

Improving loyalty programs by understanding the customer satisfaction and loyalty

Case company: Tiki

Abstract

Author(s) Duong Tran	Publication type Thesis, UAS	Completion year 2023
	Number of pages 100	
Title of the thesis Improving loyalty programs by understanding the customer satisfaction and loyalty Case company: Tiki		
Degree, Field of Study International Business		
<p>Abstract</p> <p>Customer satisfaction is a crucial factor to be considered in the e-commerce industry. Customer satisfaction can directly affect the customer loyalty. Companies have published loyalty programs which provide customers with appealing benefits to retain them. Since the competition in Vietnamese e-commerce market is harsh, it is necessary that each company create unique loyalty programs to attract and satisfy customers to improve the customer loyalty. Tiki is one of the leading companies in Vietnam and it is one of the few willing to try a brand-new approach. The company has introduced a loyalty program that works on different basis compared to all other major players. Thus, it is necessary to evaluate how effective the program is, how customers are satisfied with the program, and what can be done to improve the program.</p> <p>The thesis applies the deductive approach. It uses both qualitative and quantitative methodologies. In this thesis, primary data is collected via a survey targeted at the existing users of the new loyalty program. The secondary data are collected from previous studies, including published books, journals, and papers; published articles from reliable sources; and content from the case company itself. The knowledge discussed in this thesis includes the definitions, effects, models and types, and measurements of the related subjects.</p> <p>Key findings of this thesis are that customer satisfaction can be measured with tangible metrics, and that the case company has applied almost all the major types of loyalty program. Significantly, the thesis has concluded that the customers are not fully satisfied with the new loyalty program. They are mostly worried about the instability and disunity of the program, as well as specific concerns regarding each feature of the program. The thesis determined that the case company should apply the suggested development plan to improve its loyalty program, thereby improving the customer satisfaction and loyalty.</p>		
Keywords Customer satisfaction, customer loyalty, loyalty program, Tiki, Astra Reward program		

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1 Introduction

1.1 Research background

Vietnam is among the fastest growing countries in the world. It is beginning its Fourth Industrial Revolution related to nationwide digital development, especially in economy. In 2020, Vietnamese government approved a national e-Commerce development master plan. Ever since then, Vietnamese e-commerce market has witnessed tremendous growth. The total market reached USD 13.7 billion in 2021 and is expected to rise by 30% between 2021 and 2025. (Vietnamese International Trade Administration 2022.)

There are few major players in Vietnamese e-commerce market, they are Shopee, Tiki, Lazada, and Sendo (Similar Web 2023). Among these participants, only Tiki and Sendo are domestic businesses, meaning they are owned by Vietnamese entrepreneurs. The other two are from foreign countries and have operated in other nations before entering Vietnam. Tiki is chosen as the target company for this thesis because Tiki is considered a unicorn start-up after over 10 years operating in Vietnam. However, it is continuously surpassed by other competitors in monthly traffic, revenue, turnover, etc. Nevertheless, Tiki is making changes. The adjustments are recent thus there are only few studies on the topic. It is worth researching to see if the changes are effective and can help Tiki rise again.

The Vietnamese International Trade Administration (2022) admitted that the trust in e-commerce platforms in Vietnam is low due to issues of customer services, customer programs, fake products, etc. Therefore, many users are opting out for other players. This threatens the existing players, especially the domestic ones. These marketplaces must provide programs encouraging customers to stay, and they are called loyalty programs.

Loyalty programs are marketing tools aim at retaining and attracting customers (Chen 2022). Hence, all the players apply them. Significantly, Tiki has adjusted their loyalty programs recently and even introduced a completely new one. The model has never appeared in other e-commerce platforms in Vietnam. It stirred arguments among the users on whether or not the program really benefits the users. Thus, this paper focuses on studying the customer satisfaction on the new program to see if users are fond of it. From there, Tiki can use the knowledge and adjust the loyalty programs so that it can retain the existing users and attract new customers from other companies.

1.2 Thesis objectives, research questions and limitations

This subchapter establishes the objectives of this thesis, which will be further clarified using research questions and sub-questions. It also poses possible research limitations that can either affect the research outcome or offer future research opportunities.

Thesis objectives

The thesis purpose, as mentioned above, is to evaluate the customer satisfaction of Tiki company after the introduction of the new loyalty program and come up with development strategies to improve the said customer satisfaction.

Research questions and sub-questions

Research is carried out to solve a specific problem. Thesis objectives, or research problems, are the strong statements of reasons to conduct research. (Moore 2003, 4.) After defining the research issues, the objectives must be said in one transparent sentence stating exactly what problems need to be solved by conducting the research (Moore 2003, 9).

The thesis purpose is to plan development strategies to improve the customer satisfaction of Tiki by analyzing the customer satisfaction after recent changes in the loyalty program. The author aims at two objectives, first is to provide adequate knowledge on related topics such as e-commerce, customer satisfaction, and loyalty program. This knowledge is achieved from observations and studies of previous research, reports, and statistics. The author then uses these understandings to collect and analyze data using appropriate research methods. The objective of this action is to evaluate the hypotheses, thus delivering applicable development plans to fulfil the ultimate purpose mentioned above.

Research questions are to explain the research aim in simpler language to the research readers. Research questions also show what steps to take to fulfil the ultimate research purpose. For some research, the purpose is straightforward; thus, the author can form a research question from the purpose “simply by rephrasing it as a question”. However, general purposes require deeper explanations, and the aim must be broken down into more questions, ideally from one to six. (Nishishiba, Jones, & Kraner 2014, 20.)

To meet its objectives, this thesis must and will answer a major research question:

- How can Tiki improve its loyalty programs by understanding the customer satisfaction on the new loyalty program?

The sub-questions below support the research questions by identifying specific topics to be discussed throughout the whole thesis:

- What are the key metrics that Tiki can use to evaluate its customer satisfaction?
- What are the types of loyalty programs that Tiki has been using?
- What is Tiki's new loyalty program and how does it work?

Research limitations

The thesis is supposed to deliver a detailed result as the questions and sub-questions are meticulous. Nevertheless, every research has its own limitations. Limitations influence the research process in different stages such as research methodology, data collection, data analysis, and possibly even the utility of the research outcome. However, limitations can at the same time launch new chances for further research. (USC Libraries 2023.)

Some limitations of the thesis concern geographic issues. First, the research destination is in Vietnam solely, and the research object is Tiki, a domestic Vietnamese company whose customers are primarily Vietnamese residents. Therefore, the results may be applicable only in Vietnamese market. It is hard to evaluate the practicality of the thesis in larger markets such as the Asia or the global market. Second, the loyalty program discussed in the thesis has only been applied in the case company, which means no other competitor of Tiki has had the same approach. This limits the applicability of the research results even further since the concluded strategies will only be suitable for the case company to apply.

The next limitation is the lack of information. As hindered by geographic problems, few articles and statistics about Tiki can be found written in English, the language of this thesis. The process of collecting data takes longer time because some sources require translation so that the targeted readers understand. Furthermore, Tiki plans to remain a private company until 2025, said the CEO (Bual 2023). Thus, most of the information about the company such as mission and vision, human resources model, financial statements, stock values, reports on campaign efficiency, company's self-produce contents, etc. are kept secret from the public's eyes. Hence, the data collecting process is extended.

Lastly, the customer satisfaction rate in this research is evaluated based only on the customer surveys of the loyalty program. In reality, customer satisfaction is affected by many subjective and objective factors. A loyalty program is one factor among thousands of reasons for a customer to return to purchasing. In fact, only one tenth of survey respondents on reasons for repeating online purchases in Vietnam in 2020 claimed loyalty program as a reason for their comeback (Meng & Oka 2021). Therefore, the final strategies can only help solve customer satisfaction problems related to the loyalty program. It is possible that even after applying the suggested plans, Tiki can still suffer from low customer satisfaction rate because other issues remain unsolved.

1.3 Theoretical framework

Theoretical framework is a model used in academic writing to give the audience an overview of the knowledge mentioned in the paper. Theoretical framework is a collection of theories derived from previous studies or the authors' own observations. The framework narrows the subject of the writing to a specific focal point, as well as builds the structure leading the author to answering the research questions. Thus, it is important that the author builds a solid model of theories before executing the research. (Crawford 2019, 39.)

The thesis aims at producing development plans for the case company to improve its customer satisfaction. Therefore, it is compulsory to form a theoretical framework to explain the terms that will appear throughout the thesis. The thesis includes three theoretical chapters. The first two chapters give insights into the thesis-related topics while the last one discusses detailed information about the case company – Tiki. The format of theoretical framework is presented in the following figure.



Figure 1 Theoretical research phase structure.

The theoretical analysis first introduces the term of customer satisfaction. Definitions of customer satisfaction will be discussed. This aims to provide readers with adequate knowledge for the following sections, since customer satisfaction is a relatively vague idea. To present a deeper understanding, the author introduces two models of customer satisfaction to explain the underlying theories that build customer satisfaction. The author also mentions the effects of customer satisfaction in doing business, along with the factors that can impact customer satisfaction. Finally, metrics to measure customer satisfaction are mentioned in the last section. Readers will be provided with equations and examples of the metrics; these equations will be used later on in the empirical analysis stage.

Among the factors and metrics mentioned above, customer loyalty and loyalty program are chosen as the topics to be focused on. Thus, knowledge from previous studies will be explained. The author first explains customer retention and customer loyalty and mentions their good or bad consequences. Then she proceeds to explain the definition of loyalty program, which is adapted from customer loyalty. Two models explaining the underlying theories are also introduced. Afterwards, the section ends with the explanation of popular loyalty program models, what they are, how they work, and how to evaluate them.

After explaining all the terms, the thesis provides a deeper understanding of the case company by presenting basic information about Tiki. Statistics from previous research, for example annual revenue, web traffic, and customer satisfaction will be shown. Most importantly, this chapter discusses the loyalty programs of Tiki and especially the new one to help the readers understand why and how it can affect Tiki's customer satisfaction.

1.4 Research methodology and data collection

Research approach

Before identifying which methods to apply, a research approach must be recognized. A research approach is the way a researcher approaches and operate the progress of forming a theory or processing data. There are two common approaches in researching, inductive and deductive; sometimes, researchers can also combine these two tactics to eliminate the drawbacks of both approaches. (Streefkerk 2023a.) The process of inductive and deductive approaches can be found in the figure below.

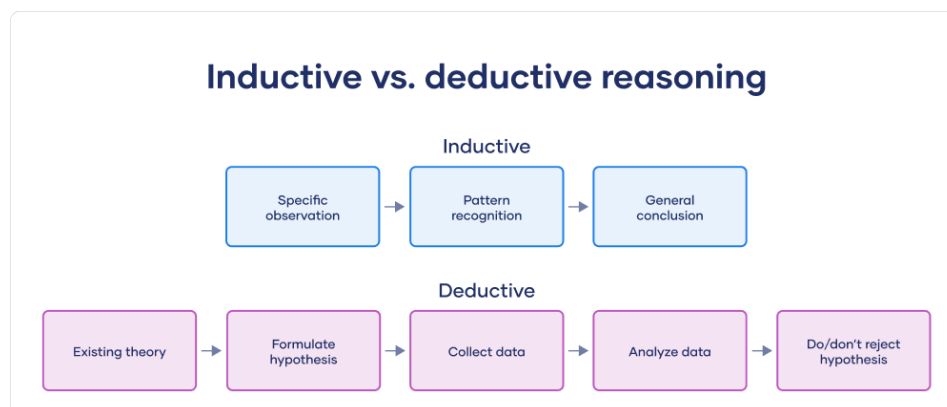


Figure 2 Inductive and deductive approaches (Streefkerk 2023a).

In inductive approach, the main aim is to develop a theory from previously observed and analyzed data. The researchers must examine a phenomenon, collect and analyze the data to identify any remarkable pattern, and develop a theory based on the said pattern. Therefore, this approach is called bottom-up approach as it goes from specific data to a

general conclusion. However, there are risks that the researchers end with a complete theory that may not be applicable in some cases. This is due to the observed population not covering for all the applied population. Thus, in inductive reasoning, it is important to collect large enough samples to represent the targeted population. (Streefkerk 2023a.)

Deductive approach, on the opposite, goes from top to bottom (or top-down). The approach is based on an existing theory, which is often derived from the inductive reasoning, to form a hypothesis. The researchers then collect and analyze data to prove their hypothesis as either wrong or right. Deductive reasoning is the most common approach since it follows an order and works on an existing theory. However, it relies heavily on premises. Thus, even when the hypothesis is proven, if the theory the research is based on is uncertain, the whole conclusion will be uncertain too. Therefore, in deductive approach, it is important to choose a clear and correct theory to work on. (Streefkerk 2023a.)

Research methodology

Research methodology outlines a strategy to develop the research. After identifying the approach to the research, a researcher must clarify in which way would he perform the research and collect the data. There are two common research methods used worldwide, qualitative and quantitative methods. Occasionally, researchers can use both methods to avoid the research biases of both tactics. (Streefkerk 2023b.)

According to Streefkerk (2023b), qualitative research involves literature data. The data is not clearly demonstrated as statistics; thus, it requires a lot of reading. Qualitative research aims at investigating the ideas to gain deep insights into the research field or form a hypothesis to test afterwards. The sources of qualitative research are mainly literature reviews or open-ended interviews where the researchers ask the respondents general questions and later on analyze the data based on discovered patterns in the answers.

Quantitative research consists of statistical data. Information in quantitative research is presented under statistics such as figures, tables, charts, etc. The result of quantitative approach is easier to understand since it has been visualized so that patterns can be easily recognized. The data is collected via close-ended questions where the respondents are required to answer the questions in a pre-identified range from the researchers so that they can spot the pattern and illustrate it under statistical forms. (Streefkerk 2023b.)

Data collection

Data used in the thesis is sorted into two types, primary and secondary data. Primary data are first-handed data; in other words, the data appears in the research primarily, they

have not been discovered anywhere else. Primary data are collected using different methods such as surveys, interviews, and observations by the researchers to ensure the origins of data. Secondary data, on the other hand, have been provided in previous studies. Thus, in the research, it is often cited and used to provide insights into the targeted subjects. Secondary data are collected from other researches in the past. (Streefkerk 2023b.)

Thesis's research and data collection methods

The figure below shows the process of data collection used in this thesis.

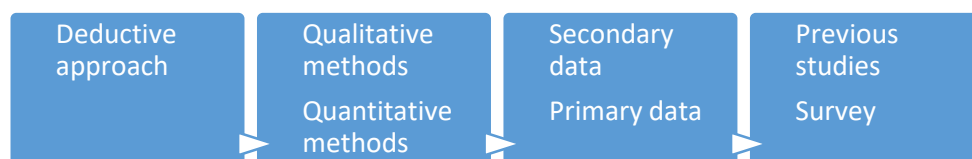


Figure 3 Research methodology and data collection.

After identifying the research approach as deductive, the author applies two research methods, qualitative and quantitative research. The qualitative research occupies the majority of this thesis, it consists of secondary data collected from previous studies and primary data from the author's own observations. The quantitative research, on the other hand, contains solely primary data collected via a survey delivered by the author.

1.5 Thesis structure

The thesis consists of two main parts, theoretical and empirical research. The theoretical research contains three chapters starting from chapter two to chapter four. The empirical research is carried out in one chapter – chapter five as demonstrated below.

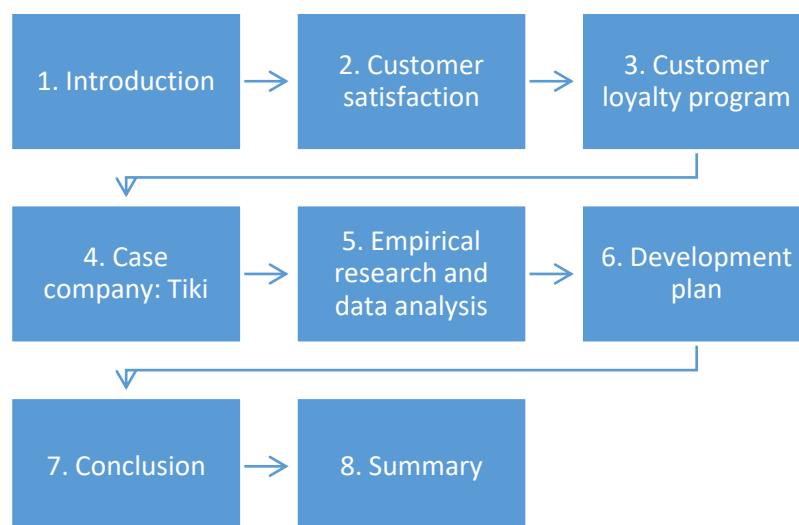


Figure 4 The thesis's list of content.

Chapter one will introduce the thesis to the targeted audience. It first tells the background of this thesis, stating why the author chooses customer satisfaction as the topic to discuss and Tiki as the case company to research on. Then, it covers thesis-related topics such as thesis objectives, questions, and thesis limitations. The chapter also discusses briefly the theoretical framework, research methodology and data collection methods to be used. Finally, the author describes the layout of the thesis.

The theoretical research section covers three main topics. Three topics are divided into three chapters, starting from chapter two. Chapter two gives an overview of customer satisfaction such as definition, effects, and factors. Then, loyalty program is presented in the third chapter. Lastly, in the fourth chapter, the author describes the case company and its loyalty program, this aims to create a premise for the empirical research stage.

The empirical data analysis consists of three main stages as stated in the figure below. First, the data collected via surveys will be analyzed and presented under statistical forms such as tables or figures. These statistics reflect the demography of the respondents. The data also show results of some customer satisfaction metrics. From the tables, figures, and charts, an evaluation of the loyalty program is presented. Lastly, all the results are combined and summarized for the next step – developing strategies for the case company. The empirical research is presented in one chapter, chapter five.

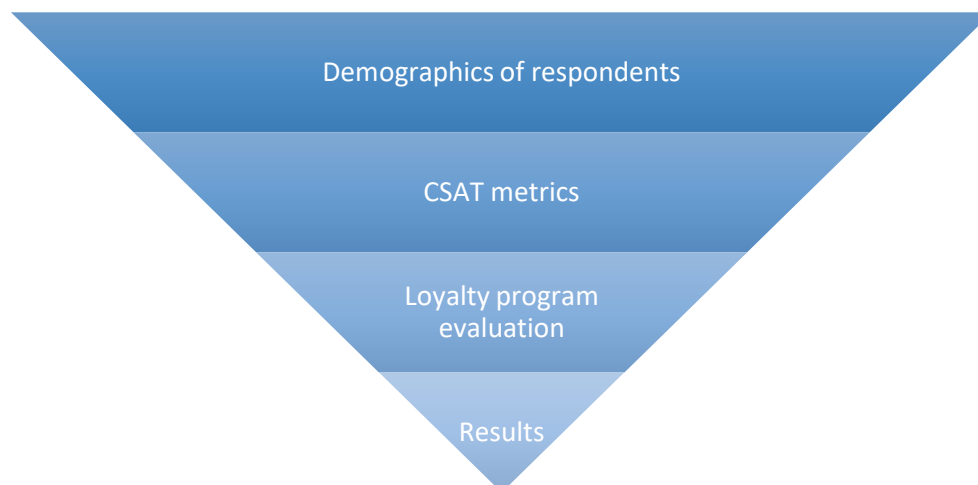


Figure 5 Empirical research phase structure.

After analyzing the theoretical and empirical results, the author builds the development strategies for the case company. The plans are presented in chapter six. Chapter seven draws a conclusion for the thesis. It answers the research questions and sub-questions, confirms the validity and credibility of the thesis, and lastly, poses potential opportunities for future research. The last chapter will summarize the whole thesis for the readers to capture main points as well as states what the author has learnt while doing the thesis.

2 Customer satisfaction: Underlying theories and metrics to measure

The following sections discuss the theories surrounding customer satisfaction and the key metrics used to evaluate customer satisfaction in business.

2.1 Customer satisfaction

Customer satisfaction has no universal definition. Over the years, researchers have tried to define the term, but the scope of customer satisfaction was too big that any definition would only cover a single aspect of the whole concept. Generally speaking, customer satisfaction can be understood as the reaction of a customer towards a product or service. It also shows how the business can meet or even surpass the expectations drawn up by the customers. However, according to Giese and Cote (2000, 2), all of these definitions bear three common characteristics:

1. Customer satisfaction is a response from the consumer to the business. This response can derive from his emotional or cognitive mind. The model explaining this psychological theory will be presented in the next sub-chapter.
2. The response has a sole focal point, meaning it only responds to one aspect of the business (e.g., expectations, products, or services).
3. The customer response at a certain time (e.g., after consumption, during consumption – for services, or even before consumption – expectation satisfaction).

After analyzing the theoretical and empirical data, Giese and Cote (2000, 2) had come up with a framework to define customer satisfaction as below. Though, they claimed the framework was still not generally accepted, and perhaps customer satisfaction would remain an undefined subject for a long time.

Consumer satisfaction is:

*A **summary affective response of varying intensity**. The exact type of affective response and the level of intensity likely to be experienced must be explicitly defined by a researcher depending on the context of interest.*

*With a **time-specific point of determination and limited duration**. The researcher should select the point of determination most relevant for the research questions and identify the likely duration of the summary response. It is reasonable to expect that consumers may consciously determine their satisfaction response when asked by a researcher; therefore, timing is most critical to ascertain the most accurate, well-formed response.*

*Directed toward **focal aspects of product acquisition and/or consumption**. The researcher should identify the focus of interest based on the managerial or research question they face. This may include a broad or narrow range of acquisition or consumption activities/issues. (Giese & Cote 2000, 2).*

In conclusion, the definition of customer satisfaction is not well-defined. However, as long as all three aspects are met, businesses can still measure the customer satisfaction using suitable metrics.

According to Gerson (1993, 24-30), customer satisfaction's effect on business is very simple: If a customer is dissatisfied with a product or service, he/she will stop doing business with the company. The direction is clear and one-way. The more satisfied the customer is, the more goods he buys. The more he refers the goods to his friends, the more people become aware. The more people buy the products, the more sales and revenue the company earns. The impact seems simple and practical, but more insight can be seen when breaking down the statement into small parts.

Customer retention and customer loyalty:

When a customer is happy, he/she has no reason to purchase from another company. Thus, the more pleased a customer is, the more often he will return to do business. Hence, by increasing the satisfaction of customers, business owners can retain buyers and eventually turn them into loyal customers. (Gerson 1993, 24-30.)

On the other hand, if the customer is unhappy with the product, he is likely to walk away. Thus, business must find new customers. In the past, researchers have shown that acquiring a new customer cost 25% more than retaining the existing ones. Hence, it is crucial that companies please their customers as much as possible to keep them staying.

Word-of-mouth marketing:

As Gerson (1993, 24-30) mentioned, customers who are satisfied will recommend the product to their network. These people, when satisfied, can recommend the product to their network. Eventually, people will learn about the product and about the business. This word-of-mouth marketing is the key to differentiate one business from another. Customers are likely to purchase from places they know (due to cognitive reasons). Therefore, businesses with good word-of-mouth marketing will gain more customers as a consequence.

Financial improvement:

It is without doubt the more customers a business has, the more revenue they earn. Thus, with the effects mentioned above, the good results in financial aspects are predictable.

2.2 Customer satisfaction models

The following models are used to provide understandings into different models and measurements to evaluate customer satisfaction.

2.2.1 The American Customer Satisfaction Index model

The American Customer Satisfaction Index (ACSI) is used widely in America to measure the happiness of customers in the macroeconomy. The model was first implemented in the 90s and has since become an important indicator to measure the customer satisfaction. (The ACSI Organization.) The figure below presents the concept of ACSI.

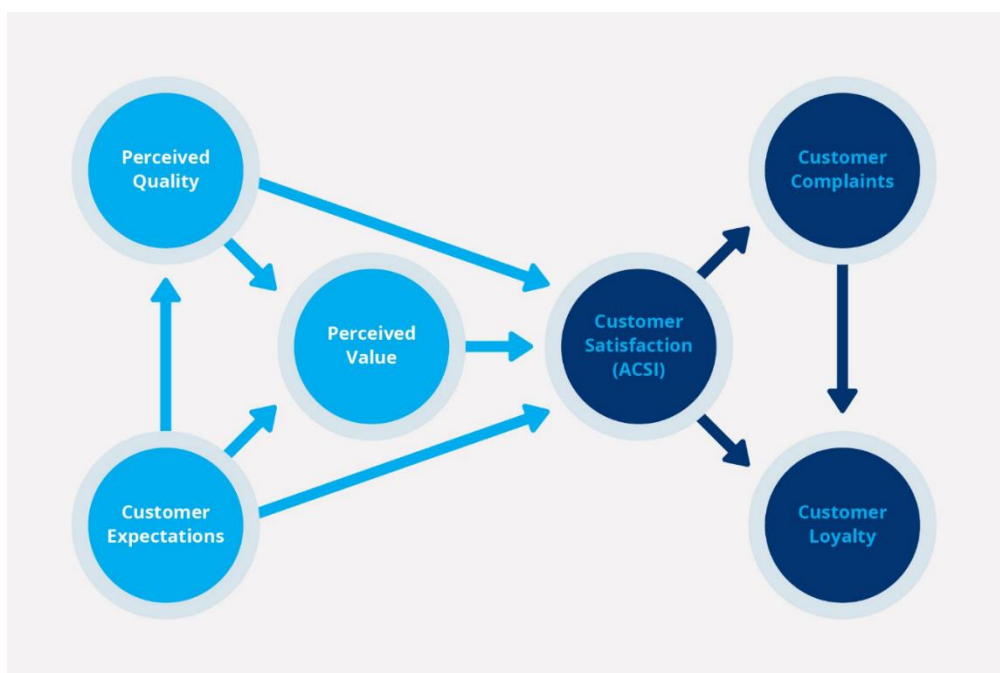


Figure 6 The American Customer Satisfaction Index (The ACSI Organization).

The index is formed by analyzing questionnaire answers. ACSI is a relatively massive index and usually used to measure the customer satisfaction of big companies. (The ACSI Organization.) Thus, this thesis only discusses the components of ACSI to provide insight into the causes and effects of customer satisfaction.

Determinants of ACSI:

Customer satisfaction is determined by three elements: customer expectations, perceived quality, and perceived value. Customer expectations are the presumptions of the customers before consuming a product/service. These assumptions compare how the customers anticipate a product would be versus how it actually is. Customers can have high or low expectations, depending on how much they know about the product. If the customers

know about the product by word-of-mouth marketing (recommendations from friends, reviews from reviewers, etc.) or they have known or experienced the business beforehand, the presumptions will be much higher and more difficult for businesses to achieve. (The ACSI Organization.)

Perceived quality is the impression of the customers on an experience with a similar product/business in the past (The ACSI Organization). This impression can come from a purchase of the same product or similar one from the same company or a similar business (e.g., people can have perceived quality when buying iPhone 14 when they have owned an iPhone 13 or a Samsung Galaxy with similar technical parameters). If the previous experience is good, customers may let loose of the product and not pose hard-to-reach expectations. However, if the customers have encountered unfortunate events in the past, they can unconsciously judge the product even before buying it. Perceived quality is affected by customer expectations as can be seen in the graphics.

Customer expectations and perceived quality can happen before purchasing and a customer can stop purchasing at this point. However, when he decides to purchase, his satisfaction is now influenced by perceived value as well. Perceived value is the customer's comparison between the quality of the product versus the money he has paid for the product. Naturally, customers would want to receive something that worths their money. Thus, the more expensive the goods are, the higher the perceived value is. Perceived value is affected by customer presumptions and perceived quality from past experiences. (The ACSI Organization.)

Consequences:

Customer satisfaction has two consequences. Either the customers are satisfied, or not. If the customers are happy, they will become loyal customers, as mentioned above. However, if the customers are displeased, they will complain. Customers can complain to the business for further support, or they can stop using the product immediately and complain directly to their network of people. In the former case, the dissatisfying level is still not high. If the company provides immediate and correct support, the customers can then be pleased and become a normal buyer (can be a loyal customer later on). However, in the worst case, customers will spread negative words about the product and the business. This makes the company lose not only its customers but also its reputation and revenue.

2.2.2 The Kano model of customer satisfaction

The Kano model of customer satisfaction is introduced by Kano in 1984. The Kano framework evaluates the features in a product to see which feature can or cannot attract and

satisfy the customer. It is used mainly in the process of developing a product or implementing new changes to an existing product. Thus, the author can use this model later when assessing a development plan for the case company. (Sauerwein et al. 1996, 313.)

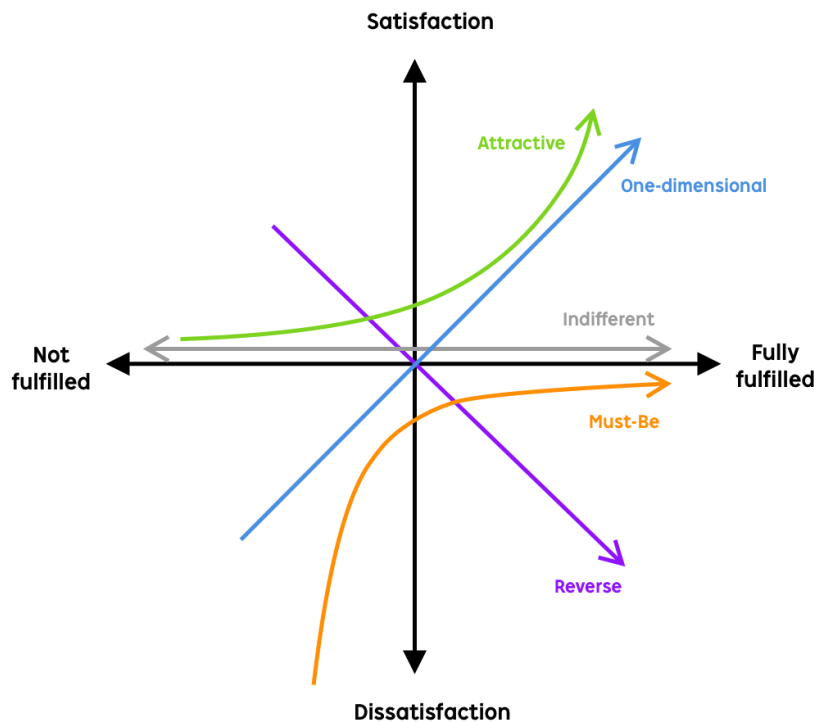


Figure 7 The Kano model of customer satisfaction (Lin 2019).

The Kano model is expanded in four dimensions. The vertical axis shows the level of satisfaction of the customer, while the horizontal axis shows the level of fulfilment, whether or not the product's feature functions can function well. The Kano model assesses the features using five parameters, of which three are good characteristics that need to be maintain and improve, while the other two should be eliminate as soon as possible.

Good features:

The first trait Kano explained is the must-be feature. Must-be (basic) features are the features that must be presented in a product. For example, spaghetti must always have spaghetti, and phones must always have all kinds of microchips to function. These are the features that customers may not notice, since they unconsciously take them for granted, but may be distraught if they went missing. The basic features, though fully fulfilled, will never raise the customer satisfaction any higher, since they exist to meet the bare minimum of customers. (Sauerwein et al. 1996, 1.)

One-dimensional, or performance features are the ones that can increase the customer satisfaction if implemented correctly. These traits are not necessarily a part of the product, but when they are added, customers feel happier. As performance features being fulfilled, customers will also feel more satisfied. Since the relationship between fulfilment and customer satisfaction is a linear line, Kano called these features one-dimensional. (Sauerwein et al. 1996, 2.)

However, to really elevate the product, companies must have a value proposition that differs their products from other competitors'. The attractive (excitement) features are the ones that make the difference. Sauerwein et al. (1996, 2) claimed that attractive features are crucial if the companies want to build something unique to attract the customers. Unlike performance features, which only gain customer satisfaction as they are fulfilled, excitement features can gain satisfaction even when it has not been fulfilled yet. The more these features are implemented and completed, the more satisfaction they gain. An outstanding example of an attractive feature is the first iPad. The first iPad was introduced with thin and light-weight feature, much thinner and lighter than any other similar devices at the time. Thus, customers can store and carry an iPad easily to anywhere. The idea struck so many people and the excitement were such that there were thousands of people queuing to buy an iPad on the first day, and Apple has sold millions of those tablets within two months since the release date. (Jobs 2010; according to CNET Highlights 2020.)

However, through time, the good features such as the one-dimensional and attractive ones will eventually become must-be features. Hence, businesses must always come up with new innovations and inventions.

Bad features:

Bad features are the remaining two characteristics: indifferent and reverse. Indifferent features will not trigger any joy in customers despite how well they are completed. As the figure has shown, the indifferent characteristics are always on the same level during the period of fulfilment, customers neither like nor complain about them. Since the features do not affect how a customer uses the product, businesses should cut down on them as soon as they realize the indifferent patterns to save resources. (Jin 2019.)

Reverse features are detrimental to the product and the business. A reverse feature may spark excitement and satisfaction among customers when first introduced or implemented. Yet, as time goes by, the feature disrupts customers when they use the product, thus increasing the dissatisfaction rate. A common cause for such phenomenon is that the company has fulfilled the feature in the wrong way, making it more of a nuisance rather

than an excitement for the customers. Businesses may try to fix these features by upgrading. However, most companies will choose the cost-effective way of annihilating the features once they receive negative feelings from the customers. (Jin 2019.)

Questionable features:

Beside five major features that Kano (1984; according to Sauerwein et al. 1996, 1) has discussed, there are many other features which receive mixed opinions from the customers. Some may like the features, while others dislike them. These features are listed as questionable as they require deeper research to evaluate which side of effect they are on.

Altogether, the author will use these features to evaluate the loyalty program features of Tiki in the next sections.

2.3 Factors that affect customer satisfaction

Customer satisfaction is the summation of the evaluation process with products and services in the market. There are many factors to measure customer satisfaction, depending on different areas. However, the important factors that drive consumer emotions and satisfaction is summarized as below.

First, consumers care a lot about the quality of products or services they access. A product is considered good quality when it reflects the wishes of customers and meets their criteria and expectations. These qualities will help customers have confidence in the business because it meets the needs they require. Businesses must focus on quality, innovate and improve their products and services to create good impressions and thus create co-operation (where customers become partners – according to the ladder of customer loyalty as presented in chapter 3) in the future. The perception of the consumers may affect their assessment of the quality even before they using the product (according to the ACSI model). (Oliver 2010.)

Second, customers are interested in customer care services. This service will be manifested in the process of consultation as well as communication with customers. Through this process, customers will be more aware of the product as well as given a sense of trust. The process also aims to build a good relationship between the business and customers. Not only will the post-stage service help the customers, but it also helps the businesses to receive feedback as well as opinions from consumers to improve and develop the business. (Oliver 2010.)

Third, customers will appreciate the convenience of the products they decide to buy. Consumers prefer searching, buying, and paying for products quickly to save time. Convenience in processes will accelerate their purchasing power. Businesses can also establish assistance on every step a user takes with suitable actions. For example, during the purchase process, customers want to choose practical products, suitable for their purchasing power as well as criteria. On the other hand, when reviewing a product, they need to see the benefits and promotions and incentives when choosing that product of the business over other products of other companies. (Oliver 2010.)

Fourth, according to Oliver (2010), price will be a very important factor. It can be said that money is always the top concern. Customers often review products to find the products with the price worthy of their uses as well as suitable for the customers' wallets and needs. When the price matches the quality of the product, customers will also prioritize choosing those products.

Finally, consumers now love loyalty programs because this is the factor that helps them get better services and benefits, thus increasing their satisfaction. Businesses nowadays often focus on providing discounts during special events or special rewards for VIP members of businesses. Through this, business hopes to further stimulate the consumers' ability to purchase. (Oliver 2010.)

2.4 Customer satisfaction metrics

Customer satisfaction, despite being a vague concept, can be evaluated and measured using tangible metrics. Customer satisfaction metrics are used by companies to gain understanding into how their products or services are pleasing the customers.

Businesses can obtain these metrics' data via two sources, direct or indirect. Direct data are obtained directly from the customers via surveys or questionnaires that usually pop up after customers have taken a certain action (e.g., purchasing the product, writing feedback, contacting with the support team) or in periodically customer satisfaction surveys held by the companies. Since these metrics are often pop-up surveys, the approach must be simple and timesaving so that customers can provide data effortlessly. The most common forms of questionnaires are scaled-response questions and open-ended questions. (Birkett 2022.)

Indirect data is not provided from the customers directly. Instead, they come from other data of the businesses such as sales, revenue, website traffics, etc. These data must be analyzed and visualized in a way that can show the connection with the businesses' direct customer satisfaction metrics' data. Indirect data are collected from other data, so there is

no specific approach of measurement. Thus, analyzing, and utilizing indirect data require experienced analysts to avoid cognitive and perceptive assumptions. (Birkett 2022.)

By combining different types of metrics and two sources of data, companies have the general idea of what their customers' feelings are and how they are affecting other aspects of business, usually the financial sides. There are numerous types of customer satisfaction metrics employed by companies globally. However, there are three main measurements that almost all companies must assess at least once during their business cycle. They are Net Promoter Score, Customer Satisfaction Score, and Customer Effort Score. These are also the main metrics the author uses to collect data in the empirical analysis. In addition, the author also uses other types of metrics as well as indirect data to make the findings more thorough. (Birkett 2022; Rogacka 2023.)

Net Promoter Score

Net Promoter Score (NPS) is the metrics that show not only how the customers are satisfied with the products/services but also their loyalty to the businesses and willingness to promote the businesses to other people (Rogacka 2023).

NPS surveys is simplified as much as possible. Usually, the surveys contain only one scaled-response question and a follow-up open-ended question. For example, an NPS survey that pops up after a customer has purchased a laptop from a store can go "On a scale of 0 to 10, how would recommend us to your colleagues?" and "What can we do to improve your experience?". Customers usually receive NPS surveys during or after the process of experiencing the products (e.g., during a subscription to a service, after purchasing a product). Very seldomly are NPS metrics conducted before customers take any action, because the customers must experience the product first before recommending it to their community. (Rogacka 2023.) Based on the answers in scaled-response question, the respondents are divided into three segments:

- Promoters: people who vote **9 – 10**, they are happy and likely to promote the business to their community.
- Passives: people who vote **7 – 8**, they are satisfied with the product, but are not enthusiastic enough to promote it to other people.
- Detractors: people who vote **0 – 6**, they are dissatisfied with the product and are likely to spread negative words about the business.

NPS metrics are calculated using the formula below (Rogacka 2023).

$$\text{Net Promoter Score (NPS)} = \frac{\text{Promoters} - \text{Detractors}}{\text{Total respondents}} \times 100\%$$

The NPS data is presented in percentage and the evaluation is as follows:

- Below 0%: the customers are not satisfied.
- Between 0% and 30%: normal NPS data.
- Between 30% and 70%: great data, customers appreciate the business.
- Over 70%: outstanding NPS, the business earns customer trust and loyalty.

Customer Satisfaction Score

Customer Satisfaction Score (CSAT) is used to measure the customer satisfaction. This means they are used to evaluate if customers are happy with a certain product/service or the business as a whole. (Rogacka 2023.)

Like NPS metrics, CSAT metrics are also designed straightforwardly for customers to respond quickly. However, while NPS surveys only have one sole scaled-response and possibly an open-ended question, CSAT surveys can contain multiple questions like that, especially when the companies want to evaluate the customer satisfaction of the whole business. Each question can focus on one area, hence, the more questions there are, the more thorough the data will be. For example, a customer after purchasing a laptop from a store may be asked questions such as “On a scale of 1 to 5, how are you satisfied with the laptop?”, “On a scale of 1 to 10, how are you satisfied with the technical support from our store?”, and “Do you have any other feedback?”. Same as NPS metrics, CSAT surveys can and usually happen when the customers take an action or are experiencing the product. (Rogacka 2023.)

CSAT surveys can contain multiple questions, thus the answer range of scaled-response questions is narrower, usually the scale is from 1 to 5, or from “Very bad” to “Very good”. This is to help customers decide and reply more quickly instead of hesitating between two approximate number. The respondents are also segmented into three categories:

- Satisfied: people who vote **4 – 5**, or “**Good**” – “**Very good**”; they are pleased with the product/service and are more likely to return.
- Neutral: people who vote **3**, or “**Average**”; they neither feel too hyped with the product nor want to complain.
- Dissatisfied: people who vote **1 – 2**, or “**Very bad**” – “**Bad**”; they are not happy about the product/service and can spread bad reviews about the business.

CSAT metrics are measured with the following equation (Rogacka 2023):

$$\text{Customer Satisfaction Score (CSAT)} = \frac{\text{Satisfied}}{\text{Total respondents}} \times 100\%$$

CSAT metrics are expressed in percentage. There is no clear evaluation on the data as well because the results vary depending on what aspects of products/services/business do the companies want to evaluate the CSAT in. However, it is commonly perceived that the higher, the better the score is.

Customer Effort Score

Customer Effort Score (CES) is the score to assess the complexity of a product or service. Companies use CES to measure how easy it is for customers to access their business (how much effort the customer must make to access the product/service), thus anticipating the return rate as well as customer loyalty. (Rogacka 2023.)

CES is similar to NPS. Both surveys contain one scaled-response and one open-ended question because both focus on only one aspect. Net Promoter Score (NPS) focuses on measuring the possibility of customer recommendations, while Customer Effort Score (CES) focuses on measuring the accessibility of the business. Therefore, both measurements are short and need only one follow-up open-ended question. (Rogacka 2023.)

CES metrics are also like CSAT metrics, for both require a narrower range of answers (just 5 variables are enough). CES metrics aims at learning if people have hard time interacting with the product or not, thus, a lengthy range of answers is not suitable.

- Low effort: people who vote **4 – 5**, or “**Easy**” – “**Very easy**”; they are pleased with the product/service and are more likely to return.
- Neutral: people who vote **3**, or “**Average**”; they can interact with the product/service, but they are not too pleased or too disappointed.
- High effort: people who vote **1 – 2**, or “**Very difficult**” – “**Difficult**”; they cannot access the business and are unlikely to return.

CES metrics are measured with the following equation (Rogacka 2023):

$$\text{Customer Effort Score (CES)} = \frac{\text{Low effort}}{\text{Total respondents}} \times 100\%$$

As CSAT, Customer Effort Score (CES) also have no evaluation like NPS. However, it is recommended that companies should keep the score as high as possible, as businesses with easy interactions can result in better customer retention and loyalty.

3 Customer loyalty program

3.1 Customer retention and customer loyalty

Customer retention refers to the ability of a business to retain their customers over a period of time, usually over a long term. Customer satisfaction can lead to a high or low customer retention rate. If a customer has good experience with the business, he is satisfied. Naturally, he would return for more purchases, since his next purchase is affected by three aforementioned determinants of ACSI – customer expectations, perceived quality and perceived value. Customer retention rate is often measured as a Key Performance Indicator (KPI) and presented in percentage form. The higher is rate is, the better it is for the company. (Salesforce.)

Customer retention is crucial because it is much cheaper for businesses to keep their existing customers than achieving new ones. To get a new customer, companies must execute marketing plans to convince him to buy a product. However, with an existing customer, he is more likely to make the next purchase without the company spending any budget in marketing, since he already knows about the business. When a customer makes repeated purchases over time, he becomes a loyal customer. (Salesforce.)

Customer loyalty means the devotion of a customer towards a business both emotionally and behaviorally. A customer only becomes truly loyal when he chooses the business over its competitors although the competitors may offer better deals. Customer loyalty is the ultimate achievement in a business's customer relations because it shows the customers are attached to the business and invested in its products. Most loyal customers will spend more on a business they trust, according to research. Loyal customers also help companies save money on conversion plans, since they are willing to promote the companies for free. (Bernazzani 2023.)

3.2 Customer loyalty models

The following subsections provide insights into the underlying theories of customer loyalty. Readers will gain knowledge of customer segmentation using the ladder of loyalty as well as loyalty diversification using the four-dimensional loyalty framework.

3.2.1 The ladder of customer loyalty

The ladder of customer loyalty is first introduced in the 1990s by Payne. In the first version, the ladder is presented in vertical form. Later in his book "Handbook of CRM", he proposed a new design where the ladder is displayed as a vertical cliff with two climbers,

indicating that the customers do not usually climb the ladder themselves but rather the companies must pull the customers up each rung. (Payne 2005, 111-112.) However, in this paper, the author proposes another design where the ladder goes wider on the bottom and narrower on top. This implies that the higher the rung is, the fewer customers there are on the rung, because not all customers can move to the next stage of loyalty. In addition, the author also adds a vertical arrow on the side indicating the increase in customer loyalty level, effort that the companies must put in, and the profit the companies will earn in exchange.

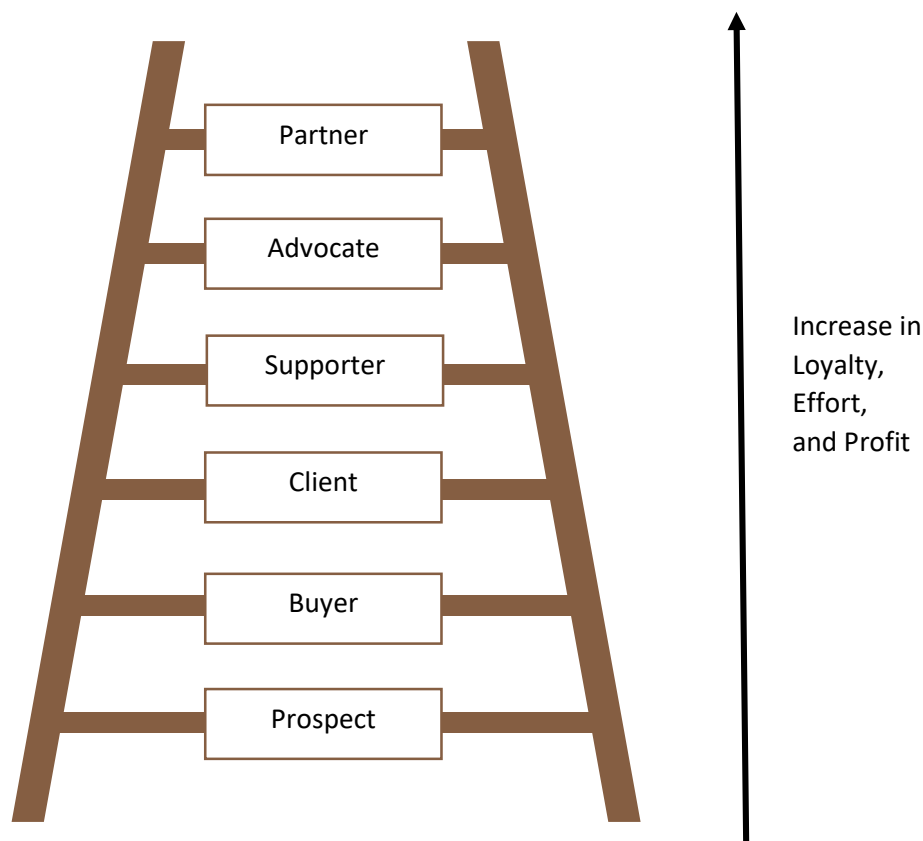


Figure 8 The ladder of customer loyalty.

The six stages of customer loyalty

There are six rungs in the diagram proposed by Payne, each represents a category of customers that requires different loyalty program approaches.

On the first rung is the prospects. Prospects are the potential customers that one business may achieve. In his handbook, Payne (2005, 112) described these customers as *someone who has yet to do business with your organization*. In business field, the number of people not aware of the business is always the biggest, therefore the rung representing it is the widest. Companies can move prospects to buyers by investing in proper conversion

tactics. For example, companies can offer first-time purchase programs or freebies to encourage prospects to try doing business with them, thus turning these prospects into first-time buyers and so on.

The next stage is the buyers. Buyers are described as the customers who has make one purchase from the companies. Payne (2005, 111) singled out these customers to imply that this is the stage where businesses officially turn the prospects into customers. After one purchase, companies already learn about the consumers. However, this stage in not so stable since the customer experience and satisfaction can decide whether the customers will move to the next stage – clients. If the experience is good and the customers are satisfied, they are likely to return to do business. The opposite can happen as well. To maximize the chances of converting buyers to clients, companies must maximize the customer satisfaction by implementing proper plans.

Clients mark an important shift in the model, where customers first show signals of loyalty. Payne address clients as people who make repeat purchases with the business. However, clients do not necessarily have good impressions of the business. In contrast, they may even have negative or at best neutral feelings towards the business. The sole reason they repeatedly do business is due to them being inertially loyal (which will be discussed in the next section). (Payne 2005, 112.)

Supporters are described as people having good impressions on the businesses but only support them passively. The supporters can aid the companies by doing repeated business like the clients. However, the reason they stay with the business is not better than the clients. While the clients may have negative or neutral feelings about the business, supporters usually have good impressions. They affect customer expectations and perceived quality, enabling the supporters to continue buying. (Payne 2005, 112.)

Advocates is a significant stage in the customer loyalty ladder (Payne 2005, 114). On this rung, the customers become truly loyal to the business. They are willing to promote the business for free as they have good experience and satisfaction. The advocates are important because they not only provide steady loyalty but also free word-of-mouth marketing. Word-of-mouth marketing is effective as this type of referral from the advocates can convert other prospects into buyers without the companies spending too much effort.

The last stage of the model is the partners. Partners are not necessarily customers, instead, they are people doing business with the companies in general. The relationship between companies and partners is win-win. Therefore, the loyalty and commitment from both sides are required. (Payne 2005, 112.)

Increase in loyalty, effort, and profit:

As the customers move to the next rung on the ladder, the more loyal they will become. The customers are all at first ignorant of the company. However, after making the first purchase, they become familiar with the business. Here, they establish an awareness for the business and its products/services. Then, a number of buyers will return for repeated purchases. In this stage, the customers will become more attached to the company after each purchase and become supporters. On the rung of supporters, companies already have constant support from the customers. However, only until the last two rungs are reached do the business gain truly loyal customers. (Narayandas 2005.)

The effort that companies must put in each stage also increases as the customers climb up the ladder. In the first rung, prospects require effort in conversion strategies to convert into the first-time buyers. Since the prospects are not aware of the business yet, companies need to build good brand awareness to maximize the conversion rate. When the customers become buyers, companies must spend more effort to encourage them to become clients. This is due to the buyers being aware of the business after the purchase and likely stop purchasing if they are not satisfied. Even after the customers become regular consumers (clients or supporters), companies still need to spend time and resources designing programs to push these regular purchasers from passive to active supporters. Payne also mentioned that the condition of each rung is unstable, a partner can still be downgraded to a supporter or a client. Hence, though reaching the last two ultimate stages of loyalty, companies should still try to maintain the rung's status. (Narayandas 2005.)

Though the companies' efforts get greater after each rung of loyalty, so do their profits. In the first stage, prospects do not gain any revenue for the business since they have not made any purchase yet. In fact, companies must spend lots of resources to attract these prospects. However, as the prospects make more purchases and become customers (buyers, clients, or supporters), the companies receive better turnover. The Return on Investment (ROI) is enhanced as well due to the revenue from purchases able to cover the investments. Significantly, when a customer becomes an advocate or a partner, the companies make the most profits. The customers repeatedly buy products, thus raising the revenue of the companies. Additionally, they also act as free marketing agents. Companies can cut down on marketing resources owing to these advocates. Hence, the increase on revenue and the decrease on investment altogether has maximized the companies' ROI, hence resulting in the most profits. (Payne 2005, 112; Narayandas 2005.)

3.2.2 The 4D loyalty framework

Customer loyalty is usually segmented into four categories. For example, The Walkers loyalty matrix (Walker Info) presents four categories of loyalty including high risk, trapped, accessible and truly loyal. The matrix is developed in two dimensions of behavior and attitude. The matrix is used mostly in B2B field since it lets companies know how the partners feel about their business relationships. Another example of a four-category loyalty framework is the loyalty measurement framework where the author introduces two types of loyalty and two ways to measure them. A common trait of these frameworks is that the loyalty is often measured in two dimensions – emotion and behavior. The four-dimensional loyalty framework developed by Maritz Motivation further expands these dimensions. The emotional dimension is extended into relational and transactional ones, while the behavioral dimension is extended into active and passive ones. (Kirk 2016, 6.)

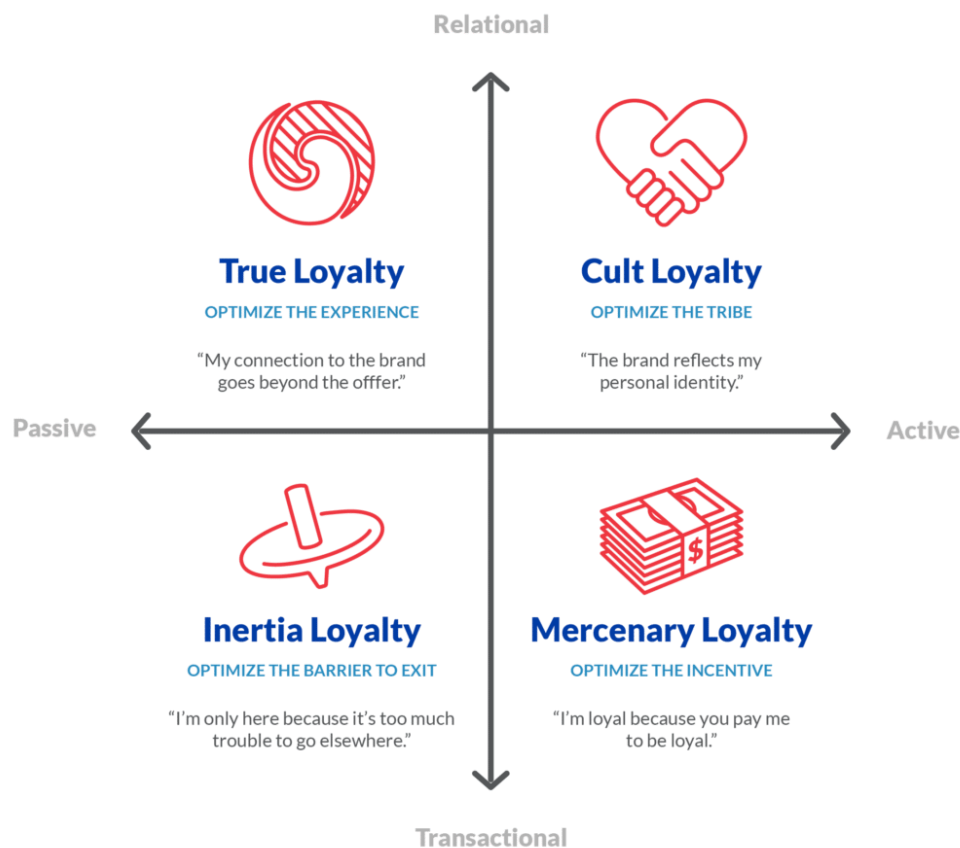


Figure 9 The 4D loyalty framework (Kirk & The Wise Marketer Staff 2018).

The vertical dimensions are relational and transactional, indicating whether the loyalty is established based on the customers' feelings or mere purchasing. The horizontal dimensions are active and passive, implying the level of customers' effort in maintaining the loyalty. (Kirk & The Wise Marketer Staff 2018).

According to Kirk (2016, 6), the first quadrant of the framework is the true loyalty. True loyalty is driven by relationships and does not require active engagement. In this section, the relationship between the customer and the business is so great that he is willing to prioritize the business over its competitors although the offers from competitors may be better. Customers need not actively engage in the business to show their loyalty, however, when they make a purchase, they would always opt for the business. For example, a local dining welcomes local people as their loyal customers. These residents do not go to the dining everyday but when they eat out, they would go to the dining instead of other restaurants in the area. The residents do not actively show their loyalty, but they still stay with the dining because of their attached emotions.

Cult loyalty is also built on relationships. The customers in this segment are attached to a business because they feel that business provides values representing their identity. These customers usually form a group to share their common identities, hence the category is called cult loyalty. A cult-loyal customer must actively show signals that they are loyal to the business to maintain their cult identities. (Kirk 2016, 6.) An outstanding example of this loyalty is Apple and its enthusiasts, iFans. Many Apple users purchase the newest products despite their current ones still perfectly functioning. They attempt to show that they belong to the cult, and their identities are still attached to Apple by actively supporting the company.

Inertia loyalty is based on transactions. Inertia is a term in Physics implying that an object will keep moving in its current motion until a force is forced upon it. Inertia loyalty implies that the customers are loyal only until they find a better deal. Inertia-loyal customers only stay with the business because there is nowhere to go, or the business is the most convenient for them. They are not loyal because they have good impressions on the business, like the client stage in the ladder of loyalty. Since they are loyal because of the transactional benefits, they only show their loyalty passively. (Kirk 2016, 6.)

Lastly, loyalty is achieved mercenarily. "Mercenary" refers to money-related subject. (Kirk 2016, 6.) Mercenary loyalty is based on transactions. This means the customers are loyal because they receive money-related rewards from the business for staying with it. However, people may actively participate in mercenary loyalty activities as they search for higher rewards. Some examples of mercenary loyalty are cash-back program, token or point redeeming program, discounts for the next purchase, equivalent discount amount to the consumption level (the more a customer purchases, the more he saves), etc.

3.3 Loyalty program

Loyalty programs are the programs designed to raise the business's customer loyalty rate. The programs offer a variety of incentives for the customers, from tangible products like cash and freebies to intangible ones like discounts and vouchers. Loyalty programs aim at encouraging customers to return to the business, make the next purchase, and stay in touch with the business. Normally, the more a customer pays for a business and the more times he purchases products, the more benefits he earns from the loyalty programs. (Henderson et al. 2011, 258.)

Anyone can join a business's loyalty program. Companies can inspire the prospects to become a customer by offering good deals on the first purchase. For existing customers, companies can design loyalty programs that encourage repeat purchases, with the next purchase bringing more rewards than the previous. These customers are then encouraged to return for more benefits. Sometimes, the customers can become a partner with the business via affiliate programs. In this case, both the partner and the business must be loyal to each other to maintain the win-win situation as mentioned before. (Henderson et al. 2011, 258.)

The ultimate goal of a loyalty program is to increase the customer loyalty. It boosts the customer commitment and encourage mutual interaction, thus improving the long-term relationship between the business and the buyers. Loyalty program aim at eliminating customers' abandonment rate as well. By granting certain benefits for those who stay, companies retain a certain number of customers to ensure stable revenue. Additionally, loyalty programs are also used to collect data from the users. Businesses use it to develop suitable campaigns targeting different customer segments. (Henderson et al. 2011, 258.)

When implemented properly, a loyalty program can generate great customer loyalty, customer satisfaction, and eventually positive financial results for the company. Nonetheless, there are still concerns regarding the application of such program. Business owners may be concerned that the loyalty program is not as effective as planned. Customers worry that when participating in these programs, their personal data will be exploited and misused. Customers who do not participate in the programs may also be frustrated at the discrimination between program members and non-members. (Henderson et al. 2011, 258.) This situation has happened with a small e-commerce platform in Vietnam called Fahasa. Fahasa has collaborated with few book publishing houses in Vietnam to deliver a pre-register program for limited-time books. The campaign caused frustration among book lover communities in Vietnam due to its obvious discrimination – some loyal customers of

Fahasa earned rights to purchase these books even before the release date while non-members had to queue for hours. (Touken 2022; author's translation.)

Loyalty programs are designed to help attract and retain customers. Hence, they must offer attractive benefits for the customers but at the same time do not take up too much capital of the business. There are several common types of loyalty programs (Leninkumar 2017, 451-452):

- **Promotional and discount program:** Programs that allow customers to accumulate reward points when purchasing. Customers can redeem points to receive discounts for future purchases. Businesses can also provide promotional vouchers, coupons, and discounts directly to their customers.
- **Professional customer service:** Businesses usually provide services for customers throughout the purchasing process. However, loyal customers usually receive better services. Besides, companies now often provide 24/7 customer support.
- **Pre-registration and early access to events and product experiences:** VIP or VVIP customers may experience the new product of a company before the product is officially released to the market.
- **Introduction to exclusive products:** Businesses can send notification messages to loyal customers before the product launch date or a big event. It will give them the opportunity to shop for exclusive or limited products.
- **Affiliate program:** Companies encourage customers to recommend products to friends or relatives around them to increase word-of-mouth marketing by providing them with discounts and vouchers or commissions.
- **Communities and social branding:** Companies create online communities or events to encourage interaction and relationships between customers. Besides, it helps to encourage and share with the customers the content on social platforms.
- **Gift program on special occasions:** Some businesses usually send gifts on customers' birthdays or send surprise gifts to show gratitude for customers' trust.
- **Partnership:** Businesses create good relationships with partners and cooperate with them to provide special offers to loyal customers.

Loyalty programs are important because through them, businesses can show gratitude and respect for their customers, thereby helping to establish relationships and promote customer satisfaction. Customers will often have priority to choose businesses that they value as well as ones that have reasonable customer care programs. This is because they see the benefits of the loyalty program which thereby motivates them to use the service

for a long time. For businesses, these programs will help increase sales because it stimulates the ability as well as motivation of customers. In addition, the interaction between loyal customers can help businesses receive important feedback, thus helping to develop better services in the future. Customers also gain a better understanding of the market and consumer desires, hence, having a comprehensive view to make necessary adjustments. Additionally, a loyalty program will help make a good impression on the brand. In short, customer programs not only bring immediate benefits but also build long-term, good relationships between businesses and customers and create strong bonding effects, helping to maintain customer trust in the brand. (Leninkumar 2017, 451-452.)

3.4 Customer loyalty and loyalty program metrics

Customer loyalty can also be measured like customer satisfaction. Researchers have come up with equations and metrics for companies to keep track of their loyalty program effectiveness. Since customer loyalty stems from customer satisfaction, the criteria to evaluate customer satisfaction are used to evaluate customer loyalty as well. This includes four metrics discussed in the previous chapter: Net Promoter Score (NPS), Customer Satisfaction Score (CSAT), and Customer Effort Score (CES). In addition, customer loyalty can be measured using several metrics below.

Repeat Purchase Rate

Repeat Purchase Rate (RPR) implies the percentage of consumers returning to make another purchase. Businesses track this figure because repeat purchasing is a sign of customer satisfaction and customer loyalty. Nearly 75% of returning consumers are easier to be converted into loyal customers according to Serrano (2018, according to Valdellon, 2023). Hence, RPR is necessary in calculating one business's customer loyalty. (Valdellon 2023.)

RPR is measured within a certain time range. It is due to the data that must be analyzed. Unlike NPS, CSAT, or CES where data come from customer feedback directly, RPR is based on the business's own observations and data collection. Therefore, businesses must collect the data in a period, usually a few weeks to a few months, and then calculate the final figure to create a development plan according to the metrics. (Valdellon 2023.)

RPR is measured using the equation below (Valdellon 2023).

$$\text{Repeat Purchase rate (RPR)} = \frac{\text{Number of customers purchasing more than one}}{\text{Total number of customers}} \times 100\%$$

During the timeframe, the company measures the total amount of consumers, and track those making more than one purchase. Then the number is calculated according to the equation and presented in percentage form. There is no certain indicator for this metric, but it is said that the higher the better it is. (Valdellon 2023.)

Upsell ratio

Upsell ratio is slightly different from the RPR metrics. Upsell is a technique in sales in which the salesperson convinces the customer to buy additional products or products that are more expensive than his initial purchasing intention. The customer spends more money on his purchase, creating more revenue for the business. Upsell ratio examines the rate of customers returning to buy more products. the key difference between RPR and upsell ratio is that RPR measures the ratio of repeat purchase in general, whereas upsell ratio assess the ratio of repeat purchase of products different from the first purchase in specific. For example, a customer buys bread from a local bakery on Monday and returns on Tuesday to buy another bread, his action will be counted in RPR metrics. Meanwhile, another customer also buys bread on Monday but on Tuesday, he returns to buy a cake. The second customer then provides data for both the RPR metrics and the upsell ratio, as he has been upsold to buy a different product than his first time. (Valdellon 2023 & Tessitore 2022.)

Similar to RPR metrics, upsell ratio is not provided directly by the customers. Companies must observe, record, and calculate the number. Hence, they must collect data within a certain timeframe, also in a few weeks or months. (Valdellon 2023 & Tessitore 2022.)

Upsell ratio is crucial in sales process. A customer may return to a business because it is convenient for him to do so, but him returning for a different product means he deliberately want to purchase out of prior satisfaction. The customer stands a higher chance of being a loyal customer then. Business can measure upsell ratio using the formula below. (Valdellon 2023.)

$$\text{Upsell ratio} = \frac{\text{Number of customers purchasing more than one kind of product}}{\text{Number of customers purchasing one kind of product}}$$

Another difference is that in RPR metrics, the denominator refers to the total number of customers while in upsell ratio it refers to those buying only one kind of product. Upsell ratio is used to compare the number of customers being upsold and not being upsold. If the ratio is high (depending on the number of customers recorded), companies can conclude that their upsell processes are effective because the number of customers purchasing different products outweighs those who purchase only one kind of product. (Valdellon 2023.)

Customer Engagement Score

Customer Engagement Score shows how engaged a customer is with the business. This indicator is important for businesses operating online because they can track how customers are engaged with the website/product and make changes to the UX/UI as soon as possible. As Tiki is an e-commerce company, this metric is important to them as well because according to recent study, Tiki is losing its traffic into its competitors. Nevertheless, Customer Engagement Score metrics is a complicated calculation that requires advanced measurements; hence, this thesis will not analyze this metric. (Valdellon 2023 & Tessitore 2022.)

Customer Engagement Score depends on multiple factors. Companies can choose which factors to combine into the calculation, and which factors must be emphasized in the formula. Some factors in CES metrics are Activity time, Frequency of usage, Level of usage, Number of actions taken, Key performance indicators, etc. (Valdellon 2023.)

The Customer Engagement Score metrics are measured using a complex equation as below (Valdellon 2023).

$$\text{Customer Engagement Score} = \%_{factor\ 1} + \%_{factor\ 2} + \%_{factor\ 3} + \dots + \%_{factor\ n}$$

The percentage symbol is to express the weight of each factor on the result. Each factor has a different weight on the final score result depending on what aspects the business emphasizes on. For example, an e-commerce platform can measure the Customer Engagement Score using factors such as average time spent on the website, frequency of web visit, average number of pages per visit, and number of actions taken during a visit. Among these components, the company emphasizes on number of actions taken during a visit. Hence, in the equation, this factor takes up the highest percentage and have the most influence on the final Customer Engagement Score metrics. (Placeholder1)

Unlike aforementioned metrics, Customer Engagement Score is an individual metrics. It measures the engagement of individual customers based on their activities on the website. Businesses then use this metric to segment the buyers. Those who have high score are considered more loyal than the remaining. Businesses can also create designated plans for each segment to increase the customer retention and loyalty. (Valdellon 2023.)

Participation rate

Some businesses design the loyalty program to encourage customer loyalty. To track the effectiveness of the program, business owners can use some very simple metrics such as participation rate. Participation rate assesses the percentages of loyalty program members versus the total amount of customers. The equation of the metrics is as follows. (Valdellon 2023.)

$$\text{Participation rate} = \frac{\text{Number of loyalty program members}}{\text{Total number of customers}} \times 100\%$$

The result is in percentage form. This metric shows how appealing the loyalty program is to the customers. The high rate implies that customers are attracted by the program and sign up for it. On the contrary, a low rate means the program is poorly designed and the business should make amendments as soon as possible. (Valdellon 2023.)

Active engagement rate

Customers can register for a loyalty program but never actually participate. This often happens to businesses offering first-time purchase deals. Customers then register new accounts to benefit from the deals, but they never actually participate in the program later. It creates false data, hindering the evaluation process of the companies. Hence, companies should measure a metric called active engagement rate. This metric will demonstrate the actual success of the loyalty program. Business can use the following formula to measure the metrics. (Valdellon 2023.)

$$\text{Active engagement rate} = \frac{\text{Number of active loyalty program members}}{\text{Total number of members}} \times 100\%$$

A member is considered active if he is committed to the program and carries out some actions that the business emphasizes on. Companies can use this metric to segment the customers and adjust their loyalty program so that inactive members start to participate again. High active engagement rate does not equal high customer loyalty. Nevertheless, if the rate is high, it shows signs that the buyers are committed to the business, and they are more likely to become loyal customers. (Valdellon 2023.)

4 Case company: Tiki

4.1 Introduction of Tiki

Tiki is short for “Tìm kiếm & Tiết kiệm” in Vietnamese language (English translation: “Searching & Savings”). In August 2023, Tiki changed its 13 years old logo and slogan to “Tốt & Nhanh” (English translation: “Fast & Good”) (EZ Network 2023; author’s translation). The company is founded in 2010 by the founder Tran Ngoc Thai Son. Tran founded Tiki as a platform to sell English books, a relatively new market in Vietnam at the time, with original capital of approximately USD 5,000. (Tiki 2020.)

Tiki has gained its popularity in Vietnamese market and its customers’ trust and loyalty over fellow competitors. In 2014, Tiki won two awards for e-commerce platforms from Ho Chi Minh City Department of Industry and Trade. On the website, Tiki claimed that up to 95% of customers are satisfied with their shopping experience on the platform. In addition, Tiki offers lower product prices for the consumers and lower fees for the sellers than other e-commerce sites. The product return rate of Tiki is significantly low at 0.6%, proving that the consumers are happy with the products. (Tiki University.)

With the rise in popularity and credit, Tiki expanded its business from a small e-commerce store into a major e-marketplace model. Tiki officially transformed its model in April 2017, offering over 10 million products from 16 major categories, serving millions of customers nationally. Now, Tiki introduces up to 26 categories of more than a hundred kinds of products, providing a wide range of choices for the consumers. (Tiki University; Tiki.)

According to the website, Tiki’s headquarter is in Ho Chi Minh city in Vietnam. Tiki claimed itself as a business ecosystem with three business branches, all are limited companies:

- TiKi – responsible for the website www.tiki.vn and its related seller/consumer activities. TiKi company also operates the customer service and help center for Tiki.
- TikiNOW Smart Logistics (TNSL) – Tiki’s own logistics system providing fast and cheap shipping. TNSL is available in almost every province in Vietnam.
- Tiki Trading – a certified seller on the platform. Tiki Trading receives the goods from Tiki partners and make sure that they are authentic. Then Tiki Trading sells the products to customers at a competitive price. (Tiki University.)

Tiki has been through several funding rounds, starting from 2012. Over the last ten years, the company has raised a total amount of USD 470.5 million, accompanied by 18 investors and 9 lead investors. In the most recent round, the Corporate Round, in 2022, Tiki received an undisclosed amount of funds from Shinhan Financial Group. Previously in 2021,

Tiki closed a record-breaking deal of USD 258 million from AIA Group and other investors. With the available resources, Tiki was valued at closely USD 1 billion, making it one of the giants in e-commerce business in Vietnam. (Crunchbase.)

Tiki focuses on and ensures dedication, loyalty and responsibility to customers. The company is always committed and ready to solve any difficulties for buyers when shopping. Besides, it ensures to bring many attractive experiences, and creates trust for consumers.

Business model

Like many other e-commerce sites in Vietnam, Tiki is a company that applies B2C business. Tiki is the third party that connects businesses with customers, thereby creating for customers the ease of online shopping. Thus, Tiki's model will include many individuals as well as businesses or brands participating in selling on this e-commerce platform. Not only that, but the company also imports many products to supply to the market. It can be said that the company acts as a broker for the value chains of suppliers to consumers. Through this, customers can use a variety of online search engines and can view products as well as different types. Through many stages, the company will control the quality of sellers' products before they supply them to the market, so customers can rest assured to trade and shop on this trading platform. (Nguyen et al. 2022. 5839.)

Revenue model

Tiki's main source of revenue comes from sales profits. Tiki always grasps market opportunities well. The company has long recognized the necessity of online purchases because when shopping online, customers can comfortably shop quickly without spending much time and effort. In recent years, this demand has been increasing. Therefore, consumers will always look for places to shop with quality and assurance, and always have a variety of designs and products along with policies and services for customers in the best way. Besides, customers also want more appealing programs and appropriate promotions. (Nguyen et al. 2022. 5840.)

Tiki collects revenue mainly from sales profit. The demand for online shopping of customers is increasing. Customers tend to look for reputable, reputable places, diverse products along with good customer care, warranty, along with promotions. Hence, the competitiveness of Tiki is relatively high. (Nguyen et al. 2022. 5840.)

Competitive advantage

This is a brand that has developed for many years in the market with many systems and extensive promotional campaigns along with comprehensive business strategies. The

company is increasingly asserting its foothold in the hearts of consumers because they always invest in programs as well as promotion policy options along with a team of professional and well-trained staff to be ready to answer customers' questions at any time.

It can be said that Tiki is a rich e-commerce website, goods are always updated, with diverse designs and meet the online shopping needs of people in the period of extensive development of Information technology. In addition, the company always applies attractive promotional policies. Tiki gives customers the best experience so that they can access the products flexibly and quickly. Tiki focuses on improving customer care policies, warranty services for the benefit of consumers. (Nguyen et al. 2022. 5840.)

Tiki has various competitors in Vietnam, including Shopee, Lazada, and Sendo, and recently a new entrant called TikTok Shop. Among the five players, only Tiki and Sendo are domestic e-commerce platforms in Vietnam, the remaining all have headquarters in foreign countries and have been operating in other countries long before entering Vietnam.

With the outburst of online purchasing demands in Vietnam and undeniable advantages of the competitors, Tiki gradually loses its traffic and revenue to the hand of foreign players. According to the data from iPrice (2022) and Similar Web (2023), the author has comprised a line graph showing the differences between monthly website traffic of these platforms. TikTok Shop is a recent entrant, hence there is no data on the traffic yet.

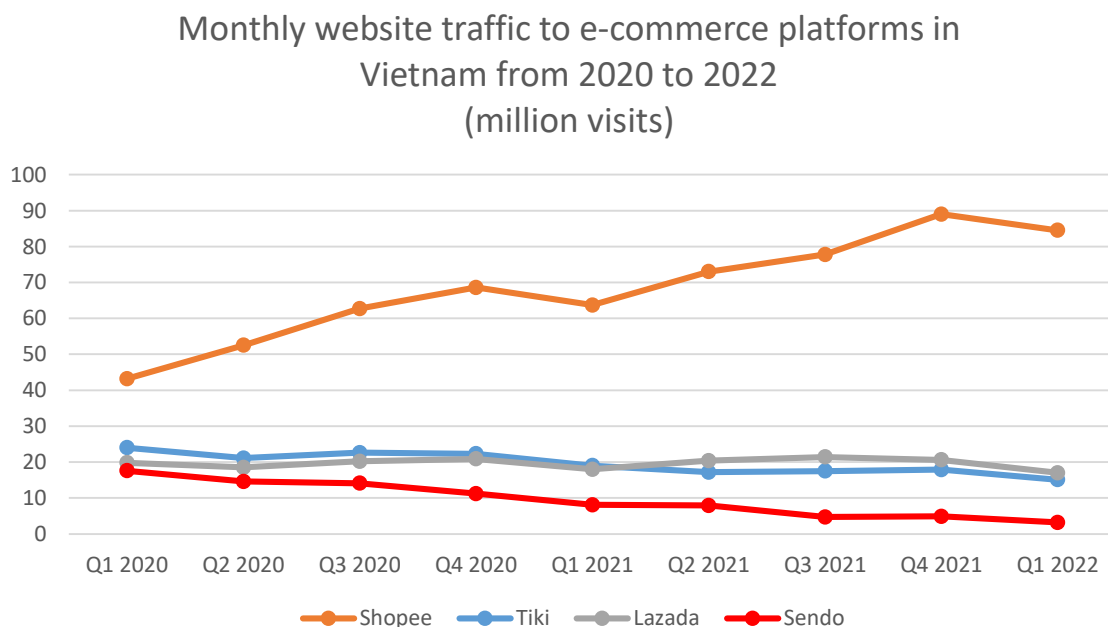


Figure 10 Monthly website traffic to e-commerce websites in Vietnam from 2020 to 2022 (iPrice 2022; Similar Web 2023).

Even though Shopee only enter the market in 2015, it has surpassed all the competitors including Tiki. The monthly visits to domestic websites dropped every quarter. After a slight growth in Q3 2020, Tiki's traffic continued to decrease. Significantly, Tiki was surpassed by Lazada in Q2 2021 and remained in third position ever since then. (iPrice 2022.) In March 2023, Tiki even reached 11.5 million visits only (Similar Web 2023). This figure raises concerns whether the customers are really satisfied as stated by Tiki.

4.2 Previous studies on Tiki's customer satisfaction and customer loyalty

In the past, Tiki has received much love and praise from the consumers. In a research carried out in 2020, Le-Hoang et al. have analysed the customer satisfaction on Tiki's loyalty programs. According to the research, the customers were satisfied with Tiki's services in general. The frequency of shopping as well as the choice of products depends on many factors and especially the occupation of the consumers. Le-Hoang et al. (2020, 46) concluded that Tiki's main customers are either working class or students. Based on that, Tiki can identify the right target customers based on their profession and age. In addition, the research paper focused on researching very young subjects (aged 24 – 27). This is a potential market because today, young people are very interested in online shopping. The company also considers characteristics to identify potential markets.

Through the research (Le-Hoang et al. 2020, 46; Ha 2020, 175), readers can easily identify the factors that the level of reliability and customer services are the factors that bring the most customer satisfaction. Interestingly, the survey also pointed out that women were more easily satisfied than men. Products or services on Tiki platform are always monitored and controlled through processes and quality assurance as well as branding. Hence, customers can avoid situations where they stumble upon fraud products when shopping on Tiki platform.

Not only that, but service quality also always affects a lot of customer satisfaction. Tiki's service quality is always improved and enhanced to increase customer satisfaction. It focuses on developing customer service policies such as delivery, product return, resolving customer complaints and questions. The level of responsiveness is also hugely impactful. Although the study pointed out that the customers are not too demanding on delivery time or high level of immediate response, they are also the factors that build and create customer trust according to previous researches. (Le-Hoang et al. 2020, 46; Ha 2020, 175.)

The studies also showed the trust and satisfaction of customers through fast delivery services such as TikiNOW. TikiNOW supports customers in delivery services. Consumers feel satisfied because when using the services, they can choose their desired delivery

time and location. Besides, this service is also extremely diverse because they can transport many types of goods in different sizes, forms, characteristics, quantity, and quality. The products are tested clearly and through many steps before reaching consumers. When the product arrives, it is always intact and clearly sourced. Fast delivery time is the priority point. Not only that, but customers can also investigate the goods before finalizing their payment, thus, they need not to worry about lost or stolen orders. (Le-Hoang et al. 2020, 46; Ha 2020, 175.)

Sriratanaviriyakul et al. (2013, 6) mentioned that Tiki has implemented several promotional programs such as TikiXu and competitions such as Tiki Fashion Icon. It shows that Tiki has adopted loyalty programs for a long time to increase its customer satisfaction. TikiXu is a point redeeming program where customers take actions on Tiki and earn rewards in the form of coins. This is the most popular type of loyalty program on Tiki as it is still applied until now. Other than that, Tiki also encouraged its customers to participate in activities that spread awareness of the business. Tiki Fashion Icon is said to be a competition held by Tiki to find its ambassadors. The winners received various prizes such as *cash, modelling contract, scholarship, and Tiki.VN vouchers*.

According to Sriratanaviriyakul et al. (2013, 5-6), the implementation of promotional programs is quite effective. The website traffic of Tiki received good signals in the traffic volume, bounce rate, and time on site. Additionally, the researchers also mentioned that most users (up to 94.27%) searched for the term “Tiki.vn” when looking for the platform. It showed that consumers are aware of Tiki due to its promotional programs.

4.3 Tiki’s loyalty programs

Tiki has applied many loyalty programs in the past. However, the company now combines many activities and programs into a major program so that the terms and conditions of these sub-programs are aligned. The most popular major program that Tiki has launched is called Astra Rewards program. The author will analyze Astra Rewards program and other programs in the next sub-chapters.

4.3.1 Astra Rewards program

Astra Rewards program was introduced in early 2022 (Le 2022). It is the most recent loyalty program, and it is the major program that Tiki is implementing. The program introduced a new digital currency called ASA tokens, which can be used in various activities on Tiki. Tiki makes constant updates to this program ever since its launch. The latest update took place in October 2023. Tiki announced that it will temporarily remove the VIP

memberships and that the members should wait for the official announcements. (Tiki 2023; author's translation.) The program is presented in the following figure.

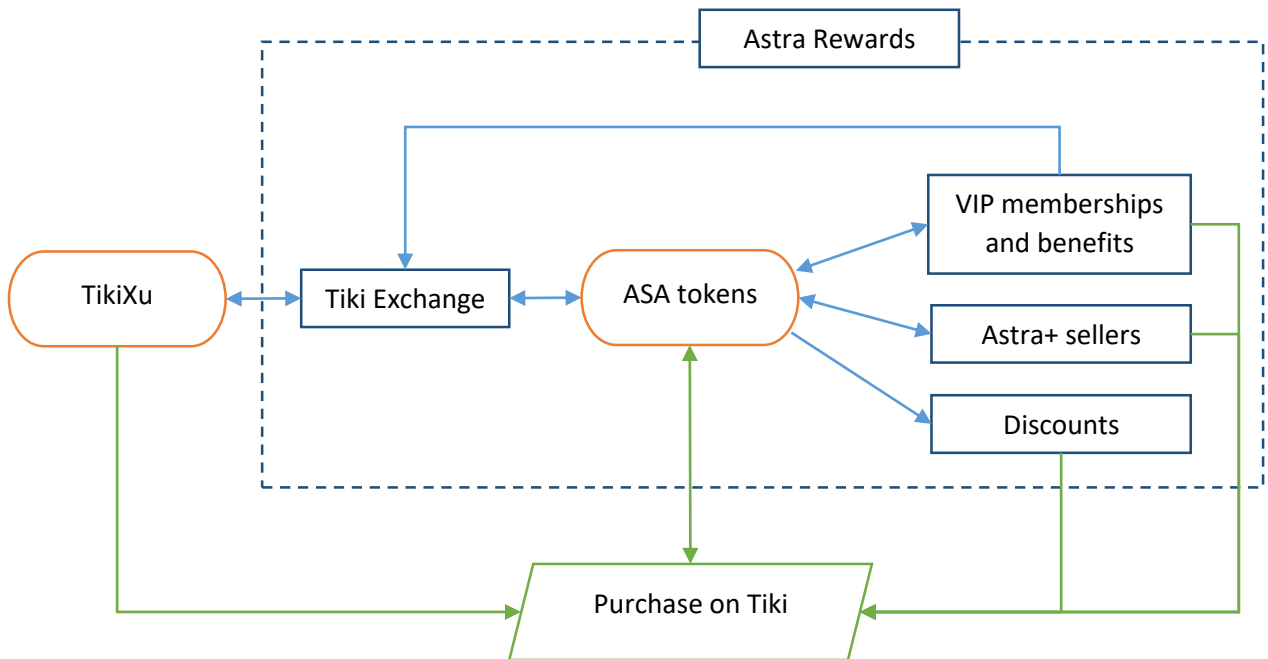


Figure 11 Astra Rewards program structure.

In the figure, elements with orange outline indicates two types of digital currencies that Tiki is implementing at the moment. Dark blue outline implies the elements are parts of the Astra Rewards program. The lines show the interactions between the elements. Blue lines show normal interactions between elements in Astra Rewards program and an external element called TikiXu. Meanwhile, green lines present interactions that leads to or affects a purchase or transaction on Tiki.

ASA tokens and the reward system:

In Astra Rewards program, customers are rewarded with a type of tokens called ASA. It is a promotional and reward program for Tiki users. ASA tokens are rewarded correlatively with the value of every purchase. When first introduced, ASA tokens could not be used directly on the next purchase, they must either be exchanged to TikiXu or vouchers. However, with the recent updates from Tiki, ASA tokens can now be used directly in the next purchase in form of discounts (Rewards Ambassador 2023; author's translation). ASA tokens never expire and hence, customers can stack up these tokens to get more TikiXu or better vouchers in the future. (Rewards Ambassador 2022; author's translation.)

ASA tokens are rewarded mainly through purchase. When a buyer purchases a product, he will be rewarded a number of tokens corresponding with his purchase value. Addition-

ally, consumers can search for ASA tokens when participating in other activities. Interactive activities can be product reviews, mini games, TikiXu – ASA tokens exchange, and participation in special events. (Rewards Ambassador 2022; author's translation.)

VIP memberships and benefits:

VIP membership packages are presented on Tiki for customers who are loyal buyers on this e-commerce platform. This is a privilege for customers to experience the top benefits and utilities when shopping on Tiki platform. The membership program has been through some changes, presented in the sequences below.

The program first started out as SEP program. Customers will be automatically given a member rank based on the value they purchase in a month. Users will be considered for an SEP upgrade on the first day of the following month. If the total spend for the month or upgrade with the ASA tokens meets Tiki's requirements, members will be upgraded to a higher SEP tier. (Rewards Ambassador 2022; author's translation.)

Then, the program changed its name into Astra Rewards program with new terms and conditions. In Astra Rewards program, Tiki present various offers. However, in the new program, customers are not automatically ranked. They can register an Astra Rewards membership using ASA tokens. (Rewards Ambassador 2022; author's translation.)

So sánh ưu đãi hội viên

	Khách Hàng	Đồng	Bạc	Vàng	Kim cương
Thưởng ASA cho mỗi 100k chi tiêu	Sản phẩm Astra+ thưởng ít nhất				
	10,57 ASA	13,57 ASA	15,57 ASA	17,57 ASA	19,57 ASA
	Sản phẩm thưởng thường				
	0,50 ASA	1 ASA	1,50 ASA	2 ASA	2,50 ASA
Tổng mã Freeship	-	60k 6 mã	140k 12 mã	350k 20 mã	700k 40 mã
Tổng mã giảm giá	-	-	60k 4 mã	150k 8 mã	200k 9 mã
Gửi heo lòi 10-20%	-	✓	✓	✓	✓
Lượt hỏi ChatGPT /tháng	300 10/ngày	600 20/ngày	1.500 50/ngày	Không giới hạn	Không giới hạn
Phí giao dịch ASA	1%	0,25%	0,20%	0,15%	0,10%
Mua hàng bằng ASA	-	Sắp mở			
Thời hạn thành viên	-	6 tháng			

* Với một số sản phẩm Astra+, mức thưởng tối đa từ 85 ASA, ASA thưởng thực tế được tự động tính ở giỏ hàng.

So sánh giá hội viên

	Khách Hàng	Đồng	Bạc	Vàng	Kim cương
Giá gói	-	10 ASA	50 ASA	200 ASA	1.500 ASA

Figure 12 Astra Rewards membership packages (Rewards Ambassador 2022).

There are four membership packages ranking from Copper to Diamond. The membership packages carry more value for customers than regular members, such as better cashback rate, exclusive vouchers and coupons, lower exchange fees, etc. The higher the rank is, the more ASA tokens customers must spend. VIP membership lasts for six months once activated. It is non-refundable and cannot be transferred to another account. (Rewards Ambassador 2022; author's translation.)

Tiki also introduced Astra+ seller collection. Customer can get more when buying products from certified stores who are using Astra+ seller program. Users can also join the Golden Piggy Bank program: they deposit ASA tokens to a virtual savings account provided by Tiki itself. From there, they gain interests in form of TikiXu when paying and shopping for products. (Tiki University 2023.)

According to Rewards Ambassador (2023; author's translation), Astra Rewards membership program was cancelled in July 2023 and replaced by a new program called VIP membership program. The memberships are divided into two package, Gold and Diamond rank. The Gold membership costs VND 114,000, whereas the Diamond one costs VND 234,000. Through this membership package, customers will experience and enjoy special services. As a result, customers will be optimized a lot when shopping with quality and other attractive incentives:

- Up to 5% of the total order value redemption: Customer can redeem more ASA tokens, which can be used to exchange for discounts for subsequent purchases.
- Free shipping for all orders: The total order value must reach VND 149,000 in order for the customers to benefit from this advantage.
- Free of charge for TikiPRO installation services: When customers shop for electronic or digital products such as televisions, refrigerators, etc. which require installation, Tiki provide free installation services for VIP customers.
- 365-day return policy: When the product is damaged or defective, customers can contact Tiki to return the product and gain compensations. For normal users, a product can only be returned at maximum of 30 days after the customers receiving it. However, for VIP members, the period is up to 365 days.
- Unlimited use of Tiki AI Assistant, which uses Chat GPT technology: Users can use it in a variety of services such as FAQs, advice and supports while shopping.
- Reduction in service fees when trading or using ASA tokens and TikiXu: VIP members can benefit from lower transaction fees on Tiki Exchange platform. Thus, with the same number of tokens or coins exchanged, they can earn more value.

The VIP membership packages are presented in the figure below.

So sánh giá gói VIP

	Khách Hàng	VIP Vàng	VIP Kim cương
Giá gói	-	540 ASA ___ hoặc ___ 114.000đ	1.120 ASA ___ hoặc ___ 234.000đ

So sánh ưu đãi

	Khách Hàng	VIP Vàng	VIP Kim cương
Hoàn điểm Astra (ASA) <i>5% tính trên giá trị đơn</i>	Mọi sản phẩm được hoàn		
	⊕	2% Tối đa 200k/đơn hàng	5% Tối đa 500k/đơn hàng
	Sản phẩm có nhãn ASTRA+ được hoàn thêm		
		Ít nhất từ 3% *	
Miễn phí giao hàng 100% MỎ	Ch.trình Freeship thông thường	100% Cho đơn từ 149k	100% Cho đơn từ 149k
Miễn phí dịch vụ lắp đặt TikiPRO MỎ	⊕	⊕	⊕
Đổi trả 365 ngày MỎ	Chính sách thông thường	Chính sách thông thường	Đổi trả tận nhà trong 365 ngày*
Lượt hỏi ChatGPT MỎ	300 câu/tháng	Không giới hạn	
Phí giao dịch ASA-TikiXu	1%	0,15%	0,10%
Thời hạn thành viên	-	6 tháng	

* Với một số sản phẩm Astra+, nhà bán có giới hạn giá trị hoàn ASA tối đa, ASA thường thực tế được tự động tính ở giỏ hàng.

* Đổi trả lên tới 365 ngày nếu sản phẩm hư hỏng do lỗi của nhà sản xuất, áp dụng cho một số ngành hàng với sản phẩm của Tiki Trading

So sánh gói & Thể lệ

Figure 13 VIP membership packages (Rewards Ambassador 2023).

Exclusive benefits for Tiki members will be much different from regular members because it will bring countless economic benefits as well as many experiences and utilities when customers shop. This is a way for Tiki to show gratitude for its customers' loyalty. At the same time, the memberships give them an ideal shopping environment. For each order the consumers successfully buy on Tiki or an activity they interact with on Tiki, they will receive an amount of ASA tokens corresponding to the value of that order and activity. The VIP memberships last for six months starting from the time a user purchase a package. The VIP memberships will be automatically renewed once it expires unless being cancelled by Tiki. (Rewards Ambassador 2023; author's translation.)

However, just one month after the implementation, Tiki announced on the membership registration center that it will annihilate the program. However, all users who have purchased a package will be maintained their benefits until the package's expiration. Memberships will not be automatically renewed regarding Tiki's announcement. (Tiki 2023a.)

Other than ASA tokens, customers of Tiki can use another currency called TikiXu. ASA tokens and TikiXu can be exchanged for each other on a platform called Tiki Exchange. Tiki Exchange works on blockchain technology.

Blockchain technology

Blockchain is a rather new term in Vietnam due to its complexity and technology-related characteristics. Vietnamese citizens have only sparked interest in blockchain technology starting from 2016. The topic reached its highest peak in late 2017, early 2018 according to Google Trends.

According to Bashir (2017, 1), blockchain is a technology that stores and transmits data without the need for third-party intervention. It is based on a distributed model in which data is stored in blocks linked by functions and cryptography. Each block contains information about the transaction and "timestamping", they are chained together to create blockchain. The key features of blockchain include:

- **Decentralization:** There is no central authority controlling the entire system and data is distributed across multiple nodes. This prevents the concentration of power and increases the independence and safety of the system.
- **Security:** Each block is associated with the previous block. If something changes in the previous block, then all subsequent blocks are also affected. This makes it more difficult to modify data and increases security.
- **Immutability:** Once information is added to the blockchain, it cannot be changed or deleted. This increases the transparency and reliability of the system.
- **Timestamp:** Each block has a timestamp that helps determine the order of events and transactions on the chain. (Bashir 2017, 30-32.)

Self-executing code stored on the blockchain helps automate the process of executing contracts and transactions. The technology is widely used not only in applications involving money on the system (Bitcoin, Ethereum, etc.) but also in many other areas such as supply chain management, authentication and permission management, and many others. (Pierro 2017, 92.)

Blockchain technology brings important benefits, especially in areas that require transparency, security and decentralization. The significant benefits of blockchain are as below (Pierro 2017, 92.):

- Blockchain systems use a decentralized model in which data is stored on multiple nodes, reducing the risk of a single-point attack. Each block connects to the previous one. So, it ensures security in the chain.
- The data in the blockchain is public and can be viewed by anyone. This increases transparency in the transaction process and data management.

- Blockchain makes information more reliable and resistant to inappropriate changes. Distributing data across multiple nodes reduces the risk of power concentration in a single control unit.
- Blockchain operates on self-executing codes, thus, it saves cost and time.
- Smart contracts increase efficiency and reduce the risk of errors.
- Blockchain provides a transparent way to track every step of the production process until the product reaches the consumer, ensuring product quality and provenance. It can be seen that the management becomes more optimal.
- Asset conversion: Blockchain provides a means to convert traditional assets into digital versions (tokens), opening the possibility of creating new asset markets.

In summary, these benefits have made blockchain technology an important tool in many different fields, from finance to healthcare and supply chain management.

Tiki Exchange

Tiki Exchange is an exchange platform created by Tiki to exchange ASA tokens and TikiXu based on blockchain technology. Customers who own ASA tokens can exchange them with other users and receive TikiXu. If the member has many coins, it can also be used to buy ASA tokens on Tiki Exchange. Transactions on Tiki Exchange only take place between personal accounts on the Tiki app. ASA tokens can be collected as bonus tokens after purchase. They are also collected from other activities and can be converted into coins at a 1:1 ratio. (Administrator 2022; author's translation.)

Participants are responsible for their transactions. Tiki customers with ASA tokens who want to trade can place a pending order to buy/sell their tokens. When placing an order, users must specify the number of ASA tokens they want to trade to TikiXu or vice versa. Users who have TikiXu on Tiki can place orders to buy/sell ASA tokens, as long as they specify the desired price to buy/sell and the volume to be placed. When there is another order with a better price than desired, the order will be executed. For example, if a user orders to buy 10 ASA tokens for 100 coins per ASA tokens, the order will be executed if there is a seller selling ASA tokens for lower or equal to 100 coins. If the user sells 10 ASA tokens for 100 coins per ASA tokens, the order will be matched if there is a buyer willing to pay more or equal to 100 coins. The command will remain open if it does not match all the desired volume. The user could delete an order if the amount received does not match their expected volume. (Administrator 2022; author's translation.)

Customers are presented with two ways to exchange ASA tokens and TikiXu, quick order or pending order. When a user uses quick order, he will be automatically matched with the

highest exchange value set on the platform. For example, if the customer wants to exchange 20 ASA tokens using quick order, the system will automatically search for the highest value of TikiXu that other customers have set. The highest value is 100 TikiXu for 10 tokens, the second highest value is 90 TikiXu for 10 tokens. The system will then automatically exchange 20 tokens from the sellers for 1,000 TikiXu from the first buyer, and 900 TikiXu from the second buyer. In total, the user will receive 1,900 TikiXu in exchange for his 10 ASA tokens. On the other hand, when using pending order, the customer will have to set a desired exchange value. When there are other customers setting the same value for the opposite exchange (e.g., the user set the exchange value of his ASA tokens, other customers set their exchange value of their TikiXu), then the system will automatically match two orders. (Administrator 2022; Tiki Exchange; author's translation.)

When exchanging ASA tokens for TikiXu (in other words, selling ASA tokens), customers will see an interface as presented in the following image.

The interface displays the following data for the 'Thị trường giao dịch' (Trading Market):

Giá, Xu	Số lượng, ASA	Thời gian
17	545	15:35:29
18	778	14:33:53
18	90	13:37:16
18	22.375	13:04:56
18	2.038	11:36:56
18	2.039	11:29:18

Figure 14 ASA tokens selling (or TikiXu buying) interface (Tiki Exchange).

In here, the users can see the selling value of ASA tokens. In quick order, the value is determined by the market, whereas in pending order, customers can set the desired value themselves. In the next section called ASA amount, customers can set the number of tokens they want to exchange in a provided box. Customers can see how many ASA tokens they have left in their account in the Availability section. Tiki provides a shortcut for users in form of buttons right below the ASA tokens amount box. Customers can choose to spend 25%, 50%, 75%, and up to 100% of the total ASA tokens they own. Afterwards, customers can press the red button, and their order is complete and ready for the system to automatically match with other order. Under the button, Tiki presents up-to-date buying and selling prices for references. (Tiki Exchange; author's translation.)

When exchanging TikiXu to ASA tokens, users will be presented with a rather similar interface. There are some minor changes in the component title and colour compared to the selling interface. The ASA tokens buying interface is as below.

Lệnh nhanh ⓘ **Lệnh chờ** ⓘ

Giá mua Astra **Thị trường**

Số Xu sử dụng ⓘ

17 Xu

Khả dụng 0 Xu ⓘ

Phí giao dịch ⓘ

Mua Astra

Thị trường giao dịch

Giá, Xu	Số lượng, ASA	Thời gian
17	647	18:34:11
17	545	15:35:29
18	778	14:33:53
18	90	13:37:16
18	22.375	13:04:56
18	2.038	11:36:56
18	2.039	11:29:18
18	2.111	11:14:51
17	463	11:07:39
17	294	11:02:38

Lệnh nhanh ⓘ **Lệnh chờ** ⓘ

Giá mua Astra

17 Xu

Số lượng ASA

1 ASA

Số lượng Xu

17 Xu

Khả dụng 0 Xu ⓘ

Phí giao dịch ⓘ

Mua Astra

Thị trường giao dịch

Giá, Xu	Số lượng, ASA	Thời gian
17	647	18:34:11
17	545	15:35:29
18	778	14:33:53
18	90	13:37:16
18	22.375	13:04:56
18	2.038	11:36:56
18	2.039	11:29:18
18	2.111	11:14:51
17	463	11:07:39
17	294	11:02:38

Figure 15 ASA tokens buying (or TikiXu selling) interface (Tiki Exchange).

Here, users can also see similar components such as the buying value of ASA tokens, the box to set number of TikiXu used to buy tokens, the available number of TikiXu, the button to complete the order, and the information about the market for references. In quick order, customers can only set the amount of TikiXu they are willing to spend, and the system will automatically find the number of ASA tokens suitable for the desired price. In pending order, buyers can set how many ASA tokens they want to buy with their desired TikiXu amount. This works on the same basis as when users selling ASA tokens. (Tiki Exchange; author's translation.)

ASA token value is adjusted according to supply and demand, which is transparent and simple. At any given time, there is always the maximum price that others are willing to pay to buy the tokens and the minimum price that others are willing to accept to sell the tokens. If the demand for ASA tokens is high, there will be more buyers than sellers, the demand will increase, and the price will rise. On the other hand, if there are more people selling Astra than buying then the market price will fall. (Administrator 2022; Tiki Exchange; author's translation.)

After being created, the order will have the following statuses:

- Open: Orders are open and waiting for execution, orders may be partially matched or in pending mode.
- Completed: The order is closed after complete execution.
- Cancelled: The order is cancelled by the user or from the system. In case of cancellation, the order may be partially wrong or mismatched.

All ASA token buying/selling transactions are charged a fee of 0.1%, the fee will be deducted directly from the value of tokens/coins upon completion. In case of buying ASA tokens, the fee is 1% of the total ASA tokens receives after order matching. In case of selling ASA tokens, the fee is 1% of the total TikiXu received after order matching. VIP members are entitled to fee reduction down to only 0.1% – 0.15% of the transaction. (Rewards Ambassador 2023; author's translation.)

Assets showing the total value of TikiXu a user have includes ASA tokens and TikiXu. ASA tokens' value is approximately converted into TikiXu based on the market price at the current time. TikiXu is the number of coins available in the user's account. Tiki Exchange is considered a strategic platform to attract and retain customers as they can exchange TikiXu or ASA tokens in use them for shopping benefits such as free shipping, discount codes, or membership upgrades. (Rewards Ambassador 2023; author's translation.)

4.3.2 Other loyalty programs

TikiXu

TikiXu (English translation: Tiki Coins) is a digital currency used when customers shop on Tiki platform. Coins can be used to redeem vouchers and used as discounts when shopping for goods on Tiki. Customers can deposit real money into their account to buy TikiXu (with one TikiXu equals VND 1). However, TikiXu cannot be exchanged into real money. (Tiki 2023b; author's translation.)

Customers can choose to use TikiXu to redeem discounts for an order by checking the box used at checkout and ordering during the order process. As a result, the system will convert them and subtract money from the total amount that the customer will pay for their order. However, consumers must have at least 1,000 TikiXu in their accounts to be able to use this feature. (Tiki 2023b; author's translation.)

TikiXu is not applied to some products in utility services such as vouchers - coupons, billing services, etc. Besides, when buying goods, if the TikiXu accumulated are more than or equal to the total order amount, customers can buy orders for VND 0 if they choose the discount option. If there is less in the TikiXu inventory than the value of the order to be paid, the customer will be reduced an amount corresponding to the number of coins that they currently have. (Tiki 2023b; author's translation.)

The way to harvest TikiXu is easy. Customers can manipulate the steps specified on the app. TikiXu will be sent to customers' accounts through cases such as:

- Return a product: TikiXu refund will be done as a customer service in product return cases. In the process of shopping for products, customers will encounter many cases of dissatisfaction with the product such as wrong or missing goods, damaged and defective products, or fraud products. Tiki will then compensate for the customers with TikiXu within 24 hours.
- Exchange ASA tokens for TikiXu on Tiki Exchange platform.
- Participate in activities and events where Tiki provides prizes as TikiXu. (Tiki 2023b; author's translation.)

According to the article (Tiki 2023b; author's translation), Tiki has also introduced a coin transfer feature. This is a feature that allows customers to transfer across different accounts. To use this feature, it requires regulations such as it is only applicable to specified

customer groups and customers must enter the PIN code to make a coin transfer. A consumer has maximum 10 uses per user per day, each time at least 5,000 coins. The total amount one can transfer can be up to 10 million coins per day.

TikiNOW memberships

TikiNOW memberships were introduced in 2017 and stopped in 2022 so that Tiki can present the SEP program. TikiNOW memberships offer many advantages for the customers including fast shipping and free shipping. For consumers in big cities such as Hanoi or Ho Chi Minh City, where Tiki has its offices and warehouses, TikiNOW members can expect their products to be delivered within two hours. For members from other regions, the maximum delivery time is five days. TikiNOW members are also entitled to free shipping for a year starting from the registration time. Additionally, Tiki had operated TikiNOW Day every month and provided the TikiNOW members with exclusive vouchers and discounts. (Tiki Guidance 2021; Nguyet Di 2021; author's translation.)

Thanks to the advanced delivery services, customers were very satisfied. According to Nielsen (2019; according to Phuong Nga 2019), Tiki had solved a pain point of customers in e-commerce market, which is the eagerness to receive their products. With TikiNOW memberships as the solution, Tiki successfully gained the highest customer satisfaction score and NPS among the major e-commerce platforms in Vietnam.

Tiki Clubs

Tiki Clubs include Tiki Book club, Tiki Beauty club, Tiki Mom club, etc. Each club specified in promoting a type of goods for a specific type of customer. When a customer joins a club, he will receive tremendous benefits such as exclusive discounts and vouchers for the type of goods that club is promoting. In addition, in big events and sale days, Tiki Club members can get access to hot deals sooner than regular buyers.

Tiki's Community groups

Tiki creates two official community groups for the customers to easily connect and communicate with each other and with Tiki itself. On Facebook, Tiki has 2.9 million likes and 3.1 followers. The community group created and controlled by Tiki also reaches nearly 90 thousand participants. (Facebook.) With the birth of Astra Rewards program, Tiki published another community group on Telegram so that Tiki Exchange users can easily connect with each other. The group now reaches almost 100 thousand users. (Ambassador 2022; author's translation.)

Golden Piggy bank

Piggy bank is another Astra Rewards advantage for customers of Tiki. The piggy bank is an exclusive offer for VIP membership. Buyers can deposit ASA tokens into different piggy bank accounts corresponding to their VIP membership packages. (Rewards Ambassador 2022; author's translation.) The packages of Golden Piggy bank are shown below.

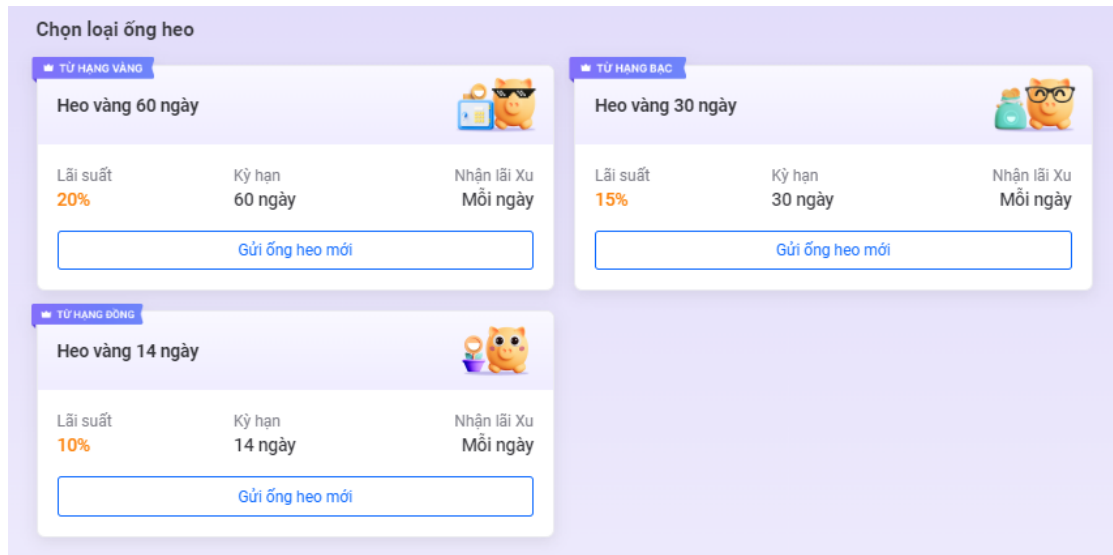


Figure 16 Golden Piggy bank packages (Administrator 2023).

This is an attractive program because Tiki users can use ASA tokens to put into piggy banks, thereby periodically receive daily interests with high interest up to 20%. The program is widely used due to its benefits:

- High profitability: high interest rates allow users to earn extra TikiXu with their initial deposit. Users can receive these interests daily.
- During the deposit period, interest will be deposited to the account every day, every week, every month. Customers can use it for direct shopping.
- Easy registration: customers can send the existing ASA tokens to the piggy bank corresponding to their Astra Rewards member rank to suit the interests and needs of each individual. (Administrator 2023; author's translation.)

However, the program has been cancelled in July 2023 along with the cancelation of Astra Rewards membership program (Administrator 2023; author's translation).

5 Empirical research and data analysis

5.1 Empirical research process

The author created a survey consisting of multiple-choice, free-choice, and free-form questions. The survey questionnaire is divided into two categories, one is for Tiki's Astra Rewards members and the other is for non-members. Since this paper studies the Astra Rewards program, those who are members are considered the target of the survey. The questionnaire designed for this category contains more questions with details such as personal information, the program evaluation, etc. However, the opinions of non-members or ex-members also affect the program's success; thus, the author designed a simpler questionnaire to gather these evaluations as well.

First, the survey participants are asked to choose their role, either as a member or a non-member. Then, they will be directed to the corresponding questionnaire.

Questionnaire for Tiki's Astra Rewards members:

This questionnaire has three parts: demographic information, the Astra Rewards program evaluation, and overall satisfaction and recommendation. In all sections, the author has clearly explained what the question is about and how to answer the survey in the correct format. Each part also has the author's confirmation that the survey is secured, all the information is used for non-profit, educational purpose, and the survey participants are not requested to provide any sensitive information such as contact information or passwords.

The demographic information contains five questions, including four forced-choice questions and one multiple-choice question. First, the survey participants must provide information about their gender and age, how long they have been Tiki's customers and how much they spend on Tiki on monthly average. The participants then choose from 1 – 5 categories of goods they mostly purchase on Tiki. Since Tiki has 26 categories of goods, it is complicated and inconvenient for the participants to browse the list. Hence, the author has combined similar categories and narrow the list down to 14 types. After choosing their most purchased types of goods, the participants are directed to the next section.

In part two, partakers are asked to give an overall satisfaction score from 1 – 5 of the Astra Rewards program. Next, they must say which sub-program they feel dissatisfied with the most, there are five options, taken from five sub-programs discussed in the previous chapter. Moreover, survey participants are presented with an option where they feel like there is no need to change anything, or they can give their own choice other than said options. The author then extends the topic and asks more thoroughly which features of the

sub-program the partakers dislike the most and what suggestions of modification they have for Tiki regarding those features. The features are taken from Tiki's description of the program, and from the previous chapter's analysis.

Lastly, the survey participants give a score from 1 – 10 on how likely they will recommend Tiki and Tiki Astra Rewards program to their acquaintances, with 1 as Not likely and 10 as Very likely. The survey ends when the participants hit Submit button.

Questionnaire for Tiki Astra Rewards non-members:

For non-members, the questionnaire only contains of two questions. Firstly, partakers are asked why they do not participate in Tiki Astra Rewards program. This helps the author understand whether these non-members have not heard of the program yet, or they have participated but later resigned due to dissatisfaction. Lastly, the survey asks if the survey participants want to join the program in the future with simple Yes or No option.

The author prepared two version of the survey, one in English and one in Vietnamese. The English version is enclosed in the appendix, allowing this paper's audience to understand what the survey questions are. Meanwhile, the Vietnamese version is used in the survey process because the target are Tiki's Vietnamese users, hence, charts and results are also in Vietnamese. However, the author has translated those data into English.

The author aimed to get 100 responses (excluding non-members) in two weeks. The survey was planned to be distributed via direct messages and public groups related to Vietnamese e-commerce platforms on the author's social media. However, the author could not publish the survey in the official Tiki's Facebook group due to strict moderation. This may affect the credibility of the survey's results, as the survey cannot reach as many customers as expected. The surveyed was distributed from October 10, 2023, after eight days, the target was reached, and the author closed the survey. In total, there are 108 responses, in which 100 are from members of Tiki Astra Rewards program, and 8 are from non-members. The data are arranged and analysed in the following sections.

5.2 Demographic analysis

In 100 surveyed users, there are 54 females, 42 males, 2 intersexes and 2 undisclosed. Overall, the percentage of female is 54%, and male is 42%. Compared to the traffic data on Similar Web (approximately 47% female and 53% male) (2023), the percentage of female is higher. It is likely because the sample size is too small compared to the whole population. Hence, it cannot represent the population as correct as the data from trusted website.

What is your gender?

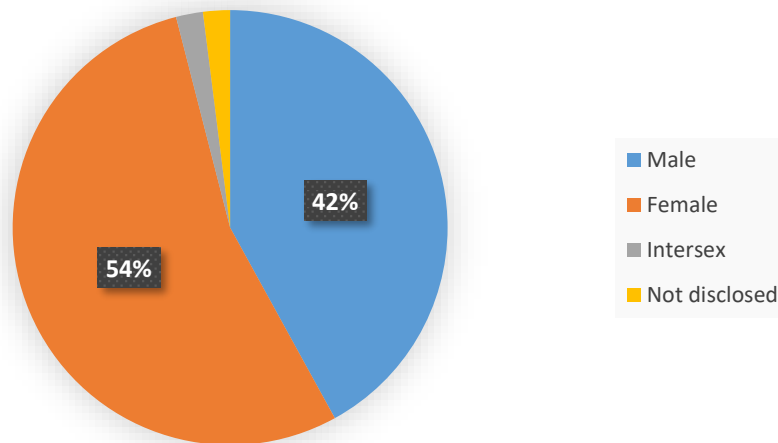


Figure 17 Gender of survey participants.

The participants are divided into specific age groups based on the division retrieved on Similar Web (2023). Most of the surveyed consumers belong to group 18 – 24 and 25 – 34 with equal percentage of 38%. Tiki's users from 25 – 34 years old account for 31.87% of website's traffic, which is almost similar to the survey's result. However, the percentage of 18 – 24 years old users collected from the survey (38%) is higher than the data from Similar Web (21.67%) (2023). Age group 35 – 44 also has a ratio close to the actual data, with 7% recorded in the survey compared to 9.98% recorded in Similar Web (2023).

How old are you?

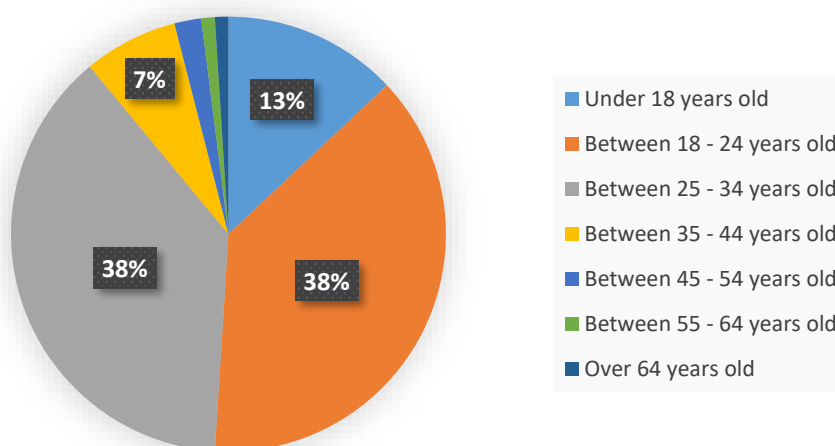


Figure 18 Age group of survey participants.

Significantly, Tiki records no traffic from users under 18 years old, nevertheless, there have been 13 survey participants stating they are not 18 yet. It could be that the population of under 18 years old users may be too small, so Tiki has not recorded it yet.

The percentage of middle-age and elderly users (age group 45 – 54, 55 – 64, and above 64) recorded by Tiki is quite high, accounting for more than 30% of the total traffic. However, in the survey's results, there are only four participants belongs to this grouping, accounting for only 4%. Due to the survey being distributed via the author's social media, whose audience is mainly social media users under 30 years old, the said age groups may not have access to the survey and thus, their opinions are not reflected in the results.

The following pie chart shows the length of time the survey partakers have been using Tiki. Tiki has only published the Astra Rewards program in 2022; hence, survey participants in group from 1 – 2 years or below 1 year are considered new users and are only familiar with Tiki's Astra Rewards program. Meanwhile, the other two groups are considered old users who have experienced other loyalty programs before the Astra Rewards program. Hence, the author expected these groups to have some comparison to other loyalty programs when evaluating the Astra Rewards program.

How long have you been using Tiki?

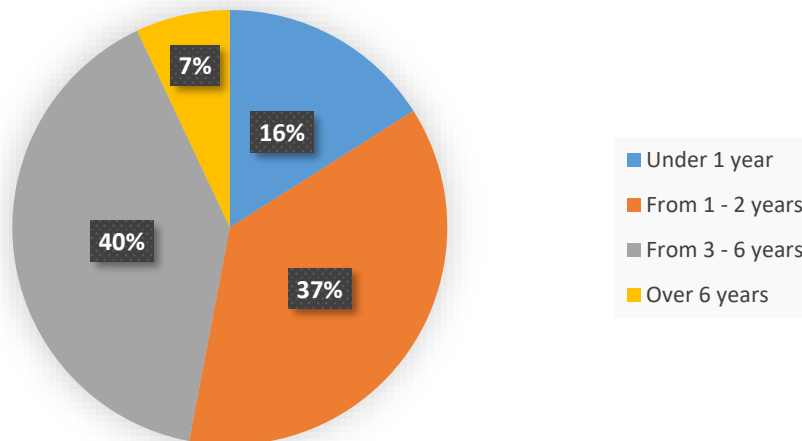


Figure 19 Usage time of survey participants.

The group with the highest figure is users from 3 – 6 years (40%), followed by group of users from 1 – 2 years (37%). The total of old customers (from 3 – 6 years and above 6 years) amount to 47 people, while the total of new customers is 53, making the ratio of old and new users almost 1:1. This shows that Tiki not only keeps its existing customers but also gains new ones despite the major change in loyalty programs.

The survey participants were then asked to point out their monthly average expenditure on Tiki. This helps depict how much Tiki's users are willing to spend on the platform.

What is your average monthly spendings on Tiki?

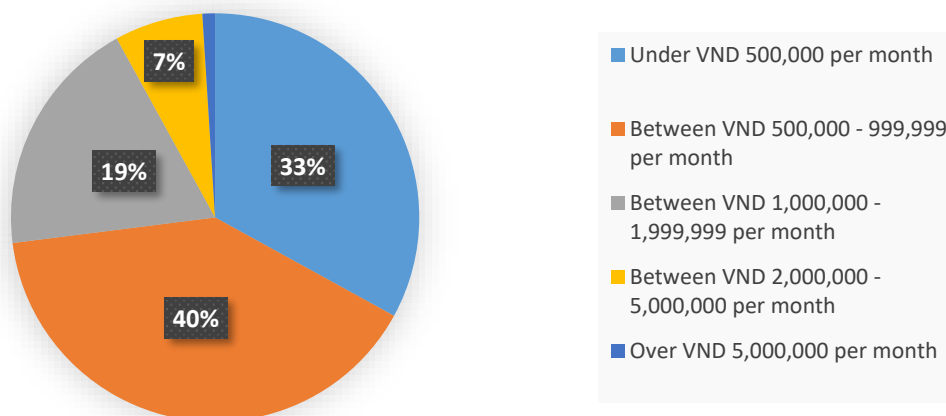


Figure 20 Average spendings of survey participants.

Up to 40% of the participants said they spend from VND 500,000 – 999,999 VND per month on Tiki whereas 33% said they spend less than VND 500,000 per month. Altogether, these two groups account for 73% of the survey participants. To conclude, the survey points out that most Tiki's users can spend up to VND 999,999 per month. In early 2023, Vietnamese government stated that the average income per month per person in Vietnam was VND 6,700,000 (General Statistics Office 2023). The ratio of maximum spending of most users to the average income per person is roughly 1:6.5, showing that the purchasing power of Tiki's users is relatively high.

The majority of males spend from VND 500,000 to 999,999 per month. Meanwhile, females share rather equal votes between two options *Under VND 500,000 per month* and *From VND 500,000 to 999,999 per month*. Men under 25 years old usually spend less than VND 500,000 per month. In other range of consumption level, men between age 25 and 34 account for the highest percentage. In the consumption level of VND 500,000 or lower, all the female respondents are under 25 years old, except for one woman who is over 64 years old. Interestingly, the number of 18 – 24 years old and 25 – 34 years old women spending from VND 500,000 to 999,999 is equivalent.

Lastly, there is a total of 14 groups of goods (narrowed down from 26 categories on Tiki's website), from which survey participants must pick out from 1 – 5 categories they mostly buy. The data is presented in the bar chart below.

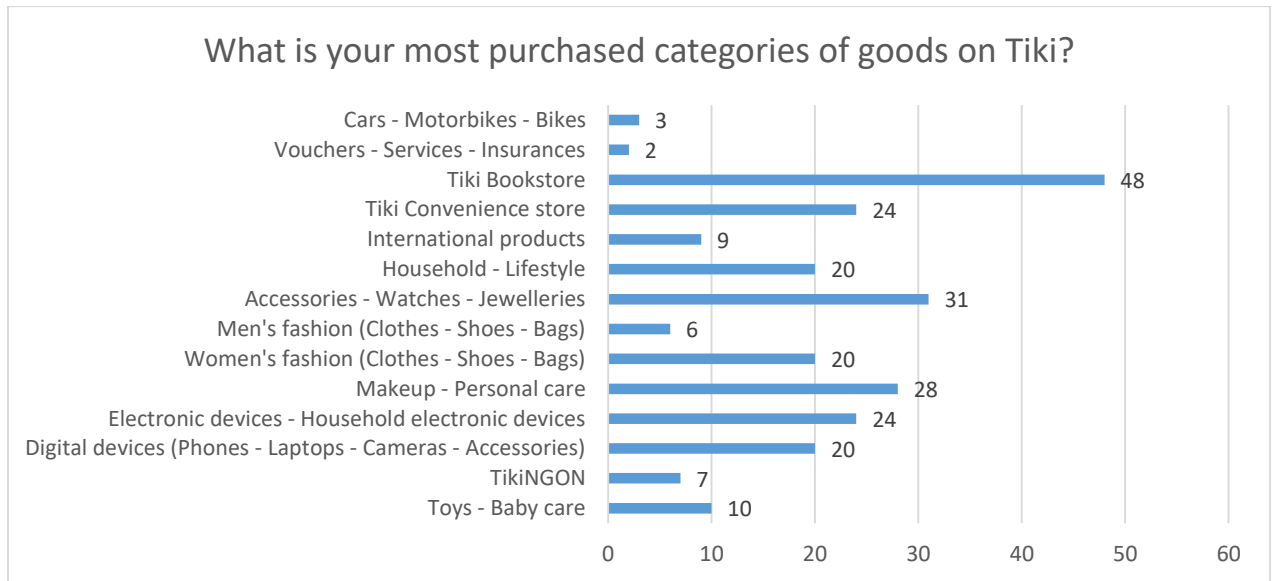


Figure 21 Most purchased categories of goods of survey participants.

According to the chart, nearly half the survey respondents (48%) are customers of Tiki Bookstore. Tiki was originally an online bookstore, so it is unsurprising to see Tiki Bookstore being the most consumed category. Other types of products being better consumed include digital devices (phones, laptops, etc.), makeup – personal care, accessories – watches – jewelries, and Tiki Convenience store, with respective percentage of 24%, 28%, 31%, and 24%. The least purchased types of goods are vouchers – insurances, and vehicle accessories (2% and 3% respectively). Tiki's users seem to prefer to purchase products related to personal use, especially high value ones. Tiki has credibility in strict control and evaluation of their goods. Tiki even founded Tiki Trading to distribute authentic products (Tiki). Hence, customers need not to face risks of fake products like other e-commerce platforms in Vietnam. This is why the survey participants feel safe enough to purchase valuable products for personal use from Tiki.

5.3 Data analysis

In section two, survey participants are asked to give evaluations of Tiki Astra Rewards program and its features. First and foremost, they must give an overall satisfaction score of the Tiki Astra Rewards program in general. This helps depict the CSAT metric.

The number of negative respondents, people who rate 1 – 2, are decent (16 people). It means more than one tenth of users dissatisfied with the program. The majority of survey participants remain neutral with their score, nearly half of them give score 3 on the scale. They are not impressed by the program, but they are not too unsatisfied to give a low score. Around 30 respondents show positive attitude with score while only 7 people think

the program are excellent and rate 5. In total, there are 36 good responses. The average satisfaction score of all survey participants is 3.25. Using the equation from previous chapters, the author calculated the Customer Satisfaction Score (CSAT) as below.

$$CSAT = \frac{\text{Satisfied}}{\text{Total respondents}} \times 100\% = \frac{36}{100} \times 100\% = 36\%$$

Since there is no official evaluation, it is unsure that the score is good or bad. However, according to Birkett (2023), the common CSAT of e-commerce and retail is around 75 – 85%. Hence, a CSAT of 36% is very low, less than half of the common score. It is obvious that the survey partakers are not really satisfied with program.

Then the participants are asked what features of Tiki Astra Rewards program they are dissatisfied with the most. There are five features, and the survey participants can choose to state their own dissatisfaction or claim there is no dissatisfaction at all. The results are shown in the figure below.

What feature of Astra Rewards program do you want Tiki to improve the most?

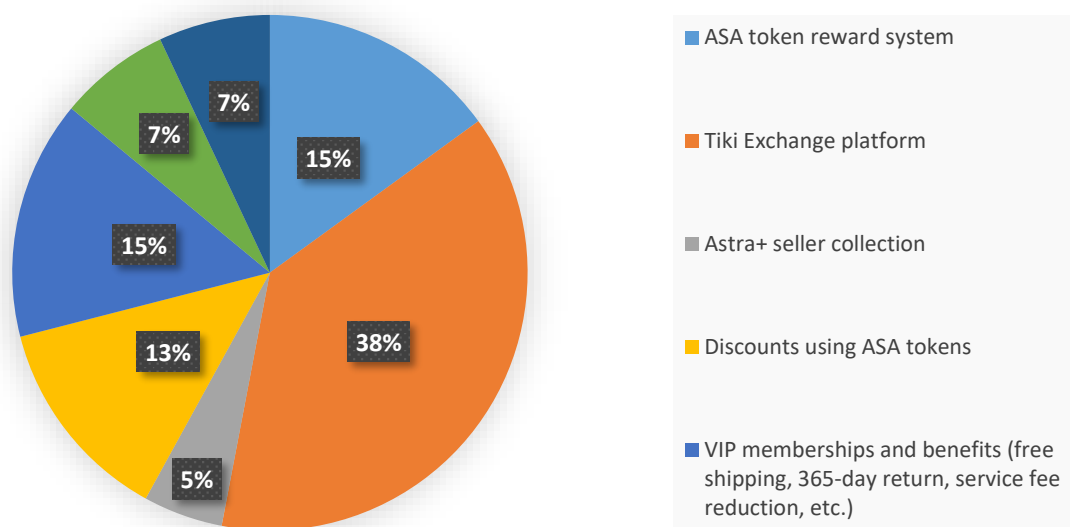


Figure 22 Opinions on what features of Astra Rewards program that the respondents want to make changes to the most.

In general, more than one third of the survey participants dislike the Tiki Exchange platform. Nearly 50% of people dislike three features, including ASA token reward system, discounts using ASA tokens, and VIP memberships and benefits. These features share a similar figure of almost 15%. The least disliked feature is Astra+ seller collection, only 5

people claim they want Tiki to alter this feature. 7% of the participants feel like the program is good enough, so they do not feel the need to change anything. The remaining seven people state their own dissatisfaction other than the five features.

The survey partakers are also asked to give detailed opinions on what characteristics of these features they hate/want to make change to the most. The author will analyse these opinions in turn in the next segments.

Tiki Exchange platform:

Tiki Exchange platform is the most disliked feature according to the survey, with 38 out of 100 people claiming they are not satisfied with it. The platform works as a place for users to exchange the tokens to coins and vice versa. It operates on blockchain principles as discussed in the former chapter. No other e-commerce websites in Vietnam have the same feature, thus, it is understandable that it is the most controversial feature.

There are two people saying they have never heard of the feature; one is from 55 – 64 years old and have used Tiki for over 6 years and one is under 18 years old who uses Tiki for less than a year. Hence, the age barrier and the short usage time may be the reason for them not knowing the exchange platform.

Almost half the respondents say they do not understand or do not like the platform, in which there are 7 females and 6 males. Most of them belong to age group 18 – 24 and most are new users who have been using Tiki for under 2 years. They also pick several characteristics to make their opinions clearer. 92.86% of people (13 out of 14 respondents) pick multiple answers along with “I don’t understand/like this feature” including “The platform’s interface is complicated, not user-friendly” and “Guidance is vague, causing troubles for first-time users.” This shows that the platform’s UX/UI is the most despised characteristic. The ASA token system is a new phenomenon in Vietnamese e-commerce field; hence, e-commerce customers do not have enough knowledge about it. In addition, new users need a lot of explanation and guidance as blockchain technology is not a widely discussed topic in Vietnam. On Tiki Exchange platform, users can find symbol ⓘ next to a few components, telling users what they are and how they work. However, the elements on the real-time trading chart have no symbol to show detailed information. In the FAQs webpage, users cannot find any information about these elements as well, resulting in the frustration of the survey participants.

Two of the survey participants left their recommendations in the free-form question, stating that Tiki should omit the Astra Rewards program and re-open the TikiNOW program and TikiXu, which means the previous programs are more efficient. This indicates that Tiki

Exchange platform is a reverse feature causing frustration for the customer rather than profiting them. It is necessary that Tiki makes changes to the program quickly so that it no longer brings dissatisfaction to everyone.

Around 20 people choose “The platform’s interface is complicated, not user-friendly” and “Guidance is vague, causing troubles for first-time users.” That means other than 13 respondents choosing “I don’t understand/like this feature”, there are roughly 7 more survey participants understand how the platform works but are still disappointed with the UX/UI. This again shows the importance of altering and upgrading Tiki Exchange’s UX/UI.

Over 40% of the respondents say they do not have time to track the exchange rate fluctuations. Tiki Exchange system works on real-time basis; thus, users are required to keep track of any fluctuations to maximize their transaction value. Since most Tiki’s users are between 25 – 34 (Similar Web 2023), they are likely to go to work and cannot keep an eye on the platform all day.

16 out of 38 survey participants said they are frustrated that the exchange rate between ASA tokens and TikiXu is lower than their expectations. The exchange rate is not decided by Tiki; it depends on other users’ price setting. Sometimes, buying users set the price very low, thus the sellers feel upset because they do not want to exchange for such low rate and vice versa. Hence it is understandable that up to 42% of the participants hate that the exchange is not as expected. In addition, most of these survey participants also complain that the transaction fee is too high. The fee for any complete transaction on Tiki Exchange platform is 0.1% of the transaction value. Hence, the more tokens or coins a user exchange, the higher the fee he must pay. For VIP members, the fee is lower. However, Tiki has temporarily closed the VIP memberships and thus, Tiki may need to publish a lower exchange rate for its customers.

Nearly 15% of the respondents say they feel like the process of exchanging ASA tokens – TikiXu is unclear. However, Tiki has published guidance on the exchange process in numerous blog posts and a FAQs webpage. Hence, based on the participants’ other answers, this is most likely due to the complexity of the UX/UI and their lack of time to track the rate instabilities.

Three survey partakers said they totally disapproved of Tiki Exchange as they are disappointed in every listed characteristic. Another participant said they are dissatisfied because they do not receive much support from Tiki when using Tiki Exchange. On the platform, users cannot find any customer service or support. They must return to Tiki Rewards homepage, where they can find contact information of Tiki on the webpage’s footer.

The author recommends Tiki to add a customer service section within Tiki Exchange platform so that customers can reach for help whenever they need.

ASA token reward system:

There are 15 people claiming the ASA token reward system is their most disliked feature. As mentioned in the former chapter, this is the system where customers are rewarded with ASA tokens for every rewardable action they take on Tiki. There are six free-choice options for survey participants to choose from.

None of the respondents choose the options saying that they have not heard of the feature and that they do not understand how the system works. Thus, the author assumed this is a common feature for Tiki's customers and they have no difficulty in using it. The only problem is that some features of the system is low quality or not up to the customers' expectations. In addition, no one says they dislike all the characteristics, implying that customers hate this system only because of some minor details.

10 out of 15 respondents (equal to 66.67%) claim that the value of the ASA tokens rewarded after completing a purchase is not equivalent to that of the purchase, which means the ASA tokens rewarded is too little compared to the amount of money they spend. According to Tiki, ASA tokens rewarded after the purchase could be up to 10% of the purchase's value. However, the real value seems to be way lower.

Other than making a payment, customers can earn ASA tokens by participating in extra activities such as product reviewing or rating. However, 60% of the people asked state they are not pleased with this way of earning ASA tokens because there are too few activities. Tiki claims they offer token rewards for customers once they come back to a purchased product and leave a rating and review, and Tiki also create a free mini game called Wheel of luck offering enormous number of tokens as prizes. However, in recent updates of both the mobile app and the website, this mini game has been annihilated. Yet, Tiki has not officially said whether the game is discontinued or not. Therefore, it could be that the game is under upgrade to improve the customer satisfaction.

Tiki's customers are now left with only two options to receive token rewards, either to buy a product or review and rate a purchase product. In comparison with other e-commerce platforms in Vietnam, Tiki is clearly offering fewer activities. For example, Shopee offers various activities. Some outstanding activities are daily login, Shopee lottery, money tree planting, and wheel of luck. Hence, it is no surprise that 60% of the respondents complain about extra activities for token rewards.

Around 86.67% of survey participants (13 people) are dissatisfied with this system because the ASA tokens rewarded in other activities is too little compared to their effort. However, all 15 survey participants did not give out any suggestions for Tiki to improve this feature.

Discounts using ASA tokens:

34.21% of total participants (13 people) said the discount feature using ASA tokens bothers them the most. The majority of partakers are 25 – 34 years old males. 11 out of 13 people has only been using Tiki for less than 2 years and they only spend less than 500,000 VND per months.

There is only one customer saying they do not understand this feature. She is a 25 – 34 years old female, are new to Tiki who usually purchase Baby products, Toys, and TikiNGON. Based on the demographic details, the author expects this customer to be new to Tiki and she do not have time to learn all the features.

Almost 70% of the respondents said they are dissatisfied because the discount amount earned is too little compared to the amount of ASA tokens spent. However, after close observation, the author concluded that the ASA tokens will result in an equivalent discount value. It means if a user uses an amount of ASA tokens to redeem discount, the discount will value exactly the same compared to when he exchanges these tokens to TikiXu to redeem discount.

Nearly a half of the respondents are dissatisfied because the discount amount earned by ASA tokens is less than by TikiXu. Tiki offers two options; the buyers can use either tokens or coins in direct discount when purchasing products. TikiXu is earned by trading tokens or making deposits in VND. Unlike ASA tokens, TikiXu' values remain the same throughout time, and it only fluctuates when a user trades it for tokens or deposits money into their Tiki account. Thus, sometimes, users can exchange their ASA tokens for a lot of TikiXu, and these coins will remain the same value when the customers use them in purchase discount. However, since the ASA tokens change value daily, the same amount of ASA tokens users use in exchanging may earn a lower discount rate later, as the value of these tokens has decreased. Therefore, with the same number of tokens, users feel that the discount made by ASA tokens is less than by TikiXu.

5 out of 13 people are not pleased that the discount amount changes through time, stating that it confuses users. As mentioned before, ASA tokens' value varies through time because its value is set by the users themselves. Hence, the amount of discount made by ASA tokens also varies because the tokens change value.



Figure 23 Value of ASA tokens recorded on November 7, 2023.

For example, on November 7, 2023, the author has total 4.46 ASA tokens, which valued at 227 VND. When purchasing a product, she can use four tokens with an equal value of 196 VND for her discount. However, on November 8, 2023, her ASA tokens now valued at 208 VND, and she can only earn a 180 VND discount.

All the unpleasant characteristics are because ASA token is a variable currency whose value fluctuate all the time. However, it is not Tiki's fault as Tiki does not directly determine the value of these tokens. Therefore, the author has no suggestion for Tiki.

VIP memberships and benefits:

VIP memberships and benefits also receive bad review from the survey partakers. The number of people wanting Tiki to change this feature is up to 15% of total respondents. Most respondents are females from 25 to 34 years old. There are only two people using Tiki for less than two years, the others have all been using Tiki for three to six years. At the same time, only one customer says he spends under VND 500,000 per month on Tiki. Most people spend from VND 500,000 to 1,999,999 per month according to the survey. Significantly, few people even spend up to VND 5,000,000. Many respondents' expenditure is even higher than Vietnamese average monthly income. Hence, it is understandable they purchase VIP memberships, because VIP members are offered many benefits to encourage big and frequent purchases.

One out of 15 users say he does not understand nor like the feature. in addition, he also mentions several reasons as to why he is not a fan of VIP memberships. He claims he cannot find where to sign up for a membership, and that the membership registration process is unclear. There are many other partakers choosing the same options in the survey, proving that there are many people despising these traits.

20% of the respondents say they cannot find the membership registration center. This is because Tiki has temporarily terminated VIP memberships in August 2023, just a month after introducing a new membership plan. This survey was carried out in middle of October 2023, hence, some people who have not joined a membership before August 2023 cannot register anymore.

Nearly three quarters of the respondents say the registration process is always changing, causing confusion among users. All of these respondents have been using Tiki for more than two years, therefore, they have experienced many changes. However, they are not satisfied with how Tiki handles these changes. VIP membership program has been modified a lot. First, Tiki released a TikiNOW membership, which lasted for five years. Then, Tiki replaced it with SEP program. Next, it expanded into Astra Rewards membership, and finally VIP membership. (Rewards Ambassador 2022; author's translation). However, some changes are close to the previous one (e.g., the new VIP membership started in July 2023 and ended in August 2023). Therefore, customers do not have time to adapt to the new program.

In addition, Tiki makes many changes but fails to announce them to its customers properly. For example, in a blog post about Astra Rewards membership program, readers may find information about newest terms and conditions of the program right before it was closed. However, in the same post, old information from 2022 is still preserved. Hence, users may be unable to distinguish which information is appropriate. Tiki has only announced the closure in its support center (Tiki 2023a). In the official blog post about VIP membership, Tiki has not updated the content and mentioned the closure. It is comprehensible that some customers may think the registration is still open and are frustrated that they cannot sign up for a membership. Even existing VIP members may find it confusing as well because Tiki has not announced what would happen with their VIP memberships after they end and whether or not a new program will be released.

Two respondents claim the registration fee is too high. VIP memberships come at two prices: VND 114,000 and VND 234,000 (Rewards Ambassador 2023; author's translation). These prices are not expensive compared to the respondents' average monthly spendings. However, compared to other e-commerce platforms where the membership is free to register (such as Shopee), it is clear that memberships with a charge such as Tiki's VIP memberships are considered expensive.

Characteristics related to the VIP benefits receive most complaints. Sequentially, 80% and 73.33% of the respondents state the benefits bring low values compared to the registration fee and that the benefits are not varied. Besides, six respondents (40%) claim the VIP benefits are not much different from usual customers' ones.

Astra+ seller collection:

Astra+ seller collection is the least hated feature. Only five people are dissatisfied with it. Astra+ sellers are the shop owners who either sell official goods or offer better discounts or token rewards. Other e-commerce platforms also have a collection of highly rated

sellers, such as Shopee Mall and Shopee Favourite+ on Shopee, or LazMall and AuthShop on Lazada. Hence, Astra+ seller collection is a must-have feature which is fairly well organized as there is few bad feedback about it.

Four out of five respondents confirmed they dislike this feature because the types of goods and the number of sellers is not diverse. Astra+ sellers are only unavailable in some categories such as TikiNGON, accessories – watches – jewellerys and vouchers – insurances (Tiki University 2023). Therefore, in general, Tiki's Astra+ seller collection is varied in the number of types. However, the most purchased goods of these customers are digital devices and accessories – watches – jewellerys, which do not have any Astra+ dealers. This is why the surveyed customers are dissatisfied. In addition, most of the participants spend under 999,999 VND per month on Tiki. This could be a reason why they cannot find a suitable Astra+ seller in digital devices category, as sellers of this type of goods usually sell high value products only.

40% of the respondents said there are not enough daily hot deals and the redeemed ASA tokens from these deals are not as many as expected. Astra+ hot deals are refreshed daily in random order. However, the number of ASA tokens redeemed varied based on the sellers. An example of the hot deal list for digital devices is presented below.

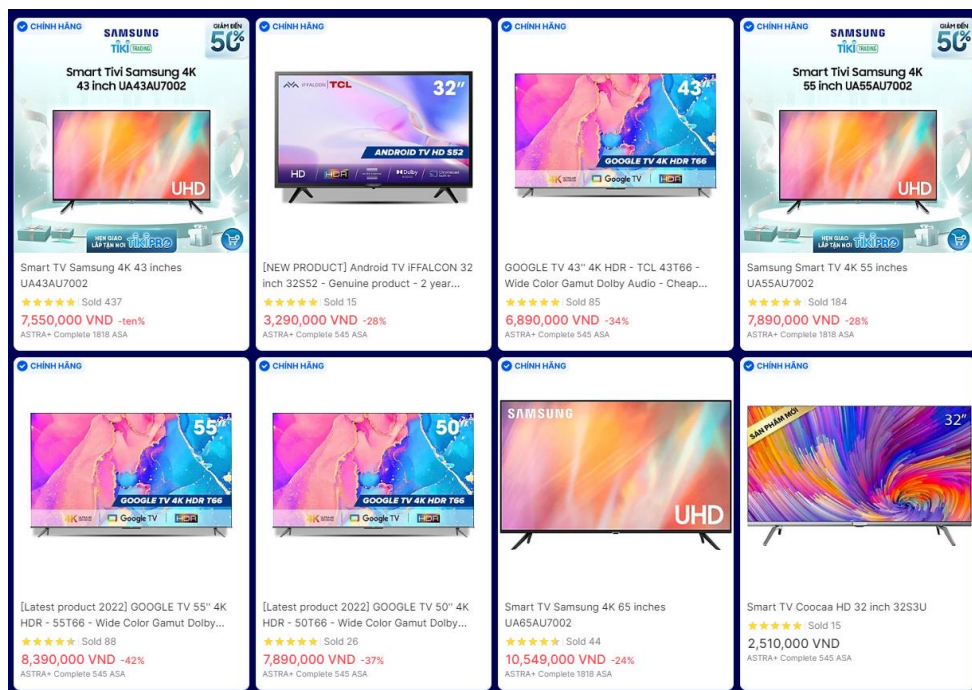


Figure 24 List of digital products in Astra+ seller collection on 1 November 2023 (Astra+ seller collection).

As can be seen from the image, the first product – Smart TV Samsung costs VND 7,550,000 and users can redeem 1,818 ASA tokens after purchasing. Meanwhile, customers must pay VND 8,390,000 for a Google TV yet receive only 545 ASA tokens. For the same 545 tokens, customers have various options of television devices, with different prices. The variance is due to the token redeeming setting of different sellers. In the example above, most of Samsung TV dealers offer 1,818 ASA tokens per purchase, while Google TV sellers only provide 545 tokens despite the price of Google TV is higher. Hence, some customers purchasing costlier products but not receiving as many tokens as cheaper ones may feel they are not being rewarded as much as they should be.

Three out of five survey participants dislike that Astra+ coupons are either not enough or not varied. Coupons from Astra+ dealers are also refreshed daily and set by the dealers. The number of coupons is limited; hence, they may be used up before the day ends. Tiki only shows a limited number of coupons on its webpage. For example, the daily coupon list for November 1, 2023, only has three dealers, all of which are not the most purchased categories of the survey partakers.

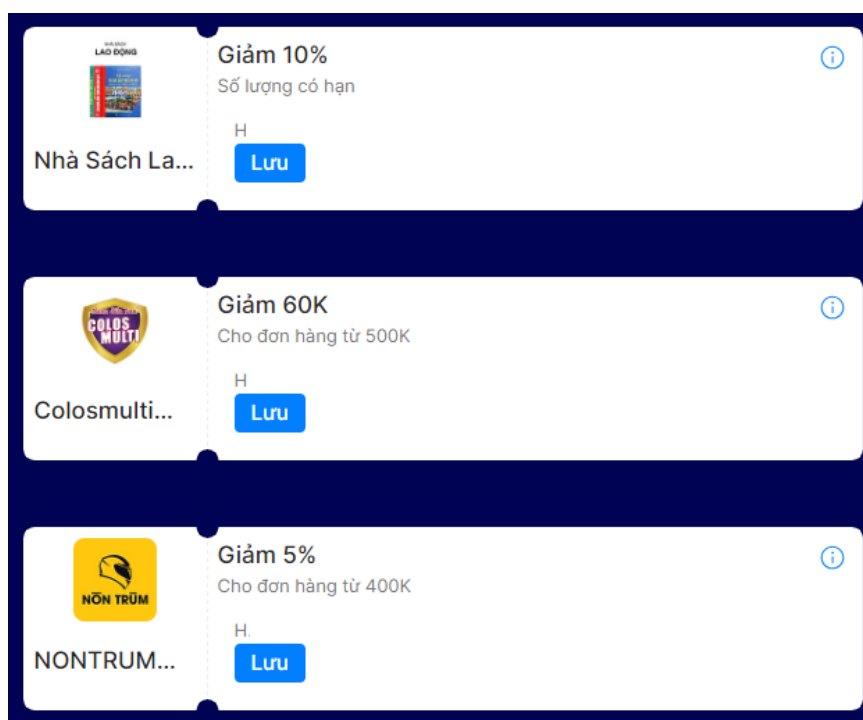


Figure 25 Daily vouchers and coupons in Astra+ seller collection (Astra+ seller collection).

Among three unsatisfied customers mentioned above, there were two stating that the low value of these coupons also bring dissatisfaction to them. In the example above, readers can see that these coupons only offer 5 – 10% discount from the total price, and the buyers must meet certain payment amount requirements to use those coupons. Shopee, Tiki's main rival, frequently offers great discount, sometimes up to 50% without requiring

any minimum purchase amount. It is comprehensible that these users are upset they do not have better deals from Astra+ sellers. The author also suggest that Tiki frequently update its coupon list and urge the sellers to publish better coupons.

Other opinions:

Out of 100 respondents, there are seven people not choosing any prepared options. Instead, they give their own opinions in form of short comment. The comments are presented in the table below.

Table 1 Other opinions on what features participants want to make changes to the most.

Order	Opinions
1	Too little number of vouchers.
2	It would be better to have TikiNOW like before.
3	I want Tiki to reopen TikiNOW.
4	All of the above.
5	Don't know.
6	All of the above.
7	I want Tiki to reopen the free shipping service of TikiNOW.

One respondent claims she does not know what aspects of Astra Rewards program she wants to improve. Hence, the author classifies this response as “None of the above”. One customer says he is unhappy that Tiki publishes too few vouchers and coupons. The author classifies this response as category *Astra+ seller collection* because it is related to vouchers and coupons. Two other people say they are dissatisfied with all of the listed characteristics, proving that Astra Rewards is having a lot of problems, and the customer satisfaction is quite low. The remaining three participants say they prefer TikiNOW service. It shows that Tiki's Astra Rewards is not as a successful program as TikiNOW, as many other respondents also claim they prefer old program like TikiNOW and TikiXu.

After collecting the opinions on different features in Tiki's Astra Rewards program, the author asked the participants how likely they will recommend this program to their acquaintances. Users can give their evaluation on a scale from 1 to 10, with 1 as not likely, and 10 as very likely. In general, most users' score ranges from 4 to 8. Meanwhile, the range 1 – 2 and 9 – 10 receive the fewest votes. Up to 20% of the partakers choose option “4”, while

only 1 people choose “9”. Using the formula in chapter 2, the author can calculate the Net Promoter Score (NPS) of Tiki. The result is as follow.

$$NPS = \frac{Promoters - Detractors}{Total\ respondents} \times 100\% = \frac{3 - 67}{100} \times 100\% = -64\%$$

The NPS of Tiki is very low, below 0%. According to Rogacka (2023), it means the customers are not satisfied at all. This causes bad effects to Tiki because it will not benefit from word-of-mouth marketing and cult loyalty. Therefore, it is urgent Tiki change their loyalty programs to raise the satisfaction and improve the customer loyalty.

The customers are also asked to provide their opinions on why they recommend/not recommend the Astra Rewards program. There are 15 answers recorded in the table below.

Table 2 Opinions on why respondents recommend/not recommend Tiki and Astra Rewards program to their acquaintances.

Order	Opinions
1	Needing improvement in the interface.
2	Deceiving customers.
3	Now, buying books on Fahasa and Shopee is much cheaper than on Tiki.
4	On Shopee, membership upgrade provides more vouchers.
5	Tiki does not put the customers' rights on top.
6	I see that Tiki now does not provide many vouchers and turn the customers upside down, I have opted out for Shopee and TikTok Shop already.
7	I have gone to Fahasa to buy books already; I do not recommend people using Tiki anymore.
8	Ever since TikiNOW is dead, I only go back to Tiki when necessary. I do not use Tiki that often anymore.
9	Recommending people to use other platforms because the points rewarded are higher and easier to get than Tiki.
10	Tiki now does not have good discounts and free shipping, so I usually collect my products and buy them altogether at once.

11	Closing TikiNOW then opening memberships and now closing the memberships again??? I do not really understand how Tiki works.
12	Ever since the ASA platform is born, I am not interested in using Tiki.
13	Vouchers on Tiki is poor in quantity and quality.
14	I still purchase books on Tiki because of the careful packaging and fast delivery. However, I really do not like this new ASA program. I hope Tiki will bring back TikiXu and TikiNow.
15	Other platforms have more vouchers, free shipping services, and more categories of goods than Tiki.

As can be seen, most of the customers complain that Tiki does not provide as good service as other platforms, especially Shopee. 40% of the respondents claim that other platforms have more vouchers and coupons, as well as free shipping services. People also say other platforms' memberships provide more benefits, and the products are much more varied. This causes bad effects on Tiki's business. Because Tiki's loyalty programs are not as good as its competitors, Tiki's loyal customers may eventually exit and switch to the alternatives. In fact, some customers claim they only use Tiki once in a while and for some benefits such as good packaging and fast shipping, otherwise, they have already opted for Shopee, TikTok Shop, and Fahasa, the rivals of Tiki. Two customers also state they have rarely use Tiki since the birth of the new program, and that they prefer TikiNOW program. One respondent says the interface needs improvement.

Non-member analysis:

In total, there are eight participants claiming they did not join Astra Rewards program. 37.5% of the participants said they have never heard of the program. When asked if they consider joining the program in the future, only two of them agree while the other said no.

Three users said they have tried the program. However, they cannot familiarise themselves to it. All three users also said they prefer using TikiXu and old loyalty programs rather than the new Astra Rewards program and ASA tokens. Significantly, all three users said they will not join the program in the future. Thus, it can be concluded that the Astra Rewards program cause them so much trouble that they would rather not using it again.

Half of the respondents also said they did not participate in Astra Rewards program because of the constant changes in the program's terms and conditions. As analysed in the previous sections, this is also one of the top reasons why users are dissatisfied with the

program. Nevertheless, two out of four respondents did not express their hate so much to Astra Rewards program. They still consider joining it in the future despite their dissatisfaction. Hence, it is clear that customers are not so strict, they can still be convinced and retained as long as the product is good enough. Tiki should create a definite process for Astra Rewards program to stop confusing people and regain these ex-customers.

6 Development plan

In the following sections, the authors will give recommendations for Tiki to improve its customer satisfaction in loyalty programs. These recommendations are based on both the theoretical and empirical analysis segments.

6.1 SWOT analysis

SWOT analysis is a commonly used model to evaluate the internal and external competitive factors of a business. In SWOT analysis, four factors are presented, including strengths and weaknesses, which develop into opportunities and threats. Tiki's SWOT analysis is presented in the table below.

Table 3 Tiki's SWOT analysis.

Strengths	Weaknesses
<p>Strong financial support and good authority and reputation.</p> <p>Competitive listing and pricing with other e-commerce platforms.</p> <p>Tiki Trading, a certified seller who sells authentic products.</p> <p>TikiNOW providing fast shipping services.</p> <p>Official community to connect users.</p>	<p>The resignation of the CEO.</p> <p>Astra Rewards program does not receive positive feedback in many features:</p> <ul style="list-style-type: none"> + Tiki Exchange platform displeases users due to its UX/UI and complexity. + VIP memberships are disunified. + The vouchers and coupons are not enough in both quality and quantity. + Few options to redeem tokens/points.
Opportunities	Threats
<p>Compete with other platforms due to strong finance and authority.</p> <p>Gain trusts and preference from consumers due to authenticity and good services.</p> <p>Build cult loyalty by improving the official community.</p> <p>Implement new marketing strategies.</p>	<p>Fierce competition from other competitors.</p> <p>Instability in the company's hierarchy.</p> <p>Low quality loyalty program leads to reduction in customer satisfaction and loyalty.</p>

Strengths:

Tiki has received a generous amount of fundings from many fund-raising rounds in the past. Significantly, Tiki has set up a record of USD 258 million in 2021, raising its capital amount to USD 470 million (Bual 2023). This shows that Tiki has a strong financial background to support its business. The background is necessary since the competition in Vietnamese market is quite fierce. According to Thao Nguyen (2022), all four major players in Vietnamese e-commerce market face enormous capital loss despite Vietnam being one of the most fast-growing markets in the world. In 2021, Tiki and Sendo lost USD 54.2 and 28.3 million respectively, whereas Lazada lost USD 33.8 million and Shopee lost around USD 100 million. The reason for this negative income is that these platforms increasingly reduce the product prices, publishing more vouchers and coupons, and create appealing marketing programs to attract customers. Therefore, it is necessary that Tiki has funding to pay for these expenses.

Tiki also shows its competitiveness in product listing and pricing. Tiki has always emphasized the importance of delivering high-quality products to its consumers (Tiki University). Therefore, the products must go through strict evaluation to be listed on the platform. As a consequence, the product prices on Tiki tend to be higher than competitors, especially Shopee. However, Tiki usually put out many promotional discounts and allowing users to redeem tokens corresponding to their purchases.

As mentioned above, Tiki is strict in assessing its products. Thus, Tiki has founded Tiki Trading, an official seller on the platform. Tiki Trading acts as a third-party between the partners and Tiki's consumers. Tiki Trading promises to deliver only authentic goods, thus increasing the customers' trusts. TikiNOW is also a part of Tiki. (Tiki University.) These two services, along with many other services have satisfied many customers, thus increasing their loyalty.

Tiki created a community on Facebook and Telegram for its consumers to connect and share valuable information such as discounts or on-going campaigns. The community group is under moderation of Tiki employees. (Facebook; Administrator 2022; author's translation.) Therefore, buyers can also use the group to communicate directly with Tiki employees and get their requests resolved quickly. This helps create cult loyalty, where users stay with Tiki because they feel they are a part of the business.

Weaknesses:

Tiki went through a dramatic change in its business hierarchy. The founder and CEO of Tiki, Tran Ngoc Thai Son, has just announced his resignation in July 2023. Later, he revealed that his new role is Chairman of Board at Tiki Global Pte, Tiki's headquarter in Singapore with the aim to globalize Tiki. At the same time, Tiki welcomed two new general directors, Richard Trieu Pham, and Vu Thi Nhat Linh. (Nhan 2023.) Despite the prompt announcement and adjustment, Tran's resignation still caused uncertainty. Proofs are that on Tiki Exchange platform, ASA tokens experienced a surge in value starting from August 2023 until November 2023. The value only slightly recovered in the beginning of November 2023. (Tiki Exchange.)

In addition, Tiki is facing drawbacks in its loyalty programs, especially the Astra Rewards program. The CSAT of Tiki, as analyzed, was only 36%, way below the average satisfaction score for e-commerce businesses. As the survey pointed out, many customers are not pleased with the program in many aspects. Some even left negative feedback, while some claimed they will not use Tiki nor Astra Rewards program in the future. More specifically, Tiki Exchange platform is the most unwanted feature in the program with nearly half of the respondents claiming they are displeased. The VIP memberships and the benefits also received backlashes due to their uncertainty. Some customers also suggested Tiki add more vouchers and coupons. Lastly, Tiki has very few options to redeem tokens and coins, which also caused frustration to users.

Opportunities:

Tiki stands a strong chance to compete against other players in Vietnam owing to its finance and authority. As mentioned before, Tiki has received good financial support from the shareholders. Hence, despite the company not earning any revenue, Tiki can still operate and compete with other platforms. Tiki is a long-time competitor in the market. Tiki has been operating since 2012, thus, the authority of Tiki is relatively high.

Moreover, Tiki has posed a solid credibility among customers thanks to Tiki Trading and TikiNOW Smart Logistics system. Tiki Trading offers authentic products, thus building trustworthiness among users. TikiNOW Logistics is praised for its speed and care. While other platforms deliver their products so carelessly that the sellers must wrap the products tightly, TikiNOW Logistics usually deliver a product with few defects. Hence, customers of Tiki are entitled to good services, which lead to high satisfaction. (Tiki University.)

The cult loyalty built from the community group poses a great business opportunity. Other than using the group to announce news, promote campaigns, and resolve customers'

questions, Tiki can implement exclusive content for the community such as mini games with prizes. This will enhance the cult loyalty even further since customers want to commit more to Tiki to receive the prizes. However, it may counterattack since many non-members will feel like they are being discriminated against.

Tiki can implement the plans as suggested in the next sub-chapter to improve its loyalty program as well as some marketing aspects. With the market in Vietnam continuing to grow, Tiki has many chances to restore its competitiveness and gain customer loyalty.

Threats:

Tiki is in the middle of a fierce competition in Vietnam. As the chapter 4 has pointed out, Tiki and Sendo are the only two big platforms that originate from Vietnam. Both Shopee and Lazada have been operating in foreign countries long before entering Vietnam. Hence, they have more funding and are more experienced. Moreover, TikTok Shop is also a new entrant that poses great challenges to the existing platforms. Tiki was reported to experience a surge in the website traffic from 2020 until now (iPrice 2022; Similar Web 2023). This proves that Tiki's position is strongly threatened by other players in the field, and that Tiki should act as soon as possible to regain its market share.

Tiki also faces threats of instability and uncertainty. With the major change in its hierarchy, Tiki has witnessed a plumb of transactions on Tiki Exchange platform. Many people, with fear of Tiki changing the current program's terms and conditions, have dumped their ASA tokens or TikiXu with low prices so they can take advantage of the program while it still works. According to the survey, many complaints of the consumers stemmed from the value of ASA tokens being low. So, the author concludes that Tiki's instability has led to a surge in ASA tokens' value, which led to customer dissatisfaction. This is a great threat that Tiki must resolve to restore the customer satisfaction and customer loyalty.

Lastly, the most important threat is the customer dissatisfaction with the new loyalty program. Loyalty programs are designed to attract and retain customers. Hence, it is no use if the consumers are not satisfied with them. Low customer satisfaction can lead to people leaving the company and its business for better deals. The surveyed consumers were reported to be very unhappy with Astra Rewards program. Significantly, some customers have even stopped using Tiki due to the implementation of Astra Rewards program and stated they would not consider using the services in the future. Tiki is facing threats of its customers exiting the business and joining other e-commerce sites. Thus, Tiki may lose its market share, negatively affecting the business. Tiki must develop a plan to modify its loyalty program to raise the inertia loyalty and retain users.

6.2 Development plan

According to the survey, readers can see that the Astra Rewards program is receiving objections from many customers. It is necessary that Tiki make changes to the program so that consumers feel satisfied and stay loyal to the platform. In the paragraphs below, the author will give out some recommendations on how Tiki can update its loyalty programs. These recommendations are based on empirical analysis and SWOT analysis section.

Tiki Exchange platform:

Firstly, Tiki Exchange platform is the most opposed feature according to the survey results. More than 50% of survey partakers claim the interface is very hard to use and it does not provide any clear guidance. Hence, the user's interface is the priority. Currently on Tiki Exchange platform, users can find a symbol next to several features, which will open a pop-up window explaining the features. However, not all features on the platform have this symbol, especially the elements of the main chart. Therefore, the author recommends Tiki to add symbol next to the chart on which users can click and see the explanation of all the elements.

In addition, since Tiki Exchange works on a new technology called blockchain, it is best if Tiki educates its consumers before asking them to use the platform. At the moment, Tiki has done several approaches such as creating a community for Tiki Exchange users and writing blog posts and FAQs about the platform. The community is based on a mobile app called Telegram, while the blog posts and the FAQs are presented on Tiki's webpages. Although the blog posts have thorough guidance, the community and the FAQs are not quite the same. It is recommended that Tiki should control its community and put out strong moderation to filter useful contents for the users. Tiki should also rewrite the FAQs in a detailed way or link the FAQs to the blog posts where guidance is available.

Many customers complain that they do not have time to track every fluctuation. Currently, Tiki has implemented a bot in the Telegram group chat to inform the community of any major changes. However, not all Tiki Exchange users are in the community. Thus, the author suggests Tiki to notify the users of these changes via pop-up notifications. Since Tiki has closed the VIP memberships, the author also recommends Tiki to slightly reduce its exchange fee to encourage people to use Tiki Exchange. Moreover, Tiki can set out a minimum value for both the ASA tokens and TikiXu to avoid dumping.

Last but not least, based on the survey participants' negative reactions, the author recommends adding a customer service section on the platform so that users can reach out quickly when they need assistance.

ASA token reward system:

The partakers are upset about ASA token reward system due to the lack of activities and the low amount of redemption. There are two main ways to redeem ASA tokens. Users earn tokens from completing a transaction (which means a successful purchase), or from rating and reviewing the products they have bought. Other than that, Tiki has launched several activities such as Lucky Wheel and Golden Piggy bank, but they have all been cancelled. Hence, the author recommends launching more activities. For example, Tiki can create a daily login activity where users earn tokens when they log into their accounts on a daily basis. Tiki can also create mini games such as solving quizzes or walking to redeem tokens like Shopee and Lazada.

In addition, Tiki should increase the amount of ASA tokens redeemed from every actions. The value of ASA tokens should match that of the purchase. Hence, the more a consumer buy, the more tokens he/she must be rewarded.

Discounts using ASA tokens:

Customers complain that the discounts using ASA tokens have some issues such as the amount discounted is lower than expected, or that discounts with TikiXu is cheaper, or that the discount value fluctuates. According to the analysis, the general cause for all these issues is because ASA tokens are not stable currencies. An ASA token's value depends on the selling and buying price set by the users themselves. Therefore, the author has no suggestions for Tiki regarding this matter.

VIP memberships and benefits:

VIP memberships also face many objections. First of all, VIP memberships receive backlashes because many customers want to register but did not know they were closed. Tiki has failed to announce to consumers that the memberships are temporarily closed just after one month of release. The users are also frustrated that the information is vague. Much content from old membership programs is preserved, while new content is not updated. Thus, it is necessary to reorganize the content. The author suggests that Tiki should create a blog post announcing that the membership was closed. Otherwise, many new customers will get confused why they cannot sign up for the memberships. In addition, in many blog posts, Tiki is mixing content about old and new programs. Thus, the author recommends Tiki to separate this content into different blog posts, with different titles and time so that customers can track the changes and identify the latest updates. Another approach is that Tiki adds time stamps into these posts so that users know which updates are old and which are new and applicable.

Furthermore, some customers complain that the registration fee is high and that the benefits do not match the price. In some e-commerce platforms in Vietnam, the customers need not to pay to register. For example, Shopee automatically upgrades the membership rank based on the consumption of a user in the previous month. The author suggests Tiki tries this approach as well.

Many customers also claim the benefits of VIP members are not much different from usual consumers, hence, asking people to pay for a membership while the benefits are poor is not a wise policy. Tiki can also publish VIP memberships with a charge, but the benefits for VIP members must be ensured. The author recommends publishing exclusive discounts, vouchers, and coupons for the members. VIP members should receive exclusive deals (i.e., products with lower prices) according to their VIP rank and their most purchased types of goods. VIP members can have additional benefits such as free and fast shipping (like TikiNOW). Regarding Tiki Exchange, Tiki should retain its current scheme where VIP members receive a fee reduction for transactions on the platform.

Astra+ seller collection:

Although Astra+ seller collection is the least despised feature of Astra Reward program, it still causes frustration. First, customers are dissatisfied that Astra+ sellers are not available in all categories. The survey points out that some most purchased goods do not have Astra+ sellers such as accessories, watches, and jewelleryes. The author suggests Tiki to increase the number of Astra+ dealers in those categories, as well as existing ones.

Additionally, the number of vouchers and coupons is too little, and their value is very low, according to some customers. Hence, the author recommends Tiki to increase the quantity and quality of these vouchers and coupons. Tiki can encourage its Astra+ sellers to publish more coupons daily, and the value should be attractive to the customers. Moreover, Tiki can release vouchers itself with appealing discounts or benefits such as free shipping or token redeeming to encourage users to purchase more from Astra+ dealers.

Other loyalty programs:

The survey pointed out that TikiNOW was the most wanted loyalty program among the customers. TikiNOW memberships have been annihilated since 2022 and replaced by SEP memberships (now VIP memberships) but it is still loved due to its convenience and affordability (Tiki Guidance 2021). However, Tiki has already been running a loyalty program called Astra Rewards. It is unwise to re-release TikiNOW program since it will confuse the customers even further. Nevertheless, Tiki can still infuse some features and

characteristics from TikiNOW program to the Astra Rewards program to improve customer satisfaction.

Other suggestions:

With the rise of TikTok, many e-commerce platforms in Vietnam have changed their marketing approach. On Vietnamese TikTok platform, one of the most popular genres is product review. In 2019, Shopee created Shopee Live where people can watch the reviewers test the products directly to see their effectiveness and purchase the products with exclusive discounts and vouchers (Shopee Uni). Following Shopee, other platforms also implemented livestream feature. Tiki officially implemented this feature and called it Tiki Live on February 14, 2022 (Tiki University 2022). Just two weeks later, TikTok Shop came to the Vietnamese market. Since TikTok already has the advantages of distributing videos and livestreaming sessions, Tiki cannot keep up with this new player. Hence, the author suggests Tiki invites KOLs and influencers to join its livestreaming videos. This approach has been adapted by Shopee and Tiki and proved to be successful, with 1 billion profits earned in November 2023.

Next, the author suggests Tiki to boost its Affiliate program. The Affiliate program is a program where influencers register to be a partner and share links of the products to their social accounts. With each click or purchase action, these partners will be rewarded with a commission as determined by Tiki. This helps Tiki products reach more people on social media. The criteria to join the program is high. A person must have at least 10,000 followers on any popular social media in Vietnam such as Facebook, Instagram, or TikTok to be an eligible partner (Tiki Affiliate; author's translation). Meanwhile, Shopee only requires 1,000 followers as the minimum criteria, so its appearance on social media is higher than Tiki (Shopee Affiliates; author's translation). The author recommends Tiki to lower its bar and recruit more KOLs and influencers to join the Affiliate program to gain word-of-mouth and social media marketing, thus increasing awareness and trust.

7 Conclusion

In the following sections, the author will conclude this thesis by providing answers for the research questions as stated in the first chapter. Next, the author will evaluate the validity and reliability of the thesis. She will also give her suggestions on further research.

7.1 Answers for Research Questions

The main purpose of this thesis is to create a development plan for Tiki based on the understandings of the customer satisfaction of the new loyalty program. The main research question is “how can Tiki improve its loyalty programs by understanding the customer satisfaction on the new loyalty program?”. Three sub-questions were created to guide the readers to understand the underlying problems before answering the main question. The sub-questions will be answered first, then the main question will be presented. The conclusion to the research questions is shown in the table below.

Table 4 Answers to the research questions.

What are the key metrics that Tiki can use to evaluate its customer satisfaction?	Tiki can measure its customer satisfaction using several metrics such as Customer Satisfaction Score (CSAT), Net Promoter Score (NPS), and Customer Effort Score (CES).
What are the types of loyalty program that Tiki has been using?	<p>Promotional and discount program: Tiki is currently using two digital currencies called TikiXu and ASA tokens from which users can redeem for discounts. Tiki also publishes vouchers and coupons directly to the customers.</p> <p>Professional customer service: Tiki provides highly evaluated services such as free and fast delivery, 365-day return policy, and free installation service.</p> <p>Introduction to exclusive products: Tiki Club members will receive notifications before a big sale event happens so that they can access their clubs and purchase goods in advance.</p> <p>Affiliate program: Tiki Affiliate program has been running for years and receives good results.</p> <p>Communities and social branding: Tiki has created two official community group to communicate with its customers.</p>

<p>What is Tiki's new loyalty program and how does it work?</p>	<p>Tiki's new loyalty program is called Astra Rewards program and it contains many sub-programs.</p> <p>ASA tokens and token redemption: ASA token is a digital currency used on Tiki. ASA tokens are rewarded when the customer completes a purchase or related activities.</p> <p>VIP memberships and benefits: VIP memberships have two packages. They offer better benefits than regular members, including higher number of ASA tokens redeemed, more customer services, and lower transaction fee on Tiki Exchange.</p> <p>Astra+ seller collection: Astra+ sellers provide authentic products with higher ASA token rewards.</p> <p>Tiki Exchange: Tiki Exchange works on blockchain technology basis. It is a platform used to exchange TikiXu – ASA tokens. The value of coins and tokens is determined by the users.</p>
<p>How can Tiki improve its loyalty programs by understanding the customer satisfaction on the new loyalty program?</p>	<p>Both the CSAT and NPS of Tiki was low, at 36% and 0% respectively. People were dissatisfied with the Tiki Exchange platform the most.</p> <p>➔ The customers are dissatisfied with the program. The suggestions are as below.</p> <p>Tiki Exchange platform: Tiki should add more detail explanations of the process as well as improve the UX/UI. Tiki should add a section for customer service as well.</p> <p>ASA token reward system: Tiki needs to add more activities for the customer to redeem ASA tokens.</p> <p>VIP memberships: Tiki should unify the content regarding the memberships to avoid confusion. It should also improve the quality of the benefits provided for the VIP members.</p> <p>Astra+ seller collection: Tiki should publish better vouchers.</p> <p>Other suggestions: Tiki can continue creating partnership with KOLs and influencers to improve its Affiliate program and livestreaming feature.</p>

What are the key metrics that Tiki can use to evaluate its customer satisfaction?

Customer satisfaction is a vague definition. However, it can be measured using tangible metrics. Some metrics most businesses in the world are using are Customer Satisfaction Score, Net Promoter Score, and Customer Effort Score. Customer Satisfaction Score (CSAT) measures the satisfaction level of the customers after using a product/service. Net Promoter Score (NPS) shows how much the customers are satisfied with the business and how likely they are willing to promote the business. This metric also presents the loyalty level of the customers, as the more loyal a customer is, the more marketing he will make for the business. Customer Effort Score (CES) calculates the difficulty of the product/service. A product or service is considered good if it can aid the customers effortlessly.

What are the types of loyalty program that Tiki has been using?

Tiki has been implementing numerous loyalty programs. The most common program applied on Tiki is promotional and discount program. Tiki consumers are presented with two kinds of digital currencies which can be exchanged to each other and to discounts. Users can use these reward tokens in the next purchase to get a lower price. In addition, Tiki also publishes vouchers and coupons for users in case they do not have the currencies.

Tiki is known for its services. Way before the Astra Rewards program, Tiki has been offering free and fast shipping services, which gain love from the customers. In the present Astra Rewards program, consumers are presented with more services such as 365-day return policy where users are eligible to return a product within 365 days in case of product failures. Tiki also provides free installation services of specific products for VIP members.

Tiki offers its Club members a chance to receive notifications regarding the products that the club is offering. Members can access big sale events sooner than regular buyers so that they can buy goods in advance. Sometimes they are introduced to exclusive products or services that are only available to the Club members.

Tiki has a program called Affiliate program where it signs a contract with influencers to give them commissions in exchange for social branding, word-of-mouth marketing, better exposure, and higher sales.

Tiki also owns two official community groups, one is on Facebook and the other is on Telegram. Both groups aim at providing information to the customers as well as stay in touch with them and provide quick support in case of emergency. Through these communities,

Tiki can also monitor how customers interact with each other and with Tiki, thus knowing more about the customer satisfaction without having to conduct lengthy researches.

What is Tiki's new loyalty program and how does it work?

Tiki published a new loyalty program in 2022. The program was first called SEP program, then it developed into Astra Rewards program. Astra Rewards program provide many features, each of which can be considered a mini loyalty program itself.

ASA token is a type of currency only usable in Tiki. The token is non expirable. Significantly, the value of ASA tokens can be changed throughout time, hence, customers can benefit from it if the value is high. ASA tokens can be exchanged to TikiXu and vice versa on Tiki Exchange platform. Consumers can redeem ASA tokens via various activities, and ASA tokens can be used to redeem discounts as well.

Tiki also published VIP memberships where customers pay to get special benefits. The VIP memberships were introduced in July 2023 and temporarily closed on August 2023. Some benefits of VIP memberships include free shipping, free installation, 365-day return policy, and reduction of Tiki Exchange transaction fees.

Tiki introduced Astra+ seller collection as well. In the collection, buyers are presented with good deals from certified sellers on the platform. Purchase of Astra+ goods will result in higher number of ASA tokens redeemed.

Tiki Exchange is a trading platform that works on blockchain technology basis. All the transactions made on the platform are secured and encrypted. Users can exchange from ASA tokens to TikiXu and vice versa. Some transactions are automatically managed. For example, if a user wants to sell his tokens, he can set up a desired price for the tokens, when someone poses a buying price equal to or higher than his desired selling price, the transaction is automated. In case of buying, the transaction is automated when the selling price is equal to or lower than the desired buying price.

How can Tiki improve its loyalty programs by understanding the customer satisfaction on the new loyalty program?

Before implementing plans to improve the customer satisfaction, knowledge on the satisfaction level of the customers must be provided. Through a survey, the author has concluded that the customer satisfaction of Tiki is relatively low. The CSAT of Tiki is only 36% whereas the average score of e-commerce business should be around 80%. The NPS of Tiki is even lower, less than 0%. The CES, though not being measured, can still be analyzed through the customers' answers. In general, many customers left a review saying

that the features of Astra Reward program are too complex and hard to follow, proving that they spend a lot of effort to use the program. Thus, the CES is not good as well.

The author broke down the program into features and asked for the users' opinions on these features. All in all, the survey participants said they were most disappointed with Tiki Exchange platform. VIP memberships, discount redeeming, and ASA token reward system all received quite equal number of complaints. The least hated feature was Astra+ seller collection. Nevertheless, many customers left constructive comments and suggestions for improvement. Hence, it can be concluded that the consumers, though disappointed with the new program, are still willing to use it as long as there are modifications.

The development plan suggests that Tiki improve the UX/UI of Tiki Exchange platform to make it less confusing to users, especially new ones who are not familiar with blockchain technology. The author also suggests Tiki to provide a better guidance on how to use Tiki Exchange, as well as adding a customer service section in the platform for quick customer support. Pop-up notifications are highly recommended as they help users track the fluctuations more effortlessly, therefore increasing the CES.

For the token reward system, users complained that there were not enough activities to redeem ASA tokens. Hence, the author suggests that Tiki implement more activities such as daily login and mini games.

In Astra+ seller collection, the author believes that Tiki should improve the quantity and quality of the vouchers. Moreover, Tiki should implement Astra+ seller collection in all categories of goods it provides, as some survey respondents were frustrated that they could not benefit from Astra+ sellers because their types of goods do not have the feature.

The VIP memberships also require modifications. First of all, the registration of VIP memberships was not unified, causing confusion among the users. The news regarding VIP memberships was also not properly updated, which led some users to believe that the program was still open. Therefore, it is necessary for Tiki to reorganize the content in the blog posts and make an official announcement regarding the closure of the VIP memberships. The author suggests that Tiki should improve the benefits of VIP members, as some have been reported to be dissatisfied with how Tiki treats them.

The author also provides other suggestions regarding the livestreaming feature and the Affiliate program. The author recommends Tiki to partner with KOLs and influencers and invite them to join livestreaming sessions to raise awareness. Additionally, the author also encourages Tiki to boost the Affiliate program and lower the bar to participate.

7.2 Validity and Reliability

The thesis aims to provide understanding related studies of into customer satisfaction and customer loyalty of Tiki company in Vietnam. From there, the author builds a development plan to help Tiki boost its business. The research objectives are reached by answering the research questions, which are answered using primary and secondary data. The author has ensured the validity and reliability of these data.

Firstly, the secondary data, which were collected from previous studies, are valid because all the sources are still accessible. The secondary data comes mostly from books or online sources that readers can find at the library or on the Internet. The author used the latest edition of these books. However, for some definitions, the author used information from older editions to see if they still fit in with modern market. According to the research, these definitions still work until now. In addition, the empirical research uses primary data from the survey created by the author. This survey is also valid because the author has created a draft survey and handed it out to her instructor and several acquaintances to receive feedback. From there, she built a more detailed survey with almost all the issues listed so that the target population can navigate and complete the survey easily. This survey has been finalized and confirmed by the author's instructor, thus proving its validity.

According to the limitations analyzed in the first chapter, the author pointed out that there are many obstacles to prove the reliability of the thesis, mostly due to the geographical and language barriers. However, the author has managed to find the most reliable sources for the secondary data. The printed sources that provide secondary data are among the most cited sources in the same fields, which proves they are very reliable. Additionally, the online sources come from reliable websites that are legal and trustworthy. The content from these websites (which are used to create secondary data of this thesis) is also written by either the website administrators or experts, hence, enhancing the reliability. The primary data is collected via a survey. The sample size of this survey is quite small compared to the whole population – the number of people using Tiki. The survey only requires samples from 100 users due to the said barriers. The survey was planned to be published in Tiki's official community group. However, due to strict moderation, the author must distribute it via direct messages to her acquaintances and people in the community. Though this slightly decreases the reliability of the survey, the author still makes sure that this survey reaches as many types of customers as possible to ensure the variety in answers. In general, the survey has reach customers of all genders, ages, and consumption levels. The variety is also proved in the categories of goods that consumers usually buy as every category has at least one customer who is a usual buyer. This shows that

the survey is reliable because its sample has covered almost all the characteristics of the whole population.

7.3 Suggestions for Further Research

As stated in the limitations, the author feared that the thesis results are only applicable in the Tiki company, and only in the Vietnamese market. This is because Astra Rewards program is a new program that has only appeared on Tiki platform in Vietnam. Nevertheless, this opens many future research opportunities.

First, the author suggests further research into the same research objectives as this thesis. However, future research can dwell deeper into the customer satisfaction of Astra Rewards program by publishing a more detailed survey. The author suggests this survey to have larger sample size and more detailed questions. Future research can add questions to evaluate other factors such as the CES, Repeat Purchase Rate (RPP), participation and active engagement rate. It is also recommended that Tiki deliver the survey themselves to reach the sample size closest to the actual population, and Tiki can use these primary data to develop a business strategy afterwards.

Moreover, the author recommends further research into whether the Astra Rewards program can be applicable in foreign markets as Tiki is also aiming at going global. Researchers can study the population of the target market and compared it with the current population in Vietnam. the authors also think researchers should consider using several models such as the Porter's five force models, 4Ps and 4Cs, etc. in the research.

Further research can study how this new Astra Rewards program may impact other e-commerce platforms in Vietnam as well. Researchers can investigate whether other platforms are affected by this program (whether their number of users has risen/declined, or how many people come from/leave for Tiki and Astra Rewards program). Furthermore, researchers can identify if the Astra Rewards program is also applicable to other platform, and to what degree can it be applied (whole program, just a few features, or not at all).

8 Summary

The thesis aimed at providing knowledge on the customer satisfaction and customer loyal program of Tiki company in Vietnam as well as creating a development plan so that Tiki can improve its current loyalty program. To meet the thesis objectives, the author posed a research question and three sub-questions. The main research question aimed at understanding how much customers are satisfied with the new loyalty program, thereby helping to build a development strategy to improve that satisfaction. Three sub-questions aimed to answer basic questions related to the customer satisfaction, customer loyalty, loyalty programs, and the case company. To answer these questions, the author used deductive approach, in which both qualitative and quantitative methodologies are applied. The author also used secondary sources from previous studies to reinforce her approach and creates a survey to obtain primary data.

Through the thesis, the author has gained some insights into the customer satisfaction including the definition, models, benefits, and metrics to measure the satisfaction level. Similarly, the author also studied customer loyalty and loyalty models, types of loyalties programs, and how to measure their effectiveness. The case company was examined next, revealing that Tiki is currently implementing many loyalty programs in form of a huge program called Astra Rewards program.

Based on the knowledge gained, the author carried out a through-out survey to obtain primary data. The survey has reached over 100 people, thus providing enough data for analysis. According to the survey, the customers were not quite pleased with Astra Rewards program due to many reasons. The author then developed a strategy to help Tiki tackle the backlashed features (as mentioned in the survey). Other than the suggestions to fix the dissatisfactory features, the author also gave few recommendations to improve the marketing of Tiki in general.

Lastly, the author ended the thesis by giving conclusions to the research questions. She also evaluated the validity and reliability of her thesis, and provided some suggestions for further research.

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Appendix 1. Survey's questionnaire

Have you ever experience Tiki's Astra Rewards program? *

- ☐ I have experienced Astra Rewards program
- ☐ I have never experienced Astra Rewards program before

What is your gender? *

- ☐ Male
- ☐ Female
- ☐ Intersex
- ☐ Not disclosed

How old are you? *

- ☐ Under 18 years old
- ☐ Between 18 - 24 years old
- ☐ Between 25 - 34 years old
- ☐ Between 35 - 44 years old
- ☐ Between 45 - 54 years old
- ☐ Between 55 - 64 years old
- ☐ Over 64 years old

How long have you been using Tiki? *

- ☐ Under 1 year
- ☐ From 1 - 2 years
- ☐ From 3 - 6 years
- ☐ Over 6 years

What is your average monthly spendings on Tiki? *

- ☐ Below VND 500,000 VND per month
- ☐ Between VND 500,000 - 999,999 per month
- ☐ Between VND 1,000,000 - 1,999,999 per month
- ☐ Between VND 2,000,000 - 5,000,000 per month
- ☐ Above VND 5,000,000 per month

What are you most common purchased categories of goods on Tiki? (Please select from 1 - 5 categories) *

- ☐ Toys - Baby care
- ☐ TikiNGON
- ☐ Digital devices (Phones - Laptops - Cameras - Accesories)
- ☐ Electronic devices - Household electronic devices
- ☐ Makeup - Personal care
- ☐ Women's fashion (Clothes - Shoes - Bags)
- ☐ Men's fashion (Clothes - Shoes - Bags)
- ☐ Accessories - Watches - Jewelleries
- ☐ Household - Lifestyle
- ☐ International products
- ☐ Tiki Convenience store
- ☐ Tiki Bookstore
- ☐ Vouchers - Services - Insurances
- ☐ Cars - Motorbikes - Bikes

On the scale from 1 - 5, please evaluate your overall satisfaction of the Astra Rewards program *

	1	2	3	4	5	
Very dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

What features do you want to improve the most in Tiki Astra Rewards program? *

- ☐ ASA token reward system
- ☐ Tiki Exchange platform
- ☐ Astra+ seller collection
- ☐ Discount using ASA tokens
- ☐ VIP memberships and benefits
- ☐ No need to improve anything
- ☐ Other: _____

What characteristics are you dissatisfied with the most in ASA token reward system? *

- ☐ I haven't heard of/studied the program
- ☐ I don't understand/like the program
- ☐ Very few ways to receive ASA tokens
- ☐ The value of ASA tokens redeemed is not equivalent to the value of the purchase
- ☐ The number of ASA tokens rewarded in other activities are very few
- ☐ All of the above
- ☐ Other: _____

With the above dissatisfaction, do you propose any changes to Tiki regarding the current ASA token reward system? (optional)

Your answer _____

What characteristics are you dissatisfied with the most in Tiki Exchange platform? *

- ☐ I haven't heard of/studied the program
- ☐ I don't understand/like the program
- ☐ The user interface is complicated and unfriendly
- ☐ Unclear directions, causing confusion to the new members
- ☐ I don't have time to track the fluctuations
- ☐ ASA tokens - TikiXu exchange rate is lower than expected
- ☐ The transaction fee is too high
- ☐ The process of exchange is unclear
- ☐ All of the above
- ☐ Other: _____

With the above dissatisfaction, do you propose any changes to Tiki regarding the current Tiki Exchange platform? (optional)

Your answer _____

What characteristics are you dissatisfied with the most in Astra+ seller collection? *

- ☐ I haven't heard of/studied the program
- ☐ I don't understand/like the program
- ☐ Too few hot deals in a day
- ☐ The products/sellers in Astra+ collection are not varied
- ☐ The redeemed ASA tokens are not as many as expected
- ☐ Coupons are not good in quantity and quality
- ☐ Coupons have low value
- ☐ All of the above
- ☐ Other: _____

With the above dissatisfaction, do you propose any changes to Tiki about the current Astra+ seller collection? (optional)

Your answer _____

What characteristics are you dissatisfied with the most in Discount using ASA tokens? *

- ☐ I haven't heard of/studied the program
- ☐ I don't understand/like the program
- ☐ Discount using ASA tokens is not as much as discount using TikiXu
- ☐ The money discounted is too low compared to the amount of ASA tokens spent
- ☐ The discount amount is not fixed, causing confusion for users
- ☐ All of the above
- ☐ Other: _____

With the above dissatisfaction, do you propose any changes to Tiki regarding the current Discount using ASA tokens? (optional)

Your answer _____

What characteristics are you dissatisfied with the most in VIP memberships and benefits? *

- ☐ I haven't heard of/studied the program
- ☐ I don't understand/like the program
- ☐ I cannot find a place to register for a membership
- ☐ The membership registration conditions are unstable, causing confusion
- ☐ VIP membership fees are too high
- ☐ The current benefits (365-day return policy, free shipping, etc.) is not varied
- ☐ The current benefits bring a much lower value compared to the registration fees
- ☐ VIP membership packages do not gain that many different benefits from regular users
- ☐ All of the above
- ☐ Other: _____

With the above dissatisfaction, do you propose any changes to Tiki regarding the current VIP memberships and benefits? (optional)

Your answer _____

Based on recent reviews, would you recommend Tiki and the Astra Rewards program to your acquaintances? *

1 2 3 4 5 6 7 8 9 10
Absolutely not ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ Absolutely yes

Why would you recommend/not recommend Tiki and the Astra Rewards program to your acquaintances? (optional)

Your answer _____

Why haven't you participated in Astra Rewards program? (You can choose multiple answers) *

- ☐ I haven't heard of the program
- ☐ I don't understand the algorithm of the new program
- ☐ I have tried but I cannot get familiar with/like this program
- ☐ The terms, conditions, and process of the program is always changing
- ☐ The benefits of this program are not equivalent to the money I have to spend
- ☐ Very few benefits, I don't see the differences between VIP and regular members
- ☐ I prefer TikiXu and older programs than the new one
- ☐ Other: _____

Would you consider joining the Tiki Astra Rewards program in the future? *

- ☐ Yes
- ☐ No