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E-COMMERCE CONVERSION RATE OPTIMIZATION

Based on Customer Satisfaction and User Experience Surveys

Case: Company X

Abstract

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E-Commerce Conversion Rate Optimization Based on Customer Satisfaction and User Experience Surveys Case: Company X

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Abstract
The objective of this thesis was to design an e-commerce conversion rate optimization plan by conducting customer satisfaction and user experience surveys. The thesis was commissioned by a skincare online store operating in Finland that had been negatively impacted by the global pandemic - COVID-19. The optimization was designed for the case company and provides baseline measurements for various customer satisfaction and user experience metrics for future testing.
The thesis includes a theoretical part, empirical part, and optimization plan. The theoretical part explains the concept of conversion rate and conversion rate optimization, as well as how to execute conversion rate optimization in practice. The empirical part presents the survey results that determine the online store's Net Promoter Score and Customer Satisfaction Score. The optimization plan provides practical suggestions that can be implemented to increase the conversion rate, as well as user experience and customer satisfaction.
Both surveys collected qualitative and quantitative data to gain a comprehensive understanding of the case company's customer satisfaction and user experience. Various secondary sources, such as topic expert articles and peer-reviewed articles and books, helped to create a clear description of the topic for the theoretical part.
The survey results show that the case company's customers are satisfied, but the website has usability related constraints that can retain users from converting. Positively, the surveys provided useful information that is used to improve user experience and customer satisfaction in the long run.
The author suggests further research is done on the case company's male customers and prospects and the possibilities of increasing the number of them.

Keywords
Conversion rate optimization, ecommerce, customer satisfaction, user experience

CONTENTS

1   INTRODUCTION

This thesis executes user experience and customer satisfaction surveys for a case company that is in need for conversion rate optimization. The optimization plan is designed for the case company's online store that sells skincare products in Finland.

This chapter introduces the research, its objectives, questions and limitations as well as, how the data is collected, why the thesis was written in the first place and who benefits from reading it.

1.1   Research Background

At the start of 2020, a global pandemic, COVID-19 put a stop to brick and mortar shopping and pushed the consumers and businesses online. Based on Finnish survey results, 75% of Finnish businesses were expecting decreased revenue compared to 2019. Additionally, one-third of Finnish companies expected to see over 75% decrease in revenue by June 2020. (Statista 2020.)

When it comes to consumers, online shopping increased in all ages from 18 to 79 years old and 19% of the 18 to 34 years old survey participants answered that they have increased online shopping significantly. Nearly 30% of Finnish survey participants considered using online shopping services more often than if the pandemic was not even active. Overall, 73% of Finnish survey participants believe they will continue to shop online even after the global pandemic. (Statista 2020.)

Finland has 3.32 million online shoppers, and another 530,000 of them are expected to join the team by 2021 (Nordea Trade 2020). As two previous paragraphs explain, Finnish businesses are struggling to maintain their revenues, and consumers are adjusting to shopping most of their needed and desired items and services online. Many companies saw this as an opportunity to expand their business online. However, this may have been crucial for some businesses to survive through 2020.

CRO is now needed more than ever. Conversion rate optimization, shortened as CRO, has become one of the most favored ways to increase sales in e-commerce due to its possibilities. The ultimate goal is simple; to increase conversion rates. One of the reasons for its popularity is that it does not necessarily require high monetary resources to be successful.

The case company suffered due to the impact of the pandemic. As a result, they required guidance on increasing sales with minimal expenses. The author worked for the

commissioning business as an intern but got hired as an e-commerce manager in April 2020. Hiring enabled full access to e-commerce operations, and learning the new role provided useful knowledge for the thesis process.

The author has always been interested in psychology, human behavior, and technology. With the interests combined with an entrepreneurship spirit, it felt natural to continue learning more once the concept of conversion rate optimization became familiar. Conversion rate optimization is not a well-known concept in Finland, but some businesses are interested in learning more (Ratia & Ruoho 2016). Therefore, this thesis got written to educate other e-commerce managers and help them increase their conversion rates during a tough financial time with a real-world example.

1.2 Thesis Objectives, Research Questions and Limitations

This thesis had several objectives and the author wished that the thesis creates further questions to research in the future. The main objective of this thesis is to create a conversion rate optimization plan for the case company's online store based on customer satisfaction and user experience surveys. Furthermore, the thesis aspired to create a baseline measure for customer satisfaction and user experience since the case company had not measured them in the past.

The main research question sets the path for the research. It simply explains what kind of information the researcher is after. Occasionally, main question may have sub-questions in order to help to answer the main research question. Sub-questions provide additional yet valuable information that can itself create new hypotheses. (McCombes 2020.)

In order to provide comprehensive research to the case company and the readers, the author has set the main research question as follows:

- "How effectively does the case company's online store perform based on customer satisfaction and user experience surveys?"

The following sub-questions to support the main research question are:

- "What are the current constraints that may be preventing visitors from placing an order?"

- "What is the current measure of customer satisfaction and user experience?"

Every study process has its limitations. Firstly, the study collected data about Finnish consumers and customers, and therefore the data is not reliable to use to analyze consumers and customers outside of Finland. Secondly, this thesis was commissioned by and

designed for the case company that ultimately wants to improve its online store's conversion rate. Therefore, the data the thesis presents may not be suitable to benefit other companies in Finland.

Lastly, the sample size of both surveys is not large enough to generalize Finnish consumers' general online shopping behavior. Despite the limitations, the study offers new opportunities for further research in the future.

1.3   Theoretical Framework

The theoretical framework provides background information that helps the reader to understand what is being said when different terms are used. The topic is helpful for anyone who wants to increaser return on investment for their e-commerce business. It consists of three chapters that includes a description of the case company, conversion rate, and conversion rate optimization. The latter two chapters go more in depth in the topic the thesis features to ease reading comprehension.

The thesis author works for the case company as an e-commerce manager and the job requires continuous learning which has been helpful for this study. On top of practical learning, two surveys were conducted instead of one to get stronger data about customers and users of the online store. The thesis puts emphasis on providing information from substantive and statistical aspects to strengthen the validity of it.

Finally, measurements such as Net Promoter Score and Customer Satisfaction Score are used to compare, analyze, and set a baseline for future comparisons. They are reliable measurements to determine how loyal users are as well as how satisfied they are overall (Relently 2020).

1.4   Research Methodology and Data collection

The research process usually starts by identifying the research problem and determining its questions. Next, the researcher has to choose whether they take a deductive or an inductive approach to begin the process.

Deductive research emphasizes confirming and strengthening topics and theories that have been researched in the past. There is a theory that creates hypotheses that require research to be finally confirmed. On the contrary, the inductive approach begins from observation and monitors it until tentative hypotheses are created, and theories determined based on the hypotheses (Burney & Saleem 2008.) An inductive approach creates new theories that deductive approach strengthens, validates and broadens, or corrects.

Once the research approach has been chosen, research methods determine how to collect and analyze the data. There are multiple ways to collect and analyze data, but the most used methods are quantitative and qualitative research methods. Quantitative research presents its findings with numbers, graphs, and diagrams. Quantitative data is usually collected with closed-ended questions and statistical experiments, for instance. It is an effective method to test and confirm theories since the method is more reliable than qualitative. Qualitative research, in contrast, is presented with words that describe a specific phenomenon or concept. The data may be more challenging to process than quantitative but qualitative data can be more valid depending on the research subject. Qualitative data is collected with open-ended questions and observations that are described with words. (Streefkerk 2020.)

The final step of beginning the thesis process is to find literature to support the study. Literature can be found in primary and secondary sources. Primary sources describe information that has not been published before, such as company internal data and interview responses. Contrarily, secondary sources represent information that has been shared with the public. It includes research papers and articles used to support different studies. (Streefkerk 2019.)

Figure 1 Research Methodology and Data Collection

This study utilized a deductive research approach since the topic has been introduced before, but it needs further researching. Both quantitative and qualitative research methods were used to receive valuable and reliable data that the case company can exploit in the future.

Collected data came from both primary and secondary sources. It enabled a comprehensive understanding of the matter. Firstly, primary sources included user experience and customer satisfaction surveys that collected both qualitative and quantitative data. Company internal data were exploited to create a customized optimization plan alongside the survey results. Lastly, secondary sources consisted of previously published research papers and articles
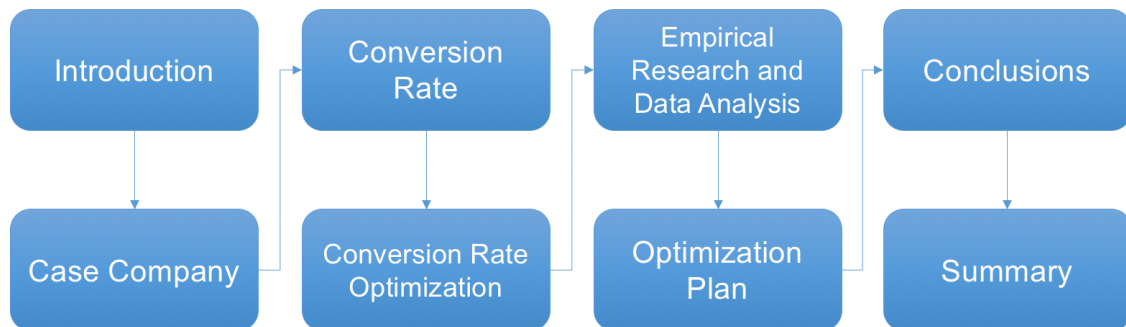
1.5   Thesis Structure

Figure 2 Thesis structure

The thesis starts with an introduction that presents the thesis topic, background information, as well as introducing the case company. Secondly, conversion rate and conversion rate optimization chapters provide the theoretical framework that supports empirical research. Empirical research objectives, results, and data analysis are presented after the theoretical framework. Finally, an optimization plan based on empirical research is presented separately before the conclusion and summary that give a final overall view on the topic and its core findings.

2 CASE COMPANY X

The case company is a micro business operating in Finland. The company started as a brick and mortar store selling skincare solutions for consumers. Later on, they expanded their product sales online to increase revenue and provide a convenient option for customers to repurchase their skincare products. One of the case company's core values is exceptional customer service. Therefore, they have taken a customer-centric approach to serving consumers.

The e-commerce website has been operating since the end of 2018. Even though its conversion rate peaked at the start of 2020, a global pandemic resulted in decreased revenue and conversion rate. The case company is seeking guidance and advice to increase its online store's conversion rate and return on investment since the case company cannot afford to spend resources on acquiring new visitors than in previous years.

The amount of the online store's visitors varies between 350 to 800 per month, depending on if the case company has an on-going campaign. The conversion rate had increased from 0.84% to 4.55%, which is a 442% increase from October 2019 up until May 2020. COVID-19 harmed e-commerce as well as the case company's brick and mortar business. The lockdown period resulted in decreased revenue, and the case company decided to pause campaigns and other higher expenditures. The e-commerce conversion rate diminished to 1.07% by August that is a 76% decrease. Even more devastating, e-commerce revenue decreased by 90%. (Google Analytics 2020.) Therefore, the case company is ready to adopt a more user-centric approach to improve conversion rate not only for a pandemic period but for long-term success.

3   E-COMMERCE CONVERSION RATE

Conversion rate is a popular metric, and especially, digital marketing and e-commerce sectors have taken it as part of their hero metrics to analyze user behavior, engagements and purchases (Saleem et al. 2019, 590). Conversion rate illustrates the percentage of people who convert over the total number of traffic (Rabhan 2013, 4). In e-commerce, it measures how effectively an online store converts prospects into customers. The rate is calculated by dividing the total number of orders with the total number of visitors and multiplying it with 100 to get a percentage figure.

$$Conversion\ rate\ \% = \frac{total\ number\ of\ orders}{total\ number\ of\ visitors} * 100$$

As an example, an online store wishes to convert 2% of their website visitors to customers who place an order. The store receives 3000 visitors in a month and 50 of them places an order. The example's conversion rate is calculated as follows:

$$\frac{50}{3000} * 100 = 1.66666667 \approx 1.7\%$$

The example's conversion rate is 1.7% which indicates that the website did not achieve its objective. Moreover, some may consider 1.7% as low a conversion rate, but this is a common percentage for a start-up e-business. (Andrus 2020.) There is not a specific rate that is considered as "good" for every company. In 2020, an average conversion rate for e-commerce website is 2.86% (Saleh 2020).

Generally, a good conversion rate is higher than what it was last week. Conversion rate should be seen as a key performance indicator (KPI) that guides towards operational improvement. KPIs demonstrate quantifiable measurements that show how effectively the business is performing to achieve its operational objectives. They can measure financial aspects such as net profit, return on investment (ROI), as well as more anecdotal data such as the quality of customer experience. (Twin 2020.) The objective of conversion varies depending on the website's purpose. The most common conversion goals or points are, but not limited to:

- o   Placing an order
- o   Subscribing to a newsletter
- o   Booking a service
- o   Calling the business
- o   Answering to a survey

        o   Opt-in (Rabhan 2013, 11.)

3.1   User Conversion Path

Goals such as can be divided into micro- and macro-objectives that are achieved with micro- and macro-actions. Micro-actions engage with the visitors and guide them towards macro-action, the final conversion that brings in value. It creates user conversion path. Additionally, micro-actions help management to see when they lose a prospect and further optimize the conversion path. (Han 2017.)

Figure 3 E-Commerce User Conversion Path

Website users are divided into four categories: suspects, prospects, leads, and customers. Suspects are anonymous visitors, usually new, and it is difficult to tell if they will ever convert. Prospects are also anonymous visitors, yet they have explored or interacted with the website before. In this case, there is a higher chance of converting the visitor into a lead.

Converting a prospect to a lead requires a micro-action. As an example, the website offers a free e-book in exchange for the prospect's email. The micro-action is successful once the visitor has provided an email address. The visitor is now an identified prospect, a lead, who will be contacted for remarketing purposes. (Rabhan 2013, 36.) The purpose of macro-action is to convert the visitor into a paying customer (Soonsawad 2013, 42). If the

website has a prospects email address, they should follow up with a promotional email that invites the prospect back to the website towards final conversion.

The user conversion path may sound simple, but humans are complex with personal desires, opinions, and preferences. The target customer group has to be monitored sustainably so that the company can eventually understand how the business can strengthen its value proposition and increase consumer purchase-intention. In a nutshell, a value proposition is a statement that tries to prove why a product or service is going to benefit the customer better than what a competitor is offering (Khim 2020). In other words, the value proposition is a statement that explains how a product or service is going to fix the problem of a consumer.

3.2   Ideal Conversion Point

Many businesses want to delight a customer, but that does not increase customer loyalty. Consumers visit an online store because they are trying to find a solution to their problem most of the time. (Dixon et al. 2010.) Businesses should ask themselves: What kind of problem does this customer have? More importantly, what kind of questions do they have that are holding them back from converting immediately? The better the website answers to prospects' questions, the easier it is for them to convert.
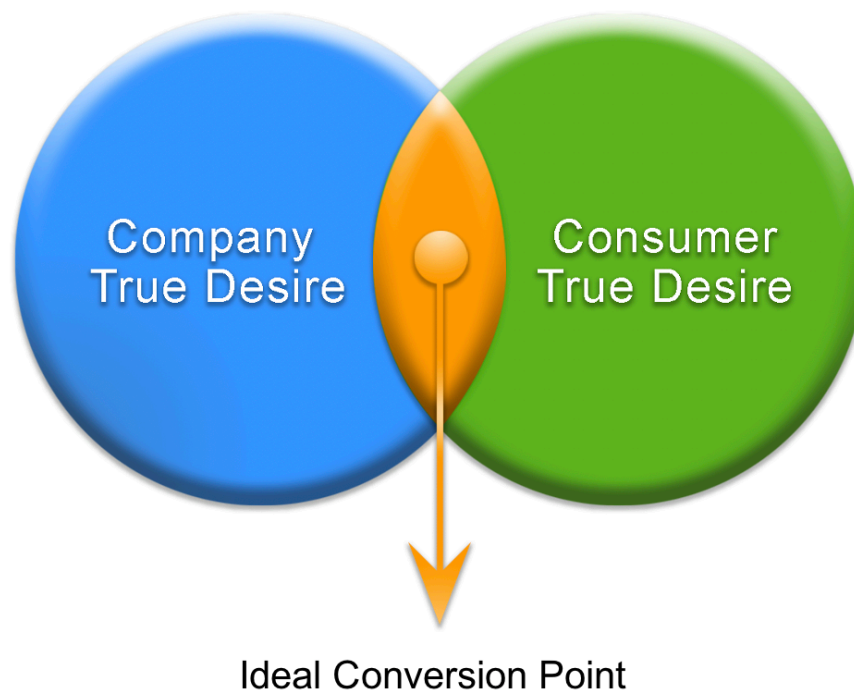

Figure 4 Ideal Conversion Point

Ultimately, businesses want customers, and consumers want their problems fixed. The above diagram illustrates an ideal conversion point is a hypothetical area where both ends of the exchange meeting, meaning that the customer, as well as the company, has gotten what they want from the exchange.

The ideal conversion point sets a baseline for conversion rate optimization. Although, businesses should concentrate on getting as close to ICP as possible since it is still a hypothetical area that is impossible to reach since the human mind changes rapidly. Once ICP is clear to the business, they can start planning how to get as close to the ICP as possible. (Rabhan 2013, 43.)

4   CONVERSION RATE OPTIMIZATION (CRO)

Conversion rate optimization, or CRO for short, is a structured and systematic approach to improve website performance sustainably (Qualaroo 2020). The ultimate goal of CRO is to increase the total conversion rate, as well as profit (Soonsawad 2013, 42). Alongside with increased conversion rate, it improves return on investment since the website is making the most out of its traffic (Qualaroo 2020).

Rabhan (2013) states that CRO is about combining data gathering, testing technology with strong knowledge of psychology and human behavior. Most managers have skills and tools to collect data and test new strategies, but not everyone owns a strong knowledge base of psychology or human behavior. Fortunately, today's data collecting and testing tools help managers to understand these aspects as well.

Conversion rate optimization generally starts from finding out what kind of constraints are holding users back from converting and eliminating them (Qualaroo 2020). However, CRO is not only about removing obstacles. CRO can be divided into four larger areas that help to understand the main processes of it. (Saleem et al. 2019, 590)

A/B Testing
Call-to-action button
Design and attractiveness

Customer Retention
Email marketing
Net Promoter Score

E-Commerce Conversion
Rate Optimization

Increasing User Trust
Value proposition
Effective communication

**Optimizing Check-out
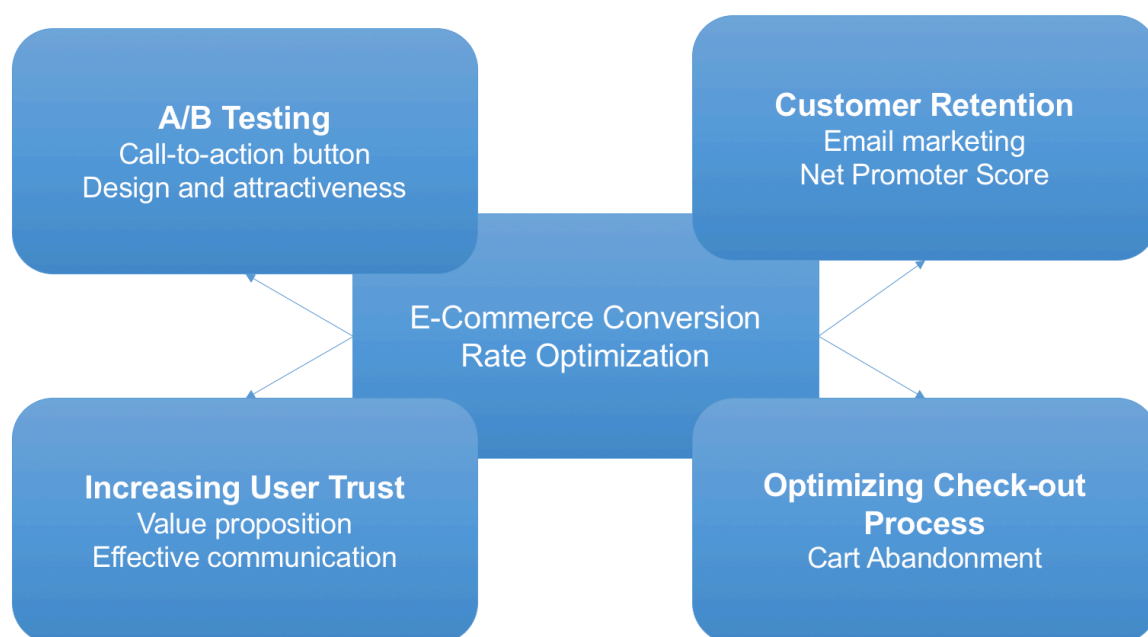Process**
Cart Abandonment

Figure 5 e-Commerce Conversion Rate Optimization Structure

Firstly, A/B testing, also known as split-testing allows businesses to measure which variable, A or B, performs better converting users (Saleem et al. 2019, 590). It makes A/B testing useful since it helps to find out uncontrollable factors that impact, for example, prospects' purchase intention. In detail, sometimes green color on a call-to-action button

converts users better than red, but it all depends on individuals. Call-to-action is usually a button on a webpage that encourages users to click on it (Leaning 2020). It includes either micro- or macro-action, depending on the website's purpose. In summary, user experience design consisting of the effectiveness of specific fonts, product content, and promotions, for instance, can be optimized based on A/B test results (Saleem et al. 2019, 590). It has become popular because it increases the return on investment that makes it an efficient yet simple tool for CRO.

Secondly, putting effort into customer retention increases return on investment since acquiring a new customer costs up to 25 times more than keeping an existing customer (Gallo 2014). Furthermore, it spreads word-of-mouth that can increase customer group rapidly, as long as customers are satisfied and loyal to the company. Email marketing emphasizes to direct the lead towards macro-action once they have identified themselves through micro-action. Email marketing should not stop to a lead converting to a customer but trying to get the customer to return by learning more about the customer each time they place an order. The learned information can be utilized to create more personalized email marketing content. Net Promoter Score is an indicator of how loyal customers and users are to the company and its products and services. Customer retention rate is calculated with the following formula after a measuring period has been determined (Baer 2020.):

a = The number of customers at the end of the time frame

b = The number of new customers gained during the time frame

c = The number of customers at the start of the time frame

$$\frac{(a-b)}{c} * 100 = Customer\ Retention\ Rate\ \%$$

As important as customer retention, is the check-out process. The check-out process is the last step users have to complete before the final conversion. It is a factor that impacts overall user experience and website usability. It should assure the prospect about the company's credibility, as well as offer as fast and easy checkout as possible to minimize effort. Cart abandonments occur for many reasons, but poor check-out usability is one of the biggest reasons behind them (Rabhan 2013, 159). CRO and usability should be treated separately, even though, website usability and conversion rate optimization have been previously linked together. Usability emphasizes eliminating obstacles to ease the conversion, whereas CRO focuses on increasing conversions. Removing only obstacles does not always mean higher conversion. (Rabhan 2013, 8.)

Cart abandonments occur easier online since consumers can simply do it easier than in a brick and mortar store. Consumers get constantly distracted by different factors that may cause them to abandon the cart and forget about it. On top of making the check-out process effortless, reminding via email about an abandoned shopping cart or indicating there are products in the shopping cart from last time when they visited the website. (Rabhan 2013, 161.)

Finally, user trust plays a role in impacting conversion rates. Consumers will not convert if they do not trust the company's value proposition, security, or protection of their privacy (Saleem et al. 2019, 591). Effective communication removes doubts users may have before conversion. Companies should display privacy policy visibly on the website, and especially at the check-out page. Additionally, showing SSL (Secure Sockets Layer) or TLS (Transport Layer Security) certificates at the check-out page increases user trust (Saleem et al. 2013, 592).

4.1 Customer Satisfaction and Loyalty

As the father of marketing Philip Kotler (Gunther 2009) said in one-on-one interview with Peter Drucker:

> *"I use the mantra "CIB – Customer is Boss". The employee's paycheck comes from customers. No customers, no paycheck"*

Customer satisfaction, as well as loyalty has great impact on how successful a business is. Customer satisfaction determines how satisfied the customer is with their product, service or the brand itself. In more detail, how well the purchased good meets and exceeds their expectations (Patel 2020). A general thought is that when customers are satisfied, they are loyal and will return to shop for more. However, a study published in 2010, explains that delighting customers does not build customer loyalty (Dixon et al. 2010).

Customer loyalty represents behavior and attitude pattern that customers show towards their goods or the company brand. Loyalty is subjective which makes it more challenging to measure than customer satisfaction. Although, it provides more comprehensive view on customer satisfaction since it requires qualitative and quantitative data collection to be more reliable. (Rodriguez 2019.)

Consumers like to use online for shopping due to its convenience. They usually have a problem they would like to get solved when they first enter a website. Thereby, focusing on decreasing the prospects' effort to get their obstacles eliminated increases customer loyalty and satisfaction which results in increased revenue and conversion rate (Dixon et

al. 2010). Customer satisfaction and loyalty can be measured in multiple ways and new tools are created often. The most popular metrics are Customer Satisfaction Score (CSAT) and Net Promoter Score (NPS).

4.1.1   Customer Satisfaction Score

Customer Satisfaction Score, shortened as CSAT, measures directly how satisfied customers are with their product or service (Robinson 2019). It can be measured by asking customers a question such as: "How would you rate your overall satisfaction with your product or service?". The rating can be 1-5 or 1-10, one representing "very dissatisfied" and the highest score "very satisfied" (Relently 2020.) This study uses a 1-10 rating to allow respondents a greater spectrum to describe their satisfaction. The question should be sent to the customer soon after they have received their product or service to get an accurate rating as possible.

Customer Satisfaction Score is calculated by dividing the number of customers who scored a "very satisfied" and "satisfied" by the total number of respondents. Finally, the score is multiplied by 100 to get a percentage. (Relently 2020.) Since this study used a 1-10 scale, "very satisfied" and "satisfied" represented scores nine and ten. The metric can be used to analyze how different changes to products or services perform from a customer perspective or create a baseline measurement for future analysis, for instance. The study emphasizes the latter example. The metric becomes more reliable long-term when combined with other metrics such as NPS that is explained next.

4.1.2   Net Promoter Score

NPS stands for Net Promoter Score that measures customer loyalty and growth (Relently 2020). Additionally, it complements the Customer Satisfaction Score promoting the understanding of overall customer satisfaction. Net Promoter Score is measured by asking a simple question: "How likely are you to recommend Company X to a friend or colleague?". NPS should be measured with a 0-10 scale since different scores represent various customer segmentation. The respondents are divided into detractors, passives, and promoters based on their scoring.

Firstly, detractors are respondents that score between zero and six. These customers are not loyal and will most likely not recommend the business. One who scores zero indicates they may tell their contacts to stay away from the company. Secondly, the passives score between seven and eight. They are relatively satisfied, but it is difficult to determine whether they will remain loyal or promote business through word-of-mouth. Finally,

promoters score either nine or ten. (Gitlin 2020.) They are the satisfied customers every business should aspire to gain and retain. They are loyal to the company and will most likely return regularly to shop more and spread brand awareness to their contacts. The final NPS is calculated as the following equation form illustrates:

$$\% \ of \ Promoters \ - \ \% \ of \ Detractors \ = \ Net \ Promoter \ Score$$

The average NPS for the online shopping industry is 40%. Companies should aspire for at least 30% NPS for more customers to be loyal. The higher, the better increase in return on investment and conversion rates, as well as company awareness. (Satmetrix 2020.)

4.2 User Experience Design

User experience design, also known as UX, represents users' ability to find desired information and interact with the website (Soegaard 2020). Understanding a user's experience on the website helps the company to optimize the website more convenient for the users. Website satisfaction is linked to increasing purchase intention that results in higher conversion rates (Gudigantala & Bicen 2016). Moreover, website satisfaction is linked to website usability that not the purpose of CRO but an efficient companion to promote each other's qualities.

Perfect user experience design to support CRO would hypothetically remove users' doubts regarding final conversion and providing an experience that makes them want to come back and bring their contacts with them. A study that researched web experience explains that identification and classification of web experience help to understand how well the website is performing to lead visitors towards conversion. Classification helps e-commerce managers to recognize what tools they should try next. Identifying the web experience will open new questions to research. Users' experience controllable and uncontrollable factors that impact their decision-making process. The study identifies the factors into three main categories that are functionality, psychological, and content factors. (Constantinides 2004, 111-126.)
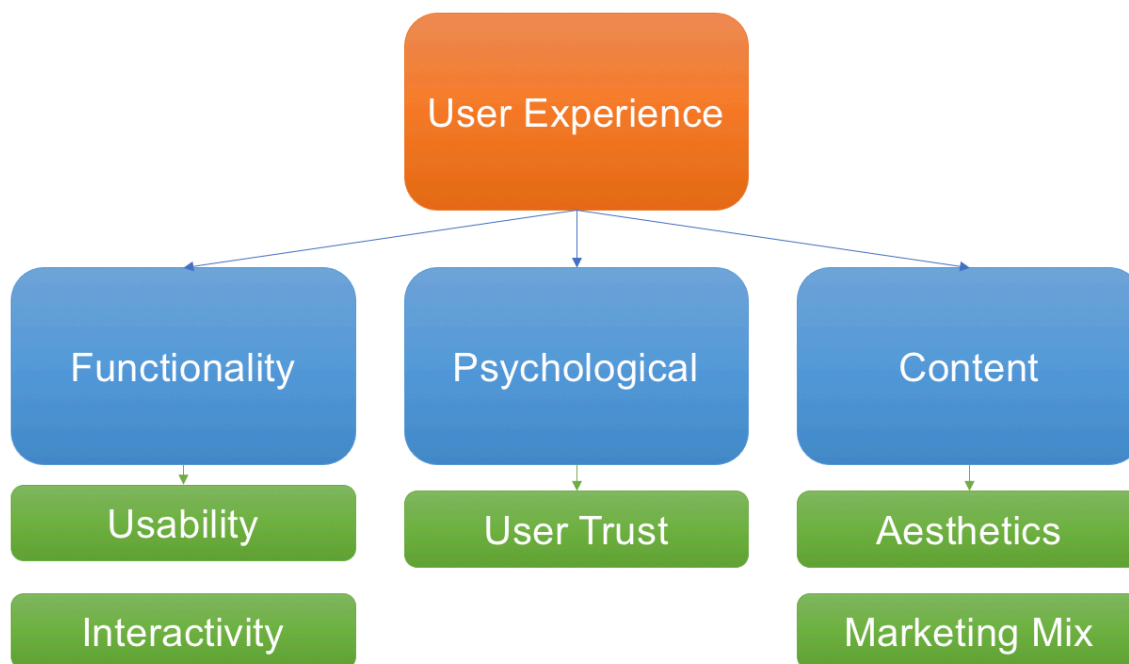
Figure 6 Factors Impacting User Experience (Constantinides 2004)

Firstly, functionality factors include sub-categories such as usability and interactivity. As the names indicate, they determine how effortless the website is to use and the experience it enhances from the user perspective. Secondly, user trust is the only psychological factor that creates doubts and questions that need answers before the prospect is committed to convert. Last but not least, content factors include website aesthetics and marketing mix. The attractiveness of websites is challenging to measure since it is subjective, and trends change. (Constantinides 2004, 111-126.) The marketing mix, on the other hand, determines customer marketing that varies depending on the business.

It can have a significant impact on increasing conversion rates if companies know how to optimize these factors from a user perspective. Understanding UX design should evolve to improve user experience sustainably. It promotes sustainable conversion rate optimization. Long-term successful conversion rate optimization and user experience design require data collection and testing.

4.3   Data Collection and Testing Tools

It has become clear that understanding the users and their behaviors help to make effective optimization decisions that lead to more satisfied customers and higher conversions. The Internet offers various data collection and testing tools to gain a better understanding of human behavior without a strong knowledge of psychology. In this thesis, data collection provides valuable information about user experience and customer satisfaction.

Testing, on the other hand, enables the companies to make successful strategical decisions based on the data and test how they perform in practice. Companies themselves can determine the main key performance indicators they want to follow to measure the performance of the online store. The following tools explained are utilized and recommended by the case company. Website's performance can be measured in several ways, yet the most used key performance indicators for e-commerce businesses are (Qualaroo 2020.):

- Total conversions (how many orders in total)

- Conversion rate (how many of the website visitors made a purchase)

- Bounce Rate (percentage of people who leave the website after viewing only the landing page)

- Exit rate (percentage of people who leave the website after viewing a page)

- Average time on site (how long people are sticking around)

- Average page views (how many pages a visitor went through during their visit)

Google Analytics is a web analytics tool that offers data collection, customizable reports, and dashboards to keep track of website performance and such metrics as listed above (Digital Marketing Institute 2020). Other data collection websites such as Hotjar, HubSpot, and Google Optimizely offer tools to measure website performance, user experience, and behavior, and customer satisfaction.

Hotjar is a behavior analytics and user feedback service that offers heatmaps, session recordings, and feedback widgets (Hotjar 2019). Heatmaps are used to see where users have clicked the most on a certain page. Session recordings are screen recordings of users visiting the website that help to spot constraints and behavior patterns. Feedback widgets can be installed on the website to measure satisfaction or ask for open feedback. HubSpot, on the other hand, offers a customer relationship management platform that provides all the necessary tools to create and maintain customer relationships (HubSpot 2020). This tool is ideal to strengthen customer retention and loyalty. Equally important, Google Optimizely has been one of the most exciting additions to the case company's testing tools. It is a platform created for A/B testing which helps to increase conversions and find out factors that impact on conversions.

To sum up, e-commerce managers and team members should utilize the wide range of available data collecting and testing tools to receive accurate and reliable data about the website's users. Only then effective optimization strategies can be implemented.

5 EMPIRICAL RESEARCH AND DATA ANALYSIS

This chapter introduces the results of customer satisfaction and user experience surveys. Moreover, the data is analysed, and final findings are presented in the last part of this chapter.

5.1 Objectives

The main objective of empirical research is to receive valuable data on customer satisfaction and user experience that can be utilized to plan and implement actions to support CRO. Additionally, the analyzed data will be stored, and it will be used to compare future KPIs. This gives the case company an opportunity to monitor and improve customer satisfaction and user experience sustainably.

The author's personal objective for this thesis is to provide useful information for anyone interested in e-commerce, CRO and/or sales. In more detail, to provide information that can be exploited to create sustainable conversion rate optimization strategies.

5.2 Data Collection

The case company has collected data from the KPIs its e-commerce platform provides, for example, total visitors and conversions since it opened at the end of 2018. The idea for this thesis started to arise with the owner of the company in 2019, and the author decided to add tools to collect more data. Google Analytics has collected a wider variety of KPIs since April 2019.

The data collection began in April 2019 that was part of the author's personal learning progress and preparation for the thesis. New tools are introduced, such as Hotjar, HubSpot, and Google Optimizely to understand user behavior and website performance better once the thesis process officially started in July 2020.

The case company wants to have a better understanding of how well their website is performing from users' and customers' perspective. Finding out what kind of constraints visitors face on the website, as well as what is the level of user experience and customer satisfaction is crucial to be able to answer the main research question. Survey research was chosen as the research technique to provide both quantitative and qualitative data. Surveys are the most successful when they gather information from both substantive and statistical aspects (Vehkalahti 2014, 20).

The surveys were sent or published to two target groups. Consumers and existing customers in Southern Finland where most of the case company's traffic comes from. An

incentive of a 50€ gift card was included in exchange for participation to maximize the participation rate. The following table shows the details of empirical research:

Table 1. Data Collection of Empirical Research

Sample Group	Consumers	Existing Customers
Sample Size	51	11
Measurement	User Experience	Customer Satisfaction
Delivery of Survey	Facebook	Email
Time	Sep-Oct 2020	Aug-Sep 2020
Objective	50 responses	10 responses
Incentive	50€ gift card	50€ gift card
Conversion Rate	30%	33%

As the table illustrates, both surveys received the minimum number of participants as hoped. User experience survey was published on the case company's Facebook page and it was promoted on Facebook and Instagram.

The survey was targeted for males and females living in Southern Finland. During a 3-week period, the Facebook promotion reached over 2000 people and 124 link clicks. Out of 124 link clicks, 37 participated in the survey which means that the promoted survey post was able to convert 30% of link clickers to answer the survey (Facebook Ad Center 2020).

In contrast, customer satisfaction survey was sent via email through HubSpot to existing customers who purchased from the case company within August and September. The survey was sent to 33 customers and 11 of them participated. Thus, the conversion rate for the customer satisfaction survey is 33%.

Both surveys were pre-tested in order to prevent issues that would impact on the validity of the study. Pre-tests showed minor faults such as missing multiple-choice options to give more accurate data, yet they were improved before publishing the surveys. Moreover, they determined the response objectives. Test user experience survey received 65 responses whereas test customer satisfaction survey only two.

The case company prefers open feedback from the customers and consumers hence both surveys included multiple open questions that allowed respondents to reply openly. Open answers are more challenging to process. However, they can provide more accurate data when trying to understand behavior, preferences and desires, as both surveys also measure. It all depends on the nature of the questions. (Vehkalahti 2014, 15.)

5.3 Data Analysis

This sub-chapter presents and analyzes the results of customer satisfaction and user experience surveys. The overall findings are explained at the end of this chapter.

The customer satisfaction survey received 11 participants out of 33 sent survey requests. In contrast, the user experience survey received 51 participants during a 3-week data collecting period.

5.3.1 Customer Satisfaction Survey

The customer satisfaction survey data collection period occurred from August until the end of September 2020. The survey was sent one week after a customer had placed an order. This way the survey would be more relevant for the customer since they have had enough time to receive the parcel and try the product(s). The survey collected both quantitative and qualitative data to get a thorough understanding of the current level of satisfaction. The data will perform as a baseline for future analysis since the case company has not conducted a customer satisfaction survey before.

The objective was to receive 10 survey participants in total. The survey ended up receiving 11 participants. All 11 respondents were female. The case company's primary market group consists of mostly females. This creates thoughts about Finnish men's expectations, wonders, and needs towards purchasing skincare online and how well the case company is acting towards meeting those matters. Further research opportunities are discussed in conclusions.
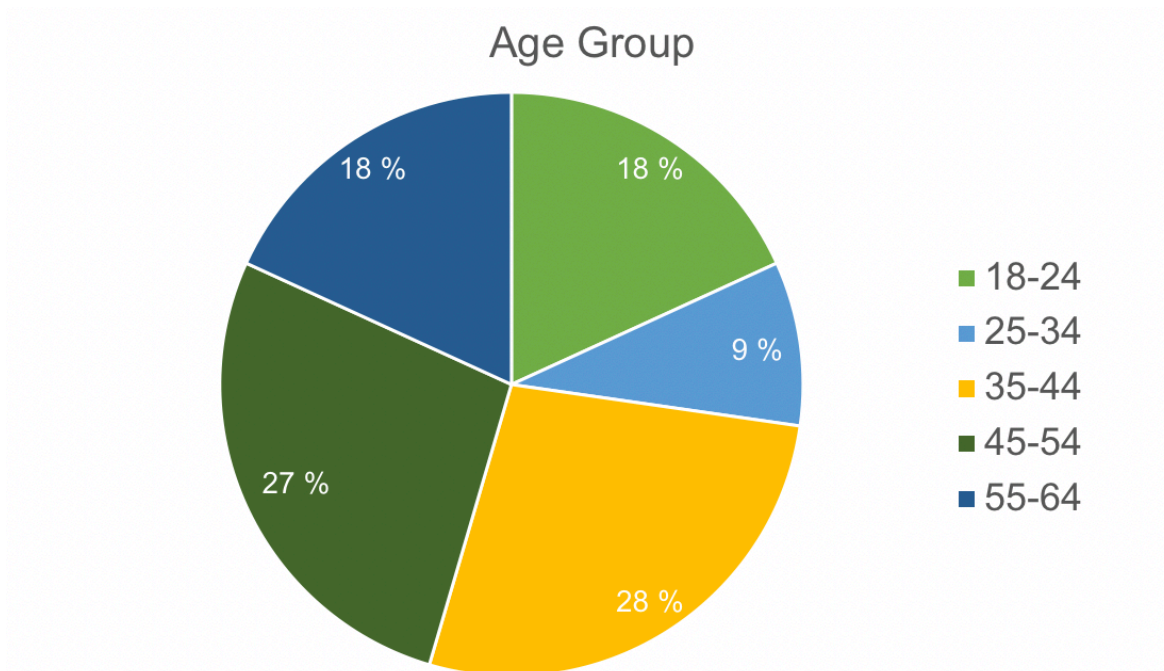
Figure 7 Customer Satisfaction Survey: Age Division of Respondents

The first question asked the age group of the survey participant. The survey received answers from all age groups except under 18 years old and over 65 years old. It may occur due to most elderlies preferring to purchase their skincare from brick and mortar locations such as the case company's skin salon. Moreover, under 18 years old may find the case company's products too expensive for their budget or too active for their young skin.

Place of Residence of the Respondents
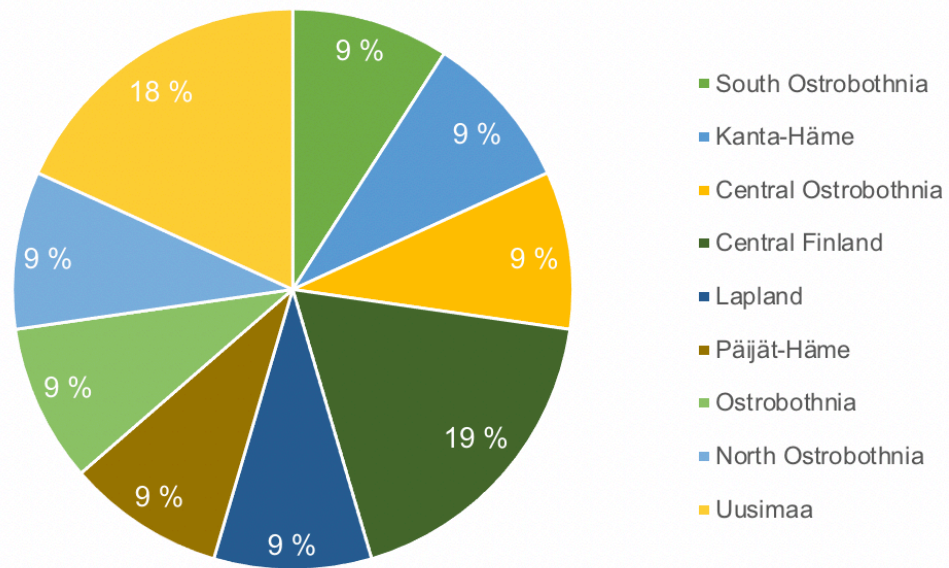
Figure 8 Customer Satisfaction Survey: Place of Residence of the Respondents

The second question asked about the place of residence. 11 customers from nine Finnish provinces participated in the survey out of a total of 19 provinces. The case company has gotten customers almost a Finland, except the southwest and eastern parts of Finland.

The case company has been operating since the end of 2018 and is regularly promoting its services and products through draws and giveaways. Hence, company awareness has increased over time and they have gotten customers almost all over Finland during this survey period.

The next question (Figure 10) was an open question that gives more insight into what the case company's customers like to do during their spare time. The received data is exploited to plan and implement more customer-centric marketing strategies that can include such as personalized email marketing and different landing page design.
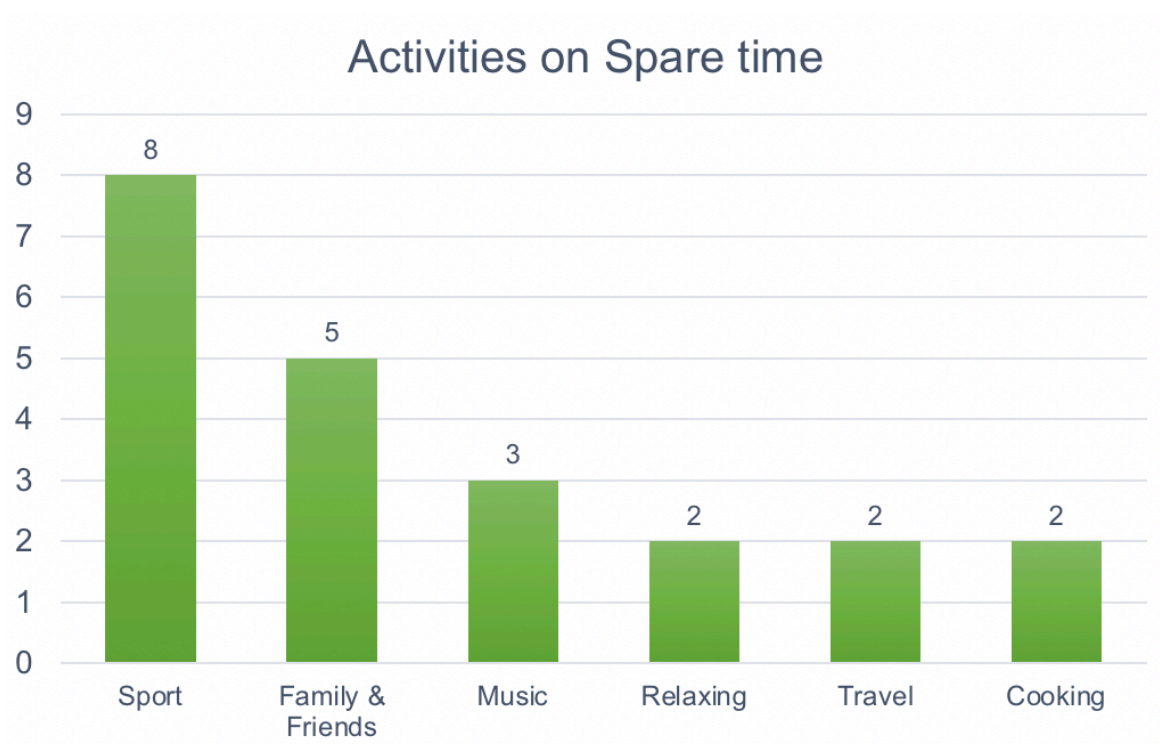
Figure 9 Customer Satisfaction Survey: Respondents' Activities During Spare Time

As the above histogram illustrates, most respondents like to exercise or do some sport during their leisure time. Moreover, customers are family-oriented and prefer to spend time with family and friends since around 46% of respondents mentioned it as their spare time activity. Finally, the rest of the activities are divided into listening to music, relaxing, traveling, and cooking.

The customers are active, which means they may have some common skincare issues or challenges that are related to sweat, for example. On the other hand, customers enjoy doing general things either at home or outside the home.

The next question (Figure 11) asked how long the customers have been customers of the case company. It gives valuable information on how well the case company has been attracting new customers, retaining existing customers, and converting them again.

Figure 10 Customer Satisfaction Survey: Length of Customer Relationship

Most of the survey participants are new customers which means that the case company has been able to attract new customers even after the most challenging period of the global pandemic in April-July 2020. Another positive result is 36% of customers who have been with the case company for a year or two. One customer has been with the case company for 3 to 5 years yet no participant longer than that.

This indicates that the case company has served its previous customers well enough for some of them to return to shop more. One of the reasons why the online store was opened in the first place was to offer existing customers an easier way to restock their favorite skincare products.

However, as the results show, only one customer has been 3 to 5 years as the case company's customer. The online store is not attracting enough longer-term customers, but they may be regular customers at the skin salon and restock their needed products when visiting in-store.
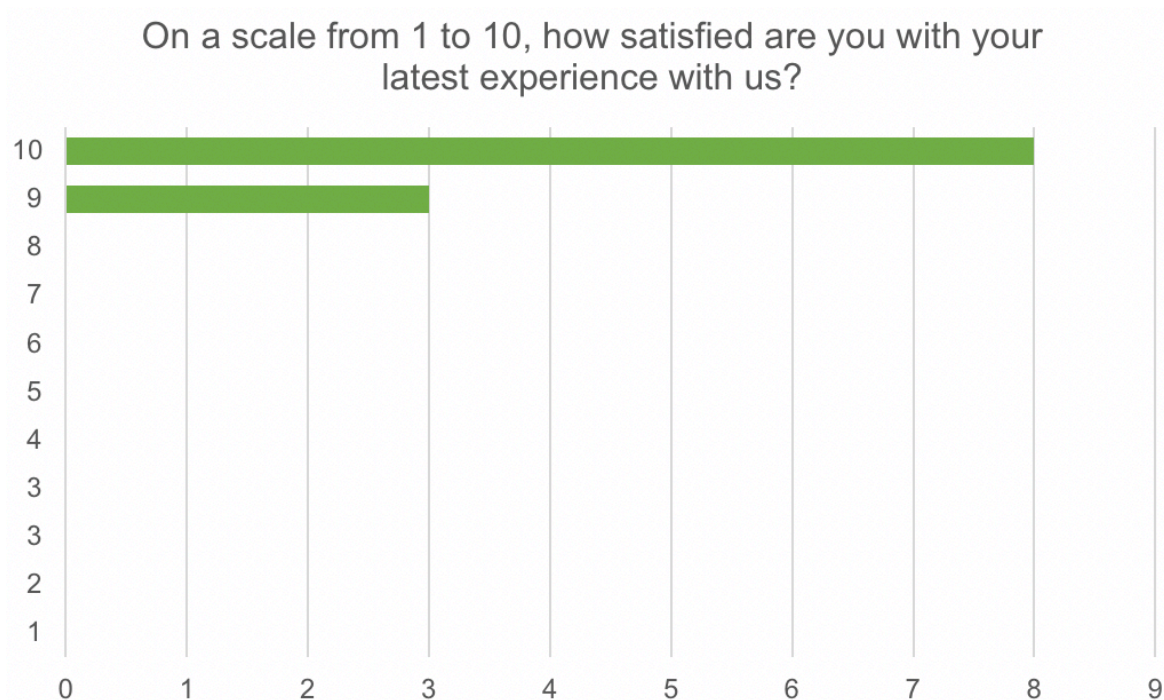
Figure 11 Customer Satisfaction Score Survey Result

The next question is an important metric for the case company. Customers were asked to describe how satisfied they were with their latest experience with the case company which will determine the baseline for Customer Satisfaction Score (CSAT).

The survey scoring scale was one out of 10. Score 10 represents "very satisfied" whereas score one represents "very unsatisfied". As the graph above illustrates, eight out of 11 customers replied 10 out of 10, and the remaining three respondents, nine out of 10.

The case company's customer satisfaction score is calculated as follows:

$$\left(\frac{11}{11}\right) * 100 = 100\ \%$$

The result is as the case company would hope. The case company works in a sensitive industry where trust, loyalty, and satisfaction between the customer and the company matters greatly. CSAT is not a reliable indicator to measure customer loyalty since loyalty is subjective (Rodriguez 2019). Although, it indicates that the case company has satisfied customers enough to receive such CSAT.
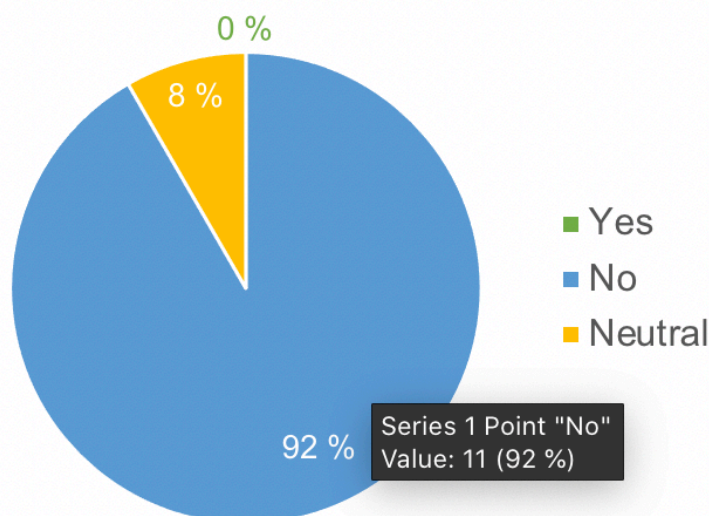
Figure 12 Customer Satisfaction Survey: Order Issues

The above question determined if customers experienced any challenges while ordering products. 10 out of 11 customers did not encounter any problems when they placed the order. One customer replied with a letter x that analyses as a neutral response, and in this case, no issues were detected.

This positive result can be explained by regular session recordings and checkout checks. Session recordings have shown challenges and constraints prospects and customers experience on the website. For example, during a thesis process, the author noticed that a prospect trying to order a gift card and a product in one order. The order could not have been placed for an unknown reason. The author investigated the matter and found out the gift cards' shipping method was faulty and therefore, the prospect could not finish ordering.

The issue was quickly fixed and the prospect later on converted to a customer once the case company had informed about the fixed issue on their Facebook page. This experience proves how a small tweak in the system can increase the conversion rate.
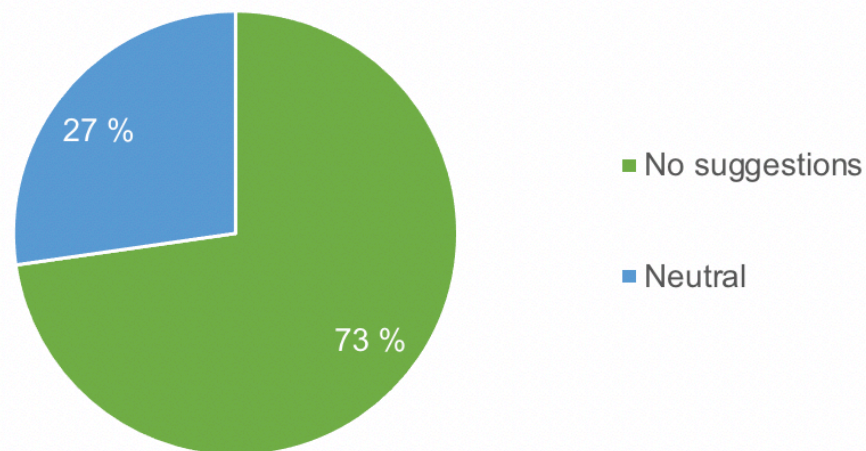
Figure 13 Customer Satisfaction Survey: Checkout Process

The next question was an open question that gave the respondent the freedom to offer suggestions to improve the checkout process of the case company's online store. Three respondents replied with symbols such as a dash (-) and letter x. These symbols are interpreted as neutral since this was an open question asking for possible suggestions. Eight of the respondents said they are either satisfied or they do not have any suggestions to improve the checkout process.

The results support the previous pie chart that illustrated no one customer experienced issues whilst ordering. Consequently, the case company has been effective enough to monitor possible checkout constraints because of regular screen recording checks.
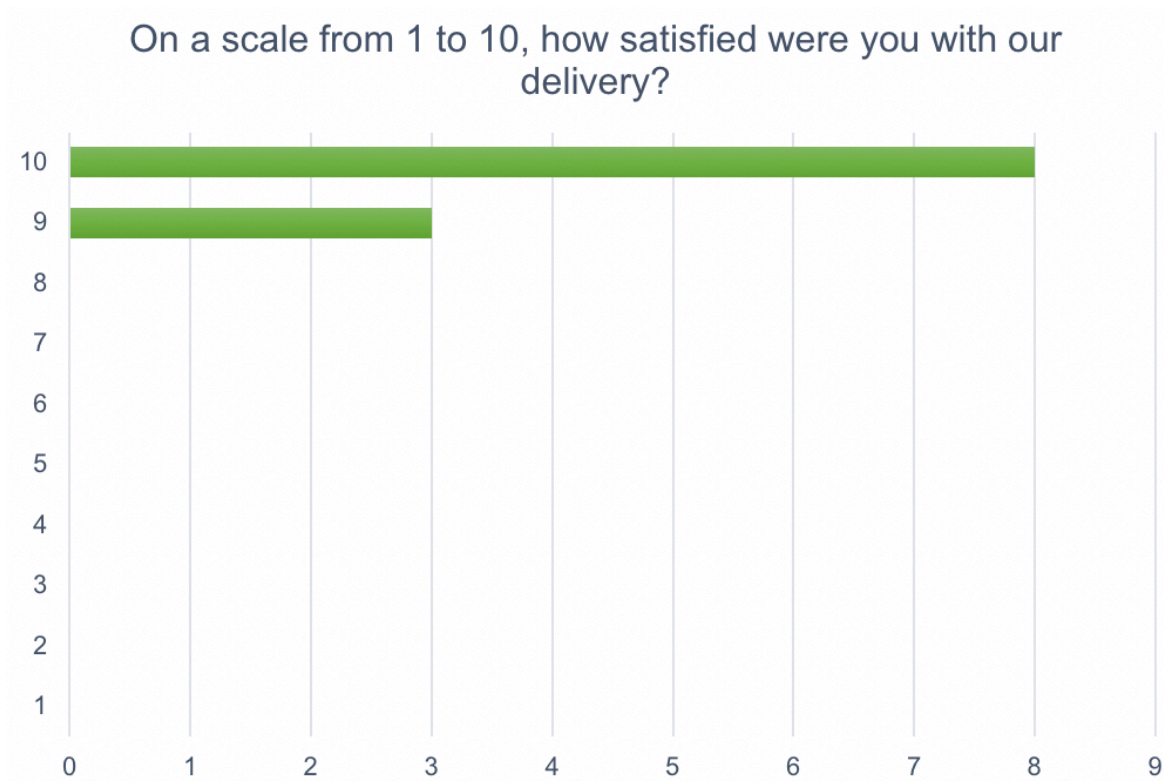
Figure 14 Customer Satisfaction Survey: Delivery

Customers were asked to rate their satisfaction with product delivery. As the graph above illustrates, eight out of 11 scored delivery as 10 out of 10. The remaining three customers scored nine out of 10.

This is a great result that proves that the case company has been able to meet customers' expectations effectively enough but there may be some room for improvement. The case company promises 1 to 3 business day delivery to all customers, yet short delays occur occasionally due to delayed stock delivery on the most popular products.
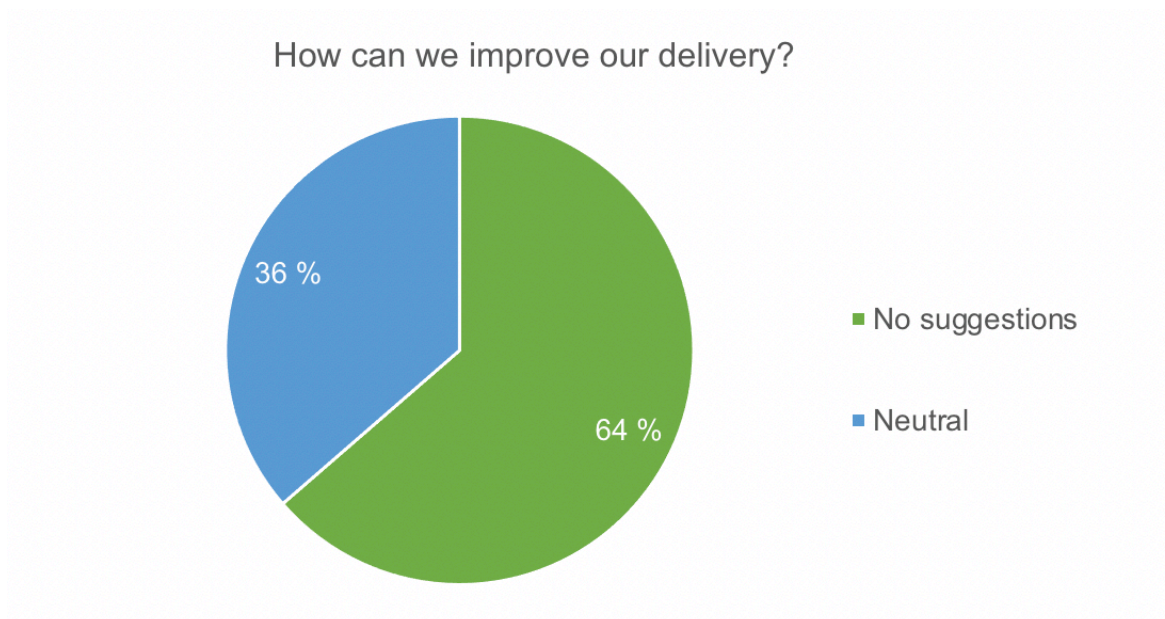
Figure 15 Customer Satisfaction Survey: Delivery Improvements

The next open question offered customers to suggest how the case company could further improve its delivery process. Seven out of 11 said they either did not have suggestions for improvement or they were satisfied. Four out of 11 responded with a symbol such as a dash (-) or letter x that analyses as neutral that indicates the customers do not have suggestions. At the moment, customers do not have any suggestions on how to improve delivery that strengthens the customer satisfaction index even more.

The case company wanted to have a clearer picture of how trustworthy the customers find the products, as well as the information the online store provides about the products. Hence, the customers were asked to rate how confidently they believe that their purchased products will give them the results they wished when they converted in the first place (Figure 17).
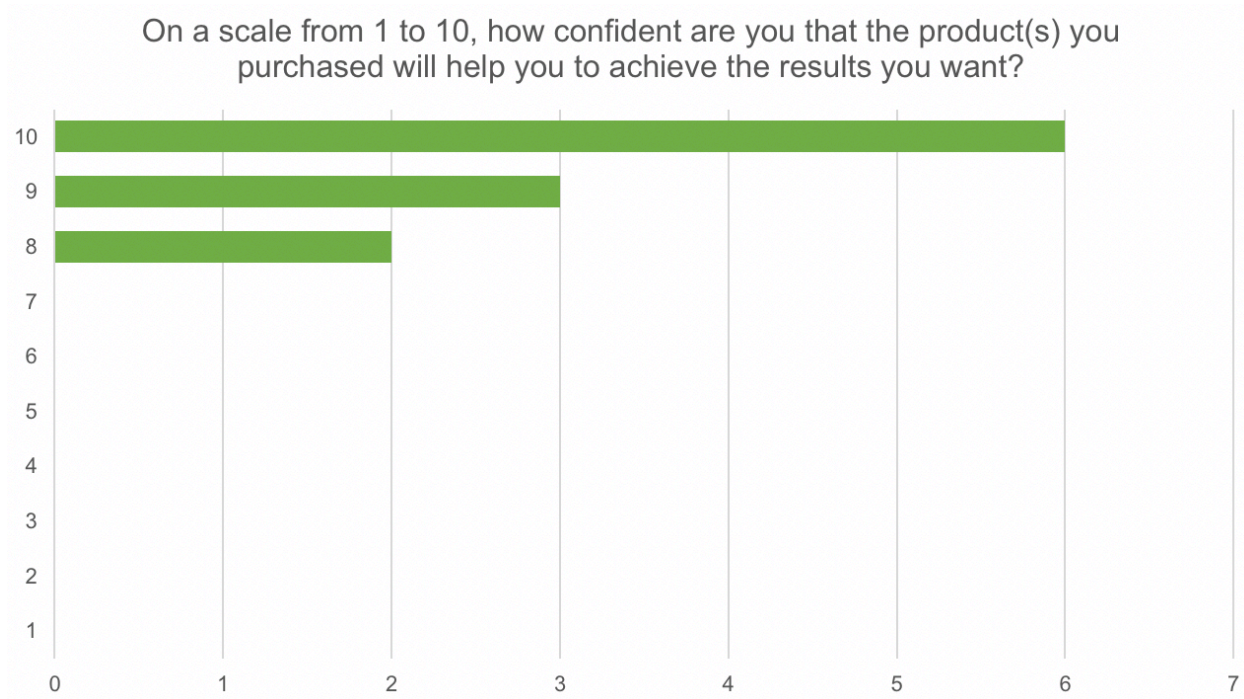
Figure 16 Customer Satisfaction Survey: Confidence of customers about purchased product(s)

The graph above demonstrates that six out of 11 customers believed that their purchased products give them the results they want. The rest of the customers rated their confidence as nine and eight.

The results show that most of the customers have gotten enough information about the product and the case company's brand to purchase the product(s). However, five customers did not feel confident enough about their purchased products which raises questions for the case company. The case company may not be providing enough information about the products benefits for the customer's specific concerns.

The better the case company understands its customers and their questions in mind, the better the case company can serve and convert prospects and existing passive customers. The next question was the following: *Why did you end up purchasing from us instead of competitors?* Respondents were allowed to answer freely.

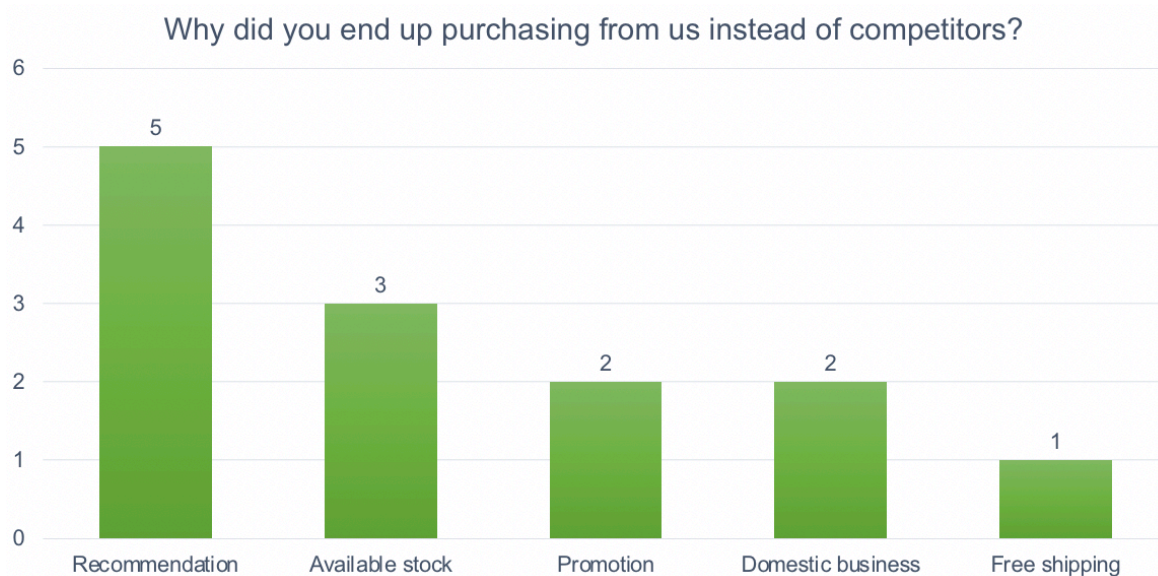## Why did you end up purchasing from us instead of competitors?

Figure 17 Customer Satisfaction Survey: Reasoning behind purchasing from the case company

The histogram shows that customers share similar yet different reasons as to why they purchased. Five customers were influenced by social media or by word-of-mouth recommendation. Some made the decision based on price, product availability, and free shipping. Positively, two customers preferred to purchase from a Finnish company that shows that Finns want to support their own instead of ordering from overseas.

Furthermore, the list indicates that digital marketing has been attractive enough for prospects, whether the consumer was looking for the cheapest website to purchase their product from or following the upcoming sales, for instance. On the other hand, word-of-mouth is an extremely efficient marketing tool, and it may have impacted the results.

The skincare industry is a quickly growing industry that gives rise to an overwhelming amount of information and opinions on what consumers should use for different skincare concerns and goals. The case company can plan its digital communication based on customers' preferences and current desires.
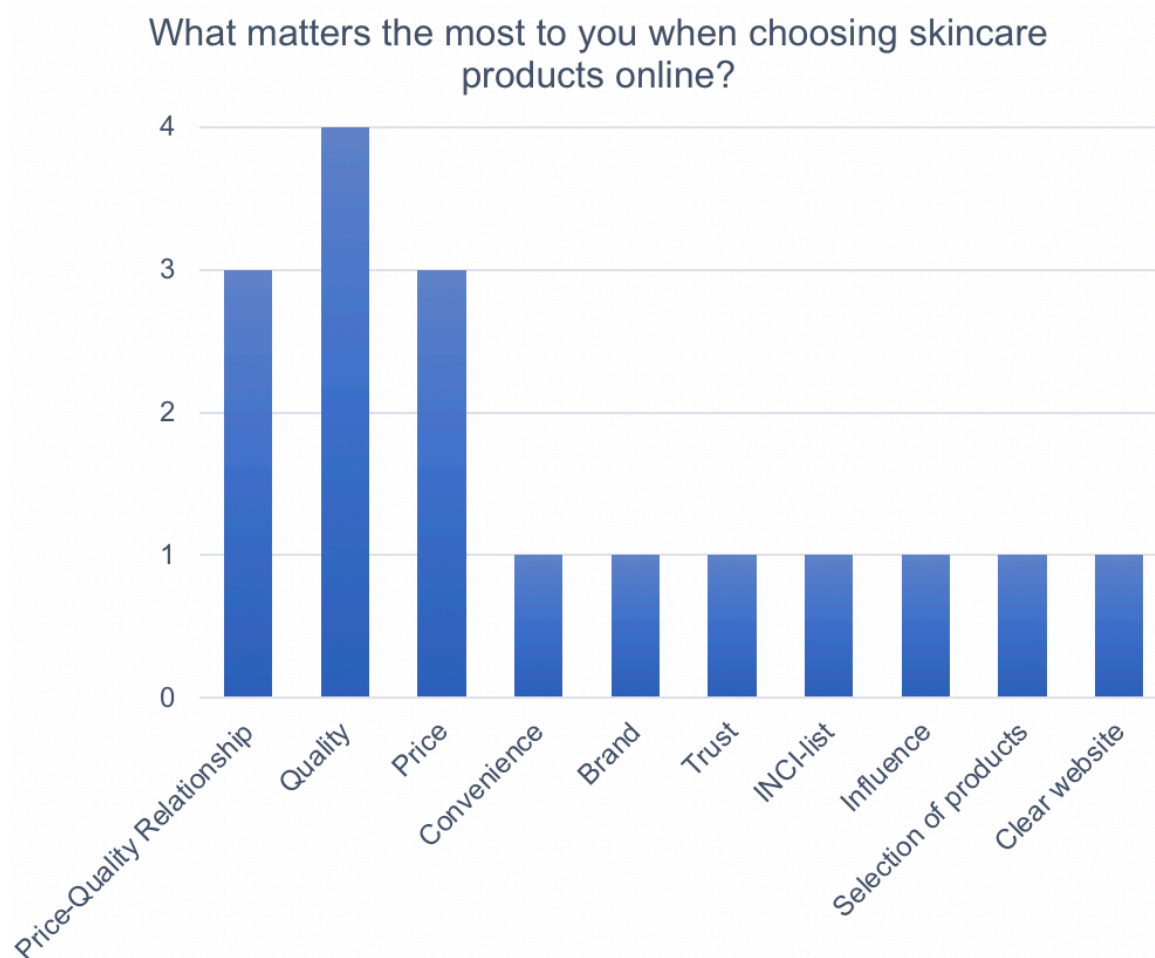
Figure 18 Customer Satisfaction Survey: Factors that impact skincare purchase-decision

Customers were asked to describe what matters the most to them when they are choosing skincare solutions online. The above histogram demonstrates that quality is detected four times, and price-quality relationship and price three times. Finally, the convenience of the product, brand awareness, trust, ingredient list, influencers, selection of products, and clear website are mentioned once amongst 11 respondents.

The results imply that the customers care about the quality of the product the most but are still rational about their money, and sometimes the total price impacts the final purchase decision. Customers also care about the brand, convenience of the products, trust, and ingredient lists that indicate that they will most likely research the products and brand before purchasing. The research process may include reading about the brand from the company website, listening to what an influencer says, or do product research on the online store.

Consumers may feel confused when they first enter an online store selling skincare unless they have done their background research as lots of consumers do nowadays. If they

have not, they may have some doubts about why they should purchase a specific product. Thus, it is smart to try to understand what doubts prospects have in the first place, even if they convert. It supports holistic conversion rate optimization.

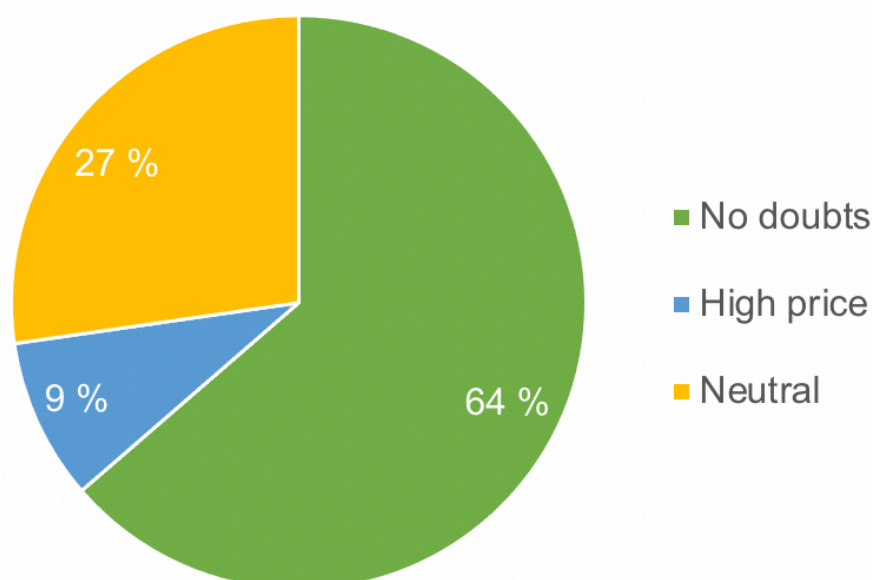## What doubts did you have before you ended up buying from us?

- No doubts
- High price
- Neutral

27 %

9 %

64 %

Figure 19 Customer Satisfaction Survey: Prospect doubts

Customers were allowed to respond openly to above question. 10 out of 11 respondents replied they had no doubt and three of them used symbols as – and x which are analyzed as neutral answers. Only one customer had doubts regarding the high price of the products.

A high price is a common doubt when it comes to medical-grade, high-end, and luxury skincare products. The case company focuses on providing enough information to answer prospects questions that help to increase purchase intention. As the results show, the case company gives enough information and has been able to gain enough trust to receive these conversions. However, this only shows the results of customers, not prospects that did not end up converting due to their doubts.

The next question was the following: *Did you have any questions that were not answered on our website? If so, what questions?* The question as such could have been added to the user experience survey but it was included in the customer satisfaction survey to have customers' perspective on the matter.

100% of the survey participants did not have any questions that they did not receive an answer for, or they did not have any questions. It indicates that the case company has given enough information for prospects to finalize an order or prospects have done their product research or the case company has been able to attract them, for instance.

One of the final questions was the following: *What fascinates or interests you in skincare right now?* Knowing your customer's desires and interests guide towards more customer-centric operating. The information can be used to customize website design based on the consumer's current skincare trends and attract them more effectively, for instance.

Customers were allowed to answer openly, and the answers have been freely translated from Finnish to English.

The following list shows customer responses:

- "Caring for aged skin"
- "Challenges caused by aging"
- "Effectiveness of anti-aging"
- "Facials"
- "Healthy skin"
- "Hydration"
- "Hydration and slowing down the signs of aging"
- "Light makeup, naturalness"
- "Natural cosmetics"
- "The secret to radiant, glowy skin"

As the list above demonstrates, overall healthy and youthful skin is what most customers want to achieve. Some customers are also interested in facial services and natural cosmetics. The case company's market group consists of mostly 35+ aged women that is a usual age to start noticing signs of aging or becoming interested in repairing skin. Furthermore, having hydrated and glass-like looking skin has been a big skin trend for many years, especially in Asian cultures. Its popularity has spread into western countries as well. The same applies to natural cosmetics.
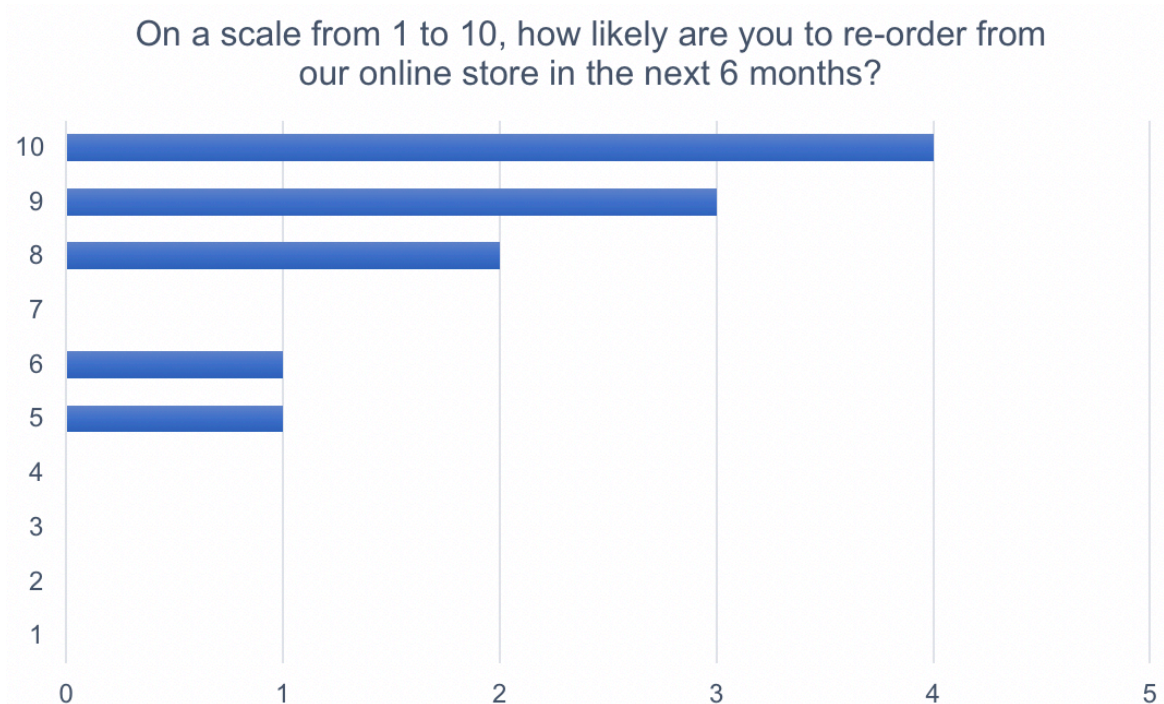
Figure 20 Customer Satisfaction Survey: Customer returning

The second last question are analyzed as part of this empirical research measured how likely customers are to re-order from the case company in the next six months. The time frame is six months since it allows most of the skincare products to run out and the customer to consider whether they repurchase the same product or try something else.

Seven out of 11 respondents are sure that they will re-order in the next six months. The rest three respondents are neutral or unsure about ordering again within the time frame. The results are explained in a few ways. Customers that are unsure to re-order again may have ordered products that last longer than six months. In contrast, surely re-ordering customers may be regulars who purchased a product that requires restocking every few months.

The final question measures Net Promoter Score from the customers' perspective because the case company has never measured its online store's NPS before. Net Promoter Score
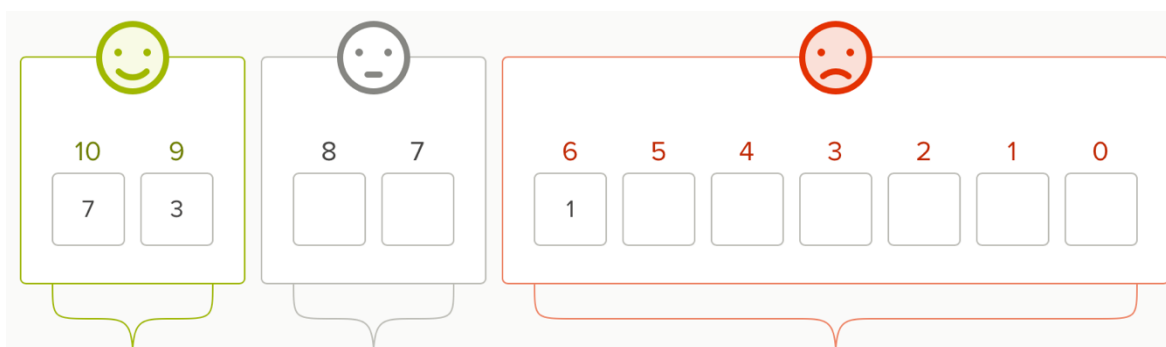
Figure 21 Customer Satisfaction Survey: Net Promoter Score 1/2

Figure 22 Customer Satisfaction Survey: Net Promoter Score 2/2

10 out of 11 respondents are considered as promoters whereas one respondent is a de-
tractor. As a result, the online store's Net Promoter Score is 82. It is a reliable overall sat-
isfaction score that occurs as the baseline for future monitoring. There is room for im-
provement since one customer is considered a detractor that means they will unlikely rec-
ommend the online store to their social contacts.

5.3.2 User Experience Survey

User experience survey was first published on the case company's Facebook page in
September. The survey was open for three weeks and it was promoted on Facebook and
Instagram for consumers living in Southern parts of Finland which is their target location.
The results are used as a baseline for future user experience monitoring. Furthermore, the
data can create new ideas for A/B testing.

The survey ended up receiving total of 51 participations. 94,1% of survey respondents
were female and 3% of them male. The gender ratio creates further questions about

men's thoughts on shopping skincare online. Also, these thoughts will be discussed in the conclusions.

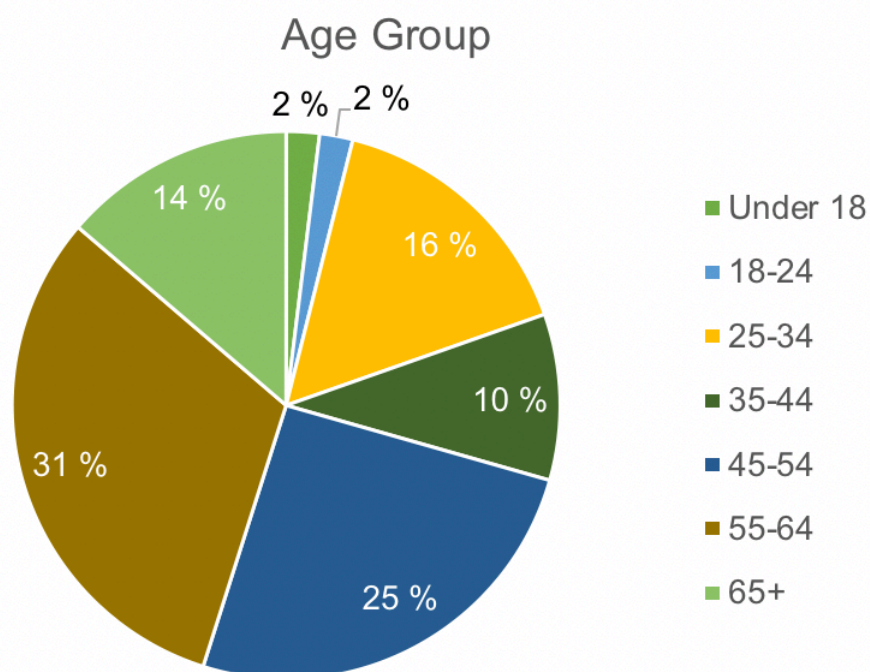**Which of the following age groups do you belong to?**

Figure 23 User Experience Survey: Participants' Age Division

The user experience survey collected responses from large variety of age groups. The most active respondents came from 55-64 year-group that included 16 respondents. 45-54 year-group were second most active totaling 13 respondents. The rest of the respondents divided into mostly younger age groups, however, consumers over 65 years old, and 25-34 year-group had the highest participation rates of the rest. The survey received only two responses from the two youngest year groups. The results support that the case company's consumer group consist mostly of adults and middle-age women.
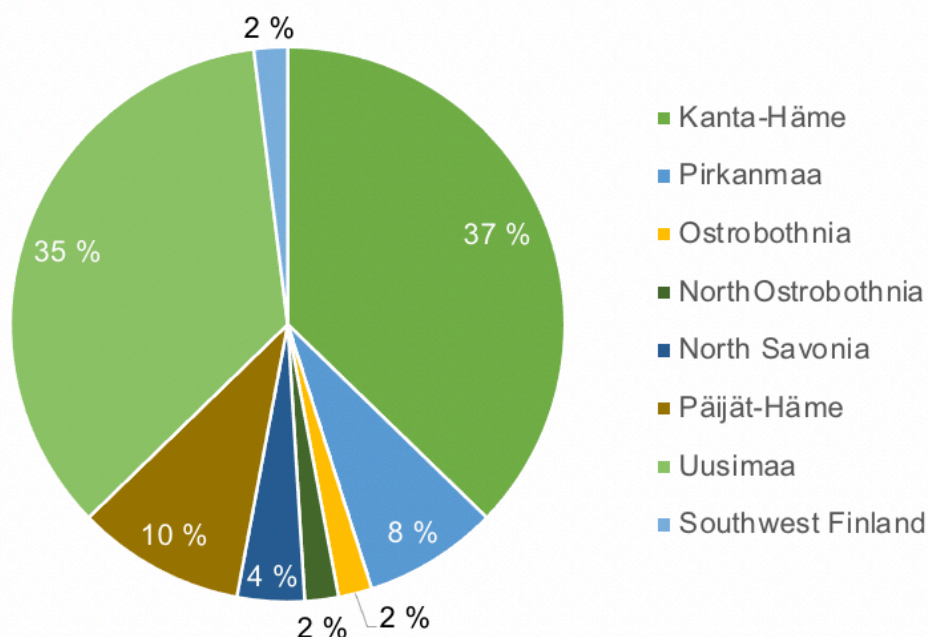
Figure 24 User Experience Survey: Place of Residence of the Respondents

The user experience survey received responses mostly from the southern half of Finland. The most active provinces were Kanta-Häme and Uusimaa that locate in the southern parts of Finland. 37 out of 51 respondents came from these two provinces. Five responses came from Päijät-Häme. The rest nine responses came from the western parts of Finland to North Ostrobothnia.

The case company's brick and mortar salon locate in Kanta-Häme, and it has built a sustainable customer register over the years. The survey was published on the case company's Facebook page, and page followers are mostly from Kanta-Häme and Uusimaa that explains the results. It was advertised on Facebook and Instagram, moreover, targeted to the whole of Finland since the case company wants to expand its company awareness around the whole of Finland. Hence, the survey received responses from the northern parts of Finland too.

Expanding company awareness is crucial to maximizing the market area but as important as is to understand where prospects find the company website or online store. The next question determines how users found the online store in the first place. The information supports holistic conversion rate optimization since it shows how effectively company marketing is working to acquire new visitors.

How did you find our online store?

2 %

10 %

16 %

72 %

- Cosmetologist or skin therapist
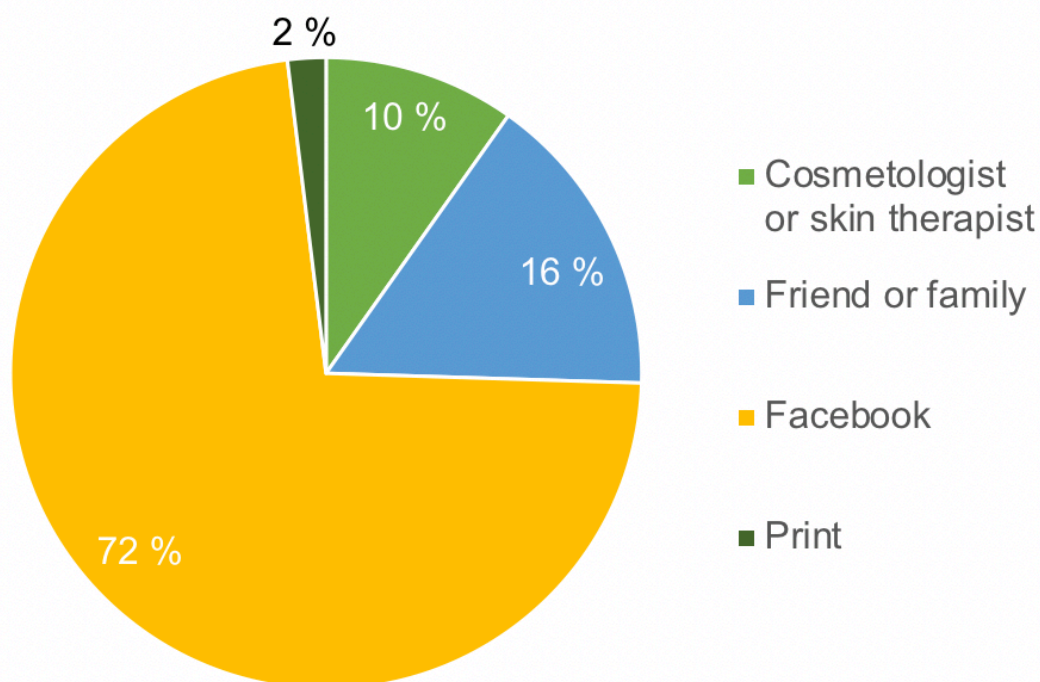- Friend or family
- Facebook
- Print

Figure 25 User Experience Survey: Acquisition source

As the pie chart illustrates, 37 out of 51 respondents found the online store from Facebook. Eight respondents found out from a friend or a family member, whereas five of them heard of it from their cosmetologist or skin therapist. One had found the online store from print.

The case company's previous website converted into an online store that was published and promoted on Facebook and Instagram. It explains why most of the visitors found the online store from Facebook but implies Instagram was not a good enough marketing platform since no replies came from that source. Word of mouth is an efficient marketing tool, especially in smaller communities, and it can explain why 16% of respondents heard about it from friends and family. 10% of respondents are most likely regular customers of the owner, or they received a recommendation from another therapist, but it seems unlikely since competitors rarely recommend each other. The case company has occasionally advertised in the local newspaper that has been able to attract one visitor at least.
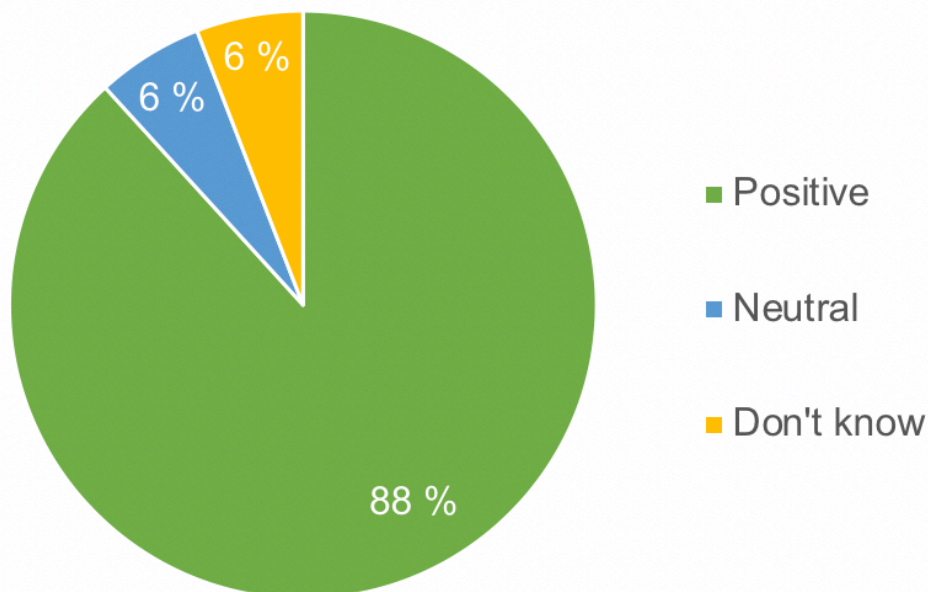
Figure 26 User Experience Survey: First impression of the website

The first impression matters greatly in e-commerce. It determines whether the visitor wants to continue exploring the website. Hence, the next question determines whether users have positive, neutral, or negative first impressions. 45 out of 51 respondents describe their first impression positively. The most used word is "clear" which was replied by almost 40% of respondents. The rest six respondents replied with a dash (-) or symbol x or did not know how to answer the question. There were no negative responses.

As mentioned in the previous paragraph, the term "clear" occurs multiple times when describing their experience with the landing page. It indicates that the case company has designed a landing page that does not overwhelm the users. The amount of positive responses is delightful for the case company, but the positive results are interpreted in multiple ways, and therefore, the author sees possibilities for improvement.

The next question gives quantitative data on how visually pleasing the online store is to the users. The visual impression is part of the overall first impression, and therefore, the question gives more value to the data.
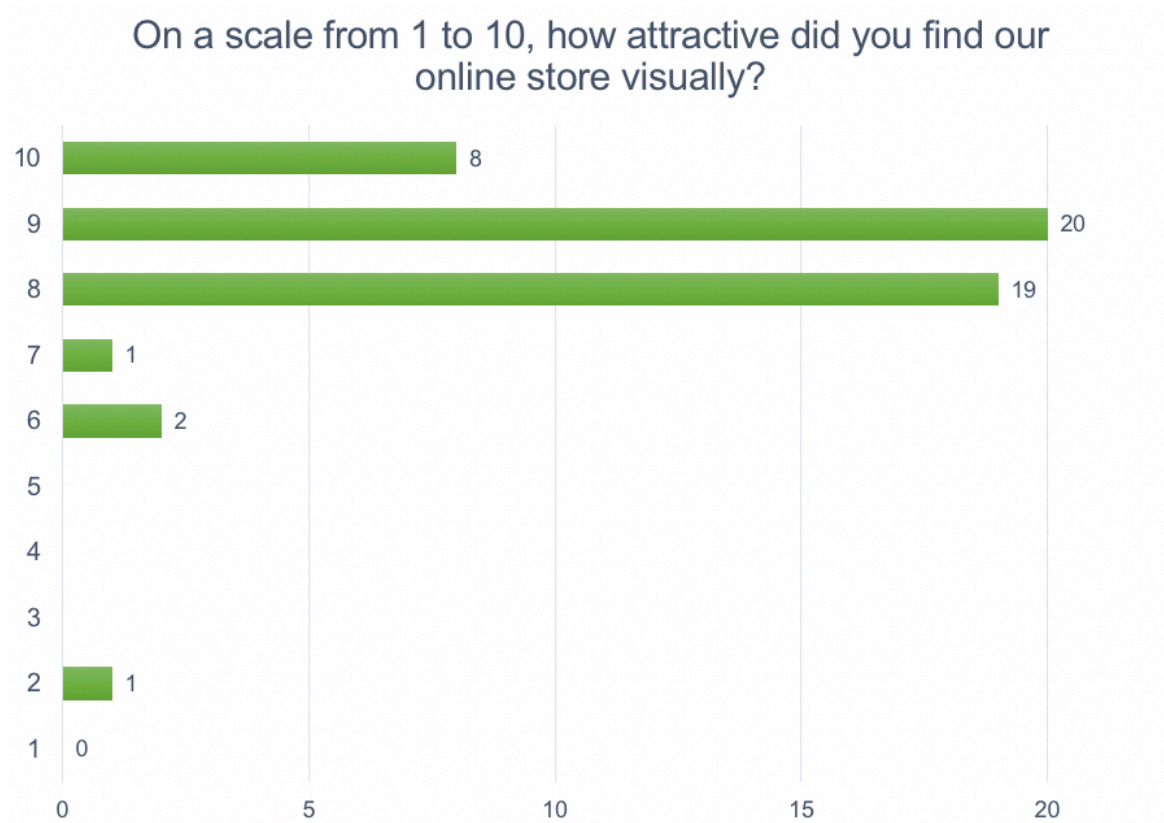
Figure 27 User Experience Survey: Website attractiveness

The results show that not every user has been visually pleased by the look of the online store, even though there are no negative responses in the last question. Around 16% of respondents scored the visual appearance with the highest score of 10 out of 10. Most respondents gave either nine or eight. However, two respondents scored six out of ten, and the remaining two, seven out of 10 and two out of ten.

The website may be clear, but it does not mean that it attracts users visually. Users believe there is room for visual improvement, but it is difficult to determine what are everyone's personal visual preferences. Another question to ask about personal visual preferences would give more accurate data.
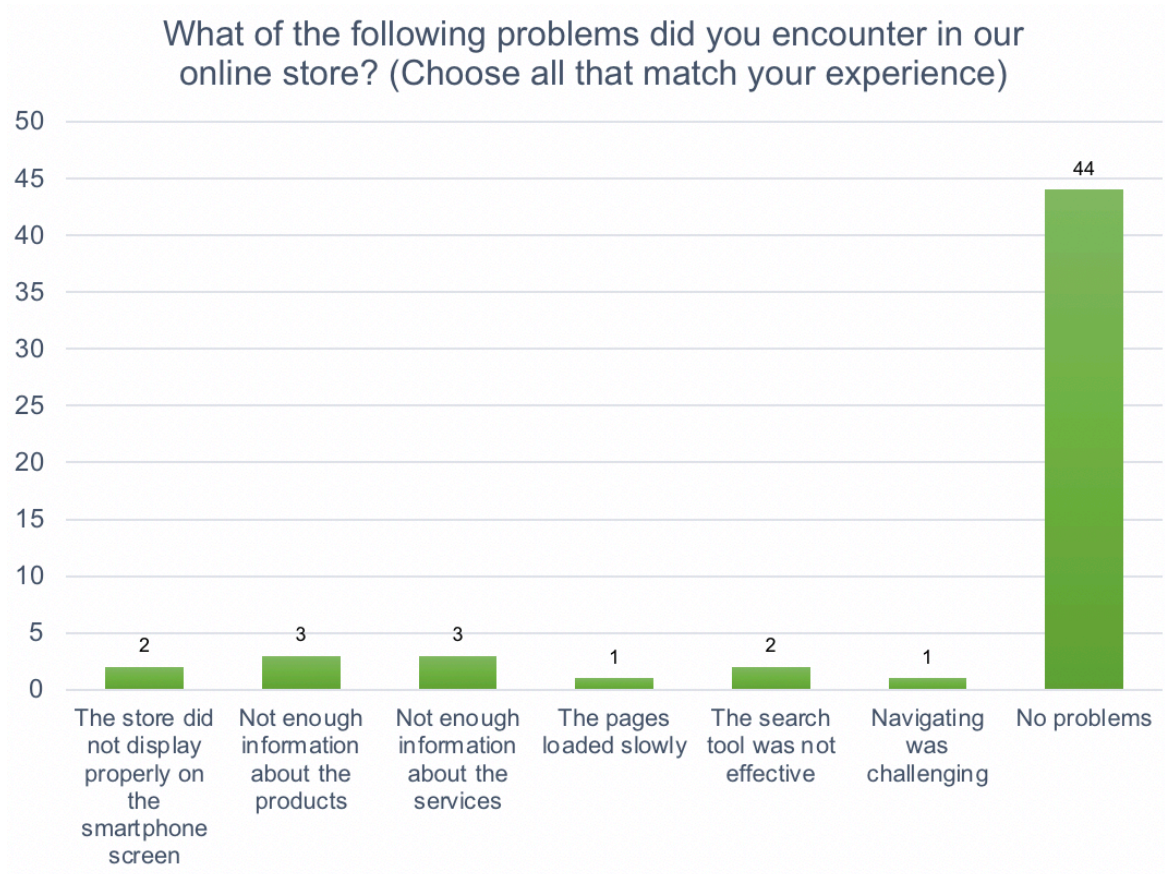
Figure 28 User Experience Survey: User Constraints

The next question asked about the challenges users experienced on the website. The question provided multiple options. The above histogram shows most users had no issues with the website. However, the lack of information about products and services occurs most frequently. Moreover, navigating through the online store was challenging because of display and search tool issues, and pages were loading too slowly.

Challenges that the users experienced are constraints that can occur on any website. Navigating, searching, displaying, and loading issues may bother users too much to leave the website and prevent them from converting.

The next question was an open question that asked the following: *What products/services would you like us to offer?* The case company wanted to include this question to have up-dated information about its market possibilities. However, it is not relevant enough to be analyzed in this study, and therefore, the data has been shared only with the case company.

On a scale from 1 to 10, how easy or challenging did you find finding a product/service/information?
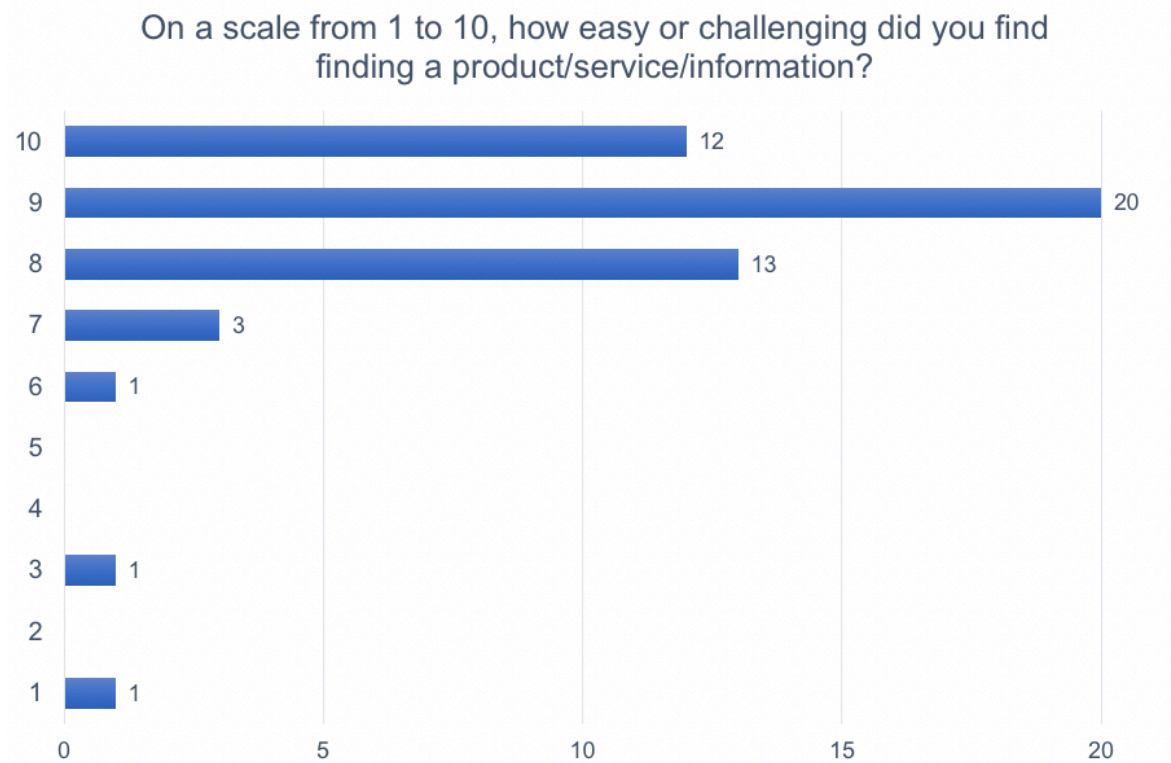

Figure 29 User Experience Survey: Convenience of navigation

Navigating through the online store should be convenient for the user. Otherwise, they will most likely lose interest and exit the site. The above graph illustrates around 24% of respondents did not have issues finding what they were after from the website. Almost 40% of the respondents scored nine, whereas about 25% of respondents scored eight. The convenience of navigation scored seven three times. The rest divided between scores one, three, and six.

There is improvement needed to minimize users losing their interest before they decide to convert. As seen, one scored the lowest score, which is a strong indicator that the user will not convert since they do not find an answer to their question.

On a scale from 1 to 10, how fast or slow did you find the product/service/information you were looking for?
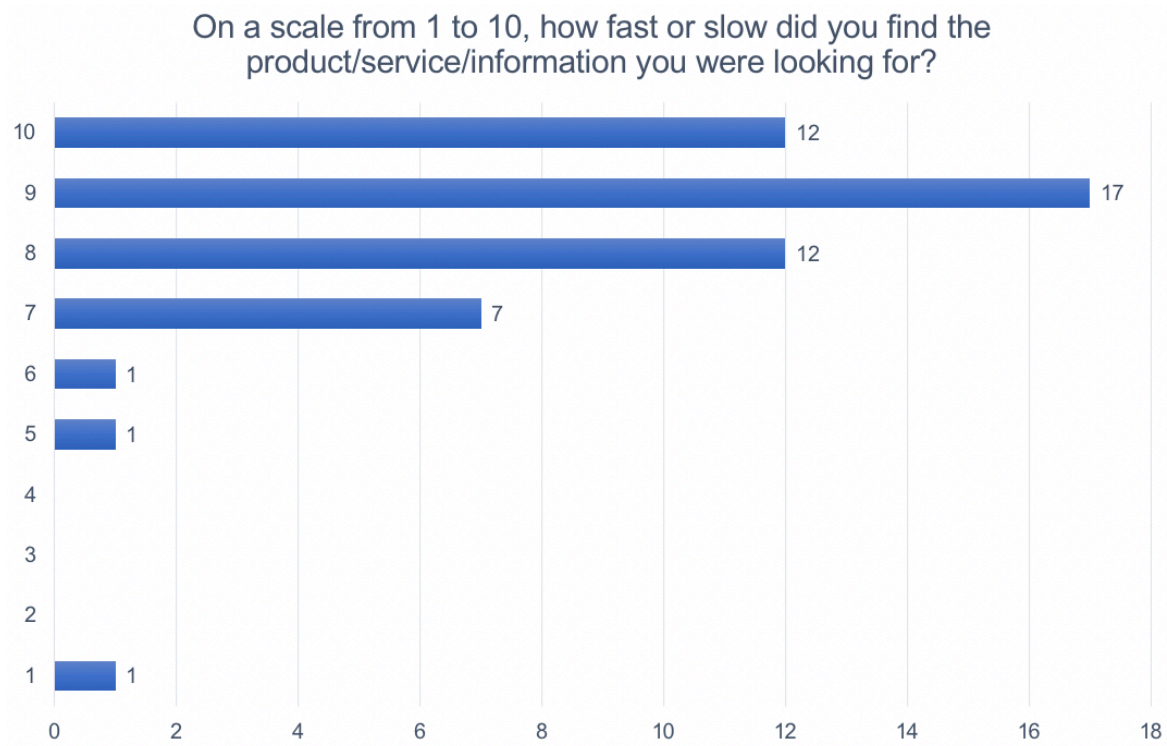
Figure 30 User Experience Survey: Navigation speed

The next question measures how effectively users find answers to their questions from the online store. About 24% of respondents scored 10 out of 10, which matches the previous graphs results. Furthermore, 33% of respondents scored nine out of ten and 23.5% the eight out of 10. Almost 14% scored seven out of ten, which indicates that users ended up finding answers slower than expected, even though most users found searching easy. Finally, three respondents either found the information later than expected or did not find the answer at all possibly.

The second last question measures the reliability of the online store from the user perspective. Reliability plays a role in the final conversion decision since the customer is putting their money at risk and wants to receive the best value for the money as well.
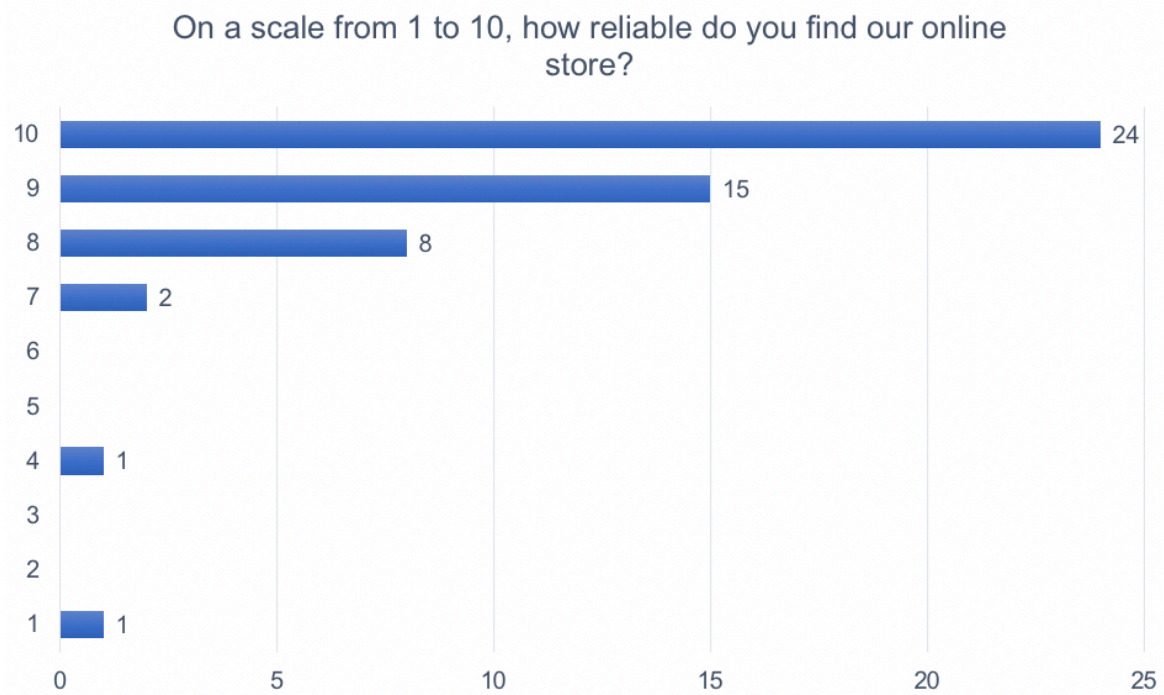
Figure 31 User Experience Survey: Reliability of online store

76% of the respondents scored either ten or nine out of them. It is a good indicator that the online store appears trustworthy from users' view. However, some users need more assurance. Almost 20% of respondents are neutral, which means they may or may not trust the online store enough to convert. The rest two respondents scored four and one out of ten, which are negative responses. These users do not find the online store trustworthy and are unlike to convert.
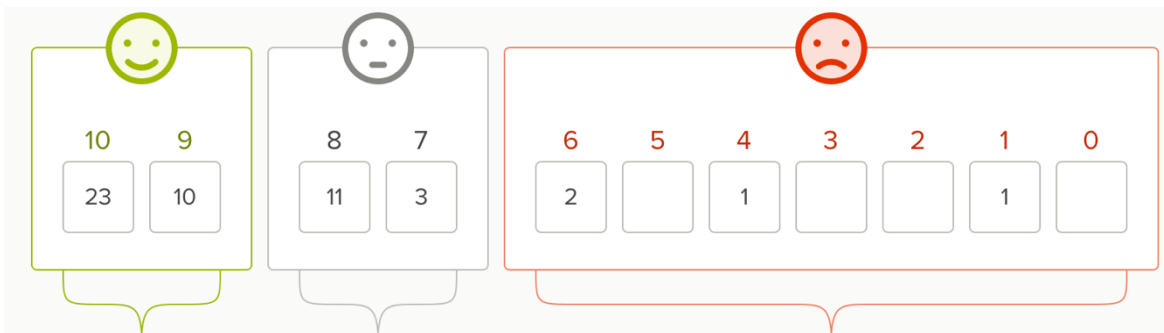

Figure 32 User Experience Survey: Net Promoter Score 1/2

Figure 33 User Experience Survey: Net Promoter Score 2/2

The final question measured Net Promoter Score for user experience. Out of 51 respondents, 65% are considered as promoters, 27% of them passives, and 8% as detractors. As a result, the final Net Promoter Score is 57. Constraints that users experience on the website harm conversion rate and NPS. The score is higher than the average NPS for the online shopping industry that indicates that the case company has performed to satisfactory but has the potential for improvement.

5.4 Overall findings

Two surveys that measured user experience and customer satisfaction have given a comprehensive view of how effectively the case company's online store is performing from the user and customer perspective and more. Open feedback allowed respondents to skip giving a verbal response, but neutral results are still useful since they indicate there is no issue to mention. It appears that the prospects who converted are satisfied with their experience, hence high NPS and CSAT.

The results give insight into customers' hobbies, skincare preferences, and interests as well as what made customers purchase from the case company instead of competitors. One may exploit the information in several ways, for example, create customer personas that guide towards customer-centric marketing and website design. The customer survey highlights the following findings:

- Customers are sporty people that enjoy occasional travel and general activities such as listening to music, cooking, relaxing and being with family and friends

- They consist of mostly adult women, but the number of younger females has increased most likely due to skincare becoming a larger trend in the beauty industry

- They are mostly interested in maintaining healthy, youthful looking skin

- Most customers choose their skincare based on the quality, even though a price has a role in a final purchase decision

- Recommendations impact mostly on customers' purchase intention

Moreover, the current CSAT with NPS can increase word-of-mouth resulting in a growing company and brand awareness.

On the other hand, users were not as satisfied as customers that link to the decreased conversion rate. The user experience NPS is just above average that hints it has great potential to rise. Users gave mostly positive feedback regarding the visual appearance of the online store, but quantitative data results show design improvement may attract users better to continue exploring the website. The main constraints that the users experienced on the website are the following:

- Information is found slower than expected

- The online store does not appear correctly on the smartphone screen

- Pages load too slow

- Search bar tool is insufficient

- Users did not find answers to their questions about products and, or services

In addition, some users are not confident enough to recommend the online store to their friends and family, but it may be linked to the mentioned constraints above. It indicates that the online store's value proposition needs attention.

With this in mind, conversion rate and value proposition are hoped to increase when the constraints are removed. The process requires time and further user and customer knowledge to find out what specific questions prospects have on the website and answer them as effectively as possible. Some of the constraints can be fixed quickly but it may increase expenditures more than wanted while the global pandemic shows impact in Finland. For example, page load speed optimization can cost hundreds of euros, but it may pay itself back fast with conversions that are not prevented with pages that do not load.

Under those circumstances, getting the most out of existing prospects and passive customers is the key to increase return on investment. Both surveys show that they attracted consumers from most areas in Finland which is surprising for a small business online store that has tough competition. The awareness should be exploited by getting new leads that will eventually convert to customers.

6   OPTIMIZATION PLAN

The optimization plan presented in this chapter is for the case company that commissioned this thesis. Therefore, its proposals may not be as efficient for other online stores battling with a decreased conversion rate.

Furthermore, the optimization proposals' objective is a higher return on investment that increases profit without increasing expenditure. The optimization proposals presented in a table shows whether it targets to improve conversion rate through customer satisfaction, user experience, or both. Anything that targets user experience improves, also customer satisfaction, but targeting customer satisfaction does not automatically mean it will have a direct impact on user experience.

Color coding indicates which proposals have the highest possible impact on increasing conversion rate and value proposition. The following list explains the meanings of different color codes:

- Orange background indicates that the conversion rate will not increase but may even suffer if the proposal is not implemented soon

- Yellow background means that the proposals may have a significant impact on increasing conversion rate and should be implemented as soon as possible

- Green color stands for proposals that are important for sustainable conversion rate optimization yet should be implemented after more crucial optimization proposals have been implemented

Table 2. Optimization Plan Designed for the Case Company

Proposals	CS	UX
Create automated email system for abandoned shopping carts and measuring customer and product satisfaction sustainably	X	X
Increase session recording monitoring to find and fix constraints as soon as they are detected		X
Learn about prospects and create personas or groups to HubSpot to promote customer-centric approach	X	X
Offer chat and feedback widget for users to ask questions and give feedback effortlessly		X

Optimize page load speed		X
Optimize product and service pages by providing comprehensive yet easy-to-read information that builds trust and adds proof of high quality	X	X
Optimize search bar tool by adding more skincare related tags to ease navigation	X	X
Promote products for healthy, youthful looking skin on landing pages	X	X
Regular A/B testing to find the most effective variables to convert users		X

7   CONCLUSIONS

The case company wanted to understand how its online store is performing from users' and customers' perspectives due to decreased conversion rate. The surveys collected quantitative and qualitative data giving a comprehensive view about customers' and users' point of views, including their satisfaction and possible constraints they experience on the website.

The information from theoretical framework and survey results enabled creating an optimization plan that is hoped to increase the online store's value proposition and conversion rate. The optimization proposals include common constraints that may be affecting other e-commerce websites' conversion rates. Thus, the proposals may offer ideas for other e-commerce managers and team members to search new ways to understand what the online store could do better to serve its customers, and as importantly, convert new customers.

Despite of both surveys giving new, valuable data about users and customers, the case company is highly recommended to keep obtaining new information. Having a motivated and aspiring mindset that utilizes for example, Dr. Deming's PDCA -method will enable sustainable improvement. By planning what needs to be done and what is wanted to be achieved helps the execution process. By checking how execution is performing, further actions can be taken to promote holistic conversion rate optimization.

7.1   Answers for research questions

"What are the current constraints that may be preventing visitors from placing an order?"

The current constraints include mostly user experience related issues, but they tend to be the most damaging factors to the conversion rate. The following constraints may prevent conversion:

- Information is found slower than expected

- The online store does not appear correctly on the smartphone screen

- Pages load too slow

- Search bar tool is insufficient

- Prospects did not find answers to their questions about products and, or services

"What is the baseline measure for future customer satisfaction and user experience measurements?"

Both survey results are stored and used as baseline measurements for future performance monitoring. Customer satisfaction is measured with NPS and CSAT. The baseline metrics are NPS 81 and CSAT 100%. In contrast, user experience is measured with NPS, and the baseline metric is 57.

"How effectively does the case company's website perform based on customer satisfaction and user experience surveys?"

The case company treats its customers effectively, but the user experience is affected by constraints that may hold consumers back from purchasing due to lack of trust or proof of quality. The current state of website performance is satisfactory, but it has lots of potentials to improve further.

7.2   Validity and reliability

Validity and reliability determine how trustworthy a thesis is. Validity is how accurately the data represents the intended outcomes of the measurement. For example, the collected data corresponds to the elements in the physical or online world. On the other hand, reliability is how consistently the utilized measures obtain the same results. If the collected data shows similar results, it is considered reliable. (Middleton 2020.)

The data was collected from both primary and secondary sources. Primary sources consisted of two surveys that measured user experience and customer satisfaction. The combination of open-ended and closed-ended questions made the reasons behind respondents' scores more reliable. The author worked closely with the case company and was able to access data concerning its e-commerce operations. Moreover, the author was part of the company's implementation of new data collecting and testing tools. It provided additional knowledge that supported the theoretical part and the learning process of this thesis. Secondary sources included various other theses, as well as articles and former interviews that were considered reliable. Although, the lack of various peer-reviewed sources decreases the reliability of the thesis that indicates the topic needs more research.

Both surveys gave comprehensive information about customer satisfaction and users' experience on the website. Utilizing both qualitative and quantitative data collection methods provided information that supported or strengthened one another that increases the validity of the results. However, measuring humans' opinions and behaviors can result in an error since sometimes humans cannot explain what impacted them to do a certain action.

Additionally, the Net Promoter Score is not the most reliable customer satisfaction metric if the sample size is small. Therefore, the data needs to be collected for a longer period for it to become more valid. In conclusion, the data collection and testing must continue to receive reliable data about constantly changing consumer mind to create sustainable conversion rate optimization strategies.

7.3   Suggestions for further research

The thesis process has taught a lot, but it has created new questions that require further research to gain a better understanding. The author suggests that the case company does further research understanding its male customers and how they could serve them even better since skincare is a growing interest amongst men but may still be a sensitive topic for some.

Moreover, researching about the determinants of both Finnish women and men purchasing skincare online would give valuable information for CRO. Conversion rate optimization evolves alongside consumers and technology that means further research is always needed regarding consumer behavior and what impacts on their purchase intention and final purchase decision.

8   SUMMARY

This chapter concludes the thesis by summarizing the research process and its findings. As the global pandemic COVID-19 shows its negative impact on Finnish businesses' revenues, the need for conversion rate optimization increases. The thesis was commissioned by a Finnish case company that sells skincare products online for the domestic audience. In more detail, the case company's e-commerce conversion rate decreased to 1% and revenue by 90% and required conversion rate optimization. The objective was to design a conversion rate optimization plan, based on the user experience and customer satisfaction data analysis. The surveys were designed for the case company to be fully exploited for future optimization implementation since previous research is not done.

The first chapter introduced the research process. The research approach is presented as deductive. Furthermore, one main research question and two supportive questions were determined based on the research problem. The objective was to answer each question with two surveys that used qualitative and quantitative research methods. By answering the research questions, the case company would have a clear picture of how effective its online store is. The second chapter introduced the case company briefly since the case company wanted to remain unidentified.

The third and fourth chapters explained the concept of conversion rate and conversion rate optimization that would help the reader to understand the terms and reasons behind some actions. Both chapters are divided into sub-chapters that go more in-depth into the theoretical framework. The theoretical part was collected from secondary sources that consisted of online books and articles that are published by the experts on the topic. The literature review was gathered into an educative form that e-commerce managers and other interested parties can utilize to learn about CRO and its implementation.

The fifth chapter explained the processes behind the empirical research part. Then, it demonstrated and analyzed the results of each survey to create an overall view of the user experience and customer satisfaction levels. Finally, the key findings of both surveys were listed at the end of the chapter. The customer satisfaction survey showed positive results, but the survey's Net Promoter Score is not reliable due to too small sample size. In a nutshell, customers that have converted are satisfied with their experience with the company. User experience, on the other hand, received a higher sample size, hence a more reliable Net Promoter Score. The score implies it has the potential to grow. The user experience survey showed constraints that affect user trust and usability which then decreases conversion rates. Both surveys gave more useful information than the thesis discussed. The case company uses it to make effective CRO decisions in the future.

The sixth chapter finalizes the research process by displaying the conversion rate optimization proposals on a color-coded table illustrating the urgency of specific proposals. Each proposal is marked to have an impact on either customer satisfaction, user experience, or both. The optimization plan enhances user experience since it has the highest potential to improve in this case. However, some proposals are designed to continue sustainable conversion rate optimization. Finally, to conclude the thesis, the research questions are answered, and the validity and reliability of the thesis are described. The research created new questions that should be further researched to improve, for example, user experience sustainably. The suggestions for further research are explained last. The author suggests that Finnish men's perspectives towards shopping skincare online should be further researched to gain a better view of the matter.

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APPENDICES

APPENDIX 1. Customer Satisfaction Survey (in Finnish, original)

Hyvä kyselyyn osallistuja,

Tämä kysely on toteutettu osana tradenomiopintojen opinnäytetyötä. Kyselyn tavoitteena on saada laajempi ymmärrys, kuinka Yritys X verkkokauppa voisi palvella asiakkaitaan paremmin.

Kysymyksiin ei ole oikeaa tai väärää vastausta, joten arvostamme rehellistä mielipidettäsi. Jokainen vastaus käsitellään anonyymisti ja luottamuksellisesti.

Kyselyn kesto: 3-4 minuuttia.

Vastattuasi kysymyksiin, voit halutessasi osallistua 50€ lahjakortin arvontaan. Arvonta suoritetaan lokakuussa (tarkka päivämäärä päivitetään myöhemmin tälle sivulle) ja voittajaan otetaan yhteyttä sähköpostin välityksellä. Lahjakortin voi käyttää niin Yritys X hoitolassa hoitoihin ja tuotteisiin, kuin myös verkkokaupassa tuotteisiin. Huom! Lahjakorttia ei voi hyödyntää lahjakorttien ja tutustumispakettien maksamiseen.

Kiitos, että osallistut kyselyyn!

Onko sinulla kysyttävää? Ota yhteyttä sähköpostitse xxx.xxx@gmail.com

1. Mihin seuraavista ikäluokista kuulut?

    a) Alle 18

    b) 18-24

    c) 25-34

    d) 35-44

    e) 45-54

    f) 55-64

    g) 65+

2. Mikä sukupuolesi on?

    a) Nainen

    b) Mies

    c) Muu

3. Missä seuraavista maakunnista asut tällä hetkellä?

a) Ahvenanmaa

b) Etelä-Karjala

c) Etelä-Pohjanmaa

d) Etelä-Savo

e) Kainuu

f) Kanta-Häme

g) Keski-Pohjanmaa

h) Keski-Suomi

i) Kymenlaakso

j) Lappi

k) Pirkanmaa

l) Pohjanmaa

m) Pohjois-Karjala

n) Pohjois-Pohjanmaa

o) Pohjois-Savo

p) Päijät-Häme

q) Satakunta

r) Uusimaa

s) Varsinais-Suomi

4. Mitä tykkäät tehdä vapaa-ajallasi?

5. Kuinka kauan olet ollut asiakkaamme?

a) Olen uusi asiakas

b) Alle vuoden

c) 1-2 vuotta

d) 3-5 vuotta

e) 5+ vuotta

6. Asteikolla 1-10, kuinka tyytyväinen olet viimeisimpään kokemukseesi kanssamme?

7. Kohtasitko ongelmia tuotteita tilatessasi? Jos vastasit kyllä, mitä ongelmia?

8. Kuinka voimme parantaa tilauksen loppuunviemistä (checkout-prosessi)?

9. Asteikolla 1-10, kuinka tyytyväinen olit toimitukseemme?

10. Mitä parantamisen varaa toimituksellamme on?

11. Asteikolla 1-10, kuinka luottavainen olet, että ostamasi tuote/tuotteet auttavat sinua saavuttamaan haluamasi tulokset?

12. Miksi päädyit ostamaan meiltä kilpailijoiden sijasta?

13. Mikä merkitsee sinulle eniten, kun valitset ihonhoitotuotteita netistä?

14. Mitä epäilyksiä sinulla oli ennen, kuin päädyit ostamaan meiltä?

15. Olisko sinulla kysymyksiä, joihin et löytänyt vastausta verkkosivuiltamme? Jos vastasit kyllä, mitä kysymyksiä?

16. Mikä sinua kiehtoo tai kiinnostaa ihonhoidossa juuri nyt?

17. Asteikolla 1-10, kuinka todennäköisesti suosittelisit Company X ystävällesi tai työkaverillesi?

Voit halutessasi osallistua 50€ lahjakortin arvontaan. Voittajaan otetaan yhteyttä sähköpostitse.

Vastaathan kyselyn jokaiseen kysymykseen. Lahjakortin voi käyttää Yritys X:n hoitolassa hoitoihin ja tuotteisiin, kuin myös verkkokaupassa. Huom! Lahjakorttia ei voi hyödyntää tutustumispakettien ja lahjakorttien maksamiseen. Yhteystiedot säilytetään siihen asti, kunnes voittajaan ollaan saatu yhteys. Tämän jälkeen tiedot tuhotaan.

18. Nimesi?

19. Sähköpostiosoitteesi? (jos et halua osallistua arvontaan, lisää kommenttikenttään -)

20. Saammeko lähettää sinulle tulevaisuudessa arvontoihin, kyselyihin ja/tai markkinointiin liittyvää materiaalia?

21. Viimeinen kysymys! Onko sinulla muuta palautetta/ideoita/risuja/ruusuja meille? Jätä se tähän. Kerro myös, mikäli haluat, että otamme sinuun yhteyttä viestiisi liittyen.

Kiitos vastauksistasi! Palautteesi on meille arvokas.

APPENDIX 2. User Experience Survey (in Finnish, original)

Hyvä kyselyyn osallistuja,

Tämä kysely on toteutettu osana tradenomiopintojen opinnäytetyötä. Kyselyn tavoitteena on saada laajempi ymmärrys, kuinka Yritys X:n verkkokauppa voisi palvella kuluttajia paremmin.

Kysymyksiin ei ole oikeaa tai väärää vastausta, joten arvostamme rehellistä mielipidettäsi. Jokainen vastaus käsitellään anonyymisti ja luottamuksellisesti.

Kyselyn kesto: noin 2-3 minuuttia.

Vastattuasi kysymyksiin, voit halutessasi osallistua 50€ lahjakortin arvontaan, jonka voi hyödyntää Yritys X verkkokaupassa tai hoitolassa. Arvonta suoritetaan 08.10.2020 ja voittajaan otetaan yhteyttä sähköpostin kautta.

Kysely on avoinna 07.10.2020 asti.

Kiitos, että osallistut kyselyyn!

Onko sinulla kysyttävää? Ota yhteyttä sähköpostitse xxx.xxx@gmail.com

1. Mihin seuraavista ikäluokista kuulut?

    a) Alle 18

    b) 18-24

    c) 25-34

    d) 35-44

    e) 45-54

    f) 55-64

    g) 65+

2. Mikä sukupuolesi on?

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    c) Muu

3. Missä seuraavista maakunnista asut tällä hetkellä?

    a) Ahvenanmaa

    b) Etelä-Karjala

    c) Etelä-Pohjanmaa

    d) Etelä-Savo

    e) Kainuu

    f) Kanta-Häme

    g) Keski-Pohjanmaa

    h) Keski-Suomi

    i) Kymenlaakso

    j) Lappi

    k) Pirkanmaa

    l) Pohjanmaa

    m) Pohjois-Karjala

    n) Pohjois-Pohjanmaa

    o) Pohjois-Savo

    p) Päijät-Häme

    q) Satakunta

    r) Uusimaa

    s) Varsinais-Suomi

4. Mitä kautta löysit verkkokauppamme?

    a) Kosmetologi/ihoterapeutti

    b) Ystävä/perheenjäsen

    c) Hakukone (esim. Google)

    d) Facebook

    e) Instagram

f) Lehtimainos

g) Muu

5. Mikä oli ensivaikutelmasi verkkokaupastamme?

6. Asteikolla 1-10, kuinka miellyttävä verkkokauppamme on visuaalisesti?

8. Mitä seuraavia ongelmia kohtasit verkkokaupassamme? (Valitse kaikki, jotka täsmäävät kokemukseesi)

a) Verkkokauppa ei näkynyt asianmukaisesti tietokoneen näytöllä

b) Verkkokauppa ei näkynyt asianmukaisesti älypuhelimen näytöllä

c) Tuotteista ei ollut tarpeeksi tietoa

d) Palveluista ei ollut tarpeeksi tietoa

e) Hinnasto oli liian epäselvä

f) Mainokset olivat liian tunkeilevia

g) Sivut latasivat liian hitaasti

h) Hakutyökalu ei toiminut tarpeeksi tehokkaasti

i) Verkkokaupan navigointi oli haasteellista

j) Verkkokaupan tietoja on vaikea ymmärtää

k) Ostoskoritapahtumassa ilmeni ongelmia enkä pystynyt viemään tilaustani loppuun

l) En kohdannut ongelmia

9. Mitä tuotteita/palveluita toivoisit meidän tarjoavan?

10. Asteikolla 1-10, kuinka helpoksi tai haastavaksi koit tuotteen/palvelun/tiedon etsimisen?

11. Asteikolla 1-10, kuinka nopeasti tai hitaasti löysit etsimäsi tuotteen/palvelun/tiedon?

12. Asteikolla 1-10, kuinka luotettavaksi koet verkkokauppamme?

13. Asteikolla 1-10, kuinka todennäköisesti suosittelisit verkkokauppaamme ystävällesi tai työkaverillesi?

Huomaa! Olet mukana arvonnassa vain, jos olet jättänyt seuraavat yhteystiedot*. Otamme voittajaan yhteyttä 08.10.2020 sähköpostin välityksellä.

*Arvontaan osallistujien yhteystietoja pidetään tallessa siihen asti, kunnes arvonnan voittajaan ollaan otettu yhteyttä. Yhteystietoja ei välitetä kenellekään.

Nimesi?

Sähköpostiosoitteesi?

Postinumerosi?

Viimeinen kysymys! Jos voisit muuttaa yhden asian verkkokaupassamme, mitä muuttaisit?

Kiitos vastauksistasi!

APPENDIX 3. Customer Satisfaction survey (in English, translated)

Dear survey participant,

This survey has been carried out as part of the thesis of International Business studies. The aim of the survey is to gain a broader understanding of how the Company X online store could better serve its customers.

There are no right or wrong answers to the questions, so we appreciate your honest opinion. Each response will be treated anonymously and confidentially.

Survey duration: 3-4 minutes.

After answering the questions, you can participate in the € 50 gift card raffle if you wish. The draw will take place in October (the exact date will be updated later on this page) and the winner will be contacted by email. The gift card can be used for Company X care products and products, as well as for online products. Note! The gift card cannot be used to pay for gift cards and introductory packages.

Thank you for taking the survey!

Do you have any questions? Contact us by email at xxx.xxx@gmail.com

1. Which of the following age groups do you belong to?

    a) Under 18

    b) 18-24

    c) 25-34

    d) 35-44

e) 45-54

f) 55-64

g) 65+

2. What is your gender?

a) Female

b) Male

c) Other

3. In which of the following provinces do you currently live?

a) Åland

b) South Karelia

c) Southern Ostrobothnia

d) Southern Savonia

e) Kainuu

f) Kanta-Häme

a) Central Ostrobothnia

b) Central Finland

c) Kymenlaakso

d) Lapland

e) Pirkanmaa

f) Ostrobothnia

g) North Karelia

h) Northern Ostrobothnia

i) Northern Savonia

j) Päijät-Häme

k) Satakunta

l) Uusimaa

m) Southwest Finland

4. What do you like to do in your free time?

5. How long have you been our customer?

    a) I am a new customer

    b) Less than one year

    c) 1-2 years

    d) 3-5 years

    e) 5+ years

6. On a scale of 1-10, how satisfied are you with your most recent experience with us?

7. Did you encounter any problems when ordering the products? If yes, what problems?

8. How can we improve checkout process?

9. On a scale of 1-10, how satisfied were you with our delivery?

10. How can we improve our deliveries?

11. On a scale of 1-10, how confident are you that the product (s) you purchased will help you achieve the results you want?

12. Why did you end up buying from us instead of competitors?

13. What matters most to you when choosing skin care products online?

14. What doubts did you have before you ended up buying from us?

15. Do you have any questions that were not answered on our website? If so, what questions?

16. What fascinates or interests you in skin care right now?

17. On a scale of 1-10, how likely would you recommend Company X to a friend or coworker?

If you wish, you can participate in the € 50 gift card raffle. The winner will be contacted by email.

Please answer each question in the survey. The gift card can be used in Company X's nursing home for treatments and products, as well as in the online store. Note! The gift

card cannot be used to pay for sightseeing packages and gift cards. Contact information will be retained until the winner has been contacted. The data is then destroyed.

18. Your names?

19. Your email address? (if you do not want to participate in the draw, add to the comment field -)

20. Can we send you material related to raffles, surveys and / or marketing in the future?

21. One last question! Do you have any other feedback / ideas / twigs / roses for us? Leave it here. Please also let us know if you would like us to contact you regarding your message.

Thank you for your answers! Your feedback is valuable to us.

APPENDIX 4. User Experience Survey (in English, translated)

Dear survey participant,

This survey has been carried out as part of the thesis of International Business studies. The aim of the survey is to gain a broader understanding of how Company X's online store could better serve consumers.

There are no right or wrong answers to the questions, so we appreciate your honest opinion. Each response will be treated anonymously and confidentially.

Survey duration: about 2-3 minutes.

After answering the questions, you can choose to participate in the € 50 gift card raffle, which can be used in the Company X online store or nursing home. The draw will take place on 08.10.2020 and the winner will be contacted by e-mail.

The survey is open until 07.10.2020.

Thank you for taking the survey!

Do you have any questions? Contact us by email at xxx.xxx@gmail.com

1. Which of the following age groups do you belong to?

    a) Under 18

    b) 18-24

    c) 25-34

    d) 35-44

e) 45-54

f) 55-64

g) 65+

2. What is your gender?

a) Female

b) Male

c) Other

3. In which of the following provinces do you currently live?

a) Åland

b) South Karelia

c) Southern Ostrobothnia

d) Southern Savonia

e) Kainuu

f) Kanta-Häme

g) Central Ostrobothnia

h) Central Finland

a) Kymenlaakso

b) Lapland

c) Pirkanmaa

d) Ostrobothnia

e) North Karelia

f) Northern Ostrobothnia

g) Northern Savonia

h) Päijät-Häme

i) Satakunta

j) Uusimaa

    k) Southwest Finland

4. How did you find our online store?

    a) Cosmetologist / skin therapist

    b) Friend / family member

    c) Search engine (eg Google)

    d) Facebook

    e) Instagram

    f) Newspaper advertising

    g) Other

5. What was your first impression of our online store?

6. On a scale of 1-10, how pleasant is our online store visually?

8. What of the following problems did you encounter in our online store? (Choose all that match your experience)

    a) The online store did not display properly on the computer screen

    b) The online store did not display properly on the smartphone screen

    c) There was insufficient information on the products

    d) There was not enough information about the services

    e) The price list was too vague

    f) The ads were too intrusive

    g) Pages loaded too slowly

    h) The search tool did not work effectively enough

    i) E-commerce navigation was challenging

    j) E-commerce information is difficult to understand

    k) There was a problem with the shopping cart transaction, and I was unable to complete my order

    l) I did not encounter any problems

9. What products / services would you like us to offer?

10. On a scale of 1-10, how easy or challenging did you find it to find a product / service / information?

11. On a scale of 1-10, how fast or slow did you end up finding the product / service / information you were looking for?

12. On a scale of 1-10, how reliable do you find our online store?

13. On a scale of 1-10, how likely would you recommend our online store to a friend or colleague?

Note! You will only be entered into the draw if you have provided the following contact information *. We will contact the winner by email on 08.10.2020.

* The contact details of the lottery participants will be kept until the winner of the lottery has been contacted. Contacts will not be shared with anyone.

Your name?

Your email address?

Your zip code?

Last question! If you could change one thing in our online store, what would you change?

Thank you for your answers!