



How does customer satisfaction impact the performance of an e-commerce company?

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ABSTRACT

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How does customer satisfaction impact the performance of an e-commerce company?

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Customer satisfaction stems from the match between customer expectations and the perceived performance of the service or product offered. It can be defined as a consumer's state of contentment following the purchase of a product or service. This thesis aims to discover the concept of customer satisfaction, the impact it has on French E-Commerce and to understand the consequences of the latter, in the context of E-commerce.

The aim of this thesis is to determine the factors and consequences of customer satisfaction on the well-being and future of French e-commerce, as well as the techniques that can be used to increase the satisfaction rate and evaluate it, by conducting a qualitative research method with interviews, as well as a quantitative method to obtain the customer's point of view. The results of this research will contribute to understanding consumer attitudes and the impact this can have on sales and company figures. The findings may be useful to E-commerce professionals in all fields who sorely need positive feedback to thrive, and who wish to explore new ways of engaging with customers. The thesis is also aimed at anyone or any type of organization wishing to learn more about the impact that customer satisfaction has on business results.

The findings of the thesis bring together new solutions that can be used to improve satisfaction, enabling companies to increase the number of sales and drive future sales. The thesis also finds out how data can be used in the French E-commerce industry.

Key words: satisfaction, e-commerce, french market, customer, performance

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INTRODUCTION

The authors of this thesis, Léonie Legentil and Elisa Spurer are two students in the International Business School at Kedge Business School and are currently doing a double degree exchange with Tampere University of Applied Sciences.

They decided to develop this thesis topic because of our respective personal and professional experiences. Indeed, in the age of the internet, they have all made purchases on the internet, whether it be for a product or for a service.

Authors having both had recent professional experience in the field of e-commerce sales and customer service in two different companies, the idea of developing an academic thesis on this subject seemed natural to us.

The past two years have been marked by the global humanitarian crisis caused by COVID-19. This international crisis has impacted the world of commerce across borders, regardless of whether the business is physical or online. For many companies, business world have seen radical changes to their offerings and logistics to cope with the crisis, and to best meet customer needs despite the difficulty of management.

This is where a new era in customer satisfaction comes in.

This extraordinary situation made the authors aware of the significant increase in administrative procedures, but above all in customer care. Léonie worked in an e-commerce sector with products (private sales), and Elisa worked in an e-commerce sector for services (language holidays). This situation allowed them to discover a new management of customer care and complaints, but also of stress management in situations unknown to the customer as well as unknown to them.

The idea in this general introduction is to show that through their personal expectations as customers, and through their professional experience, are aware of many aspects of customer retention and satisfaction.

It is through these experiences of the last two years that this research thesis will focus on the impact of customer satisfaction on business performance.

These different points led me to the following problematic:

How does customer satisfaction impact the performance of an e-commerce company?

Thesis Plan

Thesis Topic

The e-commerce customer satisfaction thesis is an in-depth study of how consumers perceive the online shopping experience and how this perception influences their overall satisfaction. This research examines the factors that influence customer satisfaction in e-commerce, including product quality, website usability, customer service, delivery and return policies. In this area, social relevance relates to the customer's impressions and opinions of their experience as a customer with the company, product, or service they have ordered. These points are essential to the success of any business, regardless of its field of activity. Satisfied customers are more likely to come back and buy again, which helps to increase sales and customer loyalty. In addition, satisfied customers are more likely to recommend the business to friends and family, which can help attract new customers.

Finally, taking into account the role of social networks in today's corporate image, satisfied customers are less likely to post negative comments or reviews on social networks or online review sites in order to damage the company's reputation. Thus, customer satisfaction plays an important role in the success and social reputation of a company.

This topic is of great social and commercial importance as more and more consumers shop online. The COVID-19 pandemic has accelerated this trend by pushing even more people to shop online. E-commerce companies need to understand the factors that influence customer satisfaction in order to maintain their competitiveness and growth.

This thesis is new and current as it examines the latest trends in e-commerce and changes in consumer behavior.

Furthermore, the research uses advanced methods to measure customer satisfaction, including text analysis and data analysis.

Finally, this thesis has considerable potential to make significant contributions to the literature on customer satisfaction and to provide practical information to e-commerce companies.

In 2023, it is still important to study customer satisfaction as it remains a key element in the success of any business. Customer satisfaction is an important indicator of the quality of the products and services provided by a company and the effectiveness of its relationship with its customers. If customers are satisfied, they are more likely to remain loyal to the company, to buy its products or services again and to recommend it to others. On the other hand, if customers are unhappy, they may seek other options, resulting in lost sales and a poor reputation for the business.

In addition, customer expectations are increasing every year in terms of personalization, speed and quality of service. Companies therefore need to understand and meet their customers' expectations to remain competitive in the market. By studying customer satisfaction, companies can identify issues, trends and opportunities for improvement in order to proactively meet their customers' expectations.

As well, customer expectations are increasing every year in terms of personalization, speed and quality of service. Companies therefore need to understand and meet their customers' expectations to remain competitive in the market. By studying customer satisfaction, companies can identify issues, trends and opportunities for improvement in order to proactively meet their customers' expectations.

Finally, current trends place social networks and online review platforms in an even more important position than in previous years. Customers can now easily share their experience with a company with the world. Bad reviews can have a significant impact on a company's reputation, while good reviews can strengthen it. Companies must therefore pay close attention to the satisfaction of their previous and current customers to protect their company and their future reputation.

Thesis objectives, purpose and possible research questions

The aim of the thesis on customer satisfaction in e-commerce is to understand the factors that influence customer satisfaction when shopping online. The aim of this research is to contribute to a better understanding of the online shopping experience and to identify effective strategies that e-commerce companies can use to improve customer satisfaction.

We will focus on a French-wide segmentation in this assignment.

E-commerce is booming in France and around the world. With thousands of e-commerce sites available online, it is increasingly difficult for companies to stand out from the competition and retain their customers. In this context, a thesis on customer satisfaction in e-commerce in France could provide important insights to help companies improve their performance and build customer loyalty.

The objectives of a thesis on customer satisfaction in e-commerce in France can be varied. Here are some examples:

1. Understanding the factors that influence customer satisfaction in e-commerce in France: A thesis could focus on identifying the factors that influence customer satisfaction in e-commerce in France. This study could include quantitative and qualitative analyses to determine the most important variables and the relationships between them.
2. Analyzing differences between product types: a thesis could focus on differences in customer satisfaction for different types of products sold online, such as clothing, electronic products or food products. The results could help companies to understand the specificities of each type of product and to adapt their sales strategies accordingly.
3. Analyzing the impact of socio-economic factors: a thesis could examine how socio-economic factors such as income, age or education level affect customer satisfaction in e-commerce in France. The results could help companies target

the most profitable market segments and adapt their sales strategies according to the characteristics of each segment.

4. Analyzing the impact of marketing strategies: A thesis could focus on the impact of different marketing strategies used in e-commerce in France on customer satisfaction. The results could help companies to develop more effective marketing strategies and to better understand their customers' expectations.

5. Proposing recommendations to improve customer satisfaction: Finally, a thesis could focus on proposing practical recommendations to help companies improve customer satisfaction. Recommendations could include marketing strategies, loyalty programmes, improvements in product and service quality, etc.

In conclusion, a thesis on customer satisfaction in e-commerce in France could help companies to understand their customers' needs and improve their performance in the market. The objectives of the thesis can be varied, but they all aim to provide useful information for companies and for researchers interested in the field of e-commerce.

Research questions may include the following:

- What are the main factors influencing customer satisfaction in French e-commerce?
- How do return policies influence customer satisfaction in French e-commerce?
- What are the differences between customer segments in terms of satisfaction with online shopping experiences?
- How can online customer feedback be used to improve the online shopping experience?
- How can French e-commerce companies manage product returns to improve customer satisfaction?

These research questions help to clarify the purpose of the thesis and guide the empirical research to achieve this purpose.

Concepts and theories

The main concepts that will be addressed in the thesis on customer satisfaction in e-commerce are the following:

- Customer satisfaction - Customer satisfaction is the measure of the customer's perception of the quality of the products and services they have purchased. This includes the online shopping experience, product quality, delivery, return policies and customer service. Customer satisfaction is measured using quantitative and qualitative methods such as customer surveys, text analysis and interviews.
- Online shopping experience - The online shopping experience is the set of interactions a customer has with an e-commerce site when purchasing a product or service online. This includes site navigation, product search, ordering, delivery and return policies.
- Return policies - Return policies are the rules and procedures that e-commerce companies have in place to manage product returns. Return policies have a significant impact on customer satisfaction, as they can either make it easy or difficult and frustrating to return and refund a product.

These three concepts of customer satisfaction, online shopping and return policy are closely related as they all have a significant impact on the customer shopping experience.

First of all, we can determine that the customer's satisfaction will obviously depend on their online shopping experience. This buying experience will start from the moment the product is entered on the website page, to the moment it is received, but also to the moment the item is returned (if it is a product), if it does not meet the customer's expectations. Indeed, customers expect an easy, fast and intuitive shopping experience when shopping online. If this experience is disrupted by technical problems, a difficult-

to-navigate user interface or inappropriate return policies, customer satisfaction can be negatively affected.

Companies seeking to improve customer satisfaction must therefore ensure that they offer an easy and intuitive online shopping experience, as well as a clear and generous returns policy to meet their customers' needs.

The theories behind this thesis are as follows:

- Attribution theory - Attribution theory examines how individuals explain events in their lives. In the context of e-commerce, this theory can be used to understand how customers attribute responsibility for their online shopping experience to the e-commerce company or to themselves.

- Expectancy theory - Expectancy theory suggests that individuals have specific expectations about the outcomes of a situation. In the context of e-commerce, this theory can be used to understand how customers evaluate the online shopping experience based on their initial expectations.

Attribution and expectation theories are two key concepts in the field of e-commerce. They are related because they both have an impact on how customers perceive and react to online shopping experiences.

On the one hand, attribution theory suggests that people tend to explain events by attributing causes to them. In the context of e-commerce, this means that customers will seek to explain why a shopping experience went the way it did. For example, if they experienced technical problems when shopping online, they may attribute this to a problem with the website or the payment system. Businesses should therefore pay attention to how customers attribute the causes of events and seek to influence this perception by providing a smooth and seamless online shopping experience.

On the other hand, expectation theory suggests that customers have specific expectations about what they will experience when they make an online purchase. These expectations are based on their past experiences and the information they received about the product or service before making their purchase. If the online shopping experience does not meet their expectations, this can lead to a decrease in customer satisfaction and may even discourage customers from returning to make future purchases.

In summary, attribution and expectation theories are linked in that they both influence how customers perceive and react to online shopping experiences.

We understand that both theories can be applied to the study of customer satisfaction in e-commerce. These issues can be analyzed by looking at how customers perceive their online shopping experience, but also in terms of their expectations.

By understanding how customers deal with conflict and justify their decisions, the companies involved can develop strategies to improve the online shopping experience and thus customer satisfaction through a snowball effect.

Working methods and data collection

The goal of a literature review is to gather recognized academic knowledge on a subject. This provides a framework for the study and represents the basis of knowledge that will allow us to conduct a field study. We will strive to diversify the authors and viewpoints to ensure the relevance and reliability of our literature review.

Initially, we will verify the reliability of our indicators. Is a customer who we consider satisfied really satisfied? Will they recommend our product as we expect? Is a customer who rates us 8/10 as loyal to the brand as we imagine? Is our perception skewed when we see a 4/5-star review?

We will then see how companies utilize this data and the importance they give it. We will try to understand what actions companies can take upstream to

prevent dissatisfaction. We will study the impact of these indicators on a company. We will approach this empirically through a qualitative study, beginning with a macro analysis, followed by a micro-analysis.

Firstly, we will verify if theories hold up on a large scale. We will use data related to sales volumes and data analysis to see how a company can assert a certain percentage of satisfied customers and what that implies regarding the quality of its offerings.

Secondly, we will verify with the example of several specific customers if what the theory indicates holds true. For example, does a customer who we consider very satisfied actually play their role as an ambassador for the company by recommending our products?

This will allow us to better understand why these indicators work, what their weaknesses are, and the points that my study could aim to be more relevant. We will also try to understand if the use of this data varies from one company to another by questioning a maximum of different actors around customer satisfaction. This will allow us to compare if the importance of these factors is the same in all fields, as well as the different measures taken according to the sector of activity.

We will also need to consider addressing this issue from the customer's point of view. This will raise points that may not have been addressed by professionals. The results of these analyses will be organized according to the elements of the responses they provide to the hypotheses formulated in the previous sections. The goal of this study is to verify these hypotheses, which is why our questions will be directly focused on our problem statement.

Data acquisition:

The quality and quantity of data collected can have a significant impact on the validity and reliability of the results obtained. By collecting relevant and

reliable data, we will be able to better understand the topic and produce meaningful results that contribute to the research of our problem. Data collection must be conducted in a rigorous and methodical manner to ensure the validity and reliability of the thesis results.

We opted for a qualitative study, as it is difficult to proceed with closed questions. We want the participants to be free to develop their ideas according to the methods used in their companies. In the first instance, a survey will be carried out using a google form, with semi-open questions on a sample of 20 people. The answers to this survey will allow us to create a second google form with predefined questions and answers to obtain quantitative data, percentages and precise statistics. This second survey will be conducted on a larger sample of people (100 to 200 people).

The implementation of semi-structured interviews could help us gain more depth on the results obtained in the previous surveys. This would allow us to better understand the motivations or roles of the people interviewed.

Because of our previous internships, Elisa at EF (Education first) and Léonie in private sales, we will be able to testify about our own experiences in customer service and in e-business.

Our plan will be divided into three main parts, in the form of questions that are closely related to our initial problem. We have chosen to focus our thesis on three main principles that correlate with the impact of customer satisfaction in a company.

Our three major axes are the following, and will be formulated in this thesis in the form of questions, and therefore problems to be solved:

- Sub-problem number 1:

Data focused on company performance

- Sub-problem number 2:

Data focused on customer satisfaction

- Sub-problem number 3:

Correlation between unpredictable external events and the company
Interview guide

The interview guide is a support for the person conducting the interviews, in which the different themes that will be discussed during the interviews are listed, and a series of questions that will be asked or not depending on the answers given by the participants.

Indeed, the semi-directive form of the interviews, also generated discussions around the issues, rather than answers to my questions already set.

In order to transcribe the ideas of the interviewees as well as possible, it is necessary to take into account their particular point of view according to their role in their company, the subjects on which they work, and the diversity of the profiles that we are going to interview will allow us to have a wide range of points of view.

Here are the questions we can address during these interviews:

- General questions

- What are your functions?
- What is the purpose of your position in your company?
- How are you related to the problematic of the thesis

- Question related to company performance

- What do you mean by company performance?
- What is the first impact you feel in your job if customer satisfaction increases or decreases?
- Are you able to handle a large change in your demand (increase or decrease)? What impact would this have on satisfaction?

- Does a satisfied customer stay true to the NPS score predictions?
- Is the impact of customer satisfaction specific to your market? Would it work differently in another industry?
- Are there any conditions under which the concepts mentioned would be true? Only on a large scale? By age group?

- Questions related to the impact the company can have on it

- For an equivalent service or product, can you improve or modify this satisfaction? What is the cost?
- Did you change your goals or standards during the COVID crisis?
- Studies show the link between employee training and customer satisfaction. How do you manage this?
- What are the phenomena that you have difficulty anticipating?

- Questions related to measuring satisfaction or its measurement

- What do you expect from a satisfied customer? loyalty? experience sharing? recommendation? ...
- According to you, what is the first criterion linked to satisfaction?
- How do you measure satisfaction? With which tools?
- Are your measurement tools reliable? How do you make sure?
- Today, most of your tools are digital. How did you do it before that? Was it as reliable?

Thesis Process

A structured plan is essential for writing a thesis because it helps organize ideas and makes the work easier to understand.

Indeed, a thesis is a complex and dense document that must meet strict academic requirements. A structured plan therefore helps to organize the different parts of the thesis in a logical and coherent way, ensuring that each section answers a specific question or has a clear purpose.

In addition, a structured outline makes writing the thesis easier by providing a clear and precise framework, thus avoiding repetition and ensuring that all necessary elements are included.

Finally, a structured outline is also useful in helping the reader understand the content of the thesis, as it makes it easy to follow the logic and argument presented.

To sum-up, a structured outline is essential for writing a quality thesis, both in terms of clarity of writing and organization of research work. This is why we have chosen to establish a structured plan following a logical scheme that connects the parts between them.

1 Data Collection

1.1 Methodology

For the first part of the data collection, authors opted for a quantitative study, with an open-ended question for the last question of the form (not compulsory) in order to give respondents the opportunity to express themselves on the subject, and to understand their ideology in this field according to their personal experiences.

This method will allow to obtain a point of view mainly from individuals, who use e-commerce in the private domain when ordering personal products or services.

The second method of data collection will be quite different from the first. We will therefore carry out a second data collection through an interview with several e-commerce workers in the service sector. Indeed, as Elisa has kept good professional links after her 1 year at EF Education First (language stays), authors of the thesis are going to interview several members of different teams in order to get their point of view on the commercial side.

They decided to use interviews as a method of data collection because they like to link the human aspect to their projects. Indeed, two authors like to exchange and have open and constructive dialogues. So, when faced with this mindset, this type of interview allows to gather several elements that are similar and that we consider important for the involvement in the work. These elements are, for example, the emotional connection with the person in front of us, but also non-verbal communication.

When choosing the interviewees, interviewers left it up to them to decide on their preferred method of response. Indeed, some people may be uncomfortable with the idea of stating their opinion, or others may not have the

chance to take the time for an interview. It is in this case that it is still possible to involve them in our thesis topic by forwarding them the link to our survey.

1.2 Survey

A survey was developed using a quantitative methodology to better understand the impact of consumer satisfaction on e-commerce platforms, specifically targeting those operating on the French market.

It is considered important to get the point of view of the customer as well as the professionals, which is why the choice was made to create a survey to get the point of view of online buyers. The customer being at the heart of the study, a survey on a sample of 100 people was created.

The survey was then shared on different platforms including: LinkedIn, Facebook, Instagram and WhatsApp to have a maximum of possible answers it was agreed to create 2 surveys in French and in English.

First of all it is important to know about the consumer and his functions. Hence the creation of the first section on the professional functions, gender and age. Age being an important data, it was crucial to ask the sample the age range, which allows to find a correlation between the answers according to the age of the customers.

Assessing engagement is done via questions such as "How often do you shop online?" and determining consumer trust in crowdsourced product reviews by asking questions such as "When you order a product, do you really look at the reviews or comments?"

It's critical to better understand how reviews influence customer satisfaction, as these reviews can ultimately determine whether or not customers buy from a particular site. "Have you ever abandoned a shopping cart because of a poor user experience on an e-commerce site?" Getting clarity on this question would help understand how negative customer interactions can result in lower sales for E-commerce companies. Abandoned shopping carts

are a serious problem in this industry, which underscores the need to accurately identify the contributing factors.

"Do you think easy return and exchange policies are important to your online shopping experience on e-commerce sites?" This question seeks to determine whether consumers value a fair return and exchange policy when shopping online. Consumers' opinions on this issue affect the level of satisfaction they get from online shopping.

"How do you choose an e-commerce site to make your online purchases?" This survey focuses on the criteria consumers use to choose E-commerce platforms. Knowing these criteria can help sellers better tailor their approach to customer expectations.

"How important is customer satisfaction to the performance of an e-commerce site in the French market and why?" This open-ended question seeks to determine the extent to which customer satisfaction is critical to driving e-commerce growth in the French market. This question is the only one that requires a free answer, indeed it is necessary to have different points of view. It was not possible to put a multiple choice question.

1.3 Interview

1.3.1 Interview Guide

Second-level title, which you can remove if applicable The interview guide is a support that will help the authors conduct the interviews. It lists the different themes that will be discussed during the interviews as well as a series of questions that will be asked or not according to the profiles and the answers given.

Indeed, the semi-directive form of the interviews may lead to discussions around the issues, rather than answers to questions already set. The goal is to reframe the answers if necessary in order to answer all the essential questions

as best as possible in order to create a detailed and in-depth study of the subject.

The use of an interview guide can be beneficial for several reasons including ensuring consistency in the questions asked: An interview guide can ensure that all important questions are asked consistently of each participant. This ensures that the data collected is comparable and consistent.

In addition, an interview guide makes data collection much easier: The interview guide facilitates data collection by providing a clear structure to the interviews. Participants may be more likely to answer questions if they are presented in a coherent and logical manner. It also saves time: The interview guide can help save time by allowing researchers to focus on the most important questions for their study. This includes avoiding repetitive or unimportant questions that may waste the researcher's and participant's time.

Finally, an interview guide can ensure that the data collected is valid and relevant to the study. The questions asked can be designed to meet the research objectives and help collect the most relevant data.

In summary, the use of an interview guide is an important element in collecting data for a consistent study, especially for interviews. It helps to ensure the quality and validity of the data collected.

In order to transcribe the ideas of the interviewees as well as possible, it is important to take into account their particular point of view according to their role in society and the subjects on which they work. The diversity of the interviewed profiles allows us to have a wide range of points of view.

The following are the interview guide questions:

General Questions:

- What are your duties?

- What is the purpose of your position in your company?
- How do you relate to the study problem?

Question related to business performance :

- What do you mean by company performance?
- What is the first impact you feel in your work if customer satisfaction increases
or decreases?
- Are you able to handle a large change in your demand (increase or decrease)? What impact would this have on satisfaction?
- Does a satisfied customer stay true to the NPS score forecast?
- Is the impact of customer satisfaction specific to your market?
- Are there any conditions under which the concepts mentioned can be verified? Only on a large scale? By age group?

Questions related to the impact that the company :

- For an equivalent service or product, can you improve or modify this satisfaction? What is the cost?
- Did you change your objectives or standards during the COVID crisis?
- Studies show the link between employee training and customer satisfaction.

How do you manage this?

- Are there any phenomena that you have difficulty anticipating?

Questions related to satisfaction measurement

- What do you expect from a satisfied customer? loyalty? shared experience? recommendation?
- According to you, what is the first criterion to which satisfaction is linked?
- How do you measure satisfaction? With which tools?
- Are your measurement tools reliable? How do you make sure?
- Today, most of your tools are digital. How did you do it before? Was it as reliable?

1.3.2 Interview Process

Before being able to conduct the interviews, several steps were necessary. Fixing an appointment, explaining to them the stakes and the problems of the study, and finally transcribing the interviews. The duration of the interviews was also between 10 and 20 minutes, and depending on the functions of the interviewees, we could observe different arguments.

It is also important to know how to reframe the answers of the candidates in relation to the subject of these, and of course to be vigilant about the diplomacy that must be shown.

A striking fact was observed, although the interviewees were aware that we were talking in general about customer satisfaction or company performance, they refocused the questions on their everyday work as if their legitimacy was less important.

These interviews were conducted in person as well as by telephone. We had to make sure to record each conversation in order to be able to transcribe them on Word.

The goal is to isolate the different arguments of the participants, and to link them to the hypotheses to see if they are valid or not.

The transcripts of the interviews are included in the appendices, and we chose four of the most relevant interviews in order not to overload the appendices. The interviewees themselves could, through certain questions, overflow into the subjects addressed in future questions. It was therefore not necessarily necessary to ask them all the questions. This could also be a result of their position in the company, as the question was more relevant to their profile.

1.3.3 Sample Analysis

The total sample is composed of 12 people, the choice is made on 4 people most relevant in this sample table. These 4 people are working in a company, and are related to customer satisfaction. Here are their specificities.

- **Valentin Bontemps** is the product manager at EF Education, and he has a comprehensive view of the different possible impacts on the company's performance. His answers are directly related to the issues of the study and focus on sales and team management. He addresses two hypotheses regarding employee training. With his 10 years of experience in the company, he can also compare the evolution of methods and results analysis over time.
- **Amaury Pellegrin** is the Chief Marketing Officer at EF Education. His main responsibility is to manage customer satisfaction issues within the company. In addition, he is also responsible for monitoring and improving the company's e-reputation. 100% of his work is directly related to this area. Finally, he believes that the issues related to his function are also relevant in other sectors of activity.
- **Maeva Toure** and **Justine Haugel** are EF Education's customer service managers. They are in direct contact with clients and are able to sense their satisfaction even without relying on indicators. Although the

human aspect and intuition are often important, they are not in charge of studying satisfaction indicators, but their perspective is still valuable because it is based on "on-the-spot" feedback from clients. This allows them to provide an interesting perspective on customer satisfaction issues.

1.3.4 Analyze of the Environment

As seen before, the main functions of the interviewees are at EF Education where Elisa worked for a year.

Today, EF offers international language training, in immersion. The product offered is a course abroad, for a duration that the participant can choose, and EF offers language courses, activities, accommodation, and other services depending on the destination. Elisa worked on the French market, which is the company's largest market, accounting for about 30% of the company's total revenue.

This company has seen strong growth in recent years, and an explosion in 2019, the year of Covid. This has had a strong impact because there has been an upsurge in the number of customers, and this constitutes the most important crisis in the company. The fact that these two events happened at the same time had a big impact on the company. Customer satisfaction is at the heart of internal strategies today as it is directly linked to the volume of demand. Also, the company performance is easy to judge since it is possible to compare the sales volumes with those of previous years.

The product is organized according to the age of the participant, or the duration chosen. Today there are three programs, which have an equal share in the company's sales

It is a service company that is very much based on referrals and its reputation, so it was relevant to take it as an example.

Interviewing different program managers such as: the program manager, the marketing manager, and the customer care managers is a godsend because it is directly related to the topic of this thesis.

2 Data Analysis

2.1 Data related to the problematic n°1 : The performance of a company

2.1.1 The importance of reputation in a customer journey

One element that was particularly striking, was the unanimity of the participants on the fact that reputation is now the main element of the customer journey.

This will represent the first overview that the customer will have of the company, he will use it to compare the different products, and better understand the weaknesses of the products. Indeed, before even clicking on a company's website on Google, it is easy to see what the average customer satisfaction rate is, this has a huge influence on the buying act. This online reputation will also be the first to be impacted in case of non satisfaction. Amaury Pellegrin, head of marketing at EF Education explained the importance of maintaining a high level in order to generate traffic. This topic will be covered in part c. He also explained that this concept can be verified in practice, without customer reviews. This is called social proof. The concept of social proof is a snowball effect: a crowd leads to a bigger crowd. Indeed, as a prospect, we will more easily go to a product or service that is successful and used by many people, rather than a product or service of which we know no customer experience.

The fundamental concept behind social proof is based on a snowball dynamic with the guiding principle of community influence on individual beliefs and behaviors. From the various experiments conducted in this sense, it is clear that social proof can greatly affect consumer behavior in terms of purchase, attitude/opinion about the product(s)/service(s) delivered. Once a belief or practice is accepted by a large majority-it becomes considered a social norm-then it will be more easily adopted by the local community as a whole.

For example, as an illustrative example of this, Cialdini and Goldstein (2004) analyzed the fact that the presence of signs simply telling hotel guests that 90% of the guests had reused their towels had a significant impact on their behavior with respect to the various environmental concerns addressed in the hotel. The likelihood of customers reusing their towels increased considerably upon being notified about the majority usage pattern amongst other customers, in contrast with those left uninformed.

In summary, social evidence can precipitate an avalanche-like thrust whereby a commonly observed conduct or conviction is acknowledged as the standard and therefore amassing further adoption by others.

There is also a mental barrier, which generates a strong increase in demand for a product or service, above four stars out of five. It is not insignificant that this mental barrier is at the same level as the recommendation score discussed above in the NPS models, which corresponds to 8/10, i.e. a score for which a user will recommend his product.

Today, this is a motivation at all levels of the company. Indeed, whether the functions are related to sales, follow-up, or directly to the e-reputation, it represents the biggest stake. The current society of service, makes that we give more and more importance to the opinions of other consumers, and that they are more and more accessible, so this generates a massive and confident use of these tools. It is also important for a company to make sure it is communicating via the right tools, in order to reach the right targets.

These factors are also strongly linked to the positioning of the website in searches that are linked to its keywords. The quality or language used to develop the site will have an impact on its position in the results. Similarly, satisfaction measurement tools take into account customer reviews in order to place the most relevant ones first. This topic is covered in part c.

The one who best summarizes this among the interviewed participants is Corentin EPIPHANE, he says "today, ignoring the e-reputation of your company would be cutting yourself off from the market".

2.1.2 The contribution of e-reputation

The functions related to e-reputation aim to create more demand, which will be generated by a greater amount of traffic on their platforms. This is done through different strategies: The recommendation or on the contrary the expression of dissatisfaction as well as the appeal to ambassadors/influencers.

For example, a recommendation by former users to use a service or a product, will necessarily question the quality of the experience. In the same way, a warning about the fragility of a product, or any dissatisfaction, will make people think about the act of buying. This is the element that weighs most heavily in the balance of online tools. It allows to have transparency with the product and with its users. There may exist in some companies today, a network of ambassadors. Their goal is to promote the brand by using their products and demonstrating them. Obviously, these ambassadors are chosen by the brand, this distorts their judgement, but the idea of transparency remains paramount. This phenomenon tends to accelerate in recent years with the advent of digital tools.

It is also important to take into account the importance of negative reviews, and the relevance of their response. Indeed, it depends on the nature of the disappointment. In the case where the company could consider itself not responsible for the feeling of disappointment, it is important to never denigrate this feeling. The customer is legitimate. On the other hand, it is important to provide solutions to help the community of future users. For example, we can think of a bad use of a product, or a bad management of a project. It is therefore necessary to warn the people who could read this review, so that they keep their trust in the company.

On the other hand, a clear explanation of the use of the product, or of the proposed services, will surely generate a more important customer satisfaction. Indeed, it will allow to use it to the maximum of its capacities, or to be aware of the options that are proposed or not.

2.1.3 Reliability of these tools

The first criticism that can be made about these tools that are accessible to all, is the fact that humans naturally tend to share their frustration, rather than their satisfaction. Indeed, this subject will be dealt with in the Part Obviously, today this is part of the equation, and some users are aware of it. But it can also easily scare off others who are less informed about these tools.

Also, the profiles of users who will leave reviews online are often similar. This excludes the judgment of a part of the users. We can for example think about their age range, or their consumption methods (these are users who are obviously also influenced by online reviews).

In this logic, universal tools have been created, in order to put all companies on an equal footing. During the interviews, we also talked about Trustpilot or Guest-Suite. These two organizations are independent, and allow a company to measure the quality of their services. They perform an analysis on the entire customer base of the company, or a representative sample and thus ensures a "cold" feedback. This remains extremely reliable. In exchange, these companies offer to place pop-ups on partner sites, in order to maximize traffic on the chosen site. Reliability is increased since it is based on the company's customers, and these organizations ensure the correct balance of responses they receive. Thus, the results are more reliable.

2.1.4 Actions Implemented

Today, thanks to the knowledge of these phenomena, companies have the possibility to impact this online reputation.

Campaigns, contests, rewards, all this can be organized, in order to push participants to share their testimonials, or to share a review. Obviously, the goal is to reach satisfied participants, who did not leave a review by themselves. It is important to realize that a satisfied customer is not necessarily aware that he is

satisfied, and that he will not necessarily share his experience. Often, by making them aware of their satisfaction, they will be encouraged to share their experience with others. This awareness can also be motivated by external factors, for example someone around him who has a negative experience during a purchase.

These online testimonial campaigns are similar to an ambassador testimonial but often give the impression of more transparency. It is also important to be careful not to distort the statistics of reviews via these testimonials, which would be an illegal practice. The verification of these data being difficult, many companies nevertheless use this kind of methods.

As seen before, it is also important to answer regularly to negative reviews, and to put processes in place in relation to that, it is important to take into account the customer experience and to put oneself in the shoes of the customer. The analysis of the survey responses in the following section is crucial to understand the impact of customer satisfaction.

2.2 Data related to the problematic n°2: Customer Satisfaction

2.2.1 The online shopping experience

A survey of a sample of 100 people provided valuable information about the frequency of online shopping among the surveyed population. The results indicate that approximately one-third (32%) are occasional shoppers who use this mode of purchase sporadically but not regularly. On the other hand, about three percent of respondents confirmed that they do not use forms of e-commerce such as online stores or e-wallets at all, while 31% revealed that they rarely use these platforms and are intermittent in using these services.

A significant number (about 20%) of survey participants report frequent shopping through virtual storefronts, implying habitual use and regular integration into their consumption practices. Of those surveyed, another subset (14%) indicate that they shop online very frequently - perhaps even as part of

their daily routine - strongly suggesting a preference for this method for many, if not all, shopping needs.

Ultimately, these proportions demonstrate the variability within the study population in the amount and frequency of e-commerce engagement, with some abstaining entirely and others using it consistently.

Appendices.1: Graph of the percentage of individuals in the sample according to the frequency of purchase.

In this sample, nearly 40% of individuals always look at reviews and comments before making an online purchase.

For those who aspire to make confident shopping decisions when exploring new products online, utilizing reviews from other users provides impartial insight into potential issues or defects associated with prospective purchases.

This allows buyers to avoid future disappointments by identifying potentially recurring faults before buying. Furthermore, if several comments indicate similar complaints about the item over time then it can be considered a dependable indicator of weaknesses or problems for current versions of the item available for sale. Surprisingly though, some consumers fail to appreciate the value in online commentary and feedback as part of their purchasing research - disregarding these critical sources for measuring customer satisfaction levels altogether. However, most individuals recognize how fundamental assessing user feedback is in making informed choices when it comes to purchasing items on digital platforms; it leads directly to obtaining unbiased information about things such as performance quality and overall satisfaction levels reported by previous customers based on their experience with those products before any commitment of too much money on something that can't be used as expected..

Appendices 2 : Graph of the percentage of individuals in the sample according to the frequency of looking at reviews before buying

Leveraging this data increases one's probability of selecting items that meet needs accurately while ensuring long-term happiness with their choice made by taking into account experienced-based knowledge from prior purchasers whose opinions have proven valuable!

Indeed, when we look at the answer to the question: "Have you ever abandoned a shopping cart because of a bad user experience on an e-commerce site?" we observe a large majority of yes 86% against 14%, nearly 9 people out of 10 have already abandoned a shopping cart or have been slowed down in the decision to buy because of a bad comment or a bad opinion.

Appendices 3 : Graph of the percentage of individuals in the sample who have already abandoned a cart because of a bad review

On the other hand, what can help and push to purchase, is the exchange and return policies simplified. If the user is sure to get a refund or can exchange the product if it doesn't fit, it will make it easier to buy. In the sample we find 100% of yes answer. The customer takes into account this satisfaction factor for fear of future disappointment.

2.2.2 Customer Choice and Behavior un E-Commerce

It's worth highlighting that when choosing an e-commerce site multiple factors come into play instead of a single decisive criterion. Furthermore individual preferences may vary based on the type of product they seek or specific purchasing situations they encounter. In light of this perspective a study conducted with 100 people outlined the following top criteria considered while selecting an e commerce platform:

1. Reputation
2. Awards
3. User experience
4. Product availability
5. Reviews and ratings

6. Delivery options

Site reputation took first place given importance attached to reliability and trustworthy transactions during online shopping; customers need reassurance that products shipped will be of high quality and delivered promptly without delays or errors.

Pricetrails in second place since many consumers tend to price compare between various sites before deciding where to purchase from finally; hence only platforms that offer good deals win customer loyalty better than others do.

In third place is user experience with special focus on easy to use interfaces that allow stress free shopping procedures with minimal distractions throughout the process so that customers can easily find what they're looking for quickly without frustrating setbacks along the way.

For many shoppers having access to a diverse array of products is essential – but so too is knowing that what they want is readily available. That's why product availability ranks fairly high among consumer priorities when it comes to ecommerce sites.

In addition reviews and ratings from other customers carry significant weight when it comes to decision making – people want social proof they can rely on before committing their hard earned dollars.

And while delivery options may not be top of mind for everyone when selecting an ecommerce site many appreciate fast shipping or free delivery as added bonuses.

However, it is important to note that these results are based on a sample of 100 people and may vary depending on the sample size and demographics of the respondents.

It is important to note that these factors are not mutually exclusive and individual preferences may vary. Some people may place more importance on price, while others may value reputation or user experience. The relative

importance of each criterion may also depend on the type of product sought or the specific situation of the buyer.

2.3 Data related to the problematic n°3: Correlation between unpredictable external events and the company

2.3.1 COVID-19

The COVID-19 that occurred in Europe in February 2020 has extremely impacted the general trade sector, as well as customer satisfaction. This event makes one realize the importance of external factors, and their unpredictability. The Covid-19 was a shocking supernatural phenomenon for everyone, and destroyed a lot of commercial activities. Indeed, it was the first time since the creation of the world that the planet Earth stopped all private and commercial activity on the whole planet at the same time.

As soon as it arrived, companies were forced to stop their activities, and had to rethink their way of thinking in order to put the customer at the heart of the processes. This has come at a phenomenal cost, but from an adaptability perspective, the change is equally phenomenal.

Since the "COVID era", many services, especially the one concerning customer satisfaction, have been rethought in record time. Indeed, the sector had to react quickly because the pandemic had a major impact on customer behavior and expectations. This phenomenon has not insisted, but rather forced companies to adapt their strategy in order to satisfy all customers in this unprecedented period.

Depending on the sector, satisfaction could be achieved through a refund, or a postponement of the delivery of the product, or a postponement of the service in the case of services.

Problems could arise with these new implementations as many companies could not refund their customers at the same time to avoid bankruptcy, and had to spread the refunds over the following year.

In all these types of cases, the client himself had to show common sense as well in order to understand what the company could go through in this crisis, and understanding the new strategies.

In order to do this, the company had to be perfectly transparent with its client, and explain all the processes so as not to frustrate the client, and so that the latter understood the methodologies implemented.

Despite all these solutions, some companies and sectors had to close their doors for good after the pandemic.

However, the pandemic has not only challenged this sector, but also the whole way of managing a company in case of a major crisis. Many had never prepared for it, and did not have the infrastructure to respect distances, for example. Social distancing has led to increased digitalisation, due to the need to exchange as little physical contact as possible in order to prioritize health and hygiene protocols. We also find in these changes an increased expectation of service from the customer. This in turn has led to an increase in the technological automation of companies in order to meet the demand for Covid's time. However, customers still have a human side that should not be forgotten in the matrix, they also like to be able to talk to real people.

Finally, changes have been made in delivery, the final part of the commercial life of a product. Indeed, even more than before, since this period the customer in general has become more and more careful about delivery times, but also about return policies, as justified in our survey.

This has called into question the methods of companies that had been growing excessively for several years, and that were more focused on the profitability of their business rather than on customer satisfaction. The impact of COVID was such that consumption slowed down considerably. It was therefore

important to build customer loyalty to their products in order to ensure financial sustainability in times of crisis.

The COVID-19 pandemic has left its mark today in the relentless behavior of customers. Today, the customer will demand even more guarantees than in normal times, and even more information to be reassured. Paradoxically, he will also demand greater flexibility, whereas the situation is the opposite. They want to be sure that they are investing well. In many companies, this has had an impact on customer care, which has had to raise its standards.

The crisis has also led to a lot of budget cuts and payroll deductions. It has therefore been important to review some of the ways in which we operate, in order to ensure optimal staff efficiency.

2.3.2 Factors that can disrupt operations

Indeed, reacting in a crisis is not a simple matter by initiation, but even more so when operations do not go as planned. This factor can come into play in a crisis case, as well as in a common case in the trade. In all sectors, each position is well defined, as previously stated, each operation is meticulous, from the production of the product or service, to its delivery.

Factors that can disrupt an operation can be internal to the company, such as personnel problems at the employee level, but also material problems such as mechanical breakdowns, but they can also be outside the control of the company itself.

External phenomena that aggravate the logistics of a company can be accidental, indeed, many road accidents occur every day throughout the world, which causes a brake on the logistics process of the company. We can take into account strikes, which are due to the policies of different countries, or weather-related delays in air or sea transport.

Furthermore, as one of the authors worked in the tourism sector, the sale of language holidays fell during the COVID-19 period, which was also a global

event that occurred outside the company and for which no one could have prepared in advance. Indeed, another external phenomenon that hindered the smooth running of the operations could be the one concerning the American embassy. Due to travel restrictions, all participants were obliged to prepare a student visa to enter the United States, where a tourist visa would normally have been sufficient (ESTA). This caused a domino effect of problems, as the number of student visas requested was such that an appointment was not made until 4 to 6 months later. This was a real problem for companies selling services that use this visa. Fortunately, today this problem no longer exists and has returned to normal.

The last external factor that can disrupt the smooth running of operations would be subcontracting. Indeed, at the language tourism giant, some failures have also been detected, notably in relation to the subcontracting of air flights. Clients can choose to take the flight in their booking with EF, however, depending on the airline, flights can be delayed, canceled, postponed, for example, air flights, which are not managed by our company, and therefore can strongly impact the client's experience, which they will consider to be EF's fault, as the client only has contact with their EF advisors, and not with the airline. Indeed, a plane that arrives late can delay the transfer on arrival and cause a whole series of difficulties. It is therefore important to ensure the reliability of these services and the flexibility of the various operations.

Finally, in general, it is possible to realize the strategic importance of imports from abroad. This external factor, as the recent example related to the Suez Canal crisis, shows that many goods were immobilized for several days, resulting in delivery delays of several months in Europe. It is important in this kind of situation to anticipate via stocks, or via flexible circuits, which can be changed.

2.3.3 Being prepared in case of a crisis

Being prepared for an unexpected crisis requires a great deal of anticipation on the part of companies. This anticipation is both infrastructural

and organizational. By organizational, we mean both the theoretical side (marketing, finance, human resources, etc.) and the practical side (availability of teams, delivery, returns, order preparation when it comes to a product, or service execution). Indeed, the teams must know how to deal with all kinds of different situations, and must therefore receive training in crisis management. This dimension, if well executed, will have a positive influence on customer satisfaction in the event of a crisis, while the opposite can have a huge impact on customer loyalty in the future.

During this study, the importance of being prepared in case of a crisis was highlighted. Both management and production teams need to know how to deal with all kinds of unexpected situations. In companies working in direct contact with the public, employees must be prepared to receive criticism, both in person and on the phone. They must be trained to receive complaints, which can be strong, and to respond in a professional and polite manner in order to achieve a positive resolution of the problem. Solving a problem by finding solutions with the customer will in many cases build customer loyalty. The customer then feels listened to, understood, and taken care of, which is an indispensable factor in customer satisfaction.

Indeed, customer satisfaction is paramount in an era where customers use the internet to give feedback on their experiences with companies. Responding positively to a problem will lead to good online reviews, and will reassure new customers.

Finally, taking care of the company's internal communication will be the key point in anticipating the management of a crisis.

2.3.4 Retention Strategies

Through the interviews conducted, it was possible to understand the importance of customer satisfaction from the perspective of the e-commerce worker. They choose to create satisfaction on certain products, in order to build customer loyalty, with the aim of them using higher value products later on. This

can be true in the context of a subscription, or in the context of long-term projects.

Léa Doumerc, who works in the motor vehicle licensing and insurance sector, uses these early products to build loyalty with a customer who will use insurance, which provides additional value. At EF Education, interviewees explained the importance of retaining customers at a young age, as this will enable them to go on long-term projects (minimum 6 months, up to 1 year abroad) later in their university career, with greater added value. This represents 24% of the long-stay clientele in this company.

Another loyalty method may be to provide discounts on future products or services purchased, as a way of thanking the customer for continuing to trade with the company. In recent years, many companies (tourism, banking, etc) have adopted sponsorship methods. If the sponsor brings a new customer to the company, they will both receive a percentage of their next purchase, or a sum directly credited when opening an account in the banking sector. This method brings in new prospects, as well as retaining existing customers.

3 Discussion of Results

These parts correspond to the analysis of the data that the authors have collected on the importance of corporate reputation in relation to the problematic agreed with the subject.

3.1 Limitation of the study

3.1.1 Sample

The sample chosen was of a measured size, but was well balanced. The interviewees work upstream of the purchase, i.e. they were able to provide an advisory eye on the importance of customer satisfaction. In fact, communication and future loyalty make sense from the first exchanges between the consumer and the company. A customer who is well advised on his needs will be a polite customer in case of problems, and a happy customer at the end of his experience with the company. Advising a customer before or after the purchase reassures them, as they know that they can have temporary or permanent contact if they have any questions. This makes it possible to cover the entire customer journey, to show great transparency about the company and to ensure relevance in the analysis of the subject.

Nevertheless, the majority of respondents are from the same sector of activity, so it is important to check that the theories mentioned in depth, thanks to their good knowledge of their markets, are also verified in other companies and sectors of activity.

3.1.2 Time

The authors of this study had enough time to do the necessary research in establishing their topic, however, they feel that they were delayed by the search for companies.

Indeed, Leonie and Elisa initially wanted to base their study on a company in need, in order to provide a complete and detailed analysis that could help someone make improvements in the future, however, out of the number of companies they contacted, none of them responded favourably.

As a result, the idea of studying the impact of customer satisfaction on businesses in general was born. Having both worked in this field, it was an obvious choice. They appreciated being able to combine in a study, the research side as well as the personal side that they have experienced in the company over the last year.

Finally, the time that this study took to complete is sufficient, but both authors would have appreciated being able to use the time lost in the search for a company to write the thesis.

Elisa and Léonie would have liked to have had the opportunity to follow a client over a long period of time, in order to verify whether the theories mentioned are verified on an individual scale, and whether they are infallible over time.

It was interesting to be able to feed this thesis with personal experiences encountered during the course of the professional experiences, until the initial problematic could be answered.

3.1.3 Time Period

In this study, it is important to contextualize the current time, 2023. Today, the use of social networks, and digital tools, is central to the shopping experience. This was not true a few years ago, and it may change again in the years to come. While this tends to make the sharing we can find online more

reliable, it is clear that these can be influenced. Social networks, and influencers, strongly drive demand. The buying circuit is much faster today.

It is important to show that the authors decided to focus the research of this thesis on this topic, because of the COVID-19 health crisis. Customer satisfaction has taken a different turn since the outbreak of the health crisis, and it has generated a lot of dissatisfaction in many industries. Through research and interviews, it was possible to understand that most of the problems occurred because of the inability of companies to anticipate a crisis, no matter what type it was.

Today, trust, quality, and transparency, are essential keys in the satisfaction of a customer. These values may evolve later, if societal values evolve.

3.2 Suggestions

The majority of the solutions proposed by companies to fight against the phenomenon of dissatisfaction complement each other. Whether it is by training the customer, thanks to a better identification of his needs, or by a quality accompaniment that allows him to maintain confidence in the company, or by the capacity of the teams to manage a given volume. All these solutions require coherence in the objectives set, in the means implemented, as well as professionalism and team spirit that will enable teams to manage conflicts or crises. This point is particularly important, because it is difficult to quantify. However, the benefits of customer satisfaction are enormous.

After this study, it is important to insist on the amazing character of customer training. By communicating correctly, and on the right subjects, it is possible to do a lot of work in pro-activity, by relegating all the thinking around the needs, directly to the customer. This allows to improve the quality of the request, and to unload the sales teams.

Also, a quality accompaniment, or a good identification of the needs, will pass by qualified employees. This point is crucial, and explains why quality management can have an impact on customer satisfaction.

It is particularly surprising that online reviews are all of the same value today.

These reviews are not sorted according to their relevance, i.e. the quality of the person who left the review. It would therefore be more representative, and I think it would be interesting to develop solutions to make users aware, who consult these reviews, of this phenomena.

Most of these phenomena take place before the purchase act, and explain how a company can impact the customer satisfaction through its pro activity.

4 General Conclusion

This thesis aimed to address professional issues, which all companies selling products and services encounter on a daily basis, regardless of their sector. By addressing these issues, this thesis will add value to the authors' academic background, as well as professional skills in customer service, quality and transparency.

Every worker in the trade is aware of the issues addressed. This thesis has the ability to broaden awareness and knowledge of the issue in a modern context, where customer satisfaction has become even more important since they have the opportunity to expose their shopping experiences to the public on the internet. This thesis provides an alternative approach to customer satisfaction, but also opens the door to the need to train staff to respond appropriately when problems arise.

At the beginning of the development of this thesis topic, the authors were convinced that the quality of the product or service was the first factor of customer satisfaction. After the study, the authors and the readers will understand that today it is more a question of coherence between the customer's expectations and the product or service offered, therefore resulting from the advisor's listening to the consumer, but also of coherence in his global accompaniment. This support work will consist of bringing the customer's expectations closer to the reality of the product or service.

This study responds to the initial problematic which was "what is the impact of customer satisfaction on the performance of a company in e-commerce". Customer satisfaction has an impact on the performance of a company through many factors which are firstly linked to the resources dedicated to this satisfaction, and which will then be translated by a variation in demand, or by an evolution of its e-reputation.

The authors were therefore able to focus my study on three areas, which are online reputation, training and team quality, and external factors. The interviews

confirmed that these three factors are extremely important today when it comes to customer satisfaction. All these phenomena complement each other, depending on the trend in the reputation of the company studied. Positive reviews will generate a positive e-reputation, and therefore more demand. This will have a positive impact on performance. The reverse is also true. The impact on a company is direct, and also translates in the long term.

This study should be contextualized in our time of 2023. It was possible to note a strong increase in the importance of digital tools in recent years, as well as the orientation of the demand, through influencers for example. The notions mentioned, have a growing importance in society, but also have codes that can evolve over time. Also, this study took place during the COVID crisis, and this may have changed the views of the people mentioned, and the importance of the issues addressed, according to the current time.

Furthermore, the authors and all interviewees were surprised that the COVID-19 health crisis could be linked to a notion of positive impact. The short-term effects were catastrophic for global trade, but the crisis eventually led to a strong shift in consumption patterns during the pandemic. This means flexibility on the part of society, and real adaptability on the part of companies. This crisis has established a great awareness of this adaptability, and it will remain an important selling point in the future.

This work was the first academic study of the two authors of this thesis. They found it exciting to be able to verify the theories they had researched through experiments. Elisa and Léonie thank you for your interest in reading this study.

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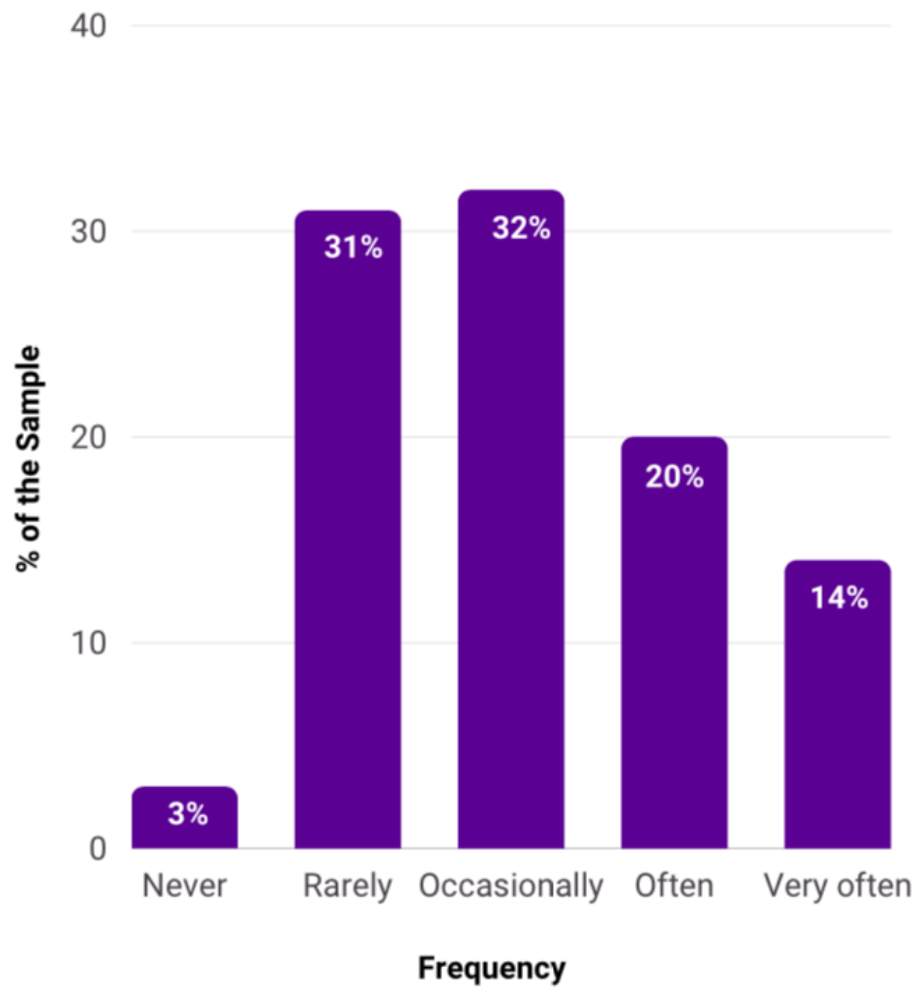
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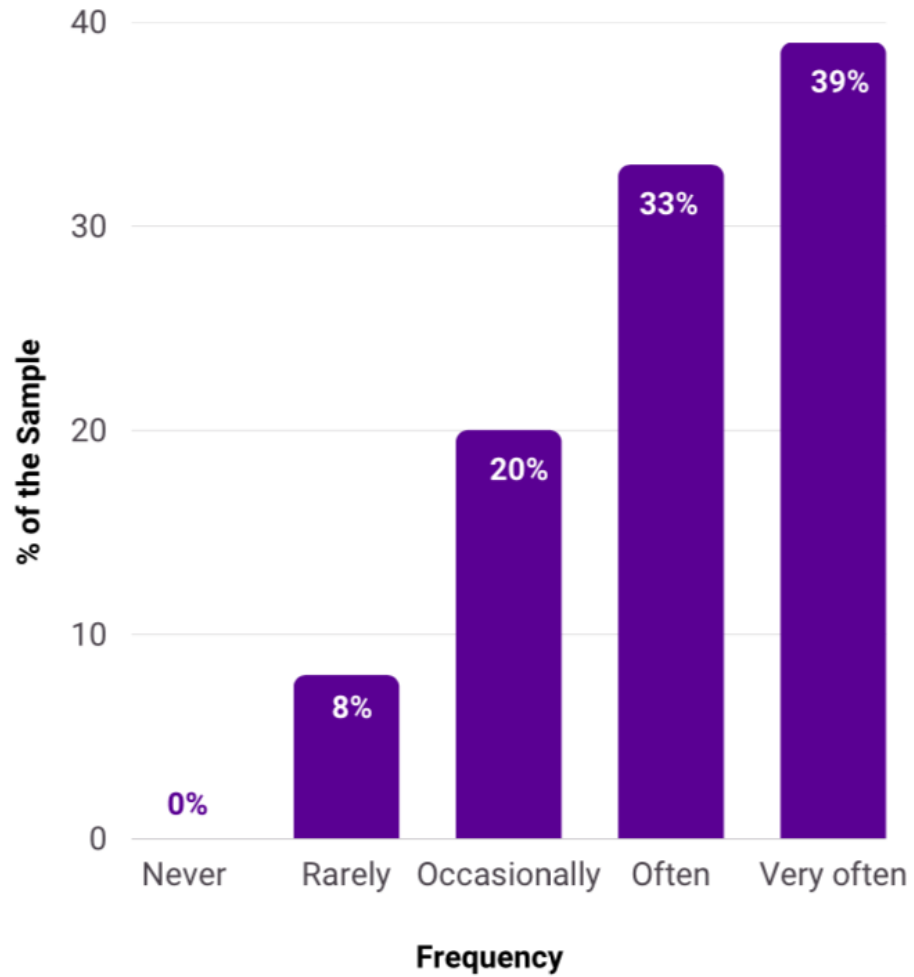
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APPENDICES

Appendix 1: Graph of the percentage of individuals in the sample according to the frequency of purchase.



Appendix 2 : Graph of the percentage of individuals in the sample according to the frequency of looking at reviews before buying



Appendix 3 : Graph of the percentage of individuals in the sample who have already abandoned a cart because of a bad review.

