

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Economics



Bachelor Thesis

E – commerce: Customer Feedback Management

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BACHELOR THESIS ASSIGNMENT

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Economics and Management

Thesis title

E – commerce: Customer Feedback Management

Objectives of thesis

The aim of the Bachelor Thesis is an explanation of E-commerce, assessment, and analysis of net promoter score application in rent a car company. There is also a given description of E-commerce in general and basic parts of it. In Bachelor Thesis is an explanation of terms such as CRM and consumer behavior.

Methodology

In the theoretical part are collected data from specialized publications and other written and online sources. There are used methods such as synthesis, extraction of information, induction and also deduction is used.

In the practical part is used analysis such as time series analysis. There is also used quantitative research where the information are gathered from existing and potential customers using sampling methods and sending out online surveys. During the year 2018 on Net promoter score level. During the year every month, there was periodical observation, comparison and evaluation of surveys as the application was processing them.

The proposed extent of the thesis

40 pages

Keywords

E-commerce, net promoter score, analysis, survey, customer behavior, customer relationship management

Recommended information sources

Business Process Management; Jörgl Desel&Barbara Pernici. ISBN 3-540-22235-9

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Declaration

I declare that I have worked on my bachelor thesis titled " E – commerce: Customer Feedback Management" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 14th March 2019

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E – commerce: Customer Feedback Management

Abstract

The topic of the bachelor thesis is E – commerce: Customer Feedback Management. Comparison and analysis of the net promoter score at a large international car rental company whose business success is primarily in service. The aim of the bachelor thesis is to explain the term E-commerce, to the usage of E-commerce at different levels of business and to focus on one of the less described and published applications, namely E-commerce for evaluation and analysis of clients' satisfaction. The bachelor studies the background of the queries that the client receives after consuming some purchased service. The theme is chosen because these questions are part of everyday life, but people often do not know what is done with them further. The work is finding out the environment in which queries are processed. Surprisingly found out how many global companies are devoted to this issue and are focusing on observing the way of the quests for satisfaction with the service used, from its submission to its evaluation. The observation was done in an application created by InMoment, Inc.©. The bachelor thesis deals with the practical monitoring of theoretical concepts such as customer relationship management and consumer behavior. The thesis is divided into two parts.

The theoretical part focuses on information about e-commerce in general and its basics. The concepts of CRM and consumer behavior are also explained. At the same time, the net promoter score in the client service company is explained.

The practical part introduces an E-commerce application designed to measure and monitor customer feedback. The work explained the term so-called Net Promoter Score system, which regularly gathers, monitors, compares and evaluates the results of surveys. There are charts, which monitor the development of results in one calendar year. The charts further show how customer feedback behaves during seasonality, monitoring the performance of operations in the smallest countries of corporate Europe. One region represented by the Czech Republic and Slovakia, on the one hand, and Belgium and Luxembourg on the other.

Keywords: E-commerce, net promoter score, consumer behavior, survey, application

E – commerce: Hodnocení zákazníků

Abstrakt

Tématem bakalářské práce je E – commerce: Hodnocení zákazníků. Srovnání a analýza aplikace net promoter score u velké mezinárodní autopůjčovny jejíž podnikatelský úspěch stojí primárně na servisních službách. Práce je rozdělena do dvou částí. Cílem bakalářské práce je vysvětlení pojmu E-commerce, využití E-commerce na různých úrovních podnikání a zaměření se na jedno z méně popisovaných a publikovaných využití, kterým je E-commerce pro hodnocení a analýzy spokojenosti klientů. Práce studuje pozadí dotazů, který klient obdrží po konzumaci nějaké zakoupené služby. Téma je vybrané proto, že tyto dotazy jsou součástí každodenního života, ale o tom, jak se s nimi nakládá běžný laik často neví. Práce zjišťuje, v jakém prostředí se dotazy zpracovávají, překvapivě zjišťuje, kolik světových společností se této problematice věnuje a zaměřuje se na sledování cesty dotazu na spokojenost s použitou službou od jeho zaslání až po jeho vyhodnocení. Sledování bylo realizováno v aplikaci vytvořené společností InMoment, Inc.© používané jednou z nejmenovaných mezinárodních korporací, podnikajících v Rent a Car Industry. Bakalářská práce se věnuje praktickému sledování teoretických pojmů, jakými jsou řízení vztahů s klienty a chování spotřebitelů.

Teoretická část je zaměřena na informace o elektronickém obchodování obecně a jeho základních částech. Dále jsou vysvětleny pojmy CRM a chování spotřebitelů. Současně je vysvětleno využití net promoter score ve společnosti zabývající se klientským servisem.

Praktická část představí E-commerce aplikaci vytvořenou pro měření a sledování zpětné vazby zákazníků. Práce vysvětluje systém tzv. Net Promoter Score, na jehož principu se pravidelně sbírají, sledují, porovnávají a vyhodnocují výsledky průzkumů. V práci jsou použity grafy, které sledují vývoj výsledků za jeden kalendářní rok. Grafy dále ukazují, jak se zpětná vazba klientů chová v průběhu sezónnosti, sledují výsledky práce provozů u nejmenších zemí korporátní Evropy. Jednoho regionu zastoupeného Českou republikou a Slovenskem na straně jedné a regionem Belgie a Lucemburku na straně druhé.

Klíčová slova: E-commerce, hodnocení zákazníků, chování zákazníka, průzkum, aplikace

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1 Introduction

The expansion of buying goods and services is becoming obviousness. It is indicated by growing number of people that are buying online and growing sales of e-shops. There was a rapid expansion of the Internet which has transformed the way in which people but also businesses are communicating and cooperating. (Reynolds, 2004)

Online trading become popular not just because of providing to customers shopping from their comfort house. The growing popularity of online trading is also because of lot of opportunities for businesses to promote themselves and raise their clientele. In the Czech Republic is about 40 thousands active e-shops. Lot of them were developed after financial crisis in 2007 – 2008 as a source of recruitment for individuals. From 2014 the online marketing drop slightly related to market consolidation.

The E-commerce is not only about online shops and online shopping but the term E-commerce is used at different levels of business. The bachelor thesis on one of the less described applications, namely E-commerce for evaluation and analysis of clients' satisfaction. This could be called also as Customer Feedback Management. It is used as a main tool in management that measures the loyalty between the provider and consumer. There are many methods that are used in the purpose of measuring of customer satisfaction with certain service. One of the methods is called Net Promoter Score which was developed by Fred Reicheld, Bain & Company and Satmetrix.

The thesis describes the main definitions of e-commerce and its parts. There is explained concepts of Customer Relationship Management (CRM) and consumer behavior, incentives, claims and their requirements. These all is included in the biggest part of this thesis which is called Net promoter score (NPS). This system helps businesses to understand customer's wants and needs and to evaluate their satisfaction with given service. If their expectations were fulfilled or if there is something that the company should improve or completely change.

2 Objectives and Methodology

2.1 Objectives

This thesis introduces the problem of e-business and its main parts and categories, e-commerce and then one of the main tools of improving the management and online business, net promoter score. The aim of the bachelor thesis is explanation of big field in social science e-business. There is explanation how customers react to the certain impulses when they are in contact with the employee of the company. Their behavior in certain moments and psychological influencing of the customer. It is called Customer relationship management (CRM). There are many factors that are influencing customer's behavior in certain moment. This will be described in this bachelor thesis.

2.2 Methodology

The bachelor thesis is divided into two parts, theoretical and practical part.

In the theoretical part are collected data from specialized publications and other written and online sources. are used methods such as synthesis, extraction of information, induction and deduction is used as well. There is used analysis of net promoter score application, analysis of E-commerce and explanation of terms such as customer relationship management and consumer behavior.

In the practical part is used a basic statistical method such as average. Hereafter there is used analysis such as time series analysis. There is also used quantitative research where the information is gathered from existing and potential customers using sampling methods and sending out surveys. During the year every month, there was periodical observation, comparison and evaluation of surveys as the application was processing them. Hereafter there are used charts to show how the NPS works in EU, Czech and Slovak republic and Belux. It was interesting what this application can show and what can be found out. For example, its outputs, how are they processed by the company and what is important for the company. There are some examples of these important information that were acquired from the surveys. Results were measured in regions CZ/SK and were compared with bigger monitored European states. From every month was made a table with results of all monitored indexes of NPS. These tables were source of own evaluation.

3 Theoretical part

3.1 E – commerce

From a general perspective, e-commerce can be described as a subset of e-marketing. Where e-marketing include any marketing, activities conducted by the Internet. E-commerce has an incorporeal appearance, there is no physical interaction like in stores. (Bartok, 2018) Activities that are done via internet can be for example advertising, responding to customer e-mail questions, marketing research, advertising and many others. (Swayne, 2011)

„ *E-commerce may be defined as a business approach whereby real-time transactions are conducted by customers and merchants in different geographical areas through telecommunications networks.*“ (Swayne, 2011). This statement can include browsing for goods and services on the Internet, or payment methods as well.

In today’s electronic malls or e-malls, variety of shops are presented in one virtual location on the Web. It helps to provide a convenient shopping experience for the customer. E-commerce is a relatively broad term used to denote all business transactions made with the help of the Internet and other electronic means. Throughout the Internet, both physical goods and digital services and information can be sold. Physical products are mainly consumer goods sold through e-commerce. Services and information sell news, publications, teaching materials, multimedia entertainment, and more. E-commerce is therefore part of e-business along with other "e" such as e-learning. (Wagner, 2003)

If is the e-commerce done properly, it has positive impacts on business efficiency and profitability. This concept of e-commerce has an impact on consumers as well as on businnes partners or organizations.

Typically, e-commerce is still differentiated by target group on B2B (business to business) and B2C (business to customer) e-commerce (targeting final customers). The most important element of e-commerce is primarily internet shops and related issues. This includes most of the e-marketing activities, such as online advertising, email marketing, various affiliate programmes, and all Internet marketing support activities. In a broader sense, e-commerce can also include any website that offers specific products or services, and allows them to order, for example, via email. It also refers to servicing customers, conducting electronic transactions within an organization; servicing customers; processing payments; managing production control; collaborating with business partners; sharing information; running automated employee services; recruiting; and more. (Wagner, 2003).

The worldwide spreading of internet and networked computing has led to the growth of business communication over the electronic computer communication networks. It relates to the growth of electronic commerce involving the advertisement and sale of goods and services from business firms to consumers over the network. (Wagner, 2003)

E-commerce is not only about e-shops, payments etc. It is also about collecting data that can show the companies how the consumer is satisfied with the certain service. There are many organizations that are dealing with these datas and processing Customer Feedback Management. Among these organizations belong Medallia. This organization is connecting companies with their customers at any point in their journey via their preferred channel including in-app surveys, emails, websites or SMS to understand their experience and improve the relationship. (Medallia, 2018). Other organizations are for example Clarabridge. *„With a proven methodology for success, their services team drives data loading, custom configurations, analysis and insights, and dashboard design with company’s unique business needs in mind. We will help company stand up their Customer Experience Managementprogramme, establish metrics to measure and monitor, and begin receiving actionable insights that can be used to transform business.“* (Clarabridge, 2017). Maritzcx is a customer experience and research company which is providing analyzing data of consumers in real time. This firm provides data analysis models,data collection and validation services. (MaritzCX, 2017). Satmetrix and InMoment. *„This company provides services that allow other businesses to collect and organize data on their customer base and the effectiveness of their customer service.“* (Wikipedia, 2018). InMoment provides services such as Experience Hub. It is a system which summarize data from InMoment sources to allow certain company to work with this data, manage with them and act. Other very important service is Voice of Costumer (VoC). Voice of Costumer is set of tools which can provide feedbacks from costumers. (Wikipedia, 2018).

3.1.1 Examples of e-commerce

B2B

The B2B concept is the oldest component of e-business. The abbreviation B2B comes from the English term Business to Business. So, the B2B concept relates to business relationships and mutual communication between two companies. (adaptic.cz, 2011).

B2B relationships mostly work on the principle of electronic data exchange. These can be basic information (such as orders, invoices), the electronic form of which allows you to reduce costs, automate the process and increase its speed. Higher levels of B2B trading are different B2B internet marketplaces, their main task being brokering deals. (Chimay J. Anumba, 2009)

The most complex B2B systems then function as communication and distribution networks serving primarily to regulate already established business relationships. A common case is also the direct connection of such B2B systems to other programmes within the software structure of the selling company, which brings savings and increases the efficiency of the entire sales process.

Interestingly, most current B2B systems are of a much lower quality than B2C systems designed for end customers (perhaps because we know the B2B customer in advance and apparently do not need to persuade him). (Wagner, 2003).

B2C

B2C is probably the most widespread model of e-business. The B2C abbreviation comes from the English term Business to Customer. The B2C segment therefore mainly involves direct sales to end customers or at least support them. (adaptic.cz, 2011)

Typically, three levels of the B2C model are distinguished. The basis of B2C services is the effort to inform about products, and the website serves as a leaflet or electronic catalog. A higher level of B2C services adds interactive forms, such as feedback. The highest level of B2C is, of course, the internet shop itself, preferably with the possibility of paying the ordered goods online.

C2B

C2B (Customer to Business) - one of the e-commerce models, the C2B abbreviation is used. The initiative is based on customers (consumers) and the target group is companies. Customers through the Internet are actively contacting businesses and asking questions, suggestions, and ideas that can be used, for example, to innovate products or services. Businesses can support the C2B model, for example, by setting up discussion forums on their websites or social networks. (Arline, 2015).

C2C

C2C (Consumer to Consumer) - the term for one of the models of e-commerce in which the business relationship between two consumers (or customers) and usually through a third party is in place to provide the necessary solution. The initiative is based on one consumer and the target group is other consumers.

In the e-Business concept and within C2C consumers, through the web solution they actively sell or exchange goods or information about them. An example of a C2C business relationship are various online exchanges, auctions and exchanges. The best-known example of C2C is eBay. C2C also includes various discussion forums. (Arline, 2015).

	Business	Consumer	Government
Business	B2B Wholesalers, Supply Chain	B2C Retailers	B2G Privatization,
Consumer	C2B Bloggers, Marketplaces Auctioneers	C2C Public flea markets	C2G Public Government auctions
Government	G2B Tax and fee collection	G2C Tax and fee collection	G2G Budget allocation

Figure 1: The e – commerce matrix (<https://www.nop-templates.com>)

3.2 Consumer Behavior as main marketing and purchasing driver

This chapter is very important to understand. Consumer behavior is the key for organizations and businesses. Marketing is not only about creating some catchy phrase or advert. There is so much more to do. And understanding of consumer behavior is one of the most important aspect of marketing. Marketing is process of transaction or an exchange, intended to satisfy human need and wants. (Philip, 2005).

Consumer behavior is a study of how people are making their decisions about what to buy. About their wants and needs or why they act in the certain way. Why is so important to understand consumer behavior? Because marketing needs to know how potential customers will respond to a new service or product. There are several factors that are influencing consumer behavior:

The first factors are **cultural factors** where belong for example the specific culture. Culture is set of basic values, perceptions, wants that are learned by a member of society from family. The influence of culture varies from country to country. (K., 2014) Other cultural factor is subculture. Every culture is made from different subcultures such as religions, racial groups, nationalities. Marketers are using these groups by segmenting the market into diverse small parts. (K., 2014). A subset of a cultural factors is a physical environment that greatly affects the perceptions of the target group. If it is talked about the environment, it can be the equipment in the malls, the architectural elaboration of the hotel lobby and the reception desk, as well as homepages of the online shops. All of this has a great effect on the customers 'first impression and it can affect his next purchasing decision.

Next factors are **social factors**. To this group of factors belong mainly family. Consumer behavior is strongly affected by members of family. Other strong factor are roles and status. Everybody has a different roles and status in the society depending upon the groups, family, organizations etc. (K., 2014).

The other factors are **personal factors**. Into personal factor belong the age. Age have strong impact on the consumer behavior. Over the life, consumers are changing purchase of goods and services. (K., 2014). Lifestyle is also important personal factor. Lifestyle refers to the way of living in a society. It is resolved by interests, different activities and opinions. (K., 2014).

Both factors strongly affect one of main decision-making driver that is Customer Expectations. Expectations are very difficult to predict, but it has to be preserved very intensively with them. Both the Internet environment and the services have to look for all the indexes that they could create some barrier between the client and the supplier.

In the Internet, it is all more difficult for the reason that with the client take place only virtual contact. So, it is not possible to discuss with him about his expectations. That is why the sales operators choose a comfortable and user-friendly environment to prevent barriers. They develop its applications to be simple to operate and intuitive during ordering services or goods. They try to make every procedure easier in applications to prevent the client from complicated search or malfunction, for example when the client wants to pay. They work to secure their portals to avoid misuse of client's data or even payment means

In the last few years there are online consultants who are available on the chat with client to help him with orientation on the Internet or in ordering the service on online portals.

In travel business, where the client is in the direct contact with personnel of the operator, such as travelling agencies, hotels, air service or rent a car industry, there is not existing the problem with virtual surroundings, however client 's expectations can be affected by totally different things than on online sales. Expectations do not have to fulfil the first impression of the ambience, behavior and professionalism of staff and of course, their own product. That is why the companies are investing into the reconstructions and modernization of their services. They are investing into new technologies, by which they are more productive, they are investing into acquirements of the staff to keep pace with the time. To acquire them not only about product knowledge but also about physical and behavioral attitude to the customer.

In general, it is quite interesting that both of these services (online service and service where the client is in direct contact with personnel) need not only classic business knowledges but nowadays also psychological knowledges.

Last factors are **psychological factors** where belongs for example motivation. Everyone has different needs. Some of these needs are more pressing and other are less. Needs become motive when it is more pressing to certain person. (K., 2014).

In order for the client to be satisfied with the flight check-in, the staff must be trained to behave in such a way. During the departure, the client may experience stress, rush

and nervousness with which the professional has to work properly. The businessman is always in a hurry on his way.

It does not matter whether he is really in hurry or just has a precisely set itinerary. In any case, any delay or time delay his behavior is greatly affects by all these situations.

Young people on the Internet respond very positively to everything that is "cool", fast, modern, interesting. They handle very well the colors and the fast sequence of screens. They like new stimuli, but not static sensations.

For many readers of this work, it may be surprising why we talk about e-commerce related to psychology. In E-commerce psychology has an absolutely irreplaceable representation. Psychology supports technogies and technologies reflect on psychogy researches. The results are strong sales growth and good businesses results. Some companies are investing large resources and they have a motto of satisfied customer in their programmemes and strategies calles Missin, Vision and Values.

Today there are large international companies that deal with customer response surveys. The result and support for the development of business ventures are then significant helpers such as applications tracking customer feedback.

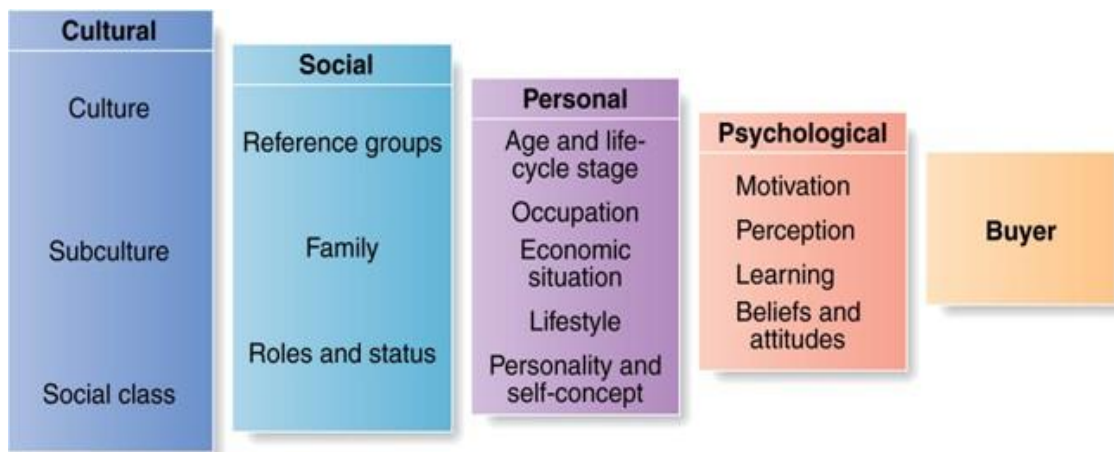


Figure 2: Influencing factors <https://slideplayer.com/slide/3918944/>

3.2.1 Main psychological methodologies relating to consumer behavior

There can be find some theories about psychological factors. First is **Freud's theory**. Sigmund Freud presume the psychological forces shaping people's behavior are largely unconscious, and that a person cannot fully understand his or her own motivations. (Kentont, 2018).

Other is **Maslow's theory**. He sought to explain why people are driven by needs at times. Need are organized in a hierarchy from most pressing to least pressing needs.

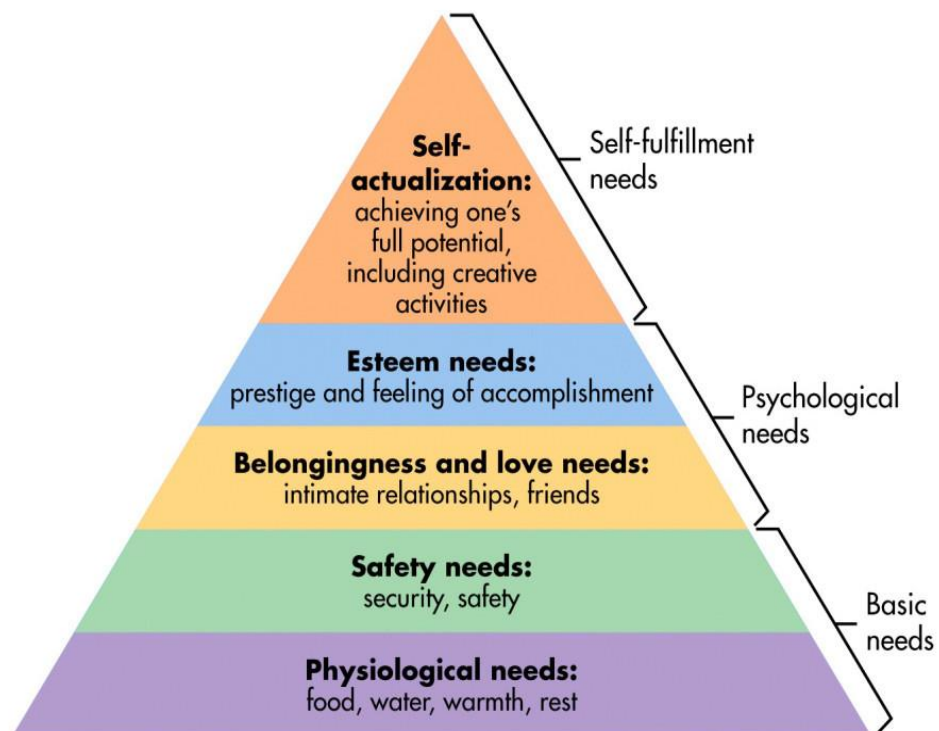


Figure 3: Maslow's Hierarchy <https://www.simplypsychology.org/maslow.html>

In this Maslow's hierarchy of needs can be seen that psychological needs such as food and water are the most important for life. On the other hand, self-actualization which means for example achieving goals or creating new activities are less important.

“Consumer behavior refers to buyers who are purchasing products for personal, family, or group use. Over time, marketers have turned to the work of behavioral scientists, philosophers, economists, social psychologists, and others to help them understand consumer behavior. As a result, there are many different theories and models used to explain why consumers act as they do. Are consumers fundamentally active or passive? Rational or emotional? How do they make buying decisions?” (Lumen, 2017)

As another model of consumer behavior is considered so-called **Black Box model**. Black box model considers the buyers responses as a result of a willful and rational decision process. Once the consumer has recognized a problem, they search for certain information on products and certain services would be eliminated. (K., 2014)

The first part of the Black box model shows how consumers will begin by identifying the marketing stimuli. These stimuli can be product, place, promotion and price.

As illustrated in the figure below, the external stimuli include marketing mix and environmental factors of the market. Marketing mix represents few stimuli that are created by the company.

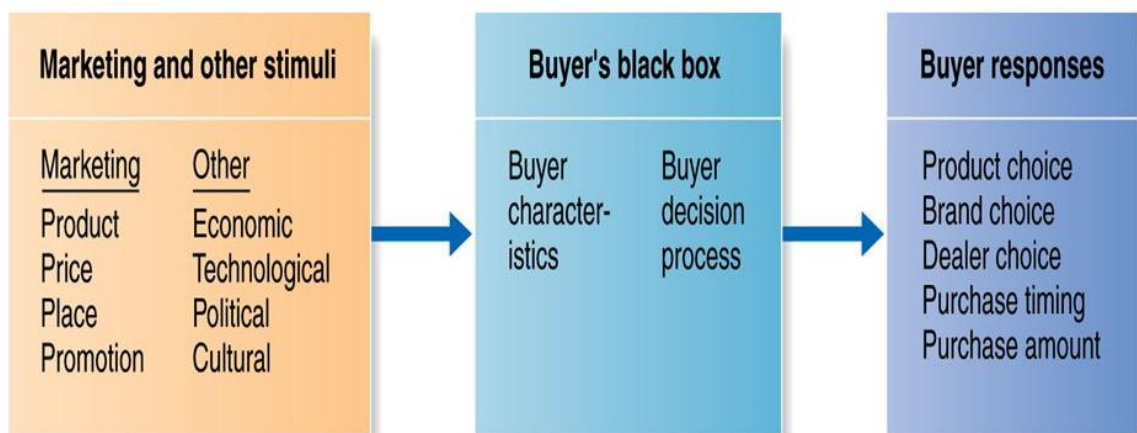


Figure 4: Black Box Model (<https://slideplayer.com/slide/8270845/>, author: Armstrong Kotler)

Although in general marketing, the term and concept of marketing mix is very well defined, in the internet area it is much worse. Here with its significance the marketing mix comes to the field of strategy.

Marketing mix is a methodology of determination the product strategy and product portfolio. There are more variants of the marketing mix however here it will be seen the most famous and the most used variant. (Philip, 2005). Marketing mix is about putting the right combination of products in the place, aht the right time and with the right price. The most difficult part of this is doing all these steps well. (Philip, 2005).



Figure 5: <https://www.professionalacademy.com/blogs-and-advice/marketing-theories---the-marketing-mix---from-4-p-s-to-7-p-s>

Product – the product should satisfy and fit the task, what consumers want and need and what are they expecting to get.

All shops sell milk, all hotels rent rooms, all airlines have airplanes and all car rentals are renting cars. But what to do to make my milk the most comfortable, my hotel family friendly, my airplane seat most comfortable and my car of all the most reliable?

The hardest work is to be successful and promote product as the most valuable for target customers.

Place – the product should be easily available for the customers at big shopping malls and online shops. Place was mentioned above. It is generally known how large business chains invest in properly storing products in shelves. In the visual field the most sold products or those that need to be sold. By entrance of the shop is placed action products.

But there are pop-ups on the Internet that point to action offers or products that a user could buy in a given shop. In the background of social networks there are programmes that, according to available information, pick up the target products that can succeed by the customer.

In services, this is applied for example in different seasonal situations. For example, in the hotel industry, where during the winter the tourism is declining, services focuses on various special events such as congress or trade fairs. Car rentals complete their fleet by winter equipment or buy cars adapted to mountain trips. Airlines are actively offering action tickets for non-sold flights and are targeting the right place and right customer

Price – the product should be representing good value for money. It does not have to mean that the product has to be the cheapest. It is known that customers are usually happy to pay a little more if the product works well for them. There is considerable investment in this area of the companies. For example, for airlines services, hotels and international car rentals there are entire pricing departments focused on price canvassing.

Price canvassing observing price development on the market and their results apply on dynamic pricing tools. Such tools are able dynamic reflect the prices in time.

Promotion – here belongs the most important tools such as advertising, PR, personal selling, in these recent times it is also social media.

With help of promotion the companies especially the marketers in companies, provide information about its product. The companies are using many mass media through which they are communicating with recent clients or potential clients. Nowadays they are using social media to catch many young people but also other firms that are using social media.

Other stimuli that can affect consumer's decision making during the process are PEST factors. (K., 2014)

PEST Analysis represents the external macro – environment incentives that affects all firms and businesses. There are several factors surrounding a business. These factors are influencing the business' strategy and activity. But these factors can also influence one person. P.E.S.T. is an acronym for the Political, Economic, Social and Technological factors. (NetMBA, 2010) The external factors are usually beyond the firm's control however sometimes present themselves as threats. PEST basically helps to determine how these

external factors will affect the performance and activities of certain businesses and companies. If the business wants to be successful it is necessary deeply analyze all macro – environmental. Usually the PEST analysis is used together with other analytical business tools such as the SWOT analysis PARETO principles or Porter’s Five Forces to show a clear understanding of a situation. (Contributor, 2013).



Figure 6: <http://www.studylecturenotes.com/management/what-is-pest-analysis-definition-factors-examples>

Before the analysis is used, is very important to understand what each of these factors signifies.

Political factors

These factors influence the external company environment includes consumer protection laws, competition regulations and many other which are shown down below.

- government regulations and legal factors
- consumer protection
- competition regulation
- political stability or instability
- foreign trade policy
- tax policy
- labor law

Economic factors

Thank to these factors, the company examines economic issues that are bound to have an impact on this company. (Contributor, 2013)

- economics growth
- interest rate
- inflation rate
- disposable income
- unemployment rate

Social factors

These factors are also very important. Every company should carefully analyze for example leisure activities, trend, living standards, lifestyle changes etc. of the customers and potential customers. With this, company can understand customer's wants and needs. (Ahmed, 2014).

- Age distribution
- Population growth rate
- Education
- Career attitude
- Health consciousness
- Emphasis of safety

Technological factors

Technology can positively either negatively affect the production of certain product or service.

- New inventions and discoveries
- Automation
- Technological incentives
- Researches
- Development activities

3.3 Customer relationship management

To measure the customer loyalty, the company need to know what affects their customer's behavior. For this purpose, there was made so called Customer Relationship Management that covers all processes of customer communication, co-ordination, alignment, and management. The goal is to build satisfied customers, long-term relationships with them and to acquire new ones. (Pernici, 2017).

Over past few years, Customer Relationship Management appears to be a key factor to success of an organization. The basic use of CRM is to understand the factors that affect customer remembrance and primarily loyalty in order to build long – term relationships with customers.

Customer relationship management is key to all companies and organizations where the relationship with the customers is on the first place of their values, with basic CRM principles common to all sectors. Creating loyal and satisfied customers, building a long-lasting and full-fledged relationship with them, covers their entire lifecycle.

Companies are indicated the terminology Customer Relationship Management as well as Customer Feedback Management as the official term for this system. Nowadays a combined approach for feedback gathering and management is presented in many companies. It should easily improve and re-design companies' products and services systems. (Uncles, 2017)

4 Practical part

In the practical part there is used analysis such as time series analysis. There is also used quantitative research where the information is gathered from existing and potential customers using sampling methods and sending out surveys. During the year every month, there was periodical observation, comparison and evaluation of surveys as the application was processing them.

Hereafter there are used charts to show how the NPS works in EU, Czech and Slovak republic and Belux. It was interesting what this application can show and what can be found out. For example, its outputs, how are they processed by the company and what is important for the company. There are some examples of these important information that were acquired from the surveys. Results were measured in regions CZ/SK and were compared with bigger monitored European states. From every month was made a table with results of all monitored indexes of NPS. These tables were source of own evaluation.

There are many organizations that are dealing with these datas and processing Customer Feedback Management. Among these organizations belong Medallia. This organization is connecting companies with their customers at any point in their journey via their preferred channel including in-app surveys, emails, websites or SMS to understand their experience and improve the relationship. (Medallia, 2018). Other organizations are for example Clarabridge. *„With a proven methodology for success, their services team drives data loading, custom configurations, analysis and insights, and dashboard design with company’s unique business needs in mind. We will help company stand up their Customer Experience Management programme, establish metrics to measure and monitor, and begin receiving actionable insights that can be used to transform business.“* (Clarabridge, 2017). Maritzcx is a customer experience and research company which is providing analyzing data of consumers in real time. This firm provides data analysis models, data collection and validation services. (MaritzCX, 2017). Satmetrix and InMoment. *„This company provides services that allow other businesses to collect and organize data on their customer base and the effectiveness of their customer service.“* (Wikipedia, 2018). InMoment provides services such as Experience Hub. It is a system which summarize data from InMoment sources to allow certain company to work with this data, manage with them and act. Other very important service is Voice of Costumer (VoC). Voice of Costumer is set of tools which can provide feedbacks from customers. (Wikipedia, 2018).

From the companies that are listed above, for the evaluation of data, there was used company InMoment, which evaluates the data of one of the world's largest car rental companies. In exploring publicly available information about how these data of satisfaction of consumers are being processed by other global companies focusing on this issue, similar to InMoment, it was found that all these companies use the same methodology based on the net promoter score evaluation.

4.1 Net promoter score

Loyalty is a central concept in the relationship marketing paradigm because customer retention contributes to lower customer acquisitions costs and thus positively affects firm's profitability and market share. Traditionally, customer loyalty has been defined as buyers' deeply held commitment to stick with a product, service, organization or brand in the future. Despite new opportunities or competitors that may influence switching.

Net promoter score is a modern tool that allows rapid measurement of customer loyalty. NPS builds on the practical experience of customers and measures their willingness to further recommend the brand, company, product to their surroundings - friends, friends and acquaintances.

NPS is used by thousands of companies and organizations as a key indicator of customer loyalty. Rent a car company is using application called InMoment to measure the customer loyalty. InMoment is a management tool that captures customer feedback each day and provides actionable reports to help us improve our service and increase our customer loyalty.

The NPS value is the difference between% Supporters and% Critics, so it is a score that can be easily measured in time comparison or benchmarking within each business sector. Enhanced NPS represents a wider dimension in describing customer experience as a reason for evaluation and allows a deeper content analysis of the reasons. That is how we can establish CUSTOM MOMENTS OF TRUTH that open innovation and improvement in internal processes. Efficiency of measurement is also related within the company when it is possible to better analyze the needs and blocking of dissatisfied customers within the callbacks / feedbacks of responsible managers.

The entire net promoter score is based on the basic scale of a certain number of questions for which the customer responds with a score of 0-10, where 0 means absolutely dissatisfied and absolutely disagree and 10 extremely satisfied and extremely agree

4.2 Measurement Questions

A great surprise in studying this bachelor thesis was that the resulting customer satisfaction rating is not an arithmetic mean of all the questions answered, however it is based on the answer to one single question the crucial and the most important question "**how likely would you recommend...?**". All other questions, that are listed below, only serve to illustrate the customer's feelings and provide guidance on how to respond to this critical question by the car rental service.

1. **Ease of pick up** - Easy of pick-up is more complex in the process. Usually clients hope and expect that everything will be easy a fast. They are usually in hurry for business meeting. Rating is declining in the high season, when a big number of clients are at the counters when the complications can arise.
2. **Ease of returning your vehicle** – this process should be the easier one. Clients expect that returning the car will be not complicated. Therefore, there are used many signs to help them to find the way where to return their vehicle.
3. **Mechanical condition of vehicle** – it is absolutely logic, when a customer reserve some car, he is expecting some quality of the car. The car should be highly equipped to satisfy customer's needs and wants.
4. **Cleanliness of the vehicle** – rent a car company is very high – positioned in the world. That is why it is necessary to keep all vehicles in great conditions and perfectly clean. The vehicles are cleaned by special cleaning company which is hired by rent a car company.

5. **Helpfulness of the staff** – when client comes to the counters, he wants to be listened. He usually does not know what all can he get from the rent a car company. Hence is very important for the company to have staff, which is able to help and explain everything what customer is supposed to know about renting a car.
6. **Felt like a valued customer** – this is the most important question for in the survey. It tells how the client feels in company's hands. It is necessary to make sure, that the customer would not feel as if they were just paying puppets. The whole process of renting a car should be without any mistake and with some value added.
7. **Make and model** – when the client reserves exact type of the vehicle, he is expecting that he will get this car. Therefore, is very important to make sure that the fleet in alright, that the counters has enough vehicles for renting.
8. **Value for the money** - It is the result of client expectations in proportion of price and performance. Everybody is expecting some quality of service that they pay for.
9. **Speed of service** - During the high season which is in summer, it is very important to make right shifts planning on operation and fleet. If this not happen, then clients wait in queues. There can be also problem with wait for the solution of damage to the rented car.

4.3 Data collection

Customers are company's core business. They need customers feedback as main source for grow and improvement. The only way to know how they feel about the company is to ask customers. The company is using survey to ask their customers about their feedback. Survey is based on InMoment platform. This E-Commerce platform combines data from the Customer Experience Cloud to deliver vital experience intelligence about organization, its products, the market, and the competitors. Platform is specifically designed to help seamlessly recognize, correlate, and synthesize disparate sources of intelligence from across the business. Platform turns findings into actions that drive revenue and improve business performance.

How does this work? The customer is asked via solicitation email invitation to take short survey after this recent rent a car experience. Before survey invitation is send, there has to be fulfilled following conditions:

1. From the central database of rental agreements of the corporation are chosen maximum 10 days old rental agreements
2. The rental agreement has to contain contact detail especially contact e-mail on the customer
3. The company has to check all rentals of the certain customer over the last month and if the customer has rented the car more than once, the invitation for completion of the survey has sent him only once. To avoid the feeling that the customer is bothered.

Customers are provided a link to the InMoment platform where they are answering survey questions.

There are following as an example all main survey questions within 8. steps.


Step 1.

Based on your recent rental experience on 14 February 2019 at Test_Location, how likely are you to recommend to a friend or colleague?

Not At All Likely Extremely Likely

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

Please tell us why you feel this way. Please be as specific as possible.



Step 2.

How satisfied were you overall with the vehicle you received?

Not At All Satisfied Extremely Satisfied

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

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Step 3.

Based on your experience with the vehicle, please rate your satisfaction in each of the following areas:

	Not At All Satisfied	0	1	2	3	4	5	6	7	8	9	Extremely Satisfied	10
Cleanliness of the vehicle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Features of the vehicle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vehicle selection in Ultimate Choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mechanical condition of vehicle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make and model of the vehicle you received	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Step 4.

Please rate your Hertz rental experience based on your satisfaction on each of the following items:

	Not At All Satisfied 0	1	2	3	4	5	6	7	8	9	Extremely Satisfied 10
Helpfulness of the staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Felt like a valued customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Value for the money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speed of service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of returning your vehicle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of picking up your vehicle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Step 5.

Was your vehicle ready for you upon arrival?

Yes

No

Were you greeted with a smile by the employees you met?

Yes

No

Did your final bill match what you expected to pay?

Yes

No

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Step 6.

What was the primary purpose of your rental?


- Business
- Leisure
- Both Business and Leisure
- Insurance Replacement/Loaner
- Other

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Step 7.

Do you have any additional comments about your experience?




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Step 8.

Do you want to recognise a particular staff member / employee?



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Figure 7: Survey questions (source: InMoment)

4.4 Measuring principles of Net promoter score

The goal of measuring the net promoter score is long-term monitoring and development of customer satisfaction. So-called NPS is always expressed by a number on a scale from 0 to 10. It is based on the question "**How likely would you recommend (company / product / service ...) to a friend or colleague?**", Where 0 means "by no means". If the customer provides the company with an 9 or 10 response, they are considered as a promoter, meaning they are loyal and will encourage others to use rent a car company again. Customers giving the company 7 or 8 are considered as passives; and those ranking us 0-6 are considered as a detractor. A detractor will not only leave the company but will cause others to leave through their negative comments. The Net Promoter score is the percentage of promoters minus the percentage of detractors.

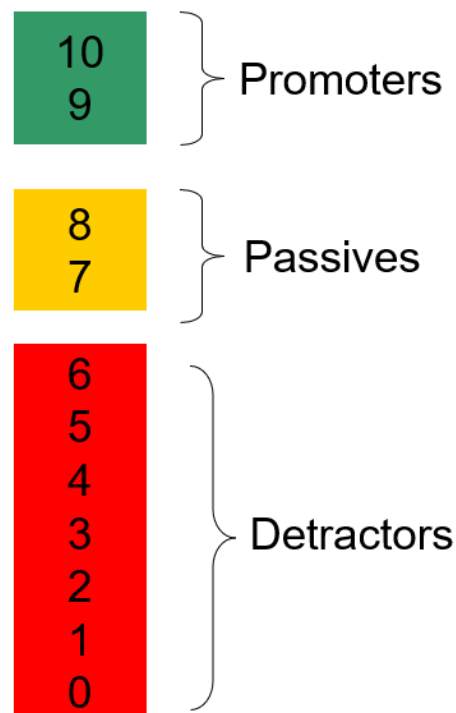


Figure 8: Net Promoter Scale (source: author)

Net promoter score is an average of all surveys in your report, weighted as follows:

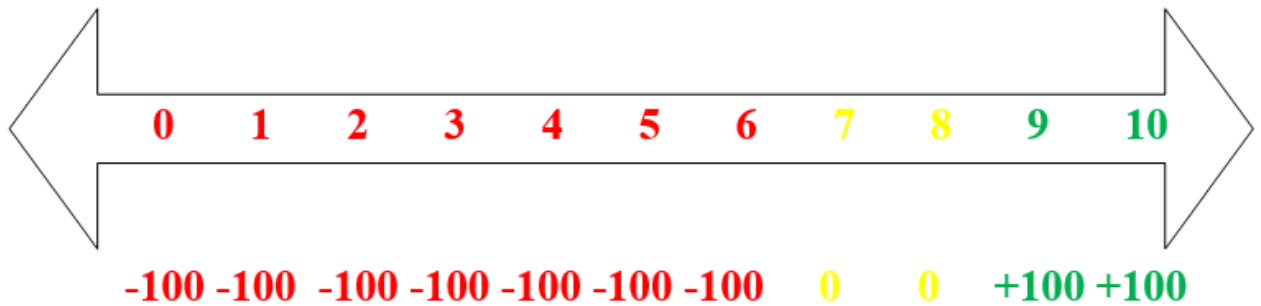


Figure 9: Net Promoter Score weights (source: author)

If you were to receive two survey, your net promoter score would be:

Example No.1: Survey 1x response = 7 (0 pts.)
Survey 1x response = 9 (100 pts.)
NPS = average of 100 pts /2 surveys = 50

Example No.2: Survey 1x response = 9 (100 pts.)
Survey 1x response = 2 (-100 pts.)
NPS = average of (100-100) pts. / 2 surveys = 0

Example No.3: Survey 30 x responses = 10 (100 pts. = 3000)
Survey 9x responses = 5 (-100 pts. = -900)
Survey 15x responses = 7 (0 pts. = 0)
NPS = average of 2100 pts. /54 surveys = 38,9 pts

Example No.4: Survey 28x responses = 10 (100 pts. = 2800)
Survey 8x responses = 4 (-100 pts. = -800)
Survey 8x responses = 8 (0 pts. = 0)
NPS = average of 2000 pts. /44 surveys = 45,5 pts

4.5 Survey Evaluation

The survey results and the recorded comments are retrieved from the internet and processed by the e – commerce application InMoment and these results are available as reports as a customer feedback. Reports are designed for each level of management, depending on their level of responsibility.

As soon as each customer finishes the survey, updated reports are accessible on web. The company have a specific web “success center,” with easy-to-read reports available in real-time, as well as the actual voice of the customer, retrievable from within the reports. InMoment’s reports are easy-to-read and understand. There is no hardware or software to install. The reports recognize that management does not have the time to wade through piles of complex data, but they do provide enough information to clearly see areas of success and opportunity or areas of improvement.

These surveys are daily analyzed and classified (tagged). Station Manager must tag detractor comments. The main steps of how company is analyzing and managing with surveys can be seen in the workflow graph below. There can be seen that Station Manager has to provide daily review of NPS results with specific focus on detractor and weekly provide analysis of detractors related to the location and follow-up actions. Country NPS coordinator provides daily review of NPS comments and weekly analysis of detractors and follow-up actions.

Station manager has results only at the counters level.

Country NPS makes overview over all counters throughout the whole country and submits the results to the HQ Manager and discusses the solutions and action plan with him. Discusses with him those things which the counters cannot solve at their level. These are for example:

1. Location level - correct shift planning, arranging car transport and auditing, daily logistics, timely preparation of rental agreements, elimination of queues.
2. Country level – pushing to low performing locations, coordinate best practices between locations, setup proposals for business planning, creating incentive programme for employees.

- HQ level – investment decisions, marketing investments, approving of incentive programme for employees

Graph of Main Work Steps

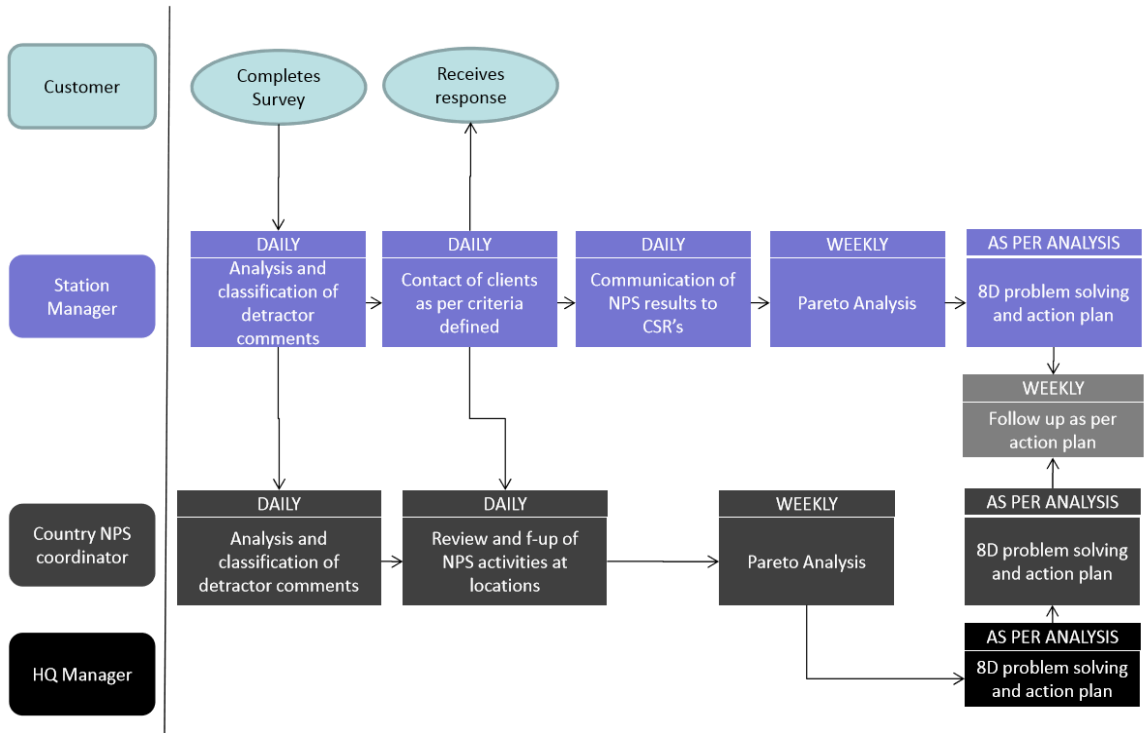


Figure 10: Main Work Steps (source: author)

4.6 Preferred Customers

Before the bachelor thesis shows the principal charts and reports, it is necessary to explain the term “Preferred Customers”. These customers are members of special programme. Thanks to this programme they are entitled for special offers during various seasonal offers but primarily they are entitled for special service at the renting counters and for special cars relating to their long-term loyalty. In addition to this they are gathering the rewards miles for each completed renting. Since they reach certain number of miles, they will be able to rent a car for free within any worldwide company destination. These customers are very important for the company due to their renting frequency and company what to keep their loyalty. To confirm thesis on theoretical part about right product on right place, it can be confirmed that Preferred Customers programme saves customers time and money. It is created for businessmen and other frequent travelers. Vehicles are ready for them in special dedicated parking areas across all international airports worldwide. They are not spending time on queues and from aircraft they continue right into the car. They are not forced to complete any renting administration at the counter. Thanks to free car upgrades they are saving money even if they drive more luxury vehicle. This customer service programme makes this service valuable for the customer.

Save Time

- Faster Reservations, they simply quote their Preferred Customers number at the time of booking and tell the company where and when they want to go and what type of car they want to drive.
- Faster Rentals, with Preferred Customers service at hundreds of locations around the world they simply arrive, quote their Preferred Customers number, show at the office their driver’s license and go.

Save Money

- Membership Discounts, when they book online direct with local website, they will receive up to 5% off the company’s best available retail rates.
- Preferred Customers members can add an additional driver at no extra cost. The additional driver is restricted to the member’s spouse or civil partner.
- All Preferred Customers members are now eligible for a 25% on Child seats.

- Special Offers, members get monthly e-newsletters with special member offers when they register their e-mail address to receive marketing offers in their Preferred Customers Profile.

General

For ease of reference the information has been sectioned as follows:

- Enrolment
- Membership Cards
- Preferred Customers Profile updating
- Reservations, including Membership Discounts
- Rental Station

Enrolment

- Enrolment into Preferred Customers programme is FREE.
- To enroll into the Preferred Customers programme, discretionary customers MUST enroll online via local country website
- Customers must be at least 21, however customers under the age of 25 are subject to a Young Driver's Surcharge.

Membership Cards

- Once enrolled, members will receive a welcome pack including their membership number which they will have to keep.
- Members will have access to a digital card on their profile, which they can print as they will. No plastic card will be issued for Preferred Customers members.

Preferred Customers Profile Updating

- It is imperative that the customer keeps the information held on their Preferred Customers Profile up-to-date, as this is the information used to process their Preferred Customers rentals.
- To update their Profile, Preferred Customers should log-in via the company website and select 'My Profile'.

- Customers may also update certain information at the time of reservation or at the rental locations.

Reservations, including Membership Discount

- Preferred Customers can book through the company's worldwide reservations system and the local reservation center.
- However, to qualify for the Preferred Customers membership discount, members MUST provide Preferred Customers number at the time of booking.
- When booking online direct with the company, the web will search for the lowest published rate that matches the selections on their Preferred Customers profile.
- If a customer has a contract Preferred Customers number in their profile, the relevant contract rate will be delivered back to the customer i.e. the web will not look (or compare) against the lowest published rate.
- If the Preferred Customers has registered a specific car group in their profile, this can be amended at the time of reservation. This change will only be processed for the rental being reserved. The Profile for subsequent rentals will not be updated.
- If there is no request for a specific rate, the system will automatically select the 'Best Deal' available dependent on the Rental Profile. This is to ensure that a rate code is passed to the rental counter therefore enabling the Rental Record/Agreement to be prepared for Preferred Customers Express Service bookings prior to the arrival of the Preferred Customers customer.

Rental Station

- Preferred Customers members must be at least 21 years of age and Young driver surcharges apply.
- To qualify for Preferred Service, all Preferred Customers bookings must be made at least 2 hours in advance of the customer's arrival at the location, unless a longer reservation lead time is necessary to qualify for the tariff required.

- The Rental Record/Agreement must be prepared for Preferred Customers bookings prior to the arrival of the Preferred Customers.
- The rental agreement wallet displays the customer's name, vehicle number

4.7 Surveys Results

After collection of surveys and data from the application names InMoment, there is finally possibility to make overview and reports. In following chapters there are several charts showing the results and several comparisons.

4.7.1 CZSK Region

On the attached picture is listed observed locations within the CZSK region determined by the numbers 1. up to 8. got by the system. Numbers in grey brackets are number of surveys completed by customers during all year. NPS results are in NPS column.


LOCATION	NPS 
<i>(#) = Number of responses (# in Red) = less than 25 responses (hide)</i>	
1. [CZCBV60] CESKE BUDEJOVICE (109)	94.5
2. [CZOTA50] OSTRAVA-MOSNOV AIRPORT (49)	85.7
3. [CZBNO62] MILLENIUM CENTER (85)	80.0
4. [CZBNO50] BRNO-TURANY AP (55)	67.3
5. [SKBRT51] BRATISLAVA AP (109)	66.1
6. [SKKOS50] KOSICE APT (55)	60.0
7. [CZPGE64] PRAGUE DOWNTOWN (338)	55.9
8. [CZPGE50] PRAGUE AIRPORT (1.1K)	40.5

Figure 11: Locations in CZSK region (source: author)

Here is full year overview by month, by quarter separate for „Key Metrics“ NPS and Preferred NPS and for all Experience Drivers.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Current Year (2018) by Month	Q1	Q2	Q3	Q4
	84	99	81	121	152	160	248	214	240	194	144	126	1 863	264	433	702	464
Key Metrics																	
Elite NPS (Corporate)	58,3	33,3	64	26,5	45	23,3	34,1	47,2	45,9	44,4	62,2	34,5	43	50,7	31,8	42,1	47,2
Corporate NPS	45,2	54,5	61,7	34,7	52,6	47,5	53,2	56,5	58,8	50,5	61,1	43,7	52,3	53,8	45,7	56,1	51,9
NPS	45,2	54,5	61,7	34,7	52,6	47,5	53,2	56,5	58,8	50,5	61,1	43,7	52,3	53,8	45,7	56,1	51,9
NPS Metrics																	
Likelihood to Recommend	45,2	54,5	61,7	34,7	52,6	47,5	53,2	56,5	58,8	50,5	61,1	43,7	52,3	53,8	45,7	56,1	51,9
Overall Satisfaction with Vehicle	50,6	59,6	63,3	49,1	66	62,7	73,3	68,2	70,9	62,4	61,9	56,8	64	57,9	60,1	70,9	60,7
Experience Drivers																	
Ease of pick up	61,9	67,7	66,2	57,3	72,2	55	68,3	67,9	66,7	63,4	68,5	63,5	65,3	65,4	61,7	67,6	65,0
Ease of returning your vehicle	69,9	75,8	67,5	72	68,2	52,8	71	65,6	67,4	63,4	68,5	64,3	66,8	71,4	63,6	68,1	65,2
Mechanical condition of vehicle	73,8	72,4	72,5	75,4	78,7	75,6	88,5	81,9	76,7	73,7	77,8	76,2	78	72,9	76,6	82,5	75,7
Cleanliness of the vehicle	79,8	82,8	77,5	81,4	80,1	81,8	86,9	87,6	80,8	82,4	76,4	80,2	82,2	80,2	81,1	85,0	79,9
Helpfulness of the staff	51,8	67,7	62,5	53,4	60,3	58,5	69	61,1	64	62,4	66	61,1	62,2	61,0	57,7	64,9	63,2
Felt like a valued customer	31	50,5	46,8	32,2	50,3	41,2	53,3	47,6	50,4	48,2	54,2	37,6	46,7	43,2	41,9	50,6	47,2
Make and Model	50	53,5	48,8	44,1	52	68,1	70,5	63,7	61,5	60,8	56,6	55,2	59,3	50,9	55,7	65,4	58,0
Value for the money	26,8	32,7	44,2	25,6	46	33,1	42,4	50,2	41,2	28	42,6	31,2	38,1	34,4	35,5	44,4	33,4
Speed of service	59,5	62,6	61,2	48,7	63,3	48,4	64,9	67	64,2	64,9	66,4	62,6	61,9	61,2	53,7	65,3	64,7

Figure 12: Full year overview of NPS (source: author)

CZSK Region vs. Prague Airport

Prague Airport represent about 50% of all CZSK revenue. It is the biggest counters in the CZSK region with high number of clients. There is also a big percentage of number of served customers that completed survey.

That is the reason why there is shown comparison of whole region results vs. largest brand results. In the Prague Airport there are many other rents a car company. Therefore, it is very important to keep high quality of vehicles and quality as well.

Both curves are copied at a slight distance. Thanks to the total number of serviced customers and subsequent contacts, the chart shows significant influence of the largest branch on the overall results.

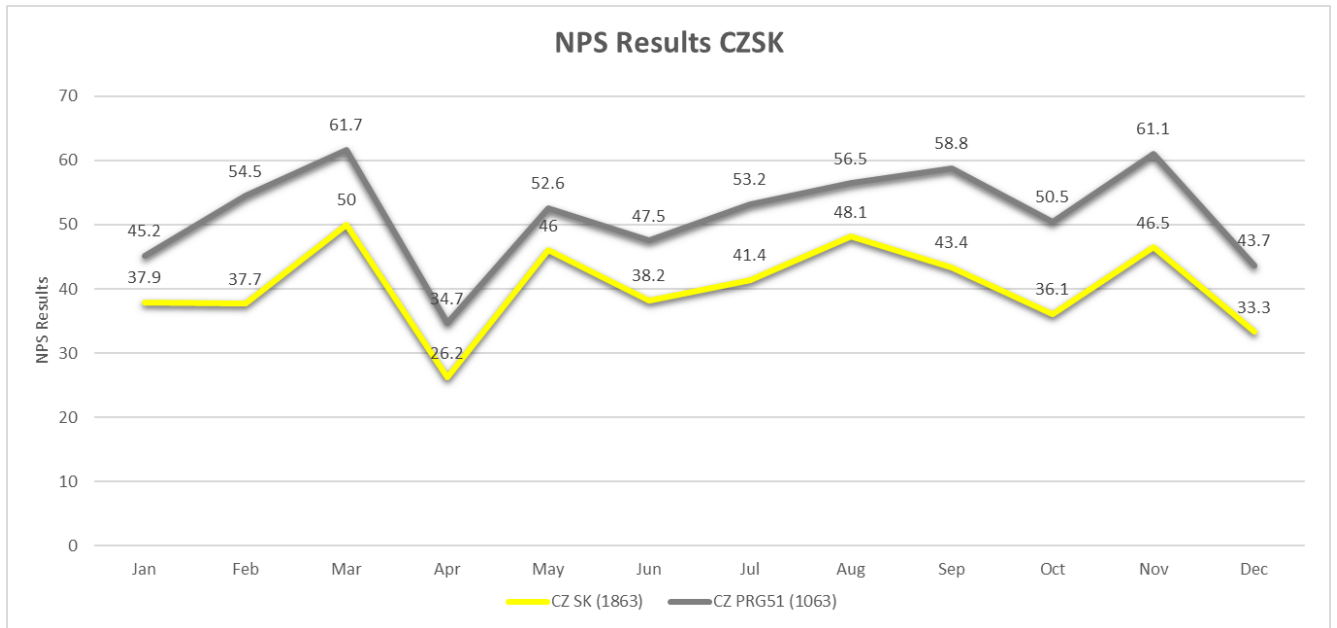


Chart 1: NPS Result CZSK region vs. Prague Airport

How large the statistical sample provides the research

Here are the numbers of survey participants in Prague, the entire CZ SK region compared to the smallest state of corporate Europe and on a Europe-wide scale also.

It is certainly interesting that out of the total number of serviced clients in 2018 on the question of satisfaction with the service provided replied:

- 6,93 % in Prague
- 6,37 % in CZSK region
- 6,31 % in Belux
- 9,31 % in EU

That means that out of the total number of respondents answered 6 to 10%. The picture at the same time shows how small the CZSK region is against to the smallest state of Europe's corporate Belux, and how small it is compared to the European-wide number of surveys. Nevertheless, it must be emphasized that NPS In Moment has been evaluating its survey since 25 customer surveys. So little is enough for customer feedback to work.

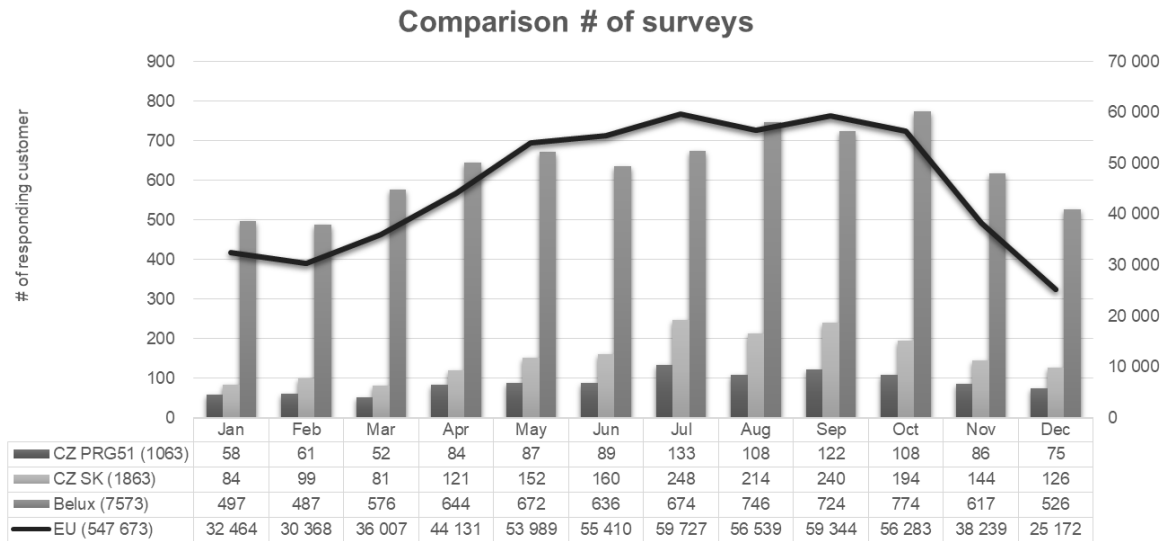


Chart 2: Comparison of numbers of surveys (source: author)

The next chart is very interesting. Although the bachelor thesis found how small number of CZSK responses across the Europe, it can be seen that the overall rating of clients is very high. The reasons why clients responded to the quality of service so positively are discussed below. This European-wide comparison is an introduction to a detailed analysis of the values obtained from monitoring on the CZSK market.

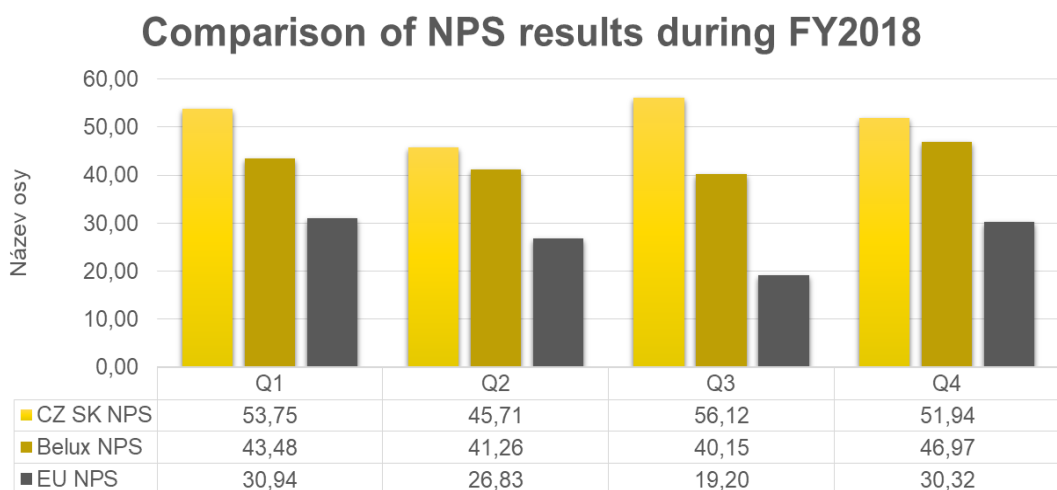


Chart 3: Comparison of NPS results in quarters (source: author)

4.7.2 Preferred Customers Results

The work has already mentioned the specific status of PREFERRED customers (sometimes also called as Elite Customers as it is seen in charts). They represent 23% of all serviced clients. Because as frequent clients these customers return, the company's goal is to keep these clients. That is why the company focuses on them in their surveys and monitor their satisfaction separately. From the acquired knowledges, the company derives further operational and financial action plans.

During the comparing the results of the Preferred Customers' satisfaction with CZSK, Belux and Europe, the results were pleasing, except for CZSK in Q2. Both smaller countries were above Europe results.

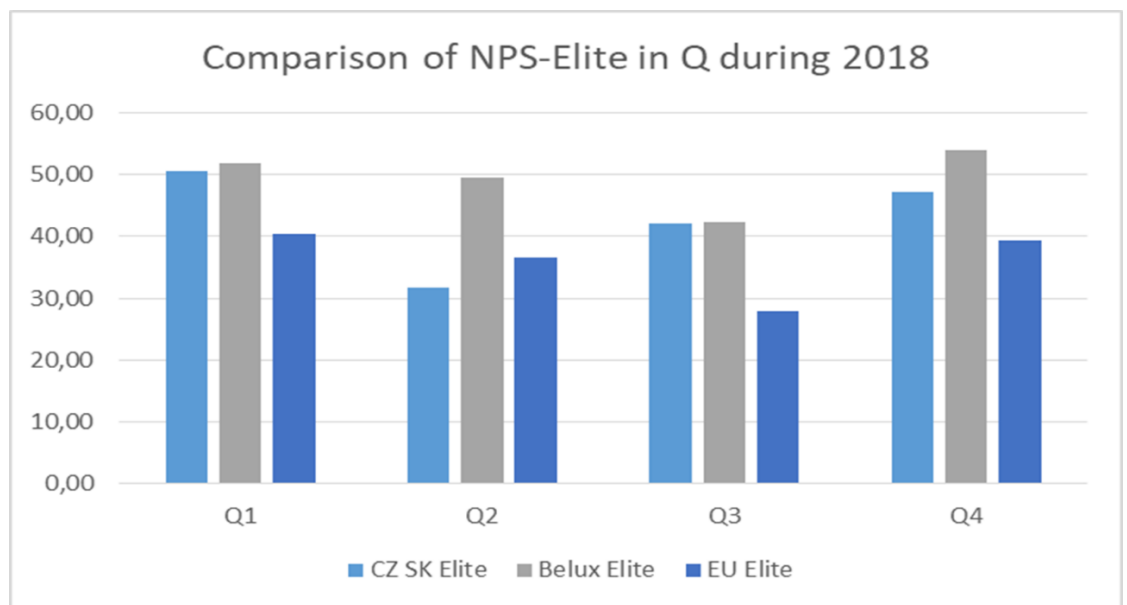


Chart 4: NPS of Preferred Customers in quarters (source: author)

Preferred Customers Belux, EU and CZSK

Looking at these Preferred Customers in detail, their ratings in Europe were always above the ratings of other clients. Unfortunately, this desirable trend, on which the company puts great emphasis, did not appear in detail in the CZSK. Surprisingly, the trend was quite the opposite.

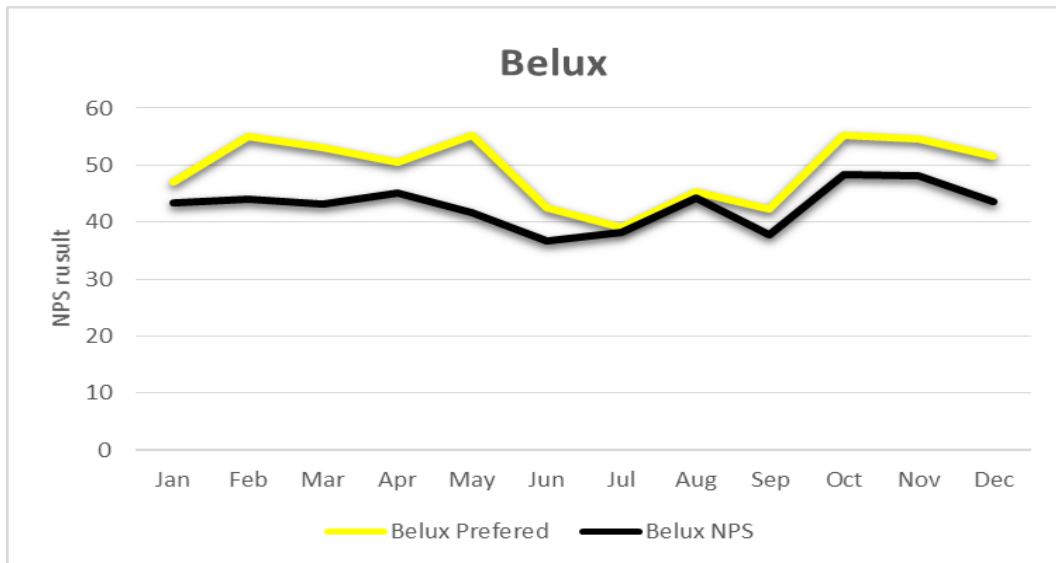


Chart 5: Preferred Customers – Belux (source: author)

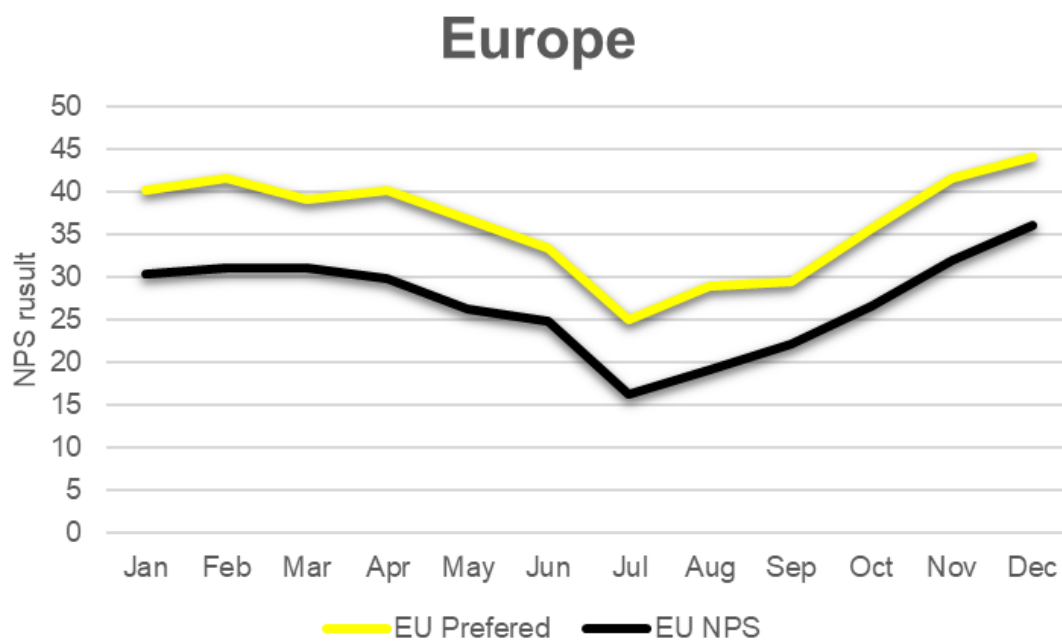


Chart 6: Preferred Customers – EU (source: author)

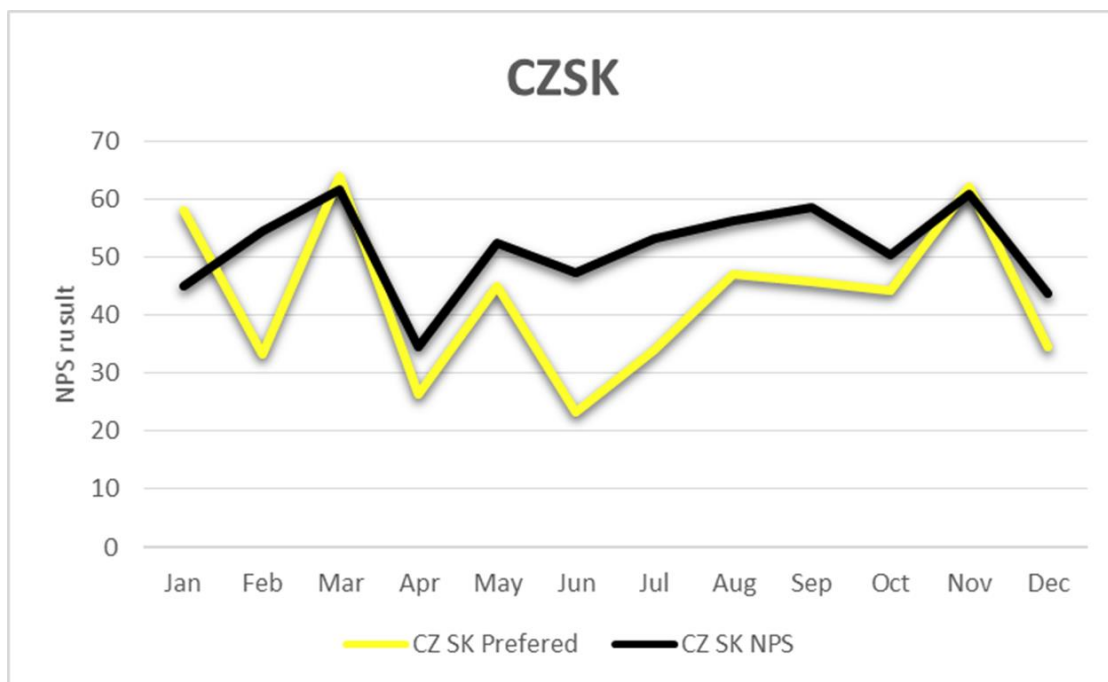


Chart 7: Preferred Customers – CZSK (source: author)

Based on these indicators, the company looked for reasons why clients in our market are not trending. The company looks for reasons why Preferred Customers do not reach the satisfaction of what they expect. The reason is not one, but the whole range, let's name the most striking:

- 1) Customer expectations – for example customer expectations compared to his previous experiences, customer expectations within CZSK region
- 2) Customer Feeling – property & facility, staff, flight delight, clients 'mood
- 3) Company presentation – employees, professionalism, helpfulness, speed of service
- 4) Product – cars, other services, selling techniques

In a following analysis of surveys, the company looked for customer behavior responses. Surveys provided many answers on which the company could set short-term, medium-term and long-term action plans.

- The **short-term** action focused mainly on operational staff and operator level. There were ways to change how to change the way the operator works and to make the rental easier for the client.
- The **medium-term** action plans represent, for example, a fundamental change in fleet composition and changes in property and facilities.
- The **long-term** action plans include, for example, technology changes and new complementary products (car sharing, electromobility, etc.).

4.7.3 Vehicle Experience Drivers

One of the important roles in the evaluation of results is played mainly by the so-called experience drivers, where it is possible to obtain from the client a more detailed description of what he liked or what he would like to change. Next chart shows the level of so-called Vehicle Experience Drivers. That means indicators for information on the rented vehicle.

Each region has a different color scale. It is clear from the curves that, according to the CZSK clients, the region is well above the European average.

Reasons for such an assessment may be more. Good organization of preparation, the right fleet mix, the right composition of the fleet, well-developed and well-processed logistics, labor productivity, but also a better organizational component. This means that much more transparent and more efficient managing is in operation with 1,000 vehicles compared to traffic with 5,000 or more vehicles in the fleet.

However, the Preferred Customers showed that they are interested in more luxurious vehicles than those that are in the current offer. This led management to deliver the next year's fleet business plan (fleet business planning).

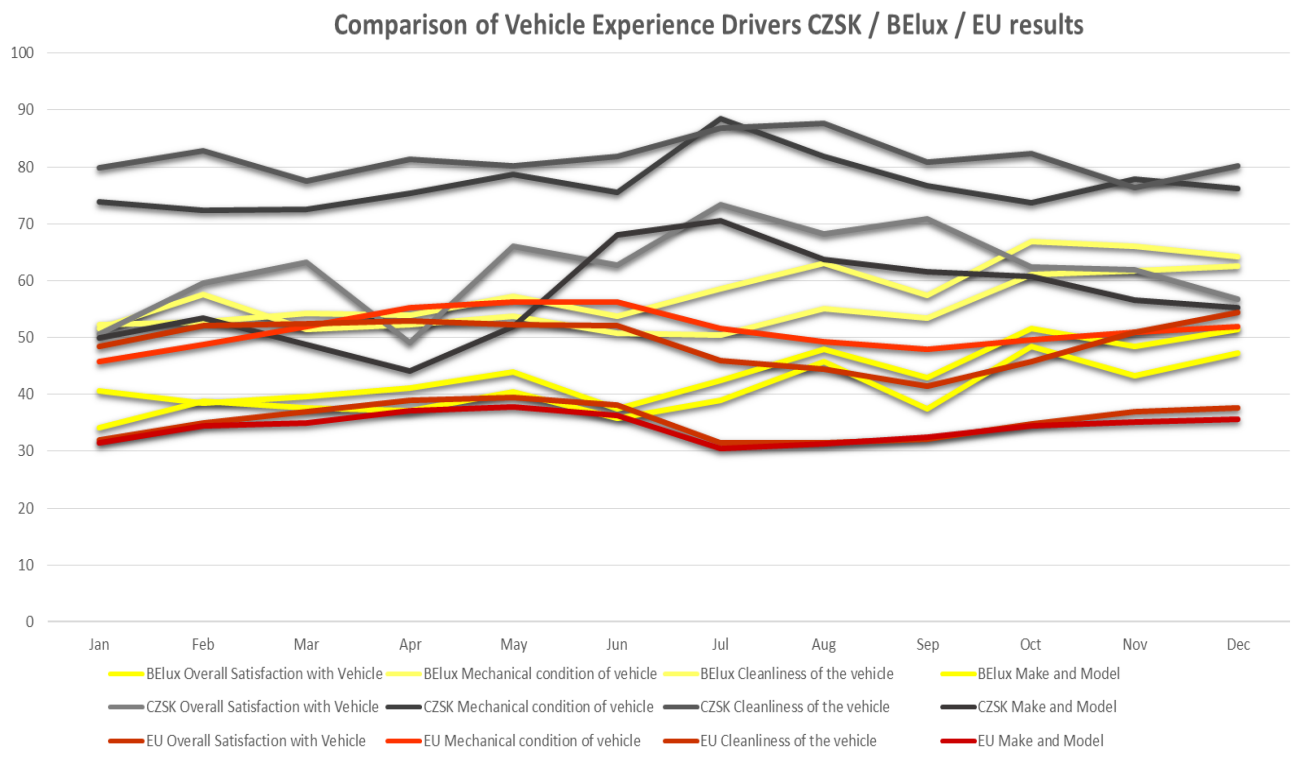


Chart 8: Comparison of Vehicle Experience Drivers (source: author)

4.7.4 Service Experience Drivers

On a global scale, comparisons between countries are interesting in terms of performance in the regions. But it is much more important to observe individual drivers to find out where they have the greatest weaknesses and where they have to work on.

The following figure is not divided by country colors but grouped according to each shade of Service Experience Drivers. At first sight, it is clear that clients are highly valued the staff by that they are served (Helpfulness of the staff). It can be assumed that when a company pushes for the quality and professionalism of its employees, it is quite successful.

The worse position has Speed of Service. On a European scale, there is a large gap in the peak of tourist season, during the summer months. Then there is the large number of clients at the counters, and if the company does not properly plan shifts planning on operation and fleet, then there is prerequisite that the clients will have to wait for check in. Clients can wait for them to be their turn, wait for an unprepared vehicle, they can wait for

a solution of a problem with a damaged car or wait for a counters' technical problems that cause a network or network connection.

The worst position in the chart is the driver named as "Felt like valued customer". This driver is a highly-watched indicator in customer services. It summarizes all the experience drivers and tells how the client feels in company's hands. Although he can rank all drivers well and can give a positive mark to NPS, the low value in the "Felt like valued customer" says that all things around the rental were done correctly and presumably, but he felt lack of the added value that will make his rental special experience. Sometimes a low rating of this driver, clients say they feel like a factory line in the factory and they feel lack humanity in service. Other clients feel like they are just paying puppets. All this is a very dangerous fact that makes the client very rarely to return. The chart shows that the "Felt like valued customer" indicator is on the lowest level of rating. That is why the company works very actively and looks for ways to improve this rating.

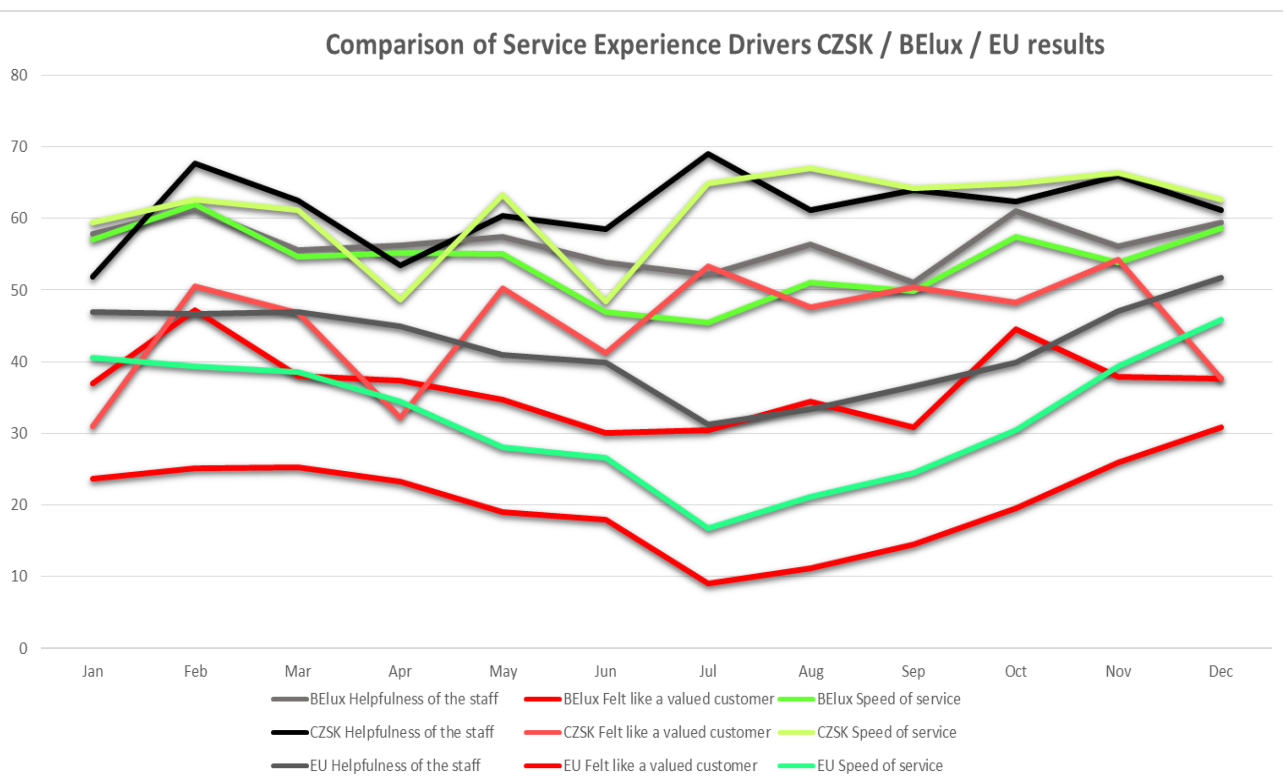


Chart 9: Comparison of Service Experience Drivers (source: author)

This image shows an evaluation where results affect business organization, workflow for clients, facility and technology. Ease of return, which is the easiest way to rent a car, is rated very high.

Easy of pick-up is more complex in the process. Therefore, its level is lower than the previous driver. Rating is declining in the high season, when most clients are at the counters and the number of complications arise rapidly. The biggest gap in the high season is recorded in Europe.

The yellow shade represents “Value for money”. Unfortunately, this rating is very low. It is the result of clients' expectations in relations of price and performance, but this driver also influences very significant facts like are:

- Not send invoice or final billing
- Wrong bank transaction that are not caused by the company
- Unblocking the pre-authorization
- and last but not least, this driver is greatly affected when the client damages the vehicle and has to pay the damage for which he is financially responsible

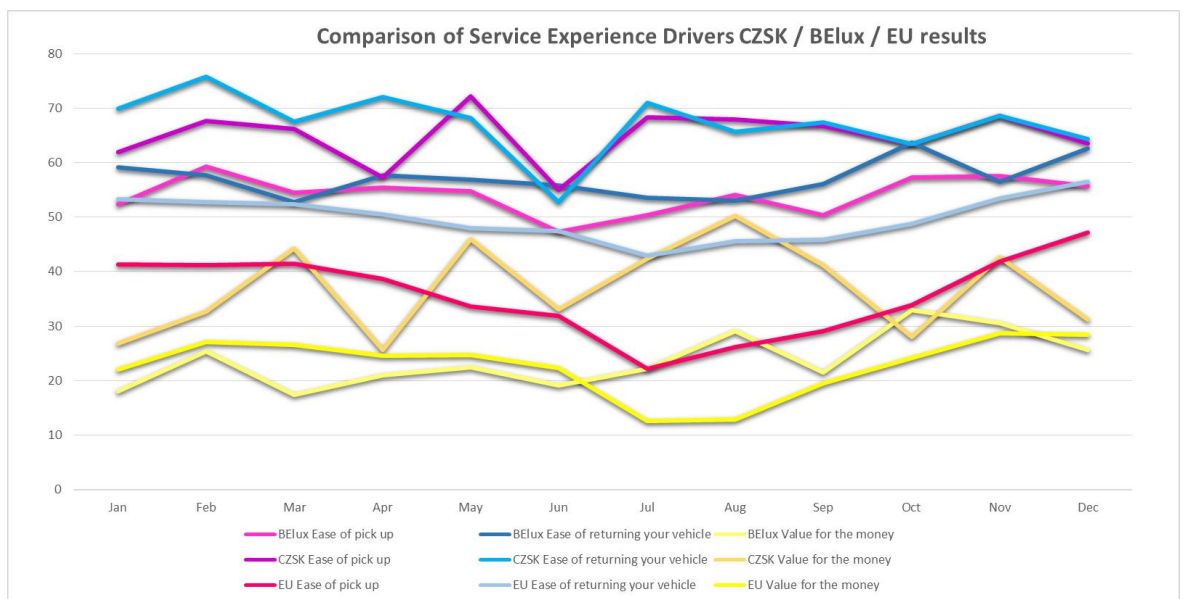


Chart 10: Comparison of Service Experience Drivers (source: author)

Experience driver results are very important. Even if they do not control the result of the NPS, it forces the company to look for ways to remove the weakness of its service.

5 Conclusion

The topic of the bachelor thesis was E – commerce: Customer Feedback Management. Comparison and analysis of the net promoter score at a large international car rental company whose business success is primarily in service. The aim of the bachelor thesis was to explain the term E-commerce, to the usage of E-commerce at different levels of business and to focus on one of the less described and published applications, namely E-commerce for evaluation and analysis of clients' satisfaction. The bachelor studied the background of the queries that the client receives after consuming some purchased service.

In theoretical part there was found what everything belongs under the term E-commerce. There is not only online shopping but also various survey that helps to improve businesses and help to understand of customer behavior. In bachelor thesis it is said how important for companies is to have trained staff in behavioral field as well as psychological field. How important is to understand psychology of their customers. In this thesis there is described the usage of E-commerce at different levels of business and to focus on one of the less described and published applications, namely E-commerce for evaluation and analysis of clients' satisfaction also called Customer Feedback Management. One of the methods for measuring the customers' satisfaction is called net promoter score. To measure this NPS it is necessary for companies to use some application which is made for this purpose. This application collects data during some period of the time and evaluate them. Then there are shown several steps what is done with these done further.

The company that the thesis was monitoring puts high claims on the level of service and customer satisfaction. From this it is possible to see the results in the overall management of the whole company at all levels. According to the results of NPS, all components of the company are managed. From first counter representatives across all departments including all managers. The whole company is working on sub-tasks to continually increase the relationship with its customers. The company looks for ways to get as close as possible to the expectations of its clients, the operating conditions of technologies and purchase of the fleet are subordinate to the clients' expectations. At the same time the company is working to make the investments display in its profit. During completing the survey, it was seen that smaller businesses can work better with the clients than the bigger one. The results of the smallest European countries were high above the European average. The researches show that at a very high level, clients evaluate the behavior and professionalism of the staff. Also, the quality of the fleet seems to be very

good, but last year's analysis showed that the company has reserves and should expand its portfolio of luxury vehicles. Unfortunately, it was not possible to get to these details during the studies because of protection of the data.

Very interesting was the detection that despite the high staff rating, one of the lowest indicators is the feeling of "Feel like valued customer". Because it was possible to visit a variety of businesses, from the small ones to the gigantic, where 500 cars are rented per one day, it is a prerequisite that large operations often face a large surge of passengers. In such situations, there is an assumption for rising of negative feelings that the client is not appropriately preferred. Unfortunately, it is the same situation as in the doctor's waiting room. Every patient is expecting the same medical care as was given to the patient in front of him, but he does not have a willingness to wait too long. The same it works in these large services. When a customer is dedicated to one customer, the other is considered it as a delay and is not willing to wait.

Another consequence of this evaluation is the fact that the client evaluates their rentals across regions and collects experiences from them. Even though the customer rent a car by himself in Prague and has a great feeling, if something bad happens during returning in Budapest, then it will immediately appear on his assessment. Therefore, evaluation and feedback play a very important role here. Because it is possible to react not only at the level of a single counter or a state, but also it is possible to arrange reparation between individual regions.

The clients who caused damage to the vehicle and had to pay for it are very negatively rating. Although all Rental Agreement's conditions are complied by the companion, but the client is still violating them, and he is very frustrated and negative.

However, CRM plays a very significant role in this case as well. With these clients the staff have to work intensively. On many levels. The staff always keeps on working in an unpleasant situation professionally, but humanly. The company makes pressure on the Disposal Department to give the client all necessary documents. They are pressing on the cooperation of these departments with the counters and the financial departments, because one is responsible for the background, and the other for final invoices.

Obviously, if the frustrated client receives an invoice later on, his negative experience with the company is even deeper. At present, the company is developing and introducing new tools to improve service. Self-service facilities for clients are available at the world's largest offices, so they can check-in themselves when they rent a car. Special

tools (i-check) are in operation to record damage, there are photographically documenting the conditions of the vehicle before and after renting to avoid confrontation with clients.

It was very surprising to find out the results of Preferred Customers in CZSK region compared to the rest of Europe. Although overall, the region is rated at a very high level. To improve the assessments of these clients, the company analyzed all possible causes. Obviously, client's expectations are different than in other European countries. That is why the company invested in a property in which these clients are served in last year, the company is focusing on major changes in the fleet's offer structure this year.

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