - Empirical	Objective conclusion
expected service quality.	line development and technology?	prior knowledge with uncertain evidence is believed to impact perceptions, thoughts, and actions (Trafton, 2019).	because we've got what we have here." P3 "...I don't know if you really can change anything on a crane itself." P3 "Never did a crane company come to my office and actually, you know, promote something that we can use in the future." P5 "...but I am not aware of new technology improvements on overhead cranes."	
Identify adequate resources required to perform on expected service quality.	8. When choosing a product brand, which one would you prefer and why? <ul style="list-style-type: none"> <li>• Asian,</li> <li>• European</li> <li>• American</li> <li>• Other</li> </ul>	Percy, managing director of IDEAS Cranes, believes that a complete lack of clarity exists around overhead-crane companies and customers due to confusion because companies do not understand customer expectations of service quality, resulting in confusion and poor advice (Percy, 2014)	Geographic location P2 "...European because that is a kind, it depends on the kind of brand of crane." P4 "... Maybe European." P5 "... European" Brand selection difficulty P3 "... I won't be able to answer. And there again, we rely on them to make sure that whatever product they supply to us, they must make that decision; we don't have that	The objective has been successfully met, based on literature and empirical findings.

Objectives	Questions	Chapter 2 – Literature	Chapter 4 - Empirical	Objective conclusion
			expertise. It's too difficult for us, you know."	
Identify adequate resources required to perform on expected service quality.	<p>9. In reality, what brand do you use. and why?</p> <ul style="list-style-type: none"> <li>• Asian,</li> <li>• European</li> <li>• American</li> <li>• Other</li> </ul>	In order to meet customers' expectations, such as delivering good quality customer service, it is imperative to know and understand the client's needs (Queensland, 2020). We automatically rely on our previous experiences when we are uncertain or can't tell what something is. From our experience, we have some kind of expectation to guide our judgment and optimise our behaviour (Trafton, 2019).	<p>Uncertainty</p> <p>P2 "I found them here and they need to keep them in good and healthy order and the only thing to go is to have the OEM spares."</p> <p>P3 "... to be honest, I'm not sure who's the original manufacturers of the cranes that we do have on-site, that I don't have now in here."</p> <p>P4 "... I would say, more or less a bit of all."</p> <p>P5 "... I'm not too sure; I think European."</p>	The objective has been successfully met, based on literature and empirical findings.



### 5.3 Recommendations

- **Virtual Real-Time technology** can deliver control room support by an experienced, skilled artisan to the field technician and benefit from involving the customer by showing and discussing the findings and way forward, resulting in improved before and after service and efficient communication.
- The **Virtual Real-Time technology** can assist with the shortage of professional skills addressed with online support and training while improving quality workmanship.
- Due to the Covid-19 restrictions, **continuous online training** through electronic platforms with videos ensures that all technicians are trained.
- Using an **electronic format** to complete inspection sheets that integrate with the ERP system will immediately access all parties involved and minimise time constraints. Furthermore, it will improve efficiency, assist with compiling databases per unit, analyse productivity, and provide easy access to historical data.
- Overhead-crane companies need to **inform customers of product development** and technology enhancement and innovation, especially safety-related features.
- A premium brand needs to be **justified for the premium pricing** to its customers. A lack of knowledge can influence the decision making of a customer. Therefore, the customer needs to be educated to understand the quality benefits of the product and service. In addition, the overhead-crane companies need to understand the customers' needs and expectations, for there is a higher cost associated with acquiring new customers than retaining and growing current clients. Quick and easy, such as "did you know?" videos, should be shared with the customers to assist with information relating to different types of products.

#### 5.3.1 Suggestions for further study

- Overhead-crane tender requirements and procedures.
- Capital equipment deciding factors.

### 5.4 Conclusion

The investigation aimed to provide critical information on perceived customer expectations contributing to factors affecting quality service required and expected, as opposed to what the overhead-crane industry is delivering. Through a literature review and empirical findings, the

problem statement has been successfully analysed, and all objectives have been met. The chapter assessed the achievement of all the study's objectives and concluded by recommending possible future research that could be done based on this study.

## BIBLIOGRAPHY

Africa Mining IQ. 2020. *Platinum Mining in South Africa* (Dataset).

<http://www.projects iq.co.za/platinum-mining-in-south-africa.htm> Date of access: 31 Jul. 2020.

Alchemer. 2021, 20 May. *Purposive Sampling 101* [Blog post].

[https://www.alchemer.com/resources/blog/purposive-sampling-](https://www.alchemer.com/resources/blog/purposive-sampling-101/#:~:text=Purposive%20sampling%2C%20also%20known%20as,to%20participate%20in%20their%20surveys)

[101/#:~:text=Purposive%20sampling%2C%20also%20known%20as,to%20participate%20in%20their%20surveys](https://www.alchemer.com/resources/blog/purposive-sampling-101/#:~:text=Purposive%20sampling%2C%20also%20known%20as,to%20participate%20in%20their%20surveys). Date of access: 10 Mar. 2022.

Baber, H. 2018. Service Quality Perception of Customers – a Study of Toyota Motors in India.

*Organizations and Markets in Emerging Economies*, 9(2):311-323.

10.15388/omee.2018.10.00016

Barrow, J. 2019, 12 Jul. *Trustworthiness in qualitative research* [YouTube video].

<https://www.youtube.com/watch?v=V66KYGCqQIM> Date of access: 12 Apr. 2021.

Bishop, C. 2021, 15 Nov. *Customer trust: Definition, importance, and 5 ways to gain it* [Blog

post]. <https://www.zendesk.com/blog/customer-trust/> Date of access: 24 Mar. 2022.

Bradford, A. 2021. *Deductive reasoning vs. Inductive reasoning*.

<https://www.livescience.com/21569-deduction-vs-induction.html> Date of access: 31 Mar. 2022.

Brainkart.com. 2022. *Antecedents of consumer expectations*. 2022(27 Feb.).

[https://www.brainkart.com/article/Antecedents-of-Consumer-Expectations\\_6003/](https://www.brainkart.com/article/Antecedents-of-Consumer-Expectations_6003/) Date of access: 30 Mar. 2022.

Brainpower troopers. 2021. Stahl Cranes & Hoists company project. (Unpublished report).

Breschi, A. 2022, 12 Jan. . *16 Types of Customer Needs (and How to Solve for Them)* [Blog

post]. <https://blog.hubspot.com/service/customer-needs> Date of access: 7 Mar. 2022.

Bryman, A. & Bell, E. 2019. *Research methodology - Business and Management Contexts*. 11.

3. Cape Town: Oxford University Press.

Business Queensland. 2020. *Understand your customers' needs*. (Meeting customers'

expectations). <https://www.business.qld.gov.au/running-business/consumer-laws/customer-service/improving/expectations> Date of access: 07 Aug. 2021.

Caulfield, J. 2019. *How to Do Thematic Analysis | A Step-by-Step Guide & Examples*.  
<https://www.scribbr.com/methodology/thematic-analysis/> Date of access: 10 Mar. 2022.

Corporate Finance Institute. 2022, 27 Feb. *Customer Satisfaction* [Blog post].  
<https://corporatefinanceinstitute.com/resources/knowledge/other/measuring-customer-satisfaction/> Date of access: 27 Feb. 2022.

Crane Inspection & Certification Bureau. 2021, 24 Feb. *Lack of Crane safety training: the hidden costs and the 5 major challenges in the Crane industry* [Blog post]. <https://cicb.com/lack-of-crane-safety-training-the-hidden-costs-and-the-5-major-challenges-in-the-crane-industry/>  
Date of access: 24 Feb. 2022.

Crosley, J. 2021. *What (Exactly) Is Thematic Analysis?* <https://gradcoach.com/what-is-thematic-analysis/> Date of access: 9 Mar. 2022.

Crossman, A. 2020. *Understanding Purposive Sampling*. (27 Aug.), 3026727.  
<https://www.thoughtco.com/purposive-sampling-3026727> Date of access: 10 Mar. 2022.

DeMers, J. 2017. *7 Ways to Build Consumer Trust Naturally*.  
<https://jaysondemers.medium.com/7-ways-to-build-consumer-trust-naturally-4228f32a974d> Date of access: 27 Feb. 2022.

Dickmann, E. 2020, 29 Sept. . *How Expectations Affect Customers Experience* [Blog post].  
<https://fiveechelon.com/how-expectations-affect-customer-experience/#> Date of access: 23 Mar. 2022.

Eagle, J. 2021a. *SWAY CONTROL*. <https://www.hoistmagazine.com/features/sway-control-8693750/> Date of access: 23 Apr. 2021.

Eagle, J. 2021b. *5 Minutes with Marc Philipp, director, sales, Stahl CraneSystems*.  
<https://www.hoistmagazine.com/news/5-minutes-with-marc-philipp-director-sales-stahl-cranesystems-8838636/> Date of access: 2 Mar. 2022.

eh3333. 2016, 17 Mar. *Four Principles of Workplace Stewardship* [Blog post].  
<https://eldonhenson.com/2016/03/17/four-principles-of-workplace-stewardship/> Date of access: 24 Mar. 2022.

Emerald Group Publishing. 2021. *How to...Conduct empirical research*.  
<https://www.emeraldgrouppublishing.com/how-to/research-methods/conduct-empirical-research>  
Date of access: 19 March. 2021.

Fahy, J. & Jobber, D. 2019. *Foundations of Marketing*. sixth. McGraw-Hill. (Value through services, relationship and experiences).

Ferguson, G. 2022. *The Importance of Response Time in the Service Industry*.

<https://smallbusiness.chron.com/importance-response-time-service-industry-45132.html> Date of access: 24 Mar. 2022.

Fuelcycle. 2021, 05 Apr. *A Quick Guide to Semi-Structured Interviews* [Blog post].

<https://fuelcycle.com/blog/a-quick-guide-to-semi-structured-interviews/> Date of access: 10 Oct. 2021.

Gary, C. 2022, 23 Mar. . *what "In a timely manner" does mean?* [Blog post].

<https://preply.com/en/question/what-in-a-timely-manner-does-mean-40969> Date of access: 23 Mar. 2022.

Guest. 2021. African products for African mines.

Guest, M. 2015, 15 Jul. . *The lack of clarity is stifling your organisation* [Linkedin].

<https://www.linkedin.com/pulse/lack-clarity-stifling-your-organisation-murray-guest/> Date of access: 31 Jan. 2021.

Hayes, A. 2021. *Word-of-Mouth Marketing (WOM Marketing)*.

<https://www.investopedia.com/terms/w/word-of-mouth-marketing.asp> Date of access: 24 Mar. 2022.

Indeed Editorial Team. 2021a. *What Is Service Delivery in Business?*

<https://www.indeed.com/career-advice/career-development/service-delivery> Date of access: 30 Mar. 2022.

Indeed Editorial Team. 2021b. *What Is Customer Perception? Definition and How to Improve It*.

2022. <https://www.indeed.com/career-advice/career-development/customer-perception#:~:text=Customer%20perception%20refers%20to%20how,your%20brand%2C%20products%20or%20services> Date of access: 13 May.

Indeed Editorial Team. 2021c. *Service Quality: Definition, Importance and Implementation*.

<https://www.indeed.com/career-advice/career-development/service-quality> Date of access: 6 Feb. 2022.

Iqsdirectory. 2022. *Overhead Cranes*. <https://www.iqsdirectory.com/articles/crane/overhead-crane.html> Date of access: 23 Dec. 2021.

Janghorban, R., Latifnejad Roudsari, R. & Taghipour, A. 2014. Pilot Study in Qualitative Research: The Roles and Values. *Journal of Hayat*, 19(4):1-5.

Jared, C. 2022, 1 Mar. 2022. *How to meet and exceed customer expectations* [Blog post]. <https://www.proprofschat.com/blog/customer-expectations/> Date of access: 1 Mar. 2022.

Jay, 2014, 12 Jun. *Difference Between Competence and Performance* [Blog post]. <https://www.differencebetween.com/difference-between-competence-and-vs-performance/> Date of access: 24 Mar. 2022.

Jones, P. 2021, 7 Mar. *The Importance Of Knowing Your Customer* [Blog post]. <https://www.convergehub.com/blog/six-principles-knowing-your-customers-better> Date of access: 7 Mar. 2022.

Keth. 2016, 17 Aug. . *Difference Between Customer Expectation and Customer Perception* [Blog post]. <https://www.differencebetween.com/difference-between-customer-expectation-and-vs-customer-perception/> Date of access: 24 Jan. 2022.

Khubana, T. 2021. *Perceptions regarding shared value within the South African mining industry*. Nelson Mandela University. [https://www.researchgate.net/post/Perceptions\\_regarding\\_Shared\\_Value\\_within\\_the\\_mining\\_industry\\_of\\_South\\_Africa](https://www.researchgate.net/post/Perceptions_regarding_Shared_Value_within_the_mining_industry_of_South_Africa) Date of access: 30 Mar. 2022.

Lamb, C.W., Hair, J.F., McDaniel, C., Bosshoff, C., Terblanche, N., Elliott, R. & Klopper, H. 2019. *Marketing*. 6e. Oxford University Press Southern Arica (Pty) Limited.

LEEASA, L.E.E.A.o.S.A. 2019. *Occupational Health & Safety Act and Regulations No 85 of 1993 (full version)*. South Africa: Labour law publishers.

Litmos Heroes. 2019. *Customer Expectations - Trailer*. Litmos Heroes. [YouTube video].

MacDonald, S. 2020, 28 Feb. *7 Ways to Create a Great Customer Experience Strategy* [Blog post]. <https://www.superoffice.com/blog/customer-experience-strategy/> Date of access: 7 Apr. 2020.

Marc, H. 2016. *Service Offering*. <https://standardbusiness.info/standard-capabilities/service-offerings/#:~:text=A%20service%20offering%20is%20an,requirements%20for%20the%20service%20offering> Date of access: 24 Mar.

- Marketline. 2020. *MarketLine Company Profile: Sibanye-Stillwater Ltd.* Internet.  
<https://nwulib.nwu.ac.za/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=145265739&site=eds-live> Date of access: 1 Mar. 2022.
- Merriam-Webster, ed. 2022a. *Stewardship*. Merriam-Webster.com Dictionary,.  
<https://www.merriam-webster.com/dictionary/stewardship>. Date of access: 23 Mar. 2022.
- Merriam-Webster, ed. 2022b. *Uncertainty*. Merriam-Webster.com Dictionary,.  
<https://www.merriam-webster.com/dictionary/uncertainty> Date of access: 25 Mar. 2022.
- Mine Health and Safety Council. 2021. Mine Health and Safety Act 29 of 1996 and Regulations 588.
- Mining Safety. 2021. *Mining regulations on Lifting Machinery*.  
<https://www.miningsafety.co.za/mining-regulations-on-lifting-machinery-and-tackle/> Date of access: 9 Mar.
- Morris, J. 2014, 13 Aug. . *Are you a good steward or a bad steward?* [Blog post].  
<https://waywardjourney.com/2014/08/13/are-you-a-good-steward-or-a-bad-steward/> Date of access: 23 Mar. 2022.
- Mortensen, D.H. 2021. *How to do a thematic analysis of user interviews*.  
<https://www.interaction-design.org/literature/article/how-to-do-a-thematic-analysis-of-user-interviews> Date of access: 30 Mar. 2022.
- Ndwalaza, N. 2022. Anglo American platinum agrees to dispose of its interest in the Kroondal and Marikana pool-and-share agreements. In: Anglo American,ed. Website: Anglo American.
- Nur' Najmah, D.K., Menudin, H., & Nooraneda, M.L. 2019. Factors affecting customers perception towards service quality of grab. *International Journal of Recent Technology and Engineering (IJRTE)*, 7(5S):55-60.
- Omarjee, L. 2021. November mining production disappoints despite rally in commodity prices. *Fin24*, 19 Jan. 2021. <https://www.news24.com/fin24/economy/november-mining-production-disappoints-despite-rally-in-commodity-prices-20210119> Date of access: 02 Feb. 2021.
- Osikhotsali, M. 2021. Population. In: *What is population?*: Investopedia.  
<https://www.investopedia.com/terms/p/population.asp> Date of access: 16 Mar. 2021.

Parasuraman, A., Zeithaml, V.A. & Berry, L.L. 1985. A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, 49(4):41-50.

10.1177/002224298504900403

Parasuraman, A., Berry, L.L. & Zeithaml, V.A. 1991a. Understanding customer expectations of service. *Sloan management review*, 32(3):39-48.

Parasuraman, A., Berry, L.L. & Zeithaml, V.A. 1991b. Refinement and reassessment of the SERVQUAL scale. *Journal of retailing*, 67(4):420.

Patel, S. 2022, 11 Feb. *7 Effective Methods to Identify and Meet Customer Needs* [Blog post]. <https://www.revechat.com/blog/customer-needs/> Date of access: 7 Mar. 2022.

Percy, M. (Linkedin). 2014, 2 Oct. . *Is the Overhead Crane Industry Broken?* <https://www.linkedin.com/pulse/20141001235727-11547202-is-the-overhead-crane-industry-broken/> Date of access: 28 Jan. 2021.

Prachi, J. 2022. *Customer's expectations and delight*. <https://www.managementstudyguide.com/customers-expectations-and-delight.htm> Date of access: 27 Feb. 2022.

Pretorius, B. 2019. *In the driving seat*. Cape Town: Tafelberg Publishers Ltd. (Lessons in leadership).

Promising Outcomes. 2020. *The magic of customer expectations: How to know what customers really want*. <https://promisingoutcomes.com/the-magic-of-customer-expectations/> Date of access: 30 Mar. 2022.

Puthiyamadam, T. & Reyes, R. 2018. *Experience is everything: Here's how to get it right*. Internet. <https://www.pwc.com/us/en/advisory-services/publications/consumer-intelligence-series/pwc-consumer-intelligence-series-customer-experience.pdf#page=8> Date of access: 7 Mar. 2022.

Rehme, J. 2018. Sacrifices, C.V.B.A. [https://www.researchgate.net/figure/Customer-value-represented-by-the-balance-between-benefits-and-sacrifices\\_fig1\\_322373997](https://www.researchgate.net/figure/Customer-value-represented-by-the-balance-between-benefits-and-sacrifices_fig1_322373997) Date of access: 26 Feb. 2022.

Reiss, R. 2014. *How top CEOs transform companies around the customer, like the new Kentucky Derby videoboard*. *Forbes*(Issue). <https://www.forbes.com/sites/robertreiss/2014/04/21/how-top-ceos-transform-companies->



around-the-customer-like-the-new-kentucky-derby-videoboard/?sh=4d6e21c732ac Date of access: 24 Dec. 2021.

Renwick, D. 2021, 09 Feb. 2022. [Blog post]. <https://blog.optimalworkshop.com/a-beginners-guide-to-qualitative-and-quantitative-research/#:~:text=Qualitative%20research&text=It's%20exploratory%20and%20not%20about,a nd%20responses%20to%20open%20questions>. Date of access: 09 Feb. 2022.

Rozdeba, D. 2016. *Lies And The Declining Trust In Brands*. <https://www.brandingstrategyinsider.com/lies-and-the-declining-trust-in-brands/> Date of access: 1 Apr. 2021.

SARS, S.A.R.S. 2020. *Trade Statistics*. <https://www.sars.gov.za/> Date of access: 14 Mar. 2022.

Saunders, M., Lewis, P. & Thornhill, A. 2003. *Research methods for business students*. 5. (Essex: Prentice Hall: Financial Times).

Sauro, J. 2015, 21 Jul. *Measuring & modeling customer expectations* [Blog post]. <https://measuringu.com/measuring-expectations/#:~:text=%20Measuring%20&%20Modeling%20Customer%20Expectations%20%201,the%20problem%20of%20pre-experience%20measures%20affecting...%20More> Date of access: 24 Feb. 2022.

Schwerdtfeger, M. 2021. *Condra wins Africa crane order*. 1422755. <https://www.miningmagazine.com/surface-mining/news/1422755/condra-wins-africa-crane-order> Date of access: 2 Mar. 2022.

Shi, W., Tang, L., Zhang, X., Gao, Y. & Zhu, Y. 2016. How does word of mouth affect customer satisfaction? *Journal of Business & Industrial Marketing*, 31(3):403. <https://doi.org/10.1108/JBIM-07-2014-0139>

Sibanye-Stillwater. 2017a. *Materials stewardship and supply chain Management*. Internet: thevault.exchange.

Sibanye-Stillwater. 2017b, 27 Feb. *Introducing Sibanye-Stillwater* [YouTube video]. <https://www.youtube.com/watch?v=JDxL8JmJE-8> Date of access: 20 Jan. 2022.

Sibanye-Stillwater. 2020a. *Group Annual Financial Report 2020*. Internet. <https://www.sibanyestillwater.com/sustainability/reports-policies/> Date of access: 22 Jan. 2022.

Sibanye-Stillwater. 2020b. *Safety & health*.

<https://www.sibanyestillwater.com/sustainability/safety-health/> Date of access: 22 Jan. 2022.

Sibanye-Stillwater. 2021a. *Our Business*. <https://www.sibanyestillwater.com/business/> Date of access: 22 Jan. 2022.

Sibanye-Stillwater. 2021b. *Policy Statement, Safety and Health*. Sibanye Website.

[https://thevault.exchange/?get\\_group\\_doc=245/1564000994-SS-policy-statement-health-safety.pdf](https://thevault.exchange/?get_group_doc=245/1564000994-SS-policy-statement-health-safety.pdf) Date of access: 22 Jan. 2022.

Sibanye-Stillwater. 2021c. *Sibanye-Stillwater operations*.

<https://www.sibanyestillwater.com/business/southern-africa/pgm-operations/> Date of access: 8 Feb. 2021.

Sibanye-Stillwater. 2022a. *Our business - Southern Africa*.

<https://www.sibanyestillwater.com/business/southern-africa/> Date of access: 1 Mar. 2022.

Sibanye-Stillwater. 2022b. *Sustainability*. <https://www.sibanyestillwater.com/sustainability/> Date of access: 22 Jan. 2022.

Sibanye-Stillwater. 2022c. *Sibanye-Stillwater Ltd: History*.

<https://www.sibanyestillwater.com/about-us/history/> Date of access: 30 Mar. 2022.

Sibanye-Stillwater. 2022d. *SA PGM operations*.

<https://www.sibanyestillwater.com/business/southern-africa/pgm-operations/> Date of access: 27 Mar.

Sibanye-Stillwater. 2022e. *About us*. <https://www.sibanyestillwater.com/> Date of access: 27 Mar. 2022.

Stats SA, S.S.A. 2020. Mining: Production and sales, Jan 2022. *STATISTICAL RELEASE*

*P2041*, 14,

Stec, C. 2021, 28 May. *Customer Perception: What It Is, Why It's Important, and How to Improve It* [Blog post]. <https://blog.hubspot.com/service/improve-customer-perception> Date of access: 30 Mar. 2022.

Tekwell. 2021. *A High-Level History of Overhead Cranes*. <https://www.tekwellservices.com/high-level-history-of-overhead-cranes/> Date of access: 20 Dec. 2021.

The Team at CallMiner. 2020, 01 Jun. *25 Surefire Ways to Improve Customer Satisfaction* [Blog post]. <https://callminer.com/blog/15-surefire-ways-to-improve-customer-satisfaction> Date of access: 30 Mar. 2022.

Toor, M. 2020, 3 Dec. *Customer expectations: 7 Types all exceptional researchers must understand* [Blog post]. <https://www.qualtrics.com/blog/customer-expectations/#:~:text=What%20are%20customer%20expectations%3F,of%20expectations%20about%20that%20product>. Date of access: 6 Feb. 2022.

Trafton, A. 2019. *How expectation influences perception*. <https://news.mit.edu/2019/how-expectation-influences-perception-0715> Date of access: 26 Feb. 2021.

Valarie, A.P., Zeithaml, V.A., Parasuraman, A. & Berry, L.L. 1990. *Delivering quality service: balancing customer perceptions and expectations*. New York: The Free Press.

Van Teijlingen, E. & Hundley, V. 2002. The importance of pilot studies. *Nursing standard (Royal College of Nursing (Great Britain))* : 1987, 16 40:33-36.

Van Wijk, E. & Harrison, T. 2013. Managing ethical problems in qualitative research involving vulnerable populations using a pilot study. *International Journal of Qualitative Methods*:570-586. 10.1177/160940691301200130

2022. *Trustworthy*. Internet: Vocabulary.com. <https://www.vocabulary.com/dictionary/trustworthy> Date of access: 24 Mar. 2022.

Vujasin, M. 2020, 22 Feb. . *Customer experience design: How to meet customer expectations?* [Blog post]. <https://www.paldesk.com/customer-experience-design-how-to-meet-customer-expectations/> Date of access: 22 Feb. 2021.

Watts, N. 2017, 24 Jan. 2022. *Are you managing your customers' expectations* [Blog post]. <https://www.ogilvy.com/ideas/are-you-managing-your-customers-expectations#:~:text=Explicit%20expectations%20tend%20to%20be,more%20importantly%20th ink%20you%20know!> Date of access: 24 Jan. 2022.

Widianti, A. & Sabar, M. 2019. The Influences of product quality, service quality and price perception on coal customer satisfaction PT Sriwijaya Bara Priharum. *International Journal of Innovative Science and Research Technology* 4(12):365-372.

Wikipedia. 2021. Expectation. In: *Expectations impact on belief*. Internet: Wikipedia. [https://en.wikipedia.org/wiki/Expectation\\_\(epistemic\)](https://en.wikipedia.org/wiki/Expectation_(epistemic)) Date of access: 27 Feb. 2022.


Willott, L. 2019. *6 Customer expectations management tips*.

<https://www.customerthermometer.com/customer-retention-ideas/6-customer-expectations-management-tips/> Date of access: 27 Feb. 2022.

Woolnough-Rai, M. 2020, 31 Aug. *The four key customer needs* [Blog post].

<https://loyaltylion.com/blog/the-four-needs-of-a-consumer> Date of access: 16 Dec. 2021.

## APPENDIX A: RESEARCH INFORMED CONSENT - SIBANYE - STILLWATER

 <b>Ethics informed consent</b>
<p><b>Title of The Study:</b> Investigating the Sibanye Platinum mining sector's perceived expectations of service quality delivered by overhead crane companies in South Africa</p> <p><b>Researcher:</b> Mrs, Lisel Dahms Student no. 28282817 <a href="mailto:dahmslisel@gmail.com">dahmslisel@gmail.com</a> +27 83 6322055</p> <p><b>Supervisor:</b> Prof, Hein Prinsloo <a href="mailto:hein.prinsloo@nwu.ac.za">hein.prinsloo@nwu.ac.za</a> +27 82 904 0977</p> <p><b>North-West University</b></p>
<p>Herewith permission is requested for Lisel Dahms to participate in academic research for MBA Dissertation on Sibanye-Stillwater operations.</p> <p>The research focuses on the Platinum mining sector's perception of service quality expectations in S.A.</p> <p>Lisel Dahms, a final year student in Master of Business Administration (MBA) at the School of Business &amp; governance South Africa at North-West University, Potchefstroom, is conducting a research study under the supervision of Prof. JJ Prinsloo.</p> <p><b>Purpose of the study:</b></p> <p>With the problem statement summarised as the lack of clarity on customer expectations of service quality delivered by the overhead crane companies, participation in answering open-ended research questions will assist with achieving the research objectives of determining the customer's expectation guidelines in improving the overhead crane companies' performance.</p> <p>This study aims to provide the reader with critical information on how well customers' expectations are understood and to what extent the overhead crane service providers understand their service performance and capabilities.</p>

---

Other benefits include:

- Identify possible causes of poor service quality relating to poor performance.
- Propose methods of an enhanced quality management system.
- Enhance methods on the culture of quality awareness.

**Duration of the research:**

The research will be conducted over 7 months. Engagement with the key persons will take place between September 2021 and November 2021.

**Research procedures:**

This research will be qualitative, and the analysis will come from data collected from Key Personnel identified.

The key personnel consists of operations engineers with middle to senior management level and foremen. Both aspects will be male and female of all ages, employed by the Platinum mining industry in South Africa.

Operations engineers, is selected due to their roles, responsibilities and legal appointment applicable to overhead cranes.

The mining foreman, responsible for the daily, monthly and quarterly visual inspection and record-keeping of the overhead cranes before use and reports to the engineers.

Interviews may take half an hour, depending on if any follow-up questions are raised. With permission granted, the discussion will be recorded by using the following methods:

- Live interviews
- Phone interviews
- Video or Skype interviews

Participation in this study is entirely voluntary. If there are any other questions the participant prefer not to answer, they have a right to do so.

The researcher undertakes full responsibility to honour the fundamental ethical principles of social research, namely:

- Ethical clearances will be obtained from the ethics committee for approval before research will commence.
- All research work will be conducted in an honourable manner, always treating the participant with respect and dignity.
- The participant's identity will be held confidential, anonymous if required.
- The participants will be well informed of all relevant procedures and methods of the study.
- Participants have no risk of participating in the study.
- Participation in the interview is voluntary.
- Participants can withdraw should they want to.

**Your rights:**

Although participation in this study is essential, the participant may choose not to participate and may also stop participating without stating any reasons and without any negative consequences. The participants may contact the researcher at any time to clarify any issues about this research.

**Confidentiality:**

All information shared and discussed during this research will be treated as confidential. The information gathered through this research is purely for academic purposes. The name of the participants will remain anonymous. The relevant data will be destroyed should you choose to withdraw.

The research report will be available on the North West Universities library site, and all data collected will be kept on a password-protected computer. Other researchers, may use data collected, and any ethical concerns may be directed to the Universities ethics committee.

If you have any questions or concerns, kindly contact the researcher or the researcher's supervisor.

**WRITTEN INFORMED CONSENT**

I Ralph Craill the undersigned in my capacity as Vice President Engineering herewith duly authorize and consent to the following:

- a) Research on the above topic may proceed within the Sibanye-Stillwater organisation.
- b) The researcher is allowed to contact the relevant participants.
- c) Data collected may be analysed by an external party.
- d) The researcher is permitted to publish the research finding (No participant name shown)

Sibanye-Stillwater Rustenburg operations understand that they may, at any stage, without prejudice, withdraw their consent and participation in the research.

Consent given:

Name: Ralph Craill

Designation: Vice President Engineering

Date: 14 September 2021

Signature: Ralph Craill  
Digitally signed by Ralph Craill  
Date: 2021.09.14 09:56:59 +02'00'

Signed by: Phiso Hlom Oliver  
Signed at: 2021-09-08 10:32:04 +02:00  
Reason: I approve this document  
Phiso Hlom Oliver  
Sibanye-Stillwater

Signed by: Helen Oliver  
Signed at: 2021-09-08 10:35:24 +02:00  
Reason: I approve this document  
Helen Oliver  
Sibanye-Stillwater

Signed by: Lukas Adriaan Jacobus Van De  
Signed at: 2021-09-08 15:23:08 +02:00  
Reason: I approve this document  
Lukas Adriaan Jacobus Van De  
Sibanye-Stillwater

## APPENDIX B: INTERVIEWED GUIDE



Date: November 2021

Dear Participant

### **RE: PARTICIPATION REQUEST FOR AN INTERVIEW**

I am a student at North-West University, Potchefstroom, busy with my final year studies in Master of Business Administration (MBA) at the School of Business & governance South Africa. I am conducting a research study under the supervision of Prof. JJ Prinsloo. My research focuses on the Sibanye's platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa. Your participation is vital with the problem statement summarized as the lack of clarity on customer expectations of service quality delivered by the overhead crane companies. Therefore, your involvement and granting an interview would be greatly appreciated.

Your participation in answering open-ended research questions will help me achieve the research objectives of determining the customer's expectation guidelines in improving the overhead crane companies' performance.

This study aims to provide the reader with critical information on how well customers' expectations are understood and to what extent the overhead crane service providers understand their service performance and capabilities.

Other benefits include:

- Identify possible causes of poor service quality relating to poor performance.
- Propose methods of an enhanced quality management system.
- Enhance methods on the culture of quality awareness.

Conducting the interview may take half an hour to an hour, depending on the follow-up questions that might be raised as set out in Annexure B. With your permission granted, the discussion will be recorded by using the following methods:

- Live interviews
- Phone interviews
- Video or Zoom interviews



Participation in this study is entirely voluntary. If there are any other questions you prefer not to answer, you have a right to do so. I, as the researcher, undertakes full responsibility to honour the fundamental ethical principles of social research, namely:

- Ethical clearances were obtained from the ethics committee for approval before research will commence.
- All research work will be conducted in an honourable manner, always treating the participant with respect and dignity.
- The participant's identity will be held confidential, anonymous if required.
- The participants will be well informed of all relevant procedures and methods of the study.
- Participants have no risk of participating in the study.
- Participation in the interview is voluntary.
- Participants can withdraw should they want to.

Should you have any concerns or questions relating to the study or would like additional information in deciding on participating, please feel free to contact:

Researcher	-	Lisel Dahms	+27 0836322055	<a href="mailto:dahmslisel@gmail.com">dahmslisel@gmail.com</a>
Supervisor	-	Prof. JJ Prinsloo	+27 18 3892387	<a href="mailto:Hein.Prinsloo@nwu.ac.za">Hein.Prinsloo@nwu.ac.za</a>

Your assistance in participating in the study would be greatly appreciated.

Thank you,

Lisel Dahms

<b>ANNEXURE B</b>	
<b>Customer semi-structured interview guide - questions</b>	
This interview guide intends to characterize the perception and expectations of the Platinum mining industries regarding overhead-crane companies. Your assistance is greatly appreciated.	
Position in the organization?	_____
Please state the site's name:	_____
Interview date and time	_____
<p>* The interview, which can generally be completed in 30 minutes, consists of three parts:</p> <p>* Section 1 - evaluates the customer's perception regarding the service quality of the Overhead crane industry S.A.</p> <p>* Section 2 - provides the opportunity to state the customer's expectation relating to Overhead Cranes S.A's service quality.</p> <p>* Section 3 - provides the opportunity to give any feedback you would like to bring to the attention that the first two sections for further research were not covered.</p> <p><b>Please note: the interview will be recorded</b></p>	

1. Which words would you use to describe the quality of service received by overhead crane companies?

- Poor
- Average
- Great

Please explain why?

\_We felt that

---



---

2. In your opinion, which factors influence customers' expectations on service delivered by overhead crane companies. Such as:

- Communication.
- Reviews and word of mouth of the supplier.
- Previous experience with **other** crane companies.

---

---

3. In your opinion, how would you rate the importance of the following factors towards the service quality approach from 1 to 5, with one indicating less important and five indicating extremely important? *Would you please allocate one number to each category*

- Reliability:  why? \_\_\_\_\_  
(Ability to perform the promised service dependably and accurately)
- Responsiveness:  why? \_\_\_\_\_  
(Willingness to help customers and provide prompt service)
- Assurance:  why? \_\_\_\_\_  
(Knowledge and consideration of employees and their ability to communicate, trust and confidence)
- Empathy:  why? \_\_\_\_\_  
(The caring, personalised attention provided to customers)
- Tangibility:  why? \_\_\_\_\_  
(Appearance of physical facilities, equipment, personnel, and communication materials)

4. What suggestions do you have for improving your service experience with the overhead crane companies?

---

---

5. Does the quality of the equipment influence your selection of the supplier of choice?  
Yes /No - Please elaborate.

---

---

6. What is your opinion of the overhead crane company's distribution channels, such as product line development and technology?

---

---

---

7. Which factor, in your opinion, is the most important deciding factor when selecting hoisting components.

Price of product \_\_\_\_\_

Quality and safety of components \_\_\_\_\_

Contract cost (such as installation) \_\_\_\_\_

Service reliability and flexibility (product warranty) \_\_\_\_\_

Customer and technical support \_\_\_\_\_

You selected \_\_\_\_\_ which would you rate second and third?

Any other variables in your opinion.....

**Optional** What impact does the price of the product have as a deciding factor when selecting hoisting equipment?

\_\_\_\_\_  
\_\_\_\_\_

8. When choosing a product brand which one would you prefer and why? (you mentioned Stahl, any other)

Asian \_\_\_\_\_

Europe \_\_\_\_\_

American \_\_\_\_\_

Other:.....

9. In reality, what brand do you use? \_\_\_\_\_

Why? \_\_\_\_\_

10. Would you like to add anything that was not mentioned in the interview?

## APPENDIX C: QUESTIONS

### Question 2

1. In your opinion, which factors influence customers' expectations on service delivered by overhead crane companies. Such as: Communication.

Reviews and Word of mouth of the supplier.

Previous experience with *other* crane companies.

Table 4-3: Participant's Results in Transcripts

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
2. In your opinion, which factors influence customers' expectations of service delivered by the overhead crane companies *Communication *Word of mouth *Previous experience	<p><b>Availability</b>, well obviously <b>the delay times, break down availability, etcetera</b>, etcetera. That basically determines how you have your relationship with the overhead crane company.</p> <p>definitely <b>Word of mouth</b>, everybody talks to each other on the mines and somewhere in a meeting it comes out that we get a good service from this supplier. If there's, unfortunately the bad outweighs the good. Because one bad, in a</p>	<p><b>Experience with your current supplier.</b> That is the biggest point that I will raise, is my current experience with the current supplier.</p>	<p>. I will say, you know, the thing is there is most definitely other companies as well that do have maybe similar experience. Again, like I said, if you build <b>that trust relationship</b> with a company, then they do understand your requirements, they do understand your expertise, you can also you know that <b>customer relationship</b> that you have, and the most important is the quality of service. That is very important for us to have that quality services that they provide us. And you build</p>	<p>It would be <b>more Word of mouth</b> than other issues.</p>	<p><b>Word of mouth</b></p>

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
	<p>year where a person is injured or killed, cancels ten years' of good work. So that's the main focus point in <b>communication and Word of mouth</b>, is if something goes wrong, then the whole world knows about it. The whole world doesn't know anything goes wrong for a year period because it just goes. If something goes wrong, and we had previous experiences with different companies where we had bad experiences. I'm not involved in the crane industry that long, basically six years now where I'm actively involved with overhead cranes, but we had previous, I'm involved in the mining sector in that specific section for many years now and I know about all the different companies they went through to get to a point where they could build a <b>sustainable relationship</b> with a specific company that you can take that and build on that. You</p>		<p>actually a relationship, you have to have that relationship as well. Ja, no, <b>definitely previous experience</b> as well. We used to have previous companies, I'm not gonna mention names. We used to have previous companies that is doing the same or similar what Stahl is currently doing, and due to some challenges on their side there was from time to time, there was that <b>misunderstanding</b>, not the services that we required. <b>Yes, and also looking at cost, I mean cost is very important as well for a company, for us as a business.</b> So we're looking at the cost. So at <b>previous experience</b> there was companies that did not comply with these couple of things, and that's why Sibanye decided to move over to Stahl and for, to be honest with you, I'm not quite sure, I think for the last two, three years we're involved with Stahl. And for now I don't foresee any changes for moving to another crane company.</p>		

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
	<p>cannot every second year start off over again with a new company and go through all the teething problems with a new company that you had already with the old company and that makes it hard. Then you even expect more from that company because you're not willing to give up everything that you work towards to move over to somebody else. And that makes it extremely hard should things go wrong, should you not get your service delivered, should you not be able to adhere to your schedules, whatever the case may be.</p>				

Table 4-4: Reduction of categories as per Question 2 into applicable themes

		Themes identified:			
Q2 in the interview guide has been analysed and reduced into more manageable and usable themes.	Reduction of categories Question 2	Communication	Reviews and Word of Mouth	Current and previous experience	Other
	Participant 1		<p>P1 "... main focus point in communication and Word of mouth is if something goes wrong"</p> <p>P4 "It would be more Word of mouth than other issues"</p> <p>P5 "Word of mouth"</p>	<p>P2 "Experience with your current supplier"</p> <p>P3 "...definitely previous experience"</p>	<p>P1 "Availability, well obviously the delay times, break down availability".</p>
	Availability, well obviously the delay times, break down availability,				
	...definitely Word of mouth; everybody talks to each other				
	Participant 2				
	Experience with your current supplier				
	Participant 3				
	....definitely previous experience				
	Participant 4				
	It would be more Word of mouth than other issues				
	Participant 5				
	Word of mouth				



### Question 3

1. In your opinion, how would you rate the importance of the following factors towards the service quality approach from 1 to 5, with one indicating less important and five indicating extremely important? Would you please allocate one number to each category

- **Reliability:**  why? \_\_\_\_\_  
(Ability to perform the promised service dependably and accurately)
- **Responsiveness:**  why? \_\_\_\_\_  
(Willingness to help customers and provide prompt service)
- **Assurance:**  why? \_\_\_\_\_  
(Knowledge and consideration of employees and their ability to communicate, trust and confidence)
- **Empathy:**  why? \_\_\_\_\_  
(The caring, personalised attention provided to customers)
- **Tangibility:**  why? \_\_\_\_\_  
(Appearance of physical facilities, equipment, personnel, and communication materials)

Table 4-5: Participant's Results in Transcripts

QUESTIONS	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
3. In your opinion, how would you rate the importance of the following factors towards the service quality approach from 1 to 5, with one indicating less important and five indicating extremely important? Would you please allocate one number to each category	The problem is in our sections if I lose a machine, we've got the potential to lose R20 million a shift. So if my crane is not available and reliable, then I lose ten times the amount of the cost of the crane. And that's a huge issue for us. So I would suspect, not suspect, I would expect that my crane is serviceable at all times. If it's services, if it's been	Reliability would be the ability to perform the promised service dependably and accurately. Participant: That is, ja, to ensure that you do what you say you're gonna do. Delivery on their work, how can I say, to deliver on their promise. Mrs Lisel Dahms: Okey, excellent, thank you. And then responsiveness?	On our service reliability I will say there's an excellent customer services. There's a excellent after sales service. I mean just picking up the phone, contacting them and say listen we're sitting with this situation, how soon can you assist, how quickly can you be available. Yes, we had some challenges where there was things manufactured for us that		

	<p>load-tested, whatever the case may be, in our circumstances, we do not have duty cranes that operate seven days a week; our cranes operate at an ad hoc basis, so you would expect in between services, maintenance, load testing, etcetera, that the crane should stay serviceable for that period especially with reference to mechanical failures, electrical failures is always a bit more difficult, but mechanical failures you should expect that the crane is serviceable for the, well basically for 365 days a year.</p> <p>Responsiveness obviously if I lose, I'm busy with a five yearly overhaul on a machine and I lose my overhead crane, everything comes to halt, that can lead, one day's delay another R20 million. Meaning that if I call, I would expect the guys to be there now.</p> <p>Obviously I trust every LMI that goes onto my crane with my life because I'm the person operating the crane myself when there's big work to be done. So trust and reliability of the</p>	<p>Responsiveness is the willingness to help customers and provide prompt service.</p> <p>Participant: That's correct yes. Like I said in the first question, ja, the willingness and the effectiveness is also one of the big factors so that you don't have to sit and wait for them to come out, to respond to your call, to respond to what is needed to be done. So, ja, that is critical.</p> <p>Mrs Lisel Dahms: Thank you for that. And then assurance, the assurance is their knowledge and consideration of employees and the ability to communicate.</p> <p>Participant: Ja, that is true and also the quality of the work is also insurance on my side, to know when they leave here I can be assured that their work is done correctly and safely and have their word for that.</p> <p>Mrs Lisel Dahms: Thank you for that. And then empathy? By empathy we'd like to know the caring and the personalised attention provided to the customer by the service provider.</p>	<p>was not according to our requirement, and they were willing to change it. So you nobody is 100%, you do make mistakes, but for me if you accept that mistakes and be willing to change it and accept those change of mistakes, that is for me that relationship that we build.</p> <p>So I was correct on that one. Ja. So it's definitely a five. Based on the quality of work they do, there's certificates, I mean they are certified what is very important. They do have the expertise that is also very important when it comes to design, drawings, signing of legal documents because they fully take responsibility, because they also know that they are fully responsible, although I'm accountable, but they are responsible once they submit us and check our equipment that they will take that responsibility. And that is very important. Again, their availability, their quality service, their cost, I mean they are not, if you go in the market, they're not over expensive. They're not here to, I would say, they're not only</p>	
--	---	---	---	--

QUESTIONS	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
	<p>supplier obviously is key because if I cannot trust him, we cannot operate a crane. There needs to be a trust-trust relationship. Obviously if it cares as much as myself about the availability of the crane, then the crane can operate, so it's fairly important to me because he needs to see why I care to get that crane going if it's standing, and why he should keep it going and not have it standing.</p> <p>Obviously at Sibanye we have strict policies, so it's not only the person climbing onto the crane, but he needs to travel through different sites, his vehicles needs to be compliant to our site's specific regulations, the employees need to be trained, they need to be well presented, have all the necessary PPE. So that all is a big chunk of the whole package.</p> <p>Because if the crane is reliable all the other goes away basically.</p>	<p>Participant: Ja, like Essie since he came here, started here, or took over on this side, he's on board, he's hand on, and if there's anything, he's there to correct it or sort it out, and ja, that gives me also a peace of mind, especially when it comes to the services, the load testing, and all those things, then I know I have him as backup to keep me on track to say listen it's time. That is very important for me.</p> <p>Mrs Lisel Dahms: Thank you for that. And then the last one is tangibility. Appearance of physical, so the appearance of the equipment, the personnel and the communication material. That would be the service sheets and the load test. So what is your service quality approach on that, on the tangibility?</p> <p>Participant: That is also a very good, they do it very good. When the LMI's come here, obviously they know where the books are, where the parts are, they come in, they know where the books is, how to fill it</p>	<p>here to make money although any business must make money, but they're also here to assist. And to build a long relationship</p> <p>Ja, the empathy and caring I will say five. Depends on the day, it depends on what mood I am the day. Shame, no, that's definitely a five. When there's a challenge, the foreman will always then ask to come and visit me and he will then sort it out, we will have a chat. If there is things that maybe is not correctly, or filled in correctly, some of the documents, then I will say guys, this is the way we would like to do it. And then they will rectify. It's not that you have to go and ask one, two, three, four times to rectify it. I think the previous one also include, you can use the previous one again</p>		

QUESTIONS	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
		<p>in, and the way that we want it to be filled in, we as a customer. What is needed. In the beginning we went through a few stuff and it was changed, and from there on yes, it's going well. There's no, we don't have to call and say listen come back and explain. So on the inspection sheets, all those things, everything is there. Noted, if there's something wrong, it's noted there, and after that they will give me a quotation immediately to say, and they will come and discuss it first, that is one of the things that is very important. Just don't write it in the book, they come immediately, inform me of that, they make an arrangement for a quotation. As soon as the order is there, they phone me and say listen, we are ready, when can we come. Let me make an appointment for that.</p>			

Table 4-6: Reduction of categories as per Question 3 into applicable themes

		Themes identified:					
		Trustworthy		Timely		Service offering	
3. In your opinion, how would you rate the importance of the following factors towards the service quality approach from 1 to 5, with one indicating less important and five indicating extremely important? Would you please allocate one number to each category	Reduction of categories Question 3	Reliability	Responsiveness	Assurance	Empathy	Tangibility	Themes identified
	Participant 1	5	5	4	3	4	Cost Timely Service Delivery Trust
		"..if my crane is not available and reliable, then I lose ten times the amount of the cost of the crane" "..expect that my crane is serviceable at all times... well basically for 365 days a year"	"...everything comes to halt, that can lead, one day's delay another R20 million" Meaning that if I call, I would expect the guys to be there now"	"Obviously I trust every LMI that goes onto my crane with my life"	"Obviously if it cares as much as myself about the availability of the crane, then the crane can operate, so it's fairly important to me because he needs to see why I care to get that crane going if it's standing, and why he should keep it going and not have it standing".	"...his vehicles needs to be compliant to our site's specific regulations, the employees need to be trained, they need to be well presented, have all the necessary PPE"	
	Participant 2	5	5	5	5	5	Trustworthy Stewardship Timely Service Delivery Communication
		"...ensure that you do what you say you're gonna do. Delivery on their work, how can I say, to deliver on their promise".	"... the willingness and the effectiveness is also one of the big factors so that you don't have to sit and wait for them to come out, to respond to your call, to respond to what is needed to be done. So, ja, that is critical"	"...the quality of the work is also insurance on my side, to know when they leave here I can be assured that their work is done correctly and safely and have their word for that".	"...as backup to keep me on track to say listen it's time. That is very important for me."	"So on the inspection sheets, all those things, everything is there. Noted, if there's something wrong, it's noted there, and after that they will give me a quotation immediately to say, and they will come and discuss it first, that is one of the things that is very important"	

	<b>Participant 3</b>	5	5	5	5	5	Service Delivery Stewardship Timely Costs Relationship
		<p>"There's a excellent after sales service." I mean just picking up the phone, contacting them and say listen we're sitting with this situation, how soon can you assist, howquickly can you be available."</p> <p>"... and they were willing to change it..... for me if you accept that mistakes and be willing to change it and accept those change of mistakes, that is for me that relationship that we build"</p> <p>"...because they fully take responsibility, because they also know that they are fully responsible, although I'm accountable, but they are responsible once they submit us and check our equipment that they will take that responsibility. And that is very important"</p>	<p>"Again, their availability, their quality service, their cost, .....but they're also here to assist. And to build a long relationship"</p>		<p>"...then I will say guys, this is the way we would like to do it. And then they will rectify. It's not that you have to go and ask one, two, three, four times to rectify it".</p>		
	<b>Participant 4</b>	4	5	5	5	5	
	<b>Participant 5</b>	4	5	2	3	1	

## Question 4

### 1. What suggestions do you have for improving your service experience with the overhead crane companies?

Table 4-7: Participant's Results in Transcript.

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
What suggestions do you have for improving your service experience with the overhead crane companies?	Well, first of all obviously you should not go back, and if you go back on your monthly inspection, you pick up something that was missed in a service, that's a concern. So the services should be as such that you don't need to, or you don't get anything else if you do an over inspection on that specific equipment that was missed by the LMI. Obviously, we need documented, documents documenting the whole inspection and pointing out everything that is not in place on that crane, or everything that's out of the ordinary. Or every potential failures. In my view if a LMI takes full responsibility or full ownership of that specific piece of equipment, I don't call him for a service, he calls me and tells me that we will be servicing your cranes, here is your quotations, here is your project, this is the plan when we're gonna do it, are these machines available, or are these cranes available, are you working on the machines, etcetera, etcetera, etcetera. So from a LMI's point of view, to have a better understanding of the crane than I do myself. Because that means the critical portion which they are specialists for is gonna let me lie awake at not something	I don't think there is anything, what was wrong has been sorted out over a few years. But there's nothing that i can suggest to better it, because it is, they're on top of it. Ja, there's nothing going pass that we don't know. And ja, no, I won't, there's nothing that I can suggest for them.	To be honest from my side, from my side at this stage I cannot recall anything that needs to be improved from their side. Again the person that they on a daily basis or whenever they're on site communicate with, is my supervisor that reports to me to whom this department is falling under and who is directly involved with the cranes and the handling and the operating of the cranes. And I never heard him say that you know there and here needs to be improved. I think they show for the time period they've been here with Sibanye, I think they show that they try their best and I think if there's anything from his side, the supervisor, he will definitely mention it. So from my side I can't recall anything now to say that there is any changes or any improvements on the crane company's side.	Currently no. I don't have any.	No.

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
	<p>that's night if they take a 100% responsibility for that. With the correct schedules, with the correct maintenance plans, with everything that goes along with that. And keeping you constantly updated on that. That you don't sit and wonder about something, but you know what is going on with each and every piece of your equipment, all the cranes.</p>				



Table 4-8: Reduction of categories as per Question 4 into applicable themes

		Themes identified:	
Q4 in the interview guide has been analysed and reduced into more manageable and usable themes.	Reduction of categories Question 4	Stewardship	Service delivery
	<b>Participant 1</b>	<p><b>P1</b> "LMI takes full responsibility or full ownership of that specific piece of equipment, I don't call him for a service,</p> <p><b>P1</b> "...he calls me and tells me that we will be servicing your cranes, here is your quotations, here is your project, this is the plan when we're gonna do it"</p> <p><b>P2</b> "...there's nothing going pass that we don't know:"</p>	<p><b>P1</b> "...first of all obviously you should not go back, and if you go back on your monthly inspection, you pick up something that was missed in a service, that's a concern".</p> <p>"...documents documenting the whole inspection and pointing out everything that is not in place on that crane, or everything that's out of the ordinary. Or every potential failures"</p>
	"...first of all obviously you should not go back, and if you go back on your monthly inspection, you pick up something that was missed in a service, that's a concern".		
	"...documents documenting the whole inspection and pointing out everything that is not in place on that crane, or everything that's out of the ordinary. Or every potential failures"		
	"...In my view if a LMI takes full responsibility or full ownership of that specific piece of equipment, I don't call him for a service"		
	"...gonna let me lie awake at not something that's night if they take a 100% responsibility"		
	"he calls me and tells me that we will be servicing your cranes, here is your quotations, here is your project, this is the plan when we're gonna do it"		
	<b>Participant 2</b>		
	"...there's nothing going pass that we don't know."		
	<b>Participant 3</b>		
	<b>Participant 4</b>		
	<b>Participant 5</b>		

## Question 5

1. ? Does the quality of the equipment influence your selection of the supplier of choice?  
Yes /No - Please elaborate.

Table 4-9: Participant's Results in Transcript.

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
Does the quality of the equipment influence your selection of the supplier of choice?	<p>Definitely, obviously, because of the <b>criticality of the cranes</b>, you will not let anybody work on your cranes. Due to the <b>safety risk</b> that is involved with the lifting operations, you're not gonna get anybody to come and work on your cranes. So you need to have in the first place certified and <b>experienced people</b> working on your cranes with which you have a <b>lasting relationship that you can build trust</b> on basically.</p>	<p>Yes. Obviously, if, it's very important for me, so the supplier comes in must <b>have knowledge</b> of what he's doing, must have the correct equipment, the correct spares, and also the <b>correct people to do the job, qualified people to do the job</b> and must have a <b>guarantee or a warranty on their work done</b>, that is very important for me. That will give me peace of mind. If a company gives me let's say five years guarantee or warranty on a job and another company comes and says two years, I know which one to take. So that is very important to me.</p>	<p>Ja, of course, I mean the quality must, because if the quality is poor, the <b>operation will come to a standstill, and I won't be able to maintain what I need to maintain.</b></p>	<p>No</p>	<p>No it does not – not at all.</p>



Table 4-10: Reduction of categories as per Question 5 into applicable themes

Reduction of categories Question 5		Themes identified:			
	Safety Hazard	Performance-based on competencies	Trust Relationship	Guarantee	Productivity
Does the quality of the equipment influence your selection of the supplier of choice? Yes /No - Please elaborate.	<b>P1...</b> "Due to the safety risk that is involved with the lifting operations, you're not gonna get anybody to come and work on your cranes."	<b>P1</b> "So you need to have in the first place certified and experienced people working on your cranes". <b>P2</b> "...the supplier comes in must have knowledge of what he's doing must-have equipment, the correct spares, and also the correct people to do the job, qualified people to do the job and must have" <b>P3</b> "...operation will come to a standstill, and I won't be able to maintain what I need to maintain."	<b>P1</b> "... with which you have a lasting relationship that you can build trust on" <b>P2</b> "...guarantee or a warranty on their work done" (although initial the two separate, I found that form part of each other)	<b>P2</b> ...guarantee or a warranty on their work done	

## Question 6

### 1. Then what is your opinion of the overhead crane companies' distribution channels such as product line development and technology?

Table 4-11: Participant's Results in Transcript.

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
1. Then what is your opinion of the overhead crane companies' distribution channels such as product line development and technology?	There was not anything, well with our requirements and I'm referring to the specific area where I came from, I think we are well covered. Our cranes for the work we require them to do and for in our specific circumstances our cranes are fairly, let's refer back to, <b>unfortunately we need to look at cost always</b> . Because of the amount of users of the crane obviously the technology and the replacement of the cranes, etcetera, etcetera, everything will boil down to that, and the amount of use you get out of the crane. Although our cranes are critical, they don't, they're not used every day. So they, we maybe have a once in a year or a five yearly overhaul which they will really work, and then they can stand for five	Ja, I don't have much knowledge of that one because we've got what we have here and we working with that, so we don't get involved in more recent technology. I don't think I would answer that one fairly.	We haven't even come to a point where we heard discussion on any development. <b>Never did a crane company come to my office and actually you know promote something that we can use in the future</b> . That is actually a very nice thing so if maybe in the future or they can just come to me and say you know what we've go this thing, or <b>I don't know if you really can change anything on a crane itself, overhead crane</b> , I mean it's a structure, <b>but maybe technology for safety devices</b> . I think Sibanye runs through all these things for years now because due to some instances and even fatalities that happened in the past with overhead cranes. So we did look at some of the things of previous experience, but up	Meaning do you think that overhead crane companies have adequate technology and innovation and product development?  Participant: Ja, I believe so. I mean if you just take into consideration the, what do you call it, the load limiter display that we installed, it's already improvement on what we had. So ja, according to me they do have.	Yes, I do think that the <b>product line is adequate such as safety devices</b> but I am not aware of new technology improvements on overhead cranes, just safety devices.

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
	years. So that changes it a bit around. But I think we are fairly well equipped with the necessary technology to do what we do safely in our current situation.		till now they haven't approached me myself. I'm not sure, we do have a specialist that is directly responsible for our working at heights and our lifting procedures that he wrote himself. He is a Sibanye employee. So I'm not sure if may the overhead crane company be approached him for new advanced technology that can be used on a crane, you know to make it more safer		

Table 4-12: Reduction of categories as per Question 6 into applicable themes

Reduction of categories Question 6		Themes identified:
	<b>Safety Hazard</b>	<b>Customer Knowledge</b> <b>(second theme based on not enough knowledge) (negative)</b>
Q6 in the interview guide has been analysed and reduced into more manageable and usable themes.	<p><b>P1</b> "But I think we are fairly well equipped with the necessary technology to do what we do safely in our current situation."</p> <p><b>P3</b>, "...but maybe technology for safety devices.... be approached him for new advanced technology that can be used on a crane, you know to make it more safer"</p> <p><b>P4</b> "Ja, I believe so. I mean if you just take into consideration the, what do you call it, the load limiter display that we installed, it's already improvement on what we had. So ja, according to me they do have"</p> <p><b>P5</b> " Yes, I do think that the product line is adequate such as safety devices"</p>	<p><b>P2</b> "I don't have much knowledge of that one because we've got what we have here""</p> <p><b>P3</b> "I don't know if you really can change anything on a crane itself, overhead crane""</p> <p><b>P5</b> "... but I am not aware of new technology improvements on overhead cranes,"</p> <p><b>P3</b> "Never did a crane company came to my office and actually you know promote something that we can use in the future"</p>

## Question 7

1. Which factor, in your opinion, is the most important deciding factor when selecting hoisting components.

Price of product \_\_\_\_\_

Quality and safety of components \_\_\_\_\_

Contract cost (such as installation) \_\_\_\_\_

Service reliability and flexibility (product warranty) \_\_\_\_\_

Customer and technical support \_\_\_\_\_

You selected \_\_\_\_\_ which would you rate second and third?

Any other variables in your opinion.....

**Optional** What impact does the price of the product have as a deciding factor when selecting hoisting equipment?

\_\_\_\_\_  
\_\_\_\_\_



Table 4-13: Participant's Results in Transcript.

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
Which factor, in your opinion, is the most important deciding factor when selecting when selecting hoisting components	<p><b>Safety.</b> Unfortunately in a lifting instance <b>safety is number one priority</b></p> <p>Customer and technical support second and cost third. Because if you haven't got after sales service, you haven't got a proper piece of equipment.</p>	<p>That would be the service delivery. Going hand in hand with the quality, product quality. I will say the quality Service reliability. Customer and technical, what is that one, support. I won't say there would be a, that would be a factor. If you want <b>quality, you're gonna pay</b>. If you want to save money you will take the cheapest. But on the end of the day it's not gonna take you that far. <b>So cost is not a, definitely on lifting equipment, there's no way that you can say cost must have a influence on your decision.</b></p>	<p>Yes. First of all we need to <b>look at the price</b>, that is any business in the world must look at the price first. But again on the, it depends also on the equipment that you install or that you have on your overhead crane, for example, if you have to paint, repaint, just to use an example, if you have to repaint the crane, I don't think paint is gonna have a much effect on the end of the day, <b>but if you start working on load components, load cells, your rope, your attachments that is a high critical equipment, then you have to look at the component itself, the quality of it, then price normally don't have an affect because you don't want to put a cheaper thing in and then it would be a total failure on those equipment.</b> No. So ja, price will always have an influence, but I think the <b>quality of the product depends on what component on</b> the crane you are looking for. Ja, other costs is actually, I can use an example, one of our cranes didn't have a walkway attached to the crane, that was a attachment and a design that</p>	<p>I would definitely go with <b>quality and safety</b>. Well, definitely cost.</p>	<p>Most certainly <b>quality and safety.Costs</b> The brand does not have a huge deciding factor for me, but the <b>availability of spare parts</b> would most certainly have a roll in the deciding factor.</p>

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
			<p>was put in not long ago for maintenance purposes because it was being difficult for the guys once they do the inspections to have a safe traveling way on the crane itself. So we actually then required request the crane company to give us a design. They did give us the design and the drawings, and it was approved and they also attach it there. So that's why I said previously you know there was a cost involved because it was separate. Sibanye placed the order, had the order there, and there was a couple of challenges on the drawing itself, there was some measurements not 100% correctly done. So there was then, changes needed to be done on the platform. And the crane company was willing to do those changes without any further cost. Because I mean we request a quote, the quote was given, and that's why I said, you know, you get companies, as soon as you start then there's more cost and more cost. Give me a once off price, that is what you're gonna pay, if there's then any changes, then unfortunately they're going to cover that cost themselves. But that is typically</p>		

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
			a thing. So ja. It happened previously also. If there's something else out of the ordinary, the contract, the monthly maintenance cost, then we use our crane company to raise an extra order because they are the expertise currently in Sibanye that is then easier for us, and it is also on the Procurement side, it's much easier if Procurement know that this company is on Sibanye, they're doing the job, if you raise a order through Procurement and it is a, let's say a OEM approved company, then you'll get much easier your order numbers through procurement because that is		

Table 4-14 Reduction of categories as per Question 7 into applicable themes

Reduction of categories Question 7		Themes identified:	
	Price of Product	Quality and safety of components	Contract cost (such as installation)
Q7 in the interview guide has been analysed and reduced into more manageable and usable themes.		<p><b>P1</b> "Safety ....safety is number one priority"</p> <p><b>P2</b> "...service delivery. Going hand in hand with the quality, product quality."</p>	<p><b>P2</b> " So cost is not a, definitely on lifting equipment, there's no way that you can say cost must have an influence on your decision."</p>

## Question 8

1. When choosing a product brand which one would you prefer and why? (you mentioned Stahl, any other)

Asian\_\_\_\_\_

Europe\_\_\_\_\_

American\_\_\_\_\_

Other:.....

Table4-15: Participant's Results in Transcript.

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
	That's, ja, we've got a bit of a smartie box on our section, so there's a lot of different ones. I cannot particularly have preference. Some of our cranes are 30 years old. Ja, that's gonna be a bit more difficult. There's no specific preference. Then we go for European. Ja, so it would be European. All our cranes is basically in that range.	Obviously ja, that is your best. Ja, that would be the European because that is a kind, it depends on the kind of brand of crane you have like you say. And ja, you can't go to another brand and I think ja, then it would be the European because that is the cranes that we have here on site.	To be dead honest with you that one I won't be able to answer. I think the people from the crane company will give you that answer. You know from the operation side we, if there's a component that needs to be changed, we request a quote. The quote will come from the crane company. And there again, we rely on them to make sure that whatever product they supply to us they must make that decision if it's a European one is the best one, or you know, that we don't have that expertise. It's too difficult for us you know.	That's a difficult one. Maybe European.	Maybe European

Table 4-16 Reduction of categories as per Question 8 into applicable themes

Reduction of categories Question 8		Themes identified:
	<b>Continent location</b>	<b>Brand selection difficulty</b>
Q8. When choosing a product brand which one would you prefer and why? (you mentioned Stahl, any other)	<p><b>P2</b> "European because that is a kind, it depends on the kind of brand of crane."</p> <p><b>P4</b> "Maybe European."</p> <p><b>P5</b> "European"</p>	<p><b>P1</b> "I cannot particularly have preference. Some of our cranes are 30 years old. Ja, that's gonna be a bit more difficult. There's no specific preference."</p> <p><b>P3</b> "I won't be able to answer...And there again, we rely on them to make sure that whatever product they supply to us they must make that decision we don't have that expertise. It's too difficult for us you know"</p>

## Question 9

### In reality, what brand do you use? And Why?

Table4-17: Participant's Results in Transcript.

Questions	Participants' Results in Transcripts				
	P1	P2	P3	P4	P5
	<p>That's, ja, we've got a bit of a smartie box on our section, so there's a lot of different ones. I cannot particularly have preference. Some of our cranes are 30 years old. Ja, that's gonna be a bit more difficult. There's no specific preference. Then we go for European. Ja, so it would be European. All our cranes is basically in that range. Unfortunately I was not part of the selection of any of those. They were all here when I came here, and the one that was replaced, was replaced, ah well, was procured before I started working in that specific area. So I wasn't really involved in that. The procurement basically puts out a product on tender, and then the engineers decide what they're gonna go for. So they will look at all the different options and make a informed decision that based on cost and reliability and design, this would be the correct way to go. That's basically where the decisions gets made. It's not that my preference is gonna, I can promote a specific crane that we know has been reliable for many years and that's basically the input from my side they're gonna get.</p>	<p>Little bit of both ja. I found them here and they need to keep them in good and healthy order and the only thing to go is to have the OEM spares.</p>	<p>Those factors will because it depends on, you know, the original manufacturers of the crane, to be honest I'm not sure who's the original manufacturers of the cranes that we do have on site, that I don't have now in here, I can go and have a look but it's gonna take some time. So the crane company that maintain it for us and do have the expertise to maintain these equipment. So again, I mean if you look at for example on my logo's that I have, it is GE comes from Germany, so yes, there is some of the components, that we do order from GE in Germany because that is a better product because you know it's from the original manufacturers and you will have a quality product direct from them as to go and see if you try to use a pirate part, it's gonna cost you more at the end of the day.</p>	<p>I would say more or less a bit of all. Reliability.</p>	<p>I'm not to sure, I think European. Reliability</p>

Table 4-18 Reduction of categories as per Question 9 into applicable themes

Reduction of categories Question 9		Themes identified:
	Uncertainty	Deciding factor
Q9 In reality, what brand do you use? And Why?	<p><b>P1</b> "That's, ja, we've got a bit of a smartie box on our section, so there's a lot of different ones... Ja, so it would be European. All our cranes is basically in that range."</p> <p><b>P2</b> "... then it would be the European because that is the cranes that we have here on site."</p> <p><b>P3</b> "...to be honest I'm not sure who's the original manufacturers of the cranes that we do have on site, that I don't have now in here,</p> <p><b>P4</b> "I would say more or less a bit of all."</p> <p><b>P5</b> "I'm not to sure, I think European."</p>	<p><b>P1</b> "The procurement basically puts out a product on tender,..... So they will look at all the different options and make a informed decision that based on cost and reliability and design, this would be the correct way to go"</p> <p><b>P2</b> "I found them here and they need to keep them in good and healthy order and the only thing to go is to have the OEM spares."</p> <p><b>P3</b> "Germany because that is a better product because you know it's from the original manufacturers and you will have a quality product direct from them as to go and see if you try to use a pirate part, it's gonna cost you more at the end of the day."</p> <p><b>P4</b> "Reliability"</p> <p><b>P5</b> "Reliability"</p>

## APPENDIX D: INTERVIEWS

### INTERVIEW 1



#### SIBANYE'S PLATINUM MINING SECTORS PERCEIVED EXPECTATIONS OF SERVICE QUALITY DELIVERED BY OVERHEAD CRANE COMPANIES IN SOUTH AFRICA

Mrs Lisel Dahms (28282817), under the supervision of Prof Hein Prinsloo

#### INTERVIEW 1

**Mrs Lisel Dahms:** Okey, my naam is Lisel. Dankie vir jou tyd.

**Participant:** Aangename kennis Lisel.

**Mrs Lisel Dahms:** Gaan jy omgee as ek dit in Engels doen.

**Participant:** No, you're welcome.

**Mrs Lisel Dahms:** Ek gaan so, Afrikaans, Engels?

**Participant:** Engels reg.

**Mrs Lisel Dahms:** Okey, I am a final year MBA-student at North-West University and I'm busy with my thesis. Sorry, would you mind if I do this.

**Participant:** No, you can, you can do that.

**Mrs Lisel Dahms:** Just to be louder or clearer. I'm a final year student at North-West University with my MBA. My title on my thesis is based on Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa. This is not, I'm not here in the capacity as Stahl Cranes



and Hoists, I'm independent. As I mentioned, the study is just to get the perceived expectations of the customers.

**Participant:** Yes.

**Mrs Lisel Dahms:** Okey. Then I will be answering open ended questions, so please stop me if anything is unclear, if you would like me to explain something, but this is more about your opinion and your expectations. Then, as I mentioned, we're being recorded, and I've obtained ethical clearance from the University, has been obtained, as well as authorisation or approval for this survey to be conducted by Sibanye. And then your identity will be held confidential, you can stop me at any time, and there is no risks, you don't have any risk in participating with this study. And then as I mentioned you can withdraw any time. Please state your name and then the section you work for.

**Participant:** I'm ... I'm the superintendent for the Marikana SPS operations, responsible for all the compressed air including the compressory houses where we do use overhead cranes to do the routine maintenance, overhauls, etcetera, on all our machines.

**Mrs Lisel Dahms:** Thank you very much for that. Sir, which words would you use to describe the quality of service received by the overhead crane companies, and I'm gonna give you three options, and if you can select one of them, and if you can just elaborate why, explain why. So the first one is in your quality of service received by the crane companies, would you say it's poor, average or great in your experience?

**Participant:** I would go for average.

**Mrs Lisel Dahms:** Can you elaborate on that please?

**Participant:** It's not, by saying average, in some areas we as Sibanye's expect the crane company, well basically if I get a crane company in to come and maintain my cranes, I expect them to take full ownership of that crane. That's our expectancy. Because lifting is high risk practice and we did have fatalities in the old Anglo group before where motors fell off due to poor maintenance done by crane maintenance companies which was inspected and over inspected by crane companies, and still fatalities occurred due to equipment failure that could have been prevented. So the expectation is that we should not be there, that we should not ever have something

like that happen because we source in a crane company as the LMI to ensure that our cranes is at a 100% safe and operating capacity at all times. Unfortunately there's different sections in the mines that different levels of energy are thrown at their specific overhead cranes which also obviously makes a huge difference to how those cranes are maintained, meaning that if I still take full ownership, although there's a OEM or a LMI doing the services and repairs on my cranes, I still take full ownership for that, my cranes will be in a good condition. The problem is everybody do not feel the same about that. The general feeling is that there's a OEM, there's a LMI that should take ownership and full ownership of this crane if we use them on a constant basis obviously. And that's basically the expectation, to have always a clear picture of what is going on on your crane, the recommendations that the OEM gives you obviously to get that done and keeping the crane in a serviceable condition at all times, and that you do not get into a situation where a cross travel motor falls off and kills a person or a over ??? doesn't work and we all know equipment fail, but a motor falling off is not equipment failure, that's a lack of maintenance. And that is maintenance done by a OEM. So that's a bit of a concern. But, ja, that's, from a company's point of view that's why I say it's average because it's not always and on all the areas the same. It's dependent on the amount of energy thrown in by the owner of that crane. And everybody do not have the liberty of time to throw in a lot of energy, that's why we do source in a OEM and LMI to do that for us.

**Mrs Lisel Dahms:** Thank you for that. The second question: In your opinion which factors influence customers' expectations of service delivered by the overhead crane companies?

**Participant:** Availability, well obviously the delay times, break down availability, etcetera, etcetera. That basically determines how you have your relationship with the overhead crane company.

**Mrs Lisel Dahms:** Would you say that the following factors influence the expectations of the service delivered? Sorry, there's four, I'm gonna mention them: Previous experience with current crane suppliers, so your previous experience of the current crane supplier you've got. Communication. Reviews ad word of mouth of the suppliers. And then the last one is previous experience with other crane.

**Participant:** Yes, definitely word of mouth, everybody talks to each other on the mines and somewhere in a meeting it comes out that we get a good service from this supplier. If there's, unfortunately the bad outweighs the good. Because one bad, in a year where a person is injured or killed, cancels ten years' of good work. So that's the main focus point in communication and word of mouth, is if something goes wrong, then the whole world knows about it. The whole world doesn't know anything goes wrong for a

ten year period because it just goes. If something goes wrong, and we had previous experiences with different companies where we had bad experiences. I'm not involved in the crane industry that long, basically six years now where I'm actively involved with overhead cranes, but we had previous, I'm involved in the mining sector in that specific section for many years now and I know about all the different companies they went through to get to a point where they could build a sustainable relationship with a specific company that you can take that and build on that. You cannot every second year start off over again with a new company and go through all the teething problems with a new company that you had already with the old company and that makes it hard. Then you even expect more from that company because you're not willing to give up everything that you work towards to move over to somebody else. And that makes it extremely hard should things go wrong, should you not get your service delivered, should you not be able to adhere to your schedules, whatever the case may be.

**Mrs Lisel Dahms:** Thank you for that, and I think questions is gonna fall in a, it's gonna form part of that. If you can briefly explain the mine's service quality approach in terms of the following: Reliability, it would be reliability, responsiveness, assurance, empathy and tangibility. So if we can start with reliability, what would you say is the mine's service quality approach? And I think you mentioned a little bit before, but if you can just highlight again on that please.

**Participant:** The problem is in our sections, if I lose a machine, we've got the potential to lose R20 million a shift. So if my crane is not available and reliable, then I lose ten times the amount of the cost of the crane. And that's a huge issue for us. So I would suspect, not suspect, I would expect that my crane is serviceable at all times. If it's been services, if it's been load tested, whatever the case may be, in our circumstances we do not have duty cranes that operates seven days a week, our cranes operate at an *ad hoc* basis, so you would expect in between services, maintenance, load testing, etcetera, that the crane should stay serviceable for that period especially with reference to mechanical failures, electrical failures is always a bit more difficult, but mechanical failures you should expect that the crane is serviceable for the, well basically for 365 days a year.

**Mrs Lisel Dahms:** Yes. Thank you for that. And responsiveness?

**Participant:** Responsiveness obviously if I lose, I'm busy with a five yearly overhaul on a machine and I lose my overhead crane, everything comes to halt, that can lead, one day's delay another R20 million. Meaning that if I call, I would expect the guys to be there now.

**Mrs Lisel Dahms:** Assurance? Assurance, if I can, it's knowledge and consideration of employees and their ability to communicate, trust and confidence in them.

**Participant:** Obviously I trust every LMI that goes onto my crane with my life because I'm the person operating the crane myself when there's big work to be done. So trust and reliability of the supplier obviously is key because if I cannot trust him, we cannot operate a crane. There needs to be a trust-trust relationship.

**Mrs Lisel Dahms:** And the empathy? That would be the caring and the attention provided to the customer from the overhead companies. How important, what is your quality approach on that?

**Participant:** Obviously if it cares as much as myself about the availability of the crane, then the crane can operate, so it's fairly important to me because he needs to see why I care to get that crane going if it's standing, and why he should keep it going and not have it standing.

**Mrs Lisel Dahms:** And then tangibility on that. That would be the appearance of the physical facilities or the vehicles of the personnel and the communication materials.

**Participant:** Obviously at Sibanye we have strict policies, so it's not only the person climbing onto the crane, but he needs to travel through different sites, his vehicles needs to be compliant to our site's specific regulations, the employees need to be trained, they need to be well presented, have all the necessary PPE. So that all is a big chunk of the whole package.

**Mrs Lisel Dahms:** Thank you for that. Then I'm gonna keep staying with this reliability, responsiveness, assurance, empathy and tangibility. But the question now would be in your opinion how would you rate the importance of those factors towards, so one would be, sorry from one to five, with one indicating less important and five indicating extremely important. If you would say reliability, how would you rate it?

**Participant:** Definitely a five. Because if the crane is reliable all the other goes away basically.

**Mrs Lisel Dahms:** Responsiveness?

**Participant:** Right next to it on a five, because if it breaks down, I need the company there.

**Mrs Lisel Dahms:** Assurance?

**Participant:** That can maybe a four, also important but not as important as the other two.

**Mrs Lisel Dahms:** Empathy?

**Participant:** If they are still reliable and responsive, the empathy part can go to a three, because then we are still doing what we are supposed to be doing. Although they don't feel as strongly about it as I do, as long as it's done within the set time, then I'm happy with that.

**Mrs Lisel Dahms:** Thank you. Tangibility?

**Participant:** Also four at least because before that person even can get to site, everything needs to be in place for him to get on site. So that would stay important.

**Mrs Lisel Dahms:** Thank you for that. Then what suggestions do you have for improving the service experience with the overhead crane companies?

**Participant:** Well, first of all obviously you should not go back, and if you go back on your monthly inspection, you pick up something that was missed in a service, that's a concern. So the services should be as such that you don't need to, or you don't get anything else if you do an over inspection on that specific equipment that was missed by the LMI. Obviously, we need documented, documents documenting the whole inspection and pointing out everything that is not in place on that crane, or everything that's out of the ordinary. Or every potential failures. In my view if a LMI takes full responsibility or full ownership of that specific piece of equipment, I don't call him for a service, he calls me and tells me that we will be servicing your cranes, here is your quotations, here is your project, this is the plan when we're gonna do it, are these machines available, or are these cranes available, are you working on the machines, etcetera, etcetera, etcetera. So from a LMI's point of view, to have a better understanding of the crane than I do myself. Because that means the critical portion which they are specialists for is not something that's gonna let me lie awake at night if

they take a 100% responsibility for that. With the correct schedules, with the correct maintenance plans, with everything that goes along with that. And keeping you constantly updated on that. That you don't sit and wonder about something, but you know what is going on with each and every piece of your equipment, all the cranes.

**Mrs Lisel Dahms:** Thank you for that. We're almost done. Does the quality of the equipment influence your selection of the supplier of choice?

**Participant:** Definitely.

**Mrs Lisel Dahms:** Can you please elaborate on that?

**Participant:** Obviously, because of the criticality of the cranes, you will not let anybody work on your cranes. Due to the safety risk that is involved with the lifting operations you're not gonna get anybody to come and work on your cranes. So you need to have in the first place certified and experienced people working on your cranes with which you have a lasting relationship that you can build trust on basically.

**Mrs Lisel Dahms:** Thank you. Then what is your opinion of the overhead crane companies' distribution channels such as product line development and technology?

**Participant:** There was not anything, well with our requirements and I'm referring to the specific area where I came from, I think we are well covered. Our cranes for the work we require them to do and for in our specific circumstances our cranes are fairly, let's refer back to, unfortunately we need to look at cost always. Because of the amount of users of the crane obviously the technology and the replacement of the cranes, etcetera, etcetera, etcetera, everything will boil down to that, and the amount of use you get out of the crane. Although our cranes are critical, they don't, they're not used every day. So they, we maybe have a once in a year or a five yearly overhaul which they will really work, and then they can stand for five years. So that changes it a bit around. But I think we are fairly well equipped with the necessary technology to do what we do safely in our current situation.

**Mrs Lisel Dahms:** Thank you for that. And I think this again, the answer you gave me is already part of the next question. Which factor in your opinion is the most important deciding factor when selecting a hoisting component or a hoisting brand?

**Participant:** Safety.

**Mrs Lisel Dahms:** The first one would be price of product, quality and safety, contract cost with which you say installation, service reliability and flexibility including the product warranty, and then customer and technology, sorry, customer and technical support.

**Participant:** Safety. Unfortunately in a lifting instance safety is number one priority.

**Mrs Lisel Dahms:** You selected safety. Which would you rate second and third?

**Participant:** Was?

**Mrs Lisel Dahms:** Price of product and then it was quality and safety which you already selected. So then it's price of product, contract cost which would be the installation cost, then the service reliability which would be warranty, and then customer and technical support.

**Participant:** Customer and technical support second and cost third. Because if you haven't got after sales service, you haven't got a proper piece of equipment.

**Mrs Lisel Dahms:** The contract cost third.

**Participant:** Yes.

**Mrs Lisel Dahms:** Thank you for that. And then when choosing a product, just three more questions, when choosing a product brand which one would you prefer and why?

**Participant:** Can I just interrupt this for a second? I think they called me already.

**Mrs Lisel Dahms:** Oh sorry.

**Participant:** I forgot my phone is on silent. ... Apologies for that.

**Mrs Lisel Dahms:** Sorry. When choosing a product brand, so this is more based on the brand of the product, which one would you prefer and why would you prefer it? Asian, European, American or other.

**Participant:** That's, ja, we've got a bit of a smartie box on our section, so there's a lot of different ones. I cannot particularly have preference. Some of our cranes are 30 years old. Ja, that's gonna be a bit more difficult. There's no specific preference.

**Mrs Lisel Dahms:** Maybe if I can assist with that and I think that maybe the customer is not, doesn't know exactly what brand comes from, you know which region.

**Participant:** Yes.

**Mrs Lisel Dahms:** So your current, ??? your Stahl would be German, would be a European brand.

**Participant:** Then we go for European.

**Mrs Lisel Dahms:** And then your PCS, your pro crane services, your PCS hoists and that is more Asian. Am I correct in that?

**Participant:** Ja, so it would be European. All our cranes is basically in that range.

**Mrs Lisel Dahms:** So I think you already then answered question 10: In reality what brand do you use? You've already answered that just now.

**Participant:** Ja.

**Mrs Lisel Dahms:** And then the question is why do you use them? If you can just answer that for me.

**Participant:** Unfortunately I was not part of the selection of any of those. They were all here when I came here, and the one that was replaced, was replaced, ah well, was procured before I started working in that specific area. So I wasn't really involved in



that. The procurement basically puts out a product on tender, and then the engineers decide what they're gonna go for. So they will look at all the different options and make a informed decision that based on cost and reliability and design, this would be the correct way to go. That's basically where the decisions gets made. It's not that my preference is gonna, I can promote a specific crane that we know has been reliable for many years and that's basically the input from my side they're gonna get.

**Mrs Lisel Dahms:** Thank you. And then lastly, would you like to add anything that was not mentioned in the interview?

**Participant:** No, not anything that I can think of.

**Mrs Lisel Dahms:** Thank you very much. En baie dankie vir jou tyd.

**Participant:** I hope that's gonna help.

**Mrs Lisel Dahms:** Yes, definitely, jy het vir my baie inligting gegee.

**Participant:** Solank dit help.

**Mrs Lisel Dahms:** Ek waardeer dit opreg baie.

---oOo---

## INTERVIEW 2



### SIBANYE'S PLATINUM MINING SECTORS PERCEIVED EXPECTATIONS OF SERVICE QUALITY DELIVERED BY OVERHEAD CRANE COMPANIES IN SOUTH AFRICA

Mrs Lisel Dahms (28282817), under the supervision of Prof Hein Prinsloo

#### INTERVIEW 2

**Participant:** Ek hoop ek kan dit antwoord.

**Mrs Lisel Dahms:** Jy gaan definitief kan. Baie dankie vir jou tyd. Ek weet julle is baie besig. My naam is Lisel. Ek is MBA-student, finalejaar student, nie meer so jonk nie, maar ons het dit gedoen om te begin om te eindig. So die begin is aan die einde en die einde is aan die begin.

**Participant:** Geleerdheid vra nie ouderdom nie.

**Mrs Lisel Dahms:** Ek is besig met my dissertation, my thesis, en ek het gekies my titel moet wees oor die Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa. So dit gaan basies maar net oor wat is julle experience, wat is julle expectations oor die kliëntediens wat julle ontvang. Die vrae is open ended research questions, en soos ek gesê het ons record julle. Ek het ethical clearance obtain, en ek het ook toestemming van Sibanye gekry om hierdie vrae te kan vra. Jou, participants se identity is confidential, en enige tyd kan jy my stop as jy nie wil hê ek moet voortgaan nie, en jy het geen risiko met hierdie survey nie. En soos ek gemention het, jy kan voluntary kan jy onttrek, jy kan vir my sê stop. Ek het twaalf vrae, dis gebaseer op twaalf vrae. Die vrae is in Engels, maar jy's welkom om in Afrikaans te antwoord as jy nie in Engels wil antwoord nie. As jy enige onduidelikheid het wat jy nie verstaan

wat ek vra nie, asseblief stop my en sê vir my. En dan again, dis nie 'n vasvra nie, dit gaan totally oor jou experience, jou opinie gebaseer op wat, jy weet, in die verlede en hoe jy dit ervaar het. So die eerste vraag is: Which words would you use to describe the quality of service received by overhead crane companies? Die drie opsies is poor, average en great. En dan as jy net vir my kan verduidelik hoekom jy sê die een wat jy gekies het.

**Participant:** Okey, I will say great. My experience especially with Stahl, if there is a problem, they immediately report it, they log it in the books, in the logbooks. They send me the quotations immediately, and ja, as soon as I get the order, they make the appointment and they come and install the parts that are needed to be installed, or to be fixed. There's no time delay from their side to get a job done.

**Mrs Lisel Dahms:** Thank you for that. Then the second question is: In your opinion which factors influence customers' expectations on service delivery? So I'm gonna mention four. If you can tell me which of these factors have an influence on your expectations. The first one would be previous experience with current crane suppliers. So it's your experience with your current supplier. Then communication. The other one would be reviews and word of mouth of the supplier. Or the previous experience with other crane companies. So in your opinion which factors influence your expectations with the service provider?

**Participant:** What is the first one that you have said?

**Mrs Lisel Dahms:** Is your experience with your current supplier.

**Participant:** Yes. That is the biggest point that I will raise, is my current experience with the current supplier.

**Mrs Lisel Dahms:** Thank you for that. And then briefly explain the mine's service quality approach, so that would be the service quality approach from you as the customer in terms of the following. So I'm gonna mention the five aspects. So if you

can tell me what is the approach that you as the customer have on the reliability, what is your service quality approach on reliability?

**Participant:** Okey.

**Mrs Lisel Dahms:** Reliability would be the ability to perform the promised service dependable and accurately.

**Participant:** That is, ja, to ensure that you do what you say you're gonna do. Delivery on their work, how can I say, to deliver on their promise.

**Mrs Lisel Dahms:** Okey, excellent, thank you. And then responsiveness? Responsiveness is the willingness to help customers and provide prompt service.

**Participant:** That's correct yes. Like I said in the first question, ja, the willingness and the effectiveness is also one of the big factors so that you don't have to sit and wait for them to come out, to respond to your call, to respond to what is needed to be done. So, ja, that is critical.

**Mrs Lisel Dahms:** Thank you for that. And then assurance, the assurance is their knowledge and consideration of employees and the ability to communicate.

**Participant:** Ja, that is true and also the quality of the work is also insurance on my side, to know when they leave here I can be assured that their work is done correctly and safely and have their word for that.

**Mrs Lisel Dahms:** Thank you for that. And then empathy? By empathy we'd like to know the caring and the personalised attention provided to the customer by the service provider.

**Participant:** Ja, like Essie since he came here, started here, or took over on this side, he's on board, he's hand on, and if there's anything, he's there to correct it or sort it out, and ja, that gives me also a peace of mind, especially when it comes to the

---

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa  
Interview 2

services, the load testing, and all those things, then I know I have him as backup to keep me on track to say listen it's time. That is very important for me.

**Mrs Lisel Dahms:** Thank you for that. And then the last one is tangibility. Appearance of physical, so the appearance of the equipment, the personnel and the communication material. That would be the service sheets and the load test. So what is your service quality approach on that, on the tangibility?

**Participant:** That is also a very good, they do it very good. When the LMI's come here, obviously they know where the books are, where the parts are, they come in, they know where the books is, how to fill it in, and the way that we want it to be filled in, we as a customer. What is needed. In the beginning we went through a few stuff and it was changed, and from there on yes, it's going well. There's no, we don't have to call and say listen come back and explain. So on the inspection sheets, all those things, everything is there. Noted, if there's something wrong, it's noted there, and after that they will give me a quotation immediately to say, and they will come and discuss it first, that is one of the things that is very important. Just don't write it in the book, they come immediately, inform me of that, they make an arrangement for a quotation. As soon as the order is there, they phone me and say listen, we are ready, when can we come. Let me make an appointment for that.

**Mrs Lisel Dahms:** Thank you for that. If you can, in your opinion how would you rate the importance of the following, and that is on reliability, responsiveness, assurance, empathy and tangibility again. If you rate from one to five, with one indicating less important and five indicating extremely important, how would you rate reliability?

**Participant:** I will make it a five.

**Mrs Lisel Dahms:** Responsiveness?

**Participant:** Definitely five.

**Mrs Lisel Dahms:** Assurance?

**Participant:** I'll give it also a five.

**Mrs Lisel Dahms:** Empathy?

**Participant:** I will rate them a five.

**Mrs Lisel Dahms:** And tangibility?

**Participant:** Also a five. I'm very happy with them, with the current supplier, or crane.

**Mrs Lisel Dahms:** Then what suggestions do you have for improving your service experience with the overhead crane companies?

**Participant:** I don't think there is anything, what was wrong has been sorted out over a few years. But there's nothing that i can suggest to better it, because it is, they're on top of it. Ja, there's nothing going pass that we don't know. And ja, no, I won't, there's nothing that I can suggest for them.

**Mrs Lisel Dahms:** Thank you for that.

**Participant:** To better it.

**Mrs Lisel Dahms:** Does the quality of the equipment influence your selection of the supplier of choice?

**Participant:** Yes.

**Mrs Lisel Dahms:** And please elaborate.

**Participant:** Obviously if, it's very important for me so the supplier comes in must have knowledge of what he's doing, must have the correct equipment, the correct spares, and also the correct people to do the job, qualified people to do the job and must have a guarantee or a warranty on their work done, that is very important for me.

---

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa  
Interview 2

That will give me peace of mind. If a company gives me let's say five years guarantee or warranty on a job and another company comes and says two years, I know which one to take. So that is very important to me.

**Mrs Lisel Dahms:** Thank you. What is your opinion of the overhead crane company's distribution channels, such as product line development and technology?

**Participant:** Ja, I don't have much knowledge of that one because we've got what we have here and we working with that, so we don't get involved in more recent technology. I don't think I would answer that one fairly.

**Mrs Lisel Dahms:** Okey. Which factor in your opinion is the most important deciding factor when selecting hoisting components? And you just mentioned that I'm gonna give you now five again, and I think you mentioned in your previous answer on the important factors, and this would be the price of the product, the quality and safety of component, the contract cost such as installation, then the service reliability and flexibility, and then customer and technical support. So of these that I mentioned, which one would you rate as the most important? If I can mention again, it was the price of the product, the quality and safety, the contract cost, the service reliability and then customer and technical support.

**Participant:** That would be the service delivery. Going hand in hand with the quality, product quality.

**Mrs Lisel Dahms:** So if you select one of these, would it be then, you need to select one.

**Participant:** Okey.

**Mrs Lisel Dahms:** So it's price, or quality, contract cost, or then product warranty or customer and technical support. Which one would you rate as the most important to you in a deciding factor?

---

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa  
Interview 2

**Participant:** I will say the quality.

**Mrs Lisel Dahms:** And then if you could rate second and third for me. Which one would you say is second? You selected quality and safety.

**Participant:** That will. What is the other ones, sorry?

**Mrs Lisel Dahms:** It was price of product, contract cost such as installation, service reliability which would be your product warranty.

**Participant:** Service reliability.

**Mrs Lisel Dahms:** And then your third one? Again leaving the price of product, the contract cost or the customer and technical support. Which one would you rate third?

**Participant:** Customer and technical, what is that one, support.

**Mrs Lisel Dahms:** Thank you for that. Can you tell me what impact does the price of the product have as a deciding factor when you're selecting your hoisting equipment?

**Participant:** I won't say there would be a, that would be a factor. If you want quality, you're gonna pay. If you want to save money you will take the cheapest. But on the end of the day it's not gonna take you that far. So cost is not a, definitely on lifting equipment, there's no way that you can say cost must have a influence on your decision.

**Mrs Lisel Dahms:** Thank you for that. Okay, then three more questions. When choosing a product brand, which one would you prefer and why? Now, the product brands identified is your Asian, European, American and other. When choosing a product brand, which one would you prefer and why? There's Asian, European, American. Now I can mention that your European brands would be your Coni, Demag, Stahl, SWF, Verlinde. That would be your European, if I can give examples.

---

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa  
Interview 2



**Participant:** Obviously ja, that is your best. Ja, that would be the European because that is a kind, it depends on the kind of brand of crane you have like you say. And ja, you can't go to another brand and I think ja, then it would be the European because that is the cranes that we have here on site.

**Mrs Lisel Dahms:** Yes, and that would be my next question. In reality what brand do you use?

**Participant:** Little bit of both ja.

**Mrs Lisel Dahms:** So it's a little bit of both.

**Participant:** Because we have fruit trains here.

**Mrs Lisel Dahms:** Ja, selection. Okey, and then the question is why do you use them, why did you select them?

**Participant:** Reason for that is I found them here. So.

**Mrs Lisel Dahms:** Fair answer. Honest answer.

**Participant:** I found them here and they need to keep them in good and healthy order and the only thing to go is to have the OEM spares.

**Mrs Lisel Dahms:** Okey, then my last note or question, would you like to add anything that was not mentioned in the interview?

**Participant:** No.

**Mrs Lisel Dahms:** Thank you for that.

**Participant:** Nothing to add there.

**Mrs Lisel Dahms:** Thank you very much for your time. Baie baie dankie.

**Participant:** Ek hoop daar's maar ietsie wat jy kan gebruik.

**Mrs Lisel Dahms:** Nee, daar's ...

---oOo---

## INTERVIEW 3



### SIBANYE'S PLATINUM MINING SECTORS PERCEIVED EXPECTATIONS OF SERVICE QUALITY DELIVERED BY OVERHEAD CRANE COMPANIES IN SOUTH AFRICA

Mrs Lisel Dahms (28282817), under the supervision of Prof Hein Prinsloo

#### INTERVIEW 3

**Participant:** Dis doodreg.

**Mrs Lisel Dahms:** Okey. Good morning, thank you very much for your time, we do appreciate it. My name is Lisel Dahms, I'm a MBA-student at North-West University. My supervisor is Hein Prinsloo and he's attending this interview that we will have with you. I would like just to mention that this, as you know this is recorded, this session is recorded. And that my study title is all about the expectation, perceived expectations of Sibanye on expected service delivery from the overhead crane companies in South Africa. My questions would be open ended and as I mentioned, at any point in time you could say you don't wanna continue, you wanna stop the interview, and that we had, I just want to confirm as well, that we had clearance, ethical clearance was obtained. And that there's no risk in your participation as well as I mentioned, you can withdraw any time you wish to. Sir, can I ask, can you please state to me the position and the organisation?

**Participant:** Okey, my position in the organisation in Sibanye Still Water is that I'm the surface railways manager in Sibanye.

**Mrs Lisel Dahms:** Thank you. And then the site's name would be then Surface Railway?

**Participant:** That's correct yes. That's right, Surface Railways.

**Mrs Lisel Dahms:** Thank you very much for that. Okey, the questions is really, it's informal, please your, it's all about your opinion and your experience. So I'm gonna start with the questions. Which words would you use to describe the quality of service received by the overhead crane companies in South Africa?

**Participant:** I will say excellent.

**Mrs Lisel Dahms:** Okey, excellent. And can you please explain why?

**Participant:** Alright, currently what we do have with Stahl is a monthly what they do our monthly inspections on our cranes. They do our annual load testing on the cranes. So yes, they're actually on time every month. They sign off our documentation correctly. They always available. They always guide us. When there is some challenges, because we are not, do not have the expertise on site when it comes to cranes, the mechanical side. So ja. It's actually a very good relationship that we have and the most important thing we have is the trust relationship that we've built with Stahl.

**Mrs Lisel Dahms:** Thank you for that. Thank you for that. Then in your opinion which factors influences customers' expectations on service delivery by the overhead crane companies? So please stop me if you don't understand or if I need to repeat myself. The factors which influence the customers' expectations in your opinion, is that the perceived experience with current crane suppliers, or is it communication, the reviews and word of mouth of the suppliers, or would you say it is previous experience with other crane companies, with different crane companies?

**Participant:** I will say, you know, the thing is there is most definitely other companies as well that do have maybe similar experience. Again, like I said, if you build that trust relationship with a company, then they do understand your requirements, they do understand your expertise, you can also you know that customer relationship that you have, and the most important is the quality of service. That is very important for us to

---

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa  
Interview 3

have that quality services that they provide us. And you build actually a relationship, you have to have that relationship as well.

**Mrs Lisel Dahms:** Yes. Sir, so would you say, if I can ask you this question, would you say that your expectations from a service provider on that crane companies, is your expectations based on the, is that based on the previous experiences, and as you mentioned, the communication as well? So would you say you base your expectations on which of those four, would you say. As you mentioned already, can I confirm that you mentioned the communication as well there?

**Participant:** Ja, no, definitely previous expectations as well. We used to have previous companies, I'm not gonna mention names. We used to have previous companies that is doing the same or similar what Stahl is currently doing, and due to some challenges on their side there was from time to time, there was that misunderstanding, not the services that we required. Yes, and also looking at cost, I mean cost is very important as well for a company, for us as a business. So we're looking at the cost. So at previous experience there was companies that did not comply with these couple of things, and that's why Sibanye decided to move over to Stahl and for, to be honest with you, I'm not quite sure, I think for the last two, three years we're involved with Stahl. And for now I don't foresee any changes for moving to another crane company.

**Mrs Lisel Dahms:** Thank you for that. Sir, the following, the next question is I think it's similar to the one you've just mentioned, so I do apologise if it feels like the question is the same, so please stop me if I need to you know elaborate on the question. Briefly explain the mine's service quality approach in terms of the following: So that would be Sibanye's service, your approach, regarding reliability, responsiveness, assurance, empathy and tangibility. If we can start with reliability, can you give me your quality approach towards reliability when deciding on a service and on equipment?

**Participant:** On our service reliability I will say there's an excellent customer services. There's a excellent after sales service. I mean just picking up the phone, contacting them and say listen we're sitting with this situation, how soon can you assist, how

---

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa  
Interview 3

quickly can you be available. Yes, we had some challenges where there was things manufactured for us that was not according to our requirement, and they were willing to change it. So you nobody is 100%, you do make mistakes, but for me if you accept that mistakes and be willing to change it and accept those change of mistakes, that is for me that relationship that we build.

**Mrs Lisel Dahms:** Thank you for that. If I can ask in your opinion, how would you rate the importance of the elements mentioned above, from one to five. When deciding on a service provider, how do you rate reliability, how important is reliability to you, and can you tell me why, from a one to five?

**Participant:** The reliability on Stahl, I would give it a five.

**Mrs Lisel Dahms:** Can you tell us why?

**Participant:** Okey, just to confirm your one to five. If you say, what is the rating, what is one and what is five?

**Mrs Lisel Dahms:** Sorry. One would be poor and five would be excellent, and three would be average.

**Participant:** So I was correct on that one. Ja. So it's definitely a five. Based on the quality of work they do, there's certificates, I mean they are certified what is very important. They do have the expertise that is also very important when it comes to design, drawings, signing of legal documents because they fully take responsibility, because they also know that they are fully responsible, although I'm accountable, but they are responsible once they submit us and check our equipment that they will take that responsibility. And that is very important.

**Mrs Lisel Dahms:** Thank you for that. Responsiveness, one to five?

**Participant:** I will give it a five.

**Mrs Lisel Dahms:** As willingness to help customers and provide prompt service. Can you tell us why do the overhead crane company get a five? Why would you rate them a five?

**Participant:** Again, their availability, their quality service, their cost, I mean they are not, if you go in the market, they're not over expensive. They're not here to, I would say, they're not only here to make money although any business must make money, but they're also here to assist. And to build a long relationship.

**Mrs Lisel Dahms:** Thank you for that. Assurance, one to five? Meaning the knowledge and consideration of employees and the ability to communicate trust.

**Participant:** I would say definitely five.

**Mrs Lisel Dahms:** Empathy, the caring and the attention provided to customers?

**Participant:** Ja, the empathy and caring I will say five. Depends on the day, it depends on what mood I am the day. Shame, no, that's definitely a five. When there's a challenge, the foreman will always then ask to come and visit me and he will then sort it out, we will have a chat. If there is things that maybe is not correctly, or filled in correctly, some of the documents, then I will say guys, this is the way we would like to do it. And then they will rectify. It's not that you have to go and ask one, two, three, four times to rectify it.

**Mrs Lisel Dahms:** Thank you very much for that Sir. Tangibility? The appearance of physical facilities, equipment, personnel. What would you rate the tangibility, one to five?

**Participant:** I will say five again.

**Mrs Lisel Dahms:** Would you like to elaborate on that Sir, why?

**Participant:** I think the previous one also include, you can use the previous one again.

**Mrs Lisel Dahms:** I'll do that.

**Participant:** The previous question, you know, it's exactly how I feel about it personally, and I think the company also feel about it because they are not only doing a service or render a service only for Surface Railways. With the departments in Sibanye that they all service, render a similar service.

**Mrs Lisel Dahms:** Thank you for that. Sir, what suggestions do you have for improving your service experience with the overhead crane company? So what suggestions do you have for the crane companies to improve?

**Participant:** To be honest from my side, from my side at this stage I cannot recall anything that needs to be improved from their side. Again the person that they on a daily basis or whenever they're on site communicate with, is my supervisor that reports to me to whom this department is falling under and who is directly involved with the cranes and the handling and the operating of the cranes. And I never heard him say that you know there and here Stahl needs to be improved. I think they show for the time period they've been here with Sibanye, I think they show that they try their best and I think if there's anything from his side, the supervisor, he will definitely mention it. So from my side I can't recall anything now to say that there is any changes or any improvements on Stahl's side, on the crane company's side.

**Mrs Lisel Dahms:** Thank you very much Sir. This question, the next few questions, we've still got just got, we've got six more and, does the quality of the equipment influence your selection of the supplier of choice? So the equipment will be hoisting unit or overhead crane. Does the quality of the equipment influence your selection of the supplier of choice should you purchase equipment?

**Participant:** Ja, of course, I mean the quality must, because if the quality is poor, the operation will come to a stand still and I won't be able to maintain what I need to maintain.



**Mrs Lisel Dahms:** Thank you. What is your opinion of the overhead crane companies' distribution channels, such as product line development and technology?

**Participant:** We haven't even come to a point where we heard discussion on any development. Never did Stahl come to my office and actually you know promote something that we can use in the future. That is actually a very nice thing so if maybe in the future or they can just come to me and say you know what we've got this thing, or I don't know if you really can change anything on a crane itself, overhead crane, I mean it's a structure, but maybe technology for safety devices. I think Sibanye runs through all these things for years now because due to some instances and even fatalities that happened in the past with overhead cranes. So we did look at some of the things of previous experience, but up till now they haven't approached me myself. I'm not sure, we do have a specialist that is directly responsible for our working at heights and our lifting procedures that he wrote himself. He is a Sibanye employee. So I'm not sure if Stahl maybe approached him for new advanced technology that can be used on a crane, you know to make it more safer.

**Mrs Lisel Dahms:** Thank you for that. Would you please elaborate regarding the important variables when selecting hoisting components or overhead crane components? And I'm gonna mention the first one would be price of product. Can you elaborate on how important the price of the product is for Sibanye?

**Participant:** Yes. First of all we need to look at the price, that is any business in the world must look at the price first. But again on the, it depends also on the equipment that you install or that you have on your overhead crane, for example, if you have to paint, repaint, just to use an example, if you have to repaint the crane, I don't think paint is gonna have a much effect on the end of the day, but if you start working on load components, load cells, your rope, your attachments that is a high critical equipment, then you have to look at the component itself, the quality of it, then price normally don't have an affect because you don't want to put a cheaper thing in and then it would be a total failure on those equipment. No. So ja, price will always have an influence, but I think the quality of the product depends on what component on the crane you are looking for.

---

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa  
Interview 3

**Mrs Lisel Dahms:** Thank you for that. I think you answered the next one of quality and safety of components, I think you answered that in your statement of price of product. Would you like to add something with quality and safety of components?

**Participant:** No, I think I've covered that one on the quality.

**Mrs Lisel Dahms:** Thank you. Sir, then the contract costs such as installation, what importance, what does that have, how important is that to your selection of components? The contract cost, that would be like the installation, the load testing, other costs applicable to the equipment?

**Participant:** Ja, other costs is actually, I can use an example, one of our cranes didn't have a walkway attached to the crane, that was a attachment and a design that was put in not long ago for maintenance purposes because it was being difficult for the guys once they do the inspections to have a safe traveling way on the crane itself. So we actually then required request Stahl to give us a design. They did give us the design and the drawings, and it was approved and they also attach it there. So that's why I said previously you know there was a cost involved because it was separate. Sibanye placed the order, had the order there, and there was a couple of challenges on the drawing itself, there was some measurements not 100% correctly done. So there was then, changes needed to be done on the platform. And Stahl was willing to do those changes without any further cost. Because I mean we request a quote, the quote was given, and that's why I said, you know, you get companies, as soon as you start then there's more cost and more cost. Give me a once off price, that is what you're gonna pay, if there's then any changes, then unfortunately they're going to cover that cost themselves. But that is typically a thing. So ja. It happened previously also. If there's something else out of the ordinary, the contract, the monthly maintenance cost, then we use Stahl to raise an extra order because they are the expertise currently in Sibanye that is then easier for us, and it is also on the Procurement side, it's much easier if Procurement know that this company is on Sibanye, they're doing the job, if you raise a order through Procurement and it is a, let's say a OEM approved company, then you'll get much easier your order numbers through procurement because that is

what Procurement like, is to have a company, this company is approved, they do understand the procedures, and it's easier to raise them in order.

**Mrs Lisel Dahms:** Thank you. The service reliability and flexibility on the product warranty, I think this would be on new equipment as well as current equipment, but actually the product warranty would be on new equipment. How important is that towards making the selection on you hoisting, or on your overhead crane components?

**Participant:** Especially on the expensive ones. Definitely. I mean some of the expensive ones you will have, you will definitely require warranty on that.

**Mrs Lisel Dahms:** And how important is that towards the factors? Is that extremely important?

**Participant:** Ja, no, it's extremely important.

**Mrs Lisel Dahms:** Customer and technical support. How important do you rate that on the deciding factor on the variables in your opinion?

**Participant:** I will rate it very high. They must be that support because if you do have a failure you need to have that support that can guide you, that can come and do a inspection for you because they have the expertise to guide you through it. So ja, that is highly important.

**Mrs Lisel Dahms:** Sir, is there any other variables that you will like to add that was not mentioned in our discussion with the hoisting components, the selection, the deciding factors on your overhead cranes and hoisting equipment?

**Participant:** Again, like I said previously you know, I cannot recall anything now. Again, you know the supervisor to whom they report once they're inside, once they've done the maintenance, nothing was actually reported to me that I am aware of.

**Mrs Lisel Dahms:** Thank you. Then almost done. What effect does the brand of the product have as a deciding factor when selecting hoisting equipment? And the brands when referred to would be the Asian product, the European product, American and then other products. When deciding on a brand. What, sorry, let me ask again, what affect does the brand of a product have as a deciding factor when selecting hoisting equipment?

**Participant:** To be dead honest with you that one I won't be able to answer. I think the people from Stahl will give you that answer. You know from the operation side we, if there's a component that needs to be changed, we request a quote. The quote will come from Stahl. And there again, we rely on Stahl to make sure that whatever product they supply to us they must make that decision if it's a European one is the best one, or you know, that we don't have that expertise. It's too difficult for us you know.

**Mrs Lisel Dahms:** Yes. Sir, on your deciding factor then should they provide, again, would we refer back to the previous discussions we had on price and on quality, that for years operations, would those factors apply here?

**Participant:** Ja, those factors will definitely apply there. Those factors will because it depends on, you know, the original manufacturers of the crane, to be honest I'm not sure who's the original manufacturers of the cranes that we do have on site, that I don't have now in here, I can go and have a look but it's gonna take some time.

**Mrs Lisel Dahms:** No problem.

**Participant:** So Stahl is a crane company that maintain it for us and do have the expertise to maintain these equipment. So again, I mean if you look at for example on my logo's that I have, it is GE comes from Germany, so yes, there is some of the components, that we do order from GE in Germany because that is a better product because you know it's from the original manufacturers and you will have a quality product direct from them as to go and see if you try to use a pirate part, it's gonna cost you more at the end of the day.

**Mrs Lisel Dahms:** Thank you very much. Sir, is there anything that you would like to add or that you would like to mention that you feel that was not discussed or that you would like to add to this interview?

**Participant:** No. What I can actually can say is that from my opinion from the experience from Stahl, until the Sibanye decide to change because I'm also just working for Sibanye, but I would like to continue with Stahl as the service provider doing our maintenance. So as long as from my side as one of the operations in the bigger Sibanye, I would like to continue with Stahl, and maybe in the future looking at going a step further by looking at our let's say maybe our other lifting, smaller lifting equipment, doing some checks there. And ja, that is some other equipment. What we're currently still doing is that there is something out of the ordinary that's not consulting a crane, but is part of lifting equipment, we normally ask them to quote us so that we can also then buy some other or purchase some other lifting equipment through Stahl.

**Mrs Lisel Dahms:** Sir, I would like to take this opportunity to thank you for your time. I know you guys are very busy. From my side as well as on behalf of Prof Hein, thank you very much for your time, we really do appreciate it. And yes, I think this is gonna add great value to my interview. Prof Hein, would you like to say something?

**Prof Hein Prinsloo:** Robby, baie dankie, ek waardeer dit baie vir jou tyd en dat jy vir Lisel help bietjie met 'n paar moeilike vrae dink ek in sommige opsigte.

---oOo---

## INTERVIEW 4



### SIBANYE'S PLATINUM MINING SECTORS PERCEIVED EXPECTATIONS OF SERVICE QUALITY DELIVERED BY OVERHEAD CRANE COMPANIES IN SOUTH AFRICA

Mrs Lisel Dahms (28282817), under the supervision of Prof Hein Prinsloo

#### INTERVIEW 4

*Mrs Lisel Dahms:* Dankie vir jou tyd.

*Participant:* Plesier.

*Mrs Lisel Dahms:* Kan ons maar in Engels aangaan, is julle happy daarmee? Afrikaans kan jy antwoord verder as jy wil.

*Participant:* Nee, dis reg. No, no problem.

*Mrs Lisel Dahms:* Okey. Thank you for your time. This is, I'm doing my MBA final year studies at North-West University and my title on my research, mini dissertation, is on the, let me get the right wording, my focus is on the Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa. Ons is independent, ek is nie eintlik independent nie van Stahl Cranes nie, maar as gevolg van, maar in die totaal en al die kraan companies in Suid-Afrika. The questions is open ended research questions. And then I just want to confirm that ethical clearance was obtained from the University to do the research. I've got approval to do the research on this from Sibanye itself. And then your identity will be held confidential. And then you have no risk in this dissertation and we can stop anytime you want to stop. And then yes, like I said you can withdraw anytime you would like to withdraw. My questions start with if you can tell me which words

---

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa  
Interview 4

would you use to describe the quality of service received by overhead crane companies? The selection is poor, average or great. And on selection please explain why.

**Participant:** I would say the service we are receiving is great. Most of the time we get good feedback or if something is wrong then we get feedback immediately, but ja, the work is going on.

**Mrs Lisel Dahms:** Then tell us of your previous experiences relating to factors influencing customer's expectations on service delivered by overhead crane companies. So your previous experience with overhead crane companies, not just current, but previously.

**Participant:** Actually I'm from Lonmin and we actually had a crane company there that there is more problems than solutions with them. But basically, they were the only company that we had problems with. Other companies, I didn't see any issues with them.

**Mrs Lisel Dahms:** Would you say your experience relating to that was based on communication or word of mouth of these guys?

**Participant:** It would be more word of mouth than other issues.

**Mrs Lisel Dahms:** Thank you. In your opinion how would you rate the importance of the following factors towards service quality approach. This is from one to five. So would you say that with one indicating less important and five indicating extremely important. So how much and why would you rate them? Reliability, what would you rate reliability from one to five?

**Participant:** Four.

**Mrs Lisel Dahms:** Okey, then please bear in mind then four is already taken, so we've got four left for each one. Responsiveness, so would you rate that a one, a two, a three or a five?

**Participant:** Let's go with five.

**Mrs Lisel Dahms:** Okey. Assurance?

**Participant:** Five.

**Mrs Lisel Dahms:** Empathy?

**Participant:** Five.

**Mrs Lisel Dahms:** Tangibility?

**Participant:** Also five.

**Mrs Lisel Dahms:** What suggestions do you have for improving your service experience with overhead crane companies?

**Participant:** Start again?

**Mrs Lisel Dahms:** What suggestions would you have for improving your service experience of what you experience from the overhead crane companies? Is there any suggestions that you would have?

**Participant:** Currently no. I don't have any.

**Mrs Lisel Dahms:** Does the quality of the equipment influence your selection of the supplier of choice?

**Participant:** No.



**Mrs Lisel Dahms:** What is your opinion of the overhead crane company's distribution channels, such as product line development and technology?

**Participant:** I would say it's fairly good.

**Mrs Lisel Dahms:** Does the quality of the equipment influence your selection of the supplier of choice?

**Participant:** No.

**Mrs Lisel Dahms:** What is your opinion of the overhead crane company's distribution channels such as product line development and technology? Meaning do you think that overhead crane companies have adequate technology and innovation and product development?

**Participant:** Ja, I believe so. I mean if you just take into consideration the, what do you call it, the load limiter display that we installed, it's already improvement on what we had. So ja, according to me they do have.

**Mrs Lisel Dahms:** Elaborate regarding important variables when selecting hoisting components. So in this I would like to know, I'm gonna mention five, no sorry four, if you can tell me which one of the following is the most important to you when you're selecting hoisting components. Would you say price of product, quality and safety, or the contract cost which would be the installation, service reliability and flexibility, or the technical support. If you would like me to mention it again of this five, which one would you rate the most important? Price of the product, quality and safety, contract cost that would be such as installation, service reliability such as the product warranty, or the technical customer and technical support?

**Participant:** I would definitely go with quality and safety.

**Mrs Lisel Dahms:** Thank you. You've selected, now you've selected quality. Which would you select second after quality and safety?

---

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa  
Interview 4

**Participant:** Well, definitely cost.

**Mrs Lisel Dahms:** Thank you. What effect does the brand of the product have on deciding factor when selecting the hoisting equipment? So the brand, how does that impact the deciding factor?

**Participant:** Well, I will go with most frequently used across the whole mining division. So for me if I get good feedback from other guys saying this company, we've done work with them, they've outshine themselves, then obviously I'll also look into it.

**Mrs Lisel Dahms:** In your opinion on the branding, which one would you prefer: Asian, European, American or any other in hoisting?

**Participant:** That's a difficult one. Maybe European.

**Mrs Lisel Dahms:** Okay. Then in reality what brand do you use?

**Participant:** I would say more or less a bit of all.

**Mrs Lisel Dahms:** And then the last question is why do you use those brands?

**Participant:** Reliability.

**Mrs Lisel Dahms:** Reliability. Okay, that's the end of my questions. Thank you very much for your time.

---oOo---

## INTERVIEW 5



### SIBANYE'S PLATINUM MINING SECTORS PERCEIVED EXPECTATIONS OF SERVICE QUALITY DELIVERED BY OVERHEAD CRANE COMPANIES IN SOUTH AFRICA

Mrs Lisel Dahms (28282817), under the supervision of Prof Hein Prinsloo

#### INTERVIEW 5

Mrs Lisel Dahms: Dankie vir jou tyd wat jy afstaan vir die onderhoud, ek weet jul is baie besig.

Participant: Dis 'n plesier.

Mrs Lisel Dahms: Ek gaan die onderhoud in engels doen as dit reg is met jou?

Participant: Dit is reg so.

Lisel Dahms: My name is Lisel Dahms and I am a doing my MBA final year studies at North-West University with my Thesis title being Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa. Although I am an employee of Stahl Cranes & Hoists, I am conducting this research independently.

Please note the following:

The interview will be recorded. Ethical clearance was obtained from the university and approval to conduct the research from Sibanye to do the research. You have no risk in participating and can withdraw at any time furthermore, your identity will be held confidential.

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa Interview 5

Herewith then the first question

Which words would you use to describe the quality of service received by overhead crane companies being Poor, Average or Great and why?

Participant: Definitely great. The current service provider offers excellent service and advice.

Mrs Lisel Dahms: Please tell me about your experiences relating to factors influencing customer's expectations on service delivered by current and previous overhead crane companies.

Participant: My experience with overhead crane companies are good. Mostly they where on time and quick with reports and spare part repairs.

Mrs Lisel Dahms: Is your experience more based on word of mouth or communication?

Participant: Word of mouth

Mrs Lisel Dahms: In your opinion, how would you rate the importance of the following factors towards the service quality approach. From one to five. With one indicating less important and five indicating extremely important. Reliability, what would you rate reliability from one to five?

Participant: Four.

Mrs Lisel Dahms: What would you rate Responsiveness, one, two, three or five?

Participant: Five.

Mrs Lisel Dahms: Assurance?

Participant: Two.

Mrs Lisel Dahms: Empathy?

Participant: Three.

Mrs Lisel Dahms: Tangibility?

Participant: One

Mrs Lisel Dahms: Do you have any suggestions for improving service experience with overhead crane companies?

Participant: No.

Mrs Lisel Dahms: Does the quality of the equipment influence your selection of supplier, and if so, what kind of influence?

Participant: No it does not – not at all.

4

Mrs Lisel Dahms, Sibanye's Platinum mining sectors perceived expectations of service quality delivered by overhead crane companies in South Africa Interview 5

Mrs Lisel Dahms: What is your opinion of the overhead crane company's distribution channels, such as technology and product line development, therefore do you think that overhead crane companies have adequate technology and innovation and product development?

Participant: Yes, I do think that the product line is adequate such as safety devices but I am not aware of new technology improvements on overhead cranes, just safety devices.

Mrs Lisel Dahms: Please intricate relating to the essential variables when choosing hoisting components. The four I'm going to mention are the price of product, quality and safety, please tell me which one mentioned are the most important in your opinion?

Participant: Most certainly quality and safety.

Mrs Lisel Dahms: Thank you. You have selected quality and safety. Which would you choose next?

Participant: Cost.

Mrs Lisel Dahms: What effect does the brand of the product have on deciding factor when selecting the hoisting equipment?

Participant: The brand does not have a huge deciding factor for me, but the availability of spare parts would most certainly have a roll in the deciding factor.

Mrs Lisel Dahms: In your opinion on the branding, which one would you prefer: Asian, European, American or any other in hoisting?

Participant: Maybe European.

Mrs Lisel Dahms: Okey. Then in reality what brand do you use?

Participant: I'm not to sure, I think European.

Mrs Lisel Dahms: Why do you use those brands?

Participant: It would be because of reliability.

Mrs Lisel Dahms. Is there anything you would like to add or ask that was not mentioned in the interview?

Participant: No thank you I think you have addressed everything

Mrs Lisel Dahms: I would like to Thank you for your time and participating.

## APPENDIX E: EMS REC FEEDBACK



Private Bag X6001, Potchefstroom  
South Africa 2520

Tel: 018 299-1111/2222  
Web: <http://www.nwu.ac.za>

Economic and Management Sciences Research  
Ethics Committee (EMS-REC)

1 October 2021

Prof JJ Prinsloo  
*Per e-mail*  
Dear Prof Prinsloo,

**EMS-REC FEEDBACK: 27082021 (Round Robin)**  
**Student: Dahms, L (28282817)(NWU-00949-21-A4)**  
**Study leader: Prof JJ Prinsloo - MBA**

Your ethics application on, *Investigate the Platinum mining sector's perception of service quality expectations in SA*, which served via Round Robin, refers.

**Outcome:**

Approved as a minimal risk study. A number **NWU-00949-21-A4** is given for one year of ethics clearance.

Please note that the ethics approval of this application is subject to the Covid-19 protocols.

Kind regards,

**Prof Mark Rathbone**  
**Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)**

## APPENDIX F: SOLEMN DECLARATION



NWU Higher Degrees Administration

### SOLEMN DECLARATION AND PERMISSION TO SUBMIT

#### 1. Solemn declaration by student

I, **Lisel Dahms**

declare herewith that the thesis/dissertation/mini-dissertation/article entitled (**exactly as registered/approved title**),

***Investigating the Sibanye platinum mining sector's perceived expectations of service quality delivered by overhead-crane companies in South Africa***

which I herewith submit to the North-West University is in compliance/partial compliance with the requirements set for the degree:

MBA

is my own work, has been text-edited in accordance with the requirements and has not already been submitted to any other university.

**LATE SUBMISSION: If a thesis/dissertation/mini-dissertation/article of a student is submitted after the deadline for submission, the period available for examination is limited. No guarantee can therefore be given that (should the examiner reports be positive) the degree will be conferred at the next applicable graduation ceremony. It may also imply that the student would have to re-register for the following academic year.**

Ethics number:

NWU-00949-21-A4

ORCID:

0 0 0 0 - 0 0 0 1 - 5 5 5 3 - 6 0 2 X

Signature of Student

**Lisel Dahms**  
signature

Digitally signed by  
Lisel Dahms signature  
Date: 2022.03.30  
08:51:53 +02'00'

University Number

2 8 2 8 2 8 1 7

Signed on this 30 day of March of 2022

#### 2. Permission to submit and solemn declaration by supervisor/promoter

The undersigned declares that the thesis/dissertation/mini-dissertation/article:

- ☒ complies with the A-rules and the technical requirements provided for in the Manual for Master's and Doctoral studies and in faculty rules;
- ☒ has been checked by me for plagiarism (by making use of TurnItIn software for example) and a satisfactory report has been obtained;
- ☒ and that the work was language edited before submission for examination.

##### Faculty specific requirements as per A-rules: 1.3.2, 433, 4.2.4, 4.10.4, 5.3.2

- ☒ complies with regards to faculty rules on submission or acceptance by an accredited scientific journal;
- ☒ complies with regards to faculty rules on peer reviewed conference proceedings;
- ☒ the student is hereby granted permission to submit his/her article/mini-dissertation/ dissertation/thesis for examination.

Signatures of supervisor(s) and Promoter(s): (only compulsory in cases where there are co- or assistant- supervisor(s/promoters))

**JJ Prinsloo**  
Digitally signed by JJ Prinsloo  
DN: cn=JJ Prinsloo, o=NWU,  
ou=Business School,  
email=JJ.Prinsloo@nwu.ac.za,  
c=ZA  
Date: 2022.03.30 09:00:33  
+02'00'

Co-Supervisor/Co-Promoter

Assistant-Supervisor  
Assistant-Promoter

## APPENDIX G: DECLARATION OF LANGUAGE EDITING

### CERTIFICATION

This serves to confirm that I, *Vivien van der Sandt*, took care of the language editing of:

**Investigating the Sibanye platinum mining sector's perceived expectations of service quality delivered by overhead-crane companies in South Africa**

A mini-dissertation submitted in *partial* fulfilment of the requirements for the degree in *Master of Business Administration* at the North-West University

by

**L Dahms**



VIVIEN VAN DER SANDT

MEMBER OF THE PROFESSIONAL EDITORS' GUILD

VIVIEN SANDT FREELANCE SERVICES

[viviensandtFS@gmail.com](mailto:viviensandtFS@gmail.com)

CELL: 061 246 9069

March 2022

Not included: Annexures



## APPENDIX H: TURNITIN REPORT

Mini dissertation body only as  
on 28 March 2022

*by Dahms L*

---

**Submission date:** 28-Mar-2022 12:19PM (UTC+0200)  
**Submission ID:** 1794954955  
**File name:** Dahams\_body\_only\_as\_on\_28\_March\_2022.docx (1.56M)  
**Word count:** 19042  
**Character count:** 116860

## Mini dissertation body only as on 28 March 2022

### ORIGINALITY REPORT

<b>14%</b>	<b>8%</b>	<b>1%</b>	<b>8%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

### PRIMARY SOURCES

<b>1</b>	<b>Submitted to North West University</b> Student Paper	<b>3%</b>
<b>2</b>	<b>dspace.nwu.ac.za</b> Internet Source	<b>2%</b>
<b>3</b>	<b>reports.sibanyestillwater.com</b> Internet Source	<b>1%</b>
<b>4</b>	<b>repository.nwu.ac.za</b> Internet Source	<b>1%</b>
<b>5</b>	<b>measuringu.com</b> Internet Source	<b>&lt;1%</b>
<b>6</b>	<b>www.differencebetween.com</b> Internet Source	<b>&lt;1%</b>
<b>7</b>	<b>Www.Ogilvy.Com</b> Internet Source	<b>&lt;1%</b>
<b>8</b>	<b>www.miningmagazine.com</b> Internet Source	<b>&lt;1%</b>
<b>9</b>	<b>Submitted to Mountbatten Internship Program</b> Student Paper	<b>&lt;1%</b>

10	Submitted to NEBOSH Student Paper	<1 %
11	www.sibanyestillwater.com Internet Source	<1 %
12	Submitted to Arab Open University Student Paper	<1 %
13	www.revechat.com Internet Source	<1 %
14	Submitted to SOS Hermann Gmainer International College Student Paper	<1 %
15	Submitted to Trident Technical College Student Paper	<1 %
16	Submitted to Keystone Academy of Beijing Student Paper	<1 %
17	Submitted to University of Maryland, University College Student Paper	<1 %
18	mobt3ath.com Internet Source	<1 %
19	10hdz.pl Internet Source	<1 %
20	Submitted to Midlands State University Student Paper	<1 %

21	<a href="http://repository.up.ac.za">repository.up.ac.za</a> Internet Source	<1 %
22	Allard Van Riel, Janjaap Semeijn, Wendy Janssen. "E-service quality expectations: A case study", Total Quality Management & Business Excellence, 2010 Publication	<1 %
23	Submitted to St. Clare's, Oxford Student Paper	<1 %
24	Submitted to Franklin University Student Paper	<1 %
25	<a href="http://necemonyai.com">necemonyai.com</a> Internet Source	<1 %
26	Submitted to THEI Student Paper	<1 %
27	<a href="http://4lol.pl">4lol.pl</a> Internet Source	<1 %
28	Chien Min Chen, Hong Tau Lee, Sheu Hua Chen, Tsung Hsien Tsai. "The police service quality in rural Taiwan", Policing: An International Journal of Police Strategies & Management, 2014 Publication	<1 %
29	Submitted to University of Essex Student Paper	<1 %

30	<a href="http://uir.unisa.ac.za">uir.unisa.ac.za</a> Internet Source	<1 %
31	<a href="http://www.dpw.limpopo.gov.za">www.dpw.limpopo.gov.za</a> Internet Source	<1 %
32	Amydee M. Fawcett, Stanley E. Fawcett, M. Bixby Cooper, Kristine S. Daynes. "Moments of angst", Benchmarking: An International Journal, 2014 Publication	<1 %
33	Submitted to Nelson Mandela Metropolitan University Student Paper	<1 %
34	Submitted to The American College of Greece Libraries Student Paper	<1 %
35	<a href="http://core.ac.uk">core.ac.uk</a> Internet Source	<1 %
36	<a href="http://vital.seals.ac.za:8080">vital.seals.ac.za:8080</a> Internet Source	<1 %
37	<a href="http://www.saibw.co.za">www.saibw.co.za</a> Internet Source	<1 %
38	Submitted to University of Cape Town Student Paper	<1 %
39	<a href="http://nsuworks.nova.edu">nsuworks.nova.edu</a> Internet Source	<1 %

40	Submitted to Chester College of Higher Education Student Paper	<1 %
41	Submitted to De La Salle University - Manila Student Paper	<1 %
42	Submitted to University of Pretoria Student Paper	<1 %
43	etd.uum.edu.my Internet Source	<1 %
44	www.saflii.org Internet Source	<1 %
45	Submitted to Intercollege Student Paper	<1 %
46	Submitted to Mancosa Student Paper	<1 %
47	Submitted to The University of Manchester Student Paper	<1 %
48	actacommercii.co.za Internet Source	<1 %
49	cual.openrepository.com Internet Source	<1 %
50	ebin.pub Internet Source	<1 %
51	mkteer.vn	

	Internet Source	<1 %
52	<a href="http://ugspace.ug.edu.gh">ugspace.ug.edu.gh</a> Internet Source	<1 %
53	Submitted to University of Johannesburg Student Paper	<1 %
54	<a href="http://www.merriam-webster.com">Www.merriam-webster.com</a> Internet Source	<1 %
55	<a href="http://arrow.tudublin.ie">arrow.tudublin.ie</a> Internet Source	<1 %
56	<a href="http://eldonhenson.com">eldonhenson.com</a> Internet Source	<1 %
57	<a href="http://Scholar.ufs.ac.za">Scholar.ufs.ac.za</a> Internet Source	<1 %
58	<a href="http://answersmeta.com">answersmeta.com</a> Internet Source	<1 %
59	<a href="http://etd.lib.metu.edu.tr">etd.lib.metu.edu.tr</a> Internet Source	<1 %
60	<a href="http://hdl.handle.net">hdl.handle.net</a> Internet Source	<1 %
61	<a href="http://journals.sagepub.com">journals.sagepub.com</a> Internet Source	<1 %
62	<a href="http://scholar.sun.ac.za">scholar.sun.ac.za</a> Internet Source	<1 %

63	smallbusiness.chron.com Internet Source	<1 %
64	waywardjourney.com Internet Source	<1 %
65	Baines, Paul, Antonetti, Paolo, Rosengren, Sara. "Marketing", Marketing, 2022 Publication	<1 %

---

Exclude quotes	On	Exclude matches	Off
Exclude bibliography	On		

## Bibliography



- Africa Mining IQ. 2020. *Platinum Mining in South Africa* (Dataset). <http://www.projectsia.co.za/platinum-mining-in-south-africa.htm> Date of access: 31 Jul. 2020.
- Alchemer. 2021, 20 May. *Purposive Sampling 101* [Blog post]. <https://www.alchemer.com/resources/blog/purposive-sampling-101/#:~:text=Purposive%20sampling%2C%20also%20known%20as,to%20participate%20in%20their%20surveys>. Date of access: 10 Mar. 2022.
- Baber, H. 2018. Service Quality Perception of Customers – a Study of Toyota Motors in India. *Organizations and Markets in Emerging Economies*, 9(2):311-323. 10.15388/omee.2018.10.00016
- Barrow, J. 2019, 12 Jul. *Trustworthiness in qualitative research* [YouTube video]. <https://www.youtube.com/watch?v=V66KYGCq0IM> Date of access: 12 Apr. 2021.
- Bishop, C. 2021, 15 Nov. *Customer trust: Definition, importance, and 5 ways to gain it* [Blog post]. <https://www.zendesk.com/blog/customer-trust/> Date of access: 24 Mar. 2022.
- Bradford, A. 2021. *Deductive reasoning vs. Inductive reasoning*. <https://www.livescience.com/21569-deduction-vs-induction.html> Date of access: 31 Mar. 2022.
- Brainkart.com. 2022. *Antecedents of consumer expectations*. 2022(27 Feb.). [https://www.brainkart.com/article/Antecedents-of-Consumer-Expectations\\_6003/](https://www.brainkart.com/article/Antecedents-of-Consumer-Expectations_6003/) Date of access: 30 Mar. 2022.
- Brainpower troopers. 2021. Stahl Cranes & Hoists company project. (Unpublished report).
- Breschi, A. 2022, 12 Jan. . *16 Types of Customer Needs (and How to Solve for Them)* [Blog post]. <https://blog.hubspot.com/service/customer-needs> Date of access: 7 Mar. 2022.
- Bryman, A. & Bell, E. 2019. *Research methodology - Business and Management Contexts*. 11. 3. Cape Town: Oxford University Press.
- Business Queensland. 2020. *Understand your customers' needs*. (Meeting customers' expectations). <https://www.business.qld.gov.au/running-business/consumer-laws/customer-service/improving/expectations> Date of access: 07 Aug. 2021.
- Caulfield, J. 2019. *How to Do Thematic Analysis | A Step-by-Step Guide & Examples*. <https://www.scribbr.com/methodology/thematic-analysis/> Date of access: 10 Mar. 2022.
- Corporate Finance Institute. 2022, 27 Feb. *Customer Satisfaction* [Blog post].

<https://corporatefinanceinstitute.com/resources/knowledge/other/measuring-customer-satisfaction/> Date of access: 27 Feb. 2022.

Crane Inspection & Certification Bureau. 2021, 24 Feb. *Lack of Crane safety training: the hidden costs and the 5 major challenges in the Crane industry* [Blog post]. <https://cicb.com/lack-of-crane-safety-training-the-hidden-costs-and-the-5-major-challenges-in-the-crane-industry/> Date of access: 24 Feb. 2022.

Crosley, J. 2021. *What (Exactly) Is Thematic Analysis?* <https://gradcoach.com/what-is-thematic-analysis/> Date of access: 9 Mar. 2022.

Crossman, A. 2020. *Understanding Purposive Sampling*. (27 Aug.), 3026727. <https://www.thoughtco.com/purposive-sampling-3026727> Date of access: 10 Mar. 2022.

DeMers, J. 2017. *7 Ways to Build Consumer Trust Naturally*. <https://jaysondemers.medium.com/7-ways-to-build-consumer-trust-naturally-4228f32a974d> Date of access: 27 Feb. 2022.

Dickmann, E. 2020, 29 Sept. . *How Expectations Affect Customers Experience* [Blog post]. <https://fiveechelon.com/how-expectations-affect-customer-experience/#> Date of access: 23 Mar. 2022.

Eagle, J. 2021a. *5 Minutes with Marc Philipp, director, sales, Stahl CraneSystems*. <https://www.hoistmagazine.com/news/5-minutes-with-marc-philipp-director-sales-stahl-cranesystems-8838636/> Date of access: 2 Mar. 2022.

Eagle, J. 2021b. *SWAY CONTROL*. <https://www.hoistmagazine.com/features/sway-control-8693750/> Date of access: 23 Apr. 2021.

eh3333. 2016, 17 Mar. *Four Principles of Workplace Stewardship* [Blog post]. <https://eldonhenson.com/2016/03/17/four-principles-of-workplace-stewardship/> Date of access: 24 Mar. 2022.

Emerald Group Publishing. 2021. *How to...Conduct empirical research*. <https://www.emeraldgrouppublishing.com/how-to/research-methods/conduct-empirical-research> Date of access: 19 March. 2021.

Fahy, J. & Jobber, D. 2019. *Foundations of Marketing*. sixth. McGraw-Hill. (Value through services, relationship and experiences).

Ferguson, G. 2022. *The Importance of Response Time in the Service Industry*. <https://smallbusiness.chron.com/importance-response-time-service-industry-45132.html> Date of access: 24 Mar. 2022.

- Fuelcycle. 2021, 05 Apr. *A Quick Guide to Semi-Structured Interviews* [Blog post]. <https://fuelcycle.com/blog/a-quick-guide-to-semi-structured-interviews/> Date of access: 10 Oct. 2021.
- Gary, C. 2022, 23 Mar. . *what "In a timely manner" does mean?* [Blog post]. <https://preply.com/en/question/what-in-a-timely-manner-does-mean-40969> Date of access: 23 Mar. 2022.
- Guest. 2021. African products for African mines.
- Guest, M. 2015, 15 Jul. . *The lack of clarity is stifling your organisation* [Linkedin]. <https://www.linkedin.com/pulse/lack-clarity-stifling-your-organisation-murray-guest/> Date of access: 31 Jan. 2021.
- Hayes, A. 2021. *Word-of-Mouth Marketing (WOM Marketing)*. <https://www.investopedia.com/terms/w/word-of-mouth-marketing.asp> Date of access: 24 Mar. 2022.
- Indeed Editorial Team. 2021a. *What Is Customer Perception? Definition and How to Improve It*. 2022. <https://www.indeed.com/career-advice/career-development/customer-perception#:~:text=Customer%20perception%20refers%20to%20how,your%20brand%2C%20products%20or%20services> Date of access: 13 May.
- Indeed Editorial Team. 2021b. *What Is Service Delivery in Business?* <https://www.indeed.com/career-advice/career-development/service-delivery> Date of access: 30 Mar. 2022.
- Indeed Editorial Team. 2021c. *Service Quality: Definition, Importance and Implementation*. <https://www.indeed.com/career-advice/career-development/service-quality> Date of access: 6 Feb. 2022.
- Iqsdirectory. 2022. *Overhead Cranes*. <https://www.iqsdirectory.com/articles/crane/overhead-crane.html> Date of access: 23 Dec. 2021.
- Janghorban, R., Latifnejad Roudsari, R. & Taghipour, A. 2014. Pilot Study in Qualitative Research: The Roles and Values. *Journal of Hayat*, 19(4):1-5.
- Jared, C. 2022, 1 Mar. 2022. *How to meet and exceed customer expectations* [Blog post]. <https://www.proprofschat.com/blog/customer-expectations/> Date of access: 1 Mar. 2022.
- Jay. 2014, 12 Jun. *Difference Between Competence and Performance* [Blog post]. <https://www.differencebetween.com/difference-between-competence-and-vs-performance/> Date of access: 24 Mar. 2022.

- Jones, P. 2021, 7 Mar. *The Importance Of Knowing Your Customer* [Blog post]. <https://www.convergehub.com/blog/six-principles-knowing-your-customers-better> Date of access: 7 Mar. 2022.
- Keth. 2016, 17 Aug. . *Difference Between Customer Expectation and Customer Perception* [Blog post]. <https://www.differencebetween.com/difference-between-customer-expectation-and-vs-customer-perception/> Date of access: 24 Jan. 2022.
- Khubana, T. 2021. *Perceptions regarding shared value within the South African mining industry*. Nelson Mandela University. [https://www.researchgate.net/post/Perceptions\\_regarding\\_Shared\\_Value\\_within\\_the\\_mining\\_industry\\_of\\_South\\_Africa](https://www.researchgate.net/post/Perceptions_regarding_Shared_Value_within_the_mining_industry_of_South_Africa) Date of access: 30 Mar. 2022.
- Lamb, C.W., Hair, J.F., McDaniel, C., Bosshoff, C., Terblanche, N., Elliott, R. & Kloppe, H. 2019. *Marketing*. 6e. Oxford University Press Southern Africa (Pty) Limited.
- LEEASA, L.E.E.A.o.S.A. 2019. *Occupational Health & Safety Act and Regulations No 85 of 1993 (full version)*. South Africa: Labour law publishers.
- Litmos Heroes. 2019. *Customer Expectations - Trailer*. Litmos Heroes. [YouTube video].
- MacDonald, S. 2020, 28 Feb. *7 Ways to Create a Great Customer Experience Strategy* [Blog post]. <https://www.superoffice.com/blog/customer-experience-strategy/> Date of access: 7 Apr. 2020.
- Marc, H. 2016. *Service Offering*. <https://standardbusiness.info/standard-capabilities/service-offerings/#:~:text=A%20service%20offering%20is%20an,requirements%20for%20the%20service%20offering> Date of access: 24 Mar.
- Marketline. 2020. *MarketLine Company Profile: Sibanye-Stillwater Ltd*. Internet. <https://nwulib.nwu.ac.za/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=145265739&site=eds-live> Date of access: 1 Mar. 2022.
- Merriam-Webster, ed. 2022a. *Uncertainty*. Merriam-Webster.com Dictionary,. <https://www.merriam-webster.com/dictionary/uncertainty> Date of access: 25 Mar. 2022.
- Merriam-Webster, ed. 2022b. *Stewardship*. Merriam-Webster.com Dictionary,. <https://www.merriam-webster.com/dictionary/stewardship>. Date of access: 23 Mar. 2022.
- Mine Health and Safety Council. 2021. Mine Health and

Safety Act 29 of 1996 and Regulations 588.

Mining Safety. 2021. *Mining regulations on Lifting Machinery*. <https://www.miningsafety.co.za/mining-regulations-on-lifting-machinery-and-tackle/> Date of access: 9 Mar.

Morris, J. 2014, 13 Aug. . *Are you a good steward or a bad steward?* [Blog post]. <https://waywardjourney.com/2014/08/13/are-you-a-good-steward-or-a-bad-steward/> Date of access: 23 Mar. 2022.

Mortensen, D.H. 2021. *How to do a thematic analysis of user interviews*. <https://www.interaction-design.org/literature/article/how-to-do-a-thematic-analysis-of-user-interviews> Date of access: 30 Mar. 2022.

Ndwalaza, N. 2022. Anglo American platinum agrees to dispose of its interest in the Kroondal and Marikana pool-and-share agreements. In: Anglo American,ed. Website: Anglo American.

Nur' Najmah, D.K., Menudin, H., & Nooraneda, M.L. 2019. Factors affecting customers perception towards service quality of grab. *International Journal of Recent Technology and Engineering (IJRTE)*, 7(5S):55-60.

Omarjee, L. 2021. November mining production disappoints despite rally in commodity prices. *Fin24*, 19 Jan. 2021. <https://www.news24.com/fin24/economy/november-mining-production-disappoints-despite-rally-in-commodity-prices-20210119> Date of access: 02 Feb. 2021.

Osikhotsali, M. 2021. Population. In: *What is population?:* Investopedia. <https://www.investopedia.com/terms/p/population.asp> Date of access: 16 Mar. 2021.

Parasuraman, A., Zeithaml, V.A. & Berry, L.L. 1985. A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, 49(4):41-50. 10.1177/002224298504900403

Parasuraman, A., Berry, L.L. & Zeithaml, V.A. 1991a. Understanding customer expectations of service. *Sloan management review*, 32(3):39-48.

Parasuraman, A., Berry, L.L. & Zeithaml, V.A. 1991b. Refinement and reassessment of the SERVQUAL scale. *Journal of retailing*, 67(4):420.

Patel, S. 2022, 11 Feb. *7 Effective Methods to Identify and Meet Customer Needs* [Blog post]. <https://www.revechat.com/blog/customer-needs/> Date of access: 7 Mar. 2022.

Percy, M. (Linkedin). 2014, 2 Oct. . *Is the Overhead Crane Industry Broken?* <https://www.linkedin.com/pulse/20141001235727-11547202-is-the-overhead-crane-industry-broken/> Date of access: 28 Jan. 2021.



- Prachi, J. 2022. *Customer's expectations and delight*.  
<https://www.managementstudyguide.com/customers-expectations-and-delight.htm> Date of access: 27 Feb. 2022.
- Pretorius, B. 2019. *In the driving seat*. Cape Town: Tafelberg Publishers Ltd. (Lessons in leadership).
- Promising Outcomes. 2020. *The magic of customer expectations: How to know what customers really want*. <https://promisingoutcomes.com/the-magic-of-customer-expectations/> Date of access: 30 Mar. 2022.
- Puthiyamadam, T. & Reyes, R. 2018. *Experience is everything: Here's how to get it right*. Internet. <https://www.pwc.com/us/en/advisory-services/publications/consumer-intelligence-series/pwc-consumer-intelligence-series-customer-experience.pdf#page=8> Date of access: 7 Mar. 2022.
- Rehme, J. 2018. Sacrifices, C.V.B.A.  
[https://www.researchgate.net/figure/Customer-value-represented-by-the-balance-between-benefits-and-sacrifices\\_fig1\\_322373997](https://www.researchgate.net/figure/Customer-value-represented-by-the-balance-between-benefits-and-sacrifices_fig1_322373997) Date of access: 26 Feb. 2022.
- Reiss, R. 2014. *How top CEOs transform companies around the customer, like the new Kentucky Derby videoboard*. *Forbes*(Issue).  
<https://www.forbes.com/sites/robertreiss/2014/04/21/how-top-ceos-transform-companies-around-the-customer-like-the-new-kentucky-derby-videoboard/?sh=4d6e21c732ac> Date of access: 24 Dec. 2021.
- Renwick, D. 2021, 09 Feb. 2022. [Blog post].  
<https://blog.optimalworkshop.com/a-beginners-guide-to-qualitative-and-quantitative-research/#:~:text=Qualitative%20research&text=It's%20exploratory%20and%20not%20about,and%20responses%20to%20open%20questions>. Date of access: 09 Feb. 2022.
- Rozdeba, D. 2016. *Lies And The Declining Trust In Brands*.  
<https://www.brandingstrategyinsider.com/lies-and-the-declining-trust-in-brands/> Date of access: 1 Apr. 2021.
- SARS, S.A.R.S. 2020. *Trade Statistics*. <https://www.sars.gov.za/> Date of access: 14 Mar. 2022.
- Saunders, M., Lewis, P. & Thornhill, A. 2003. *Research methods for business students*. 5. (Essex: Prentice Hall: Financial Times).
- Sauro, J. 2015, 21 Jul. *Measuring & modeling customer expectations* [Blog post]. <https://measuringu.com/measuring-expectations/#:~:text=%20Measuring%20&%20Modeling%20Customer%20Expectations%20%201,the%20problem%20of%20pre->

[experience%20measures%20affecting...%20More](#) Date of access: 24 Feb. 2022.

Schwerdtfeger, M. 2021. *Condra wins Africa crane order*. 1422755. <https://www.miningmagazine.com/surface-mining/news/1422755/condra-wins-africa-crane-order> Date of access: 2 Mar. 2022.

Shi, W., Tang, L., Zhang, X., Gao, Y. & Zhu, Y. 2016. How does word of mouth affect customer satisfaction? *Journal of Business & Industrial Marketing*, 31(3):403. <https://doi.org/10.1108/JBIM-07-2014-0139>

Sibanye-Stillwater. 2017a, 27 Feb. *Introducing Sibanye-Stillwater* [YouTube video]. <https://www.youtube.com/watch?v=JDxL8JmJE-8> Date of access: 20 Jan. 2022.

Sibanye-Stillwater. 2017b. *MATERIALS STEWARDSHIP AND SUPPLY CHAIN*

*MANAGEMENT*. Internet: thevault.exchange.

Sibanye-Stillwater. 2020a. *Group Annual Financial Report 2020*. Internet. <https://www.sibanyestillwater.com/sustainability/reports-policies/> Date of access: 22 Jan. 2022.

Sibanye-Stillwater. 2020b. *Safety & health*. <https://www.sibanyestillwater.com/sustainability/safety-health/> Date of access: 22 Jan. 2022.

Sibanye-Stillwater. 2021a. *Our Business*. <https://www.sibanyestillwater.com/business/> Date of access: 22 Jan. 2022.

Sibanye-Stillwater. 2021b. *Policy Statement, Safety and Health*. Sibanye Website. [https://thevault.exchange/?get\\_group\\_doc=245/1564000994-SS-policy-statement-health-safety.pdf](https://thevault.exchange/?get_group_doc=245/1564000994-SS-policy-statement-health-safety.pdf) Date of access: 22 Jan. 2022.

Sibanye-Stillwater. 2021c. *Sibanye-Stillwater operations*. <https://www.sibanyestillwater.com/business/southern-africa/pgm-operations/> Date of access: 8 Feb. 2021.

Sibanye-Stillwater. 2022a. *SA PGM operations*. <https://www.sibanyestillwater.com/business/southern-africa/pgm-operations/> Date of access: 27 Mar.

Sibanye-Stillwater. 2022b. *About us*. <https://www.sibanyestillwater.com/> Date of access: 27 Mar. 2022.

Sibanye-Stillwater. 2022c. *Our business - Southern Africa*. <https://www.sibanyestillwater.com/business/southern-africa/> Date of access: 1 Mar. 2022.

- Sibanye-Stillwater. 2022d. *Sibanye-Stillwater Ltd: History*.  
<https://www.sibanyestillwater.com/about-us/history/> Date of access: 30 Mar. 2022.
- Sibanye-Stillwater. 2022e. *Sustainability*.  
<https://www.sibanyestillwater.com/sustainability/> Date of access: 22 Jan. 2022.
- Stats SA, S.S.A. 2020. Mining: Production and sales, Jan 2022.  
 STATISTICAL RELEASE  
 P2041, 14,
- Stec, C. 2021, 28 May. *Customer Perception: What It Is, Why It's Important, and How to Improve It* [Blog post].  
<https://blog.hubspot.com/service/improve-customer-perception> Date of access: 30 Mar. 2022.
- Tekwell. 2021. *A High-Level History of Overhead Cranes*.  
<https://www.tekwellservices.com/high-level-history-of-overhead-cranes/>  
 Date of access: 20 Dec. 2021.
- The Team at CallMiner. 2020, 01 Jun. *25 Surefire Ways to Improve Customer Satisfaction* [Blog post]. <https://callminer.com/blog/15-surefire-ways-to-improve-customer-satisfaction> Date of access: 30 Mar. 2022.
- Toor, M. 2020, 3 Dec. *Customer expectations: 7 Types all exceptional researchers must understand* [Blog post].  
<https://www.qualtrics.com/blog/customer-expectations/#:~:text=What%20are%20customer%20expectations%3F,of%20expectations%20about%20that%20product>. Date of access: 6 Feb. 2022.
- Trafton, A. 2019. *How expectation influences perception*.  
<https://news.mit.edu/2019/how-expectation-influences-perception-0715>  
 Date of access: 26 Feb. 2021.
- Valarie, A.P., Zeithaml, V.A., Parasuraman, A. & Berry, L.L. 1990. *Delivering quality service: balancing customer perceptions and expectations*. New York: The Free Press.
- Van Teijlingen, E. & Hundley, V. 2002. The importance of pilot studies. *Nursing standard (Royal College of Nursing (Great Britain) : 1987)*, 16 40:33-36.
- Van Wijk, E. & Harrison, T. 2013. Managing ethical problems in qualitative research involving vulnerable populations using a pilot study. *International Journal of Qualitative Methods*:570-586. 10.1177/160940691301200130



2022. *Trustworthy*. Internet: Vocabulary.com.  
<https://www.vocabulary.com/dictionary/trustworthy> Date of access: 24 Mar. 2022.

Vujasin, M. 2020, 22 Feb. . *Customer experience design: How to meet customer expectations?* [Blog post]. <https://www.paldesk.com/customer-experience-design-how-to-meet-customer-expectations/> Date of access: 22 Feb. 2021.

Watts, N. 2017, 24 Jan. 2022. *Are you managing your customers' expectations* [Blog post]. <https://www.ogilvy.com/ideas/are-you-managing-your-customers-expectations#:~:text=Explicit%20expectations%20tend%20to%20be,more%20importantly%20think%20you%20know!> Date of access: 24 Jan. 2022.

Widianti, A. & Sabar, M. 2019. The Influences of product quality, service quality and price perception on coal customer satisfaction PT Sriwijaya Bara Priharum. *International Journal of Innovative Science and Research Technology* 4(12):365-372.

Wikipedia. 2021. Expectation. In: *Expectations impact on belief*. Internet: Wikipedia. [https://en.wikipedia.org/wiki/Expectation\\_\(epistemic\)](https://en.wikipedia.org/wiki/Expectation_(epistemic)) Date of access: 27 Feb. 2022.

Willott, L. 2019. *6 Customer expectations management tips*.  
<https://www.customerthermometer.com/customer-retention-ideas/6-customer-expectations-management-tips/> Date of access: 27 Feb. 2022.

Woolnough-Rai, M. 2020, 31 Aug. *The four key customer needs* [Blog post]. <https://loyaltylion.com/blog/the-four-needs-of-a-consumer> Date of access: 16 Dec. 2021.

Young electric company. 2022. *Overhead cranes and Hoists service*.  
<https://youngelectric.net/5.17/overhead-crane-hoist-service> Date of access: 23 May.