

TABLE OF CONTENTS

LIST OF TABLES	VI
LIST OF FIGURES.....	VII
LIST OF ABBREVIATIONS	VIII
CHAPTER 1: INTRODUCTION.....	1
1.0 INTRODUCTION	1
1.1 SPCSB SWOT ANALYSIS	4
1.2 PROBLEM STATEMENT	9
1.3 PURPOSE OF THE STUDY	11
1.4 SIGNIFICANCE OF THE STUDY	12
1.4.1 Contribution to SPCSB Practice.....	12
1.4.2 Contribution to the Practice.....	13
1.4.3 Contribution to the Theory and Methodology	13
1.5 SCOPE OF THE STUDY	14
1.6 ORGANIZATION OF THE STUDY.....	14
CHAPTER 2: LITERATURE REVIEW	16
2.0 INTRODUCTION	16
2.1 MALAYSIA OIL INDUSTRY BACKGROUND	18
2.2 INTRODUCTION TO FLEET CARD.....	21
2.2.1 Fleet Card Customer.....	24
2.2.2 Fleet Card Type	25
2.2.3 Fleet Card Security	25
2.2.4 Fleet Card vs. Credit Card	27
2.2.5 Fleet Card Customer Support	29
2.3 DEFINITION OF CUSTOMER UNIT	30
2.4 CUSTOMER VALUE	31
2.5 DEFINITION OF CLV.....	32
2.5.1 CLV in Finance Context	34
2.5.2 CLV Models	36
2.5.3 Components of CLV	39
2.5.4 Types of CLV Models.....	44
2.5.5 Advantages of CLV over Other Models.....	49
2.5.6 Importance of CLV	50
2.5.7 CLV Industry Application.....	52
2.6 CUSTOMER SEGMENTATION USING CLV	55
2.6.1 Customer Segmentation Technique.....	57
2.6.2 Segmentation in Business Markets	61
2.7 ADOPTION OF CUSTOMER BASE SEGMENTATION TECHNIQUE.....	65
2.8 CONCLUSION	71
CHAPTER 3: RESEARCH METHODOLOGY.....	72

3.0 INTRODUCTION	72
3.1 MIXED RESEARCH METHOD	72
3.2 RESEARCH DESIGN	76
3.2.1 Quantitative Method	76
3.2.2 Qualitative Method	77
3.3 RESEARCH DATA.....	77
3.3.1 Quantitative Method	77
3.3.2 Qualitative Method	77
3.4 RESEARCH SAMPLE.....	79
3.4.1 Qualitative Method	79
3.5 RESEARCH PROCEDURE AND ANALYSIS	80
3.5.1 Quantitative Method	80
3.5.2 Qualitative method	91
3.6 CONCLUSION	94
CHAPTER 4: DATA ANALYSIS	96
4.0 INTRODUCTION	96
4.1 THE COMPANY WACC CALCULATION	97
4.2 THE FLEET CARD BUSINESS WACC CALCULATION.....	98
4.3 ASSUMPTIONS.....	100
4.4 DATA ANALYSIS	102
4.4.1 Customer Segment Analysis Based on CLV	102
4.4.2 Industry Code Analysis	113
4.4.3 Sales Person Analysis	116
4.4.4 Margin Contribution by State.....	120
4.5 STRUCTURED INTERVIEW ANALYSIS	121
4.6 CONCLUSION	125
CHAPTER 5: RECOMMENDATION & CONCLUSION	126
5.0 INTRODUCTION	126
5.1 PROPOSED MARKETING STRATEGY	126
5.2 LIMITATIONS OF THE STUDY	139
5.3 SUGGESTION FOR FUTURE RESEARCH.....	140
5.4 CONCLUSION	141
5.5 RESEARCH SCHEDULE.....	144
REFERENCE	145
APPENDIX 1: SAMPLES OF INTERVIEW QUESTIONNAIRE	157
APPENDIX 2: INTERVIEW TRANSCRIPT	158
APPENDIX 3: AVERAGE KLCI MARKET RETURN AND OPERATING INCOME 1997-2009	172
APPENDIX 4: CHANGES IN KLCI MARKET RETURN AND OPERATING INCOME 1997-2009	172

APPENDIX 5: ROMPETROL EXPRESS MOBILE STATION..... 173

List of Tables

TABLE 1: APM COMPONENTS	3
TABLE 2: SIMILARITIES AND DIFFERENCES BETWEEN A CREDIT CARD AND A FLEET CARD (PURCHASES MADE AT THE PETROL STATIONS).....	28
TABLE 3: COMPARISONS WITHIN DIFFERENT PROFITABILITY MODELLING	50
TABLE 4: BUSINESS TO BUSINESS SEGMENTATION BASES	63
TABLE 5: TECHNICAL AND NON TECHNICAL REASONS OF DISHONoured CHEQUE.	85
TABLE 6: RESEARCH METHODOLOGY SUMMARY.....	93
TABLE 7: WACC COMPUTATION SUMMARY FOR SPCSB	97
TABLE 8: WACC COMPUTATION SUMMARY FOR THE COMPETITOR COMPANY USING ACCOUNTING BETA	100
TABLE 9: DISTRIBUTION OF CORPORATE POST-PAID CUSTOMER SEGMENTATION	104
TABLE 10: DISTRIBUTION OF GOVERNMENT POST-PAID CUSTOMER SEGMENTATION	104
TABLE 11: DISTRIBUTION OF CORPORATE PREPAID CUSTOMER SEGMENTATION.	105
TABLE 12: INDUSTRY ANALYSIS FOR POST-PAID CORPORATE ACCOUNT.....	107
TABLE 13: INDUSTRY ANALYSIS FOR PRE-PAID CORPORATE ACCOUNT.....	108
TABLE 14: CUSTOMER CLV COMPOSITION BY SALES PERSON	110
TABLE 15: INDUSTRY CODE ANALYSIS FOR ALL FLEET CARD ACCOUNT	114
TABLE 16: INDUSTRY CODE ANALYSIS FOR POST-PAID FLEET CARD ACCOUNT ...	115
TABLE 17: INDUSTRY CODE ANALYSIS FOR PREPAID FLEET CARD ACCOUNT	116
TABLE 18: SALES PERSON EFFICIENCY ANALYSIS BASED ON CORPORATE POST-PAID ACCOUNT.....	118
TABLE 19: SALES PERSON EFFICIENCY ANALYSIS BASED ON GOVERNMENT POST-PAID ACCOUNT.....	118
TABLE 20: SALES PERSON EFFICIENCY ANALYSIS BASED ON CORPORATE PREPAID ACCOUNT	119
TABLE 21: SUMMARIES OF STRUCTURED INTERVIEW.....	121
TABLE 22: GAP ANALYSIS	124
TABLE 23: PROPOSED MARKETING STRATEGY SUMMARY	137

List of Figures

FIGURE 1: TYPES OF FUEL CARD IN MALAYSIA	22
FIGURE 2: SEGMENTATION OF CUSTOMER BASE USING CLV AND DURATION OF RELATIONSHIP.....	67
FIGURE 3: DATA AND TIME FRAME.....	78
FIGURE 4: PRE-PAID AND POST-PAID CUSTOMERS BASE	79
FIGURE 5: CORPORATE ACCOUNT MARGIN CONTRIBUTION FOR YEAR 2010/2011	121
FIGURE 6: GOVERNMENT ACCOUNT MARGIN CONTRIBUTION FOR YEAR 2010/2011	121

List of Abbreviations

- APM: Automatic Pricing Mechanism
- API: American Petroleum Institute
- B2C: Business to Consumer
- B2B: Business to Business
- CHAID: Chi-squared Automatic Interaction Detector
- CLV: Customer Lifetime Value
- CSS: Customer Spending Score
- DMU: Decision making unit
- GDP: Gross Domestic Product
- GM: General Motor
- ICT: Information & Communication Technology
- KPI: Key Performance Indicator
- KLCI: Kuala Lumpur Composite Index
- MCM: Markov Chain Models
- MNCs: Multi National Companies
- MS Excel: Microsoft Excel
- MGS: Malaysian Government Security
- MOPS: Mean of Platts Singapore
- NPV: Net Present Value
- NBD: Negative Binomial Distribution
- NGV: Natural Gas Vehicle
- OECD: Organization for Economic Co-operation and Development (OECD)
- OGJ: Oil & Gas Journal
- PCV: Past Customer Value
- RON: Research Octane Number

PIN: Personal Identification Number

RFM: Recency, Frequency, Monetary

SBUs: Strategic Business Units

SVA: Shareholder Value Added

SIC: Standard Industrial Classifications

SMes: Small Medium enterprises

VIU: Vehicle Informational Unit

WACC: Weighted Average Cost of Capital