

THE IMPACT OF SERVICE MARKETING MIX TO IMPROVE PERCEIVED IMAGE OF USERS OF PUBLIC URBAN TRANSPORTATION BUSES. CASE STUDY: COLLECTIVE URBAN TRANSPORT COMPANY (ETUM) IN M'SILLA CITY ALGERIA.

Lahouel Samia¹, Yahiaoui Naima², Mekaoussi Saliha³

¹ Faculty of Economic, commercial and management sciences, Batna University, Batna, Algeria

² Faculty of Economic, commercial and management sciences, Batna University, Batna, Algeria

³ Faculty of Economic, commercial and management sciences, Batna University, Batna, Algeria

Correspondence: Samia Lahouel, Faculty of Economic, commercial and management sciences, Batna University, 05000 BATNA- ALGERIA.

ABSTRACT: *This study aimed to determine the impact of service marketing mix to improve perceived image of users of public urban transport buses. The theoretical part covers all the elements of marketing mix (7P's). In addition, it includes a general overview about customer perceived image and that form a background for a better understanding of service marketing for public transport companies. In the empirical part, quantitative research methods are used and data is collected through a survey for a random sample of ETUM buses users in M'silla city and obtained a total of 297 responses valid to analyze. The study results indicate that there is a relationship impact between marketing mix used by ETUM company and customer perceived image, but only 24,6% of respondents have a positive impression in service provided by the company, which is a very small rate. However, the impression in marketing mix used by ETUM company is overall neutral tended to be very likely negative especially if the company remains the current marketing strategies. Finally, the study has revealed that the difference in customers perceived image is not probably due to customer characteristics or differentiation; gender, educational level, and the income. Otherwise that difference is attributed to age group and profession.*

KEYWORDS: transport marketing, marketing mix, perceived image, urban transport, Public company of urban transport ETUM (Entreprise de Transport Urbain de M'Silla , Algeria).

INTRODUCTION

In current competitive conditions, customer has become the axis of competition. Successful companies share heightened interest for customer and to a strong commitment to marketing. under such changes companies are being aimed to build customer relationships packed with value, through which they can improve customer perceived image. However, current customer likely realizes the fact that he is the main focus of managers in great companies. In addition, transfer of the absolute sovereignty for customer's own needs allow him to take purchase decisions in order to achieve higher satisfaction, thus companies should not fall into a trap that it could control the customer behavior. Otherwise it should provide strategic marketing and dimensions that can fulfill the customer's needs.

As long as, the achievement of customer satisfaction and the improvement of his perceived image are companies' objectives which means that the companies are involved in current competitive conditions and shouldn't deviate from it. These evolving conditions require changes in views toward the customer and to deal with him as a scarce resource which lead to a lot of caution and accuracy in dealing with the customer. Therefore, companies should change many concepts for instance, instead of focusing on maintaining customer, they should concentrate on how they can improve his perceived image on services offered by companies.

Research Question With the compulsorily involvement of public transport companies to the competitive struggle against private transport companies. Collective Urban transport company (ETUM)¹ in M'silla city (Algeria) has faced the reality that customers shifted to other private companies. In order to deal with the prevailing situation, suggestions have been made, including; to reconsider the elements of marketing mix as a way to improve customer perceived image of ETUM Company, which is the underlying research question of this dissertation.

This research tries to answer the following questions:

- 1) Does marketing mix affect customer perceived image in an environment that competes in order to satisfy his needs?
- 2) What is customer impression about marketing mix used by ETUM company?
- 3) How much does marketing mix for transportation services affect customer perceived image on provided services of the company?

Research Objectives:

- 1) To recognize how does customer perceive marketing mix used by the company.
- 2) Clarify the existing impact of the marketing mix used on customer perceived image.
- 3) Extract the most important results in order to suggest a set of recommendation to the company to improve customer perceived image and then maintain him.

Study hypotheses

The study starts from the following hypotheses:

- Ho1: There is no impact statistically significant of marketing mix used by ETUM company on customer perceived image.
- Ho2: There is no variance statistically significant between demographic characteristics (gender, age, educational level, occupation, and income) of buses' users and perceived image.

LITERATURE VIEW

Marketing Mix Used by Collective Transport Companies

Due to differences in services' characteristics, including, services offered by transport companies, from physical goods' characteristics, elements of service marketing mix (7 p's) can

¹ - Urban transport company (ETUM) is established in 2008. It is an industrial and commercial public company in M'silla city (Algeria), it has a legal entity and financial independence. The company has begun its activities in 1/11/2008 and it owns about 30 buses. In addition, the company subjects government legislation as any other private companies and it is a business with others.

be applied for transport services: service product, price, place, promotion, people, physical evidence and processes.)

Collective Transport Service (Product)

Transportation is probably known as an intermediary service and a mean to achieve a goal without being a goal itself, the intended goal is a change in location either for individuals or goods (Alexander, 1963), while the service of collective urban transport for passengers is defined as: activities of services which produce a benefit in time and place through physical or intangible individuals that ensure the physical shift of people in urban environment on a vehicle dedicated for that and for accepted distance (Jain, 1973).

The quality of transportation services are considered as the most important marketing decisions ; there are a number of definitions about it, as a result for a relative evaluation of its indicators. The quality of mass transport service is defined as follow « to transport in secure and adequate standards », and it is also intended as : « punctuality and regularity » (AFNOR, 2002, P. 3) therefore , it is a set of quantities standards of quality which is the responsibility of service's provider(transport company), accordingly these standards are directly interrelated with satisfaction on users' level of mass transport service. In addition, Hallassi (2009) said: «the quality of transport service passed from objective concept to «personal and subjective» concept, related to the person who makes judgment».

According to the French association (AFNOR) and the French national institute of transport and secure research : « the total quality contains a set of indicators, the customer relies on it to evaluate transport service provided (perceived quality) and determine standards NFEN 13816, quality indicators of passengers' transport service (which can be applied in all modes of transport) and considered as a management tool, which shows how to share responsibilities, recruited and improve actors contributing in service production. In addition, it permits to provide a set of factors in transport service and encourage discussion.

Ceerd (2002) has confirmed that these standards enhance the improvement of transport service, the ongoing of the commitments, and pricing the service of passengers' transportation, in addition to its great role on the competitive level. According to this level AFNOR (2002) determines 8 groups and dimensions which involve all quality indicators of public transportation service as follow: service presentation, ease to access of information, period, and interest in customer, security and environment impact.

Price of Collective Transport Service

Firms determine prices according to many pricing strategies that can take into account one factor or more to identify transportation tariff; most known factors are: cost, period, objectives of consumption, distance, loyalty, partnership or internal and external factors (Baublys & Isoraité, 2006). In most countries of the world, including Algeria, these factors are only on the theoretical level and do not often used to determine transportation tariff.

In Algeria, the government has an important role in setting transportation prices because it is a vital service and has a direct effect on individual's life and economy in general, thus firms has to submit with these prices and move only in its borders. this pricing strategy used most in developing countries in order to eliminate any attempts of imposing high prices on citizens.

On the other hand, technological development and the emergence of effective fast tickets led to simplify payment after it was a complex and difficult to apply. Accordingly, Smart cards and methods of electronic tickets and payment provide more facilities to transport companies by providing information about passengers' attitudes and their transportation, in addition they facilitate for passengers payment and managing their income, the creation of this integrated system of payment lead to facilitate transportation by buses and other means.

Place in Services of Collective transport

Transport companies usually distribute its services through direct points but also use the indirect distribution through intermediaries and distributors (Goh, 2002). Privilege of transport company is that it provides an intangible products which can't be transported or stored but its value, quality and image can be felt. Therefore the indirect distribution is limited in ticking process and reservation for instance; commercial agencies and Kiosks...etc and phone and internet directly to the company.

Promotion in Services of Collective transport

Transport companies as all productive companies use promotion mix (advertising, personal selling, sales promotion, publishing and public relation) in order to create a promotional strategy appropriate to the company through which they can contact customers and introduce its services, quality and differentiation...etc provided by the company.

Companies should use promotion tools skillfully to position collective transport service as an attractive public service full of advantages, that can be achieved through positioning strategy and it includes the development of communication campaigns that contributes to strength public perception of the service as a smart and responsible solutions (Oliver, 1981).

On the other hand, traditional promotion focuses on maximizing the direct utility and advantages of products while promotion in urban transport has to show service advantages (social, economic and environmental) as essential and vital for the community which can attract more customers but only if the promotional message is creative.

Performance in transport service

Current service companies recognize that employees' performance and ability are effected by many factors, for instance intelligence level, reflexion, understanding customer's needs, loyalty to firms...etc. all these factors enable employees to interact and response to passengers' needs and then build a strong relationship with customers that may lead to their loyalty to the firms

It should be noted that transport services characterized by the presence of service recipient which lead to a high direct contact between the recipient and service's provider, performance of this latter represent the outputs of the services. However, contact process has an essential role to provide transport service, determine service quality according to recipient's expectations, contact process, and the nature of information the recipient is supplied with (Kenneth and all, 2002). Therefore, service's recipient realises the importance of interrelated marketing messages due to its response to his own needs and desires thus those messages stimulate customer and effect his behaviour especially when the recipient realizes that the information inquired represent value- added to what he already has but more developed and adequate to the surrounding circumstances and then the recipient build a positive perceived image. As conclusion, transport companies have to supply their employees constantly with up to date information that can effect passengers during interacting process.

Physical Evidence in Transport services

Customers tend to evaluate the intangible transport services through physical elements, thus transport service companies have to take into account offices building, equipments, technologies, decor, unique colors, employees uniform and appearance in general. All that elements can contribute to evaluate service quality provided by the company. Accordingly, customer uses physical evidence provided to evaluate the company, for instance passengers can take a positive perspective when they recognize that the mean of transportation is wide, comfort and well organized. When customer expectation conforms with what is provided this is then a physical evidence dialyses through the five senses (Stegand and all, 2001).

Processes of transport services

When passengers ride to the mean of transportation, seat in their place reserved, start moving on time, go to destination and access just on time planned; all what is mentioned represent processes that allow passengers to achieve the service with high efficiency and then bring them satisfaction and gratification. Processes vary according to services provided and suppose to be in a constant adjustment to response to the surrounding environment and provide outputs that satisfy customer's needs and desires.

Processes involve many parts starting from provide and supply the inputs to enhance production process and deliver the outputs. Therefore, processes should characterize by the following (EIGLIER, 2002):

- Provide information to passengers; such as: number of trips, journey time, destination, ticket prices, ..etc.
- Provide offices and employees in order to facilitate reservation, ticking and supply passengers with the adequate information.
- Provide the inquired vehicle to transport passengers in order to meet their needs.
- Receive passengers on the vehicle and supply them with the right guidance during the trip.
- Access on time planned.

Perceived Image

It is often referred to perceived image during the process of founding a capital brand, Mick and Buhi (1993) have confirmed that commercial brands are used often as a source of symbols that contribute to shape and preserve customer identity, these symbols are interrelated to a set of mental representations the customer has about the brand, the role of these representations is offering a specific value to the brand that can have a sensitive impact to make the customer confident to the brand. The image of commercial brands can have a diverse roots, can have products and services characteristics' or can be linked to customer where it has a sensitive impact to marketing luxury goods (Derbaix & Lehent, 2008: p. 28).

Brand image according to Keller (1993) « perceptions about a brand as reflected by brand associations held in consumer memory », therefore brand image can be seen as a structural knowledge based on information and representations that vary according to Keller (1993) to three dimensions ; the correlation power where the product can be linked systematically to customer mind and can position among the first, the correlation value that can be negative, positive or neutral, the only correlation which can be strong and positive but common with other products.

Perceived image can be positioned through three levels; firms level (market positioning), products level (products positioning) and brand level (brand positioning). Most firms rely on Porter's work in the area of positioning the large image or market positioning as a starting point based on determining a set of possible competitive advantages that can establish a specific position in the market, Porter suggested three large strategic alternatives, cost leadership, differentiation and focus (Kotler & Armstrong, 2005: p.534), the adequate use of these strategies can guarantee the ability to gain and secure market positioning of the firm and differentiate from competitors, according to Porter each of the previous strategies represent an outstanding methods and approaches that aim to create and maintain competitive advantages for the firm (Kotler, 1999).

From the same perspective, Michael Treacy and Fred Wiersema (Marketing consultants) presented an alternative suggestion composed of three frameworks known as Value disciplines where the firm can be a leader in product (product leader) and another one can differentiate in operational processes (operationally excellent firm) or can be intimate with customer (customer intimate firm) (Kotler, 1999), this perception based on the idea that each market composed of three types of customers, some of them prefer firms developed in technical area (product leader) and others don't need advanced products as much as they need to a confident, reliable performance (operational differentiation), while there are other customers who prefer the most responsive and flexible firms to satisfy individual needs (intimate customer) (Evans, 1993: p.44).

The firm needs to go further than broad brand awareness positioning in customer minds and it should reflect one or more competitive advantages characterized its products, through this step the firm tries to realize positioning by choosing the appropriate competitive advantages that can be fulfilled and then apply all the marketing methods and tools which can show these advantages to customer. The firm can also concentrate on one main advantage to position a specific brand image or product positioning relying on possibilities such as: best quality, better performance and most reliability (Evans, 1993, p.44).

The third level is about positioning perceived image of the commercial brand (brand positioning), it depends on how customers perceive firms products compared to competitors products. Customers expose to a huge number of competitive, similar and alternative products that leads to a hard comparison and evaluation in each purchase process (Kotler & Armstrong, 2005: p.221). Thus customers classify and divide alternative products, competitive firms and commercial brands in a way that each product has a specific niche among the different classification set out in customer mind, each status is reached out through a set of perceptions, sensations and feelings, and emotional, rational and psychological impacts and other factors (Kardes & Kalyanaram, 1992: p.343).

Cognitive maps are one of the most important methods used to « analyze positioning » and choose necessary strategies. It is a diagram represents consumer's perception of firms product advantages comparing to competitors products or to customer needs (Lambin & Chumpitaz, 2002: p.180). Drawing down cognitive maps requires market research in order to collect three types of information from the target market. The first type is that kind of information used to determine the most important product's characteristics which the customer looks for. The

second type concerns information of how do customers perceive other characteristics of alternative brands. The third type represents the optimal level of information that concern product 's characteristics the customers prefer, in fact any commercial brands that reach the optimal level represent the brand the most preferred by customers from other similar brands (Baker & al, 2004: p.69)

Case study

At a theoretical level, services marketing is predicated upon the view that public transportation is a service that consumer purchase and has indispensable vital role, thus we attempt to determine services marketing mix used by collective urban transport company in M'silla city (Algeria) and how it effects perceived image of buses' users.

METHODOLOGICAL FRAMEWORK

Study model proposed

To answer research question and fulfill its objectives a construction of a holistic model has been made, which includes:

- The independent variable: Service Marketing Mix (quality, price, place, promotion, people, physical evidence, and process).
- The dependent variable: which represents customer perceived image.

The study was conducted in the form of public needs assessment and opinion survey.

The survey is one of the most commonly statistic tools, used to collect necessary information to accomplish research objectives, thus a list of questions has been designed and divided to two parts. The first part contains data about demographic characteristics of the study sample (gender, age, educational level, occupation, monthly income), while the second part includes questions that represent different dimensions of the variables. Likert Scale has been used to measure the response of respondents to the expression of the survey. The data were analyzed and categorized using SPSS version 20.0.

Sample and society of the study

The study society contains all the individuals who use buses inside M'silla city ; Due to the large target community, cost and time restrictions, the method of systematic random sample of buses' users has been used ; A sample size of 350 individuals was determined to be representative of buses' users in M'silla. The sample is divided according to districts of the city and the number of ETUM buses inside it.

The stability of the measurement tool:

To check the reliability of study tool, Cronbach's Alpha factor was used; the degree of reliability is 0.93. This value is higher than the accepted value (0.60), it is acceptable for the purposes of scientific research, and this shows that the questionnaire have a high degree of stability.

RESULTS OF STATISTICAL ANALYSIS

Sample characteristics

Descriptive statistics were used to extract the frequencies and percentages for the questions of the first section of the questionnaire that concern demographic characteristics. What can record

as results is: The profile of male sample respondents is higher than female once; 57,2% male while 42,8% female. However, it emerged that there is a higher representation of younger educated respondents; between 15 and 30 years old and 64% of younger, educated respondents are college students while 47,1% are high school students, which explain the high rate of low income; 66% around 15000 DA and the inability of this class to afford a vehicle and the necessity to use ETUM buses which requires that the company has to take procedures about improving transport services for this class through providing what is expected, target this group and design appropriate marketing mix to improve perceived image of these students.

Test of the first main hypothesis

H01: *There is an impact statistically significant of the overall service marketing mix used by ETUM company on customer perceived image.*

In order to test the ability of the model implied on the interpretation, Pearson Correlation Coefficient R, the Coefficient of Determination R², Average coefficient of determination R-2 have been used to provide more accurate interpretation because of the presence of more than one independent variable, and this is shown in the following table:

Table 1. Summary regression model

correlation coefficient R	The coefficient of determination -R ²	Average coefficient of determination -R -2	of standard error
0.41	0.17	0.15	0.85

Table 2. Regression Analysis of Variance (ANOVA)

	Total square variation	Degrees of freedom	Average square variation	Value Calculated	FLevel of significance
Regression	41.88	7	5.98	8.31	0.000
Residuals	208.15	289	0.72		
Total	250.01	296			

Table 1 shows that, the correlation coefficient is 0,409, therefore, there is a significant positive correlation between all the independent variables and the dependent one at 0,000 level of significance. In addition, the coefficient of determination R²= 0,168 means that the independent variable together (7p's) explain only 16,8% of the variance or the gap in the dependent one (customers perceived image), the rest of proportion of variance 83,2% is attributed to other unstudied factors.

It is clear from the above table (N°02) that the value F obtained is 8,307 and the value of calculated significant level corresponding is (0,0000), which means that the value F is statistically significant, therefore the main null hypothesis is rejected and accept the main alternative hypothesis that predicated on the existence of an impact statistically significant of the overall service marketing mix used by ETUM company and customer perceived image. The test F may be misleading, because it tests the significance of the overall model. In order to test the partial hypothesis, the test T was adopted to test the significance of parameter of the model, each separately, at the level of significance $\alpha = 5\%$, the table below illustrates this results.

Table 3. Test of significance of regression coefficients according to the statistical T

Data	B Regression coefficient	Standard error	BETA	T	Level of significance (SIG)
Constant	1.84	0.21	/	8.70	0.00
Service					
transport quality	0.05	0.02	0.15	2.67	0.01
Price	0.15	0.06	0.16	2.58	0.01
Place	-0.03	0.04	0.05-	-0.73	0.47
promotion	0.04-	0.06	-0.04	-0.61	0.55
people	0.12	0.06	0.15	2.21	0.03
Physical evidence	0.08	0.07	0.08	1.15	0.25
Processes	0.12	0.08	0.12	1.54	0.12

In order to interpret the results in Table 3, we must precisely, detail the partial hypotheses to be tested, as follow:

The first sub-hypothesis: *There is no significant impact of service quality used by ETUM company on customer perceived image at 5% level of significance.*

Table 03 shows that Regression Coefficient Value of the independent variable is: 0,05, and the corresponding standard value is 0,02. The Corresponding value of T is: 2,67, which is statistically significant, the value of the calculated level of significance (SIG) is: 0.01, which is lesser than the approved level of significance 0.05. That means refusing the null hypothesis, which states that there is a relationship impact of service quality on customer perceived image.

The second sub-hypothesis: *There is no significant impact of pricing transport services used by ETUM company on the customer perceived image at 5% level of significance.*

The above table indicates that Regression Coefficient Value of the independent variable (price) is: 0.154, and the corresponding standard value is 0.164. The Corresponding value of T is: 0.164, which is statistically significant, the value of the calculated level of significance (SIG) is: 0.01, which is lesser than the approved level of significance 0.05. That means refusing the null hypothesis, which states that there is a relationship impact of company's pricing on customer perceived image.

The third sub-hypothesis: *There is no significant impact of distribution service (place) used by ETUM company on the customer perceived image at 5% level of significance.*

Regression Coefficient Value of the independent variable is: -0.032, and the corresponding standard value is -0,046. The Corresponding value of T is: -0.732, which is statistically significant, the value of the calculated level of significance (SIG) is: 0,465, which is greater than the approved level of significance 0.05. That means accepting the null hypothesis, which states that there is no relationship impact of distribution service on customer perceived image.

The fourth sub-hypothesis: *There is no significant impact of promotion service used by ETUM company on the customer perceived image at 5% level of significance.*

Regression Coefficient Value of the independent variable (promotion) is: -0.038, and the corresponding standard value is -0,042. The Corresponding value of T is:-0.605, which is statistically significant, the value of the calculated level of significance (SIG) is: 0.546, which is greater than the approved level of significance 0.05. That means accepting the null hypothesis, which states that there is a no relationship impact of distribution service on customer perceived image.

The fifth sub-hypothesis: *There is no significant impact of ETUM employees' performance(people) used by ETUM company on the customer perceived image at 5% level of significance.*

The above table indicates that Regression Coefficient Value of the independent variable (price) is: 0.123, and the corresponding standard value is 0.147. The Corresponding value of T is: 2,207, which is statistically significant, the value of the calculated level of significance (SIG) is: 0,028, which is lesser than the approved level of significance 0.05. That means refusing the null hypothesis, which states that there is a relationship impact of ETUM employees' performance on customer perceived image.

The sixth sub-hypothesis: *There is no significant impact of physical evidence in ETUM services on customer perceived image at 5% level of significance.*

Regression Coefficient Value of the independent variable (physical evidence) is: 0.076, and the corresponding standard value is 0.082. The Corresponding value of T is:1.153 , which is statistically significant, the value of the calculated level of significance (SIG) is: 0.250, which is greater than the approved level of significance 0.05. That means accepting the null hypothesis, which states that there is a no relationship impact of physical evidence services provided on customer perceived image.

The seventh sub-hypothesis: *There is no significant impact of processes of the services provided by ETUM company on the customer perceived image at 5% level of significance.*

Regression Coefficient Value of the independent variable (processes) is: 0.122, and the corresponding standard value is 0.123. The Corresponding value of T is:1.544 , which is statistically significant, the value of the calculated level of significance (SIG) is: 0.124, which is greater than the approved level of significance 0.05. That means accepting the null hypothesis, which states that there is a no relationship impact of processes of services provided on customer perceived image.

Testing the second main hypothesis

Ho2: *There is no variance statistically significant at 0.05 level of significance between demographic characteristics; gender, age, educational level, occupation, the monthly income of ETUM users and their perceived image.*

variable	F calculated	Significance level	results
gender	0,658	0,418	No variance
age	0,033	0,659	No variance
Educational level	0,844	0,170	No variance
occupation	2,869	0,015	No variance
Monthly income	1,806	0,128	No variance

The above table shows that the null hypothesis for gender, educational level and the income are accepted while refusing the null hypothesis for the rest of the characteristics (age, occupation)

RESULTS AND RECOMMENDATIONS

According to the findings of the study, there is an impact of some dimensions of marketing mix used by ETUM company on customer perceived image of M'Silla Company. The study has done through collecting data from a random sample that contains 297 respondents of a questionnaire designed for that purpose. In addition, the study used descriptive statistics and evidentiary methods to extract and explain data, and test research hypothesis through analyzing and detecting the direct relationship impact between the main independent variable (Dimensions of marketing mix; service quality, price, place, promotion, people, physical evidence, and process) and the dependent variable (customer perceived image).

The study concluded a number of results, including:

- 1) Hypothesis tests have revealed that there is a relationship impact between marketing mix used by ETUM company and customer perceived image.
 - 2) The study has found that the service quality provided, its price and ETUM employees' performance effect customer perceived image.
 - 3) The study has also found that place, promotion, physical evidence and process used by ETUM company do not affect customer perceived image.
 - 4) The impression in marketing mix used by ETUM company is overall neutral tended to be very likely negative especially if the company keeps the current marketing strategies.
 - 5) Only 24,6% of respondents have a positive impression in service provided by the company, which is a very small rate .
 - 6) There is a difference in perceived image of ETUM buses' users according to their objectives especially study and work.
 - 7) The study has revealed that the difference in customers perceived image is not probably due to customer characteristics or differentiation; gender, educational level, and the income. Otherwise that difference is attributed to age group and profession; this can be due to their opinions and objectives.
 - 8) The company does not take into account all the dimensions of marketing mix which lead to a negative image toward company's service.
 - 9) The importance of improving customer perceived image through enhancing marketing opportunities and strengthen competitive position of ETUM company.
- Thus the study extracts a number of recommendations in order to improve customer perceived image, including:
- 1) To concentrate on marketing side and design marketing and functional strategies.
 - 2) The necessity to make market study in order to determine customer expectation, needs and satisfaction to apply it in practical reality.
 - 3) The company has to recognize how it is important to establish quality standards and regulations in order to provide services with accuracy and punctuality according to what is expected by the company's customers during their transportation.
 - 4) To work on designing adequate promotional programs that can effect customer's positions.
 - 5) To interest in physical evidence of the service provided by improving its vehicles in order to create a good service climate and then effect customers perceived image.

- 6) To develop service processes through punctuality and the commitment to provide services at peak time as well as respect programming time and the exact period for the trip, provide safety and services to people with special needs.
- 7) Necessity to interview ETUM's users by the company itself through market study techniques in order to recognize weak and strong points in strategies used and make adjustment.

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