



Report

Tailored Insights: Analysing **ASOS** through reviews from Customers, Employees, and the Public for Strategic Advancements

By: **Sina Tijani**

Abstract

This report conducts a comprehensive analysis of ASOS, a prominent online fashion retailer, focusing on customer and employee experiences. Utilizing data from customer and employee reviews, sentiment analyses, and a detailed examination of ASOS's business model, strategic recommendations are formulated to mitigate negative reviews and enhance overall experiences. Key recommendations include strengthening customer support, implementing advanced personalization algorithms, addressing employee well-being, seamlessly integrating recently acquired brands, and continuous investment in technology. These changes, aligned with a commitment to ethical and sustainable practices, aim to position ASOS for sustained success in the competitive online fashion retail industry.

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Introduction

ASOS, a global e-commerce fashion giant headquartered in London, under the leadership of CEO José Antonio Ramos Calamonte and Chair Jorgen Lindemann, stands out for its commitment to fostering unique identities and leading fashion trends. Featuring diverse brands like ASOS DESIGN and ASOS MADE IN KENYA, ASOS showcases a dedication to social responsibility. Selected for its innovative fashion approach and sustainability initiatives, this report focuses on ASOS due to its mixed reviews across platforms, aiming to provide recommendations for enhanced growth and customer satisfaction.

Methodology

In this analysis, Octoparse was instrumental in mining 2,000 ASOS customer reviews from Trustpilot (2019-2023) and employee reviews from Glassdoor and Indeed. The spaCy library in Python ensured user anonymity. Azure Machine Learning gauged sentiment, Voyant tools explored keyword frequency, and nVivo facilitated thematic analysis. Pivot tables aided data visualization, and the business model canvas informed a comprehensive analysis of ASOS's current state. Key recommendations emerged, emphasizing improved customer support, advanced personalization, seamless integration of acquired brands, strategic retail partnerships, continuous technology investment, and ethical supply chain practices. A culture of continuous improvement, incorporating regular feedback assessment, was underscored to enhance customer and employee experiences.

Analysis of Text Mining

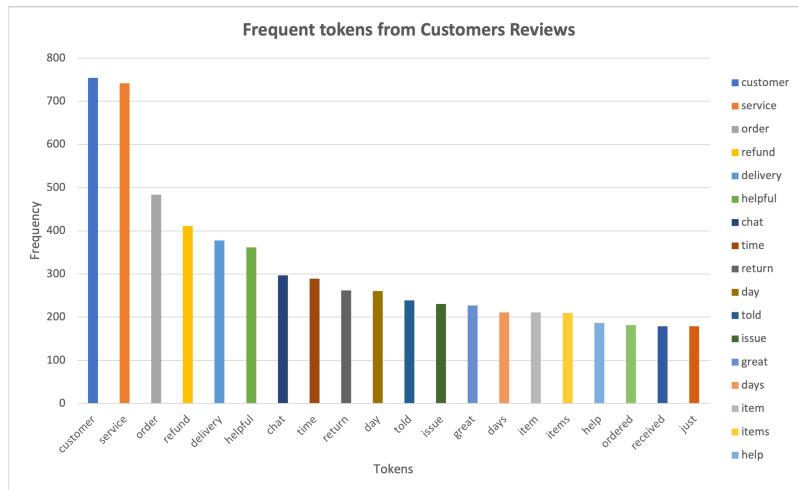
When unstructured text data is collected using computer tools and then analysed to get quality insight, it is called text mining (Hassani et al., 2020).

It was done to understand the sentiments and themes across the reviews gathered. The following are details from the analysis.

Common tokens / Frequencies

Tokens are the individual, isolated words in the reviews. And frequency is how often the words (tokens) appears in it (Ficcadenti et al., 2019). The following are charts of tokens and frequencies.

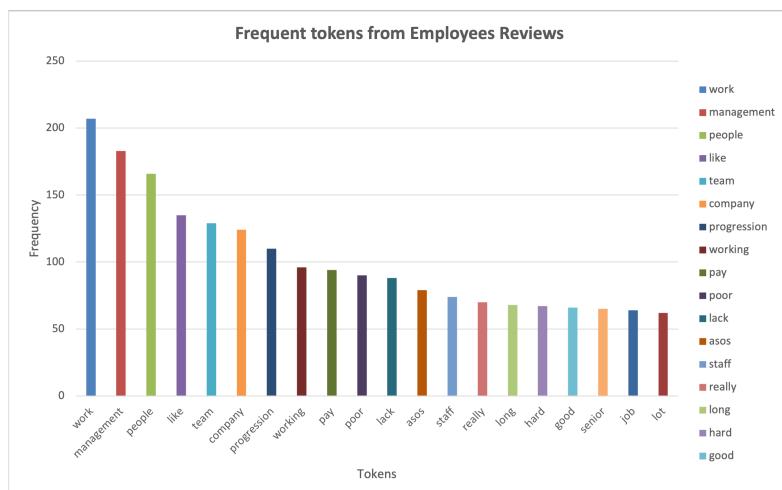
Figure 1. Customer Reviews Token



Source: (Trustpilot, 2023).

For customers, frequent mentions of "customer," "service," "order," and "refund" indicate a strong emphasis on the customer service experience, which could significantly influence client patronage. Positive sentiments like "helpful," "great," and "day" suggest overall satisfaction, contributing positively to customer loyalty. However, concerns related to "delivery," "time," and "issue" could impact patronage if not addressed promptly.

Figure 2. Employee Reviews Tokens

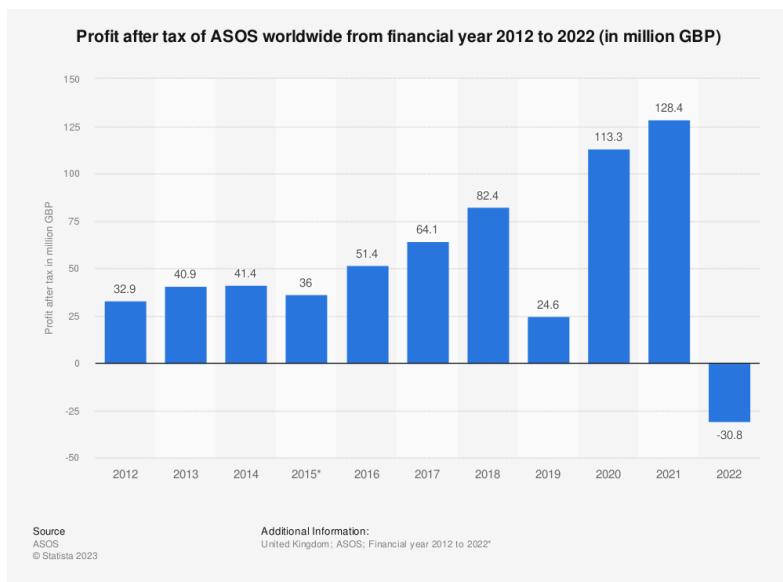


Source: (Indeed, 2023) *and* (Glassdoor, 2023).

Employee reviews focus on work, management, and progression, suggesting the work environment and career development. Challenges indicated by terms like "poor" and "hard" affect employee satisfaction, potentially influencing customer service quality and, subsequently, client patronage.

Impact on Customers Patronage and Profit Margin

Figure 3. ASOS Worldwide financials 2012–2022



Source: (Statista & Chevalier, 2023).

ASOS's 2022 profit decline to -£30.80 million necessitates a critical analysis within the context of customer and employee sentiments. Common customer review tokens like "customer," "service," and "refund" underscore a focus on customer experience, with negative sentiments in "delivery" and "time" hinting at operational challenges that may have contributed to the profit dip. Employee reviews, featuring "work" and "management," indicate aspects of the work environment, while negative terms like "poor" and "hard" raise internal work culture concerns. Addressing these issues is crucial for ASOS to restore customer trust, improve employee morale, and, ultimately, positively impact client patronage and profit margins.

Word Cloud

The texts in the reviews are visualized with a technique to extract keywords. As presented below, they can be in 2D aesthetics. This is word cloud (Bao & Wang, 2021).

Figure 4. Word Cloud of Customers



Source: (Trustpilot, 2023).

This word cloud figure depicts customers varied reviews of satisfaction and unhappiness with the customer service given. Customers have “issue” with “delivery” as they take longer than usual. They have “problem” with “customer” “service” as they get “told” their “items” would not get the discounts initially give.

Figure 5. Word cloud of Employees



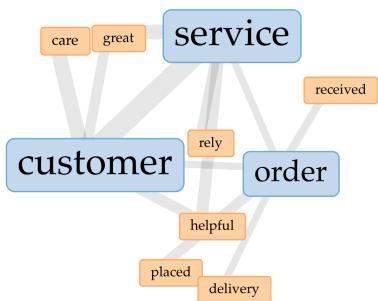
Source: (Indeed, 2023) *and* (Glassdoor, 2023).

While some employees “like” working for ASOS, many resent the “poor” “progression” “management” culture at the company. It is “hard” to get promoted. “Staff” are overwhelmed with management caring more about profit than “team”.

Word Links

A word link is simply a connection between two or more words (Tandel et al., 2019). Word links are used to understand the association between words in the review to make sense of the situation.

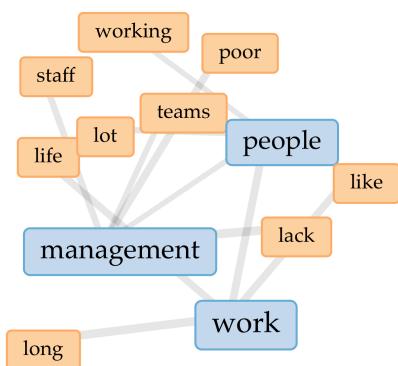
Figure 6. Customers' Word Links



Source: (Trustpilot, 2023).

The figure shows a very high association between the use of “customer”, “service” followed by “order”. Customers find “great” “service” as “care” is shown for their concerns. Most times “delivery” is used with “customer” “service”, there is negative sentiment about delays and orders not “received”.

Figure 7. Employees' Word Links



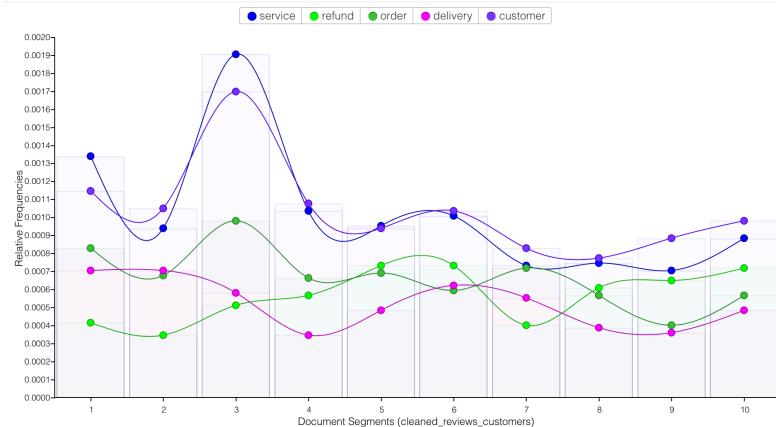
Source: (Indeed, 2023) and (Glassdoor, 2023).

Employees use “management” and “work” together in experiencing their concerns. They complain of bad “work” “life” balance with them feeling “like” they are dispensable. A “lot” of changes happen with “poor” communication from “management”. Also, high turnover of talented “staff” and “poor” “teams” work.

Trend: Relative frequency

Overtime, words customers use in reviews changes and that can give insights into improvements or service degradation. We call that word trend (Jung & Lee, 2020).

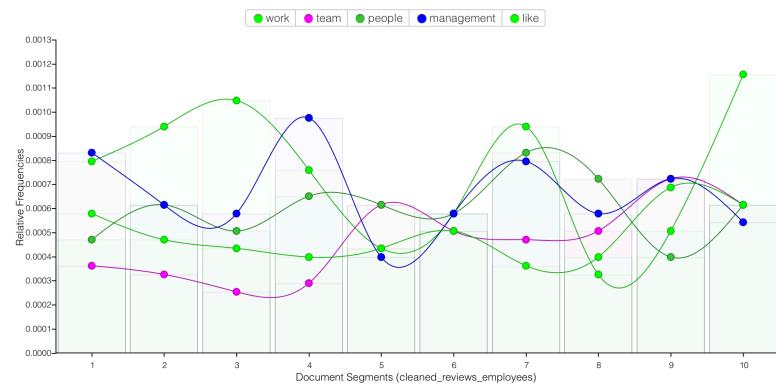
Figure 8. Customers' Token Trends



Source: (Trustpilot, 2023).

These trends show customers are very particular about the “delivery” of their “orders”, how their “refund” requests are handled which affect the overall “customer” “experience”. The analysis shows “customer” “experience” were highly praised in segment 3 but the quality dropped in segment 10 as “delivery” issues were on the rise.

Figure 9. Employees' Token Trends



Source: (Indeed, 2023) and (Glassdoor, 2023).

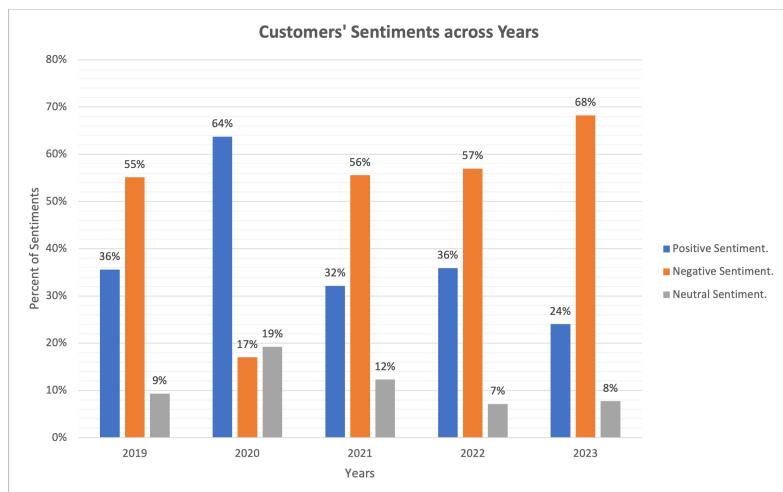
Employees generally show disdain working at ASOS. While “management” and “people are linked” there is no real correlation between them. “Work” drops from segment 3 and sharply rises in segment 10 as employees describe bitterly using harsh words like “soul destroying”

work. “Team” showed a downward trend but its rise in segment 5 through 7 was associated with complains about “management”.

Sentiment Analysis

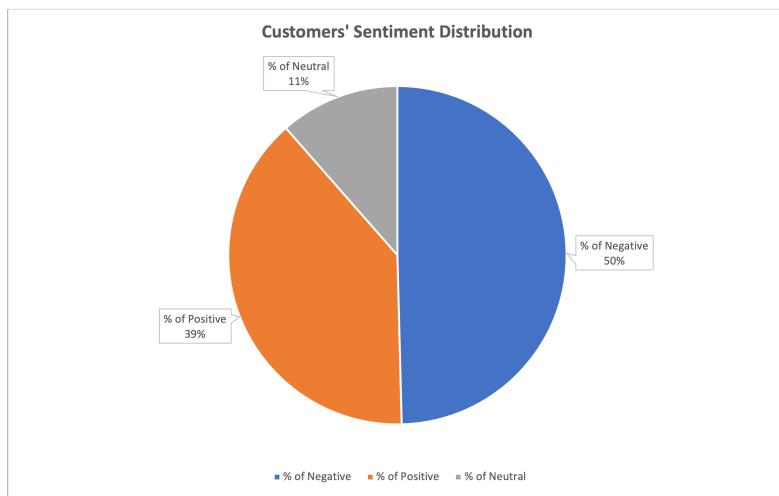
Recognizing the emotions of clients can reveal a lot about how they feel towards various aspects of a business. Process to get this is called sentiment analysis (Pandya & Mehta, 2020).

Figure 10. Customers' Yearly Sentiments



Source: (Trustpilot, 2023).

Figure 11. Customers' Sentiment Distribution



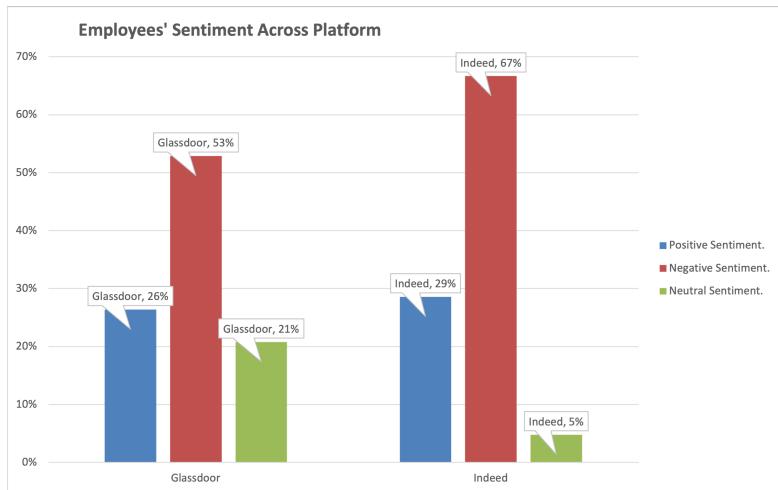
Source: (Trustpilot, 2023).

The figures above reveal a stark shift in customers' perception of ASOS from 2019 to 2023. Customer experience had the highest positive sentiment in 2020 representing 64%. While 2021 and 2022 showed fluctuations in satisfaction. However, negative sentiment peaked in 2023, demanding focused attention on identifying and rectifying issues contributing to increased

dissatisfaction. There was varying neutral sentiment across the years suggesting mixed opinions. This analysis highlights the necessity of addressing customer concerns to maintain positive brand image.

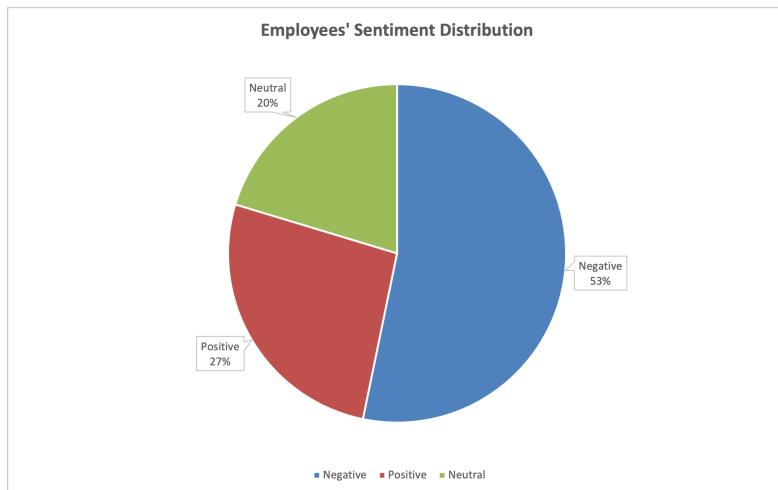
Negative sentiment was 50%, positive 39%, and neutral 11% across the years.

Figure 12. Platform Sentiments



Source: (Indeed, 2023) *and* (Glassdoor, 2023).

Figure 13. Sentiment Distribution



Source: (Indeed, 2023) *and* (Glassdoor, 2023).

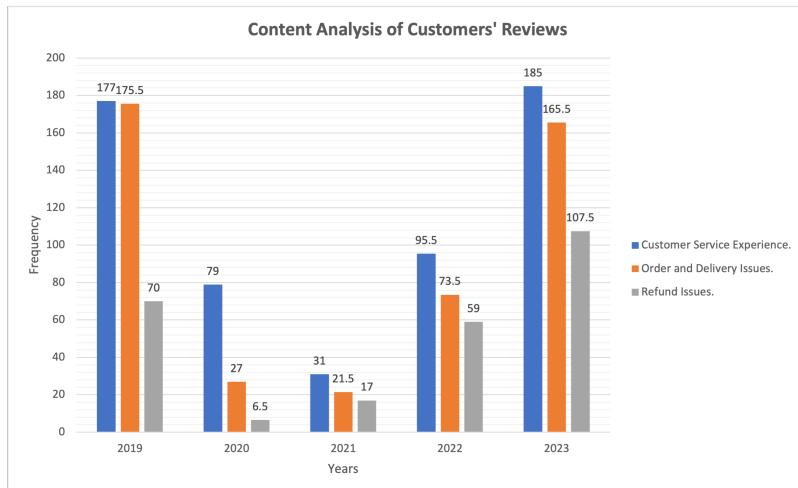
The sentiment analysis of employee reviews on platforms like Glassdoor and Indeed indicates a substantial prevalence of negative sentiments. Glassdoor received a higher negative percentage suggesting a more critical perception among employees. The positive sentiment is lower in comparison. Indeed had a minimal neutral sentiment highlighting the polarized nature of employee opinions.

Negative sentiment was 53%, positive 27%, and neutral 20%.

Content & Thematic Analysis

The reviews can be coded and categorised to show patterns and relationships. This allows to quantify and interpret concepts formed. The process to do that is content analysis. While thematic analysis is a way to find and analyse the motifs in the reviews (Humble & Mozelius, 2022). This was done to find three issues customers and employees faced with ASOS.

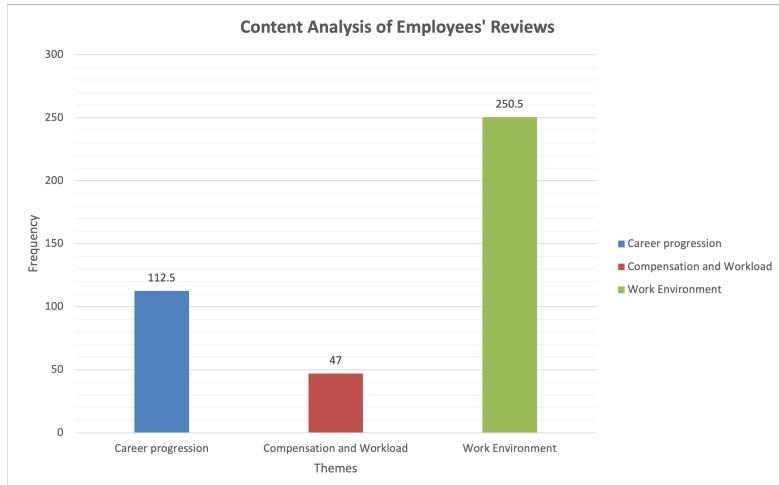
Figure 14. Content Analysis



Source: (Trustpilot, 2023).

Over the years, customers have shared sentiments with dynamic patterns. Customer Service Experience was frequently reviewed in 2019 but fluctuated in 2020 – 2021. It surged in 2022 – 2023. Order and delivery issues complaints grew in 2020 and continued to 2021. Similarly, refund issues concerns declined in 2020, and rose slightly in 2021 growing back through 2023. The drop in engagement can be attributed to the COVID-19 Pandemic which halted business across the world including ASOS.

Figure 15. Content Analysis



Source: (Indeed, 2023) *and* (Glassdoor, 2023).

The thematic analysis shows career progression as a significant concern for employees accumulating 112.5 instances. Though less prominent, it garnered 47 mentions. Dissatisfaction of the general work environment took centre stage with 250.5 mentions showing its crucial role in shaping employees' perception of ASOS.

Recommendations & Conclusion

Business Model Canvas (BMC)

A business model is a framework that shows how a business operate as it creates and offers its values. A BMC is a tool that allows to quickly analyze and spell out the operations of the business (Dobrowolski & Sułkowski, 2021).

Figure 16. ASOS BMC

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Retail partnerships with key strategic partners, e.g., Nordstrom. Suppliers for product sourcing.	Acquiring iconic brands (Topshop, Topman, Miss Selfridge, HIIT). Integrating acquired brands into the ASOS platform. Strengthening acquired brands through design, marketing, and technology.	Wide selection of 85,000 products from 850 global and local brands. Market-leading app and web experience. Frictionless shopping experience with various payment methods and delivery options. Integration of iconic brands (Topshop, Topman, Miss Selfridge, HIIT) into the ASOS platform.	Digital-first customer relationships. Engagement through design, marketing, and technology expertise. Retail partnerships to enhance global distribution.	Fashion-loving 20-somethings worldwide. Core customer base in the UK, US, and Germany. Customers seeking a curated selection from global and local brands.
	KEY RESOURCES Design talent and online retail experience. Warehouse and technology infrastructure. Strategic retail partnerships.		CHANNELS Online platforms (app and web) available in ten languages and over 200 markets. State-of-the-art fulfillment centers in the UK, US, and Germany. Strategic retail partnerships, such as Nordstrom.	
COST STRUCTURE			REVENUE STREAMS	
Acquisition Costs Integration Costs Employee Transition Marketing and Promotion Technology Investments			Sales of products from ASOS in-house brands (ASOS Design, ASOS Edition, ASOS 4505, Collusion). Sales from acquired brands (Topshop, Topman, Miss Selfridge, HIIT). Revenue from retail partnerships.	

This business model canvas is self-created. It shows a snapshot of ASOS current operation. The details were inferred across multiple web pages from ASOS' website to understand and build the model (ASOS, 2022).

In light of the analyses and the current business model of ASOS, several recommendations emerge to mitigate negative reviews and enhance overall customer and employee experiences. First, there's a crucial need to bolster customer support channels, particularly addressing

common concerns like refunds and delivery issues promptly. Implementing advanced personalization algorithms based on positive sentiments expressed in reviews, such as "helpful" and "great," can significantly enhance the shopping experience.

Turning attention to employee well-being, and addressing concerns related to workload, career progression, and the work environment is paramount. Investing in training programs and establishing clear career paths will contribute to higher job satisfaction among employees.

Given the acquisition of brands like Topshop, Topman, Miss Selfridge, and HIIT, a seamless integration into the ASOS platform is vital. Clear and transparent communication during this process is crucial for both customers and employees. Leveraging strategic retail partnerships, like the collaboration with Nordstrom, presents an opportunity to expand brand reach globally.

Additionally, continuous investment in technology is recommended to elevate the online shopping experience. This involves a focus on personalized recommendations, efficient order fulfilment, and improved user interfaces to align with evolving customer expectations.

To address ethical and sustainable concerns, a thorough review of the supply chain is essential, aligning practices with ASOS's commitment to "Fashion with Integrity." Collaborating with suppliers to ensure ethical and sustainable practices will resonate positively with socially conscious consumers.

Finally, establishing a culture of continuous improvement is key. Regularly assessing feedback from both customers and employees and implementing changes accordingly demonstrates a commitment to ongoing enhancement. These recommendations collectively aim to address existing challenges, create positive shifts in customer and employee experiences, and position ASOS for sustained success in the competitive online fashion retail industry.

Figure 17. Enhanced BMC

by: Sina Tijani

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Retail partnerships with key strategic partners, e.g., Nordstrom. Suppliers for product sourcing.	Acquiring iconic brands (Topshop, Topman, Miss Selfridge, HIIT). Integrating acquired brands into the ASOS platform.	Wide selection of 85,000 products from 850 global and local brands. Market-leading app and web experience.	Digital-first customer relationships. Engagement through design, marketing, and technology expertise.	Fashion-loving 20-somethings worldwide. Core customer base in the UK, US, and Germany.
Strengthen partnerships with top-tier fashion brands and influencers. Collaborate with tech companies for innovative solutions in user experience.	Strengthening acquired brands through design, marketing, and technology.	Frictionless shopping experience with various payment methods and delivery options.	Retail partnerships to enhance global distribution.	Customers seeking a curated selection from global and local brands.
Forge partnerships with employee training and development organizations.	Enhance user experience by investing in advanced technology for a seamless online shopping experience. Prioritize employee training and career progression programs.	Integration of iconic brands (Topshop, Topman, Miss Selfridge, HIIT) into the ASOS platform. Offer an exclusive and diverse range of fashion items.	Strengthen customer support with quick response times and issue resolution. Implement personalized communication strategies.	Target environmentally conscious consumers. Target fashion enthusiasts seeking exclusive and trendy items.
	KEY RESOURCES	Provide a personalized shopping experience with AI-driven recommendations. Personalize shopping experiences based on individual preferences.	CHANNELS	Attract younger demographics through strategic social media campaigns. Attract employees seeking career growth and a positive work environment.
	Design talent and online retail experience. Warehouse and technology infrastructure. Strategic retail partnerships. Expand inventory with a focus on sustainable and ethically sourced products. Invest in advanced technology and employee training resources. Expand inventory with exclusive collaborations and in-house designs. Invest in the latest technology		Online platforms (app and web) available in ten languages and over 200 markets. State-of-the-art fulfillment centers in the UK, US, and Germany. Strategic retail partnerships, such as Nordstrom. Leverage a variety of channels, including social media, to communicate ethical practices and sustainability efforts. Enhance communication through various channels for employee engagement.	
COST STRUCTURE		REVENUE STREAMS		
Acquisition Costs Integration Costs Employee Transition Marketing and Promotion Technology Investments Allocate resources for sustainable practices and ethical sourcing. Budget for comprehensive employee training and development. Allocate funds for technology investments and creative talent. Invest in influencer marketing for brand promotion.		Sales of products from ASOS in-house brands (ASOS Design, ASOS Edition, ASOS 4505, Collusion). Sales from acquired brands (Topshop, Topman, Miss Selfridge, HIIT). Revenue from retail partnerships. Capitalize on exclusive collaborations and in-house designs. Benefit from increased customer loyalty and positive reviews through enhanced user experience. Benefit from increased customer loyalty and positive reviews		

This enhanced BMC incorporates the several recommendations made.

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Appendix

Trustpilot links used to fetch across 5 years

2023

<https://uk.trustpilot.com/review/www.asos.com?page=1>

2022

<https://uk.trustpilot.com/review/www.asos.com?page=450>

2021

<https://uk.trustpilot.com/review/www.asos.com?page=1720>

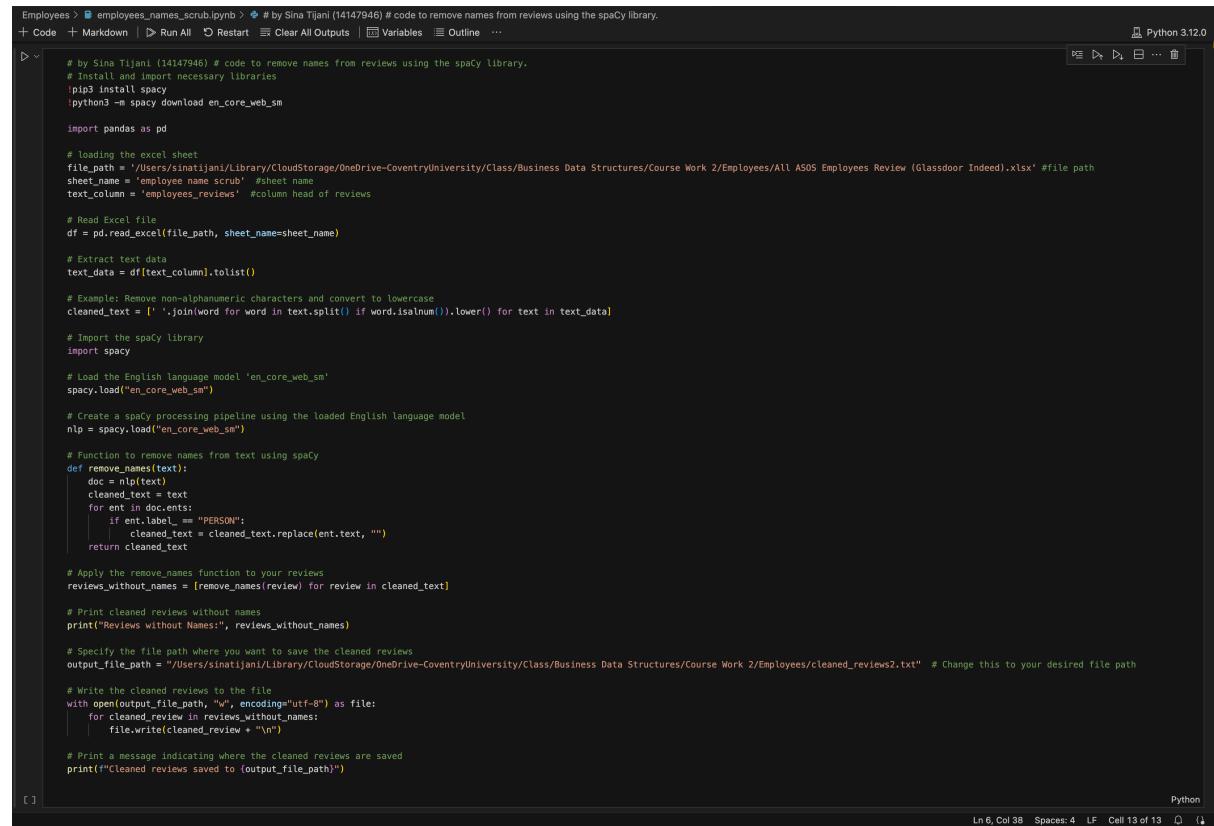
2020

[https://uk.trustpilot.com/review/www.asos.com?
page=4950](https://uk.trustpilot.com/review/www.asos.com?page=4950)

2019

<https://uk.trustpilot.com/review/www.asos.com?page=6150>

Python code using spaCy library to anonymize the reviews datasets



The screenshot shows a Jupyter Notebook cell containing Python code. The code is intended to remove names from reviews using the spaCy library. It starts by installing necessary libraries (spaCy) and reading an Excel file. Then, it processes the text data to remove non-alphanumeric characters and convert them to lowercase. Finally, it uses spaCy's NLP pipeline to identify and remove person names from the text.

```
# by Sina Tijani (14147946) # code to remove names from reviews using the spaCy library.
# Install and import necessary libraries
!pip3 install spacy
!python3 -m spacy download en_core_web_sm

import pandas as pd

# loading the excel sheet
file_path = '/Users/sinatijani/Library/CloudStorage/OneDrive-CoventryUniversity/Class/Business Data Structures/Course Work 2/Employees/All ASOS Employees Review (Glassdoor Indeed).xlsx' #file path
sheet_name = 'employee name scrub' #sheet name
text_column = 'employees_reviews' #column head of reviews

# Read Excel file
df = pd.read_excel(file_path, sheet_name=sheet_name)

# Extract text data
text_data = df[text_column].tolist()

# Example: Remove non-alphanumeric characters and convert to lowercase
cleaned_text = [ ''.join(word for word in text.split() if word.isalnum()).lower() for text in text_data]

# Import the spaCy library
import spacy

# Load the English language model 'en_core_web_sm'
spacy.load("en_core_web_sm")

# Create a spaCy processing pipeline using the loaded English language model
nlp = spacy.load("en_core_web_sm")

# Function to remove names from text using spaCy
def remove_names(text):
    doc = nlp(text)
    cleaned_text = text
    for ent in doc.ents:
        if ent.label_ == "PERSON":
            cleaned_text = cleaned_text.replace(ent.text, "")
    return cleaned_text

# Apply the remove_names function to your reviews
reviews_without_names = [remove_names(review) for review in cleaned_text]

# Print cleaned reviews without names
print("Reviews without Names:", reviews_without_names)

# Specify the file path where you want to save the cleaned reviews
output_file_path = "/Users/sinatijani/Library/CloudStorage/OneDrive-CoventryUniversity/Class/Business Data Structures/Course Work 2/Employees/cleaned_reviews2.txt" # Change this to your desired file path

# Write the cleaned reviews to the file
with open(output_file_path, "w", encoding="utf-8") as file:
    for cleaned_review in reviews_without_names:
        file.write(cleaned_review + "\n")

# Print a message indicating where the cleaned reviews are saved
print("Cleaned reviews saved to " + output_file_path)
```