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Thesis Title:

The contribution of CRM in the Success of Customer
Experience

Case Study: HEETCH ElDjazair

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Dedication

I dedicate this thesis to God Almighty my creator, my strong pillar, my source of inspiration, wisdom, knowledge and understanding. He has been the source of my strength throughout this program and on His wings only have I soared.

To my parents, my sisters and my brothers

To my friends Massi, Hamame, Juba, Youcef, Sidali, Aymen, Amina and Sanaa Rym.

To all the special friends that I've shared this journey with

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List of abbreviations

B2B	Business to Business
CRM	Customer Relationship Marketing
CLV	Customer Lifetime Valus
CX	Customer Experience
CJ	Customer Journey
CJM	Customer Journey Map
CSAT	Customer Satisfaction Score
CES	Customer effort Score
CEM	Customer Experience Management
CEO	Chief Executive Operation
E-CRM	Electronic Customer Relationship Management
ROI	Return On Investment
IT	Information Technology
MENA	Middle East and North Africa
NPS	Net Promoter Score
UX	User Experience

Abstract

The ride hailing sector is changing radically. Today, customer relationship management is becoming the nerve of this business. With the advent of new technologies and given the continuing change in customer satisfaction through different experiences, companies have switched from CRM (Customer Relationship Management) to e-CRM (electronic Customer Relationship Management) to create a successful customer experience.

The main purpose of this thesis is to explain the contribution of customer relationship management to the success of customer experience, because when a company knows and identifies the buyer persona and the customer journey through its CRM, it can totally measure and manage the whole customer experience. Our thesis includes both theoretical and empirical researches in order to either accept or reject the proposed hypotheses.

A number of recommendations will be offered after various analyses; this will allow the improvement of HEETCH performance, besides a number of research limitations that will explain the last findings.

Key words: CRM, Customer satisfaction, Customer experience, Buyer persona, Customer journey, E-CRM.

ملخص

لقد تغير قطاع VTC بشكل جذري اليوم وأصبحت إدارة علاقات العملاء عصب هذه الأعمال ومع ظهور التقنيات الجديدة ونظرا للتغيرات المستمرة في رضى العملاء عن طريق خوضهم لتجارب مختلفة. تحولت الشركات من إدارة علاقات العملاء من الطريقة الكلاسيكية الى إدارة علاقات العملاء الالكترونية لإنشاء تجربة عملاء ناجحة.

الغرض الرئيسي من هذه الأطروحة هو شرح مساهمة ادارة علاقات العملاء في نجاح تجربة العملاء، لأنه عندما نعرف ونحدد شخصية العميل ورحلة العميل فإنه يمكن أن نقيس وندير تجربة العملاء بشكل كامل ومنظم.

تضمنت الأطروحة على أبحاث نظرية وتجريبية من أجل قبول الفرضيات المقترحة أو رفضها. سوف تقديم عدد من التوصيات بعد القيام بتحليلات مختلفة، مما سيتيح لـ HEETCH من تحسين أدائها، فضلا عن عدد من القيود البحثية التي قد تشرح النتائج الأخيرة.

الكلمات الأساسية: رضى العملاء ، إدارة علاقات العملاء، إدارة علاقات العملاء الالكترونية، تجربة العملاء، شخصية العميل، رحلة العميل

GENERAL INTRODUCTION

1. Background to the research

In the past decades, customers did not have any bargaining power or choice to buy goods and services, because the number of competitors were low, so it was product oriented. But today, customers are highly valued by companies and that because the customer has changed, he is more and more impatient and the vast choice spectrum of products and services provided by a single market has crowned him to be a King, and a pillar to a company's survival. Therefore, the need to get ahead of the competitors was never important as it is today. And one of the key elements is to be able to understand what customers want in order to improve their experience.

To attain a sustainable competitive advantage, companies require insight about their customers. By understanding customer needs and value, enterprises can increase the value of each customer relationship.

“Creating the right mix of investments for effective use of limited resources while providing the maximum business benefit is the ultimate challenge for business organizations”¹

CRM helps to build that relationship with the tools that it provides, especially with the evolving technology, CRM can store lots of data about customers' demographics, psychographics and behavioral patterns and it allows for a better and optimized use of valuable information about the customers, which consequently, will assist businesses in improving their relationship with them according to their value to the company. Customer experience has emerged as an important marketing concept aimed at creating a unique, pleasurable and memorable experience. It is a relatively new concept, in both theory and practice, which has gained larger attention recently, particularly in the last three decades and with the contribution of CRM the customer experience had a new vision and new profitable way for businesses to succeed and create a strong bond between companies and their customers, now using CRM it will be an obligation to understand the whole customer experience and participate in the realization of customer satisfaction.

¹ Thakur, R., & Workman, L., *Customer portfolio management (CPM) for improved customer relationship management (CRM): Are your customers platinum, gold, silver?* Journal of Business Research (2016), 69(10), pp. 4095-4102

Since no study has been found that focuses on the contribution of customer relationship management in the success of customer experience within the ride hailing sector, it is interesting to make a research concerning this particular subject and the best example to do such a research is HEETCH.

2. Objective of the research and research problematic

Our research objective is to explore the contribution of customer relationship management in the successes of customer experience, and to identify if there's a difference in terms of satisfaction and loyalty depending on the journey and the type of customer. Our thesis is titled:

“The contribution of CRM in the success of customer experience. (case study HEETCH Eldjazair)”

From there we have identified the main issue of our thesis which is:

How does CRM measure the customer experience according to each stage of the journey (case study HEETCH Eldjazair)?

To cover this problematic from various aspects; it is divided into the following sub-questions:

- What is the ideal Buyer persona connected with the E-CRM ?
- What is the key painful point that CRM can identify at each different stage in the customer journey?
- Is there a difference in terms of satisfaction and loyalty depending on the journey and the type of customer?

For this purpose, we have come up with the following hypotheses:

- H1: Female Employees are the ideal buyer persona connected with HEETCH E-CRM.
- H2: Use of Application is the key painful point that CRM has identified in the customer journey.
- H3: There is a difference in terms of satisfaction and loyalty on the journey and the type of customer.

3. Importance of the subject

The ultimate aim of every Marketer is to be able to get important insights about a given market including the understanding of the customer in order to make optimized marketing decisions.

Therefore, using a CRM system is necessary in order to reach the underlined goals, that is why it is important to clarify some key issues on this topic and understand in which term the customer is profitable and identify the main painful point in them experience.

It is expected that its findings will specifically beneficial to the following groups of people:

Ride hailing firms: Will be in a position to utilize the research findings and recommendations from the study to build and develop high experience for their customers and the ideal buyer persona and the digitalization of this firms.

Academics, scholars: The study is expected to contribute to the existing literature in the field of marketing, specifically in customer relationship management and customer experience. Future scholars can use this research as a basis for further research in the same or different area in order to generate more insights.

Consumers of ride hailing services: The study will enlighten consumers and the general public and therefore lead to quality in delivery of ride hailing services which will benefit both of them.

4. Methodology of research

Concerning the methodology of this study, and to answer the problematic, our study focused on a bibliographical search and the consultation of the specialized documents for the theoretical part, as for the practical part.

- Exploratory design: old studies about the subject and information from the company (intern and extern data).
- Surveys (Quantitative research method).
- Literature review (Secondary research).
- Netnography (Quamitative research method).

5. The reasons for choosing the topic

The present study aims:

- It opens up a gateway of massive opportunities for all the researchers who want to take this subject and branch upon it, because this latter is rather new, vast and modern that allows a better understanding of the customers and to improve the quality of services offered.
- In order to open up thinking minds to new marketing trends and technologies.
- To evolve the quality of the current research thematic in Algeria.

6. Research structure

Introduction: In this part we will try to give a general representation about the topic and the objectives of choosing this topic, also we will talk briefly about the structure research and the contents of the chapters.

Chapter 1: The Relationship Marketing and e-CRM.

Chapter 2: Customer Experience.

Chapter 3: Managing the customer buyer's personas within HEETCH's e-CRM and its effects on the customer experience according to each stage of the journey

Conclusion

CHAPTER 1

THE RELATIONSHIP

MARKETING AND E-CRM

INTRODUCTION OF CHAPTER ONE

Relationship marketing is concerned with how organizations manage and improve their relationships with customers for long-term profitability. Customer relationship management (CRM), which is becoming a topic of increasing importance in marketing, is concerned with using information technology (IT) in implementing relationship marketing strategies.

The main objective of this first chapter is the introduction of one of the fundamental notions of this research which is Relationship marketing and E-CRM. The chapter is divided into two sections:

The first section is committed to the concept of Relationship marketing. We will illustrate not only its definition but also its Objectives, Evolutions and Characteristic.

The second section will present the E-Customer Relationship Management.

SECTION 1: THE RELATIONSHIP MARKETING

1. Definition of The Relationship Marketing

Relational marketing such as: “A strategic and operational approach that seeks to improve shareholder value through developing appropriate relationships with key customers and customer segments”²

According to Lendrevie, Lévy and Lindon: “Relationship marketing is a policy and set of tools designed to build individualized and interactive relationships with customers to create and maintain positive and sustainable attitudes towards the company or brand.”³

“Relationship marketing is an attempt to develop, maintain, and improve the goals of all parties involved. Thus, relationship marketing is an important tool to be utilized by business owners”⁴

According to these definitions, relational marketing is targeted to create a sound relationship between the company and its customers so as to build a long-term, mutually beneficial connection between the two. at this stage one can see these reasons to be.

² Payne and Frow, Customer Relationship Management: from Strategy to Implementation, 2008, p. 392.

³ LENDREVIE (J), LINDON (D) Mercator theory and practice of marketing 4th ed, Ed Dalloz, , paris. P 314.

⁴H.Nwakanma,A.Jackson,N. Burkhalter, Relationship Marketing: An Important Tool For Success In The Marketplace February 2017 Journal of Business & Economics Research (JBER)

2. Transactional Marketing vs Relationship Marketing:

For many years, companies based their marketing activities on the transactional model of marketing. However, with the passage of time, organisations realised the importance of bringing change in their marketing activities, and thus this is the inception of another model of marketing, that is, relationship marketing. Now the marketing activities focus more on customer retention, rather than customer acquisition. Thus, in relationship market, customers became the centre of attraction⁵. Table 1 discusses the main differences between the transactional marketing and relationship marketing:

Table 1: Comparison between Transactional and Relationship Marketing

Transactional Marketing	Relationship Marketing
Focuses on single point of sale transactions	Focuses on establishing long-term relationship with the customers
Emphasis is on maximising the volume of individual sales and efficiency	Emphasis is on all the stakeholders
It is product features oriented	It is product benefits as well as system solutions oriented
It has short time horizon	It has long-term horizon
It has little customer focus	It has higher customer focus
Information is content of communication	Information is product of communication
Low contact with customers	High contact with customers

(Source: Adapted from Donaldson, 1998 and editing Arabian, 2015)

⁵ Jean-Jacques Lambin, Chantal de Moerloose “Strategic and operational marketing from marketing to market orientation (7th edition, P 31)

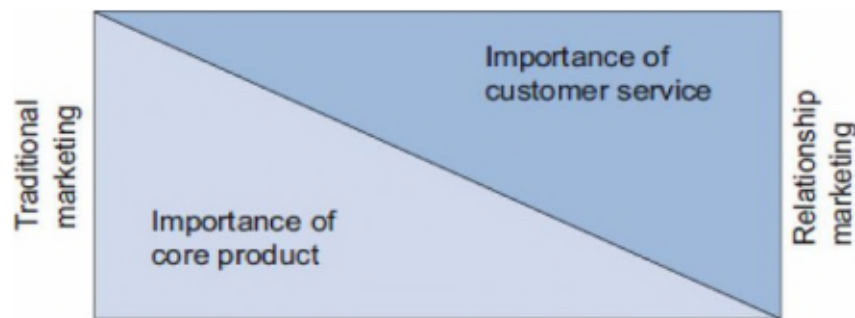


Figure 1: The Transactional Marketing and Relationship Marketing Continuum
(Source: Gronroos, 1995)

In the words of Gronroos (1994), relationship marketing is far better than transactional marketing. Gronroos (1994) states that relationship marketing aims at identifying, establishing, maintaining and enhancing and, if necessary, terminating the relationship with the stakeholders and customers through the mutual exchange and fulfilment of promises.⁶ This is done so as to meet the objectives of all the parties, without loss to anyone (Gronroos, 1994)⁶. Ford (1980) and Anderson (2001) also feel that customer retention is critical for the companies in their marketing strategies. According to Ford (1980), relationship marketing must have two essential aspects, firstly, there must be mutual benefit from the contact, and secondly, both the parties must be committed to a long-term relationship⁷. In the views of Egan (2011), relationship marketing focuses on both customer retention and acquisition strategies. According to Egan, relationship marketing encourages retention marketing first and, later on, acquisition marketing. Further, it is better to practice relationship marketing rather than transactional marketing in saturated markets.⁸

⁶ Christian Grönroos “Defining Marketing: A Market-oriented Approach”, *European Journal of Marketing*, 1994, pp. 52-60

⁷ Ford, D. (Ed.) (1990), *Understanding Business Markets: Interaction, Relationships and Networks*, Academic Press, London

⁸ Relationship Marketing: Exploring Relational Strategies in Marketing Egan, 2011, *European Journal of Marketing*

3. The Objectives and Tools of Relationship Marketing:

Relationship marketing is not effective in all situations. But when it is the right strategy and is properly implemented, the organization will focus as much on managing its customers as on managing its products.⁹

In the context of customer relationship management, relationship marketing is used with specific objectives: to identify and know its customers, communicate with them and retain them.

3.1. Identify and know your customers:

Within the data warehouse, the customer database gathers all the information about a company's customers. All this data makes it possible to draw up a precise profile of each client and thus to practice a truly relationship marketing. In order to be able to contact its customers individually, the segmentation of the database is very fine and is based on very precise behavioural criteria.¹⁰

Only this micro segmentation, coupled with scoring tools, makes it possible to contact customers potentially interested in a commercial proposal: such person will be contacted for a specific offer corresponding to one of his previous purchases, and a proposal will not be made to such another because the scoring, carried out will indicate that its sensitivity to the purchase of such product is relatively low.

We can represent all the clients of a company in the form of a pyramid. At the top, there are good customers, followed by standard customers. Small customers (including new customers) represent the rest of the pyramid. Pareto's law generally applies, so that good customers plus standard customers account for about 20% of the total, with small customers accounting for 80%.

Data warehouses play an important role in enabling companies to identify and target profitable customers, a critical component of relationship marketing (Insurance Systems Bulletin, 1993). Relationship Marketing is about identifying a company's best customers and maximizing the value from them by satisfying and retaining them (Credit Card Management, 1998).

⁹ Philip Kotler, Marketing Management p 675

¹⁰ Lynette Ryals & Adrian Payne, Customer relationship management in financial services: towards information-enabled relationship marketing

3.2. Communicate with customers:

Relationship marketing is essentially communication marketing, based on an interactive exchange between the company and each of its customers. Companies have developed many means of communication (in the broad sense) with their customers to retain them.

In marketing relationships, communication plays a central role in providing an understanding of the exchange partners intentions and capabilities, thus forming the groundwork for relationship development. Communication is a prerequisite for building trust among exchange partners.¹¹

The quality and sharing of information influence the success of relationships and are a central part of the relationship atmosphere.¹²

- **Communicate directly with customers:**

Company – customer communication is based on digital tools such as mailing in all its forms, push and in-app, telephone... The sending of information magazines is also practiced by some large companies. This communication can sometimes take on a different aspect when the company selects certain customers and invites them to a specially organised event for them or share with them some news.

The company can also offer its customers gifts when they sponsor new customers (some Car Hailing companies offer their customers free ride for a new subscriber).

This communication to customers aims to increase the turnover achieved with each of them by offering them personalized offers that are perfectly adapted to their needs.

- **Active Listening to Understand the customers:**

The development of Call centre is a significant example of this communication customer–company that develops in a very important way. For the customer, contact points with the company are numerous: telephone call, e-mail.

Active Listening as mentioned in the quote is the key to getting customer service right each time. When companies and their representatives engage in active listening, and not just hearing, they would be better equipped to accurately hear and translate the message the customers are trying to convey.

Another way to obtain information from customers is to realize satisfaction surveys.¹³

¹¹ Anderson and Narus, A Model of Distributor Firm and Manufacturer Firm Working Partnerships, Journal of Marketing 1990

¹² Hallen and Sandstrom, Relationship atmosphere in international business, 1991 p 102

¹³ Emily Newman, Understand your customers through Active Listening Oct 12,2014, Customer Service

3.3. Customers retention:

Customer retention has been shown to be a primary goal in firms that practice relationship marketing.

In the last decade and a half, firms have started focusing on relationship marketing as a core marketing strategy for establishing a long-term and profitable relationship with the customers that is beneficial for both the company and the customers.¹⁴

Thus, according to them, customer retention can be defined as 'zero defection' or 'no-switching' of the profitable customers of the organisations to their competitors. On the other hand, Menon and O'Connor (2017) define customer retention as the longevity of customer's relationship with the firm. Walsh, Gilmore and Carson (2004) and Menon and O'Connor (2007) in their studies found that factors that are responsible for influencing customer retention and company's relationship marketing include knowledgeability, communication, personalization, empowerment, technology, fees and ethical behaviour. Thus, customer retention is defined as a process or set of steps taken to reduce customer churn rate or defection. Whenever a company retains a customer, it is retaining their lifetime value, that is, the value of their future relationship with its business. Therefore, retaining customers means retaining lifetime value of the customers in terms of their spending power as well as their power to influence another customer who can prove to be potential customers for the business.¹⁵

So, before retaining customers, it is essential for the companies to understand why their customers are exiting to their industry peers.

Customer retention also refers to the number of relationships which an organisation can maintain on a long-term basis. It is a very natural and simple concept that if the customers are feeling delighted satisfied and communicated regularly; they will keep coming back to the organisation. The cost of acquiring a new customer is several times more than that of retaining an existing customer. There are varieties of strategies and tools are available for retaining the customer, among these tools, the most necessary tools are providing quality products and services.

The primary aim of retention strategy is to build a strong customer base and to prevent them from drifting towards other organisation for the same product or service.

¹⁴ Walsh, Gilmore and Carson, "Balancing transaction and relationship marketing in retail banking", *Journal of Marketing Management*, pp. 431-455.

¹⁵ Menon and O'Connor, "Building Customers' affective commitment Towards retail banks: the role of CRM in each 'Moment of truth'", *Journal of Financial Services Marketing*.

4. The Characteristics of Relationship Marketing:

Traditionally marketing was all about making sales and earning profits. Companies were more interested in increasing their sales by attracting new customers, enough efforts were not made to satisfy and maintain the existing ones.

On the other hand, relationship marketing realizes the importance of not just the customers, but also the other stakeholders like shareholders, suppliers, employees, etc. and aims to maintain fruitful relationships with them based on mutual cooperation. Also, it has characteristics that set it apart from others:

4.1. Marketing of Demand Oriented Customer:

Relationship Marketing seeks to adapt as best as possible to the specific demands of each consumer. Focused on the individual, micro-segmentation takes over from classic macro-segmentations and seeks to offer personalized and individualized offers. They focus on demand-oriented customer segmentation, one to one marketing, customer lifetime value, customer retention and customers care.

The main objective of the proposals offered is to accentuate the unique and distinctive character of the relationship established and to increase the real or psychological transfer costs borne by the consumer in the event of a switch from one service provider to another.

While the traditional company concentrates on a limited range of products and seeks to satisfy a certain type of need from as large a number of homogeneous consumers as possible, the relational company concentrates more on loyal customers with whom it seeks to satisfy many needs. To do so, the company relies on an ongoing dialogue with its customers and takes advantage of this dialogue to provide them with a tailor-made product, service or solution.

4.2. A Database Marketing:

Database marketing is the process of systematically collecting, in electronic or optical form, data about past, current and/or potential customers, maintaining the integrity of the data by continually monitoring customer purchases and/or by inquiring about changing status and using the data to formulate marketing strategy and foster personalized relationships with customers.

the company must also be able to anticipate the future expectations and behaviours of its customers and even if studies remain an effective way of anticipating behaviours and expectations, they are not always very reliable.¹⁶

The well-understood operation of relational databases is also of interest to the company: allowing it to encourage its customers to increase the scope of their relationship in terms of both the number of products purchased and the frequency of purchase. Once each segment is identified based on the gross margin released by the client or based on its portfolio of products purchased, for example, the company can then define a relational strategy adapted to each of them in order to maximize their profitability or with a view to move each of them towards a segment with a higher profitability rate.

This type of approach can take three main forms:

- Disinvest purely and simply on the less profitable segments.
- Implement the necessary means to ensure that each segment for which the company loses money becomes profitable.
- Increase profitability of already profitable segments.

4.3. Collaborative Marketing and Long-term Engagement:

Collaboration has become particularly important as knowledge and capabilities have become more dispersed in the network economy and the environment has become more volatile and competitive. The ability to collaborate can be critical to a firm's ability to change and a source of long-term competitive advantage.

The relationship between the company and its customers should ideally be conceived as a two-way relationship and mutual learning. If the company seeks to better meet the needs of its clients Developing the relationship with customers in collaborative marketing deserves the greatest amount of energy. Efforts put into fighting games "with the competition should be lessened. However, some attention to sizing up the competition is necessary. It makes good sense to obtain ideas for devising one's own marketing strategy by improving on the good ideas of others. It also can help avoid unpleasant surprises.¹⁷

¹⁶ Kristen Bell D and A. Thompson Database marketing and organizational learning theory: toward a research agenda *Journal of Consumer Marketing*

¹⁷ Tramy, Gui Lohmann & Rob H, Collaborative marketing for the sustainable development of community-based tourism enterprises: voices from the field, *Journal of Sustainable Tourism*

Engagement is about processes rather than events and expands the domain of relationship marketing also takes customer involvement to a higher level. However, although it shares many attributes and processes.

5. Evolution of Online Relationship Marketing:

5.1. Develop an Online Promotional Strategy (Pre-1990):

Consumerism, which emerged in the 1970s, formed the principle of customers' need for information and pioneered the concept of relationship marketing leading to the period of the 1990s. Firms had to anticipate the pre-purchase expectations and gratification of customers to ensure the development of a long-term relationship (Roshwalb, 1956). As customers required information beyond the quality of products, the internet offered firms the ability to develop a communications strategy that provides comprehensive information on the entire value chain to satisfy broader psychological needs of customers. However, it was challenging for firms to reach customers online due to the lack of personal and physical interaction associated with a traditional store, leading to possible ambiguity of information.¹⁸ Furthermore, commercial internet service providers only began to emerge in the very late 1980s, and limited private connections to parts of the internet by officially commercial entities commenced in a few American cities by late 1989 and 1990. Therefore, during this stage, only a small number of customers were able to access the internet.¹⁹

5.2. Design Online Systems and Networks to Provide Real-time Information (1990s):

During this period, there was an increase in the number of users "browsing" the internet which became a major source for news and information as an alternative to traditional media and a potential means of targeting target segments in a highly concentrated marketing effort. However, it was also more challenging for online firms to maintain their market share due to an increase in competition and the emergence of online trading companies.²⁰

Thus, to survive in the technology-driven online market, a firm needs to develop sophisticated networks to integrate key stakeholders and provide updated and accurate information to

¹⁸ Christian, R.C. (1962), "The computer and the marketing man", *Journal of Marketing*, pp. 79-82.

¹⁹ Bagozzi, R.P. (1975), "Marketing as exchange", *Journal of Marketing*, pp. 32-39.

²⁰ Alba, J. (1997), "Interactive home shopping: consumer, retailer, and manufacturer incentives to participate in electronic marketplaces", *Journal of Marketing*, pp. 38-53.

customers. Online relationship building with customers depended on the firm's ability to deliver timely and reliable information on product quality and pricing.

5.3 Create a Successful Online Relationship (2000s):

This era emerged through the advancement of online technologies and the use of multiple devices by customers enabling uninterrupted connectivity and mobility. The customers enjoyed a stronger affiliation with online firms that re-designed their online interface to stimulate social interactions. The online attachment created an opportunity to reach a broader customer base through social influence.²¹ Also, the online collaboration between firm and customers enabled the formation of mutual advantage and an increase in social capital through goal congruence. A firm could develop an online strategy by recognising and rewarding key customers with the potential to influence the behaviour of others through the internet and social networks. A marketing information system and a database are required to facilitate online real-time customer correspondence to ensure the creation of positive e-WOM and a loyal community.²²

5.4 Moving Forward with Value Co-Creation and Building Customer Equity(2010s):

The continuous advancement and complexity of new technologies evoked a higher user interest in online communications and enhanced the use of personal devices to access information. Growing access to online information enables customers to express their opinions and ideas on their consumption and experience and communicate with firms in real time.²³ On the other hand, advanced technologies allow firms to gather a significant amount of customer information and, as a result, be able to develop a good understanding of customer preferences, needs and wants. This leads to higher collaboration, greater customer power and a more balanced relationship, which enables a firm to build a loyal customer base and helps develop a core-competence. Furthermore, it is important to design an appropriate user interface and demonstrate superior service delivery to create value to customers, which ultimately results in more repeat purchases and higher lifetime customer value.²⁴

²¹ Thompson, C.J. and Arsel, Z. (2004), "The Starbucks brandscape and consumers' experiences of glocalization", *Journal of Consumer Research*, pp. 631-642.

²² Kozinets, R.V. (2002), "The field behind the screen: using netnography for marketing research in online communities", *Journal of Marketing Research*, pp. 61-72.

²³ Chen, T. and Hollebeek, L.D. (2018), "User experience sharing: understanding customer initiation of value co-creation in online communities", *European Journal of Marketing*

²⁴ Dechant, A., Spann, M. and Becker, J.U. (2019), "Positive customer churn: an application to online dating", *Journal of Service Research*, pp. 90-100.

SECTION 2: CUSTOMER RELATIONSHIP MANAGEMENT in the Services E-CRM

1. Definition:

CRM is the core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to targeted customers at a profit. It is grounded on high-quality customer data and enabled by IT.²⁵

The origin of customer relationships goes back centuries: as soon as our ancestors had to prospect, sell items or provide an after-sales service, they were using this concept, although they did not define it as we do today. It was not until the development of information and communications technology in the 1990s that CRM was defined, and it was not applied strategically until the 2000s, when CRM software began to be used in businesses. Increasing competition, rising costs of prospecting in relation to the costs linked to creating customer loyalty and vast client bases because of the rise of consumerism are among the elements which encouraged the development of customer relationship management.²⁶

²⁵ Trainor, K.J., Andzulis, J.M., Rapp, A. and Agnihotri, R. (2014), "Social media technology usage and customer relationship performance: a capabilities-based examination of social CRM", *Journal of Business Research*.

²⁶ Ahmad Rafiki, CRM and organizational performance: A survey on telecommunication companies in Kuwait (2019), *International Journal of Organizational Analysis*

2. Essence and Importance of CRM:

The concept of CRM has gained wide acceptance and is recognized as a powerful tool for developing business, so as to gain competitive advantage over others in the same line of business. Managing relationship with a customer has come under the limelight in the era of globalization where customer has become more demanding than ever before. Today, marketers are emphasizing more on satisfying customers which specifies that the customer must be satisfied and delighted with respect to purchase of a product or availing the services. The CRM is the process of building continuous long-term, trusting win-win relationships with customers, distributors, dealers, and suppliers respectively.²⁷

There are certain factors which are responsible for the growth of CRM that has been outlined in brief as follows: It is to direct all marketing efforts towards establishing, developing and maintaining successful relationship exchange with the target customers.

2.1. Lifecycle of Products Gets Shorter

Brands normally have a shorter life span than the product category to which they belong. Introduction of new technology drives new product with it, therefore the emergence of new brands take place. Thus, there are many brands for the same product in the market which creates a need to satisfy the customer to the highest extent and thus mend continuous amicable relationship with customers.

2.2. Firm's offering New Products Rapidly

Due to the advent of new technology, firms are ready to offer new product very frequently, CRM creates a path for the manufacturer to create new products according to the needs and expectations of the customers.

2.3. Customer Share Become More Demanding

The overall demand of products and services has been increasing in today's world. The customers are becoming more demanding while purchasing goods and services with a hope of getting many benefits from a particular product.

²⁷ Philip Kotler, Marketing Management (2020) p 131

2.4. Increase in the Number of Educated Customers

The level of awareness among customers too has been increasing due to exposure of media and print ads. The customers have become more conscious about the availability of different type of products and their brands. Thus, CRM is helpful to companies in having more customers by developing long term relationship with its present and future customers.

2.5. Increase in Competition

Increase in competition among several companies has provided same products and services have aroused the need of retaining old customers and creating new ones. If one company is good in maintaining successful relationship with their customers in comparison to other companies, there are chances that other company may lose the game. Thus, it has become essential for companies to develop long lasting relationships with its customers, with the help of CRM practices.

2.6. Customers have become less loyal towards the Brand and the Company

In today's scenario, customers have become less loyal towards brand and the company, Newer and superior products and services are entering into the market each time. Thus, it has become necessary for the firms to improve or revise their products and services and to create trust through appropriate care of customers' needs and regular communication which is possible by coming closer to customers, understanding their need through CRM practices.

3. Benefits of CRM

The practice of CRM requires considerable time and expense however there are certain potential benefits of CRM as it allows company to identify, contact, attract and acquire new customers. CRM applications allows company to produce customer profiles by identifying target markets with high revenues and profitability potential, by generating leads, track marketing campaigns across a variety of media, by selecting appropriate contact media. Such an approach would help companies to focus its limited marketing resources on the most promising target markets with the highest potential value. Understanding the needs and wants of customer in a better way. Data warehousing, e-Commerce applications, taste and preferences complaints and other data. This kind of information is used by the company to serve them better way and companies also use this information in the planning and execution of marketing campaigns. Keep up to the expectations of the customers unique needs.

The CRM provides customization and personalization capabilities that makes customers perceive the organization in an entirely different way. It can include configuration, pricing, quotation, catalogue and personal generation capabilities that strap up the power of Internet while ensuring the flexibility to respond quickly to changing technical and business conditions. Optimizing a company's sales cycle: This is accomplished when organization is practicing CRM in their organization through capabilities such as, online order entry, credit card processing, tax calculations, auctions, billing, order status and payment processing. The CRM tools would help in providing the ability to communicate important information from supply chain units to the customer interface on time. Spots out the cross selling and up-selling chances. CRM tries to spot the chances for cross selling and up selling of higher value added services to existing customers based on their past purchasing behaviour boost up retention of existing customers through improved after sales, service and support applications of CRM within an organization would result in storage of all necessary post-close service and support related interactions with customers, tracking of customers' requests and feedback from a variety of communication channels. This information is useful in anticipating the demand for service and technical assistance aimed at maximization of customer satisfaction and retention.²⁸

4. CRM TECHNOLOGIES:

Trepper (2000) suggests three categories for CRM: operational, analytical and collaborative.²⁹

6.1. Operational CRM:

The CRM mechanizes customer supporting business processes and improves customer-facing. CRM software applications enable the marketing, selling and service functions to be automated and integrated.³⁰ It aims to support front-office where direct customer contact occurs. It allows the organization to perform its work in an effective and efficient way through the integration among various communication channels. It is a tool for improving customer service and to facilitate communication between the client and the customer service officer which should increase the customer loyalty and lead to a better service.

²⁸ Marianna Sigala, Customer relationship management (CRM) evaluation: diffusing crm benefits into business processes(2004),Conference on Information Systems .

²⁹ Trepper, Charles H, E-commerce strategies pp32-48

³⁰ www.elsevierdirect.com

Analytical CRM:

Analytical CRM is concerned with capturing, storing, extracting, integrating, processing, interpreting, distributing, using and reporting customer-related data to enhance both customer and company, it is also known as “Back-Office” or “Strategic” CRM which involves understanding the customer activities that take place in the front office. Various researchers have provided an understanding that analytical CRM is builds on the operational CRM and aims at building data warehouses, improving relationships, and analyzing data by managing information concerning customer segments and behavior using statistical methods.

6.2. Collaborative CRM

Collaborative CRM stresses two-way communication instead of one-way communication. collaborative CRM as the crossing point such as e-Mail, Conferencing, Chat, Real-Time Applications which make easy interaction between a company and its customers, as well as within the business itself when dealing with customer information. it is a communication center or a coordination network that aims at building online communities, developing business-to-business customer exchanges, and personalizing services.

5. Emerging, Trendes, Developments and Future CRM:

Customer Relationship Management (CRM) is an approach which leads to optimization of customer loyalty and their experience of lifetime. CRM can assist organizations to be successful, which is not limited to big multinational companies, which can even be adopted and implemented by large number of small companies so as to get competitive advantage and to make business strategy for the same. The very purpose of implementing CRM in an organization is to build and preserve long lasting association between existing and potential customers of the organization. They try to collect, store, retrieve and analyse information about their customers.³¹

In simple words, e-CRM is a means to conduct interactive personalized and relevant communication with customers across both electronic and traditional channels. It pays attention on finding the reason whether implementation of customer relationship management affect the business.

³¹ RAEA N. El Essawi, Determining the main dimensions that affect e-customer relationship management readiness in the Egyptian banking industry, 2018

e-CRM online implies an additional means of communication and level of interaction with the customer. It can be defined as a comprehensive understanding of customer activities, personalization, relevance, permission, timeliness, and metrics as a means to an end optimizing the value of companies most important customers. E-CRM is a combination of software, hardware, and management commitments. It gives guidance to a development of service provided to customer, a growth in the relationship and retaining customers of high worth. It aims to improve customer service, develop a relationship and retain valuable customers. It has been a major concern for many organizations especially in the Car-Hailing sector. the aim of e-CRM systems as to improve customer service, develop a relationship and retain valuable customers.

6. A comparison between CRM and e-CRM

This distinction emphasises that e-CRM is an enhanced version of CRM. It also suggests that CRM implementation is costing and time consuming while e-CRM is very fast with less operational costs. Furthermore, it indicates the focus of e-CRM on the customer; hence the importance of investigating the link between e-CRM and customer loyalty. From the above, it is clear that CRM and e-CRM are the strategies which companies can use for building stronger relationships with customers in order to be profitable. Despite some of the differences of opinion, one aspect remains consistent: e-CRM expands the traditional CRM techniques by integrating technologies of new electronic channels, such as web and voice technologies combining them with e-business applications into the overall enterprise e-CRM strategy. From any perspective, e-CRM tends to have a positive impact on customer loyalty improving interaction with customers and thereby customer value. Whilst Morelli observed four dimensions of e-CRM which consist of personalisation, tracking and tracing, e-communication and e-knowledge, argued that there are twelve dimensions of e-CRM applications. These include integrated marketing channels, online community, rewards, customisation, information quality, ease of navigation, customer service (quality), site security, value-added services, perceived trust and price attractiveness, however, identified four dimensions of e-CRM namely, customer selection, customer retention, customer acquisition and customer extension. Drawn from the previous literatures and the aforementioned, seven dimensions have been deemed essential for managing customer relationship on the web.³²

³² Sophy Alim, Wilson Ozuem, The Influences of e-CRM on Customer Satisfaction and Loyalty in the UK Mobile Industry

Criterion	CRM	E-CRM
System interface	Work with back end application through ERP system	Design for front end application which in turn with back end application through enterprise .resource planning ERP System data warehouse and data mart.
Customer contact	Customer contact initiative through traditional means of retail store, telephone and fax	In addition to telephone contact also initiated to internet e-mail wireless mobile and PDA technologies.
System overhead	Web enabled application required a Pc client to download various application	No such requirements the browser is the customer portal to E-CRM.
Customization and personalization of information	Personalized view for different audience is not possible. Individual required programmes of changes	Highly individualized dynamic and personalized view based on purchase and preferences are possible. Each audience individually customizes the views
System modification and maintenance	Implementation is longer and management is costly because the system is situated at various locations and on several servers.	System is designed around customer needs
System focus	System is designed around product and job function.	Reduced time and cost. System implementation and expansion can be managed in one location on one server
Customer data	Data warehouse <ul style="list-style-type: none"> - Customer information - Transaction history - Products information 	Web House <ul style="list-style-type: none"> - Customer information - Transaction history - Products information - Clickstream - Contents information
Customer service	Target marketing <ul style="list-style-type: none"> - Static service - One-way service - Time and space limits 	One to one marketing <ul style="list-style-type: none"> - Real time service - Two-way service - At any time - From anywhere

Table 2: Comparison between CRM and E-CRM

7. SIX 'E's OF e-CRM

Implementation of e-CRM is the basic need for continuous relationship with customers. The basic of eCRM is optimization and integration of cross channel. The six "e" in e-CRM can be used in many ways depending upon which the channels which e-CRM utilizes the issues which it impacts and other factors that have been explained in brief as follows:

7.1. Electronic Messaging Channels:

Advocacy means creating alliance between the interests of the company (and its employees) and those of the customers. Customers are sensitive to the seller's alignment of incentives. They give full trust only when they are convinced that the firm is serious about creating a mutually rewarding, long-term relationship.

Evaluating the incentive structures will help you assess the company on this dimension. Performance metrics, employee evaluation criteria, and the structure of the business model will determine whether the business interests are aligned with those of the customers. In some cases, the competing interests of different customer groups or business partners may create misaligned incentives.

7.2. Enterprise :

An e-CRM strategy depends more on the maintenance of a data warehouse that provides a detailed view of individual customer behaviour and communication history. In this way each and every company gets added advantage to handle and outline the experiences of customer's through e-CRM.

7.3. Empowerment:

Consumers now have the authority to make decisions regarding when and how to converse with the organizations and in which way. e-CRM approach should be planned in a way to provide accommodation to this kind of consumers, and e-CRM solution must be prepared to bring valuable information on time and patiently to its customers that she/he can accept it in exchange for his/her attention.

7.4. Economics:

Customer economics drives smart asset allocation decisions, directing resources and efforts at individuals which would provide the greatest return on consumer communication initiatives. Understanding customer economics relies on a company's ability to attribute consumer

behaviour to marketing programs. Many companies perform best communication strategies to understand the economics of continuous customer relationship with customers.

7.5. Evaluation:

It is essential for companies to evaluate customer interactions along with various customer touch point channels and compare anticipated ROI against actual returns through customer's analytical reporting for true evaluations. The evaluations output permit organization to constantly enhance their ways to optimize relationships in an ongoing way between organization and its customers.

7.6. External Information:

Company builds an e-CRM solution in order to optimize continuous relationships between companies and its customers. External valuable information can be used to understand customer needs in a better way. External information can be gained from sources such as third-party information networks and web page profiler applications under the condition that companies adhere to strict consumer opt-in-rules and privacy concerns. e-CRM must address customer optimization along three dimensions viz., Acquisition, Expansion, and Retention. These customer optimization dimensions help customers to cost effective channels and cross-selling for continuous relationship with the customers.

CONCLUSION OF CHAPTER ONE

Firms moved from production and selling concepts to more complicated but guaranteed concept which is relationships between them and the clients.

In order to achieve the best quality of relationships with customers, A well-established CRM policy must be implemented, that includes the fundamental relationship marketing strategies and the necessary tools and technologies, and the first thing that should be done in any CRM strategy is to know your customers' needs and expectations, for it is the primary step for a relationship marketing strategy. Success in doing an effective strategy will inevitably increase the profitability of the company.

CHAPTER 2

CUSTOMER EXPERIENCE

INTRODUCTION OF CHAPTER TWO

The second chapter is reserved into speaking about the customer experience. In this chapter we will present some definitions about Customer experience and customer journey, followed by the value of CRM in the success of customer experience in order to better illustrate the concept.

The chapter is divided into two sections:

The first one will present customer experience.

The second one will be concerning the customer journey.

The Third one will present The Contribution of CRM in the success of CX

SECTION 1: CUSTOMER EXPERIENCE

Customer experience has drawn significant interest in recent times from both academicians as well as practitioners. There is growing understanding in literature that attitudes are formed by past and present experiences and are expected to change as a function of consumer experience. Attitudes are described as one of the most important determinant of the behaviour. So, what is meant by Customer experience?

1. Definition of Customer Experience

Early on, Abbott (1955) and Alderson (1957) focused on the broader notion that “what people really desire are not products but satisfying experiences”. Furthering this path, experiential theorists in the 1980s encouraged a broader view of human behavior, especially recognizing the importance of the emotional aspects of decision making and experience. Marketing practice has also embraced the study of customer experience.¹

Pine and Gilmore conceptualized the idea of “experiences” as distinct from goods and services, noting that a consumer purchases an experience to “spend time enjoying a series of memorable events that a company stages .to engage him in an inherently personal way.”²

Other researchers, however, have argued for a much broader view of the customer experience. Schmitt, Brakus, and Zarantonello (2015) suggest that every service exchange leads to a customer experience, regardless of its nature and form. This expansive perspective considers customer experience holistic in nature, incorporating the customer’s cognitive, emotional, sensory, social, and spiritual responses to all interactions with a firm.³

¹ Katherine N. Lemon & Peter C. Verhoef Understanding Customer Experience Throughout the Customer Journey, *Journal of Marketing*.

² B. Joseph Pine, *The experience economy: past, present and future* pp 23-43

³ Bernd Schmitt, *From experimental psychology to consumer experience* (2014), *Journal of Consumer Psychology*

2. The Roots of Customer Experience in Marketing

A key question is whether customer experience, as a topic, is really new. It seeks to integrate multiple longlasting concepts within the marketing literature but, at the same time, to disregard or depreciate strong established concepts in marketing, such as customer satisfaction, service quality, relationship marketing, and customer equity. We contend that to truly understand and appreciate the renewed focus on customer experience, we need to understand its roots and to identify and recognize the contributions of these established research areas to customer experience.

We trace the roots of customer experience to the 1960s, when the initial seminal theories on marketing and consumer behavior were developed and communicated, specifically, the work of Philip Kotler and John Howard. We then identify important subsequent developments in and contributions to customer experience research:

- Customer buying behavior process models: understanding customer experience and customer decision making as a process (1960s–1970s)
- Customer satisfaction and loyalty: assessing and evaluating customer perceptions and attitudes about an experience (1970s)
- Service quality: identifying the specific context and elements of the customer experience and mapping the customer journey (1980s)
- Relationship marketing: broadening the scope of customer responses considered in the customer experience (1990s)
- Customer relationship management (CRM): linkage models to identify how specific elements of the customer experience influence each other and business outcomes (2000s)
- Customer centricity and customer focus: focusing on the interdisciplinary and organizational challenges associated with successfully designing and managing customer experience (2000s–2010s)
- Customer engagement: recognizing the customer’s role in the experience (2010s)

3. Customer Experience as a competitive differentiator

The focus on customer experience emerged as markets shifted from service economies to experience economies due to the commoditization of goods and services. The concept of experience economy was first introduced by Joseph Pine and James Gilmore, claiming that quality goods and services were no longer enough for customers. They desire experiences, and increasingly companies are responding to this need and have started to provide them. Pine and Gilmore also believed that businesses could benefit from this shift. According to Pine and Gilmore, the main factor that drove the shift from services to experiences was the commoditization of services. Services had become generic and it became more difficult for companies to differentiate their service offerings. Therefore, providing experiences to customers became a way to distinguish from competitors.⁴ Palmer also recognized the possibility of experience as a competitive differentiator. Referring to the evolution of a dominant basis for market differentiation, which proposes the dominant differentiating factors to have evolved from tangible design features to relationships, Palmer predicted experience would become the next dominant differentiator for companies.⁵

4. Stages of customer experience

Customer experiences not only occur when the customer is purchasing a product or a service, but also occur before and after the purchase. Shaw and Ivens (2002) developed a theory of five stages of customer experience (Figure 2: Stages of customer experience).⁶

The first stage, **Experience setting**, is when customers set their expectations of the product or service. These expectations are built from the brand image of the company, advertising and word of mouth. Based on this information, the customer becomes interested in the product or service and sets expectations accordingly. The second stage, **Pre-purchase interactions**, consist of all the activities that lead to purchase decision. At this stage, the customer has become interested in the product or service and begins to consciously seek for more information. This stage includes for example presentations, tenders and negotiations. The third stage, **Purchase interactions**, occurs when the customer decides to purchase. This stage includes for example the purchase experience at the point of sale or the customer service and delivery. The fourth stage, **Product/Service consumption**, consist of experiences related to using the product or

⁴ Pine and Gilmore, The experience industry and the creation of attractions, pp 102-140

⁵ Adrian Palmer, Customer experience management: a critical review of an emerging idea(2010), Journal of Services Marketing

⁶ Shaw and Ivens, The customer experience: a road-map for improvement(2002), Managing Service Quality

service. In this stage, user experience must be considered. User experience (UX) is defined as “a person’s perceptions and responses that result from the use or anticipated use of a product, system or service”.⁷ It is the customer experience that occurs during the use of the product or service. Positive UX can result into renewed purchase and referral. The final step, **The post-experience stage**, occurs after the consumption of the service or product. This is when the customer reflects on the totality of the experience against the expectations they had in the beginning. Based on the outcome of this reflection, the customer then decides to either continue with the product or service provider or go to a competitor. After the post-experience stage, the cycle returns to expectations setting. The customer has previous experience now and depending on how well their expectations were met, the customer sets either higher or lower expectations for the next experience.



Figure 2: Stages of customer experience

⁷ Kraft, Online customer experience, translated for offline - Handelskraft (2014)

5. Drivers and Consequences of Customer Experience

Customer experience is a critical driver of the sustained growth of a brand. It helps to build brand loyalty and affinity with customers, turn them into evangelists for your product or service, recommending it to their friends and colleagues, and leaving you positive reviews that lead to increased revenue.

According to Gartner, customer experience is one of the top three areas of marketing investment. So, if you don't already have a customer experience strategy in place, your competitors could be poised to leave you behind.⁸

5.1. Conceptualizing customer experience

I see much room for additional research to strengthen the overall conceptualization of customer experience and, especially, the customer journey. There is a strong need to examine how existing marketing constructs, such as service quality, commitment, and customer engagement, relate to customer experience and interact with one another, resulting in the overall customer experience.

5.2. Understanding key drivers

Due to the lack of sound measurement development for customer experience, studies have mainly considered drivers of customer satisfaction or value but have not considered the drivers of customer experience as a broad construct. I strongly recommend that researchers go beyond the normal paths with regard to the antecedents of customer experience and assess the combined effects of the elements that make up the “raw data” of the customer experience (e.g., service quality attributes, price image, brand, loyalty programs, external environments). The contributions of multiple and different types of touch points to customer experiences in different phases of the customer journey require more attention. also take advantage of the increasing presence of “big data” and integrate survey data with transaction, channel, and operational data at both the aggregate and individual levels.⁹

⁸ www.Gartner.com

⁹ Bolton, Lemon, and Bramlett, *Understanding Customer Experience Throughout the Customer Journey*(2015)

5.3. Better linkages to outcomes

In terms of consequences, I call for an integration of loyalty and purchase funnels. The customer journey models to date have focused strongly on conversion as the sole outcome of the customer journey, while failing to acknowledge long-term loyalty effects of the customer journey, these long-term effects are acknowledged in practice, however. Consequently, models that include both immediate purchase consequences (e.g., conversion rates) and long-term loyalty (e.g., re-purchase, retention, CLV) would be valuable. On an aggregate level, studies are required that extend the existing literature that links metrics, such as customer satisfaction, to firm performance to the realm of customer experience by showing that excelling at customer experience delivery results in stronger firm performance in terms of market metrics (e.g., sales, market share) and in terms of financial metrics (e.g., return on assets, shareholder returns).¹⁰

5.4. Interplay and spillover of experiences and expectations

Researchers frequently focus on specific firms, industries, and contexts and usually adopt a micro approach. Customers, however, experience thousands of experiences in multiple sectors, firms, and countries. A key area that research should consider is the extent to which customer expectations in one domain spill over into other domains, contexts, situations, and industries. At a macro level, it is relevant to determine how macro developments (e.g., economic crises, rising or decreasing oil prices) affect customer experiences and the extent to which strong customer experiences in different sectors may contribute to consumer well-being and general trust in societies.

6. The customer experience challenge

The challenge is to understand where the inflection points are, where the customer has a high expectation and emotional engagement and the business fails to meet those expectations during the customer journey.

This is at the heart of the return on investment from work in the customer experience discipline being able to directly connect activity that relates to the customer experience and the behaviours and actions of customers that impact on the bottom line of the company. This can be an impact on either side of the balance sheet, from reducing cost to serve, to increasing spend or share of wallet.

¹⁰ Anderson, Fornell, and Mazvancheryl, Customer Satisfaction and Shareholder Value(2018).

The production of an outside-in customer journey map (CJM), tracking and collating all of the interactions a customer has during an experience from the customer's viewpoint, is one positive step to gaining an understanding of the customer view.

The rise of digital has added another layer of complexity to the customer experience – some experiences are now entirely digital, while through a customer lens a growing number are now expected to be seamless across channels. The ability to create an amazing online experience can often be at odds with the switch to the physical experience.

The irony of customer experience is that your end customer typically has a better view of your experience than your company as they are exposed to the end-to-end experience not just parts of it.

Organisationally, companies have responded by setting up specific 'digital' teams that work in that environment and optimise for their world in effect they have added another level of inconsistency to the customer experience. It is critical that any online experience expectations are commensurate with the other channels that a customer will touch as part of their overall interactions with the company. The customer has the advantage of seeing the various parts of the business, while the individual internal teams typically just seek to optimise their component and are not exposed to the upstream and downstream components.¹¹

¹¹ Pearson, The Customer experience Book: How to design, measure and improve customer experience in your business, pp 47-141.

SECTION 2: CUSTOMER JOURNEY

1. Definition of Customer journey

Customer journey (CJ) is now becoming established as a standard component of customer programmes.

Put simply, customer journey is a structured way to understand and capture your customer's wants, needs and expectations at each stage of their experience with your company. Then to capture the individual interactions from the customer viewpoint from initial awareness to leave and perhaps return.

Customer journey is also a tool for visualising how customers interact with an organisation across multiple channels and touchpoints at each stage of the customer life cycle (or part of it). It provides a factual basis for change, a map of the interactions that take place and the emotions created at each touch-point.

2. The importance of Customer journey

At its simplest a customer journey is a mechanism to force the company to think like customers. It is a fact that while we are all customers in everyday life, when we walk into our day job we forget the customer and operate and think from the company perspective. For this reason the production of a CJ is an incredibly valuable way of bringing the customer back into the heart of the company's thinking.

As we have identified, a CJ is a key component in the customer experience plan. It provides a current state view of the journey and then becomes a tool to:

- Help the company to plot out the changes that need to make.
- Identify dependencies upstream and downstream.
- Record changes to your experience.
- Identify different experiences for different customer segments.
- Communicate about the customer with your colleagues across the company and with the help of software too.
- Aggregate data and information currently dispersed across the company into one location.

The actual visual of the map is highly valuable as it provides a simple nomenclature that you can use to ensure that all customer conversations are based around a common understanding.

3. Stages of the Total Customer Experience (The Customer Journey)

We conceptualize customer experience as a customer's "journey" with a firm over time during the purchase cycle across multiple touch points. We also conceptualize the total customer experience as a dynamic process. The customer experience process flows from prepurchase to purchase to postpurchase; it is iterative and dynamic. This process incorporates past experiences (including previous purchases) as well as external factors. In each stage, customers experience touch points, only some of which are under the firm's control.

Much current work in the area of customer experience examines the entire, holistic customer journey. However, these three stages make the process slightly more manageable.¹²

3.1. Pre-purchase Phase in the Customer Journey

The first stage encompasses all aspects of the customer's interaction with the brand, category, and environment before a purchase transaction. Traditional marketing literature has characterized prepurchase as behaviors such as need recognition, search, and consideration. In theory, this stage could include the customer's entire experience before purchase. Practically, however, this stage encompasses the customer's experience from the beginning of the need/goal/impulse recognition to consideration of satisfying that need/goal/impulse with a purchase.

3.2. Purchase Phase in the Customer Journey

The second stage covers all customer interactions with the brand and its environment during the purchase event itself. It is characterized by behaviors such as choice, ordering, and payment. Although this stage is typically the most temporally compressed of the three stages, it has received a significant amount of attention in the marketing literature, which has focused on how marketing activities (e.g., the marketing mix) and the environment and atmospherics (e.g., the servicescape, the service environment "clues" influence the purchase decision). In retailing and consumer products research, much emphasis has been placed on the shopping experience.¹³

¹² Bruce D. Temkin, Mapping The Customer Journey Best Practices For using an important Customer Experience Tool (2017)

¹³ Berry, Carbone, and Haeckel, Managing the Total Customer Experience Managing the Total Customer Experience(2002)

With the myriad touch points and resulting information overload, concepts such as choice overload, purchase confidence, and decision satisfaction might also be relevant to consider. These may induce customers to stop searching and either complete or defer the purchase, which has been extensively shown in assortment research. Research investigating the purchase stage of the journey has been extended into digital environments as well.¹⁴

3.3. Postpurchase Phase in the Customer Journey

The third stage encompasses customer interactions with the brand and its environment following the actual purchase. This stage includes behaviors such as usage and consumption, postpurchase engagement, and service requests. Similar to the prepurchase stage, theoretically, this stage could extend temporally from the purchase to the end of the customer's life. Practically speaking, this stage covers aspects of the customer's experience after purchase that actually relate in some way to the brand or product/service itself. The product itself becomes a critical touch point in this stage. Research on this third stage has focused on the consumption experience, service recovery; and decisions to return products, repurchase (e.g., Bolton 1998), or seek variety, as well as other nonpurchase behaviors such as word of mouth and other forms of customer engagement. Recent managerial research has extended this process to include the "loyalty loop" as part of the overall customer decision journey, suggesting that during the postpurchase stage, a trigger may occur that either leads to customer loyalty (through repurchase and further engagement) or begins the process anew, with the customer reentering the prepurchase phase and considering alternatives.¹⁵

¹⁴ Elberse, Anita, Bye-Bye Bundles: The Unbundling of Musicin Digital Channels,"*Journal of Marketing* (2010), pp 107–23.

¹⁵ Jenny van Doorn , Critical Incidents and theImpact of Satisfaction on Customer Share (2018),*Journal of Marketing*

4. Types of Touch Points in the Customer Journey

Within the customer journey, existing studies suggest that different customer touch points can be identified. I identify four categories of customer experience touch points: brand-owned, partner-owned, customer-owned, and social/external/independent. The customer might interact with each of these touch point categories in each stage of the experience. Depending on the nature of the product/service or the customer's own journey, the strength or importance of each touch point category may differ in each stage. Attribution models (discussed subsequently) can help identify the most critical touch points at each stage for each customer. Once they are identified, firms then need to determine how key touch points can be influenced.¹⁶

4.1. Brand-owned touch points

These touch points are customer interactions during the experience that are designed and managed by the firm and under the firm's control. They include all brand-owned media (e.g., advertising, websites, loyalty) and any brand controlled elements of the marketing mix (e.g., attributes of product, packaging, service, price, convenience, sales force). Marketing modelers have extensively studied the effects of these touch points on sales and market share. Hanssens (2015) provides an extensive overview of empirical generalizations on these studies. The impact of perceptions of attributes of products and service on satisfaction has received considerable attention in the literature. In addition, much research, including recent studies by Baxendale et al. (2015) and Hanssens, has shown that advertising and promotion continue to influence customer attitudes and preferences. The effects of more direct brand touch points, such as loyalty programs and direct marketing, have received considerable attention in the CRM literature, this research has also considered the effects of these programs on customer attitudes.¹⁷

¹⁶ Baxendale, Shane, Emma K. Macdonald, and Hugh N. Wilson(2015), The Impact of Different Touchpoints on Brand Con-sideration, *Journal of Retailing*, pp 235–53.

¹⁷ Hanssens, Dominique M,Empirical Generalizations About Marketing Impact (2015), Cambridge, MA: Marketing ScienceInstitute.

4.2. Customer-owned touch points

These touch points are customer actions that are part of the overall customer experience but that the firm, its partners, or others do not influence or control. An example would be customers thinking about their own needs or desires in the prepurchase phase. During purchase, the customer's choice of payment method is primarily a customer-owned touch point, although partners may also play a role. Customer-owned touch points are most critical and prevalent postpurchase, when individual consumption and usage take center stage. One could argue that this touch point type is the classic role of the customer in the early buying process models. This role has, however, been extended because customers can be cocreators of value, independently or jointly with firms. For example, consider situations in which customers use products in ways not intended by the firm. "IKEA hacking"¹⁸ is one such example, here, customers post innovative ways they have repurposed, or "hacked," IKEA products. Alternatively, consider product instructional videos on YouTube. A recent study by Google suggests that, in the past year, more than 100 million hours of such videos were watched in North America alone; many of these videos were uploaded by consumers, not firms.¹⁹

4.3. Partner-owned touch points

These touch points are customer interactions during the experience that are jointly designed, managed, or controlled by the firm and one or more of its partners. Partners can include marketing agencies, multichannel distribution partners, multivendor loyalty program partners, and communication channel partners. For example, Ataman, Mela, and Van Heerde (2008) consider the impact of distribution channels on the sales of new products and show strong effects. The sales effects of multivendor loyalty programs have also received some attention). Experience effects of partner-owned touch points are less clear. In one study, Lemon and Van Wangenheim (2009) show that usage of a firm's loyalty partners in a travel context leads to customers spending more on the focal firm's services in the future. The service marketing literature has suggested the important role of the partner delivery network. Sometimes the line between brand-owned and partner-owned touch points may blur. For example, a firm may create its own smartphone app, typically a brand-owned touch point, designed to work well on both the Google Android platform and the Apple iOS platform, at a specific point in time.

¹⁸ www.ikeahackers.net

¹⁹ Valarie A. Zeithaml, and Katherine N. Lemon (2000), *Driving Customer Equity: How Customer Lifetime Value Is Reshaping Corporate Strategy*.

Updates and improvements in functionality by Apple and Google may require updates by the firm to its own functionality and design, suggesting that partners may also influence some brand- owned touch points.²⁰

4.4. Social/external touch points

These touch points recognize the important roles of others in the customer experience. Throughout the experience, customers are surrounded by external touch points (e.g., other customers, peer influences, independent information sources, environments) that may influence the process. Peers may exert influence, solicited or unsolicited, in all three stages of the experience. Other customers, through extrarole behavior or simply through proximity, may influence customers, especially during the purchase process or for products and services for which consumption occurs at or right after purchase (e.g., theaters, concerts, restaurants, sporting events, mobile apps. These effects can be substantial and comparable to or even larger than advertising effects. There is some evidence that the social environment also influences the experience. Third party information sources, such as review sites (e.g., TripAdvisor) and social media, also exert influence on customers. Sometimes such sources are independent, sometimes they are more closely aligned with the brand or firm, and sometimes they may be considered partner touch points. Within the marketing literature, social media, in particular, has gained strong attention. For example, Gensler, and Leeflang (2012) consider the formation of brand “likes.” Social media’s effects on sales and its interactions with attitudes and firm-owned touch points have also been examined. However, social media effects of customer experience have not been widely reported.²¹

This typology of touch points provides firms with an organizing framework for understanding potential leverage points in the customer experience. For example, firms can identify the touch points in the journey that they own or can influence and be cognizant of those touch points that they have no or minimal influence over (customer-owned, social/ external).

²⁰ Dorotic, Matilda, Tammo H.A. Bijmolt, and Peter C. Verhoef(2012),Loyalty Programmes: Current Knowledge and ResearchDirections, International Journal of Management Reviews,pp 37–217.

²¹ Manchanda, Puneet, Jean-Pierre Dubé, Khim Yong Goh,The Effect of Banner Adver-tising on Internet Purchasing,”Journal of Marketing Research,2016 (February),pp 98–108.

5. Persona

One solution to this is to create personas which represent the customer, these are typically pen picture portraits of the customer group which describe in some detail the characteristics of that particular customer group. They can include pictures of the typical customer, details on their domestic and business life, age however, once again they rarely include emotional content, how that particular person feels themselves in specific situations and relative to other customer groups. Personas should have a strong emotional overlay if they are going to truly reflect the customer.

Buyer Personas considered to be one used method of marketing which is useful to consider goals, desires and the limitations of brand buyers and users. Customers data used to be abstract, for that reason personas are conducted to identify key demographic attributes such as age and location. Furthermore, conducting buyer persona will enable to organize marketing strategy so that they can efficiently reach Generation.

Generation are attracted towards the advertisement given by the organizations. Both male and female need all the information regarding the products and services provided by the organization. The purchasing behavior is influenced by the advertisements. The digital marketing tools have enhanced the efficiencies of the organization by attracting customers. The increase in the use of internet and social media sites by the marketer has allowed the company to provide significant information to the customers. However, in short run, the company focus on attracting a large number of customers, but they do provide the required services that led to the dissatisfaction among the customers.²²

²² Vishwesh Akre, Smart Digital Marketing of Financial Services to Millennial Generation Using emerging technological tools and buyer persona.

SECTION 3: THE CONTRIBUTION OF CRM IN THE SUCCESS OF CX

1. The relationship between CRM and Customer Experience

CRM provides a technology-based foundation for exceptional customer service, which significantly affects the customer experience. CRM can help you create consistency across every customer touchpoint, leveraging the data it holds to inform interactions with your customer via the web, on social, in-app, on the phone or in person.

When applied correctly, CRM empowers brands to take a more holistic approach to the customer experience by harnessing the emotional affinity between customers and your brand. With the data that your CRM technology holds, you get to study and understand your customers and adequately meet (or even pre-empt) their needs and demands across channels, creating a seamless customer experience.

Nurturing lasting relationships with customers and offering them enjoyable buying experiences is key. A CRM tool can help you to:

1.1. Interact with the customers

A way to keep healthy interactions with your customers is via automated, relevant and timely communications enabled through your CRM and Marketing Automation. Remembering them on their special days by sending them discounts and promotions would engage higher personal connectivity.

1.2. Personalize Customer Communication

CRMs enable the Company marketing automation strategy, allowing for better personalization, segmentation, and tailored customer journeys. A report from Accenture found 41% of consumers churn due to a lack of trust and poor personalization, costing brands £576 billion per year.

1.3. Better Understand the Customer

CRMs are flooded with data coming from customers, making it a goldmine where the company can learn their buying habits, products they are into, emails that they usually engage with, and other information that you can use to understand them better. This way, you can formulate

personalized marketing offers based on their preferences and purchase history. You can identify your most profitable customers, pay them more attention and build from your success.

1.4. Respond Quickly

Built with automated responses, CRM could provide immediate answers to frequently asked questions, could respond to queries, complaints, and requests with ample time providing them with relief that their concerns are to be addressed. This way, the company customers will feel that they are a priority, and they are valuable to your brand. A true multi-channel support that provides for example self-services capabilities via a portal can support the process too so that customers are serviced the way they want to be serviced.

2. Measuring customer experience with E-CRM :

The strategic purpose of measuring customer experiences is to use the knowledge to create positive and desirable customer experiences to reach higher levels of long-term customer loyalty. According to Forrester's model, customer experience should be measured on three levels: on customer relationship level; in different points of the customer journey map; and in key touch points, or moments of truth. Customer relationship level indirectly measures the success of the customer encounters, whereas measuring the customer journey touch points and moments of truth are direct metrics of customer experience.²³

First, customer relationship level measuring comprises the measuring done during the **customer lifecycle**. It helps understand the customer's experiences comprehensively and is often used in B2B companies. Second, measuring the customer's journey map refers to systematically measuring the identified **touch points** between the customer and the company. Through this, the company can recognize the touch points where they've done especially well, or the ones that have the most to develop. The third level is the moments of truth. The companies should measure closely the encounters that are especially important to exceeding the customer expectations. Often, there aren't enough resources to properly measure all the encounters, so it is vital to recognize and choose the most essential or relevant ones. The aim is to form a suitable measurement "package" of the abovementioned different levels to suit a specific company.

The measurement package should support the company's objectives set for customer experience and business operations.

The aim of the measuring is to gain such reliable data that it can be used to make decisions about developing the business operations.

²³ Caroline Cheng, Relationship and networking strategy tools: characterizing the IMP toolbox (2017)

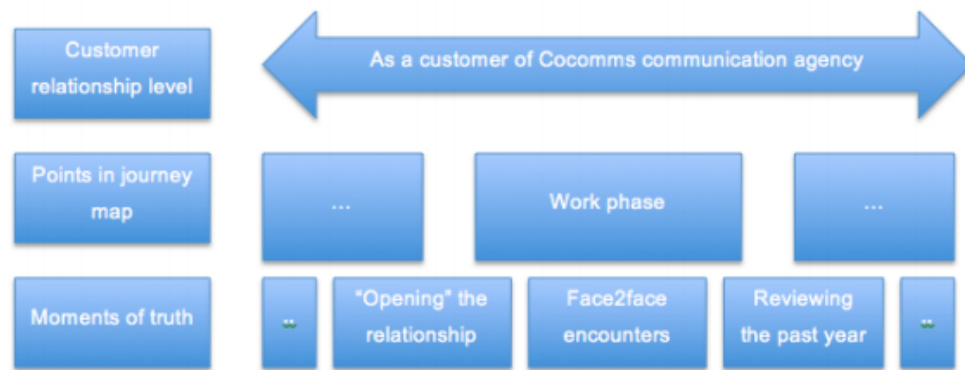


Figure 3: Measuring customer experience with E-CRM.

Finally, Soudagar & al. (2012) point out the importance of creating “listening” mechanisms, analyzing the feedback gotten and acting on it. These mechanisms collect both requested and unrequested feedback, such as surveys, social media monitoring, customer emails, comments on company blog, and feedback on third-party sites. They also remind that the insights a company receives through these mechanisms are valuable only if the company acts on them. This can mean redefining the processes, or developing or redesigning the products and services offered.²⁴

2.1. Customer Lifetime Value

Customer Lifetime Value is the present value of the future cash flows attributed to the customer relationship. It depends on a customer’s activity level, duration, the firm’s retention spending, and other related costs and benefits attachable to that specific customer or customer segment. In order to maximize the Customer Life Time Value the firm must work with desirable customers to begin or they should know how to customize the customer’s experience to create highest value.

The 2000s brought forth a stronger focus on value extraction from the customer relationship. Whereas in relationship marketing, the focus is mainly on building strong long-term relationships with customers, CRM and customer value management center more on the optimization of customer profitability and CLV). For example, in their definition of CRM, Payne and Frow (2005) call for forming appropriate relationships with customers, implying that

²⁴ Soudagar, Customer Experience Edge Technology Techniques, pp 44-61

a long-term and strong relationship is no longer the ultimate objective. Research has also shown that long-term relationships are not necessarily more profitable and that there is strong revenue and cost heterogeneity between customers. Following this theme, multiple studies have considered how firms can optimize customer acquisition, customer retention, and development strategies in such a way as to optimize the extracted CLV, which can result in shareholder value creation. However, researchers might dispute whether these strategies have a sufficient focus on the value being delivered to customers. To address this limitation, the customer equity framework, introduced by Rust, Zeithaml, and Lemon (2000), with its key concepts of value equity, brand equity, and relationship equity as drivers of customer equity, links investments in quality, brands, and relationships to CLV. In recent studies, also provide additional support for this framework. The CRM literature's contribution to customer experience focuses on how specific elements of the customer experience relate to one another and to business outcomes.²⁵

2.2. Customer Satisfaction

Any person who buys goods and services offered by seller are customers. In other words, a customer is one who in the exchange of goods and services makes payment to the seller with the aim of fulfilling a need/want and to maximise satisfaction. Many times the term customer and consumer are used alternatively, but there is a minor difference between the two. A customer is one who buys the product, and a consumer is one who ultimately consumes the product. That means a customer can be a consumer if he buys as well as consumes the product, but a consumer may not necessarily be a customer. For the convenience, the researcher has used both the terms alternatively. Satisfaction, on the other hand, is the feeling of contentment experienced by the consumer/customer with the usage of product or service. Satisfaction can also be a feeling of pleasure or disappointment of a person that results from comparing a product's perceived performance or outcome with their expectations. The meaning of satisfaction differs from one person to another because it is determined by utility. "One man finds a thing pleasurable, other may find it boring", this statement describes utility; thus highlighting the fact that, same thing does not give satisfaction to everybody. Thus, it is sometimes very difficult to satisfy everybody or to determine satisfaction among group of individuals. Client happiness is and has always been an essential sign of customer satisfaction for any organization.

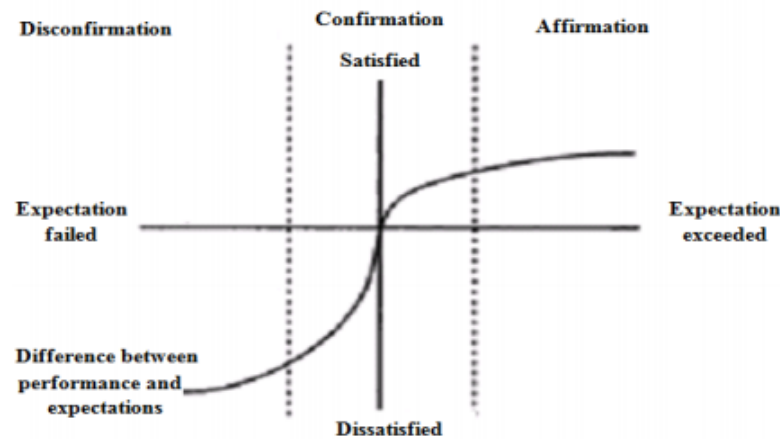
²⁵ Rajkumar Venkatesan, V. Kumar, A Customer Lifetime Value Framework for Customer Selection and Resource Allocation Strategy, Journal of Marketing.

2.2.1. Measurement of Satisfaction

The comparison between expectations of the product or service performance with the perception generated by its actual consumption is the core of the satisfaction process. This process has traditionally been described as the ‘confirmation / disconfirmation’ process.

First, prior to purchasing a product or service, customers would form their expectations from it. Second, experience generated with the consumption of product or service produces a level of perceived quality that is influenced by expectations. Thus, satisfaction is a process of evaluating and comparing pre-purchase expectations and post-purchase experience. Assimilation will occur, if perceived performance is only slightly less than expected performance, and perceived performance will be adjusted upward so as to equal expectations. If there is substantial difference between perceived performance and expectations, contrast will occur and the shortfall in the perceived performance will be exaggerated. (Figure 4) exhibits how satisfaction function works between perceived quality and expectations. If perceived performance of product or service exceeds expectations, satisfaction increases but at a decreasing rate. Whereas on the other hand, if perceived performance post consumption falls short of expectations, there is disconfirmation at a higher rate. In any industry, satisfaction of a customer is dependent on many subjective (psychological) factors and objective (physiological) factors. Considering e-commerce industry there are number of studies that have examined and analysed factors which buyers found important for their satisfaction while buying online. Christodoulides and Michaelidou (2010) revealed that convenience, variety seeking, and social interaction are important for determining online customer satisfaction.²⁶

²⁶ George Christodoulides & Nina Michaelidou, Shopping motives as antecedents of e-satisfaction and e-loyalty (2010), Journal of Marketing.



Source: Anderson, E.W. & Sullivan, M.W. (1993, Spring). The Antecedents and Consequences of Customer Satisfaction for Firms. *Marketing Science*, 129.

Figure 4: The antecedents and consequences of customer satisfaction for firms

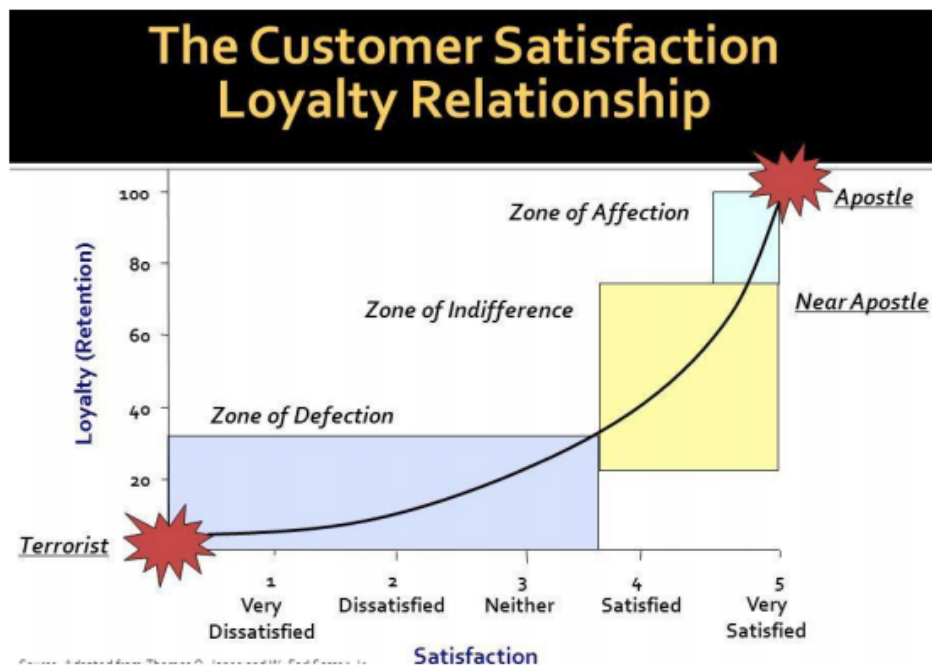
2.2.2. Customer Satisfaction and Loyalty

Customer satisfaction and service quality are pre-requisites for customer loyalty. The foundation for true loyalty lies in customer satisfaction, for which service quality is a prime input. Highly satisfied or even delighted customers are more likely to become loyal apostles of a firm, consolidate their buying with one supplier, and spread positive word-of-mouth. “Apostles” are the customers who praise the firm in public and refer others to the firm. In contrast, dissatisfaction drives customers away from the firm and is a vital factor in inducing switching behavior amongst them. The satisfaction–loyalty relationship can be divided into three main zones: Defection, indifference, and affection (as quoted by- Lovelock and Wirtz).

- 1) Zone of defection: The zone of defection is found at low satisfaction levels. Customers will switch to another seller unless switching costs are high or there are no viable or convenient alternatives available. Highly dissatisfied customers can turn into “terrorists,” providing an abundance of negative word of mouth for the service provider.
- 2) Zone of indifference: The zone of indifference occurs at intermediate satisfaction levels. Here, customers are willing to switch if they find a better alternative.
- 3) Zone of affection: Finally, the zone of affection is located at very high satisfaction levels, where customers may have such high attitudinal loyalty that they do not look for alternative service providers.²⁷

²⁷ Lovelock and Wirtz, *Services Marketing: People, Technology, Strategy*, 7th edition, pp 132-170

Figure 1.3: The Customer Satisfaction-Loyalty Relationship



Source: Jones, T. O., & Sasser, W. E. (1995, November-December). Why Satisfied Customers Defect. *Harvard Business Review*, 91.

Figure 5: The Customer satisfaction-loyalty relationship

It can be seen in the (Figure 5), that extremely satisfied may prove apostle for the firm and may become a medium of positive publicity, whereas extremely dissatisfied customers may prove terrorists for the service provider and may damage the reputation and customer base of the firm by spreading negative word of mouth about the firm. Thus, satisfaction of customers is highly significant for any firm to create loyalty among them. And hence, for a company, it is tough to build a strong relationship with dissatisfied customers. Wise firms measure customer satisfaction regularly, because it is one key to customer retention.²⁸

A highly satisfied customer generally stays loyal longer, buys more as the company introduces new and upgraded products, talks favorably to others about the company and its products, pay less attention to competing brands and is less sensitive to price, offers product or service ideas to the company, and costs less to serve than new customers because transactions can become routine. Greater customer satisfaction has also been linked to higher returns and lower risk in the stock market.

²⁸ Seiders, Voss, Grewal and Godfrey, Do Satisfied Customers Buy More? Examining Moderating Influences in a Retailing Context(2005), *Journal of Marketing*.

The link between customer satisfaction and customer loyalty is not proportional, however. Suppose customer satisfaction is rated on a scale from 1 to 5. At a very low level of satisfaction (level one), the customers are likely to abandon the company and even badmouth it. At levels two to four, customers are fairly satisfied but still find it easy to switch when a better offer comes along. At level five, the customer is very likely to purchase and even spread good word of mouth about the company. High satisfaction or delight creates an emotional bond with the brand or company, not just a rational preference. The company needs to recognize, however, that customers vary in how they define good performance. Anderson & Srinivasan also agreed that satisfaction influences customer loyalty and satisfied customers are more willing to spread positive word-of-mouth.²⁹ This is of great benefit to the firm, since satisfied customers have a greater usage intention and are more likely to purchase again than dissatisfied customers. Lee & Lin (2005) discussed that satisfaction of customer can influence their intention to repurchase and thereby affect company's profitability and share in the market. Several studies have also found out that a slight change in the satisfaction level can lead to a significant change in loyalty increment. Indeed, many of the researches in the literature have been positive about influence of customer satisfaction on building customer loyalty and discovered that satisfaction is one of the determinants of customer loyalty.

On this basis, the researcher presumes that satisfaction has direct and significant positive impact on customer loyalty. However, there are other studies which have found otherwise, it observed less significant impact on customer loyalty. Some researcher argued that high satisfaction does not necessarily result in high loyalty which means that although loyal customers need to be satisfied first, but satisfied customers are not necessarily loyal.

2.3.Customer Loyalty

In a competitive online environment, success of an electronic retail store depends upon many factors. One of the important factors is customer satisfaction, and another essential factor is customer loyalty. Brown (1952) stressed more on customer behavior and associated customer loyalty with the repeat purchase behavior of customers. Jones and Sasser (1995) discovered two types of customer loyalty: long-term loyalty and short-term loyalty. Long-term loyalty is true loyalty, as the customers are not easily influenced by external factors to change their perspective

²⁹ Burçin cevdet çetinsöz, The Impact of E-Satisfaction and Confidence Aspects on Web Site Loyalty in Terms of Online Shopping in Tourism: A Study on Domestic Tourists in Turkey (2016)

about a product or service. On the other hand, short-term loyalty may easily vanish when customers find or are given a better choice.³⁰

Loyalty is more important in case of online markets than traditional markets as it is more expensive to grab new customers online. One cannot generate superior profits for long term unless one succeeds in achieving superior customer loyalty (Reichheld & Schefer, 2000). Customer loyalty is essential for the online retailers to survive and to sustain their business with earning profits. Without having a loyal customer base, any established business can fall apart in future. Therefore, it is even more important in online environment to create customer loyalty since rivals are just a click away.

the researcher interprets customer loyalty as the feeling of psychological commitment to repurchase consistently from the particular website, irrespective of any changes in the external factors of the marketing environment and shows constant customer support towards online store by frequently buying its product or service, making recommendations and positive word of mouth to its friends, family and acquaintances.

2.4. Other key performance indicators

Next, the three key performance indicators are presented: Customer Satisfaction Score (CSAT), Net Promoter Score (NPS) and Customer Effort Score (CES). Traditionally, measuring customer experiences or the relationship with the customer has happened through measuring customer satisfaction (CSAT). CSAT is measured by dividing the number of satisfied customers with the number of all respondents (Ahvenainen & al. 2017, 26). Typical features of customer satisfaction measurements are that they're done once or twice a year, they cover all the departments in a company, and the results are reviewed once but don't lead to any concrete actions.

Mittal (2016) states that many studies have linked customer loyalty with customer satisfaction. Some studies add other variables, such as service quality, relationship quality and value, involvement, trust, or commitment as co-predictors to predict loyalty. These variables are correlated to satisfaction, because often they are transformed in the consumer mind as a feeling of satisfaction. Thus, these above mentioned variables are indirectly affecting loyalty through customer satisfaction. These elements create a hierarchy, where the variables mentioned above are at the bottom building satisfaction, which, on the other hand, builds loyalty. However, Mittal states that there are different paths to loyalty than just through satisfaction.

³⁰ Thomas O. Jones and W. Earl Sasser, Why Satisfied Customers Defect (1995), Harvard Business Review

Companies should focus on other metrics. As mentioned before, Net Promoter Score (NPS) is a quantitative question that measures how willing the customer would be to recommend a company, or its products or services.

NPS is a good starting point, but should be supplemented with other metrics as well. Some challenges of the NPS are that it is measured too rarely, and it isn't really understood why the respondent recommends or doesn't recommend the company. suggest that the NPS question should be asked after every encounter, and it should concern only the willingness to recommend based on that single encounter, Similarly, Brooks states that the NPS can be a segmenting tool itself, helping a company to understand who their most loyal customers are and how to focus on the high-loyalty and high-value segments.

Customer Effort Score (CES) measures how much effort did the customer have to put forth to handle their request. It was developed by Dixon, Freeman & Toman and was first introduced in an article in Harvard Business Review in 2010. It is measured on a scale from 1 (very low effort) to 5 (very high effort). The bottom line idea is that reducing customer effort creates loyal customers. Reducing efforts in practice means helping the customers solve their problems quickly and easily by removing obstacles. There can be three recurring problems identified that customers face that focus specifically on customer effort. First, customers often have to contact the company repeatedly to get their issues resolved. Second, customers have to repeat same information multiple times. And finally, customers often have to switch from one service channel to another. There aren't as clear instructions for using CES as there are for NPS. It can be calculated the same way: by subtracting the high effort scores from low effort scores. However, CES can also be used freely according to the company needs.³¹

Both NPS and CES fail to explain where the customer experience issues are, in which touch points. Therefore, these measures still provide an insufficient view of customer experience.

³¹ Matthew Dixon, Karen Freeman, and Nicholas Toma, Stop Trying to Delight Your Customers (2010), Harvard business review.

3. From CRM to Customer experience management

Customer experience management started as an extension to customer relationship management (CRM). Transaction based CRM was no longer enough for managing customer interactions, as it was recognised that customers were not only rational decision-makers but also had irrational buying motives. CRM was criticized for its lack of consideration for customers' emotions and the effects of relationship on their emotions. Additionally, CRM failed to sustain interpersonal relationships between companies and their customers due to the quantitative and rulesbased approach. Where CRM leaned on quantitative data that emphasizes utilitarian value of goods and services for customers, CEM integrates hedonistic values and views service management from the customer's point of view.³²

CRM is a good marketing name for a technology that may help your company manage customer data, but never make the mistake of thinking that the software is actually managing anything else. Only people and interactions create relationships. Of course it helps to have a complete view of each individual customer, but having the data does not help to create or reinforce relationships with customers unless some employee actually delivers on the data. CRM can therefore be important, but only in a larger context.

They cannot be discovered through traditional market research, because focus groups and surveys are only capable of exposing needs that people are already aware of, which means they are already explicit. And if they're explicit they're probably not unique, and therefore everyone knows about them and they're much less likely to provide any significant differentiation.

In the end, consistently delivering an exceptional and positive customer experience can be the key to long-term business success in any industry. Many of our clients are starting to think long and hard about CEM and how to design the best customer experiences. We now know that the critical factor is to understand the customer's experience even better than the customer does. This usually requires looking differently at the entire business process, for differences are always when innovations are found. Then you must use all of the tools at a company's disposal to respond to hidden needs and desires. Employees are critical to success, for it is finally the

³² Alexandra Tushy and Langdon Morris, FROM CRM TO CUSTOMER EXPERIENCE: A NEW REALM FOR INNOVATION, Business Digest.

human connection between the employee and the customer that ultimately defines a success or a failure.

We suspect that in the future, those companies that innovate in customer experience should gain an advantage, perhaps an enduring one. Like all innovation, it can be difficult to accomplish, and like all innovation, there are significant rewards for figuring it out first.

Thus, CEM is the process of managing every step of the customer experience, including the last step.

4. Customer Experience Management

The limitations of CRM's internal orientation and technology-obsession led to the rise of Customer Experience Management. CEM focuses on designing and delivering loyalty-building experiences. CEM is not just about using technology, but about mapping the actual consumer experience and the variation in the consumer thought process which results due to any new methods or processes adopted by the organizations. A customer's perception of an organization is built as a result of the interaction across multiple-channels, not through one channel, and that a positive customer experience can result in increased share of business. Customer Experience Management (CEM) is the process of understanding and managing customers' interactions with and perceptions about the company/brand. The goal of CEM is to improve the customer experience in order to optimize customer loyalty. Good Customer Experience Management is possible when organizations tap their employee resource base appropriately. Online Communities can be useful tools for CEM by being good Collaboration Enablers.

With the advent of Web 2.0, customers are active co-creators of the products they buy and use. Co-creation is defined as an active, creative and social process, based on collaboration between producers and consumers that is initiated by the firm to generate value for both the firm and the customers. Business Online Communities are fast becoming excellent tools for operational and collaborative CRM with co-creation soon gaining pace as a strategic outcome of Collaborative CRM. Co-creation may take place in the context of customer communities. Much of the research on online communities suggests that the nature of these communities with permeable boundaries and self-organization makes them a new powerful locus of collective creativity and innovation.

Customer Experience Management (CEM) is a methodology and discipline for improving the customer experience factor. Due to the ambiguity of customer experience, varied methods for CEM have developed. According to Berry et al. (2002), customer experience should be viewed holistically considering the complete customer journey - everything from the expectations customers have before the experience to the assessments they are likely to make after the experience. This can be done by managing messages (clues) that company sends to its customers, developing competence for CEM (experience audit) and setting a theme (experience motif) for implementing CEM. Shaw and Ivens (2002) talk about building great customer experiences by constantly exceeding customers' physical and emotional expectations. Additionally Shaw and Ivens (2002) emphasize that great customer experiences are designed "outside in" instead of "inside out". This refers to thinking what customers want to experience instead of starting from what the company wants customers to experience. Frow and Payne later introduced the concept of "perfect customer experience". According to this concept, customer experience management should focus on providing positive day-to-day customer experiences as well as creating peak experiences in order to deliver outstanding experiences. Frow and Payne also note that customer experience should be considered throughout the lifecycle of customer relationship.³³

³³ Pennie Frow, Towards the 'perfect' customer experience (2007), Journal of Brand Management

CONCLUSION OF CHAPTER TWO

Understanding customers' experiences is important for designing experiences from the customers' point of view (Shaw & Ivens 2002). There are several ways to collect information about your customers. suggest an experience audit for gathering information. The experience audit is a tool for understanding the current state of customer experiences delivered to the customers. This can be carried out through videotaping customer encounters and analysing body language, facial expressions and gestures of both customers and company representatives in order to understand how they feel about the specific encounters. One way for assessing the information collected is in using analytical CRM tools, they help to assess the gathered intel from the encounter and give recommended directives for a better comprehension of the customer. Gathering customer feedback is another form of understanding customers' experiences. In addition, the development of information technology has enabled feedback gathering customer feedback online surveys. Using information technology is also great at analysing the data. The emergence of social media is another great example of the role of technology in the success of customer experience.

CHAPTER 3

EMPIRICAL RESEARCH

INTRODUCTION OF CHAPTER THREE

After introducing the fundamentals of the customer relationship management and followed up by the customer experience and the necessary tools to gather data about the customer journey, in the previous two chapters, in this chapter, we will discuss the practical part of this thesis, to highlight the importance of the relationship between these two variables.

In this context, this chapter includes three sections:

The first section gives more insight on the ride hailing market and the company of study which is HEETCH.

The second section will be devoted to Methodology and approach to research

The chapter ends with a presentation of results obtained and based on it we will give our suggestions.

SECTION 1: PRESENTATION OF THE COMPANY

1. Presentation of Ride-hailing Sector in Algeria

The concept of booking a driver so easily on their smartphone using geolocation landed in 2017 in Algeria and quickly ended up winning over Algerians, who are now living this experience thanks to several applications, including Yassir, the first to be launched. In 2018, despite the absence of a legal framework, this sector aroused the interest of several investors and project leaders, resulting in the birth of almost ten other applications.

A ride-hailing service is the next generation of taxi services. It provides travelers with convenient door-to-door transport, leveraging smart mobility platforms to connect drivers with passengers, and letting drivers use their personal vehicles.

1.1. Definition of Ride-Hailing

In ride-hailing, a rider “hails” or hires a personal driver to take them to their exact destination. Although taxi services are an example of ride-hailing, the term usually refers to services that use online-enabled platforms and apps to connect passengers and local drivers, typically driving their personal vehicles.

In ride-hailing, like in a traditional taxi service, drivers provide a ride for a fee. However, ride-hailing offers additional capabilities, such as efficient pricing tools, matching platforms, and rating systems.

Ride-hailing vs Ride sharing

Ride-sharing	Ride-hailing
Shared trips: Involves the grouping of travelers headed to a similar destination.	Personalized trips: Users request a ride in real-time via a smartphone application.
Makes stops during the route.	Doesn't make stops during the route.
A way to save on travel costs as passengers can split the cost of travel with the driver.	Provides services for a profit. Payment is automatically charged to the credit card of the passenger. Typically the driver and ride-hailing operator share income from the ride.
Brings together riders and independent drivers.	A third party that connects passengers with drivers.

Table 3: Comparison between Ride-hailing and Ride sharing

1.2. Ride-Hailing Apps

Ride-hailing applications use a combination of user-friendly features and scheduling software. Users can book rides in advance, choose their preferences, and provide feedback by rating their experience. Smartphone-based ride-hailing brings drivers directly to the origin of the customer and takes the customer to their exact destination.

App-based ride-hailing efficiently matches customers with routes, so drivers can pick up riders more frequently. This reduces the time the driver spends in their vehicle without a passenger. Drivers who transport passengers more frequently earn more revenue-per-mile, lowering the cost for the rider, attracting more riders, and creating better utilization of vehicles.

1.3. Dispatch System Features

Fleet dispatching: Automatic management of vehicle fleets, including vehicle utilization, fuel usage, driver performance, and driver payments.

Administration panel: Displays vehicle details and information like revenue statistics and revenue sharing. The admin panel may provide scheduling, reservation, payment, and dispatch options. Dispatchers can use the dashboard to track drivers in real-time on a map, view recent and urgent jobs, add new jobs, and dispatch existing ones.

Matching supply and demand: Algorithms automatically allocate work to the most suited driver. The algorithm uses information such as the longest wait time, nearest to pick-up, type of vehicle, time of day, day of the week, upcoming ride, and priority accounts.

Booking frequency optimization: Supports real-time location-based routing and mapping to ensure each driver can book the maximum number of rides.

Assured passenger safety: Both the driver and the customer are monitored. Driver and rider apps have advanced monitoring functionality, designed for the taxi industry, and monitoring data feeds back to the dispatch system.

2. Legal framework of Ride-Hailing Apps in Algeria

Despite this diversified offer, there is still a lot to achieve in this market, starting with a regulatory framework.

The Ride Hailing activity is not framed by Algerian law. The legal vacuum forces these companies to register under different statutes in order to govern their relations with their partners and protect the interests of users.

3. Fierce competition and marketplace in Algeria

The basic offer is simple. These applications put users in touch with professional or non-professional drivers, who are nevertheless confirmed under certain conditions set by the companies. Once the transport service on order has been provided, the latter receive remuneration according to a margin previously established by their partners.

However, to expand their customer base, or even attract the users of their competitors, these Ride-hailing applications offer new offers to drivers, promise better pricing to customers and regularly announce new features.

Algeria is the ideal market for Ride Hailing in four aspects:

Weakness of the transport offer

In the country's major cities, the transport supply is low in terms of quality and quantity.

It is not uncommon to wait several tens of minutes or even hours to see the bus or train arrive. Added to this, there are no fixed timetables for public transport.

In Algiers, which is the country's capital, only the eastern and southern outskirts of the capital are served by train. At the same time, only one metro line is functional, the same for the tram.

Getting around by car, a hassle

It is not easy to get around in your coach in town. Traffic jams on one side and difficulty parking on the other discourage the more adventurous.

Taxis

Taxis in Algeria do not get the best pictures. They do not always agree to take you to your destination if it is off the busiest roads. If luckily they accept, it will be for a price much higher than what their meter would indicate.

On the other hand, taxis do not view Ride Hailing applications with a hostile eye, unlike many other countries (Morocco, France, etc.). On the contrary, many of them work with these Ride-Hailing companies in order to avoid empty journeys and optimize their income.

Last point, how much even they would be against Ride Hailing applications, their impact would be less important than elsewhere because they are not grouped together in unions or associations.

Strong demand

According to industry professionals we interviewed, the Algerian market is one of the largest in the MENA region, with more than 70,000 potential races per day. A market estimated between 80 and 100 million dollars per year.

4. The challenges for Ride-hailing companies in Algeria

The challenge for Ride hailing companies in Algeria is to grow faster than their competitors, and to achieve this it is up to whoever has the most funds.

Seeing the potential of the Algerian market, two multinationals in the sector are preparing to launch in Algeria.

The first is called Careem, a key player in ride hailing in the MENA region and recently acquired by UBER. Careem intends to come into service very soon.

The second startup to have an eye on the Algerian market is HEETCH, a startup from France that plans to deploy its service in several African countries including Algeria.

It will be difficult for the Ride Hailing applications in place to resist these new arrivals, for several reasons:

- They have experience, which can allow them to avoid making certain mistakes and to grow quickly.
- Mature applications, with advanced features and virtually no bugs.
- Their costs are relatively low, being present in several countries, they can centralize certain functions such as the technical function.
- Of the funds, Careem was recently bought by Uber for \$ 3.1 billion. HEETCH for his part raised 35 million euros in May 2019 with the aim of expanding in Africa.

The Ride Hailing market will consolidate in the coming years, only a few players will benefit from the potential of the Algerian market.

5. Presentation of HEETCH

HEETCH was started in 2013 by Teddy Pellerin and Jacob Matthieu to fill what it saw as a clear gap in the market in Paris: providing rides to 20 somethings back to the outskirts and suburbs of Paris after late nights out in clubs in town a market that was not being served by other taxi companies, nor by public transport.

HEETCH took a casual approach to solving this casual passenger problem: the idea was to make the service truly peer-to-peer, by bringing on drivers that were the same age and just like the people that were being driven.

Ironically, it was just then that HEETCH got approached to be acquired, and also was picking up its earliest funding from Felix.

In follow mode, the company rebuilt itself with a refocus on working with professional drivers, but while also trying to keep some of the ethos that made it stand out from others like Uber and the other big player in the market in France.

By continuing to serve younger users, driving to parts of the wider metro area that others would not; by taking a smaller cut from the drivers in order to incentivize them to drive with HEETCH over others, and by taking a “nice guy” approach to the business.

it saw a chance to export its model to other francophone markets where public and private transportation infrastructure were not overly developed, and its app could be minimally adjusted to work effectively expanding from first-world problems (skint middle-class kids coming home after a night on the town) to third-world problems (the large hole that is services in emerging markets).

6. HEETCH vision

it saw a chance to export its model to other francophone markets where public and private transportation infrastructure were not overly developed, and its app could be minimally adjusted to work effectively expanding from first-world problems (middle-class kids coming home after a night on the town) to third-world problems (the large hole that is services in emerging markets). After raising \$ 38 million in early May 2019 to accelerate its development in Europe and French-speaking Africa and after launching its activities in Morocco in early 2018.

The startup currently operates in nine cities of France including Paris, Lyon, Nice, and Lille, and claims to be one of the top three players in the market. HEETCH said that the reason for its success is its popularity among the 18-30-year-olds, “With a friendly and less formal mobility solution, HEETCH appeals to the younger generations who recognize themselves in this experience-based, lifestyle approach to their urban transportation needs. Beyond getting them from point A to B, a ride with HEETCH is an enjoyable part of their day.”

HEETCH had launched in Casablanca, Morocco, just a year ago and has already become the market leader or claims so. What makes it different from Careem that still operates in the country and Uber that left Morocco more than a year ago, is its partnership with country’s major taxi unions. The startup had taken the unions onboard before launching in the Moroccan market and now claims that it is the only legal ride-sharing app in the country. HEETCH is currently available in all major cities of Morocco including Casablanca, Rabat & Marrakech.

As the second destination in the Maghreb, HEETCH opted for Algeria by launching HEETCH El Djazair. “The Maghreb and French-speaking Africa represent wonderful opportunities for HEETCH. In fast-growing cities and with reduced public transport infrastructure, we have the opportunity to help improve the mobility of city dwellers. Since we are a European company, we always choose to partner with a local entrepreneur in order to create a local company, better able to understand the market, the culture and the local challenges ”, explains Teddy Pellerin, President and co-founder of HEETCH

This deployment strategy in Africa is implemented in Algeria thanks to a partnership concluded in accordance with the rule of 49-51 governing foreign investment in Algeria with a solid player in entrepreneurship in the digital field, in this case Nassim Lounes known for his great experience in communication. “We are very proud to join forces with HEETCH and its talented team. We are convinced of HEETCH’s potential and believe in its development strategy in Europe and Africa, a region we monitor closely. Millions of Africans will be able to benefit from HEETCH’s services. This investment fits perfectly with our investment thesis around mobility and complements our global portfolio in the space which includes Drivy-Getaround, Momenta, Glovo, and OnTruck,”

The logo for HEETCH is displayed in a bold, white, sans-serif font against a solid magenta background. The letters are spaced out, and the 'H' and 'T' have a slightly irregular, hand-drawn appearance. The period at the end of the word is a simple dot.

HEETCH.

SECTION 2: METHODOLOGY AND APPROACH TO RESEARCH

The empirical research is an essay to answer the following problematic:

How does CRM measure the customer experience according to each stage of the journey (case study HEETCH Eldjazair)?

To cover this problematic; it is divided into the following sub-questions:

- What is the ideal Buyer persona connected with the E-CRM ?
- What is the key painful point that CRM can identify at each different stage in the customer journey?
- Is there a difference in terms of satisfaction and loyalty depending on the journey and the type of customer?

For this purpose, we have come up with the following hypotheses:

- H1: Female Employees are the ideal buyer persona connected with HEETCH E-CRM.
- H2: Use of Application is the key painful point that CRM has identified in the customer journey.
- H3: There is a difference in terms of satisfaction and loyalty on the journey and the type of customer.

Our internship took place within a Ride-hailing company called HEETCH, during seven months. This study is intended to complement our research work. In order to test our research model, we considered it is necessary to carry out a mixed research (qualitative and quantitative) because it is the best suited to our purposes and it leads us to the appropriate results that we are seeking to achieve.

I have applied the research technique of Netnography, which is very specific to the online domain for formulation of two sets of research instruments. Experience is something singular that happens to an individual and researchers cannot directly access. By exploiting the results, we can identify the company's oversights and propose recommendations to help build a successful customer experience with the contribution of CRM.

Experience becomes more and more important to marketing, Verbatim comments instead, are important for understanding the private nature of the experience to be studied and identify the ideal customer journey with all stage.

1. Netnography research

It is a new qualitative, interpretive research methodology that uses internet optimized ethnographic research techniques to study the online communities. With the help of Netnography, Online Community research can be done by either actively integrating the members of the community or passively monitoring the community and integrating the gathered information, knowledge and ideas into the new product development process, (Kozinets, Robert V., 2002).

As a method, “Netnography” is faster, simpler, and less expensive than ethnography, and more naturalistic and unobtrusive than focus groups or interviews. It provides information on the symbolism, meanings, and consumption patterns of online consumer groups.

Because it is both naturalistic and unobtrusive, an unprecedented unique combination not found in any other marketing research method

“Netnography” allows us continuing access to informants in a particular online situation and knowing more details about our customers journey in different stage by tracking them experience with our application. This access may provide important opportunities for us to identify the ideal customer experience with the contribution of CRM.

1.1. Significance of Netnography

One of the main benefits of this methodology is the possibility to access unfiltered unbiased information from very experienced, highly involved users and identified them experience in every stage of customer journey , due to the huge amount of conversations and the vivid online dialogue regarding consumer our services. we are able to obtain deep insights into the everyday problems experienced by consumers and their solutions to those problems. One of the main expectations of this new technique of research methodology is to utilize a huge number of consumer statements for qualitative analysis, to get unobtrusive and unbiased original consumer statements and to get access to specialized user groups and tracking them in every stage of them experience using our CRM.

1.2.Procedure in Netnography

The following steps and procedures are included in a typical Netnography Research :

1.2.1. Definition of Research field

Experience is something singular that happens to an individual and researchers cannot directly access. Also, to know more about the customer journey in different stages and tracking the customers in every moment they use our application its hard By exploiting the results, we can identify the company's oversights and propose recommendations to help build a successful customer experience with the contribution of CRM.

1.2.2. Identification and selection of Online Communities

The aim of the second step of Netnography is to identify communities and internet sources where users exchange relevant information on the defined research area, we had identify our Facebook page with all reviews, some small communities of Ride-hailing in Algeria and the big challenge was the selection of the customer experience sharing with our Analytic CRM (Zendesk) in different moment of customer journey the selection of this online communities was based on the real experience that customer live it in different stage in our customer journey . For this purpose, general online search engines, meta search engines and specific online search engines that focus on blogs, groups, communities are used by Data analyst team. Having identified and sighted often, a couple of hundred relevant online sources for Netnography, we have now to select the communities which can be probed in for further in-depth analysis. There exist a number of appropriate and well proven qualitative and quantitative criteria which support us in the selection procedure. Qualitative criteria include. "topic focus", "data quality", "persona type", "interaction type", "moment of the journey", "location of user", "study information", "the painful point",. Quantitative criteria include criteria such as "number of messages", "frequency of usage", "member activity", "data quantity", "satisfaction degree", "level of engagement", "lifetime value", "data or "interaction level".

1.2.3. Community Observation and Data Collection

In this step, the selected online communities are observed. This is accomplished by extensive reading with focus on conversations which are recent, extensively corresponded to, referenced and frequently viewed from the community members. Nowadays Netnography enables observation and analysis of the consumer communication without active participation. Hence the approach is a way to unobtrusively study the nature and behaviour of online customer groups and organize them using Airtable (a software that facilitate the interpretation of big data and organize them in groups. The analysis is conducted in the natural context of the community and thus is free from the bias which may arise through the involvement of experimental research setting. The timeframe took place from January 2nd until 1st June. Around 618 observation were successful registered with different customer experience.

1.2.4. Tools used in netnography to analyze data

Following the collection of the observation, we used the HUBSPOT, LOOKER,AIRTABLE and MIRO programs to process and analyze the results. This program allows us to analyze and translate these results into bars, columns or sectors that will facilitate interpretation and criticism.also it organize data for us.

2. Quantitative research

2.1. Sampling method

We adopted the practice of quota sampling, so the selection of the sample was based on the turnover and the engagement level of customers (the frequency of using our services).

The parent population is around 120K customer, but knowing that the active customer in the E-CRM of the company is only 48%, the size of the population can be corrected up to 57.6K.

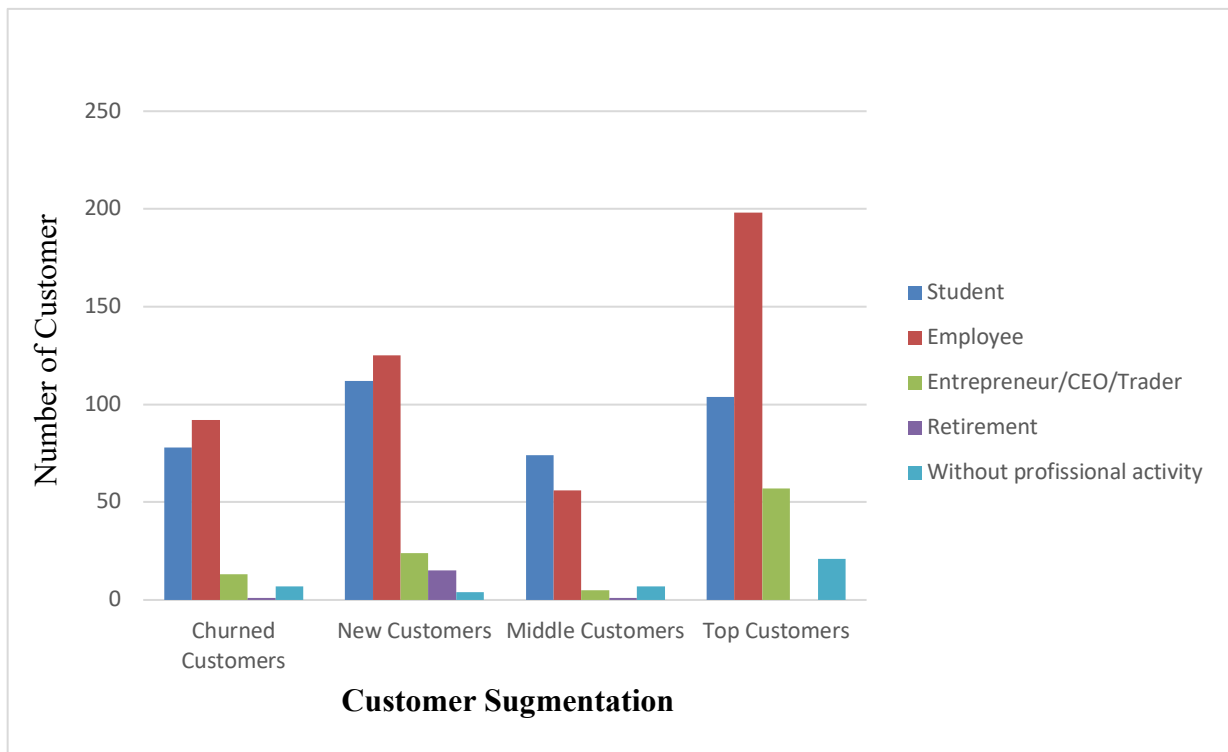
We have chosen to administer our questionnaire partly via emails (Mailchimp) and in-app send by the CRM manager and other part calls interviews or SMS with customers by the support team using a Customer support to register all details mentioned. The timeframe took place from January 2nd until 1st June. Around 15K questionnaires were successful distributed in equilibrium with the engagement level of the customer (Churned customers, New Customers, middle Customers, Top Customers) where the respectably percentages of participants 7% ; though we've received 994 responses where the percentages of participants by customer segmentation were (19%, 28%, 14%, 39%). The language was adapted to the clients' preferable language which is French.

The following table and figure illustrate the sample chosen.

Table 4: Sample details

Types of customers	Churned Customers	New Customers	Middle Customers	Top Customers	Total
Student	78	112	74	104	368
Employee	92	125	56	198	471
Entrepreneur/CEO/Trader	13	24	5	57	99
Retirement	1	15	1	0	17
Without professional activity	7	4	7	21	39
Total	191	280	143	380	994

Source: Elaborated by the student by using SPSS

Figure 6: Sample details

Source: Elaborated by the student by using EXCEL.

2.2. The questionnaire

The purpose of the questionnaire is to collect relevant information on a given population, allowing interpretation of the answers. It is designed in such a way that it can meet the objective of the study.

2.3. Type of questions used

When preparing the questionnaire, we used a set of question types:

- **Open-ended questions:** This type of question leaves the interviewee completely free to choose his or her answer. In other words, the interviewee responds freely using his or her own language.
- **Closed-ended questions:** These are questions that have specific answers and a limited number of choices.
- **Dichotomous questions:** It is a question of proposing only two choices of answers, this must be unique, the respondent is faced with an alternative, it is one or the other.

- **Multiple-choice questions:** They give a certain hierarchy of responses for sometimes complex topics, it is a question of asking a series of possible answers and asking the interviewee to mark the box that corresponds to the answer he or she has chosen.
- **Attitude scale questions:** These are questions that allow interviewees to express a judgment, opinion or attitude in a graduated manner.

A reliability test was conducted to test the internal consistency in measuring results of scale questions by using the coefficient alpha. The Cronbach alpha values of 0.70 or greater are regarded as acceptable. The Alpha is 0.839, and indicates that this is acceptable.

Table 5: Cronbach test

Reliability Statistics

Cronbach's Alpha	N of Items
,839	6

Source: Elaborated by the student by using SPSS.

2.4. The structure of the questionnaire

To ensure the relevance and reliability of the information that will be collected, we have prepared a questionnaire with sixteen (16) questions. The questionnaire included the following:

- 5 questions concerning the identification of the respondents (Buyer Persona)
- 2 questions concerning perceived quality of experience
- 3 questions concerning customer experience.
- A question with 6 items concerning customer satisfaction
- 1 questions concerning the CRM channel
- A question with 5 items concerning the engagement level

2.5. Pilot testing

Before its application in the field, we distributed our questionnaire on a limited number of customers and our supervisor both in school and company where had more insight on what type of questions are imprecise and hard to understand. That led us to validate most of questions and retouch some others.

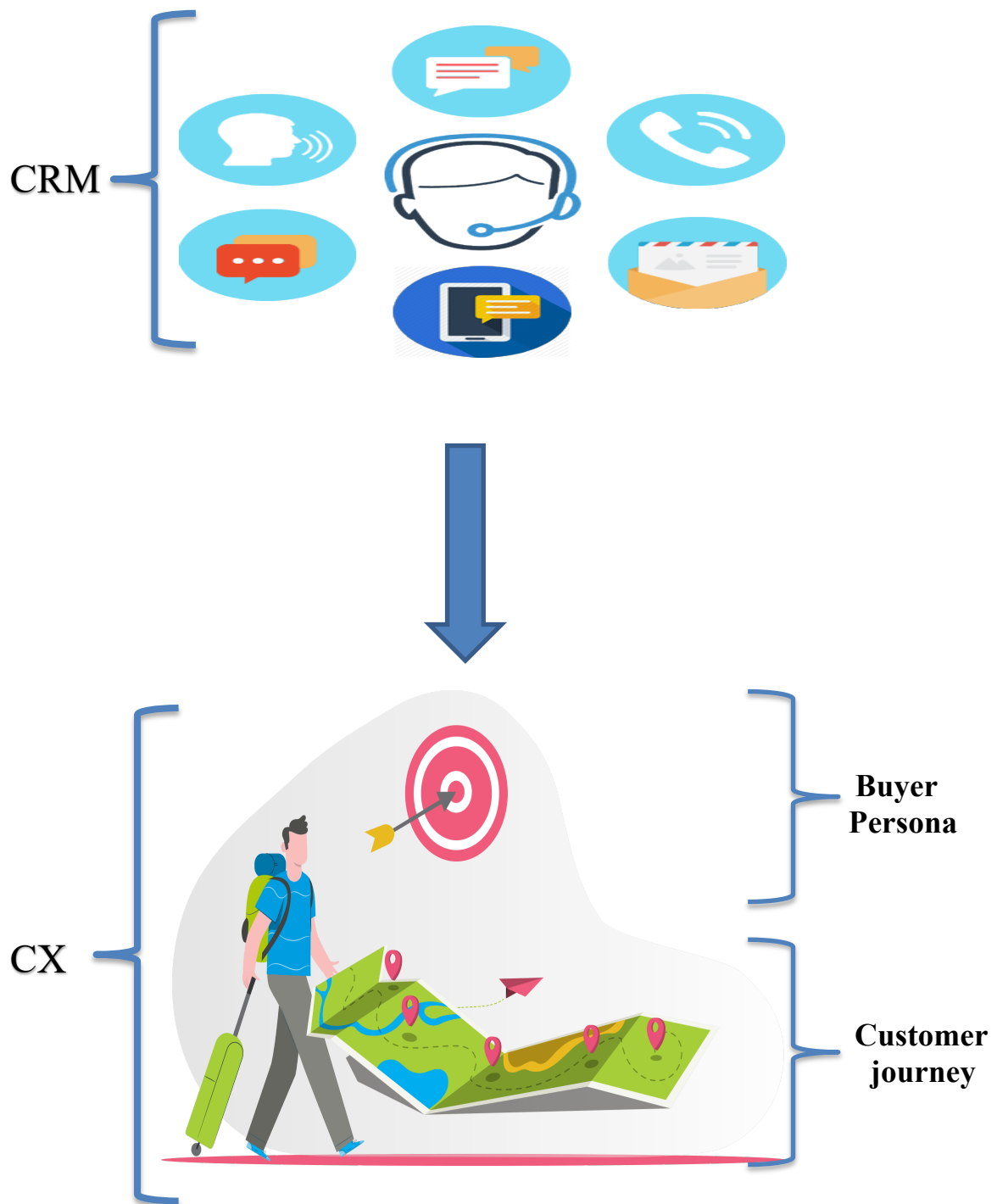
3. Tools used to analyze data

Following the collection of the released questionnaires, we used the EXCEL and SPSS programs to process and analyze the results. This program allows us to analyze and translate these results into bars, columns or sectors that will facilitate interpretation and criticism.

4. Conceptual framework of the research

Our study will highlight the different CRM outlets that allowed us to gather information about the customers that are connected with HEETCH, meaning those who interact with them through different forms of communication, their characteristics are labeled under what we call Buyer's persona, through their customer journey, we have to gauge out the different obstacles or Painful Points that effect their experience in their journey, and then to find out if there is a difference in satisfaction and loyalty depending on the type of customers in the different stages of their journey.

The CRM involvement in the success of the customer experience as we will see in the following practical work, is very deep, because the very basis of every business taps into CRM in one way or another, because the interactions between the customer and the dealer or service provider were always existing even in the early centuries where trade was very basic, the notion of CRM didn't stand out until 1970 by various authors, dictating its importance in the customer experience and stating the necessary evolution towards a customer centric direction rather than transactional based one.

Figure 7: Conceptual framework

Source: Elaborated by the student.

SECTION 3: ANALYSIS AND INTERPRETATION OF SURVEY RESULTS

In this part of chapter, we will first of all carry out a descriptive analysis by simple tabulation of the different characteristics of our sample, the evaluation of customer satisfaction of HEETCH. In the second part of our analysis, we will use the new method Netnography in order to identify the buyer persona connected with E-CRM in different Stage in customer journey. Finally, we will be mentioning the main results obtained from the survey and the netnography research that we carried out, then that will allow us to make some suggestions for the company.

1. Presentation of the sample characteristics

The last part of the questionnaire highlights variables relating to the characteristics of the sample respondents. The data used here relate to the types of customers, and engagement level.

1.1. Composition of insurances contracted by geographic area of agencies

Table 6: Composition of customer types by engagement level

Types of customers	Churned Customers	New Customers	Middle Customers	Top Customers	Total
Student	78	112	74	104	368
Employee	92	125	56	198	471
Entrepreneur/CEO/Trader	13	24	5	57	99
Retirement	1	15	1	0	17
Without professional activity	7	4	7	21	39
Total	191	280	143	380	994

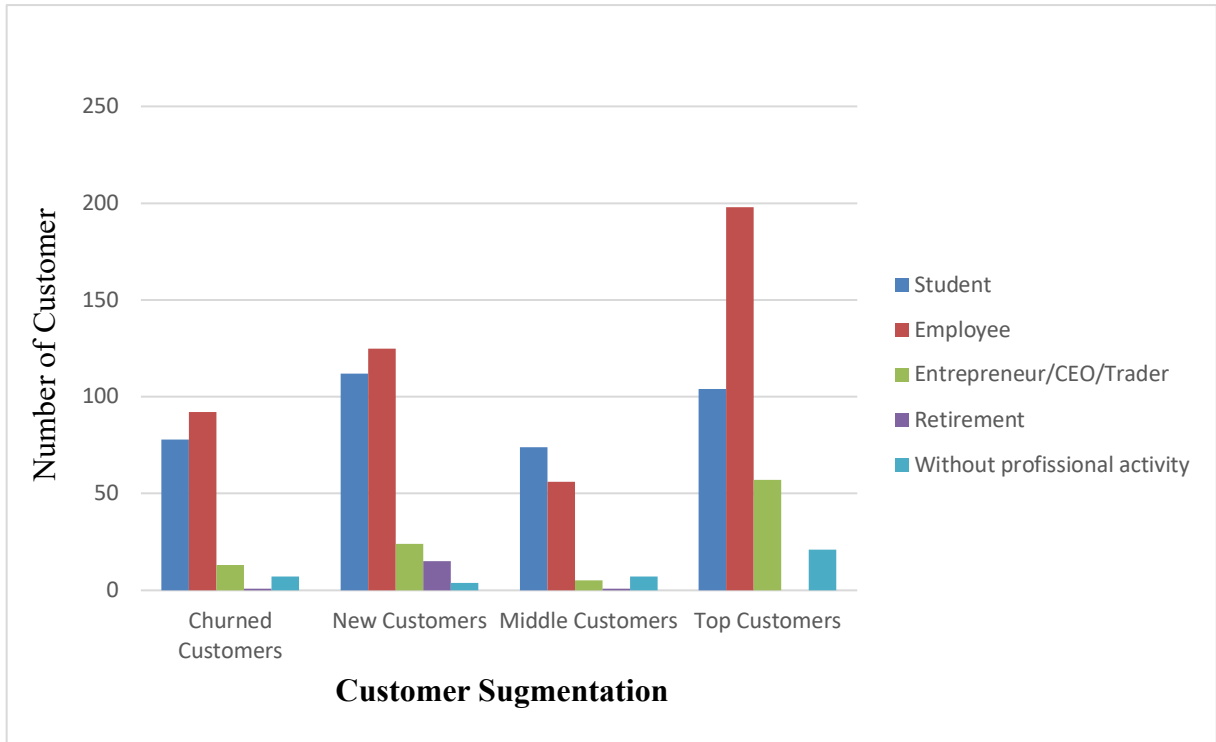
Source: Elaborated by the student by using EXCEL

Comment:

The previous table shows that the number of customers of our samples reached 994 customers where the Students and Employees are the highest in term of engagement level which represents 84.4% from the whole customers and the Top Customer is the type of customer that has the highest number of connections with our CRM tool which represents 39% of all types of customers.

Based on these variables the composition of the sample is illustrated as follow:

Figure 8: Types of customers by engagement level



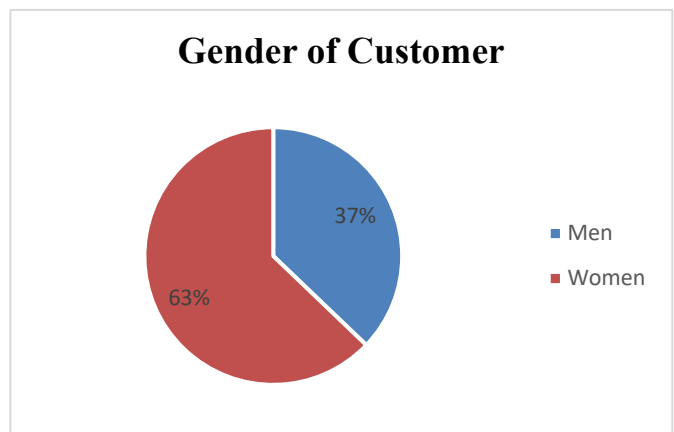
Source: Elaborated by the student using EXCEL.

1.1. Structure of customers by their gender

Table 7: Gender of Customer

Gender	Frequency
Men	188
Women	318
Total	506

Figure 9: Gender of customer



Source: Elaborated by the student using EXCEL

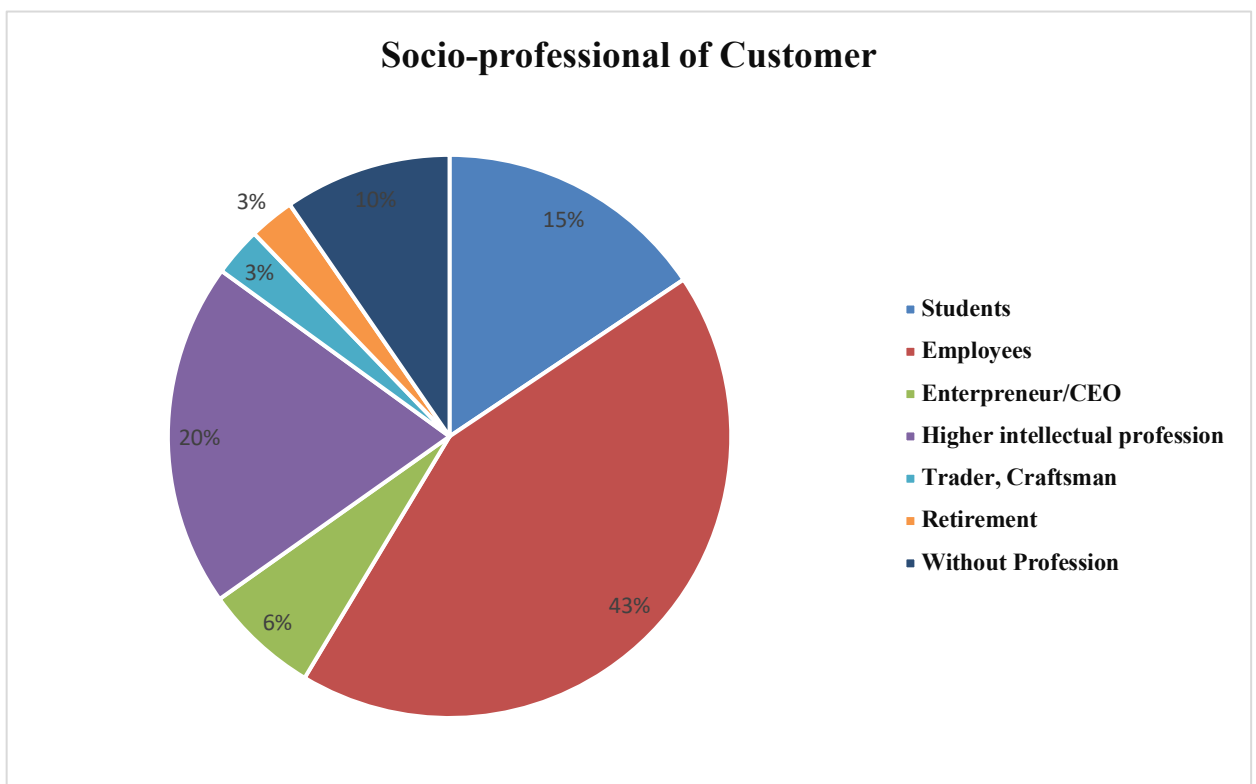
Comment: From the above table and the figure, it is clear that most of HEETCH customers that had valid answers are women representing 63% of the whole customer base.

1.2. Structure of customers by their socio-professional

Table 8: Customer Socio-professional

Socio-professional of Customer	Frequency
Students	78
Employees	215
Entrepreneur/CEO	33
Higher intellectual profession	99
Trader, Craftsman	14
Retired	13
Without Profession	48
Total	500

Figure 10: Customer Socio-professional



Source: Elaborated by the student by using EXCEL

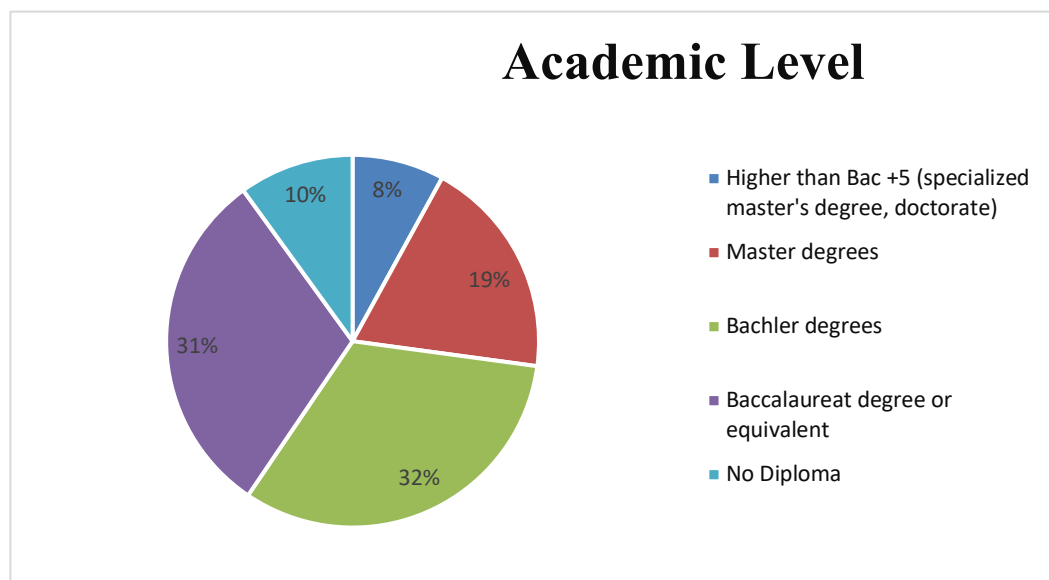
Comment: Both the previous table and figure illustrate the distribution of customers by their socio-professional status, we can observe that most of the customers that participated to our investigation are employees and they are the active type with a representation of 43% of the total customer base.

1.3. Composition of customers by their Academic Level

Table 9: Academic Level of customer

Academic Level	Frequency
Higher than Bac +5 (specialized master's degree, doctorate)	40
Master degrees	96
Bachelor degrees	162
Baccalaureate degree or equivalent	153
No Diploma	50
Total	501

Figure 1: Academic Level of customer



Source: Elaborated by the student by using EXCEL

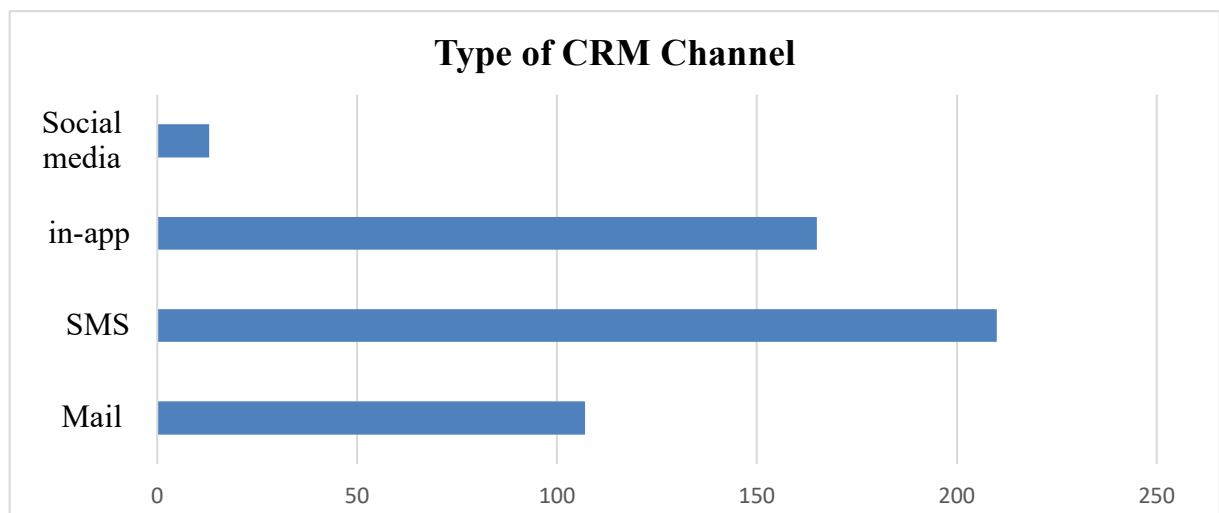
Comment: We can observe from both table and figure above the illustration of the distribution of customers by their academic level, that most of them that participated to our investigation have a Bachelor degree with a representation of 32% of the customer base.

1.4. Structure of customer by their preferred CRM Channel

Table 10: CRM Channel

Type of CRM Channel	frequency
Mail	107
SMS	210
in-app	165
Social media	13
Total	495

Figure 2: CRM Channel



Source: Elaborated by the student by using EXCEL

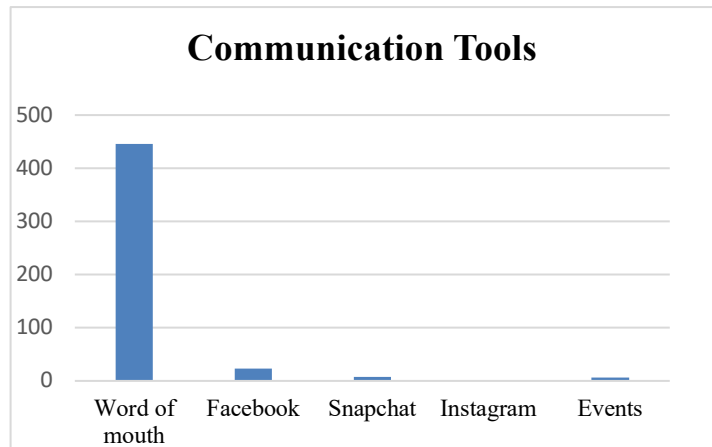
Comment: HEETCH had shown an interesting level of diversification in term of CRM Channels, We can observe that SMS is the most used by the customers to connect with HEETCH operatives.

Composition of customers by their Communication tools

Table 11: Communication Tools

Communication tool	Frequency
Word of mouth	446
Facebook	23
Snapchat	7
Instagram	1
Events	6
Total	503

Figure 3: Communication Tools



Source: Elaborated by the student by using EXCEL

Comment: The above table and figure show the top usage of communication tools in the viewpoint of HEETCH customers. They show that most of them hear about HEETCH via Word of mouth, out of 503 respondents, they were about 446 respondents of them.

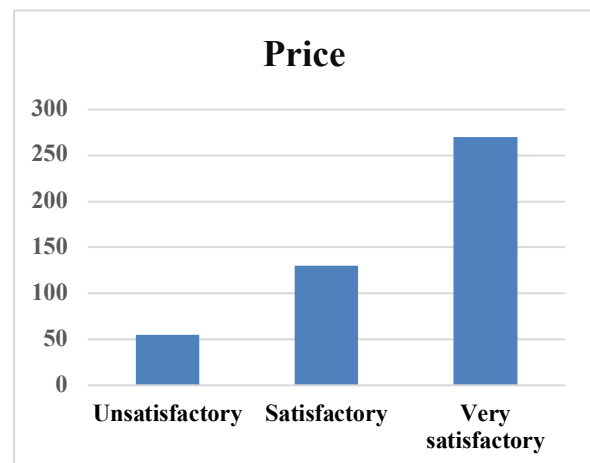
1.5. Composition of customers Satisfaction

- Price

Table 12: Price Satisfaction

Price Satisfaction	Frequency
Unsatisfactory	55
Satisfactory	130
Very satisfactory	270
Total	455

Figure 4: Price Satisfaction



Source: Elaborated by the student by using EXCEL

Comment: based on this figure and table above, we can clearly see that nearly all the participants (around 270), are very satisfied on the pricing that the company offers on their rides.

- **Quality and reliability of service**

Table 13: Quality and reliability of service Satisfaction

Quality and reliability of service	Frequency
Unsatisfactory	68
Satisfactory	142
Very satisfactory	294
Total	504

Figure 15: Quality and reliability of service Satisfaction



Source: Elaborated by the student by using EXCEL

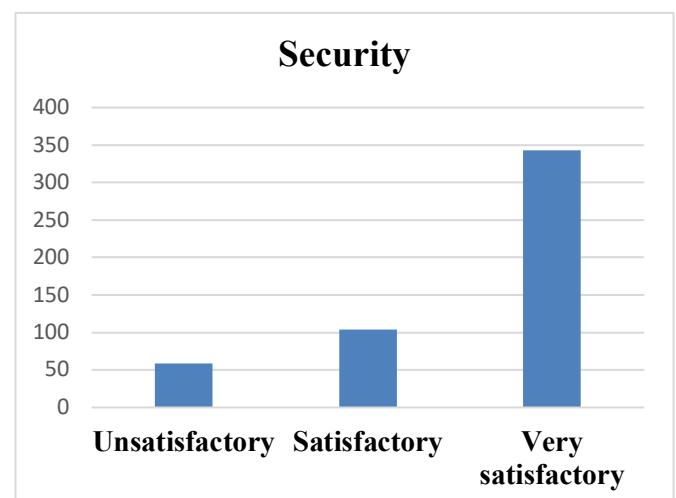
Comment: From the observation taken from the figure and table above, they show us that most of the respondents were very satisfied on the quality and reliability of service.

- **Security**

Table 14: Security Satisfaction

Security	Frequency
Unsatisfactory	59
Satisfactory	104
Very satisfactory	343
Total	506

Figure 16: Security Satisfaction



Source: Elaborated by the student by using EXCEL

Comment: From the table and also the figure constructed above, the observations made show us that over 343 participants were very satisfied in terms of ride security.

- **Driver attitude**

Table 15: Driver attitude Satisfaction

Driver attitude	Frequency
Unsatisfactory	59
Satisfactory	95
Very satisfactory	160
Total	314

Figure 17: Driver attitude Satisfaction



Source: Elaborated by the student by using EXCEL

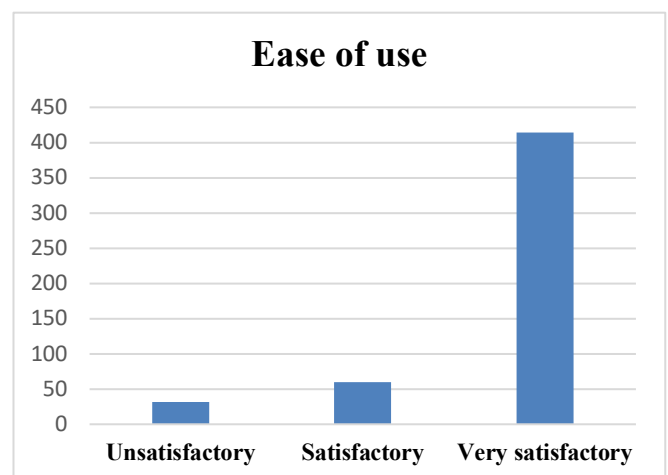
Comment: The results represented by the table and the figure above, tell us that the majority of participants have had a positive reaction towards to the driver attitude, about 160 participants total.

- **Ease of use**

Table 16: Ease of use Satisfaction

Ease of use	Frequency
Unsatisfactory	32
Satisfactory	60
Very satisfactory	414
Total	506

Figure 5: Ease of use Satisfaction



Source: Elaborated by the student by using EXCEL

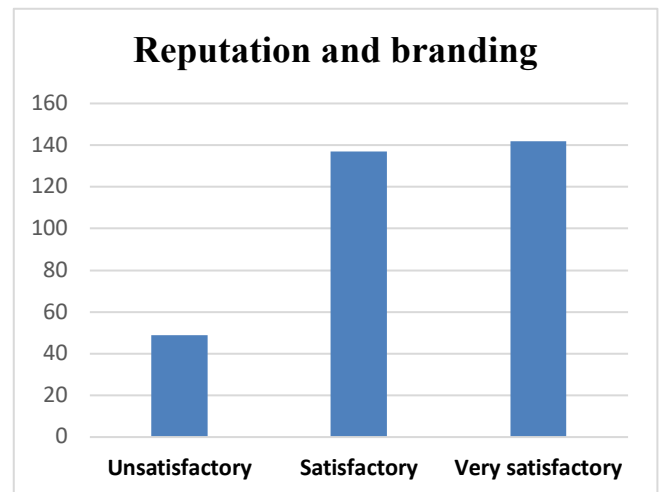
Comment: from the observations made on the figure and table above, the results show us that the overwhelming majority of participants have had a very smooth experience using their apps to ask for a ride.

- **Reputation and Branding**

Table 17: Reputation and Branding Satisfaction

Reputation and Branding	Frequency
Unsatisfactory	49
Satisfactory	137
Very satisfactory	142
Total	328

Figure 6: Reputation and Branding Satisfaction



Source: Elaborated by the student by using EXCEL

Comment: based on this figure and the accompanying table we can clearly see that nearly all the participants have a very positive standpoint on the HEETCH brand, hinting at that the company has successfully solidified its relationship with its customers.

1.6. Structure of Buyer persona

After interpretation of the table that I had from Netnography research we grouped the Buyer Persona of HEETCH in fourth groups:

- **Old Generation**

Table 18: Old Generation Buyer persona

<p>Women's 49%, Man's 51%</p> <p>Age: Plus, than 42 years Married with Children Employees, Retired CRM Channel: Calls, SMS</p>	
<p>Ride frequency 2 to 3 times a week</p> <p>VTC Service usage Context</p> <ul style="list-style-type: none"> - Afterwork at night - Family Visit - Return from grocery shopping <p>Other means of Transportation Bus, Subway</p> <p>VTC Apps HEETCH</p>	<p>Main goals</p> <ul style="list-style-type: none"> - Control Budget - Use cheapest Apps - Nice and friendly attitude from the driver <p>HEETCH Perception Simplicity, Kindness, Essential, Affordable</p> <p>Mood while ordering Ride Tired, In a hurry</p> <p>Digital levels: + +</p>
<p>Demotivators</p> <ul style="list-style-type: none"> - When no drivers are available at night or in the location. - When drivers cancel without notice. - When drivers came late 	<p>Motivators</p> <ul style="list-style-type: none"> - Being able to cancel the ride without pay additional fees. - Being able to get home safe at night. - Being on time to appointments or at work.

Source: Elaborated by the student by using AIRTABLE

- **Z Generation**

Table 19: Z Generation Buyer persona

<p>Women's 68%, Man's 32%</p> <p>Age: Between [25 - 32] Single Employees, Traders CRM Channel: SMS, Email</p>	
<p>Ride frequency 1 to 2 times a week</p> <p>VTC Service usage Context</p> <ul style="list-style-type: none"> - Afterwork at night - Friend meetings - Work <p>Other means of Transportation Walking, Bus, Subway</p> <p>VTC Apps Yassir, HEETCH, Coursa</p>	<p>Main goals</p> <ul style="list-style-type: none"> - Moving safety - Not paying too much - Driver professionalism <p>HEETCH Perception Safety, Serious, Practical, Affordable</p> <p>Mood while ordering Ride Tired, In a hurry, Anxious</p> <p>Digital levels: + + + + +</p>
<p>Demotivators</p> <ul style="list-style-type: none"> - Waiting time too long for driver arrived. - When drivers cancel without notice. - Lack of information on driver how hired. 	<p>Motivators</p> <ul style="list-style-type: none"> - Find a Driver quickly. - Driver's professionalism. - Affordable rides. - Promotions rides.

Source: Elaborated by the student by using AIRTABLE

- **Middle Generation**

Table 20: Middle Generation Buyer persona

<p>Women's 65%, Man's 35%</p> <p>Age: Between [33 - 42] Married Employees, Traders CRM Channel: SMS, Email, Call</p>	
<p>Ride frequency 2 to 3 times a month</p> <p>VTC Service usage Context</p> <ul style="list-style-type: none"> - Occasional Situation - Work <p>Other means of Transportation Walking, Bus, Subway</p> <p>VTC Apps Yassir, Coursa, HEETCH</p>	<p>Mains goals</p> <ul style="list-style-type: none"> - Availability and waiting time - Not paying too much - Driver silence <p>HEETCH Perception Cheap, Practical, Pleasant</p> <p>Mood while ordering Ride Tired, In a hurry, Focus</p> <p>Digital levels: + + + +</p>
<p>Demotivators</p> <ul style="list-style-type: none"> - Driver cancelation. - Long waiting time. - When the drivers are not exactly at the pick-up points. - Dangerous driving 	<p>Motivators</p> <ul style="list-style-type: none"> - Being on time to appointments. - Being in calmed environment while checking emails. - Affordable rides. - Being Comfortable.

Source: Elaborated by the student by using AIRTABLE

- **Students Generation**

Table 21: Student Generation Buyer persona

Women's 71%, Man's 29% Age: Between [18- 25] Single Students CRM Channel: SMS, In-Apps	
Ride frequency 2 to 3 times a week VTC Service usage Context <ul style="list-style-type: none"> - Meeting Friends - Study Other means of Transportation Walking, Bus, Subway, Scouter VTC Apps HEETCH, Yassir, Coursa,	Mains goals <ul style="list-style-type: none"> - Find the cheapest ride - Having nice moment with driver - Waiting for promotion ride HEETCH Perception Cheap, Practical, Friendly Mood while ordering Ride Friendly, Have time Digital levels: + + + + +
Demotivators <ul style="list-style-type: none"> - Driver cancelation. - Long waiting time. - When the drivers don't want talk. - Dangerous driving 	Motivators <ul style="list-style-type: none"> - Friendless with driver. - Free rides. - Being Comfortable.

Source: Elaborated by the student by using AIRTABLE

1.1. Structure of Customer journey

- **Prepurchase Stage (Discovery)**



Figure 20: Prepurchase Stages of customer journey

Source: Elaborated by the data team and product designer by using Figma

Table 22: Analysis of Prepurchase Stage of customer journey

	Discovery	Need to Move	Downloading the App	Sign up
Z Generation	Most of them know the apps by Recommendation from friends that informed them about the cheapest apps.	Most of them when they finish their work, they feel exhausted.	Takes too long to download the App.	The Signup is so easy using Facebook or a phone number.
Middle Generation	Most of them know the apps by Recommendation from friends that informed about the cheapest Apps.	Most of them are looking to be where they want in time.	The App download is normal.	The Signup is faster and easy.
Students Generation	Most of them know the apps by using a Promo code.	To use the Promo code and looking for trying the services.	Fast to download it.	The Signup is so easy using Facebook or a phone number.

From the observation made on the different steps of the customer journey, it is apparent that the unsatisfied part of the latter journey for the gen Z only the students are very satisfied with the benefits they had, such as, cheap rides, as well as the promo code of the first time using the app, however, the middle generation participants, are satisfied in all steps of the journey so there's a difference in satisfaction in all parts of the first stage and the type of customers. The most prominent painful point that is derived from this observation is the inability or the hard access to the App's services.

- Purchase Stage

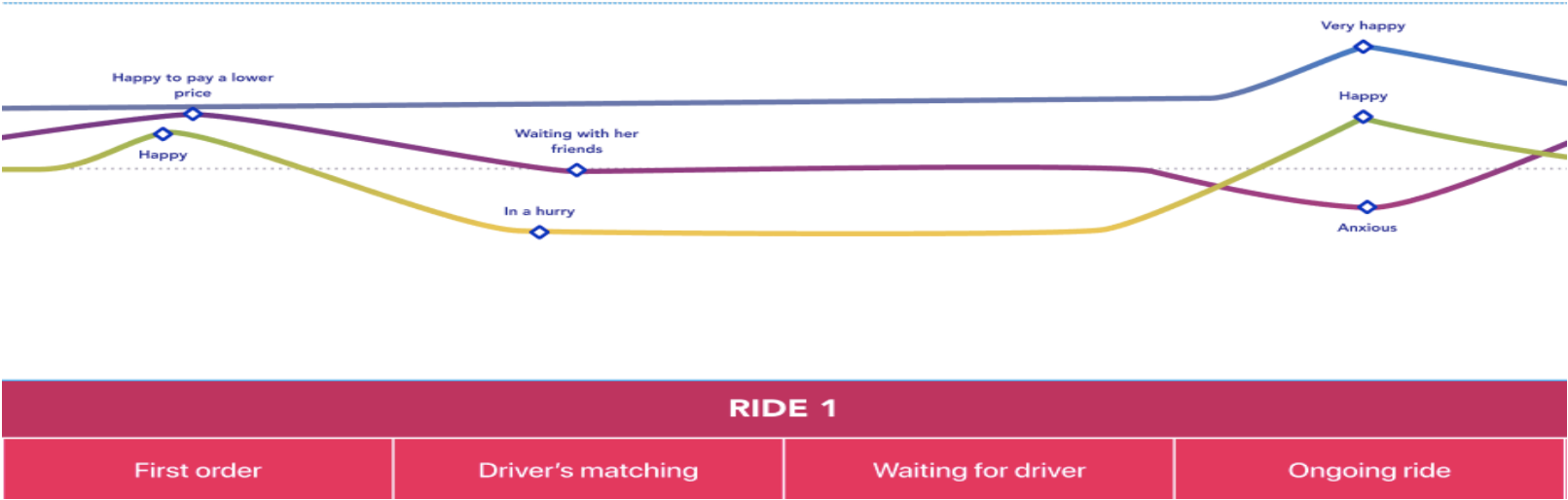


Figure 21: Purchase Stages of customer experience

Source: Elaborated by the data team and product designer by using Figma

Table 23: Analysis of Purchase Stage of customer journey

	First Order	Driver's matching	Waiting for Driver	Ongoing Ride
Z Generation	Most of them like the price of the ride in safe transportation.	Most of them they don't like waiting too much time for matching with a driver and driver cancellation without notice.	Most of them they don't like waiting too much and they want to look for more information about driver.	Most of them like the Kindness of drivers.
Middle Generation	Most of them like the price of the ride when compare it with other competitors	They are okay about the waiting for matching with a driver.	They are fine about the waiting times.	Most of them don't like to discuss with drivers.
Students Generation	Most of them like the price after using Promo code.	The waiting for matching with a driver is too fast.	The waiting times is not problem for them.	Most of them like the attitude of drivers and friendly mood.

This stage is the main important one in the customer journey. The student generation have roughly the same satisfaction degrees but for the Middle generation, they stay satisfied through most of the steps of this journey. Only in the last part of this stage, they change to unsatisfied because of the driver's attitude. About the Z generation they seem to be very satisfied through the entire stage, in exception of an inconvenience in the 3rd step, which is waiting for the driver to pick them up, because they don't like to wait for too long, as well as security matters regarding the driver's profile. All in all, there's a notable difference in the satisfaction and loyalty in terms of different steps of the journey as well as the type of customers.

- **Post-Purchase Stage**

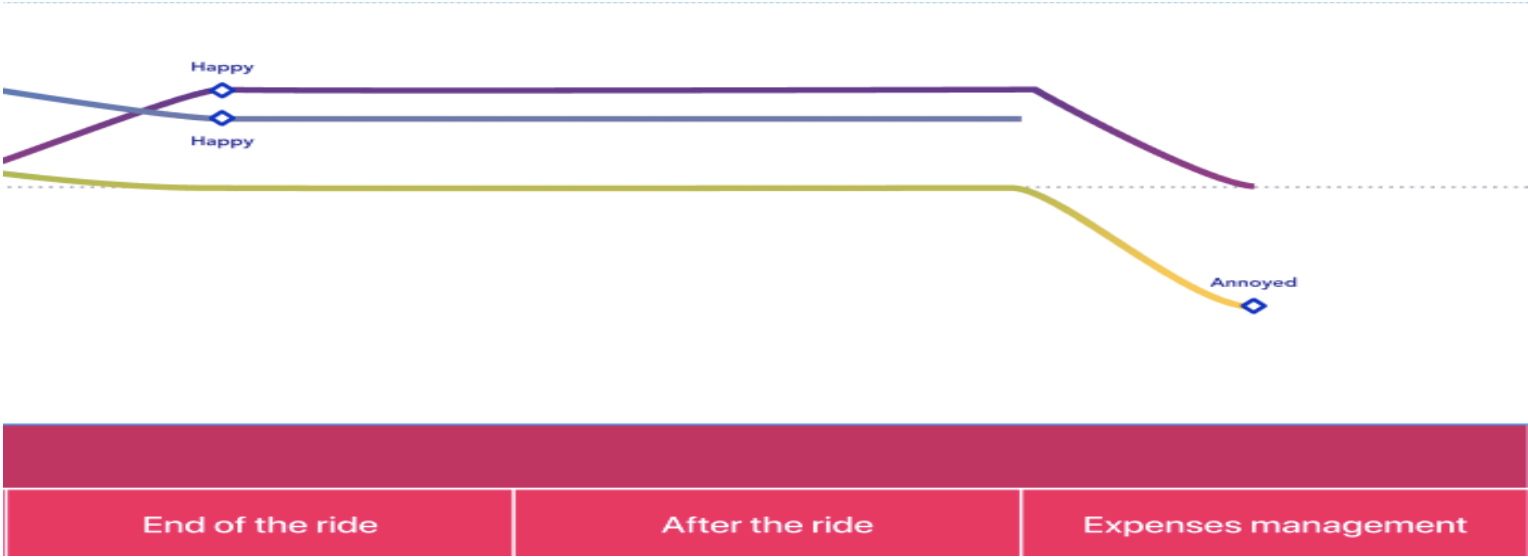


Figure 22: Post-Purchase Stages of customer experience

Source: Elaborated by the data team and product designer by using Figma

Table 24: Analysis of post-purchase Stage of customer journey

	End of the ride	After the ride	Expenses management
Z Generation	Most of them like the dropping off in the exact location they requested.	Most of them they don't like to recommend it and they only rate the driver.	Most of them send feedback about their experience and share it in social media.
Middle Generation	Most of them like the dropping off in the exact location they requested in a short timeframe.	Most of them look for the receipt in their email and check the ride price.	They don't recommend it to their friends and co-workers.
Students Generation	Most of them like the overall safety of ride.	They pay the ride and leave.	Nothing mentioned from them.

The observation made on this stage of the customer journey says that the middle generation and students are very satisfied because they like the price of the ride and being in time but for the Z generation they are satisfied in first part of this stage but in the last part they switched to an unsatisfied status due to the lengthy riding process.

CONCLUSION OF THE CHAPTER

From the results deduced from the research we made, the various observations and the deep analysis, using research tools such as Netnography, which was very useful in understanding the deep emotions that are related to the customer experience, as well as using the quantitative method which manifests in the survey that we made, from which we got the following notes: Most answers that we received from the participants have a strong inclination towards a positive point of view of HEETCH, that sure tells us that the company's CRM policy is of high quality and well thought-of. Most of the customers that the database is filled with represent the buyer's persona, simply because of the relational interaction made between the two parties, this coupled with "as we said before" an effective CRM policy, allowed them to improve the customer's overall journey, through the different stages, starting with the pre-purchase phase, until the post-purchase one. However, nothing is perfect, this is due to some anomalies discovered in our research, that some of the participants, based on their type, have been mildly unsatisfied with their services, but most of the issues are very minor and can be dealt with easily, the range of painful points is limited to: App management, driver's attitude, and the waiting times. In the end, HEETCH's efforts are in the right direction and is apparent that they always work to improve their services, so that the customer will have the best and the most successful experience possible.

GENERAL CONCLUSION

Given the theoretical development we have discussed, it appears that Relationship Marketing has taken an important place in any business that strives to retain its customers. Based on the personalization of customer service, it constitutes a performance lever for any organization working to consolidate its position and satisfy its customers.

In the same perspective, loyalty and CRM seek to create a lasting relationship between the customer and the company. They are considered to be the first tangible step in Relationship Marketing. It requires giving the utmost importance towards the customer and the ability to learn from each interaction with him. It is thus undeniable that the quality of the customer-business relationship becomes essential for the success of any organization, especially for those operating in the service sector.

The need therefore to implement Relationship Marketing in the core management is indisputable. And despite HEETCH clearly shows its desire to increasingly satisfy its customers, and to constantly offer new services, the operator nevertheless suffers from significant deficiencies in terms of relationships with its subscribers. Indeed, having little information useful for establishing a real database, and therefore a CRM program, only makes it hard to actually implement a relationship approach with its customers.

Currently, HEETCH must integrate and manage new information flows from different sources and on various media. And to better meet the relational needs of the company with its customers, the constitution of a real database remains essential. Note that it is not enough to have a customer database, but the importance lies in continuously updating it and knowing how to use it for a better understanding for the customers. Thus, all the tools available to CRM help companies create a global vision of their customers and quickly adapt to their changing expectations.

The most widespread practice in Relationship Marketing consists of developing satisfaction studies in the hope of detecting any dissatisfied customers in order to give them a special treatment. Unhappy customers are often a source of information for the company because they are like motion sensors, they detect flaws (instead of motion) and provide a detailed report of the problems, this reduces the work for the company and can easily resolve the issues quickly.

Being able to collect customer feedback through complaints or suggestions is a way to increase customer satisfaction. To do this, it is necessary to inform and motivate all company staff so that customer satisfaction becomes an integral part of the company's culture.

While this practice is recognized and used optimally by many companies around the world, it must be recognized that HEETCH has many shortcomings in this regard. And the various subscribers are not failing to show this lacking. Often feeling abandoned and not sufficiently understood by HEETCH employees, subscribers clearly display their dissatisfaction due to a poor customer relationship management.

Due to the absence of a real relationship marketing framework within HEETCH, the CRM approach is left to the goodwill of the managers of the various commercial agencies of HEETCH. While some managers are really sensitive to improving the climate within commercial agencies, and to the satisfaction of subscribers. HEETCH suffers from a negative image that is hard to scratch, an image of an operator who hardly cares about his subscribers, but just thinks of making money. Getting rid of such an image takes a long time, but it is not impossible. HEETCH can also overcome the shortcomings it registers in terms of the quality of the relationship with its subscribers and its shortcomings in the relationship marketing approach, which can be used in particular as support, to improve the quality of the main service itself.

Customer experience has drawn significant interest in recent times from both academicians as well as practitioners; Marketing practice has embraced the study of customer experience, this expansive perspective considers customer experience holistic in nature, incorporating the customer's cognitive, emotional, sensory, social, and spiritual responses to all interactions with a firm.

The customer's experience is regarded as the most important focus of any business, because the latter usually translates into profits. A positive experience indicates that the customer is satisfied, and in order to maintain a positive one, A coherent and clear CRM policy must be implemented, using different tools to maintain an interaction between the two parties, that include different communication channel such as Apps, Social Media, Email and phone calls, this is part of the relationship strategy, which is to collect important information about the users, even though there are other tools to collect such information, such as online survey or using a research method called Netnography, which is used in various forms of social interactions, look them up and read behind the lines to understand the deep desires and hidden needs that the users themselves don't know, in order to build a database filled with Buyer's personas, those customers that actually contribute to feeding their database, the information is later used to define points they encounter during their customer journey; A customer journey is the different

stages of the experience, starting with the pre purchase phase, then the purchase phase transitioning into the final phase which is the post-purchase one.

Ultimately, Improving or making a customer experience a success will implicate loyalty and satisfaction, which in turn will translate into long term profits that will give the company or the business a competitive edge over their competitors.

Our goal from our research was to tackle the following main question: *“How does CRM measure the customer experience according to each stage of the journey (case study HEETCH Eldjazair)?”* to get some answers, and in order to so, three sub questions have emerged:

- What is the ideal Buyer persona connected with the E-CRM ?
- What is the key painful point that CRM can identify at each different stage in the customer journey?
- Is there a difference in terms of satisfaction and loyalty depending on the journey and the type of customer?

For this purpose, we have come up with the following hypotheses:

- H1: Female Employees are the ideal buyer persona connected with HEETCH E-CRM.
- H2: Use of Application is the key painful point that CRM has identified in the customer journey.
- H3: There is a difference in terms of satisfaction and loyalty on the journey and the type of customer.

At the end of this work, therefore, we are to express an opinion on the said hypothesis. Concerning the first one, that says that female employees are the ideal buyer persona that is connected with HEETCH E-CRM is affirmed from the research results that we obtained. And for the second hypothesis, that says that the use of application is the key painful point that CRM has identified in the customer journey, this one has been rejected because we found out from the Netnography research that driver attitude was the key painful point in the customer journey. As for the last hypothesis, which states that there is a difference in terms of satisfaction and loyalty on the journey and the type of customer, this latter hypothesis is true based on our findings from our research.

From the results, we come up with certain suggestions and recommendations to help HEETCH improve their services and by extension, to make the customer’s experience, a successful one, namely:

- First, they need to understand the customer's background and profile in greater detail, so that means they need to implement advanced research methods such as Netnography, which is highly important in order to understand what even customers don't about their need and expectations.

- Second, they need to review their pricing strategy, this could mean that they should look for ways to reduce the labour costs, or, in this case, they can use some funding from their other subsidiaries, for a period of time, to eliminate competition, and once that is done, the pricing problem would be resolved, if they price returns to its original state.

- Third, they need to use less costly CRM tools, because it burdens their treasury.

- Fourth, the buyer's personas are of very high value because they provide valuable information about their experience with the company, so more of these of profiles have to be identified, using different research tools that were previously suggested.

- Fifth, one of the reoccurring complaints was about the drivers' attitude, and in order to resolve such issue, we suggest a proper training for their partners (drivers), to teach them on how to deal with the passengers properly, this will greatly increase the customer's satisfaction and by extension, provide a successful customer experience.

- Sixth, waiting times is another reoccurring painful point, 2 suggestions are made: one is that the matchups should be as close as possible to the departing point, this will reduce the waiting times significantly. The second suggestion is to provide more leisure options within their app, to create a positive attitude for passengers before their ride arrives.

Certain limitations regarding this research, mentioning:

- The conduction of this research was costly, because the tools used for data analysis as well data collection were expensive.
- The reach of the online survey was limited to those who only used Internet connection, that means that certain categories were missed, which slightly impacts on the results; Also the language barriers may inhibit people to answer correctly or to answer at all.
- It is difficult to measure the customer experience through CRM methods and tools, because the customers' experience differs from an individual to another, meaning that it can become extremely hard and costly to identify and measure exactly what the customer was feeling during the service provision.
- And the cherry on the top of the cake, the Covid pandemic has impacted greatly the customer experience, because the business itself was reduced to a halt, as well making the research bit more difficult to realise.

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- [Www.Zendesk.com](http://www.zendesk.com)
- [Www.Elsevierdirect.com](http://www.elsevierdirect.com)
- [www.Gartner.com](http://www.gartner.com)
- www.ikeahackers.net

APPENDIX

Dans le cadre d'un travail de recherche académique portant sur **La contribution du CRM a la réussite de l'expérience clients** dans une Startup VTC, nous vous prions de bien vouloir répondre à ce questionnaire. Nous tenons à vous informer qu'il **n'y a pas de bonnes ou mauvaises réponses**, et les réponses que vous nous communiquerez resteront **totalemt confidentielles**. Nous vous remercions d'avance du temps accordé.

Merci de prendre le temps de répondre à ces quelques questions.
Vos réponses nous sont utiles pour comprendre vos besoins en matière de transport VTC .
Promis ce ne sera pas très long !

- Commençons par en apprendre un peu plus sur vous.

1. Vous êtes ?

- Homme
- Femme

2. Quel âge avez-vous ?

- Entre [18- 30] ans
- Entre [31 - 40] ans
- Entre [41 - 50] ans
- Plus de 50 ans

3. Vous habitez ?

- Alger
- Blida
- Tipaza
- Boumerdes

4. Quel est votre niveau académique actuel ?

- Pas de Diplôme
- Bac ou équivalent
- Bac +3 Licence
- Bac +5 Master
- Supérieure à Bac +5 (Doctorat, Master Spécialisé)

5. Quelle est votre catégorie socio-professionnelle ?

- Sans Activité professionnel
- Étudiant
- Cadre d'entreprise
- Employé
- Retraité
- Commerçant

6. À quelle fréquence utilisez-vous les services de HEETCH ?

- 1 à 2 fois par Jour
- 2 à 3 fois par Semaine
- 2 à 3 fois par Mois
- Plusieurs fois par Mois
- Jamais

7. Quelles sont les 2 applications que vous utilisez souvent :

- Yassir
- Coursa
- Heetch
- Temtem
- Careem

8. Quand vous utilisez HEETCH, vous êtes :

- Souvent seul(e)
- Souvent à deux
- Souvent en groupe

9. À quelle occasion utilisez-vous HEETCH le plus souvent ?

- Visites familiales
- Sorties
- Pour des achats
- Pour des déplacements professionnels
- Pour aller étudier
- Lorsque les transports en commun ne sont pas disponibles

10. Quel est le 1er critère que vous regardez avant de choisir un HEETCH ?

- La disponibilité des chauffeurs
- La simplicité d'utilisation de l'application
- Un service client à l'écoute
- Le prix des trajets
- Les promotions

11. Quel est le deuxième critère que vous regardez avant de choisir un HEETCH ?

- La disponibilité des chauffeurs
- La simplicité d'utilisation de l'application
- Un service client à l'écoute
- Le prix des trajets
- Les promotions

12. Peux-tu nous raconter en deux mots une très bonne expérience que tu as eu avec Heetch ?

.....

13. As-tu déjà eu une mauvaise expérience sur Heetch ?

- Oui
- Non

14. Peux-tu nous en dire plus ?

.....

15. Dans quelle mesure de satisfaction êtes-vous avec chacune des caractéristiques suivantes :

	Unsatisfais	Satisfais	Super Satisfais
Prix			
Qualité et fiabilité du service			
Sécurité			
Attitude des drivers (sympathie)			
Simplicité d'utilisation			
Réputation et image de marque			

16. Est-ce qu'un système d'abonnement à un service VTC vous intéresse ?

- Oui
- Non

Merci beaucoup pour votre participation !

