

**THE EFFECTIVENESS OF CUSTOMER
RELATIONSHIP MANAGEMENT TECHNIQUES
ADOPTED BY FAST FOOD INDUSTRY IN
SRILANKA**

**MASTER OF SCIENCE IN CONSTRUCTION PROJECT
MANAGEMENT**

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May 2017

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SRILANKA**

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of the University of Moratuwa in partial fulfillment of the requirements
for the Master of Science in Construction Project Management

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May 2017

DECLARATION

I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university to the best of my knowledge and believe it does not contain any material previously published, written or orally communicated by another person or myself except where due reference is made in the text. I also hereby give consent for my dissertation, if accepted, to be made available for photocopying and for inter library loans, and for the title and summary to be available to outside organizations.

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The above Particulars are correct, to the best of my knowledge.

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ABSTRACT

Globalization and modernization has redefined the Sri Lankan fast food industry and today people can be seen consuming food out of their homes moving towards convenient options. The demand for fast food is on uptrend. Fast food restaurants are in a constant race to increase profits, keep the current customers and gain or poach new ones, competing for customers on a globalised market.

One of the many sets of strategy aimed at aiding the interaction between fast food restaurant and customer is the Customer Relationship Management (CRM). It aims to help restaurants build individual customer relationships in such a way that both the fast food restaurant and the customer get the most out of the exchange, providing both parties with long term benefits.

Fast food restaurants are implementing Customer Relationship Management by using Customer Relationship Management techniques. The purpose of this thesis is to check the effectiveness of CRM techniques in customer retention. To identify the significant relationship between CRM techniques and customer retention, a well-structured self administered questionnaire has been used for data collection. For data analysis, and testing of hypothesis, Statistical package for the social science (SPSS) has been employed. Data was collected from 100 employees in marketing department of four major fast food entities in Sri Lanka.

Maintenance of purchasing data, Send frequent promotional, Customer service, Loyalty schemes and Providing customized product techniques were tested, and these CRM techniques influence positively on customer retention in fast food restaurants. The results also supported the contention that CRM techniques are effective in Fast food restaurant's CRM implementation. The contribution of this master's thesis relevant to academics, researchers for further development studies in CRM and also companies' Marketing Managers in a way to use these findings to increase the retention rates by adjusting or introducing relevant techniques in the CRM system.

Keywords: Customer Relationship Management, Fast Food Restaurants, Customer Retention

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LIST OF ABBREVIATIONS

Abbreviation	Description
CRM	Customer Relationship Management
FAQs	Frequently Asked Questions
SPSS	Statistical Package for Social Science

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1. INTRODUCTION

1.1 Background

After air and water, food is the third most vital element for life. It has been critical contributor to health, a determinant of pleasure or stress and the greatest category for spending money, across the world. Increasingly, today's complex food system, from production-to-consumption has made food safer, delicious, healthy, varied, convenient and more readily available (Chauey, Joshit, & Zafar, 2010). Food sector is one of the biggest sectors as compared to the traditional industries. Food industry is as big as to cater the activities form growing and cultivation of food to proceed and cooked food retailers like fast food restaurants.

Fast food, this term was recognized in dictionary by Merriam-Webster in year 1951. For starting any fast food business the capital requirements are relatively low than any other business. That is the reason all over the world individually owned fast food restaurants are increasing. The term fast food is use for the food which can be prepared and served quickly than any other meal, minimum preparation time is considered for fast food, generally this term refers to food sale in restaurants and stores with low time preparation and served to customers in form of packaged for takeout.

Eating is observably a daily action and necessity for all human beings, demand for restaurant food is increasing, but as consumers are getting more educated in terms of nutrition and quality, they compare prices, menus quality and serves available. Depending on individual's reason for eating at fast food restaurants, individual intentionally or instinctively assess a multifarious set of attributes ahead of choosing a fast food restaurant. The significance involved to these restaurant attributes is ultimately evaluated in the customer's mind, leading to a decision of purchasing. Some factors, like age, company and even social division come into take part in to amplify these attributes as the customer makes a decision of dining. In Srilanka, fast food outlets are undergoing dramatic transformations and are experiencing heightened competition.

Fast food businesses that enter to compete in a new market weaken the existing and solid ones, due to new ways of doing and conceiving businesses. One of the factors that have driven all these changes is the constant change and evolution of technology. Because of this reality, the customer relationship management concept has evolved in such a way that it must be viewed as a strategy to maintain a long-term relationship with the customers (Mendoza, 2007).

Customer is the key role in any business, without any customer it is difficult to do business, and that is the fact. It is necessary to work closely with customer because customer can also create your business. Customer is the major part of business and also in the market where buyers and sellers meets. It is hard for fast food restaurants chains, with the limited funds available, to compete through mass advertisement, public relations or through low-cost strategy. However, they can get sustainable growth through differentiation in their marketing strategies (Wang & Feng, 2012). All these aforementioned challenges highlight the Importance of CRM.

CRM is the principles, practices and guidelines that an organization follows when interacting with its customers. From the organization's point of view, this entire relationship not only encompasses the direct interaction aspect, such as sales and/or service related processes, but also in the forecasting and analysis of customer trends and behaviors, which ultimately serve to enhance the customer's overall experience.

The idea of CRM is that it helps businesses use technology and human resources to gain insight into the behaviour of customers and the value of those customers. With an effective CRM strategy, a business can increase revenues by providing services and products that are exactly what your customers want, Offering better customer service, Cross selling products more effectively, Helping sales staff close deals faster, Retaining existing customers and discovering new ones. This strategy depends on bringing together lots of pieces of information about customers and market trends so you can sell and market your products and services more effectively.

Information systems are automated management information data bases which are utilized mainly to handle the information related operations in the business regarding the management of both operational and financial data to meet with business objectives and to help decision making. Information actually consists of data that has been organized to help answers questions and to solve problems. An information system is defined as the software that helps organize and analyze data. So, the purpose of an information system is to turn raw data into useful information that can be used for decision making in an organization.

There are some general types of information systems. For example, a Data Base Management System is a combination of software and data that makes it possible to organize and analyze data. In contrast, there are a number of specialized information systems that have been specifically designed to support a particular process within an organization or to carry out very specific analysis tasks. For example, Enterprise Resource Planning is an information system used to integrate the management of all internal and external information across an entire organization. Likely fast food industry is using CRM system, which is used to manage and analyze all types of customer with the purpose of customer retention.

CRM System is fast becoming a key competitive strategy for managing interactions with customers, sales prospects and suppliers. A good CRM system will help a business attract, and win new customers, retain those the company already has, as well as reduce the costs of marketing and customer service. A CRM System provides complete and consistent customer information for CRM implementation programmes. CRM system is used by management to manage customer relationships and expectations.

The importance of the CRM techniques in order to get the retention effect in fast food industry is always considered as a main element to retain the customers and the business. The main reason behind that in this industry, entry barriers are usually low and any one can easily enter due to investment required that is not on the higher side. So the point is

that when ever consumer is satisfy from the CRM techniques adopted by the management like the food provided by the staff members with the positive attitude, result in increasing the loyalty towards the particular restaurant and increases the retention intensions of the customers. With the increased competition fast food business need to make sure that their CRM techniques are more holistic and customer oriented to ensure that the business can win the existing market resistance and the competition with a minimal customer switching behaviour.

The study has a wide range of significance in the aspect of the business management and as well as the information systems management. It is one of the most significant element in the development of a successful marketing strategy of the fast food business is developing a CRM strategy together with the effective CRM techniques with assistance of the information management system.

As a result the adopting an effective CRM techniques is of strategic importance for the business to ensure a successful customer relationship and a longer life cycle. The study is mainly significant in judging a relationship of existing CRM techniques with CRM development.

1.2 Problem statement

Fast food industry largely depends on the application of CRM policy frameworks and approaches for ensuring its business success (Alexander & Turner, 2001).

CRM is basically a business philosophy, that emphasis that customer is everything to business. It focuses on retaining existing customers than to winning new ones (Gilaninia, Almani, Pournaserani, & Mousavian, 2011). It is the combination of information technology tools and customer service strategies. It organizes the information technology and marketing together in such a way to generate useful information. CRM enables business to identify most profitable customers and to maintain such relationship with them that can turn them into loyal customers. In order to increase customer

satisfaction, businesses needed to articulate a system that could establish long lasting relationships with customers. It has evolved into a basic component of the overall business strategy. Increasingly, businesses are adopting CRM techniques, customer expectations toward services and support activities are also increasing. CRM techniques are regarded as one of the best approaches in achieving goals of customer satisfaction and retention (Gilaninia, Almani, Pournaserani, & Mousavian, 2011). However there are conflicting views in literature and present practices about the effectiveness of CRM techniques.

The major research problem that is related to the study is that “Whether the techniques used in creation of CRM in fast food industry are effective”.

Accordingly this research problem is a qualitative research problem which tries to investigate that whether there is a positive or negative relationship or no relationship between the developments of successful customer relationship management and CRM techniques in the fast food business.

Hence the above research problem is accompanied with a set of sub research questions as follows,

1. What are the differential concepts attached to development of fast food business?
2. What are the different techniques used by companies to create CRM?
3. What are the ways to check effectiveness of CRM using measurable variables?

1.3 Objectives

There are a range of objectives that are related to the overall objective which are in the form of goals and objectives which are planning to achieve via the research, accordingly these research objectives are the main targets of the overall research that shall be complied and aimed at through the full research operations.

When it comes to the objectives they are mainly derived through the answers that may be used to successfully solve the major problem statement of the research as mentioned above,

1. To identify what are the major variables that are related to the creation of customer relationship management
2. To recognize a suitable variable to measure the effectiveness of customer relationship
3. To investigate the relationship between CRM variables and the customer relationship management parameter

1.4 Thesis Outline

In this thesis, the structure and contents of the thesis are presented as follows. The contents have been divided in to five chapters.

Chapter 1 Introduction: To provide the readers an insight of the existing problems, clarify the research problem and identify the research question, present the research plan of the thesis.

Chapter 2 Literature Review: It is the foundation of this study. It explains about importance definition regarding to the topic. The literature review study has determined the direction of this study through focuses on various literature reviews such as articles and journals. A review of CRM, CRM techniques and parameters to measure CRM has been described.

Chapter 3 Methodology: This chapter shows how this thesis conducted its structures. The method of selection sources including type of analysis were shown in this part. Reading through this chapter, readers could understand the overall process of this thesis easily.

Chapter 4 Data Analysis and Discussion of Results: This chapter used both primary and secondary data together to discuss and analyze the relationship of CRM techniques

and provide information that led to answer research finding, shows the relationship between relevant concepts and idea of this thesis. Moreover this chapter provides the result of the study which had been analyzed from data collected.

Chapter 5 Conclusion and Recommendation: This chapter contains an overall summary and the research question would be answered in this section. There are some suggestions provided in this chapter as well as the recommendation for further study in related area(s).

2. LITERATURE REVIEW

2.1 Introduction

Literature review refers to the research activity and research on topics related to the research questions. Based on research conducted, ideas of sources and information research undertaken will be obtained. Consequently, this method is one way to obtain strong evidence to support the implementation of the project justification. This is important to meet the objectives and scope that has been set. This study focuses on the effectiveness of Customer Relationship Management techniques in the fast food industries. In this chapter, the definition of Customer Relationship Management will be explained at the beginning of the literature review.

After considering the meaning of CRM, the discussion will explore in greater depth related importance of CRM, CRM in fast food restaurants and Concept of customer retention. In addition, Tools in CRM and CRM techniques will be described to achieve the CRM success.

2.2 Customer Relationship Management

Customer Relationship Management is considered as one of the core strategies of business that is more oriented to integrate the internal functions or process of a business organization. CRM has been defined by several academics. Many of these definitions circle within the gathering, collection and use of information on the customers along with the customer focused activities. Anderson and Kerr (2001) described, CRM is an approach that is comprehensive by nature and creates, maintains and expands the relationship with customers. Peppers and Rogers (2004) have claimed that, CRM has been persistently covering the wider framework of creating and maintain relationship value with the customer base, sales and income. This has also expanded on the grounds of services or products marketing along with the direct or indirect pattern of sales. The approaches of CRM are dependent on both the customers and the suppliers of services or

products. All of these are largely intertwined and till the recent time, there has not been any sign observed that tends to break the theoretical settings of CRM.

Obviously, as argued by Kotorov (2003), the core of the contents and the focuses has been considerably altered with technological advancement and for the last few decades companies have adopted more technology oriented innovations. According to Dyche (2001), customer relationship management has become more than a maxim, as the strategic approaches designed for improving the value of the share holders by establishing the proper relationship with customer segments or key customer bases. Armstrong et al. (2009), have attempted to define CRM from a comprehensive viewpoint. According to Armstrong et al. (2009), CRM is based on the elementary marketing thought that any business organization expects to know its customers as individuals. The elements of knowing these individual customers are characterized by the warehouse of data that intends to store the diversified information of the company, the call centre, systems of customer service, e-commerce, operational system (include the handling of entry of orders, invoice payments or even the inventory system) and the sales system (including the mobile sales communication or appointment marketing). However, in practice customer relationship management engage the automated form of customer contacting system along with the wider details on the customer (Kotorov, 2003). The entire process has been framed with the linkage of higher quality base data on the customers and supported by information technology and CRM is one of today's important business concerns.

CRM can be defined as an organisational approach that seeks to understand and influence customer behaviour through meaningful communications in order to improve customer acquisition, retention, loyalty and profitability (Ngai, 2005). It may also include the termination of the relationship, should the customer prove to be unprofitable to the organisation (Du Plessis, Jooste, & Strydom, 2001). As Chen and Popovich (2003) describe it, it is a combination of people, processes and technology to understand the company's customers. It is an approach that focuses on managing relationships between

the company and the customer and how to develop and retention it. If done right, the reward will be customer loyalty and long-term profitability.

A technology-related perspective of CRM is formulated by Hamilton (Law, Lau, & Wong, 2003), in that CRM is described as the process of storing and analysing of large amounts of data that provides insight into customer behaviour. This in turn enables the organisation to treat customers differently based on the exhibited behaviour. Bain & Company (2013) is one of many firms of consultants that representing the system of CRM and they describe it as a process companies use to understand their customer groups and respond quickly and at times, instantly to shifting customer desires.

Despite these definitions, there appears to be little agreement on the specific nature of CRM and Relationship Marketing, CRM becoming a buzzword and reflecting a number of different perspectives.

The success of a CRM strategy can be seen in the specific goals that are set for the strategy. Some of the goals that can be set include retaining existing customers, improving customer lifetime value, improving customer satisfaction, and customer share and customer loyalty (Xu & Walton, 2005). Customer satisfaction is regarded as the customer's attitude towards the organisation, product or service (Piercy, 2003). Customer retention is influenced by the specific product or service features and the customer's perceptions of service quality (Zeithaml & Bitner, 2003). Retention is identified as a crucial component in loyalty and customer commitment, and hence organisational profitability.

In the study of CRM development in hospitality companies for the purpose of increasing the competitiveness in the tourist market by Slobodan *et al.*(2011),the hospitality and tourism sector, unlike other has a positive attitude regarding the implementation of CRM in the business. Also, special care is taken to the link between CRM and new product development where the catering company is aware of and recognizes the importance of CRM to create new products and services.

The findings of Empirical investigation of the CRM concept in the Jordanian context by Sami (2011) show that Jordanian banks and financial institutions were likely to have a clear CRM strategic vision with specific goals and programs, possess necessary resources to establish CRM, be able to manage CRM programs and use two way communications to handle CRM.

The results of the study of the influence of customer knowledge on CRM performance of Malaysian Information Technology companies by Nejatian *et al.*(2011) described the utilization of CRM is directly related with increase in customer knowledge, which in turn has positive effect on customer satisfaction. By using knowledge management companies can improve their relationship with their valuable customers to create loyal customers and obtain competitive advantage.

A comparative case study investigating the adoption of CRM to the retailers, the case of Tesco and Sainsbury by Hassan (2013) has indicated that, effective CRM can influences positively and thus to ensure business growth and profitability. The loyalty card holders of both Tesco and Sainsbury do not frequently shop at other retailers, responsiveness is the key factor for effective CRM, and newsletters sent to the customers are the most reliable way for information sharing.

The study was conducted with the purpose of determine the impact of CRM on customer loyalty in the hotel industry at the Golden Tulip hotel, Accra by Amoako *et al.* (2011). The objectives of the study were to determine if CRM has an impact on customer loyalty, to determine if the practice of effective CRM in organizations leads to a long or short term financial impact, to find out the extent or degree to which effective CRM leads to customer satisfaction and to assess if the services provided by the hotel meets the needs and wants of customers. It was found that effective CRM has an impact on customer loyalty and could be concluded that managing customer relationship effectively builds customer trust in the organization. The research showed that the customer values benefit to make another purchase. This is clearly evident in the

customers' willingness to repurchase products depicting that there is a level of satisfaction that makes them willing to repurchase services at the hotel.

2.3 Customer Relationship Management in Fast food restaurants

Fast food industry largely depends on the CRM system and approaches for ensuring its business success. All of these approaches tend to strengthen the existing position in a volatile market situation, both locally and globally. All of these activities in total have helped to generate the demand for exploiting the market opportunities. The management of customer relation also as a result has experienced a massive demand oriented factor. The entire process of investments on CRM will experience a steady growth that will be commonly based on the customer satisfaction and revenue generation for the Fast food outlets. Brand management and CRM can influence the market profit, the growth of financial performances and there will be a reasonable growth on the investment figures of CRM in the coming years (Morgan, Slotegraaf, & Vorhies, 2009). Thus, CRM is regarded as the organization based business planning those are obviously aimed for decreasing the operational or related costs and to raise the level of profitability through solidification of the customer loyalty. The appropriate strategies of CRM characteristically pass together the required information through most of the data sources of the business organization or even from the outside of the organization for providing a comprehensive vision on each of the customers.

2.4 Importance of Customer Relationship Management to an Organisation

The primary focus of any CRM strategy is to enable the organisation to create and retain profitable customers (Ngai, 2005). Most strategies evolve around three aspects, namely customer profitability, customer acquisition and customer retention, due to the reduced costs associated with retaining customers rather than obtaining new customers (Peck, Payne, Christopher, & Clark, 2004).

2.4.1 Customer profitability

Customer profitability tracks the financial performance of customers with respect to all the costs associated with a transaction. Profitability is determined in the light of the lifetime value of the customer to the organisation, taking into account the income and expenses associated with each customer over time (Gordon, 1998). The tracking of profitability is made more accurate through the use of technology.

2.4.2 Customer acquisition

A great deal of time and money is spent on attracting new customers, but few resources are focused on retaining customers. The cost of attracting a new customer is estimated to be five times the cost of keeping a current customer happy (Kotler, 1997). The cost of attracting a new customer is often higher than the customer's lifetime value with the organisation. It is clear from the above that an emphasis on customer acquisition without focusing on the resulting relationship with the customer is a waste of money to the organisation.

2.4.3 Customer retention

Retention involves ensuring that the customer remains loyal to the organisation and, in so doing; both parties are able to receive substantial benefits. Organisations can increase their profitability by between 20% and 125% if they boost their retention rate by five per cent (Peck, Payne, Christopher, & Clark, 2004). Customers who receive excellent service remain loyal and provide free advertising by talking about the organisation's products and services (Reichheld & Sasser, 1990). An organisation with a primary focus on customer retention should have information about the customer retention rate and the aspects that affect possible customer defection and migration (Peck, Payne, Christopher, & Clark, 2004).

Even though the optimal mix of marketing programs is unique to each business model, customer retention is often easier and cheaper than customer acquisition, especially in

stable markets with low growth rates. An organizational emphasis on customer retention also makes sense when discount rates are low (Gupta & Lehmann, 2005). Hence, customer retention has received considerable attention from marketers. In fact, many organizations have considered the management of customer lifetime value as equivalent to the management of customer retention, and have ignored the contribution of other sources of customer lifetime value. Research confirms that consumers with higher satisfaction levels and better price perceptions have longer relationships with firms (Bolton,1998). In a Business to Business context, suppliers who have long-term relationships with customers are able to achieve significant sales growth and higher profitability through differential reductions in discretionary expenses (Kalwani & Narayandas, 1995).

2.5 Concept of customer retention in Customer Relationship Management

Customer retention is a challenge in nowadays organizations. Retained customers are generally more profitable than newly acquired customers. Based on the 2nd edition of Customer Relationship Management (Buttle, 2009), the major strategic purpose of CRM is to manage for profit and company's relationships with customers through three stages of the customer lifecycle: customer acquisition, customer retention and customer development. Customer retention is the maintenance of continuous trading relationships with customers over the long term. Customer retention is the mirror image of customer defection or churn. High retention is equivalent to low defection and a customer development strategy aims to increase the value of those retained customers to the company.

Companies should focus on retaining customers that contribute value (Buttle, 2009). Sometimes this will mean that the focus is not on retention of customers, but on retention of share of wallet. Improving customer retention is an important objective for many CRM techniques. Its definition and measurement need to be sensitive to the sales, profitability and value issues discussed previously. It is important to remember that the

fundamental purpose of focusing CRM efforts on customer retention is to ensure that the company maintains relationships with value-adding customers. It may not be beneficial to maintain relationships with all customers; some may be too costly to serve, others may be strategic switchers constantly in search of a better deal. These can be value-destroyers, not value-adders.

There is a strong economic argument in favour of customer retention. The argument goes as increasing purchases as tenure grows: over time, customers come to know their suppliers. Providing the relationship is satisfactory, trust grows while risk and uncertainty are reduced. Therefore, customers commit more of their spending to those suppliers with whom they have a proven and satisfactory relationship. Also, because suppliers develop deeper customer intimacy over time, they can enjoy better yields from their cross-selling efforts.

Lower customer management costs over time: the relationship start-up costs that are incurred when a customer is acquired can be quite high. It may take several years for enough profit to be earned from the relationship to recover those acquisition costs.

Customer referrals: customers who willingly commit more of their purchases to a preferred supplier are generally more satisfied than customers who do not. They are therefore more likely to utter positive word-of-mouth and influence the beliefs, feelings and behaviours of others.

Premium prices: customers who are satisfied in their relationship may reward their suppliers by paying higher prices. This is because they get their sense of value from more than price alone. Customers in an established relationship are also likely to be less responsive to price appeals offered by competitors.

In regards to which customers to retain, according to Buttle (2009), it should be the customers who have greatest strategic value to your company are prime candidates for your retention efforts. These are the customers we defined as having high lifetime value

or who are otherwise strategically significant as high volume customers, benchmarks, inspirations or door openers. The cost of customer retention may be considerable. The most valued customers are also likely to be very attractive to competitors. If the costs of retaining customers become too great then they might lose their status as strategically significant. The level of commitment between customers and the company will figure in the decision about which customers to retain. If the customer is highly committed, they will be impervious to the appeals of competitors, and you will not need to invest so much in their retention.

However, if you have highly significant customers who are not committed, you may want to invest considerable sums in their retention. Some companies prefer to focus their retention efforts on their recently acquired customers. They often have greater future lifetime value potential than longer tenure customers. There is some evidence that retention rates rise over time, so if defections can be prevented in the early stages of a relationship, there will be a pay-off in future revenue streams. A further justification for focusing on recently acquired customers comes from research into service failures. When customers experience service failure, they may be more forgiving if they have a history of good service with the service provider. In other words, customers who have been recently acquired and let down are more likely to defect or reduce their spending than customers who have a satisfactory history with the supplier.

Retention efforts where there is portfolio purchasing can be very difficult. Should effort be directed at retaining the high-share customer with whom you have a profitable relationship, the medium-share customer from whom you might lose additional share to competitors or the low-share customer from whom there is considerable lifetime value potential? The answer will depend on the current value of the customer, the potential for growing that value, and the cost of maintaining and developing the relationship through CRM tools (Buttle, 2009).

2.5.1 Determinants of Customer Retention

Quality is standard of something which consumer measure against the other different things; quality can be measured by giving grade, merit, attributes etc to the products or services (Takeuchi, 1983). Consumer can not differentiate between the quality and its requirements. Service quality is evaluated when the out customer compare his/her perception and expectation of service delivery (Gronroos, 1984). By recognized the need of measures of service quality many researchers most often use service quality to measure customer retention (Zeithaml, 1985). It is a scale with multiple items good validity and reliability, many researchers use this instrument to understand and find the service expectation and consumer's perception for improving the service quality (Zeithaml,1985). The expectation of a customer is an important factor (Zeithaml, 1985). The more service quality is near to customer expectation more retention and vice versa (Ayse, 2007).

Customer retention is reflected when he recognized the quality. While using the web, the (user interface) web is a service and customer is user. They surf the internet retrieve the information and share the information when interact over the internet with others. The quality of internet service plays a greater role than the service quality providing to the customers in other sectors, like hotels and hospital (Kurniawan, 2010).

Schwager (2007) describe in his study that in the new millennium providing customers a unique experience is the major key to capture the market and wining their hearts and mind. Satisfaction or dissatisfaction is the consequences of customer's consumption or experiences of services or expectation.

Branding is one of the factors which has been identified repeatedly customer choice in the selected product. Branding has impact on purchase decision of consumers. The more a brand is succeeded in their earlier period the more value for its brand can be generated (Kurniawan, 2010). Company formal introduction today is branding. Brand is a set of guidelines or a promise in customer's mind. Brand is a product which adds other

dimensions some way to differentiate it from other products (Boukili, 2008). Brand helps the customer the product and how he describes the company to others, opportunities can avail by branding. Brand is described as a “name, sign, symbol or combination of them to identify and to differentiate the goods and service, or sellers from their competitors”.

Customer’s ultimate retention may have significant affect of atmosphere. Physical surroundings are helpful to create image in the mind of customer and to influence their behaviour (Lim, 2010). Physical atmosphere of the restaurants have the significant impacts on the customers retention. Lightning, furnishing, sent, music and different other atmospheric factors among them influence on customer retention.

There are millions of products in this world having different prices. Pricing a product is difficult thing to do. Prices are set according to the value of the product. Price from marketing mix, Han (2009) states that one of the most flexible element that changed quickly. In the literature of Khan (2011), marketing the most important factor indicated for customer retention is price, because most of the customers estimate the value of the product or obtained service through price.

For the customer, it is not necessary that a better quality can be a better taste, if customer like the taste of food he/she will be willing to pay for it (Lim, 2010). Based on previous researches, in customer retention and taste, there is a significant correlation found between them. Researchers found that Good taste of food has positive influence on customer retention and it also increase the customer retention rate which is also depends upon customer’s satisfaction. Therefore, restaurants focus is on taste of the food and services that has influence on customer retention.

2.6 Tools in Customer Relationship Management System

Ryals and Knox (2001) summarize the key characteristics of CRM in points; - A customer relationship perspective aimed at the long-term retention of selected customers. - Gathering and integrating information on customers. - Use of dedicated

software to analyze this information (often in real time). - Segmentation by expected customer lifetime value. - Micro-segmentation of markets according to customers' needs and wants. - Customer value creation through process management - Customer value delivery through service tailored to micro-segments, facilitated by detailed, integrated customer profiles. -Shift in emphasis from managing product portfolios of customers, necessitating changes to working practices and sometimes to organizational structure.

A main component of any CRM strategy entails the facilitation of two-way interaction between individual customers and the organisation (external communications) about every aspect of the relationship, enabling the organisation to adjust its strategy, including product design, customer service and channel preferences.

The advent of e-commerce has resulted in a proliferation of businesses that use multiple channels to reach their customers. If there is no "overlap" in customers across channels, each channel can be treated as a separate business entity for revenue generation purposes. However, if customers interact with the firm via multiple channels (e.g. browsing online but purchasing in the store) the firm can improve customer profitability by leveraging organizational information processes with CRM systems. Friedman (2002) points out that often the most efficient way to generate leads may be through direct mailing, Internet, or telechannels, while negotiation and sale closure is best done through direct sales channels, while customer support can be done through telephone or Internet. Only by sharing information across channels in real time can firms optimize the results of multichannel customer contact. Thomas and Sullivan (2005) show how multichannel business can use enterprise-level data to understand and predict their customers' channel choices over time. They use the information to develop strategies for targeting and communicating with customers in a multichannel environment. Their results indicate that the firm benefits from efficiency in marketing expenditures (i.e., increasing the value of each customer), thereby increasing customer profitability. Interestingly, firms with extensive experience in one channel and limited experience in other channels are handicapped when they attempt to create value for customers. For

example, Srinivasan and Moorman (2005) show that retailers who are best at using CRM to create customer satisfaction have medium levels of experience in either channel.

Knox's (2001) explained the need to reconstruct the company's infrastructure after the customers demand and need and described the company's infrastructure as a "continuous improvement or reengineering". According to Gubser (2001), some of the interactive technologies that provide interactive customer communications and care in companies are Email, Collaborative chat, Self-help and Telephony,

Email remains an important method of customer contact for more than 70% of online businesses (Gubser, 2001). However, in research conducted by Bradshaw & Brash (2001), 85% of websites invited email contact with the organisation yet 32% replied to the email sent by the customer. This research further found that response times to emails varied between 40 minutes and four days. The development of artificial intelligence means that simple and frequently asked questions can be answered by a computer without the customer's knowledge of the fact that the message was actually computer-generated as opposed to human responded (Gubser, 2001). The faster and more effective responses to customer queries that are enabled via intelligent email significantly reduce customer time costs and enable the more efficient resolution of their problems. This can, in turn, increase customer satisfaction and subsequent loyalty and retention rates.

Collaborative chat; if customers have questions about a product or shipping details, a live collaborative chat function enables them to click on a live customer service icon that brings up a chat box. If customers have shopped on that specific website before, and registered with their user name when logging on, they may be addressed by name by the Customer Service Representative. Customer Service Representative should have access to the entire customer's history with the organisation, they will be able to interact with the customer in a more meaningful way (Gubser, 2001).

Self-help consists not only of traditional FAQs, but also intelligent FAQs (where expert search systems can interpret a customer question to find an answer that a keyword search might not locate) and virtual agents or bots can chat with customers, answer their questions and make suggestions almost as effectively as a live person (such bots are equipped with a learning algorithm that enables them to improve the accuracy of their responses with each customer contact they experience; queries that cannot be handled are diverted to a live agent (Gubser, 2001). Such self-help features increase customer satisfaction through the quick and efficient resolution of queries, and they collect important customer information that can be fed into and aggregated in the website-linked CRM database to serve customer needs better, uncover preference trends, and improve relationships and loyalty.

Computer telephony integration can be incorporated as web pages can now be equipped with call-back buttons that can, when clicked on, open a window in which a customer can provide a phone number where he/she can be reached for questions or other service provision. The request for a call may also be directed to a specific Customer Service Representative who is familiar with the goods or services advertised on a particular web page, thereby increasing the probability of a sale and the acquisition of a new customer (Gubser, 2001).

These tools make it easier for the parties to make contact with each other, which contributes to the development of the customer relationship. But customer contact through direct e-mail/telephone offerings is a useful component of CRM; it is more of a technique for implementing CRM than a program itself. Relationships are not built and sustained with direct e-mails/SMS themselves but rather through the types of programs that are available for which e-mail/telephone may be a delivery mechanism.

2.7 Customer Relationship Management techniques

The overall goal of relationship programs is to achieve a higher level of customer retention than competing firm's target. Managers today realize that customers match

realizations and expectations of product performance, and that it is critical for them to deliver such performance at higher and higher levels as expectations increase due to competition, marketing communications, and changing customer needs (Richard, 1997). In addition, there is a strong, positive relationship between customer satisfaction and retention. Thus, managers must constantly measure satisfaction levels and develop techniques that help to deliver performance beyond targeted customer retention.

A comprehensive set of CRM techniques are Customer service, Promotional Reminders, Rewards /loyalty programs, Customization, Managing Customer Contacts and Processes.

2.7.1 Maintenance of purchasing data

Customer-firm contacts are sometimes called “touch points”, “critical incidents” or “moments of truth” (Bitner, Mary, Booms, & Mohr, 1994). Information about customer contacts resides throughout the organization in fragments that are seldom linked, lacking the understanding of the entire process from the customer’s perspective. These fragments are typically stored in information “silos” according to the nature of the activity: transaction histories, sales call records, service operations data, complaints or service requests, marketing communications, community building activities, consumer responses to loyalty programs, and so forth (Bhattacharya & Bolton, 2000). The effects of customer–firm contacts on customer perceptions and behaviour are complex; they depend on the number and nature of the contacts, the sequence and timing of the contacts, the channel, whether the contacts are customer or firm-initiated, and whether short- or long-run effects are assessed. For example, Bolton and Drew (1991) develop a dynamic model of attitude change that shows that the effect of disconfirmation is larger and the effect of prior attitudes on customer attitude is smaller immediately after the service change than in a subsequent period. The effect of customer–firm contacts on profitability may be nonlinear or exhibit threshold effects. For example, Venkatesan and Kumar (2004) found inverted-U relationships between customer profitability and the

number of products returned, number of customer contacts, and average time between two customer contacts. The relationship context moderates the effect of customer–firm contacts. Reinartz and Kumar (2000) show that contrary to popular opinion the most profitable customers of company do not have a long tenure with the company; customer profitability does not increase over time, the cost to serve customers does not decrease over time, and that long-life customers do not pay higher prices. However, in contractual settings, long-term relationships are most profitable, and it makes sense to focus on customer satisfaction and retention (Bolton, 1998).

The important effect of prior experiences is especially evident when the firm considers how to “win back” lost customers. Thomas, Blattberg, and Fox (2004) point out that the nature and influence of the prior relationship have an effect customer reacquisition and any subsequent relationship. So this feature should be taken into account when deciding which lapsed customers to target and how to design the firm’s offering.

2.7.2 Frequent Promotional Reminders

Promotions is different form of activities for attracting and getting attention of customer to purchase the product or service through personal selling, public relations, sales promotions and advertising (Huang, 2011). According to Kurniawan (2010) promotion of product or service helps in the best way to builds relationship with customers, because everyone is looking for the best suitable deal for them.

Athanassopoulos (2000) describe that customers want to see for what they are looking for. Promotion is for reducing the feeling of guilt which is associated with the use of different products or service which result to customer retention. Another common factor which is helpful to derives customer retention is website (Schefter, 2000). Website and Mobile phone messages are the advanced ways use for the promotion, to aware the consumer and to satisfy them with offering vast array of function and features. Before making choice of product offering, potential customer has an opportunity through website to make a detailed comparison. When information like discounted products and

other special offers on different products travels in the public, could increase the level of customer retention (Kandampully, 2002).

2.7.3 Customer service

Because customers have more choices today and the targeted customers are most valuable to the company, customer service must receive a high priority within the company. In a general sense, any contact or “touch points” that a customer has with a firm is a customer service encounter and has the potential to gain repeat business and help CRM or have the opposite effect. Customer service is one of the vital determinants of customer satisfaction and it will directly affect the organizational success especially in the industry such as fast food restaurants. Nowadays, almost all the fast food restaurants focus on several ways to increase their customer service in order to increase the level of satisfaction among their customers and thus increase their purchase intentions as well as loyalty (Qin & Prybutok, 2008). When fast food restaurants are able to achieve or exceed the expectations of customers, the customer will be satisfied with the service. For instance, McDonald’s, KFC and Pizza Hut are striving hard to offer superior and unique service to their customers. Therefore, Customer service measurement has to be done frequently and in a timely manner to obtain an accurate current level of service provided by the fast food industry in order to increase the customer retention as well as to encourage the customer purchase intentions towards the restaurants (Gilbert, Veloutsou, Goode, & Moutinho, 2004).

Customer satisfaction is the individual’s perception of the performance of the product or service in relation to his or her expectations. The concept of customer satisfaction is a function of customer expectations. A customer whose experience falls below expectations (e.g. a limited beverage list at an expensive restaurant or cold chicken served at a KFC) will be dissatisfied. Diners whose experiences match expectations will be satisfied; customers whose expectations are exceeded (e.g. by small samples of delicious food “from the Chef” served between courses at an expensive restaurant, or a

well-designed play area for children at a McDonald's outlet) will be very satisfied or delighted. Besides, the degree of satisfaction provided by the goods or services of a firm as measured by the number of repeated customers (Leon & Leslie, 2006). As for many mature industries, high quality service is a cornerstone to every successful company to gain competitive advantage. Intense competition and high quality expectation from consumer have forced fast food industry to transform from a product-centric approach to a customer-centric approach.

Customer Service is reflected in a consumer's evaluative perception of an encountered service (Cronin & Taylor, 1994). They suggested that there are problems inherent in the use of the disconfirmation paradigm to measure customer service. Specifically, they argued that, if service is to be considered "similar to an attitude," as proposed by Parasuraman, Zeithaml, and Berry (1985), its operationalization could be better represented by an attitude-based conceptualization. Zeithaml and Bitner (2003) suggested that consumers judge the quality of the services based on their perceptions of the technical outcome provided, the process by which the outcome is delivered, and the quality of the physical surroundings where the service is delivered. Good execution on these aspects would result in highly perceived service quality for the company.

2.7.4 Loyalty schemes

There is ample evidence that a loyalty program can stimulate purchase behaviour. For example, when Hilton Hotels introduced a guest loyalty program about a decade ago, it helped the company focus on the most profitable group of customers and reduced the weight of brand positioning, changing the nature of competition in the hospitality industry (Bell & Swartz, 2002). Bolton, Kannan, and Bramlett (2000) discovered that loyalty programs can positively reinforce purchase behaviour via a virtuous cycle: more experience with the product stimulates more usage, and more usage leads to more experience. They observed that loyalty programs had complex effects on customer behaviour. Members of the loyalty programs were more forgiving of billing errors and

exhibited more stable behaviour over time (because they were less affected by perceived losses or gains from previous transactions). The Bolton et al. (2000) concluded that loyalty reward programs have the potential to “operate as a form of mass customization that strengthens customers’ perception of the company’s value proposition”. Moreover, Kivetz and Simonson (2003) found that a key factor affecting consumers’ response to loyalty programs is their perceived relative advantage with consumer conditions and preferences. When consumers believe they have an effort advantage over others, higher program requirements magnify this perception and can increase the overall perceived value of the program.

The “dark side” of loyalty programs is that some programs fail to contribute to the creation of customer assets or build brand loyalty. They primarily discount prices, thereby eroding future profits (Shugan, 2005). Furthermore, customers who respond primarily to value propositions, even though satisfied, may actually provide little value for the company (Gummesson, 2002). Verhoef’s (2003) research suggests that relationship marketing efforts increase customer retention and share of wallet when they influence customers’ affective commitment, rather than their calculative commitment.

2.7.5 Customization of Products

Managerial decisions about investments in human resources, service quality, customer management and channels are typically made at the organizational level. However, managers must also decide how to allocate resources across individual customers or market segments and organizational units. At the customer level, customized activities can be based on classification variables (such as demographics, or previous purchases), but also on customer response to company-initiated campaigns, such as sales force effort or direct mailing (Verhoef, 2003). Customization at the market segment level can be equally effective (Libai, Narayandas, & Humby, 2002). For organizations with customers who have both unique and common requirements, implementation can be on a case-by-case basis, some customers treated uniquely, some grouped within segments, to

optimize the efficiency of the system (Bolton & Myers, 2003). As the relationships evolve and customers are better understood, service can be further customized.

The notion of mass customization goes beyond 1-to-1 marketing as it implies the creation of products and services for individual customers, not simply communicating to them. Further Industries have developed processes and systems for creating customized products according to customers' tastes. Slywotzky (2000) refers to this process as a "choice board" where customers take a list of product attributes and determine which they want. The idea is that it has turned customers into product makers rather than simply product takers. Shapiro and Varian (1999) argue that such customization is cheap and easy to do with information goods. Such customization is termed "versioning." It is, of course, easier to do this for services and intangible information goods than for products but the examples above show that even manufacturers can take advantage of the increased information available from customers to tailor products that at least give the appearance of being customized even if they are simply variations on a common base.

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter involves the method of approach used to achieve the desired goal of the research embarked upon with respect to the research questions and objectives. The purpose of this chapter is to describe the research methodology. The methodology refers to the procedural framework within which the research is conducted. This chapter will present how the current study was designed and providing a clear description of the specific steps that were taken to address the research problem including developing and testing hypothesis. First, the research approach and design will be discussed followed by strategy, data source and data collection method, sample, questionnaire design, data collection instrument and data analysis of the research.

3.2 Research Approach

In research there are typically two types of research approaches that include a quantitative and a qualitative research approach. A quantitative research approach is generally characterized by a small amount of studied variables on a larger scale of respondents. This approach typically means that a population is examined by investigating a sample of that population. The findings gained from that sample represent the entire population and the findings of the sample can thus be generalized across this population. To enable a generalization across the population it is important that the research is carried out in a standardized and structured way and also in measurable terms. In order to present the findings in a formalized manner the findings need to be measurable and presentable in statistics (Bryman & Bell, 2011).

A qualitative research approach is an approach where the research uses a small number of respondents to make it possible to gain in-depth information to reach an

understanding about a more complex problem under investigation (Ghauri & Gronhaug, 2010). Qualitative research methodology was originated as a means to help the researchers to learn the social and cultural phenomena (Myers, 2008). This approach is most suited when examine complex situations where attitudes and beliefs among the respondents constitute what is under investigation. In qualitative research the analysis is merely constructed based on the interpretation of the findings in the empirical investigation (Bryman & Bell, 2011; Ghauri & Gronhaug, 2010).

In this study, it does not need quantitative data; the result of the study would not be a measurable result with specific numbers and calculations. This research focuses on studying the effectiveness of CRM techniques. It is clear that qualitative research would be appropriate for this type of research. Further this study strives not to gain deeper knowledge about the studied variables but to assess the relationship between the variables to support or reject the hypothesis in this study.

3.3 Research Design

According to Chopra et al. (2012) research design is the conceptual structure within which research is conducted. They specifically indicated that “a research design is the arrangement of condition for collecting and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”. A research design is the arrangement for a precise statement of goals and justification.

There are mainly three types of designs to take into account when planning a research project. These types of designs include exploratory, causal, and descriptive research designs (Bryman & Bell, 2011; Ghauri & Gronhaug, 2010). Exploratory research design is according to Bryman & Bell (2011) normally used in the beginning of a research project to identify potential problems with the upcoming research. This type of research aims to clarify if the intended research direction is viable or not. The aim of causal research design is according to Bryman & Bell (2011) to describe how variables affect and cause other studied variables to change and impact each other. This type of research

design is thus a way of predicting how changes among variables may affect and cause others but demands that the researcher have the ability to control the independent studied variables in order to ensure that the result can be supported. Descriptive research design deals with everything that can be statistically measured and counted numerically in a study. Therefore descriptive research is also known as statistical research and can with gathered data describe characteristics of a population or phenomenon.

Zegeye et al. (2009) stated that the goal of descriptive research is to describe some aspect of a phenomenon, i.e., the status of a given phenomenon. However, although some people dismiss descriptive research as 'mere description', good description is fundamental to the research enterprise and it has added immeasurably to our knowledge of the shape and nature of our society (Vaus, 2001). Therefore, according to the above fact the researcher uses descriptive research design in order to describe the CRM techniques of the selected fast food companies. To do so the researcher data were collected through questionnaire.

3.4 Research Strategy

In this study the research strategy used is a survey. The justification for this choice of strategy is based on that the research project requires a focus on contemporary events and historical research strategy is thus not applicable for this study. Further, archival analysis could be excluded since this type of strategy focuses on secondary data already available from other sources of information. Experiment was not viable since the researchers had no opportunity to control the behavioral events of all respondents required to accomplish an experiment. Further, this study will deal with a purpose that answer to questions with the judgment, which leads to that a survey is the most suitable for this research project.

3.5 Data Sources

There are two different types of sources of information that are commonly used in research. These types of data sources include secondary and primary data. Secondary data is information collected with another purpose than to help answer the specific problem at hand. This type of data can further be divided into internal and external secondary data. Internal secondary data derives from inside an organization and is internal information such as strategy documents and annual reports. External secondary data is information from any type of external source where information gathered for another purposes can be used as empirical information to answer the specific problem under investigation. This type of data is for instance information from other studies, social media, and governmental institutes (Bryman & Bell, 2011). An advantage of secondary data is that the data is already available which can save time and money. Secondary data also provides the possibility for longitudinal analysis that enables to observe potential trends and tendencies over time. On the other hand, since the secondary data is not gathered to solve the specific problem at hand, it could mean that the information is not sufficient to draw any new conclusions from. Further, the data could be of a complex character that can result in that it takes time for the researcher to become familiar with the information and how it is coded (Bryman & Bell, 2011; Ghauri & Gronhaug, 2010).

Primary data is first-hand information collected with the intention to answer to the specific research problem at hand. An advantage with primary data is that it is information tailored-made to fit the specific purpose of the research. Further, this type of information is advantageous since it is always up-to-date.

Disadvantage with primary data is that it is costly and time consuming to collect such information. There is also a risk of a low response rate when gathering primary data since the quality of the outcome depends on another party's ability and desire to participate (Bryman & Bell, 2011).

Since the purpose of this study involves an industry where no specific information about the subject at hand is available, the study cannot emphasize secondary sources of information to answer the purpose. A focus towards primary data is thus inevitable in order to answer to the problem of this specific research. In this study, primary data sources will be used to answer the specific research questions at hand. Primary data were collected from executives who were chosen from the marketing departments of the four selected fast food companies from the questionnaires.

3.6 Conceptual framework

Figure 1 below shows the conceptual framework of the study. There are two variables discussed in this study, i.e. independent and dependent variables. The conceptual framework will decide the relationship between the independent and dependent variable that affect the overall research where the independent variables refer to the CRM techniques used to develop customer relationship and while the dependent variable is the customer retention which is a product of such techniques.

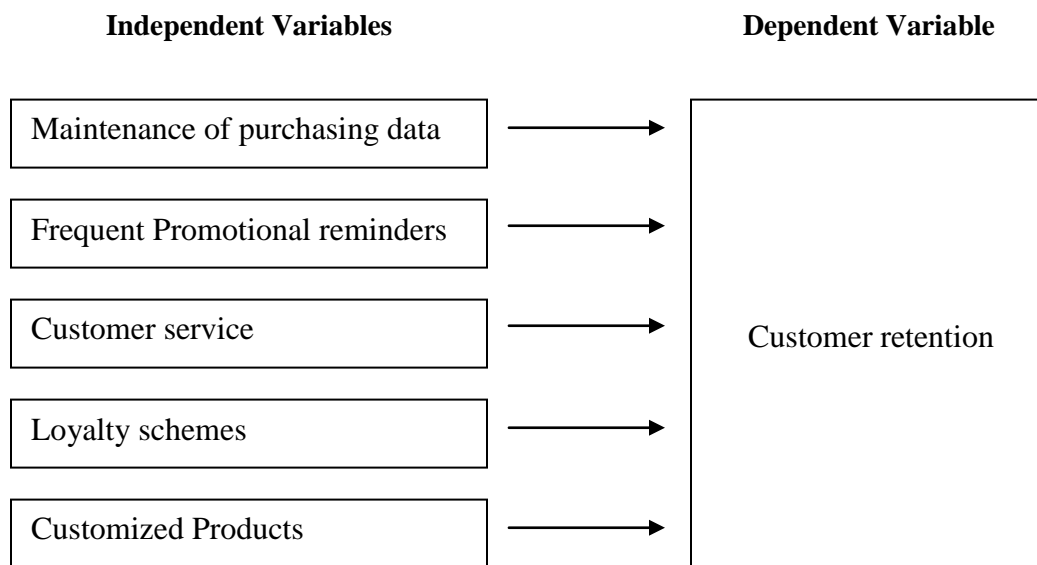


Figure 3.1: Conceptual frame work of the study

Customer retention in fast food industry is showing dependency on frequent reminder of Promotions, Customer service, Loyalty schemes, Customize product of the restaurant. These are the most widely used techniques by all the fast food businesses in common. As a result the research conceptual framework was developed around such variables in order to ensure whether that techniques are actually effective in developing customer relationship.

3.7 Hypotheses of the Study

An overview of the hypothesis related to the relationship of Promotion, Customer service, Purchasing pattern, Loyalty schemes and Customize product of the fast food restaurant with Customer retention. On the base of dependent and independent variables, for this study five hypothesis has been developed given below.

- H1: Positive relationship between maintenance of purchasing data and customer retention
- H2: Positive relationship between frequent promotional reminders and customer retention.
- H3: Positive relationship between customer service and customer retention
- H4: positive relationship between loyalty schemes and customer retention
- H5: positive relationship between provision of customized products and customer retention

3.8 Data Collection Method

Within survey data collection there are a number of different approaches to how data is collected and thereby how the survey is designed. A survey can be formed as either a questionnaire or as a structured interview. A structured interview is when the respondent completes the survey with the presence of the researcher face-to-face or by telephone (Ghauri & Gronhaug, 2010). The advantage with an interview survey is that the researcher has the opportunity to clarify any question marks that the respondent might experience. Simultaneously, an interview survey also has disadvantages since the

method is very time consuming and more expensive to accomplish than a questionnaire (Bryman & Bell, 2011; Ghauri & Gronhaug, 2010).

A questionnaire survey is when the respondent receives the research as a document in person from the researcher. The advantage with these types of surveys is that the research can reach a wide geographical area and a large amount of respondents in a cost and time efficient way. Further, questionnaire handed out in person typically have high response rate since most people want to be perceived as helpful if they are asked in person. The disadvantage with questionnaires is that this method can have a low response rate if provided via e-mail or postal. Further, the respondent must interpret the questions as the researcher intends and misinterpretation or ambiguities cannot be sorted out since the researcher is not present (Bryman & Bell, 2011).

In this study the survey design consists of a questionnaire provided in person to the respondents. These respondents are employees of marketing department of fast food companies namely company 1, 2, 3 and 4. To study Companies, are suitable with a survey since the population is geographically spread and the respondents can thus not be contacted face-to-face and a structured interview research method is thus not applicable. In order to reach the respondents in an efficient way the questionnaire will be provided in their marketing meeting schedule with a permission of the marketing directors of these companies in order to save both resources and time for the researcher and respondents.

According to Bryman & Bell (2011) there are typically two types of surveys, including census surveys that study every element of a population and sample surveys that study a share of a population to be able to draw generalizable conclusions about the whole. There are distinct advantages of sample survey methods in contrast to census survey methods in the way that it saves time and money for the researcher when it comes to conducting the survey.

The survey method applied in this study is a sample survey since the population studied is extensive and distributed across the geographical area of Srilanka. It is thereby not feasible to study the population with a census approach and a sample survey method is thus preferable.

3.9 Questionnaire Design

The Questionnaire consisted of two sections; the first section was concerned with customer retention. The second section focused on the five variables of the study: 20 statements have been developed to obtain the opinion of marketing staff of fast food companies and 4 statements allocated for each variable such as Managing purchasing pattern, frequent promotional reminders, Customer service, Loyalty schemes and Customized products. The Questionnaire was drawn in English in order to be understood by the entire sample. The questions were arranged in logical order and proper sequencing starting with data and ending with suggestions.

3.10 Sampling

As this research is focused on CRM techniques adopted by fast food industry in Srilanka, for the very same purpose the employee in four fast food companies were targeted. In the current market context these four companies have been identified as the four companies whom have been engaged in the CRM applications at the best extent when compared to other entities which lead towards the choice of the four companies in the sample selection.

It is impossible for sampling the entire population as part of the research experiment (Shuttleworth, 2010). Sample sizes larger than 30 and less than 500 are appropriate for most research (Sekaran, 2003). Having in mind these limitations, the sample for the research was based from a 100 marketing department employees, 25 employees each from the above selected fast food companies.

Table 3.1: Number of sample size in marketing staff of each company

Name of fast food company	Selected sample size
Company 1	25
Company 2	25
Company 3	25
Company 4	25
Total	100

3.11 Data Collection Instrument

The data were collected through questionnaire method to generate primary data of the study. So, structured questionnaire were used as a tool of data collection process of the study. Bryman & Bell (2011) mean that indicators themselves cannot be measured and therefore need to be coded in order to be quantifiable. This can be achieved through a Likert scale measure. A Likert scale measurement is according to Bryman & Bell (2011) as well as Saunders, Lewis & Thornhill (2009) a way to measure an indicator by coding the indicator for the respondent. The indicator can be coded from either 1-7 or from 1-5 where 1 represents “strongly disagree” and the highest score represent “strongly agree” (Bryman & Bell 2011; Saunders, Lewis & Thornhill 2009). With a Likert scale the indicator is quantifiable and the result can thus be measured and compared.

A 5 - point likert scale questionnaire was distributed and collected by the researcher. This helps to assure marketing staffs’ response, which were kept confidential by the researcher. But if it is distributed by the researcher and collected by another person the respondents will get confused and it is difficult to get real information. So, to protect this confusion the questionnaires were distributed and collected by the researcher himself.

Bryman & Bell (2011) as well as Ghauri & Gronhaug (2010) states that a measurement can be achieved with either a single or multiple indicator measurement. However, a single indicator may capture only a portion of the underlying concept if the respondents misinterpret the single question that can offset its effects. Simultaneously, multiple

indicators cover a wider range and at the same time ensure that concepts are investigated since a misinterpreted question is covered by another. Most importantly, the internal validity of the study is strengthened by multiple indicators (Bryman & Bell 2011; Ghauri & Gronhaug 2010).

The process of collecting data and measuring information based on the variables of interest are established carefully so it can answer research questions, test hypothesis and evaluate outcomes. All data that is collected should ensure its accurate and honest information. The accuracy of the data is a must in order to maintain the standards of the study.

In this research, it was able to visit four organizations with the intension of obtaining data responses for the developed questionnaires, aiming towards the analysis of the responses of executives whom were chosen from the marketing departments of each of such organizations to be subjected to the questioner survey.

Mainly it was able to get a balanced questionnaire distribution to four fast food companies namely company 1,2,3 and 4's marketing employees were also interviewed with the intension of analyzing their responses for the questionnaires forwarded with the intension of identification of the hypothesis viability in the study. The response rate of each companies as follows,

Table 3.2: Response rate of each company

Name of fast food company	Response Rate (%)
Company 1	100
Company 2	100
Company 3	100
Company 4	100

The standardized questionnaire was used to survey and that was handed out to the target populations in order to collect the information for the study. The data collection phase was performed under the direct supervision of the researcher. The response rate was 100% because the data collection made with individual attention on targeted samples of each company.

3.12 Data Analysis Method

Data was processed by summarizing the questionnaires based on variables and given scales for them and then input those data for the purpose of analyzing the data. The collected data was analyzed by using SPSS (Statistical Package for Social Science) package. In order to describe the data collected, tables and summary statistics were applied. The analyzing part consists of correlation analysis to illustrate the relationship between independent variables and dependant variable and they were also used to illustrate the research findings.

3.12.1 Correlation Analysis

Correlation analysis is according to Bryman & Bell (2011); Ghauri & Gronhaug (2010) a method that evaluate the strength of the relationship between variables, which more concretely describes to what degree a change of one variable influence a change in another. The correlation is one of the most common and most useful statistics. A correlation is a single number that describes the degree of relationship between two variables. In this research the relationship measured between independent variables and dependant variables. The formula for the correlation is(A.K.Sharma, 2005):

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{n(\sum x^2) - (\sum x)^2} \sqrt{n(\sum y^2) - (\sum y)^2}}$$

Where n is the number of pairs of data.

The quantity r , called the linear correlation coefficient, measures the strength and the direction of a linear relationship between two variables.

This can be addressed by calculating the correlation coefficient between the variables. This coefficient can vary between -1 to 1 where -1 means that two variables are perfectly inversely related to each other. Simultaneously, 1 means that two variables are perfectly related to each other meaning that if one variable value changes by one the other variable changes equally. If the coefficient between the variables is 0 or close to 0 this means that the variables have no relation to each other. Further, it is of importance that the independent variables in a study are not too closely relate to each other since this mean that they measure similar outcomes with the respondent (Bryman & Bell, 2011; Saunders, Lewis & Thornhill, 2009; Ghauri & Gronhaug, 2010). In this study a calculation of correlation between the variables in the study has been performed in order to determine the relationship between the variables.

Note that r is a dimensionless quantity that is; it does not depend on the units employed. A perfect correlation of ± 1 occurs only when the data points all lie exactly on a straight line. If $r = +1$, the slope of this line is positive. If $r = -1$, the slope of this line is negative. A correlation greater than 0.8 is generally described as strong, whereas a correlation less than 0.5 is generally described as weak. These values can vary based upon the "type" of data being examined. A study utilizing scientific data may require a stronger correlation than a study using social science data.

The main reason for the use of this technique is that it has created a high relevance in the studies where the relationship between two variables are being analyzed, in the study use of correlation will enhance the ability to simply understand as to what extent the CRM techniques are effective in the development of customer relationship. Also the use of questionnaires can be easily capitalized in the correlation technique.

4. ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This particular chapter elaborates the research findings. In here the study shares vital information with regard to research. In par with the research findings and the empirical data that has been collected through the questionnaires provided to chosen companies the data analysis is done based on correlation analysis for the independent and dependent variable. In the second part of the analysis the hypothesis testing is done based on the results generated with the computed data. Based on the responses that were delivered for the questionnaire attached in the appendix I, with regards to each of the hypothesis, SPSS analysis was performed to accept or reject each hypothesis with regards to the relationship with each independent variable laid down in the research methodology with customer retention dependent variable.

4.2 Hypothesis testing

An overview of the hypothesis related to the relationship of Purchasing pattern, Promotion, Customer service, Loyalty schemes and Customized product of the fast food restaurant with Customer retention. On the base of dependent and independent variables, for this study five hypotheses have been developed and analyzed.

4.2.1 Purchasing data and Customer retention

Table 4.1: Correlation between maintenance of purchasing data and customer retention

Correlations			
		Purchasing pattern data	Customer retention
Purchasing pattern data	Pearson Correlation	1	.511
	Sig. (2-tailed)		.059
	N	100	100
Customer retention	Pearson Correlation	.511	1
	Sig. (2-tailed)	.059	
	N	100	100

** . Correlation is significant at the 0.05 level (2-tailed)

In par with the hypothesis one it can be stated that nearly 0.511 degree of correlation positive is being stated from the correspondent's data results that were obtained. As a result it can be noted that the correspondents assume the fact that there is a moderate positive relationship between the independent variable of purchasing pattern data when have been compared with the customer retention.

This means to say that with a significance level of 0.059 the system was able to develop customer retention based on the ability to hold paternal understanding of customer behavior. Since the correlation is 0.511 it can be stated that the null hypothesis is rejected and the alternative hypothesis is accepted as there is a positive relationship between the two variables.

4.2.2 Frequent promotional reminders and Customer retention

Table 4.2: Correlation between frequent reminder promotions and customer retention

Correlations			
		Reminder promotions	Customer retention
Reminder promotions	Pearson Correlation	1	.822
	Sig. (2-tailed)		.068
	N	100	100
Customer retention	Pearson Correlation	.822	1
	Sig. (2-tailed)	.068	
	N	100	100

** . Correlation is significant at the 0.05 level (2-tailed)

In par with the hypothesis one it can be stated that nearly 0.822 degree of correlation positive is being stated from the correspondent's data results that were obtained. As a result it can be noted that the correspondents assume the fact that there is a fairly positive relationship between the independent variable of reminder promotions when have been compared with the customer retention.

This means to say that with a significance level of 0.068 the employees believed that through the reminder promotions there is a significant development of customer

retention. Since the correlation is positive and it can be stated that the null hypothesis is rejected and the alternative hypothesis is accepted as there is a positive relationship between the two variables.

4.2.3 Customer service and Customer retention

Table 4.3: Correlation between customer service and customer retention

Correlations			
		Customer service	Customer retention
Customer service	Pearson Correlation	1	.786
	Sig. (2-tailed)		.062
	N	100	100
Customer retention	Pearson Correlation	.786	1
	Sig. (2-tailed)	.062	
	N	100	100

**. Correlation is significant at the 0.05 level (2-tailed).

In par with the hypothesis one it can be stated that nearly 0.786 degree of correlation positive is being stated from the correspondent's data results that were obtained. As a result it can be noted that the correspondents assume the fact that there is a fairly positive relationship between the independent variable of Customer service when have been compared with the customer retention.

This means to say that with a significance level of 0.062 the employees believed that there is a significant relationship and induction of customer retention through Customer service. Since the correlation is positive and moderate it can be stated that the null hypothesis is rejected and the alternative hypothesis is accepted as there is a positive relationship between the two variables.

4.2.4 Loyalty schemes and Customer retention

Table 4.4: Correlation between loyalty schemes and customer retention

Correlations			
		Loyalty schemes	Customer retention
Loyalty schemes	Pearson Correlation	1	.796
	Sig. (2-tailed)		.066
	N	100	100
Customer retention	Pearson Correlation	.796	1
	Sig. (2-tailed)	.066	
	N	100	100

** . Correlation is significant at the 0.05 level (2-tailed).

In par with the hypothesis one it can be stated that nearly 0.796 degree of correlation positive is being stated from the correspondent's data results that were obtained. As a result it can be noted that the correspondents assume the fact that there is a fairly positive relationship between the independent variable of loyalty schemes when have been compared with the customer retention.

This means to say that with a significance level of 0.066 the employees believed that loyalty schemes can effectively induce customer retention within the business. Since the correlation is positive and moderate it can be stated that the null hypothesis is rejected and the alternative hypothesis is accepted as there is a positive relationship between the two variables.

4.2.5 Customized products and Customer retention

Table 4.5: Correlation between providing customized products and customer retention

Correlations			
		Customized products	Customer retention
Customized products	Pearson Correlation	1	.856
	Sig. (2-tailed)		.072
	N	100	100
Customer retention	Pearson Correlation	.856	1
	Sig. (2-tailed)	.072	
	N	100	100

** . Correlation is significant at the 0.05 level (2-tailed).

In par with the hypothesis one it can be stated that nearly 0.856 degree of correlation positive is being stated from the correspondent's data results that were obtained. As a result it can be noted that the correspondents assume the fact that there is a fairly positive relationship between the independent variable of customized products when have been compared with customer retention.

This means to say that with a significance level of 0.072 the employees believed that there is a significant relationship between customized products to develop successful customer retention. Since the correlation is positive and it can be stated that the null hypothesis is rejected and the alternative hypothesis is accepted as there is a positive relationship between the two variables.

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Hypothesis Evaluation Summary

In summary of the overall data analysis that has been done by the study with regards to the hypothesis developed in the data analysis chapter it can be noted that the following results were obtained.

The five variables were developed based on the understanding that they are the techniques that are employed in customer relationship management system which is helpful for the company to promote customer retention within the business. The major hypothesis was made under the context that whether these five variables have a positive impact towards the customer retention of the chosen four organizations.

The data for the approval or disapproval of the hypothesis were based on the responses which were taken as rationing data by marketing department employees from the Fast food entities. The data were obtained using the questionnaire which is attached in the appendix-I which was carefully designed to testify the relationship between each of the independent variables in the conceptual framework and the dependent variable of customer retention.

In overall analysis, it was evidenced that the five independent variables (Customized products, Loyalty schemes, customer service, frequent reminder promotions, Maintenance of purchasing data) showed a positive correlation based on the experience and the attitude of the marketing departmental employees of the four companies when tested against the five independent variables relationship between the customers' retention.

As a result although the strength of the correlation between above variables and the dependent variable of customer retention was derived in a scale of magnitude in the overall supporting of the research, it can be determined that these five variables are positively correlated and are assistive of the customer retention.

Accordingly when looking at the major topic of the study which is referred to as the effectiveness of CRM techniques, the following derivations can be developed through the research.

1. The parameter which can be used for the measurement of customer relationship management is customer retention. Customer retention is the number of customers that repeat the purchases or services from the organizations for a prolonged period of time.
2. The effectiveness of the CRM system can be measured based on the grounds that CRM techniques used in such information system are supportive towards customer retention.

Accordingly in the above grounds it can be analyzed that based on the employee responses for the marketing departments of the four companies all the variables show a positive relationship between the customer retention.

Hence it is noted that the CRM techniques that are adopted are effective in the customer retention and as well as customer relationship management as the final conclusion.

5.2 Achievement of Research Objectives

In the development of the project proposal it was laid down that the study has major objectives which are planning to achieve through the operations of the research.

As a result in review such objectives were as follows,

1. To identify what are the major variables that are related to the creation of customer relationship management
2. To recognize a suitable variable to measure the effectiveness of customer relationship
3. To investigate the relationship between CRM variables and the customer relationship management parameter

Accordingly based on the above objectives initially the study was able to identify that what are the major variables which are helpful for the development and creation of customer retention. Those variables were the independent variables that were included in the research conceptual framework.

Also in the research literature review and as well as the discussion with the marketing employees in the marketing departments of the four organizations, it was affirmed that such variables developed by the study as possible components of a successful CRM system adopted by all such four organization.

Hence the objective of identification of the components that are helpful for the creation and development of successful CRM was achieved.

Secondly the study was able to recognize that what are the industry specific variables which are used by different companies subjected to the research for the measurement of the customer relationship management.

Hence based on the research the recognition of the measurement parameter that can be used by the businesses to measure the effectiveness of the customer relationships management was identified as the customer profitability, customer retention and acquisition rate of a business.

The customer retention that the number of repetitive orders placed within a month for the fast food companies is considered as a main indicator to measure CRM of fast food businesses.

Also when looking at the data responses given by each of the employee that were subjected to the research delivered their answers based on their attitude as to what extent each of the independent variables connected to the research conceptual framework contributed towards the above parameter of customer retention depending on their company.

Hence the second objective of the identification of the measurement parameter for the effectiveness of customer relationship was achieved.

Thirdly and lastly the objective of the study was to evaluate the relationship between each of such recognized techniques of the customer relationship management and the customer retention rate.

As a result in the analysis of such variable pairs the study was able to clearly determine that all the recognized variables mentioned above have a positive relationship in developing customer relationship.

In simply speaking the study could identify that through the customization of the products or the service, through the loyalty cards and customer service together with frequent reminder promotions and maintenance of purchasing data the customers of the four companies had a positive tendency towards maintaining a long term purchasing relationship with the business.

Hence it could be affirmed that on theoretical grounds, these five components have a high elasticity in retaining and maintaining a stable customer data base for the businesses.

In view of the fact that these elements can be applied within the customer relationship management system and by using these five techniques the effectiveness of the CRM systems can be affirmed and positive.

5.3 Research Limitations

Conducting a research is bounded by a lot of constraints. This research has some limitations that hinder for making detail investigation of the research. Describe below are the major limitations that came across while conducting this study.

Based on the broader nature and time factor of the research, the study was limited to fast food companies in Srilanka. Further limitation came across during the selection process

of different fast food companies in Srilanka for data collection. The fast food companies participated in this study were selected based on a supposition of these companies are effectively implement CRM. Similarly, these fast food companies were also agreed to share their staff views about the CRM techniques. Therefore, there is no assurance that these fast food companies are the representative of several other fast food companies in Srilanka (i.e. the way the views about CRM techniques of the staff of these fast food companies does not actually mean that other fast food companies).

Due to the complexity of survey and direct to measure accuracy of responses, sample size was also limited to relatively small sample size. The target groups of the population were taken from staff of selected fast food companies. Selected fast food companies have large number of staff. To achieve the objective of the study, the researcher limited to staff in marketing department of selected fast food companies. The sample size was determined by the limitation published in the article that is relevant to research study.

This research has studied and analyzed the effectiveness of CRM techniques with in the fast food industry of Srilanka by examining the relationship of CRM techniques with customer retention. However, it is not possible to say that the study has covered almost every techniques of CRM in the fast food industry of Srilanka. It is because the available data collection sources to conduct this study were previous studies and questionnaire survey.

The results obtained in this study are solely based on customer retention. Other measurement criteria such as customer acquisition and customer profitability were not possible because fast food companies do not usually provide access of their information to the public as they keep sensitive information of their businesses. Therefore, there is no guarantee that developed five variables have a relationship with customer acquisition and profitability.

Other limitation is the difficulties associated with the data collection process while conducting questionnaire survey with staff in different fast food companies. There exists

no practical way whereby the researcher can ensure that the authenticity of the collected data from different fast food companies and the honesty of the staff while answering the questions. Additionally, before conducting questionnaire survey, the researcher ensured that the questions must be designed to be more simple and concise so that the staff would clearly understand the exact context of each question. However, there is no possible way the researcher can ensure that the respondents always understood the true context of each question in the way the researcher want the staff to understand it. Therefore, given these considerations, there is a possibility that the staff may have provided answers that may have deviated from the reality.

5.4 Contribution for further Research

In the overall contributions for the further researchers it can be noted that the study was able to achieve an immense success in developing a speculative ground as to what degree the CRM techniques can be used to develop effective customer relationship management.

Accordingly the study was able to ensure that in the current competitive market if a new business and as well as an existing business which faced a considerable degree of competition wants to develop a string customer relationship management with its target customer segment it needs to adopt the CRM system with techniques laid in the conceptual framework.

Although, we have successfully achieved the objectives of this research; however, there are several directions in which future research work could be required. Listed below are few suggestions which could be used for future work.

This study has been performed specifically on the fast food industry. Future studies concerning other industries such as manufacturing, transportation, healthcare and etc. could provide the opportunity to compare how the developed conceptual framework in this study performs in different industry contexts. By extending the field of study, it believes that the conclusions drawn in this study could be further strengthened.

The study focused on four fast food companies. Additional research is necessary to determine if the relationships identified can be generalized to other fast food companies through comparative studies considering more fast food companies.

This study includes only five CRM techniques. However, there could be some other relevant factors that may be perceived as important by sellers and customers. Thus, future research works which incorporate diversified CRM techniques which may have a superior impact on customer retention than ones that are reflected in this current research will be advisable.

No cross gender, cross group and cross culture comparisons were made in this study but to take a broad view of the techniques in this research, future research studies can be conducted to have comparison among different groups, cultures, age ranges, etc.

As this research was not focused on the other parameters such as customer profitability and customer acquisition to measure CRM development of Industries; this research work only required studying and analyzing the customer retention within the fast food sector. Therefore, another future work could be to further investigate to ensure that the customer retention, customer profitability and customer acquisition, can be used as parameters to measure CRM development in the business.

Furthermore, another future work could be to perform an in-depth study about different factors that affect the reliability of the measurement criteria and customer retention that are useful for fast food companies to develop CRM and suggesting method to ensure that the sustainability of those factors on their requirements and their budget.

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APPENDIX I - Questionnaire Survey

Questionnaire no.....

Date.....

My name is Mathivannan Premson. I am conducting a survey concerning CRM techniques adopted by Fast food restaurants to my thesis for a MSc. Programme on Construction Project Management at University of Moratuwe. All the specific information you provide will be treated confidentially. I hope that you will be willing to help me with this study.

1. Restaurant Name:.....

2. Approximately, How many customers entering to your restaurant per day?

Below 50	
51-100	
101-200	
201-300	
Above 300	

3. Approximately, How many customers coming back repeatedly to your restaurant within amonth?

Below 10	
11-25	
26-50	
50-100	
Above 100	

For below statements, use the following scale on your choice.

5 – Strongly agree with statement

4 - Agree with statement

3 - Neither agree nor Disagree with statement

2 - Disagree with statement

1 – Strongly disagree with statement

Example: The feedback you get on your work,

If your answer is “**Agree**”

4

Put the number “**4**” in the cage given

A) Maintenance of Purchasing data		
A.1	Purchasing data has been useful in developing new marketing strategies	
A.2	Purchasing data can be helpful to identify customer behavior	
A.3	Purchasing data have been maintaining a consistent pattern for regular customers	
A.4	Advertising done based on the purchasing data pattern has given positive results compared to the traditional advertising	
B) Frequent Promotional Reminders		
B.1	Frequent promotional reminders have been helpful to expand sales volume	
B.2	Customers have a positive view about the frequent reminders	
B.3	Customer have made nuisance complaints about the frequent promotional reminders	
B.4	Sales staff believe that frequent reminders are more effective than traditional media	
C) Customer service		
C.1	Customers expect sales service to be a part of the customer relationship	
C.2	Customer service measurement has a higher impact of customer acceptance of company’s concern for them	
C.3	Customers specifically refer to the ability to raise service inquiries when purchase	

C.4	Customers' after sales feedback has created a significant positivity in company's customer relationship	
D) Loyalty Schemes		
D.1	Loyalty cards have been given priority by competitor brands to overtake sales	
D.2	Customers have a pleasant attitude about the loyalty card schemes	
D.3	Customers demand discounts and other benefits from loyalty cards	
D.4	Customers with loyalty card possessions have made more regular sales than others	
E) Customized Products		
E.1	Customers are ready to pay higher prices for products with customizations	
E.2	Customers have been demanding different products from the standard type with customizations	
E.3	Customers who are able to purchase customized products have a higher loyalty towards the companies in repetitive orders	
E.4	Customized product categories have generated higher sales than standard products	

THANK YOU

APPENDIX II - Response data for each question from Survey

		Frequency	Percent	Valid Percent	Cumulative Percent
Question A.1	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	11	11.0	11.0	12.0
	Neither agree nor Disagree	40	40.0	40.0	52.0
	Agree	47	47.0	47.0	99.0
	Strongly Agree	1	1.0	1.0	100.0
	Total	100	100.0	100.0	
		Frequency	Percent	Valid Percent	Cumulative Percent
Question A.2	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	11	11.0	11.0	12.0
	Neither agree nor disagree	39	39.0	39.0	51.0
	Agree	42	42.0	42.0	93.0
	Strongly Agree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	
		Frequency	Percent	Valid Percent	Cumulative Percent
Question A.3	Disagree	8	8.0	8.0	8.0
	Neither agree nor disagree	37	37.0	37.0	45.0
	Agree	47	47.0	47.0	92.0
	Strongly Agree	8	8.0	8.0	100.0
	Total	100	100.0	100.0	
		Frequency	Percent	Valid Percent	Cumulative Percent
Question A.4	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	9	9.0	9.0	11.0
	Neither agree nor disagree	22	22.0	22.0	33.0
	Agree	62	62.0	62.0	95.0
	Strongly Agree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
Question B.1	Strongly Disagree	7	7.0	7.0
	Disagree	18	18.0	25.0
	Neither agree nor disagree	39	39.0	64.0
	Agree	32	32.0	96.0
	Strongly Agree	4	4.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question B.2	Strongly Disagree	5	5.0	5.0
	Disagree	32	32.0	37.0
	Neither agree nor disagree	17	17.0	54.0
	Agree	45	45.0	99.0
	Strongly Agree	1	1.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question B.3	Disagree	46	46.0	46.0
	Neither agree nor disagree	17	17.0	63.0
	Agree	32	32.0	95.0
	Strongly agree	5	5.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question B.4	Disagree	11	11.0	11.0
	Neither agree nor disagree	41	41.0	52.0
	Agree	44	44.0	96.0
	Strongly agree	4	4.0	100.0
	Total	100	100.0	100.0

	Frequency	Percent	Valid Percent	Cumulative Percent
Question C.1	Strongly Disagree	1	1.0	1.0
	Disagree	11	11.0	12.0
	Neither agree nor disagree	29	29.0	41.0
	Agree	42	42.0	83.0
	Strongly Disagree	17	17.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question C.2	Disagree	21	21.0	21.0
	Neither agree nor disagree	41	41.0	52.0
	Agree	34	34.0	96.0
	Strongly agree	4	4.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question C.3	Strongly Disagree	1	1.0	1.0
	Disagree	11	11.0	12.0
	Neither agree nor disagree	29	29.0	41.0
	Agree	52	52.0	93.0
	Strongly agree	7	7.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question C.4	Strongly Disagree	5	5.0	5.0
	Disagree	32	32.0	37.0
	Neither agree nor disagree	45	45.0	82.0
	Agree	17	17.0	99.0
	Strongly Agree	1	1.0	100.0
	Total	100	100.0	100.0

	Frequency	Percent	Valid Percent	Cumulative Percent
Question D.1	Disagree	10	10.0	10.0
	Neither agree nor disagree	45	45.0	55.0
	Agree	39	39.0	94.0
	Strongly agree	6	6.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question D.2	Disagree	11	11.0	11.0
	Neither agree nor disagree	41	41.0	52.0
	Agree	44	44.0	96.0
	Strongly agree	4	4.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question D.3	Disagree	8	8.0	8.0
	Neither agree nor disagree	37	37.0	45.0
	Agree	47	47.0	92.0
	Strongly Agree	8	8.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question D.4	Strongly Disagree	2	2.0	2.0
	Disagree	9	9.0	11.0
	Neither agree nor disagree	32	32.0	33.0
	Agree	52	52.0	95.0
	Strongly Agree	5	5.0	100.0
	Total	100	100.0	100.0

	Frequency	Percent	Valid Percent	Cumulative Percent
Question E.1	Strongly Disagree	7	7.0	7.0
	Disagree	18	18.0	25.0
	Neither agree nor disagree	39	39.0	64.0
	Agree	32	32.0	96.0
	Strongly Agree	4	4.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question E.2	Strongly Disagree	1	1.0	1.0
	Disagree	11	11.0	12.0
	Neither agree nor disagree	49	49.0	61.0
	Agree	32	32.0	93.0
	Strongly agree	7	7.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question E.3	Strongly Disagree	1	1.0	1.0
	Disagree	12	12.0	13.0
	Neither agree nor disagree	29	29.0	51.0
	Agree	2	42.0	93.0
	Strongly agree	7	7.0	100.0
	Total	100	100.0	100.0
	Frequency	Percent	Valid Percent	Cumulative Percent
Question E.4	Strongly Disagree	2	2.0	2.0
	Disagree	9	9.0	11.0
	Neither agree nor disagree	32	32.0	37.0
	Agree	52	52.0	95.0
	Strongly Agree	5	5.0	100.0
	Total	100	100.0	100.0