



Master Thesis

Customer perceived value in a selected international company

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Author: **Bc. Kryštof Stemberk**

Thesis Supervisors: Ing. Lenka Červová, Ph.D.
Department of Marketing and Trade

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- KOTLER, P. and K. L. KELLER, 2013. *Marketing management*. 14th ed. Prague: Grada Publishing. ISBN 978-80-247-4150-5.
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Consultant: RNDr. Marie Doušová CSc., MBA – Regional Business Executive Officer of the Division Nestlé Professional for Central, Eastern and Southern Europe

Thesis Supervisors: Ing. Lenka Červová, Ph.D.
Department of Marketing and Trade

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doc. Ing. Aleš Kocourek, Ph.D.
Dean

L.S.

doc. PhDr. Ing. Jaroslava Dědková,
Ph.D.
Head of Department

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Klíčová slova

Atribut, cukrovinky, ekologie, image, postoj, produkt, spokojenost, udržitelnost, vnímaná hodnota, zákazník.

Customer perceived value in a selected international company

Annotation

The master thesis is focused on the research of both the customer perceived value of the Orion company and the attitude of customers towards sustainability. The first part lays theoretical foundations for the practical part and makes the reader familiar with the key term and, in addition, presents basic information about the company and related issues. The customer perceived value was decomposed into categories covering various areas that were further split into attributes. Use of various analyses attained to receive relevant data that served for the identification of strong and weak categories and attributes. In addition, customer's attitudes towards sustainability were analysed. The results got served as a basis to propose recommendations in order to help the company improve the customer's perception and simultaneously its position on the market.

Key Words

Attitude, attribute, confections, customer, ecology, image, perceived value, product, satisfaction, sustainability.

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List of Abbreviations

ASDA – Associated Diaries

CEO – Chief executive officer

CLTV – Customer lifetime value

CO₂ – Carbon dioxide

CPC – Cost-per-click

CPM – Cost-per-mille impressions

CZK – Czech koruna

GEN - Global Ecolabelling Network

SDGs – Sustainable Development Goals

SSCM – Sustainable supply chain management

TUL – Technical University of Liberec

UN – United Nations

USD – United States dollar

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Introduction

A large competition characterises the food industry and related markets. There are plenty of competitors and competitive products. For customers, it is difficult to keep awareness of all products. For that reason, they must stay informed as much as possible. To better differentiate companies serves so-called customer perceived value. It may have different forms, as explained in the thesis. In an industry where a lot of similar products exist, the only difference and the deciding factor can be the value. Logically, customers request the highest value possible to choose the best option when considering the money spent. This is a chance for companies to differ from their competitors and attract as many customers as possible. The situation results in a permanent battle. Companies have to not only maintain the customer perceived value but even improve it. Companies with the potential to become successful have to bear this in mind. The improvement of the customer perceived value is vital for the long existence on the market.

The main objective of the master thesis is to analyse the customer perceived value of the Orion company among the young generations. To attain the objective, the author used a method of structured questionnaire. Orion is a Czech company that operates in the confection market. Their products are available in most of stores across the Czech Republic. The thesis is divided into four main parts. The first part is dedicated to the theoretical background of the customer perceived value, where the reader gets to know key terms crucial for understanding the issue. Besides them, the reader gets familiar with customer perceived dimensions and categories. It will help to understand the fact, the value may have both material and immaterial forms. The second part is focused on further issues, including perceived quality and customer satisfaction important for the analytical part. The research monitors the customer satisfaction through the attributes that form the customer perceived value. In addition, the second part covers related issues such as brand, image, loyalty, packaging and sustainable development. As with satisfaction, also sustainable development is highly important for the research itself because a part of the questionnaire is dedicated to sustainability. The topic was chosen because it is a burning topic of high importance. For that reason, the second objective is to find out the attitude of the young generations towards sustainability and its relationship with the customer perceived value. In other words, whether the activity of companies may have a positive impact on the customer perceived value resulting in shopping behaviour change. These two parts of the thesis lay down the theoretical foundations of the customer perceived value. The following section is focused on Nestlé and the Orion company as the subsidiary.

The subsequent chapter is focused on the Rainforest Alliance and the Nestlé Cocoa Plan because this is the way Nestlé deals with sustainability. Finally, the fourth section of the thesis is dedicated to the analysis of the research, as the main part. It uses results obtained from the questionnaire which has three sections. The first includes questions about Orion and related categories of the attributes. The second covers the activities of Orion in the sustainability field and sustainability in general. Classification questions are part of the third section. The analysis starts with the description of all the necessities needed for the survey, including data collection, selection of the respondents, etc. The following paragraphs are focused on the data analysis itself. Classification questions discovered the characteristics of respondents and served for the shopping behaviour analysis. Specified questions, oriented towards the customer perceived value attributes, measured the level of satisfaction through the Likert scale. The results got further served for the quadrant analysis construction that identified strengths, weaknesses, attributes without strategic importance and attributes with cost saving potential. Either the sustainability part brought results serving for the analysis. The results were summarised at the end of the thesis and some potential improvements were recommended.

1 Customer perceived value

The customer perceived value is an issue that deserves high attention. In this chapter, the reader is going to make him/herself familiar with the terms customer value, customer perceived value and customer value for a company. Moreover, the chapter covers the topics of the customer perceived value building and the value dimensions. The topics are crucial for the following parts of the thesis.

1.1 Basic terms

To understand the issue, it is necessary to start with several related terms – customer value, customer perceived value and customer value for a company. All are explained in the following sub-chapters.

1.1.1 Customer value

According to Kenton (2022), the definition of value is: *“Value is the monetary, material, or assessed worth of an asset, good, or service. Value is attached to a myriad of concepts including shareholder value, the value of a company, fair value, and market value”* (Kenton 2022).

The value-based orientation has developed during its several decades-long life starting at General Electric after World War II (Weinstein 2012) and according to Kotler et al. (2010), customer value thinking has impacted new marketing practices. They say we have entered Marketing 3.0 – the value-driven era. The crucial characteristics of the Marketing 3.0 are collaboration, globalisation, and creativity (Kotler et al. 2010).

Besides the aim of satisfying customers, significant companies endeavour to amaze, astound or delight them. Creation of customer value means unceasingly surpassing customer expectations and bringing about a strong business experience. Value is the key for global, as well as for mom-and-pop, companies to differentiate themselves from competitors in the eyes of their customers (Weinstein 2012).

1.1.2 Customer perceived value

First, it has to be mentioned, that the term customer value and customer perceived value should be seen as synonyms (Gallarza and Saura 2006). For that reason, only the term customer perceived value is onwards used.

The customer perceived value has become more and more significant during the last decades. Before the concept of customer perceived value was developed, the concept of quality and customer satisfaction had been in the spotlight of scientists. Based on the results of various researches in quality is clear that the concept of perceived quality is the antecedent of the customer perceived value (Ulaga and Eggert 2006). The chapter 2 is focused on the perceived quality and related issues.

The principle of customer perceived value can be defined from two perspectives. The first perspective describes the value for customers they receive when satisfying their needs – **customer perceived value**, and the second – **customer value for a company**, which will be further explained later in the text. Customer perceived value is a benefit that customers get from the purchase and use of products or services. Woodruff (1997) calls the concept **value creation**. Regarding the content of the concept, it is related to the questions - what does create the value for customers and why, how does the value change and what is the level of satisfaction and loyalty (Červová 2013)?

Many authors have defined the term customer perceived value. Some of the definitions are described in the following lines. One of the first comes from Zeithaml (1988) saying that the total benefit from product is based on the perception of what has customer invested and subsequently received. A similar meaning has a theory by Lapierre (2000). He assumes that customer perceived value is the difference between benefits and sacrifices, including all the financial and non-financial costs. Butz and Goodstein (1996) see the customer perceived value more from an emotional perspective. They say it is an emotional bond between customers and brand established after the purchase of product or service when customers consider product or service seminal, in the sense of added value. Seth et al. (1991) believe the customer perceived value comprises of five different values that product may provide - **functional, social, emotional, epistemic** and **situational**. This concept was used in the analytical part for the questionnaire design (chapter 5.4). According to Gale (1994), the customer perceived value is linked to the supply of competition. He supposes it is the market perceived quality tailored to the relative price of product (Červová 2013).

Nearly all the authors agree on the fact the customer perceived value is related to product or service, the core of the customer perceived value is the perspective of customer not the seller and the customer perceived value is the difference between benefits and costs (Červová 2013), as projected in the figure 1.

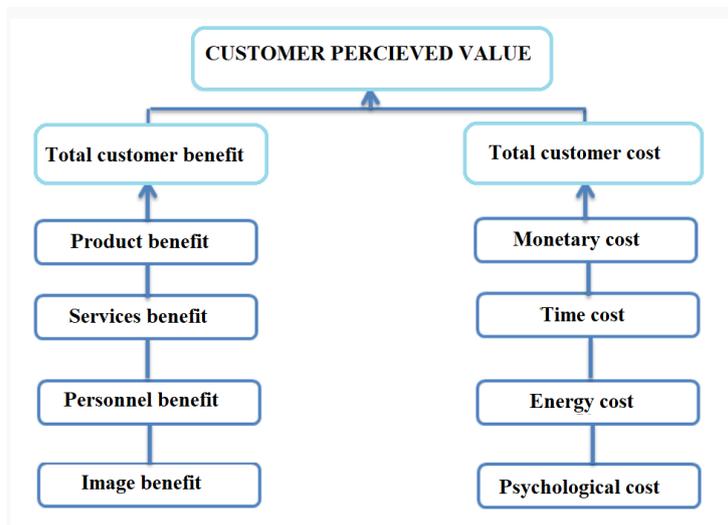


Figure 1: Determinants of customer perceived value

Source: own assessment based on (KOTLER et al. 2016, p. 381)

The figure 1 shows main determinants of the customer perceived value as defined by Kotler et al. (2016). It is the difference between the total customer benefit and the total customer cost coming from company's offering. **Total customer benefit** is the perceived monetary value of the bundle of economic, psychological and functional benefits. These are expected to get from an offering because of the product, service, personnel and image involved. **Total customer cost** is the perceived bundle of costs that for customers comes from evaluating, getting, using and disposing of an offering. It includes monetary, time, energy and psychological costs (Kotler et al. 2016).

1.1.3 Customer value for a company

The second concept describes the relationship between customers and company the other way around. It means what a company gets from its customers - the point of view of seller. According to Woodruff (1997), it is a so-called **value appropriation**. The concept identifies customers with the highest potential in the sense of profit. Moreover, it covers the creation of models that can determine the **customer lifetime value** (CLTV) (Rust et al. 2004).

According to Marek (2005), customer value for a company can be defined as the present and expected future benefits of a particular customer, discounted by the customer's net present value (Marek 2005 cit. in Hommerová 2012). Kotler and Armstrong (2004) defined profitable customer for a company as a person, household or a company bringing more to the firm than what has been invested in it through marketing, sales and other business activities. This difference is defined with time as already mentioned CLTV (Kotler and Armstrong 2004 cit. in Hommerová 2012).

Bučík (2004) cit. in Hommerová 2012) defined CLTV as a profit or loss created during the existence of a relationship between customer and company. It can also be defined as the net present value of the future benefits that a company expects to receive during the period from the inception to the end of the relationship. This model helps companies to predict customer potential and to include risks related to the loss-making of customer (Hommerová 2012).

The estimation of the customer value for a company is a complex process with many inaccuracies. Therefore, it serves companies only as a rough projection. To determine the customer value for a company, three values are distinguished:

- **Strategic value** emphasises the fact that CLTV results from the marketing strategy applied by companies. Any change in customer approach or marketing strategy consequently influences the size of customer perceived value together with the size of customer value for a company.
- **Present value** analyses the present marketing strategy applied by companies. It tries to take into consideration estimations of future benefits based on the present behaviour of a customer. This concept sees customer perceived value as a financial asset.
- **Potential value** includes all the benefits that company might receive from customer in the future on condition that it applies a proper marketing strategy (Pecinová 2009 cit. in Lošťáková et al. 2009).

Several factors have a significant influence on the value calculation. For example, discount rate (the higher the discount rate, the lower the CLTV), time, marketing costs, word of mouth, etc. The methods of calculation use financial, statistical or expert opinions. It requires a sufficient amount of information about past customer's behaviour. In addition, it needs information about the customer's transaction history, data about loyalty and potential, or information

about costs related to customer services (Hommerová 2012). Since the reader has already obtained a brief background about the basic terms, it is important to understand how the customer perceived value is built.

1.2 Building the customer perceived value

Schieffer (2005) says the creation of loyalty (more detailed information in the chapter 3.1) among customers is at the heart of every business. To be helpful, companies have to understand customer's needs and be constantly connected with them.

Pepper and Rogers (2005) say that the only value companies will ever create is the value that comes from customers, the ones that companies have now and the ones companies will have in the future. Businesses succeed by getting, keeping and growing customers. Customers are the only reason companies build factories, hire employees, schedule meetings or engage in any business activities. Companies do not have a business unless they have customers.

Managers who see their customers as the only profit generator apply the scheme in the figure 2, which is now believed to be obsolete and has been replaced by the chart in the figure 3 (Urban 2005).



Figure 2: Traditional organization chart
Source: (KOTLER et al. 2016, p. 380)

The figure 2 shows a traditional organization chart focused on production. Thus, the customers consume what is produced. There is a pyramid with the chief executive officer (CEO) at the top followed by the middle management employees, front-line people and customers at the bottom. Because of the rising globalisation and competition, companies now apply the organizational chart shown in the figure 3 (Urban 2005).

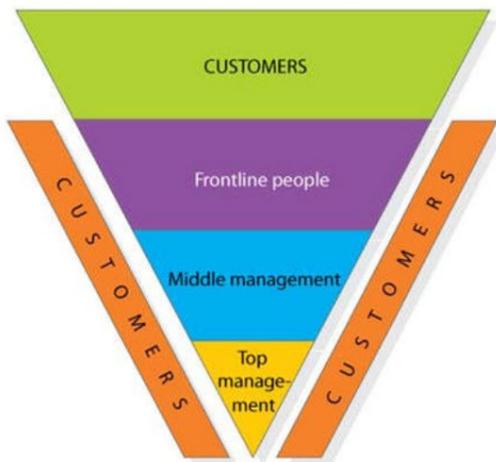


Figure 3: Modern customer oriented organization chart

Source: (KOTLER et al. 2016, p. 380)

Companies to become successful in the field apply the scheme shown in the figure 3. The most important are customers at the top – production produces what customers want. They are followed by the front-line people who take care of customers. Below are the middle managers and at the base are the top managers who hire and support them. For the reason of satisfying customer's needs, all company levels have to be involved in knowing, meeting and serving customers. Internal processes have to be adjusted either. This interconnection is underlined by an additional section of customers along the side of the figure 3 (Kotler et al. 2016).

A large amount of companies see the importance of customer satisfaction as a way how to develop a brand reputation that can deliver a sustainable competitive advantage. This kind of communication is indispensable in retailing, where the most of staff operates on the shop floor, either behind, such as in the supply chain. Later they may feel isolated from key operations in the business. For that reason, companies develop commitments to listen to their employees in order to achieve this goal. Kotler et al. (2016) mention the case of ASDA (Associated Dairies), the UK supermarket chain owned by Walmart, that has become renowned for listening to its staff. David Smith, the ASDA director for people, sees the key

to success in communication. He believes it is not only about filtering down the right messages from the top of the organization, but also about ensuring the feedback from staff is treated seriously and communicated back to the top (Smith 2011).

Customers are more informed with the rise of digital technologies. As a result, they now expect companies not only to connect with them or satisfy them. Modern customers expect companies to listen to them (Pelham and Kravitz 2008). To better listen to customers, it is important to understand the dimensions of the customer perceived value.

1.3 Dimensions of the customer perceived value

Regarding dimensions, there are two methods how to define them. The first method supposes the customer perceived value has two dimensions – one dimension is what customer receives/sacrifices from/for the purchase and the second includes monetary and non-monetary aspects, thus it emerges from most of definitions (Simová 2009 cit. in Červová 2013).

The second method sees the customer perceived value as a multidimensional concept. An example might be seen in a theory from Sheth et al. (1991) who defined five dimensions of the customer perceived value. The **functional** dimension is the ability of product to follow its initial purpose. Next is the **social** dimension, which is the perceived benefit related to the image of product and social integration of buyer – ethnical, demographic and social-economical perspective. The **emotional** dimension includes the emotions of customer, for instance, comfort, excitement, etc. The following **epistemic** dimension is related to curiosity, surprise, originality of product or ability to satisfy the desire for cognition. The last is **situational** dimension. It includes perceived benefits received under particular social or physical conditions specific to the situation (Červová 2013).

A different approach from Carpenter and Fairhurst (2005) recognises two dimensions – **utilitarian** and **hedonistic**. They see both crucial to influence key outcome variables, including satisfaction, loyalty and word-of-mouth communication. The utilitarian dimension is task-oriented and cognitive in nature. The hedonistic dimension is related to the shopping experience (Babin et al. 1994). Customers perceive the utilitarian value by the purchase of product while they, at the same time, perceive hedonistic value coursing from the enjoyment of the shopping experience (Carpenter 2007).

To sum it up, there are many approaches with different dimensions and names. The customer perceived value comes from the customer's interaction with product. For that reason, the dimensions should be evaluated based on the product type and the field of business (Červová 2013).

According to the study of Aulia et al. (2016), the dimensions can be further split into three types – product-related value, social-related value and personal-related value. All three types are briefly explained in the section below.

1.3.1 Product-related value

The product-related value describes product as the main source of value, because customers spend money for the purchase, thus they expect resulting benefits or values. Values might be seen from two perspectives of customer needs – **the need for the product function** and **the need for the pleasure** of using product.

In the first perspective, customers evaluate products based on its ability to perform functions. It can be considered as the criterion that every product should meet. The Kano model of satisfaction describes it as **must-be** attributes (Thompson 1998), more detailed information about the model is written in the chapter 2.2.1. According to Zeithaml (1988), many attributes may emerge from product. Some contribute to the function of product, while others contribute to other dimensions. For that reason, it is important to know exactly the attributes of product. The same author divided the product attributes into two cues – intrinsic cues, including attributes such as design, flavour, etc. and extrinsic attributes such as price, brand, etc. (Zeithaml 1988). Simultaneously, the attributes can be described as tangible – physical attributes, and intangible – non-physical attributes (Gale 1994).

Regarding the second perspective related to the need for the pleasure, customers consider the experience resulting from the use of product as a part of their basic need either. When product is being used or consumed, the positive experience, such as enjoyment, influences the customer perceived value (Aulia et al. 2016). Despite the arguments of some authors that emotional value has a greater impact than functional (Sweeney and Soutar 2001), both are significant from the customer perceived value perspective and positively influence the satisfaction and loyalty of customers (Lim et al. 2006). The product-related value model is apparent in the figure 4.

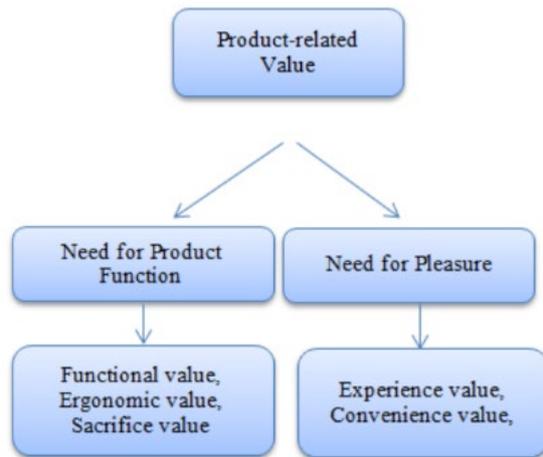


Figure 4: Customer needs in product-related value
Source: (AULIA et al. 2016, p. 154)

As it has been mentioned, the product-related value type can be divided into specific needs – the need for the product function and the need for the pleasure. These can be further split into particular values. Aulia et al. (2016) classify **functional, ergonomic and sacrifice value** under the product function, **experience value** and **convenience value** under the need for pleasure.

1.3.2 Social-related value

According to the social-related concept, society is the customer’s source of values. They see society as an option for receiving benefits from integration with other people. Similar to the previous chapter, the social-related value can be split into two perspectives – **the need for acceptance** and **the need for compliment or appreciation** (Aulia et al. 2016).

Depending on how customers are accepted in society, products are evaluated. Society can be understood as a family, group of friends or community. The need for interaction may cause a situation where the need for acceptance is more important than the function of product (Cova 1997). In order to be accepted, members of society behave accordingly to norms or values. This behaviour results in **acceptance value**, as clear from the figure 5. Any discrepancies may cause customers to feel uncomfortable (Aulia et al. 2016). Sweeney and Soutar (2001) say the customer perceived value depends on the culture or norms accepted in the place where they live.

In the second perspective, the product is seen as a tool to help or make a good impression on other members of society. Society is a place where customers can be appreciated or get a compliment from other society members through the process of interaction. It is considered to be one of the basic natural needs because everyone wants to be admired, respected or feel better about him/herself (Aulia et al. 2016). To be respected in society, customers buy products that can enhance their social self-concept (Sweeney and Soutar 2001). As a part of the perspective, it might be the customer's effort to impress other society members by the purchase of unusual products, for instance, high-class products or something that will draw attention in society. These types of customers are inspired more by society rather than economic or psychological utility. Thus, they pay higher prices for the product prestige. All these efforts reflect the perception of the **impression value** (Aulia et al. 2016). The whole model of the social-related value can be seen in the figure 5.

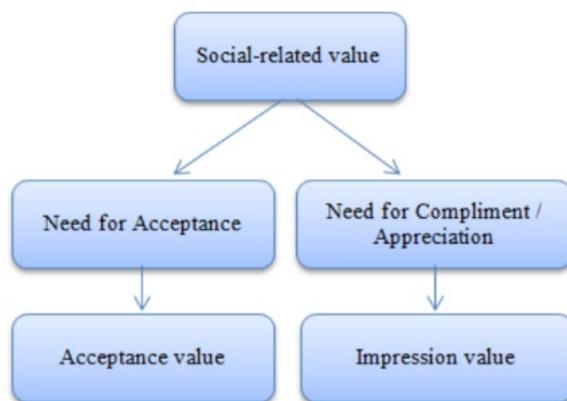


Figure 5: Customer needs in social-related value
Source: (AULIA et al. 2016, p. 156)

The figure 5 displays the scheme of the customer's needs and values in the social-related value concept. The need for acceptance covers the acceptance value. The need for compliment/appreciation results in the impression value.

1.3.3 Personal-related value

In the concept of the personal-related value, the value is referred as the consumption value. It is related to the values held by a customer as a person (Kahle 1989). In other words, every customer holds particular values that influence the value perception towards a product (Huber et al. 2001). It has to be mentioned that the personal-related value is strongly linked to the self-concept (Aulia et al. 2016). The value can be further split into two perspectives – **the need for being own self** and **the need for doing a good thing**.

In the first perspective, customers evaluate products based on the compliance with their characteristics. Customers generally accept everything that is in line with who they are and oppositely reject anything that is not. The value is when, in the eyes of customers, product characteristics are in accordance with their characteristics. It has two more aspects. At first, customers may evaluate product based on its physical attributes – design, colour, function, etc. Customers may feel dissatisfied with the colour offered, while others feel delighted. The value received depends on individual customer characteristics. At second, customers evaluate product based on the image. The value is received when the customer's self-image complies with the product brand image. To sum it up, the value in this perspective is strongly linked and influenced by the current self-concept more than by a society (Aulia et al. 2016).

The second perspective says that customers seek products generating goodness or virtue. Additionally, it is related to the customer's life goals. Customers want to contribute to a better world and think beyond their selves. Therefore, they feel satisfied when purchasing these products. It might be related to a country, environment, society or anything else that customers consider as a true value of having power (Aulia et al. 2016). The whole personal-related value model is visible in the figure 6.

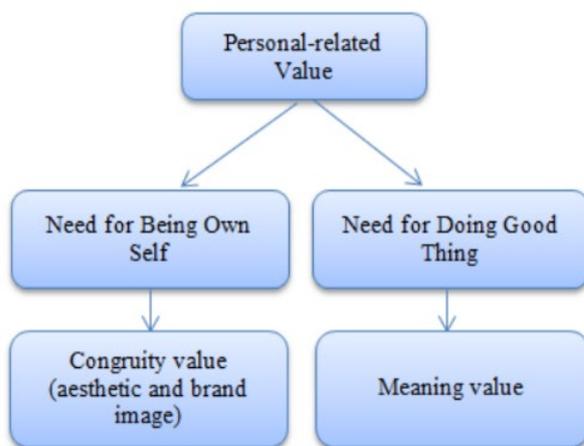


Figure 6: Customer needs in personal-related value

Source: (AULIA et al. 2016, p. 158)

Based on the information mentioned, two types of needs are linked to the personal-related value – **the need for being own self** resulting in **congruity value** and **the need for doing a good thing** that includes **meaning value**. The following chapter complements the already mentioned topics.

2 Antecedents of the customer perceived value

To better understand the topic, it is necessary to start from the very beginning with the antecedents of the customer perceived value – perceived quality and the customer satisfaction. Both are interconnected with the customer perceived value.

2.1 Perceived quality

The term quality is defined by the following definition: *“Quality refers to how good something is compared to other similar things. It is the degree of excellence”* (MBN 2020).

The area of quality of services was researched mainly in the 70s and 80s. It first helped to understand quality and its measurement. Bateson (1999), Shostack (1982), Chase (1981) or Lovelock (1983) described its intangibility. Carman (1990), Langeard (1980), Grönroos (1993) and Lehtinen (1991) took care of the other key characteristics – parallel production and consumption. Zeithaml et al. (2005) concentrated on its heterogeneity (Červová 2013).

According to Zeithaml (1988), perceived quality can be defined as the overall judgement of the superiority or excellence of a product or service. Another definition coming from the same author says that perceived quality is defined as the absence of failures indicating product or service is of high quality.

Many authors recognise it as a cognitive response that influences product or service purchase (Kumar et al. 2009). Regarding marketing, the concept of perceived quality was understood as the primary driver of purchase intention (Olson and Jacoby 1972). It is defined as a customer’s overall evaluation of intrinsic – performance and durability, and extrinsic – brand and name, clues. The perception of quality differs in many factors, such as the moment or the place of consumption/purchase (Dodds et al. 1991). Customers usually choose products or services providing the best quality among the competitors. As a result, quality lays the foundations of the long-term relationships with customers (Athanasopoulou 2009).

Dimensions of the perceived quality

Grönroos (2007) says the perceived quality is composed of two dimensions – **the technical quality of the outcome** and **the functional quality of the process**, as apparent from the figure 7.

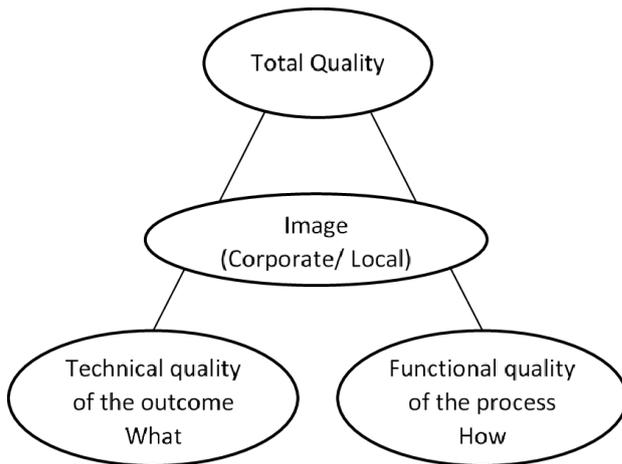


Figure 7: Quality dimensions
Source: (GRÖNROOS 2007, p. 74)

The technical quality of the outcome means what customers have received from the product purchase, in other words, it is the objective evaluation of product quality. The functional quality of the process is related to the way quality is delivered to customers – service quality. The total quality is the combination of these two. In addition, significant influence has either the company’s **image** and, altogether, form a part of the **total perceived quality** (Grönroos 2007).

Moreover, Grönroos (2007) says the total perceived quality is dependent on **customer’s expectations**. These are influenced by the way companies communicate with customers or how they are publicly presented. The total perceived quality model can be seen in the figure 8.

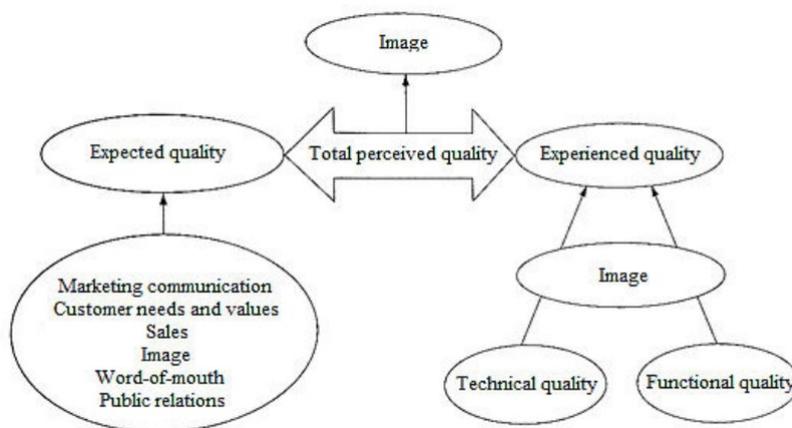


Figure 8: Model of total perceived quality
Source: (GRÖNROOS 2007, p. 77)

As it has been said above, the customer's expectations are influenced by marketing communication, customer needs and values, sales, image, word-of-mouth and public relations. As a result, **the total perceived quality** is the difference between **expected quality** and **experienced quality**. The smaller the difference, the better the customer's needs and expectations are met and the higher the total perceived quality (Grönroos 2007).

2.2 Customer satisfaction

Companies should monitor the customer satisfaction regularly because it is an important key to customer retention (Kotler et al. 2016). Researches in customer satisfaction prove that it is more economically beneficial to keep current customers than to find new ones. Gaining new customers is usually linked with high marketing costs. Miner and Wain (1994 cit. in Kotler et al. 2016) believe that these costs are at least five times higher. An important role plays the promotion by word-of-mouth, where customers transfer positive or negative experiences to other people. Kendall (2006) says that satisfied customers transfer positive references 4-5 times while dissatisfied customers share negative references with 9-10 people. Besides higher returns, greater customer satisfaction has also been linked to lower risks on the stock market (Fornell et al. 2006 cit. in Kotler et al. 2016).

Kotler and Keller (2006, p. 182) defines customer satisfaction as a *“person's feeling of pleasure or disappointment, which resulted from comparing a product's perceived performance or outcome against his or her expectations”*.

Another definition of customer satisfaction is defined by Oliver (1997) saying that *“it is the customer's fulfilment response. It is a judgement/assessment that product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfilment”*. In other words, it is the overall level of contentment with a service/product experience.

However, the customer satisfaction can be easily confused with the customer perceived value. Customer perceived value might be formed without the purchase of product or service, while customer satisfaction is based on experiences after the purchase (Sweeney and Soutar 2001).

The fact if the buyer is satisfied after the purchase or not depends on the performance and the buyer's expectations. If the performance does not meet expectations, the customer feels

dissatisfied. If it does, the customer is satisfied. Significant overcoming of expectation may even make the customer feel delighted. This relationship depends on many factors. One of them can be the type of loyalty relationship between customer and brand (Barnes et al. 2010 cit. in Kotler et al. 2016).

Johnson and Gustafsson (2000) mention that high customer satisfaction is not the ultima goal for customer-centred companies. Sometimes the improvement of customer satisfaction or perceived value can be redeemed by lower profits. Companies usually have many stakeholders, including employees, stockholders, suppliers, etc. Investments in customer satisfaction might divert monetary resources from these stakeholders and lead to their lower satisfaction. Companies must follow a philosophy that is trying to find the balance between delivering a high level of customer satisfaction and a reasonable level of satisfaction for the other stakeholders (Johnson and Gustafsson 2000 cit. in Kotler et al. 2016).

2.2.1 Models of customer satisfaction

Regarding models of customer satisfaction, four groups can be recognised – **models based on the profit – loss proportion, models of value attributes, models based on the means-end theory and combined models** (Simová 2009 cit. in Červová 2013). To follow the purpose of the thesis, only the customer perceived value model and the Kano model is explained in detail, the rest is briefly introduced.

Customer perceived value model

The customer perceived value model in the figure 9 represents the group of models based on the profit-loss proportion. It says the customer perceived value is the difference between the perceived benefits and the perceived costs (Simová 2009 cit. in Červová 2013).

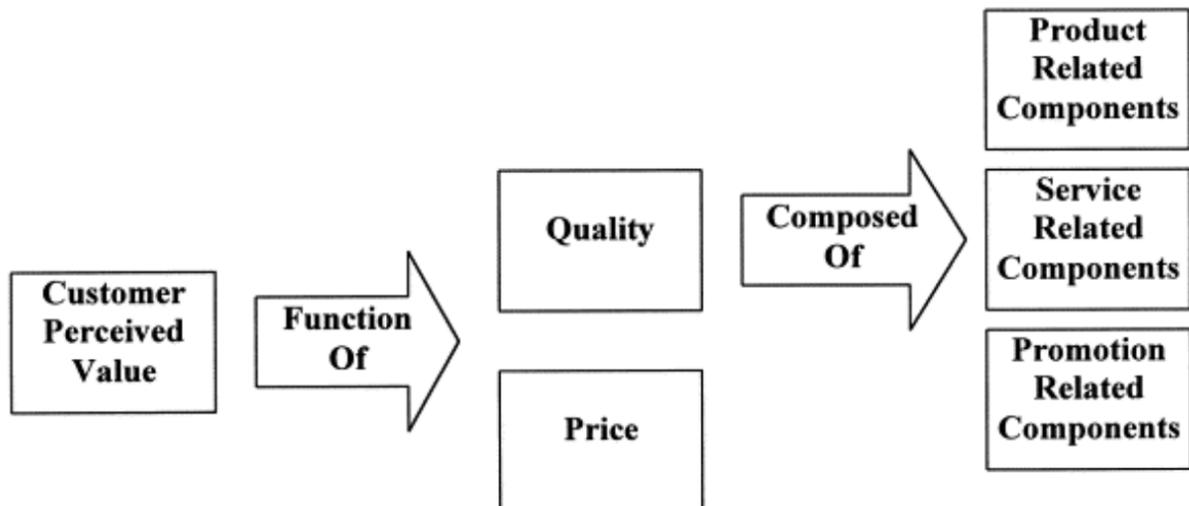


Figure 9: Model of customer perceived value

Source: (ULAGA and CHACOUR 2001, p. 533)

The model was developed by Ulaga and Chacour (2001) and is derived from the quality concept but, additionally, includes the financial factor. The authors believe the customer perceived value is the function of **quality** and **price**. The quality is composed of three components – product-related components, service-related components and promotion-related components (Červová 2013).

The Kano Model

The Kano model shown in the figure 10 represents the models of value attributes. It depicts the attributes that are important for the decision-making process of customers. Based on the model, it is possible to classify the attributes as per to what extent can satisfy customers. The classification of attributes is:

- Must-be,
- one-dimensional,
- attractive.

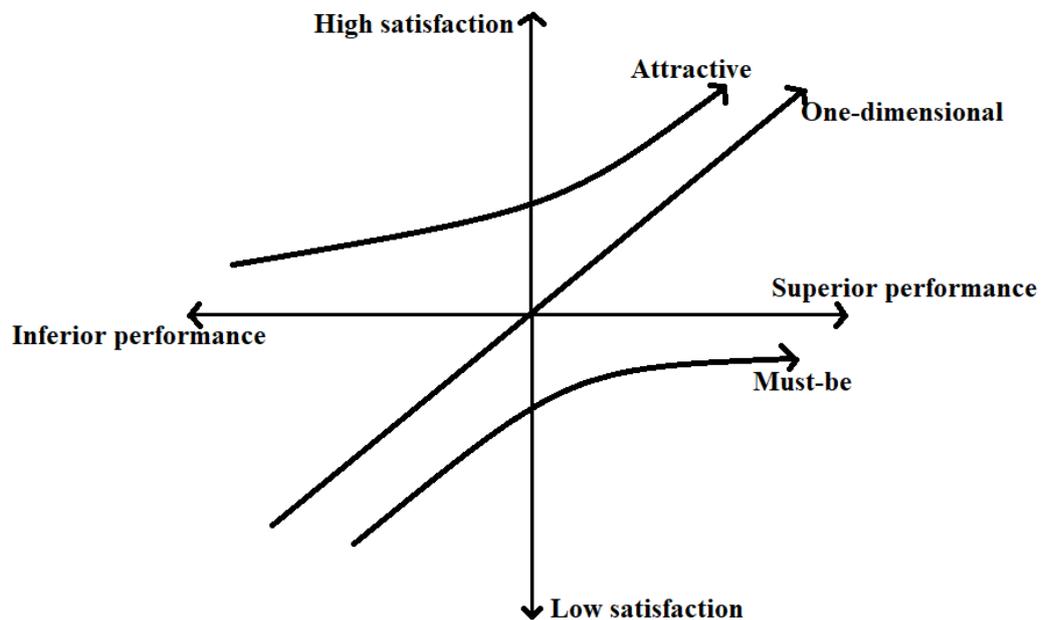


Figure 10: Kano model of customer satisfaction

Source: own assessment based on (TAN and PAWITRA 2001 cit. in ČERVOVÁ 2013, p. 32)

In case there are no **must-be** attributes available, customers feel dissatisfied. On the other hand, even high quality of must-be attributes does not lead to high satisfaction among customers. **One-dimensional** attributes are linear functions. These are expected to receive. High level of quality of the attributes leads to high satisfaction. **Attractive** attributes are those that customers do not expect to receive. The higher the level of quality, the progressively higher the level of satisfaction. In case there are no attractive attributes, the level of satisfaction does

not go any lower. It is important to mention that the position of attributes is varying with time. Attractive attributes may become must-be attributes after a certain period. For that reason, it is important to come up with new products with innovative attributes (Kano 1984 cit. in Tan and Pawitra 2001). There are many models of the customer satisfaction. Only some of them are described because of the lower importance for the thesis.

Other models

One group of models is based on the **means-end theory**. The theory describes the customer perceived value in relation to the product attributes. It includes the **value hierarchy model** by Woodruff and Gardial (1996). The model emphasises that customers may evaluate the customer perceived value under various circumstances when purchasing, consuming, etc. These models explain why customers give a different weight to the positive aspects of products when evaluating alternative products. On the other hand, they do not include costs and effort invested in the purchase, use or consumption of product (Simová 2009 cit. in Červová 2013).

Another group is a combination of all already mentioned. It aims to eliminate the shortcomings of the other models (Simová 2009 cit. in Červová 2013). An example of combined model is the **5P model** designed by Simová (2007). It includes five dimensions – product, environment, staff, process of purchase and emotions. Each dimension might become interconnected and influence the other. The importance and the level of influence depend on the particular company and its offering (Simová 2007 cit. in Červová 2013).

2.2.2 Measurement of customer satisfaction

Regarding customer satisfaction, there are several models designed to measure the level. The most used **disconfirmation model** was implemented in 80s (Oliver 2009 cit. in Červová 2013). It is projected in the figure 11.

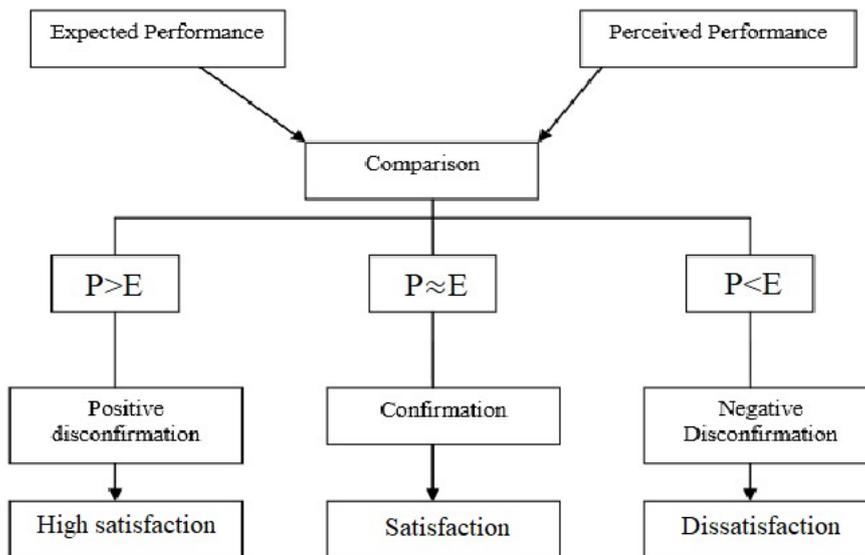


Figure 11: Disconfirmation model

Source: own assessment based on (WAN MOHD and YUSOFF 2014, p. 3)

The disconfirmation model of customer satisfaction indicates the relationship between **expected performance (E)** and **perceived performance (P)**. Higher P leads to positive disconfirmation because expectations were exceeded so it results in high satisfaction. On the other hand, higher E leads to negative disconfirmation and as a result, in dissatisfaction. When $P \approx E$ the reaction is satisfaction because expectations were met.

The perceived performance is compared based on expectations. It leads to confirmation or disconfirmation (Woodruff and Gardial 1996 cit. in Červová 2013). The disconfirmation process curve is displayed in the figure 12.

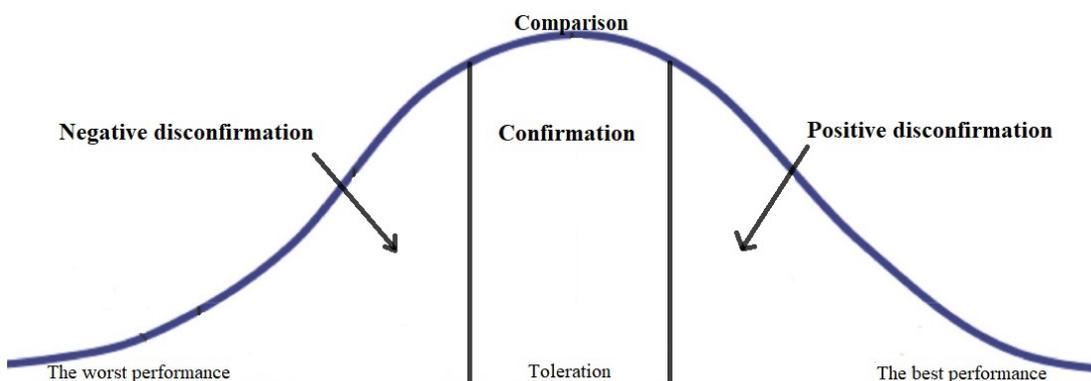


Figure 12: Disconfirmation process

Source: own assessment based on (WOODRUFF and GARDIAL 1996 cit. in ČERVOVÁ 2013, p. 39)

As it has been described, high performance – in the right part, leads to positive disconfirmation, worse performance – in the left part, vice versa. It is extremely important to recognise negative disconfirmation because it might cause the loss of customers or their loyalty. What makes the model distinct is the toleration area. It means that customers may have a certain tolerance rate. Within the area, they can overlook product imperfections. Even product with worse performance can meet the customer's expectations and make them feel satisfied. The size of the area differs from customer to customer, with the different attributes of product, purchase situations or over time (Woodruff and Gardial 1996 cit. in Červová 2013).

The expected performance is based on the reference values - **comparative standards**, used to evaluate the overall performance of product, coming from external sources. It is embodied by the comparison zone in the middle part of the figure 12. Woodruff and Gardial (1996) believe the comparative standards include many factors:

- Ideals – How customers wish product to work.
- Competitors – Comparative standards might be taken over from competitive products.
- Products of a different category – Different products may serve as a comparative standard.
- Marketing communication – The expected performance might arise from advertising and marketing promises.
- Industry norms – Customers from the field can consider industry norms as the average level of performance (Woodruff and Gardial 1996 cit. in Červová 2013).

It is clear the evaluation of satisfaction differs significantly because it is not only based on the real performance but on comparative standards. Additionally, the customer satisfaction measurement should not embrace only perception, but emotions too (Woodruff and Gardial 1996 cit. in Červová 2013).

Other options how to measure customer satisfaction are, for instance: the **attribute importance model** (Yuksel and Rimmington 1998 cit in Červová 2013), the **norms models** or the **attribution models** (Erevelles and Leavitt 1992 cit. in Červová 2013). Besides the theory strongly linked to the customer perceived value, it is highly important to be familiar with other related issues described in the following chapter.

3 Further issues

To meet the purpose of the thesis, it is important to get to know related topics. As it has been mentioned, brand and image play an important role when purchasing. In order to that, each topic is further explained in this chapter. No less significant is packaging, another subsection of the chapter, that is of high importance for the research conducted in the practical part. The last subsection is dedicated to sustainability and related topics as sustainable development and sustainable supply chain management.

3.1 Brand

The brand itself is a significant part of the customer perceived value and its definition is as follows: *“A brand is a name, term, design, symbol or any other feature that identifies one seller’s good or service as distinct from good or service of a competitor”* (AMA 2021).

Additionally, Keller (2007) sees brand as a significant phenomenon of the marketing mix and an inseparable part of the company’s product, price, distribution and communication strategy.

Besides mentioned definitions of brand, other characteristics, considering how customers see brand, are important. Vysekalová (2011) say that extra services related to product or service, image of a company and its communication play a major role either. Regarding communication, she adds consistency in communication over time. As an example of consistent communication she mentions Marlboro and its typical cowboy.

Image

The image is not monolithic but multi-dimensional. The way customers see brand is influenced by a lot of attributes. All together form the image. Vysekalová (2011) mentions the following examples of attributes:

- Quality of product,
- communication style,
- value chain,
- staff behaviour,
- environmental policy,
- support of charitable projects (Vysekalová 2011).

In the eyes of customers, not all the attributes are seen equally. The order is subjective and customers draw up their own assessments. They usually evaluate whether the attribute is good or bad in the scope of benchmarking. A very strong impact on the image perception has a **corporate social responsibility**. It is an instigator of the added value of product that may result in a competitive advantage with a high potential to influence the future customer behaviour.

Image is crucial for the presentation of offering. Good image of brand can lead to the purchase and the first personal experience. Brand needs to comply with the real perceived value of product. Any discrepancy between the expected the and real perceived value may lead to a change in customer behaviour or a shift to competitive products (Aaker 2003 cit. in Vysekalová 2011).

Building of relationship with a brand strongly depends on emotions. Perfect choice of emotions related to company may strengthen the perception of brand and may help to build a strong long-term relationship between customer and brand. Product is manufactured, but brand is created in minds of customers. A good example to highlight the importance of brand was stated by Jeff Bezos, CEO of Amazon: *"Brand is what is left when your factory burns down"* (Vysekalová 2011, p. 153).

Loyalty

According to Oliver (1999 cit. in Kotler et al. 2016, p. 386), loyalty is “*a deeply held commitment to a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviour*”. Loyal customers are crucial for companies to gain a strong market share, and brand loyalty is seen as a pivotal measure for the success of marketing strategies.

Some companies, especially in the retailing segment, are striving to build continuous customer loyalty programs. Kotler et al. (2016) say there are two options for companies to offer:

- Frequency programs

These reward customers that buy often in sizeable amounts. Frequency programs help to build a long-term relationship with customers and create cross-selling opportunities. An example might be seen in today's supermarket club cards that offer discounts on certain items.

- Club membership programs

The second option for companies is to create club membership programs. It is open to anyone who buys products or services. It can be limited to a group of people who are willing to pay a small amount of money as a fee. These limited-membership clubs are powerful long-term loyalty builders. Fees prevent customers who only come to glimpse and attract new or keep current ones. These represent the majority of the business (Kotler et al. 2016).

3.2 Packaging

Packaging is highly important for the practical part of the thesis. For that reason, one chapter is dedicated to packaging and its influence on customers and the customer perceived value.

Packaging has a lot of roles. The primary role is the **product protection**. It has to fulfil all the technical requirements of the legal standards. Another significant role is the **functionality** when consuming and storing. In other words, when product is not meant for immediate consumption, there has to be a possibility to re-wrap it again. The **informational** function is important either. Packaging provides information about products: self-presentation,

ingredients or instructions for use. No less important is its **esthetical** role. It is formed by its shape, colour and surface. It is crucial for its ability to be sold (Vysekalová 2011). All the criteria might be summed up by the following European Union packaging requirements:

- Product protection,
- functionality during the packaging process,
- functionality in the logistics process,
- contribution of packaging to self-presentation and marketing,
- acceptability for customers,
- provision of the necessary information,
- securing safety requirements,
- satisfaction of legal requirements on packaging (European Parliament and Council 2018).

Eco-friendliness of packaging and its importance

Recently, the fact that companies use eco-friendly materials for its packaging is gaining bigger importance and can, to a certain amount, influence the decision-making process of customers. Vysekalová (2011) mentions research conducted in 2010 by Gfk Panel Services Deutschland for the European Association of Carton board and Carton Manufacturers. Regarding the results, around two-thirds of customers considered the eco-friendliness of packaging as one of the most significant factors when buying products. Three-quarters considered recyclable packaging important. The same amount refused to purchase products whose packaging comprised of an excessive number of materials used. These results emphasise the fact that most customers care about the way packaging is being manufactured (Gfk Panel Services Deutschland 2010 cit. in Vysekalová 2011).

The research covered many areas. For the purpose of the thesis, only the area of materials is described. About 79% of the respondents considered glass and carton as much more ecological than plastics. More than a half said packaging should contain as little plastics as possible. Around 83% of the respondents thought the glass was an environmentally safe material and 73% considered paper and cartons the same way. Only 12% thought plastic was the best considering eco-friendliness. Additionally, the research showed that when customers had an opportunity to choose between two same products with different materials used for packaging, usually chose the product with eco-friendlier packaging. The only situation,

when customers accepted lesser environmental safety was when there was no other choice (GfK Panel Services Deutschland 2010).

Vysekalová (2011) says that so-called **eco-labelling** may play an important role in the decision-making process of customers. It is related to the packaging more than to the product. It is a voluntary method of environmental performance certification given by the Global Ecolabelling Network (GEN). These labelled products are proven to be environmentally preferable within a specific category. GEN members attain the status of Type 1 according to ISO 14024:2018 Environmental Labels and Declarations – Type 1 Environmental Labelling (GEN 2022).

3.3 Sustainable development

The chapter about sustainability was chosen intentionally because of its high importance for the research in the analytical part of the thesis. Brief theoretical background about sustainability, sustainable development and sustainable supply chain management is described along with its business relation.

Sustainable development is a type of development that strives to eliminate or mitigate negative consequences of earlier human activities because previous and either current development based on the economic growth has a significant impact on the planet. Most of natural resources are finite and excessive extraction is harmful to the planet. For that reason, sustainable development does not care only about economic growth, but also about social values and natural resources. Sustainability means a development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. It has to be mentioned that social, economic and environmental pillars of society are tightly interconnected and none can be favoured over the others (MŽP 2018).

The history of sustainable development comes from environment protection, but actual trends are broader – good and effective governance and effective management of public services. Attainment of the goal requires common public policies in all categories – strategies, laws and financial resources. Decisions have to be based on facts and improved conditions for the public involvement, resulting in meaningful social dialog (MŽP 2018).

In the world, especially in Europe, the question of sustainable development has become significant. Many countries face difficulties, for instance, climate change, demographic changes, fertile soil loss or social inequalities. In 2017, The United Nations (UN) declared 17 sustainable development goals (SDGs) applicable to every country and everybody can contribute to its realisation (MŽP 2018). The UN SDGs are as follows (table 1):

Table 1: SDGs integration

1. No poverty	10. Reduced inequalities
2. Zero hunger	11. Sustainable cities and communities
3. Good health and well-being	12. Responsible consumption and production
4. Quality education	13. Climate action
5. Gender equality	14. Life below water
6. Clean water and sanitation	15. Life on land
7. Affordable and clean energy	16. Peace, justice and strong institutions
8. Decent work and economic growth	17. Partnership for the goals
9. Industry, innovation and infrastructure	

Source: own assessment based on (UNITED NATIONS DEVELOPMENT PROGRAM 2017)

3.3.1 Environmental impact of supply chain management

To better understand the issue, it is necessary to mention the definition of the supply chain that comes from Handfield and Nichols (1999 cit. in Wagner 2021, p. 230):

“The supply chain encompasses all activities associated with the flow and transformation of goods from the raw materials stage, through to the end user, as well as the associated information flows. Material and information flow both up and down the supply chain. Supply chain management is the integration of these activities through improved supply chain relationships to achieve a sustainable competitive advantage.”

The problem is that certain activities along the supply chain have large environmental impact, for instance, production of greenhouse gas emissions, use of natural resources and energy, production of harmful substances, pollution of air, water and soil, waste creation, etc. Particularly, current trends such as outsourcing of some activities, where third-party suppliers can carry these specific activities out in a different country, is spreading the supply chain all around the world, where harmful consequences may emerge (Oxborrow and Lund-Thomsen 2017 cit. in Wagner 2021). These are the elements of the supply chain, mentioned by Grant et al. (2017), having a large impact on the environment.

Undoubtedly, **network design**, where companies choose locations of buildings or factories, significantly affects the environment, together with the distance products need to be shipped. Another element mentioned is **logistics, distribution and transportation**. It generates greenhouse gas emissions, packaging waste, energy consumption, noise and air pollution, etc. Next one is **procurement, sourcing and purchasing**, where a lack of traceability or sufficient

legislative protection in sourcing countries can emerge or the environmental footprint of raw materials and packaging needs generating waste exist. Last one describes the **collaboration and partnership with suppliers**, where might exist poor supplier commitments to sustainability in some regions (Grant et al. 2017 cit. in Wagner 2021).

3.3.2 Sustainable supply chain management

The term sustainable supply chain management (SSCM) first showed up as a response to the rising globalisation of supply chains in the 80s and 90s. Together with growing consumption contributed to intricate supply chains and a larger impact on the environment (Oxborrow and Lund-Thomsen 2017 cit. in Wagner 2021). Seuring and Müller (2008) see the definition of the SSCM as follows:

The SSCM is *“the management of material, information and capital flow as well as cooperation among companies along the supply chain while taking goals from all three dimensions of sustainable development – economic, environmental and social, into account, derived from customer and stakeholder requirements”* (Seuring and Müller 2008 cit. in Wagner 2021, p. 233).

It is important to add that some authors also mention the term green supply chain management that includes the incorporation of the environmental thinking into supply chain management, whilst being economically profitable (Srivastava 2007), or so-called ecological supply chain management. Nieuwenhuis and Touboulic (2017) recognise it as a subcategory of SSCM that focuses on the resilience and is based on the ecological principles. On the other hand, Fahiminia et al. (2015 cit. in Wagner 2021) claim there is no agreement on the definition of green and sustainable supply chain management (Wagner 2021).

There are several approaches to how can the supply chain management contribute to the environmentally sustainable business. Seuring and Müller (2008) see two strategies for more sustainable supply chains. The first strategy consists in managing suppliers in sustainability in terms of risks and performance, which means it uses a set of criteria and standards to measure and avoid risks. The second strategy concentrates on the product life cycle. It uses environmental criteria to manage impact and requirements within the product life cycle (Seuring and Müller 2008). Zhu and Sarkis (2004) highlight five main green supply chain management practices – eco-design, green purchasing, internal environmental

management, customer cooperation with environmental concerns and investment in recovery practices. Srivastava (2007) adds some proactive green practices from the waste management – reducing, reusing, reworking, refurbishing, reclaiming, recycling, remanufacturing and reverse logistics (Srivastava 2007). These practices can complement recovering, revalorising, repairing and legislative regulations that can force or encourage companies to incorporate environmental sustainability into their activities (Wagner 2021).

Regarding responses to the mentioned elements in the previous chapter, there are some solutions recommended. In the case of the **network design**, a solution can be found in the co-location of manufacturing, where companies from different or related industries make use of product synergies and center themselves in eco-industrial parks. Other solutions might be the optimisation of costs, transportation, production (outsource or in the house), size of warehouses and manufacturing sites, etc. For example, by using mathematical modelling of quantitative data or by considering non-quantitative features (Watson et al. 2013 cit. in Wagner 2021). The **logistics, distribution and transportation** issues can be solved by transporting goods less often and in larger volumes, which results in lower costs and less environmentally damaging effect and leads to greater consolidation (Oxborrow and Lund-Thomsen 2017 cit. in Wagner 2021). The next element mentioned is the **procurement, sourcing and purchasing**. Broader sourcing and supplier selection, for example, based on the sustainability labels and certifications, can reduce the environmental impact on the supply chain (Grant et al. 2017 cit. in Wagner 2021). Regarding purchasing, there is a possibility to use a life cycle assessment. It is a tool to monitor the impact of a good or service during the entire life cycle. This systematic tool is considering full lifetime costs and is not focused only on price (Robertson 2017 cit. in Wagner 2021). Greening the supply chain requires high **collaboration and partnership** between partner suppliers. Close relationships help to manage environmental sustainability (Bernon et al. 2012 cit. in Wagner 2021) and mitigate risks of reputation loss in cases when such a relationship fails (Weybrecht 2014 cit. in Wagner 2021). In the end, the reader needs to be introduced to the last chapter of the theoretical part – the international company.

4 International company and related issues

For the practical part of the thesis, the company Orion was chosen. Therefore, Orion is presented in this part and because it comes under the reign of Nestlé, the maternal company is briefly introduced either. Additionally, The Rainforest Alliance along with Nestlé Cocoa Plan is described, because it is their main outcome in sustainability.

4.1 Characteristics of Nestlé

Nestlé is the largest producer of food and beverages in the world. It operates in 186 countries and has around 270.000 employees. Furthermore, it operates over 350 factories in 79 countries. The company was founded in 1866 by Henri Nestlé in Vevey, Switzerland, where Nestlé still has headquarters. Bringing the power of food to improve the quality of life of current and future generations is the mission of the company. The basis of Nestlé's business is the strategy of food, health and well-balanced health-style development (Nestlé 2022).

Nestlé offers a large portfolio of products and services for people and their pet animals, as apparent from the figure 13. It includes over 2.000 brands, from global icons, for instance, Nescafé or Nespresso, to local brands. In the Czech Republic Nestlé produces confections in the production plants ZORA Olomouc and SFINX Holešov under the brands Orion, Kofila, Margot, BonPari, JOJO, etc. Garden Gourmet is a brand of vegetarian food that is produced in the town of Krupka. In Slovakia, Nestlé owns production plant Carpathia in the city of Prievidza where food products of Maggi and Carpathia brands are produced (Nestlé 2022). The product brand portfolio of Nestlé can be seen in the figure 13.

confirming the sustainable origin of cocoa. More information about the seal is described in the chapter 4.3. Both seals of Nestlé Cocoa Plan and The Rainforest Alliance are printed on every package of Orion's products (Nestlé 2021a).

Our people

The company is a significant employer in the Olomouc region. In total, it gives employment to about 750 people. Because of this, it contributes to local employment and offers employees qualification development that goes hand in hand with career development and wage growth. High workplace safety is taken for granted. Furthermore, Orion cooperates with many non-profit organisations. An example can be seen in the cooperation with the Tereza Maxová foundation, which helps children to live a healthy life in a safe environment of a family (Nestlé 2021a).

Our young generation

The company promotes the healthy lifestyle of children. To meet the goal, it helps to control the proper portions based on the recommendations of nutrient experts. The company prints the weight in grams of one portion using a simple graphics to better show children how the portion looks like (Nestlé 2021a), as apparent in the figure 14.



Figure 14: Tool demonstrating the optimum portion

Source: (NESTLÉ 2021a)

Besides the solicitude for health, Orion cares about education too. It organises lectures for university students where the best managers from the company share their knowledge and experiences (Nestlé 2021a).

Our environment

Orion minimises the impact on the environment by using of green energy only in the factory in Olomouc. It claims that 100% of the purchased and used energy comes from the renewable sources. Furthermore, the factory produces no waste that ends up in waste dumps. In comparison with the year 2010, Orion lowered the water usage by 65%, energy consumption by 26% and the carbon dioxide (CO₂) emissions were reduced by 79%, regarding statistics from 2019. In addition, the long-term strategy is to use recyclable packaging only. Using recycling symbols on packages shows customers whether to recycle or how to recycle correctly (Nestlé 2021a).

4.3 The Rainforest Alliance

The Rainforest Alliance is an international non-profit organisation working at the intersection of business, agriculture and forestry. The goal is to make the responsible business the new normal. The Alliance protects forests, improves the livelihoods of farmers and forest communities, promotes their human rights and helps them to mitigate and adapt themselves to the climate crisis. Besides farmers and forest communities, the Alliance includes companies and consumers too. All work together to conserve important forests and cultivate more sustainable livelihoods. Today, it offers sustainable agriculture training and certification, along with landscape projects, in 70 countries around the world (The Rainforest Alliance 2022).

The Rainforest Alliance seal

The Rainforest Alliance seal, depicted by a frog, is a symbol of the environmental, social and economic sustainability of product. These sealed products contribute to the better future for people and the planet. In addition, it amplifies and reinforces the beneficial impact of responsible choices all along the production process, from farms and forests to supermarket checkouts.

Agricultural products or ingredients sealed with the frog mean these were grown on farms certified to the Rainforest Alliance Sustainable Agriculture Standard and/or the UTZ Code of Conduct (The Rainforest Alliance 2022).

The Rainforest Alliance certification program

Any sealed products or ingredients guarantee that the production was made by using methods supporting three pillars of sustainability – social, economic and environmental. Farmers are being evaluated in all areas by third-party auditors before awarding or renewing certification (The Rainforest Alliance 2022). The standards of The Rainforest Alliance are as follows:

Because **forests** are vital for every living thing on Earth, the certification programs and trainings promote the best practices for standing forest protection, prevent the expansion of cropland and foster the health of trees, soil and waterways. Standing forests are closely linked to the **climate**. In order to the fact, the certification programs promote the responsible land management methods that boost carbon storage and at the same time, avoid deforestation. It helps farmers to build resilience to drought, flooding and erosion. Another certification standard is focused on **human rights**. Although no programs can guarantee the human rights fulfilment, The Rainforest Alliance provides strategies for assessing and addressing child labour, forced labour, poor working conditions, low wages, gender inequity, etc. According to independent studies, workers on the certified farms are more likely to have good working conditions, personal protective gear and labour protections. The last approach is dedicated to **livelihoods**, where the ecosystem health and the economic stability are mutually dependent. Bringing the sustainable livelihoods opportunities for smallholder farmers and forest communities is the most effective way to lead rural people out of poverty. The Rainforest Alliance ensures that certifications bring measurable financial benefits to farmers and forest communities around the world (The Rainforest Alliance 2020).

4.4 Nestlé Cocoa Plan

Cocoa is the key ingredient in Nestlé's confectionary products, especially chocolate. The cultivation of cocoa bears many challenges and risks, including deforestation, child labour and the lack of living income for cocoa farming households. The Nestlé Cocoa Plan is the way how Nestlé addresses these issues and builds a more responsible and sustainable supply chain for the cocoa production. The company cooperates with farmers, communities and local or international organisations in order to develop and carry out solutions. Nestlé committed itself to source 100% of cocoa through the Nestlé Cocoa Plan by 2025. So far, it attained 50,6% of cocoa in 2021.

It now involves over 152.200 farmers and 1.038.900 trees have been globally distributed through the Plan. It stands on 3 pillars – better farming, better lives and better cocoa. The Nestlé Cocoa Plan worldwide net is apparent in the following figure 15 (Nestlé 2021b).



Figure 15: Nestlé Cocoa Plan worldwide net

Source: (NESTLÉ COCOA PLAN 2022)

The first pillar is **better farming**. Nestlé supports the best practices, including training to help farmers to reduce diseases in crops, improve bean quality, rejuvenate plantations and manage sustainable land use through the Plan. An important part of the program is the provision of resources. It aims to support farmers to maximise their crops. The provision includes the distribution of higher-yielding plantlets and training on more efficient harvesting tools and methods. Lastly, it helps farmers to gain as much value as possible from their production at the market, to diversify their crops and to become more competitive with higher-quality cocoa beans. The progress so far has reached over 16 million higher-yielding cocoa plants grown and distributed. The second pillar is devoted to **better lives**. Access to quality education is perceived as crucial when achieving the potential of children. At the same time, it serves as an alternative to working in fields and broadens the opportunities for the future. The actions against child labour come under the same pillar. Because the cocoa-farming communities face a colossal challenges, including widespread rural poverty, lack of access to financial services or water, healthcare, education, etc., the risk of child labour is likely to happen on family farms (Nestlé 2022). In January 2022, Nestlé has launched a test program to tackle child labour with 10.000 farmers. It aims to improve the livelihoods of cocoa-farming families

and incentivises the enrolment of children in schools while advancing regenerative agricultural practices and gender equality. Farmers are rewarded not only for the quality and quantity of cocoa beans, but also for the benefits they provide to the environment and local communities. It is based on a pilot study from 2020 where 1.000 farmers from Ivory Coast took part. The next phase planned is the extension to Ghana in 2024. The program will be later assessed, adjusted and spread to all cocoa-farming families in the Nestlé's supply chain by 2030. The company is trying to transform the cocoa supply chains beyond Nestlé too. It implemented a Child Labour Monitoring and Remediation System that many companies have adopted and now use as a leading tool to fight the child labour risks (Nestlé 2021b). Moreover, Nestlé fights for women's empowerment, including the ability to read. Maternal literacy is crucial when improving the nutrition, reducing child mortality and the risk of child labour. To mitigate child labour, communities have to be involved as a whole. The Nestlé Cocoa Plan here cooperates with the International Cocoa Initiative to help communities implement the Community Action Plans and see through the actions using resources from Nestlé, governments and communities. According to the Progress report, 53 schools have been built or refurbished in Ivory Coast, 127.550 children have received prevention or remediation support and 979 women have learned to write and read. The last pillar is **better cocoa**, which is believed to be crucial in the production of quality chocolate. Nestlé is transforming the supply chains from those with no traceability to shorter and more transparent ones. It typically includes work with farmer cooperatives. These have farmers under their patronage and provide records for all purchases of each member. It results in higher traceability. Nestlé aims to develop long-term relationships with the cooperatives. Some are working with Nestlé for more than eight years now. Another goal is called the forest positive cocoa. It means moving beyond just managing deforestation risks in the supply chain to targeting a positive impact on the sourcing landscapes. Addressing deforestation is complex and requires joint cooperation. For that reason, Nestlé joined the Cocoa & Forest Initiative, which was launched in 2017. Currently, according to the Progress report, Nestlé cooperates with 87 cooperatives and 202.000 tons of cocoa have been sourced from the program (Nestlé 2022). The following chapter starts the analytical part of the thesis.

5 Research methodology

Analysis is the most important part of the thesis. The chapters before served the reader to gain background information about the topic. This chapter opens the analytical part of the thesis. It describes the objectives of the research and the process of the survey from the very beginning.

5.1 Objectives of the research

The main objective of the research is to evaluate the customer perceived value of Orion and to identify strong and weak attributes among the Orion's customers. Specifically, customers are meant to be the representatives of the young generation (18-35 years), the reason will be explained later in the text (chapter 6.1). To meet the objective, a few groups of attributes associated with Orion and its products were selected. All together, to a certain amount, form the customer perceived value.

The secondary objective is to find out what is the attitude of customers to sustainability and whether it may become a part of the customer perceived value resulting in a shopping behaviour change. Sustainability is a burning topic and now is more than ever important to live sustainably. As it has been described in the theoretical part, Orion undertakes many sustainability activities in various fields. Therefore, the question is, whether sustainability might contribute to the customer perceived value.

The data obtained were processed, carefully analysed and evaluated. The results served as a foundation for the final recommendations and proposals to improve the customer perceived value of the company.

The crucial component of the research was the questionnaire. It helped to get important data about the topic and further served for the analysis. The questionnaire design was a process comprising of several phases. Paragraphs below are dedicated to each phase of the process. It has to be mentioned that the questionnaire was designed for the Czech market. Therefore, the original version (see the Appendix A) is in Czech. Because of the language of the thesis, the English version was created either (see the Appendix B).

5.2 Methods of data collection

First of all, the interviewer needs to determine which data to get. Regarding the data, two categories are recognised – primary data and secondary data. Since the research is focused on primary data, secondary data are irrelevant. Primary data are any new information that needs to be gathered for a specific purpose. The advantage is their topicality and concreteness. On the other hand, the process of gathering is slow and expensive. Moreover, the data can be obtained via quantitative or qualitative research. Quantitative research gets data about the frequency of something that has already happened or is happening now (how much?). Qualitative research finds out the cause of what has happened or is happening now (why?). For the character of the research, quantitative method was chosen (Kozel et al. 2011).

Since the primary data and the quantitative research were selected, the following step is to determine the way of information gathering. There are three options – interview, observation or experiment. For the purpose of the thesis, the interview is relevant. Thus, it will be briefly explained. There are four types of interviews – face-to-face, phone, online or written form (Kozel et al. 2011). It has to be mentioned, that the author used the online form, written and either face-to-face forms. The overwhelming majority of the responses were obtained via the online form of the structured questionnaire. The pilot study only used the face-to-face form.

5.3 Sampling design

Another important step is to determine the definition of respondents – the population. Members of the population are young customers of Orion who have already bought Orion's products. It is important to underline that Orion is a Czech brand with a long tradition. Based on the experiences of the author, Orion's product can be found in most of stores around the Czech Republic, from small ones to large retail chains. On that account, there is an assumption that most of the population knows the brand and already has some experience. To reduce the number of unacquainted respondents, the first question ("Do you know the Orion brand and its products?") contained extra information about the products because some people might not have had an idea about the relation between, for instance, Studentská pečeť chocolate and the brand Orion. The people who had never experienced the brand were excluded from the research by ticking the option "No".

For the sampling design, the non-probability sampling method was chosen because there was no database of all Orion's customers. Additionally, the author used the judgement sampling method. The author is fully aware of all the disadvantages of this method. Regarding the objective and the character of the research, this method was considered as the most suitable.

5.4 Questionnaire design

The most important for the questionnaire formation was the definition of the customer perceived value attributes. To find out the attitudes and the customer perceived value, these attributes had to be incorporated into the questionnaire. The first shape was determined based on the personal issues knowledge. Consequently, it was adjusted derived from a brainstorming session. For the research, the multidimensional concept (Sheth et al. 1991) was chosen, allowing the classification of five groups of attributes. The theoretical background of the concept was already laid down in the theoretical part. The table 2 below shows the attributes assigned to each dimension.

Table 2: Attributes classified into dimensions

Functional	Social	Emotional	Epistemic	Situational
<ul style="list-style-type: none"> - Needs satisfaction (desire to eat) - The meeting of expectations - Easy-to-open packaging - Competitive comparison 	<ul style="list-style-type: none"> - Price/quality proportion - Packaging design and its recyclability - Width and depth of assortment - Availability of products - Problem solution (reclamation) - Advertising 	<ul style="list-style-type: none"> - Taste, flavour and smell - Czech traditional brand - Long-term relationship - CSR - Sustainable behaviour 	<ul style="list-style-type: none"> -The first impression when tasting - Originality - Exceptionality (delicious taste) 	<ul style="list-style-type: none"> - Delight - Worth the money and time spent

Source: own assessment

It has to be emphasised that the division is subjective and some attributes may vary between distinct groups or lay somewhere in the middle. The attributes projected in the table 2 were all to a certain amount reflected in the final version of the questionnaire. At the same time, these were crucial for the creation of preliminary questions serving as a template. After a series of consultations with the people involved, questions were further specified and adjusted accordingly. Consequently, these were logically ordered and reformulated so that the respondents could easily go through the questionnaire. The final version of the questionnaire has three main parts. The first part is directly dedicated to Orion and its products, the second part is devoted to Orion in relation to sustainability and the third part consists of classification questions. The division is as follows:

- **The first part** (questions 1-4): The objective of the first part was to analyse the shopping behaviour of the respondents and to evaluate the level of satisfaction with diverse attributes related to six main categories – **offering, packaging, quality, communication, price** and **image**. To evaluate the level, respondents used the 1-5 points scale, where 1 was very good and 5 was very bad. The option 0 was used for those who were not able to assess to avoid the distortion of the results. The last question measured the importance of each category when purchasing in order to conduct further analysis.
- **The second part** (questions 5-10): The objective of the second part was to appraise the activities of Orion in the scope of sustainability and to analyse the attitudes of customers towards the customer perceived value. Two last questions were associated with the sustainability in general to meet the same objective.
- **The third part** (questions 11-15): These questions provided general information about the respondents. For instance, about their gender, age or salary.

Moreover, the questionnaire included the heading with a brief introduction of the author, information about the objectives of the research and acknowledgement of the effort and time spent.

5.5 Pilot study

Before the research was launched, a pilot study had taken place. The objective of the pilot study was to eliminate potential misunderstandings and to ensure the smooth running of the research. The pilot study was necessary despite the formation of the questionnaire being done under the supervision of people involved.

Four people took part in the pilot study. There were two rounds of testing. The respondents found only slight discrepancies in the first round. Some imperative verbs had to be written in bold because a few respondents misunderstood what to do. Moreover, some questions had to be reformulated because they were not clear enough. Based on the comments, the form of the questionnaire was adjusted after the first testing round. Afterwards, the second round took place which did not reveal any further problems. The respondents were able to complete the questionnaire smoothly. The following chapter is focused on the analytical part of the research.

6 Data analysis

The objective of the chapter is to analyse the results of the questionnaire created in order to evaluate the customer perceived value of the Orion's customers. The first subchapter is dedicated to the characteristics of the respondents acquired from the classification questions. Each result is briefly commented. The next section describes the purchase behaviour of the respondents. Furthermore, the chapter covers a part analysing the results of all the attributes. The following section joins the results of the attributes and the importance together and forms further analysis. The last subchapter is dedicated to the analysis of the sustainability attitudes.

6.1 Characteristics of respondents

The characteristics of the respondents were determined by the classification questions in the third part of the questionnaire. Most of them were students or absolvents of the Technical University of Liberec (TUL) since the online questionnaire was posted to the Facebook group Koleje Harcov. The table 3 summarises the basic characteristics of the sample.

Table 3: Basic characteristics of the respondents

Topic	Respond	Frequency	Proportion
Gender	Men	35	40%
	Women	52	60%
Age	18-30	82	94%
	31-40	3	3%
	41-50	0	0%
	51 and more	2	2%
Position	Student	65	75%
	Employee	18	21%
	Entrepreneur	1	1%
	Other	3	3%
Education	Primary school	1	1%
	Vocational school	3	3%
	High school	45	52%
	University	38	44%
Monthly income (CZK)	<10.000	53	61%
	10.001-20.000	12	14%
	20.001-30.000	7	8%
	30.001-40.000	10	11%
	>40.001	5	6%

Note: CZK=Czech koruna

Source: own assessment

The table 3 shows all the responses to five classification questions. Each question in the table has the number of responses received and its proportional representation. Brief comments are written in the following lines.

The first line shows the proportional responses to the question, “What is your gender”? About 60% represented women and 40% represented men. The division of the respondents based on the age criterion is apparent in the lines below. Around 94% declared the option from 18 to 30 years. None of the other options were noteworthy. The same fact was projected in the following topic “Position”. Most of the respondents declared themselves as students, in total it was 75%. The second biggest group was the proportion (21%) of employees. With regard to the results, the other options were insignificant. The next category was the answer to the question, “What is the highest level of education achieved”? The biggest proportion (52%) ticked the option “High school”. These were most probably students

of a bachelor's degree at the TUL. Respondents with a university education were the second biggest group (44%). The other proportional responses were not significant. The last classification was based on the average monthly income. Around 61% declared their monthly income as less than 10.000 CZK, which represented the dominant part of the sample. The other options differed slightly with small differences between each other.

The author is fully aware of the fact the sample cannot be perceived as representative due to the high proportion of young respondents so the application to the whole population is impossible. The sample was chosen intentionally because the young generation is the future of the company. Therefore, the customer perceived value of young customers is highly important. The same happens in the case of the second objective – sustainability. All the future development will most probably be in a sustainable way in order to protect the planet as much as possible. The young generations will play a crucial role here.

6.2 Shopping behaviour

As for the topic, two questions were researching the shopping behaviour of the respondents. As it has been said, the first question “Do you know the Orion brand and its products” served as a sorting question to exclude those who did not know. The statistics of respondents were unequivocal – around 99% knew the brand and only 1% declared the option “No”. That partially confirms the initial assumption that the Orion brand is widely known in the Czech Republic. On that account, there is no need to publish the figure.

A completely different situation was regarding the following question - “How often do you purchase Orion’s products”? The result is apparent from the figure 16.

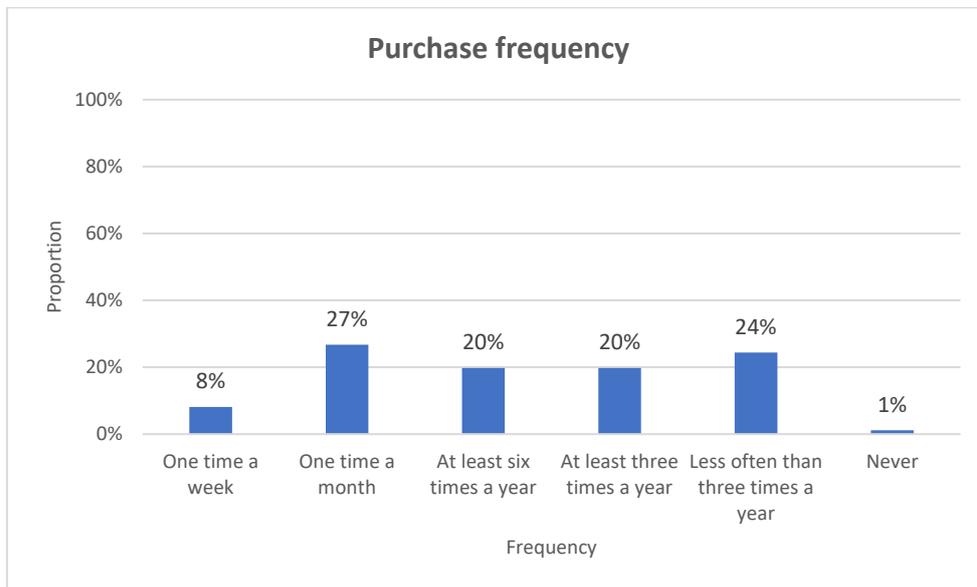


Figure 16: Purchase frequency of the respondents

Source: own assessment

The distribution of responses was balanced here. Most respondents (27%) chose the option “One time a month”. The second most frequent (24%) response was “Less often than three times a year”. Identically the same proportion of people (20%) reported “At least three” or “six times a year”. As apparent, the remaining proportions are not that important. To sum it up, it is obvious Orion is popular among the respondents because a lot of them purchase products regularly and a big part of the remaining respondents at least a few times a year. The following chapter is dedicated to the comparison of the attributes.

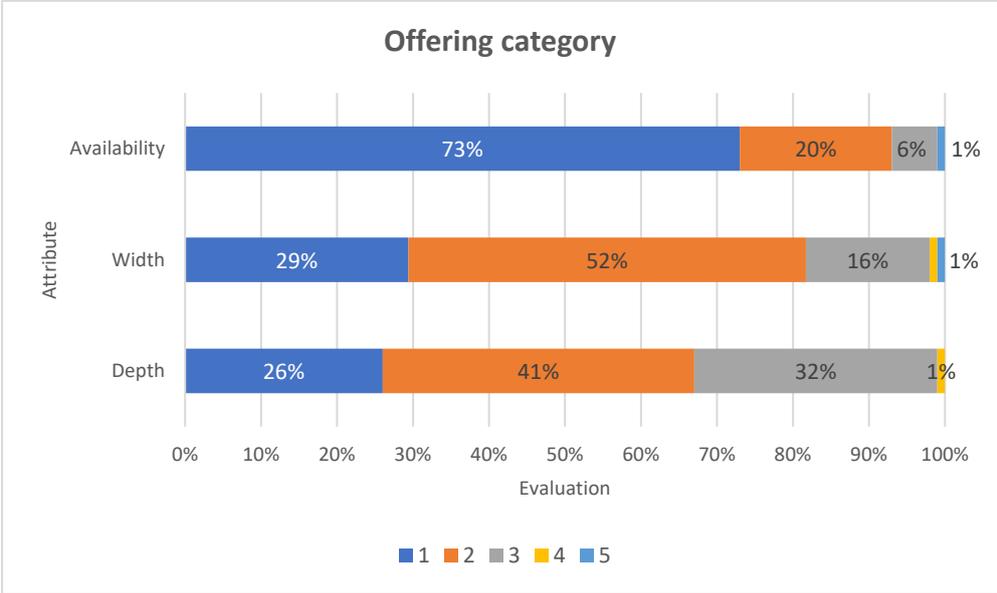
6.3 Analysis of attributes of the customer perceived value

The comparison of the attributes is based on the evaluation that springs from the questionnaire. These questions included six categories covering various attributes. Categories were as follows: The offering, packaging, quality, communication, price and image. Each covered a different number of attributes (from 2 to 6). The objective was to evaluate the level of satisfaction with each area. Satisfaction, as it has been described in the chapter 2.2, is linked with the customer perceived value. The respondents should assess each attribute on a scale of grades from 1 to 5, where: 1=very good, 2=good, 3=neutral, 4=bad

and 5=very bad. Additionally, in order to not distort the results, the respondents had the option to choose 0, as unable to assess. If it happened, the population was appropriately decreased by the number of 0's so that it could not influence the calculations. The results were calculated from the population of valid responses, while the proportion of those who were unable to assess was calculated from the total population of the research. However, the proportion is mentioned only in important cases. The proportion was usually around a few per cent. Grade 3 served as a boundary between good and bad. It was there for those who were unsure about the response, while 0 was for those who had none experience with the attribute. All the proportional results were rounded to whole numbers in order to stay clear in the figures. Therefore, the proportions might not always be equal to 100%. Besides the result of each category being analysed, either the overall score served for further analysis. Every category is described in detail in the following lines.

Offering category

The first evaluated group of attributes was offering where the respondents evaluated the perceived level of three attributes – availability of Orion’s product, width of assortment and depth of assortment. The results can be seen in the figure 17.



Note: Level of evaluation (1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad)

Figure 17: Evaluation of the offering category

Source: own assessment

The first attribute – the availability of Orion’s products, was the most successful. As it might be seen, it obtained nearly three-quarters (73%) of the best grade 1. About 20% of the respondents evaluated the level of availability by grade 2, which in total represented vast majority (93%) of all respondents. The remaining options received insignificant proportions. In total, the attribute got an average grade of 1,36. The grade resulted from the weighted average calculation. The same method was used for all the attributes. A conclusion can be drawn, the availability of Orion’s products is very good.

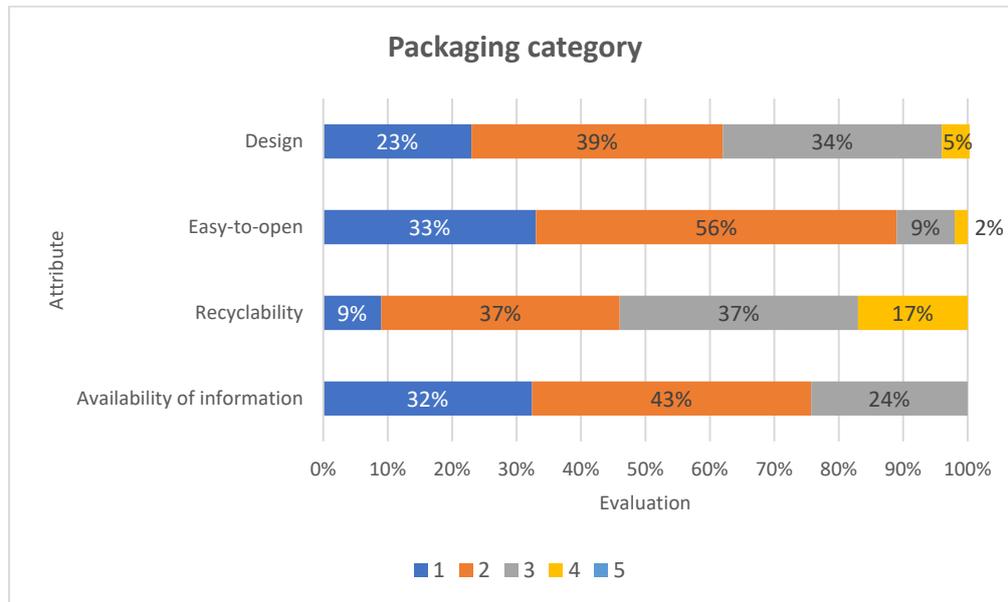
The second attribute – the width of assortment, received significantly fewer grades 1, specifically it was around 29%. Despite this, a high percentage (59%) of grade 2 substituted the loss. Quite a significant number of the respondents were unsure (16%), the rest were negligible. The average grade of the attribute was 1,93.

The depth of assortment was the last attribute. Both the depth and the width were explained in the questionnaire using a brief explanation. The aim was to avoid the misrepresentation of the results. Regarding grade 1, it obtained a similar proportion as the previous attribute – 26%. This result was the worst among the attributes assigned to the offering category. A similar situation was with grade 2, where the depth received about 41%. A significant proportion (32%) of grade 3 was the highest through the offering category. It could be caused by a misunderstanding of the term, even though it was clearly explained using a practical example. The attribute received an overall grade of 2,09.

To sum the category up, the average grade of evaluation was **1,79**, which represented the best result among all categories. Although the last attribute received, in comparison with the other, worse grades, it cannot be evaluated as a weak segment. The majority of respondents were satisfied with the depth of assortment of Orion. The same was true for the other two attributes. The overall satisfaction is very good.

Packaging category

The second category of interest was packaging. The respondents assessed four attributes – design, easy-to-open, recyclability and availability of information about ingredients. The results are apparent from the figure 18.



Note: Level of evaluation (1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad)

Figure 18: Evaluation of the packaging category

Source: own assessment

The design was the first attribute in the packaging category. About 23% of the respondents thought the level was very good. As a good considered the attribute 39% of the respondents. These two groups already represented more than half of all responses (62%). A significant proportion (34%) of the respondents were unsure about the design, the rest was not significant enough. The average grade just exceeded the limit of grade 2 (2,01). It has to be said, most of the respondents evaluated the design positively, so the evaluation of the attribute is good.

The second attribute of the packaging category was the ability to easy-to-open. The development was similar to the previous attribute. Around 33% considered the ability as very good. Even more, about 56% of the respondents, evaluated the ability as good. These together formed the vast majority again (89%), therefore, the remaining results were not significant. Regarding the average, the easy-to-open attribute received a solid grade of 1,81.

The conclusion is that the respondents evaluated the easy-to-open ability of the packaging as very good.

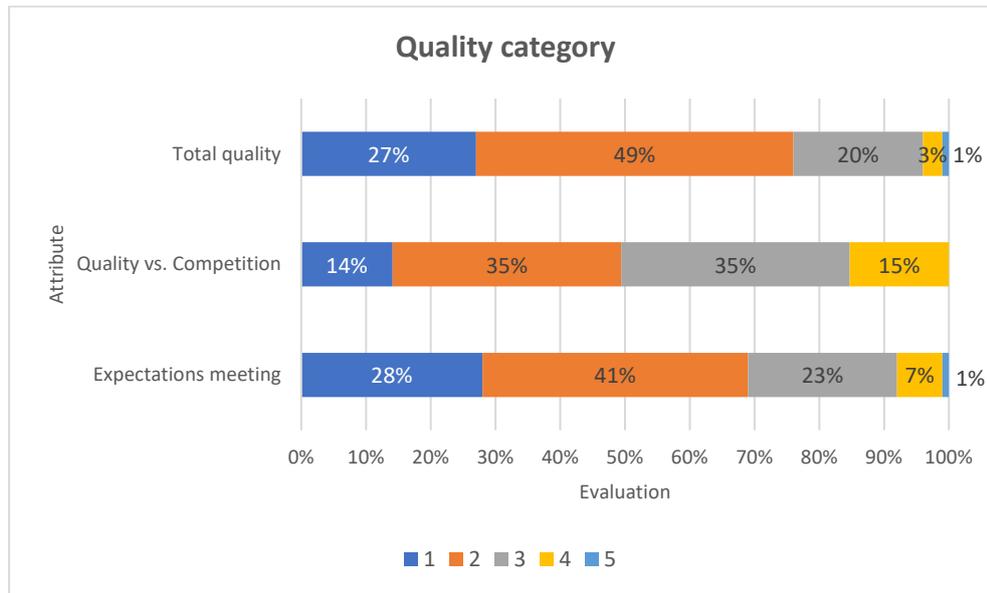
The third attribute was the recyclability of the packaging. In total, around 46% of the respondents were satisfied with the attribute (at least good). A similar proportion (34%) were unsure and quite a significant number (17%) evaluated the recyclability as bad. The results may be, to a certain amount, influenced by the fact, that 20% of people were not able to evaluate the attribute. The reason will be further analysed. The average grade 2,62 is caused by all the above mentioned in combination with worse grades received.

Availability of information about ingredients was the last attribute to be evaluated. Nearly two-thirds (65%) of the respondents were satisfied with the availability. Around 24% stayed neutral about the attribute. There were 11% of the respondents unable to assess. Despite that, the average grade was 1,92.

To conclude the packaging category, the overall grade was **2,14**, which represented the third best result among the other groups. The surprising fact is that a lot of respondents were unable to assess or were unsure about the recyclability of Orion's packaging. Interesting mutual relation here is between the last attributes – availability of information and recyclability, which share similar results. While the design and the easy-to-open attributes are associated with the product protection and esthetical function, these two are associated with the informational function. The cause could be the fact customers pay little attention to the visual side of the packaging, especially to small letters. A low promotion may explain the low awareness of recyclability.

Quality category

The following category was quality, where the respondents evaluated three attributes - total quality of Orion's products, quality in comparison with the competition and expectations meeting. The results can be seen in the figure 19.



Note: Level of evaluation (1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad)

Figure 19: Evaluation of the quality category

Source: own assessment

The first evaluated attribute was the total quality of products. Namely, it included taste, smell and the volume of cocoa. Over three-quarters (76%) of the respondents evaluated the attribute positively. It gives evidence of high satisfaction with this attribute. About 20% stayed in the neutral zone. Regarding negative grades, the proportion was not much significant. The average grade of the attribute was 2,04, signifying the total quality is good.

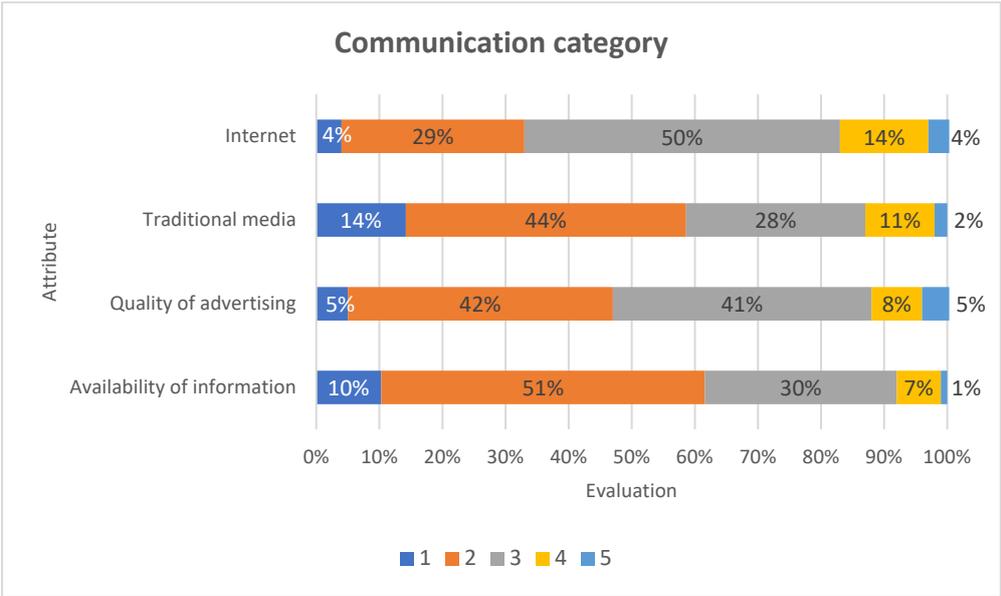
The second attribute was quality in comparison with the competition. Less than half (49%) of all responses were in favour of the positive evaluation. Around 35% of the respondents were unsure and a significant number (15%) assessed the level as bad. Based on the results it can be concluded, that nearly half of the customers were satisfied with the comparison. On the other hand, there were a high percentage of customers who opted for the middle grade 3 and either grade 4. As a result, the average grade was 2,52.

The last attribute was expectations meeting. It meant whether the product met all the expectations that had been determined before the purchase. Over two-thirds (69%) evaluated the level positively. Around 23% of people chose the neutral grade. The remaining proportion (7%) went to the negative evaluation. To conclude the attribute, the Orion's products met the expectations of the majority of the people involved. It resulted in an average grade of 2,13.

To sum the category of quality up, the overall grade was **2,23**. That symbolises a good result among the others. The total quality and the expectations meeting reached convincing results. What could be seen as disappointing is the result of the quality in comparison with the competition, where the population was more or less split in half and could not agree. Despite the fact, it cannot be called a huge failure but it can be seen as an opportunity for improvement.

Communication category

The fourth category was the marketing communication of Orion. The respondents had to evaluate four attributes – communication via the internet, traditional media, quality of advertising and availability of information about products. A common feature through the category was the high proportion of the unable to assess options. The results are apparent from the figure 20.



Note: Level of evaluation (1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad)

Figure 20: Evaluation of the communication category

Source: own assessment

The first attribute was communication via the internet. It meant the communication on web pages or social media. In total, only 33% of the responses were positive. Exactly half of the respondents (50%) were unsure. A significant proportion (18%) considered the attribute as bad or very bad. It should be mentioned, the internet communication received the highest proportion (33%) of unable to assess option, so one-third of the respondents could not assess the level. Regarding the average, the grade was 2,86. It represented the poorest result among the categories. Possible solutions will be further described in the chapter 7. It has to be said, the result was highly influenced by a high rate of grade 3, low rate of grade 1 as well as a high rate of eliminated responses. These signify zero experience with the attribute, therefore, mean nothing positive.

The second attribute – communication via traditional media, ended up way better. It included the television or radio. Around 58% of the respondents chose one of the positive options. A significant proportion (28%) chose the middle grade. Not a negligible number of the respondents (13%) assessed the attribute negatively. As in the previous case, the attribute was partly affected by a high proportion of 0 grade (14%). Despite the fact, communication via the traditional media received an average grade of 2,44.

The third attribute was the quality of advertising. In other words, how good was the level of TV spots, handouts, etc. It has to be highlighted that around 24% of the respondents marked option 0. Because it represented nearly one-quarter, even here the results were affected. Only 5% of the respondents assessed the quality of advertising by grade 1. Significantly better was the result regarding grade 2, where 42% of the respondents thought the attribute was good. Nevertheless, it represented less than half. A similar proportion (41%) received the neutral option. Again, around 13% evaluated the attribute as bad or very bad. Because the attribute received a high number of grades 3 and quite significant proportion of negative grades, the average was 2,66.

The fourth evaluated attribute was the availability of information about products. It ended up with the best average (2,39) from the whole category. Around 61% of the respondents were satisfied with the attribute. About 30% of the respondents evaluated the availability by the neutral grade 3. The proportion of negative grades was insignificant. Nearly 18% of the respondents were eliminated through the option 0.

To conclude the results of the communication category, the findings differed from the previous cases. It was reflected in the overall grade (**2,59**). The average was highly influenced by the absence of some responses because the average proportion of 0 choices was 22%. To a certain amount, the results reflect the opinion of the population, but the high number of eliminated responses reduces the reliability of the research. It signifies low awareness of the topics. Despite the fact, some conclusions can be drawn. Many people did not know about the advertising campaign of Orion on the internet. In the case they knew, they rarely evaluated it positively. A few recommendations were implemented in the category (chapter 7). It has to be taken into account that the majority of the respondents were young people who usually spend a lot of time on the internet. A bit better was the situation with regard to the traditional media, where the evaluation was much better. From a short discussion with a few of the respondents the author found out that especially the Christmas TV spot “Orion chocolate

star” was well-known. The quality of advertising got a high number of neutral answers that influenced the average grade. Moreover, nearly one-quarter was unable to assess. The availability of information was, by most of the respondents, assessed positively, even though the number of 0’s was high.

Price category

The subsequent category was price. It is further divided into the following attributes – the price in comparison with quality and the price in comparison with the competition. The results can be seen in the following figure 21.



Note: Level of evaluation (1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad)

Figure 21: Evaluation of the price category

Source: own assessment

The first attribute evaluated was the price in comparison with quality. As it can be seen, nearly three-quarters (74%) assessed the level as very good or good. The proportion already represented the vast majority of respondents. A large part of the remaining responses belonged to the neutral grade (17%). The proportions of other options were insignificant. Based on the results it can be said, that most of the respondents were satisfied. It confirmed the average grade (2,21).

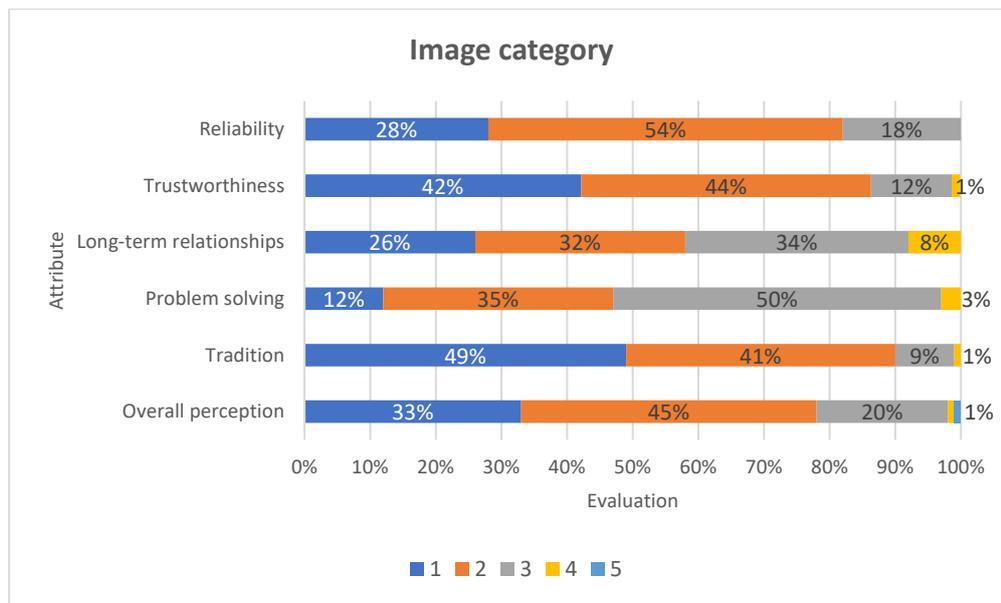
The second attribute was the price in comparison with the competition. More than half of the respondents were satisfied marking the option very good or good. A significant group

of people (29%) opted for the middle option, while nearly 14% evaluated the attribute negatively – bad or very bad. The average grade of the attribute was 2,48.

All the grades together made the average of **2,34**. The category included only two attributes, which disadvantaged the average grade. The grade was pretty high because both attributes, especially the second, received quite a lot of negative evaluations. There was an interesting relation emerging. The proportions of the price in comparison with competition and the quality in comparison with competition from the quality category were similar – 17(14), 38(35), 29(35), 14(15), 2(0), so was the average grade 2,48(2,52). It indicates the comparison of Orion with the competition is not as good as it could be. It does not have to be caused by a poor quality or a bad price calculation. The reason can be the formulation of the question because there was no specification of whether the comparison was with cheaper or more expensive competitive products. Regarding the price versus quality, a vast majority were sure the proportion was adequate.

Image category

The final category was the image. The category included six attributes – reliability, trustworthiness, building of long-term relationships, problem-solving ability, perception of Orion as a traditional Czech brand and overall perception of the brand. The results can be seen in the figure 22.



Note: Level of evaluation (1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad)

Figure 22: Evaluation of the image category

Source: own assessment

The level of reliability was the first attribute evaluated. The final result ended up well because over 82% assessed the attribute positively. That represented the convincing majority of respondents, who chose between very good or good. Therefore, the rest was not of high importance. The results were to a certain amount affected by the fact that nearly 20% of the respondents were unable to assess the attribute. Despite that, the attribute reached an average grade of 1,90. The conclusion is clear because the reliability of the brand among those who were able to assess was on a high level.

The second attribute was trustworthiness. The result was convincing and better than the previous one. Around 86% said the attribute was very good or good. The remaining proportion was not much significant. What reduced the reliability of the result was the proportion of 0 option (14%). The number is lower than in the previous case but still is

pretty high. Despite that, it gives the impression that the level of satisfaction with the attribute is high. The average grade was 1,73.

The third attribute of the image category was the effort to build long-term relationships. More than half (58%) of the respondents were satisfied. Quite a significant proportion chose the neutral option (34%). Regardless of the solid height of the average grade (2,24), the results were affected by nearly 26% of the respondents unable to assess. The population decreased by more than one-quarter. Based on the valid results, it seems the effort to build long-term relationships with customers is satisfying.

The fourth attribute was the ability to solve problems related to the product purchase. A curiosity happened here because there were more respondents unable to assess than those who took part. For that reason, the proportion of option 0 was 60%. It means the reliability of the results is low. Regardless of that, the results are presented. Nearly half (47%) assessed the attribute positively and the second half (50%) was not sure. The other proportions were not significant. The average grade reached the height of 2,47 reflecting a high number of neutral evaluations. Because of the large proportion of non-counted responses, the more sophisticated conclusion is irrelevant. Based on the valid sample, the ability to solve problems is not bad but could be improved. The fourth attribute influenced strongly the high absence of responses due to option 0. On the other hand, it may indicate that problems seldom occur, therefore the respondents could not evaluate the attribute.

The fifth attribute was the perception of Orion as a traditional Czech brand. The result was convincing because most of the respondents (90%) felt satisfied by ticking the option very good or good. Because of that, the rest was not important. The number of positive evaluations had a significant impact on the average grade which reached the height of 1,62. It indicates Orion is strongly seen as a traditional Czech brand. This finding will be further used to support recommendations in the chapter 7.

The sixth and last attribute was the total perception of the Orion brand. The result was unequivocal again, because more than three-quarters (78%) evaluated the attribute positively. Around 20% of the respondents chose the neutral option, but it had little impact. The average grade resulted in a score of 1,93. The level of the attribute was evaluated favourably.

To sum the image category up, some attributes struggled with the high rate of 0 responses. It did not necessarily influence the results in a negative way but undoubtedly it lowered

the population for the research and the results could differ from reality. Likely it was caused by the low experience of the respondents with these areas of interest. Despite that, all categories received lots of positive evaluations and it gave the impression the customers were satisfied with the image of Orion. Only the case of the effort to build long-term relationships and the ability to solve problems revealed certain discrepancies.

Both exceeded the boundary of grade 2. The rest stayed below and it resulted in an overall evaluation of the image category of **1,98**. It was the second best result among all the categories. It signifies the image of the brand is very good. The table 4 below summarises all the attributes and categories with their average and overall grades.

Table 4: Summary of the attribute analysis

Category	Attribute	Average grade	Overall grade
1.Offering	Availability of products	1,36	1,79
	Width of assortment	1,93	
	Depth of assortment	2,09	
2.Packaging	Design	2,01	2,14
	Easy-to-open	1,81	
	Recyclability	2,62	
	Information about ingredients	1,92	
3. Quality	Total quality	2,04	2,23
	Quality vs. Competition	2,52	
	Expectations meeting	2,13	
4. Communication	Internet	2,86	2,59
	Traditional media	2,44	
	Quality of advertising	2,66	
	Availability of information	2,39	
5. Price	Price vs. Quality	2,21	2,34
	Price vs. Competition	2,48	
6. Image	Reliability	1,90	1,98
	Trustworthiness	1,73	
	Long-term relationships	2,24	
	Problem solving	2,47	
	Tradition	1,62	
	Overall perception	1,93	

Note: Level of evaluation (1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad)

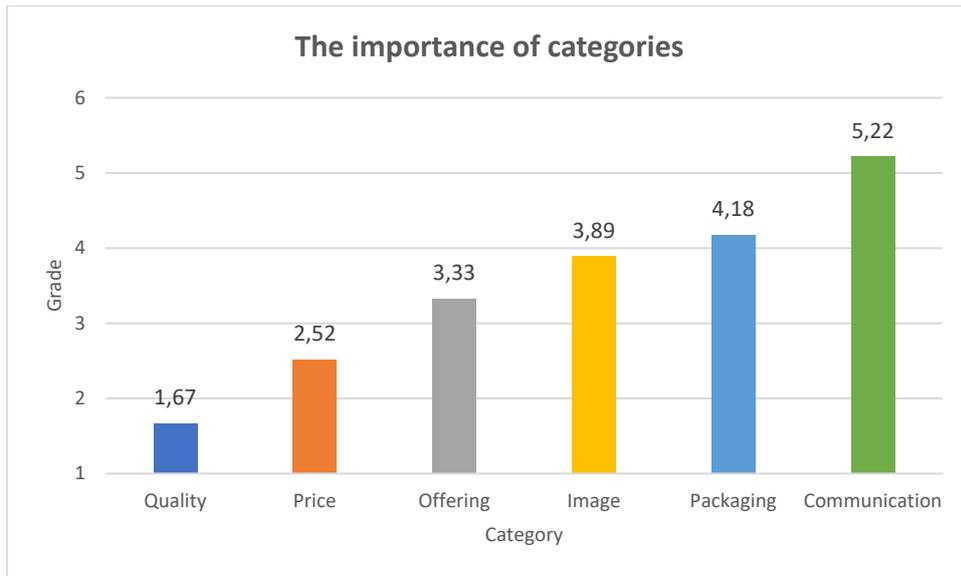
Source: own assessment

As apparent, the table 4 provides a clear summary of important grades through all categories. The best result received the offering category. Especially the attribute availability of products

was assessed as very good. The second successful category with an overall grade lower than 2 was image. For companies, image is highly important because it helps to build long-term relationships and may result in a competitive advantage. On the other hand, some weaker attributes were detected. The worst attribute was the communication on the internet. A lot of respondents were not sure or had no experiences and some even said the level was bad. It indicates there could be a problem with the internet communication. In general, the whole category received the worst evaluation of all. It is important to emphasise that neither categories nor attributes were failures. No average grade exceeded the bounds of grade 3 and the difference between the best and the worst category was 0,8. In the following chapter, only the overall grade is further used.

6.4 Quadrant analysis

The analysis of attributes laid the foundations for further analysis, specifically for the importance-satisfaction model. It is important to detect categories that are less effective and highly important for the customer at the same time, thus need to be improved. The model enables identification of strengths and weaknesses. Moreover, it identifies categories representing cost saving potential and categories without strategic importance. It interconnects two values of the attributes. The first value emerged from the evaluation of categories – the average grade of each category. The second value arose from the evaluation of importance. For that purpose, the questionnaire contained a question where the respondents assessed categories depending on how important they seemed to them (1-6, where 1 was the most important and 6 was the least important). The result is visible in the figure 23 below.



Note: Level of importance (1-6, 1=the most important, ...6=the least important)

Figure 23: The importance of categories

Source: own assessment

As apparent from the figure 23, the respondents considered quality (1,67) as the most important category when purchasing. The following category was price (2,52) followed by the offering category (3,33). The other two categories were very close to each other – image (3,89) and packaging (4,18), unlike communication with the worst importance (5,22). The results were used and joined (table 5) with the satisfaction grades from the previous table 4.

Table 5: The average evaluation and importance

Name of the attributes	Satisfaction (x)	Importance (y)
1. Offering		
Availability of products	1,79	3,33
Width of assortment		
Depth of assortment		
2. Packaging		
Design	2,14	4,18
Easy-to-open		
Recyclability		
Information about ingredients		
3. Quality		
Total quality	2,23	1,62
Quality vs. competition		
Expectations meeting		
4. Communication		
Internet	2,59	5,22
Traditional media		
Quality of advertising		
Availability of information about products		
5. Price		
Price vs. quality	2,34	2,52
Price vs. competition		
6. Image		
Reliability	1,98	3,89
Trustworthiness		
Long-term relationships building		
Problem solving		
Tradition		
Overall perception		

Note: Level of evaluation (1-5, 1=Very good, ...5=Very bad)

Level of importance (1-6, 1=The most important, ...6=The least important)

Source: own assessment based on (ČERVOVÁ 2013)

The table 5 projects the values of satisfaction (axis X), which are an average of all the attribute evaluations assigned to each category. Moreover, it shows the values of importance (axis Y). Both served for the design of the quadrant analysis (figure 24) which is an instrument of the importance-satisfaction model.

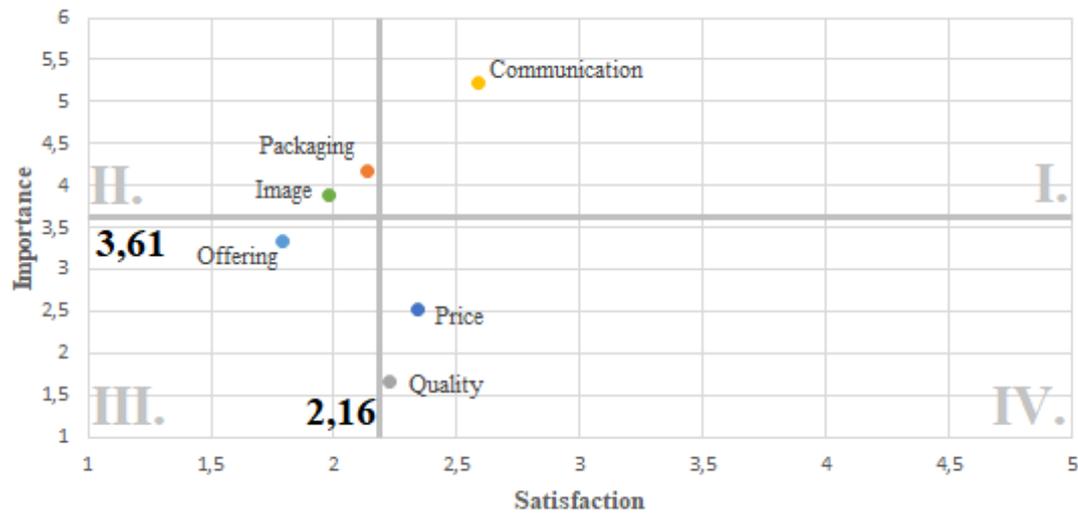


Figure 24: Quadrant analysis

Source: own assessment based on (ČERVOVÁ 2013)

The figure 24 combines the values from the table 5 above. The values of axis x and y were calculated as a median of the satisfaction (2,16) and the importance grades (3,61). Each quadrant has a different meaning explained in the following paragraphs.

The first quadrant (I.) projects a category without strategic importance – **communication**. The quadrant has low importance and, at the same time, the customers are not satisfied with the category inside. Because of its low importance for the customer, there is no need to improve it immediately, but it should be monitored. There is a potential to increase satisfaction over time and move the category to the left part of the figure to become a competitive advantage.

The second quadrant (II.) shows categories with cost saving potential – **image** and **packaging**. The characteristics of the quadrant are high satisfaction but low importance for the customers. In their eyes, these categories are seen as something extra without high importance, but they may result in a competitive advantage. The category packaging is near the boundary between the quadrants I. and II. because of the worse level of satisfaction. Unlike the category image that is close to the boundary with the quadrant III. because of the level of importance. Despite that, the packaging received the third best result of satisfaction and image even the second. It has the potential to move to the quadrant of strengths (III.). Even though the image category is not located in this quadrant, it might partially be seen as a borderline category.

The third (III.) quadrant includes strengths – **offering**. The quadrant combines high satisfaction with high importance. The result is positive for the company because it can rely on its offering. Despite that, the category is near the boundary with the quadrant II. If the importance raised, the category would stabilise even more in the zone of strengths. The Orion brand should strive to maintain or even improve the level of offering.

The fourth (IV.) quadrant projects categories assessed as weaknesses – **quality** and **price**. The quadrant combines high importance with low satisfaction. Categories inside are very important for the customers, but at the same time, the level of satisfaction is poor. These are the areas that Orio should be focused on and strive to improve them immediately. An improvement will lead to higher satisfaction of customers and could move the categories to the quadrant of strengths. It has to be mentioned that the quality of products category is located near the borderline with the quadrant III. and only a slight difference (0,04) between the satisfaction grade and the median caused its location in the quadrant of weaknesses. It might partially be perceived as strengths, but still requires monitoring.

Even though categories are scattered across the figure, the overall satisfaction was acceptable. Considering the fact, the difference between the worst (2,59) and the best (1,79) grade was only 0,8.

6.5 Sustainability analysis

The secondary objective of the thesis is to analyse the attitude of customers towards sustainability and related activities as a potential part of the customer perceived value. With regard to the objective, the questionnaire was designed accordingly to meet the goal. The second part was focused on sustainability in relation to Orion and sustainability in general. Besides the attitude towards sustainability, it revealed a lot of interesting and valuable information as being presented in the following paragraphs.

Analysis of questions

The second part of the questionnaire was focused on sustainability only. The first question - "Have you ever heard about the term sustainability", served as a sorting question. The aim was to exclude those who had never heard about the term before. The outcome can be seen in the figure 25.

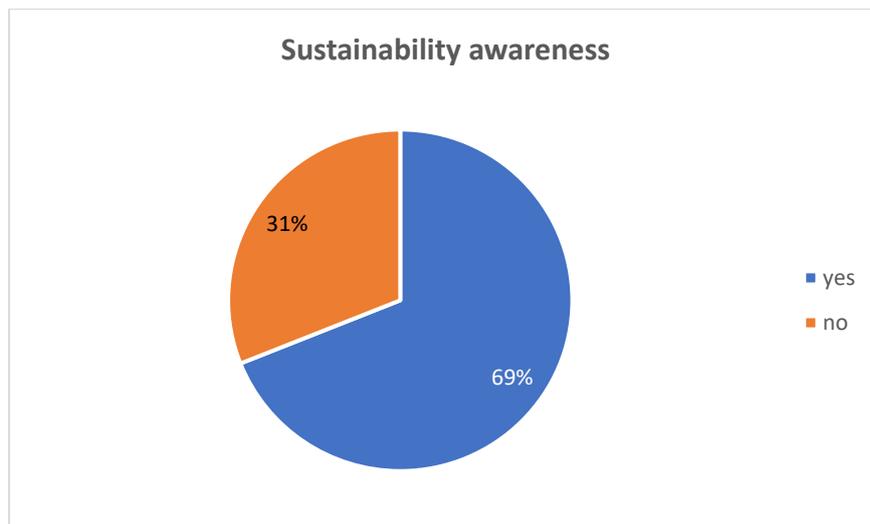


Figure 25: Sustainability awareness

Source: own assessment

The result brought an interesting fact. It revealed that 31% of the respondents had never heard about sustainability before. The fact is surprising concerning the fact the majority of the sample was compound of young people and the topic is promoted by many companies around. Despite that, about 69% of the respondents marked the affirmative option signifying awareness of the topic. This proportion was further used as a sample for the sustainability analysis.

Another interesting result brought the following question. It included eight activities that Orion undertook in the scope of sustainability and corporate social responsibility. Some activities may lie in the middle and some may fall into the corporate social responsibility only. It is not the topic of the thesis, but both are related and mutually interconnected. The respondents should assess them on a scale from 1 to 5, depending on how important they seemed to them. Grade 1 was the most important and 5 the least important. The results are visible in the table 6.

Table 6: The importance of Orion's activities

Activity	Importance
1. Efforts to make all packaging 100% recyclable	1,74
2. The production plant uses 100% of sustainable electricity	1,85
3. Efforts to reduce the consumption of sources (water, electricity) and the production of CO2	1,86
4. Efforts to source as much cocoa as possible from sustainable sources	1,88
5. 100% of the production waste is recyclable	1,91
6. Nutrition education of children	2,03
7. Financial support of foundations	2,32
8. Senior care during the Covid-19 pandemic	2,42

Note: Level of importance (1-5, 1=the most important, 5=the least important)

Source: own assessment

Initially, the question should have served for an informational purpose to give the respondents an idea about the activities. After seeing the results, they were incorporated into the analysis. The more was the number of importance closer to 1, the more important was the activity for the respondents. In general, the respondents appreciated all activities. The best grade received "100% recyclable packaging" (1,74), while the worst got "senior care during the Covid-19 pandemic" (2,42). Activities were related to two areas: human-related activities (3 options) and nature-related activities (5 options). Surprisingly, the activities related to nature took over the first five places. Activities related to humans were, in the eyes of the respondents, way less important. It shows the respondents may care more about nature protection than about social care.

The next question assessed three statements (based on the previous evaluation of activities) – the activity of Orion in the scope of sustainability is important, beneficial and adequate. The respondents assessed them based on the Likert scale (strongly agree, partially agree, neutral, partially disagree and strongly disagree). The results are displayed in the following figures 26,27 and 28.

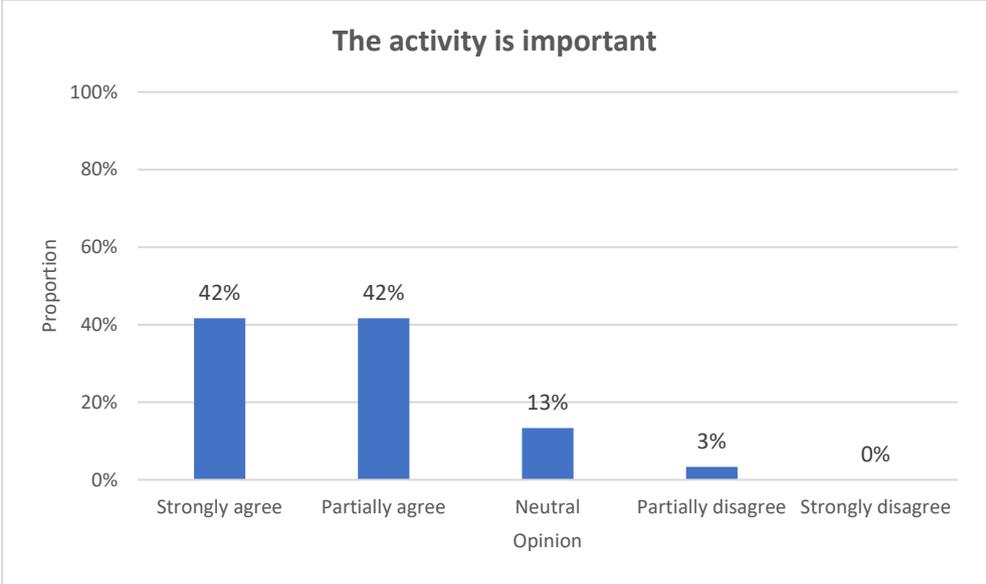


Figure 26: The importance of the Orion’s activity
 Source: own assessment

The results of the first statement – the activity of Orion in the scope of sustainability is important, are shown in the figure 26. The vast majority (84%) agreed with the statement at least partially. Around 13% stayed neutral and the remaining options were insignificant. The overall evaluation is that most of the respondents, who were able to take part, thought the activities were important. The evaluation of the second statement can be seen in the figure 27.

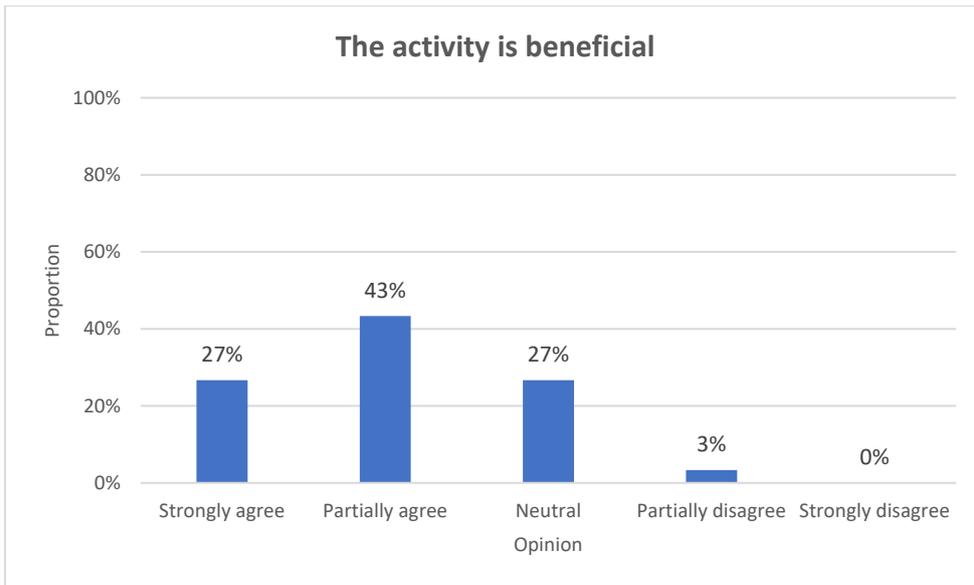


Figure 27: The benefit of the Orion's activity

Source: own assessment

The second figure 27 assesses the following statement – the activity of Orion is beneficial. Compared to the first statement, the results ended up differently, because fewer respondents (70%) agreed with the statement. The decrease of positive assessments was in favour of the neutral response (27%). Again, the proportion of negative evaluations was insignificant. To summarise the results, most of the respondents agreed, at least partially, the activity of Orion in this field was beneficial. The figure 28 shows the evaluation of the last statement.

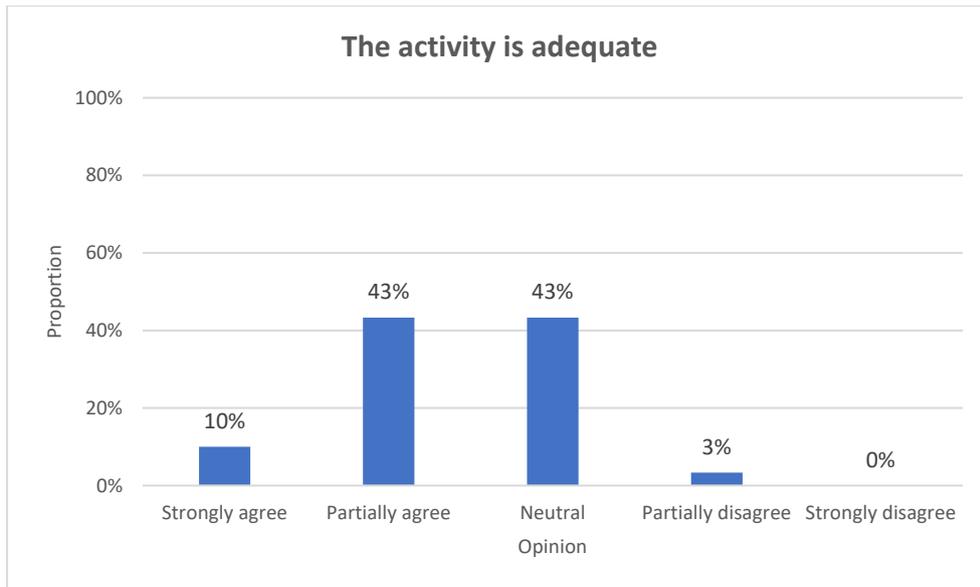


Figure 28: The adequacy of the activity

Source: own assessment

The figure 28 assesses the third statement – the activity of Orion is adequate. The results here were not as positive as in previous evaluations. Slightly more than half (53%) of the sample responded in favour of the statement, but only around 10% agreed strongly. The number of people unsure was high (43%). A negligible proportion expressed disagreement. To sum it up, the statement revealed the respondents did not see the activity that clearly. It might indicate they did not think the effort was sufficient. Perhaps some thought these were only empty phrases because they did not see the corporeal contribution or did not have any proof. The following figure 29 shows the awareness of Orion’s activities in the scope of sustainability.

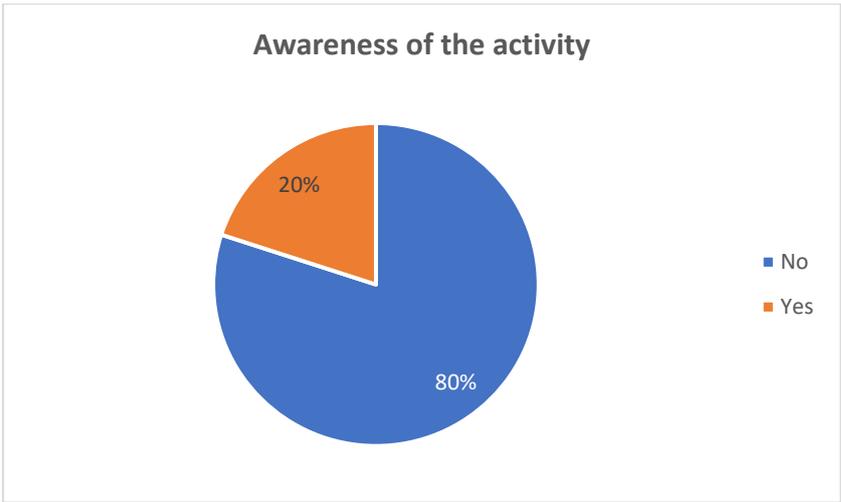


Figure 29: Awareness of the Orion's activity
 Source: own assessment

The figure 29 is the outcome of the question – “Have you ever heard about the activity of Orion”? When the respondents replied positively, they were redirected to the following question. As it can be seen, most of the respondents marked the negative option (80%). It means they had never heard about the activity of Orion before. Generally, the awareness among respondents was low. The next figure 30 projects the results of the first sub-question.

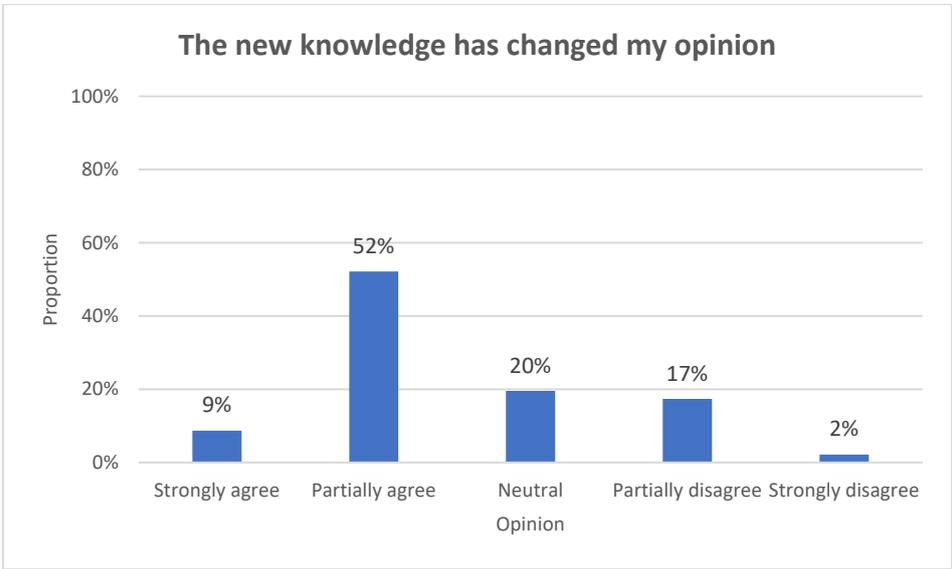


Figure 30: Change of attitude
 Source: own assessment

The question of whether the new knowledge has changed their opinion of the company, used the Likert scale of agreement and disagreement again. Nearly 61% agreed with the statement, but only 9% strongly. A significant proportion received the negative spectre of the scale (19%). When the respondents marked the option strongly agree or partially agree, they had to fill in another sub-question. The rest were redirected to the following question. The sub-question served for further specification. It aimed to find out whether the change was positive or negative. The outcome was unequivocal because all the responses were positive. The examples were as follows: “The opinion changed positively. It is good to know such an important brand sets an example in the field of sustainability and ecology”. Others were surprised: “It surprised me how the brand is engaged in sustainability” and “It is fantastic they strive to reduce the waste, increase recyclability and behave environmentally friendly”. These comments fully summarise the overall thinking of the respondents. The next figure 31 shows the impact of Orion’s activity in sustainability on purchase behaviour.

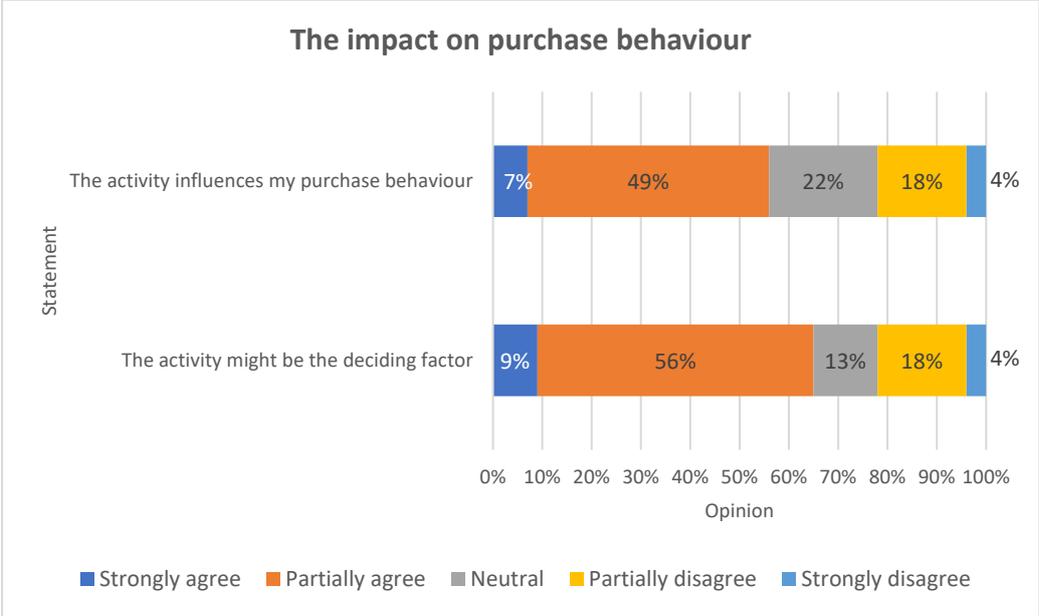


Figure 31: The impact of the Orion’s activity on the purchase behaviour
Source: own assessment

In the subsequent question, the respondents evaluated two statements – the activity of companies influences my purchase behaviour and the fact, whether a company is engaged in sustainability, might be the deciding factor. In the case of the first statement, around 56% of the respondents agreed with the statement at least partially. In other words, their purchase behaviour was influenced by the activity of companies. On the contrary, around 22% of the respondents disagreed. To sum it up, more than half of the respondents felt positively

influenced by the activity and nearly one-quarter did not think so. Regarding the second statement, the positive proportion was even bigger. In total, around 65% of the respondents agreed at least partially the factor might be deciding. The proportion of disagreement stayed similar (22%). It indicates the activity of companies may have an impact on the customer's purchase behaviour. The following figure 32 projects a combination of two groups of respondents.

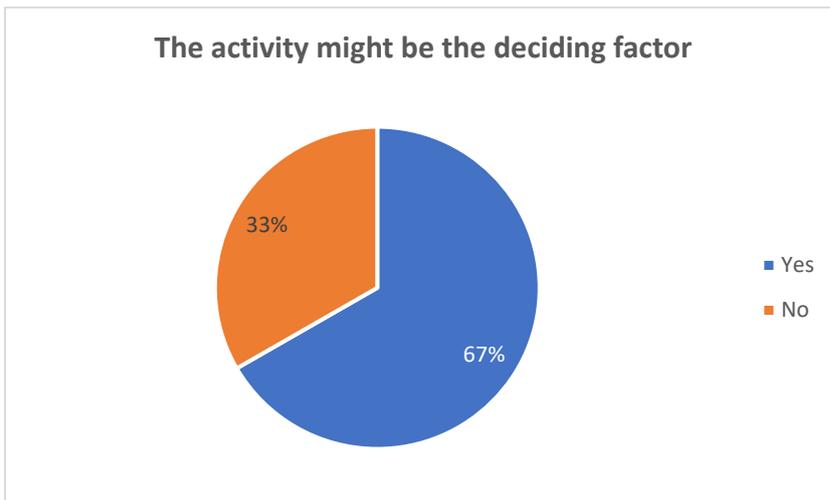


Figure 32: New knowledge might become the deciding factor
Source: own assessment

For the figure 32, only those who had never heard about the activity (sample size=48) before were used, the rest were excluded. It represented the first condition. The second condition emerged from the statement of whether the activity might be the deciding factor. Only options strongly agree and partially agree were used. On condition that the respondents had not known and the factor might be deciding for them, they provide the potential for Orion and motivation to promote their activities more. The result was that for 67% of the respondents the factor might be deciding, while 33% represented those for whom the factor could not be deciding even though they had not known about the activity before. Despite that, the final score is over two-thirds against one-third. Another combination can be seen in the figure 33.

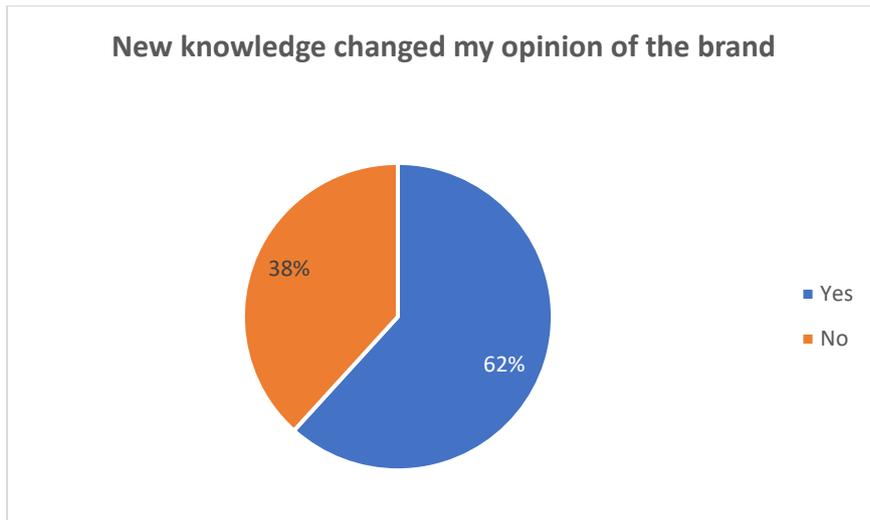


Figure 33: New knowledge changed the opinion of the brand
Source: own assessment

The objective of the second combination was to find out whether the new knowledge changed the opinion of those who had not heard about the activity before. It means it used the same population and rules as the previous figure. The only difference was the second condition – it had to influence the respondents. On condition that both circumstances were met, it revealed that 62% of the respondents changed their opinion of the company. Reversely, around 38% did not change their opinion. Based on the earlier results received, it can be said the change was in 100% of cases positive. To conclude the figure, after familiarising themselves with the activity of Orion in the scope of sustainability, around 62% of the respondents, who had not known about it before, revised positively their opinion of the company. The following chapter is focused on the recommendations that spring from the results received.

7 Recommendations

The analytical part laid foundations for the recommendations. The chapter aims to improve the position of the company with the help of the results received. The recommendations were drawn regarding the fact the sample mainly comprised of young generation members.

It is clear the chapter should be focused on categories that resulted as weaknesses. These would be price and quality, but instead, a category from the quadrant without strategic importance was chosen. There is no doubt such a company has properly calculated prices. Therefore, there is not much place for any recommendations. Additionally, worse grades could be caused by no further specification of the comparison with competition. It means the respondents could compare Orion with cheaper competitive products. In this comparison, Orion would obviously result as worse. The reason for the decision to omit quality was the fact, the author was not able to interfere the quality policy. Moreover, the category lays very close to the borderline of strengths.

The characteristics of the communication category were low satisfaction and low importance when purchasing. The category was not chosen only because of its poor results but, moreover, because an improvement may positively influence the remaining categories. The communication is also the way the company communicates with the world around. The worst evaluated attribute from the category was the communication on the internet, including web pages and social networks, because the average grade was 2,86. In addition, it received the highest proportion of 0 grades, signifying no experiences with the attribute. Because of the result, additional research focused on the Orion's activity on social networks was conducted. When thinking about recommendations, the author took into account the characteristics of the respondents. It is widely known young generations spend a lot of time surfing the internet, especially social networks. For that reason, it can be seen as a potentially powerful instrument of the company to attract young customers. Therefore, the chapter is focused on Instagram, Facebook and TikTok.

Instagram

First of all, a few statistics about the first social network (Instagram) has to be mentioned. Instagram had over 3 million Czech users in 2021 and the most frequent generation were users between 18 and 35 years (around 60%) (Černovský 2021). It is exactly in compliance with the sample of the research. The following table 7 compares the Instagram profiles of two competitors – Orion and Milka. The competitor was chosen based on the experience of the author with chocolate offerings in Czech stores. Most of the chocolate available comes from these companies.

Table 7: Comparison of Instagram profiles

	orion_cokolada	milka_czsk
Followers	5.318	56.600
Posts in total	227	458
Recent posts	25th Feb, 2022	8th Sep, 2022
	1st Nov, 2021	16th May, 2022
	1st Nov, 2021	13th Feb, 2022

Note: Data from Instagram accounts were valid on the 23rd of November 2022

Source: own assessment based on (INSTAGRAM 2022)

The table 7 compares two Instagram profiles of companies offering a competitive product – chocolate. As it might be seen, milka_czsk profile has more than ten times more followers than orion_cokolada profile. The number of followers is low when considering the results of awareness and tradition of the Orion brand among the respondents. It is approximately 0,2% of all Czech Instagram users. Regarding posts, the competitive profile has been posting two times more. The most important is the third line – The recent posts category. The most recent post of the orion_cokolada profile comes from the 25th of February 2022. It has been nearly 10 months since the last Instagram activity. Two earlier posts come even from the year 2021. The competitor Milka is more active on its Instagram account. The last picture was posted on the 8th of September 2022 and the rest come from the same year. The frequency is not that high either, but the activity is much more intensive than of the Orion's official profile. The author analysed not only the statistics but either the content. In total, the author analysed 51 recent posts. The last was from the 23rd of December 2016. Nearly 71% of them were related to Orion's products. About 24% promoted products along with sports activities or travelling. Alarming was the proportion (5%) of posts related to sustainability since the sustainability analysis revealed the fact lots of customers care about the topic and the factor may influence their shopping behaviour. The most recent post about sustainability comes from

the 18th of June 2021. Orion should strive to increase the number of followers and extend its influence on the platform. The official account might be promoted through a small reference written on the product's packaging, as proposed in the figure 34 below.



Figure 34: Reference to the Instagram account
Source: own assessment

The higher the number of followers, the larger the impact. Undoubtedly, posts should be uploaded more often and promote not only the offering of Orion but also the activities the brand undertakes in the scope of sustainability. It can have a large impact on customers. As it has been researched, the majority of the respondents have never heard about their activities, and this is the way Orion can raise awareness and attract new customers. It does not have to be only about static posts, the company may use the Reels function, which allows to upload short videos. A campaign describing the sustainable activities and bringing the topic closer to their followers could be launched. It would help to remove the possible mistrust and the feeling of empty phrases only. Besides the benefit for the company, the propagation of sustainability may have a positive impact on the society and help to better protect the planet because as the research revealed, a significant proportion of the respondents heard about sustainability for the first time ever from the questionnaire. These are some topics for videos suggested:

- The journey of sustainable cocoa – from farms to the production plant.
- How the chocolate is produced.
 - Preparation of ingredients.
 - The production process.
 - The packaging process.
 - A normal day in Olomouc – introduction of employees and their job description.
- The journey of sustainable energy – how the energy is produced and sourced.
- Sustainability progress – regular updates on the progress made (recyclability, consumption of sources, production of harmful substances, etc.)
- Behind the scenes of popular TV spots – how these spots are being made.

Facebook

Either the well-known Facebook has been analysed and the results were similar. The network had over 6 million Czech users in 2021. Unlike Instagram, Facebook uses most people between 45 and 60 years (Černovský 2021). The official profile has nearly 68.000 followers, but the pattern of posts is the same. It indicates the time stopped there on the 25th of February 2021 as well as on the Instagram account. The same recommendations as in the previous case are valid for the Facebook official account - to increase the frequency, promote more activities in sustainability and bring the company closer to the customers.

TikTok

The last social network of interest is TikTok. It is the fastest-growing social network in the Czech Republic and in 2021 had around 1,9 million users. What is the most important is the popularity among the young generation because the majority of users are between 18 and 24 years old – approximately 60% (MediaGuru 2022). It has to be mentioned that Orion does not have an official TikTok account yet. It is an opportunity for the company how to attract young population and start building long-term relationships with them. There are two options. The first is to create an account and promote there their offering, activities or any other interesting facts about the company. Unlike the other social networks, the post has to be in a form of a short video only. The company would have to attract users with funny or interesting content related to their business. As it has been recommended to the Instagram account, the content of videos would stay identical. The second option how to promote

the brand is by using the TikTok ads that might be applied locally. The platform offers several premium types of advertising as follows.

Among the most used ad belongs In-Feed video. It is similar to the Instagram ad that auto-plays in For You feed within user's feeds and covers full screen. Usually lasts up to 60 seconds and can be skipped. It supports, for instance, app downloads and redirection to a website through a click or to a TikTok brand account (Johnstone 2022).

The second option is the Top View ad. Differently from the previous one, Top View appears when first opening the application and there is no other competing content. The video has to be up to 60 seconds long. It is optimal for companies keen to raise brand awareness because of its wide reach (Johnstone 2022).

Additionally, TikTok offers the Brand Takeover full-screen ad that lasts from 3 to 5 seconds and does not include voice. It allows users to land on an internal or external webpage by clicking on it. These have an extremely high reach because there is a guarantee, users will not see any other Brand Takeover on that day (Kvasnevskaja 2022).

The problem are high costs of these ads. There is always a limit of the minimum budget spent to discourage self-promotions. The price of Brand Takeover is approximately around 50.000 United States dollars (USD) (\approx 1.2 million CZK) per day for 5 million impressions guaranteed. All types ensure the minimum number of impressions, so the impact is huge. As the most viable seems the In-Feed ad, where the price is around 10 USD per impression, but the minimum number of impressions prepaid is 600, which results in 6.000 USD (\approx 140.000 CZK) (Kvasnevskaja 2022). The problem is that the official TikTok Ads Manager is accessible only to companies. To only glimpse the pricing list is not possible and neither the web pages offer much information. Thus, there was no chance to calculate even an imaginary situation for Orion. Therefore, these ads serve only as an alternative option to promote Orion on the TikTok platform. Despite that, there is another option of promotion with non-premium formats and lower costs as displayed in the figure 35.

Status	Reach ↕	Impressions ↕	CPM ↕	Clicks ↕	CPC ↕	Total Cost ↕
● Inactive Campaign inactive	428,850	639,053	0.28 EUR	9,573	0.02 EUR	180.38 EUR
● Inactive Campaign inactive	105,056	123,718	0.33 EUR	4,360	0.01 EUR	41.08 EUR

Note: CPM=Cost-per-mille (Thousand) Impressions, CPC=Cost-per-click

Figure 35: TikTok Ads Manager

Source: (MEDIÁŘ 2021)

This option is available through an auction where the highest price offered wins (Mediář 2021). It is hardly predictable how high the price will be, but the final height will undoubtedly be lower than in the case of premium ads, as seen in the figure 35. It projects a situation, where a company attained to reach in both campaigns nearly 540.000 of users for around 220 Euros (\approx 5.400 CZK).

The author recommends signing up for the platform, because of its raising popularity and large impact on the young generation as the future of the company. The profile has to contain interesting and catchy content as it has been proposed earlier. The non-premium ads seems to be the most favourable. It would be good to first start with non-premium ads and later alternatively switch to premium depending on the impact assessment. Anyway, the implication of the recommendations should lead to a higher awareness of the brand and related activities. It could attract young customers and present the brand as a modern company able to keep up with the time. Consequently, it may have a positive impact on business areas such as sales or image. Universally, the promotion of sustainability activities could raise the awareness in the society and broaden the sustainable thinking.

Conclusion

The main objective of the master thesis was to evaluate the customer perceived value of the Orion company. As the secondary objective, the author chose the area of sustainability because of its high topicality. An important fact needs to be underlined. The sample of young respondents was chosen because the young generation is the future of Orion. For that reason, high attention should be oriented towards them. The customer perceived value was first split into several categories and these were further divided into attributes. The respondents evaluated each of them based on the perceived level of satisfaction. The results brought an overall view of each category and the attributes assigned. First of all, it has to be highlighted, neither category nor attribute was a failure. Despite that, the analysis revealed areas that deserve slight improvement. On the other hand, it revealed areas that the company can rely on. In addition, the respondents expressed their opinion of how each category was important for them when purchasing. It served for the construction of quadrant analysis that provided an overview of the strengths, weaknesses, categories without strategic importance and categories with cost- saving potential. As a strength, the offering category was considered. In general, the respondents assessed the level of offering as very good and all the attributes received solid grades. Especially, they appreciated the availability of products in stores. Besides that, they considered the category as highly important when purchasing. It is positive the main category of interest is seen this way and the company can rely on its product assortment. On the other hand, the analysis identified weaknesses too. The respondents were less satisfied with the comparison with competition in the price category. There is not much place for recommendations because the company has its price policy and for the author was impossible to interfere. The results do not have to mean the price level is bad. The reason might be the absence of further specification of the comparison. The second category in this section was quality, where there was no recommendation for improvement possible either. Orion is a large company and it is impossible for the author to influence neither price policy nor quality of products. It has to be mentioned, the difference between the quality category and the borderline with the section of strengths was minimal. Therefore, the category can partially be seen as strength too. Only a worse evaluation of the comparison with competition caused the position in this section. As in the previous case, the further specification was missing. It does not necessarily indicate bad level of both categories. To be sure, the company should monitor them. From the section with cost-saving potential, two categories emerged. Packaging was the first

and image the second. Especially the result of the image was notable because it was located again near the borderline with strengths. Despite the lower importance, the category was assessed as very good. Especially the attributes reliability, trustworthiness and tradition were excellent. It means the image of Orion is positive and it is another area the company can rely on. Furthermore, these areas represent the competitive advantages of Orion. In a category without strategic importance resulted communication. Especially the communication on the internet received worse grades and the highest proportion of 0 option. It signified no experience with the attribute. Therefore, it was chosen as the area that the most deserved improvement. All the recommendations were oriented towards the category. The reason for this choice was the relation between the young generation and the internet and the fact, an improvement might positively influence other categories either. All the recommendations were associated with the social networks and the necessity of increased activity because the current state was poor. On both Instagram and Facebook profiles the time stopped at the end of February 2022. The second research aimed to find out the attitude of respondents towards sustainability. It revealed that activity in sustainability was important for a significant proportion of the respondents and the engagement might be the deciding factor when considering the purchase. Moreover, only a small group of people knew about the sustainability activities that Orion undertook. The low awareness confirmed the result of the recyclability attribute from the first research, where a significant proportion of the respondents were unsure or unable to assess. Therefore, it was proposed to promote these activities through the company's official accounts on social sites and at the same time, to promote official accounts through a small reference on the product's packaging. The activity on social networks should not only be about the promotion of products and activities. It should also be about bringing the company closer to customers by launching a series of videos of various topics. It was recommended, for instance, the topic of how the chocolate is produced, a normal day in the production plant or the making of famous TV spots. These videos could be promoted through the official Instagram, TikTok and Facebook profiles. In the case of TikTok, it was recommended to sign up for the platform. It may attract young customers and help to build long-term relationships. TikTok is also a place, where the company may launch an advertising campaign. Therefore, a few options of promotion were recommended. Regarding sustainability, it was proposed to shoot videos about the activities in sustainability to eliminate potential mistrust, for instance, about the journey of sustainable cocoa. After the fulfilment of all the recommendations, the company can attract young customers, sell better its activities and its products. The improvement in communication may subsequently have a positive impact on the remaining categories detected in order to evaluate the customer

perceived value of the Orion brand. Higher satisfaction with the communication can also transform the category into a competitive advantage. Besides the self-promotion recommended, the impact can be broader. The more intensive activity may help to raise the awareness of sustainability among young people and contribute to a better world.

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Appendices

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Appendix A

11/20/22, 10:59 AM

Hodnota vnímaná zákazníkem značky Orion, udržitelost

Hodnota vnímaná zákazníkem značky Orion, udržitelost

Vážené respondenti, Vážené respondentky, jmenuji se Kryštof Stemberk a jsem studentem oboru International Management na Technické univerzitě v Liberci a Technické univerzitě v Drážďanech. Pro svou diplomovou práci provádím průzkum na téma hodnota vnímaná zákazníkem. Cílem výzkumu je zjistit Váš postoj ke značce Orion, stejně jako Váš pohled na otázku udržitelosti. Chtěl bych Vás tímto požádat o věnování maximálně pár minut k vyplnění dotazníku. Za Váš věnovaný čas a snahu budu velmi vděčný a předem Vám děkuji.

*Povinné pole



PRVNÍ ČÁST

1. Znáte značku Orion a její produkty (Orion čokoláda, Studentská pečeť, Banány v čokoládě, Margot, ...)? Pokud **ne**, pokračujte prosím k druhé části dotazníku (otázka číslo 5).

Označte jen jednu elipsu.

Ano

Ne

2. Jak často nakupujete produkty značky Orion?

Označte jen jednu elipsu.

- 1x Týdně
- 1x Měsíčně
- Alespoň 6x za rok
- Alespoň 3x za rok
- Méně často než 3x za rok
- Nikdy

3.1 Ohodnoťte prosím Vámi vnímanou úroveň následujících faktorů na stupnici od 1 do 5, kdy:

1=Velmi dobré, 2=Dobré, 3=Neutrální, 4=Špatné, 5=Velmi špatné, 0=Nemohu hodnotit

Kategorie: NABÍDKA ZNAČKY

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Dostupnost produktů značky Orion	<input type="radio"/>					
Šíře sortimentu značky Orion (čokolada, bonbóny)	<input type="radio"/>					
Hloubka sortimentu značky Orion (jednotlivé příchutě čokolád)	<input type="radio"/>					

3.2 Kategorie: OBAL PRODUKTU

1=Velmi dobré, 2=Dobré, 3=Neutrální, 4=Špatné, 5=Velmi špatné, 0=Nemohu hodnotit

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Design	<input type="radio"/>					
Jednoduchost otevírání	<input type="radio"/>					
Recyklovatelnost	<input type="radio"/>					
Dostupnost informací o složení	<input type="radio"/>					

3.3 Kategorie: KVALITA PRODUKTU

1=Velmi dobré, 2=Dobré, 3=Neutrální, 4=Špatné, 5=Velmi špatné, 0=Nemohu hodnotit

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Celková kvalita produktů (chuť, vůně, obsah kakaá)	<input type="radio"/>					
Kvalita v porovnání s konkurencí	<input type="radio"/>					
Splnění očekávání stanovených před nákupem produktu	<input type="radio"/>					

3.4 Kategorie: MARKETINGOVÁ KOMUNIKACE

1=Velmi dobré, 2=Dobré, 3=Neutrální, 4=Špatné, 5=Velmi špatné, 0=Nemohu hodnotit

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Komunikace značky skrze internet (web, sociální sítě)	<input type="radio"/>					
Komunikace značky skrze tradiční média (TV, radio, letáky)	<input type="radio"/>					
Kvalita propagačních materiálů	<input type="radio"/>					
Celková dostupnost informací o produktech	<input type="radio"/>					

3.5 Kategorie: CENA

1=Velmi dobré, 2=Dobré, 3=Neutrální, 4=Špatné, 5=Velmi špatné, 0=Nemohu hodnotit

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Cena v porovnání s kvalitou	<input type="radio"/>					
Cena v porovnání s konkurencí	<input type="radio"/>					

3.6 Kategorie: DOBRÉ JMÉNO ZNAČKY ORION

1=Velmi dobré, 2=Dobré, 3=Neutrální, 4=Špatné, 5=Velmi špatné, 0=Nemohu hodnotit

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Spolehlivost firmy	<input type="radio"/>					
Důvěryhodnost firmy	<input type="radio"/>					
Snaha o navázání a udržení dlouhodobých vztahů se zákazníky	<input type="radio"/>					
Řešení problémů vzniklých ve vztahu k produktům	<input type="radio"/>					
Vnímání Orionu jako tradiční, české značky	<input type="radio"/>					
Celkové vnímání značky Orion	<input type="radio"/>					

4. Seřad'te prosím následující kategorie (z otázek 3.1-3.6) podle toho, jak jsou pro Vás při nákupu produktů značky Orion důležité.

1=nejdůležitější, 6=nejméně důležité

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	6
Nabídka značky	<input type="radio"/>					
Obal produktu	<input type="radio"/>					
Kvalita produktu	<input type="radio"/>					
Marketingová komunikace značky	<input type="radio"/>					
Cena	<input type="radio"/>					
Dobré jméno značky	<input type="radio"/>					

DRUHÁ ČÁST - UDRŽITELNOST A ZNAČKA ORION

*

5. Setkali jste se již někdy s pojmem udržitelnost? Pokud **ne**, pokračujte prosím k třetí části dotazníku (otázka číslo 11).

Označte jen jednu elipsu.

Ano

Ne

6. Značka Orion podniká v oblasti udržitelnosti a sociální odpovědnosti následující aktivity. Jak jsou pro Vás osobně tyto činnosti důležité? **Ohodnoťte** je prosím na stupnici od 1 (nejdůležitější) do 5 (nejméně důležité).

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5
Vzdělávání dětí v oblasti nutriční výživy	<input type="radio"/>				
Péče o seniory během pandemie Covidu-19	<input type="radio"/>				
Finanční podpora nadací	<input type="radio"/>				
Snaha o co nejvyšší obsah kakaa pocházejícího z udržitelných zdrojů	<input type="radio"/>				
Snaha o 100% recyklovatelnost obalových materiálů	<input type="radio"/>				
Snaha o co nejnižší spotřebu zdrojů (voda, elektřina) a produkci CO2	<input type="radio"/>				
Veškerý odpad vzniklý při výrobě je ze 100 % recyklovatelný.	<input type="radio"/>				
Výrobna cukrovínek v Olomouci používá 100 % elektřiny pocházející z udržitelných zdrojů	<input type="radio"/>				

7. Vyjádřete prosím Váš souhlas/nesouhlas s následujícími tvrzeními.

Označte jen jednu elipsu na každém řádku.

	Absolutně souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Absolutně nesouhlasím
Činnost značky Orion v oblasti udržitelosti je důležitá	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Činnost značky Orion v oblasti udržitelosti je přínosná	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Činnost značky Orion v oblasti udržitelosti je dostatečná	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8.1 Věděli jste již dříve o aktivitách značky Orion v této oblasti? Pokud ano, pokračujte prosím k otázce číslo 9.

Označte jen jednu elipsu.

- Ano
 Ne

8.2 Pokud jste v předchozí odpovědi zaškrtnuli "Ne", vyjádřete prosím Váš souhlas/nesouhlas s následujícím tvrzením.

Označte jen jednu elipsu na každém řádku.

	Absolutně souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Absolutně nesouhlasím
Nově nabyté vědomí změnilo můj pohled na značku Orion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8.3 Pokud se Váš pohled změnil ("absolutně souhlasím/souhlasím" v předchozí odpovědi), napište prosím stručně odpověď na otázku, jak se změnil (pozitivně, negativně, ...). Pokud se nezměnil ("nevím/nesouhlasím/absolutně nesouhlasím" v předchozí odpovědi), pokračujte prosím k otázce číslo **9**.

UDRŽITELNOST OBECNĚ**9. Vyjádřete prosím Váš souhlas/nesouhlas s následujícími tvrzeními.**

Označte jen jednu elipsu na každém řádku.

	Absolutně souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Absolutně nesouhlasím.
Činnost firem v oblasti udržitelosti ovlivňuje mé nákupní rozhodování.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Faktor, zda se firma angažuje v oblasti udržitelosti, může být při nakupování rozhodujícím.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Snaha o udržitelost a větší šetrnost k přírodě s sebou může nést i vyšší náklady. Kolik procent z ceny produktu, vezmeme-li v potaz např. 90g Orion mléčnou čokoládu za 37,90Kč, jste ochotni zaplatit navíc?

Označte jen jednu elipsu.

- 0 %
- do 5 % (~ 2Kč)
- do 10 % (~ 4Kč)
- do 20 % (~ 8Kč)
- Více

TŘETÍ ČÁST - OBECNÉ INFORMACE *

11. Jaké je Vaše pohlaví?

Označte jen jednu elipsu.

Muž

Žena

12. Jaký je Váš věk? *

Označte jen jednu elipsu.

18-30 let

31-40 let

41-50 let

51 let a více

13. Jaká je Vaše pozice? *

Označte jen jednu elipsu.

Student

Zaměstnanec

Podnikatel

Jiné

14. Jaké je Vaše dosažené vzdělání? *

Označte jen jednu elipsu.

- Základní
- Vyučení s maturitou/ bez maturity
- Středoškolské
- Vysokoškolské

15. Jaký je Váš čistý měsíční příjem? *

Označte jen jednu elipsu.

- Do 10.000Kč
- 10.001-20.000Kč
- 20.001-30.000Kč
- 30.001-40.000Kč
- 40.001Kč a více

Obsah není vytvořen ani schválen Googlem.

Google Formuláře

Appendix B

11/22/22, 6:47 PM

The customer perceived value of the Orion brand and sustainability

The customer perceived value of the Orion brand and sustainability

Dear respondents, my name is Krystof Stemberk and I am a student of the International Management double degree program at the Technical University of Liberec and the Technical University of Dresden. Because of the objective of my diploma thesis, I am doing a research focused on the customer perceived value. The aim is to find out your opinion of the brand Orion and of the sustainability topic. I would kindly like to ask you to sacrifice a few minutes to fill in the questionnaire. I feel grateful for your time and effort spent.

Part 1

*

1. Do you know the Orion brand and its products (Orion chocolate, Studentská pečeť, Bananas in chocolate, Margot stick etc.)? If **no**, please continue to the Part 2 (question n. 5).

- Yes
 No

2. How often do you purchase Orion's products?

- Once a week
 Once a month
 At least 6 times a year
 At least 3 times a year
 Less often than 3 times a year
 Never

3.1 Please assess the perceived level of satisfaction of the following attributes on the scale from 1 to 5, where:

1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad, 0=Unable to assess

Category: Offering

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Availability of Orion's products	<input type="radio"/>					
The width of assortment (chocolate, candy etc.)	<input type="radio"/>					
The depth of assortment (various flavours of chocolate)	<input type="radio"/>					

3.2 Category: Packaging

1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad, 0=Unable to assess

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Design	<input type="radio"/>					
Easy-to-open	<input type="radio"/>					
Recyclability	<input type="radio"/>					
Availability of information about ingredients	<input type="radio"/>					

3.3 Category: Quality

1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad, 0=Unable to assess

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Total quality of products (flavour, smell, volume of cocoa etc.)	<input type="radio"/>					
Quality vs. competition	<input type="radio"/>					
Expectations meeting	<input type="radio"/>					

3.4 Category: Communication

1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad, 0=Unable to assess

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Internet communication (web pages, social networks)	<input type="radio"/>					
Traditional media communication (TV, radio)	<input type="radio"/>					
Quality of advertising	<input type="radio"/>					
Availability of information about products	<input type="radio"/>					

3.5 Category: Price

1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad, 0=Unable to assess

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Price vs. quality	<input type="radio"/>					
Price vs. competition	<input type="radio"/>					

3.6 Category: Image

1=Very good, 2=Good, 3=Neutral, 4=Bad, 5=Very bad, 0=Unable to assess

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	0
Reliability	<input type="radio"/>					
Trustworthiness	<input type="radio"/>					
Long-term relationship building	<input type="radio"/>					
Problem solving	<input type="radio"/>					
Perception of Orion as a traditional Czech brand	<input type="radio"/>					
Total perception of the brand	<input type="radio"/>					

4. Please **arrange** the following categories (from questions 3.1-3.6) depending on the perceived importance when purchasing Orion's products (do not tick more than one option in one column).

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5	6
Offering	<input type="radio"/>					
Packaging	<input type="radio"/>					
Quality	<input type="radio"/>					
Communication	<input type="radio"/>					
Price	<input type="radio"/>					
Image	<input type="radio"/>					

PART 2 - SUSTAINABILITY AND THE ORION BRAND

*

5. Have you ever heard about the term sustainability? If **not**, please continue to the Part 3 (question n. 11).

Označte jen jednu elipsu.

Yes

No

6. The Orion brand undertakes many activities in the field of sustainability and corporate social responsibility. How important they seem to you? Please **assess** them on the scale from 1 to 5 (1=the most important, 5=the least important).

Označte jen jednu elipsu na každém řádku.

	1	2	3	4	5
Nutrient education of children	<input type="radio"/>				
Senior care during the Covid-19 pandemic	<input type="radio"/>				
Financial support of foundations	<input type="radio"/>				
Effort to source as much cocoa as possible from sustainable sources	<input type="radio"/>				
Effort to make all packaging 100% recyclable	<input type="radio"/>				
Effort to reduce consumption of sources (water, electricity) and production (CO2)	<input type="radio"/>				
100% of production waste is 100% recyclable	<input type="radio"/>				
The production plant uses only electricity from renewable sources	<input type="radio"/>				

7. Please **express** your agreement/disagreement with the following statements.

Označte jen jednu elipsu na každém řádku.

	Strongly agree	Partially agree	Neutral	Partially disagree	Strongly disagree
The activity of the Orion brand is important	<input type="radio"/>				
The activity of the Orion brand is beneficial	<input type="radio"/>				
The activity of the Orion brand is adequate	<input type="radio"/>				

8.1 Have you ever heard about the activity of Orion? If you **have**, please continue to the question n. 9.

Označte jen jednu elipsu.

Yes

No

8.2 If you **have not** heard, please express your agreement/disagreement with the following statement.

Označte jen jednu elipsu na každém řádku.

	Strongly agree	Partially agree	Neutral	Partially disagree	Strongly disagree
The new knowledge has changed my opinion of the Orion brand	<input type="radio"/>				

8.3 If the new knowledge has changed your opinion (strongly agree/partially agree in the previous question), please write a brief comment about how has it changed (positively, negatively etc.) If it has not changed (neutral, partially disagree, strongly disagree), please continue to the question **n. 9**.

SUSTAINABILITY IN GENERAL

9. Please **express** your agreement/disagreement with the following statements.

Označte jen jednu elipsu na každém řádku.

	Strongly agree	Partially agree	Neutral	Partially disagree	Strongly disagree
The activity influences my purchase behaviour	<input type="radio"/>				
The fact, whether a company undertakes these activities, might be the deciding factor	<input type="radio"/>				

10. The effort to be sustainable may bring higher costs. What proportion (considering 90g Orion Milk chocolate for 37,90 CZK) are you willing to pay extra?

Označte jen jednu elipsu.

- 0%
- <5% (~2CZK)
- <10% (~4CZK)
- <20% (~8CZK)
- More

PART 3 - GENERAL INFORMATION *

11. What is your gender?

Označte jen jednu elipsu.

- Male
- Female

12. What is your age? *

Označte jen jednu elipsu.

- 18-30 years
- 31-40 years
- 41-50 years
- 51 years and more

13. What is your position? *

Označte jen jednu elipsu.

- Student
- Employee
- Employer
- Other

14. What is the highest level of education achieved? *

Označte jen jednu elipsu.

- Primary school
- Vocational school
- High school
- University

15. What is your monthly income? *

Označte jen jednu elipsu.

- <10.000 CZK
- 10.001-20.000 CZK
- 20.001-30.000 CZK
- 30.001-40.000 CZK
- >40.001 CZK

Obsah není vytvořen ani schválen Googlem.

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