INFLUENCE OF CUSTOMER EXPERIENCE MANAGEMENT ON PERFORMANCE OF OIL MARKETING COMPANIES KENYA

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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.

Signature: ------------------------------- Date: --------**26/11/2021**-----------

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

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DEDICATION

This research project is dedicated to GOD without whom this project would not have been possible.

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ABSTRACT

Majority of firms excel in customer interactions but fail to pay sufficient attention to customers' comprehensive experience on the buying procedures and post purchase evaluations. Firms that have perfected customer journeys benefit enormously in terms of rewards, improved customer satisfaction, condensed churn, amplified revenues, reduced costs and an improved collaboration across the company. The study's main goal was to investigate the impact of customer experience management on the performance of oil marketing enterprises in Kenya. Both the Value Hierarchy and Resource-Based Theories were used to conduct this research. There were 85 oil marketing firms in Kenya that were the focus of the investigation. Analyses was done using descriptive analysis, multiple linear regression and correlation analyses. Research shows that oil marketing firms have a high degree of cognitive experience management, whereas oil marketing companies have a moderate degree of relational experience management. Customer experience management and business performance were shown to have a favourable link. Customer experience management has been proven to have a positive influence on industry performance, hence the research proposes that the oil marketing organizations in Nairobi should use this strategy in order to improve their overall performance. It is essential that oil marketing businesses have rules and processes that encourage strong employee participation, understanding, and dedication to the company's vision, goal and objectives.

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ABBREVIATIONS AND ACRONYMS

CEM	-	Customer Experience Management
OMC	-	Oil Marketing Company
EPZ	-	Export Processing Zones
FMCG	-	Fast Moving Consumer Goods
GDP	-	Gross Domestic Product
SD	-	Standard Deviation
SEM	-	Structural Equation Modelling

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A better understanding of the experiences of customers is advantageous to both organizations and customers. Customers now connect with enterprises through multichannel and media contact points, making the customer experience more social (Bolton et al 2014). Moreover, every firm comprehends that an effective customer experience management is necessary in attaining business success. Customer experience management, on the other hand, is frequently overlooked in relation to service delivery. Term used to describe an unsatisfactory client experience with a service provider A few instances of what you may experience are unexpected repercussions and faulty systems. When a product or service does not live up to the customer's expectations, it is considered a service failure (Ngahu 2019).

The following hypotheses were used to guide the investigation. Value Hierarchy Model and resource-based theories Woodruff came up with the idea for the value hierarchy model (1997). Intended qualities, repercussions, and desired end-states make up the model's three hierarchical levels of value. The lower level are step stones for achieving higher levels. Resource-Based theory, which posits that the origin of an organization's advantage originates more from internal resources than external environment positioning. A company's sales management strategy must be backed by both people and money.

Profitability, vibrancy, and rapid growth characterize the Kenyan oil marketing business which contributed 2.8% to GDP in 2016, with net domestic sales of petroleum products rising by 6.5%. (Energy Regulatory Commission, 2019). The industry has had an upsurge of new entrants due to the discovery of oil petroleum deposits in the country. Oil sales and taxes are expected to earn Kenya Sh66Billion annually with the new discovery and the annual revenue could rise even higher to 360Billion in the next few years due to expected global barrel price increase occasioned by depleting oil reservoirs around the globe (ERC, 2020).

1.1.1 Customer Experience Management

Regardless of the form or nature of the service, it is critical to maintain complete control over the user experience (Zorantonello, 2015). Every interaction a consumer has with a business is taken into account when a company implements a customer experience management strategy (Bolton et al., 2014). Customer experience management is a broad view of human behavior as related to our emotional feelings, decision making and experience. There are many factors that go into creating a customer's overall experience, including the customer's interactions with other market participants and the raw data gleaned from these interactions.

Customer touch points are distinct times in the consumer's journey in which the firm and the customer come into contact with each other in order to provide the customer with a personalized experience (Homburget et al., 2015). There are several marketing theories that include customer experience management, however these theories tend to devalue or overlook well-known marketing principles like service quality, customer satisfaction, and customer equity. Customer experience is best understood by looking at the contributions of recognized research and scholarship to the subject. Relationship marketing (CRM) and service quality relationship marketing (SQRM), as well as critical feedback from customers, all of which are included in this approach.

Customers go through three stages in the customer experience management process: pre-purchase, purchase, and post-purchase. It is at this pre-purchase stage that a customer's needs are identified and taken into consideration, according to (Baxendale. The common measure of customer quality is Servqual which evaluates the functional delivery of service during a lone episode, this conceptualization enables service improvement based on traditional quality management principles.

1.1.2 Firm Performance

Discovering one's market niche is a key component of firm performance (Porter, 2004). Based on the work of Baker and Sinkula (2014), an organization's performance may be defined as its ability to meet or exceed its stated objectives and goals. To put it another way, Cascio (2018) defined organizational performance as the process of comparing an organization's actual achievements or outputs to its stated goals and objectives. An organization's performance is described by Ayala et al. as its performance in accordance to its specified goals and objectives. a company's genuine financial, market, and shareholder value performance is evaluated by comparing its actual results to its stated goals and objectives. Organizational performance includes financial returns, such as earnings, return on investment (ROI), or stakeholder returns. Directors and CEOs are responsible for making sure that shareholders get their money's worth (Barney, 2016). It is important to measure performance since it helps to understand, manage, and improve the entire functioning of a company.

According to Tholons (2017), performance can be monitored using service level agreements and operational data, resulting in increased profitability. Improved value-added services and an increased emphasis on clients are among the performance criteria used to measure internal business process performance. According to experts, employee motivation, contentment, and performance are influenced by managerial techniques more than personal attributes (Cascio, 2018). Management performance measurement is still an important instrument for any company's success. Making informed decisions requires knowledge of the results. Ireland, Cantens, and Yasui examine numerous models for measuring performance (2016). Balanced scorecard, shareholder-based financial performance, and triple bottom line are three of these concepts (Harrison & Wicks, 2015).

The balanced scorecard uses the firm's goal, vision, and strategy as a basis for creating performance metrics. It's a tool for assessing a company's overall success. There is a financial component to it, which influences the organization's wide range of choices. The degree of customer satisfaction is another important issue to take into account. When it comes to measuring success, it concentrates on the market and its customers. Additionally, internal processes are an important statistic. High-performing business processes are identified through this method. For the long term health and growth of a company, the use of a balanced scorecard is essential (Kaplan & Norton, 1996). Because of its widespread acceptance as a performance measure, the balance scorecard will be used in this investigation.

1.1.3 Oil Marketing Companies in Kenya

Oil Marketing Companies (OMC) are responsible for procuring and importing refined oil and are selected through Open Tendering by the Ministry of Energy. Total Kenya, Vivo Energy Kenya, Rubis Energy Kenya, Ola Energy Kenya and National Oil Corporation Kenya (NOCK) are among the more than eighty (85) oil marketing companies (OMCs). Massive consultations were done around 1994, between the government of Kenya and other stakeholders in the oil industry in an effort to set standard fixed consumer retail prices for all petroleum products in the country (Awino, 2003) this was aimed at promoting uniformity and hence safeguarding the interests of all the stakeholders.

Vision 2030 identified the petroleum and energy industry as the prime movers of the Kenyan economy. The high demand for petroleum fuels in the domestic market stands at an average 2.5 million tons per year, all refined products having been imported from the Gulf region (Yusuf, 2003). Currently the oil and gas industry is fully importing refined petroleum products because the only refinery based in Kenya stopped its operations in 2013. The two main players in the Oil sector in Kenya are, The Kenya Petroleum Refineries Limited (KPRL), who until 2013 provided crude oil refining, laboratory, loading facility, and emergency response training services.

The refinery is currently being utilized as a storage facility for products including liquefied petroleum gas (LPG), unleaded gasoline, regular and premium petroleum, automotive products, including bitumen and greases. Kenya Petroleum Refineries Limited stopped its refining plant in 2013 and is currently fully into storage and distributions of petroleum products (National Transport and Safety Authority 2016). The other is The Kenya Pipeline Company (KPC) a Parastatal established in 1973 and started commercial operations in 1978. The government's objective of setting up the Company was to fill the gap of distribution of the petroleum products. KPC has huge storage tanks used as temporary holding points for petroleum products before being distributed to various marketers.

1.2 Research Problem

Majority of firms excel in customer interactions but fails to pay sufficient attention to customers' comprehensive experience on the buying procedures and post purchase evaluations. Firms that have perfected customer journeys benefit enormously in terms of rewards, improved customer satisfaction, condensed churn, amplified revenues, reduced costs and an improved collaboration across the company. Creating strong customer experience is a critical management objective. Klaus and Maklan (2013) held that focus on customer management need to be grounded on creation of customer value for business which include concentration on customer lifetime value but no creating value for consumers. Increasing attention on customer experience and preference has arisen because consumers now are interacting with companies through many media and multiple channels, creating a more multifaceted customer journey(s) (Hu & Rahman 2013, Verhoef, Kannan & Inman, 2015).

The Kenyan oil marketing industry operates in an imperfect monopolistic business environment where fuel price is determined on a monthly basis by ERC, and over 80 OMC's participating in the OTS for supply of fuel. The recent finding of oil reserves in the country is anticipated to improve the liveliness of the business, with both local and foreign investors likely to join in. Due to the industry's size and pricing restrictions, most firms look for alternative ways to increase market share (Singh, Ehrenberg & Goodhardt, 2007). The study will help in understanding the strategies adopted by different oil marketing companies reflect on the customer experience management and how this in turn relates to market share.

Husson Thomas et al. (2015) discovered that consumers' dynamic external environment has an impact on customer experience, as well as on the economy and conditions that affect customer experience in different organizations. Melis et al. (2015) studied how a multichannel retail mix affects online shop consumers' behavior. The findings outlined the various influences of online purchases including the psychographics and social influences, costs, perceived benefits, marketing mix tools and post buying behavior. Hsiao and Lin (2008) studied how government institutions used a service system design and management strategy to spread the customer-oriented philosophy across the company. The study concluded that the public sector was never again structured in a typical segment progressive framework in the face of intense competition.

The level of service provided by supermarkets in Nairobi County was studied by Toili (2017) to evaluate how happy consumers were with their experience. This study found that customers of Nairobi supermarkets were extremely satisfied with the service they received, and it also found that the practices used were of a high quality. The results fully indicated that consumer satisfaction of Supermarkets in Nairobi County was highly influenced by tangible, reliability, responsiveness and empathy. Kamau (2014) concluded that supermarkets were ineffectual as retail outlets for fast-moving consumer goods, but the research also found that supermarkets had a competitive advantage over other retail partners in the region since they offered a large variety of products. According to Ojwang's (2014) research, customer experience management was not linked to customer loyalty in Nairobi City County FMCG firms.

This study's goal is to fill in significant conceptual, contextual, and methodological voids. Contrasting with the oil marketing companies Kenya, the empirical studies reviewed focused on customer experience and competitive advantage in other contexts. According to this study, Kenyan oil marketing companies' customer experience management techniques will be analyzed. For the goal of the study, the researchers sought to discover how customer experience management influenced Kenyan oil marketers.

1.3 Objectives of the Study

The objective of the study was to determine the influence of customer experience management on performance of oil marketing companies Kenya.

1.4 Value of the Study

Educational institutions at all levels may benefit from academic research in the production of appropriate study aids. Knowledge and methods for teaching retail managers how to improve customer experiences may also be supplied by academics in the field.

CEM tactics used by oil marketing companies will be thoroughly evaluated by their management to see how they are affecting client retention. Managers may then come up with measures that will increase client loyalty to their goods and stimulate economic growth in the nation.

New investors and government agencies alike will be able to foresee and make well-informed business choices on competitive advantage and market penetration as a result of this study's contributions to policymaking. Decisions like these are important to the long-term viability of a firm.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature related to this subject is summarized in this chapter. Three guiding concepts are used in this research. The study also examines customer experience management issues. The chapter also reviews prior research on the relationship between customer happiness and customer experience management.

2.2 Theoretical Foundation

Value Hierarchy Model and Resource Based Theory are covered here. The research is based on these.

2.2.1 Value Hierarchy Model

Woodruff proposes this concept (1997). The model focuses on the customer's perspective and assigns three levels of value to each product. The levels are desirable traits, repercussions, and end-states or goals. According to the model, lower value level ends lead to higher value level ends. An assessment of product features, performance and consequences that allow consumers to achieve their goals and purposes while using products is what Woodruff referred to as a customer's perception of value. According to Woodruff (1997) customer’s concept of value depends on the context within which customer thinks of the perceived value. Customer’s value concept may keep varying from what it is at the point of purchase to what it will be at the point of use of the product. The assumption is that when customers buy products, they intent to achieve favorable ends (Khalifa, 2004).

The customer value hierarchy proposes that the customer conceives desired value in a means and ends manner. Looking at the hierarchy from down upwards, first the customer thinks of a product as a bundle or set of some specific attributes and attribute performances (Woodruff, 1997). This indicates that when customers buy and use a product, they create a desire for some attributes of the products basing on the ability of the attributes to facilitate the achievement of desired consequent experiences reflected in the subsequent level of the value hierarchy. Customers also learn to favor some outcomes over others based on how they help them achieve their objectives and purposes, which are at the top of the value hierarchy. Starting at the top of the value hierarchy, consumers utilize objectives and purposes to identify product outcomes they want. They then use the consequences to determine which attributes and attribute performances they desire from products. The model suggests that customers evaluate products using certain desirable attributes, consequences and goals, but within their mindset at the given time and situation. A change in time and situation alters the linkages among the three levels of value influencing which products they will buy (Woodruff, 1997).

This theory shows how consumers make purchase decisions basing on a hierarchy of the values they need to achieve while buying or consuming a product. A consumer will compare the value products deliver versus how they match their value expectation and how they. A product that satisfies all the value levels of the consumer most likely gets purchased.

2.2.2 Resource-Based Theory

In 1984, Birge came up with the idea for this concept. This hypothesis proposes that organizations examine their competitive advantage by analyzing their strategic advantages. The RBV states that each business has distinct physical and intangible assets and ability to use them. This contributes to their peculiarities. When properly developed, each firm's resources provide a competitive edge (Alvarez & Busenitz, 2001). Resource ownership is critical to strategic planning and organizational effectiveness.

Barney (1996) suggests that companies flourish through improving unusual competitive advantages. Rare, valuable, and distinctive resources provide a competitive advantage built into the firm's structure. Every company has particular strengths and weaknesses that must be identified and separated. So, the company may not only save time but also money. According to Learned et al. (1969), a company's success or development depends on its ability to generate really distinctive talent. RBV considers successful firms to have stronger organizational design. This is because they are cheaper, better quality, and perform better (Das & Teng, 2000).

The resource-based perspective theory informed this research and helped comprehend how the growth of distinct skills leads to performance and competitive advantage. Resources of a firm facilitate adequate implementation of the various sales management practices by firms leading to improved performance.

2.3 Determinants of Customer Experience Management

Customer experience is a dynamic process that includes the purchase cycle with various contact points. The consumer experience spans pre-purchase (search), purchase, and post-purchase. It is a dynamic process influenced by both internal and external variables. Pre-purchase includes the customer relations with the product and the environment where the transaction is undertaken. This stage signifies the customers experience from need, impulse recognition, need and theory. Purchase moments cover customer interaction with the brand and its immediate environment characterized by selection, making an order, and paying (Kotler & Keller, 2015). Post purchase as the third stage includes customer relations with the brand / product / services in a particular environment. Notable behaviours in this stage encompasses consumption and usage, after purchase engagement and service requests. In such case, the commodity itself becomes the touch point.

Current customer experience contact points include partner owned, brand owned, and social external. Consumer contacts with the firm or its representatives that are collaboratively managed, developed, or controlled. In this category include marketing departments, multi-channel distribution partners, communication partners, and vendor loyalty program partners. These behaviors are part of the pre-purchase consumer experience and involve owed wishes or requirements (Mogenson, 2015). Social external touch points reflect the immediate environment where the customer operates. Customers, peers, independent sources of knowledge, and the wider environment are all included. Customers' impact comes from third-party information sources like social media and review sites (Baxendale, 2015).

Understanding customer experience is of great concern to markets and business practitioners. Growth, preference, and purchase are all influenced by brand equity (intention and the willingness of the customers to adopt high prices). Brand preference leads to purchasing intent. Influenced by brand connection, loyalty and distribution intensity. Consumer based brand equity is identified when customers have high brand awareness and familiarity as well as desired, distinctive, and powerful connections in their regions (Shamim & Bett, 2013). Brands, goods, and services that help customers develop, promote, and sustain their self-concept positively affect product choice. It will ultimately effect customer choice. A strong congruency between self-concept, brands and experience promotes preference for as well as satisfaction with a particular product (Tsai, Chang & HO, 2015).

Customer to customer relations through social media is providing important opportunities and major challenges to companies. According to Leeflang et al. (2013) peer customers influence buying behavior. As a result of a lack of control over the customer's path and experience, techniques like show-rooming have become commonplace (Hu and Rahman, 2013; Rapp et al., 2015). Businesses find it challenging to create, control, and manage the client experience (Edelman & Singer 2015, Rawson, Duncan & Jones, 2013). In order to effectively manage the customer experience, a business or brand must go through a multi-stage process that includes creating an experimental environment for consumers, creating an experimental platform, designing the brand's experience, and engaging in constant innovation. Management of customers' experiences across all contact points is essential (Eldelman and Singer, 2015).

2.4 Customer Experience Management and Performance

Piercy, Cravens, & Morgan (2017) did a cross sectional survey on the effects of customer experience on performance among SMEs in Canada. The research found a statistical link between customer experience and performance. As a result of the research, organizations should invest in customer experience to improve performance. On the other hand, a research paper was published by Bhatti in Pakistan in 2018, and her findings revealed that price discount and sales promotion impact on the purchasing intention of the customer, but only when presented via social media. The study was based on cross sectional survey. It was found out that sales promotion influences consumer purchase behaviour. The studies suffered a limitation of context which was only based in developed counties.

A study was conducted by Regina Mbogo (2013) on customer experience practices adopted by General Motors East Africa Ltd. In order to gather the primary data, interview guidelines were used. Strategy execution was highly influenced by senior management's level of commitment, according to the study. The study recommended that management should employ and position competent and qualified personnel as well as employ monitoring mechanisms for efficient strategy implementation. The study however focused on manufacturing industry and collection of data was through interview guide and not questionnaires.

As per a study by Njeri (2013) on large pharmaceutical businesses customer experience strategies and performance in Kenya. She employed a cross-sectional survey approach and gathered data using questionnaires. According to the study, customer experience practices had an impact across various operational areas such as customer service, marketing, finances, human resource management as well as customer service and business coordination processes. Although customer experience practices were implemented, there was need to improve on how to identify rare resources and how to deploy them. Because the study focused on strategic management practices rather than sales management methods, there was a conceptual mismatch.

In Dzisi and Ofsuo (2014), the authors evaluated the connection between customer experience and the performance of SMEs in Ghana. Resource-based theory led the investigation while agency theory served as a framework. The research was descriptive and focused on 12,600 small and medium-sized enterprises. This research relied on questionnaires to acquire primary data. A cross-sectional survey was employed in this investigation. More attention should be directed towards customer service and relationship building, especially for businesses who can prove that they are interested in their customers beyond just selling them things. The current study environment is different from the one used in the research and the results are not as were predicted.

A study by Fathali (2016) examined customer experience and their effect on firm performance among Iranian automobile companies. Data collection was through questionnaires administered to 286 executives of automobile firms where correlation techniques were used for analysis. The findings showed that the Porters' competitive strategies positively and significantly affected corporate innovation. However, the study used quantitative tools for analysis and context was automobile companies making impossible to generalize the findings to SMEs.

2.5 Empirical Studies and Research Gap

The impact of promotional methods on FMCG business performance was examined by Ojwang (2014). A representative sample size of 250 employee population was used. They adopted a cross sectional survey design and stratified random sampling technique for top management, middle managers and operational staff. Promotional methods and performance have a good correlation. Client experience management has little correlation with customer loyalty, according to the study. In another study, by Gateru, Muturi, &

Senaji (2017) whose focus was on how product awareness policy influenced performance of FMCG companies lying in the bottom of the pyramid market, there is no attempt to demonstrate how customer experience management contributes to customer loyalty. In India, Işık and Sidorova (2013) examined the effect of service delivery on performance. It was found out that service delivery offers a description of cultural features as a significant component within the scale of performance. The findings indicated that all the interviewees append great significance to various service deliveries.

Husson Thomas et al. (2015) researched on mobile trends for marketers. The findings indicated that competitors influenced customer experience. The customer's dynamic external environment has major impacts on customer experience. Customer experience across enterprises is influenced by the economy, especially secession growth, and the economy impacts customer experience influencers. Consumer behavior in an online shop was researched by Melis et al. (2015). The findings outlined the various influences of online purchases including the psychographics and social influences, costs, perceived benefits, marketing mix tools and post buying behavior. Hsiao and Lin (2008) investigated how service system design and management spread customer-oriented concepts across the firm. That the public sector was never again constituted in the customary section progressive structure.

Customer happiness and perceived quality of services at supermarkets in Nairobi County were researched by Toili (2017). The survey found that customers of Nairobi supermarkets were quite pleased with the service. The study also revealed high quality aspects of the practices. The results fully indicated that consumer satisfaction of Supermarkets in Nairobi County was highly influenced by being tangible, reliability, responsiveness and empathy. Kamau (2014) studied the performance of supermarkets as fast-moving consumer goods retailers in Nairobi County. The results indicate that supermarkets were able to increase their sales volume. A research by Ojwang (2014) on FMCG enterprises in Nairobi City County did not reveal how customer experience management relates to consumer loyalty.

The examined empirical research largely focused on distinct industries and business contexts, therefore the conclusions cannot be generalized. Other studies on customer experience management employed case study research designs, but this study used factor analysis. This research tries to bridge a knowledge vacuum by focusing on how customer experience management effects company performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section explains the study's methodology. Different data analysis techniques and methods were used in this study's design as well as presentation.

3.2 Research Design

Customer experience management was studied using a cross-sectional descriptive study method. Because of its accuracy and high level of precision, the design is suitable. It entails the careful description of events in a detailed and well-planned manner. Descriptive research designs help in the identification of the where, what, who, when and how of phenomena. For this study, the descriptive research technique was advantageous since it revealed the many independent variables that were linked to the most important dependent variable.

3.3 Population of the Study

As per Zikmund et al. (2010), a population is a group of individuals, such as a city or state's citizens, students, or voters, whom you select to interview in order to answer a particular question about that population. According to a report by the Energy Regular Commission, the study's primary focus was on Kenya's 85 largest oil marketing firms (2020). A census survey is to be used in this investigation.

3.4 Data Collection

The research was based on data that was previously collected. A standardized questionnaire was used to collect the bulk of the data. There are some questions in the poll that have a clear response. There were three sections: general information, customer experience management, and firm-specific information. Each business has its own questionnaire. In order to comply with the Corona Virus Disease of 2019, the surveys were disseminated using Google Forms. Marketing managers were the intended audience.

3.5 Data Analysis

To verify that the data was consistent, the questionnaires were updated. Cleaning up the data, identifying inconsistencies in the replies, and inputting precise numerical values for future investigation was done using editing, tabulation, and coding. The data were analyzed using the average and standard deviation (variance and standard deviation). Results were shown graphically using pie and bar graphs. The multiple linear regression model shown in the graph below depicted the correlation between the variables.

: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$

Where:

Y = Organization Performance

β_0 = Model`s constant

β_1 to β_4 = Regression coefficients;

β_1 to β_3 are the regression coefficients

β_0 = Constant Term

Y is, X_1 is Sensory Experience, X_2 is Cognitive Experience, X_3 is Physical Experience, X_4 is Relational Experience.

e = Error term.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter examines and discusses research results related to customer experience management and corporate performance.

4.2 Response Rate

It was possible to get a response rate of 82.23% by receiving 70 of the 85 questionnaires that were sent out. The findings support Mugenda and Mugenda's (2013) assertion that rates higher than 50% are acceptable in analyses. Babbie (2010) also believes a return rate of 60% to be excellent, and a return rate of 70% to be exceptional. The findings were sufficient for data analysis. As a result of the adequate response rate, the researcher proceeded with analysis of data.

4.3 Organizational Characteristics

This section is dedicated to the firm's basic details. The data aided in comprehending the company's background details under consideration. Participants' age, education level, and gender were all collected, as well as information on the company's history, the number of employees, and the ownership structure.

4.3.1 Age of Respondents

The ages of the participants were asked. Table 4.1 displays the responses of respondents.

Table 4.1: Age of Respondents

Years	**Frequency**	**Percent**
Below 30 years	45	64.29
Between 30 and 50 years	20	28.57
Over 50 years	5	7.14
Total	**70**	**100.0**

Source: Field Data (2021)

Table 4.1 shows that 64.29 percent of respondents were under 30, 28.57 percent were between 30 and 50, and 7.14 percent were above 50. This implies that most of the oil marketing firms employ youths who have a lot of energy to work for the firms.

4.3.2 Gender of Respondents

The participants' gender was inquired. Table 4.2 shows respondents' results.

Table 4. 2: Gender of Respondents

Category	**Frequency**	**Percent**
Male	40	57.14
Female	30	42.86
Total	**70**	**100.0**

Source: Field Data (2021)

According to Table 4.2, 57.14 % of respondents were men and 42.86 % were women. This reveals that most top executives of oil marketing corporations were male.

4.3.3 Level of Education

Participants were given a series of questions concerning their educational history. Table 4.3 illustrates the responses of respondents.

Table 4.3: Level of Education

Years	Frequency	Percent
Diploma	20	28.57.
Graduate	45	64.29
Postgraduate	5	7.14
Total	**70**	**100.0**

Source: Field Data (2021)

Table 4.3 shows that 64.29 percent of respondents had a bachelor's degree or above, 28.57 percent with a diploma and 7.14 percent with a postgraduate degree. Respondents in this group are capable of comprehending and providing accurate information about the issue at hand. This suggests that workers provided accurate data for the study.

4.3.4 Ownership Structure

People were questioned regarding the company's ownership structure. Table 4.4 illustrates the responses given by respondents.

Table 4.4: Ownership Structure

Years	**Frequency**	**Percent**
Sole Proprietorship	10	14.29
Partnership	20	28.57
Private company	35	50
Publicly listed	5	7.14
Total	**70**	**100.0**

Source: Field Data (2021)

Table 4.4 depicts most of oil marketing companies are privately owned at 50%, followed by partnership at 28.57%, sole proprietorship at 14.29% and lastly publicly listed at 7.14%. This implies that most oil marketing companies are privately owned.

4.3.1 Period of operation

The duration of operation of the oil marketing companies was given by respondents as specified in Table 4.5.

Table 4.5: Period of Operation

Years	Frequency	Percent
Below 10 years	20	28.57
Between 10 and 20 years	45	64.29
Over 20 years	5	7.14
Total	**70**	**100.0**

Source: Field Data (2021)

Table 4.5 depicts that 64.29% of the oil marketing companies have been in operation between 10 and 20years, 28.57% below 10 years and lastly 7.14% above 20 years. The result implies that majority of the oil marketing companies are well established in Kenya and have understanding of the Kenyan market.

4.3.6 Number of Employees

The responders were questioned about employee count. Table 4.6 depicts responses as gathered from respondents.

Table 4.6: Number of Employees

Employees	Frequency	Percentage
Below 150 workers	20	28.57
Between 151 and 500 workers	40	57.14
Over 500 workers	10	14.29
Total	**70**	**100.0**

Source: Field Data (2021)

Table 4.6 depicts that most of oil marketing companies have employees between 151 to 500 workers at 57.14%, below 150 workers at 28.57% and lastly over 500 workers at 14.29%.

4.4 Customer Experience Management

The independent variables of this research were customer experience management. It was essential to determine the opinions of respondents on their organization's customer experience management. The customer experience management was evaluated on a 5-point Likert scale and the respondents were asked to either agree on "Not at all," "small degree," "medium degree," "big degree," and "extremely large degree". For each question, the most favourable answer was given 5 points, followed by 4, 3, 2, and 1 for the least positive. This study used a mean value of 4.0-5.0 for big, 3.0-4.0 for medium, 2.0-3.0 small, and 1.0-2.0 for did not agree. The oil marketing firms' customer experience management were evaluated using a total of 20 statements.

4.4.1 Sensory Experience Management

Participants were given five statements about sensory experience management and asked to rate their agreement. Table 4.7 depicts the outcome.

Table 4.7: Sensory Experience Management

Statement	N	Mean	Std. dev
Customers feel comfortable using your products	70	4.18	0.95
Your products make customers emotionally attached to them	70	3.73	1.06
The functions performed by your products make customers happy	70	3.57	0.99
Your products make customers view them as conspicuous	70	3.00	1.02
Customers feel self-fulfillment when they buy and use your products	70	3.40	1.05
Composite mean	**70**	**3.57**	**1.01**

Source: Field Data (2021)

A standard deviation of 0.95 and an average score of 4.18 are displayed in Table 4.7, indicating that customers are happy with the products' performance. As a consequence, consumers get emotionally involved in the items they purchase. In a survey, the product attributes that make customers happy had an average of 3.57 and a standard deviation of 0.99. When a customer buys and uses a product, they get a sense of satisfaction. The average was 3.40, and the standard deviation was 1.05, based on this data. In addition, products make customers view them as conspicuous had a 3.00 mean and a 1.02 standard deviation. Overall, the mean was 3.57 which implies that many oil marketing companies in Kenya embraced sensory experience management which influences customer experience to a moderate extent.

4.4.2 Cognitive Experience Management

The participants were asked to rate their agreement with each of the five statements on cognitive experience management. Table 4.8 displays the final result.

Table 4. 8: Cognitive Experience Management

Statement	N	Mean	Std.dev
The features of your product are intriguing to customers	70	4.20	0.89
The functions on your products stimulate customer curiosity	70	3.70	1.08
The experiential activities of your products are interesting to customers	70	4.30.	0.92
Your products make customers want to know about its technology.	70	4.11	1.10
Your products demonstrate innovativeness	70	3.80	0.99
Composite Statistics	**70**	**4.02**	**0.99**

Source: Field Data (2021)

Table 4.8 reveals that buyers are engaged in the product's experience activities (mean 4.30, standard deviation 0.92), features (average 4.20, standard deviation 0.89), and technology (average 4.11, standard deviation 1.10). The items' functionalities arouse client interest with an average of 3.70 and a standard deviation of 1.08, demonstrating their innovativeness. Overall, the mean was 4.02 which implies that cognitive experience influences customer experience management to a great extent.

4.4.3 Physical Experience Management

Participants were given five statements about physical experience management and asked to rate their agreement. Table 4.9 depicts the outcome.

Table 4.9: Physical Experience Management

Statement	N	Mean	Std. Dev
Your products makes a customer want to get complementary products	70	4.11	1.17
The features of your products make life easier for customers	70	3.73	0.98
Your products have indications which make it easier to understand the features they have.	70	3.34	1.19
Your products have features that make a customer want to buy more	70	3.90	0.89
There is a higher likelihood of a customer purchasing your products	70	3.23	1.07
Composite Statistics	**70**	**3.66**	**1.06**

Source: Field Data (2021)

Items with qualities that attract clients to acquire more goods had an average difference of 3.90 and 0.89, with an average of 4.11 and a standard deviation of 1.17. Items that make life simpler for consumers had a 3.73 mean and 0.98 standard deviation, while products that have indicators that make it easier to grasp their characteristics had an average of 3.34 and a standard deviation of 1.19. Lastly, there is a greater chance that a consumer will purchase the items with a 3.23 mean and a standard deviation of 1.07. The overall average was 3.66 which implies that many oil marketing companies embraced physical experience which influences customer experience management to a moderate extent.

4.4.4 Relational Experience

The participants were asked to rate their agreement with five statements on their own relationship experiences. Table 4.10 depicts the outcome.

Table 4.10: Relational Experience

Statement	N	Mean	Std.Dev
Features of your products make a good product image for customers.	70	4.11	.504
Customer interaction with your organization elicits enthusiasm	70	4.54	.505
Product features make customers think how important the products are	70	4.23	.798
You have effective mechanisms to ensure buyers of your products relate to each other	70	4.63	.547
Purchasing your products makes a customer feel financially successful	70	4.26	.611
Composite Statistics	**70**	**4.35**	**.652**

Source: Field Data (2021)

Table 4.10 demonstrates the organization has solid practices to ensure buyers products connect together with an average of 4.63 and a standard variation of 0.547. Customer interaction with the organization elicits enthusiasm had a 4.54 mean and a 0.505 standard deviation. Customers feel financially successful by acquiring goods, with an average of 4.26 and a standard deviation of 0.611. It also had a 4.23 mean and 0.798 standard deviation. Finally, features of products make a good product image for customers with a mean difference of 4.11 and 0.504. The overall mean was 4.35 which implies that many oil marketing embrace relational experience which influences customer experience to a great degree.

4.5 Firm performance

The dependent variable was corporate performance. It was necessary to determine respondents' views on their firm's performance. On a 5-point Likert scale, participants agreed or disagreed with the following assertions: "to a very great degree," "huge degree," "moderate degree," "little degree," and "not at all." The answer to each question which identified the highest favourable reaction for these activities was assigned 5 points, and then 4, 3, 2, and 1, correspondingly, to the least positive. The following analysis has been espoused to distinguish the extent: mean value of 4.0<50.0 to a large extent, a moderate extent of 3.0<4.0, a small extent of 2.0<3.0 and an average score of 1.0<2.0 to a small degree. 5 statements were used to evaluate firm performance among oil marketing companies.

Table 4.11: Firm performance

Statement	N	Mean	Std. dev
Performance and customer experience management are closely linked.	70	4.18	0.95
The organization's performance contracts and customer experience management are ranked best.	70	3.73	1.06
Performance management has substantially increased the organization's ability to meet its goals.	70	3.57	0.99
Performance evaluation is done jointly and not forced on management.	70	3.00	1.02
Further changes are required to increase performance in the company.	70	3.40	1.05
Composite mean	**70**	**3.57**	**1.01**

Source: Field Data (2021)

Table 4.5 reveals a 4.18 mean and 0.95 standard deviation association between performance and customer experience management. This company's performance contracts and customer experience management have a 3.73 mean and 1.06 standard deviation. To put it another way: After implementing a 3.57 mean and 0.99 standard deviation, the organization's potential to meet its goals has considerably increased. The organization's performance must be improved, since the degree was 3.40 and the standard deviation was 1.05. With a 3.00 mean and 1.02 standard deviations, the performance review is done jointly. Overall, the mean was 3.57, indicating a moderate success for the company.

4.6 Correlation Analysis

Analysis of correlation was used to evaluate the relationship in the study objective which was to determine the influence of customer experience management on firm performance. In this case, Table 4.12 demonstrates the outcomes of the analysis

Table 4.12: Pearson Product-Moment Correlations Results for Study Variables

1		**SE**	**CE**	**PE**	**RE**	**FP**
SE-Sensory Experience	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	70				
CE-Cognitive Experience	Pearson Correlation	.623*	1			
	Sig. (2-tailed)	.05				
	N	70	70			
PE-Physical Experience	Pearson Correlation	.683**	.241*	1		
	Sig. (2-tailed)	.01	.05			
	N	70	70	70		
RE-Relational experience	Pearson Correlation	.750**	.424**	.215*	1	
	Sig. (2-tailed)	.01	.01	.05		
	N	70	70	70	70	
FP-Firm performance	Pearson Correlation	.873**	.738**	.356*	.525**	1
	Sig. (2-tailed)	.01	.01	.03	.01	
	N	70	70	70	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

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

Source: Field Data (2021)

Sensory experience is positively related to firm performance (r=0.873) as indicated in Table 4.12. The association between Cognitive Experience and company performance is 0.738, with a significance level of 0.01. A 0.356 Pearson correlation coefficient and a 0.05 level of significance associated physical experience with firm performance. Finally, relational experience shows a 0.525 Pearson correlation and a 0.05 p-value with company performance.

4.7 Regression Analysis

Regression analysis was done using the determination coefficient (r2) to forecast the association between variables using the β coefficient. The proportion of the dependent variable (firm performance) predicted by four factors was evaluated using a multiple regression analysis (Sensory Experience, Cognitive Experience, Physical Experience and Relational experience).

4.7.1 Model Summary

Analysis of Multiple regressions was conducted to highlight effects of predictor variables on dependent variables. Table 4.13 indicates the model summary.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820[a]	.672	.570	.482

Predictors: (Constant), Sensory Experience, Cognitive Experience, Physical Experience and Relational experience

Source: Field Data (2021)

In Table 4.13 at significance level of 0.005, the outcomes show that R and R^2 were 0.820 and 0.672 respectively. R=0. 820 shows a strong link between CEM and business performance. The findings also demonstrate that the model predictors explain 67.2 % of variance in service delivery, whereas other variables explain 32.8%.

4.7.2 Goodness of Fit of the Model

For the data, the researcher utilized a suitable regression model and conducted an ANOVA. Using 4.14 to illustrate.

Table 4.14: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.222	4	.056	1.696	$.018^b$
	Residual	1.037	65	.033		
	Total	1.259	69			

a. Dependent Variable: Firm Performance

b. Predictors: (Constant), Sensory Experience, Cognitive Experience, Physical Experience and Relational experience

Source: Field Data (2021)

Table 4.13 shows the ANOVA findings. At a 5% significance level, the f statistic is 1.696, according to the table in this chapter. A p value of 0.018 <0.05 shows statistical significance. According to this, customer experience management characteristics have a role to play in forecasting firm performance.

4.7.3 Model Regression Coefficients

Table 4.14 displays unstandardized coefficients, standardized coefficients, t statistics and significant values.

Table 4.14: Regression Coefficient

		Unstandardized Coefficients		Standardized Coefficients		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	4.222	.617		6.838	.000
	Sensory Experience	.067	.093	.143	.718	.047
	Cognitive Experience	.121	.099	.203	1.220	.023
	Physical Experience	.178	.140	.279	1.271	.021
	Relational Experience	.153	.096	.299	1.591	.012

a. Dependent Variable: Firm performance

Source: Field Data (2021)

The regression coefficients illustrated in Table 4.14 show that a relationship exists between customer experience management and firm performance of oil marketing companies in Kenya. The study found out that sensory experience, cognitive experience, physical experience and relational experience were statistically significant since the significant value was less than 0.05 hence customer experience management influence firm performance.

The linear model then stands to be;

$$Y= 4.222 +0.067X_1 + 0.121X_2 + 0.178X_3 + 0.153X_4 + \varepsilon$$

A single unit increase in sensory experience, while all other independent elements are maintained equal, results in 0.067 change in firm performance for oil marketing businesses in Kenya. In Kenya, a 0.121 change in the performance of oil marketing enterprises would occur from a single unit increase in cognitive experience parameter. An increase of one unit in the physical experience parameter would result in a 0.178 change in the firm performance of Kenyan oil marketing enterprises. Growing customer experience management by a single unit would alter the company performance of oil marketing businesses in Kenya by 0.153.

4.8 Discussion of Findings

The study's main goal was to examine the impact of CEM on Kenyan oil marketing enterprises' performance. It was found out that sensory experience influences customer experience to a moderate extent. This was backed by, customers feel comfortable using the products, and products make customers emotionally attached to them. This supported by Chandra (2014) Customer experience management is a broad view of human behavior as related to our emotional feelings and decision making and experience.

It was found out that cognitive experience management influences firm performance to a great extent. This was backed by the experiential activities of the products are interesting to customers and the features of the product are intriguing to customers. Common marketing ideas like service quality, relationship marketing, customer happiness, and customer equity are ignored or undervalued in CEM (Homburget et al., 2015).

It was found out that physical experience management influences firm performance to a moderate extent. This was backed by, products makes a customer want to get complementary products and the features of the products make life easier for customers. Gateru, Muturi, & Senaji (2017) whose focus was on how product awareness policy influenced performance of FMCG companies lying in the bottom of the pyramid market, hence attempt to demonstrate how customer experience management contributes to customer loyalty.

Relational experience greatly determines firm performance. Customer connection with the organization stimulates excitement and product characteristics build a favourable product image for consumers. Ojwang' (2014) critical understanding of the customer experience is better understood through identification of contributions of established research and scholarly works to customer experience.

According to the findings, customer experience management and firm performance have a positive correlation relationship. An oil marketing corporation in Kenya used regression analysis to assess the impact of customer experience management on business performance. R^2=0.672 is a good predictor of the data. The complete regression model is statistically significant at 0.018($<$0.05). Racelis discovered a strong correlation between customer experience management and firm performance (2005).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings and presents the researchers' recommendations. This aligns with the study's objectives.

5.2 Summary

This study's purpose was to examine how customer experience management influences oil marketing firms' profitability. It was found out that most of the most of the oil marketing companies employ youths and were male. Oil marketing companies have been under operation more than 10years and have less than five hundred employees. Most of the oil marketing companies are privately owned.

It was established that oil marketing companies embrace cognitive experience management and relational experience to a great extent which influences customer experience management. The claims that customer connection with the organization stimulates excitement and product characteristics build a favorable product image for consumers support this. The experiential activities of the products are interesting to customers and the features of the product are intriguing to customers.

It was established that oil marketing companies embrace sensory experience management and physical experience management to a moderate extent which influences customer experience management. This was backed by the following statements that customers feel comfortable using the products, products make customers emotionally attached to them. The products makes a customer to get complementary products and the features of the products make life easier for customers. A connection exists between firm performance and customer experience management, according to the research results. The regression analysis indicated the study's regression model to be a good predictor. The model's p-value was less than 0.05, indicating statistical significance. Sensory experience, cognitive experience, physical experience and relational experience.

5.3 Conclusion

Regarding sensory experience management, this study concludes that sensory experience management positively affects firm performance. Products have a high appeal to the five senses of touch, sight, sound, taste and smell and the design of the products is very attractive to customers. With regard to cognitive experience management the study finds that cognitive experience management positively effects firm performance.

This study also concludes that physical experience management positively affects firm performance. Products have features that attract customers to buy more. However, customers do not evangelize the product to others. The products also do not make customers want to get complementary products.

5.4 Recommendations

The report advises that Kenyan oil marketing enterprises implement customer experience management to improve company performance as it has been shown to improve industry performance. The research suggests that industries identify which components of customer experience management methods are relevant to their sector and spend extensively in those areas to achieve meaningful performance improvements.

In order to achieve the company's vision, mission, and objectives, oil marketing companies should have rules and procedures that encourage its workers to become involved. In order to put a strategy into action, employees play an important role. Product quality attributes that entice buyers to purchase more are also recommended by this research.

5.5 Limitations of the study

The research's drawbacks include a narrow emphasis on customer experience management. However, other aspects that affect an organization's success were not explored. They include technology, human capital, strategy and finance, and organization structures. They should be considered so as to improve the accuracy of the study.

The onset of covid-19 necessitating people working from home and maintaining social distance limited the interactions the researcher could have with the respondents. Follow up questions had to be done remotely via a phone call or zoom meetings. These limitations further made it harder to adequately validate some of the responses as would have been the case in face to face meetings.

5.6 Implications of the study

This research intended to identify how oil marketing organizations manage customer experience and how that affects company performance. The study's findings are vital for oil marketing firms, since they may improve their customer experience management techniques and business success.

This information will help policymakers, trainers, consultants, and institutions establish strategic initiatives, tools, and activities to improve customer experience management techniques by oil marketing businesses in Kenya. According to conclusions from this research, other businesses may adopt or establish procedures that are consistent with the activities of oil marketing corporations.

Finally, the findings of the study further add on the empirical evidence on customer experience management, firm performance and the petroleum sector, and present an avenue for additional studies on the concept of customer experience management.

5.7 Suggestions for Further Studies

This study is cross-sectional and employs a quantitative approach. Participants' thoughts and feelings were simply recorded. Due to time and money constraints, quantitative cross-sectional research was the only viable option for this investigation. Therefore, comparable research on the basis of qualitative methods such as interviews is necessary.

Further, this study only focused on oil marketing companies. This leaves gaps in the effect of customer experience management on other firms such as hospitals, airline companies, large-scale farms, manufacturing firms amongst others. Future studies should examine the impact of CEM on additional service industries.

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APPENDICES

Appendix I: Introduction Letter

April 2021

Masters Student- MSc. Marketing

University of Nairobi

RE: REQUEST FOR RESEARCH DATA

I am a student at the University of Nairobi where I am undertaking a degree in Masters of Science in Marketing. I am required to submit as part of my course work assessment, a research on "**INFLUENCE OF CUSTOMER EXPERIENCE MANAGEMENT ON PERFORMANCE OF OIL MARKETING COMPANIES KENYA**". Data from your company will be used in this research in order to accomplish this goal. Neither your name nor any other personal information will be included in this report. The study's findings will be made available to you upon request.

We really appreciate your help and cooperation.

Thank you in advance.

Elisheba Gacu

Masters Student – Researcher

University of Nairobi

Appendix II: Questionnaire

The information gathered in this survey will be used only for academic reasons and will be used in part fulfillment of a Masters Research project to study the "the influence of customer experience management on organization performance among Oil marketing companies Kenya". Each and every piece of information obtained will be treated with the utmost of confidence. There are 6 sections.

SECTION 1: DEMOGRAPHIC INFORMATION

Provide answers to this section by ticking (✓) on the option that is most accurate.

1) What is your age?

Below 30 years	
Between 30 and 50 years	
Over 50 years	

2) What is your gender?

Male	
Female	

3) What is the highest level of education you have attained?

Diploma	
Graduate	

Postgraduate	

4) What is the ownership structure of your business organization?

Sole Proprietorship	
Partnership	
Private company	
Public/Listed company	
Other (Specify)	

5) For how long has the business been operational?

Below 10 years	
Between 10 and 20 years	
Over 20 years	

6) What is your estimated labour force?

Below 150 workers	
Between 151 and 500 workers	
Over 500 workers	

SECTION 2: SENSORY EXPERIENCE

In this section the focus is on sensory experience management. You are required to provide an assessment regarding what your organization (firm) does to sensory appeal to ensure your customers elicit positive responses to your products as they interact with your firm and products. For each statement tick (✓) on the options that most reflects your level of agreement.

(1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree)

SENSORY EXPERIENCE MANAGEMENT	**1**	**2**	**3**	**4**	**5**
Customers feel comfortable using your products					
Your products make customers emotionally attached to them					
The functions performed by your products make customers happy					
Your products make customers view them as conspicuous					
Customers feel self-fulfillment when they buy and use your products					

SECTION 3: COGNITIVE EXPERIENCE

In this section the focus is on cognitive experience management. You are required to provide an assessment regarding what your organization (firm) does to cognitively appeal to ensure your customers elicit positive responses to your products as they interact with your firm and products. For each statement tick (✓) on the options that most reflects your level of agreement.

(1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree)

COGNITIVE EXPERIENCE MANAGEMENT	1	2	3	4	5
The features of your product are intriguing to customers					
The functions on your products stimulate customer curiosity					
The experiential activities of your products are interesting to customers					
Your products make customers want to know about its technology.					
Your products demonstrate innovativeness					

SECTION 4: PHYSICAL EXPERIENCE

In this section the focus is on physical experience management. You are required to provide an assessment regarding what your organization (firm) does to cognitively appeal to ensure your customers elicit positive responses to your products as they interact with your firm and products. For each statement tick (✓) on the options that most reflects your level of agreement.

(1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree)

PHYSICAL EXPERIENCE MANAGEMENT	1	2	3	4	5
Your products makes a customer want to get complementary products					
The features of your products make life easier for customers					
Your products have indications which make it easier to understand the features they have.					
Your products have features that make a customer want to buy more					
There is a higher likelihood of a customer purchasing your products					

SECTION 5: RELATIONAL EXPERIENCE

Here you are required to provide an assessment regarding what your organization (firm) does to ensure your customers elicit positive responses to your products with regard to how their interaction with your firm and products enhance the customer's position with peers and the society. You provide the assessment by ticking (✓) on the options depending your level of agreement.

(1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree)

RELATIONAL EXPERIENCE MANAGEMENT	**1**	**2**	**3**	**4**	**5**
Features of your products make a good product image for customers.					
Customer interaction with your organization elicits enthusiasm					
Product features make customers think how important the products are					
You have effective mechanisms to ensure buyers of your products relate to each other					
Purchasing your products makes a customer feel financially successful					

SECTION 6: ORGANIZATION PERFORMANCE

During the previous several years, our company has been able to accomplish the following: Fill in the blanks with an acceptable response from the possibilities given on a scale of 1 to 5. Answers are rated on a scale of 1 to 5.

(1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree)

	1	2	3	4	5
Performance and customer experience management are inextricably linked.					
The company has the finest customer experience management performance contracts in the industry.					
This organization's ability to meet its goals has increased dramatically since performance management was introduced.					
The authoring of performance evaluations is done collaboratively rather than being forced on management.					
To improve the effectiveness of the organization's performance, additional improvements are required.					

Thank You

Appendix II: List of Oil Marketing Companies in Kenya

1. Total Kenya Limited

2. Vivo Energy Kenya Ltd

3. Rubis Energy Kenya

4. Libya Oil Kenya Ltd.

5. Galana Oil

6. Hashi Energy

7. National Oil Corporation of Kenya

8. Hass Petroleum

9. Nomad Petroleum

10. Fossil Fuels

11. East African Gas oil

12. Engen Kenya Limited

13. Bakri Energy

14. Oryx Energies

15. Petro Oil Kenya Limited

16. Stabex International Limited

17. Banoda
18. Aspam/Essar Petroleum
19. Ainushamsi Petroleum
20. Afrioil International Limited
21. Regnoil Petroleum
22. Riva Petrol
23. Royal Energy
24. Olympic Petroleum
25. Tosha Petroleum
26. Towba Petroleum
27. Mogas Kenya Ltd
28. Netgas Petroleum
29. Futures Petroleum
30. Acer Petroleum
31. Afro Petroleum
32. Alba Petroleum
33. Amana Kenya Ltd

34. Arech Petroleum

35. Astrol Petroleum

36. Axon Petroleum

37. Bachulal Popatlal

38. Blue Sky Petroleum

39. Brainfield Petroleum

40. Bushra Petroleum

41. City Links Kenya Ltd

42. City Oil Kenya Ltd

43. Dalbit Petroleum

44. Eco Oil

45. Eliora Petroleum

46. Emkay Petroleum

47. Eppic Kenya Ltd

48. Fast Energy

49. Fine Jet Ltd

50. Gapco Petroleum

51. Global Petroleum

52. Hared Petroleum

53. Ilade Oil

54. Intoil Petroleum

55. Jade Petroleum

56. Kencor Kenya Ltd

57. Kosmoil Petroleum

58. Links Oil Limited

59. Luqmann Petroleum

60. Moil Petroleum

61. MS Oil Kenya Limited

62. Ocean Energy

63. Oilcom Limited

64. Oil Energy

65. Oilpoint Kenya Ltd

66. One Petroleum

67. Oryx Oil

68. Pacific / Keroka Petroleum

69. Performance Parts Limited

70. Petrocam Limited

71. Petro Sun Limited

72. Piccallily Petroleum

73. Prime Regional Suppliers Ltd

74. Ramji H. Devani

75. Ranway Petroleum

76. Safari Petrol

77. Savanna Petroleum

78. Sicar Limited

79. Societe' Petroliere'

80. Texas Petroleum

81. Tiba Petroleum

82. Tradiverse Limited

83. Tristar Petroleum

84. Trojan Petroleum

Source: Energy Regulatory Commission (2020)