CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AND CUSTOMER RETENTION IN THE BROADCASTING INDUSTRY:

A CASE STUDY OF BUDDU BROADCASTING SERVICES LIMITED

By:

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UNIVERSITY.

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DECLARATION

I, ALEX KATENDE BIRIGWA, declare that this dissertation   under the topic "Customer Relationship Management (CRM) and Customer Retention in the Uganda Media Industry: A Study of Buddu Broadcasting Services Limited" is my original work and has never been submitted for any award in any University or institution of higher learning. Where other people's work has been used, due acknowledgment has been made.

Signature: ……………………………….   **Date: ………………………….**

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APPROVAL

This dissertation has been submitted in partial fulfillment of the requiments for the award for the award of Degree of Master of Business Administration (Marketing) of Nkumba University.

Signature: ……………………………………..   **Date: …………………………………**

MR. LWANG MAUSISI

SUPERVISOR

DEDICATION

I would like to dedicated this book to my wife Namatovu Gloria Faith, my children Ethan Desmond Ssemakula, Mukiibi Malcolm Bright and Grace Namakula , My Mother Margret Kewalyagala and my late grandmother Grace Namakula.

Signature: ……………………………….   **Date: …………………………….**

ALEX KATENDE BIRIGWA

STUDENT

ACKNOWLEDGEMENTS

I would like to extend my sincere gratitude and appreciation to all those that have helped me to make this study a success. My sincere thanks go to my supervisor, Mr. Lwanga Musisi for his professional support.

Signature: …………………………….   **Date: …………………………..**

ALEX KATENDE BIRIGWA

STUDENT

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LIST OF ACRONYMS

BBSL	Buddu Broadcasting Services Limited
KCCA	Kampala Capital City Authority
PPPs	Public Private Partnerships
CPA	Customer Portfolio Analysis
SSC	Strategically Significant Customers
LTV	Life Time Value
CRM	Customer Relationship Management

ABSTRACT

The purpose of the study was to establish the relationship between customer relationship management and customer retention in the Uganda Media Industry .The study was guided by the following objectives To examine the relationship between customer relationship management and customer retention To examine the contribution of customer acquisition and orientation towards customer retention, To examine the relationship between working environment and customer retention and To examine the relationship between knowledge management and customer retention.

The study involved 169 respondents and the population comprised of customers, Directors of radio Buddu and staff of radio Buddu. A questionnaire and interview guide were used to collect data. The study considered two traditional research strategies namely survey and cases studies. The study also used a cross section study design.

The study results indicated that Customer Relationship Management had a significant and positive effect on customer retention. The regression results revealed statistically significant positive linear relationship between Customer Relationship Management (Customer acquisition and orientation, working environment and knowledge management) and customer retention in BUDDU BROADCASTING SERVICES.

The recommendations indicate BUDDU BROADCASTING SERVICES should invest resources and capacity to intensify the management of customer relationships as this has been shown to impact on profitability. Specifically the improvement of CRM has a double-line path both of which has the potential of increasing the customer base and thereby profit levels. There is no necessary need for bearing extra cost in marketing and advertising when strong CRM practices are implemented.

Managers of BUDDU BROADCASTING SERVICES are advised to use CRM as their major business strategy. The importance of using CRM as business strategy is that it does not lead to additional cost to reach customers and gaining competitive advantage.

CHAPTER ONE

INTRODUCTION

1.0 Chapter Overview

This chapter presents Research background, problem discussion, overall purpose of the study, objectives of the study, research questions, Study scope as well as the significance of the study.

1.0.1 Background to the study

This study is about Customer Relationship Management (CRM) and Customer Retention in Uganda's media industry. It focuses on Buddu Broadcasting Services limited as a case study. Studying CRM and customer retention in the modern competitive world is significant because, for any organization, either it's a public sector; private sector or semipublic, there is a need to understand what kind of service or products it offers, and for whom. The traditional marketing approach concentrates on providing a product or offering a service. Questions such as "whether the products are relevant to the customers?" "Do the customers have the willingness to pay the amount of money stack on the products?", "Do the products or services meet the customer expectation?", "what's the value created to the customers?" were not an issue to the producers or business managers under the traditional marketing approach.

Over time, however, there has been a gradual move in marketing thoughts and practices , from product centric approach to customer centric approach, and from concentrating on selling as much products as possible to acquiring , keeping , retaining and delighting as many customers as possible.

Buddu broadcasting services limited (BBSL) was chosen as a case study because it is a radio station that broadcasts mainly in Luganda. It broadcasts on 98.8FM and 95.5FM thereby effectively covering 23 districts in Uganda, which include:

Masaka, Rakai, Sembabule, Kalangala, Mpigi, Mityana, Bukomansimbi, Lwengo, Kalungu, Butambala, Wakiso, Kampala, Mukono, Buikwe, Mubende, Luwero, Kayunga, Jinja, Kamuli, Mbarara, Lyantonde, Kiboga, Nakasongola and parts of Northern Tanzania. Its coverage thus

provides to over 8 million listeners, who are also potential customers for different products or services.

1.0.1.1 Theoretical Background

Customer Relationship Management (CRM) is based on two marketing theories: (i) Relationship Marketing Theory; and (ii) Customer Relationship Management Theory.

Theories Related to Customer Relationship Management

The relationship marketing theory is based on market and network (Moller and Halinen, 2000) while customer relationship management (CRM) is based on the justice theory to explain the customer involvement as these elements influenced satisfaction, loyalty and trust involve in this theory (Wetsch, 2005).

Relationship Marketing Theory

There are three types of relationship marketing: database marketing; interaction marketing; and network marketing. Database marketing as internal marketing, is the use of IT to increase customer loyalty, profits and customer satisfaction.
Interaction marketing as external marketing assets for example, employees used to develop and facilitate relationships.

According to Moller and Halinen (2000), there are two basic relationship marketing (RM) theory called market based and network based, where four sources of relationship marketing are identified: marketing channel; business marketing (interaction and networks); services marketing; and database marketing and direct marketing. RM theory is based on exchange characteristics and exchange context.

Customer Relationship Management Theory

According to Westch (2005), Customer Relationship Management (CRM) theory is a combination of relationship marketing and customer centric where justice theory had applied

in CRM theory. Justice theory involves the elements of trust, satisfaction, and loyalty where these elements should prevail in the relationship between customers and organizations.

There are three types of justice theory called distributive justice, interactional justice and procedural justice. Distributive justice means the perception an individual holds the fairness of outcome. Second types of justice theory is interactional justice is perceived fairness of the interpersonal interaction in decision process and the third types is procedural justice is a fairness of the process.

CRM stands in between these two theories. This change in marketing prospective is taking place because of the high competition and the numerous alternatives provided to the customers. "The globally competitive market place provides today's customers with choices never before imaginable by previous generations" (Hellier, P. K., Geursen, G. M., Carr, R. A., & Rickard, J. A. 2003). Moreover, the customers in the new marketing approach moved toward the top of the pyramid with new terminologies like "customer is the king" and "customer is always right" are intensively used by managers in today's business environment. Hence, "the goal of every enterprise, once it strips away all the activities that keep everybody busy every day, is simply to get, keep and grow customers.

Whether a business focuses its efforts on product innovation, operational efficiency and low price or customer's intimacy, that firm must have customers or the enterprise isn't a business". (Peppers & Roggers 2004). Several organizations, including those in the Media industry, spend a significant part of their time, energy and resources chasing new business.

Even though it is important to replace lost business, grow the business and expand into new markets, one of the Primary goals is to keep existing customers and enhance customer relationships (Weinstein, 2002). Thus, the cost of acquiring new customers can be up to 10 times the cost of retaining existing ones, and even a small increase in retention rates can add their revenue.

1.0.1.2. Historical Background

CRM begins with the concept relationship marketing introduced by Berry in 1983 to attract and to maintain the relationships between customers and organizations (Berry, 1995). Discussion about relationship marketing began in the 1960s where the many researchers studied on consumers' brand loyalty and store loyalty. Later, in the late 1970s researchers focused on industrial marketing and marketing channel to develop a framework and the theories are based on two groups of relationships; buyer and seller (Moller and Halinen, 2000).

It is already more than two decades since customer relationship management began to attract attention in developing relations between customers and organizations. Today's customers are significant factors in the company management with the power to change cooperate short term and long-term strategies. Conquering markets and achieving market leadership will be no longer a company`s Primary concern. Instead, activities within the organization had to be coordinated to ensure that they contributed to the development of mutually profitable relationships with the right customers.

During the 1990s, people became more aware of the development of buyer-seller relations and realized that the relations had consequences for the entire organizations (Peelen, 2005).

Experience shows that a customer having more than one contract with the same company is much more likely to renew than a customer holding a single contract and – it is impossible to determine which types of customers are profitable and should try to retain. Although finding new customer is very important, the emphasis is shifting towards retaining profitable customers and building lasting relationship with them.

Companies have also discovered that losing a customer means losing not just a single sale but also a life time's worth of purchase and referrals.

In effect, the double goal of marketing is to attract new customers by promising superior value and retain current customers by delivering satisfaction (Kotler & Armstrong, 2011).

Most Media product developments are easy to increase and when the media companies provide nearly similar services, they can only distinguish themselves based on effective customer relationship management (CRM) and customer satisfaction practice. Customer retention is the Buddu concern for CRM. Customer satisfaction, which refers to the comparison of customers" expectations with his or her perception of being satisfied, is the essential condition for retaining customers (Kotorov, R. 2003). Therefore, customer retention is an effective and importance tool that insurance companies can use to gain a strategic advantage and survive in today's ever increasing insurance competitive environment.

Many companies are increasingly adopting customer relationship management as means to take their competitive advantages. The firms are under a tremendous pressure to adjust quickly to rapid changes in a marketplace with re-goods to customer, technology and market function. Customers are not only becoming more value conscious but also less loyal and less service level oriented and less tolerant. Consequently, markets are becoming more fragmented, making differentiation more difficult and completion instant.

This change is driving companies to become customer centric and shifting their marketing function from product based to customer based. (Kumar 2012)

CRM represents an activity to developed full-knowledge about customer behavior and preferences to initiate programs and strategies that encourages customers to continually enhance their business relationship with the company (Parvatiyar A & J. N. Sheth, 2001). The strategies of customer relationship management are anticipated to curtail occurrence of service failures that motivate customer to switch in the insurance industry (Crosby et al., 1990; Best, 2002; Uppal, 2008 and Sharma et al., 2011).

Furthermore Verhoef (2003), study demonstrates that, CRM positively affect customer retention. Verhoef (2003), confirm that CRM allows insurance companies to employ strategies with the help of customer databases in administrating personal customer relationships effectively towards retention. Customer relationship management has typically been viewed as an important determinant affecting customer retention.

1.0.1.3 Conceptual Background

The evolutions of marketing philosophy in the relationship between customers and organizations change the term relationship marketing to Customer Relationship

Management (CRM). Many researchers define the phrase CRM in different ways. Brown (2000) for example, defined CRM as: CRM as a process of acquiring retaining and growing profitable customers and business strategy that aims to understand, anticipate, and manage the needs of an organization's current and potential customers.

According to Ryals and Payne (2001), CRM is a management approach that use information technology (IT) to build a long term relationship with their customers and at the same time channel more profits to the organizations. Chen and Ching (2004) described CRM as a long term relationship that use customer database to identify which customer can give more profits to the organizations. Mylonakis (2009) recognizes CRM as an innovative process to create a long term relationship with customers in order to get trust from customers towards organizations. Therefore, CRM is a comprehensive strategy and process which focus to establish, maintain and enhance relationship with customers and to create value for the organizations (Jham and Kaleem, 2008).

For this study, CRM is defined as the process of creating long term relationship with customers for purposes of mutual benefit. Customer retention of the other hand is defined as the process of keeping the customers of an organization satisfied at all times.

1.0.1.4 Contextual Background

Traditionally, the marketing strategies start with reaching customer acquisition first and then working on achieving customer satisfaction, retention and decreasing customer loss. The case of BBSL is different; hence, the customers have no alternative but to get and take their media services from BBSL. In other word BBSL already acquire all the customers, therefore the next step is to reach customer satisfaction. Reaching customer satisfaction will lead to customer retention and decreasing customer loss. Moreover, the concept of customer's acquisitions,

satisfactions, retentions and customer's loss in this case is also different from the private sector definition. Customer acquisitions within the BBSL case means "turning the customer with no willingness to have BBSL services to a committed customer", customers satisfaction could be redefined as "customers paying the bills and being satisfied from the service", and customer retentions "Customers continuously and with high level of commitment and being satisfied from the services", and finally customer loss means "customer refuses or stops acquiring media services from BBSL". These terms are used in this research according to the definitions previously specified.

1.1 Statement of the Problem

Despite of Buddu Broadcasting Services Ltd (BBSL)'s effort to have customer acquisition first and then working on achieving customer satisfaction, retention and decreasing customer loss, there are a number of reported cases of poor customer Relationship management in the company.

Ministry of Information and communications report (2010) stated that BBSL has a role of influencing business, society, and government through numerous roles, such as: providing information and influence business decisions.

In spite of the important role of the BBSL Company, there is little information in the organization to help professionals to work to make good policies and address the needs of customers and formulate effective policies (BBS Annual Performance Review Report, 2016). Availability and easy access to accurate statistics on the BBSL remains a big challenge to the organization today.

Since BBSL has outsourced their Customer Relationship Management, internal communication has become fundamental; however the vertical communication between the company and the public across the world; information accessing and communication are not always as smoothly as they should be. Furthermore due to the lack of one Buddu department, critical decisions cannot be made by a particular department on its own, and therefore customers are often being sent from one department to the other, resulting in an inefficient way of handling are the

customers and a time consuming process of problem solving. In the eyes of the customer this can only lead to frustration and dissatisfaction towards the company, possibly resulting in the loss of these customers (Sales and Marketing Report, 2017). The customer still believes to be in direct communication with the company itself; they are unaware of corresponding with an outsourced call center in another country. This clashes with some of the goals of Customer Relationship Management, the lowering of costs negatively impacts the productivity and the efficiency of the service. This decline in the efficacy of problem solving may even result in such a loss of customers that the decision of dropping the costs can backfire.

Despite these numerous studies, there is relatively low information on CRM and customer retention in the media industry. This study therefore sought to examine CRM and customer retention in the media industry in Uganda; case study of Buddu Broadcasting Services.

According to the Marketing and Sales Policy (2010) of Buddu Broadcasting Services, the following are the important objectives of Customer Relationship Management:

1. To ensure we acquire the most excellent customers
2. Put up a good working environment to enable all workers be productive
3. Become a learning organization through acquiring customer and media business knowledge. Turning prospects into customers
4. Minimizing defections
5. Having a large proportion of loyal customers
6. Having a profitable relationship of the type the customers would desire and with those who desire them.
7. Using cross selling opportunities without annoying customers.

For the purpose of this study, the researcher concentrated on the first three objectives of the Marketing and Sales Policy.

1.2 Objectives of the Study

1.2.1 General objective

The purpose of this study was to examine the relationship between customer relationship management and customer retention in the media industry in Uganda, case study of Buddu Broadcasting services limited.

1.2.2 Specific Objectives

The study was guided by the following objectives:

1. To examine the contribution of customer acquisition to customer retention in Buddu broadcasting Services Limited.

2. To examine the relationship of the working environment and customer retention in Buddu broadcasting services

3. To examine the relationship of knowledge management and customer retention in Buddu broadcasting services

1.3   Research Questions

The study was guided by the following research questions

1 What is the contribution of customer acquisition and orientation towards customer retention in Buddu broadcasting Services Limited?

2 What is the relationship between working environment and customer retention in Buddu broadcasting services?

3 What is the relationship between knowledge management and customer retention in Buddu broadcasting services?

1.3.1 Hypothesis of the Study

Ho: There is no relationship between Customer Relationship Management and Customer Retention.

H1: There is a relationship between Customer Relationship Management and Customer Retention.

3.5 Scope of the study

The scope is divided into three sections that is the content scope, geographical scope and the time scope.

3.5.1 Content Scope

The study concentrated on the relationship between customer relationship management and customer retention. It objectively concentrated on examining the contribution of customer acquisition and orientation towards customer retention in Buddu broadcasting Services Limited, examining the relationship between working environment and customer retention in Buddu broadcasting services as well as examining the relationship between knowledge management and customer retention in Buddu broadcasting services. The study focused on Buddu broadcasting services limited living out other media houses in Uganda.

3.5.2 Geographical Scope

The study was conducted at the Head quarter office of Buddu Broadcasting services limited, which is located in Masaka.

3.5.3 Time Scope

This study considered customer relationship management and customer retention data of Buddu Broadcasting services limited from 2015 to June 2018. This time range was suitable for arriving at correct conclusions.

1.6 Significance of the Study

The results of this study would hopefully be significant in the sense that it would enable media companies in Uganda to better understand why customers defect; the effect of customer relationship management and the various motivational factors which could be harnessed to inspire customers to retain them to increase and sustain productivity.

The study would also contribute to the little existing knowledge on customers" retention in the media industry in relation to the effects of company's profitability.

The study is also useful to consumers of electronic media products because it highlights the necessity for them to send information regarding their products and services.

CHAPTER TWO

STUDY LITERATURE

2.0 Introduction

This chapter presents literature reviews on the studies that have been conducted Customer Relationship Management and Customer Retention. This discussion is presented under the following subtopics: conceptual understanding of CRM and customer retention, components and elements of CRM.

2.1 Literature Survey

Rwaguma (2010), investigated "the Effect of Customer Relationship Management (CRM) on customer's attraction in National Water and Sewerage Corporation". Questionnaire was used, and responses from 393 customers in Entebbe Municipality were retrieved using stratified sampling. One of the objectives of the study was an examination of the satisfaction levels of the water consumers.

According to the study results, the customers were classified. This was reflected by their commitment to pay their monthly water bills. The study also found that adopting CRM concept in National Water was significantly correlated in positive direction with reaching customer acquisition, satisfaction, retention and decreasing customer loss. Moreover, the study reveals that CRM has effect on decreasing customer loss more than the other tested factors. This study concentrated on a physical product and in town setting. The current study shall concentrate on media service for customers in both rural and town settings.

Kobusingye (2013), carried out research on the topic "Customer Relationship Management and Customer Satisfaction in MTN Uganda. She was interested in investigating the application and adaptation of ICTS by the telecom's clients. The study sample was 567 MTN customers. She also interviewed area managers in western and eastern Uganda. The results indicated that, as a result of the Internet Age, companies have shifted their traditional customer relationship marketing towards a more relevant approach used nowadays – social customer relationship management.

Kobisingye's study focused on the mobile telephone telecoms industry and the current study focuses on the radio communication. This is the gap, the current study closes.

Literature Review

This section examines the theoretical review in relation to CRM models and theories. It further examines the literature on the contribution of customer recognition on customer retention, the relationship between customer satisfaction and customer retention and the impact of CRM on customer retention.

2.1.1 Theoretical Review

Different scholars have discussed about different models and theories of CRM. This study focus on SERVEQUAL Model, CRM implementation model, customer management Activity model and IDIC model as identified throughout the literature, are discussed below.

The Customer Service Gap Model (SERVQUAL)

Today's consumers have become increasingly demanding. They not only want high quality products but they also expect high quality customer service. Even manufactured products such as cars, mobile phones and computers cannot gain a strategic competitive advantage through the physical products alone. From a consumer's point of view, customer service is considered very much part of the product. This is the reason why the gaps model was developed.

The model was first proposed by A. Parasuraman, Valarie Zeithaml, and Leonard L. Berry in 1985. The Gap Model of Service Quality (aka the Customer Service Gap Model or the 5 Gap Model) is a framework which can help us to understand customer satisfaction.

SERVQUAL (service quality gap model) is a gap method in service quality measurement and provides a framework for developing a deeper understanding of the causes of service quality problems, identifying shortfalls in service and determining the appropriate means to close the gaps. The model shows the five major satisfaction gaps that organizations must address when

seeking to meet customer expectations. In the Gap Model of Service Quality, customer satisfaction is largely a function of perception. If the customer perceives that the service meets their expectations then they will be satisfied. If not, they'll be dissatisfied. If they are dissatisfied then it will be because of one of the five customer service "gaps" shown in figure 2.1 below.
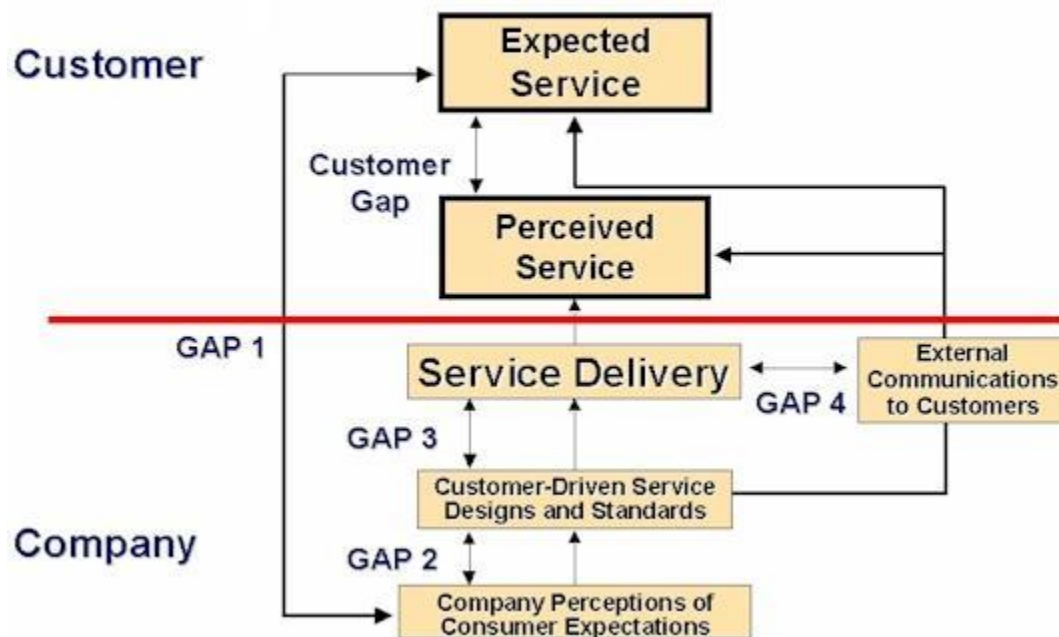
Source: Berry R (2007) Customer Relationship Management

The Customer Gap: The Gap between Customer Expectations and Customer Perceptions

The customer gap is the difference between customer expectations and customer perceptions.

Customer expectation is what the customer expects according to available resources and is influenced by cultural background, family lifestyle, personality, demographics, advertising, experience with similar products and information available online.

Customer perception is totally subjective and is based on the customer's interaction with the product or service. Perception is derived from the customer's satisfaction of the specific product or service and the quality of service delivery.

The customer gap is the most important gap and in an ideal world the customer's expectation would be almost identical to the customer's perception. In a customer orientated strategy, delivering a quality service for a specific product should be based on a clear understanding of the target market. Understanding customer needs and knowing customer expectations could be the best way to close the gap.

The Knowledge Gap: The Gap between Consumer Expectation and Management Perception

The knowledge gap is the difference between the customer's expectations of the service provided and the company's provision of the service. In this case, managers are not aware or have not correctly interpreted the customer's expectation in relation to the company's services or products.

If a knowledge gap exists, it may mean companies are trying to meet wrong or non-existing consumer needs. In a customer-orientated business, it is important to have a clear understanding of the consumer's need for service. To close the gap between the consumer's expectations for service and management's perception of service delivery will require comprehensive market research.

The Policy Gap: The Gap between Management Perception and Service Quality Specification

According to Kasper et al, this gap reflects management's incorrect translation of the service policy into rules and guidelines for employees. Some companies experience difficulties translating consumer expectation into specific service quality delivery.

This can include poor service design, failure to maintain and continually update their provision of good customer service or simply a lack of standardization. This gap may see consumers seek a similar product with better service elsewhere.

The Delivery Gap: The Gap between Service Quality Specification and Service Delivery

This gap exposes the weakness in employee performance. Organizations with a Delivery Gap may specify the service required to support consumers but have subsequently failed to train their employees, put good processes and guidelines in action. As a result, employees are ill equipped to manage consumer's needs. Some of the problems experienced if there is a delivery gap are:

i. Employees lack of product knowledge and have difficulty managing customer questions and issues

ii. Organizations have poor human resource policies

iii. Lack of cohesive teams and the inability to deliver

The Communication Gap: The Gap between Service Delivery and External Communications

In some cases, promises made by companies through advertising media and communication raise customer expectations. When over-promising in advertising does not match the actual service delivery, it creates a communication gap. Consumers are disappointed because the promised service does not match the expected service and consequently may seek alternative product sources.

CRM Implementation model

Customer relationship management (CRM) is a combination of people, process and technology that seeks to understand a company's customer. It is an integrated approach to managing relationships by focusing on customer retention and relationship development.

CRM has evolved from advanced in information technology and organizational changes in customer –centric process. Companies that successfully implement CRM will reap the reward in customer loyalty and long run profitability. However, successful implementation is elusive to many companies mostly because they do not understand that CRM requires company – wide cross-functional customer focused business process re-engineering. Although a large portion of CRM is technology, viewing CRM as technology – only solution is likely to fail.

Managing a successful CRM implementation requires an integrated and balanced approach to technology, process and people. (Chen & Povich 2003). Figure 2.2.

Figure 2. 2: A CRM implementation model
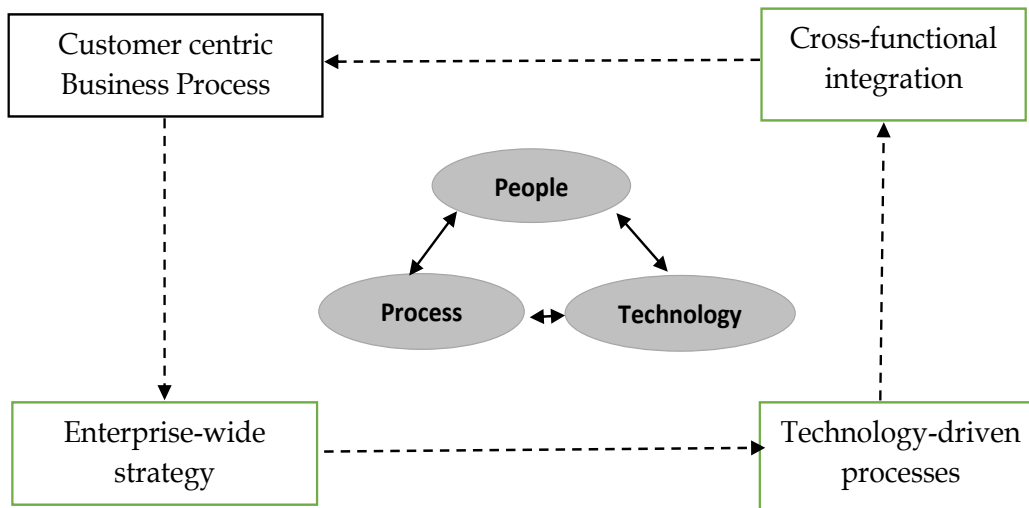
Source: Chen & Povich (2007).

People: The process and technology that help implement CRM strategies and achieve CRM goals will only be as effective as the people performing them. Collaboration between people is the key to successful customer relationship management. One of the greatest challenges in CRM implementation is aligning the people with the customer strategy and process (Dickinson et al., 2005).

Process: Not long ago, companies with efficient facilities and greater resources were able to satisfy customer needs with standardized products, reaping advantages through productivity gains and lower costs. Mass marketing and mass production were successful as long as customers were satisfied with standardized products.

As more firms entered the market, mass marketing techniques, where the goal was to sell what manufacturing produced, started to lose effectiveness. Target marketing, or segmentation, shifted a company's focus to adjusting products and marketing efforts to fit customer requirements. Changing customer needs and preferences require firms to define smaller and smaller segments. (Rayner, 2000).

Technology: Information technology (IT) has long been recognized as an enabler to radically redesign business processes in order to achieve dramatic improvements in organizational performance (Porter, 1985). IT assists with the re-design of a business process by facilitating changes to work practices and establishing innovative methods to link a company with customers, suppliers and internal stakeholders. CRM applications take full advantage of technology innovations with their ability to collect and analyze data on customer patterns, interpret customer behavior, develop predictive models, respond with timely and effective customized communications, and deliver product and service value to individual customers. Using technology to "optimize interactions" with customers, companies can create a 360degree view of customers to learn from past interactions to optimize future ones.

Innovations in network infrastructure, client/server computing, and business intelligence applications are leading factors in CRM development.

Customer Management Activity Model (CMAM)

The CMAM is a model explains for how customer's interactions can be viewed within an organization. The model created by QCI consulting.

Wang, (2014) explains that this is a model for how customer's interaction can be viewed within an organization. The model created by QCI consulting.

Figure 2. 3: Customer Management Activity model
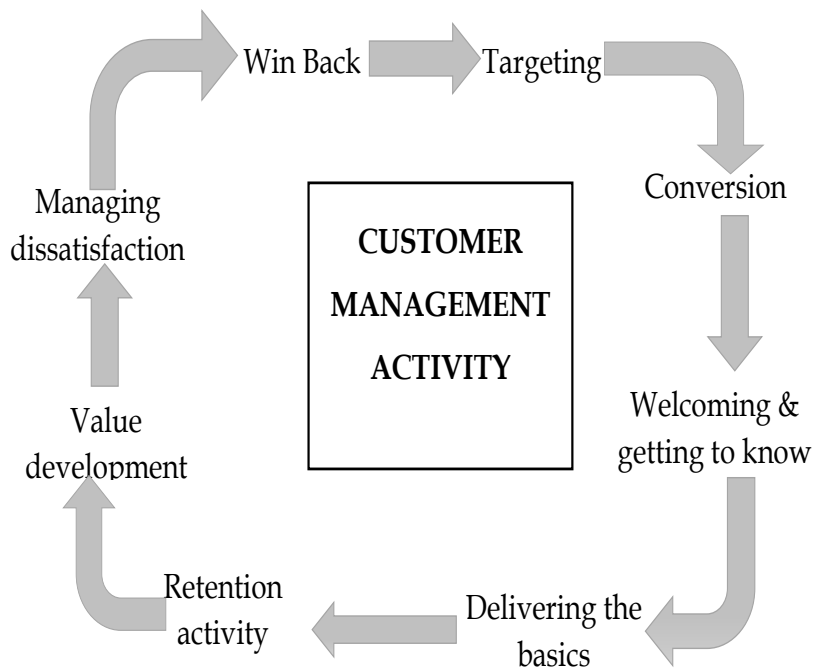
Source: Adopted from QCI (2009)

The customer management Activity as described by QCI (2009) is divided into three major categories, Acquisition, Penetration and retention, in each of the categories it goes through a number of stages.

1. **Acquisition**

This involves:

    i)   Targeting

        o   Identifying channels to reach customers, finding influencers and prospects for future sales.

    ii)   Conversion

        o   Capturing enquires through all possible channels

        o   Distributing through leads to sales department, leads which can come from all parts of the organization

     iii)   Welcoming and getting to know

         o   Identifying new customers, welcoming them and learning about them.

2.   Penetration.

This is about:

   i.   Delivering the basic product & learning about the customers

         o   Key account management

         o   Data collection

   ii.   Retention activity

         o   Analyze the probability of keeping the customer

         o   Build an understanding of customers

         o   Encourage customers to be involved

         o   Appoint responsibility for individual customers

         o   Reward customer loyalty

   iii.   Value development

         o   Analyzing who the customer is and how the relationship an product can be developed to provide further value to the customer and firm

3.   Retention

This involves:

    i)   Problem management
         o   Create a complaint process
         o   Define problems
         o   Find root causes
    ii)   Win back
         o   Last minute loss prevention
         o   Solving the identified problems and tell them about it
         o   Deal with defecting customers

Peppers & Rogers (2001) suggest a different model, they believe that CRM strategy should be based on the **IDIC model** view figure 2.3. Its stages are: Identify, Differentiate, Interact, and Customize. Where, customize and Differentiate are based on analysis of customers and interact and identify are interaction with the customer.

Figure 2. 4: IDIC Model
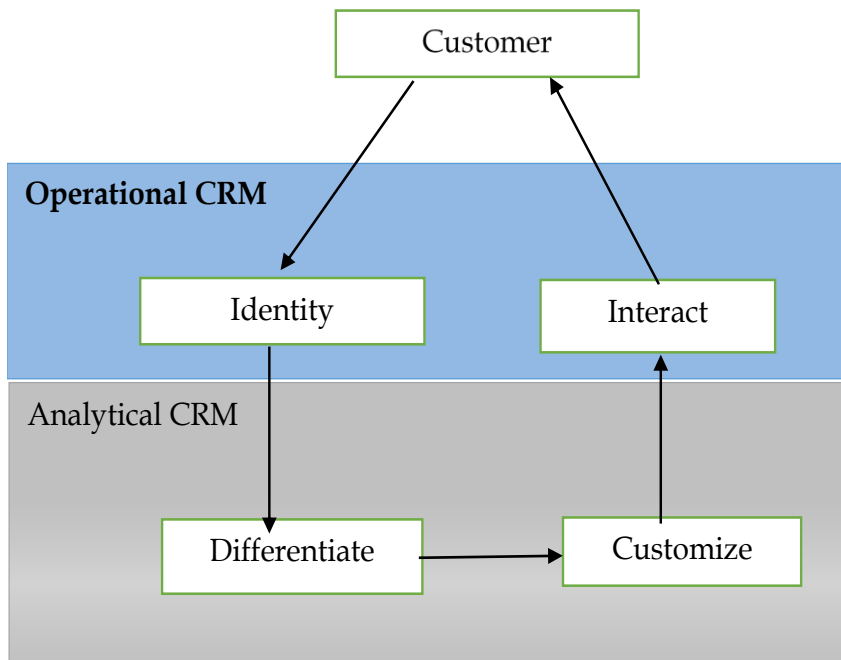
Source: Adapted from Siddiqi (2002)

Identity: It may seem simple and obvious for a firm to gather information; however, may times the information is spread out between departments and not organize in such a way that information can be linked quickly to each individual customer (Siddipi, 2002). This step is concerned with gathering and organizing information about the customer, the more value to the firm (Peppers & Rogers 2001).

Differentiate: Each customer represents a different level of value to the company. The priority here is to identify the different needs of each customer and thereby estimating the value and importance of each customer.

This is also about in what way the business can tailor their offer to each customer and figuring out to what extent it's worth tailoring the offer to each customer. (ibid)

Customize: The goal of CRM is to be able to deal with each customer on a one-to-one basis. Using the specific knowledge of each firm can meet each customer's expressed or implied needs. In this step the offer is customized to each individual customer (ibid).

Interact: Once a company has a clear understanding of its customers and what the customers are worth, them they are in a much better position to improve efficiency and effectiveness of dealing with those customers. Also, in each interaction with the firm through the "touch points" the firm should continue to gather knowledge of preferences, data that can help them further and continue to give quantified value to customer (ibid). According to Peppers & Rogers (2001) an example could be to not have the most valued customers waiting in any queues for service.

In figure 2.5 the customer relationship value chain, the **value chain model** provides a helicopter view, giving an overview of the customer relationship management land-scape. The value chain has a five-step process for developing and implementing customer relationship strategy. The five Primary steps are performed with the deployment of several tools and processes. The other steps identify a number of supporting conditions that facilitate a successful implementation .Figure 2. 5: The customer relationship management value chain
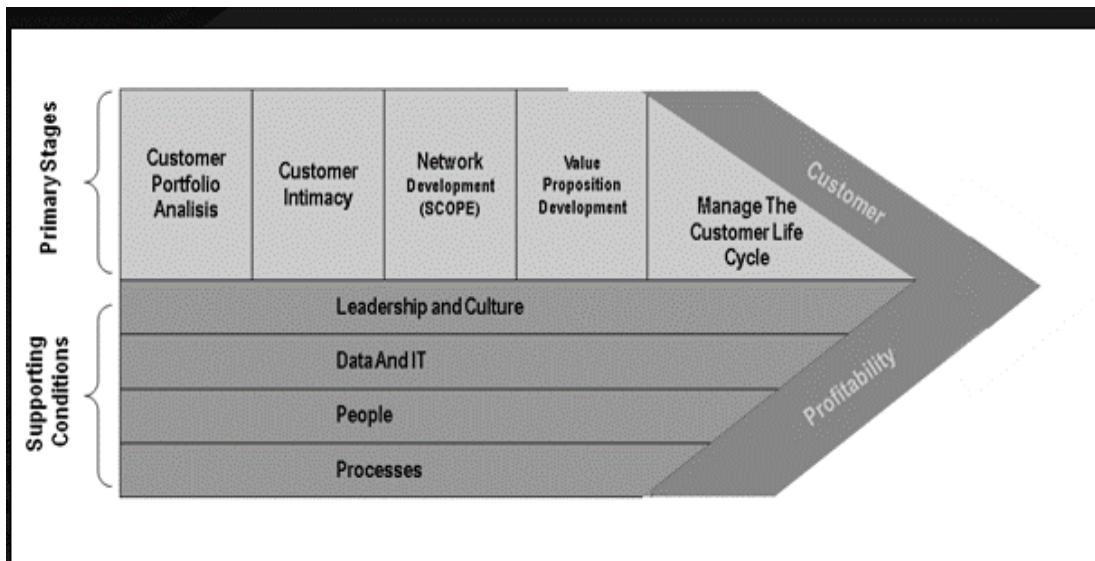
Source: Buttle (2004)

The CRM value chain is an established model which businesses can easily follow when they developing and implementing their CRM strategies. The ultimate purpose of the CRM value chain process is to ensure that the company builds long-term mutually-valued relationships with its strategically significant customers.

Not all customers are strategically significant. Indeed some customers are simply too expensive to acquire and service. They buy little and infrequently; they pay late or default; they make extraordinary demands on customer service and sales resources; they demand expensive, short-run, customized output; and then they defect to competitors.

The five steps in the CRM value chain are customer portfolio analysis, customer intimacy, network development, value proposition development and managing the relationship.

Customer Portfolio Analysis (CPA): CPA, the first step in the CRM value chain acknowledges that not all customers have equal value to the company. CPA asks the question: 'who are our SSCs (strategically significant customers)?' SSC's is defined thoroughly above so let's move toward CPA. CPA tells us what are our customers giving value to us? A customer portfolio comprises the mixture of groups that make up the customer base of a business.

Customer Intimacy: Selecting customers to serve with your product is one thing and knowing your customer is another thing. Most companies collect customer data. Some industries are overwhelmed with information – scanner data, loyalty card data, complaints files, market research, and geo-demographic data. Long-term relationships require more knowledge about your customers. Knowing about what, who, why, when and how of customer behavior is most important for a company to manage long-term relationships with loyal and strategically insignificant customers.

Develop the Network: A company's network position i.e. its connectedness to other parties who co-operate in delivering value to the chosen customer is a source of great competitive advantage.

In order to serve customer's relationships, it is important for a company to create value for a customer on every stage of the selling process. It means the company must create a complete network for customers to serve profitably.

A good network may contain suppliers, manufacturers, employees, investors, technology, distributors, and retailers. CRM is not a quick fix; it requires owners and investors who will

commit to the long-term investment in the people, processes, and technology to implement CRM strategies.

Value Proposition Development: By the fourth step of the CRM value chain, you will know who you want to serve and will have built, or be in the process of building, the network. Now the network has to work together to create and deliver the chosen value(s) to the selected customers. Network develop by the company now will create a value proposition. Every member in a developed network works together as a whole to creating value for customers.

Managing the Relationship: This is the final step of Primary stages. All previous steps help the company to create the relationship and start the relationship. Now, this depends on company how a company manages these relationships so that parties, company, and customer, get value for the long term.

2.1.2 The contribution of Customer Recognition on customer retention

According to Buttle (2004) a company should build long-term mutually-beneficial relationships with its strategically-significant customers. Some customers are merely expensive to acquire and service. Buttle (2004) has identified four types of strategically significant customer (SSC) such as the high life-time value (LTV) customer that is a key SSC and the present day of all margins that might be earned in a relationship. Tempting as it may be to believe, not all high volume customers have high LTV.

If they demand just in time service (lIT), customized delivery, or are in other ways costly to serve, their value may be significantly reduced. The second group of SSC is "benchmarks" who are customers that other customer's copy.

The third groups of SSCs are customers who are 'inspirations'. They are the ones that find new applications, come up with new product ideas, and find ways of improving quality or reducing cost. They may be the most demanding of customers, or frequent complainers, and though their own LTV potential low, they offer other significant sources of value. The fourth groups deals with what (Buttle, 2004) calls "cost magnets" relating to those that absorb a disproportionately high volume of fixed cost, thus enabling other, smaller customers to become profitable.

Organizations need to segment their customers in order to determine which of customers are most profitable. The result the companies should seek is realizing their target customer base. They should rate and segment their clients into groups that are most desirable to do business with, and then they meet their criteria for what a desirable customer is. This is called the Customer Portfolio Analysis (Swift, R.S. 2001). The organization then needs to deal with the customer intimacy. Having found the segments the firms want to pursue, they need to get to know the ones in that segment very well and better than their competition knows them. They would want to appear that they know their customers intimately by, for example, in knowing their birthdays, the number of children they have and their respective birthdays, their preferred tastes among others.

The third stage relates to Value Proposition Definition. Thus having understood as much as they can about the customers they have chosen to serve, companies are then in a position to create a specific and tailored value proposition for them. The organization then engages itself in developing, with the network's compliance, propositions which make value jointly to the customer and the company.

At this stage so far, the network has to work together to create and deliver the chosen value(s) to selected customers, Great value is found more effective and more efficient solutions of customers problems (Buttle, 2004). Finally the organization needs to seriously manage its customer relationships as well. Companies need to manage each customer through their lifecyc1e.

To enable the management of the customer lifecyc1e and the stages within of portfolio analysis, intimacy, and value proposition development, automated data systems are necessary.

2.1.1 The relationship between customer satisfaction and customer retention

The importance of the customers' satisfaction for the companies is neatly characterized by scientific literature. If the product can't satisfy the customer and his needs, then no additional costs and effort, referred to the usage of other marketing elements, can't improve company's position in the market (Majaro 1993). Customer satisfaction is also called "the most important

element in maintaining a relationship" (De Wulf et al. 2001 in Njenga 2010) and a "strategic imperative" for the companies (Honomichl 1993).

The importance of satisfaction concept is seen in its' linkage with customer loyalty, retention and company's profitability. Increasing of customer satisfaction may result in the strengthening of consumers commitment and lead to the expanding of the company's market share (Rust & Zahorik 1993). Customer satisfaction also may "result in high levels of repeat purchase, insulation from price increases and improved responsiveness to marketing communications by customers" (Gale & Chapman 1994). Oliver (1999) states that "loyalty is presumably a consequence of satisfaction and brand attitudes" (Suh & Yi 2006). However, some studies claimed that satisfaction doesn't always lead to retention and loyalty creation, especially in the highly competitive markets (Liljander & Roos 2002).

Given the intuitive logic that CRM should lead to sustainable competitive advantage it is encouraging to note the relationship between CRM, customer retention and increased profitability.

However, each of the aforementioned benefits and advantages presuppose that CRM essentially results in customer retention and loyalty. It is important to note that not all CRM projects are successful and profitable. Gartner Group, cited in Rigby et al. (2002), note that as many as 55% of all CRM projects don't produce results.

In this thesis, satisfaction concept is considered as a company's performance outcome, separate from the customer loyalty and commitment, with correspondence to the theoretical framework of Day and Wensley (1988).

This differentiation between satisfaction and loyalty is in line with Oliver's (1999) representation, stating that "some fraction of satisfaction is found in loyalty and that that fraction is part of, but not key to, the very essence of loyalty" (p. 34). Thereby, this paper supports the opinion that satisfaction doesn't always lead to the customer loyalty, but it however agrees, that stimulating customer satisfaction enhances the opportunities for loyalty occurrence.

Kotler (2009), defines satisfaction as a person feeling of pleasure or disappointment resulting from comparing a product perceived performance or outcome in relation to his or her expectation. Tse et al (1988), describe satisfaction as " the consumers response to and evaluation of the perceived discrepancy between prior expectation (and some other norm of performance) and the actual performance of the product as perceived after its consumption". This implies that if services provided is better than what is expected , the customers is satisfied, if services provided worse than the customer expectation, the customers is unsatisfied. While Hunt (1994) defined consumer satisfaction "as an evaluation rendered that the consumption experience was at least as good as it was supposed to be." Westbrook and Reilly (2016) defined satisfaction as not just a response but "an emotional response to the experiences provided by, associated with particular products or services purchased, retail outlets, or even molar patterns of behavior such as shopping and buyer behavior, as well as the overall marketplace."

Oliver (1999) defined consumer satisfaction as "the summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer's prior feelings about the consumption experience." (Kumar 1996)

In service marketing, different authors have defined service quality from many perspectives. For instance, Berry view it as "the most powerful competitive weapon", Clave defined it as "the reviving blood for the organization" and Peters term it as "the magic bullet that provides the customer with less expensive services at lower prices" (Baumeister 2002). Customers expect a service to be desirable to meet their anticipation or good enough to be able to tolerant (Bennett & Durkin 2002).

In the service industry, quality evaluation largely depends on customers" perception and effort to enhance it has led to high quality services which result in satisfaction in an aggressive market (Joseph,Stone & Anderson (2003).

Some other factors also influence customers" satisfaction; offering variety of desire products, accessibility, fair charge, and additional benefits (Baumann et al., 2005). Higher price payment (cost of service) leads to greater perceived utility of the purchased products or services (Bolton

& Lemon, 2004). Consequently, customers are likely to stay with the organization due to the notion that, higher cost of service signifies quality service or product. Therefore, cost of service (premium charge) should have positive effect on customer satisfaction (Bolton et al., 2004). Contrary to this assertion,

Joyner, (2002) states that insurance companies have set charge for their products in the marketplace since they are selling similar products. As a result, insurers distinguish their activities from their rivals by enhancing their quality of service and not the cost of service (premiums charged for the policy).

Previous studies have shown that in assessing customer satisfaction (in both service and product categories), overall satisfaction should not be neglected (Fornell, 1992).

From literature, overall satisfaction and overall evaluation are used interchangeably and it is built up over time. Satisfaction usually mediates the effects of product quality and service quality on retention (Bolton and Lemon, 1999; Fornell, 1992). The components of customer satisfaction are; service quality, cost of service, and overall satisfaction.

2.1.2 The impact of CRM on customer retention

According to Francis Buttle (2004), the benefits of retaining customers takes the same form as our discussion of customer retention, i.e. it is both quantitative and qualitative or, more specifically, it addresses both economic benefits and non-economic benefits. Arguments which justify the strategy of retaining customers as opposed to acquiring new customers are underpinned by microeconomic theory and, in particular, the concept of customer Life Time Value (LTV).

The assumption is that, in a relationship, a seller seeks to minimize their costs and maximize their revenues. Customer retention affects both elements of the profitability equation, where Profit = Revenue - Expenses or Cost. Customer retention helps increase revenue through increases in sales volume and/or premium prices as well as reducing the expenses or costs of generating those revenues. An increase in retention rate has been argued to have led to a corresponding increase in profit (Reichheld & Kenny, 2003).

Reichheld (1996) identified six economic benefits of retaining customers: savings on customers' acquisition or replacement costs, a guarantee of base profits as existing customers are likely to have a minimum spend per period, growth in per-customer revenue as, over a period of time, existing customers are likely to earn more, have more varied needs and spend more, a reduction in relative operating costs as the firms can spread the cost over many more customers and over a longer period, free of charge referrals of new customers from existing customers which would otherwise be costly in terms of commissions or introductory fees and price premiums as existing customers do not usually wait for promotions or price reductions before deciding to purchase, in particular with new models or versions of existing products.

The assertion that retention has non-economic benefits is underpinned by behavioral or psychological arguments. Morgan & Hunt (1994) argued that, in a network comprising partnerships with external parties, namely buyers, suppliers, competitors, governments and non-profit organizations and with internal parties, namely employees, departments and business units, commitment and trust in relationships engender cooperation, acquiescence, a reduced tendency to leave the network, reduced uncertainty and the belief that conflict will be functional (when disputes are resolved amicably). Existing customers not only provide feedback about products and services, but also work together with suppliers to add value to a particular product by improving its functional features or by modifying the manufacturing or work processes which use the product (Ahmad & Buttle, 1999).

Beerli, Martin, & Quintana, (2004) suggested a measure of a weighted retention rate rather than a crude retention rate. A weighted retention rate refers to the rate that recognizes the relative importance of the buyers in terms of the volume of sales. If a defected customer had unit purchases that were double the average of all customers, his/her weighted retention rate should also be doubled or counted as equivalent to two customers. In addition, suppliers may also have to account for customers' relative importance in terms of potential growth in their demand. This may be measured in terms of the growth in their spending relative to the growth in the market (Beckett, Hewer, & Howcroft, 2000).

According to De Wulf, Odekerken-Schröder. & Iacobucci, (2001), customer LTV is an important construct in designing and planning a customer acquisition programme.

Many researchers have studied its managerial implications in direct marketing (De Wulf, Odekerken-Schröder. & Iacobucci, 2001) and broader managerial applications (Wayland & Cole, 1997). Berry, (2000) discussed LTV in the context of positive scenarios, i.e. with different combinations of assumptions such as discrete cash, continuous cash and historical purchasing behavior. Wayland & Cole (1997) discussed a general application based on their consulting experience. The difficulty lies in the lifetime construct. How do we determine the span of a lifetime? For a consumer, should it be his/her nominal age or working life? It would be expected life of the products to sells which is a suitable measure of customer lifetime?

Clearly, the important consideration that a supplier should examine is the ability of a particular customer to continue to purchase or consume its products or use its services. The second difficulty lies in the process of building value information (Magson, 1998).

The establishment of profitable and long lasting relationship with customers is very essential in service industry (Christopher et al., 1991; Bejou & Palmer, 1998; Berry, 1995). Service providers who practice CRM efficiently gain competitive advantage over their competitors and are able to retain their customers (Uppal, 2008; Speier & Venkatesh, 2002; Bhattacharya, 2011; Sharma et al., 2011).

Further studies discovered that, retained customers are very crucial business property for companies and this asset cannot be duplicated by competitors. Therefore, there must be strong integration among customer related strategies (acquisition, retention and add-ons) through CRM strategies (Webster, 1992; Kotler et al., 2001; Winder, 2001; Blattberg et al., 2001; Thomas, 2001).

In Addition, Salant, P. & Dillman, D. A (1994) studies classified customer acquirement and customer retention as the main purpose of CRM. West (2001) findings show that CRM provides a comprehensive set of strategies for managing those relationships with customers that relate to the overall process of marketing, sales, service, and support within the organization.

Bradshaw et al., 2001; Massey et al., 2001 defined CRM as a management approach that involves identifying, attracting, developing, and maintaining successful customer relationships over time in order to increase retention of profitable customers. In accordance with literature, many organizations invest greatly in customer relationship management (CRM) strategies to create and cultivate long lasting and beneficial relations with customers.

CRM stands for customer relationship management that is a marketing approach providing satisfaction of customer needs at every point of interaction between the customer and the cooperation (Kotler & Keller 2012, 2011).

Customer is not just about installing software or automating customer touch points. It is about the reinvention of our enterprises around the customer and becoming customer-centric (Saunders, Wong, Kotler, & Armstrong 2001.) In Parvatiyar and sheth`s view (2000).

Customer retention is a system of activities for improving the transaction process, based on the positive positioning of the customer, and the consequential readiness for successive purchasing. Retention strategies work best when company retention level is high because only a small 5 percent increase in retention can increase company profit-ability to over 85 percent.

Retention strategies are profitable not only because of in-creased revenue from loyal customers but also, because of reduced costs of serving long-time customers. The two possibility can be differentiated from the customer point of view with concern to customer satisfaction, loyalty and constrained (Bliemel 1998).

Customer relationship management has become important for the business with the new marketing approach to adapt their business activities to reach towards their customers and build the strong relationships, networks and interactions with customers.

Customer relationship management has different market approaches, customer market, the referral market, consisting of customers who have been referred to the business by word of mouth, the supplier market, the recruitment markets, the influencer market and the internal market comprising an organization`s own employees. The marketing approach of customer

relationship management has gained much currency in the recent years by attempting to build closer relationships and interactions between a business and its most important customers.

Customer relationship management focused on businesses marketing their products and services through relationships and interactions with customer market, often taking advantage of IT-based interactivity. (Samavi. et al., 2008).

Baran & Galka (2013) reveal that customer relationship management is a protective marketing strategy that focuses on managing the customer experience by understanding their needs and purchase behavior. It is an efficient way to strength the relationship between a company and its customer, transforming links into friends and partners. This is done by building learning relationships, for example through super-market identification cards and loyalty programs. Customer relationship management implements a customer focus that enables an organization to retain loyal customers and a greater share of the customer's wallet through cross selling and up selling. The organization must master multichannel marketing and managing touch points to implement it effectively.

The structural design of customer relationship management consists of an integrated front office, business intelligence system (data ware houses, data marts and data mining), and business rules that transmit business intelligence to front-office personnel, physical links to back office systems such as inventory control, accounts receivable, and performance metrics.

The reasons that companies have adopted customer relationship management because it can improve productivity across the perfect range of key marketing functions: detecting prospects, acquiring customers, developing customers through cross selling and up selling, managing customer migration, serving, retaining, and increasing customer loyalty and win back defectors. Many organizations have realized the benefits of customer relationship management as retaining and pleasing the right kind of customers, gaining repeatedly purchasing customers and increasing profitability. (Baran & Galka 2013) CRM is a technology or software that helps track data and in-formation about the customers to enable better service.

Customer relationship man-agreement help to acquire profitable customers, to be focus on enterprise customers as a key to competitive advantage. It helps to retain profitable customers longer, win back profitable customers and eliminate unprofitable customers. Companies can upsell additional products in a solution, cross sell other products to customers, referrals and word of mouth benefits and reduce service and operational cost (Rogers 2004).

2.2 Conceptual Framework

The conceptual framework shows the interconnectedness between the research questions stated in the first chapter and the conceptualized theories in this chapter. The research questions proposed in this study are focused on the topic of customer relationship management and its influence on customer retention.

Figure 2. 6: conceptual framework

Independent variable   **Dependent variable**
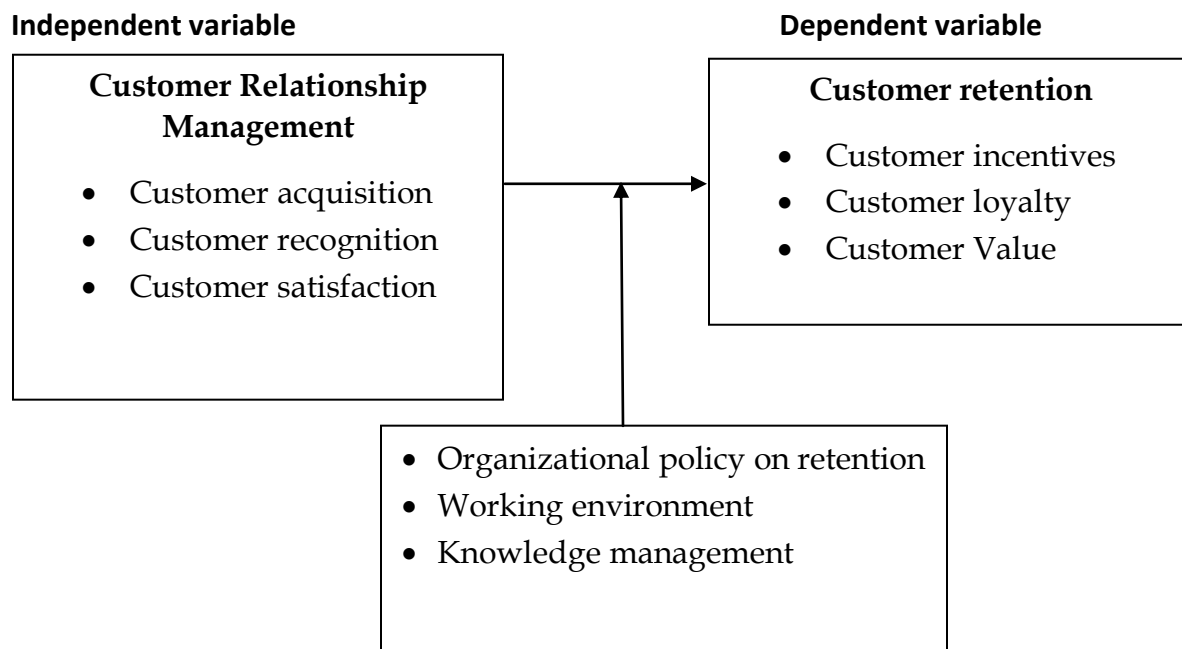
Source: Researcher (2018)

Figure 2.6 shows the dependent variables that a researcher is interested in. The changes to the dependent variable are what the researcher is trying to measure with all their fancy techniques.

In this study, dependent variables are customer relationship management elements which include: customer orientation and acquisition, working environment, customer knowledge management and

social rapport. Thus it can be noted that CRM along with customer knowledge and social rapport play a very significant role in customer relationship management success.

The mediating effect of customer satisfaction on the customer relationship management against customer retention in the Media industry in Uganda has been examined. In addition, management of organizations must integrate technology, process and people to achieve a successful customer relationship management. Specifically, the urgency a media company attach to the handling of customer complaints by CRM strategies satisfies the customer. As a result, the customer perception about the insurance company increases and the possibility for the media industry to retain the customer is greater.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter sets out various stages and phases that were followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. This stage presents decisions about how research question was executed and how respondents were approached, as well as when, where and how the research was completed.

Therefore in this chapter, the research identifies the procedures and techniques that were used in the collection, processing and analysis of data. Specifically the following subsections are included; research design, target population, sampling design, data collection instruments, data collection procedures and finally data analysis.

3.1 Research Resign

Research design refers to the method used to carry out a research. For this research, the research design, was defined in light of approach, strategy, duration and classification.

Research Approach

The study embraced a combination of Positivism approach and Phenomenology approach in which hypotheses and explaining and using both quantitative and qualitative Data. Qualitative Data included Data from the interviews with the top managers and the quantitative Data included numerical Data from the questionnaires (Babbie, Halley and Zaino, 2003; Mouton, 2001).The research applied quantitative methods of data collection because this method has been used to evaluate the emotion, assumption or action of people in a particular way and seeks to quantify data and apply statistical analysis (Tull & Hawkins, 1990). Also, it briefly explains, studies relations, and verifies causality among variables. It makes it possible for samples to reliably represent a large population of study. Furthermore, it gives an accurate account of distinctiveness of particular individuals, situations, or groups. The disadvantage is that, information created may not be sufficient for generalization (Yin, 1994).

Research Strategy

Research strategy refers to a general plan of how the researcher goes about responding to research questions reflecting careful thought about the study.

This study was clear about the following: study objectives aforementioned, sources of Data collection and likely constraints to be encountered for example, access to Data, time location, money resources and others.

This study considered two traditional research strategies, namely: Survey and Case study. The study used both Primary and secondary Data.

The study involved Primary Data, which was gathered with the use of questionnaires, focus group discussions, personal observation and interview guides. Secondary Data was obtained by reading textbooks, journals, Internet and Newspapers among other sources.

According to Sarankatos (2005), a case study is a kind of research strategy, which involves making detailed study cases often in their natural environment. The method was considered because it is more applicable in obtaining detailed and intensive knowledge, evaluating situations and assessing performance of a given programme and less likely to ignore those facts of behavior which cannot easily be measured in context to CRM and retention at BBSL.

Research Duration

This study used a Cross sectional survey design. Cross sectional survey design refers to the selection of a relatively large sample of people from a pre-determined population (the 'population of interest'; this is the wider group of people in whom the researcher is interested in a particular study), followed by the collection of a relatively small amount of Data from those individuals. The researcher therefore used information from a sample of individuals to make some inference about the wider population. Surveys were designed to provide a 'snapshot of how things were at a specific time.

In survey research, independent and dependent variables are used to define the scope of study, but cannot be explicitly controlled by the researcher (Nachmias, 1981).

Research Classification

Research may be classified as: exploratory studies, explanatory studies, Descriptive studies and multi-method approach (Amin, 2005).

In this study, a multi-method approach was used which involves mixing the above different approaches.

A descriptive study attempts to describe or define a subject, often by creating a profile of a group of problems, people, or events, through the collection of data and tabulation of the frequencies on research variables or their interaction, (Castillo, J. J. 2009).

3.2   Data Collection.

Under Data collection, a number of issues were looked at such as; Data collection methods and instruments, Data collection procedures, study population, sampling technique and procedures, sample size, validity and reliability, Data management and analysis, and measurement of variables as seen below.

3.3.   Data Collection Methods

Multiple Data collection methods were used for this study. This is because no any single method can generate enough information necessary for the study and cannot guarantee 100% accurate Data (Mpaata 2009, Amin, 2005).

3.3.1   Survey

The survey method was used to generate Primary Data. Survey is a common and popular strategy in business and management research. It gives room to the researcher to collect large amount of Data from the study population. This method was also easy to understand and gave the researcher control over the research process.

3.3.2 Interviewing

The study used interviews to collect large amounts of Data from top management of Buddu Broadcasting Services Limited .For this study, the interview method was used to collect Data from respondents who were decision makers of BBSL. This selection of respondents for the interview was aimed at gathering information from persons that could have not been collected using questionnaire due to the nature of its limitations.

The researcher; with the guidance of the supervisor was able to formulate questions that were asked to the interviewees. Data from the interviews was recorded from the respondents by taking notes during the conversation.

3.3.3 Review of Documents

These are documents that have been published with the information regarding radio communication. The study therefore conducted reviews of existing documents at BBSL with particular reference to Customer Relationship Management. This gave the researcher an insight of how much has been addressed in this line.

3.4 Data Collection Instruments

Quite a number of Data collection instrument were used to collect Data from BBSL. These were self-administered questionnaire, interview guide as personal observation.

3.4.1 Self-administered Questionnaire

The questionnaire consisted of questions that were designed to obtain in-depth information from the respondents. Structured questions were designed and distributed among the selected employees, managers and other stakeholders of BBSL. The use of the Questionnaire was appropriate for Data collection because enabled the researcher to collect specific Data required for the study. The questionnaire also made it easy for the researcher to analyze Data.

In addition, it helped minimize bias in formulating and asking questions and made respondents engage themselves in the study.

3.4.2   Interview Guide

This is a list of structured oral questions that were asked to the participants during Data collection. Appointments were made with various top officers of BBSL that gave pertinent information on succession planning. This instrument involved asking questions and recording responses directly from the respondents. Secondly, interview guide helped the researcher elicit more in depth responses from the participants and made it easy to gather information that may not be collected by the use of questionnaire only.

3.6   Sources of data

Primary sources: These are customers, employees and key decision makers of Buddu Broadcasting Services. The data was obtained through structured questionnaires and face-to-face interviews with the selected key informant guides.

Secondary sources: These included publications and peer-reviewed articles by other scholars in the area of Customer Relationship Management and Customer Retention. Also, documents from Buddu broadcasting services limited were reviewed.

3.7 Study Population

According to Yin, (2003), a population is a well-defined set of people, services, elements, and events, group of things or households that are being investigated. Population studies are more representative because everyone has equal chance to be included in the final sample that is drawn according to Saunders, Lewis, Thornhill (2003).

The study focused on the section and particularly on staff who directly deal with customers since they are the ones conversant with the customers' needs and manages the customers" relationships. Saunders, Lewis, Thornhill (2003), explain that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study.

The study population comprised of all the employees at Buddu Broadcasting Services Ltd and key customers. The study also targeted the customers of Buddu Broadcasting Services and this includes NGOs, PROs of corporate organizations and media personalities. The distribution of the population was 169. This is indicated in table 3.1. is shown in table below.

3.8 Sample Size and Sampling Methods.

From the above population of staff working at Buddu Broadcasting services Ltd, a sample of 153 was taken using stratified random sampling which gave each item in the population an equal probability chance of being selected. Stratified random sampling technique was used when population of interest is not homogeneous and can be subdivided into groups or strata to obtain a representative sample. The characteristic of the sample size is as given in table 3.1 below. The sample size for the key indicators was calculated using the formula adopted from Yaro Yamane.

n=N/ [1+N (e)2]

Assumption;

- n = the Sample Size
- N= the Population Size, 169
- *e*= acceptable sampling error= 0.05
- *95 confidence level and *P*=70% assumed

The sample size, n= 153

Table 3. 1: Study Population and Sample size distribution as well as sampling methods used.

Department/Category	Population	Sample Distribution	Sampling Method
Executive Director	01	01	Purposive
Sales and marketing staff	70	59	Random
Directors	09	09	Census
Accounts Staff	05	05	Census
Technical staff	04	04	Census
Programming staff	30	28	Random
News	20	19	Random
Customers	30	28	Random
Total	**169**	**153**	

Source: Primary data

3.9 Response Rate

According to table 3.1 above, 153 questionnaires were printed and distributed but only 113 were returned. This represents a response rate of 73.8%. Some respondents were not in position to fill are return the questionnaires. According to Amin, (2005) a 50% is a good representative of the sample. So the response rate is a good representation of the sample.

3.10 Demographic Characteristics of Respondents

The basic socio-demographic characteristics of respondents were probed, key among them included the following; gender, age, marital status current, level of education, and years of work experience.

Sex of respondents

The gender of the respondents was necessary in order to the effect of Customer Relationship management on customer retention. The study asked respondents about their sex/gender. The results are indicated in table 3.3 below:

Sex

3.9 Demographic Characteristics of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	77	68.1	68.1	68.1
Valid	Female	36	31.9	31.9	100.0
	Total	113	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 68.1% were generally male and 31.9% were female. This implies that more male participated in the sturdy than the female respondents. The data about gender reflects gender balance between men and women meaning the research was not gender biased.

3.9.1 Responses on the position held in BUDDU BROADCASTING SERVICES radio

The study asked respondents their responses on the positions in the organization. The results are indicated in table 3.4 below:

Department of Deployment

3.9.1 Responses on the position held in BUDDU BROADCASTING SERVICES radio

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sales and marketing	15	13.3	13.4	13.4
	Management	5	4.4	4.5	17.9
	Accounts	6	5.3	5.4	23.2
	Technical/Engineering	5	4.4	4.5	27.7
	Programming	40	35.4	35.7	63.4
	News	12	10.6	10.7	74.1
	Customers (NGOs, PROs)	29	25.7	25.9	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Source: Primary data

According to the table above, the study found out that, 35.7% worked under programming, 25.9% were customers (NGOs, PROs), 13.4% were under sales and marketing, 10.7% were under News, 5.4% were under accounts and 4.5% were under management and technical/engineering department. This implies that, the questionnaires were adequately distributed, hence providing relevant information necessary to the study in relation to

Customer Relationship Management and Customer retention at BUDDU BROADCASTING SERVICES radio.

Responses on the duration at work

The study asked respondents about their duration they have served in BUDDU BROADCASTING SERVICES radio. The results are indicated in table 3.5 below:

Responses of the position held in Buddu Broadcasting Services

No. of years worked with BUDDU BROADCASTING SERVICES

		Frequency	Percent	Valid Percent	Cumulative Percent
	0-3 Years	42	37.2	42.4	42.4
	4-7 Years	24	21.2	24.2	66.7
Valid	8-11 Years	20	17.7	20.2	86.9
	12-15 Years	8	7.1	8.1	94.9
	15 and above	5	4.4	5.1	100.0
	Total	99	87.6	100.0	
Missing	System	14	12.4		
Total		113	100.0		

Source: Primary data

According to the table above represents the number of years worked with BUDDU BROADCASTING SERVICES, and the responses were, 42.4% of the respondents has serves for 0-3 years, 24.3% had served for 4-7 years, 20.2% had served for 8-11 years, 8.1% had served for 12-15 years and 4.4% had served for 15 and above years. Most of the respondents have worked for a good period of time at BUDDU BROADCASTING SERVICES and are familiar with the Customer Relationship Management strategies of the radio, hence providing relevant information for this study.

Age of respondents

The study also considered the age characteristic to be very essential in examining the contribution of the effect of Customer Relationship management on Customer retention in BUDDU BROADCASTING SERVICES. The study asked respondents about their age groups. The results are indicated in table 3.6 below:

Age group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 25 Years	14	12.4	12.8	12.8
	26 – 33 Years	42	37.2	38.5	51.4
	34 – 41 Years	28	24.8	25.7	77.1
	42 – 49 Years	22	19.5	20.2	97.2
	50– 57 Years	3	2.7	2.8	100.0
	Total	109	96.5	100.0	
Missing	System	4	3.5		
Total		113	100.0		

Source: Primary data

According to the table above, 38.5% of the respondents were between 26-33 years, 25.7% were between 34-41 years, 20.2% were between 42-49 years, 12.8% were between the age of 18-25 years and 2.7% were of 50-57 years when asked about their age groups. This represents those years when people are most active and with enormous experience in terms of engagement in work activities. This therefore implies that majority of the respondents were mature and energetic thus provided valid information regarding the effect of customer relationship management on customer retention in BUDDU BROADCASTING SERVICES radio.

Education of respondents

The study considered education level to be relevant in examining customer relationship management and customer retention in BUDDU BROADCASTING SERVICES. Therefore the results on the education of respondents are as indicated in table 3.7 below:

Highest Level of Education attained

		Frequency	Percent	Valid Percent	Cumulative Percent
	Ordinary Certificate (O. Level)	13	11.5	13.8	13.8
	A' Level Certificate	11	9.7	11.7	25.5
	Diploma	26	23.0	27.7	53.2
Valid	Bachelor's Degree	28	24.8	29.8	83.0
	Postgraduate Diploma	13	11.5	13.8	96.8
	Master's Degree	3	2.7	3.2	100.0
	Total	94	83.2	100.0	
Missing	System	19	16.8		
Total		113	100.0		

Source: Primary data

According to the table above, majority of the respondents 29.8% had attained a bachelor's degree as their highest level of education, while 27.7% were diploma holders, 13.8% had postgraduate diploma and Ordinary certificate respectively and 11.7% were A' Level certificate holders. This implies that the respondents to the study had attended school and could understand the questionnaire and interview guide effectively, hence providing relevant information necessary to the study.

3.10 Measures to ensure validity and reliability of instruments

3.10.1Reliability

Reliability refers to the consistency with which an instrument measures the attribute (Statistic Brain 2014).

As part of checking the reliability and validity of the research instrument, a pilot will be conducted so as to test the feasibility of the questionnaire. The information obtained was used to improve the research instrument.

Research assistants were trained on the methodology of the study. Reliability helped the researcher to identify difficulties in the method and materials which were used to investigate the accuracy and appropriateness of the questionnaire (Statistic Brain 2014). The questions were crosschecked for any ambiguities or repetitions. All the minor problems that were identified were corrected, edited and the questions refined.

3.10.2 Validity

Validity refers to the degree to which the instrument measures what it is supposed to be measuring. The structured questionnaire was developed based on the study objectives and important aspects covered in the literature review. In order to ensure content validity, supervisor reviewed the questionnaire and his opinions and suggestions were incorporated in the final version of the questionnaire

3.11 Data collection procedure

The researcher obtained a letter of introduction from Nkumba University to help with introductions to various respondents. A pilot study of the Data collection instruments was also conducted at BBSL in Masaka, which ensured that Data was valid and reliable. The researcher then proceeded to respondents to administer the questionnaires and conduct interviews.

3.12Ethical considerations

Ethics is the core to human relations and dignity. Ethical codes are written to cover the specific problems and issues that researchers frequently encounter during research work. In this study a written request was sent to the respondents to give feedback. The respondents were assured

of confidentiality and protection of their name. It was further made clear that the information gathered was solely be used for this study. Any deception in data collection is to be disclosed and explanation given.

CHAPTER FOUR

CUSTOMER ACQUISITION

4.0. Introduction

This chapter aims at examining customer acquisition on customer retention at BUDDU BROADCASTING SERVICES radio. While customer acquisition is a fundamental operation to enlarge and maintain a customer base sufficient for the present and future needs and plans of the firm, another vital process, customer retention, aims to bring value to the firm's customer and shareholders by extending the customer relationship. Close relationships and co-creation of value with customer bind customers to stick to the brand of the firm. Therefore, this study considers both customer acquisition and customer retention programs, vital in project-oriented business environments where customers have to be found and acquired again-and-again for new projects. This approach supports a systematic and persistent brand development that aims at long-term customer relationships.

The highly competitive nature of today's market forces organizations to be more sensitive to customer's need in order to retain their customers and acquire new ones. In order to satisfy the customers and maintain their loyalty, the pharmacies must focus on building customer orientation skills in their sales personnel so as to build a strong relationship with customers. Nevertheless, the presence of customer orientation skills on behalf of sales personnel does not necessarily guarantees customer satisfaction unless a quality service is delivered to satisfy the customers.

4.1. Providing good service to clients

Excellent customer service is the intangible that sets the company apart from others. It doesn't matter how low the prices are; if the company's customer service is poor it will lose out on repeat customers. The study asked respondents whether they think BUDDU BROADCASTING SERVICES is good at providing service to its clientele. The results are indicated in table 4.1 below:

Table 4. 1: Do you think BUDDU BROADCASTING SERVICES is good at providing service to its clientele?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	80	70.8	86.0	86.0
	No	13	11.5	14.0	100.0
	Total	93	82.3	100.0	
Missing	System	20	17.7		
Total		113	100.0		

Source: Primary data

According to the table above, majority of the respondents 86% agreed that they think that BUDDU BROADCASTING SERVICES is good at providing service to its clientele. This BUDDU BROADCASTING SERVICES listens to feedback given by customers and does necessary improvement. However, 14% of the respondents disagreed. BUDDU BROADCASTING SERVICES and its entire customer-facing staff -- know how their services work. They are aware if the most common questions customers ask, and know how to articulate the answers that will leave them satisfied. BUDDU BROADCASTING SERVICES makes sure they are happy with not only the products and services it is selling, but also the process of working with the radio. BUDDU BROADCASTING SERVICES has an employee customer contacts that represents the radio when they require service or have a question to ask. BUDDU BROADCASTING SERVICES offers many

different ways for its customers to contact them: like phone, email, and social media. BUDDU

BROADCASTING SERVICES has a particular person who manages these communication

channels.

4.2. Decline in number of customers

The study asked respondents whether BUDDU BROADCASTING SERVICES has declining number

of customers. The results are indicated in table 4.2 below:

Table 4. 2: "BUDDU BROADCASTING SERVICES has declining number of customers".

		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	31	27.4	33.3	33.3
	No	59	52.2	63.4	96.8
Valid	Not sure	3	2.7	3.2	100.0
	Total	93	82.3	100.0	
Missing	System	20	17.7		
Total		113	100.0		

Source: Primary data

According to the table above, majority of the respondents 63.4% generally disagreed that

BUDDU BROADCASTING SERVICES has a declining number of customers. This implies that

BUDDU customers increase regularly. However, 33.3% of the respondents agreed. BUDDU

BROADCASTING SERVICES is always in constant contact with potential and existing customers.

Before a web visitor leaves BUDDU BROADCASTING SERVICES website, BUDDU BROADCASTING

SERVICES radio requests that they complete a short survey related to the business, one of the

respondents reported. *People are happy to express themselves and often enjoy telling us about*

their online and offline experiences, another respondent reported. BUDDU BROADCASTING

SERVICES is part of different media groups. It should be noted that, member associations for a

particular area of business are key to networking but also showcasing company skills. As well, being part of an industry association often allows the organization to have access to training, upgrading or accreditation courses in the organization field of business – which will give the organization the competitive advantage in the marketplace.

4.3. Formal system that differentiates engagement process with customers

The study asked respondents whether BUDDU BROADCASTING SERVICES has a formal system in place that differentiates engagement processes with new customers based on their potential value. The results are indicated in table 4.3 below:

Table 4. 3: BUDDU BROADCASTING SERVICES has a formal system in place that differentiates engagement processes with new customers based on their potential value.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	39	34.5	34.5	34.5
	Disagree	12	10.6	10.6	45.1
	Not sure	4	3.5	3.5	48.7
	Agree	27	23.9	23.9	72.6
	Strongly Agree	31	27.4	27.4	100.0
	Total	113	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 51.3% generally agreed that BUDDU BROADCASTING SERVICES has a formal system in place that differentiates engagement processes with new customers based on their potential value. This implies that BUDDU BROADCASTING SERVICES understands to needs, wants and expectations of its customers. However, 45.1% of the respondents disagreed and 3.5% were not sure. BUDDU BROADCASTING SERVICES has set clearly the goals to achieve. It makes sure that all its employees are aware and

familiar with them. BUDDU BROADCASTING SERVICES aims at Increase the number of people downloading content upgrades when they've come through to content from organic search. BUDDU BROADCASTING SERVICES identifies the pages on its website that deliver the most organic search traffic, ideally top-of-the-funnel content like blog articles.

The radio does this within its analytics platform. It should be noted that once it has found the top performing content from organic search, BUDDU BROADCASTING SERVICES uses Google Search Console to find which keywords are being searched for most to discover and land on the content.

4.4. Acquiring valuable potential customers

Having a solid customer acquisition strategy is an essential component for any business. Without it, the organization is going to seriously struggle to grow your business in any kind of meaningful way. The study asked respondents whether BUDDU BROADCASTING SERVICES is structured in a way to better acquire valuable potential customers. The results indicate in table 4.4 below:

Table 4. 4: BUDDU BROADCASTING SERVICES is structured in a way to better acquire valuable potential customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	35	31.0	32.1	32.1
	Disagree	10	8.8	9.2	41.3
	Not sure	8	7.1	7.3	48.6
	Agree	35	31.0	32.1	80.7
	Strongly Agree	21	18.6	19.3	100.0
	Total	109	96.5	100.0	
Missing	System	4	3.5		
Total		113	100.0		

Source: Primary data

According to the table above, majority of the respondents 51.3% generally agreed that BUDDU BROADCASTING SERVICES is structured in a way to better acquire valuable potential customers. This implies that BUDDU BROADCASTING SERVICES has a system on how to capture and retain its customers. However, 41.3% of the respondents disagree and 7.1% were not sure.

Currently the employees of the BUDDU BROADCASTING SERVICES seek new potential customers on a case-by-case basis. The time allocated for new customer acquisition depends on the actual workload of ongoing projects. When ongoing projects are on critical path, or require extended attention, then time for new customer acquisition is limited. In other words, the work started to search new customers is frequently interrupted, and the focus of the task becomes inefficient.

4.5. Defining new segments

Customer segmentation is the process of dividing customers into groups based on common characteristics so companies can market to each group effectively and appropriately. The study asked respondents whether new customers segments are clearly defines in their customer relationship management efforts. The results are indicated in table 4.5 below:

Table 4. 5: New customer segments are clearly defined in our customer relationship management efforts.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	20.4	21.3	21.3
	Disagree	13	11.5	12.0	33.3
	Not sure	15	13.3	13.9	47.2
	Agree	34	30.1	31.5	78.7
	Strongly Agree	23	20.4	21.3	100.0
	Total	108	95.6	100.0	
Missing	System	5	4.4		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 52.8% generally agreed that new customers segments are clearly defined in their customer relationship management efforts. This implies that BUDDU BROADCASTING SERVICES groups its customers in different groups in relation to their potentiality and value. However, 33.3% of the respondents disagreed and 13.9% were not sure. In relation to this, one of the respondents stated that, *BUDDU BROADCASTING SERVICES creates and communicates targeted marketing messages that resonate with specific groups of customers, but not with others.*

We also gather specific information – data – about customers and analyze it to identify patterns that can be used to create segments, a respondent reported. Therefore, defining customer segmentation has increased satisfaction and better performance against competitors at BUDDU BROADCASTING SERVICES.

4.6. Emphasizing the significance of acquiring and building reliable customers

The study asked respondents whether their senior management emphasizes very often the significance of acquiring and building valuable new customers. The results are indicated in table 4.6 below:

Table 4. 6: Our senior management emphasizes very often the significance of acquiring and building valuable new customers

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	23	20.4	20.9	20.9
	Disagree	20	17.7	18.2	39.1
	Not sure	7	6.2	6.4	45.5
Valid	Agree	39	34.5	35.5	80.9
	Strongly Agree	21	18.6	19.1	100.0
	Total	110	97.3	100.0	
Missing	System	3	2.7		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 54.6% generally agreed that their senior management emphasizes very often the significance of acquiring and building valuable new customers. This implies that employees of BUDDU BROADCASTING SERVICES radio are trained on how to acquire new customers and how to retain them. However, 39.1% of the respondents disagreed and 6.2% were not sure.

Meeting on a daily, weekly and monthly basis are carried out in out departments by our supervisors to assure us of how it is greatly important to have new customers on board. They

also provide us with the necessary resources we need so as to enable us acquire new potential

customers. They always tell us that a customer is the breath of the radio. Without them we

cannot live, one of the respondents stated in regards to this. It should be noted that attracting

new customers may be rewarding, but it also often involves a lot of hard work and expense.

4.7. Company mission is driven by customer acquisition

The study asked respondents whether BUDDU BROADCASTING SERVICES's mission is driven by customer

acquisition. The results are indicated in table 4.7 below:

Table 4. 7: BUDDU BROADCASTING SERVICES's mission is driven by customer acquisition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.3	6.0	6.0
	Disagree	3	2.7	3.0	9.0
	Not sure	8	7.1	8.0	17.0
	Agree	59	52.2	59.0	76.0
	Strongly Agree	24	21.2	24.0	100.0
	Total	100	88.5	100.0	
Missing	System	13	11.5		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 83% generally agreed that BUDDU

BROADCASTING SERVICES's mission is driven by customer acquisition. This implies that the aim

and objectives of the radio is to acquire more customers so as to increase profits. However, 9%

of the respondents disagreed and 8% were not sure. BUDDU BROADCASTING SERVICES

identifies ways to connect its values with its customers. In regards to this, one of the

respondents commented that, *employees utilize the radio's thought leadership content to help*

prospects find radio and then utilize content to nurture the lead from a general inquiry into a

committed relationship. Content marketing is an ideal companion to BUDDU BROADCASTING

SERVICES sales, she concluded.

4.8. Communicating the importance of acquiring valuable customers

The study asked respondents whether senior management communicates the importance of

acquiring valuable customers. The results are indicated in table 4.8 below:

Table 4. 8: Senior management communicates the importance of acquiring valuable customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	33	29.2	31.4	31.4
	Disagree	7	6.2	6.7	38.1
	Not sure	6	5.3	5.7	43.8
	Agree	29	25.7	27.6	71.4
	Strongly Agree	30	26.5	28.6	100.0
	Total	105	92.9	100.0	
Missing	System	8	7.1		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 56.2% generally agreed that senior

management communicates the importance of acquiring valuable customers.

This implies that there is effective communication between the management and the

employees on issues concerning the radio.

However, 38.1% of the respondents disagreed and 5.3% were not sure. BUDDU BROADCASTING

SERVICES employees are aware of the company objectives and goals. They are trained towards

achieving a high customer base, because it is the only way for BUDDU BROADCASTING

SERVICES to stay in business. The supervisors and managers of BUDDU BROADCASTING SERVICES guide their subordinates on how life time value of their customers.

4.9. Acquiring customers is a key to competitive advantage

The study asked respondents whether BUDDU BROADCASTING SERVICES employees agreed that being able to acquire valuable customers is the key to their competitive advantage. The results are indicated in table 4.9 below:

Table 4. 9: BUDDU BROADCASTING SERVICES employees agree that being able to acquire valuable customers is the key to our competitive advantage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	15.9	16.7	16.7
	Disagree	31	27.4	28.7	45.4
	Not sure	8	7.1	7.4	52.8
	Agree	24	21.2	22.2	75.0
	Strongly Agree	27	23.9	25.0	100.0
	Total	108	95.6	100.0	
Missing	System	5	4.4		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 47.2% generally agreed that BUDDU BROADCASTING SERVICES employees agree that being able to acquire valuable customers is the key to their competitive advantage.

This implies that BUDDU BROADCASTING SERVICES earns a lot of profits from existing customers. However, 45.4% of the respondents disagreed and 7.4% were not sure. It should be noted that, new customers increase the amounts of sales and companies get more endorsement which will help to accelerate the cycle of money for the companies.

4.10. Targeting a valuable new customer is an investment

The study asked respondents whether in their departments, differentiating and targeting a valuable new customer is viewed more like an investment instead of an expense. The results are indicated in table 4.10 below:

Table 4. 10: In my department, differentiating and targeting a valuable new customer is viewed more like an investment, instead of an expense.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	21	18.6	18.6	18.6
	Disagree	13	11.5	11.5	30.1
Valid	Not sure	9	8.0	8.0	38.1
	Agree	43	38.1	38.1	76.1
	Strongly Agree	27	23.9	23.9	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 62% generally agreed that in their department, differentiating and targeting a valuable new customer is viewed more like an investment, instead of an expense. This implies that BUDDU invests more time and resources in capturing and acquiring new potential customers. However, 30.1% of the respondents disagreed and 8% were not sure.

It should be noted that, increasing customer base is the fastest way to grow the business and the most obvious way to reach short-term revenue goals. However, as up-selling to an existing customer can sometimes prove more lucrative than what a company can make on a new client.

4.11. Acquisition of new customers is essential for the organization success

The study asked respondents whether acquiring valuable new customers is seen by employees as essential for their organization success. The results are indicated in table 4.11 below:

Table 4. 11: **Acquiring valuable new customers is seen by employees as essential for our organizations success**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.1	7.2	7.2
	Disagree	7	6.2	6.3	13.5
	Not sure	24	21.2	21.6	35.1
	Agree	29	25.7	26.1	61.3
	Strongly Agree	43	38.1	38.7	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 64.9% generally agreed that acquiring valuable new customers is seen by employers as essential for their organizations success. This implies employees of BUDDU BROADCASTING SERVICES put in a lot of effort to see to it that they acquire a good number of customers.

However, 13.5% of the respondents disagreed and 21.6% were not sure. BUDDU BROADCASTING SERVICES focuses all its efforts on its best customers, this has helped them to increase customer value and grow the radio business. BUDDU BROADCASTING SERVICES focuses investments on its most valuable customers. In relation to this, it was confirmed that, BUDDU BROADCASTING SERVICES disproportionately allocates its sales force, marketing dollars,

and investments toward the customers and segments that it can best serve and provides the greatest value in return. It also, allocates its growth capital toward new products and solutions that serve its best customers or can attract more customers that are similar to the radio's best customers.

4.12. A strategy for competitive advantage is based on acquiring high value customers

The study asked respondents whether their department's strategy for competitive advantage is based on acquiring high value customers from competitors. The results are indicated in table 4.12 below:

Table 4. 12: Our department's strategy for competitive advantage is based on acquiring high-value customers from competitors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	10.2	10.2
	Disagree	10	8.8	9.3	19.4
	Not sure	21	18.6	19.4	38.9
	Agree	43	38.1	39.8	78.7
	Strongly Agree	23	20.4	21.3	100.0
	Total	108	95.6	100.0	
Missing	System	5	4.4		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 61.1% generally agreed that their department's strategy for competitive advantage is based on acquiring high value customers from competitors. This implies that BUDDU BROADCASTING SERVICES invests a lot of effort in acquiring new customers. However, 19.4% of the respondents disagreed and 18.6%were not

sure. BUDDU BROADCASTING SERVICES normally uses a strategy of "Making new friends, but keeping the old. One is silver, the other gold." Similarly, a long-term customer is of more value than a single-deal customer, and it's a lot less expensive to keep a current customer than to acquire a new one. BUDDU BROADCASTING SERVICES aims at keeping a larger percentage of those customers for a longer life cycle, so as to build on a revenue foundation that is more profitable and predictable.

4.13. The competitive advantage depends on targeting valuable customers

The study asked respondents whether their competitive advantage depends largely on differentiating and targeting valuable new customers. The results are indicated in table 4.13 below:

Table 4. 13: Our competitive advantage depends largely on differentiating and targeting valuable new customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	15.9	16.5	16.5
	Disagree	14	12.4	12.8	29.4
	Not sure	5	4.4	4.6	33.9
	Agree	48	42.5	44.0	78.0
	Strongly Agree	24	21.2	22.0	100.0
	Total	109	96.5	100.0	
Missing	System	4	3.5		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 66.2% generally agreed that their competitive advantage depends largely on differentiating and targeting valuable new

customers. This implies that BUDDU BROADCASTING SERVICES has a plan on how to acquire new customers of value. However, 29.4% of the respondents disagreed and 4.6% were not sure, when targeting new customers, BUDDU BROADCASTING SERVICES considers what department is most likely to buy its services, and what individual (what level of responsibility) would be the one to determine the specific purchase requirements.

BUDDU BROADCASTING SERVICES further look for and follow business prospects on social media. In support to this, one of the respondents commented that, *"BUDDU BROADCASTING SERVICES doesn't sell to its customers on their social media feeds. Instead, they develop relationships with potential customers. Retweet or comment on their posts. Mention them if appropriate in the radio own social media posts"*. BUDDU BROADCASTING SERVICES further encourages its employees to attend meetings and seminars that its prospects might attend.

It further follows them up after meetings. BUDDU BROADCASTING SERVICES encourages its employees to contact the people they've met to see if they may be prospects.

4.14. A strategic planning process to identify new customers

The study asked respondents whether BUDDU BROADCASTING SERVICES management has a clear strategic planning process to identify and target new customer opportunities. The results are indicated in table 4.14 below:

Table 4. 14: BUDDU BROADCASTING SERVICES management has a clear strategic planning process to identify and target new customer opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	12.4	12.4
	Disagree	2	1.8	1.9	14.3
	Not sure	10	8.8	9.5	23.8
	Agree	43	38.1	41.0	64.8
	Strongly Agree	37	32.7	35.2	100.0
	Total	105	92.9	100.0	
Missing	System	8	7.1		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 75.2% generally agreed that BUDDU BROADCASTING SERVICES management has a clear strategic planning process to identify and target new customer opportunities. This implies that BUDDU BROADCASTING SERVICES has a procedure for acquiring new customers. However, 14.3% of the respondents disagreed and 9.5% were not sure. BUDDU BROADCASTING SERVICES knows which customers it will serve. In regards to this, it was discovered that *BUDDU BROADCASTING SERVICES segments the market based on certain criteria that are relevant to the radio.*

Then, it selects one or several market segments to serve and the radio decides how it is going to serve the selected customers. This involves differentiating itself from other offerings in the market (differentiation) and aiming at a position in the market and in customers' minds (positioning).

4.15. Customer acquisition and orientation correlation results

Correlation analysis was used to determine the nature and the strength of the association between customer acquisition and customer retention measures in BUDDU BROADCASTING SERVICES radio with Karl Pearson correlation coefficient (rho) analysis which gives a statistic that lies between -1 and +1.

Table 4. 15: Correlations on customer acquisition and orientation

		Customer acquisition and orientation	Customer retention
Customer acquisition and orientation	Pearson Correlation	1	.379[**]
	Sig. (2-tailed)		.004
	N	71	57
Customer retention	Pearson Correlation	.379[**]	1
	Sig. (2-tailed)	.004	
	N	57	95

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

Results in table 4.15 showed a correlation analysis with varied degree of interrelationship between customer acquisition and orientation and Customer retention of BUDDU BROADCASTING SERVICES radio. The Pearson correlation coefficient was generated at 0.01 significance level (2-tailed). The output indicates a strong positive relationship between customer acquisition and orientation and Customer Retention of BUDDU BROADCASTING SERVICES radio, (customer acquisition and orientation p=0.3790).

There is no significant relationship between customer acquisition and orientation and customer retention. The p-value <0.01 which is significant at 0.01 level as the correlation matrix indicates.

Customer acquisition and orientation is therefore a very important factor on customer retention in BUDDU BROADCASTING SERVICES radio.

The results are in agreement with findings of Cho*, et al*., (2013) in which case the study stated that behavior of the employee was significantly related and contributed to customer loyalty comparatively. Thus it can be noted that success of customer retention depended on the relationship with working environment.

CHAPTER FIVE

WORKING ENVIRONMENT AND CUSTOMER RETENTION

5.0. Introduction

This chapter examines the effect of working environment on customer retention. An attractive and supportive work environment can be described as an environment that attracts individuals into the health professions, encourages them to remain in the health workforce and enables them to perform effectively. The purpose of providing attractive work environments is to create incentives for entering the health professions (recruitment) and for remaining in the health workforce (retention). In addition, supportive work environments provide conditions that enable health workers to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality health services. This is the interface of the work environment and quality of care

Working environment can be divided into two components namely physical and behavioral components. The physical environment consists of elements that relate to the office occupiers" ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. According to Hussain, I., et al (2009), the physical environment with the productivity of its occupants falls into two main categories office layout and office comfort, and the behavioral environment represents the two main components namely interaction and distraction.

5.1. Respecting employees

The study asked respondents whether all BUDDU BROADCASTING SERVICES employees are respected and valued. The results are indicated in the table below:

Table 5. 1: All BUDDU BROADCASTING SERVICES employees are respected and valued

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	16.8	17.4	17.4
	Disagree	11	9.7	10.1	27.5
	Not sure	9	8.0	8.3	35.8
	Agree	23	20.4	21.1	56.9
	Strongly Agree	47	41.6	43.1	100.0
	Total	109	96.5	100.0	
Missing	System	4	3.5		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 64.2% generally agreed that all BUDDU BROADCASTING SERVICES employees are respected and valued. This implies that BUDDU BROADCASTING SERVICES treats its employees equally and with maximum respect. However, 27.5% of the respondents disagreed and 8% were not sure. During documentary review, it was discovered that offering respect impacts the radio station as a whole. Employees who feet respected by their leaders are more likely to stick with the radio station than those who don't. Further, they were 55 percent more engaged, which translates into better, more efficient output. In support of this, one of the respondents stated that, *Managers of BUDDU BROADCASTING SERVICES take time to listen to their employees regarding their concerns and needs for performing their jobs.*

They discuss various issues with each employee individually, such as conflicts they may have. The managers rectify conflicts right away by coming up with viable solutions.

Another respondent commented that:

> *Managers of BUDDU BROADCASTING SERVICES normally assign people project tasks that they are naturally good at performing. They also allow employees to set their own job goals or methods for completing assignments. They further encourage the employees to make recommendations that may help increase the radio's performance and productivity. BUDDU BROADCASTING SERVICES normally recommend training for employees who need it.*

Therefore, Managers must also keep morale high, especially during economic downturns, when layoffs or firings may exert greater demands on the remaining workers.

5.2. Facilitating employees to perform their jobs

Facilitation is a process that trainers, team builders, meeting leaders, managers, and communicators use to add content, process, and structure to meet the needs of an individual, group, or team. The study asked respondents whether they are always facilitated to perform their jobs well. The results are indicated in table 5.2 below:

Table 5. 2: I am always facilitated to perform my job well.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	14.2	14.5	14.5
	Disagree	27	23.9	24.5	39.1
	Not sure	5	4.4	4.5	43.6
	Agree	25	22.1	22.7	66.4
	Strongly Agree	37	32.7	33.6	100.0
	Total	110	97.3	100.0	
Missing	System	3	2.7		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 56.2% generally agreed that they are always facilitated to perform their job well. This implies that BUDDU offers all work resources to its employees on time. However, 39.1% of the respondents generally disagreed and 4.4% were not sure. To support this, one of the respondents stated that, BUDDU BROADCASTING SERVICES provides Presenting content and information, a process that helps a group achieve its objectives, an appropriate structure for a meeting, training, team building session, or another work event, Promoting shared responsibility for the outcome of the meeting, and providing solutions to problems.

5.3. Giving performance guidelines

The study asked respondents whether employees are given specific guidance for performing their jobs. The results are indicated in table 5.3 below:

Table 5. 3: Employees are given specific guidance for performing their jobs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	14.2	14.4	14.4
	Disagree	9	8.0	8.1	22.5
	Not sure	16	14.2	14.4	36.9
	Agree	41	36.3	36.9	73.9
	Strongly Agree	29	25.7	26.1	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 63% generally agreed that employees are given specific guidance for performing their jobs. This implies that job descriptions and specifications are given to all employees of BUDDU BROADCASTING SERVICES. However, 22.3% of the respondents disagreed and 14.2% were not sure. Supervisors at BUDDU BROADCASTING SERVICES delegate work to their subordinates. *The guidelines offered to employees at BUDDU BROADCASTING SERVICES details the Primary functions of the job, how the tasks will be carried out, and the necessary skills needed to perform the job. It anticipates employee growth and potential problems with misunderstanding*, a respondent commented. When it comes to job guidelines, flexibility is the key. It may be wise to create more generic job guidance that emphasize expectations and accountabilities, rather than specific tasks, thereby encouraging employees to focus on results rather than job duties.

5.4. Determining customer acquisition

The study asked respondents whether their unit regularly measures how successfully employees acquire valuable new customers. The results are indicated in table 5.4 below.

Table 5. 4: Our unit regularly measures how successfully employees acquire valuable new customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	9.9	9.9
	Disagree	18	15.9	16.2	26.1
	Not sure	25	22.1	22.5	48.6
	Agree	25	22.1	22.5	71.2
	Strongly Agree	32	28.3	28.8	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 51.3% generally agreed that their unit regularly measures how successfully employees acquire valuable new customers. This implies that evaluation meeting are carried out at BUDDU BROADCASTING SERVICES. However, 26.1% of the respondents disagreed and 22.5% were not sure. BUDDU BROADCASTING SERVICES determines the finances it invest in customer acquisition with the number of new customers acquired on a weekly basis. Managers at BUDDU BROADCASTING SERVICES discuss both positive performance and areas for improvement regularly, even daily or weekly.

Determining customer acquisition strategies helps companies to grow, and targeted customer acquisition programs help companies acquire the right customers in a cost effective way.

5.5. Payment terms

The study asked respondents whether BUDDU BROADCASTING SERVICES has favorable payment terms for its entire staff. The results are indicated in table 5.5 below:

Table 5. 5: BUDDU BROADCASTING SERVICES has favorable payment terms for all its staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	11.5	11.5
	Disagree	11	9.7	9.7	21.2
	Not sure	10	8.8	8.8	30.1
	Agree	41	36.3	36.3	66.4
	Strongly Agree	38	33.6	33.6	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 69.9% generally agreed that BUDDU BROADCASTING SERVICES has favorable payment terms for all its staff.

This implies that a clear procedure is set by BUDDU BROADCASTING SERVICES. Employees are payment in relation to their level of performance. However, 21.2% of the respondents disagreed and 8.8% were not sure. BUDDU BROADCASTING SERVICES rewards good performing employees. Every employee who acquires a valuable customer for the station earns a bonus on his or her salary.

It should be noted that, increasing the amount you pay your employees will not only alleviate their present stress, but also help them feel more secure about their futures. The best way BUDDU BROADCASTING SERVICES can help its employees manage their financial stress is to

help them make ends meet. It will improve their productivity and satisfaction because they'll no longer be distracted by financial problems.

5.6. Timely pay

The study asked respondents whether they are always paid on time. The results are indicated in table 5.6 below:

Table 5. 6: **I am always paid on time**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	9.9	9.9
	Disagree	9	8.0	8.1	18.0
	Not sure	9	8.0	8.1	26.1
	Agree	37	32.7	33.3	59.5
	Strongly Agree	45	39.8	40.5	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 73.8% generally agreed that they are always paid on time.

This implies that employees receive their salary as agreed in the employment terms by BUDDU BROADCASTING SERVICES pays its employees after 28 days every month. However, 18% of the respondents disagreed and 8.1% were not sure.

BUDDU BROADCASTING SERVICES pays employees correctly, on time, and in compliance with government regulations. The appropriate deductions are made on each pay cheque.

5.7. Recognizing employee efforts

Employee recognition is the timely, informal or formal acknowledgement of a person's or team's behavior, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations. The study asked respondents whether their supervisors recognize the contribution they make towards the success of BUDDU BROADCASTING SERVICES as an organization. The results are indicated in table 5.7 below:

Table 5. 7: My supervisors recognize the contribution I make towards the success of BUDDU BROADCASTING SERVICES as an organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	11.5	11.5
	Disagree	7	6.2	6.2	17.7
	Not sure	8	7.1	7.1	24.8
	Agree	55	48.7	48.7	73.5
	Strongly Agree	30	26.5	26.5	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 75.2% generally agreed that their supervisors recognize the contribution they make towards the success of BUDDU BROADCASTING SERVICES as an organization.

This implies that performing employees are rewarded publically for their good performance. However, 17.7% of the respondents disagreed and 7.1% were not sure. *BUDDU BROADCASTING SERVICES's managers and supervisors normally praise others for their good work, apply the principles of employee recognition and also encourage others to initiate it in their working relationships,* a respondent said. It should be noted that Appreciation is a fundamental human

need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued by others. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work.

5.8. Performance evaluation

The study asked respondents whether front-line employees' performance evaluations depend largely on how well they acquire new valuable customers. The results are indicated in table 5.8 below:

Table 5. 8: Front-line employees' performance evaluations depend largely on how well they acquire new valuable customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.3	5.3	5.3
	Disagree	13	11.5	11.5	16.8
	Not sure	18	15.9	15.9	32.7
	Agree	58	51.3	51.3	84.1
	Strongly Agree	18	15.9	15.9	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 67.2% generally agreed that front-line employees' performance evaluations depend on how well they acquire new valuable customers. This implies BUDDU BROADCASTING SERVICES monitors how its employees deal with customers. However, 16.8% of the respondents disagreed and 15.9% were not sure. *BUDDU BROADCASTING SERVICES has effective retention program which gives us the ability to*

identify, track and sell more to these customers who are most likely to become long-term sources of revenue, a respondent said.

5.9. Retaining customers is a key to competitive advantage

The study asked respondents whether employees across their departments agree that being able to retain existing customers in the key to their competitive advantage. The results are indicated in table 5.9 below:

Table 5. 9: Employees across my department agree that being able to retain valuable existing customers is the key to our competitive advantage.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	15.9	17.0	17.0
	Disagree	10	8.8	9.4	26.4
	Not sure	8	7.1	7.5	34.0
	Agree	38	33.6	35.8	69.8
	Strongly Agree	32	28.3	30.2	100.0
	Total	106	93.8	100.0	
Missing	System	7	6.2		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 66% generally agreed that employees across their departments agree that being able to retain valuable existing customers is the key to their competitive advantage. This implies that BUDDU BROADCASTING SERVICES strives to retain existing customers because existing customers have already taste the services they provide, so if they had good experience they will stay. Trust and confidence has already been established and the radio knows something about them already and therefore, it's easier

to identify their needs. However, 26.4% of the respondents disagreed and 7.5% were not sure.

It should be noted that making the most of the existing customer base and capitalizing on every

opportunity to maximize revenue are some of the best ways to make the business more

profitable.

5.10. Maintaining relationships with customers

The study asked respondents whether in their department, maintaining relationships with valuable

existing customers is viewed more like an investment, instead of an expense. The results are indicated in

table 5.10 below:

Table 5. 10: In my department, maintaining relationships with valuable existing customers is viewed more like an investment, instead of an expense

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.1	7.1	7.1
	Disagree	16	14.2	14.2	21.2
	Not sure	13	11.5	11.5	32.7
	Agree	43	38.1	38.1	70.8
	Strongly Agree	33	29.2	29.2	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 67.3% generally agreed that in their

department, maintaining relationships with valuable existing customers is viewed more like an

investment, instead of an expense. This implies that BUDDU BROADCASTING SERVICES treat

customers as humans but not as ATM machines. However, 21.2% of the respondents disagreed

and 11.5% were not sure. In support to this, one of the respondents stated that, "*We also know*

that getting a new customer is much more expensive than selling to an existing customer, so by continuing to sell to them, we are really saving ourselves some money". BUDDU BROADCASTING SERVICES offers guarantee to its customers. A guarantee is a powerful tool for keeping customers when they might otherwise go elsewhere. With a good guarantee, BUDDU tells its customers where and how to complain, and that complaining is worth their time and effort. It also shows that it cares. A good guarantee is unconditional, easy to understand, meaningful, easy to invoke and easy to collect on.

5.11. Retaining valuable existing customers

The study asked respondents whether their unit's strategy for competitive advantage based on retaining valuable existing customers. The results are indicated in table 5.11 below:

Table 5. 11: Our unit's strategy for competitive advantage is based on retaining valuable existing customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	15.9	16.7	16.7
	Disagree	7	6.2	6.5	23.1
	Not sure	19	16.8	17.6	40.7
	Agree	33	29.2	30.6	71.3
	Strongly Agree	31	27.4	28.7	100.0
	Total	108	95.6	100.0	
Missing	System	5	4.4		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 59.3% generally agreed that their unit's strategy for competitive advantage is based in retaining valuable existing customers. This

implies that BUDDU BROADCASTING SERVICES invests more in retaining customers than acquiring new ones. However, 23.1% of the respondents disagreed and 17.6% were not sure. In response to this, one of the respondents stated that; "*People will endorse the business not because they think it looks good, but because they know it is good. If they have problems with the services, customers are the best source of objective advice on how to make improvements*". Therefore, "*BUDDU BROADCASTING SERVICES has a process in place where it regularly asks them for feedback. And once they've given it us, we let them know how we are going to use it*", another respondent said. This will make the customers to feel involved in the business, and are more likely to send and refer other people to the radio station.

5.12. Cross-selling and up-selling

The study asked respondents whether they are mandated to cross-sell and up-sell to their existing customers. The results are indicated in table 5.12 below:

Table 5. 12: I am mandated to cross-sell and up-sell to our existing customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	22.1	22.1	22.1
	Disagree	13	11.5	11.5	33.6
	Not sure	9	8.0	8.0	41.6
	Agree	50	44.2	44.2	85.8
	Strongly Agree	16	14.2	14.2	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 58.6% generally agreed that they are mandated to cross-sell and up-sell to their existing customers. This implies that

BUDDU BROADCASTING SERVICES sells different services to its customers so as to increase revenue to the radio. However, 33.6% of the respondents disagreed and 8% were not sure. *Existing customers are easier to sell to -- by a long shot: You're 60-70% likely to sell to an existing customer, compared to the 5-20% likelihood of selling to a new prospect*, said by a respondent. BUDDU BROADCASTING SERVICES employees can cross-sell and up sell when they spot an opportunity further down the line with a customer, once they've already purchased the initial product. Over the course of email exchanges and phone conversations, customers might mention an interest in expanding into a different vertical, or wanting more capabilities with the product they're using, which can be a signal that they're ready to hear about other options.

5.13. Guidance on retaining customers

The study asked respondents whether employees are given specific guidance for retaining high value existing customers. The results are indicated in table 5.13 below:

Table 5. 13: Employees are given specific guidance for retaining high value existing customers

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	5	4.4	4.4	4.4
	Disagree	9	8.0	8.0	12.4
Valid	Not sure	18	15.9	15.9	28.3
	Agree	47	41.6	41.6	69.9
	Strongly Agree	34	30.1	30.1	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 71.7% generally agreed that employees are given specific guidance for retaining high value existing customers. This implies that BUDDU BROADCASTING SERVICES describes to its employees how to handle customers. However, 12.4% of the respondents disagreed and 15.9% were not sure. Employees of BUDDU BROADCASTING SERVICES are told treat customers right, be remarkable, earn their trust, engage them regularly throughout the customer life cycle, actively listen to your customers, create an army of ambassadors from your most loyal customers and involve them in creating the future. Employees of BUDDU BROADCASTING SERVICES are advised to deliver a fantastic service to the customers – and it can count on their business for life.

It should be noted that Engaged customers buy 90% more frequently, spend 60% more per transaction and are five times more likely to indicate it is the only brand they would purchase in the future. On average, they're delivering 23% more revenue and profitability over the average customer.

5.14. Rewarding performing employees

The study asked respondents whether their organization regularly measures and rewards how successfully employees retain valuable existing customers. The results are indicated in table 5.14 below:

Table 5. 14: Our organization regularly measures and rewards how successfully employees retain valuable existing customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	11.8	11.8
	Disagree	11	9.7	10.0	21.8
	Not sure	15	13.3	13.6	35.5
	Agree	38	33.6	34.5	70.0
	Strongly Agree	33	29.2	30.0	100.0
	Total	110	97.3	100.0	
Missing	System	3	2.7		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 64.5% generally agreed that their organization regularly measures and rewards how successfully employees retain valuable existing customers. This implies that employees are rewarded for their performance. However, 21.8% of the respondents disagreed and 13.3% were not sure.

BUDDU BROADCASTING SERVICES normally acknowledges and publically rewards employees for their better performance. BUDDU offers incentives and benefits to its employees. In response to this one of the respondent said that; *"BUDDU Shows appreciation to its employees by acknowledging excellent performance and the kind of behavior they want to encourage is best done through simple expressions and statements"*.

*The managers of BUDDU BROADCASTING SERVICES normally appreciate coworkers in the form of a public statement of thanks in front of the employee's co-workers or team, citing specific examples of what they've done that has positively impacted the organizatio*n.

5.15. Customer satisfaction impacts employee performance

The study asked respondents whether customer satisfaction is an important component of all employees' performance evaluation. The results are indicated in table 5.13 below:

Table 5. 15: Customer satisfaction is an important component of all employees' performance evaluations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	8.0	8.0	8.0
	Disagree	10	8.8	8.8	16.8
	Not sure	10	8.8	8.8	25.7
	Agree	55	48.7	48.7	74.3
	Strongly Agree	29	25.7	25.7	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 74.4% generally agreed that customer satisfaction is an important component of all employees' performance evaluations.

This implies that an employee is considered to be a good performer when the customer is satisfied and retained. However, 16.8% of the total respondents disagreed and 8.8% were not sure. All businesses depend on employees to deliver quality service. For most businesses, improving customer service levels is more important than providing a good product.

5.16. Working environment correlation results

Correlation analysis was used to determine the nature and the strength of the association between working environment and customer retention at BUDDU BROADCASTING SERVICES radio with Karl Pearson correlation coefficient (rho) analysis which gives a statistic that lies between -1 and +1..

Table 5. 16: Correlations

		Working environment	Customer retention
Working environment	Pearson Correlation	1	.820**
	Sig. (2-tailed)		.000
	N	85	68
Customer retention	Pearson Correlation	.820**	1
	Sig. (2-tailed)	.000	
	N	68	95

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

Table 5.16 showed a correlation analysis with varied degree of interrelationship between working environment and Customer retention of BUDDU BROADCASTING SERVICES radio. The Pearson correlation coefficient was generated at 0.000 significance level (2-tailed). The output indicates a strong positive relationship between working environment and Customer Retention of BUDDU BROADCASTING SERVICES radio.

Working condition $p=0.820$. The p-value <0.000 which is significant at 0.01 level as the correlation matrix indicates. Therefore, the customer relationship management practice (working environment) is a key factors in customer retention at BUDDU BROADCASTING SERVICES radio.

CHAPTER SIX

KNOWLEDGE MANAGEMENT

6.0. Introduction

This chapter aims at examining the level of knowledge management at BUDDU BROADCASTING SERVICES radio. Harrison & Kessels (2003) assert that the creation of new knowledge depends on existing organizational structure and capabilities. Organizational Knowledge is much talked about but little understood. It is the knowledge, values, understanding and experience that has been built up throughout an organization over a period of time (Gallagher, 2011), and the capability members of an organization have developed to draw distinctions in the process of carrying out their work (Tsoukas, H, & Vladimirou, 2001).

The ability to create and use knowledge enables the company to develop sustainable competitive advantages (Hunt & Arnett, 2006). Knowledge creation process allows firms to amplify knowledge embedded initially and transfer knowledge into operational activities to improve efficiency and create business value (Toyama & Nagata, 2000). Knowledge is only useful for those who can effectively learn, and learning is only effective if useful knowledge is available (Strong, Davenport & Prusak, 2008). Knowledge management is an umbrella term which refers to any deliberate efforts to manage the knowledge of an organization's workforce, which can be achieved via a wide range of methods including directly, through the use of particular types of ICT, or more indirectly through the management of social processes, the structuring of

organizations in particular ways or via the use of particular culture and people management practices (Hislop, 2009, p59).

6.1. A formal system for determining customers of value

A company has a formalized management system when they have defined, documented, *and* deliberately managed their management processes. The study asked respondents whether the radio station has a formal system for determining which of their current customers are of the highest value. The results are indicated in table 6.1 below:

Table 6. 1: The radio has a formal system for determining which of our current customers are of the highest value

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	23.0	24.1	24.1
	Disagree	3	2.7	2.8	26.9
	Not sure	7	6.2	6.5	33.3
	Agree	39	34.5	36.1	69.4
	Strongly Agree	33	29.2	30.6	100.0
	Total	108	95.6	100.0	
Missing	System	5	4.4		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 66.7% generally agreed that the radio has a formal system for determining which of their current customers are of the highest value. This implies that BUDDU BROADCASTING SERVICES uses computer based information systems to capture information about their clients. However, 26.9% of the respondents disagreed and 6.5% were not sure. It should be

noted that, if an organization doesn't have customer-level financials in its accounting system, it does its best to roll up financials across product segments. In regards to this, one of the respondents stated that:

> "BUDDU BROADCASTING SERVICES has a set of customer segments by rolling up product lines or estimating the buying patterns of various customer types".

It should be noted that, determining your customer's value can literally be the most profitable thing you'll ever do for your business. Here you can learn more about Marginal Net Worth and Lifetime Value.

6.2. Use of information collected to improve services

The study asked respondents whether they use information for their customers to improve their services. The results are indicated in table 6.2 below:

Table 6. 2: We use information collected from our customers to improve our services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	13.3	13.4	13.4
	Disagree	19	16.8	17.0	30.4
	Not sure	6	5.3	5.4	35.7
	Agree	43	38.1	38.4	74.1
	Strongly Agree	29	25.7	25.9	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 64.3% generally agreed that they use information collected from their customers to improve their services.

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This implies that BUDDU BROADCASTING SERVICES uses customer feedback to improve their business. However, 30.4% of the respondents disagreed and 5.2% were not sure.

In regards to this, one of the respondents argued that *BUDDU BROADCASTING SERVICES clearly define what they are looking for before collecting data from customers. BUDDU BROADCASTING SERVICES Consider the parts of the user experience they want to improve, what they'll do with the data once they collect it, and the channels that work best for their goals*, another respondent responded. During documentary review, it was discovered that BUDD Uses Email, when gathering information from customers. Email is a powerful tool, but to be effective, BUDDU BROADCASTING SERVICES makes sure they are responding quickly to their customers. It was discovered that 43% of customers don't provide feedback, simply because they don't think the business cares, but 57% would leave feedback if they knew they'd get a quick response.

6.3. A structure to optimally respond to existing customers

The study asked respondents whether BUDDU BROADCASTING SERVICES is structured to optimally respond to existing customers with different values. The results are indicated in table 6.3 below:

Table 6. 3: BUDDU BROADCASTING SERVICES is structured to optimally respond to existing customers with different values

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	20.4	20.4	20.4
	Disagree	6	5.3	5.3	25.7
	Not sure	14	12.4	12.4	38.1
	Agree	52	46.0	46.0	84.1
	Strongly Agree	18	15.9	15.9	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 61.9% generally agreed that BUDDU BROADCASTING SERVICES is structures to optimally respond to existing customers with different values. This implies that BUDDU has a procedure it follows when determining which customer to invest in. BUDDU determine revenue per customer minus any attributable costs to servicing that customer, including cost of goods, cost to service, etc. However, 25.7% of the respondents disagreed and 12.4% were not sure. In regard to this one of the respondents stated that: BUDDU gives its customers space to tell their story and then tease out what their needs are, even if they seem indecisive. BUDDU Works out a resolution that they feel is fair. The employees of BUDDU are patient and empathy which creates loyal customers.

6.4. Segmenting customers basing on their economic value

The study asked respondents whether they have a formal system to segment existing customers based on their economic value. The results are indicated in table 6.4 below:

Table 6. 4: We have a formal system to segment existing customers based on their economic value

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	13.3	13.3	13.3
	Disagree	16	14.2	14.2	27.4
	Not sure	14	12.4	12.4	39.8
	Agree	42	37.2	37.2	77.0
	Strongly Agree	26	23.0	23.0	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 60.2% generally agreed that they have a formal system to segment existing customers based on their economic value. This implies that BUDDU BROADCASTING SERVICES segments its customers into groups based on their position in the sales funnel. However, 27.4% of the respondents disagreed and 12.4% were not sure. During review, it was discovered that BUDDU basically goes from someone who either is just looking and not really thinking about making a purchase to a person that is a life-long fan of station and will always come back for more. In addition to that, BUDDU BROADCASTING SERVICES considers the reason why somebody is buying from them. This has helped them to move a customer that is still on the fence further down the funnel and turn them into a loyal follower.

6.5. Communicating the importance of retaining customers

The study asked respondents whether the management communicated the importance to their department of retaining valuable existing customers to the competitive advantage of the radio. The results are indicated in table 5.5 below:

Table 6. 5: Management communicated the importance to their department of retaining valuable existing customers to the competitive advantage of the radio

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.7	2.7	2.7
	Disagree	9	8.0	8.0	10.6
	Not sure	5	4.4	4.4	15.0
	Agree	49	43.4	43.4	58.4
	Strongly Agree	47	41.6	41.6	100.0
	Total	113	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 85% generally agreed that management communicated the importance to their department of retaining valuable existing customers to the competitive advantage of the radio. This implies that BUDDU BROADCASTING SERVICES's management carry out meeting through which they are trained on how to handle customers. The strategies on customer handling are clearly followed. However, 10.6% of the respondents disagreed and 4.4% were not sure. BUDDU BROADCASTING SERVICES has a consistent cadence of value-added outreach that starts with its top-of-funnel acquisition strategy and continues through the sales process to on boarding and active engagement starts to develop a consistent customer experience that can progress to trust and loyalty. It should be noted that,

when the customer is happy, the company or brand will be top of mind when asked for a referral and the company will be the first one they tell when something goes wrong. Rather than spreading bad news about the radio, they come to the radio station first when it screws up, and give it time to fix it.

6.6. Gathering of large amount of customers information

The study asked respondents whether their department has gathered a large amount of customer information to help identify their value customers. The results are indicated in table 6.6 below:

Table 6. 6: My department has gathered a large amount of customer information to help identify their high value customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	10.6	10.7	10.7
	Disagree	13	11.5	11.6	22.3
	Not sure	4	3.5	3.6	25.9
	Agree	35	31.0	31.3	57.1
	Strongly Agree	48	42.5	42.9	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 74.2% generally agreed that their department has gathered a large amount of customer information to help identify their high value customers. This implies that BUDDU BROADCASTING SERVICES uses different modes to gather information. However, 22.3% of the respondents

disagreed and 3.5% were not sure. *BUDDU BROADCASTING SERVICES uses social media when gathering information from respondents. We Engage customers on social media, listen to what they're saying, and reply to them quickly,* one of the respondents stated. Social media is a great place to get feedback from customers, be they potential customers, new customers, or repeat customers. In response to this, a prominent respondent argued that,

> *"We track what parts of our website customers are visiting, how long they're staying, where they come from, and where they go next".*

In relation to the above, another respondent commented that:

> *"BUDDU BROADCASTING SERVICES customers tell us what we want, so we listen to them to find out how we can make improvements or additions to our offerings to ensure we're solving a problem for them".*

Customer feedback is an insight into what is working well about the product or service and what should be done to make experience better. The organization might have the best expertise in the industry in which the company operates, but the company's professional knowledge will never be more valuable to business performance than customer insights. Their opinions help the company to ensure that the end product will actually meet their expectations, solve their problems and fulfill their needs.

6.7. Understanding of customer lifetime value

The customer lifetime value represents the total amount of money that a particular customer is likely to spend over his or her lifetime. The study asked respondents

whether their department has established a thorough understanding of customers' lifetime value. The results are indicated in table 6.7 below:

Table 6. 7: My department has established a thorough understanding of customers' lifetime value.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	6.2	6.3	6.3
	Disagree	11	9.7	9.8	16.1
	Not sure	18	15.9	16.1	32.1
	Agree	38	33.6	33.9	66.1
	Strongly Agree	38	33.6	33.9	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 67.8% generally agreed that their department has established a thorough understanding of customers' lifetime value. This implies that BUDDU BROADCASTING SERVICES employees use the average order value, the purchase frequency, and the customer lifetime length. However, 16.1% of the respondents disagreed and were not sure respectively. BUDDU BROADCASTING SERVICES uses Customer lifetime value data to help build more accurate and detailed customer personas. Customer lifetime value helps them spend advertising and marketing dollars wisely, focusing on the customer segments(s) that delivers the highest profit to the radio. It should be noted that, Customer Lifetime Value demonstrates the significance of repeat business and can help the organization to shift its priorities accordingly.

6.8. Having detailed knowledge of the channels of the customers

The study asked respondents whether their departments have detailed knowledge about the appropriate channels to each customer. The results are indicated in table 6.8 below:

Table 6. 8: My department has detailed knowledge about the appropriate channels to reach customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	10.3	10.3
	Disagree	8	7.1	7.5	17.8
	Not sure	14	12.4	13.1	30.8
	Agree	38	33.6	35.5	66.4
	Strongly Agree	36	31.9	33.6	100.0
	Total	107	94.7	100.0	
Missing	System	6	5.3		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 69.1% generally agreed that their departments have detailed knowledge about the appropriate channels to reach customers. This implies that BUDDU BROADCASTING SERVICES provides a better experience and services to its customers. However, 17.8% of the respondents disagreed and 33.6% were not sure. During review, it was discovered that BUDDU BROADCASTING SERVICES has the necessary insight, processes and culture in place, they provide a seamless customer experience. BUDDU BROADCASTING SERVICES has an understanding of the end consumer which is required to ensure that any direct sales effort improves the customer experience.

6.9. Developing customer knowledge on distinctive customer characteristics

The study asked respondents whether their departments have developed customer knowledge which consists of distinctive customer characteristics.

Table 6. 9: My department has developed customer knowledge which consists of distinctive customer characteristics.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	8.8	8.9	8.9
	Disagree	11	9.7	9.8	18.8
	Not sure	9	8.0	8.0	26.8
	Agree	51	45.1	45.5	72.3
	Strongly Agree	31	27.4	27.7	98.2
	Total	112	99.1	100.0	100.0
Missing	System	1	.9		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 73.2% generally agreed that their departments have developed customer knowledge which consists of distinctive customer characteristics. This implies that, BUDDU BROADCASTING SERVICES is aware of what motivates it customers, what they want, need, love, or hate. However, 18.8% of the respondents disagreed and 8% were not sure. In regards to this, one of the respondents argued that, *BUDDU BROADCASTING SERVICES normally sends out surveys by asking questions about their experience with us and what new things they'd like to*

see and hear. In relation to this, during review it was discovered that BUDDU uses strong social media presence.

By keeping track of what people are saying about the radio station online, BUDDU learns a lot about its customers and can get a feel for who the general demographic is. BUDDU BROADCASTING SERVICES also directly ask for feedback if someone is talking about the radio station.

6.10. Developing homogeneous customer knowledge

The study asked respondents whether the customer knowledge their departments have development is very homogeneous. The results are indicated in table 6.10 below:

Table 6. 10: The customer knowledge my department has developed is very homogeneous.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	11	9.7	10.0	10.0
	Disagree	8	7.1	7.3	17.3
Valid	Not sure	18	15.9	16.4	33.6
	Agree	51	45.1	46.4	80.0
	Strongly Agree	22	19.5	20.0	100.0
	Total	110	97.3	100.0	
Missing	System	3	2.7		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 66.4% generally agreed that the customer knowledge their departments have developed is very homogenous. This

implies that BUDDU BROADCASTING SERVICES segments its customers, targets them and positions them. However, 17.3% of the respondents disagreed and 15.9% were not sure.

BUDDU BROADCASTING SERVICES is aware that its customers have different needs, wants, resources, preferences and purchase behaviors led marketing to move away from mass marketing and embrace target marketing.

BUDDU has different programs targeting different groups of audience.

6.11. Acquiring customer knowledge with different profiles and behavior patterns

The study asked respondents whether their departments have acquired customer knowledge with different profiles and behavior patterns. The results are indicated in table 6.11 below:

Table 6. 11: My department has acquired customer knowledge with different profiles and behavior patterns

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.3	5.5	5.5
	Disagree	22	19.5	20.0	25.5
	Not sure	8	7.1	7.3	32.7
	Agree	45	39.8	40.9	73.6
	Strongly Agree	29	25.7	26.4	100.0
	Total	110	97.3	100.0	
Missing	System	3	2.7		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 67.3% generally agreed that their departments have acquired customer knowledge with different profiles and behavior patterns. This implies that BUDDU BROADCASTING SERVICES uses segmentation method to acquire information about different customers. However, 25.5% of the respondents disagreed and 7.1% were not sure.

BUDDU BROADCASTING SERVICES Understands how different groups of customers should be targeted with different offers, at the most appropriate times through their preferred channels, to effectively help them advance towards successful outcomes in their journeys.

In regards to this, one of the respondents stated that, *BUDDU BROADCASTING SERVICES knows its customers by the type of behavior displayed by customers as they interact with a radio station or make a purchasing decision*. This allows the radio station to divide customers into groups according to their knowledge of, attitude towards, use of, or response to a service.

6.12. Knowledge management correlation results

Correlation analysis was used to determine the nature and the strength of the association between knowledge management and customer retention in BUDDU BROADCASTING SERVICES radio with Karl Pearson correlation coefficient (rho) analysis which gives a statistic that lies between -1 and +1.

Table 6. 12: Correlations on Knowledge management and customer retention

		Knowledge management	Customer retention
Knowledge management	Pearson Correlation	1	.659**
	Sig. (2-tailed)		.000
	N	97	85
Customer retention	Pearson Correlation	.659**	1
	Sig. (2-tailed)	.000	
	N	85	95

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

Table 8.12 showed a correlation analysis with varied degree of interrelationship between knowledge management and Customer retention of BUDDU BROADCASTING SERVICES radio. The Pearson correlation coefficient was generated at 0.00 significance level (2-tailed). The output indicates a strong positive relationship between knowledge management and Customer Retention of BUDDU BROADCASTING SERVICES radio. Knowledge management $p=0.659$. The p-value <0.00 which is significant at 0.01 level as the correlation matrix indicates. Knowledge management is therefore a very important factor on customer retention in BUDDU BROADCASTING SERVICES radio.

CHAPTER SEVEN

CUSTOMER RETENTION

7.0. Introduction

This chapter aims at examining the level of customer retention at BUDDU BROADCASTING SERVICES. Customer retention is a system of activities for improving the transaction process, based on the positive positioning of the customer, and the consequential readiness for successive purchasing. Retention strategies work best when company retention level is high because only a small 5 percent increase in retention can increase company profit-ability to over 85 percent. Retention strategies are profitable not only because of in-creased revenue from loyal customers but also, because of reduced costs of serving long-time customers. The two possibility can be differentiated from the customer point of view with concern to customer satisfaction, loyalty and constrained (Bliemel 1998).

Sharma et al, (1999) argue that it is difficult for customers to evaluate professional services and the benefits of making such investments and therefore, customers need to place higher confidence on professional service providers. The central characteristic of a professional service is that it is a product of the interaction between the providers and the clients (Sheth, J., & Parvatiyar, A. 2000). Hence, it becomes essential for firms to identify factors useful in service conception, provider selection and customer behavior prediction in such ways that are satisfactory for both parties involved in the relationship. Consequently, if one wants to study the success and failure determinants

of any relationship, the study of both partners" behaviors in the interactive process is necessary.

7.1. Organizational Structure and customer retention

An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. The study asked respondents whether the structure of BUDDU BROADCASTING SERVICES has enabled them retain the most valuable customers. The results are indicated in table 7.1 below:

Table 7. 1: The structure of BUDDU BROADCASTING SERVICES has enables us retain the most valuable customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	13.3	13.4	13.4
	Disagree	9	8.0	8.0	21.4
	Not sure	8	7.1	7.1	28.6
	Agree	49	43.4	43.8	72.3
	Strongly Agree	31	27.4	27.7	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 71.5% generally agreed that the structure of BUDDU has enabled them to retain the most valuable customers. This implies that BUDDU has a good senior-level management commitment. *BUDDU BROADCASTING SERVICES has some really simple and well understood customer goals within the organization.*

BUDDU BROADCASTING SERVICES boils them down quite carefully to simple ideas that all of the staff and employees can understand and know, supported by one of the respondent. However, 21.4% of the total respondents disagreed and 28.6% were not sure.

Christianus (2002) mentioned that an active complaint management system should truly benefit the company, by re-establishing customer satisfaction, through a handling of the complaint that is as persuasive as possible.

7.2. Leadership and customer retention

Leadership is about aligning the people to the expected outcomes of the vision. In order to lead, one must be able to manage and hence the two are closely related (Gwavuya, 2011). The study asked respondents whether leadership plays a pivotal part in customer retention. The results are indicated in table 7.2 below:

Table 7. 2: Leadership plays a pivotal part in customer retention.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	12.6	12.6
	Disagree	13	11.5	12.6	25.2
	Not sure	11	9.7	10.7	35.9
	Agree	30	26.5	29.1	65.0
	Strongly Agree	36	31.9	35.0	100.0
	Total	103	91.2	100.0	
Missing	System	10	8.8		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 64.1% generally agreed that leadership plays a pivotal part in customer retention.

This implies that BUDDU BROADCASTING SERVICES have effective and good leaders who know the right people to recruit and deal with customers. *Managers of BUDDU BROADCASTING SERVICES are good leaders because they are functionally productive; whereby they know the importance of hiring the right people for the job and how to equip them with the skills necessary to interact with customers*; stated by one of the respondents.

However, 25.2% of the respondents disagreed and 10.7% were not sure. Too often, however, leaders fall back on tools and technologies to show commitment to customers while contradicting those benefits with their actions. Without integrity and genuine regard for customers from leadership, even companies with successful rewards and points programs will fail.

7.3. Organizational culture and customer retention

According to Laurie (2008), organizational culture is a combination of traditions, values, policies, beliefs, and attitude that establishes a general framework for everything done in an organization. The study asked respondents whether organizational culture is very important in enhancing customer retention. The results are indicated in table 7.3 below:

Table 7. 3: Organizational culture is very important in enhancing customer retention

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	19.5	19.8	19.8
	Disagree	7	6.2	6.3	26.1
	Not sure	20	17.7	18.0	44.1
	Agree	33	29.2	29.7	73.9
	Strongly Agree	29	25.7	26.1	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 55.8% generally agreed that organizational culture is very important in enhancing customer retention.

BUDDU BROADCASTING SERVICES fosters a comfortable environment and encourages people to grow through peer-to-peer experiences, which make its customers to come again and stay tuned to the radio. However, 26.1% of the respondents disagreed and 18% were not sure. In relation to organizational culture and customer retention, one of the respondents argued that, identifying customer focus, participation, and teamwork as important cultural issues influencing customer relations outcomes at BUDDU BROADCASTING SERVICES. They suggested that empowering employees to excel at customer service and ensuring their job security also contribute to customer relation success. According to (Deshpandé 1999), investigation into market orientation suggests that the existence of an innovative and entrepreneurial culture is strongly associated with exceptional business performance.

7.4. Retention strategy

Customer retention strategy is a timed and planned strategy to ensure that customers are being retained, and that new customers being added are the right, high quality customers, to give the organization the best chance of retaining them in the future. The study asked respondents whether at BBSL, they have a retention strategy in place drives customer retention. The results are indicated in table 7.4 below:

Table 7. 4: At BUDDU BROADCASTING SERVICES, we have a retention strategy in place that drives customer retention.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.3	5.4	5.4
	Disagree	6	5.3	5.4	10.7
	Not sure	13	11.5	11.6	22.3
	Agree	62	54.9	55.4	77.7
	Strongly Agree	25	22.1	22.3	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 77.7% generally agreed that at BUDDU BROADCASTING SERVICES, they have a retention strategy in place that drives customer retention. This implies that BUDDU BROADCASTING SERVICES has guidelines on how it retains its customers. *BUDDU BROADCASTING SERVICES treats its customers as people*, one of the respondents confirmed. However, 10.7% of the respondents disagreed and 11.6% were not sure.

As for the question how BUDDU BROADCASTING SERVICES can get advantage from using a retention strategy, the respondent answered that; "*it helps to know the customers and their needs, which allows recommending right products to the right customers. It helps to correct weak point through customer's feedback which meets the expectation of the customer. Customer retention makes it easier to learn about the customer needs*".

As for the question how BUDDU BROADCASTING SERVICES can apply a customer retention strategy as a key to their business performance, the respondent answered that;"the responsibility of the employee would increase, employee will focus to their specific job position to perform better, BUDDU BROADCASTING SERVICE Scan provide good guidelines, training and bonus to the employee, which would correct the attitude of the employee by a yearly performance appraisal, daily meetings and managing the feedback of customers". A customer relationship is evaluated by arranging a customer satisfaction survey yearly and secretary meeting about every second month, one of the respondents commented.

7.5. The right working environment and customer retention

Customers' impressions of a business depend in large part on the environment present in the workplace. While managers may have a preference as to how their workplace will feel, employees are the ones who actually set the scene. The study asked respondents whether having the right working environment drives customer retention. The results are indicated in table 7.5 below:

Table 7. 5: Having the right working environment drives customer retention

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.1	7.2	7.2
	Disagree	6	5.3	5.4	12.6
	Not sure	22	19.5	19.8	32.4
	Agree	30	26.5	27.0	59.5
	Strongly Agree	45	39.8	40.5	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 67.5% generally agreed that having the right working environment drives customer retention. This implies that the satisfaction of employees of BUDDU BROADCASTING SERVICES determines the satisfaction of customers.

It should be noted that, often, the employees who work face-to-face with these customers are the ones who determine their levels of satisfaction, keeping them content with the company and preventing them from looking elsewhere for someone to meet their needs. However, 12.6% of the respondents disagreed and 19.8% were not sure. In regards to this, one of the respondents stated that, "*Employees satisfaction creates customer retention' indicate that if the employees are satisfied will lead customer retention*".

Employees impact the business environment through the ways in which they interact with each other as well as how they respond to customers.

If employees behave in a professional-yet-inviting manner, they may be better able to please customers and make the business environment an inviting one.

7.6. Having satisfied customers

Customer satisfaction is conceptualized by the authors as the evaluation of an emotion and proclaims that the higher is the satisfaction, the higher is the level of retention. The study asked respondents whether their customers are satisfied. The results are indicated in table 7.6 below

Table 7. 6: Our customers are satisfied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	10.3	10.3
	Disagree	9	8.0	8.4	18.7
	Not sure	11	9.7	10.3	29.0
	Agree	39	34.5	36.4	65.4
	Strongly Agree	37	32.7	34.6	100.0
	Total	107	94.7	100.0	
Missing	System	6	5.3		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 71% generally agreed that their customers are satisfied. This implies that customers of BUDDU BROADCASTING SERVICES are involved in the production of the services; they are able to affect the outcome of the service transaction.

However, 18.7% of the respondents disagreed and 10.3% were not sure. As for the attitude of the employee, Respondent mentioned that there should be a yearly appraisal, daily meetings (morning and evening), and employee work evaluation. The employee's positive attitude really matters because if customer service is generally positive, the client will be satisfied. A positive attitude is significant. As for the evaluation of customer relationship, the respondents mentioned that yearly customer satisfaction survey should be made secretary meeting should be arranged at least once a month.

7.7. Getting customers from referrals

The study asked respondents whether they get a lot of customers from referrals based on fellow customers. The results are indicated in table 7.7 below:

Table 7. 7: We get a lot of customers from referrals based on fellow customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	15.0	15.2	15.2
	Disagree	6	5.3	5.4	20.5
	Not sure	6	5.3	5.4	25.9
	Agree	51	45.1	45.5	71.4
	Strongly Agree	32	28.3	28.6	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 74.1% generally agreed that they get a lot of customers from referrals based on fellow customers. This implies that BUDDU BROADCASTING SERVICES offers above-level services to its customers. The employees respond quickly to customer questions, hence making customers satisfied and thus referring the station to other people. In regards to this, one of the respondent argued that, BUDDU BROADCASTING SERVICES routinely does things which are attention-worth, which makes customers talk about them to others, telling them on how they went about and above some issue. However, 20.5% of the respondents disagreed and 5.4% were not sure. During review, it was discovered that BUDDU BROADCASTING SERVICES, provides its customers with a means to refer their friends to the business, and (potentially) letting them be rewarded for their action.

In an effort to capitalize on the undeniable power of word-of-mouth, many companies are turning to customer referral techniques as a means of increasing customer sharing to connect with more qualified prospective customers.

These referrals trust the person they already know more than they'll ever trust your advertising, and they'll be cheaper for your company to eventually acquire.

7.8. Retention strategy rewards both staff and employees

The study asked respondents whether their retention strategy rewards both staff and employees. The results are indicated in table 7.8 below:

Table 7. 8: Our retention strategy rewards both staff and employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	10.1	10.1
	Disagree	5	4.4	4.6	14.7
	Not sure	22	19.5	20.2	34.9
	Agree	46	40.7	42.2	77.1
	Strongly Agree	25	22.1	22.9	100.0
	Total	109	96.5	100.0	
Missing	System	4	3.5		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 65.1% generally agreed that their retention strategy rewards staff and employees. This implies that BUDDU BROADCASTING SERVICES rewards its employees and staff in different ways. Employees of BUDDU BROADCASTING SERVICES are equipped with different skills and techniques on customer handling, and they receive financial benefits. However, 14.7% of the respondents disagreed and 20.2% were not sure. As for rewarding employees, the respondents mentioned that they are rewarded in terms of skill development. They have a lot of training in customer service for their employee on how to handle customers.

Therefore, the employee should be educated and the education should be arranged from time to time, and the development of the employee should be checked and followed.

7.9. Making a lot of profits from retained customers

The study asked respondents whether they agree that BUDDU BROADCASTING SERVICES makes a lot of profits from its retained customers. The results are indicated in table 7.9 below

Table 7. 9: I agree that BUDDU BROADCASTING SERVICES makes a lot of profit from its retained customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	11.7	11.7
	Disagree	10	8.8	9.0	20.7
	Not sure	6	5.3	5.4	26.1
	Agree	39	34.5	35.1	61.3
	Strongly Agree	43	38.1	38.7	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 73.8% generally agreed that they agree that BUDDU BROADCASTING SERVICES makes a lot of profits from its retained customers. This implies that retained customers continuously make their adverts from BUDDU BROADCASTING SERVICES. However, 20.7% of the respondents disagreed and 5.4% were not sure. In support to the above, one of the respondents stated that, *"it is unprofitable to attempt to achieve retention of the customers as the cost of doing so is likely to be prohibitive"*. In order for BUDDU BROADCASTING

SERVICES to benefit from customer retention, it needs to understand the mechanisms behind it by studying already retained customers (Erikson and Vaghult, 2000).

7.10. Receiving a lot of business from retained clientele

The study asked respondents whether their department receives a lot of business from their retained clientele. The results are indicated in table 7.10 below:

Table 7. 10: My department receives a lot of business from our retained clientele

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.3	5.4	5.4
	Disagree	19	16.8	17.1	22.5
	Not sure	21	18.6	18.9	41.4
	Agree	29	25.7	26.1	67.6
	Strongly Agree	36	31.9	32.4	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 58.5% generally agreed that their department receives a lot of business from their retained clientele. This implies that retained customers purchase more of BUDDU BROADCASTING SERVICES than new customers. However, 22.5% of the respondents disagreed and 18.9% were not sure. In relation to this, one of the respondents stated that, it's cheaper to get current customers to make a repeat purchase than it is to find new customers. It's true

for many businesses, especially in the crowded ecommerce arena where clicks and conversions always seem to be increasing in cost.

7.11. Giving excellent customer service to clients

Excellent customer service creates loyal customers for life; customers who are willing to refer your business to friends, family and colleagues. The study asked respondents whether BUDDU BROADCASTING SERVICES does not give excellent customer service to its clients. The results are indicated in table 7.11 below:

Table 7. 11: BUDDU BROADCASTING SERVICES does not give excellent customer service to its clients.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	19.5	19.6	19.6
	Disagree	18	15.9	16.1	35.7
	Not sure	11	9.7	9.8	45.5
	Agree	36	31.9	32.1	77.7
	Strongly Agree	25	22.1	22.3	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Source: Primary Data

According to the table above, majority of the respondents 54.4% generally agreed that BUDDU BROADCASTING SERVICES does not give excellent customer service to its clients. This implies that BUDDU BROADCASTING SERVICES responds quickly to customers especially when a client is requesting something that's time sensitive. However, 35.7% of the respondents disagreed and 9.7% were not sure. Customer service has an impact on both existing

customers and potential customers. A recent survey found that 68% of consumers would react by telling family and friends about a bad experience by posting it on a social network. And as each Face book profile has an average of 229 friends, the reach of this experience can quickly reach thousands (BUDDU BROADCASTING SERVICES report 2012).

CHAPTER EIGHT

HARMONIZATION BETWEEN CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMER RETENTION IN BUDDU BROADCASTING SERVICES

8.0. Introduction

This chapter aims at harmonizing the relationship between organizational communication and performance.

8.1. Customer acquisition and orientation

According to the study results above, it was discovered that customer acquisition and orientation are of great importance towards the success of BUDDU BROADCASTING SERVICES radio. Naeem, Akhtar, (2013) suggested that in order to orient the organization effectively towards the customers, all the organizations must have a database keeping all the documentations and records they got from their customers, the positive feedbacks or drawbacks on a certain product or service and their need of a new product/service to be invented. This information is going to be collected through certain ways like surveys and phone interviews.

According to the study results above, it was discovered that customer acquisition and orientation are fundamental operations to enlarge and maintain a customer base sufficient for the present and future needs and plans of the radio. According to Wirtz, et..al, (2000) Providing a high-quality service is a priority for making a significant improvement in any organization.

Quality of Service is usually said to be either feature based; like price, quality and response time, or based up on the dimensions of quality as in the SERVQUAL model (Parasuraman, et..al., 1988). Quality standards followed by the organization are basically based on what the customer wants and are also affected by the top management; as they try to take the best financial decisions that would satisfy their customers along with generating profit.

According to the study results above, this study considers both customer acquisition and orientation programs, vital in project-oriented business environments where customers have to be found and acquired again-and-again for new projects. Being customer Oriented is essential to quality management, and means maintaining good relationship with your customers as well as putting the customer first in the decision-making process so as to be successful within the hyper-competitive market (Singh, R and Koshy, A, (2012).

According to the study results above, it was discovered that, the highly competitive nature of today's market forces organizations to be more sensitive to customer's need in order to retain their customers and acquire new ones. In order to satisfy the customers and maintain their loyalty, the pharmacies must focus on building customer orientation skills in their sales personnel so as to build a strong relationship with customers. Nevertheless, the presence of customer orientation skills on behalf of sales personnel does not necessarily guarantees customer satisfaction unless a quality service is delivered to satisfy the customers.

8.2. Working environment and customer retention

According to the study results above, it was revealed working conditions as a root cause for the uncalled for staff behaviors in BUDDU BROADCASTING SERVICES radio. It was discovered that majority staff are paid on time, treated with respect, recognized when good performance is witnessed and rewarded for their better performance. These and others have only resulted into customer assurance, high reliability, responsiveness and empathy.

Therefore, guesthouses in Kampala should empower their employees to strengthen service quality dimensions that satisfy current customers and motivate new ones to come hence reduced customer complaints, high sales and profitability, and good reputation (Auka, Bosire et al. 2013).

It was also discovered that BUDDU BROADCASTING SERVICES empowered its employees to strengthen service quality dimensions in their operations. An attractive and supportive work environment can be described as an environment that attracts individuals into the health professions, encourages them to remain in the health workforce and enables them to perform effectively. The purpose of providing attractive work environments is to create incentives for entering the health professions (recruitment) and for remaining in the health workforce (retention). In addition, supportive work environments provide conditions that enable health workers to perform effectively, making best use of their knowledge, skills and competences and the

available resources in order to provide high-quality health services. This is the interface of the work environment and quality of care

8.3. Knowledge management

According to the study results above, it was discovered that customer knowledge processing is combining with relationship management with customer that its aim is retain the customers in business process. Generally, two main steps are identified in the customer relationship management until finally occurs what was expected.

One of these is changing of focusing on transactions toward relationships with customers, merchants and their developing and another one is focusing on customer retention instead of retail. Totally, marketing relationship can be consider as efforts for identifying, maintaining and building a communication network with private customers and strengthen this network in order to be valuable for both. Also relationship management with customer is advanced step for collecting information about customers order to understanding and influencing on customers' behavior. Even though many researchers remind us that 80% of the measures have failed in customer relationship management, but totally customer relationship management is probably one of the most well-known views of management in a past decade (Rollins and et al, 2005).

The study further discovered that, knowledge management has major role in success of customer relationship management in BUDDU BROADCASTING SERVICES. Identifying a valuable customer is a complex task of knowledge because determines

features range among current customers. Technology can be effective but knowledge management provides power of technology information processing for effective usage. Prediction of new customers' needs can be transfer with using of statistical methods with technology completely but it happen when conceptual knowledge exchange and allocation are used. So the processes of customer relationship management are based on high volume of knowledge. Customer Relationship Management has close relationship with principles of knowledge management.

Thus existence of to-date and sufficient customer knowledge is important for effective customer relationship management system.

With that knowledge management systems have an important role about current customer-centered trade, there is lacking of a simple and general principle for integrating the traditional customer relationship management functions with management and application of customer Knowledge.

In addition, according to (Zabala and et al, 2004), knowledge management is as main micro process of customer relationship management because for effective management about customer relationship management companies should develop related abilities about processes of customer knowledge management. Because these capacities are difficult imitating that can be an advantage source of competitive. From the sources, valuable customer knowledge which is capital rare for trading that responds quickly to customer's needs and regulated by market's changing. While the current strategic management is main factor for competitive advantage, we should point out that

collecting information about customers about relationships and customers' offer about valuation matter is as main advantage which is difficult to imitate.

8.4. Model summary

To find out the relationship between customer relationship management and customer retention, a model summary was developed as indicated in table 8.1 below:

Table 8. 1: Customer Relationship Management Model summary on customer retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848a	.720	.691	.321

a. Predictors: (Constant), Knowledge management, Customer acquisition and orientation, Working environment

The results on Table 8.1 show that customer relationship management measures i.e. knowledge management, customer acquisition an orientation and working environment have exemplary power on customer retention in central broadcasting services as it accounted for 69% of its variability (R square=0.848) on Model 2, hence the model was a good fit for the data. This implied that there was a moderate positive relationship between customer relationship management (knowledge management, customer acquisition an orientation and working environment) and customer retention in BUDDU BROADCASTING SERVICES.

8.5. Customer relationship management ANOVA Results

Table 8.2 presented the analysis of variance of the study of the study on customer relationship management measures (knowledge management, customer acquisition an orientation and working environment) and customer retention of BUDDU BROADCASTING SERVICES

Table 8. 2: Customer Relationship Management ANOVA[a] on customer retention

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.647	3	2.549	24.808	.000[b]
	Residual	2.980	29	.103		
	Total	10.627	32			

a. Dependent Variable: Customer retention

b. Predictors: (Constant), Knowledge management, Customer acquisition and orientation, Working environment

Table 8.2 above presented the analysis of variance of the study on Customer Relationship Management (knowledge management, customer acquisition and orientation and working environment) and customer retention in BUDDU BROADCASTING SERVICES.

The results reveal that a significant relationship existed between knowledge management, customer acquisition and orientation, working condition and customer retention in BUDDU BROADCASTING SERVICES (F=24.808, p=.000) as in model 1. P-value was less than 0.05, thus indicating that the predictor variable explains the variation in the dependent variable which is Customer relationship management (knowledge management, customer acquisition and orientation and working environment) on customer retention in BUDDU BROADCASTING SERVICES. If the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable (Lakew & Rao, 2009).

8.6. Regression Results of Customer Relationship Management on Customer retention

To establish the influence of Customer Relationship Management i.e. knowledge management, customer acquisition and orientation and working environment on

customer retention of BUDDU BROADCASTING SERVICES, the following hypotheses was stated:

8.6.1. Hypothesis One

$H0_1$: There is no significant effect of Customer Relationship Management measures, that is knowledge management, customer acquisition and orientation and working environment on customer retention in BUDDU BROADCASTING SERVICES.

Table 8.3 regression analyses was conducted to empirically determine whether Customer Relationship Management measures, that is knowledge management, customer acquisition and orientation and working environment had a significant influence on customer retention in BUDDU BROADCASTING SERVICES

Table 8. 3: Regression Coefficients of Customer Relationship Management on customer retention

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.301	.413		3.153	.004	.457	2.145
	Customer acquisition and orientation	-.195	.094	-.223	-2.075	.047	-.387	-.003
	Working environment	.403	.087	.543	4.632	.000	.225	.581
	Knowledge management	.424	.092	.515	4.588	.000	.235	.613

a. Dependent Variable: Customer retention

Table 8.3 displayed the regression coefficient results of the independent variable i.e. Customer Relationship Management i.e. Customer acquisition and orientation, working environment and knowledge management. The results revealed that the explanatory

power of customer relationship management on the variability of customer retention of BUDDU BROADCASTING SERVICES was Customer acquisition and orientation (supported by β=-0.223, p-value=0.047) to working environment (supported by β=0.543, p-value=0.000) to knowledge management which was significance against customer retention (supported by β=0.515, p-value=0.000) whereas customer acquisition and orientation was statistically not significant in explaining customer retention of BUDDU BROADCASTING SERVICES.

The influence of Customer Relationship management (Customer acquisition and orientation, working environment and knowledge management.) was therefore significant indicating that the greater the levels of Customer management by BUDDU BROADCASTING SERVICES, the greater the customer retention generated from the leaders. Thus higher levels of customer acquisition among BUDDU BROADCASTING SERVICE were associated with increased satisfaction, loyalty which was translated into customer retention.

This implied that Customer acquisition and orientation, working environment and knowledge management, affected customer retention. Use of Customer acquisition and orientation was statistically significant and hence, included as a predictor of customer retention and use of working environment and knowledge management was statistically significant and hence, included as a predictor of customer retention since results of the regression analysis in this study indicate. These findings were in agreement with the studies done by Randeree and Chaudhry (2012).

It was concluded that, there is strategically significant correlation between Customer acquisition and orientation, working environment and knowledge management and customer retention in BUDDU BROADCASTING SERVICES

CHAPTER NINE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

9.0. Introduction

The study was carried out to determine the role of customer relationship management on customer retention by focusing on BUDDU BROADCASTING SERVICES radio. This chapter therefore presents the major findings from the data analysis and the overall conclusions of the study after which recommendations are made.

9.1. Summary of findings

This study focused on the role of Customer Relationship Management and Customer retention by focusing on BUDDU BROADCASTING SERVICES. A sample of 113 respondents was considered when analyzing data. The methodology used in this study was both qualitative and quantitative. The questionnaire, interview, were the major tools of data collection. SPSS (statistical package for social scientists) was used to analyze the data collected.

9.1.1. Customer acquisition and orientation

The study found out that they think that BUDDU BROADCASTING SERVICES is good at providing service to its clientele, this is proved by 86% of the respondents who agreed in table 4.1. This implies that BUDDU BROADCASTING SERVICES listens to feedback given by customers and does necessary improvement.

The study found out that BUDDU BROADCASTING SERVICES has a declining number of customers. This is proved by 63.4% of the respondents who disagreed in table 4.2. This implied that BUDDU customers increase regularly.

The study further found out that BUDDU BROADCASTING SERVICES has a formal system in place that differentiates engagement processes with new customers based on their potential value, BUDDU BROADCASTING SERVICES is structured in a way to better acquire valuable potential customers, new customers segments are clearly defines in their customer relationship management efforts and their senior management emphasizes very often the significance of acquiring and building valuable new customers. This is proved by results in table 4.3, 4.4, 4.5, and 4.6

9.1.2. Working environment and customer retention

The study found out that BUDDU BROADCASTING SERVICES employees are respected and valued, employees are given specific guidance for performing their jobs, their unit regularly measures how successfully employees acquire valuable new customers and BUDDU BROADCASTING SERVICES has favorable payment terms for all its staff. This is proved by results in table 5.1 to 5.15.

The study further found out that employees are always paid on time, their supervisors recognize the contribution they make towards the success of BUDDU BROADCASTING SERVICES as an organization, front-line employees' performance evaluations depend on how well they acquire new valuable customers and employees across their departments agree that being able to retain valuable existing customers is

the key to their competitive advantage. This is proved by results in table 5.6 to 5.9. BUDDU BROADCASTING SERVICES pays its employees after 28 days every month. However, 18% of the respondents disagreed and 8.1% were not sure.

The study found out that in their department, maintaining relationships with valuable existing customers is viewed more like an investment, instead of an expense, their unit's strategy for competitive advantage is based in retaining valuable existing customers, they are mandated to cross-sell and up-sell to their existing customers and employees are given specific guidance for retaining high value existing customers.

9.1.3. Knowledge management

The study found out that the radio has a formal system for determining which of their current customers are of the highest value, they use information collected from their customers to improve their services and BUDDU BROADCASTING SERVICES is structures to optimally respond to existing customers with different values. BUDDU determine revenue per customer minus any attributable costs to servicing that customer, including cost of goods, cost to service, etc. This is proved by results in table 6.1 to 6.4

The study further found out that they have a formal system to segment existing customers based on their economic value, management communicated the importance to their department of retaining valuable existing customers to the competitive advantage of the radio, their department has gathered a large amount of customer information to help identify their high value customers and their department has

established a thorough understanding of customers' lifetime value. This is proved by results in table 6.5 to 6.9

The study finally found out that their departments have detailed knowledge about the appropriate channels to reach customers, their departments have developed customer knowledge which consists of distinctive customer characteristics, the customer knowledge their departments have developed is very homogenous and their departments have acquired customer knowledge with different profiles and behavior patterns. This implied that BUDDU BROADCASTING SERVICES uses segmentation method to acquire information about different

9.2. Conclusion

The study results indicated that Customer Relationship Management had a significant and positive effect on customer retention. The regression results revealed statistically significant positive linear relationship between Customer Relationship Management (Customer acquisition and orientation, working environment and knowledge management) and customer retention in BUDDU BROADCASTING SERVICES. From the research findings, Customer acquisition and orientation, working environment and knowledge management had an effect on customer retention in BUDDU BROADCASTING SERVICES. Majority of the respondents found Customer acquisition and orientation, working environment and knowledge management as critical phenomena in the industry which could not be ignored.

The findings revealed that Customer acquisition and orientation, working environment and knowledge management had a very strong effect on customer retention in BUDDU BROADCASTING SERVICES.

However, on overall the most prominent indicator was Customer acquisition and orientation. It was clear that customers operated on by strong leaders are more satisfied, engaged, loyal and motivated. Hence, it was the responsibility of the leaders to ensure motivation among the employees, as it is said that motivated employee can easily achieve the set organizational goals. However, it is also important to have leaders on board who are focused on the success and reputation of the radio station and not their own. It can therefore be concluded Customer Relationship Management greatly had an effect on customer retention in BUDDU BROADCASTING SERVICES radio station in Uganda.

9.3. Recommendations

BUDDU BROADCASTING SERVICES should invest resources and capacity to intensify the management of customer relationships as this has been shown to impact on profitability. Specifically the improvement of CRM has a double-line path both of which has the potential of increasing the customer base and thereby profit levels. There is no necessary need for bearing extra cost in marketing and advertising when strong CRM practices are implemented.

Managers of BUDDU BROADCASTING SERVICES are advised to use CRM as their major business strategy. The importance of using CRM as business strategy is that it does not lead to additional cost to reach customers and gaining competitive advantage. BUDDU BROADCASTING SERVICES should retain strong links with customers by arranging monthly meetings with customer to discuss their concerns. This guarantees that customers are satisfied.

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Appendix 1

SELF-ADMINISRTERED QUESTIONNAIRE

Dear Respondent,

My name is Alex Katende Biriggwa. I am a student of Nkumba University finalizing a MBA Degree; specializing in Marketing. As part of the study programme, I am carrying out research on the topic, 'Customer Relationship Management (CRM) and Customer Retention in the media industry in Uganda using Buddu Broadcasting Services Ltd as the case study.

You have been selected as a respondent for this study as you are considered to be having information that is necessary for the successful completion of this research project. This is therefore, to request for your valuable time and cooperation to respond to the following questions by providing the most suitable answers to the best of your knowledge. Please be assured that the information you are about to provide will be treated with utmost confidentiality and will only be used for academic purposes.

Thank you for your cooperation.

SECTION A: About the Respondent.

In this section, your are required to tick the appropriate box where applicable

1. Sex

1	Male	
2	Female	

2. Tick the department where you work.

	Department	
1	Sales and marketing	
2	Management	
3	Accounts	

4	Technical/Engineering	
5	Programming	
6	News	
7	Customers (NGOs, PROs)	

3. No. of years worked with Buddu Broadcasting Services

1	0-3 Years	
2	4-7 Years	
3	8-11 Years	
4	12-15 Years	
5	15 and above	

4. Age group

1	18 – 25 Years	
2	26 – 33 Years	
3	34 – 41 Years	
4	42 – 49 Years	
5	50– 57 Years	
6	58 -65 Years	
7	65 Years and above	

5.Highest Level of Education attained

1	Primary level	
2	Ordinary Certificate (O. Level)	
3	A' Level Certificate	
4	Diploma	
5	Bachelor's Degree	

6	Postgraduate Diploma	
7	Master's Degree	
8	Other (Specify)	

6. What is your position in Buddu Broadcasting Services?

………………………………………………………………………………………

7. Do you think Buddu Broadcasting Services is good at providing service to its clientele? (1) YES   (2) NO

8. "Buddu Broadcasting Services has declining number of customers".   (1) YES or   (2) NO

You are required to respond to each question in the subsequent sections below using the following scale by circling/ticking the most appropriate option that applies to you.
        1= Strongly Disagree, 2= Disagree, 3= Not sure, 4= Agree, 5= Strongly Agree.

SECTION B: CUSTOMER ACQUISITION AND ORIENTATION

9.	Buddu Broadcasting Services has a formal system in place that differentiates engagement processes with new customers based on their potential value.	1	2	3	4	5
10.	Buddu Broadcasting Services is structured in a way to better acquire valuable potential customers.	1	2	3	4	5
11.	New customer segments are clearly defined in our customer relationship management efforts.	1	2	3	4	5
12.	Our senior management emphasizes very often the significance of acquiring and building valuable new customers	1	2	3	4	5
13.	Buddu Broadcasting Services's mission is driven by customer acquisition.	1	2	3	4	5
14.	Senior management communicates the importance of acquiring valuable customers.	1	2	3	4	5
15.	Buddu Broadcasting Services employees agree that being able to acquire valuable customers is the key to our competitive advantage.	1	2	3	4	5

16.	In my department, differentiating and targeting a valuable new customer is viewed more like an investment, instead of an expense.	1	2	3	4	5
17.	Acquiring valuable new customers is seen by employees as essential for our organizations success.	1	2	3	4	5
18.	Our department's strategy for competitive advantage is based on acquiring high-value customers from competitors.	1	2	3	4	5
19.	Our competitive advantage depends largely on differentiating and targeting valuable new customers.	1	2	3	4	5
20.	Buddu Broadcasting Services management has a clear strategic planning process to identify and target new customer opportunities.	1	2	3	4	5
	SECTION C: WORKING ENVIRONMENT					
21.	All Buddu Broadcasting Services employees are respected and valued.	1	2	3	4	5
22.	I am always facilitated to perform my job well	1	2	3	4	5
23.	Employees are given specific guidance for performing their jobs.	1	2	3	4	5
24.	Our unit regularly measures how successfully employees acquire valuable new customers.	1	2	3	4	5
25.	Buddu Broadcasting Services has favorable payment terms for all its staff.	1	2	3	4	5
26.	I am always paid on time.	1	2	3	4	5
27.	My supervisors recognize the contribution I make towards the success of Buddu Broadcasting Services as an organization.	1	2	3	4	5
28.	Front-line employees' performance evaluations depend largely on how well they acquire new valuable customers.	1	2	3	4	5
29.	Employees across my department agree that being able to retain valuable existing customers is the key to our competitive advantage.	1	2	3	4	5
30.	In my department, maintaining relationships with valuable existing	1	2	3	4	5

	customers is viewed more like an investment, instead of an expense.					
31.	Our unit's strategy for competitive advantage is based on retaining valuable existing customers.	1	2	3	4	5
32.	I am mandated to cross-sell and up-sell to our existing customers.	1	2	3	4	5
33.	Employees are given specific guidance for retaining high value existing customers.	1	2	3	4	5
34.	Our organization regularly measures and rewards how successfully employees retain valuable existing customers.	1	2	3	4	5
35.	Customer satisfaction is an important component of all employees' performance evaluations.	1	2	3	4	5
	SECTION D: KNOWLEDGE MANAGEMENT					
36.	The radio has a formal system for determining which of our current customers are of the highest value.	1	2	3	4	5
37.	We use information collected from our customers to improve our services	1	2	3	4	5
38.	Buddu Broadcasting Services is structured to optimally respond to existing customers with different values.	1	2	3	4	5
39.	We have a formal system to segment existing customers based on their economic value.	1	2	3	4	5
40.	Management communicates the importance to our department, of retaining valuable existing customers to the competitive advantage of the Radio.	1	2	3	4	5
41.	My department has gathered a large amount of customer information to help identify our high-value customers.	1	2	3	4	5
42.	My department has established a thorough understanding of customers' lifetime value.	1	2	3	4	5
43.	My department has detailed knowledge about the appropriate channels	1	2	3	4	5

	to reach customers.					
44.	My Department has developed customer knowledge which consists of distinctive customer characteristics.	1	2	3	4	5
45.	The customer knowledge my department has developed is very homogeneous	1	2	3	4	5
46.	My department has acquired customer knowledge with different profiles and behavior patterns.	1	2	3	4	5
SECTION E: CUSTOMER RETENTION						
47.	The structure of Buddu Broadcasting Services has enabled us retain the most valuable customers.	1	2	3	4	5
48.	Leadership plays a pivotal part in customer retention.	1	2	3	4	5
49.	Organizational culture is very important in enhancing customer retention.	1	2	3	4	5
50.	At Buddu Broadcasting Services, we have a retention strategy in place drives customer retention.	1	2	3	4	5
51.	Having the right working environment drives customer retention.	1	2	3	4	5
52.	Our customers are satisfied	1	2	3	4	5
53.	We get a lot of customers from referrals based on fellow customers.	1	2	3	4	5
54.	Our retention strategy rewards both staff and employees.	1	2	3	4	5
55.	I agree that Buddu Broadcasting Services makes a lot of profit from its retained customers.	1	2	3	4	5
56.	My department receives a lot of business from our retained clientele	1	2	3	4	5
57.	Buddu Broadcasting Services does not give excellent customer service to its clients.	1	2	3	4	5

Thank you for your time and patience.

Appendix 2

INTERVIEW GUIDE

1. Does the company's corporate strategy give importance to a customer's needs?

2. In your opinion, do you think relationships with customers are given great value by Buddu Broadcasting Services management?

3. What do you feel about the company's promotional activities of attracting new customers and retaining old ones?

4. Tell me about Buddu Broadcasting Services' customer satisfaction objectives

5. Tell me about the customer satisfaction surveys. How do they help?

6. Do you think Buddu Broadcasting Services clearly identifies different customer types?

7. Buddu Broadcasting Services does not give excellent customer service to its clients. What is your opinion on this statement?

8. How do you treat customer complaints?

9. Do you think the working environment of the company is suitable to meet the needs of internal customers?

10. How best can Buddu Broadcasting Services improve its customer relationship management?

11. How best may Buddu Broadcasting Services adopt CRM strategies to increase its retention levels?

Thank you for your time.

Appendix 3
Table for Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
        "S" is sample size.

Source: *Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.*

Frequencies

Age group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 25 Years	14	12.4	12.8	12.8
	26 – 33 Years	42	37.2	38.5	51.4
	34 – 41 Years	28	24.8	25.7	77.1
	42 – 49 Years	22	19.5	20.2	97.2
	50– 57 Years	3	2.7	2.8	100.0
	Total	109	96.5	100.0	
Missing	System	4	3.5		
Total		113	100.0		

Department of Deployment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sales and marketing	15	13.3	13.4	13.4
	Management	5	4.4	4.5	17.9
	Accounts	6	5.3	5.4	23.2
	Technical/Engineering	5	4.4	4.5	27.7
	Programming	40	35.4	35.7	63.4
	News	12	10.6	10.7	74.1
	Customers (NGOs, PROs)	29	25.7	25.9	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

No. of years worked with BUDDU BROADCASTING SERVICES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-3 Years	42	37.2	42.4	42.4
	4-7 Years	24	21.2	24.2	66.7
	8-11 Years	20	17.7	20.2	86.9
	12-15 Years	8	7.1	8.1	94.9
	15 and above	5	4.4	5.1	100.0
	Total	99	87.6	100.0	
Missing	System	14	12.4		
Total		113	100.0		

Highest Level of Education attained

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ordinary Certificate (O. Level)	13	11.5	13.8	13.8
	A' Level Certificate	11	9.7	11.7	25.5
	Diploma	26	23.0	27.7	53.2
	Bachelor's Degree	28	24.8	29.8	83.0
	Postgraduate Diploma	13	11.5	13.8	96.8
	Master's Degree	3	2.7	3.2	100.0
	Total	94	83.2	100.0	
Missing	System	19	16.8		
Total		113	100.0		

Do you think BUDDU BROADCASTING SERVICES is good at providing service to its clientele?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	80	70.8	86.0	86.0
	No	13	11.5	14.0	100.0
	Total	93	82.3	100.0	
Missing	System	20	17.7		
Total		113	100.0		

"BUDDU BROADCASTING SERVICES has declining number of customers".

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	31	27.4	33.3	33.3
	No	59	52.2	63.4	96.8
	3	3	2.7	3.2	100.0
	Total	93	82.3	100.0	
Missing	System	20	17.7		
Total		113	100.0		

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	77	68.1	68.1	68.1
	Female	36	31.9	31.9	100.0
	Total	113	100.0	100.0	

BUDDU BROADCASTING SERVICES has a formal system in place that differentiates engagement processes with new customers based on their potential value.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	39	34.5	34.5	34.5
	Disagree	12	10.6	10.6	45.1
	Not sure	4	3.5	3.5	48.7
	Agree	27	23.9	23.9	72.6
	Strongly Agree	31	27.4	27.4	100.0
	Total	113	100.0	100.0	

BUDDU BROADCASTING SERVICES is structured in a way to better acquire valuable potential customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	35	31.0	32.1	32.1
	Disagree	10	8.8	9.2	41.3
	Not sure	8	7.1	7.3	48.6
	Agree	35	31.0	32.1	80.7
	Strongly Agree	21	18.6	19.3	100.0
	Total	109	96.5	100.0	
Missing	System	4	3.5		
Total		113	100.0		

New customer segments are clearly defined in our customer relationship management efforts.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	20.4	21.3	21.3
	Disagree	13	11.5	12.0	33.3
	Not sure	15	13.3	13.9	47.2
	Agree	34	30.1	31.5	78.7
	Strongly Agree	23	20.4	21.3	100.0
	Total	108	95.6	100.0	
Missing	System	5	4.4		
Total		113	100.0		

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Our senior management emphasizes very often the significance of acquiring and building valuable new customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	20.4	20.9	20.9
	Disagree	20	17.7	18.2	39.1
	Not sure	7	6.2	6.4	45.5
	Agree	39	34.5	35.5	80.9
	Strongly Agree	21	18.6	19.1	100.0
	Total	110	97.3	100.0	
Missing	System	3	2.7		
Total		113	100.0		

BUDDU BROADCASTING SERVICES's mission is driven by customer acquisition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.3	6.0	6.0
	Disagree	3	2.7	3.0	9.0
	Not sure	8	7.1	8.0	17.0
	Agree	59	52.2	59.0	76.0
	Strongly Agree	24	21.2	24.0	100.0
	Total	100	88.5	100.0	
Missing	System	13	11.5		
Total		113	100.0		

Senior management communicates the importance of acquiring valuable customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	33	29.2	31.4	31.4
	Disagree	7	6.2	6.7	38.1
	Not sure	6	5.3	5.7	43.8
	Agree	29	25.7	27.6	71.4
	Strongly Agree	30	26.5	28.6	100.0
	Total	105	92.9	100.0	
Missing	System	8	7.1		
Total		113	100.0		

BUDDU BROADCASTING SERVICES employees agree that being able to acquire valuable customers is the key to our competitive advantage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	15.9	16.7	16.7
	Disagree	31	27.4	28.7	45.4
	Not sure	8	7.1	7.4	52.8
	Agree	24	21.2	22.2	75.0
	Strongly Agree	27	23.9	25.0	100.0
	Total	108	95.6	100.0	
Missing	System	5	4.4		
Total		113	100.0		

In my department, differentiating and targeting a valuable new customer is viewed more like an investment, instead of an expense.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	18.6	18.6	18.6
	Disagree	13	11.5	11.5	30.1
	Not sure	9	8.0	8.0	38.1
	Agree	43	38.1	38.1	76.1
	Strongly Agree	27	23.9	23.9	100.0
	Total	113	100.0	100.0	

Acquiring valuable new customers is seen by employees as essential for our organizations success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.1	7.2	7.2
	Disagree	7	6.2	6.3	13.5
	Not sure	24	21.2	21.6	35.1
	Agree	29	25.7	26.1	61.3
	Strongly Agree	43	38.1	38.7	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Our department's strategy for competitive advantage is based on acquiring high-value customers from competitors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	10.2	10.2
	Disagree	10	8.8	9.3	19.4
	Not sure	21	18.6	19.4	38.9
	Agree	43	38.1	39.8	78.7
	Strongly Agree	23	20.4	21.3	100.0
	Total	108	95.6	100.0	
Missing	System	5	4.4		
Total		113	100.0		

Our competitive advantage depends largely on differentiating and targeting valuable new customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	15.9	16.5	16.5
	Disagree	14	12.4	12.8	29.4
	Not sure	5	4.4	4.6	33.9
	Agree	48	42.5	44.0	78.0
	Strongly Agree	24	21.2	22.0	100.0
	Total	109	96.5	100.0	
Missing	System	4	3.5		
Total		113	100.0		

BUDDU BROADCASTING SERVICES management has a clear strategic planning process to identify and target new customer opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	12.4	12.4
	Disagree	2	1.8	1.9	14.3
	Not sure	10	8.8	9.5	23.8
	Agree	43	38.1	41.0	64.8
	Strongly Agree	37	32.7	35.2	100.0
	Total	105	92.9	100.0	
Missing	System	8	7.1		
Total		113	100.0		

All BUDDU BROADCASTING SERVICES employees are respected and valued

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	16.8	17.4	17.4
	Disagree	11	9.7	10.1	27.5
	Not sure	9	8.0	8.3	35.8
	Agree	23	20.4	21.1	56.9
	Strongly Agree	47	41.6	43.1	100.0
	Total	109	96.5	100.0	
Missing	System	4	3.5		
Total		113	100.0		

I am always facilitated to perform my job well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	14.2	14.5	14.5
	Disagree	27	23.9	24.5	39.1
	Not sure	5	4.4	4.5	43.6
	Agree	25	22.1	22.7	66.4
	Strongly Agree	37	32.7	33.6	100.0
	Total	110	97.3	100.0	
Missing	System	3	2.7		
Total		113	100.0		

Employees are given specific guidance for performing their jobs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	14.2	14.4	14.4
	Disagree	9	8.0	8.1	22.5
	Not sure	16	14.2	14.4	36.9
	Agree	41	36.3	36.9	73.9
	Strongly Agree	29	25.7	26.1	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Our unit regularly measures how successfully employees acquire valuable new customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	9.9	9.9
	Disagree	18	15.9	16.2	26.1
	Not sure	25	22.1	22.5	48.6
	Agree	25	22.1	22.5	71.2
	Strongly Agree	32	28.3	28.8	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

BUDDU BROADCASTING SERVICES has favorable payment terms for all its staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	11.5	11.5
	Disagree	11	9.7	9.7	21.2
	Not sure	10	8.8	8.8	30.1
	Agree	41	36.3	36.3	66.4
	Strongly Agree	38	33.6	33.6	100.0
	Total	113	100.0	100.0	

I am always paid on time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	9.9	9.9
	Disagree	9	8.0	8.1	18.0
	Not sure	9	8.0	8.1	26.1
	Agree	37	32.7	33.3	59.5
	Strongly Agree	45	39.8	40.5	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

My supervisors recognize the contribution I make towards the success of BUDDU BROADCASTING SERVICES as an organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	11.5	11.5
	Disagree	7	6.2	6.2	17.7
	Not sure	8	7.1	7.1	24.8
	Agree	55	48.7	48.7	73.5
	Strongly Agree	30	26.5	26.5	100.0
	Total	113	100.0	100.0	

Front-line employees' performance evaluations depend largely on how well they acquire new valuable customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.3	5.3	5.3
	Disagree	13	11.5	11.5	16.8
	Not sure	18	15.9	15.9	32.7
	Agree	58	51.3	51.3	84.1
	Strongly Agree	18	15.9	15.9	100.0
	Total	113	100.0	100.0	

Employees across my department agree that being able to retain valuable existing customers is the key to our competitive advantage.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	15.9	17.0	17.0
	Disagree	10	8.8	9.4	26.4
	Not sure	8	7.1	7.5	34.0
	Agree	38	33.6	35.8	69.8
	Strongly Agree	32	28.3	30.2	100.0
	Total	106	93.8	100.0	
Missing	System	7	6.2		
Total		113	100.0		

In my department, maintaining relationships with valuable existing customers is viewed more like an investment, instead of an expense

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.1	7.1	7.1
	Disagree	16	14.2	14.2	21.2
	Not sure	13	11.5	11.5	32.7
	Agree	43	38.1	38.1	70.8
	Strongly Agree	33	29.2	29.2	100.0
	Total	113	100.0	100.0	

Our unit's strategy for competitive advantage is based on retaining valuable existing customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	15.9	16.7	16.7
	Disagree	7	6.2	6.5	23.1
	Not sure	19	16.8	17.6	40.7
	Agree	33	29.2	30.6	71.3
	Strongly Agree	31	27.4	28.7	100.0
	Total	108	95.6	100.0	
Missing	System	5	4.4		
Total		113	100.0		

I am mandated to cross-sell and up-sell to our existing customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	22.1	22.1	22.1
	Disagree	13	11.5	11.5	33.6
	Not sure	9	8.0	8.0	41.6
	Agree	50	44.2	44.2	85.8
	Strongly Agree	16	14.2	14.2	100.0
	Total	113	100.0	100.0	

Employees are given specific guidance for retaining high value existing customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.4	4.4	4.4
	Disagree	9	8.0	8.0	12.4
	Not sure	18	15.9	15.9	28.3
	Agree	47	41.6	41.6	69.9
	Strongly Agree	34	30.1	30.1	100.0
	Total	113	100.0	100.0	

Our organization regularly measures and rewards how successfully employees retain valuable existing customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	11.8	11.8
	Disagree	11	9.7	10.0	21.8
	Not sure	15	13.3	13.6	35.5
	Agree	38	33.6	34.5	70.0
	Strongly Agree	33	29.2	30.0	100.0
	Total	110	97.3	100.0	
Missing	System	3	2.7		
Total		113	100.0		

Customer satisfaction is an important component of all employees' performance evaluations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	8.0	8.0	8.0
	Disagree	10	8.8	8.8	16.8
	Not sure	10	8.8	8.8	25.7
	Agree	55	48.7	48.7	74.3
	Strongly Agree	29	25.7	25.7	100.0
	Total	113	100.0	100.0	

The radio has a formal system for determining which of our current customers are of the highest value

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	23.0	24.1	24.1
	Disagree	3	2.7	2.8	26.9
	Not sure	7	6.2	6.5	33.3
	Agree	39	34.5	36.1	69.4
	Strongly Agree	33	29.2	30.6	100.0
	Total	108	95.6	100.0	
Missing	System	5	4.4		
Total		113	100.0		

We use information collected from our customers to improve our services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	13.3	13.4	13.4
	Disagree	19	16.8	17.0	30.4
	Not sure	6	5.3	5.4	35.7
	Agree	43	38.1	38.4	74.1
	Strongly Agree	29	25.7	25.9	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

BUDDU BROADCASTING SERVICES is structured to optimally respond to existing customers with different values.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	20.4	20.4	20.4
	Disagree	6	5.3	5.3	25.7
	Not sure	14	12.4	12.4	38.1
	Agree	52	46.0	46.0	84.1
	Strongly Agree	18	15.9	15.9	100.0
	Total	113	100.0	100.0	

We have a formal system to segment existing customers based on their economic value.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	13.3	13.3	13.3
	Disagree	16	14.2	14.2	27.4
	Not sure	14	12.4	12.4	39.8
	Agree	42	37.2	37.2	77.0
	Strongly Agree	26	23.0	23.0	100.0
	Total	113	100.0	100.0	

Management communicates the importance to our department, of retaining valuable existing customers to the competitive advantage of the Radio.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.7	2.7	2.7
	Disagree	9	8.0	8.0	10.6
	Not sure	5	4.4	4.4	15.0
	Agree	49	43.4	43.4	58.4
	Strongly Agree	47	41.6	41.6	100.0
	Total	113	100.0	100.0	

My department has gathered a large amount of customer information to help identify our high-value customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	10.6	10.7	10.7
	Disagree	13	11.5	11.6	22.3
	Not sure	4	3.5	3.6	25.9
	Agree	35	31.0	31.3	57.1
	Strongly Agree	48	42.5	42.9	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

My department has established a thorough understanding of customers' lifetime value.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	6.2	6.3	6.3
	Disagree	11	9.7	9.8	16.1
	Not sure	18	15.9	16.1	32.1
	Agree	38	33.6	33.9	66.1
	Strongly Agree	38	33.6	33.9	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

My department has detailed knowledge about the appropriate channels to reach customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	10.3	10.3
	Disagree	8	7.1	7.5	17.8
	Not sure	14	12.4	13.1	30.8
	Agree	38	33.6	35.5	66.4
	Strongly Agree	36	31.9	33.6	100.0
	Total	107	94.7	100.0	
Missing	System	6	5.3		
Total		113	100.0		

My Department has developed customer knowledge which consists of distinctive customer characteristics.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	8.8	8.9	8.9
	Disagree	11	9.7	9.8	18.8
	Not sure	9	8.0	8.0	26.8
	Agree	51	45.1	45.5	72.3
	Strongly Agree	29	25.7	25.9	98.2
	23	2	1.8	1.8	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

The customer knowledge my department has developed is very homogeneous

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	10.0	10.0
	Disagree	8	7.1	7.3	17.3
	Not sure	18	15.9	16.4	33.6
	Agree	51	45.1	46.4	80.0
	Strongly Agree	22	19.5	20.0	100.0
	Total	110	97.3	100.0	
Missing	System	3	2.7		
Total		113	100.0		

My department has acquired customer knowledge with different profiles and behavior patterns.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.3	5.5	5.5
	Disagree	22	19.5	20.0	25.5
	Not sure	8	7.1	7.3	32.7
	Agree	45	39.8	40.9	73.6
	Strongly Agree	29	25.7	26.4	100.0
	Total	110	97.3	100.0	
Missing	System	3	2.7		
Total		113	100.0		

The structure of BUDDU BROADCASTING SERVICES has enabled us retain the most valuable customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	13.3	13.4	13.4
	Disagree	9	8.0	8.0	21.4
	Not sure	8	7.1	7.1	28.6
	Agree	49	43.4	43.8	72.3
	Strongly Agree	31	27.4	27.7	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Leadership plays a pivotal part in customer retention.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	12.6	12.6
	Disagree	13	11.5	12.6	25.2
	Not sure	11	9.7	10.7	35.9
	Agree	30	26.5	29.1	65.0
	Strongly Agree	36	31.9	35.0	100.0
	Total	103	91.2	100.0	
Missing	System	10	8.8		
Total		113	100.0		

Organizational culture is very important in enhancing customer retention.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	19.5	19.8	19.8
	Disagree	7	6.2	6.3	26.1
	Not sure	20	17.7	18.0	44.1
	Agree	33	29.2	29.7	73.9
	Strongly Agree	29	25.7	26.1	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

At BUDDU BROADCASTING SERVICES, we have a retention strategy in place drives customer retention.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.3	5.4	5.4
	Disagree	6	5.3	5.4	10.7
	Not sure	13	11.5	11.6	22.3
	Agree	62	54.9	55.4	77.7
	Strongly Agree	25	22.1	22.3	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Having the right working environment drives customer retention.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.1	7.2	7.2
	Disagree	6	5.3	5.4	12.6
	Not sure	22	19.5	19.8	32.4
	Agree	30	26.5	27.0	59.5
	Strongly Agree	45	39.8	40.5	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

Our customers are satisfied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	10.3	10.3
	Disagree	9	8.0	8.4	18.7
	Not sure	11	9.7	10.3	29.0
	Agree	39	34.5	36.4	65.4
	Strongly Agree	37	32.7	34.6	100.0
	Total	107	94.7	100.0	
Missing	System	6	5.3		
Total		113	100.0		

We get a lot of customers from referrals based on fellow customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	15.0	15.2	15.2
	Disagree	6	5.3	5.4	20.5
	Not sure	6	5.3	5.4	25.9
	Agree	51	45.1	45.5	71.4
	Strongly Agree	32	28.3	28.6	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Our retention strategy rewards both staff and employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.7	10.1	10.1
	Disagree	5	4.4	4.6	14.7
	Not sure	22	19.5	20.2	34.9
	Agree	46	40.7	42.2	77.1
	Strongly Agree	25	22.1	22.9	100.0
	Total	109	96.5	100.0	
Missing	System	4	3.5		
Total		113	100.0		

I agree that BUDDU BROADCASTING SERVICES makes a lot of profit from its retained customers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.5	11.7	11.7
	Disagree	10	8.8	9.0	20.7
	Not sure	6	5.3	5.4	26.1
	Agree	39	34.5	35.1	61.3
	Strongly Agree	43	38.1	38.7	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

My department receives a lot of business from our retained clientele

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.3	5.4	5.4
	Disagree	19	16.8	17.1	22.5
	Not sure	21	18.6	18.9	41.4
	Agree	29	25.7	26.1	67.6
	Strongly Agree	36	31.9	32.4	100.0
	Total	111	98.2	100.0	
Missing	System	2	1.8		
Total		113	100.0		

BUDDU BROADCASTING SERVICES does not give excellent customer service to its clients.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	19.5	19.6	19.6
	Disagree	18	15.9	16.1	35.7
	Not sure	11	9.7	9.8	45.5
	Agree	36	31.9	32.1	77.7
	Strongly Agree	25	22.1	22.3	100.0
	Total	112	99.1	100.0	
Missing	System	1	.9		
Total		113	100.0		

Correlations

		Customer acquisition and orientation	Customer retention
Customer acquisition and orientation	Pearson Correlation	1	.379**
	Sig. (2-tailed)		.004
	N	71	57
Customer retention	Pearson Correlation	.379**	1
	Sig. (2-tailed)	.004	
	N	57	95

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

Correlations

		Working environment	Customer retention
Working environment	Pearson Correlation	1	.820**
	Sig. (2-tailed)		.000
	N	85	68
Customer retention	Pearson Correlation	.820**	1
	Sig. (2-tailed)	.000	
	N	68	95

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

Correlations

		Knowledge management	Customer retention
Knowledge management	Pearson Correlation	1	.659**
	Sig. (2-tailed)		.000
	N	97	85
Customer retention	Pearson Correlation	.659**	1
	Sig. (2-tailed)	.000	
	N	85	95

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