

**RELATIONSHIP MARKETING STRATEGIES AND CUSTOMER LOYALTY OF**

**SELECTED LARGE BEAUTY SALONS IN NAIROBI COUNTY KENYA**

**BY**

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OF THE REQUIREMENTS FOR AWARD OF THE DEGREE OF MASTER OF  
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## DECLARATION

This research proposal is my original work and has not been presented for award in any other University.

Signature .....

Date.....

**Terry Njagi D65/81694/2015**

This research proposal has been submitted for examination with my approval as University supervisor.

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## **DEDICATION**

I dedicate this project to my Late Dad Mr. Sanderson Njagi for being my backbone and for the solid foundation he laid. I will forever treasure your love and support. Keep resting in eternal peace.

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## **ABSTRACT**

Relationship Marketing is an emerging trend that has seen businesses move from just doing business by looking for sales to make profits but have now shifted to a more long lasting strategy of building relationships

Several relationship marketing strategies will affect customer's loyalty differently. This study therefore sought to understand the different relationship marketing strategies and how they influence customer loyalty. Two theories have been discussed namely the Relationship marketing theory and the Commitment trust theory.

The study was carried out through a descriptive research design mainly because of the time constraint as data collected was examined within a short period. The data was interpreted by spss through regression analysis.

The study concludes that relationship marketing through proper communication, offering quality services and having trustworthy employees is key in achieving customer loyalty price notwithstanding.

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Marketing has evolved over a period of time and the marketing mix variables popularly known as (4ps) are no longer the major issues. The market environment and customers keep on changing, leading into complex network and relationship (Woodcock 2011). Relationship marketing is a new concept that is gaining popularity among companies in recent years making firms to understand and appreciate the value of the customer rather than the product. The concept was first introduced by Leonard Berry in 1983 when he distinguished between relationship marketing and customer relationship management. Marketing managers today are no longer following the same game rule of competition of acquiring new customers but expanding the customer database and ensuring they maintain good relationship with other stakeholders.

Relationship marketing emerged from two broad areas of service marketing and industrial marketing (Lemon et al. 2002). Due to increase in competition most companies have established relationship marketing as one of the strategy to retain and enhance customer relationship hence result into customer loyalty. Relationship marketing is all about maintaining good rapport with customers to ensure parties' needs are met. Relationship marketing is considered as one of the key drivers of achieving the company success by retaining customers (Bansal et al. 2006). Developing customer loyalty is an important objective that aims at establishing greater purchase intention of the consumer.

The theory of relationship marketing has its roots in behavioral psychology, utilitarian economics and social psychology. The theory was developed by (Alendaxor 1998). The theory will be relevant for the study by understanding the relationship between marketers and customers. On the other hand the commitment – trust theory borrows ideas from other areas of psychology and economics. According to Berry (2010), for commitment – trust theory to be successful two fundamental factors must exist; trust and commitment. Relationship marketing

involves bonding customers by meeting their needs and ensuring commitment that result into trust.

The beauty industry in Nairobi County is attracting more consumers. This is due to the middle class gaining more disposable income, increase in number of more professionals in beauty industry and quality of products ((Muhia, 2008). Local celebrities are used to drive hair products in Kenyan market and more customers are getting information from various web engines on products that suit them. Salons keep on adding value on their service to retain clients. The beauty industry is mostly associated with women, but due to increasing demand more men are concerned about how they groom hence increase of cosmetic products in market. The niche market for men is growing rapidly.

### **1.1 .1 Relationship Marketing.**

According to American marketing association relationship marketing is a relationship that is created within the organization to ensure there is good rapport with stakeholders including suppliers, intermediaries, and distribution channels apart from the customers. On the other hand (Kawasaki & smith 2011) define relationship marketing as marketing activities that are directly related to establishing, developing and maintaining relationship with stakeholders of the company. Similarly Biswas (2010) relationship marketing involves winning, maintaining and ensuring there is long lasting relationship with industries customers. Relationship marketing is all about interacting within the network of relationship which result into a complex pattern ( Kotler & keller 2011).From various authors it is evident that relationship marketing is all about building relationship with stakeholders and ensuring it is an ongoing process of engagement to ensure there is mutual benefit for both parties.

The measurement of relationship entails communication, trust, brand image, price perception and quality of service (Peng & Wang 2006). Trust is considered as willingness to rely or depend on another party who has confidence with him (Keshvari *et al.*, 2012). There are different levels of trust. Multi-level trust is the trust that exists amongst groups, firms and individuals. Another kind of trust is trust between and with organization while the last type of trust is emerging trust.

Risk associated in trust mainly depends on the relationship between the service providers of the company and the customers. Communication is viewed as an interactive dialogue between the company and customers which usually takes place during the pre-selling, selling, purchasing and post purchase process (Batt, 2002). Communication is an important element in relationship marketing which ensures the company keeps in touch with the customers by providing true and timely information and they inform customers in case of any changes or problems that occur. Communication is all about building awareness, ensure they meet customer's preference, persuading buyers and encouraging customers to purchase more products (Ndubisi and Chan, 2005).

For an organization to create strong relationships with customers they need to understand their needs and offer effective service quality compared to their competitors. Perceived service quality has increased attention by most of the firms due to the nature of competition in the market. If customers receive positive experiences about a service, these results into satisfaction. SERVQUAL model developed by Parasuraman *et al.*, (1988), identified five determinants of measuring service quality; reliability, tangibles, responsiveness, assurance and empathy. According to (Peng and Wang, 2006) higher prices of products may have negative influence towards the purchasing decision by customers. On the other hand, Oliver (1997) concludes that consumers judge the service quality in terms of the price they charge. Consumers are likely to be attracted by firms that offer high service quality but at competitive pricing during the search process.

### **1.1.2 Customer Loyalty**

According to Budica (2010) customer loyalty is when customers purchase a brand on an ongoing basis. On the other hand financial times report (2017) define customer loyalty as a consistence purchase of a particular product over a period of time and not willing to switch to another brand. Musa (2009) describes loyalty as a commitment that a consumer has towards repurchasing a brand and being consistent to it resulting into repetitive purchase and not influenced with situational factors. Customer loyalty encourages consumers to shop more

consistently and spend more on the products making them to have positive experience when shopping.

Customer loyalty is divided into two categories behavioral and attitudinal loyalty (Aydin and Ozer, 2005). Behavioral loyalty is important for business because if customers don't buy then the company makes no revenue. Attitudinal loyalty adds strength on brands through word of mouth promotion and they describe the customer's attitude by measuring customer's preference and prioritization. Behavioral loyalty considers the purchasing frequency of customers. Most researchers view attitude as a based phenomenon, whereby for it to exist there should be commitment. For commitment to exist there should be consistence towards brand purchasing. Attitude can be measured by finding out how much customers are willing to recommend the brand to others and the commitment they have towards it. According to Kuo–Mung (2009) customer loyalty is the combination of intention, attitude and performance indicators.

Customer loyalty can be measured by repeat purchase, repeat patronage and psychological state of the loyalty. Repeat purchase measures the ratio of how frequent has the consumer been purchasing the product over time(Liljander and Strandvik, 1993).When customers are satisfied with the services being offered it becomes easy to predict repeat patronage hence leading to customer loyalty. It is also important for organizations to meet customer's expectations. If they don't fulfill the expectations customers will have negative attitude towards the product. Psychological state of loyalty is able to increase the frequency, increase the spending and affinity.

### **1.1.3 The Beauty industry**

According to Collins English Dictionary (2012) beauty industry is an establishment that offers services designed to enhance appearance such as massage, facial treatment, hairdressing and manicuring. On the other handLisi (2011) defines beauty industry as a shop where women get beauty treatment to make them more attractive.

Beauty industry is divided into two categories of beauty and hair salon (Stepanie 2004). Beauty salon provides services such as facial care, skin health, foot care and aromatherapy while hair salon provides different types of hair services. Most recently natural hair care is the new trend while previously was the treated hair. These have resulted into companies coming up with natural products such as Aloe Vera, Olive oil, Rosemary and Shea Butter in which salons use to grow their customer loyalty in their niche market. According to Roland Barger report 2016 Kenya's use of beauty products is growing at 5% annually increasing the number of brands that enter the Kenyan market. L'Oréal launched Amla legend hair product in Kenyan market under Dark & lovely brand in 2013 through mass advertisement which resulted into high sales volume.

#### **1.1.4 Large Beauty Salons in Nairobi**

In Nairobi County there are several large Beauty salons. Beauty Salons considered large is due to the franchisees, number of branches and the number of clientele that frequent it. Beauty salons that operate as franchisees allow the business owner to run the business using their brand recognition and certain fee is paid to the real owner of the Beauty salon brand. For instance Ashley is the franchise of miss world beauty pageant. Corporate beauty salons are considered large because of the corporate structure that is open to the shareholders and they incur limited liability where by the dividends of shareholders are taxed. Most of large beauty salons that identify themselves as corporate have brand websites and trade publications. Most of the clientele of large beauty salons are upper class customer, middle class customers and corporate customers who can afford their services.

The salon industry in Kenya is very dynamic due to new technology where customers get more information about hair products and styles, making the industry to grow. In Nairobi County there has being more salons being established due to increasing demand from customers. The salons are situated in different locations within the county.

Some of the large salons include l'Africaine Hair salon, African Loyalty, Ashleys Beauty salon, Afro Siri, Posh Palace, Tony Airo, Farouk Hair salon, Amadiva and Nikirush (Kenya yote 2016).

## **1.2 Research problem**

Relationship marketing has become an important element for companies when coming up with a strategic plan. In the 21<sup>st</sup> century companies are moving closer to customers by finding ways of creating value to customers and transforming customers problem into solution in which it result into good relationship rather than selling to customers (Szmig 2003). The aim of relationship marketing is to understand customers by collecting data about different customers which assist in forecasting the future buying pattern and the behavior of an individual consumer. The strength of relationship marketing is borne on its capabilities to afford customers with strong connections through availing timely information that is able to suit their needs, wants and expectation which is achieved through open communication.

According to Bennet (1996) the market trend of today is how to build customer loyalty than attracting new customers. Traditionally most firms used to operate in a stable environment for decades, but today most firms are faced with increased competition from upcoming businesses. Customers who were reluctant to switch from one firm to another are now demanding for better services and products and are willing to shift to an organization that offer better products (Grönroos, 2000). The retention of customer is primarily a customer loyalty measure. A positive association has been established between satisfaction variance and income changes that the customer is willing to spend on the company's products and services. Customer mobility has been evident in most of the service industries in Kenya which is an indicator that there are strategies that are being applied by the companies that are not strong enough to entice the customers to remain loyal.

Internationally, (Tudin & Tambbaki 2012) established that the service providers were friendly with walk in customers and they were able to socialize and chat with them. According to (Husnain & Akhtar 2015) established that trust, conflict handling, communication and

commitment have positive significant towards customer loyalty. Similarly (Gaurav 2016) established that commitment, trust, communication and customer centricity determine the strength of marketing relationships in automotive industry. According to (Ferreira &Ananias 2017) concluded that Savassis salon uses digital marketing to create good rapport with customers although the salon does not have database information for its clients. It was also established that the salon needs to improve its strategies on the way they communicate with customers.

Locally, Omanga (2010) concluded that customers are aware of what they are looking for in a product or service and for businesses to retain customers for longer period of time they should increase loyalty. According to Kinoti & Kibeh (2015) established that quality of service is perceived by customers when they interact with the service provider of the company. Effective communication in terms of pricing policies and positive brand image result into customer loyalty. Telecommunication industries invest heavily in building trust, communication, commitment and satisfaction with customers. Similarly Omenye (2013) concluded that brand image, price, value offered and service quality have positive effect towards customer loyalty in telecommunication industry in Kenya. On the other hand Momanyi (2016) concluded that relationship marketing affects customer loyalty to a large extent.

From various studies it is evident that most studies focused on Banking sector and Telecommunication sector. Studies such as (Kinoti & kibeh 2015) and Momanyi (2016) focused on telecommunication sector while Momanyi (2016) and Wanja ( 2016) focused on the banking sector. On the other hand studies done on the area of salon sector by Tudin &Tambbaki (2012) and Ferreira &Ananias (2017) focus on the international market (international studies). therefore, this study focused on Large beauty stores in Nairobi county, Kenya. Thus there is a knowledge gap to be filled. This study therefore addressed the following research question: What is relationship between relationship marketing and customer loyalty in large salons in Nairobi County Kenya?



### **1.3 Research objective.**

The general objective of the study is to investigate the relationship between relationship marketing and customer loyalty in large beauty salons in Nairobi County Kenya.

### **1.4 Value of the study**

Academicians will find the study useful by broadening the topic of relationship marketing and customer loyalty hence creating wider understanding. The study will also enrich on social exchange theory by determining the relationship between relationship marketing and customer loyalty while commitment-trust theory will provide further information on how companies can maintain good relationship with customers.

The government will use the above study to understand the emerging trends in relationship marketing. The government will also be able to manage the market challenges facing most of the beauty salon industries in Kenya through this research. On the other hand, policymakers will use the above study on formulating and implementing policies that will be used in enforcing the rules and regulations of marketing standards that will ensure market practitioners are ethical when performing their duties.

Finally, beauty salon industry business owners will benefit from the study by coming up with strategic plans that will ensure they have customer loyalty scheme and they are able to maintain good relationship with their client and stakeholders. Businesses practitioners should be able to make proper decision on meeting customers' needs by implementing relationship marketing and ensure they turn first time customer into loyal customer.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter will highlight the theoretical foundation of the study, relationship marketing customer loyalty and empirical review and summary.

### **2.2 Theoretical Foundation**

The following theories will be discussed, Commitment trust theory and Relationship Marketing theory.

#### **2.2.1 Commitment Trust Theory**

Commitment –trust is a relationship marketing theory that was developed by Morgan and Hunt in 1994. The theory borrows some of the ideas from psychology and economics. The theory states that for a relationship to be successful there should be commitment and trust from both parties. In other words companies should develop commitment and trust towards their customers in order to build a strong relationship with them. According to Brink and Berndt (2004) trust is all about confidence from both parties who are in the relationship and ensuring they deliver their promises. On the other hand, commitment is a long term relationship that is built by both parties to ensure they maintain the value of the partnership. Businesses continue to invest in relationship with their customers through a series of building relationship activities and also being committed to them.

According to (Morgan and Hunt in 1994) there are three reasons why companies build relationship with customers namely; encourages cooperation from both parties, discourage firms from coming up with short term alternative clients instead of long term clients and lastly allows the company to take risk knowing that they have committed customers who trust the company. Relationship marketing is all about forming a bond with customers by ensuring the firm meets

their expectations and being committed. Most companies will invest in long term bond with customers rather than short term bond. When customers trust organizations they are able to be loyal hence there is a mutual benefit for both parties. The theory will be applicable for the study because it will be able to explain the relationship marketing activities that result into customer loyalty.

### **2.2.2 Relationship marketing theory**

Relationship marketing theory was proposed by Alexander in 1998. This theory states that relationship marketing is all about creating interactive relationship with the existing customers and potential customers that result into long term relationship and increase in profitability. Relationship marketing involves having good relationship with other stakeholders such as suppliers and shareholders. According to (Sheth & Parvatiyar 1995) there are three types of relationship marketing that involved interaction marketing, database marketing and network marketing. Database marketing involves the use of information technology to be able to increase the level of customer loyalty and ensure customer satisfaction. The above study will address the relationship between relationship marketing and customer loyalty.

### **2.3 Levels of Customer loyalty.**

Customer loyalty is an important aspect in business environment whereby it is important for organizations to retain their loyal customer. There are four levels of customer loyalty; potential customers, first time customer, repeat customer and brand ambassador (Kumar et al, 2006). Potential customers are customers who are willing to try the product or service and have interest. In order to attract their interest marketers use marketing communication channels. First time customer are customer who have being convinced to purchase the product to try it out .To make sure they come back it is important to ensure they have the best experience. Repeat customers are customers who are satisfied with the service or products so they demand more of it by coming back. Marketers usually personalize and customize the products to meet customers need (Chu, 2009). Brand supporters are customers who have built trust loyalty with products and are willing to create awareness through word of mouth.

Customer loyalty can be measured into three groups that is repeat purchase behavior, repeat patronage which is combined with attitudinal components and psychological state of loyalty (Cheng, 2008). Repeat purchase behavior intention has being criticized having false loyalty while repeat patronage lacks theory (Jacoby and Chestnut, 1978). Customers may be loyal to a brand since there is no alternative of another brand and some customers are loyal to a brand since they are satisfied with it so they want to maintain the relationship. In order to keep existing customers companies consider offering services that will ensure customer satisfaction hence customers become loyal to the company.

Customer loyalty is divided into two groups: behavior and attitude. Behavior is in terms of the long-term choice brand probability that consumer makes which include hard-core loyalty and repeat purchase. According to Wulf et al. (2001) behavioral loyalty can be used to measure the purchasing frequency and amount that the consumers spend in shopping in a retail outlet. On the other hand attitudinal focuses on brand recommendations, repurchase resistance to superior products and willingness to pay price premium. Customer's attitude towards a product has great impact on the loyalty of the product, customers with positive attitude result into commitment and re- purchase of the product. Quality in a relationship is an important element in defining loyalty.

#### **2.4 Relationship marketing and customer loyalty**

Consumers keep in touch with their salons hairdresser through face to face or online channels and are committed to providing good services to their clients. The service providers' age also influence the relationship with customers. Service providers who are between age of 20 to 30 offers services outside their normal working hours and those between ages 31 to 45 do not offer extra services (Tudin & Tambbaki 2012). In order to promote brands and ensure there is customer loyalty salons need to invest in digital marketing tools such as Facebook, Instagram, WhatsApp, Twitter so as to publicize the services of the salons. Salons should also reinvest in customer relationship management to centralize the information of customers that will ensure there is long term relationship build (Ferreira & Ananias 2017). on other hand Gaurav,

(2016)customer centricity, commitment, trust, communication and Customer Centricity have significant influence towards customer loyalty.

Companies 'trustworthiness is an important element on building customer loyalty and they should create an atmosphere where by when consumer shifts towards another product of the other company he/she feels not satisfied hence returns back to the normal product he has been using (Omanga, 2010). Brand image, price, value, service quality, have positive significant relationship towards customer loyalty. An increase of each of the variable results to an increase of customer loyalty and vice versa(Omenye, 2013).On the other hand Momanyi (2016), for companies to enhance customer loyalty, they should improve their customer service quality to ensure satisfaction by coming up with relationship marketing strategies that are specific, measurable, attainable, realistic and timely.

The service quality is important in determining customer loyalty. Security, reliability has effect on customer loyalty (Wanja, 2016). Quality of service is perceived by customers when they interact with service provider and effective communication of the pricing policies affect customer loyalty. Brand image of the company makes it easier to convey the message to the customers hence generating customer loyalty among people. The study recommended companies that operate in an intense price based competitive environment should invest heavily in building trust, commitment and satisfaction among consumers (Kinoti & Kibeh (2015).

From various studies in this topic, it's evident that most studies focused on the banking sector and telecommunication industry for instance (Kinoti & Kibeh 2015) and Momanyi (2016) while on the other hand, Ferreira &Ananias (2017) and Tudin &Tambbaki (2012) addressed relationship marketing and customer loyalty on Beauty salons on contextual manner. This study therefore will represent the research gap which will address Kenyan Beauty salon

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter outlines the research methodology that entails research design, population of the study, sampling design, data collection instruments, data collection procedures and data analysis.

### **3.2 Research design**

According to Kothari (2014) research design is a collection and analysis of data that aims at coming up with relevant information for the purpose of the study considering economy in procedure. The above study used descriptive research design. According to Gatara (2010) descriptive design is mainly used because it is less expensive and the researcher can examine the data collected from wide scope within short period of time. A descriptive design is able to provide qualitative descriptions of trends, perceptions and attitude of the sample population being studied. The research design was appropriate for the study since it was able to determine the relationship of the independent variables on the dependent variable without compromising any variable.

### **3.3 Population of the study**

According to Mugenda and Mugenda (2003) population consist on what the researcher will use all large beauty salons ‘to generalize the entire population. Population consists of the whole group of individuals, objects or events with same observable characteristic. According to what I found out estimated 50 people visit large Beauty salons in Nairobi every day. According to city council there are very many salons registered but the study used only 20 selected large beauty salons in Nairobi see appendix II.

### 3.4 Data Collection

The study used semi structured questionnaire which had close ended questions to collect the data. The questionnaire had three parts Part I collected information on socio-demographic characteristics of the respondents, Part II on the relationship marketing while Part on customer loyalty. The questionnaires were personally be administered by the researcher.

### 3.5 Data Analysis

The collected questionnaires were sorted to check if they are completely filled and then serialized for coding. Descriptive statistics such as mean scores, frequency distribution, and standard deviation was used to analyze the data while data presentations was done using frequency tables, bar charts, graphs, Percentages. Descriptive statistics is important for the above study since it was able to measure central tendency and dispersion hence resulting into meeting the objective of the study. Regression analysis was used investigate relationship marketing and customer loyalty in large beauty salons in Nairobi. Regression analysis model will be presented as follows:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + \epsilon$$

Where: Y is the customer loyalty

B<sub>0</sub> is the model's constant

B<sub>1</sub> to B<sub>4</sub> are the regression coefficients;

X<sub>1</sub> Trust

X<sub>2</sub> Effective communication

X<sub>3</sub> Service quality

X<sub>4</sub> Price perception

## CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATION

### 4.1 Introduction

The presentation of this chapter entails study findings, interpretation and the discussion on the customer loyalty and relationship marketing strategies adopted by large beauty salons in Nairobi County.

### 4.2 Response Rate

In this study, sixty (60) respondents were issued with questionnaires in the sampled beauty salons. Fifty four (54) of the questionnaires were found appropriate to be used in data analysis as they were filled as required. This translates to 90.0% instrument return rate. Therefore, the finding of this study accounts for 90.0% of the sampled population.

### 4.3 Demographic Characteristics of the respondents

#### 4.3.1 Gender

The respondents were required to state their gender. The results are as depicted in Table 4.3.1.

**Table 4. 3.1: Gender**

<b>Gender</b>	<b>Frequents</b>	<b>Percentage</b>
Male	2	3.61
Female	52	96.29
<b>Total</b>	<b>54</b>	<b>100</b>

From the table above 96.29% of the respondents were female while only 3.7% were male. This implies that most of the customers who visited salons in Nairobi County were female. This implies that most of the responses in the study emanated from females. However, males have also been seen plaiting their hairs and this explains why the study was able to capture male



customers to give a gender touch. The findings agree Kiilu (2014) who found that more than half of the customers who visited salon and beauty shop in Nairobi County were female.

### 4.3.2 Age

The age of the respondents was also sought in this study; the findings are as presented in Table 4.3.2.

**Table 4.3 2: Age Analysis**

<b>Age</b>	<b>Frequents</b>	<b>Percentage</b>
Less than 20	3	5.56
20-30	23	42.59
31- 40	21	38.89
41-50	4	7.41
51-60	3	5.56
<b>Total</b>	<b>54</b>	<b>100</b>

Majority of the respondents that participated in the study 42.59% were between the age of 20 and 30 years of age, followed by those aged between 31-40 years with a percentage of 38.89. Between 41 and 50 2343 7.41% while 51 and 60 years were 5.56%. The same percentage (5.56%) was also found to be less than 20 years. The finding implies that majority of the customers were between 20 and 40 years. These findings agree with Muteti (2015) who found out that majority of the customers who visited large beauty salons in Nairobi were between 18 years and 34 years.

### 4.3.3 Duration

The study also sought to establish for how long the respondent have been a customer of their Beauty salon; the findings are as presented in Table 4.3.3.

**Table 4. 3.3: Duration**

<b>Duration</b>	<b>Frequents</b>	<b>Percentage</b>
Less than 1 year	12	22.22
1-5 years	21	38.89
6-10 years	17	31.48
Over10 years	4	7.41
<b>Total</b>	<b>54</b>	<b>100</b>

The results in the Table 4.3.3 indicate that 38.89% indicated a period between 1 and 5 while 31.48% between 6 and 10 years. While over 10 years were 7.41% of the respondents. Only 22.22% have been customers for the current salon for less than 1 year. This indicates that the customers have been dealing with the salon for a long period.

#### **4.3.4 Monthly Income Analysis**

The study also sought to establish respondent monthly gross income range (In Ksh). The findings are as presented in Table 4.3.4

**Table 4.3. 4: Monthly Income**

<b>Income</b>	<b>Frequents</b>	<b>Percentage</b>
0 - 40,000	1	1.85
40,001 - 80,000	2	3.7
80,001 - 120,000	11	20.37
120,001 - 160,000	18	33.33
160,001 - 200,000	14	25.93
200,001 - 240,000	5	9.26
240,000 and above	3	5.56
<b>Total</b>	<b>54</b>	<b>100</b>

From Table 4.3.4, 33.33% of the respondents were found to earn between Ksh 120,001 - 160,000 while 25.93% were earning between Ksh. 160,001 - 200,000. The results also revealed that 20.37% of the respondents were earning between Ksh. 80,001 - 120,000. Three of the respondents (5.56%) were earning over Ksh. 240,000 while only one of the respondents was earning less than Ksh. 40,000. This amount was sufficient to support their hairdo as well as to shift to other salon if the services are below par. These findings agree with Muteti (2015) who found that over half of the customers (54) in large salons and beauty shop in Nairobi have average income of more than Ksh. 70,000

#### **4.4 Relationship Marketing Strategy in Large Beauty Salons in Nairobi.**

In this study, the respondents were required to state the extent of relationship marketing strategy which comprised of trust, communication, quality and price in sampled large beauty salons operating in Nairobi. This section presents the pertinent findings which involve mean scores and standard deviation.

##### **4.4.1 Trust**

The study sought to find the extent of trust as component of customer relationship marketing amongst customers of large beauty salons in Nairobi County. The computes standard deviation and mean scores are presented are summarized in Table 4.4.1. A mean score of less than 1.4 is taken as not at all, mean score that ranges from 1.5 up to 2.4 is interpreted as small extent, mean score that ranges from 2.5 up to 3.4 as moderate, mean score of 3.5 up to 4.4 as great and above 4.4 as very great extent

**Table 4. 4.1: Trust**

<b>Trust</b>	<b>Mean</b>	<b>Std</b>
Beauty salon providers are honest	4.6667	.47583
I am confident that service providers are able to meet my needs	3.6667	.47583
The Beauty salon providers keep their promises	3.3519	.91440
The hairdressers are reliable	3.1111	.94503
<b>Average</b>	<b>3.6991</b>	

The findings demonstrate that the hairdressers are reliable to moderate extent as shown by a mean of 3.11 and standard deviation 0.95. The results further revealed that the Beauty salon providers keep their promises to moderate extent as indicated by a mean of 3.35 and standard deviation of 0.91. As per the findings, the high values of standard deviation indicated lack of consensus on reliability and promises in beauty salon in Nairobi. The results further revealed that customers are confidence that service providers are able to meet their needs to great extent as shown by a mean of 3.67 and standard deviation 0.48. The results also revealed beauty salon providers are honest to very great extent as shown by a mean of 4.67 and standard deviation of 0.48. As per the findings, the low values of standard deviation indicated consensus on confidence and honest in beauty salon in Nairobi.

The overall mean score of 3.70 the level of trust amongst customers who visited sampled saloons was to great extent. It can also be seen that honest was key to achieve trust amongst the saloon clients. The findings agree with Wanja (2016) who indicated that reliability and security results to customer trust which impact customer loyalty. Omanga (2010) trustworthiness is an important element on building customer loyalty. For an organization to achieve trust they should keep their promises so as to be reliable especially those firms that are offering services. Further, customer trust toward service provider also emanates from customer perception and believes that services rendered by the business would results to expected outcome.

#### 4.4.2 Communication

The study sought to find the extent of communication as a measure of customer relationship marketing amongst customers of large beauty salons in Nairobi County. The computed standard deviation and mean scores are presented and summarized in Table 4.4.2. A mean score of less than 1.4 is taken as not at all, mean score that ranges from 1.5 up to 2.4 is interpreted as small extent, mean score that ranges from 2.5 up to 3.4 as moderate, mean score of 3.5 up to 4.4 as great and above 4.4 as very great extent

**Table 4. 4.2:Communication**

<b>Communication</b>	<b>Mean</b>	<b>Std</b>
I usually have interactive dialogue with service providers	3.7222	.83365
The beauty salon usually communicate any changes or problem that occur	3.6296	.80789
I usually give my feedback about the services provided	3.5741	1.19119
Information is usually delivered on time and is true	3.4815	.69338
<b>Average</b>	<b>3.6019</b>	

From Table 4.5.2, sampled customers usually have interactive dialogue with service providers to great extent as shown by a mean of 3.72 and standard deviation of 0.83. Further, information is usually delivered on time and is true to moderate extent as indicated by a mean of 3.48 and standard deviation of .69. Similarly, the beauty salon usually communicates any changes or problem that occur to great extent as shown by mean of 3.63 and standard deviation 0.81. As per the findings, the low values of standard deviation indicated consensus on interactive dialogue, on time, true and communication in case of changes or problem in beauty salon in Nairobi. Lastly, sampled customers usually gave their feedback about the services provided to great extent as indicated by mean of 3.57 and standard deviation of 1.19. As per the findings, the high values of standard deviation indicated lack of consensus feedback in beauty salon in Nairobi.

The overall mean score of 3.60 reveals that the extent of communication in the sampled saloon in Nairobi County is to great extent. There is great extent of interactive dialogue between the consumers and service providers. This has led to enhanced constant feedback from the customers resulting to better services been offered by the saloon. These findings agree with Omenye (2012) who indicated that banks should build customer loyalty by clear communication between its customers and the organization. Further, Kinoti and Kibeh (2015) revealed that the main purpose of communication is to exchange information between business and the customers. Depending on the method of communication adopted, the aim of communication is to satisfy customer and acquire customer loyalty.

#### 4.4.3 Quality

The study sought to find the extent of quality as component of customer relationship marketing amongst customers of large beauty salons in Nairobi County. The computes standard deviation and mean scores are presented are summarized in Table 4.4.3. A mean score of less than 1.4 is taken as not at all, mean score that ranges from 1.5 up to 2.4 is interpreted as small extent, mean score that ranges from 2.5 up to 3.4 as moderate, mean score of 3.5 up to 4.4 as great and above 4.4 as very great extent

**Table 4. 4.3: Quality**

<b>Quality</b>	<b>Mean</b>	<b>Std</b>
Service providers are providing information in case of new brand or services being offered	4.6667	.47583
Customer complain is always handled quickly	4.0000	.82416
The service providers are always helpful	3.4444	.69137
The service providers are consistent and offer quality service	3.3333	.95166
<b>Average</b>	<b>3.8611</b>	

From Table 4.4.3, the results revealed that the service providers are always helpful to moderate extent as shown by a mean of 3.44 and standard deviation of .69. However, it was revealed that customer complain is always handled quickly to great extent as indicated by a mean of 4.0000

and standard deviation of 0.82. Service providers were found provide information in case of new brand or services being offered to very great extent as shown by a mean of 4.67 and standard deviation 0.48. As per the findings, the low values of standard deviation indicated of consensus helpful, quickly handling of complains and informing customer on new brands or services in beauty salon in Nairobi. Lastly, the results revealed that service providers are consistent and offer quality service to moderate extent as shown by a mean of 3.33 and standard deviation of 0.95. As per the findings, the high values of standard deviation indicated lack of consensus on consistent and offer quality service in beauty salon in Nairobi.

The overall mean of 3.86 indicate that quality had great extent to customer loyalty. The saloons were found to provide information on new brands offered at very great extent. The customers' complaints were also handled quickly at great extent. This agrees with Momanyi (2016) who indicated that for companies to enhance customer loyalty, they should improve their customer service quality to ensure satisfaction by coming up with relationship marketing strategies that are specific, measurable, attainable, realistic and timely. This is also consistent with the findings of Cronin (2001) in which customer loyalty can be achieved by offering service which are of high degree of quality. He concluded by saying that increase in customer loyalty, is dependent on their expectation on whether service quality has been met.

#### **4.4.4 Price**

The study sought to find the extent of price as component of customer relationship marketing amongst customers of large beauty salons in Nairobi County. The computes standard deviation and mean scores are presented are summarized in Table 4.4.4. A mean score of less than 1.4 is taken as not at all, mean score that ranges from 1.5 up to 2.4 is interpreted as small extent, mean score that ranges from 2.5 up to 3.4 as moderate, mean score of 3.5 up to 4.4 as great and above 4.4 as very great extent

**Table 4. 4.4:Price**

<b>Price</b>	<b>Mean</b>	<b>Std Dev</b>
The prices of the services are affordable	3.4815	1.05938
I will continue to be a member of the salon unless the price is significantly higher for same service.	3.4074	1.15772
The services offered are reasonable	3.1667	1.05955
It is easier to understand the pricing policies of the service offered.	3.2222	.74395
<b>Average</b>	<b>3.3195</b>	

From Table 4.4.4, the results indicated that the prices of the services are affordable to moderate extent as shown by a mean of 3.48 and standard deviation of 1.05. Similarly, customers will continue to be a member of the salon unless the price is significantly higher for same service to moderate extent as indicated by a mean of 3.41 and standard deviation of 1.16. Further, the services offered are reasonable to moderate extent as shown by a mean of 3.17 and standard deviation of 1.06. As per the findings, the high values of standard deviation indicated lack of consensus reasonable services, affordability and higher prices in beauty salon in Nairobi. Lastly, it was easier to understand the pricing policies of the service offered to moderate extent as shown by a mean of 3.22 and standard deviation of 0.745. As per the findings, the low values of standard deviation indicated of consensus on the understanding the pricing policies in beauty salon in Nairobi.

The overall mean score of 3.32 indicate that price influenced customer loyalty to moderate extent. This was justified by a moderate customer who confirmed that they would continue to be a member of the salon unless the price is significantly higher for same service and they moderately understand the pricing policies of the service offered. The finding agrees with Peng and Wang (2006) whereby in their study they found out that there is possibility of customers switching to the competitor when they feel the price of the service received is not dependable on the quality of services offered. Kinoti & Kibeh (2015) also established that price perception and



customer loyalty are related. This implies that when customer are happy with prices been offered by services they are likely to remain loyal.

#### 4.5 Customer Loyalty

The study sought to determine the extent of Customer Loyalty of the sampled salons in Nairobi City in a range of 1 to 5. Mean scores and standard deviation were computed for each statement and summarized in Table 4.5. The means were rounded to nearest whole number for easy interpretation. A mean of 1 was considered to be between less than 1.4, while a mean of 2 was considered to range from 1.5 up to 2.4, a mean of 3 was considered to range from 2.5 up to 3.4, a mean of 4 was considered to range from 3.5 up to 4.4. An thing above 4.4 was considered to be 5. Standard deviation of more than 0.9 was considered as significant from the mean

**Table 4. 4: Customer Loyalty**

<b>Customer Loyalty</b>	<b>Mean</b>	<b>Std Dev</b>
I am willing to say positive things about this Beauty salon.	4.1370	.82332
I intend to continue being a member of this beauty salon for a long period of time.	4.0370	.69941
I really care about the fate of this Beauty salon service provider	3.2593	.89411
Even if another Beauty salon business owner lowers his price, I will continue being a customer in this salon.	2.6296	.80789
<b>Average</b>	<b>3.5157</b>	

The sampled respondents cared about the fate of their Beauty salon service provider to moderate extent as shown by a mean of 3.26. However, sampled customers intended to continue being a member of their beauty salon for a long period of time to great extent as indicated by a mean of 4.04 and standard deviation of 0.70 The sampled respondents indicated that even if another Beauty salon business owner lowers his price, they will continue being a customer in this salon

to moderate extent with a mean of 2.63 and standard deviation of .81. Lastly, customers were willing to say positive things about this Beauty salon to great extent as shown by mean of 4.14 and standard deviation of 0.823.

The overall customer loyalty for beauty salon in Nairobi City was found to be to great extent implying that customers are loyal to their current salons. As per the findings, the low values of standard deviation indicated a consensus on statements regarding customer loyalty in beauty salon in Nairobi. It is evident that they will continue being a member of this beauty salon for a long period of time and they do not care about the pricing of the competitors. The findings of this study disagree with Mwaura (2012) who found out that customer loyalty in banking industry is high and it was mainly influenced by the quality of service offered to customers. Further, Omenye (2013) established that the extent of customer loyalty in the Kenya’s telecommunication industry with specific references to Safaricom was to high extent although some of the companies were found to record moderate extent

**4.6 Correlation Analysis between relationship marketing strategy and customer Loyalty**

Correlation analysis was used to find out the relationship between relationship marketing strategies and customer loyalty at 0.05 significance level (P<0.05). The Pearson Correlation (R) was used to determine the strength of the correlation between customer loyalty and relationship marketing strategy while P if the correlation is significant at P<0.05. A p\*\* implies that correlation is significant at 99.0% confidence level while a P\* the correlation is significant at 95.0% confidence level.

**4.6.1 Correlation analysis**

**Table 4. 6.1:Correlational matrix**

		<b>Trust</b>	<b>Comm</b>	<b>Quality</b>	<b>Price</b>
Trust	R	1			
	P				
Communication	R	.004	1		
	P	.976			

Quality	R	.700**	.126	1	
	P	.000	.363		
Price	R	.467**	.004	.445**	1
	P	.000	.977	.001	
Customer Loyalty	R	.412**	.304*	.478**	.063
	P	.002	.026	.000	.649

From Table 4.6.1, the relationship between trust as an aspect of relationship marketing and customer loyalty was moderate and significant ( $R=.412^{**}$ ,  $P<0.05$ ). This suggests that customer loyalty is significantly dependent on trust and for increase in trust; customer loyalty for large beauty salon would increase in the same direction. Similarly, the relationship between communication and customer loyalty is weak, positive and significant ( $R=.304^*$ ,  $P<0.05$ ). The relationship between quality and customer loyalty was also found to be moderate, positive and significant ( $R=.478^{**}$ ,  $P<0.01$ ). However, there was very weak insignificant positive relationship between pricing and customer loyalty ( $R=.063$ ,  $P>0.05$ ). From the findings it can be deduced that Quality aspect of relationship marketing has higher relationship as compared to other aspects used in this study. However, as much as increases in price can results to increase in customer loyalty, this increase is very small and it is insignificant. This postulates that increase in price cannot necessarily lead to increase in customer loyalty.

#### 4.6.2 Regression analysis of relationship marketing dimension with customer’s loyalty.

To get the changes in customer loyalty that is been accounted for by relationship marketing, multiple linear regression analysis was conducted using SPSS version 20.0. The results of interest were R Square from Modal summary Table, Significance level from ANOVA table and regression coefficients (B) and respective significance level from coefficient table.

**Table 4. 6.2a:Modal Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587 <sup>a</sup>	.345	.291	.27251

a. Predictors: (Constant), Price, Communication, Quality, Trust

From Table 4.6.2a, relationship marketing strategy which in this study was conceptualize as trust, communication, quality and price explained up to 34.5% ( $R=0.345$ ) of changes in the customer loyalty of large beauty salon in Nairobi County leaving 65.5% is explained by other factors that were not considered in this study. Further, the results of  $R=0.587$  suggests that there is moderate relationship between customer loyalty of large beauty salons in Nairobi County and relationship marketing strategies.

**Table 4. 5.6b:ANOVA Table**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.913	4	.478	6.440	.000 <sup>b</sup>
	Residual	3.639	49	.074		
	Total	5.552	53			

a. Dependent Variable: Customer Loyalty

b. Predictors: (Constant), Price, Communication, Quality, Trust

From Table 4.2.6b, the significance level is 0.000 which is less than 0.05 and it implies that relationship marketing strategies used in study significantly explains up to 34.5% of the variance in the customer loyalty in large beauty salon in Nairobi. The F statistics which gave  $F(4, 49) = 6.440$ ,  $p < .01$  which implies that large beauty salon in Nairobi County customer loyalty can be significantly predicted by relationship marketing strategies used in this study.

**Table 4. 6.2c: Regression Coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.306	.554		2.358	.022
Trust	.164	.106	.260	1.551	.127
Communication	.186	.085	.258	2.196	.033
Quality	.393	.182	.361	2.158	.036
Price	-.161	.097	-.220	-1.654	.105

a. Dependent Variable: Customer Loyalty

From table 4.13, in the absence of relationship marketing customer loyalty is significant at 1.306 (P=0.022). When communication, quality and Price are controlled, customer loyalty will insignificant increase by 0.164 when trust increases by one unit. When Price, quality and trust are controlled, customer loya will significant increase by 0.186 when communication increases by one unit. When Price, communication and trust are controlled, customer loyalty will significant increase by 0.393 when quality increases by one unit. Lastly, when communication, quality and trust are controlled, customer loyalty will insignificant decrease by 0.161 when price increases by one unit. The regression coefficient obtained in the above table was used in the regression model as shown below

$$\text{Customer loyalty} = 1.306 + 0.164x_1 + 0.186x_2 + 0.393x_3 - 0.161x_3$$

#### **4.7 Discussions of the Findings**

The findings of the study established that relationship marketing strategies influenced customer loyalty for large beauty salons in Nairobi County. This suggests that increase in adoption of relationship marketing strategies such as trust, quality and communication. Customer loyalty is expected to increase amongst large beauty salons in Nairobi County and vice versa. According to relationship marketing theory (Alexander, 1998), the aim of relationship marketing is to create long term relationship with existing and potential customers. The type of relationship marketing that was used in this study was interaction marketing through communication, trust, quality and price. In their discharge of services, the sampled salons were found to communicate to their customer the nature of their services and what they expect from them early enough. This was found to increase customer trust toward the service provider resulting to customer loyalty.

The service providers were also found to offer high quality services to customers which also increased their trust hence customer loyalty. According Commitment Trust Theory (1994), for success relationship to be created, there is need for commitment and trust toward their customers so as to have strong and meaningful relationship with them. The quality of services offered to customers was manifested when customers are not distracted by the price of the services offered in comparison to the competitor. This was revealed by respondents who agreed

to moderate extent that they will continue to be a member of the salon even when the price is significantly higher for same service because of the trust and commitment.

The findings revealed that there is great extent of trust amongst the customers and the service providers and this resulted to increase in customer loyalty. According to Fontenot et al (2004) customer loyalty depends with seriousness of consumer trust otherwise customer loyalty would remain a mirage. In line with commit-trust theory, the arguments were supported by Ndubisi (2007) who revealed that commitment is essential in building customer trust which results to customer loyalty through building strong relationship. Similarly, the communication was also to great extent to influence customer loyalty. Both theories that were adopted in this study also supported that nation of communication and customer loyalty. Communication according to Sin et al (2005) enhances cooperation and builds strong relationship with customers. From the findings, it can be revealed that service providers were committed in providing information to their customer about changes that occurs, timely feedback and any other information that is needed by the customer this resulted in building strong relationship with customers which the tenet of relationship marketing theory.

With communication and trust coupled with quality, customer loyalty is automatic. Quality services can only be achieved when there is communication between customer and service providers as customers are able to spell out their expectations and service providers deliver as expected. Brady and Cronin (2001) found out that degree of quality of service would determine the level of customer's loyalty through customer satisfaction. Customer loyalty amongst the customers was found to be at great extent with customer indicating they are willing to continue to pay their allegiance to the service providers. Hence, it can be deduced that relationship marketing theory which is based on building strong relationship with customers and at the same time Commitment Trust Theory which indicates that relationship can only be successful when there is trust and commitment supports the findings of this study.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

The chapter presents summary of findings, conclusions from the findings, recommendations for the study, limitations of the study and recommendation for further studies.

### **5.2 Summary of findings**

Majority of the sampled customers were female between 20 and 40 years having been frequenting the salon for over last 10 years. They had an average monthly income of between Ksh. 40,000 and 120,000. The customer loyalty for sampled beauty salon was found to be at great extent as the customers were willing to say positive things about the beauty salon and they will continue to be member of this salon for long time. However, they moderate care about the fate of service provider and they may switch to another salon they to high price at moderate extent

Trust as an aspect of relationship marketing was at great extent in the sampled beauty salon in Nairobi. The customers were confidence that service providers were able to meet their need at great extent and they were honest at very great extent. However, their reliability was found to be moderate as well as keeping their promises. Similarly, Communication was at great extent as indicated by interactive dialogue with service provider, communication on changes or problems that occur as well as giving feedback although there was divergent in views. Further, the quality was also found out hat great extent in influencing customer loyalty with customers complains been handled quickly while informing customer on new brand and services at very great extent although service provider were helpful at moderate extent and service providers were consistent and offered quality service at moderate extent. Price moderately influenced customer loyalty as indicated by affordability, understanding pricing policies, and offering of reasonable services. Further, customers will continue to be a member of the salon unless the price is significantly higher for same service at moderate extent. There was lack of consensus on pricing as an aspect of relationship marketing.

Correlation analysis indicated that there is significant positive relationship between trust, communication, quality and customer loyalty while price was insignificant related with customer loyalty. However, quality had the highest correlation coefficient with customer loyalty while communication had the least coefficient. Relationship marketing construct can significantly explain up to 34.5% of the change in customer loyalty as obtained from regression analysis. The results further revealed that communication and quality can significantly predict customer loyalty as indicated by regression coefficient ( $P < 0.05$ ). However, price and trust were found to be insignificant predictor of customer loyalty. An increase in price would result to insignificant decrease in customer loyalty.

## **5.2 Conclusions**

The customer loyalty for sampled beauty salon was found to be at great extent as the customers were willing to say positive things about the beauty salon and they will continue to be member of this salon for long time. Trust as an aspect of relationship marketing was at great extent in the sampled beauty salon in Nairobi. The customers were confidence that service providers were able to meet their need at great extent and they were honest at very great extent. Communication was at great extent as indicated by interactive dialogue with service provider, communication on changes or problems that occur as well as giving feedback although there was divergent in views. The quality was also found to at great extent in influencing customer loyalty with customers complains been handled quickly while informing customer on new brand and services at very great extent. Price moderately influenced customer loyalty as indicated by affordability, understanding pricing policies, and offering of reasonable services. Further, customers will continue to be a member of the salon unless the price is significantly higher for same service at moderate extent



## **5.2 Limitations**

The following limitations were identified;

It was difficult to convince sampled customers to participate in this study by filling the questionnaire as some of them had urgent errands. To overcome this, the researcher explained to them that the questionnaire had few items and therefore it would take less than five minutes to complete. Also the researcher provided the questionnaire to those who were willing to take part in this study.

Some of the respondents were uncomfortable to provide their personal and confidential information such as marital status and salary. The researcher explained to them that the information provided will be kept with utmost care and it was for academic purpose. Further they were assured that personal identification details such as name or phone number were not required. The researcher was limited by the time frame from which she was supposed to carry out the study. This made her to carry out the study at a constrained time schedule.

## **5.2 Recommendation**

There is need for hairdresser to be reliable and keep their promises to their customers as this would increase customer confidence hence they would be mindful about the fate of beauty salon.

The study also recommends that salon should have system of feedback mechanism through various channel such as social media, SMS or website. This would increase the visibility of relationship marketing enhancing interactivity that would ensure service are delivered on time hence saying positive thing about the salon.

There is need for beauty salon to concentrate on the quality of service offered as they nature of business is beautification. This can be achieved by offering consistent quality services so that customer continue to be member of beauty salon for a long period of time.

Lastly, price was found to affect customer care insignificantly negative, this implies that beauty salon should come up with pricing policies which is understandable to customers and the quality of services should be matched with the price.

## **5.2 Recommendations for Further Studies**

The study was conducted in Nairobi focusing on large beauty salon. The following are recommendation for further studies.

A research should be conducted by focusing on small beauty salons as the results of this study cannot be generalize in all beauty salons in Nairobi

A similar study should be carried in other parts of the country especially those towns which are far from Nairobi. This is because not all towns in Kenya have same income level.

Lastly, there is need for a study to be carried out how companies in Kenya have been implementing relationship marketing strategies and the implementation rate.

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## APPENDICES

### Appendix I: Questionnaire

This questionnaire is for a research that aims to find out effect of relationship marketing and customer loyalty in Large Beauty salons in Nairobi County. This questionnaire has two sections and will take less than 10 minutes for one to complete. Information provided for this research will be used solely for the purpose of this research and all respondents will remain anonymous. There is no right or wrong answers. It is your candid opinion that is of interest.

#### SECTION A: BACKGROUND INFORMATION

Please tick against the most appropriate answer

1. Tick your gender?

Male [ ]      Female [ ]

2. Please indicate your age bracket?

Less than 20 [ ] 20-30 [ ] 31- 40 [ ] 41-50 [ ] 51-60 [ ] older than 61 [ ]

3. For how long have you been a customer of this Beauty salon?

Less than 1 year [ ] 1-5 years [ ] 6-10 years [ ] Over10 years [ ]

4. Tick your monthly gross income range (In Ksh)

0 - 40,000 [ ] 40,001 - 80,000 [ ] 80,001 - 120,000 [ ] 120,001 - 160,000 [ ] 160,001 - 200,000 [ ] 200,001 - 240,000 [ ] 240,000 and above [ ]

#### SECTION B: CUSTOMER LOYALTY

11. To what extent do you agree with the following statements of customer loyalty in large beauty salons in Nairobi? Tick as appropriate using the following Likert scale of 1-5 where: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4= Great Extent; 5=Very Great Extent.

Extent; 3= Moderate Extent; 4= Great Extent; 5=Very Great Extent.

1.	I really care about the fate of this Beauty salon service provider	1	2	3	4	5
2.	I intend to continue being a member of this beauty salon for a long period of time.	1	2	3	4	5
3.	Even if another Beauty salon business owner lowers his price, I will continue being a customer in this salon.	1	2	3	4	5
4.	I am willing to say positive things about this Beauty salon.	1	2	3	4	5

### SECTION C: RELATIONSHIP MARKETING IN LARGE BEAUTY SALONS IN NAIROBI.

12. To what extent do you agree with the following statements of relationship marketing in large beauty salons in Nairobi? Tick as appropriate using the following Likert scale of 1-5 where: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4= Great Extent; 5=Very Great Extent.

Extent; 3= Moderate Extent; 4= Great Extent; 5=Very Great Extent.

<b>Trust</b>		<b>Respondents</b>				
5.	The hairdressers are reliable	1	2	3	4	5
6.	The Beauty salon providers keep their promises	1	2	3	4	5
7.	I am confident that service providers are able to meet my needs	1	2	3	4	5
8.	Beauty salon providers are honest	1	2	3	4	5

<b>Communication</b>		<b>Respondents</b>				
1.	I usually have interactive dialogue with service providers	1	2	3	4	5
2.	Information is usually delivered on time and is true	1	2	3	4	5
3.	I usually give my feedback about the services provided	1	2	3	4	5



4.	The beauty salon usually communicate any changes or problem that occurs	1	2	3	4	5
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<b>. Quality</b>		<b>Respondents</b>				
	The service providers are always helpful	1	2	3	4	5
5.	The service providers are consistent and offer quality service	1	2	3	4	5
6.	Customer complain is always handled quickly	1	2	3	4	5
7.	Service providers are providing inform incase of new brand or services being offered.	1	2	3	4	5
<b>Price</b>						
8.	The prices of the services are affordable	1	2	3	4	5
9.	I will continue to be a member of the salon unless the price is significantly higher for same service.	1	2	3	4	5
10.	The services offered are reasonable	1	2	3	4	5
11.	It is easier to understand the pricing policies of the service offered.	1	2	3	4	5

Thank you for taking your time to fill this questionnaire

**Appendix II: List of selected Beauty salons in Nairobi, Kenya**

<i>Name</i>	<i>Location</i>
1. Africaine Hair salon	Kilimani
2. Ashley's hair and Beauty salon	Town .
3. Afro siri salon	Westlands
4. The Ultimate look Barber and salon	Town
5. Farouk hair salon	Town
6. Amadiva Beauty	Riverside
7. Rennee Beauty	Town
8. Kipnails Beauty	Town
9. Steve lashes and brows clinic	Town
10. Urban hair	Nairobi Town
11. Style pro salon and spa	Hurlingham
12. Jeff the master beauty	Town
13. Nikirush	Town/ Langata/ Hurlingham
14. Nail city Kenya	Town Centre
15. Posh Palace	Kilimani
16. DS Salon	Town
17. His n Hers	Ngong Road
18. Nywele Creative	Westlands
19. Queens	T-Mall
20. Lash Nails	Mombasa Road.