Drivers of customer equity in the South African truck rental industry.

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ABSTRACT

The corporate truck industry in South Africa has been plagued with price-cut pressures, little discernable differences between competitors (competitive parity) and stagnation as the industry matures. Managers need to find sustainable ways of growing market share under such challenging circumstances.

Customer equity is a concept initially coined by Blattberg and Deighton (1996) as the complete sum of a firms combined customer lifetime values. The essence of the concept describes a worldwide shift from a product-centric focus on brand equity and/or products toward a more customer-centric focus on customer equity.

This study is not concerned with the numeric calculations surrounding customer equity, but rather on the key drivers and sub-drivers that can be levered in order to boost the value of this intangible asset.

The aim of this study therefore is to test which drivers and sub-drivers of customer equity were dominant in the B2B truck rental industry in South Africa, by applying the so-called driver model as proposed by Rust et al (2000). Through delivering insights on the varying dominance of each driver and sub-driver, truck rental managers can better allocate their financial and human resources toward greater efficiencies, thus potentially creating a degree of competitive advantage that can aid in unlocking shareholder value under saturated market conditions.

The quantitative study achieved a total of 86 respondents through distributing a web-based survey to current customers in the industry, the results of which were analysed using simple descriptive statistics applications. The findings suggest that relationship equity has the greatest effect on overall customer equity with a mean score of 6.77, whilst value equity as a driver delivers substantial impact with a score of 6.28 and brand equity carrying the least weight with a mean score of 3.96.The findings deliver a useful toolbox that educates truck rental managers on what drives a customer’s purchase decision and influences their loyalty and retention probability. The study examines the sequence of drivers to be met by relating the concept to Maslow’s idea of ‘hierarchy of pre-potency’ introduced in 1987, and suggests this relationship be further explored in future research efforts.

DECLARATION

I, ADAM FRIEDMAN, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

ADAM FRIEDMAN

SIGNED AT: INDUSTRIA, JOHANNESBURG, SOUTH AFRICA

On the 13TH day of JUNE 2016

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Most of all, I wish to pay tribute to my beloved Mother who is battling cancer at this very moment, every other challenge is minuscule in comparison to what she is facing right now. Her bravery and strength is immeasurable and I wish her a full and quick recovery more than anything else in the world.

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CHAPTER 1.INTRODUCTION

1.1 Purpose of the study

The purpose of this study is to identify and assess the key drivers and sub-drivers of customer equity in the South African truck rental industry in order to further understand the customer landscape. This study aims to deliver valuable insights into the truck rental customer market, which can possibly assist in increasing efficiencies of a rental firm's marketing strategy.

The goal of this study is therefore to deliver a more comprehensive understanding of both the drivers and sub-drivers of customer equity in the given market.

This can then assist managers to better-manage customer acquisition and retention rates by allocating marketing resources more efficiently in order to grow a firm's customer equity and subsequently boost shareholder value.

1.2 Context of the study

What is Customer Equity?

The concept of customer equity was initially introduced by Blattberg & Deighton as the sum of all customer lifetime values or CLTV's of a firm's customers.(Blattberg and Deighton 1996)

Customer Lifetime Value is therefore the central foundation of customer equity management and is defined as the net present value of all current and future revenues generated by a customer throughout the life of his/her business with the firm. (Gupta and Lehmann 2005)

The key to increasing CLTV is a fine balance and a keen focus on both customer acquisition and retention. This strategy is representative of customer-centricity as opposed to product-centricity. Whilst retention can be achieved through strong relationship builders, an effective acquisition strategy is still required as firms tend to lose between 10 and 30% of customers each year. (Reichheld and Teal 2001)

It is commonly agreed upon that customer lifetime value has a direct effect on shareholder value. Stahl suggests that customer interactions should be seen, as investments by the firm and thus relationships with loyal customers are indeed assets to the firm. (Stahl, Matzler et al. 2003)

These relationships therefore can be seen as ‘intangible assets’ that generate cash flows and help to build upon residual value of the firm, thus inextricably linking CLTV to shareholder value.

Customer equity in B2B Markets

Firms typically have three avenues of increasing return on investment, either to build brand equity, customer equity - or both.

Retail brands such as Proctor & Gamble, Coca Cola etc. will adopt a brand equity-building strategy, as their customers will navigate a low involvement decision process before making a purchase. For a B2B (business to business) enterprise on the other hand, it is generally more beneficial to adopt a customer-equity-building strategy as they seek to build on individual relationships with customers who navigate a high involvement decision process. (Du Plessis, Jooste et al. 2001)

Customer equity differs from brand equity in a sense that it focuses on customer management in addition to brand/product management, whereas brand equity tends only to focus on the latter. However the two concepts are supportive of one another as a successful strategy in one, can result in the success of the other. (Ambler, Bhattacharya et al. 2002) (Keiningham, Aksoy et al. 2005)

Ambler et al (2002) continue to explain the intricate relationship between the two concepts, stating that brand equity has a far greater focus on intangible values such as feelings, emotions and brand personalities whilst customer equity has a slightly more tangible outcome as one can measure acquisition, retention rates etc. They continue to explain that a focus on either one is not likely to yield to the best result, but that rather a focus on the combination of the two would yield greatest value. They further suggest that marketer's should not see the two concepts as being in competition with one another but that they are rather "2 sides of the same coin"(Ambler, Bhattacharya et al. 2002)

The applicability of the either brand or customer equity strategy was clarified by Reinartz et al (2005) who suggested that the applicability is dependant upon a firm being able to split its addressable and non-addressable customer base. The writers continues to suggest that for non-addressable customers, a brand equity strategy would hold strong merit whereas for an addressable customer, adopting a customer equity strategy would be more likely to yield better results. (Reinartz, Thomas et al. 2005)

Therefore, even though the concepts are in harmony- this study aims to seek insights from current, active and addressable customers in the South African truck rental industry. Therefore, as proposed by Reinartz et al (2004), building customer equity, or a customer-orientated strategy as opposed to brand equity or a product-orientated strategy, can have a far more effective impact on building shareholder value through a firm's addressable client base.

This assessment coupled with the positive effect a customer equity strategy has on building key relationships in a B2B setting, makes customer equity a more interesting tool that can be used to boost shareholder value in the South African B2B truck rental industry, as opposed to brand equity.

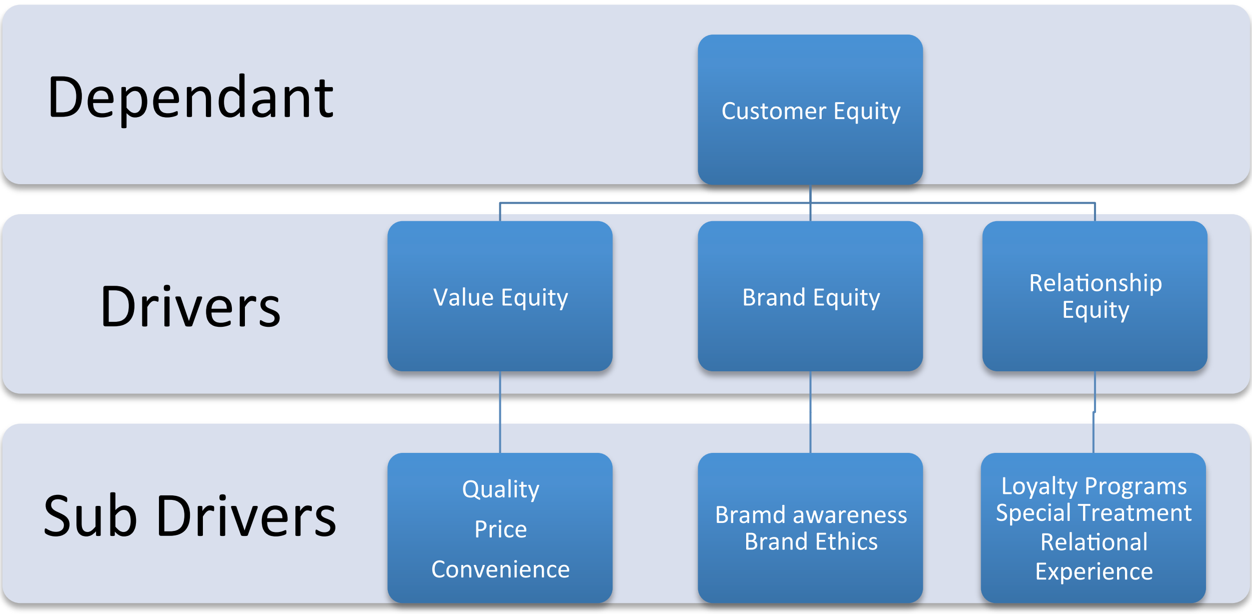
Customer Equity Models in a B2B context

There are two various schools of thought used to derive and manage customer equity. The first being the internal view or 'supply side' that utilizes information gathered within the firm in order to analyse and build on customer equity. The second school is the external or demand side, which gathers external information such as customer behaviours and various external market indicators in order to provide direction to build on customer equity.(Du Plessis, Jooste et al. 2001)

Various models have been developed to measure and describe drivers of customer equity. The so-called ‘driver’ model represents the external school and consists of three drivers, namely value equity, brand equity and relationship equity. (Lemon, Rust et al. 2001)

Each of these drivers have certain sub-drivers or levers that can be used to increase customer equity for either value, brand or relationship equity drivers.

Figure/Table 1: Driver Summary



Source: Adapted from Lemon et al (2004)

According to Ramaseshan et al (2013), in a B2B context, value and relationship equity tend to retain a far greater weighting than brand equity, due to a heavy reliance on relational experience and trust in the B2B sector. Whereas the B2C sector is generally far more reliant on brand equity to drive sales due to the non-addressability of their client base in comparison to a B2B setting. This is why we typically see far greater advertising spend coming from consumer brands. (Ramaseshan, Rabbanee et al. 2013)

<u>The Truck Rental Industry in South Africa</u>

The South African truck rental industry is a mature industry with multiple companies operating in a semi-oligopoly market. An overwhelmingly large portion of sales is conducted with other businesses (B2B).

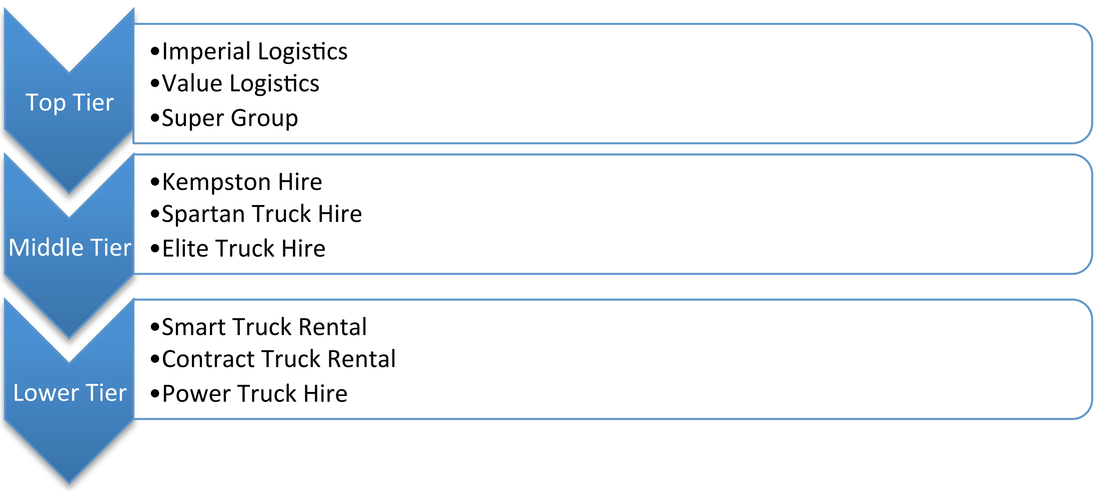
The industry by nature is based upon an ‘overflow’ model, whereby rental companies supply vehicles to other businesses when their base fleet of vehicles cannot meet current demand. Economic seasonality is the basis upon which every truck rental company was built.

The following example best describes the market need that truck rental suppliers provide:

Company A is a manufacturer and distributor of sun cream. They have a 5000sq meter warehouse and factory that operates at 50% capacity, with a fleet of 5 vehicles operating at a 90% capacity that delivers to all pharmacies and retailers in the Johannesburg region. In the summer months, predominantly September to January, demand for the sun cream increases the factory output capacity to 100% however the fleet cannot match this to complete all of the deliveries. An option is to purchase delivery vehicles in order to increase the fleet to 10 units. However, in the winter months (6-7 months) these vehicles will be sitting idle costing the firm money. A firm in this situation would seek to rent in delivery vehicles for the 5-month peak in demand as opposed to buying new vehicles. The cost implication of owning in this case is far greater than paying the slight premium for rental.

The South African truck rental industry has 3 tiers:

Figure/Table 2: Truck Rental Market Segmentation



- Companies that are listed on the Johannesburg Stock Exchange (JSE) categorize the top tier. These companies are corporate in structure, and have a large array of service and product offerings such as warehousing, logistics, motor retail etc. (Fleet size: 2500+ units)
- The middle tier is categorized by companies that are similar in fleet size to the top tier as far as truck rental is concerned, but do not offer such a comprehensive basket of products & services. (Fleet size: > 1500 units)
- The lower tier consists of smaller companies that are focused on truck rental alone, but do not have critical mass in terms of fleet size (Fleet size: < 300 units)

The table below indicates the additional service offerings that each tier offers:

Figure/Table 3 : Segmentation by offering

Service Offering	Value	Imperial	Super Group	Elite	Kemp-ston	Avis	Spartan
Truck Rental	1	1	1	1	1	1	1
FML	1	1	1	1	1	1	1
Forklift Rental	1	1	1	1	1	0	1
Film Rentals	1	1	0	0	1	0	1
**Line Haul	1	1	1	1	1	0	1

Staff Management	1	1	1	0	1	0	1
Clearing & Forwarding	1	1	1	0	0	0	0
Road/Air Freight	1	1	1	0	0	0	0
Warehousing	1	1	1	0	0	0	0
Motor Dealerships	0	1	1	0	1	0	0
Car Rental	0	1	0	0	1	1	0
Chemical Distribution	1	1	0	0	0	0	0
General Distribution	1	1	1	0	0	0	0

*Full maintenance leasing is a service offering that provides the customer with a long-term lease on the asset (2-5 years) and includes all maintenance over the period.

**Line haul is long-distance-transportation services that can be characterized by inter-city deliveries of one pick up point and one delivery point of bulk freight.

Controversially speaking the industry has become more commoditized in recent years, with price trumping service in many instances. There is arguably little perceived differentiation between various rental companies.

The larger companies have diversified their service offerings in order to try and provide a holistic, 'one-stop' product in order to gain competitive advantage. Whilst this has been successful to a degree, many companies have straddled the same strategy thus leading to further market saturation.

The business problem for truck rental managers therefore is how to gain a competitive advantage over rivals, without having to decrease prices under progressively saturated and commoditized market conditions.

If a firm understands the drivers of value from a customer's point of view, then marketing resources can be targeted accordingly in order to maximize customer equity.

1.3 Problem statement

1.3.1 *Main problem*

To identify and assess the key drivers and sub-drivers of customer equity in the South African truck rental industry from the demand-side.

1.3.2 *Sub-problems*

The first sub-problem is to determine the dominant drivers of customer equity according to the driver model proposed by Lemon, Rust et al (2004)

The second sub-problem is to identify the predominant sub-drivers of customer equity in the South African truck rental industry.

The third sub-problem is to assess which combination of drivers/sub-drivers can be adopted in order to more-effectively place a firm’s limited resources.

1.4 Significance of the study

Little academic research has been conducted on truck rental companies in general, let alone in a South African context.

Customer equity on the other hand has been substantially researched and much literature exists not only in a B2C framework but a B2B market as well. This study will contribute to the body of knowledge surrounding customer equity, but with a specific focus on the truck rental segment in South Africa.

The study will aim to deliver insights and indications of key drivers and sub-drivers of customer equity from an external perspective. A ranking table of drivers and sub-drivers will be developed in order for firms to channel their marketing resources according to varying levels of impact on customer equity.

The study will provide guidance to current and future leaders of truck rental companies in South Africa by providing some clarity on their target market’s wants, needs and desires.

Such insights can then be utilized to adjust market strategies accordingly to increase efficiencies and ROI (return on investment). By re-adjusting marketing resources toward a more targeted approach, firms can improve perceived value delivery; increase customer retention and acquisition that will ultimately result in increased shareholder value being attainable in a commoditized ‘red ocean’ market.

1.5 Delimitations of the study

- The paper will focus in on two companies and their clientele, Spartan Truck Hire (Pty) ltd Power Truck Hire (Pty) ltd. The reason for this is that information from the companies listed above are readily available due to the writer's relationship with the firms.
- The study will be taken at a specific point-in-time only, and the changes in market dynamics over time will not be considered.
- The study will predominantly focus on B2B-based literature in order to derive academic insights, and it is assumed that this information is relevant to the B2B truck rental industry in SA.
- The analysis of customer equity will be done via the 'driver' model of customer equity; no other models will be utilized.
- The study will not aim to value or measure a firms total customer equity value in financial detail, but rather to provide insights on how to *drive or increase* a firm's total customer equity.
- The study will only examine the customer equity drivers from the demand side, as opposed to the supply side
- The study will only examine addressable or current/active customers of truck rental suppliers.
- Only the B2B side of the truck rental industry will be studied, as it represents a vast majority of the transactions in the South African market, therefore the B2C side of the market will be largely discounted.
- The study will not focus on Brand Equity as a stand-alone concept, but rather an internal construct of the customer equity concept, and thus minimal attention will be given to it.

1.6 Definition of terms

- ‘B2B’ refers to business-to-business activities
- ‘B2C’ refers to business-to-consumer activities
- ‘CLV’ refers to customer lifetime value, which describes the total lifetime purchases that a customer provides to a firm.
- ‘FML’ refers to full maintenance leasing, a common vehicle, machinery and plant financing option that includes the maintenance of the unit over a given period.

1.7 Assumptions

- It needs to be assumed that the customers of Spartan Truck Hire (Pty) ltd are an accurate representative sample of the existing truck rental customer base in South Africa.

- We assume that the truck rental industry in South Africa follows a similar trend to other B2B markets in general in terms of consumer behaviour and beliefs; therefore other B2B customer equity reports will be studied and referred to.

CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

The literature review seeks to place this study in a relative context by reviewing relevant literature that is central to the problem and sub-problems.

The main problem is to assess the key drivers of customer equity in the South African truck rental industry. The aim is to deliver an accurate and insightful ‘toolbox’ that provides leaders and managers in the truck rental industry with in-depth understanding of their customer’s want, needs and behaviours. This information can then be used to rework combinations of various drivers in order to better-target marketing strategies that will maximize efficiencies and thus increase shareholder value in the long term.

In order to successfully assess the drivers of customer equity in the truck rental market, the research paper needs to build a foundation for the current literature that exists around the following aspects:

1. The current state of the truck rental industry in South Africa
2. The role of a firm’s intangible assets
3. The constitution and responsibility of a firm to drive shareholder value
4. The concept of customer equity and its fundamental make-up
5. The relationship between brand equity and customer equity
6. The various models that can be used to measure/analyse customer equity
7. What constitutes brand equity, relationship equity and value equity
8. Applications of these drivers to the B2B services industry
9. The potential list of sub-drivers that can be proposed to be applicable to the given industry
10. The effect that each driver/sub-driver has on customer loyalty and customer satisfaction

The above will provide a strong academic grounding upon which various research questions and propositions will be introduced at the end of this chapter.

2.2 Background discussion.

2.2.1 *The South African Truck Rental industry*

Truck rental companies in South Africa have experienced substantial growth over the past 10 years. In fact, many of the large logistics and supply chain firms were initially founded as providing truck rental services and the subsequent success of that service offering provided a platform to diversify into new markets. Such markets include motor-retail, logistics and shipping, import & export etc.

Examples of such companies include Imperial Holdings, Super Group and Value Logistics all of which make up the ‘top tier’ in the South African truck rental industry as mentioned earlier in the article.

Figure/Table 4: Market Capitalizations

Firm	**Market Capitalization as at Mach 2016**
Imperial Holdings	R29 Billion
Super Group	R15 Billion
Value Group	R600 Million

Source: www.sharenet.co.za, last accessed 12 March 2016

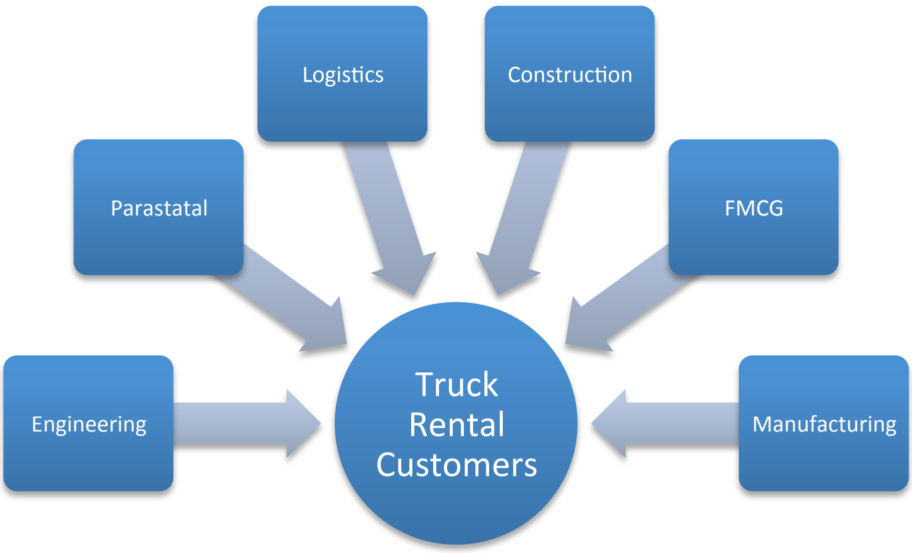
The above companies have developed multiple different divisions apart from truck rental, which represents a smaller and smaller percentage of their revenue streams as the groups continue to venture into alternative markets. These different markets can include new industry penetrations both locally and abroad. For example Imperial Holdings has acquired numerous shipping and logistics companies in Germany and Super Group has a very large consumer-leasing division in Australia called SG Fleet which accounts for nearly 50% of its revenues.

Apart from these 'top tier' companies as listed above, several other companies tended to predominantly see truck rental as a core focus, and not diversify as much as the above firms may have. These companies are considered to make up the second tier of suppliers, and comprise of three firms, namely Spartan Truck Hire, Elite Truck Hire and The Kempston Group, the three of which make up the 'middle tier'.

The industry as a whole can be categorized as a hybrid between an oligopoly structure and monopolistic competition, whereby products and services are largely homogenous, however with very large capital barriers to entry dissuading new entrants from the market.

The truck rental market is vast, with many of the medium and large sized enterprises finding it a need that must be fulfilled at certain times. Customer segments include:

Figure/Table 5: Segmentation by Customer



While industry growth in the past five years has been on the upward climb, price-cutting pressures are forever increasing from both competitors and customers and firms are battling to find sustainable sources of competitive advantage.

Rita McGrath introduces the idea of firms creating a ‘transient advantage’. The article continues to explain how competitive parity is all-too-common in many arenas, and how firms that do manage to unearth some form of competitive advantage are short lived as copycats quickly enter the fray. The question then is how to create a competitive advantage that cannot be mimicked too easily, and one that holds true for an extended period of time? (McGrath 2013)

The truck rental arena in South Africa is plagued with competitive parity, and whilst returns are still fair, it is becoming more and more difficult for leaders and managers in the industry to unlock substantial shareholder value by out-growing the competition. The diminishing returns is exactly the reason the top tier companies have diversified as much as they have.

Must leaders and managers merely accept that the market is a mature one that is slow-growing by nature, and that each of the key organizations in the industry will continue to grow at this mediocre pace regardless of what one or the other does? Or should these leaders aim to innovate the industry thereby providing them with some form of sustainable competitive advantage?

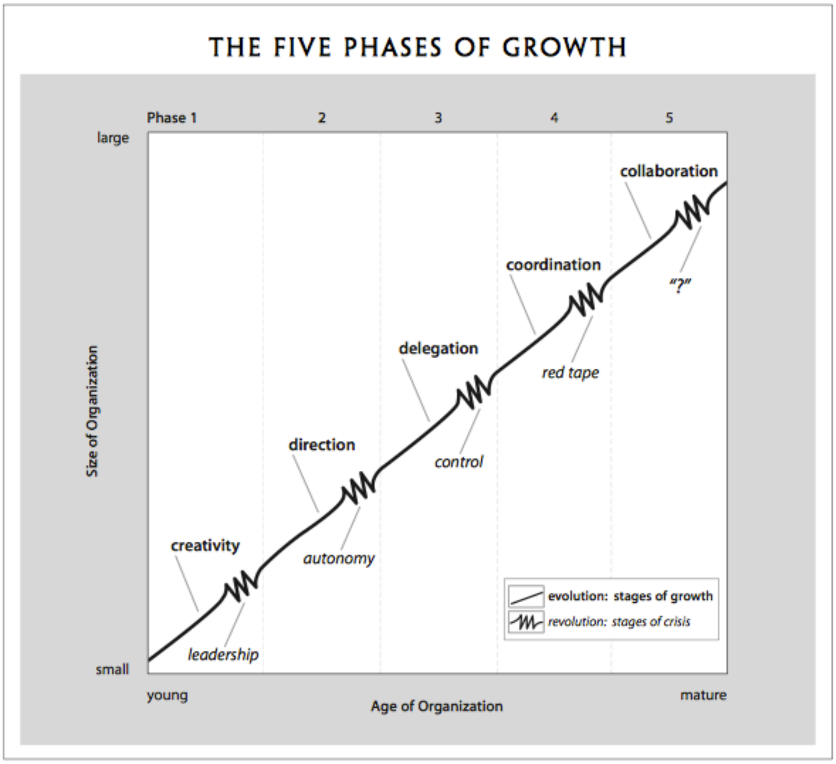
In his article titled “Evolution and Revolution as Organizations Grow’ Larry Greiner introduces the concept that companies tend to grow to a certain size and no further, and that in order for them to expand beyond this saturation point, a revolution of some sort is required. This revolution can be in terms of an organization’s vision, strategy, people, processes or resource allocation to name a few. He suggests that the following points affect the rate at which an organization develops:

1. Age of the organization – the older it is, the harder it is to change employee habits
2. Size of the organization – The faster an organization can grow its sales, the

quicker it will develop solutions to problems and so the vicious circle begins.

3. Stages of evolution – characterized by long periods of substantial growth, but which do not require sweeping organizational changes
4. Stages of revolution – characterized by periods of turbulence that require major overhauls in management practices in order to survive, these new rules lay the foundation upon which the following evolutionary period will be based upon.
5. Growth rate of the industry – in a high growth industry, periods of evolution and revolution are rapid whereas in a low-growth industry those periods are prolonged and companies in slow growth industries become less adaptive as time goes on.

(Greiner 1972)



Source: (Greiner 1972)

Having taken the above into consideration when analysing the truck rental industry in South Africa, the following judgements are made by the researcher.

Figure/Table 6: Application of Truck Rental Industry to Greiner (1972)

Organizational Development Indicators as proposed by Greiner (1972)	**Application to the SA Truck Rental industry**
Age of Organizations	**Old**
Size of Organizations	**Relatively Large**
Stage of Evolution	**Coordination**
Stage of Evolution	**Control**
Industry Growth Rate	**Slow**

The above chart presents a difficult case for organizations in the truck rental industry to unlock some sort of competitive advantage that can catapult them into new heights. Firms are experiencing mediocre but acceptable growth, habits are ageing and hardening and the entire industry seems to be in autopilot.

Greiner (1972) continues to explain that when profits come easy, evolutionary periods are prolonged and revolutionary periods can be delayed as long as their income statement is showing growth. Greiner explains that these managers are merely buying time before a crisis forces sweeping changes, furthermore he suggests that a revolutionary period is far more severe when market conditions are poor, thus stressing the urgency for managers to act whilst market conditions are still favourable. (Greiner

1972)

Taking the above into account, could the truck rental industry in SA be in a rigid state, naively enjoying the last fruits of summer without preparing for a possible cold winter lurking around the corner? A competitive advantage must be found when market conditions are favourable in order to deliver value for shareholders and gain a sustainable competitive advantage.

2.2.2 *Shareholder Value*

The previous paragraphs have analysed the truck rental environment in South Africa, and achieved indications that the industry is in a state of maturity, one where the current players are lapping up the profits whilst market conditions are favourable. Competitive parity and price-cutting pressures are all too commonplace and the industry as a whole seems to be in quite a static phase. In this environment, shareholders are still seeking to unlock value from these well-established assets.

Management is therefore coming under increasingly more pressured to deliver positive results and increase shareholder value for a firm. In an effort to constantly meet with short-term needs, leaders of organizations can often sacrifice the long-term sustainability of a firm asset's in order to meet immediate targets. (Du Plessis, Jooste et al. 2001)

In an empirical study conducted by Mizik & Jacobson on myopic marketing management for search engine optimization (SEO) firms, they found that 65% of organizations were practicing this myopic management style of sacrificing long-term sustainability for short-term results. (Mizik and Jacobson 2007)

What is shareholder Value?

According to Srivastava et al, shareholder value is realized by a combination of the present value of future cash flows derived from the asset as well as the residual value that can be extracted after the period in question. (Srivastava, Shervani et al. 1998)

In their article titled "Market-based Assets and Shareholder Value" Srivastava et al propose a framework upon which any marketing strategy needs to rely on in order to increase shareholder value:

1. An acceleration of cash flows (seeing returns sooner)
2. An increase in the level of cash flows (higher profits)
3. A reduction in associated risks (volatility and vulnerability)
4. Increasing the residual value of a firm

(Srivastava, Shervani et al. 1998)

Using the above framework, it is better understood how the 'myopic marketing management' approach proposed by Mizik and Jacobson would deliver value in the short run, but subsequently destroy value in the long run.

In the South African truck rental industry, we have acknowledged that companies have been exposed to price-cut pressures from both competitors and customers, should they succumb to such pressure, would this not constitute a myopic strategy that will destroy shareholder value in the long term? Is there another, more-sustainable way to create a 'transient advantage' and unlock shareholder value in the long-run?

2.2.3 *Intangible Assets*

Many of the listed companies on the JSE have a market value in great excess of their book valuations. This difference is created by investor's value perceptions of the firm, and is indicated/measured by the prevailing market-to-book ratio. The greater the ratio, the more shareholder value is realized. (Bick 2009)

Historically, research has indicated that intangible asset values account for as much as 70% of the total market value of the Fortune 500 companies. (Bayon, Gutsche et al. 2002)

Having considered the above, it is evident that the intangible assets of a firm hold much value, and if leaders and managers can learn how to manage and grow such assets, within there lies a potential to further-unlock shareholder value.

In defining the term, Lev and Schwartz state that the combined intangible assets of a firm make up it's intellectual capital, which is a great source of competitive advantage and future earnings but is not physical in nature. (Lev and Schwartz 1971)

If intangible assets and intellectual property contribute such value and make up a substantial portion of a firm's worth, then what exactly do they consist of and how can a truck rental firm gear resources to increase the value of their intangible assets and subsequently unlock further shareholder value?

According to a study conducted by Annie Brooking, intellectual capital can be broken into 4 distinct parts including:

1. Market assets
2. Intellectual property
3. Infrastructure,
4. And human-centred capital.

(Brooking 1997)

From an external marketing perspective, intangible assets can include brand equity and customer equity. Researchers, marketers and business leaders have looked toward building on such intangible assets in order to further increase shareholder value and seek a strategic marketing direction. (Bick 2009)

2.3 Introducing Customer Equity

The difference between Brand Equity and Customer Equity:

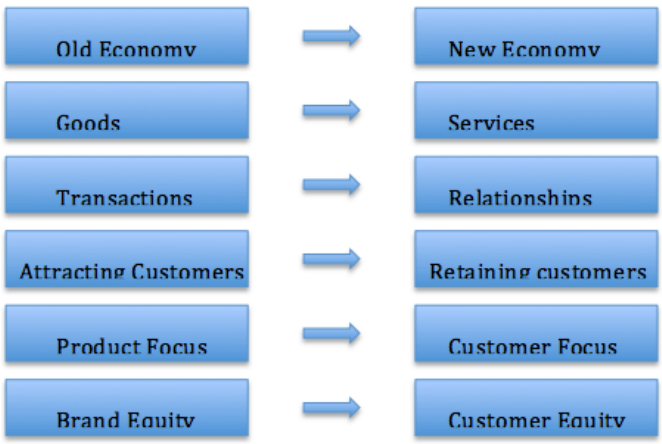
Brand Equity: According to David Aaker, brand equity is the inherent set of assets that either adds or subtracts value for a firm and it's customers. (Aaker 1996) Furthering on Aaker's definition, Phillip Kotler states that brand equity is the positive (or negative) differential effect on customer behaviours that results from associations made with the brand name.(Kotler 2000)

Customer Equity: A term originally coined by Blattberg & Deighton in 1996 as the total sum of a firms customer lifetime values. (Blattberg and Deighton 1996) Zeithaml, Lemon et al introduce the concept in simpler fashion by stating that a firm's longer-term valuation is based upon its relationships with customers. (Zeithaml, Lemon et al. 2001)

Comparing customer equity to brand equity

Zeithaml et al consider there to be an inevitable shift from brand equity toward a more customer equity approach, due to certain interrelated, global trends.

Figure/Table 7: Transforming markets (Zeithaml, Lemon et al 2001)



Adapted from: (Zeithaml, Lemon et al. 2001)

Both of the above concepts have been analysed, measured and geared toward increasing shareholder value for a firm. Brand equity tends to be more effective in a business-to-consumer fast moving consumable goods setting where there exists a low involvement decision-making process. Customer equity on the other hand holds heavier weight in an industry that requires nurturing of customer relationships such as the financial services or B2B market whereby the marketing focus is much broader. (Blattberg, Getz et al. 2001)

Rust et al support Zeithaml understanding on the difference between brand equity and customer equity, by indicating that the former is more product-centred thinking and the latter being more customer-centred thinking. These views therefore have the power to influence a firm's marketing strategy either to be more product or customer-centric respectively. (Rust, Lemon et al. 2004)

The difference between the two concepts is not always so obvious argues Ambler et al (2002), and often many of the key areas overlap. One of the differences lies in the definition of the terminology, in that brand equity can be considered to be a current asset that can be leveraged off to unlock further value whilst customer equity is seen as a financial value of an asset. (Ambler, Bhattacharya et al. 2002)

Another key difference can be found in the effect that each may have on a target customer. Brand equity is often considered to be far more effective in customer attraction or acquisition whilst customer equity or a customer-centric strategy is generally more effective on customer retention. (Bick 2009)

Further to the above, and as mentioned earlier in the paper – brand equity tends to be more effective on non-addressable customers whilst customer equity is considered to be a better tool to adopt when targeting addressable customers. (Reinartz, Thomas et al. 2005)

Which of the above would be more effective to measure in the South African truck rental industry? The study aims to focus on the addressable customer in the truck rental market alone, that goal coupled with the higher relevance that customer equity has with a B2B market place results in a keen focus being placed upon the customer equity concept going forward. Brand equity will continue to be analysed, however not as a seminal construct but rather a portion of the customer equity framework.

Customer lifetime value is a critical pillar in understanding and measuring customer equity, therefore in order to have a holistic appreciation of the concept, the researcher needs to detail the idea of customer lifetime value.

Customer Lifetime Value

In defining customer lifetime value, Zethaml et al explain how marketers consider the value of a customer not only to be his/her current purchase decision, but rather to sum up the total amount of estimated purchases that the same customer will make over the entire period of his/her life with the firm. This amount is then discounted to present value is considered to be that individual's customer lifetime value (CLV). Further to that, summing a firms total customer lifetime values is considered to be its customer equity. (Zeithaml, Lemon et al. 2001)

For example, a truck rental firm has 2 customers, customer A contributes R100 in profit for the firm and is expected to remain with the company for 5 years whilst customer B contributes R300 and is expected to remain with the company for 1 year. The CLV of A will be R380 (at the firm's appropriate discount rate) and for customer B will be R300. Therefore the firm's customer equity will be R300 + R380 = R680.

Relevance of Customer Equity to managers

Zeithaml, Lemon et al consider customer equity to be the key to building an effective strategy. Understanding which drivers will have the most positive impact on the overall customer equity of the firm will help to pinpoint marketing resources toward a more profitable customer base in the long term. The book continues to explain how key drivers will differ from industry to industry and even amongst different customer segments within a given arena.(Zeithaml, Lemon et al. 2001)

The researcher wishes to introduce an example in order to further-explain this concept.

Company ABC manufacturers and distributes a washing powder in South Africa. After conducting research on their market, they have deduced that the most influential driver of customer equity is brand recall and the least impactful being relationship quality. Being an FMCG brand, their consumers navigate a low-involvement decision when comparing brands on the shelf that results in a reliance on brand awareness and recall, and almost never come into contact with the company or any of it's representatives directly out of choice. Therefore, the company will know to channel resources and strategies toward improving brand awareness and recall and spend almost none of its resources building up processes that improve relationship quality.

In a truck rental market that is plagued with average growth and minimal room of competitive advantages, understanding how their customers think, feel and what they base their final business decisions o- and then being able to reallocate resources to a more efficient and effective position can result in some respite for truck rental leaders and managers. How would we begin to measure or analyse such drivers of customer equity?

Models to manage customer equity

Various models used to manage customer equity of firms have been developed over the past years and typically into 2 schools of understanding.

- **The internal school** describes the method in which certain indicators that affect customer equity are studied and derived from an internal source such as consumer behaviour patterns that can be drawn from a CRM system of a large retail bank. Such information/insights are then used in an attempt to develop and grow the customer equity of the firm. This is also known as the 'supply side'
- **The external or demand side** relies on gathering primary information directly from customers regarding their wants, needs and expectations in an attempt to gain insight to direct new strategies that will enhance a firm's customer equity.

(Du Plessis, Jooste et al. 2001)

The following customer equity models have subsequently been developed.

- **Blattberg & Deighton (1996)** model which initially proposed the concept of customer equity and was focused on the balance between customer acquisition and retention.
- **Blattberg et al (2001)** model which expanded on the previous model by introducing 9 fundamental levers on which a firm can pull in order to drive customer equity.
- **Rust et al (2000)** model also known as the 'driver model' upon which 3 main drivers of customer equity were introduced, namely brand, relationship and value equities and proposed further that these drivers can be affected by further sub-drivers.

The ‘driver model’ represents the ‘demand side’ or external school due to the fact that it relies on customer input. For the purpose of this study, the ‘driver’ model will be used to analyse various drivers of customer equity in the South African truck rental industry due to the fact that it is more market-orientated.

2.4 Application of ‘driver’ model

2.4.1 *Brand Equity*

Zeithaml, Lemon et al consider brand equity to be an emotional and subjective appraisal of the brand, and continue to explain how customers’ perceptions of certain brands cannot be explained by any objective qualities of the product.

Lemon, Rust et al (2001) concur with the above view and further the analysis of brand equity by introducing that such equity is enabled by **brand awareness**, **perceived ethics** and a **customer’s general attitudes** towards a brand.

They elaborate further on the above to explain how brand equity serves 3 vital roles for a firm, first it acts as a magnet that draws in potential customers, second it acts to remind potential customers about a firms products and services and finally it is the key to ensuring a customer’s emotional tie to a firm. (Lemon, Rust et al. 2001)

Brand equity has been the target of many firm’s marketing efforts and resources historically, with a large focus being placed upon products and product profitability. Zethaml, Lemon et al (2001) acknowledge how there has been a global shift in focus and marketing budgets away from a product centric brand equity approach toward a more customer-centric customer centric customer equity approach and consider brand equity to be a portion of the broader concept of customer equity. The reason? They believe the long-term viability of any firm is mostly dependent on the value of its customer relationships. (Zeithaml, Lemon et al. 2001)

Brand equity is typically more effective in a business-to-consumer FMCG setting whereby consumers navigate a low-involvement decision in purchasing. (Bick 2009) In a

B2B services setting such as the South African truck rental industry, what value does brand equity hold if any?

In a study conducted by Ramaseshan et al (2013) on the effects of customer equity drivers in a B2B context, it emerged that in the Australian B2B services arena, brand equity had little or no positive impact on customer loyalty or trust and that all weighting sat with value and relationship equity instead. (Ramaseshan, Rabbanee et al. 2013)

<u>Where brand equity matters</u>

Lemon, Rust et al. (2001) propose that brand equity, whilst a general concern for most companies, is only really critical in certain situations including:

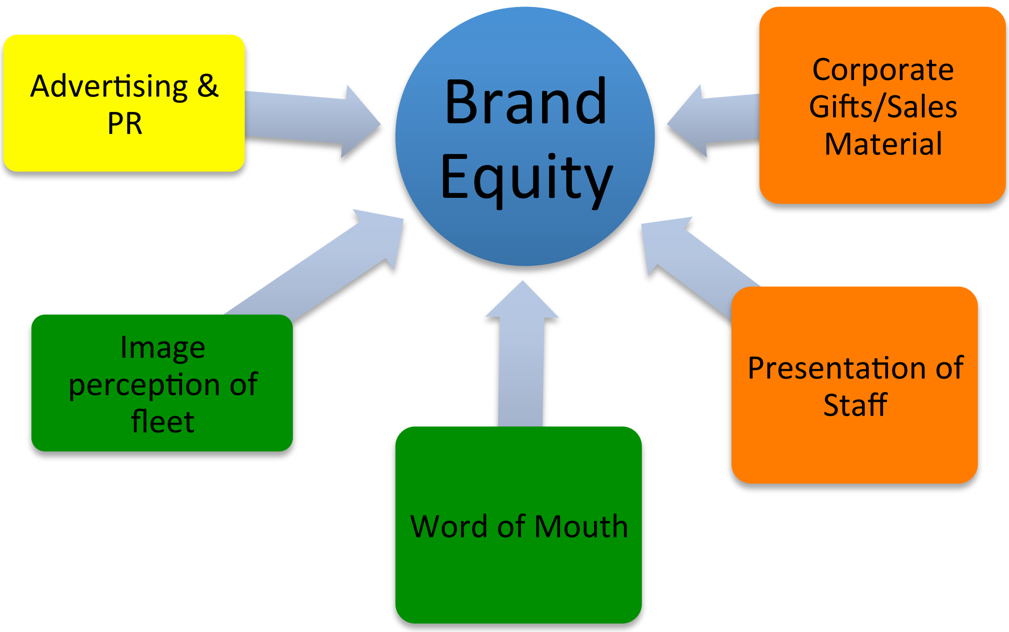
1. For customer that navigate low-involvement decisions such as FMCG goods (Coca Cola),
2. When the use of the product is highly visible by other, a self-expressive benefit such as clothing brands, cars etc.
3. Where experiences can be passed on from generation to generation or individual to individual (father teaching his son to shave etc)
4. Critical for credence goods, whereby it is impossible to ‘try before you buy’

Relating the above to the B2B truck rental industry, it is difficult to see the importance and weighting of brand equity in building overall customer equity of a firm. Consumers that generally navigate a high-involvement decision can categorize the industry, and whilst the use of the product is highly visible, is it seen as a self-expressive benefit? Furthermore, the experience of renting a truck cannot be passed from generation to generation, however it can be passed from person to person (Word of mouth). Lastly, whilst customers cant exactly try before they buy, they can try it for the first time and switch should they need on the next rental.

For the South African truck rental industry, sub-drivers of brand equity will fall into one of the 3 categories proposed by Lemon, Rust et al. (2001)

Figure/ Table 8: Application of Brand Equity as Driver

Brand awareness	Yellow
Perceived ethics	Blue
Customer's general attitudes	Green



2.4.2 *Brand Equity: Research Questions*

1. What contribution does brand equity have on increasing the truck rental firm's overall customer equity and how does this contribution compare with that of value equity and relationship equity?
2. Of the 3 sub-driver categories, namely brand awareness, perceived ethics and general attitudes toward a brand, which of these have the greatest impact?
3. Can either of these sub-drivers be used in combination with another or others in order to maximize efficiency?

2.4.3 *Value Equity*

Du Plessis, Jooste et al (2001) consider value equity to be a consumer's objective assessment of the brand based upon perceptions of what the benefits are compared to what was sacrificed. For example, some customers will consider a R1 million Ferrari good value of money whilst others would perceive that transaction to be a complete waste of money therefore value equity is dependant upon a customer's personal values. (Du Plessis, Jooste et al. 2001)

Lemon, Rust et al (2001) see value equity as the keystone of any customer's relationship with the firm. The continue to explain their idea by stating that if a customer's needs and expectations are not met fundamentally, then the relationship and brand value are powerless and meaningless. They define value equity as "the customer's objective assessment of the utility of the brand, based on perceptions of what is given up for what is received" (Lemon, Rust et al. 2001)

Lemon, Rust et al continue to introduce 3 key levers that directly affect value equity, these being **quality, price and convenience**. Quality represents the tangible product/service attributes such as vehicle age and brand in the truck rental industry. Price represents the sacrifice that is made in return for the resolution of a customer need and convenience relates to actions that assist in reducing a customer's time costs, search costs and efforts to do business with the firm.

Where value equity matters

Lemon, Rust et al (2001) consider value equity to matter most in the following contexts:

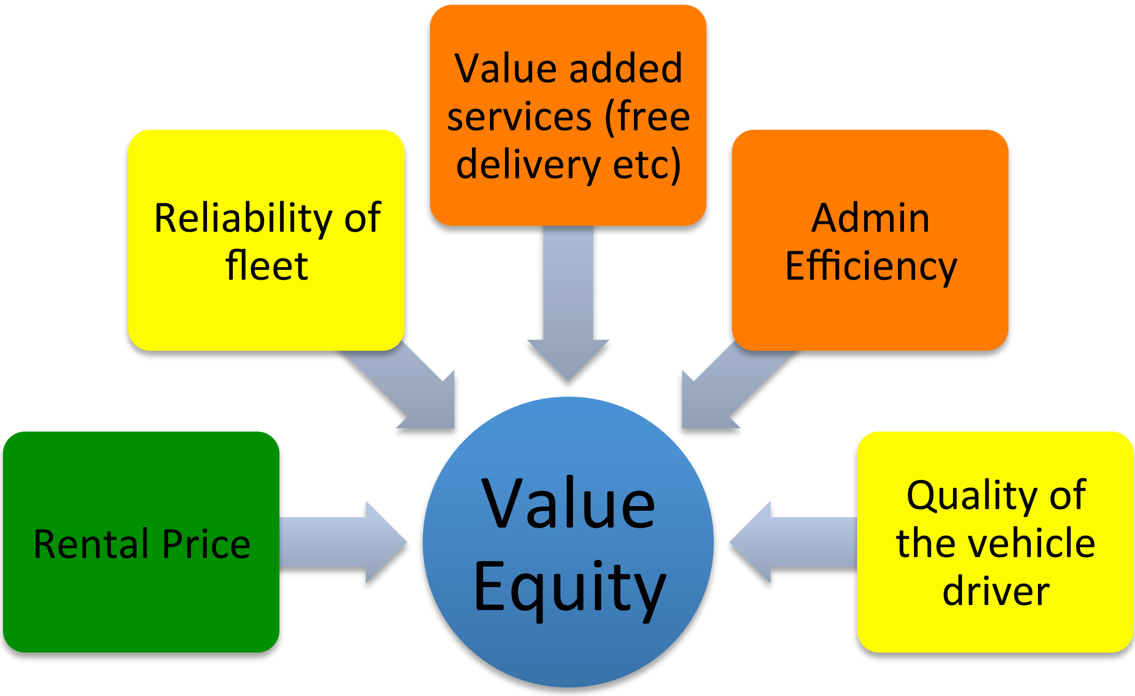
1. Where there are concrete discernable differences between competing products,
2. Whereby customers navigate a complex and highly-involved decision making,
3. In business-to-business arenas whereby the customer relationship tends to be a longer-term commitment and partnership,
4. Firms that offer innovative products and services,
5. For firms that offer maturing products and services, adding news attributes/benefits to an existing suite can boost customer equity.

Applying value equity to the South African truck rental industry

For the South African truck rental industry, sub-drivers of value equity will include quality, price and convenience as put forth by Lemon, Rust et al. (2001) as the 3 critical levers to affect value equity. The following are potential sub-drivers that are specific to the South African truck rental industry and that fall into each sub-category as proposed by Lemon, Rust et al. (2001) according to the colour-coded key:

Figure/ Table 8: Application of Value Equity as Driver

Quality	Yellow
Price	Green
Convenience	Orange



2.4.4 *Value Equity: Research Questions*

1. What contribution does value equity have on increasing the truck rental firm's overall customer equity and how does this contribution compare with that of brand equity and relationship equity?
2. Of the 3 sub-driver categories proposed by Lemon, Rust et al. (2001) that include **price, quality and convenience**, which of these have the largest impact on value equity?
3. Can either of these sub-drivers be used in combination with another or others in order to maximize efficiency?

2.4.5 *Relationship Equity*

Relationship Equity (retention equity)

Lemon, Rust et al (2001) define relationship equity as the tendency of the customer to stay with the brand, beyond all objective and subjective assessments of the brand. They continue to provide an example of a company that may have a great brand and a great value offering, but then cite Zeithaml, Lemon et al. (2001) in the trending global shifts from goods to services and relationships to transactions as reasons why brand and value equity alone cannot retain a customer. They relate relationship equity to the glue or stickiness that is required to keep a customer with a firm for greater periods. (Lemon, Rust et al. 2001)

Suggesting levers in which to pull in order to increase a firm's retention equity, Lemon, Rust et al (2001) make reference to loyalty & affinity programmes, knowledge building programmes and special attention and treatment.

They continue to describe where relationship equity matters most:

1. When the benefits of the loyalty program are greater than the 'cash value' of the benefits received, the so called 'aspirational value',
2. When the community associated with the product/service is as important as the service itself. (Harley Davidson)
3. When firms have the opportunity to create learning relationships with customers,
4. When customer action is needed to discontinue the relationship.

(Lemon, Rust et al. 2001)

Previous studies have shown that relationship equity plays a substantial part in increasing customer equity in the B2B services industry. (Ramaseshan, Rabbanee et al. 2013) For the truck rental industry in South Africa, many firms host corporate golf days, organize customer holidays, hold dinner evenings and invite customers to sporting events. But are these practices adding value and building upon a firm's total customer equity?

In a study conducted on the B2B courier industry in Australia, Rauyruen & Miller (2006) tested relationship quality as a predictor of customer loyalty. In order to increase their accuracy of their model, they acknowledged 2 separate relationship instances:

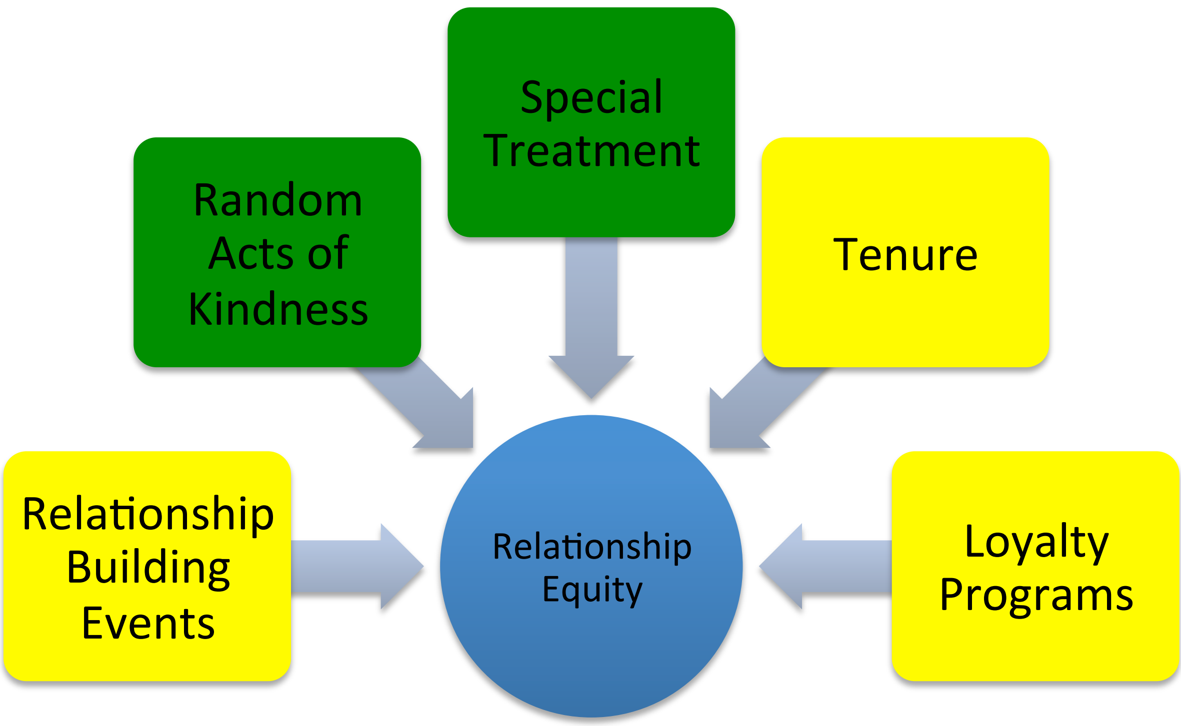
1. Relationship with employees of the supplier and;
2. Relationship with the supplier itself as an organization.

(Rauyruen and Miller 2007)

For this study, we wish to apply a similar model to divide relationship equity in order to simplify and organize the structure of sub-drivers accordingly.

Figure/ Table 9: Application of Relationship Equity as Driver

Relationship with Employee	Green
Relationship with Firm	Yellow



2.4.6 *Relationship Equity: Research Questions*

1. What contribution does relationship equity have on increasing the truck rental firm's overall customer equity and how does this contribution compare with that of value equity and brand equity?
2. Of the various sub-drivers that affect relationship equity, which of these have the largest and least impact?
3. Can either of these sub-drivers be used in combination with another or others in order to maximize efficiency.

2.5 Conclusion of Literature Review

Having analysed the current state of the truck rental industry in South Africa, and then placed it within the context of being able to create a competitive advantage in an increasingly price sensitive market – brings to light the current challenges faced by leaders and managers in the given industry.

The current literature that exists which is relevant to the problem at hand, aids in directing a potential solution. Rita McGrath proposes the concept of a firm needing to create a transient advantage in order to sustainably stay ahead of the competition. L.E Greiner's concept of constant adaption as stages of evolution and revolution as companies grow. The problem of a myopic management style as proposed by Du Plessis et al, being able to unlock shareholder value in innovative ways suggested by writers Du Plessis, Srivastava, Mizik et al. The potential to grow a firm's intangible assets as discussed by Beck, Bayon, Brooking et al, The debate on brand vs customer equity lead by Zeithaml, Lemon, Rust, Bick and Ambler and concluding with the driver model of customer equity as proposed by Rust et al provides enough context for the application of such literature toward an academically dry region.

This study therefore aims to apply all of the above concepts to the commercial truck rental market in South Africa by proposing and summarising the following research questions:

Figue/Table 10: Summary of research questions

	Driver	Q1	Q2	Q3
Customer Equity	Brand Equity	What contribution does BE make toward growing CE?	Which sub-drivers of BE have the largest impact?	What combination of all of these sub-drivers can be adopted in order to maximize CE for a truck rental firm in SA?
	Value Equity	What contribution does VE make toward growing CE?	Which sub-drivers of VE have the largest impact?	
	Relationship Equity	What contribution does RE make toward growing CE?	Which sub-drivers of RE have the largest impact?	

CHAPTER 3.RESEARCH METHODOLOGY

3.1 Research methodology / paradigm

There are 2 research paradigms, namely quantitative and qualitative, historically speaking, the distinction between these methodologies was framed by using numbers for the former or words for the latter practice. However, more recent times have seen the emergence of a mixed method that is located between the 2 paradigms, and draws from both to produce an outcome(Creswell 2013)

Qualitative research methodology is a practice generally used to explore and analyse the meaning that individual's ascribe to a certain situation/problem.

Quantitative research is a practice of testing objective hypotheses and comparing the relationships between separate variables.

Mixed Methods is an approach to research that draws from both qualitative and quantitative methods in the aim to deliver a more comprehensive outcome that draws on both theoretical and philosophical assumptions.

(Creswell 2013)

There has been much debate over the 2 'core methodologies', resulting in a divisive school. Quantitative purists argue that qualitative researchers are subjective and bias whilst qualitative purists defend with multiple fronts including that all knowledge and logic ultimately flow from specific to general, and that quantitative methods yield excess rigidity.(Johnson and Onwuegbuzie 2004)

This study will be utilizing a mixed method approach in conducting research. In assessing the various drivers of customer equity for the South African truck rental industry, the researcher expects to confront both objective and subjective findings. Furthermore the researcher wishes to adopt a semi-structured approach to conducting research as to welcome any additional opinions from the sample population. It is for these reasons that the mixed methods paradigm has been chosen.

3.2 Research Design

Research designs are considered to be types of inquiry within qualitative, quantitative and mixed methods approaches that provide specific direction to the research design. (Creswell 2013)

In this study, the various drivers of customer equity in the South African truck rental industry need to be assessed to determine which of the 3 (brand equity, value equity and relationship equity) hold the most weighting in building a firm's total customer equity. Furthermore we need to assess the various sub-drivers and their affect on the main drivers of customer equity in order to develop a combination of drivers that will yield the strongest outcome.

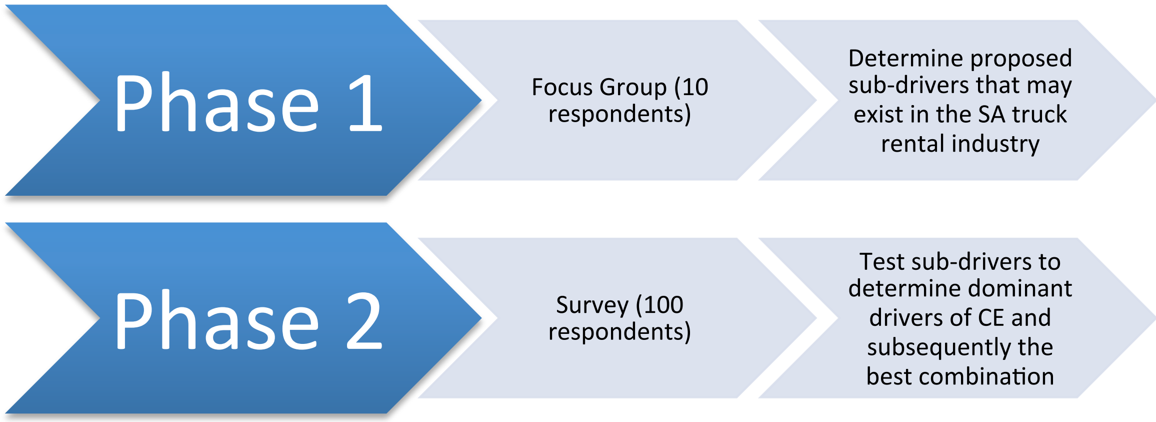
In order to successfully achieve this, we are going to adopt the following strategy comprising of 2 phases:

1. First, a focus group will be held with truck rental sales people, whom have considerable experience and insights into the truck rental market. The goal of this focus group will be to determine 'proposed' sub-drivers of customer equity that will be used to build the survey in phase 2.

   The researcher wishes to conduct this focus group in order to avoid any bias or assumptions regarding possible sub-drivers of customer equity.

2. Secondly, the study will conduct quantitative research through distributing surveys electronically in order to determine which drivers of customer equity are most dominant in the industry, according to the proposed sub-drivers introduced by phase 1.

3.2.1 *Summary of research design*



3.3 Population and sample

3.3.1 *Population*

The population consists of all active customers in the truck rental industry in South Africa.

3.3.2 *Sample and sampling method*

The sample will consist of respondents that are currently active customers and employees of the 2 previously mentioned companies. The sample size will be:

1. Phase 1 (Qualitative focus group) – 10 respondents
2. Phase 2 (Quantitative survey) – 100 respondents

<u>Phase 1- focus group comprising of 10 sales staff from truck rental suppliers.</u>

The researcher plans to obtain each of these responses by briefing at least 10 of the sales staff of each relevant company in a 2-hour focus group to be held at the offices of Power Truck Hire (Pty) Ltd. Respondents will first be educated on the topic of customer equity by way of presentation, after which a semi structured debate will be prompted in order to spawn ideas of potential sub-drivers of customer equity.

It is to be noted that the researcher wishes only to utilize phase 1 to draw up a list of potential sub-drivers in order to maintain validity of the study. This phase will be seen as the introductory phase of the research, that provides credible information upon which to base the core research study, being phase 2 – quantitative surveys.

<u>Phase 2- quantitative survey questionnaire of 100 respondents</u>

The reason for only using the above companies is due to the researchers ability to access the information of these companies as well as accessibility to the sample customer base.

Nonetheless, the researcher expects the above samples to be deemed an accurate sample of the population due to the fact that in the B2B truck rental industry, customers utilize multiple different suppliers simultaneously as to ensure optimal pricing and service delivery from each supplier. The researcher plans to prove this in one of the survey questions whereby respondents will be asked to state the number of suppliers they use at current.

This practice of multiple suppliers is not uncommon according to Zeithaml, Lemon and Rust (2001) who acknowledge that many customer firms in the business-to-business market keep several suppliers on the list in order to avoid over-dependence on any one supplier as well as to gain leverage in pricing negotiations.(Zeithaml, Lemon et al. 2001)

The geographical footprint of the representative sample will span across 4 South African provinces due the fact that a vast portion of the country’s economy is generated from these 4 regions.

1. Gauteng
2. Western Cape
3. Kwazulu Natal
4. Mpumalanga/Limpopo

3.4 The research instrument

Phase 2

The research instrument will be an online survey questionnaire that will consist of 16 questions relating to the main problem as seen in appendix article A.

3.5 Procedure for data collection

The procedure for data collection will be by utilizing an online survey and data collection & analysis tool named Qualtrics (www.qualtrics.com). The survey's will be designed on the online platform itself and will provide the respondents with the capability of submitting their responses immediately through the Internet.

The researcher plans to distribute these surveys via the 10 sales representatives that were present in the focus group in phase 1, along with other employees of the 2 companies.

All of the surveys were emailed through to potential respondents, with an introductory pdf document, which listed an in-text link at the bottom of the page. This introduction to the survey can be seen as appendix 'article C'.

The introduction gives a brief background to the purpose of the research, along with a link that explains the concept of customer equity in more extensive detail.

All respondents were notified of the anonymity of the study, and given the researcher's contact details should they have any reservations regarding the survey. Furthermore, an incentive was provided that for every response, the researcher would donate R20 to the SPCA in Sandton, Johannesburg.

In total, 86 respondents were gathered in total that represents an approximate response rate of 40%, of which the researcher is pleased.

Qualtrics automatically collates all data collected into usable spreadsheets that can then be analysed for statistical significance.

3.6 Data analysis and interpretation

All data will be collected from the online survey questionnaire through Qualtrics. The researcher will then conduct a host of descriptive statistical exercises in order to gain insight based upon the following dependant and independent variables.

Figure/Table 11: Dependant sub-drivers of customer equity

Dependant Variables	Independent Variables
Brand Equity	-Brand awareness -Brand Ethics -Attitudes towards the brand
Value Equity	-Quality -Price -Convenience
Relationship Equity	-Relationship with firm -Relationship with employee of the firm

The analyses were kept to simple mean, medium and mode exercises, as the researcher deemed these to be effective and substantial enough to deduce relevant findings.

3.7 Limitations of the study

- Sample- the sample size of 100 respondents for phase 1, albeit sufficient according to the researcher to derive an accurate depiction of reality, may be limited in its size and scope.
- Sample-the researcher presumes that all respondents are experienced enough to provide quality answers, however there may be cases whereby the respondent is fairly new in the position and lacks the necessary experience or knowledge.
- Sample- the representative sample chosen only contains 2 major provinces within South African borders, Gauteng and the Western Cape.

3.7.1 *External validity*

External validity is concerned with whether or not the results of the research can be generalized beyond the sample population. (Bryman 2012)

The researcher has outlined a representative sample of 100 clients. There are a few external validity issues including:

1. Sample is taken from customers from only 2 truck rental companies
2. Sample may be skewed to a small customer industry segment or division, such as the transport/freight industry should the majority of responses stem from a specific segment.
3. Sample is taken from various main centres within South African border such as Gauteng, Western Cape and KZN.

The researcher has taken or acknowledges the following steps to maximize the validity of the sample.

1. Although the sample is from 2 truck rental companies, it is commonplace for B2B truck rental customers to utilize multiple different suppliers at the same time, this

was further ratified by Zeithaml, Lemon and Rust. (2001)

2. The researcher will include a segment/ division question in the survey in order to qualify or disqualify the findings.
3. Although only a few provinces were included in the representative sample, they make up a vast majority of the South African GDP, a combined contribution of 53% in 2015 (Stats SA, 2015). Furthermore, the researcher has divided the representative sample into 5 segments mentioned earlier.

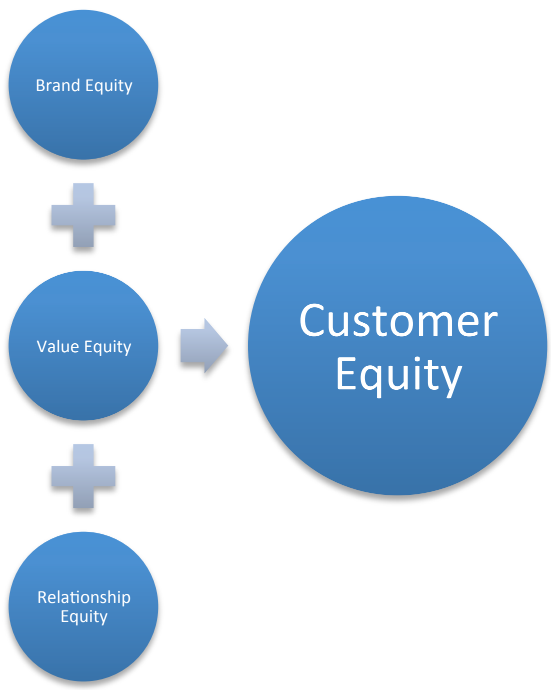
3.7.2 *Internal validity*

Internal validity is concerned with the issue of causality, whether or not the seeming relationship between 2 variables is in fact caused by direct interaction of those 2 variables. (Bryman 2012)

In this study, we are trying to utilize independent variables to signify a weighting of 3 dependant variables namely Brand equity, value equity and relationship equity and that those variables in-turn indicate a holistic measure of customer equity.

Figure/Table 12: Relationship between drivers and customer equity

Driving variables of customer equity



The researcher has maximized the internal validity of the relationship that brand, value and relationship equity have on customer equity by introducing and abiding by the well-studied and widely accepted ‘driver’ model of customer equity introduced by Rust et al. (2000)

Figure/Table 13: Driver/Sub-driver relationships

Driver (dependant variable)	**Sub-Driver(independent variable)**
Brand Equity	Awareness
	Perceived Ethics
	Attitudes toward brand
Value Equity	Quality
	Price
	Convenience
Relationship Equity	Relationship with firm
	Relationship with employee

In relation to the above connection between the drivers (dependant variables) and sub-drivers (independent variables), the researcher has taken significant measures to maximize the internal validity of these relationships.

For example, the 3 levers of value equity, namely quality, price and convenience are levers introduced by Rust, Lemon et al. (2001) as the major contributing forces that create value equity.

Albeit, there are many alternative studies with regard to suggested ‘levers’ or sub-drivers that influence the drivers of customer equity, furthermore, the sub-drivers may be affected depending on the industry or geographical market in which the research is taking place. This exposes certain internal validity issues, however the same would apply in every study around the world and therefore the potential avoidance of such is questionable.

3.7.3 *Reliability*

Reliability

Reliability is concerned with whether or not a research experiment can be conducted more than once. It is generally a concern of quantitative researchers who need to ascertain whether the measure is stable or not. Bryman (2012) uses the example of IQ tests that continuously and drastically change every time the test is re-administered. (Bryman 2012)

So too does the researcher run the risk of gaining un-reliable measures of customer equity. The researcher has applied a likert scale to gain measurements of certain variables. Should the researcher re-administer the same survey 3 months away, the results are likely to be different due to changes in the respondent’s subjective views or mood at the time of administering.

In order to try and minimize this unreliability, the researcher will limit the likert scale to 10 measurement points in order to normalize the results.

Furthermore, the sample size of 100 respondents will more than likely reduce the level of unreliability.

CHAPTER 4. RESEARCH FINDINGS

4.1 Introduction

In the chapter, the research findings will be presented according to the 2 different phases as introduced in Chapter 3. First, the results of the initial focus group will be presented so as to define the various sub-drivers that may exist. This phase was minimal compared to the others, as its core focus was only to generate possible drivers of customer equity.

These possible drivers were then injected into an extensive survey instrument that was distributed to many truck rental customers around South Africa. The results of the second phase will be presented in this section in substantial quantitative detail.

It is important to note that the bulk of the research information was intentionally generated in phase 2, as the researcher deemed this research medium to be the most valuable.

4.2 Phase 1: Initial Focus Group

The goal of phase 1 was to deduce which sub-drivers of customer equity may exist within the truck rental industry. According to the driver model proposed Rust et al, each sub-driver ultimately fits into 1 of 3 drivers of customer equity, namely brand, value and relationship equity.

Therefore a focus group was held at the offices of a smaller truck rental company based in Roodepoort, Johannesburg on the 8th August 2015. Members of the focus group included 9 sales people from 2 separate truck rental companies. First the group was introduced to the topic of customer equity, then they were prompted to provide possible sub-drivers of each driver category. For example the group started off with Brand Equity, to which each person had to provide possible sub-drivers for.

4.2.1 *Findings*

Driver	**Proposed Sub-drivers from focus group**
Brand Equity	Website, Logo, Image of fleet, Presentation of sales staff, CSI initiatives, company events, promotional material and gifts, word-of-mouth
Value Equity	Price, service reliability, proximity of branch, speed and reliability of admin, reliability of fleet, quality of truck drivers, timeous delivery, fleet availability
Relationship Equity	Tenure with company, tenure with sales representative, relationship building events such as golf days, capability and knowledge of sales rep, reliability of company staff, availability of company staff, special treatment

4.2.2 *Conclusion of phase 1*

The above sub-drivers were analysed and discussed amongst the focus group for a period of 2 hours. Once finalized, the researcher gained a list of possible sub-drivers for each customer equity category namely brand, value and relationship equity. This list was then utilized to build the survey for phase 2, which intends to test the dominance of these sub-drivers and subsequent drivers of customer equity from the demand-side.

4.3 Phase 2: Quantitative Survey

4.3.1 *Introduction*

Using the proposed sub-drivers generated from phase 1, the researcher developed a survey on the web-based survey platform called Qualtrics (www.qualtrics.com) A copy of the survey is annexed as attached ‘annexure B’.

The opening questions of the survey aim to gain some background information regarding the subject. For example which province they are situated in, what industry they work in, what their current position is and how many truck rental suppliers they make use of.

The survey then enters question 6 whereby research subjects are given a likert scale structure to answer various questions pertaining to various drivers of customer equity, namely brand, value and relationship equity drivers as proposes by rust et al in their driver model. This portion of the survey tests the fundamental research questions and problem statements that are 1) what are the dominant drivers of customer equity in the truck rental industry, 2) what are the dominant sub-drivers and 3) what combination of drivers and/or sub-drivers can leaders of South African truck rental companies adopt in order to maximize marketing ROI and efficiently target their limited implicit and explicit resources.

The survey then enters its concluding section from question 7 onward, which aims to further test the drivers and sub-drivers by presenting the questions in a different manner. Here, respondents are given a question with an option to rank 3 different scenarios in order of relevance. Each of these scenarios represents one of the 3 drivers of customer equity, namely brand, value and relationship equity as proposed by Rust et al (2000). The ultimate purpose of this section is to further support-or-deny the proposed drivers and sub-drivers proposed in earlier questions.

The survey was distributed via the entire sales team of the 2 previously mentioned truck rental companies, the team of which totalled 22 staff. Each of these staff members were introduced to the concept of customer equity in the focus group held on August 8th 2015.

Each sales team member distributed the survey via email and prompted responses through follow-up emails and visitations where possible. In total, 86 responses were achieved before the researcher officially locked the survey on November 3rd 2015.

4.3.2 *Introductory results (Graphs 1 to 6)*

Graph 1: Clientele Industry Segmentation

#	Answer		Response	%
4	Parastatal (State-owned enterprise)		0	0%
2	Construction & Mining		6	10%
5	Retail / FMCG		8	13%
3	Manufacturing		11	17%
6	Services		17	27%
1	Transport & Freight		21	33%

The above table represents findings from the opening question of the survey. It represents the various industry segments that are make up the sample population. The researcher was concerned with the external validity issue pertaining to a representative sample that may be dominant to one customer industry segment.

The above table shows a balanced response according to industry segments and therefore allows the researcher to shelve the liability regarding external validity. The split between Transport/Freight, Services and Manufacturing represent a combined 77% of the sample, with Transport/Freight making up 33% being the largest contributing segment, followed by services and finally manufacturing.

It is interesting to note that the SOE (state-owned enterprise) segment contributes 0%, however this is understandable considering the fact that there are a very limited number of SOE's in SA.

Graph 2: Segmentation by Target Market Position

#	Answer		Response	%
5	Other		9	15%
1	Purchasing/Procurement		9	15%
3	Operations		9	15%
4	Upper management		14	23%
2	Transport/Logistics		21	34%

The above table again represents a fair balance within the sample population in terms of their positions held within customer corporations. A majority of respondents operates in the transport/logistics departments (34%) with a surprising number of respondents operating in the upper management echelons (23%).

The researcher is content with the above findings, in that they hold to the study's external validity and qualify the fact that the results are balanced and can be deemed to be a true reflection of the population. The balanced response is again promising that the core of the study, to test the main drivers and sub-drivers of customer equity will be valid and true.

Graph 3: Geographical Segmentation

#	Answer		Response	%
7	North-West		0	0%
8	Northern Cape		0	0%
6	Free State		0	0%
5	Eastern Cape		0	0%
4	Mpumalanga		0	0%
3	Kwazulu-Natal		3	5%
10	National		4	6%
9	Limpopo		10	16%
2	Western Cape		20	32%
1	Gauteng		25	40%

The above findings represent the geographical make-up of the representative sample. It is evident that a vast majority of respondents represent Gauteng and The Western Cape, 40% and 32% respectively. According to a study conducted by Stats SA in 2014, Gauteng and the Western Cape contributed a combined 50% to the total GDP of SA. (www.statssa.co.za)

Graph 4: Segmentation by Product Need

#	Answer		Response	%
6	Other		4	6%
5	Distribution Contracts		5	8%
4	Line Haul		7	11%
2	Full Maintenance Leasing		8	13%
3	Forklift Hire		9	14%
1	Truck Rental		63	100%

The above chart portrays the findings as to which truck rental and related services and products the representative sample utilizes. It is evident that 100% of the sampled population makes use of truck rental services, with smaller percentages of the sample making use of related-services such as full maintenance leasing (13%), forklift hire (14%) and line haulage (11%) which is a long distance bulk transportation service.

All of the alternative services offerings are considered to be offshoot offerings or supportive services of truck rental. The researcher wanted to test the respondent population on the above in order to ensure that 100% of the sample was in-fact a truck rental customer/user.

Thus the above findings are positively supportive of the validity and reliability of the study.

Graph 5 & 6: Customer Behaviour

At current, how may truck rental suppliers do you have an open account with?

Answer		Response	%
5		5	8%
4		9	14%
3		14	22%
1		16	25%
2		19	30%

Answer		Response	%
1		30	52%
2		13	22%
3		7	12%
4		4	7%

5		4	7%

At current, how many of these suppliers are you actively trading with?

The above graphs depict some insight into the customer behaviour within the truck rental industry. Zeithaml et al made mention of the ‘share of wallet’ concept in a B2B enterprise which describes that in a B2B setting, it is common place to have 1 customer using multiple suppliers for the same service, but that certain suppliers would receive a larger portion or share of wallet as opposed to others (Zeithaml, Lemon et al. 2001)

There are numerous benefits for the customer by using this multiple supplier model, one being reduced reliance on any one supplier, another being the ability to be able to further bargain between suppliers etc.

This is a critical finding that substantiates the validity of the study. The researcher was concerned with whether or not only gaining responses from customers of 2 truck rental suppliers could pose a skewed response. However, true to the ‘share of wallet’ concept proposed by Zeithaml, Lemon et al (2001), customers of these 2 truck rental suppliers make use of multiple different rental companies simultaneously which provides healthy confidence in relation to validity.

<u>Graph 5</u>

In graph 5, 30% of respondents have open accounts at 2 separate truck rental suppliers, 22% have 3 open accounts and 14% have 4 open accounts. Only 25% of respondents are using 1 supplier exclusively.

This further adds to the validity of information put forth by the sample, as a majority of sample have had dealings with numerous truck rental suppliers and thus have a broader perspective on the quality of supply, and allows them to draw comparative qualities between the various suppliers thus making their opinions more valuable.

Graph 6

Respondents were then asked to indicate how many truck rental suppliers they are actively using at current. These findings will differ from graph 5 as certain customers would have an open account with a supplier and that account may remain open for many years, however they are not forced to make use of it.

According to the findings, a total of 52% of customers are making use of one truck rental supplier at current, with 48% of customers making use of 2-or-more. 22% are actively trading with 2 suppliers, 12% with 3, 7% with 4 and 7% with 5 truck rental suppliers.

These findings further ratify the share of wallet of concept proposed by Zeithaml, Lemon et al (2001) and propose a strong case in favour of the validity of the study.

4.3.3 *Results pertaining to research questions: BRAND EQUITY*

Question 6 provided respondents with 15 different scenarios, each of which pertains to a specific driver of customer equity. The respondent was prompted to rate each scenario based upon his/her perception of relevance, and rank this relevance on a 10-point likert scale.

Research questions pertaining to BRAND EQUITY were as follows:

1. What contribution does brand equity make toward growing CE?
2. Which sub-drivers of brand equity have the largest impact?
3. What combination of sub-drivers can be adopted in order to maximize efficiency? (This will be addressed at the end of chapter 4)

Findings pertaining to brand equity

Question #	Answer	Average Value	Standard Deviation	Responses
3	Hosts the best golf-day's, corporate getaways and events I've ever seen	**1.73**	2.49	62

6	End-of-year corporate gifts always exceed my expectations	**2.29**	3.22	62
10	Services were suggested to me by a good friend as being the best in the industry	**4.27**	3.46	62
1	Brand is well known and strikes my eye whilst driving	**5.34**	3.56	62
13	Company is very well known and spoken about often by industry experts	**6.11**	2.79	62

The above 5 scenarios are those which pertain to brand equity, of the 15 possible questions provided. These scenarios were scattered across the 15 in sporadic fashion in order to disguise their pertinence to the topic, this is evident as the questions were numbered 1,3,6,10 and 13 as seen above.

Each of these questions pertained to a specific sub-driver as proposed by Zeithaml, Lemon et al (2001), which can be summarized below:

1. Attitudes toward the brand
2. Brand awareness and;
3. Perceived brand ethics

Driver	Questions Pertaining to the Driver	Relative Sub-driver	Average Value	Mean
Brand Equity	3	Attitudes toward the brand	1.73	**3.96**
	6	Attitudes toward the brand	2.29	
	10	Awareness	4.27	
	1	Awareness	5.34	
	13	Perceived Brand Ethics	6.11	

As seen in the revised table above, the mean score across all brand equity sub-drivers is 3.96 out of 10 that seems to indicate that brand equity is a weak driver of customer equity in totality for the given industry, however this score will be given more context when the results of the value and relationship equity drivers are revealed.

Furthermore, of the 3 sub-driver categories as proposed by Zeithaml, Lemon et al (2001), perceived brand ethics produced a value of 6.11, awareness produced an average value of 4.81 and attitudes toward the brand produced a mean of 2.01.

Proposed Brand Equity-related Sub-Driver	Mean Score
Perceived brand ethics	6.11
Brand Awareness	4.81
Attitudes Toward the Brand	2.01

These findings ratify certain claims made by writers Ramaseshan, Rabbanee et al. (2013), Bick (2009) and (Zeithaml, Lemon et al. 2001) that indicated in a B2B service environment, value and relationship equity tended to hold more value than brand equity, which is expected to hold more weight in a B2C, product centric strategy. However as proposed by Ambler et al (2002), brand equity may have a more effective impact on non-addressable customers whereas this study only focused on addressable or current clients of the truck rental supplier(s).

Therefore, the above findings tend to suggest that marketing resources should be steered away from brand equity building initiatives. However this may only be true for addressable or current clients, and ignores the impact that brand equity may have on non-addressable customers or prospective clients that are yet to come into direct contact with the firm itself.

Summary of findings relating to brand equity research questions

Research Question	**Outcome/Finding**
What contribution can brand equity make on growing a firm's customer equity?	Minimal (Mean score of 3.96)
Which sub-drivers of brand equity have the highest impact on growing customer equity?	Perceived Brand Ethics (Mean score of 6.11)

4.3.1 *Results pertaining to research questions: VALUE EQUITY*

Various scenarios were given to test the effect that value equity may have on growing a truck rental firm's total customer equity. A total of 5 scenarios were given and again, spread intermittently across the table, as seen below in questions numbered 2,4,8,11 and 14 in order to disguise their pertinence to a degree.

Research questions pertaining to VALUE EQUITY were as follows:

1. What contribution does value equity make toward growing CE?
2. Which sub-drivers of value equity have the largest impact?
3. What combination of sub-drivers can be adopted in order to maximize efficiency? (This will be addressed at the end of chapter 4)

Question #	Answer	Average Value	Standard Deviation	Responses
2	Branch is in the road next door to us - therefore delivery time is short	**4.60**	3.56	62
8	Rental prices are the cheapest in the market	**6.00**	3.12	62
4	Fleet is the newest ,in the best condition and is the most reliable on the road	**6.52**	2.90	62
11	Admin department delivers all invoices on-time and in such a way that I can rest assured that all charges are 100% correct	**6.90**	2.67	62
14	**Representatives are willing to negotiate prices when times may be tough**	**7.37**	**2.79**	**62**

Lemon, Rust et al. (2001) in their introduction of the driver model of customer equity, list

3 sub-driver categories for value equity, namely quality, price and convenience. Of the 5 scenarios listed ABOVE, each pertains to one of these sub-drivers of value equity.

The table below depicts the findings and groups them according to the sub-driver categories:

Driver	**Questions Pertaining to the Driver**	**Relative Sub-driver**	**Average Value**	**Mean**
Value Equity	2	Convenience	4.6	**6.28**
	8	Price	6.0	
	4	Quality	6.52	
	11	Convenience	6.9	
	14	Price	7.37	

From the above refined table, it is evident that the mean score across all value equity sub-drivers is 6.28, which in relation to brand equity's mean score of 3.96 shows that value equity has a greater impact on growing a truck rental firm's total customer equity.

To further summarise the results in order to get a mean score per sub-driver category, namely quality price and convenience, the table below has been addressed.

Proposed value Equity-related Sub-Driver	Mean Score
Quality	6.52
Price	6.69
Convenience	5.75

From the above table of results, the researcher can in fact deduce that value equity has a greater impact than brand equity on growing a firms total customer equity, and furthermore that of the 3 sub-drivers of value equity, namely quality, price and convenience, that price holds the most weight, but that overall, the impact that each sub-driver has on value equity is substantially balanced.

These findings ratify claims made by Lemon, Rust et al (2001) whereby they state that value equity has a greater impact in the B2B markets and for firms with maturing products and services, and furthermore whereby there are very few discernable differences between each firm's service offerings within a given industry.

Summary of findings relating to brand equity research questions

Research Question	Outcome/Finding
What contribution can value equity make on growing a firm's customer equity?	Substantial (Mean score of 6.28)
Which sub-drivers of value equity have the highest impact on growing customer equity?	Price (Mean score of 6.69)

4.3.1 *Results pertaining to research questions: RELATIONSHIP EQUITY*

Of the results pertaining to relationship equity, 6 various options were given for respondents to rank based on the 10-point likert scale. These scenarios were numbered 5,7,9,12,14 and 15 and were again sporadically placed amongst the 15 various scenarios.

Research questions pertaining to RELATIONSHIP EQUITY were as follows:

1. What contribution does relationship equity make toward growing CE?
2. Which sub-drivers of relationship equity have the largest impact?
3. What combination of sub-drivers can be adopted in order to maximize efficiency? (This will be addressed at the end of chapter 4)

Question #	Answer	Average Value	Standard Deviation	Responses
5	Employees I know very well and I am comfortable with their in-depth knowledge about my business requirements	**6.98**	3.08	62
7	Services I have been rendering for the past 5 years	**6.10**	3.16	62
9	**Sales Representative always goes the extra mile to help me out**	**8.45**	2.23	62
12	**Sale's people are always polite, well-presented and extremely knowledgable in their fields**	**7.89**	2.27	62
14	**Representatives are willing to negotiate prices when times may be tough**	**7.37**	**2.79**	**62**

15	Salespeople often pop in unexpectedly with a chocolate for me	**3.82**	**3.82**	**62**

Therefore, the table below has segmented the various scenarios according to the above

According to Rauyruen and Miller (2007), they acknowledge 2 various drivers of relationship equity, or at least 2 separate can segment its customer relationships, and those are that either a customer builds a relationship with the firm itself, or that the customer builds the relationship with an employee of the firm. (Rauyruen and Miller 2007)

Based on the above segmentation, the following table has been summarized:

Driver	**Questions Pertaining to the Driver**	**Relative Sub-driver**	**Average Value**	**Mean**
Relationship Equity	15	Relationship with employee of the firm	3.82	**6.77**
	7	Relationship with the firm	6.1	
	5	Relationship with employee of the firm	6.98	
	14	Relationship with employee of the firm	7.37	

	12	Relationship with employee of the firm	7.89	
	9	Relationship with employee of the firm	8.45	

From the above table, it is evident that the mean score across the entire relationship equity driver is 6.77, which is higher than value equity (6.28) and substantially higher than the mean score drawn from brand equity (3.96). Therefore from the above results the writer can deduce that relationship equity holds the most weight of growing a truck rental firm's total customer equity in the South African context. This is not blatantly evident in the writing of Lemon, Rust et al (2001) who consider the following environment to be critical for when relationship equity matters most:

1. When the benefits of the loyalty program are greater than the 'cash value' of the benefits received, the so called 'aspirational value',
2. When the community associated with the product/service is as important as the service itself. (Harley Davidson)
3. When firms have the opportunity to create learning relationships with customers,
4. When customer action is needed to discontinue the relationship.

(Lemon, Rust et al. 2001)

From the above 4 suggestions, none of them seem to be highly relevant to the South African truck rental industry with the exception perhaps of point 4, where firms have the opportunity to create a learning relationship with their customers.

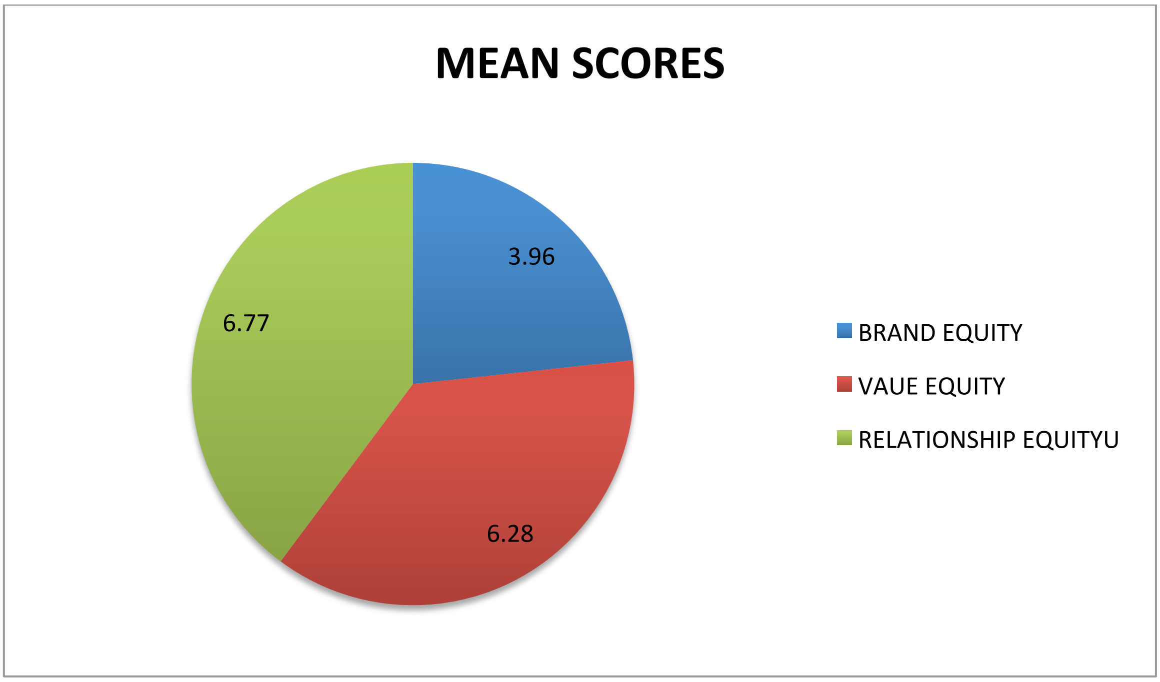
To further analyse the research question of which sub-driver of relationship equity have the greatest impact on overall customer equity, the following table has been drawn up:

Proposed Relationship Equity-related Sub-Driver	**Mean Score**
Relationship with the firm itself	6.1
Relationship with employee of the firm	6.90

From the above table, it is evident that of the 2 sub-drivers of relationship equity, relationship with employee of the firm has the greatest impact on growing a truck rental firm's total customer equity. The study therefore indicates to leaders and managers that resources may be best utilized by focusing on this specific marketing tactic. This will be discussed in further detail in Chapters 5 and 6.

4.3.2 *Summary of findings: Dominant Drivers of CE*

Figure/Table 15: Mean Score ratings of driver



The above pie chart depicts the mean score for each driver of customer equity in the

South African truck rental industry. Of a total contribution of 17.01 from all 3 drivers, relationship and value equity combined contributes 13.05 which represents 78% of the total number, whilst brand equity contributes a mere 22% toward the total customer equity pool.

4.3.3 *Summary of findings: Dominant Sub-Drivers of Customer equity*

The final research question in the study relates to which combination of sub-drivers can be adopted/utilized by a leader or manager in the South African truck rental industry in order to yield greatest growth of overall customer equity and subsequent shareholder value.

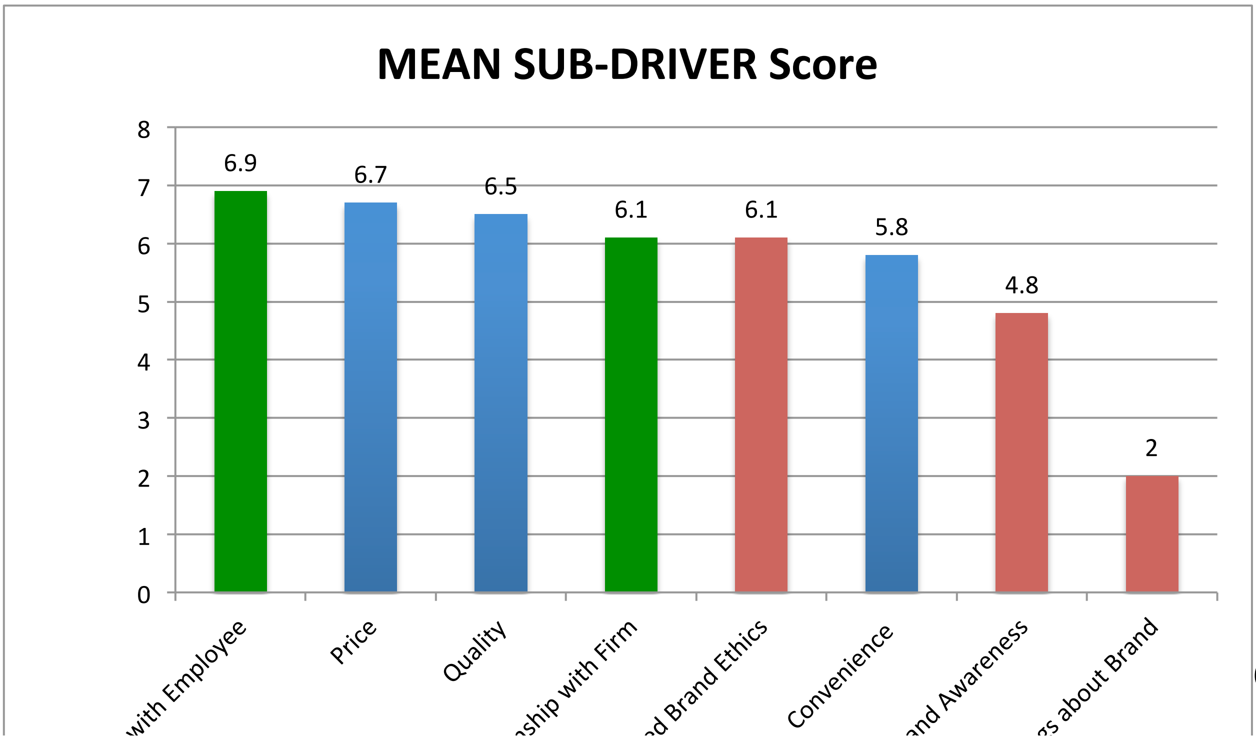
The table below has been adapted in order to portray the sub-driver results in such a fashion that can easily suggest a toolbox of sub-drivers can be adopted in order to maximize marketing efficiencies.

Driver	**Sub-Driver**	**Sub-Driver Scores**	**Mean Score**	**RANK**
Brand Equity	Awareness	4.27; 5.34	**4.8**	**7**
	Attitudes toward the Brand	1.73; 2.29	**2.0**	**8**
	Perceived Brand Ethics	6.11	**6.1**	**5**
Value Equity	Quality	6.52	**6.5**	**3**

	Price	7.37; 6.0	6.7	2
	Convenience	6.9; 4.6	5.8	6
Relationship Equity	Relationship with Employee	3.82; 6.98; 7.37; 7.89; 8.45	6.9	1
	Relationship with the firm itself	6.1	6.1	4

From the above information, the last column represents a ranking from 1 to 8 of the various sub-drivers that can grow a firm's customer equity as proposed by Lemon, Rust et al (2001) in their driver model. It is immediately evident that both relationship and value equity have the greatest contribution to overall customer equity in the given market as both play host to the top 4 ranked sub-drivers, being 1) relationship with employee of the firm, 2) price, 3) quality and 4) the relationship with the firm itself.

Bar Graph depicting the ranking of SUB-DRIVERS



The above bar graph shows each sub-driver and its ranking in relation to the rest. Green represents those sub-drivers that pertain to relationship equity, blue pertains to value equity and red represents those from brand equity.

Which combination can be adopted and considered to best practice for truck rental managers in South Africa? If managers were to adopt the top 5 sub-driver categories upon which to focus the firm's resources, the study finds that the overall growth of customer equity would be superior to a firm who decides to grow its brand awareness, for example.

The combination to adopt will heavily depend on the individual firm's current environment, if a firm is still in the growth phase and is short on free cash and struggles to retain the best talent in the industry, then they want to focus on only the top 2 or 3 sub-drivers of customer equity being relationship with the employee of the firm, price and quality for instance. However a firm in a mature stage with excess cash flows and substantial human resource capabilities, then it want to extend its scope to the top 5 sub-drivers of customer equity.

It is critical to note that the above study only pertains to current clients or a firm's existing market, and therefore prospective or so-called non-addressable clients as mentioned by Ambler et al (2002) would need to be excluded. Truck rental managers need to consider this fact before deciding to allocate resources according to the findings of this study.

4.3.4 *Confirmatory Testing of Customer Equity Drivers & Sub-Drivers*

This section describes the concluding survey questions, which were introduced to the respondent directly after concluding the likert scale question 6. In this section, respondents were given another 3 scenarios in order for them to rank 1st, 2nd or 3rd according to importance of the scenario to their purchase decision.

Essentially this section tests the same insights as question 6, however with a different approach. Whilst question posed various scenarios each of which was to be ranked on a likert scale, this section poses a series of scenarios and prompts the respondent to rank each scenario as 1st, 2nd or 3rd most relevant to the purchase decision. The aim of this section was to prompt further scenarios to respondents in order to further-test the findings that were derived from question 6, would they support/confirm the findings or not? The lower the mean score, the higher the value placed upon a specific scenario.

Below is an example of one of the scenario ranking questions, a total of 4 questions were provided, each with different scenarios pertaining to separate drivers of customer equity as proposed by Lemon, rust et al (2001).

Question 1

"Please rank the following in terms of importance or relevance to you when deciding to utilize a specific truck rental supplier. "

Summary of Results

	MEAN SCORE		
	Brand Equity	**Value Equity**	**Relationship Equity**
Question 1	2.63	2.12	1.24
Question 2	2.59	1.69	1.67
Question 3	2.87	1.58	1.52
Question 4	2.22	1.65	2.09
AVERAGE MEAN	**2.5775**	**1.76**	**1.63**

From scanning over the findings in the table above, it is immediately evident that brand equity holds the least weight (Mean 2.57) whilst relationship equity is considered to have the highest relevance to a purchase decision (Mean 1.63) with value equity-related scenarios shortly behind the former (Mean 1.76).

The researcher can then undeniably state that the concluding section of the survey in fact confirms the findings as suggested by Question 6 of the survey, which proposes that brand equity holds the least importance to current customers and that relationship equity in fact trumps all when the moment arises to either stay with, or switch to a new truck

Statistic	The long-term and trusting relationship that you have with a sales person	The truck rental company uses biodiesel and is well known for it's charity initiatives	Close proximity of the truck rental branch to your facility
Mean	**1.24**	**2.63**	**2.12**
Variance	0.27	0.28	0.48
Standard Deviation	0.52	0.53	0.70

rental supplier.

This finding presents further confidence and validity to the study.

CHAPTER 5. DISCUSSION OF THE RESULTS

5.1.1 *Introduction*

This section of the study seeks to analyse the findings exposed by the study in conjunction with the research questions that were posed and attempts to make connections or contradictions to the current literature that exist on the topic of customer equity.

The research questions posed by the study were:

1. Which driver of customer equity is dominant? Brand equity, value equity or relationship equity?
2. Which sub-drivers of these seem to be dominant in the SA truck rental industry?
3. What combination of sub-drivers can managers adopt in order to maximize marketing efficiencies and thus boost shareholder value?

5.1.2 *Discussion pertaining to research question 1*

In order to deduce which driver of customer is more effective in growing the total customer equity base for a truck rental firm in South Africa, the researcher conducted a survey (phase 2) whereby multiple scenarios were given to respondents, each of which pertained to a different driver of customer equity. Respondents were then asked to rank such scenarios in order of importance when seeking to make a purchase decision in the given market.

The outcome suggested that brand equity had the least impact with a mean score of 3.96 on customer equity with relationship equity (6.77) having the highest impact and close behind came in value equity with a mean score of 6.28.

Do these findings confirm or deny the various claims made in the current literature? Does this suggest to truck rental managers in SA to lay all brand equity initiatives to rest and instead focus resources on value and relationship equity?

Brand equity as a driver

The relationship between brand equity and customer equity is a complex and often overlapping one. Current literature consider brand equity to be more effective in a B2C FMCG setting whereby consumers are guided by sub-conscious feelings as they navigate a low-involvement decision. (Blattberg, Getz et al. 2001) Furthermore, brand equity is often considered to be far more effective in customer acquisition whereas customer equity has a greater impact on customer retention.

This brings us to considerations made by Reinartz, Thomas et al (2005) who place brand equity in an effective situation very clearly to state that brand equity has a far greater impact on non-addressable or prospective customers whilst customer equity is a broader focus that is more beneficial for firms seeking to capitalize on it's addressable or current customer base. (Reinartz, Thomas et al. 2005)

The above can be further ratified by the fact in a B2B setting, customers are generally far fewer than in a B2C setting, as clients often make larger purchases and far more often than a product-based B2C firm, whom has a far larger client base, but one that purchases far less regularly than that of a B2B market.

Having now considered the above in conjunction with the fact that the study was conducted on current, addressable clients in the truck rental market – do the findings again suggest that truck rental managers should lay brand equity initiatives to rest and instead focus all attention on value and relationship equity as those 2 drivers seem to be far more effective in growing overall customer equity and subsequently boosting shareholder value?

The researcher wishes to stress that a delimitation of this study was that the study will only focus on current clients and neglect the views of non-current or non-addressable clients therefore for brand equity to have performed poorly in the study was an expectation of the researcher. This outcome therefore confirmed the claims made by current literature pieces of Blattberg, Getz et al (2001), Reinartz, Thomas et al (2005), Bick (2009), Zeithaml, Lemon et al (2001), Rust, Lemon et al (2004) regarding brand equity and the more holistic customer equity concept in relation to B2C and B2B markets. The researcher is please with this confirmation.

Therefore, truck rental managers must understand the context in which this study is placed. The findings of this study therefore only rule out adopting a brand-equity strategy should the target market be a current or addressable customer. Whereas on the other hand, should the campaign goal be to increase customer retention in the given industry, the findings of this study suggest that allocating resources toward value equity and relationship equity would have a far greater impact on overall customer equity.

However, should the campaign target be to attract new clients to the truck rental firm, then adopting a brand-equity strategy may be more effective in the long run, however this cannot be proven by the research conducted and would be a possible recommendation for future research.

Value Equity as a driver

Value equity drew an overall mean score of 6.28 when tested in the South African truck rental industry; this firmly positions value equity ahead of brand equity (3.96) and slightly behind relationship equity at 6.77.

There is much consensus in the current literature on the analysis and definition of value equity, stating that value equity is the essentially the buyer's objective assessment of the brand/product/service/encounter with a firm based upon what sacrifice has been made in return for what benefit was gained. This consensus exists among Du Plessis, Jooste et al (2001), Lemon, Rust et al (2001), Blattberg et al (1996) and Zeithaml et al (2001).

Lemon, Rust et al continue to state that value equity is the keystone of a client's relationship with the firm, and that a customers fundamental needs must first be met before relationship or brand equity can begin to add value.

Therefore the findings of this study, that value equity holds substantial weight in growing a truck rental firm's overall customer equity, confirms the current literature that exists on the topic.

Relationship equity as a driver

The findings suggest that relationship equity trumps all others when seeking to grow a truck rental firm's customer equity. Relationship equity produced a mean score of 6.77 that is higher than value equity 6.28 and brand equity 3.96.

This came as a somewhat surprise to the researcher, who made acknowledgements that the current situation of the truck rental industry in South Africa had become an arena plagued with price-cut pressure and little discernable differences between the various suppliers. Should the market had been commoditizing at such a rate, then surely value equity and mores specifically price as a sub-driver of value equity would have reigned supreme after the research had been completed?

Lemon, Rust et al (2001) consider relationship equity to be the least finite of the 3 drivers of overall customer equity, and relate it to the 'glue' that holds a customer-supplier relationship together. They continue to state that a firm may have excellent brand and value equity, but that in current markets, firms need relationship equity in order to hold onto customers for extended periods of time. (Lemon, Rust et al. 2001)

This then poses an interesting viewpoint on the finding, that perhaps even though relationship equity holds the highest weighting in growing a truck rental firm's overall customer equity, it may still be completely dependant upon another driver, such as value equity.

Perhaps certain value equity drivers first need to be met before relationship equity can bear any effect, similar to the concept of Maslow's hierarchy of needs which poses that essentially, human beings need to organize their lives according to 'hierarchies of pre-potency' which in simpler terms states that the achieving of a more developed need or desire typically rests on the other, pre-potent needs first being met, achieved or satisfied. (Maslow and Lewis 1987)

Perhaps even though relationship equity reigns supreme in these findings, the overall customer equity may still rely on other, more fundamental equities first being sufficiently met. For example should a client have a great relationship with an employee of a truck rental supplier as well as the supplier itself, should the vehicles continuously break down, drivers damage stock and arrive late whilst rental prices still remain to be very expensive in comparison to other rental companies, the customer will eventually consider switching to another supplier.

This may therefore suggest that truck rental firms first ensure that their value equity sub-drivers namely quality, price and convenience are sufficiently met before focusing and allocating resources on relationship equity drivers. An interesting study would be to determine in what sequence would the various drivers and sub-drivers have to be met in order to maximize customer equity of a truck rental firm in the long run.

<u>Summary of research question 1</u>

The findings suggested pertaining to the first research question pose some interesting ideas. What is essentially evident is that each driver of customer equity plays an interdependent role in growing a truck rental firm's total customer equity, and that each cannot unlock value if applied in an individualistic manner.

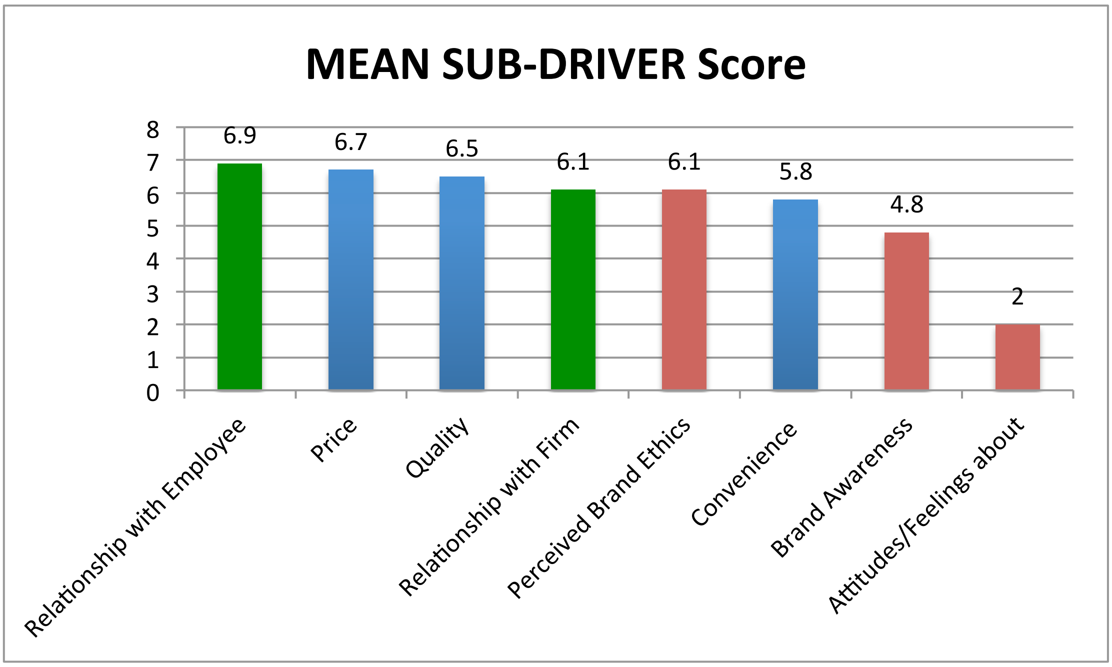
Value equity represents the fundamental delivery of wants and needs, and relationship equity delivers the glue that holds the customer to the firm whilst brand equity seems not to pose any meaningful impact on the overall growth of a truck rental firm's customer equity – at least in relation to a current client base. The impact that brand equity as a driver of customer equity towards non-addressable is yet to be seen in the South African truck rental industry.

5.1.3 *Discussion pertaining to research questions 2 & 3*

The second research question is of the 3 main drivers of customer equity, which sub-drivers seem to pose the greatest impact on growing a truck rental firm's overall customer equity in the South African market?

Having understood that relationship and value equity reign supreme over brand equity, are there any specific sub-drivers that a truck rental manager could adopt in order to maximize results?

The bar graph below summarizes the findings pertaining to the sub-drivers:



The aim of this research question was to determine which sub-drives of customer equity should be allocated substantial resources toward, whether cash, energy, time or focus; and on the alternate side, which sub-drivers should a firm steer resources away from.

Why exactly is this important to the study?

We have understood that the current state of the truck rental industry in South Africa can be described by absolute perceived competitive parity, price cut pressures and little competitive advantage between various firms – as indicated by the researcher.

Therefore, in order to boost shareholder value of a truck rental firm in that current environment, one must seek some form of sustainable competitive advantage or *transient advantage* as proposed by Rita Mcgrath (2013) in order to allow a firm to enter the next phase of evolution as discussed by Greiner (1972).

One such way truck rental managers can unlock shareholder value is through growing their intangible asset value of the firm by increasing the residual value of a firm as proposed by Srivastava et al. (1998), and one of such levers to pull in order to achieve this is by building a firm's market assets as suggested by Bick (2009).

Blattberg and Deighton (1996) initially coined the concept of customer equity as of one of such intangible market assets that can be utilized to unlock a transient advantage and subsequent shareholder value.

Lemon, Rust et al (2001) then introduced the 'Driver Model' of customer equity which proposes that 3 drivers ultimately impact a firm's total customer equity which are brand equity, value equity and relationship equity.

All 3 of these levers have different sub-drivers as introduced by Lemon, Rust et al (2001) and Zeithaml (2001). If a truck rental firm knows exactly which sub-drivers of customer equity to gear resources toward- and which to not, it will ultimately lead to boosting value for shareholders. The researcher therefore wishes to deliver some sort of 'toolbox' for truck rental managers to adopt.

From the table listed above, the researcher wishes to draw a simple grouping according to various mean scores, there will be 4 different groupings in total, each representing a different suggestion for truck rental managers regarding the allocation of their limited resources.

The groupings will be determined as follows:

Grouping	Score	Sub-Drivers in the grouping	Resource Allocation
A	6.2→6.9	Relationship with Employee of the firm; Quality and Price	**Maximum Focus**
B	5.5→6.2	Relationship with the firm itself; Perceived Brand Ethics and Convenience	**Substantial Focus**
C	4.8→5.5	Brand Awareness	**Minimal Focus**
D	0→4.8	Attitudes & Feelings toward the brand	**No Focus**

The above represents a relative toolbox for which truck rental managers can use when deciding or expending resources on various marketing activities. It is important to note that this toolbox should not only be applied to marketing related investments, but rather to every decision the firm encounters, should it wish to adapt to a customer centric organization.

5.1.4 *Conclusion*

The findings of this study clearly depict which drivers are dominant in growing a truck rental firm's overall customer equity in South Africa, as well which sub-drivers can be adopted to maximize marketing efforts.

At first glance, relationship equity and value equity provide the largest weighting in unlocking shareholder value whilst brand equity contributes the least.

Furthermore, the following sub-drivers contributing the most towards the cause:

1. Relationship with the employee of the firm (6.9)
2. Price (6.7)
3. Quality (6.5)

The 3 lowest impact sub-drivers resulted in the following:

1. Attitudes and feelings toward the brand (2.0)
2. Brand awareness (4.8)
3. Convenience (5.8)

On first acknowledgement of the above findings, should managers gear full resources toward the highest impact drivers and sub-drivers and completely starve the poor-performing levers of any organizational attention? The answer is evidently yes, however the researcher wished to caution to some degree based upon the following concept.

In their book titled 'Driving Customer Equity: how customer lifetime value is reshaping corporate strategy' (2001), Zeithaml, Lemon et al. introduce the concept of the *profitable product death cycle* in explaining the global shift from product centricity and brand equity to customer centricity and customer equity.

The profitable product death cycle describes a potential outcome when leaders and managers begin to make decisions solely based upon product needs as opposed to customer needs.

Using an example to make sense of the concept, Zeithaml, Lemon et al introduce the story of the Opryland Hotel is Nashville, Tennessee. In 1997, the hotel ran a successful operation with 85% occupancy and $231 million in revenue by positioning itself as a great destination for leisure and corporate conventions. The adjoining Opryland Theme Park was not nearly as profitable or successful, so the EXCO of the parent company, Gaylord Entertainment made the obvious decision to shut down the theme park.

One year on, convention bookings were 22% down and the hotel performance and occupancy was in a tailspin. Zeithaml et al consider the main reason for this downfall was the shutting down of the theme park, as it increased perceived value of the hotel in the mind's of individual customers. This product-centred thinking can result in the downfall of a firm's thriving performance, should customer's wants and needs not be entirely considered.

The writer continue to explain the concept in a supermarket whereby certain product lines sell extremely well, whilst others don't perform well at all and tend to pass their 'sell-by' date before being sold to a customer. Slowly but surely management begin to cut all non-performing products from their stock lists, slim-lining their stock holding to only the best-performing and most-profitable items. They state that overall foot count will begin to fall due to certain customers that had the habit or enjoyed some of the less-profitable line items would start to shop at other stores that held these items in stock, and the more poor-performing items that were cut, the more the foot count be would drop, and so on.

How is this relevant to the findings generated by this study? Should leaders and managers of truck rental companies completely ignore the weaker levers of customer equity and focus all attention on the seemingly dominant drivers and sub-drivers? Or could this strategy perhaps also spark a *'dominant driver death spiral'?*

So therefore the researcher urges managers to pay caution when deciding on which levers to invest in, even though the worst performing sub-driver, attitudes and feelings toward the brand scored a mean of just 2 – there may be a very large customer or client who values this sub-driver the most, and by cutting all attention and focus, the firm may be cutting the customer too.

Another reason for paying caution to the findings, stems from Henry Ford, who claimed the following:

"If I had asked people what they wanted, they would have said faster horses"

http://www.goodreads.com/quotes/15297-if-i-had-asked-people-what-they-wanted-they-would

Having taken the above into account, just because customers in the truck rental market have provided feedback toward what drives customer equity and their purchase decisions, they may not be fully conscious of what they truly value from a supplier, and much of their assessments of brands and suppliers may be on a sub-conscious level.

Therefore, in order to conclude, the researcher wishes these findings to act as a guideline for leaders and managers in the truck rental industry in South Africa to gear resources toward, but let every adopter utilize their own knowledge and experience in conjunction with these findings before implementing an organizational-wide shift in strategy.

CHAPTER 6. Conclusions & Recommendations

6.1.1 *Introduction*

In this final chapter, the researcher wishes to conclude the findings of the paper and make recommendations to current and future managers in the South African truck rental industry regarding their customer equity strategies.

In order to bring a close to the entire research report, certain recommendations will be made for future research options either to be concluded by peers or the researcher himself.

6.1.2 *Conclusion*

In conclusion, the researcher considers the outcome of this research report to be successful in achieving its goals. The researcher is satisfied with the insights gained upon an industry that has very little-to-no-research conducted on it in history.

The findings have shed much light on a very under researched region, being the truck rental industry in South Africa, and have delivered some useful tools for which current and future truck rental managers and leaders can utilize in order to better-understand their target market's wants needs and desires.

The research generated is substantially reliable and valid, and creates a great foundation for which future research on the topic in the given industry can be developed upon.

6.1.3 *Recommendations*

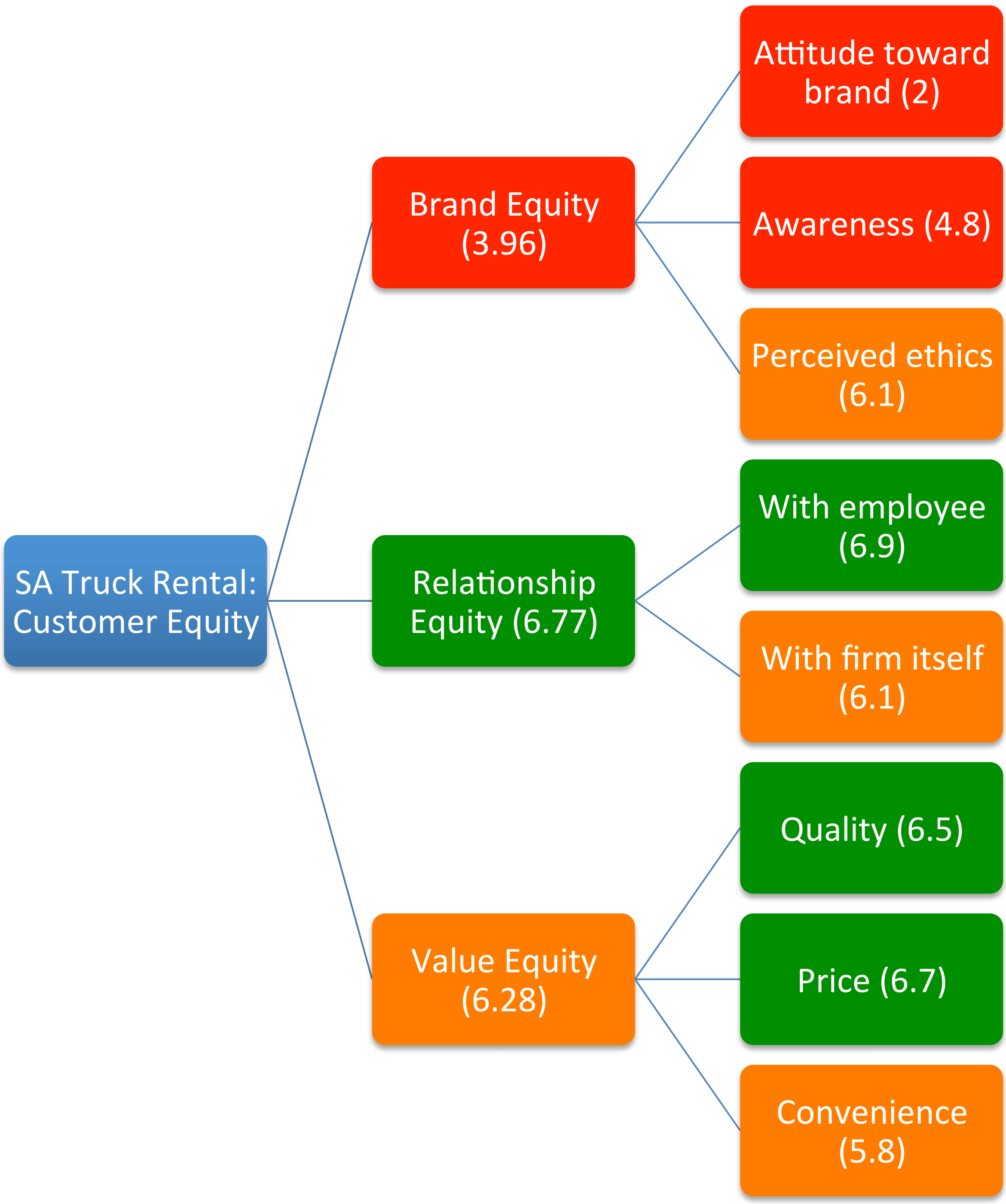
The ultimate goal of this paper was to deliver a toolbox for which managers can utilize in order to grow their truck rental firm's customer equity and subsequently boost shareholder value, by gaining a competitive advantage over rivals through more efficient allocation of marketing resources.

The following diagram represents the findings in a nutshell, and can be considered to be the official toolbox as mentioned.

This key must be applicable to the diagram.

COLOUR	REFFERENCE
GREEN	HIGH IMPACT
ORANGE	MEDIUM IMPACT
RED	LOW IMPACT

6.1.4 *The toolbox*



As conclusive as the above findings are, the researcher wishes to issue caution to managers who wish to utilize this information to increase their firm's market efficiencies. Whilst this paper does provide some interesting findings and insights, there is still much to be understood of this market before any insight can be taken as pure.

For example, this research was conducted only on addressable or current customers in the market, and therefore the certain findings were only applicable to such. The insight that brand equity holds very little weight in growing a firm's overall customer equity for instance, may produce a completely different outcome on non-addressable or prospective customers within the industry.

Further open possibilities will be introduced in the final section of the paper, and will make suggestions for future researchers to build upon the foundation created.

6.1.5 *Recommendations for future research*

1. Non-addressable customers

Future research should be concluded on the non-addressable customer base, as mentioned earlier. The researcher predicts that such targeted research will produce substantially separate results from those found in this report, specifically in relation to brand equity.

2. Examination should be done from the supply side

This report focused only on the demand-side of customer equity in the SA truck rental industry, that is research solely conducted on customers, however re-issuing the survey on the supply-side would produce interesting insights.

In other words, it will be interesting to determine what truck rental leaders and managers themselves consider to be dominant drivers in expanding a firm's customer equity.

Such findings can then be compared to the findings from this paper (demand-side) and insightful mismatches can be drawn between the 2 sides. This could then highlight some shortfalls or misperceptions in how leaders and managers see their target market and the valuable wants and need of this market. This research would obviously have a much smaller sample and therefore the researcher suggests a more extensive qualitative study would yield better insights.

3. More extensive qualitative study

This report focused on quantitative research, and although some research was conducted from a qualitative point-of-view, it was not sufficient enough to yield valuable findings. In-depth interviews with certain clients in the field would be beneficial to either confirm or challenge the findings of this quantitative study.

4. What sequence would the equities and sub-drivers have to be met in order to maximize CE?

As mentioned in this report, the drivers of customer equity may only hold value if certain prior drivers of customer equity have been satisfied, similar to the concept of hierarchy needs or ‘hierarchies of pre-potency’ as introduced by Maslow & Lewis (1987).

Therefore, it would be interesting to test exactly which sequence is to be followed in the given industry in order to build a truck rental firm’s total customer equity in a step-by-step fashion.

***End of Report**

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6.2 APPENDIX

6.2.1 *APPENDIX A*

Driver	Sub-Driver	Relative Question (Start with, I will most likely utilize a truck rental company whose…)	Likert Scale
Brand Equity	Awareness	Always advertising in magazines, trucks and fleet I see the most on the road and who sponsors all the charity cycle races.	1-2-3-4-5-6-7-8-9-10
		Brand you have heard being mentioned by many different people.	1-2-3-4-5-6-7-8-9-10
	Perceived Brand Ethics	My long-time trustworthy friend referred this company to me as the best supplier in SA	1-2-3-4-5-6-7-8-9-10
		Fleet has the best image on the road, their trucks are always new and clean	1-2-3-4-5-6-7-8-9-10
	Attitudes toward the brand	Sales representative is always very professionally dressed and presented	1-2-3-4-5-6-7-8-9-10
		Corporate gifts at year-end are always head-and-shoulders above the rest	1-2-3-4-5-6-7-8-9-10
Value Equity	Quality	Fleet is of the best condition and the most reliable by far	1-2-3-4-5-6-7-8-9-10

	Price	Rental prices are always below the rest of the market	1-2-3-4-5-6-7-8-9-10
	Convenience	Delivery times are always the shortest and break-downs are always tended to swiftly and effectively	1-2-3-4-5-6-7-8-9-10
		Delivers all invoices and statements to me on-time and in such a way that I can rest assure that all the charges are accurate so that I don't have to check them in such detail	1-2-3-4-5-6-7-8-9-10
Relationship Equity	Relationship with firm	Services I have been using for the past 10 years	1-2-3-4-5-6-7-8-9-10
		Gives a rebate back to me if I spend over a specific amount every month	1-2-3-4-5-6-7-8-9-10
		Golf days, dinner evenings, corporate events and getaways are fantastic	1-2-3-4-5-6-7-8-9-10
	Relationship with Employee(s)	Sales rep always unexpectedly pops in with a chocolate	1-2-3-4-5-6-7-8-9-10
		Employees I know very well and am comfortable that they know my requirements	1-2-3-4-5-6-7-8-9-10

		The sales rep always goes the extra mile t help me out	1-2-3-4-5-6-7-8-9-10

6.2.2 *APPENDIX B: INTRODUCTION TO SURVEY*

Dear Valued Client,

An employee of Power Truck Hire (Pty) Ltd, a wholly owned subsidiary of Spartan Truck Hire (Pty) Ltd, is currently studying through Wits Business School.

In order to finalize his degree, he needs to complete a dissertation which requires research to be gathered and would appreciate your assistance in this regard.

The dissertation topic is "what drives customer equity in the South African truck rental industry?"

To learn more about customer equity please visit this link:
https://en.wikipedia.org/wiki/Customer_equity

Important to note:

- The survey will take approximately 4 minutes to complete.
- All responses are completely **ANONYMOUS** and at no point will we ask you for your name or any such information that may lead to identification.
- The research is not being done in relation to either Power Truck Hire or Spartan Truck Hire, but rather seeks to gain insights of the **truck rental market in general**, please bear this in mind.
- Please answer every question as truthfully as you possibly can, as this will aid us in gaining accuracy of the information.
- All information/outcomes of the survey research can and will be made available to you upon request.
- Please contact the researcher on 083 411 8844 or email adam@powertruckhire.co.za should you have any queries regarding the research.
- The researcher will donate R20,00 for every response gathered to the SPCA in Malboro, Sandton. The aim to gain 100 responses before Friday 18/09/2015
- Only 1 response per person will be counted.

Take the online survey now by clicking on this link:

6.2.3 *APPENDIX C: COPY OF RESEARCH INSTRUMENT: SURVEY*

Qualtrics Survey Software 2016/03/29, 9:56 AM

Default Question Block

Which company department are you situated in?

- Purchasing/Procurement
- Transport/Logistics
- Operations
- Upper management
- Other

Which of the following segments best represents the industry in which your company operates?

Transport & Freight	Construction & Mining	Manufacturing	Parastatal (State-owned enterprize)	Retail / FMCG	Services
○	○	○	○	○	○

Please indicate in which South African province you are located in.

Gauteng	Western Cape	Kwazulu-Natal	Mpumalanga	Eastern Cape	Free State	North-West	Northern Cape	Limpopo	National
○	○	○	○	○	○	○	○	○	○

At current, how many truck rental suppliers do you have an open account with?

1	2	3	4	5
○	○	○	○	○

Of these suppliers, how many are you actively using right now?

1	2	3	4	5
○	○	○	○	○

Which transport services does your company mostly use? (You can select more than 1 if necessary)

Truck Rental	Full Maintenance Leasing	Forklift Hire	Line Haul	Distribution Contracts	Other
☐	☐	☐	☐	☐	☐

Please indicate your average monthly spend on these services (in thousands)

	0	100	200	300	400	500
Truck Rental						
FML						

Forklift Hire					
Line Haul					
Distribution					
Other					

~Please rank the following (0 = strongly disagree, 10 = strongly agree)~

In choosing a truck rental supplier, I will most likely utilise a company whose...

	0	1	2	3	4	5	6	7	8	9	10
Brand is well known and strikes my eye whilst driving											
Branch is in the road next door to us - therefore delivery time is short											
Hosts the best golf-day's, corporate getaways and events I've ever seen											
Fleet is the newest ,in the best condition and is the most reliable on the road											
Employees I know very well and I am comfortable with their in-depth knowledge about my business requirments											
End-of-year corporate gifts always exceed my expectations											
Services I have been											

Please rank the following in terms of importance/relevance to you when deciding to use a truck rental supplier (Drag & Drop)

- The fact that you have been using the supplier for nearly 10 years
- All of your colleagues and friends know and love this brand
- The lowest rental rates in the market

Please rank the following in terms of importance/relevance to you when deciding to use a truck rental supplier (Drag & Drop)

- The fleet is brand new and super-reliable
- The corporate gifts and year-end functions for customers are beyond expectation
- I can count on the sales person to solve any issues, 24/7/365

Please rank the following in terms of importance/relevance to you when deciding to use a truck rental supplier (Drag & Drop)

- Im proud to have my goods delivered to my customers in a brand new, clean truck
- Deliveries are down on-time/every time, and the driver's are very well trained
- I have a great relationship with all the people working at this company

Please rank the following rental suppliers in terms of their **SERVICE delivery**. (PS: its ok if you have no used one of them before, you can rank them according to what you think would be correct)

	Poor Service				Average Service				Great Service		
	0	10	20	30	40	50	60	70	80	90	100
Kempston Truck Hire											
Imperial Truck Rental											
Elite Truck Rental											
Spartan Truck Hire											
Super Rent											
Value Truck Rental											

Avis Truck Rental	

Please rank the following rental suppliers in terms of their **PRICING**. (PS: same rule applies as in Q18)

	Low-Cost					Average					Expensive
	0	10	20	30	40	50	60	70	80	90	100
Kempston Truck Hire											
Imperial Truck Rental											
Spartan Truck Hire											
Value Truck Rental											
Super Rent											
Avis Truck Rental											
Elite Truck Rental											

Please rank the following rental suppliers in terms of their **BRAND** in the market.

	Poor Image					Average					Great Image
	0	10	20	30	40	50	60	70	80	90	100
Value Truck Rental											
Super Rent											
Avis Truck Rental											
Elite Truck Rental											
Spartan Truck Hire											

Kempston Truck Hire										
Imperial Truck Hire										